

REPORT TO COUNCIL: 31 MAY 2022

REVISED 2022/2023 INTEGRATED DEVELOPMENT PLAN, 2022/2023 MEDIUM-TERM REVENUE AND EXPENDITURE FRAMEWORK (MTREF) AND BUILT ENVIRONMENT PERFORMANCE PLAN (BEPP)

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[Author: EM (Xola Pakati)/as]

1. PURPOSE

The purpose of this report is for Council to adopt the Revised 2022/2023 Integrated Development Plan (IDP), 2022/2023 Medium-Term Revenue and Expenditure Framework (MTREF) and Built Environment Performance Plan (BEPP).

2. AUTHORITY

Buffalo City Metropolitan Council.

3. LEGAL / STATUTORY REQUIREMENTS

- 3.1. The Constitution of the Republic of South Africa, Act 108 of 1996
- 3.2. The Municipal Systems Act no. 32 of 2000, as amended and Regulations
- 3.3. The Municipal Structures Act no. 117 of 1998
- 3.4. The Municipal Finance Management Act no. 56 of 2003; and its Regulations
- 3.5. The Municipal Property Rates Act no. 6 of 2004
- 3.6. Municipal Budget and Reporting Regulations, 2009
- 3.7. Division of Revenue Bill, 2022
- 3.8. MFMA Circular 112 and 115
- 3.9. The Disaster Management Act no. 57 of 2002 and Regulations

4. BACKGROUND

4.1 Integrated Development Plan (IDP)

Council adopted an IDP/Budget/Performance Management System (PMS) Process Plan, in compliance with section 28 of the Municipal Systems Act no. 32 of 2000 as amended. In the time schedule required in accordance with s21(1)(b) of the MFMA, the Budget, IDP and Performance Management processes have been integrated with the IDP Process to ensure alignment, efficiency, effective and cost savings. The plan outlines the process to be followed in reviewing Buffalo City Municipality Metro's Integrated Development Plan (IDP) and Budget Preparation.

In terms of section 30(c) of the Municipal Systems Act, the Executive Mayor of a municipality must submit the Integrated Development Plan to the municipal council for adoption.

In compliance with the above, Buffalo City Metropolitan Municipality has embarked on a process to review its IDP and Budget towards the 2022/2023 financial year and beyond in accordance with the requirements set out in the Municipal Systems Act 32 of 2000 as amended, the Local Government: Municipal Planning and Performance Management Regulations 2001 & 2006 and the Municipal Finance Management Act 56 of 2003.

In adherence to legislative prescripts, the Buffalo City Metropolitan Municipality's 2021/2026 IDP has been reviewed and amendments thereto are submitted to Council for adoption, kindly refer to table 1 below for the structure of the IDP. The Revised 2022/2023 Buffalo City Metropolitan Municipality Integrated Development Plan is attached **Annexure A**.

Table 1: Structure of Revised 2022/2023 Integrated Development Plan

SECTION A	INTRODUCTION Provides an outline of the legislative imperatives which guide the review of the integrated development plan. An overview of national and provincial plans which were taken into consideration during the development of the plan. It also outlines the process that was followed in the review of the IDP.
SECTION B	BCMM PROFILE AND ANALYSIS This section provides an overview of the municipality focusing on the current situation, key challenges and opportunities in terms of each key performance area. Service delivery backlogs and level of access to municipal services is also outlined.
SECTION C	SPATIAL DEVELOPMENT FRAMEWORK The SDF provides a spatial analysis of the Municipality, details the spatial development principles / guidelines with accompanying maps indicating the spatial objectives and strategies of the Municipality.
SECTION D	ONE PLAN: THREE SPHERES SERVICE DELIVERY BUDGET, PROGRAMMES AND PROJECTS This section details the capital budget which is aligned to IDP Objectives as well as programmes and projects from all spheres of government operating in the BCMM space.
SECTION E	DEVELOPMENT OBJECTIVES, STRATEGIES, KEY PERFORMANCE INDICATORS AND TARGETS Contains the development objectives, strategies, indicators and targets for the entire term of Council.
SECTION F	FINANCIAL PLAN A strategic framework for financial management, key financial policies and strategies are outlined in this section.
SECTION G	BCMM OPERATIONAL PLAN This section outlines the structure of the municipality providing a breakdown for each directorate.

Section 25(3) (a) of the Municipal Systems Act prescribes that a newly elected Council, may adopt the IDP of the previous Council. Section 26 (2) of the Municipal Systems Act states that an Integrated Development Plan adopted by a municipal Council may be amended in terms of section 34 of the Municipal Systems Act.

One of the key recommendations that will be tabled to Council with the proposed amendments is the adoption of the Five-Year Integrated Development together with its revisions for the 2022/2023 financial year.

4.2 Medium Term Revenue and Expenditure Framework (MTREF) Budget

Section 16(1) of the Municipal Finance Management Act (MFMA) stipulates that the Council of the municipality must for each financial year approve an annual budget for the municipality before the start of that financial year. Section 16(2) stipulates that in order to comply with subsection (1), the mayor of the municipality must table the annual budget at a council meeting 90 days before the start of the budget year.

Section 22 of the MFMA states that immediately after an annual budget is tabled in a municipal council, the accounting officer must make public the annual budget and documents in terms of Section 17; invite the local community to submit representations in connection with the budget; and submit the annual budget to the National Treasury and the relevant Provincial Treasury in printed and electronic formats.

In terms of section 23(2) of the MFMA, after considering all the budget submissions, the Council must give the Executive Mayor an opportunity:

- (a) To respond to the submissions; and
- (b) If necessary, to revise the budget and table amendments for consideration by the Council.

In terms of section 24 of the MFMA:

- 1) "The municipal council must at least 30 days before the start of the budget year consider approval of the annual budget.

- 2) An annual budget—
 - (a) must be approved before the start of the budget year;
 - (b) is approved by the adoption by the council of a resolution referred to in section 17(3)(a)(i); and
 - (c) must be approved together with the adoption of resolutions as may be necessary—
 - (i) imposing any municipal tax for the budget year;
 - (ii) setting any municipal tariffs for the budget year;
 - (iii) approving measurable performance objectives for revenue from each source and for each vote in the budget;
 - (iv) approving any changes to the municipality's integrated development plan; and
 - (v) approving any changes to the municipality's budget-related policies.
- 3) The accounting officer of a municipality must submit the approved annual budget to the National Treasury and the relevant provincial treasury.”

5. EXPOSITION OF FACTS

5.1 INTEGRATED DEVELOPMENT PLAN (IDP)

5.1.1 PROCESS UNDERTAKEN

Section 28 (1) of the Municipal Systems Act requires each municipality to adopt a process in writing to guide the planning, drafting, adoption and review of its Integrated Development Plan. In compliance with this requirement Buffalo City Metropolitan Municipality undertook the following activities (table 2 below) in line with the IDP process towards the 2022/2023 financial year:

Table 2: IDP Process Undertaken

NO	ACTIVITY DESCRIPTION	DATES ACHIEVED
PREPERATION PHASE: JUL – AUG: Preparing for the IDP, Budget and Performance Management Process		
1	Top Management: <ul style="list-style-type: none"> • 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) 	13 July 2021
2	Portfolio Committee: <ul style="list-style-type: none"> • 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) 	12 August 2021
3	Councillors and Traditional Leaders' Workshop: <ul style="list-style-type: none"> • 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) 	13/08/2021
4	Top Management: <ul style="list-style-type: none"> • To consider 2021/2022 First Adjustment Budget & the 2020/2021 Fourth Adjustment budget and recommend these being approved by Council 	12/08/2021
5	Council: To approve - <ul style="list-style-type: none"> • IDP/Budget/PMS Process Plan and Time Schedule (at least 10 months before the start of the budget year). • The 2021/2022 First adjustment budget (to be tabled before 25 August 2021) and the 2020/2021 Fourth Adjustment budget. 	25/08/2021
PHASE 1: SITUATIONAL ANALYSIS: SEPT – OCT: Situational Analysis of the metro		
6	Technical IDP/Budget/PMS Workstreams: <ul style="list-style-type: none"> • Prepare a draft Situational Analysis Report for the Top Management Technical Planning Session; and • 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 	11, 12 & 21 October 2021

NO	ACTIVITY DESCRIPTION	DATES ACHIEVED
7	<p>Political IGR Forum:</p> <ul style="list-style-type: none"> • It is a Political Structure chaired by the Deputy Executive Mayor with representation from the Mayoral Committee, City Manager, HOD's, Representation from Sector Departments, Parastatals, and State-owned Enterprises. • The purpose is to identify high level and recurring IGR issues hindering service delivery and requiring political intervention for escalation to other levels or structures and for successful resolution. It also receives feedback and progress on resolution and issues requiring escalation from the Technical and Political IGR Roundtable meetings. 	17 Sept 2021
8	<p>Top Management Technical Planning Session:</p> <ul style="list-style-type: none"> • Reflect on progress made with implementation of strategic priorities during preceding financial years; and • Review SITUATIONAL ANALYSIS of the metro that inform priority choices 	26 & 27 October 2021
PHASE 2: OCT – DEC: Consolidation of Strategic priorities (between Council, Community and IGR Partners)		
9	<p>IGR Core Group Think Thank Session:</p> <ul style="list-style-type: none"> • To Discuss & Align Three Sphere Regulated Activities. • To review the annual planning cycles of the Metro and other spheres of Government which impacts on strategic planning, budgeting, monitoring and reporting across spheres. 	15 October 2021
10	<p>Budget Workshops with all directorates to address the following:</p> <ul style="list-style-type: none"> • Financial Institutional Performance • Cost Containment Measures • 2022/2023 Tariff Process • Verification of Fleet & Staff Keys • IDP Strategic Priorities for 2021/2026 & MTREF Capital Prioritization • 2021/2022 Mid-Year Adjustment Budget Reallocation (Capital & Operating Budget) 	17 November – 8 December 2021
11	<p>Technical IGR Forum</p> <ul style="list-style-type: none"> • Deliberate on Buffalo City Gap Analysis on BCMM One Plan and IDP 	19 November 2021
12	<p>Council Lekgotla</p> <ul style="list-style-type: none"> • To reflect on desired key outcomes over the Council's 5-year term based on its deep understanding of current and emerging City trends and realities as consolidated during Mayoral Lekgotla 	24 – 25 February 2022

