

# FINAL INTEGRATED DEVELOPMENT PLAN

1 July 2025 to 30 June 2026

## 2025/2026

2021/2026 Integrated Development Plan Reviewed in terms of  
Chapter 5 of the Municipal Systems Act, No 32 of 2000



**BUFFALO CITY**  
METROPOLITAN MUNICIPALITY

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# ABBREVIATIONS & ACRONYMS

ABBREVIATIONS & ACRONYMS			
4IR	Fourth Industrial Revolution	MAR	Mdantsane Access Road
AAP	Audit Action Plan	MBRR	Municipal Budget and Reporting Regulations
ABET	Adult Basic Education and Training	MBSA	Mercedes Benz South Africa
ABWSS	Amathole Bulk Water Supply System	MBU	Maternity Birthing Unit
AfCFTA	African Continental Free Trade Area	MCC	Municipal Coastal Committee
ACSA	Airports Company South Africa	MDG	Millennium Development Goal
ADM	Amathole District Municipality	MDR	Multidrug Resistant
AEL	Atmospheric Emission License	MEC	Member of the Executive Council
AFS	Annual Financial Statements	MELD	Mdantsane East London Development
AGSA	Auditor-General South Africa	MFMA	Municipal Finance Management Act
AIDS	Acquired Immune Deficiency Syndrome	MGDS	Metro Growth and Development Strategy
AIP	Audit Improvement Plan	MEC	Member of the Executive Council
ANC	African National Congress	MELD	Mdantsane-East London Development
ANDM	Alfred Nzo District Municipality	MHS	Municipal Health Services
ANPR	Automatic Number Plate Recognition	MICE	Meetings, Incentives, Conference and Events
AQMP	Air Quality Management Plan	MIG	Municipal Infrastructure Grant
AQO	Air Quality Officer	MM	Municipal Manager
ARNDP	Area Road Network Development Plan	MMC	Member of the Mayoral Committee
ARS	Amathole Reconciliation Strategy	MMR	Maternal Mortality Rate
ART	Antiretroviral Treatment	MoU	Memorandum of Understanding
ARV	Antiretroviral	MPA	Marine Protected Area
ASSA	Actuarial Society of South Africa	MPAC	Municipal Public Accounts Committee
AU	African Union	MPRA	Municipal Property Rates Act
AWSRS	Amatola Water Supply Reconciliation Strategy	MSA	Municipal Systems Act
AYSF	Adolescent Youth Friendly Services	mSCOA	Municipal Standard Chart of Accounting

ABBREVIATIONS & ACRONYMS			
BBBEE	Broad-Based Black Economic Empowerment	MSDF	Municipal Spatial Development Framework
BBC	Buy-Back Centre	MSME	Micro, Small, and Medium Enterprises
BCA	Buffalo City Aquatics	MTDP	Medium-Term Development Plan
BCGNCC	Buffalo City Metro Geographical Name Change Committee	MTEC	Medium Term Expenditure Committee
BCMC	Buffalo City Metropolitan Council	MTEF	Medium-Term Expenditure Framework
BCMDA	Buffalo City Metropolitan Development Agency	MTREF	Medium-Term Revenue and Expenditure Framework
BCMHD	Buffalo City Metro Health District	MTSR	Metro Trading Service Reform
BCMM	Buffalo City Metropolitan Municipality	MW/h	Megawatt/hour
BEE	Black Economic Empowerment	MV	Medium Voltage
BEPP	Built Environment Performance Plan	M&Z Services	Marine and Zoological Services
BFI	Budget Facility for Infrastructure	NAEIS	National Emission Information System
BI	Budget Integration	NATIS	National Traffic Information system
BKCOB	Border Kei Chamber of Business	NCCR	National Climate Change Response
BLMC	Biodiversity Land Management Classes	NDoT	National Department of Transport
BOD	Burden of Disease	NDP	National Development Plan
BPESA	Business Process Enabling South Africa	NDPG	Neighbourhood Development Partnership Grant
BPM	Business Process Management	NEAP	Non-economically Active Population
BPO	Business Process Outsourcing	NEMA	National Environmental Management Act
CAGR	Compound Annual Growth Rate	NEMBA	National Environmental Management Biodiversity Act
CBA	Critical Biodiversity Area	NEM: ICMA	National Environmental Management: Integrated Coastal Management Act
CBC	Central Bid Committee	NEMWA	National Environmental Management Waste Act
CBD	Central Business District	NERSA	National Electricity Regulator of South Africa
CCMDD	Central Chronic Medicines Dispensing and Distribution	NGO	Non-Governmental Organisation
CCTV	Closed Circuit Television	NHA	National Health Act

