

# EXECUTIVE SUMMARY

## INTEGRATED DEVELOPMENT PLAN OF BUFFALO CITY METROPOLITAN MUNICIPALITY

# 2021/26





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*Xola Pakati*

## FOREWORD BY THE EXECUTIVE MAYOR



**Fellow Residents of Buffalo City,**

The Council of Buffalo City Metro is presenting the final Integrated Development Plan (IDP 2021 – 2026) to the public and all stakeholders after it was extensively engaged by communities during the virtual roadshows. It remains saddening that we are doing this under challenges circumstances as our country is faced with two pandemics: COVID-19 and Gender-Based Violence.

COVID-19 has led to the loss of many lives and livelihoods and we are hoping that the storm is over. Council is presenting this IDP at a time when the Ministry of Health has asked all of South Africans to brace for a third wave of rising COVID-19 infections which is anticipated to be more

devastating than the initial waves.

Asking for vigilance during this time cannot be overemphasised. What is comforting though is that at least there is a vaccination rollout programme which is targeting health care workers, those who are beyond 60 years and those living with comorbidities at the moment.

Whilst we will continue to enforce lockdown measures as a municipality, we are already presenting a Final IDP and Budget that considers the need for Economic Recovery. Our focus is on using infrastructure investment as a stimulus for the creation of jobs and fighting poverty.

Recent events in our metro indicate that incidences of gender-based violence and femicide in our country are increasing and it is proving to be a deadly pandemic. Our communities are constantly mourning due to acts of barbarity by men who are ideally supposed to be the main protectors of women. This is a sad state of affairs and it is a time for all of us to unite and fight the scourge of gender-based violence and femicide. We must all make it known that there is no place for acts of both physical and epistemic violence against women in our metro and our nation.

### **True to our Strategic Vision**

Our development trajectory as the City is anchored on the Metro Growth and Development Strategy (MGDS) vision 2030 and this Final IDP and Budget fully aligns with this vision. It also gives attention to the COVID pandemic and our City Economic Recovery Plan.

The MGDS remains our 2030 strategy to build a well-governed, connected, green and innovative city. The MGDS integrates and aligns the priorities of the Sustainable Development Goals and the UN's New Urban Agenda which is focused on making cities and human settlements inclusive, safe, resilient and sustainable. This integrated Development Plan and Budget we are presenting provides detailed measures that we will be taking towards the achievement of our strategic objectives.

### **A Good Work in Progress**

There is no denying that Buffalo City Metropolitan Municipality has had visible improvements in terms of infrastructure and the provision of services. This Final IDP and Budget takes this into account and it is a clear plan towards consolidating this work in progress, thus taking our City to greater heights. We can only do this together; this is why we warmly welcome the participation of residents and stakeholders of our municipality who assisted in crafting this IDP during the virtual roadshows.

As a municipality, we have already begun preparing a detailed service delivery account and the intention is to give a complete picture of what we have achieved and what we are still to do as we get closer to the end of the term. What emerges from the Service Delivery Account is the fact that the city has made substantial progress in implementing development projects in several areas ever since 2016. There is a broad consensus that the face of the city is changing for the better and that development is happening in our communities. This is also what comes out from the public consultations that we held, and it is admitted that more can and must be done.

It should be noted that the numerous developmental improvements did not just happen, but it is a result of the Council's deliberate privileging of spending on infrastructure projects. The reality is that ever since the start of this term of office, the bulk of the budget has gone to water and sanitation, roads and stormwater, human settlements development, transport infrastructure and electricity. The city has thus deliberately focused the budget on a mix of social and economic infrastructure investments that are improving the standard of living of residents in the city but also creating the requisite leverage for investment.

More comforting is the positive feedback we continue to get from residents, more particularly during the IDP Roadshows and the Mayoral Imbizo programme. The constructive criticism that we receive from the public indicates that the collective leadership is doing well in providing services, but more should be done.

The core measurement of development and inclusivity is improved access to quality basic services. The mandate we have been given by the electorate is to improve their lives and ensure access to quality basic services. We are confident that our resident's quality of life has been steadily improving and this is one of the main pull factors attracting people to migrate into the city.

The global standard measurement of quality of life is the Human Development Index (HDI) which measures income (measured by GDP per capita), life expectancy and adult literacy. The HDI for Buffalo City is 0.67, which is higher than the 0.65 score for the country as a whole, or the 0.60 for the province. Most significantly the HDI has climbed a full 10 percentage points over the past 10 years (from 0.57 in 2009), reflecting the steady commitment of the governing party to continually improve the lives of our citizens.

This commitment is confirmed by access to basic services. Each year for the past 10 years we have been able to decrease the number of households without access to electrical connections by an average of 8 percent per year. In 2008 we had some 71 300 households without an electrical connection. We have reduced this to 30 400 households. The sanitation backlog has also been reduced at almost the same rate. In 2008 we had 73 700 households without access to hygienic toilets. Today, this has been reduced to 33 800. And more than 98 percent of households in the city have access to piped water, up from 88 percent in 2008.

We are however committing that we will not rest while there are still citizens without access to basic services and the Final IDP and Budget that has been adopted by Council is aimed at accelerating our push for service delivery and development.

The adopted budget of our municipality indicates that we are determined to implement a balanced financial strategy that is anchored on ensuring a stable and healthy revenue collection whilst leveraging finances and assets for further development. Revenue enhancement will be a priority so that there is financial sustainability. Improving the collection rate and reducing the debtors' book will be given the necessary attention and this will be balanced with the handling of billing complaints with due care.

This Final IDP and Budget which is a product of consultations with residents and stakeholders of Buffalo City indicates that we are keenly focused on accelerating development. We know that consumers will not accept a COVID-19 excuse, hence our resolve to implement developmental projects with sheer precision and speed.

We thank the residents and stakeholders of our Metro for helping to shape this forward-looking Integrated Development Plan and Budget. We thank the Councillors for visionary stewardship of the development planning process. We are thankful to the municipal officials for their competence and professionalism in consolidating community concerns and priorities into implementable plans and projects.

Let us continue to collectively work together to take Buffalo City to greater heights!

**A City Hard at Work**

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Cllr Xola Pakati  
Executive Mayor of BCMM

# *Andile Sikelela*

## OVERVIEW BY THE CITY MANAGER



The Integrated Development Plan (IDP) is a strategic planning and service delivery tool that guides all activities of the Municipality in consultation with all relevant stakeholders in line with Chapter five of the Local Government Municipal Systems Act 32 of 2000. On the other hand, the City has other strategic documents in the form of Metro Growth and Development Strategy (MGDS) and the Built Environment Performance Plan (BEPP).

In developing the 2021 – 2026 Integrated Development Plan, the City ensured that there is proper alignment and integration of our strategic documents (MGDS & BEPP) to the IDP including the new District Development Model (DDM) adopted by Cabinet in 2019. To ensure that there is no fundamental shift on the outstanding plans from the 2016 – 2021 IDP to the 2021 – 2026 IDP, the City considered all outstanding programmes and

projects.

Buffalo City Metropolitan Municipality demographics are a combination of urban centres and a portion of rural areas. This poses a unique challenge in planning compared to other cities and that needs a perfect balance to be maintained in the provision of services. Urban cities mostly focus on maintaining the current infrastructure and providing new infrastructure as and when it is required. Provision of basic infrastructure in rural areas (water, roads, electricity, and human settlements) are amongst many other compelling priorities that the city cannot ignore. Buffalo City Metropolitan Municipality continues to maintain and provide massive capital and social infrastructure to boost the economy and investment to the City.

The advent of Covid 19 to our City undermined many efforts of investing into our infrastructure and improving the local economy. To turn around the situation, the City developed an economic recovery plan and it is aligned to the National and Provincial economic recovery plans. The economic projections confirm that the next five years will be the toughest years to many economies in developing countries. Buffalo City Metropolitan Municipality is not immune from facing these challenges however with the development and implementation of the economic recovery plan the City is confident that it will survive the trying times.

The 2021 Local Government elections are around the corner before the new administration is ushered in. This IDP will be our road map for the next five years that the City will be implementing from 2021 – 2026. It will also serve as a compass for planning, development, and service delivery. It is an exciting journey that the City is prepared to travel working together with the new administration, its citizens, and other spheres of government in making Buffalo City a destination of choice.

### **A City Hard at Work**

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A. Sihlahla

City Manager of BCMM

# 1

## INTRODUCTION

The Buffalo City Metropolitan Municipality's Council adopted its 2016/2021 IDP on 31 May 2016 in accordance with the Municipal Systems Act and it was annually reviewed thereafter. The fourth and last revision of the plan was adopted by Council on 29 June 2020 for the period 2020/2021 where after the five-year plan will have run its course on 30 June 2021.

The 2021/2026 IDP has been developed by the current council and it will be adopted by the same council in May 2021. Local Government Elections are scheduled to take place on 27 October 2021.

In accordance with Section 25(2) of the Local Government: Municipal Systems Act, No. 32 of 2000, an IDP adopted by a municipal council in terms of the Act may be amended in terms of section 34 and remains in force until an integrated development plan is adopted by the next elected council.

Section 25(3) of the Local Government: Municipal Systems Act provides the following options to the incoming council in respect of the IDP currently being developed:

- (a) A newly elected municipal council may, within the prescribed period, adopt the integrated development plan of its predecessor, but before taking a decision it must comply with section 29(1)(b)(i), (c) and (d)
- (b) A newly elected municipal council that adopts the integrated development of its predecessor with amendments, must effect the amendments in accordance with the process referred to in section 34(b).

**This document, therefore, sets out the outcomes of the planning process towards the development of the 2021/2026 Integrated Development Plan. It describes the following**

- The process followed to develop Buffalo City's IDP;
- The key considerations or informants of the IDP; and
- The objectives, strategies, key performance indicators and targets that have been developed and aligned to the long-term Metro Growth and Development Strategy which was adopted by Council in 2015.

### THE PROCESS FOLLOWED

Buffalo City's IDP and Budget development was undertaken through an inclusive, integrated and procedurally consistent manner in line with an approved IDP/Budget/PMS Process Plan and Time Schedule which was compiled in accordance with Section 28 and 29 of the Municipal Systems Act and Section 21(1) of the Municipal Finance Management Act. A revised IDP/Budget/PMS Process Plan and Time Schedule IDP was approved by Council because some planned engagements were rescheduled as a result of challenges experienced due to the COVID-19 Global Pandemic.

**The strategic processes and activities undertaken in order to produce the 2021/2026 Integrated Development Plan, are summarised in the table below:**

NO	ACTIVITY DESCRIPTION	DATES ACHIEVED
<b>PREPARATION PHASE</b>		
1	Mayoral Committee: <ul style="list-style-type: none"> <li>To consider and recommend that IDP/Budget/PMS Process Plan and Time Schedule be approved by Council (at least 10 months before the start of the budget year)</li> </ul>	04/08/2020
2	Top Management: <ul style="list-style-type: none"> <li>To consider 2020/2021 First Adjustment Budget &amp; the 2019/2020 Fourth Adjustment budget and recommend being approved by Council</li> </ul>	07/08/2020
3	Council: To approve - <ul style="list-style-type: none"> <li>IDP/Budget/PMS Process Plan and Time Schedule (at least 10 months before the start of the budget year).</li> <li>The 2020/2021 First adjustment budget (to be tabled before 25 August 2020) and the 2019/2020 Fourth Adjustment budget.</li> </ul>	28/08/2020 - 04/09/2020
<b>PHASE 1: SITUATIONAL ANALYSIS</b>		
4	BCMM Technical IGR Core Team: <p>To deliberate on the process of rolling out the District/Metro Development Model at BCMM and align it with the IDP/Budget/PMS Process Plan</p>	14/10/2020
5	IDP/Budget/PMS Workstreams: <ul style="list-style-type: none"> <li>To prepare draft Situational Analysis Reports for Top Management Technical Planning Session (Environmental Profile, Population Trends and Profile, Social Development Profile, Governance and Finance Development Profile, Infrastructure Development Profile, Key Development Trends, Spatial Development Profile)</li> <li>To assess and identify information from adopted Sector Plans against the backdrop of the SITUATIONAL ANALYSIS, including the LSDFs for integration into the IDP Review document if possible</li> </ul>	15, 16 & 21/10/2020
6	Top Management Technical Planning Session: <ul style="list-style-type: none"> <li>To reflect on progress made with implementation of strategic priorities during preceding financial years</li> <li>To review SITUATIONAL ANALYSIS of the metro that inform priority choices (Environmental Profile, Population Trends and Profile, Social Development Profile, Governance and Finance Development Profile, Infrastructure Development Profile, Key Development Trends, Spatial Development Profile)</li> </ul>	30/10/2020
7	Ward Councillors, together with Ward Committees compile ward profiles and review current ward priorities	01/09/2020 - 31/01/2020
8	IDP Technical Workstream: <ul style="list-style-type: none"> <li>To assess and identify information from adopted Sector Plans against the backdrop of the SITUATIONAL ANALYSIS, including the LSDFs for integration into the IDP Review document if possible</li> </ul>	15/10/2020 - 16/10/2020
9	Coastal Region Pre-Imbizo Session <ul style="list-style-type: none"> <li>To prepare content for the Mayoral Imbizo</li> </ul>	06/10/2020
10	Midland Region Pre-Imbizo Session <ul style="list-style-type: none"> <li>To prepare content for the Mayoral Imbizo</li> </ul>	13/10/2020
11	Inland Region Pre-Imbizo Session <ul style="list-style-type: none"> <li>To prepare content for the Mayoral Imbizo</li> </ul>	13/10/2020
12	Executive Mayoral Imbizo: <ul style="list-style-type: none"> <li>To interact with ward communities to listen to needs and concerns; and provide feedback on approved programmes and projects for 2020/2021</li> </ul>	24, 25, 26/10/2020
<b>PHASE 2: STRATEGIES</b>		