NO	ACTIVITY DESCRIPTION	DATES ACHIEVED
PHASE 3: JAN – FEB: Programmes and Projects (Identifying, prioritising, costing programmes and projects)		
13	Councillors and Traditional Leaders' Workshop: <ul style="list-style-type: none"> To introduce Councillors to the City's Organisational Procedures, Controls and Protocols used for integrated strategic planning, intergovernmental relations management, budgeting, performance management, ward allocation programme and establishment of ward committees programme 	18 January 2022
14	Mayoral Lekgotla Session: <ul style="list-style-type: none"> To review strategic objectives for service delivery and development 	20 – 21 January 2022
15	National Treasury Mid-year Budget and Performance Assessment Review	15 February 2022
16	BCMM IGR Framework Review Engagement: <ul style="list-style-type: none"> To review the current BCMM IGR Framework with National and Provincial COGTA, Office of the Premier and BCMM departments 	17 – 18 February 2022
17	Council Lekgotla: <ul style="list-style-type: none"> To reflect on desired key outcomes over the Council's 5-year term based on its deep understanding of current and emerging City trends and realities as consolidated during Mayoral Lekgotla. 	24 – 25 February 2022
PHASE 4: FEB: Integration of Programmes and Projects		
18	Budget Steering Committee: <ul style="list-style-type: none"> To consider 2021/2022 Mid-year Adjustment Budget 	2 Feb 2022 (During BCMM Mayoral Committee Induction Session)
19	Three Spheres Planning Session: <ul style="list-style-type: none"> To allow Provincial Sector Departments and State-owned Enterprises to inform BCMM of budgetary allocations and catalytic programmes to be implemented in the BCMM space and identify transversal gaps and challenges. 	22 Feb 2022
20	Council: <ul style="list-style-type: none"> To consider and adopt 2021/2022 Mid-year Adjustments Budget 	28 Feb 2022

NO	ACTIVITY DESCRIPTION	DATES ACHIEVED
PHASE 5: ADOPTION		
MAR: Approval of draft IDP		
21	BCMM Political IGR Forum: To deliberate on the following: <ul style="list-style-type: none"> • IGR Framework Act, 2005 Review • Process Plan for the Provincial IGR Review • BCMM IDP/One Plan • BCMM IGR Framework and Terms of Reference Review • Three Sphere Session Feedback • Orientation and Progress on the District Developmental Model and One Plan 	8 March 2022
22	Top Management: <ul style="list-style-type: none"> • To consider draft IDP, MTREF Budget and recommend the draft IDP, MTREF Budget and BEPP to Council 	8 March 2022
23	Councillors and Traditional Leaders' Workshop: <ul style="list-style-type: none"> • To consult councillors and traditional leaders on draft IDP, draft MTREF and budget related policies 	16 March 2022
24	External IDP/Budget/PMS Representative Forum: <ul style="list-style-type: none"> • To consult External IDP/Budget/PMS Representative Forum on the Draft IDP, Tabled MTREF Budget and draft policies 	23 March 2022 09h30- 15h00
25	Council: <ul style="list-style-type: none"> • To approve the draft IDP, MTREF Budget and draft policies (at least 90 days before the start of the budget year) • To consider the proposed budget of the entity and assess the entity's (BCMDA) priorities and objectives and make recommendations. Board of Directors to consider the recommendations and, if necessary, submit a revised budget. • To consider Draft Revised SDBIP 	30 March 2022 09h00
APR – MAY: Consulting the public and external stakeholders and final adoption		
26	BCMM IGR Core Group <ul style="list-style-type: none"> • To discuss the review of the BCMM Intergovernmental Relations Framework 	1 April 2022
27	Top Management (IDP / Budget Steering Committee Meeting) <ul style="list-style-type: none"> • To consult Top Management on proposed consultations with councillors on IDP/Budget Roadshows and other engagements with stakeholders 	4 April 2022

NO	ACTIVITY DESCRIPTION	DATES ACHIEVED
28	Consultation with councillors on IDP/Budget Roadshows <ul style="list-style-type: none"> • To consult councillors and traditional leaders on IDP/Budget Roadshows (Inland, Midland and Coastal Wards) and other engagements with stakeholders • To discuss progress made with Ward Priorities and review for the new term of office 	13 April 2022 (Coastal Region) 14 April 2022 (Midland and Inland Regions)
29	IDP/Budget Road Show <ul style="list-style-type: none"> • To consult the public on the Draft IDP, Tabled MTREF Budget and draft policies 	3 May 2022 (Coastal Region) 4 May 2022 (Midland Region) 5 May 2022 (Inland Region)
30	Special Top Management <ul style="list-style-type: none"> • To consider and recommend the Final IDP, MTREF Budget and BEPP, after considering the submissions made by the local community, National or Provincial Treasury, national or provincial organs of state or neighbouring municipalities 	10 May 2022
31	Special Mayoral Committee / Budget Steering Committee <ul style="list-style-type: none"> • To consider and recommend the Final IDP, MTREF Budget and BEPP, after considering the submissions made by the local community, National or Provincial Treasury, national or provincial organs of state or neighbouring municipalities 	12 May 2022
32	Municipal Budget and Benchmark Engagement by National Treasury <ul style="list-style-type: none"> • To assess BCMM draft MTREF Budget 	19 May 2022
33	Councillors and Traditional Leaders' Workshop <ul style="list-style-type: none"> • To interrogate Final IDP, MTREF Budget and budget related policies 	25 May 2022
34	Council <ul style="list-style-type: none"> • To adopt IDP, Performance Management Measures and Targets, MTREF Budget, and the revised Policies (at least 30 days before the start of the budget year) 	31 May 2022

5.1.2 KEY INFORMANTS

The 2022/2023 Review of the 2021/2026 IDP was undertaken within the framework of national and provincial legislation and policy directives, which include most notably the National Development Plan, Medium Term Strategic Framework (2019-2024), District/Metro Development Model, the South African Economic Reconstruction and Recovery Plan, the Provincial Development Plan (2030), Provincial Spatial Development Strategy, and Provincial Economic Development Strategy.

Other factors that were taken into consideration include:

a) Assessment Issues

- i. The comments on the last adopted IDP provided by the MEC for Local Government in accordance with Sections 31 and 32 of the Municipal Systems Act;
- ii. Findings contained in the National Treasury Benchmarking Report;
- iii. One Plan National Quality Assurance Panel - an overview of the results of the quantitative assessment conducted by the One Plan National Quality Assurance Panel (NQAP) of the Metro's One Plan;
- iv. Findings contained in the Auditor General's Report of the previous financial year/s; and
- v. Shortcomings and weaknesses identified through self-assessment.

b) Review of the Strategic Elements of the IDP in terms of priorities of Council and the objectives of Management

- i. Review of the Strategic elements of the IDP and Metro Growth and Development Strategy (MGDS) if required; and integrating the strategic intent throughout the budget process, including mSCOA alignment, and finalizing of the Service Delivery and Budget Implementation Plan (SDBIP);
- ii. Update of Master Plans and Sector Plans; and

- iii. The update of the Financial Plan.
- c) Inclusion of new information where necessary
- i. Consideration of the impact of Covid-19 Global Pandemic;
 - ii. Updates - The following updates were done in the IDP document:

Foreword by the Executive Mayor	The Executive Mayor provides a contextualised update of the foreword to reflect a summarised setting of the tone for the newly elected Council and key priorities to be focused on for the next term, giving due consideration of the changing socio-economic environment that the city, our country and the world at large are confronting in our development planning endeavours.
Overview by the City Manager	Following the tone set by the Executive Mayor, the City Manager expands on situating the IDP Review within the confines of the Metro Growth and Development Strategy and also reflects on the required need for adjusting to, in particular, the challenges brought to the surface during the Global Pandemic of Covid-19.
Executive Summary	<p>Key updates include:</p> <ul style="list-style-type: none"> • The IDP Process Followed for this review period; • The key informants to the IDP review; and • The latest available assessment of the IDP and key assessment findings from Provincial Government with recommendations on gaps and improvement measures
SECTION A	The most prominent amendments in this Section are the adjusted Council Strategic Priorities, following the election of a new Council during the course of the IDP Review Process on 1 November 2021. These priorities were carved during key engagements, including IDP/Budget/PMS Workstreams, Top Management Planning Session, Mayoral Lekgotla and Council Lekgotla. A small amendment to the wording of one of the key focus areas is also highlighted.
SECTION B	<p>The BCMM Profile is updated in this section, with more recent statistical data and analysis, taking cognizance of the amended Council Strategic Priorities and most recent audited outcomes for the city, including the following:</p> <ul style="list-style-type: none"> • Population Trends and Profile