ABBREVIATIONS & ACRONYMS			
CDW	Community Development Workers	NHNR	National Housing Needs Register
CFO	Chief Financial Officer	NHTS	National Household Travel Survey
CHC	Community Health Centres	NLTA	National Land Transport Act
CHDM	Chris Hani District Municipality	NMBMM	Nelson Mandela Bay Metro Municipality
CIDMS	City Infrastructure Delivery and Management System	NMT	Non-Motorised Transport
CITP	Comprehensive Integrated Transport Plan	NRTA	National Road Traffic Act
CLDP	Catalytic Land Development Programme	NRW	Non-Revenue Water
CMP	Coastal Management Programme	NSDF	National Spatial Development Framework
COGTA	Cooperative Governance and Traditional Affairs	NSDP	National Spatial Development Plan
COID	Compensation for Occupational Injuries and Diseases	NSRI	National Sea Rescue Institute
COSO	Committee of Sponsoring Organisations	NT	National Treasury
CPI	Consumer Price Index	NUSP	National Upgrading Support Programme
CPTR	Current Public Transport Record	NQAP	National Quality Assurance Panel (
CRCP	Continuously Reinforced Concrete Pavement	NWX	North West Expressway
CRVA	Climate Risk and Vulnerability Assessment	OECD	Organisation for Economic Co-operation and Development
CSD	Central Supplier Database	OHS	Occupational health & Safety
CSP	City Support Programme	OPD	Outpatient Department
DALRRD	Department of Agriculture, Land Reforms and Rural Development	OPMS	Organisational Performance Management System
DCoG	Department of Cooperative Governance	ORT	Outbreak Response Team
DDM	District Development Model	ORTDM	OR Tambo District Municipality
DED	Department of Economic Development	OTP	Office of the Premier
DEDEAT	Department of Economic Development, Environmental Affairs and Tourism	OOWV	Oldenburgisch-Ostfriesischer Wasserverband
DFA	Development Facilitation Act	PCC	Provincial Coastal Committee

ABBREVIATIONS & ACRONYMS			
DFFE	Department of Forestry, Fisheries and the Environment	PDP	Public Driving Permit
DHET	Department of Higher Education and Training	PEP	Public Employment Programme
DHS	Department of Human Settlements	PDoHS	Provincial Departments of Human Settlements
DIRCO	Department of International Relations and Cooperation	PEPUDA	Promotion of Equality and Prevention of Unfair Discrimination Act
DLTC	Driving Licence Centres	PGDP	Provincial Growth and Development Plan
DMA	Disaster Management Act	PHC	Primary Health Care
DoE	Department of Energy	PICC	Presidential Infrastructure Coordinating Commission
DORA	Division of Revenue Act	PIAP	Performance Improvement Action Plan
DPLG	Department of Provincial and Local Government	PIU	Project Implementation Unit
DPME	Department of Planning, Monitoring and Evaluation	PMF	Public Finance Management Act
DPW	Department of Public Works	PMIG-RAS-FW	Provincial Municipal Infrastructure Grants Risk Adjusted Strategy Framework
DRDLR	Department of Rural Development and Land Reform	PMS	Performance Management System
DSRAC	Department of Sport, Recreation, Arts and Culture	POE	Portfolio of Evidence
DTI	Department of Trade and Industry	POPI Act	Protection of Personal Information Act
DTIC	Department of Trade and Industry and Cooperation	PPE	Property, Plant and Equipment
DVRI	Duncan Village Re-development Initiative	PPP	Public Private Partnership
DWS	Department of Water and Sanitation	PPPSG	Programme and Project Preparation Support Grant
EAF	Estuary Advisory Forum	PRASA	Passenger Rail Agency of South Africa
EAP	Economically Active Population	PrDP	Professional Driving Permit
EBAT	Evidentiary Breath Alcohol Testing	PRV	Pressure Reducing Valve
EC	Eastern Cape	PSL	Professional Soccer League
ECA	Electronic Communications ACT	PTISG	Public Transport Infrastructure and Systems Grant