NO	ACTIVITY DESCRIPTION	DATES ACHIEVED
13	Submission of priority requests in relation to Catalytic Programmes to provincial sector departments and State-owned Enterprises, including Built Environment Performance Plan (BEPP) requests.	15/10/2020
14	Annual Evaluation of BEPPs & City Plans	28/10/2020, 03/11/2020
15	PATT: Knowledge Products & Training #1; Longer Term Planning #2; C88 Transformation Indicators in relation to longer term planning	26/11/2020
16	Metro Long-term Planning Project: <ul style="list-style-type: none"> <li>CSP assistance to the metro with long-term planning</li> </ul>	17/11/2020
17	Eastern Cape Joint Planning with NMB & BCMM: <ul style="list-style-type: none"> <li>Joint planning between metros and their respective provincial governments facilitated by National Treasury</li> </ul>	06/10/2020
18	Mayoral Lekgotla Session: <ul style="list-style-type: none"> <li>To review strategic objectives for service delivery and development</li> </ul>	12-13/11/2020
19	Council Lekgotla: <ul style="list-style-type: none"> <li>To reflect on desired key outcomes over the remainder of Council's 5-year term based on its deep understanding of current and emerging City trends and realities as consolidated during Mayoral Lekgotla</li> </ul>	19-20/11/2020
20	Council Workshop: <ul style="list-style-type: none"> <li>To review the current budget related policies and need for compiling new budget related policies</li> </ul>	13/11/2020
21	Budget Workshops with all directorates	23/11/2020 - 03/12/2020
22	Council: <ul style="list-style-type: none"> <li>To approve the Draft 2019/2024 Spatial Development Framework of the metro as reviewed and aligned with the Draft 2021/2026 IDP.</li> </ul>	11/12/2020
23	IDP/OPMS Portfolio Committee: <ul style="list-style-type: none"> <li>To review and update the IDP Vision, Mission and Strategic Objectives for recommendation to Council</li> </ul>	20/01/2021
<b>PHASE 3: PROGRAMMES AND PROJECTS (Identifying, prioritising, costing programmes and projects)</b>		
24	Council: <ul style="list-style-type: none"> <li>To table and adopt the Statement of Financial Performance and the Implementation of the 2020/2021 budget for the second quarter &amp; Mid-year budget and Performance assessment report ended 31 December 2020</li> <li>To consider Municipal entity's proposed budget, priorities and objectives for 2021/2024 and proposed budget adjustments for 2021/2024</li> </ul>	27/01/2021
25	Ward IDP Sessions on progress made with Ward Priorities	04 and 11/03/2021
26	Work sessions to do costing of prioritised projects and programmes for CAPEX and OPEX 2021/2024 MTREF	01-08/03/2021
27	Work sessions to set service delivery key performance indicators and targets	22/02/2021 – 10/03/2021
28	Council: <ul style="list-style-type: none"> <li>Adopted <ul style="list-style-type: none"> <li>✓ Amended IDP/Budget/PMS Process Plan and Time Schedule;</li> <li>✓ IDP Vision, Mission, Strategic Outcomes, Strategic Objectives and Key Focus Areas; and</li> <li>✓ Mayoral Lekgotla Priorities</li> </ul> </li> </ul>	24/02/2021
<b>PHASE 4: INTEGRATION</b>		
29	BCMM Technical IGR Forum Workshop: <ul style="list-style-type: none"> <li>To allow Provincial Sector Departments and State-owned Enterprises to inform BCMM of provincial budgetary allocations and catalytic programmes.</li> <li>To allow BCMM to present proposed catalytic programmes.</li> </ul>	25/02/2021

NO	ACTIVITY DESCRIPTION	DATES ACHIEVED
	<ul style="list-style-type: none"> <li>To identify transversal gaps and challenges to implementation of catalytic programmes and agree on action plans to address these.</li> </ul>	
<b>PHASE 5: ADOPTION</b>		
30	Top Management Technical Planning Session: <ul style="list-style-type: none"> <li>To consider and recommend the draft 2021/2026 IDP, 2021/2024 MTREF Budget and 2021/22 SDBIP</li> </ul>	04/03/2021
31	Budget Steering Committee: <ul style="list-style-type: none"> <li>To consider the 2021/2026 draft IDP, 2021/2024 MTREF Budget and 2021/22 SDBIP</li> </ul>	09/03/2021
32	Top Management Technical Planning Session <ul style="list-style-type: none"> <li>To consolidate the setting of key performance indicators and targets in line with the Draft IDP and Budget</li> </ul>	16-17/03/2021
33	Councillors and Traditional Leaders' Workshop <ul style="list-style-type: none"> <li>To deliberate on the 2021/2026 draft IDP, 2021/2024 MTREF Budget and 2021/22 SDBIP</li> </ul>	24/03/2021
34	Council: <ul style="list-style-type: none"> <li>Tabling of the 2021/2026 draft IDP, 2021/2024 MTREF Budget, Draft BEPP and draft policies (at least 90 days before the start of the budget year).</li> <li>Tabling of the 2019/2020 Draft Annual Report before advertising it for public comment.</li> <li>Tabling of 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.</li> </ul>	Tabled: 31/03/2021 Adopted: 23/04/2021
35	BCMM Political IGR Forum: <ul style="list-style-type: none"> <li>To present BCMM Draft IDP and MTREF Budget for comment to other spheres of government for consultation</li> </ul>	09/04/2021
36	Publicised the 2021/2026 Draft IDP, Draft 2021/2024 MTREF Budget, Draft BEPP and draft policies in the Local Newspaper and on the BCMM Website and provided at least 21 days (for the IDP) and 30 days (for the draft Rates Policy) for public comments and submissions	19/04/2021
37	VIRTUAL IDP/Budget Road Show: <ul style="list-style-type: none"> <li>To consult the Draft IDP, SDBIP and Budget</li> </ul> <i>Coastal IDP/Budget Roadshow</i> <i>Midland IDP/Budget Roadshow</i> <i>Inland IDP/Budget Roadshow</i> <i>Business Leaders Webinar</i> <i>Youth Webinar</i>	08/05/2021 09/05/2021 10/05/2021 12/05/2021 15/05/2021
38	Budget Steering Committee: <ul style="list-style-type: none"> <li>To consider and recommend the Final 2021/2026 IDP, 2021/2024 MTREF Budget and 2021/22 BEPP, after considering the submissions made by the local community, National or Provincial Treasury, national or provincial organs of state or neighbouring municipalities</li> </ul>	17/05/2021
39	Councillors and Traditional Leaders' Workshop: <ul style="list-style-type: none"> <li>To interrogate Final IDP, Budget and BEPP</li> </ul>	19/05/2021
40	Municipal Budget and Benchmark Engagement by National Treasury	21/05/2021
41	Council: <ul style="list-style-type: none"> <li>To adopt 2021/2026 IDP, Performance Management Measures and Targets, 2021/2024 MTREF Budget, 2021/2022 BEPP and the revised Policies (at least 30 days before the start of the budget year)</li> <li>To approve the Draft 2019/2024 Spatial Development Framework of the metro as reviewed and aligned with the Draft 2021/2026 IDP.</li> </ul>	31/05/2021

**Table 1: IDP Process followed**



# STRATEGIC AGENDA

## 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.

## 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.

## Core Values

We are a city that espouses the following values:

- Good governance
- Fairness and equity
- Recognition of human capital
- Professionalism
- Service excellence

## Strategic Outcomes

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

**Strategic Outcome 1:** An innovative and productive city: with rapid and inclusive economic growth, and a decline in unemployment

**Strategic Outcome 2:** A green city: environmentally sustainable with optimal benefits from our natural assets. A clean and healthy city of subtropical gardens.

**Strategic Outcome 3:** A connected city: high-quality (and competitively priced) connections to ICT, electricity and transport networks (inside the city and to the outside world).

**Strategic Outcome 4:** A spatially transformed city: progressively overcome apartheid spatial divisions and fragmentation with township economies becoming more productive.

**Strategic Outcome 5:** 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.

### Mayoral Lekgotla Priorities 2019 (2021-2026)

The Mayoral Lekgotla, followed by the Council Lekgotla held annually are critical instruments of the IDP Process and aids the Executive Mayor in his/her responsibility for the preparation and implementation of the IDP, Budget & Performance Management. In his/her executive capacity the Executive Mayor has to:

- 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; and
- submit the IDP & the Annual Budget to the municipal Council for adoption.

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	BCMM Mayoral Lekgotla 2020
Priority 2: Economic Transformation and Job Creation	Goal 1: Innovative, inclusive and growing economy	<p>MGDS Strategic Outcome 1: An innovative and productive city:</p> <ul style="list-style-type: none"> <li>▪ Priority 1 - Complete Buffalo City Economic Recovery Plan with clear interventions for the automotive sector, agro-processing, the digital economy, the green economy, infrastructure and the property economy, revitalizing tourism (with an initial focus on domestic tourism) and the creative industries</li> <li>▪ Priority 2 - Continue to draw down relief measures for local business</li> <li>▪ Priority 3 - Institute a local economic recovery compact</li> <li>▪ Priority 4 - Expand inclusivity-enabling measures (automotive incubator with ELIDZ), digital skills hub (with Harambee), integration of township and village economies into value chains where Buffalo City is/could be competitive</li> <li>▪ Priority 5 - Expand public employment programmes as temporary measure until private employment picks up (using new social employment guidelines from Presidency and focusing on areas of social need such as food security)</li> </ul>

MTSF 2019/2024	PDP	BCMM Mayoral Lekgotla 2020
		<ul style="list-style-type: none"> <li>▪ Priority 6 - Continue with institutional reforms (SNDB, Investment Centre etc)</li> <li>▪ Priority 7 - Focus more on doing the basics better (clean city, maintenance of assets and municipal facilities – beaches, sports facilities etc)</li> <li>▪ Priority 8 - Infrastructure for economic competitiveness – promote Buffalo City as a future export hub and a SMART City</li> </ul>
Priority 5: Spatial Integration, Human Settlements and Local Government	Goal 5: Environmental Sustainability	<p>MGDS Strategic Outcome 2: A Green City:</p> <ul style="list-style-type: none"> <li>▪ Priority 1 - Finalize Thezi Langa IPP with due diligence and sensitivity testing to ensure improved electricity pricing deal for the city</li> <li>▪ Priority 2 - Reforms to reduce electricity losses (smart meters, electrification of informal settlements etc)</li> <li>▪ Priority 3 - Package Berlin Green Hub (with the ELIDZ) for implementation readiness and funding/investment</li> <li>▪ Priority 4 - Expand Green/Waste Public Employment Programmes, focusing on high visibility/trafficked routes in the city (number of initiatives packaged by BKCOB, BCMDA, Municipal Services but which require funding)</li> <li>▪ Priority 5 - Appointment of HODs and implementation of service delivery improvement plans Solid Waste (including recommendations of work study reports)</li> <li>▪ Priority 6 - Implementation of Good Green Deeds partnerships (circular waste economy) and improved reporting and visibility thereof</li> <li>▪ Priority 7 - New approach to BCMM facilities (sports facilities, beach infrastructure, possibly zoo) in light of poor management, vandalism, lack of adequate security, and declining budgets)</li> <li>▪ Priority 8 - Reforms around water conservation and demand management</li> <li>▪ Priority 9 - Preparation of water re-use project (linked to Reeston WWT)</li> </ul>
Priority 5: Spatial Integration, Human Settlements and Local Government	Goal 2: An enabling infrastructure network	<p>MGDS Strategic Outcome 3: A Connected City:</p> <ul style="list-style-type: none"> <li>▪ Priority 1 - Work closely with Provincial Government to engage Transnet on retention of manganese for Ngqura (which would allow export of Ford through East London Port, adding to the business case for expansion)</li> <li>▪ Priority 2 - Continue to engage national government on West Bank/kuGompo Logistics Hub, including shifting container terminal to West Bank</li> <li>▪ Priority 3 - Ensure Settlers Expansion Phase 1 completed</li> <li>▪ Priority 4 - Ensure CIDMS readiness to optimize future grant draw-down from NT</li> <li>▪ Priority 5 - Partner with World Bank on Smart City Strategy, and integrate Smart City approaches into city business processes (waste, facilities management, energy solutions, security, finance, asset management etc)</li> </ul>

MTSF 2019/2024	PDP	BCMM Mayoral Lekgotla 2020
		<ul style="list-style-type: none"> <li>Priority 6 - Accelerate digital access (free wifi and digital skills hub)</li> </ul>
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"> <li>Priority 1 - Finalization of SDF</li> <li>Priority 2 - Long term financing strategy for each catalytic programme (institutionalizing BFI project portfolio for West Bank and MELD Corridor, and developing new project portfolios for other catalytic programmes)</li> <li>Priority 3 - Project prioritization per catalytic programme</li> <li>Priority 4 - West Bank/kuGompo Logistics Hub (land consolidation, expansion of ELIDZ footprint, transport corridor to Mdansane/Wilsonia)</li> <li>Priority 5 - New transport corridor development (N2-R72)</li> <li>Priority 6 - New models for public- private partnerships (leveraging BCMM land) to build revenue base of city</li> <li>Priority 7 - Land release for human settlement densification</li> <li>Priority 8 - Duncan Village Redevelopment (including bulk enablers for new planned settlements)</li> </ul>
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"> <li>Priority 1 - Audit improvement (unqualified opinion)</li> <li>Priority 2 - Strengthened accountability to improve control environment (PMDS)</li> <li>Priority 3 - Efficiencies in revenue billing and collection (given that revenue is declining)</li> <li>Priority 4 - Implement life-cycle asset management system (CIDMS)</li> <li>Priority 5 - Hard cost containment measures</li> <li>Priority 6 - Systems automation and integration (as part of Smart City Strategy)</li> <li>Priority 7 - New macro-structure</li> <li>Priority 8 - Shift to evidence-based planning and budgeting</li> <li>Priority 9 - Institutionalization of the metro development model (one Buffalo City plan for all three spheres and entities)</li> <li>Priority 10 - New stakeholder compact for economic recovery</li> </ul>

**Table 2: Mayoral Lekgotla Priorities**

### Strategic Alignment Matrix

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.