	<ul style="list-style-type: none"> • Social Development Profile • Governance and Finance Development Profile • Infrastructure Development Profile • A summary of the Key Development Trends in the Metro • Spatial Development Profile • Situational Analysis Per BCMM Strategic Outcome and Key Focus Area
SECTION C	Improvement measures recommended by Provincial Government during the last IDP assessment are updated on the Spatial Development Framework Summary in this Section.
SECTION D	The section is updated with more recent engagements held as part of the IDP and One Plan review and implementation commitments are also updated as received from Buffalo City Metropolitan Municipality's Built Environment Performance Plan, Provincial and National Government Spheres.
SECTION E	The key performance indicators and targets were updated and aligned with the Council Strategic Priorities and respond to the most recent audited findings from both Internal Audit and the Auditor General.
SECTION F	The financial plan for the metro is updated as aligned with the MTREF Budget tabled in Council and includes the operational and capital projects for the MTREF period.
SECTION G	The Operational Plan is updated after significant changes both after the Local Government Elections held on 1 November 2021 and some adjustments on the Organogram which were approved during the IDP Review period.
ANNEXURES	<p>Most significant updates on annexures are:</p> <ul style="list-style-type: none"> • Annexure A: List of Sector Plans • Annexure Amended IDP/Budget/PMS Process Plan followed; and • Annexure C Community and Stakeholder Issues / Priorities Raised

5.1.2.1 Council Priorities (2021-2026) Revised

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 Council 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:

Table 3: Alignment of Council Priorities with National and Provincial Policy Directives

STRATEGIC OUTCOME 1: AN INNOVATIVE AND PRODUCTIVE CITY		
Council Priorities	MTSF 2019/2024	PDP
<i>MGDS Strategic Outcome 1: An innovative and productive city - The MGDS calls on Buffalo City to become a city that builds a strong identity as a place that is supportive of business. Key to this will be problem-solving to unlock business opportunities, reduce the cost of doing business and address infrastructure bottlenecks. This enabling environment will allow Buffalo City's comparative advantages to be realized, in</i>	Priority 2: Economic Transformation and Job Creation	Goal 1: Innovative, inclusive and growing economy

STRATEGIC OUTCOME 1: AN INNOVATIVE AND PRODUCTIVE CITY

Council Priorities	MTSF 2019/2024	PDP
<i>sectors such as manufacturing, agriculture, property, tourism and knowledge-based services (ICT and business services).</i>		
1. INVESTMENT		
<ul style="list-style-type: none"> a) Finalize the Economic Recovery and Investment Plan, including industry level measures to address investment constraints and grow productivity, output, inclusivity, jobs. b) Support the facilitation of the Buffalo City Economic Recovery Compact, which will include pledges, concessions, trade-offs, collaborations and partnerships among and between key economic role-players. c) Make a stronger case for two automotive hubs in the Eastern Cape. d) Build BCMM's potential as a cheaper lifestyle city. e) Re-design suitable industrial and commercial spaces. f) Create and implement Incentives Schemes. g) Arrange engagement with Department of Public Works, Eastern Cape Development Corporation and Department of Land Reform h) Establish a development facilitation committee/desk to assess investment from private sector and make decisions quickly. i) Resuscitate non-fiscal incentives between BCMM and ELIDZ e.g., CM/CEO forums for engagements. j) Intensify the lobbying efforts towards the widening and deepening of the East London Port to accommodate new size vessels, consequently, enhance logistical infrastructure, improve the comparative advantage of the city and increase attractiveness of the location. k) Build capacity to package investment projects that are fundable and will result in a return on investment. l) Interrogate Gonubie small craft harbour to improve tourism and oceans economy. 		
2. SUB-NATIONAL COST OF DOING BUSINESS (SNDB)		
Drastic reduction of red tape when measured through upward progression in the Sub-National Doing Business Index, including the automation of the property application process.		
3. SMART CITY		
<ul style="list-style-type: none"> a) Ensure strong integration between the Economic Recovery and Investment Plan (ERIP) and the Smart City Strategy being developed over roughly the same period of time, and specifically with the Digital Hub component of the Smart City Strategy which is being established to strengthen firm level competitiveness and productivity, not only in the automotive sector but in other key sectors such as agriculture. 		
4. ENTERPRISE DEVELOPMENT		

STRATEGIC OUTCOME 1: AN INNOVATIVE AND PRODUCTIVE CITY

Council Priorities	MTSF 2019/2024	PDP
<ul style="list-style-type: none">a) Develop policy to formalise informal economy and provide basic infrastructure as an opportunity for employment.b) Establish BCMM relief fund to support SMMEs during times of disasters.c) Unlock value chains in key sectors (upstream and downstream opportunities). Whilst we are a largely automotive city, we should also support sectors and industries in which we could be competitive, including 1. the ocean economy value chain, 2. the agriculture value chain, particularly export-intensive and labour-intensive horticulture, 3. Advanced export manufacturing, anchored in local supply chains, new technological capabilities, and new logistics capabilities, and 4. light manufacturing more particularly the clothing and footwear industry, both for export and domestic consumption.d) Create suitable Informal Trading Hubs.e) Develop Supplier Development Programme (Localization Programme).f) Create SMME Fund.g) Provide start-up capital (finance, machinery & equipment, intellectual property, etc.).h) Reduce administered costs (we are generally around number 5 of the 8 metros on rates and tariffs, but need to be the cheapest to counteract other disadvantages like location and distance from market)i) Expansion of the Departure Lounge at King Phalo Airport, Expansion of the runway.j) Rebranding and directional signage for the Airport.k) Revitalisation of Dimbaza, West Bank.l) Revitalization of Wilsonia and Fort Jackson.m) Automation of application processes.n) Access to under-utilized municipal assets (including land & buildings).o) Develop and Implement Township Economy Strategy.p) Establish City Improvement Districts (CIDs).q) Develop and support local companies to take full advantage of the African Continental Free Trade Area.r) Continue to roll-out the Export Development Programme in line with the National Export Development Programme (NEDP).s) Resource the BCMM Export Helpdesk.		

5. TOURISM

- a) Implement relief support measures for the tourism sector in the form of rates rebates, grant funding to stabilise the sector and put clear programmes in place to increase demand in order to recover the industry, compliance with Covid-19 and relaxation of travel restrictions.
- b) Collaborate with tourism operators in packaging more experiences for the cruise liner tourists.
- c) Develop Standard Operating Procedure (SOP) for the film sector.
- d) Develop a clear strategy and support programmes to attract business tourism into the city including development of a standard bid document for national and international events as part of tourism recovery measure.
- e) Implement campaigns directed at improving the cleanliness in the city.
- f) Gain access to key parcels of land to fast-track some of the key initiatives that seeks to promote tourism and film sector in Buffalo City.
- g) Attract niche markets e.g., religious tourism, ad venture tourism, Mice tourism.

STRATEGIC OUTCOME 1: AN INNOVATIVE AND PRODUCTIVE CITY

Council Priorities

MTSF 2019/2024

PDP

- h) Development and promotion of the Buffalo City Creative Industry economy which has been severely affected by Covid-19 pandemic. This should include development of the key infrastructure to fast-track the growth of the sector.
- i) Market and Promote Buffalo City as a tourist destination of choice.
- j) Provide support to communities to develop tourism in both townships and rural areas.
- k) Implements programmes to improve tourists' safety.
- l) Constant engagement with tourism stakeholders and communities with the aim of improving communication and awareness about the importance of tourism

6. JOB READINESS & SKILLS DEVELOPMENT

- a) Engage with Institutions of higher learning regarding skills development for BCMM skills needs.

7. AGRICULTURE & RURAL DEVELOPMENT

- a) Access to markets for locally produced goods.
- b) Basic infrastructure such as Irrigation systems, Dipping Tanks, Fencing, Electricity, Tractors & Implements, Livestock, field crops and horticulture
- c) Focus on niche markets (high value crops – garlic, ginger, nuts).
- d) Increase in economies of scale (co-operation).
- e) Improve commercialization support.
- f) Drought mitigation.
- g) Water saving technology (e.g. Drip Irrigation).
- h) Co-operation with Agric Colleges.

8. INFORMATION & KNOWLEDGE MANAGEMENT

- a) Develop instruments to measure quality of life in BCMM and establish baselines.
- b) Build research capacity in all BCMM Departments – To utilize ECSECC and institutions of higher learning.
- c) Resuscitate the Knowledge Management Forum and approve IKM Policy.
- d) Commission customer satisfaction survey every financial year.

9. EMERGENCY & DISASTER MANAGEMENT

- a) Increase Law enforcement visibility to deal with high crime rate in the city.
 - Step up law enforcement efforts, more particularly the enforcement of by-laws and the relevant legislation regarding building.
 - Improve partnerships with the South African Police Service and the Eastern Cape Liquor Board in order to monitor and close down illegally operating Taverns and coming hard on the drug dens and prostitution rings that are operating in certain places in the city.