ABBREVIATIONS & ACRONYMS			
EC-COGTA	Eastern Cape Cooperative Governance and Traditional Affairs	RBSH	Royal Buffalo Specialist Hospital
ECDC	Eastern Cape Development Corporation	RDP	Reconstruction and Development Programme
ECDoH	Eastern Cape Department of Health	RMS	Road Management System
ECDOT	Eastern Cape Department of Transport	RRAMS	Rural Roads Asset Management System
ECGNC	Eastern Cape Geographical Names Committee	RRTT	Rapid Response Task Team
ECPGNC	Eastern Cape Provincial Geographical Name Change Committee	RSA	Republic of South Africa
ECPTA	Eastern Cape Parks and Tourism Agency	RTMC	Road Traffic Management Corporation
ECSECC	Eastern Cape Socio-Economic Consultative Council	SA	South Africa
EDA	Economic Development Agency	SAELIP	South African Atmospheric Emission Licence Portal
EDMS	Electronic Data Management System	SACN	South African Cities Network
EE	Employment Equity	SADC	Southern African Development Community
EEA	Employment Equity Act	SADHS	South Africa Demographic and Health Survey
EIA	Environmental Impact Assessment	SAEON	South African Environmental Observation Network
EIP	Environmental Implementation Plan	SALB	South African Library for the Blind
EL	East London	SALGA	South African Local Government Association
ELCNR	East London Coastal Nature Reserve	SAMWU	South African Municipal Workers Union
ELIDZ	East London Industrial Development Zone	SANBI	South African National Biodiversity Institute
EMP	Environmental Management Plan	SANS	South African National Standards
EMS	Emergency Medical Services	SAPS	South African Police Service
EPMDS	Employee Performance Management and Development System	SAQA	South African Qualifications Authority
EPMS	Employee Performance Management System	SASQAF	South African Statistical Qualifications Framework
EPMO	Enterprise Programme Management Office	SASSA	South African Social Security Agency



ABBREVIATIONS & ACRONYMS			
EPWP	Expanded Public Works Programme	SAWS	South African Weather Service
ERP	Enterprise Resource Planning	SBDM	Sarah Baartman District Municipality
ERRP	Economic Reconstruction and Recovery Plan	SCM	Supply Chain Management
ESS	Executive Support Services	SCOA	Standard Chart of Accounts
FAR	Fixed Asset Register	SDBIP	Service Delivery and Budget Implementation Plan
FBE	Free Basic Electricity	SDF	Spatial Development Framework
FCE	Final Consumption Expenditure	SDG	Sustainable Development Goal
GBS	Global Business Services	SDH	Social Determinant of Health
GBV	Gender-Based Violence	SDM	Service Delivery Model
GBV & F	Gender-Based Violence and Femicide	SEFA	Small Enterprise Finance Agency
GCIS	Government Communication and Information System	SETA	Sector Education and Training Authority
GDP	Gross Domestic Product	SEZ	Special Economic Zone
GDP-R	Gross Domestic Product by Region	SFA	Spatial Focus Areas
GHG	greenhouse gas	SLA	Service Level Agreement
GIS	Geographic Information Systems	SLGP	Strengthening Local Governance Programme
GM	General Manager	SMME	Small, Medium and Micro Enterprises
GMA	General Manager (Corporate Assets)	SO	Strategic Outcome
GME	General Manager (Expenditure and Financial Reporting)	SOCA	State of the City Address
GRAP	Generally Recognised Accounting Practice	SOE	State-owned Enterprise
GTAC	Government Technical Advisory Council	SoER	State of the Environment Report
GVA	Gross Value Added	SONA	State of the Nation Address
GVA-R	Gross Value Added by Region	SOP	Standard Operating Procedure
HAI	Hospital Acquired Infection	SOPA	State of the Province Address
HAST	HIV, AIDS, STIs and TB	SPLUMA	Spatial Planning and Land Use Management Act
HDI	Human Development Index	SPSP	Sector Policy Support Programme