Strategic Outcomes	Strategic Objectives	Key Focus Areas
STRATEGIC OUTCOME 1 (SO1): An innovative and Productive City	To enhance the Quality of Life of the BCMM community with rapid and inclusive economic growth and falling unemployment	KFA 1: Enterprise Development
		KFA 2: Trade and Investment Promotion
		KFA 3: Innovation and Knowledge Management
		KFA 4: Tourism & Marketing
		KFA 5: Job Readiness & Training (External)
		KFA 6: Rural Development & Agrarian Reform
		KFA 7: Arts, Culture and Heritage Resource Management
		KFA 8: Sport Development (Programmes)
		KFA 9: Sport and Recreation Facilities
		KFA 10: Libraries and Halls
		KFA 11: Emergency and Disaster Management
		KFA 12: Traffic Management
STRATEGIC OUTCOME 2 (SO2): A green city	To promote an environmentally sustainable city with optimal benefits from our natural assets.	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
STRATEGIC OUTCOME 3 (SO3): A connected city	To maintain a world class logistics network.	KFA 18: Solid Waste Management
		KFA 19: Roads and Storm water Infrastructure
		KFA 20: ICT
		KFA 21: Transport Planning and Operations
STRATEGIC OUTCOME 4 (SO4): A Spatially Transformed city	To develop and maintain world class infrastructure and utilities.	KFA 22: Energy Supply Efficiency
		KFA 23: Water and waste water
		KFA 24: Spatial and Urban Planning
		KFA 25: Sustainable Human Settlements
		KFA 26: Built Environment Management
		KFA 27: Urban, Rural and Township Regeneration
STRATEGIC OUTCOME 5 (SO5): A well-governed city	Promote sound financial and administrative capabilities.	KFA 28: Property Management and Land Use
		KFA 29: Cemeteries and Crematoria
		KFA 30: Risk Management
		KFA 31: Stakeholder Participation & Customer Relations
		KFA 32: Intergovernmental Relations (IGR) and International Relations (IR)
		KFA 33: Communications (Internal and External)
		KFA 34: Corporate Marketing (Branding)
		KFA 35: Revenue Management
		KFA 36: Expenditure and Supply Chain Management
		KFA 37: Budget and Treasury
		KFA 38: Corporate Asset Management
		KFA 39: Internal Human Capital and Skills Development
		KFA 40: Gender, Elderly, Youth and Disabled (Vulnerable Groups)
		KFA 41: Performance Management and Monitoring and Evaluation
KFA 42: Fleet Management		
KFA 43: Employee Performance Management		
KFA 44: Human Resources Management		
KFA 45: Internal Audit		

**Table 3: BCMM Strategic Framework**

## 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 2021/2026 Integrated Development Plan and Budget as revised annually. Key needs and priorities raised, as revised for the fifth generation IDP relate to the following service delivery issues:

1. Housing	2. Roads, pedestrian bridges and Storm Water Drainage
3. Water and Sanitation	4. Waste Management
5. Cemeteries	6. Electricity
7. Sports Fields	8. Community Halls
9. Safety and Emergency Services	10. Water Metres and Billing
11. Agriculture and Rural Development	12. Unemployment and Job Creation

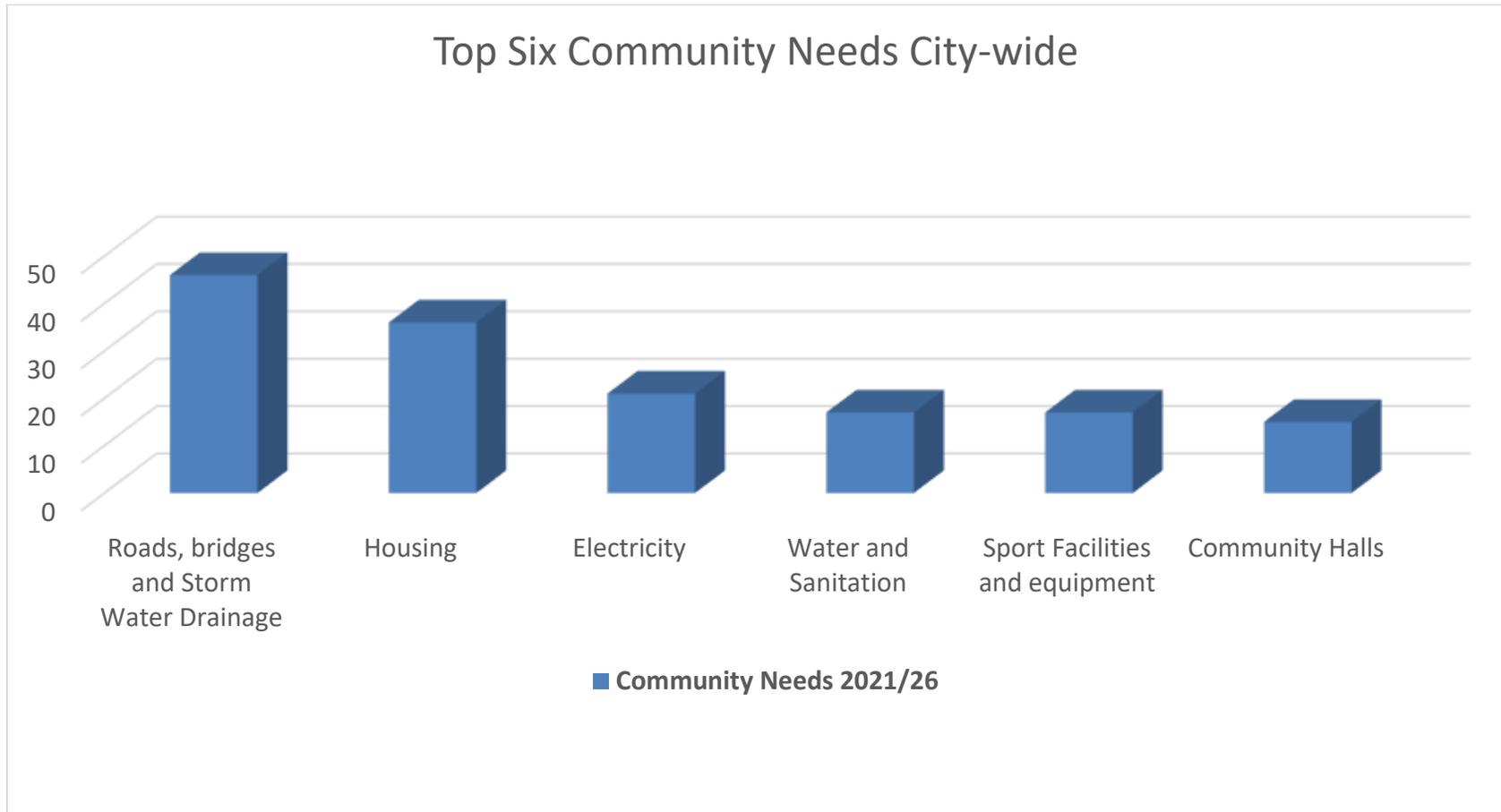
**Table 4: Community Needs and Priorities**

Whilst still experiencing a barrage of challenges, BCMM has made satisfactory progress with implementing the 2016/2021 five-year IDP and are planning on accelerating the pace of service delivery during the next five-year cycle.

The following table will present a summary of the key issues raised by communities during the Mayoral Imbizo outreach held on 24 to 26 October 2020 and during the review of IDP Ward Priorities held during 4 and 11 February with Ward Councillors per BCMM functional region:

Community Need	Midland Wards	Inland Wards	Coastal Wards	Total Wards
<input type="checkbox"/> Housing	12, 17, 20, 21, 22, 24, 26, 30, 42, 48	25, 35, 36, 37, 38, 39, 41, 40, 43, 44, 45, 49	1, 2, 6, 7, 8, 9, 15, 16, 27, 31, 32, 33, 46, 50	36
<input type="checkbox"/> Water and Sanitation	12, 21, 24	34, 35, 38, 40, 44	1, 2, 4, 6, 18, 19, 33, 46, 50	17
<input type="checkbox"/> Cemeteries	17	25, 39, 41	N/A	4
<input type="checkbox"/> Sport facilities and equipment	20, 21, 24, 26	25, 35, 36, 37, 39, 40, 41, 43, 44, 49	13, 18, 19	17
<input type="checkbox"/> Safety and Emergency Services	30	N/A	18, 28	3
<input type="checkbox"/> Agriculture and Rural Development	N/A	N/A	31, 32, 33, 50	4
<input type="checkbox"/> Roads, bridges and Storm Water Drainage	12, 14, 17, 20, 21, 22, 23, 24, 26, 30, 42, 48	25, 34, 35, 36, 37, 38, 39, 41, 43, 44, 45, 49	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 13, 15, 16, 18, 27, 29, 31, 32, 33, 46, 47, 50	46
<input type="checkbox"/> Waste Management	21	43	4, 9, 10, 13, 18, 19	8
<input type="checkbox"/> Electricity	11, 12, 14, 17, 20, 24, 30, 48	25, 38, 40, 44, 45, 49	2, 4, 7, 16, 27, 31, 50	21
<input type="checkbox"/> Community Halls	11, 14, 17, 21, 22, 23, 26, 30, 42	36, 37, 39	2, 7, 8	15
<input type="checkbox"/> Multi-purpose Centre / Youth Centre	N/A	34, 36, 49	3	4
<input type="checkbox"/> Indoor Sport Centre	N/A	36	3	2
<input type="checkbox"/> Arts Centre	23	N/A	N/A	1
<input type="checkbox"/> Water Metres and Billing	N/A	N/A	N/A	-
<input type="checkbox"/> Skills Development and Job Creation	N/A	34, 36, 38	2, 5, 6, 7, 31	8
<input type="checkbox"/> Youth Development	20, 21, 48	49	50, 7	6
<input type="checkbox"/> Children's recreational centre and parks for leisure	N/A	N/A	2, 3	2
<input type="checkbox"/> Bush clearing and grass cutting	14, 21	25	2, 4, 9, 10, 18, 19, 46	10
<input type="checkbox"/> Child Care Centre	N/A	N/A	3	1
<input type="checkbox"/> Public Transport, Taxi Ranks and Pavements	21	44, 45	5, 27, 18	6
<input type="checkbox"/> Traffic calming	21	45	8, 15, 16, 18	6
<input type="checkbox"/> Libraries	N/A	41	10	2
<input type="checkbox"/> Tourism	11	N/A	18	2
<input type="checkbox"/> Environment	N/A	N/A	4, 18	2
<input type="checkbox"/> Clinics	23	43	N/A	2
<input type="checkbox"/> Schools	N/A	40	N/A	1
<input type="checkbox"/> Fencing	N/A	25, 35, 37, 39, 41	28, 31, 50	8
<input type="checkbox"/> Beaches	N/A	N/A	28, 29	2
<input type="checkbox"/> Swimming pools	42	N/A	N/A	1
<input type="checkbox"/> Land		45	18	2

The following depicts the top six community needs City-wide:



# 3 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 2020/21 of the Buffalo City Metropolitan Municipality can be summarized as follows:

- The municipality has tabled, adopted and submitted its 2020/2021 Reviewed Integrated Development Plan to the MEC for Local Government within 10 days of adoption in compliance with Section 32 of the Municipal Systems Act;
- 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:

Levels of performance	Scores	Performance Description	Action Required
Low	1 – 33%	Poor	Immediate and intensive intervention
Medium	34 – 66%	Satisfactory	Minimum support required
High	67 – 100%	Good	Benchmarking

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

KPA	Rating 2018/2019 Revised IDP	Rating 2019/2020 Revised IDP	Rating 2020/2021 Revised IDP
KPA 1: Spatial Planning, Land, Human Settlement and Environmental Management	HIGH	HIGH	HIGH
KPA 2: Service Delivery & Infrastructure Planning	MEDIUM	HIGH	HIGH
KPA 3: Financial Planning and Budgets	HIGH	HIGH	HIGH
KPA 4: Local Economic Development	HIGH	HIGH	HIGH
KPA 5: Good Governance & Public Participation	HIGH	HIGH	HIGH
KPA 6: Institutional Arrangements	MEDIUM	MEDIUM	HIGH
Overall Rating	HIGH	HIGH	HIGH

**Table 5: IDP Assessment Ratings 2018/19, 2019/20 and 2020/21**

THE MEC FOR CO-OPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS (EC-COGTA) STATED THAT BCMM HAS SCORED AN OVERALL HIGH RATING.

# 4

## SITUATIONAL ANALYSIS

### BUFFALO CITY METROPOLITAN MUNICIPALITY PROFILE

LAND AREA	
Buffalo City's land area is approximately <b>2,515km<sup>2</sup></b> , with <b>68km of coastline</b>	
DEMOGRAPHICS	
 <b>POPULATION</b> <b>893 000</b> 12.2% of the total population in the Eastern Cape Province	 <b>HOUSEHOLDS</b> <b>262,000</b>

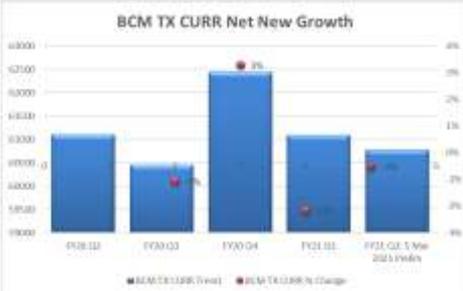
### EDUCATION

<b>MATRIC ONLY</b>	<b>173,000</b>
<b>MATRIC CERTIFICATE / DIPLOMA</b>	<b>49,200</b>
<b>MATRIC BACHELORS DEGREE</b>	<b>31,500</b>
<b>MATRIC POSTGRAD DEGREE</b>	<b>13,200</b>

HUMAN DEVELOPMENT INDEX (HDI)			POVERTY	
BCMM	EASTERN CAPE	NATIONAL	2009	<b>504 000 persons (63,03%)</b>
<b>0.676</b>	<b>0.606</b>	<b>0.663</b>	2019	<b>502 000 persons (56,19%)</b>
GINI CO-EFFICIENT			 The percentage of people living in poverty has decreased from 63.03% in 2009 to 56.19% in 2019, which indicates a decrease of 6.83 percentage points.	
BCMM	EASTERN CAPE	NATIONAL		
<b>0.634</b>	<b>0.624</b>	<b>0.63</b>		

### HEALTH

**HIV/AIDS** **128 000**



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 graph here depicts the impact of COVID-19 on the performance of some of the HIV outcomes within the Metropolitan Municipality. Current trends of new growth in HIV Infections within BCM as on 05 March 2021:



### CRIME

<b>CRIME 2008/2009</b>	<b>162.70</b>	 For the period 2008/2009 to 2018/2019 overall crime has decreased 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.
<b>2018/2019</b>	<b>121.40</b>	

### ECONOMY

<b>BCMM GDP 2019</b>	<b>R 78.7 billion</b>	
<b>CONTRIBUTION TO EASTERN CAPE GDP 2019</b>	<b>20.16%</b>	
<b>CONTRIBUTION TO NATIONAL GDP 2019</b>	<b>1.55%</b>	

Table 6: BCMM Profile Infographic – 2021

# 5

# SPATIAL DEVELOPMENT FRAMEWORK

## 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). The second review of the BCMM Spatial Development Framework was undertaken in 2019 and 2020 and was approved by Council on 11 December 2020. Below is an executive summary of the SDF but more detail can be obtained from the full SDF document.