STRATEGIC OUTCOME 1: AN INNOVATIVE AND PRODUCTIVE CITY

Council Priorities	MTSF 2019/2024	PDP
<ul style="list-style-type: none">• Seek a court order to interdict the illegal car washes at the East London Beachfront and to prohibit even those who are taking their cars there for a wash. The Economic Development and Agencies Directorate must engage the car washers in order to find other suitable ways of supporting their informal businesses.• The containers that sprawl from buildings in many of our densely populated residential areas in town such as Southernwood, King Williams Town CBD and Quigney will be given due attention and we will enforce our by-laws to make these a thing of the past. Salons and Tuckshops should be operated within legal premises, and we will, unfortunately, have to be harsh on this up until this is achieved. <p>b) Ensure that all security cameras are operated by HPS& ES by 1 January 2022.03.14</p> <p>c) Develop land invasion mitigation strategy.</p> <p>d) Land invasions are not stopped early enough by Law Enforcement before escalating to crisis level. Officials must respect their work and exhibit exemplary diligence in performing their tasks timeously and efficiently. Officials must go on a benchmarking mission to understand how other cities are managing the challenges pertaining to illegal land invasions.</p> <p>e) Establish structures.</p> <p>f) Integrate disaster risk reduction into all projects and programmes.</p> <p>g) Conduct a comprehensive level 3 risk assessment.</p> <p>h) Prepare level 3 disaster plans for all sectors and BCMM.</p> <p>i) Capacitate disaster management centre.</p>		
10. PUBLIC SAFETY - CCTV - LAW ENFORCEMENT SERVICES		
<p>a) Roll out and installation of CCTV surveillance cameras throughout BCMM communities and BCMM buildings and installations.</p> <p>b) Position the City as a safe and secure City, free from violence, crime and anti-social behaviour by monitoring these areas with CCTV Surveillance cameras.</p> <p>c) Enforce Law & Order by implementing the continuous roll out and installation of CCTV surveillance throughout BCMM Metro to monitor and prevent criminal behaviour in the Central Business Districts and other major economic/business areas, such as theft, robbery, smash and grab, snatch and run, drunk & disorderly behaviour and resultant crime.</p> <p>d) Redevelopment of Security to be a highly functional unit.</p> <p>e) Security of assets</p>		
11. PUBLIC SAFETY- TRAFFIC SERVICES		
<p>a) Reduce Road Traffic fatalities & accident rate at high frequency accident locations by 5%.</p> <p>b) Upholding and Enforcement of Traffic Regulations.</p> <p>c) Provide auxiliary services i.e. processing of fines issued & paid, learners & drivers licences issued and renewed on an agency basis for DOT.</p> <p>d) Promote enforcement of selected critical traffic offences and contraventions and strives to improve community relations by increasing the quality and quantity of contact between citizens and Law Enforcement agencies.</p>		

STRATEGIC OUTCOME 1: AN INNOVATIVE AND PRODUCTIVE CITY

Council Priorities	MTSF 2019/2024	PDP
<ul style="list-style-type: none">e) Provide assistance to stranded road users and attend to broken-down and abandoned vehicles.f) Respond, attend to, safeguard and investigate road traffic accidents and incidents.g) Assist in reducing traffic congestion and accident hazards and improve road user security.h) Promote general traffic law compliance in general to reduce the number of road accidents and road rage incidents. Officers maintain high levels of visibility in targeted crime and disorder hot spots.i) Capacitate a full-service Traffic Centre, by establishing an infrastructure that will accommodate all staff- Operational and Auxiliary services with the inclusion of the Vehicle licensing & registration that are currently situated in the CBD and the main office located in Braelyn. Identify land for construction of a full Traffic service one stop shop,j) Enable the continuation of services during loadshedding with the installation of back-up generatorsk) Capacitate Mdantsane learners centre with Public Ablution facilities currently underway as well as to cater for driving licences testingl) Capacitate the Gonubie Traffic centrem) Capacitate the Gonubie Traffic poundn) Capacitate the KWT traffic centre		
12. SPECIAL PROGRAMMES		
<ul style="list-style-type: none">a) Include mandatory / shared / cross cutting vulnerability reducing indicators and targets (similar to those in MFMA Circular 88) in respect of at least 2 local government specific vulnerability reducing indicators for each HOD.b) Collaborate with key partners to respond comprehensively and integrated to the scourge of Gender-based Violence.		
13. SPORT, RECREATION, ARTS & CULTURE		
<ul style="list-style-type: none">a) Implement the Creative Industry Sector Relief Support Programme.b) Develop key arts and culture infrastructure i.e., Mdantsane Art Centre and King William's Town Art Centrec) Develop, Manage and Restore key heritage sites within BCMM.d) Package and promote BCMM's heritage.e) Consider capital projects in instances where a need is in line with the norms and standards.f) Make provision for adequate security to safeguard priority facilities.g) Document policies where applicable, such as norms and standards for sports and recreation facilities.h) Review some policies such as sports development policy and funding policy.		
14. LIBRARIES & HALLS		
<ul style="list-style-type: none">a) Transfer rural halls to BCMM together with appropriate budgets.b) Introduce an automated online hall booking system.c) Develop a Masterplan for the design and maintenance of all future halls.d) Lobby for an increased and realistic budget from DSRAC for the operating of libraries.e) Regularly update all library material, particularly Reference and children's books.f) Implement e-books facilities at libraries.		

STRATEGIC OUTCOME 1: AN INNOVATIVE AND PRODUCTIVE CITY

Council Priorities	MTSF 2019/2024	PDP
g) Update all technological aspects of libraries i.e. Media rooms, computer hubs, internet cafes, etc.		

STRATEGIC OUTCOME 2: A GREEN CITY

Council Priorities	MTSF 2019/2024	PDP
<p><i>MGDS Strategic Outcome 2: A Green City - The strategies for the Green City Workstream include:</i></p> <ul style="list-style-type: none"> • <i>Develop waste diversion programmes and strengthen existing Solid Waste Provision Model</i> • <i>Integrate and strengthen Environmental Management & Climate Change programmes within the City.</i> • <i>To stimulate Investment appetite and enhance socio-economic values within the City's coastline through the implementation of a people centric beach management approach and restoration programmes</i> • <i>Provide integrated Municipal Health Services to all communities of Buffalo City Metropolitan Municipality (BCMM)</i> • <i>Integrate and strengthen public open space management, arboriculture, grass cutting and alien vegetation control within the City.</i> 	<p>Priority 5: Spatial Integration, Human Settlements and Local Government</p>	<p>Goal 5: Environmental Sustainability</p>

15. CLIMATE CHANGE

- a) Integrate climate change responsive actions into the hierarchy of plans within the institution (budget and performance scorecards)
- b) Implement climate protection programme.
- c) Review existing Climate Change Strategy in line with NEMA.
- d) Coordinate Eco system-based programme (wetlands restoration & stream/river management programme).

16. INTEGRATED ENVIRONMENTAL MANAGEMENT

- a) Strengthen Environmental Education and awareness programmes.
- b) Review the existing Integrated Environmental Management Plan (IEMP).
- c) Facilitate Integration of ENVIRONMENTAL IMPACT ASSESSMENTS within the city.

17. AIR QUALITY

- a) Development of Air Quality By-Laws.

STRATEGIC OUTCOME 2: A GREEN CITY

Council Priorities	MTSF 2019/2024	PDP
b) Review of Air Quality Management Plan. c) Purchase, Replacement & Maintenance of Air Quality Equipment. d) Air Quality Monitoring Station.		
18. BIODIVERSITY CONSERVATION		
a) Fence Buffalo City Metropolitan Municipalities Nature Reserves. b) Upgrade, repair and maintain existing boardwalks.		
19. INTEGRATED COASTAL MANAGEMENT		
a) Review Coastal Management Plan. b) Implement Estuary Management Plans		
20. MUNICIPAL & ENVIRONMENTAL HEALTH		
a) Review Municipal Health Services Plan and Environmental Health by-laws. b) Develop Municipal Health Services equipment maintenance plan		
21. SOLID WASTE MANAGEMENT		
a) Implement Waste diversion from disposal towards waste beneficiation and waste economy. b) Develop Waste to energy projects. c) Implement Separation of waste at source programmes. d) Implement Recycling projects including the establishment of buy-back centres, drop-off points, transfer stations and formalisation of Waste Pickers. e) Establish community-based waste management service provision. f) Construct a hazardous waste cell within the existing general landfill site. Manage the agreement between Swedish government Gävle and Buffalo City Metropolitan Municipality on hazardous waste. g) Construct Cell 5 & Cell 6 at Roundhill landfill site. h) Construct cells and upgrading of King William's Town landfill site. i) Focus on the removal of illegal dumps and regular street cleaning.		
22. BEACHES (BLUE FLAG)		
a) Conduct Bathing Water quality sampling and testing programme. b) Implement Coastal protection and Waste Management projects through implementation of labour-intensive projects. c) Pilot blue flag beaches – Gonubie and Kidd's Beach. d) Revitalize and construct infrastructure in priority beach areas. e) Ensure licensing and monitoring of existing / new boat launch sites. f) Implement Sand dune management and rehabilitation project to manage coastal erosion. g) Development of a sand dune and beach management plan.		
23. GRASS CUTTING		
a) Clearing of invasive plants and the adequate disposal thereof. b) Acquisition of arboricultural equipment (mobile chipping machine, stamp-grinder etc)		

STRATEGIC OUTCOME 2: A GREEN CITY

Council Priorities	MTSF 2019/2024	PDP
<p>c) Acquisition of fleet (Cherry Picker Trucks, crew cage truck, tipper truck, tractors, bush cutters, trailers for rite on etc).</p> <p>d) Acquisition of park-homes for NU6 depot (change rooms).</p>		
24. GREEN ENERGY		
<p>a) Broaden energy mix to include renewable energy and establish a green energy and technology cluster at Berlin.</p> <p>b) Consider developing Green city masterplan leveraging green industrialization.</p> <p>c) Consider leveraging the opportunities presented by Private sector green innovation in BCMM.</p> <p>d) Consider Electricity tariffs for renewables and embedded generation (how do we get the best deals for business and residents).</p>		
25. WATER POLLUTION		
<p>a) Reduce water wastage (estimated at 40%) and improve water demand management.</p> <p>b) Invest in new water storage, conveyance and treatment, as required (bulk water for coastal developments).</p> <p>c) Prevent pollution of water resources, and in particular pollution from informal sanitation. All of Buffalo City's River systems are vulnerable according to SANBI.</p> <p>d) Increase wastewater capacity as required (Quenera, Central, West Bank, Reeston, Mdantsane). The new tunnel from Central WWTW to Reeston WWTW should be prioritized.</p>		