ABBREVIATIONS & ACRONYMS			
HIV	Human Immuno-deficiency Virus	StatsSA	Statistics South Africa
HMS	Hospital Management System	STI	Sexually Transmitted Infections
HoD	Head of Directorate	SOP	Standard Operating Procedure
HR	Human Resources	SV	Supplementary Valuations
HSDG	Human Settlements Development Grant	SVT	Steve Vukile Tshwete
HSRC	Human Science Research Council	SWEM	Solid Waste and Environmental Management
IA	Internal Audit	TB	Tuberculosis
IAA	Institute of Internal Auditors	TEBRA	Tyolomnqa East Bank Ratepayers' Association
IAS	Invasive Alien Species	TIU	Trade and Investment Unit
IAP	Invasive Alien Plant	TNPA	Transnet National Ports Authority
IBP	Index of Buying Power	TRA	Temporary Relocation Area
ICLEI	International Council for Local Environmental Initiatives	TRU	Temporary Relocation Units
ICLEI AS	ICLEI Africa Secretariat	TSP	Traffic Safety Plan
ICROP	Integrated Community Registration Outreach Programme	TSRS	Trading Sector Reform Strategies
ICT	Information and Communications Technology	TVET	Technical and Vocational Education and Training
ICU	Intensive Care Unit	UAT	User Acceptance Testing
ICZMP	Integrated Coastal Zone Management Plan	UDZ	Urban Development Zone
IDC	Industrial Development Corporation	UFH	University of Fort Hare
IDMS	Infrastructure Delivery Management System	UIF	Unemployment Insurance Fund
IDP	Integrated Development Plan	UISP	Upgrading of Informal Settlement Programme
IDZ	Industrial Development Zone	UN	United Nations
IEMP	Integrated Environmental Management Plan	UNISA	University of South Africa
IGR	Intergovernmental Relations	UN WTO	United Nations World Tourism Organisation
IGRF	Intergovernmental Relations Forum	UPS	Uninterrupted Power Supply

ABBREVIATIONS & ACRONYMS			
IHS	Information Handling Services	USAID	United States Agency for International Development
IIA	Institute of Internal Auditors	USDG	Urban Settlement Development Grant
IKM	Information Knowledge Management	VCT	Voluntary Counselling and Testing
IMATU	Independent Municipal and Allied Trade Union	VD	Voting District
IMCDSP	Integrated Mother & Child Development and Support Programme	VIP	Ventilated Improved Pit Latrine
INEP	Integrated National Electrification Programme	VLR	Voluntary Local Review
IP	Intellectual Property	VNR	Voluntary National Review
IPC	Infection Protection Control	WC/WDM	Water Conservation and Water Demand Management
IPMS	Institutional Performance Management System	WESSA	Wildlife Environment Society in South Africa
IPTN	Integrated Public Transport Network	WHO	World Health Organisation
IR	International Relations	WIP	Work In Progress
IRDP	Integrated Residential Development Programme	WMA	Water Management Area
IRRT	Integrated Rapid Response Teams	WSDP	Water Services Development Plan
ISDG	Infrastructure Skills Development Grant	WSP	Workplace Skills Plan
ISHSP	Integrated Sustainable Human Settlement Plan	WSU	Walter Sisulu University
ISUPG	Informal Settlements Upgrading Partnership Grant	WWTW	Wastewater Treatment Works
ITPCC	Integrated Transport Planning Co-ordinated Committee	XDR	Extensively Drug-Resistant (Tuberculosis)
IUDF	Integrated Urban Development Framework		
IWMP	Integrated Waste Management Plan		
JGDM	Joe Gqabi DM		
KFA	Key Focus Area		
KPA	Key Performance Area		
KPI	Key Performance Indicator		

ABBREVIATIONS & ACRONYMS			
KRI	Key Risk Indicator		
KVA	Kilovolt-ampere		
KwNBG	Kwelera National Botanical Gardens		
KWT	King William's Town		
LAB: Wetlands SA	Local Action for Biodiversity: Wetlands South Africa		
LED	Local Economic Development		
LFPR	Labour Force Participation Rate		
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer and Questioning		
LGCS	Local Government Communication System		
LGDRS	Local Government Database and Reporting System		
LGSETA	Local Government Sector Education Training Authority		
LLF	Local Labour Forum		
LOS	Levels of Service		
LRA	Labour Relations Act		
LSDF	Local Spatial Development Framework		
LTFM	Long-Term Financial Model		
LTFS	Long-Term Financial Strategy		
LV	Low Voltage		



## *Princess Faku* FOREWORD BY THE EXECUTIVE MAYOR

As Buffalo City Metropolitan Municipality, our resolve is based on servicing our communities wherever they live.

We are mandated to build a Metro that is efficient, effective, and responsive, to also accelerate service delivery and support the indigent.

It is important to note that these mandates can never be successful on their own; it becomes important that, as a collective, we work together in identifying the challenges raised by our communities in the Integrated Development Plan roadshows and rectify them immediately.