### 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 Buffalo City Metropolitan Municipality (BCMM) has undertaken a new 5-Year SDF Review for the Buffalo City municipal area in terms of Sections 25(1) and 26(e) of the Local Government: Municipal Systems Act (Act 32 of 2000 – MSA), read with Sections 12 and 20 of the Spatial Planning and Land Use Management Act (Act 16 of 2013 – SPLUMA), and Chapter 2 of BCMM's Spatial Planning and Land Use Management By-Law (published under Local Authority Notice 62 in the Eastern Cape Provincial Gazette on 18 July 2016).

In line with the new system of spatial planning brought into being in 2014 by SPLUMA, government policies increasingly emphasise the need to pursue strategic outcomes that would lead to a change in the entrenched but unsustainable Apartheid-based segregated spatial patterns of development that prevail in almost all South African municipalities, including BCMM. For this reason, a key focus of the new Buffalo City Municipal SDF during this review has been to enable and promote spatial transformation so that a more spatially just, efficient, resilient and sustainable spatial pattern of development can be achieved to underpin economic growth and social progress over time.

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).

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. The Spatial Development Framework was advertised for 60 days for comment as required by the Spatial Planning and Land Use Management Act.

### CURRENT REALITY AND A NEW VISION FOR SPATIAL DEVELOPMENT

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.

### **A 10-Year MSDF Spatial Development Vision: What BCMM Seeks to Achieve by 2030**

To begin with, the Municipal SDF takes its lead from the Long-Term Vision set out in the BCMM Metro Growth and Development Strategy (MGDS) and Integrated Development Plan:

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

In responding to this IDP Vision, the MSDF review puts forward a 10-Year Spatial Development Vision. This describes what the Municipal SDF is working towards achieving over the next 10-year time frame and serves to guide BCMM’s continued efforts to improve local and regional economic opportunities and, ultimately, to facilitate sustainable growth in the Metropolitan Area.

- ❑ Buffalo City has re-invented itself through its transformation from a spatially and socially divided past, to consolidate its position as a ‘City-in-a-Region’ that anchors socio-economic development in the Eastern Cape Province.
- ❑ It has put in place the necessary enabling infrastructure, transportation and Information and Communication Technology systems to underpin an innovative Knowledge-Based Economy that embraces the 4<sup>th</sup> Industrial Revolution (4IR) and Digital Transformation.
- ❑ In so doing, it has advanced its progress to create a successful, prosperous and dynamic modern city that is enterprising, green, open and connected, spatially integrated and well-governed.
- ❑ Its citizens are proud of their beautiful coastal lifestyle city, which is the capital of the Eastern Cape Province, home to a globally competitive auto industry, and has excellent social, educational and medical services and a diverse housing market that meets their varying needs.
- ❑ They continue to strive to achieve a compact, sustainable and resilient City.

### SPATIAL DEVELOPMENT OBJECTIVES AND STRATEGIES

The focus of the 2020 Municipal SDF is to make spatial development and land use management proposals that:

- a) **Comply with the legal and policy guidance** provided by global treaty and governance agreements, national and provincial policy and legislation, and the strategic objectives set by the Buffalo City Integrated Development Plan;
- b) **Ensure that the biophysical environment is protected and wisely managed** to maintain biodiversity and ecosystem goods and services such as water, fertile soils and clean air, so that the essential conditions for sustainable human development endure over the long term.
- c) **Facilitate the creation of more efficient and compact towns and cities** by enabling the densification and intensification of prevailing and new land uses in localities that are well-connected to existing developed areas and infrastructure.
- d) **Promote higher-density residential uses as well as mixed residential and economic land uses** within inner-city areas and at identified nodes or strategic localities along identified public transport corridors;
- e) **Prioritise the development of improved linkages** between places of residence and places of employment and to strengthen connectivity between settlements and communities across Buffalo City;

- f) **Build on and facilitate key economic development initiatives** that are being driven by national, provincial and local government in partnership with the private sector and civil society by ensuring that spatial proposals support the requirements of these initiatives for strategic connections to workforces and markets; and
- g) **Promote the implementation of a Land Reform and Settlement Programme** in the rural areas of Buffalo City by identifying zones of opportunity for integrated human settlement development.

The Municipal SDF sets out its proposals arranged in nine Themes. Each Theme contains a set of Directive Principles on which proposals for that thematic area are based.

- Spatial
- Economic
- Sustainable Human Settlement
- Infrastructure
- Transport
- Environment
- Rural Development
- “SMART City”
- Information Technology, and Governance

## BCMM CONCEPTUAL SPATIAL DEVELOPMENT FRAMEWORK

### Strategic Approach to Spatial Targeting of Investment

As BCMM must plan to achieve its goals and objectives within the limits set by available financial and human resources, it has adopted a strategic approach to focusing key investment by identifying five broadly defined spatial areas where such investment should be prioritised. These are described as Spatial Focus Areas (SFAs) and are listed in order of relative priority as:

#### Spatial Focus Area 1 – West Bank

##### Key Development Proposals:

- West Bank Economic Development Corridor – Catalytic Programme Area
- West Bank Mass Housing development area approx. 71 340 res units

##### Key Projects and enabling infrastructure:

- Expansion of MBSA production plant
- High speed internet cable and associated development opportunities
- Harbour expansion and deepening
- Airport Expansion
- Water services – especially Wastewater Treatment to serve the West Bank and ELIDZ
- Roads and bridges(N2/R72) linking West Bank to Urban Core

#### Spatial Focus Area 2 – Urban Core – East London to Mdantsane

**Key Development Proposals:**

- The MELD and North West Development Corridors (2000 res units) - Catalytic Programme Area
- Mdantsane CBD/Hub Revitalisation – Catalytic Programme Area
- East London Inner City Revitalisation - Catalytic Programme Area
- Duncan Village Revitalisation
- Mdantsane Revitalisation and informal settlement upgrading
- Inner City Innovation District
- Amalinda Junction Mass housing development area - approx. 6 009 res units
- Arnoldton Mass housing development area – approx. 25 695 res units
- Urban Densification to create a better Live Work Play environment

**Key Projects and enabling infrastructure:**

- The Sleeper Site redevelopment (mixed land use development and Knowledge Economy node)
- Roads and bridges(N2/R72) linking West Bank to Urban Core
- Realignment of R72 through Sleeper site to open it up for development
- The Central-Reeston Wastewater Transfer System
- North West Expressway Extension linking CBD to Amalinda Junction and N2

**Spatial Focus Area 3 - KWT-Bhisho****Key Development Proposals:**

- KWT-Bhisho Development Corridor - Catalytic Programme Area approx. 6 144 res units
- Ginsberg Mass housing development area approx. 14 190 res units
- Township Revitalisation - Zwelitsha, Ndevana, Illita, Dimbaza.
- The Bhisho Revitalisation Mixed Use Precinct
- “Green Energy” Hub located at Berlin
- Revitalization of Dimbaza as an agro-processing hub linked to Bulembu Airport

**Key Projects and enabling infrastructure:**

- Bulk Water and Sewerage upgrade

**Spatial Focus Area 4- Quenera****Key Development Proposals:**

- Quenera Mass housing development area approx. 26 595 res units
- Beacon Bay to Gonubie Development Corridor
- Gonubie Main Road Development Corridor

**Key Projects and enabling infrastructure:**

- The Beacon Bay- Gonubie Link Road and intersections

**Spatial Focus Area 5 – Rural areas****Key Development Proposals:**

- Finalise Development of the identified Rural Land Reform and Settlement Zones
- Upgrading of designated rural economic nodes
- Formulate a Rural Land release programme
- Update the Rural housing programme
- Promote cultural and eco-tourism and agriculture and agro-processing;

**Key Projects and enabling infrastructure:**

- Rural electrification programme
- Provision of basic level of services, road linkages, social amenities

# 6

## FINANCIAL PLAN

### 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

### LONG TERM FINANCIAL PLANNING THAT RESPONDS TO STRATEGIC OBJECTIVES AND FINANCIAL SUSTAINABILITY

The 2021/22 Consolidated MTREF budget of BCMM is informed by the City's strategic objectives, which are:

- a) Integrated Development Plan (IDP),
- b) Metro Growth and Development Strategy 2030 (MGDS),
- c) 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.

## 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 85% 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.

## 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.

## 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.

## 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.

## ECONOMIC OUTLOOK

- The National Treasury projects real economic growth of 3.3 per cent in 2021, from a low base of -7.2 per cent in 2020. Growth is forecast to moderate to 2.2 per cent in 2022.
- Government's immediate priority is to support a rapid return to economic growth in the wake of the COVID-19 lockdowns.
- A successful vaccine rollout is likely to boost domestic economic growth, enabling renewed trade and releasing pent-up demand. Conversely, a slow, stuttering rollout poses the most significant threat to economic recovery.
- The far-reaching COVID-19 economic impacts exacerbated the poor outcomes of the last decade. Broader structural reforms are required to entrench an economic recovery characterised by growing investment and job creation.
- Excluding compensation reductions, real consolidated non-interest expenditure grows by an annual average of 0.4 per cent between 2020/21 and 2023/24.

## IMPLICATIONS OF COVID-19 ON THE ECONOMY

- According to the International Monetary Fund (IMF), global economic recovery will rebound in a V-shaped recovery but will take some time to recover to pre-recession level.
- The pandemic has significantly reduced global consumption demand, disrupted global supply chains and reduced commodities demand (which is bad for a commodity exporter like SA).
- Currently more than 90% of countries across the world are in recession (far worse than the Great Recession and the Great Depression).

### SECTOR IMPACT ON THE SA ECONOMY

- Mining - Mining is likely to contract overall for a third consecutive year in 2020. Regulatory uncertainty, lack of investment and electricity shortages continue to hamper investment and output.
- Manufacturing - weak demand continues to hamper performance, with year-on-year production declining. Recurring load shedding has also limited output.
- Construction - Construction was hard hit by the lockdown regulations. The outlook remains muted in the context of weak infrastructure investment and continued low confidence.
- Transport - Lockdown restrictions on the movement of passengers and freight restricted transport activity.
- Finance - While the sector is expected to remain resilient, worsening economic conditions could necessitate a reduction in the supply of credit to households and firms.

## IMPLICATIONS OF COVID-19 ON THE ECONOMY

### **COVID-19 impact on economic activities of Buffalo City Metro:**

- Construction, manufacturing, trade, tourism and finance and business services have been most impacted by COVID-19.
- The auto sector has been heavily affected by the crash in global vehicle demand, although MBSA were already slowing down production to ready the plant for the new W206 model which commences next year.
- General Government Services have been less impacted as an economic sector, which suggests that the BCMM economy will contract slightly less than the national economy given its relative significance for the BCM economy, although risk remains high given state of fiscal distress.

- Levels of fixed investment for 2020 will decline by at least 15% due to the impact on the property and construction sector, although again we project this to be slightly better than the national contraction due to the sustained investment by MBSA in the W206 plant and machinery and our own property and infrastructure projects (BCMDA projects and road projects such as Sleeper Site, Settlers Way etc., although our ability to sustain this investment without growth is unlikely).
- Small businesses, B&Bs, Restaurants etc. have been heavily affected, many of which have closed and are unlikely to open again.
- Large investors such as Defy have been impacted by the crash in consumption demand, and national restructuring is back on the agenda (which could see them close in BCMM).
- The real impact on the BCMM economy will depend on whether there will be significant contraction in the government sector going forward (due to fiscal constraints) and how quickly the automotive sector is able to resume production capacity aligned to global demand.

**COVID-19 has resulted in the following financial impact for the Metro:**

- Collection rate has decreased.
- The City's revenue base has been negatively affected by the decrease in the number of companies and household paying for services during the pandemic.
- Decrease in electricity consumption and thus decrease in electricity revenue.
- Many jobs have been lost in various economic sectors, some medium to small businesses closed down and that led to an increase of beneficiaries in our indigent register.
- The Metro has escalation of costs pertaining to COVID-19 mitigating measures.
- Due to unfavorable economic conditions as a result of COVID-19 and the declining trend in the City's liquidity and cash flow position, the amount of internally generated funds that is invested into the capital budget has to be reduced.

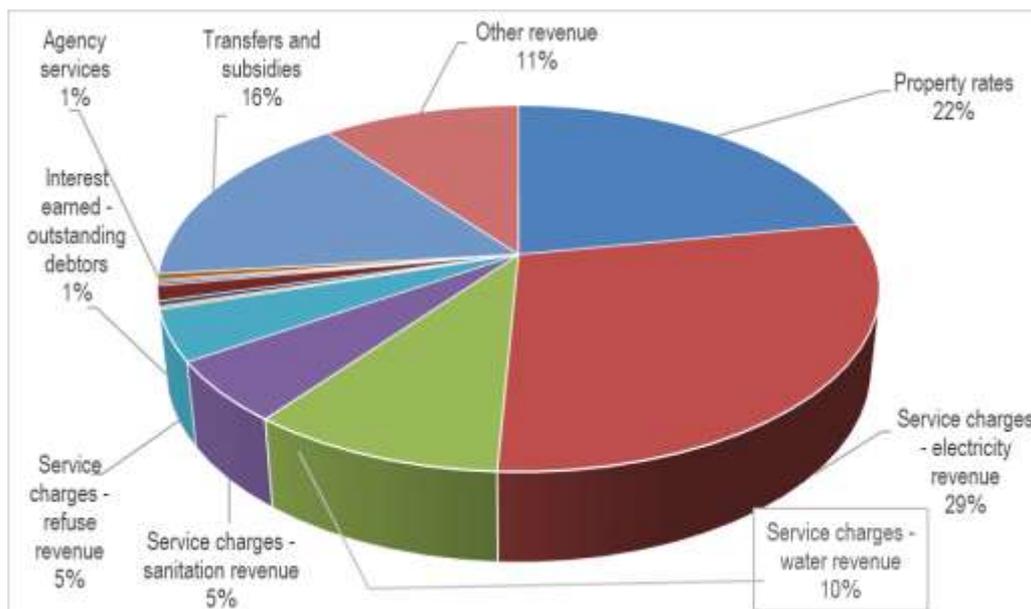
BCMM BUDGET – CONSOLIDATED OVERVIEW

OPERATING AND CAPITAL BUDGET EXPENDITURE	2021/2022	2022/2023	2023/2024
	FINAL	FINAL	FINAL
	BUDGET	BUDGET	BUDGET
Total Revenue	8 234 111 627	8 804 511 644	9 389 820 406
Total Operating Expenditure Including Operating Projects	8 231 744 713	8 802 858 998	9 386 306 507
<b>Surplus / (Deficit)</b>	<b>2 366 914</b>	<b>1 652 646</b>	<b>3 513 899</b>
Total Capital Expenditure	1 803 591 613	2 208 774 392	2 117 298 151
<b>Total Opex and Capex Budget</b>	<b>10 035 336 326</b>	<b>11 011 633 390</b>	<b>11 503 604 658</b>