STRATEGIC OUTCOME 3: A CONNECTED CITY

Council Priorities	MTSF 2019/2024	PDP
<p><i>MGDS Strategic Outcome 3: A Connected City - The MGDS highlights that high-quality and competitively priced connections to ICT, electricity and transport networks (inside the city and to the outside world) are an essential requirement for a successful modern city. This includes:</i></p> <ul style="list-style-type: none"> • <i>ICT – digitization and growth of knowledge-based ICT services on the back of more stable and faster broadband and greater access through free Wi-Fi.</i> • <i>Electricity – upgrade electricity transmission and distribution.</i> • <i>Ports – Expand and deepen East London Sea Port, and connectivity to the Port of Ngqura; expand East London Airport (include runway extension).</i> • <i>Roads – Improve general road maintenance and reduce heavy road haulage through the city centre through</i> 	<p>Priority 5: Spatial Integration, Human Settlements and Local Government</p>	<p>Goal 2: An enabling infrastructure network</p>

STRATEGIC OUTCOME 3: A CONNECTED CITY

Council Priorities	MTSF 2019/2024	PDP
<p><i>N2-R72 bypass; open up new land parcels for development through new road infrastructure (NW Expressway, Quinera-Gonubie Road etc, aligned to the SDF).</i></p>		
26. ROADS & STORMWATER INFRASTRUCTURE & TRANSPORT PLANNING AND OPERATIONS		
<p>a) Collaborate with ELIDZ on infrastructure maintenance plans.</p> <p>b) Prioritise the development of a Pavement Management System (PMS) as a tool that provide a systematic method of road condition data collection, storage, analysis and modelling for decision-making associated with optimising resources across the network.</p> <p>c) Special attention should be given to storm water drainage system, and a special unit be established to deal with such.</p> <p>d) Unlock development and movement of freight in City through the currently unfunded:</p> <ul style="list-style-type: none"> • Rehabilitation of Douglas Smith Highway • Rehabilitation of Settlers way (Implementation stage) • Rehabilitation of Ziphunzana bypass • Rehabilitation of Bowls Road • Upgrade of Northeast Express way • Rehabilitation of Bridges and Stormwater • Beacon Bay to Gonubie link road phase 3 -8 • Rehabilitation of Beacon Hurst drive <p>e) Upgrade rural roads.</p> <p>f) Explore public transportation opportunities and options.</p>		
27. ELECTRICITY		
<p>a) Expand programmes and projects which support green energy initiatives.</p> <p>b) Electrify new formal settlements and developable informal settlements.</p> <p>c) Clamp down on illegal connections and improve on repairs and maintenance.</p> <p>d) Consider alternative power including a base load generation/ storage.</p> <p>e) Prioritise implementation of the energy loss reduction plan (illegal connections, tampering, vandalism and theft).</p> <p>f) Upgrade the 132 kV network to provide a stable supply and to allow for the import of renewable energies</p> <p>g) Mitigate the challenges caused by electricity loss.</p>		
28. ICT		
<p>a) Prioritise and implement Smart City initiatives as identified in the workstreams through support of the World Bank.</p> <p>b) Strengthen ICT backbone and extension of fibre network to improve reception and extend its role in the Smart City Objective.</p>		
29. WATER AND SANITATION		

STRATEGIC OUTCOME 3: A CONNECTED CITY

Council Priorities	MTSF 2019/2024	PDP
<ul style="list-style-type: none"> a) Resource backlog on emptying of existing Ventilated Improved Pit-latrines toilets. b) Revisit the municipal budget process to be needs based and priority driven, rather than balancing of available funding. c) Create a prioritization system for budget allocation for services. d) Adopt best technologies for managing water leakages and enforcement of punitive tariffs, viz. prepaid water metering as an example. e) Prioritise the Water Indaba and roll-out the feasible bulk water supply alternative to ensure a sustainable and viable mix. f) Secure funding for the upgrading of Umzonyana WTW and new Kei Road Water Treatment works to accommodate the increasing water demand due to unplanned population growth g) Improve the quality of water. 		
30. BULK INFRASTRUCTURE		
<ul style="list-style-type: none"> a) Prioritise and operationalise sector CIDMS processes and the preparation of project life cycle plans to feed into asset management and city budgeting processes (budget adequacy). b) Prioritise funding to continue with critical strategic connectivity projects which are game changers in the integration nodes. c) Update all sector plans where these are outdated in order to inform project pipelining and prioritisation within each sector. d) Introduce alternative sources of water as a means of mitigating the adverse effects of the drought. e) Upkeep and upgrade of the WWTW and WTW to secure the future of sustainable water and sanitation services in BCMM. f) Provide piped water to rural dwellings, suburbs and townships. g) Provide sanitation to the most far-flung areas. h) Rigorously explore opportunities for Public Private Partnerships in funding its infrastructure. i) Pilot a City Improvement District-type arrangement, possibly targeting the “eds and meds innovation precinct” inner city (with Frere Hospital, Life St Dominics, East London Private Hospital, WSU, UFH, Buffalo City TVET College, and a range of schools in the area - Selborne, Clarendon etc). j) Replace and upgrade ageing infrastructure 		

STRATEGIC OUTCOME 4: A SPATIALLY TRANSFORMED CITY

Council Priorities	MTSF 2019/2024	PDP
<p><i>MGDS Strategic Outcome 4: A Spatially Transformed City - The focus of the MGDS is on addressing the apartheid spatial form of Buffalo City. Key to this is increased densification, equalization of access to services and facilities, opening up new land for development close to economic nodes where people can find work, and developing transit-oriented corridors between economic nodes and marginalized residential</i></p>	<p>Priority 5: Spatial Integration, Human Settlements and Local Government</p>	<p>Goal 2: An enabling infrastructure network</p>

STRATEGIC OUTCOME 4: A SPATIALLY TRANSFORMED CITY

Council Priorities	MTSF 2019/2024	PDP
<p>areas.</p> <p>Specific initiatives highlighted in the MGDS include:</p> <ul style="list-style-type: none">• Upgrade all informal settlements by 2030• Implement township development with a focus on the Mdantsane Urban Hub• Develop transit-oriented corridors (MELD, KWT-Bhisho)• Develop innovation precincts• CBD/inner city regeneration plan and build new settlements for a future-oriented city		

31. SPATIAL PLANNING & BUILT ENVIRONMENT

- a) Resolve the challenge of dilapidated and unsightly buildings which have characterised some areas of our towns through enforcement and other measures provided to us by law.
- b) Address delays in implementing Beachfront and Waterworld Projects.
- c) Release BCMM land in townships for housing and business purposes – Land Release programme.
- d) Establish an online Portal for Electronic Submission of Land and Building applications.

32. LAND & PROPERTIES

- a) Facilitate Land release by National & Provincial Government as well as Private Sector. The land is required for Community needs.
- b) Rectify properties which were erroneously transferred to the Municipality.
- c) Conduct a municipal property leasing audit.
- d) * Buffalo City Metropolitan Development Agency should look at pedestrianizing Oxford Street and put fencing around the City Hall in order to change the face of the City and beautify the precinct. * Central Business District must be re-organised so that it does not become a slum (e.g. buildings in Oxford Street needed a facelift).
- e) The City should move to densification and make land available to all classes to be able to build houses particularly middle class to move away from informal settlement (emphasis should be on less talk and more action).
- f) Avoid land invasions and illegal occupations through provisions of anti-land invasion dedicated unit or service provider.

33. CEMETERIES & CREMATORIUM

- a) Formulate a BCMM Cemetery Strategy.
- b) Introduce an Electronic Burial Management System.
- c) Secure additional resources for maintenance of cemeteries.
- d) Secure more budget for fencing and internal roads.
- e) Identify Strategic land parcels for new cemeteries.
- f) Develop a Strategy to address cultural issues and uncoordinated burials.
- g) Second Crematorium to accommodate Midland, Inland and surrounding towns outside BCMM

STRATEGIC OUTCOME 4: A SPATIALLY TRANSFORMED CITY

Council Priorities	MTSF 2019/2024	PDP
<ul style="list-style-type: none"> h) Identify Heritage Cemeteries. i) Explore idea of Crematorium for animals for more revenue generation. 		
34. PARKS & OPEN SPACES		
<ul style="list-style-type: none"> a) Development of City Wide Public Open Space & Greening Master Plan (Parks, Landscaping & Beautification) b) Mapping of all BCMM Parks and Public Open Spaces 		
35. INTEGRATED HUMAN SETTLEMENTS		
<ul style="list-style-type: none"> a) Respond to the exceptionally high housing demand in BCMM by building more houses. b) Upgrade 154 informal Settlements through the Informal Settlement Upgrading Programme Grant (ISUPG). c) Review and update the current Informal Settlement Study (ISS) approved by Council in 2012 so that municipality is aware of the magnitude of informal settlements within the BCMM jurisdiction. d) Update and develop institutional related Housing Policies such as: Housing allocation Policy, and Housing Relocation Policy; Rental Policy and Social Housing Policy. e) Acquire well-located land. Once the land is acquired, feasibility studies, planning and surveying processes will have to be undertaken to pave way for construction of houses and relevant facilities and amenities. f) Depart from one man, one plot, Housing allocation Strategy due to land scarcity providing double storey buildings and duplexes. g) Avail planned and surveyed land to cater for the people who are in the National Housing Needs register, blue card holders, back yarders, overflow, and those who are in the informal settlements. h) Avoid land invasions and illegal occupations through provisions of anti-land invasion dedicated unit or service provider. i) Provide Serviced Sites for homeless and first-time homeowners as an option that needs to be explored due to funding challenges. 		