As we Revive, Recommit, and Deliver, our budget is based on what the people are telling us they want in their communities through IDPs.

This is our last term of this current council; we have improved, delivered, and we are also finishing quite a number of projects we have started in previous terms.

Our IDP, therefore, continues to remain one of the key strategic instruments to improve the quality of life of our residents and guide the long-term sustainability of the Metro.

It provides us with a roadmap for how we are prioritising people's needs, effectively using scarce resources, speeding up the delivery of services, attracting additional investments and new funds, promoting sustainability, strengthening democracy, and improving transparency, coordinating as the three spheres to meet the developmental needs of our people.

Therefore, it is imperative that we understand its importance in guiding future developments in our city. Our development must be intentional and ambitious with the aim of making a difference and transforming our Metro to be a world-class city with excellent infrastructure, digital connectivity, efficient and quality services, thriving nature and wildlife, a booming economy, and a prosperous society.

These objectives always need financial muscle and viability to ensure we achieve our targets.

In these tough economic times, strong revenue and expenditure management is fundamental to the financial sustainability of the Municipality, which is critical in terms of achieving the City's service delivery and economic objectives.



The reality is that BCMM is faced with development backlogs that emanate from a historical background.

But BCMM has a well-defined political and administrative governance system with two distinct functions: the legislative and executive function.

These are supported by an administration that focuses on administrative governance and service delivery.

Our vision is clearly expressed in the Metro Growth and Development Strategy (MGDS) Vision 2030.

This strategy seeks to coordinate all efforts of the municipality, labour, business, and other stakeholders towards creating a Metro that is economically productive, spatially integrated, globally connected, green, safe, and well-governed.

Equally to this, we have to create opportunities for our people to be employed and equip young people with skills so that they can be employable.

The total number of unemployed people within Buffalo City constitutes 17,09% of the total number of unemployed people in the Eastern Cape province.

BCMM experienced an average annual increase of 7,69% in the number of unemployed people, which is worse than that of the Eastern Cape province, which had an average annual increase in unemployment of 6,77%.

When comparing unemployment rates among regions within BCMM, the Mdantsane, Chalumna Sub-metro Region has indicated the highest unemployment rate of 43,9%, which has increased from 29,3% in 2013.

In terms of developing our community, the Metro has improved the number of households with access to sanitation services.

BCMM is a Water Services Authority (WSA) as well as a Water Services Provider (WSP), providing water, sanitation, and scientific services, with their primary duty being the provision of water and sanitation services to the municipality.

The municipal Water Division achieved 99% compliance with prescribed national water quality standards in the year under review.

As the municipality continues to grow, large-scale investment in wastewater infrastructure is required to add capacity and keep up with the latest technology and treatment standards.

BCMM has also accelerated its focus on waste management, more particularly the removal of illegal dumps, regular street cleaning, and waste removal.

The Metro is working hard to get the basics right, and it is getting there. We have seen the results; our Metro is cleaner and greener.

We urge our residents and communities to please play their part and take responsibility for the waste they are generating and disposing of.

Waste not disposed of correctly has a direct impact on your health and well-being, causing disease, flooding, and posing a threat to our environment.

The Metro has recently spent over R220 million upgrading Reeston Wastewater Treatment Works, in preparation for the diversion of Central Wastewater Treatment Works, to open development in Amalinda, Wilsonia, Reeston, and other adjacent areas.

BCMM undertakes to prioritise housing and related services, identify and designate land for human settlements development, initiate, coordinate, facilitate, promote, and enable appropriate human settlements development as mandated by the Constitution of the Republic of South Africa.

We are currently facing the issue of vacant land that is being invaded in and around BCMM. People are in desperate need of housing development.

The public land is vested in the state, and it has proven to be a very difficult exercise to access state land compared to accessing privately owned land. Purchasing more land by the BCMM needs to be prioritised.

BCMM is experiencing a total number of households increasing at an average annual rate of 1,56% from 2012 to 2022, which is higher than the annual increase of 1.62% in the number of households in South Africa.

The increase comes with challenges like an immediate need for water, electricity, and sanitation.

Drawing on the household infrastructure data of a region is of essential value in economic planning and social development.

BCMM has received a level 2 certificate to be able to build our own houses instead of waiting for Human Settlements to do that on our behalf. That is a great milestone that we have achieved as this Metro Municipality.

To fulfil our mandate of improving the lives of the people of Buffalo City Metro, we will continue to allocate 70% of our total capital budget to infrastructure development.