2021/2022 MTREF OPERATIONAL REVENUE TABLED BUDGET

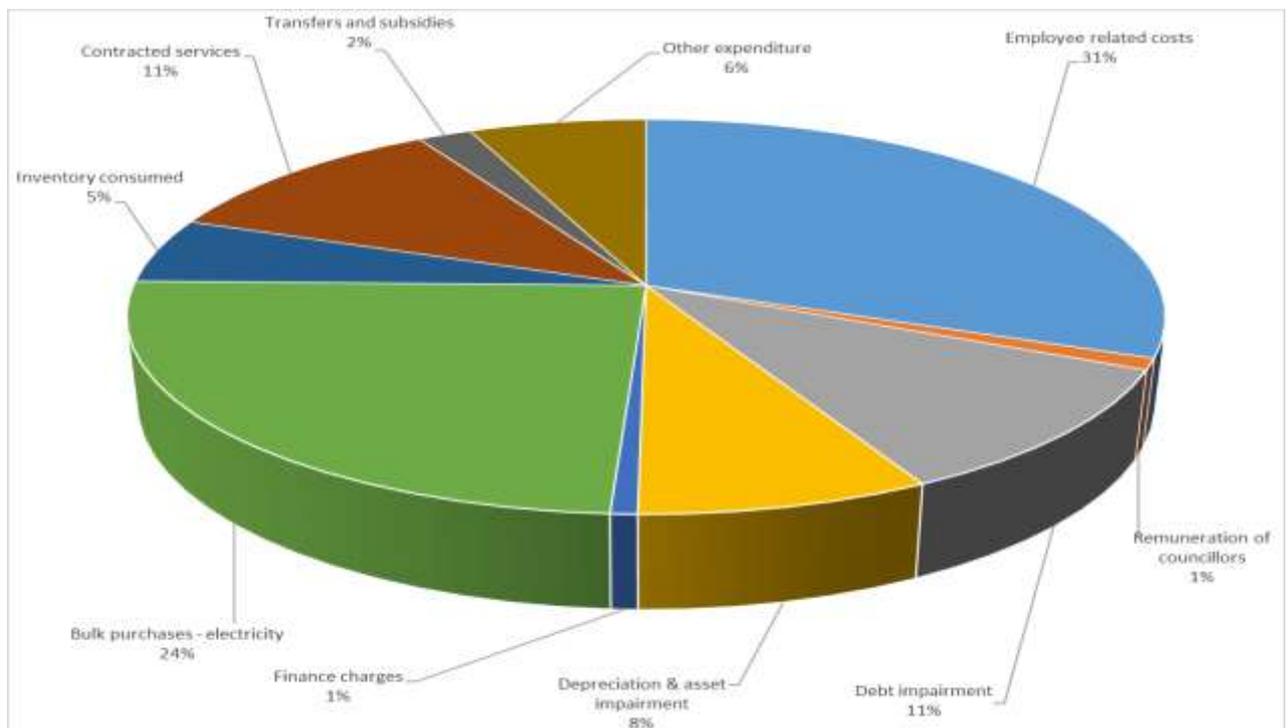
REVENUE BUDGET FRAMEWORK	2021/2022	2022/2023	2023/2024
	FINAL	FINAL	FINAL
	BUDGET	BUDGET	BUDGET
<b>Revenue by Source</b>			
Property rates	1 834 764 190	1 963 197 683	2 120 253 498
Service charges - electricity revenue	2 367 669 175	2 578 391 732	2 807 868 596
Service charges - water revenue	795 707 988	868 117 415	947 984 217
Service charges - sanitation revenue	447 060 205	485 060 322	527 260 570
Service charges - refuse revenue	367 953 776	399 229 847	433 962 843
Rental of facilities and equipment	20 959 164	22 635 897	24 559 948
Interest earned - external investments	36 489 853	37 593 899	38 731 533
Interest earned - outstanding debtors	109 695 656	118 471 308	128 541 369
Fines, penalties and forfeits	21 407 384	23 119 975	25 085 173
Licences and permits	18 834 621	20 341 390	22 070 409
Agency services	43 069 698	45 963 280	45 781 872
Transfers and subsidies	1 301 395 383	1 298 550 413	1 276 889 287
Other revenue	869 104 534	943 838 483	990 831 091
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>8 234 111 627</b>	<b>8 804 511 644</b>	<b>9 389 820 406</b>

2021/2022 MTREF OPERATIONAL REVENUE



## 2021/2022 MTREF OPERATIONAL EXPENDITURE

REVENUE BUDGET FRAMEWORK	2021/2022	2022/2023	2023/2024
	FINAL	FINAL	FINAL
	BUDGET	BUDGET	BUDGET
<b>Expenditure by Type</b>			
Employee Related Costs	2 536 209 832	2 667 854 677	2 810 409 945
Remuneration of Councillors	76 549 605	80 530 184	84 878 814
Debt Impairment	871 973 300	1 088 861 481	1 176 020 713
Depreciation & Asset Impairment	649 172 695	684 293 117	711 329 384
Finance Charges	59 935 810	130 647 180	215 130 266
Bulk Purchases	2 010 260 650	2 208 472 350	2 426 227 724
Other Materials	436 115 196	426 155 120	450 042 534
Contracted Services	901 376 934	851 154 561	835 598 473
Transfers and Subsidies	161 058 623	139 048 923	127 254 061
Other Expenditure	529 092 068	525 841 405	549 414 593
<b>Total Expenditure</b>	<b>8 231 744 713</b>	<b>8 802 858 998</b>	<b>9 386 306 507</b>



## 2021/2022 MTREF CAPITAL EXPENDITURE FRAMEWORK – PER SERVICE

CAPITAL BUDGET PER SERVICE	2020/2021 CAPITAL BUDGET	2021/2022 CAPITAL BUDGET	2022/2023 CAPITAL BUDGET
Amenities	24 150 000	45 920 000	24 450 000
Electricity	122 920 178	151 323 074	138 111 189
Human Settlements	291 884 750	259 100 000	331 085 000
Led	122 000 000	156 800 074	86 850 000
Other (Fleet)	25 000 000	8 000 000	0
Public Safety	31 614 952	32 681 259	19 000 000
Roads	338 290 440	411 835 642	188 955 625
Spatial Planning	30 300 000	38 000 000	40 000 000
Support Services	279 566 898	265 724 239	232 494 890
Transport Planning	79 317 852	83 340 632	127 116 510
Waste Management	12 596 755	24 668 987	21 500 000
Waste Water	320 376 378	558 900 000	623 679 622
Water	125 573 410	172 480 485	284 055 315
<b>Total - Per Service</b>	<b>1 803 591 613</b>	<b>2 208 774 392</b>	<b>2 117 298 151</b>

## AVERAGE TARIFF INCREASES - 2020/2021 TO 2023/2024

DESCRIPTION	APPROVED 2020/2021	PROPOSED 2021/2022	PROPOSED 2022/2023	PROPOSED 2023/2024
Rates	8,50%	8,00%	7,00%	8,00%
Refuse	9,20%	8,50%	8,50%	8,70%
Sewerage	9,20%	8,50%	8,50%	8,70%
Electricity	6,22%	14,59%	8,90%	8,90%
Water	9,20%	9,10%	9,10%	9,20%
Fire Levy	8,70%	8,00%	8,00%	8,50%
Sundry Income	8,70%	8,00%	8,00%	8,50%

## 2020/2021 MTREF SOCIAL WELFARE PACKAGE

SOCIAL WELFARE PACKAGE							
	TOTAL PER	TARIFF	TOTAL PER	TARIFF	TOTAL PER	TARIFF	TOTAL PER
	HOUSEHOLD	%	HOUSEHOLD	%	HOUSEHOLD	%	HOUSEHOLD
	2020/2021	INCREASE	2021/2022	INCREASE	2022/2023	INCREASE	2023/2024
Rates	126,07	8,00%	136,15	7,00%	145,68	8,00%	157,34
Refuse	263,98	8,50%	286,42	8,50%	310,76	8,70%	337,80
Sewerage	94,09	8,50%	102,08	8,50%	110,76	8,70%	120,40
Fire Levy	55,77	8,00%	60,23	8,00%	65,05	8,50%	70,58

<b>SOCIAL WELFARE PACKAGE</b>							
	TOTAL PER	TARIFF	TOTAL PER	TARIFF	TOTAL PER	TARIFF	TOTAL PER
	HOUSEHOLD	%	HOUSEHOLD	%	HOUSEHOLD	%	HOUSEHOLD
	2020/2021	INCREASE	2021/2022	INCREASE	2022/2023	INCREASE	2023/2024
<b>Total Monthly Subsidy</b>	<b>539,90</b>		<b>584,88</b>		<b>632,25</b>		<b>686,11</b>
Electricity - 50kwh p.m	75,17	14,59%	86,14	8,90%	93,81	8,90%	102,15
Water - 6kl p.m.	101,96	9,10%	111,24	9,10%	121,36	9,20%	132,52
<b>Total Poor Relief</b>	<b>717,03</b>	<b>9,10%</b>	<b>782,26</b>	<b>8,33%</b>	<b>847,42</b>	<b>8,66%</b>	<b>920,79</b>

## HOW TO APPLY FOR INDIGENT SUBSIDY

- The applicant must reside in a fixed property
- Have a valid South African Identity Document
- Have valid ID of Spouse if married
- Affidavit for the unemployed/ Pay slip if employed
- Bank Statement / pension card
- Proof of ownership of property / Letter of executorship if account holder deceased
- Death certificate if deceased account holder
- Meter box number
- Completed application form, signed by Ward Councillor

## INDIGENT SUBSIDY-QUALIFYING CRITERIA

### **FIRST QUALIFYING CRITERIA - PROPERTY VALUE**

#### **Value to be equal or (not of less) than R150 000:**

- The property may only be used for residential purposes;
- Must be a permanent resident of Buffalo City Metropolitan Municipality;
- Must be a South African citizen
- The applicant may not be the registered owner of more than one (1) property.

### **SECOND QUALIFYING CRITERIA – GROSS INCOME**

A single household where the combined income of the household (gross household income) does not exceed the poverty threshold value, as determined by Council from time to time or the value of two (2) state social grants per month.

Child grants will not be considered when determining household income.

## PROPERTY RATES REBATES

### **CRITERIA TO DETERMINE OWNERS IDENTIFIED FOR PURPOSE OF RELIEF MEASURES**

- The source of income of the owner of the property
- The employment status of the owner of the property
- Ownership of property
- The extent of municipal services supplied
- Services provided to the community by Public Benefit organization
- The use of property

## PROPERTY RATES REBATES FOR DIFFERENT CATEGORIES

### **A. PENSIONERS AND DISABLED PERSONS**

The following rebates apply to qualifying pensioners/disabled persons:

GROSS MONTHLY INCOME		REBATE
RAND		%
0	3 500	100
3 501	5 000	85
5 001	6 500	70
6 501	8 000	55
8 001	9 500	40
9 501	10 500	25
10 501	12 000	20
12 001	13 500	15
13 501	15 000	10

### **B. PUBLIC BENEFIT ORGANISATIONS (AS LISTED ON THE BCMM RATES POLICY) AND NOT FOR GAIN**

Council may on receipt of an application, grant 100% rebate on rates.

### **C. RELIGIOUS ORGANISATIONS**

Council may not levy rates on properties registered in the name of a religious organisation and used as a place of public worship by a religious organisation, including the official residence registered in the name of that religious body which is occupied by the office bearer of that religious organisation.

### **D. NEWLY DEVELOPED COMMERCIAL OR INDUSTRIAL PROPERTIES**

- The property must be categorized as commercial/industrial in the valuation roll.
- The market value of the developed property must be R50,000,000.00 (Fifty Million Rand) or above on the municipality's valuation roll. (This requirement does not apply to East London Industrial Development zone property owners).
- The rebate will be phased in over a period of 5 years, from the effective date of the valuation of the improved property in the municipality's valuation roll as follows:
  - Year 1 – 50%
  - Year 2 – 40%
  - Year 3 – 30%
  - Year 4 – 20%
  - Year 5 – 10%, thereafter, full rates will be payable.

**E. GENERAL RELIEF**

No rate levied on properties categorized as Public Service Infrastructure, with a market value of R50, 000 or less.

**F. DISCRETIONARY REBATE** of up to 75% based on unavailable services - The percentage rebate per service not available will be as indicated in the table below:

SERVICES	% REBATE
Water	22.5
Electricity	15
Sewerage	15
Refuse	7.5
Constructed Roads	15
<b>TOTAL REBATE</b>	<b>75</b>

This rebate **will not** be granted on an **individual** basis or to property owners who **choose not** to use municipal services provided.



# COMMUNITY AND STAKEHOLDER ISSUES / PRIORITIES RAISED

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.