STRATEGIC OUTCOME 5: A WELL-GOVERNED CITY

Council Priorities	MTSF 2019/2024	PDP
<p><i>MGDS Strategic Outcome 5: A Well-governed City - To achieve Buffalo City's 2030 Vision, the city will need a well-governed and responsive municipality. Key to this will be:</i></p> <ul style="list-style-type: none"> • <i>Strong leadership that is able to build trust with stakeholders and communities, enable public participation in decision-making processes, and sustain consensus on the development agenda.</i> • <i>Strong leadership that is able to minimize political disruptions</i> 	<p>Priority 1: A Capable, Ethical and Developmental State</p>	<p>Goal 6: Capable democratic institutions</p>

STRATEGIC OUTCOME 5: A WELL-GOVERNED CITY

Council Priorities	MTSF 2019/2024	PDP
<ul style="list-style-type: none"> • <i>The effective and efficient delivery of services</i> • <i>Leveraging investment from the public and private sectors</i> • <i>Ensuring financial sustainability</i> 		
36. COMMUNICATION & CORPORATE MARKETING		
a) Explore reliable/ easily accessible platforms to report service delivery emergencies.		
37. INTERGOVERNMENTAL RELATIONS		
a) Review BCMM IGR Framework		
38. INTERNATIONAL RELATIONS		
a) Review the BCMM international relations strategy post Covid-19 and its impact on BCMM's partnerships given the scarcity of resources across the world.		
39. STRATEGIC PLANNING & PERFORMANCE MANAGEMENT		
a) Develop / procure an automated Capital Investment Prioritisation System, coupled with National Government support in refining Capital Expenditure Framework as the Long-term Financial Plan is crafted. b) Each service delivery Directorate must capture in the in the SDBIP measures to promote revenue collection, e.g., parking meters, hiring of halls, chalets, traffic fines, etc. To generate revenue is not only the responsibility of finance, but a responsibility of all directorates c) Address the issue of the audit of pre-determined objectives or PMS. We need to have coordinators responsible for each directorate to improve the reliability and accuracy of information planned and reported by directorates. Most of our audit findings are emanating from this aspect of auditing.		
40. HUMAN RESOURCES MANAGEMENT		
a) There should be an improvement on consequence management and acting on positions should be avoided at all times. b) Upgrading of municipal buildings and ablution facilities to accommodate disabled people to, amongst others, enable the municipality to employ more persons with disabilities. c) Fill critical vacant positions		
41. INTERNAL HUMAN CAPITAL AND SKILLS DEVELOPMENT		

STRATEGIC OUTCOME 5: A WELL-GOVERNED CITY

Council Priorities	MTSF 2019/2024	PDP
a) Implement a structured change management programme. Councillors and Management must be able to articulate clearly and consistently what the BCMM vision and strategies are.		
42. EMPLOYEE PERFORMANCE MANAGEMENT		
b) Review performance management policies. c) Improve employee productivity. d) Review issues of overtime attendance and policies.		
43. GOVERNANCE & INTERNAL AUDITING		
a) Audit opinion and the Auditor General's report is very concerning and any concrete plans to turn things around as the City had obtained qualified audit opinions from 2017 / 2018, 2018 / 2019 must be shared with Council and progress reported. b) Internal control measures such as Municipal Public Accounts Committee and Audit Committee should be intensified, and they should provide a plan or come up with a strategy to improve audit outcomes. c) Service delivery monitoring on quarterly basis to give progress reports on priority issues. d) Strengthen oversight role by Members of the Mayoral Committee and Councillors to ensure budget is spent timeously. e) Executive Mayor's office to give clarity on issue of roles and functions between Sport and Solid waste Directorates f) In Council's monitoring of service delivery and performing of their oversight function, the Office of the Mayoral Committee, which is led by the Executive Mayor, the Speaker and the Chief Whip, accompanied by the City Manager and senior management must visit all clusters (Inland, Midland and Coastal Urban and Rural Regions), on a quarterly basis to give progress reports on priority issues from those wards and, furthermore, give councillors an opportunity to engage with ward councillors.		
44. REVENUE MANAGEMENT		
a) Address integrity issues in the billing system as part of the efforts of improving the collection rate of the city. b) Give particular attention to the challenge of billing up until it is resolved in a manner that does not disadvantage communities and negatively impacts on the financial viability of the municipality; and report quarterly to Council on progress made. c) Review and implement cost reflective tariffs. d) Identify alternate sources of revenue to supplement the existing revenue streams. e) System analysis on smart metering (analysis of strength and weaknesses on the system) f) Public awareness on smart metering		
45. EXPENDITURE & SUPPLY CHAIN MANAGEMENT		
a) Undertake expenditure reviews to find wastage and areas where there is less value for money, which can then enable reprioritization. b) Devise a strategy on the city's expenditure on local small businesses, more particularly those owned by young people within the law and report on progress in that regard in each		

STRATEGIC OUTCOME 5: A WELL-GOVERNED CITY

Council Priorities	MTSF 2019/2024	PDP
quarter. This is inclusive of local content and local sourcing of labour, machinery and supplies done by big companies working with our municipality.		
46. BUDGET & TREASURY		
a) Develop and adopt a Long-Term Financial Model (LTFM) and Long-Term Financial Strategy (LTFS) to enhance financial sustainability of the City over the long-term. b) Strengthen evidence-based prioritization especially now in the context of reduced grants and reduced own revenue (given our resource endowment, we are trying to do too much across too many catalytic programmes).		
47. CORPORATE ASSET MANAGEMENT		
a) Make adequate budgetary provision for maintenance of infrastructure and acquiring of new assets. b) Roll-out of Enterprise Resource Management to enhance Asset Management system. c) Capital Asset replacement prioritisation		

5.1.3 BCMM KEY ELEMENTS OF THE 2022/2023 REVIEW OF THE 2021/2026 IDP

5.1.3.1 Proposed High-Level Changes

All processes undertaken above contributed to the IDP/Budget review process towards the 2022/2023 financial year. During the planning process BCMM's vision, mission and key strategic focus areas were revisited. Consequently, the vision, mission, values, strategic outcomes, strategic objectives encapsulated in the IDP and MGDS remain unchanged for this first review of the fifth generation Integrated Development Plan. It is, however, recommended that KFA 15: Parks and Open Spaces be amended to KFA 15: Beaches, Parks and Open Spaces.

The Strategic Framework expressed in this IDP is the primary informant of the BCMM Five-Year Performance Scorecard, Multi-Year Budget, Annual Service Delivery and Budget Implementation Plan and Performance Agreements of Senior Managers. The setting of key performance indicators and targets against which the performance of the

municipality and its senior management and leadership are measured derive its mandate from this IDP.

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

Table 4: BCMM Strategic Framework

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: Beaches, Parks and Open Spaces
		KFA 16: Vegetation Control and Biodiversity
		KFA 17: Municipal and Environmental Health

Strategic Outcomes	Strategic Objectives	Key Focus Areas
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 KFA 22: Energy Supply Efficiency
STRATEGIC OUTCOME 4 (SO4): A Spatially Transformed city	To develop and maintain world class infrastructure and utilities.	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 KFA 28: Property Management and Land Use KFA 29: Cemeteries and Crematoria
STRATEGIC OUTCOME 5 (SO5): A well-governed city	Promote sound financial and administrative capabilities.	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

Strategic Outcomes	Strategic Objectives	Key Focus Areas
		KFA 42: Fleet Management KFA 43: Employee Performance Management KFA 44: Human Resources Management KFA 45: Internal Audit

5.1.3.2 IDP Recommendations

The Integrated Development Plan (IDP) is the overall strategic development plan for a municipality, prepared in terms of the Municipal System Act, Act 32 of 2000, that guide decision-making, budgeting and development in the municipality. The Spatial Development Framework presents the long-term vision of the desired spatial form of the municipality. The SDF is thus a critical component to the IDP to direct municipal and private sector spending and investment by providing spatial proposals and strategies (thus the location and nature of development) which will support economic growth and integrated human settlements. The amended Spatial Development Framework was adopted by Council in December 2020.

5.1.3.3 Community Consultation Process on the 2021/2026 IDP and MTREF Budget for the 2022/2023 period

In developing its Integrated Development Plan, Buffalo City Metropolitan Municipality 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.

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

- a. IDP/Budget/PMS Workstreams where external stakeholders also participated in the deliberations (during October 2021);
- b. External IDP/Budget/PMS Representative Forum with external stakeholders to consult the Draft 2022/2023 IDP, MTREF Budget and BEPP (23 March 2022); and
- c. IDP Ward Priorities Sessions held with Ward Councillors from each of the three functional regions as part of the IDP Review Process (13 and 14 April 2022).

Following the publication of the Draft IDP and Budget, members of the public were awarded an opportunity to peruse the documentation at the municipal libraries and key offices of the metro. Stakeholders were invited to submit their inputs via a WhatsApp line created for this purpose, on live radio and social media comments options. Further to this an e-mail address was created through which the metro received numerous submissions on the draft Revised IDP and Budget until the deadline of 13 May 2022. Council considered all public inputs in the compilation of this final 2022/2023 Revised IDP, BEPP and MTREF Budget document.

The roadshows were broadcast live on various community radio stations reaching an estimated listenership of close to 150 000 people. The shows were also simultaneously streamed on social media platforms and the social media audience reach is 11 739 for the Coastal roadshow; 5717 reached for the Inland roadshow; and 8019 reached for the Midland roadshow.

The WhatsApp line has received more than 150 messages and voice notes from different stakeholders across all wards. Some of the main

issues raised were around billing, accounts, roads, housing, sports fields and bridges. The comments on the 2022/2023 Draft (Revised) Integrated Development Plan and MTREF Budget made by members of the public during the public consultation period are attached as **Annexure AB**.

The statistical outcomes for the roadshows are summarised as follows:

PLATFORMS USED	STATISTICS
Radio Stations Listenership	150 000 people
Social Media Platforms Reach	11 739 for the Coastal roadshow
	5717 reached for the Inland roadshow
	8019 reached for the Midland roadshow
Submissions made via E-mail (idp.budget@buffalocity.gov.za)	80 total issues from various submissions
WhatsApp line	More than 150 messages

5.2 MEDIUM-TERM REVENUE AND EXPENDITURE FRAMEWORK (MTREF) BUDGET

5.2.1 BUDGET PROCESS

The budget process is embedded in the IDP/Budget Process Plan that has been tabulated in table 2 above. The 2022/2023 budget preparation sessions were held with all directorates from 17 – 23 November 2021. Mayoral Lekgotla session was held from 20 – 21 January 2022, the purpose of the session was to review strategic objectives for service delivery and development. A Council Lekgotla was held on 24 – 25 February 2022, the purpose of the session was 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. Thereafter, the directorates and the municipal entity (BCMDA) were requested to prepare and submit budget requests for consideration.