BCMM continues to spend funds on the provision of water, building roads, and servicing and upgrading our electricity network.

On our road infrastructure, we continue to receive complaints from the public. But since the launch of the nationally supported Operation Valazonke, the Metro continues to work hard in fixing our ailing road infrastructure due to inclement weather conditions in our Metro.

We are proud to say many roads have been permanently fixed. Well-maintained roads are crucial to ensuring the durability of our roads and the safety of our road users.

For electricity, in terms of national requirements, BCMM should reduce the consumption of electrical energy. The Metro has vast potential within the city to reduce reliance on external energy sources.

BCMM is exploring solar energy supply from Independent Power Producers. This project aims to reduce our dependence on Eskom but will also improve energy efficiency in the Metro.

Due to increasing tariffs, BCMM continues to engage with the National Electricity Regulator of South Africa to find solutions to help our struggling residents.

Also, it is important to note that we cannot do this alone; we need external support from other partners.

It is a reality that the Metro single-handedly will not be able to change and transform our City; we will need key partners and will need to make strategic interventions to drive the developmental agenda of our city.

We are making progressive strides with our strategic partners, the East London Industrial Development Zone, Buffalo City Developmental Agency, Transnet, Mercedes Benz South Africa, and Chambers of Business, International Partners, and Provincial and National Government to collectively steer our city towards economic growth, prosperity, and long-term sustainability.

We have regular meetings with MBSA and ELIDZ on plans to develop and attract investors.

MBSA is generating its own electricity; what can we learn from them as a City?

We need to revive, recommit, and deliver for our people.

Thank you.



Councillor Princess Faku

**EXECUTIVE MAYOR**

28 May 2025



## *Mxolisi Yawa* OVERVIEW BY THE CITY MANAGER

We are presenting the Integrated Development Plan for the last financial year of the council's current term, which means that this is the last year of the IDP's current cycle.

This background informs the approach adopted in this year's IDP and Budget as it is more dedicated to concluding

existing projects than creating new projects. The focus is on concluding the major catalytic projects that were initiated in this current term of council while also appreciating the fact that some municipal projects do neatly fit into the five-year term of council.

We are making this presentation of our IDP and Budget with full appreciation of the challenging conditions we confront with regard to our economy. At a global level, there is increased tension in geopolitics, with economic protectionism and trade wars characterising the outlook. This is an environment that often leads to low investment as companies adopt a conservative approach, keeping their money or allocating it to low-risk investments.

This outlook has an impact on our domestic economy, which has not seen decisive economic growth for a prolonged period, with growth being only 0,6 per cent in 2024. The VAT increases announced by the Minister of Finance will compound this challenge as our consumers are already overstretched.


The IDP we are presenting appreciates this background, and we have thus decided to ensure that we deliver on our mandate through decisive prioritisation of projects. The tariffs and rates adjustments we are presenting are reasonable and within this logic of cushioning a struggling consumer. This was a serious balancing act, as we had to consider the situation of our residents while also generating enough to keep the city fully functional and impactful to development.

The plans we are presenting have been well considered in various strategic planning sessions and community consultation sessions of the municipality. The City's planning process is guided by the metro's Vision 2030 (Metro Growth and Development Strategy), Integrated Development Plan, and the Built Environment Performance Plan. Our Vision 2030 outlines five key pillars for the city's growth and development:

- Innovative & Productive City,
- A Green City,
- A Connected City,
- A Spatially Transformed City
- Well Governed City.

We have ensured that we align the proposals in this Integrated Development Plan with our Medium-Term Revenue and Expenditure Framework. Our budget prioritises the people of Buffalo City by ensuring consistent service delivery and development within the available means. Our approach to financial stability and sustainability is meant to assist the residents by ensuring that they continue to have a credible institution of local government that operates into the future.

Management is committed to fully implementing this Integrated Development Plan and Budget, working together with Council and our communities. We are making this commitment because we believe that it provides key interventions for bettering the lives of Buffalo City residents and creating opportunities for growth for our business community.



M. Yawa

City Manager

28 May 2025

# EXECUTIVE SUMMARY

## 1. INTRODUCTION

The Buffalo City Metropolitan Council (BCMC) adopted its 2021/26 Integrated Development Plan (IDP) on 31 May 2021, in accordance with the Municipal Systems Act (MSA), No. 32 of 2000. This report represents the fourth revision of this five-year IDP for the review period of 2025/26.