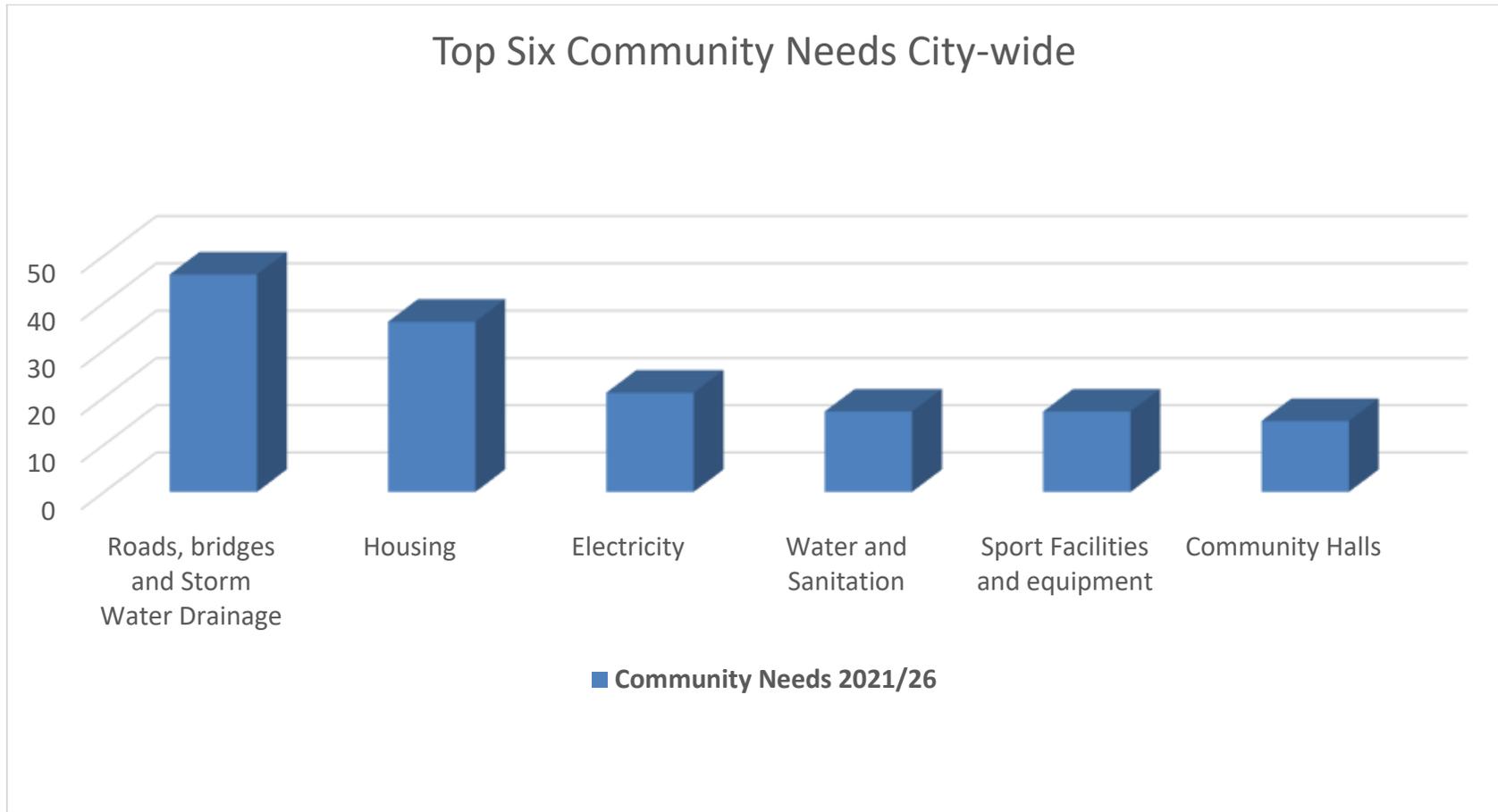
The following table reflects the priorities as refined with the assistance of Ward Councillors and Ward Committees insofar as was possible given the restrictions on gatherings of people as imposed through various levels of the Covid-19 lockdown. Virtual Mayoral Imbizos were held on 24, 25 and 26 October 2020 for each of the three functional regions of BCMM and the input submitted from the public on the various platforms, including radio, social media, email and WhatsApp were considered during the review of these ward priorities.

Whilst still experiencing a barrage of challenges, BCMM has made satisfactory progress with implementing the 2016/2021 five-year IDP and are planning on accelerating the pace of service delivery during the next five-year cycle.

The following table will present a summary of the key issues raised by communities during the Mayoral Imbizo outreach held on 24 to 26 October 2020 and during the review of IDP Ward Priorities held during 4 and 11 February with Ward Councillors per BCMM functional region:

Community Need	Midland Wards	Inland Wards	Coastal Wards	Total Wards
<input type="checkbox"/> Housing	12, 17, 20, 21, 22, 24, 26, 30, 42, 48	25, 35, 36, 37, 38, 39, 41, 40, 43, 44, 45, 49	1, 2, 6, 7, 8, 9, 15, 16, 27, 31, 32, 33, 46, 50	36
<input type="checkbox"/> Water and Sanitation	12, 21, 24	34, 35, 38, 40, 44	1, 2, 4, 6, 18, 19, 33, 46, 50	17
<input type="checkbox"/> Cemeteries	17	25, 39, 41	N/A	4
<input type="checkbox"/> Sport facilities and equipment	20, 21, 24, 26	25, 35, 36, 37, 39, 40, 41, 43, 44, 49	13, 18, 19	17
<input type="checkbox"/> Safety and Emergency Services	30	N/A	18, 28	3
<input type="checkbox"/> Agriculture and Rural Development	N/A	N/A	31, 32, 33, 50	4
<input type="checkbox"/> Roads, bridges and Storm Water Drainage	12, 14, 17, 20, 21, 22, 23, 24, 26, 30, 42, 48	25, 34, 35, 36, 37, 38, 39, 41, 43, 44, 45, 49	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 13, 15, 16, 18, 27, 29, 31, 32, 33, 46, 47, 50	46
<input type="checkbox"/> Waste Management	21	43	4, 9, 10, 13, 18, 19	8
<input type="checkbox"/> Electricity	11, 12, 14, 17, 20, 24, 30, 48	25, 38, 40, 44, 45, 49	2, 4, 7, 16, 27, 31, 50	21
<input type="checkbox"/> Community Halls	11, 14, 17, 21, 22, 23, 26, 30, 42	36, 37, 39	2, 7, 8	15
<input type="checkbox"/> Multi-purpose Centre / Youth Centre	N/A	34, 36, 49	3	4
<input type="checkbox"/> Indoor Sport Centre	N/A	36	3	2
<input type="checkbox"/> Arts Centre	23	N/A	N/A	1
<input type="checkbox"/> Water Metres and Billing	N/A	N/A	N/A	-
<input type="checkbox"/> Skills Development and Job Creation	N/A	34, 36, 38	2, 5, 6, 7, 31	8
<input type="checkbox"/> Youth Development	20, 21, 48	49	50, 7	6
<input type="checkbox"/> Children's recreational centre and parks for leisure	N/A	N/A	2, 3	2
<input type="checkbox"/> Bush clearing and grass cutting	14, 21	25	2, 4, 9, 10, 18, 19, 46	10
<input type="checkbox"/> Child Care Centre	N/A	N/A	3	1
<input type="checkbox"/> Public Transport, Taxi Ranks and Pavements	21	44, 45	5, 27, 18	6
<input type="checkbox"/> Traffic calming	21	45	8, 15, 16, 18	6
<input type="checkbox"/> Libraries	N/A	41	10	2
<input type="checkbox"/> Tourism	11	N/A	18	2
<input type="checkbox"/> Environment	N/A	N/A	4, 18	2
<input type="checkbox"/> Clinics	23	43	N/A	2
<input type="checkbox"/> Schools	N/A	40	N/A	1
<input type="checkbox"/> Fencing	N/A	25, 35, 37, 39, 41	28, 31, 50	8
<input type="checkbox"/> Beaches	N/A	N/A	28, 29	2
<input type="checkbox"/> Swimming pools	42	N/A	N/A	1
<input type="checkbox"/> Land		45	18	2

The following depicts the top six community needs City-wide:





# ONE PLAN: Three Spheres Service Delivery Budget, Programmes and Projects

## INTRODUCTION

The District Development Model (DDM) was approved by Cabinet as a government approach to enhance integrated development planning and delivery across the three spheres of government with district and metro spaces as focal points of government and private sector investment. The envisaged integrated planning and delivery in the district and metro spaces will be enabled by joint planning, budgeting and implementation processes.

It is acknowledged that the DDM introduces a new planning instrument in the form of the One Plan. This process comes into a planning environment where there are existing planning instruments at local, provincial and national levels of government. However, the One Plan is not meant to replace any of the existing prescribed development, departmental strategic and annual performance plans that each sphere, department and state entity is responsible for or required to develop. The One Plan is rather informed by these plans and once in place, it will guide the review of these plans and budgets.

The contents of this Section depict details on projects from all three spheres of government identified to give effect to the objectives and strategies contained in the Integrated Development Plan. It is a culmination of a series of Strategic Planning Sessions ranging from IDP/Budget/PMS Workstreams (together with external stakeholders and other spheres of government), 3 Top Management Technical Planning Sessions, a Mayoral Lekgotla, Council Lekgotla and a 3 Spheres Intergovernmental Joint Planning Session during the course of the 2020/2021 municipal financial year as part of the IDP Process. The programmes and projects seek to address the key challenges identified in the situational analysis in Section B and are further unpacked in the Municipal Scorecard whilst sector departments and State-owned enterprises captured others in their plans and programmes.

## STATE OF THE NATION ADDRESS (SONA) 2021

President Cyril Ramaphosa presented the State of the Nation Address to a joint sitting of Parliament on Thursday, 11 February 2021 in his third speech of the sixth Administration which started in June 2019.

The following are key highlights from the SONA:

### **Covid-19 Vaccine Roll-out**

South Africa has secured nine million vaccines through Johnson and Johnson, which are expected to arrive in South Africa over the next few days. A further 12 million jabs will be supplied by COVAX, and Pfizer are set to give us 20 million doses. These two inoculations will start arriving in this country from March onwards.

### **Economic Recovery**

In jump-starting the economy amid the pandemic, government announced a commitment of R100 billion to support and create over 800 000 employment opportunities over the next three years. This will be done through the Reconstruction and Recovery Plan aimed at steering the country back to desirable growth levels in the aftermath of the Coronavirus Pandemic. In addition, over 60 000 jobs will be created for labour-intensive maintenance and construction of municipal infrastructure and rural roads. In the midst of the economic damage caused by COVID-19, South Africa's agricultural sector has performed remarkably well.

### **Restoring Eskom to operational and financial health**

Despite measures being taken to restore its financial position and substantially increase generation capacity in addition to what Eskom generates, Eskom estimates that, without additional capacity, there will be an electricity supply shortfall of between 4,000 and 6,000 megawatts over the next 5 years, as old coal-fired power stations reach their end of life.

As part of the measures to address this shortfall, we will in the coming weeks issue a request for proposals for 2,600 megawatts from wind and solar energy as part of Bid Window 5.

### **Smart Cities**

Two years ago, the president spoke about the dream of building new cities that will enable us to make a break with apartheid's spatial development. New post-apartheid cities are being conceptualised in a number of places in our country.

### **New anti-corruption body**

As part of a National Anti-Corruption Strategy, a new council with members from different sectors will be appointed soon.

### **Land and Agrarian Reform Agency coming soon**

During the course of the next financial year, government will establish a Land and Agrarian Reform Agency to fast-track land reform. To date, government has redistributed over 5 million hectares of land, totalling around 5,500 farms, to more than 300,000 beneficiaries. This is in addition to the land restitution process, which has benefited over two million land claimants and resulted in the transfer of around 2.7 million hectares.

## **NATIONAL BUDGET SPEECH 2020**

Finance Minister, Tito Mboweni, tabled the National Budget Speech on Wednesday, 24 February 2021.

The budget highlights can be seen in the following two graphic illustrations:

# #RSABUDGET2021 HIGHLIGHTS

www.treasury.gov.za | RSA Budget | #RSABudget2021

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## BUDGET FRAMEWORK

- The budget deficit has been revised to 14 per cent of GDP in 2020/21 in response to the spending and economic pressures of the COVID-19 pandemic.
- Gross debt has increased from 65.6 per cent to 80.3 per cent of GDP for the year 2020/21.
- The 2021 Budget proposes measures to narrow the main budget primary deficit from 7.5 per cent of GDP in the current year to 0.8 per cent in 2023/24.
- The proposed fiscal framework will stabilise debt at 88.9 per cent of GDP in 2025/26.
- Government will roll out a free mass COVID-19 vaccination campaign for which R9 billion has been allocated in the medium term.
- Over the medium term, debt-service costs are expected to average 20.9 per cent of gross tax revenue.

## SPENDING PROGRAMMES

- Total consolidated spending amounts to R2 trillion each year over the medium term.
- The bulk of the spending is allocated to learning and culture (R402.9 billion), social development (R335.2 billion) and health (R248.8 billion) in 2021/22.
- The fastest-growing functions over the medium term are economic development, community development and general public services.
- The majority of funding for new and urgent priorities is provided through reprioritisation and reallocation of existing baselines.

## TAX PROPOSALS

- To support economic recovery, government will not raise any additional tax revenue in this budget.
- The personal income tax brackets and rebates will increase above the inflation rate of 4 per cent.
- Government will increase excise duties on alcohol and tobacco by 8 per cent for 2021/22.
- Inflation-related increases of 15c/litre and 11c/litre will be implemented for the general fuel levy and the RAF levy, respectively, with effect from 7 April 2021.
- The UIF contribution ceiling will be set at R17711.58 per month from 1 March 2021.

## TAX REVENUE, 2021/22

<b>R516.0 bn</b>	Personal income tax
<b>R370.2 bn</b>	VAT
<b>R213.1 bn</b>	Corporate income tax
<b>R100.5 bn</b>	Customs and excise duties
<b>R83.1 bn</b>	Fuel levies
<b>R82.2 bn</b>	Other

## MACROECONOMIC OUTLOOK - SUMMARY

Percentage change	2020	2021	2022	2023
	Estimate	Forecast		
Household consumption	-5.9	2.9	2.4	2.0
Capital formation	-18.4	-2.4	3.9	3.9
Exports	-10.9	5.7	3.0	2.8
Imports	-16.5	6.3	4.6	2.5
<b>Gross domestic product</b>	<b>-7.2</b>	<b>3.3</b>	<b>2.2</b>	<b>1.6</b>
Consumer price inflation (CPI)	3.3	3.9	4.2	4.4
Current account balance (% of GDP)	1.7	-0.1	-1.0	-1.4

## CONSOLIDATED GOVERNMENT FISCAL FRAMEWORK

R billion/percentage of GDP	2020/21	2021/22	2022/23	2023/24
	Revised estimate	Medium-term estimates		
<b>Revenue</b>	<b>1 362.7</b>	<b>1 520.4</b>	<b>1 635.4</b>	<b>1 717.2</b>
	27.7%	28.4%	28.9%	28.6%
<b>Expenditure</b>	<b>2 052.5</b>	<b>2 020.4</b>	<b>2 049.5</b>	<b>2 095.1</b>
	41.7%	37.7%	36.2%	34.9%
<b>Budget balance</b>	<b>-689.8</b>	<b>-500.0</b>	<b>-414.1</b>	<b>-377.9</b>
	-14.0%	-9.3%	-7.3%	-6.3%
<b>Gross domestic product</b>	<b>4 921.0</b>	<b>5 352.2</b>	<b>5 666.3</b>	<b>5 997.2</b>