After finalisation of costing of prioritised projects and programmes for 2022/2023 MTREF, a Top Management session was held on 08 March 2022 for consideration of the proposed draft 2022/2023 MTREF. This session was followed by a Councillors' Budget Workshop; the primary aim of the Councillors' Budget Workshop was to ensure:

- a) that there is proper alignment between the policy and service delivery priorities set out in the City's IDP and the budget;
- b) that the municipality's revenue and tariff setting strategies ensure that the cash resources needed to deliver services are available.

Following the publication of the Draft MTREF Budget, members of the public were awarded an opportunity to peruse the documentation at the municipal libraries and key offices of the metro. Stakeholders were invited to submit their inputs via a WhatsApp line created for this purpose, on live radio and social media comments options. Further to this an e-mail address was created through which the metro received numerous submissions on the Draft Revised IDP and Budget until the deadline of 13 May 2022. Council considered all public inputs in the compilation of this final 2022/2023 Revised IDP, MTREF Budget document and BEPP. The comments on the 2022/2023 Draft (Revised) Integrated Development Plan and MTREF Budget made by members of the public during the public consultation period are attached as **Annexure AB**.

5.2.2 NATIONAL TREASURY MFMA CIRCULARS

National Treasury issued MFMA Circular No. 112 on 06 December 2021 and MFMA Circular No. 115 on 04 March 2022 to guide the compilation of the 2022/2023 MTREF. Some of the key issues highlighted by the circulars are as follows:

- a) In terms of the Salary and Wage Collective Agreement dated 15 September 2021, all employees shall receive an increase based on the projected average CPI percentages for 2022 and 2023.
- b) Municipalities are under pressure to generate revenue as a result of the economic landscape, the COVID-19 pandemic, weak tariff setting

and increases in key cost drivers to provide basic municipal services. The ability of customers to pay for services is declining and this means that less revenue will be collected. Therefore, municipalities must consider the following when compiling their 2022/2023 MTREF budgets:

- i. Improving the effectiveness of revenue management processes and procedures;
 - ii. Cost containment measures to, amongst other things, control unnecessary spending on nice-to-have items and non-essential activities as highlighted in the Municipal Cost Containment Regulations read with MFMA Circular No. 82;
 - iii. Ensuring value for money through the procurement process;
 - iv. The affordability of providing free basic services to all households;
 - v. Not taking on unfunded mandates;
 - vi. Strictly control the use of costly water tankers and fix the water infrastructure to enable the sustainable provision of water;
 - vii. Prioritise the filling of critical vacant posts, especially linked to the delivery of basic services; and
 - viii. Curbing the consumption of water and electricity by the indigents to ensure that they do not exceed their allocation.
- c) The Consumer Price Index (CPI) inflation is estimated at 4.8% in 2022/2023, 4.4% in 2023/2024 and 4.5% in 2024/2025 financial years.
- d) The tariff increases by Eskom and Water Boards are much higher than inflation.
- e) Every municipality must consider the affordability to the municipality when allocating free basic services above the national norm and to consumers other than indigent consumers.
- f) Municipalities are cautioned against assuming collection rates that are unrealistic and unattainable as this is a fundamental reason for municipalities not attaining their desired collection rates.

- g) Municipalities need to develop Long-Term Financial Models that support decisions on investment selection and assesses the financial impact of policy choices, by forecasting future financial performance and the impact of infrastructure projects on borrowing capacity.

5.2.3 BUDGET GUIDELINES AND PRINCIPLES

The following budget principles and guidelines informed and provided the bases for the compilation of the 2022/2023 MTREF budget:

- a) The 2021/2022 mid-year adjustment budget and actual figures were used as the baseline for the 2022/2023 MTREF budget. Further, reassessment of activities was undertaken to determine if there have been any changes of circumstance that have impact on the compilation of the budget.
- b) The service charge tariffs have been calculated taking into consideration the following:
 - i. the input costs of generating the services
 - ii. the affordability to consumers
 - iii. perception versus the level of affordability when compared across the eight (8) Metros
- c) Cash flow position, level of cash reserves
- d) Cost containment measures
- e) Ability to maintain and renew existing assets whilst also addressing the backlogs was part of the consideration.
- f) The following is applicable to projects and/ or programmes:
 - i. projects with existing contracts must be prioritised
 - ii. projects must be within affordability limits; should additional budget/ funding be available, other projects will be funded in terms of priority and benefit to the Metro
 - iii. no budget allocation to projects that are not in the IDP
- g) The budget must be funded as per MFMA Circular 42.

5.2.4 MTREF BUDGET (2022/2023 – 2024/2025)

Section 17(1) of the MFMA requires that the annual budget of the municipality be in the prescribed format:

- Setting out realistically anticipated revenue for the budget year from each revenue source.
- Appropriating expenditure for the budget year under the different votes of the municipality.
- Setting out indicative revenue per revenue source and projected expenditure by vote for the two financial years following the budget year.
- Setting out the estimated revenue and expenditure by vote for the current year and actual revenue and expenditure by vote for the financial year preceding current year.

The following tabulated budget assumptions were used in the preparation of the MTREF budget, these are narrated beneath the table:

Table 5: Budget Assumption

DESCRIPTION	2020/2021	2021/2022	2022/2023	2023/2024
National Treasury Headline Inflation Forecasts	4,50%	4,80%	4,40%	4,50%
Salaries	3,50%	4,80%	4,40%	4,50%
Electricity Purchases	14,59%	7,47%	8,47%	9,00%
Water Purchases	7,09%	5,78%	6,78%	9,00%
Free Basic Electricity	50 kwh p.m.	50 kwh p.m.	50 kwh p.m.	50 kwh p.m.
Free Basic Water	6 kl p.m.	6 kl p.m.	6 kl p.m.	6 kl p.m.
Basic Welfare Package	R782,26	R824,30	R868,35	R917,70
Equitable Share Allocation	R936 811 000	R1 045 448 000	R1 118 513 000	R1 196 538 000
Bad Debt Provision	15,00%	19,50%	19,50%	19,50%
Property Rates	8,00%	4,80%	4,40%	4,50%
Refuse Tariff	8,50%	4,80%	4,40%	4,50%
Sanitation Tariff	8,50%	4,80%	4,40%	4,50%
Electricity Tariff	14,59%	7,47%	8,47%	9,00%
Water Tariff	9,10%	6,78%	7,78%	9,00%

DESCRIPTION	2020/2021	2021/2022	2022/2023	2023/2024
Fire Levy	8,00%	4,80%	4,40%	4,50%
Sundry Income	8,00%	4,80%	4,40%	4,50%

- i. Property Rates increase is projected at 4.80% in 2022/2023, 4.40% in 2023/2024 and 4.50% in 2024/2025 financial year
- ii. Refuse Removal and Sanitation Charges have been projected to increase by 4.80% in 2022/2023, 4.40% in 2023/2024 and 4.50% in 2024/2025 financial year.
- iii. Water Service tariff increase is projected at 6.78% in 2022/2023. An increase of 7.78% and 9% is projected for both 2023/2024 and 2024/2025 respectively.
- iv. On Electricity, the tariff will increase by 7.47% in 2022/2023 financial year. The Electricity tariff applied is linked to the increase approved by National Electricity Regulator of South Africa (NERSA) to Eskom. For the outer years, electricity tariffs are projected to increase by 8.47% and 9% respectively.
- v. The Revenue Collection Rate of 80.5% has been projected in 2022/2023.
- vi. The Repairs and Maintenance budget is currently 5% of the total Operating Expenditure Budget. The City is striving towards a 10% repairs and maintenance of its total operating budget owing to the aging of the City's infrastructure. The City's infrastructure repairs and maintenance programme is complemented by the renewal and upgrading of existing infrastructure programme as the City is using revaluation method to value its infrastructural assets.
- vii. Employee costs as a percentage of total operating costs is 30.3% over the MTREF. Though this rate is still within the norm of 25% to 40% as per MFMA Circular 71, it requires close monitoring to avoid an increasing trend. The guidance provided on MFMA Circular No. 115 as well as the existing Salary and Wage Collective Agreement has been followed in projecting employee costs increases of 4.8% in 2022/2023, 4.4% in 2023/2024 and 4.5% in 2024/2025.

6. CHALLENGES

6.1 INTEGRATED DEVELOPMENT PLAN

Challenges

While radio broadcasts are reaching a notable number of listeners and responses have proven to be quite effective as a result, many of our residents prefer visual presentations where they are able to see the Executive Mayor and other Senior Members of Council. This opportunity is provided through social media platforms when virtual presentations are broadcasted live. However, many residents cannot afford the data costs associated with this option.

Proposed Responses

It is recommended that ICT explores options to provide citizens access to free connection to internet platforms when presentations are done to present the IDP and Budget.

6.2 MTREF BUDGET

Finding a balance between endless service delivery needs and setting affordable tariffs is always a challenge when compiling a budget and this challenge was also experienced in the compilation of the 2022/2023 MTREF.

The following are the associated risks with achieving the 2022/2023 MTREF projections:

- i. Higher levels of unemployment are likely to increase levels of indebtedness and defaulting on payments.
- ii. Additional budget requests would affect the sustainability of the Metro's finances and could require budget cuts elsewhere.
- iii. Increase in input costs to the provision of basic services could lead to trading services operating at a deficit.
- iv. Aging infrastructure is a risk that could disrupt the provision of services and cause unhappy consumer that might decide not to honour the municipal accounts.
- v. Electricity and water losses that are above the norm.