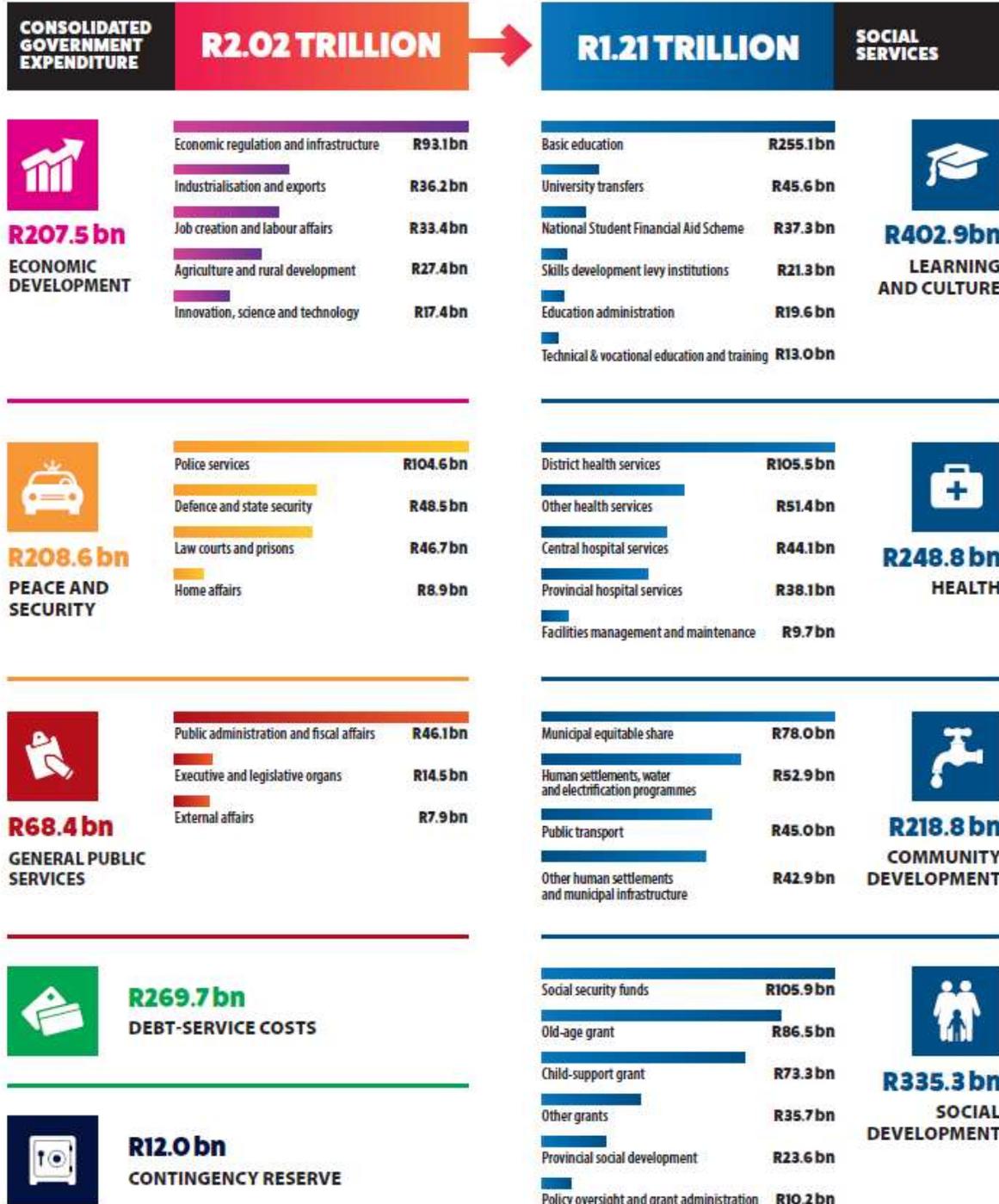
## CONSOLIDATED GOVERNMENT EXPENDITURE BY FUNCTION, 2020/21-2023/24

R billion	2020/21	2021/22	2022/23	2023/24	2020/21-2023/24
	Revised estimate	Medium-term estimates			Average growth (excl. COVID-19)
Learning and culture	387.2	402.9	411.0	416.0	2.7%
Health	247.0	248.8	245.9	245.0	2.5%
Social development	413.3	335.3	326.2	325.2	2.4%
Community development	211.5	218.8	234.0	240.7	5.6%
Economic development	191.9	207.5	210.9	217.2	5.0%
Peace and security	218.6	208.6	212.9	213.4	-0.1%
General public services	62.5	68.4	68.5	69.1	3.5%
Payments for financial assets	87.6	48.2	27.2	24.9	
<b>Allocated expenditure</b>	<b>1 819.6</b>	<b>1 738.6</b>	<b>1 736.5</b>	<b>1 751.6</b>	<b>1.6%</b>
Debt-service costs	232.9	269.7	308.0	338.6	
Contingency reserve	-	12.0	5.0	5.0	
<b>Consolidated expenditure</b>	<b>2 052.5</b>	<b>2 020.4</b>	<b>2 049.5</b>	<b>2 095.1</b>	<b>3.3%</b>

# BUDGET 2021/22 BUDGET EXPENDITURE

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## **STATE OF THE PROVINCE ADDRESS (SOPA) 2021**

Premier Oscar Mabuyane delivered the Eastern Cape Province's 2021 State of the Province Address (SOPA). The following can be taken from his speech:

### **Short-term business relief packages**

In response to the pandemic, the province introduced a range of short-term business relief packages. These included amending the Jobs Stimulus Fund to allow for additional support to businesses in distress. In this regard, R75 million was approved to augment the budget for the fund. To date, 38 businesses have benefited to the value of R26.6 million, ensuring the retention of 1 538 jobs in the province. Through the COVID-19 Agriculture Support Disaster Fund, R80.4 million was also disbursed to support 1 915 smallholder and communal farmers.

### **Infrastructure sector**

During this period, the province would unveil high value infrastructure projects that underpin its infrastructure development trajectory. Beyond this, the Eastern Cape Government set sights on building and maintaining state properties in an effort to attract investment.

### **Government Office Precincts**

This year, the province aims to conclude and handover the Maletswai, Komani and Mt Frere government Office Park as it consolidates the Government Office Precincts strategy in Mt Ayliff, Addo and Bhisho.

The protracted litigation on the Bhisho Erf 1 (known as Amatola Sun) has been settled. It is estimated that this will unlock more than R4 billion in new property development investment to complement the new Bhisho Government Office Precinct.

### **Water security interventions**

With water becoming a major challenge in the Eastern Cape, the province was aiming to make inroads in this regard, with intervention programmes in Ndlambe and Makana water security interventions already afoot.

With respect to the delivery of bulk water infrastructure, several projects are being implemented across the province, particularly through the Regional Bulk Infrastructure Grant program. Currently, more than nine bulk water infrastructure projects, valued at R4.9 billion are in implementation in the province and are at varying stages of completion. The Amatola Water Six Plant Upgrade comprises six water supply schemes valued at R500 million.

### **Road network**

On the province's road network, the Premier welcomed a R16.8 billion investment for the next two years. The money would see R4.6 billion awarded to 14 Projects from Kareedouw to Humansdorp, Jansenville to Wolwefontein, King William's Town (Qonce), Fort Beaufort to Alice, Middleburg, Molteno, Maletswai to Lady Grey to Barkley East, from Whittlesea to Komani, Dordrecht to Indwe, Engcobo and throughout the province.

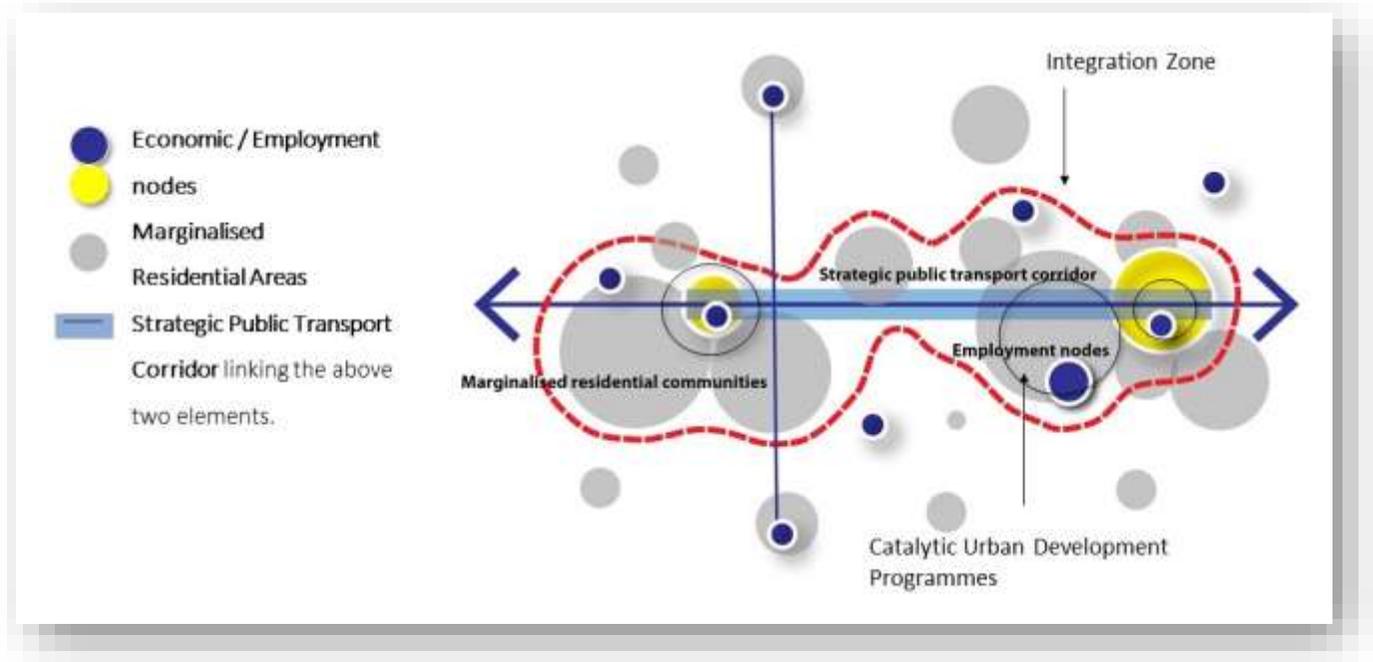
# BUFFALO CITY METROPOLITAN MUNICIPALITY

## CATALYTIC PROGRAMMES AND PROJECTS

### SPATIAL TARGETING STRUCTURING ELEMENTS

The spatial proposals contained in the 2013 SDF and the 2018/19 SDF as revised and adopted by Council in December 2020 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 1: 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.

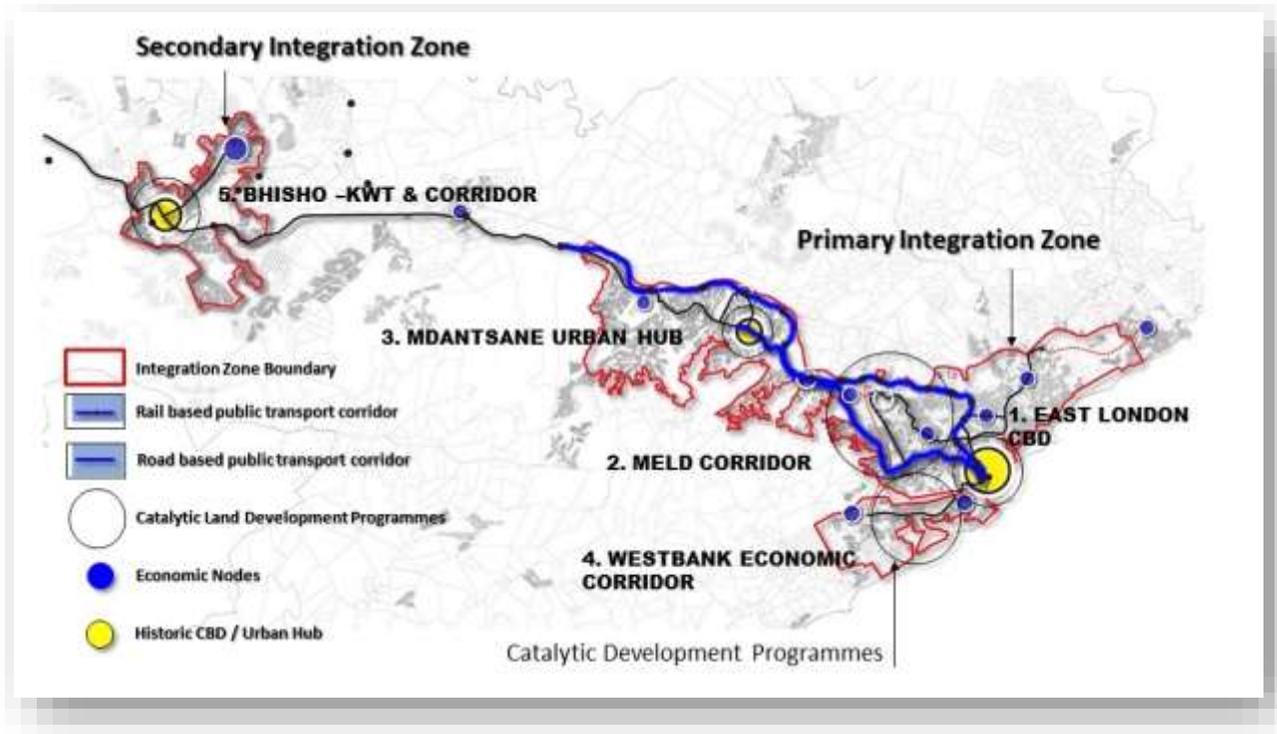


Figure 2: F.2: Spatial Targeting: BCMM Urban Network Strategy (Source: BCMM BEPP 2019-20)