7. STAFF IMPLICATIONS

None.

8. FINANCIAL IMPLICATIONS

The consolidated budget for the 2022/2023 MTREF period is R10.96 billion (2022/2023), R11.12 billion (2023/2024) and R11.18 billion (2024/2025) with the table below summarising the consolidated overview of the 2022/2023 MTREF Budget. A detailed budget report is attached as **Annexure B**:

Table 6: Consolidated Overview of the 2022/2023 MTREF Budget

DESCRIPTION	2021/2022 ADJUSTMENT BUDGET	2022/2023 FINAL BUDGET	INCREASE OR (DECREASE) %	2023/2024 FINAL BUDGET	2024/2025 FINAL BUDGET
Total Operating Revenue	8 302 727 545	8 871 638 755	6,85	9 308 750 475	9 889 494 271
Total Operating Expenditure	8 300 360 631	8 870 409 449	6,87	9 306 333 162	9 887 741 430
Surplus/(Deficit) for the year	2 366 914	1 229 306		2 417 313	1 752 841
Total Capital Expenditure	1 827 549 883	2 086 362 240	14,16	1 811 183 298	1 288 703 466
Total Opex and Capex Budget	10 127 910 514	10 956 771 689		11 117 516 460	11 176 444 896

9. **OTHER PARTIES CONSULTED**

9.1 Buffalo City Metropolitan Council

9.2 IDP/PMS Portfolio Head

9.3 BCMM Top Management

9.4 BCMM Directorates

9.5 External Stakeholders

10. **RECOMMENDATIONS**

10.1. The Council of Buffalo City Metropolitan Municipality, acting in terms of Section 25(3) (a) of the Municipal Systems Act which prescribes that a newly elected council, may adopt the IDP of the previous council, **adopts** the 2021/2026 Integrated Development Plan.

- 10.2. The Council of Buffalo City Metropolitan Municipality, acting in terms of Section 26 (2) of the Municipal Systems Act, 32 of 2000 which states that an integrated development plan adopted by a municipal council may be amended in terms of section 34 of the Municipal Systems Act, 32 of 2000 **approves** and **adopts** the Revised 2022/2023 Integrated Development Plan (IDP) inclusive of the Spatial Development Framework (SDF) as required by S32 of the Municipal Systems Act. Council Ten-Point Plan be replaced with Council's Strategic Priorities
- 10.3. The Council of Buffalo City Metropolitan Municipality **note** that, in embracing the intention of the District/Metro Development Model, which is for all three spheres of government to work off a common strategic alignment platform, Section D of the Revised 2022/2023 IDP is a reflection of the implementation commitments which form part of the Buffalo City Metropolitan One Plan, that is currently being reviewed together with other spheres of government.
- 10.4. The Council of Buffalo City Metropolitan Municipality, acting in terms of Division of Revenue Act (DoRA), **approves** and **adopts** the 2022/2023 Built Environment Performance Plan (BEPP).
- 10.5. The Council of Buffalo City Metropolitan Municipality, acting in terms of section 24 of the Municipal Finance Management Act, (Act 56 of 2003) **approves** and **adopts**:
- 10.5.1 The Consolidated Annual Budget of the municipality for the 2022/2023 MTREF and the multi-year and single-year capital appropriations as set out in the following tables:
- i. Budgeted Financial Performance (revenue and expenditure by functional classification);
 - ii. Budgeted Financial Performance (revenue and expenditure by municipal vote);

- iii. Budgeted Financial Performance (revenue by source and expenditure by type); and
- iv. Multi-year and single-year capital appropriations by municipal vote, functional classification and funding by source.
- v. Budgeted Financial Position;
- vi. Budgeted Cash Flows;
- vii. Reserves and accumulated surplus reconciliation;
- viii. Asset management; and
- ix. Basic service delivery measurement.

10.5.2 The Annual Budget of the parent municipality for the 2022/2023 MTREF and the multi-year and single-year capital appropriations as set out in the following tables:

- i. Budgeted Financial Performance (revenue and expenditure by functional classification);
- ii. Budgeted Financial Performance (revenue and expenditure by municipal vote);
- iii. Budgeted Financial Performance (revenue by source and expenditure by type); and
- iv. Multi-year and single-year capital appropriations by municipal vote, functional classification and funding by source.
- v. Budgeted Financial Position;
- vi. Budgeted Cash Flows;
- vii. Reserves and accumulated surplus reconciliation;
- viii. Asset management; and
- ix. Basic service delivery measurement.

10.5.3 The Annual Budget of the municipal entity (BCMDA) for the 2022/2023 MTREF and the multi-year and single-year capital appropriations as set out in the following tables:

- i. Budgeted Financial Performance (revenue by source and expenditure by type); and
- ii. Budgeted Financial Position;
- iii. Budgeted Cash Flows;
- iv. Budgeted Capital by Asset Class and Funding

10.6. The Council of Buffalo City Metropolitan Municipality, acting in terms of section 75A of the Local Government: Municipal Systems Act (Act 32 of 2000) **approves** and **adopts** tariffs effective from 1 July 2022:

10.6.1 Property rates – as set out in Annexure F

10.6.2 Electricity – as set out in Annexure F

10.6.3 Water – as set out in Annexure F

10.6.4 Sanitation services – as set out in Annexure F

10.6.5 Solid waste services – as set out in Annexure F

10.6.6 Other services as set out in Annexure F

11. To give proper effect to the Consolidated Annual Budget, the Council of Buffalo City Metropolitan Municipality **approves**:

11.1 That an indigent subsidy be granted to registered indigents in terms of Council's Indigent Policy.

11.2 That an indigent consumer be given an average social subsidy package on his/her account as contained in table 15 of **Annexure B**.

11.3 That free basic electricity be granted for a registered indigent consumer of 50KWh per month.

11.4 That free basic water be granted to a registered indigent of 6Kl per month.

12. The Buffalo City Metropolitan Municipality Council, **approves** and **adopts** the revised budget related policies:

12.1 Property Rates Policy – as set out in Annexure H

12.2 Supply Chain Management Policy – as set out in Annexure I

12.3 Immovable Asset Policy – as set out in Annexure J

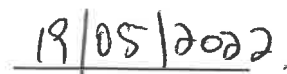
12.4 Movable Asset Policy – as set out in Annexure K

12.5 Budget Virement Policy – as set out in Annexure L

- 12.6 Credit Control Policy – as set out in Annexure N
- 12.7 Indigent Support Policy – as set out in Annexure O
- 12.8 Long-Term Borrowing Policy – as set out in Annexure P
- 12.9 Investment & Cash Management Policy – as set out in Annexure T
13. That Council **notes** the budget-related policies adopted in the previous financial years and where no amendments have been made after review, as listed in Section 2.4.1 of **Annexure B** and are available on BCMM’s website at www.buffalocity.gov.za .
14. That in terms of Section 24(2)(c)(iii) of the Municipal Finance Management Act, 56 of 2003, the measurable performance objectives for capital and operating expenditure by vote for each year of the medium-term revenue and expenditure framework as set out in Supporting Table SA7 be **approved**.
15. That in terms of Section 24(2)(c)(iv) of the Municipal Finance Management Act, 56 2003, the Integrated Development Plan be **approved**.
16. Council **notes** that the Consolidated 2022/2023 MTREF Budget tabled for adoption is structured in terms of the Buffalo City Metropolitan Municipality votes and functions.
17. MFMA Circular 112 and 115 for the 2022/2023 MTREF attached as Annexure W be **noted** by Council.



X. PAKATI
EXECUTIVE MAYOR
BUFFALO CITY METROPOLITAN MUNICIPALITY



DATE

ANNEXURES:

- A: Revised 2022/2023 Buffalo City Metropolitan Municipality Integrated Development Plan
- B: 2022/2023 - 2024/2025 Buffalo City Metropolitan Municipality Medium-Term Revenue and Expenditure Framework Budget
- C.1 2022/2023 MTREF Capital Projects - Per Programme/Project
- C.2. 2022/2023 MTREF Capital Projects – Detailed Schedule
- D.1. 2022/2023 MTREF Operating Projects-Per Programme/Project
- D.2. 2022/2023 MTREF Operating Projects – Detailed Schedule
- E: BCMM mSCOA Systems Implementation Status Report
- F: 2022/2023 Tariff Book
- G: 2022/2023 Tariff Policy
- H: 2022/2023 Property Rates Policy & Property Rates By-Law
- I: 2022/2023 Supply Chain Management Policy
- J: 2022/2023 Immovable Asset Policy
- K: 2022/2023 Movable Asset Policy
- L: 2022/2023 Budget Virement Policy
- M: 2022/2023 Funding and Reserves Policy
- N: 2022/2023 Credit Control Policy
- O: 2022/2023 Indigent Support Policy
- P: 2022/2023 Long-Term Borrowing Policy
- Q: 2022/2023 Capital Infrastructure Investment Policy
- R: 2022/2023 Long-Term Financial Planning Policy
- S: 2022/2023 Budget Management and Oversight Policy
- T: 2022/2023 Investment & Cash Management Policy
- U: 2022/2023 Cost Containment Policy
- V: 2022/2023 Service Level Standards
- W: MFMA Circular 112 and 115
- X: Consolidated 2022/2023 MTREF A-Schedules
- Y: 2022/2023 MTREF A-Schedules (Parent)
- Z: 2022/2023 MTREF D-Schedules (Municipal Entity: BCMDA)
- AA: 2022/2023 Built Environmental Performance Plan
- AB: Public Participation Written Comments Received on Draft 2021/2022 Integrated Development Plan (IDP) and 2020/2023 Medium Term Revenue and Expenditure Framework