## 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).**

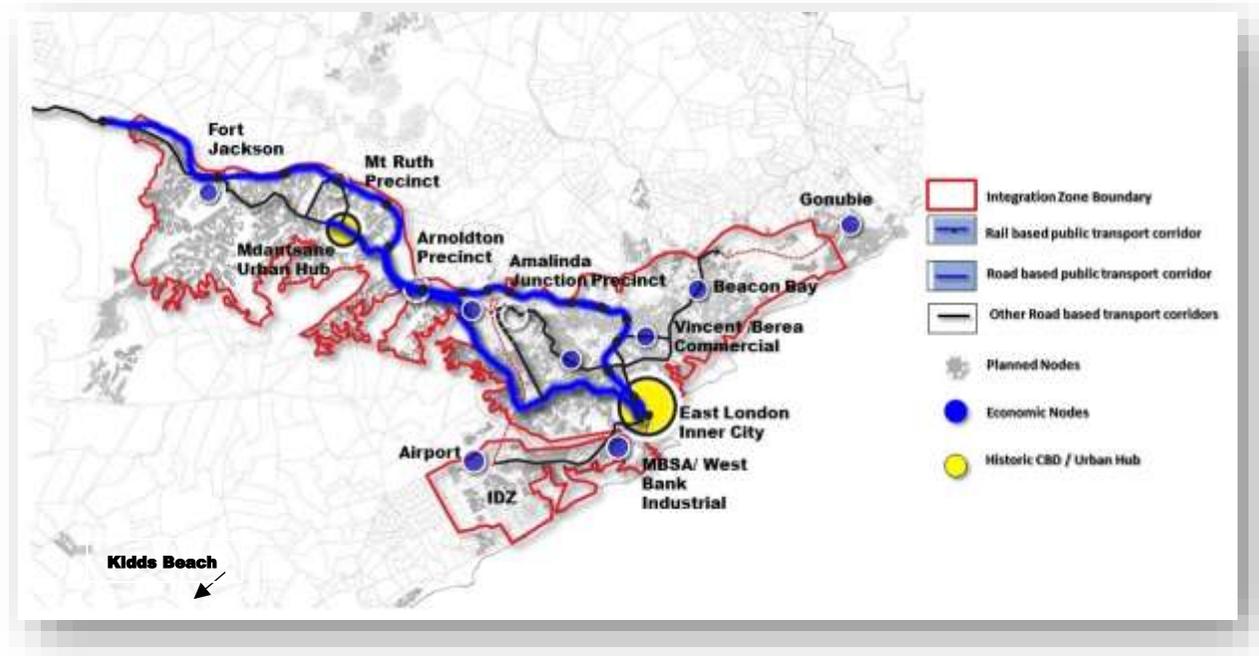


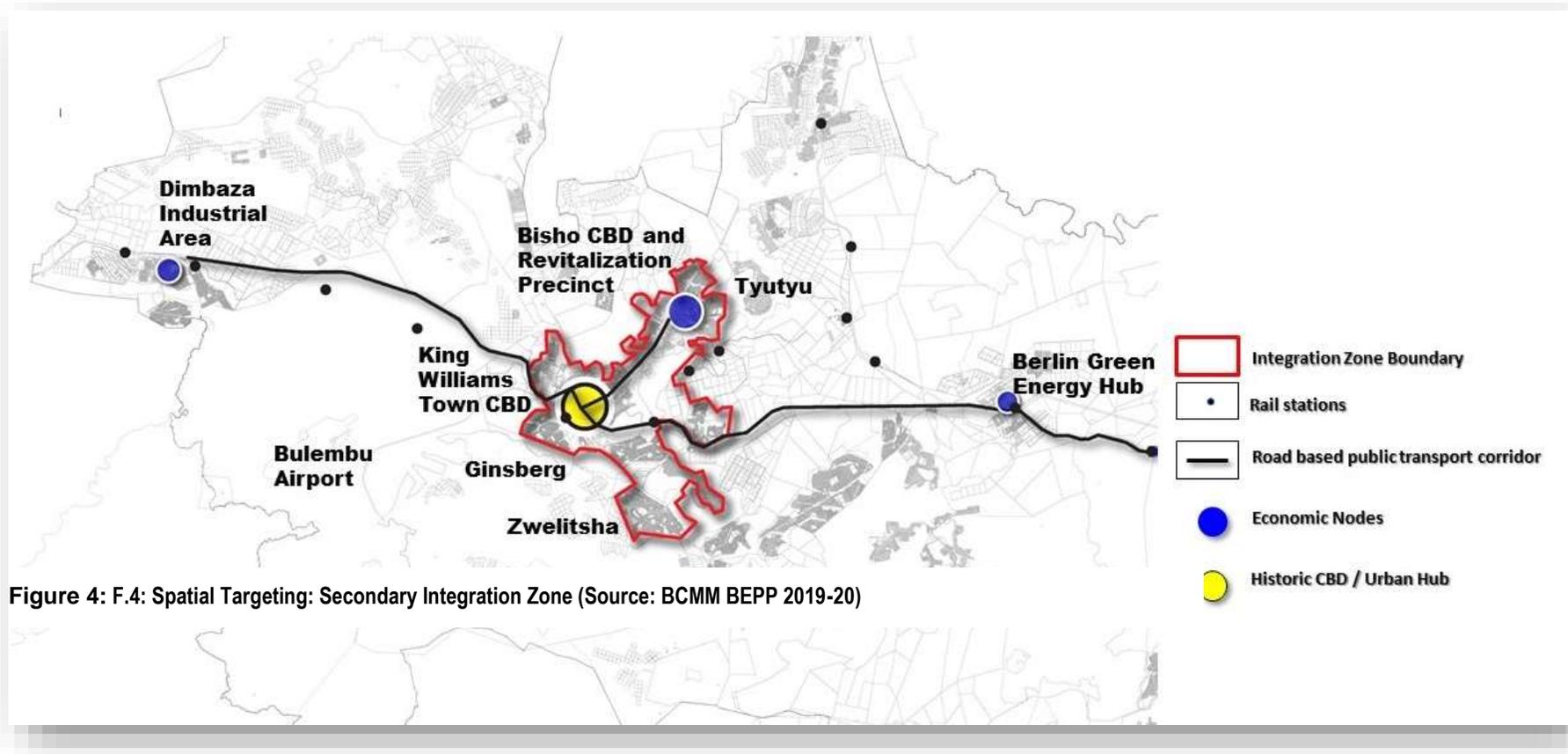
Figure 3: F.3: Spatial Targeting: Nodes & Corridors within Primary Integration Zone (Source: BCMM BEPP 2019-20)

#### STRATEGIC DEVELOPMENT CORRIDORS: SECONDARY INTEGRATION ZONE

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

- **Qonce (previously known as KWT) (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 Qonce (previously known as KWT) (KWT) and surrounding townships of Ginsberg, Zwelitsha 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.



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).

Qonce (previously known as KWT) has been identified as a key secondary regional service node within the metropolitan context. As noted in the 2013 SDF, Qonce (previously known as KWT) 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.

## Catalytic Urban Development Programme: BEPP 2021/2022

The following is a schedule of the Catalytic Urban Development Programmes of the Final BEPP and contains details of projects planned and budgeted for within the Primary and Secondary Integration Zones.

CATALYTIC URBAN DEVELOPMENT PROGRAMMES: FINAL BEPP 2021-2022									
Annexure 1: Catalytic Urban Development Programmes									
PROJECT LIST				FUNDING SOURCE (TOTAL PROJECT VALUE)					
				Total	Municipal			Provincial /SOE	
Metro	Integration Zone	Name of Catalytic Programme	Catalytic Projects & Mega Projects	Total Value (if known alternatively Total Allocation in current FY)	Own (2021-22)	Loan (2021-22)	Grant (2021-22)	Province (2021-22)	SOE (2021-22)
BCMM	Primary Integration Zone	1. East London CBD and Inner-City Regeneration	Sleeper Site Road	R 213 000 000	R 7 273 548		R15 000 000		
			City to Sea Boulevard	R 255 000 000	R 3 500 000				
			Public Realm Upgrades and Greening (PPPSG)	TBD			R 2 500 000		
			Court Crescent Implementation (EL Beachfront)	TBD	R 20 000 000				
			Orient Theatre Upgrade	R 4 500 000	R 0				
			Refurbishment of the Aquarium (EL Beachfront)	R 200 000 000	R 400 000				
			Upgrade of Ubuhlanti Park (Marina Glen B) & Little Mauritius (BCMDA)	R 30 000 000	R 0				TBD
			Marina Glen A (BCMDA-PPP)	R 1 443 000 000					TBD
			Development of Sea View Terrace (BCMDA-PPP)	R 267 000 000					TBD
			Development of Sleeper Site (BCMDA-PPP)	TBC					

**CATALYTIC URBAN DEVELOPMENT PROGRAMMES: FINAL BEPP 2021-2022**

**Annexure 1: Catalytic Urban Development Programmes**

PROJECT LIST				FUNDING SOURCE (TOTAL PROJECT VALUE)						
				Total	Municipal			Provincial /SOE		
Metro	Integration Zone	Name of Catalytic Programme	Catalytic Projects & Mega Projects	Total Value (if known alternatively Total Allocation in current FY)	Own (2021-22)	Loan (2021-22)	Grant (2021-22)	Province (2021-22)	SOE (2021-22)	
			East London Station Development: Railway Station Precinct	R 133 897 800					R5 000 000	
			Targeted Urban Management (Waste)	TBD						
			Rehabilitation of Latimer's Landing & Signal Hill (TRANSNET - East Bank)	TBD						R80 000 000
		<b>2. MELD Corridor Central</b>	Upgrading of the Public Transport Corridor from East London to Mdantsane	R 500 000 000			R 17 700 000			
			Mdantsane Access Road	R 580 000 000	R 6 000 000					
			Rehabilitation of Ziphunzana Bypass	R 1 500 000	R 1 500 000					
			Duncan Village Redevelopment Initiative (comprising Duncan Village Proper, Duncan Village Compostie Site, C-Section, Triangular Site, D-Hostel, Blockyard TRA	R 19 000 000				R 19 000 000		
			Reeston Housing (linked to DV initiative)	R 17 000 000			R 17 000 000			

**CATALYTIC URBAN DEVELOPMENT PROGRAMMES: FINAL BEPP 2021-2022**

**Annexure 1: Catalytic Urban Development Programmes**

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				Total	Municipal			Provincial /SOE	
Metro	Integration Zone	Name of Catalytic Programme	Catalytic Projects & Mega Projects	Total Value (if known alternatively Total Allocation in current FY)	Own (2021-22)	Loan (2021-22)	Grant (2021-22)	Province (2021-22)	SOE (2021-22)
			Central to Reeston Sewer Diversion, WWTW Tunnel and Civil Works	R 500 000 000		R169 176 378			
			Upgrading of the Mdantsane Treatment Works	TBD			R 10 000 000		
			N2/ R72 Bypass (impacting on the MELD Corridor and the Westbank Corridor)	TBD					
			Umzonyana Dam and East Coast Water Supply	TBD			R 15 000 000		
			Ziphunzana Bypass	TBD	R 1 500 000				
			North West Corridor: Feasibility for extension of NW Expressway and link to Amalinda Main Road. This includes a feasibility study for the Chiselhurst High Density Housing	R800 000 000,00	R 3 044 304				
		<b>3. Mdantsane Urban Hub</b>	Improved Regional Access	R 68 403 990					
			Toyana Road Pedestrian link to Station & Billie Road Upgrade	TBD			R 9 000 000		
			Land registration and regularization within the Mdantsane Urban Hub	Prioritise and take forward one site and project					

**CATALYTIC URBAN DEVELOPMENT PROGRAMMES: FINAL BEPP 2021-2022**

**Annexure 1: Catalytic Urban Development Programmes**

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				Total	Municipal			Provincial /SOE	
Metro	Integration Zone	Name of Catalytic Programme	Catalytic Projects & Mega Projects	Total Value (if known alternatively Total Allocation in current FY)	Own (2021-22)	Loan (2021-22)	Grant (2021-22)	Province (2021-22)	SOE (2021-22)
			New Government Offices: Feasibility Ongoing	Engagements with NDPW underway					
			Rehabilitation of Mdantsane Mall	R 43 000 000					
			Extension of Mdantsane Arts Centre	R 4 000 000	R 4 000 000				
			Redevelopment of Mdantsane Sport Precinct NU2 Swimming Pool	TBD	Directorate will request roll over of unspent funds from FY 2020/21				
			Upgrade replacement of the 132/33/11 kV network	R 1 500 000 000	TBC				
			Upgrade of Mount Ruth Substation	R 80 000 000	TBC				
		<b>4. West Bank Economic Corridor / Logistics Hub</b>	Port of East London (TRANSNET): Extend Main Breakwater and Deepen Entrance	R 1 500 000 000					
			Construction of Container Terminal (TRANSNET)	TBC					
			Maritime National Training College (TRANSNET)	TBC					

**CATALYTIC URBAN DEVELOPMENT PROGRAMMES: FINAL BEPP 2021-2022**

**Annexure 1: Catalytic Urban Development Programmes**

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			EL Airport (ACSA): EL Lounge Expansion including Airport Multi-story Parking, Airport Aircraft Parking Stand	R 72 000 000					Deferred till completion of masterplan Deferred till completion of masterplan
			Science and Technology Park	TBC					
			IOX International Sea Cable / Meet Me Room (IDZ)	R 63 000 000					R 63 000 000
			Revitalisation of the West Bank industrial area/ Motor Industry cluster	R 33 000 000					
			Water World (Water Park): BCMDA	R 30 000 000	R 30 000 000				
			Harbour Arterial Road (new link from MBSA to ELIDZ)	R 80 750 000,00			R 600 000		
			West Bank Water Supply	TBC					
			West Bank Restitution (housing)	R 192 185 000			R 9 000 000		
			Hood Point Marine OUTF Sewer	TBC			R 4 500 000		
			N2-R72 Bypass	R 1 300 000 000					
			Rehabilitation of Settlers Way	R 430 000 000	R 91 250 000				

**CATALYTIC URBAN DEVELOPMENT PROGRAMMES: FINAL BEPP 2021-2022**

**Annexure 1: Catalytic Urban Development Programmes**

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				Total	Municipal			Provincial /SOE		
Metro	Integration Zone	Name of Catalytic Programme	Catalytic Projects & Mega Projects	Total Value (if known alternatively Total Allocation in current FY)	Own (2021-22)	Loan (2021-22)	Grant (2021-22)	Province (2021-22)	SOE (2021-22)	
	Secondary Integration Zone	5. Qonce (KWT)-Bhisho-Zwelitsha & Corridor	Zwelitsha Regional Bulk Sewage Scheme- Phase 2	R 700 000 000			R 12 700 000			
			(Kei Road) KWT and Bhisho Bulk Water Scheme: Water Treatment Works	R 700 000 000				R 6 500 000		
			(Kei Road) KWT and Bhisho Bulk Water Scheme: Bulk Water infrastructure			R 10 000 000	R 4 030 000			
			(Kei Road) KWT and Bhisho Bulk Water Scheme: Dams and Weirs					R 9 500 000		
			Province: N2 Upgrade Bulembu Airport to King Williams Town & Interchange	TBC						
			SANRAL: Resurfacing from KWT to Bhisho & Breidbach; Upgrade R63 from Bhisho to N6 Interchange; Upgrade N2 Section; New N2 Breidbach + Belstone Interchange from Green River to Buffalo River;N2 KWT Bypass Ring Road;	TBC						
			Proposed Provincial Government Precinct: Bhisho	TBD						

**CATALYTIC URBAN DEVELOPMENT PROGRAMMES: FINAL BEPP 2021-2022**

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			KWT Arts Centre	R 2 000 000	R 2 000 000				