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

Section 25(3) of the Local Government: MSA provides the incoming council with the following options regarding the development of the five-year IDP:

- (a) A newly elected municipal council may, within the prescribed period, adopt the IDP 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 IDP of its predecessor with amendments, must affect the amendments in accordance with the process referred to in section 34(b).

As we approach the Local Government Elections scheduled for 2026, and with this last IDP Review document signalling the end of the five-year IDP cycle, the considerations of options presented by Section 25(3) of the MSA should inform the 2026/30 IDP Process Plan, which Council must adopt by 31 August 2025.

**Against this backdrop, this document sets out the outcomes of the planning process for the review of the 2021/26 IDP for the 2025/26 period. It describes the following:**

- The process followed to review BCMM's IDP;
- The key considerations or informants of the IDP Review; and
- The objectives, strategies, key performance indicators (KPIs), and targets that have been developed and aligned with the long-term Metro Growth and Development Strategy (MGDS), which was adopted by the Council in 2015 and adjusted in accordance with legally prescribed processes.

## 2. THE PROCESS FOLLOWED

BCMM's IDP and budget review was undertaken in an inclusive, integrated, and procedurally consistent manner, in line with an approved IDP/Budget/Performance Management System (PMS) Process Plan and Time Schedule. This was compiled in accordance with Sections 28 and 29 of the MSA and Section 21(1) of the Municipal Finance Management Act (MFMA).

**The strategic processes and activities undertaken in order to produce the Revised 2025/26 IDP, are summarised in Table 1 below:**

**Table 1: IDP process followed**

NO	ACTIVITY DESCRIPTION	DATES ACHIEVED
<b>JUL – AUG:</b> <b>Preparing for the IDP, Budget and Performance Management Process</b>		
1.	Top Management, Strategic Development Portfolio Committee and Budget Steering Committee: <ul style="list-style-type: none"> <li>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>	6 and 8 August 2024
2.	External IDP/Budget/PMS Representative Forum: <ul style="list-style-type: none"> <li>Consult External Stakeholders on the Draft IDP/Budget/PMS Process Plan and Time Schedule</li> </ul>	16 August 2024
3.	Top Management: <ul style="list-style-type: none"> <li>Consider 2024/2025 First Adjustment Budget &amp; the 2023/2024 Fourth Adjustment budget and recommend these being approved by Council</li> </ul>	06 August 2024
4.	Budget Steering Committee: <ul style="list-style-type: none"> <li>Consider 2024/2025 First adjustment Budget &amp; the 2023/2024 Fourth Adjustment budget and recommend these being approved by Council</li> </ul>	08 August 2024
5.	Council: <ul style="list-style-type: none"> <li><u>Approve</u> IDP/Budget/PMS Process Plan and Time Schedule (at least 10 months before the start of the budget year), the 2024/2025 First adjustment budget (to be tabled before 25 August 2024) and the 2023/2024 Fourth Adjustment budget.</li> </ul> <p>AND</p> <ul style="list-style-type: none"> <li><u>Note</u> SDBIP approved by Executive Mayor and performance agreements signed by Municipal Manager and Managers directly accountable to the Municipal Manager to Council for notification</li> </ul>	22 August 2024
6.	Submit 4 <sup>th</sup> Quarter Performance Report to Council within 30 days of the end of the quarter	24 July 2024
<b>SEPT – OCT:</b> <b>PHASE 1: Research Information Collection and Analysis</b>		
7.	Prepare a draft Situational Analysis Report 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	September – October 2024
8.	Consult Top Management to consider Ward Priorities and Mayoral Imbizo Progress Report as updated by Senior Management	16 September 2024
9.	Consult Councillors in order for them to verify content for the Ward Priorities and Mayoral Imbizo Progress Report as reviewed by Top Management	23, 27 & 30 October 2024, 3 November 2024, 3, 6 & 7 February 2025



NO	ACTIVITY DESCRIPTION	DATES ACHIEVED
10.	Public engagements to interact with ward communities, listen to needs and concerns and provide feedback on approved programmes and projects for 2025/2026 (Executive Mayoral Imbizos) <i>*Continued in 2025</i>	Inland – 31 October 2024  Coastal Rural – 3 November 2024  Coastal Urban – 4 February 2025  Midland – 7 February 2025
11.	Technical IDP/Budget/PMS Workstreams: <ul style="list-style-type: none"> <li>To prepare detailed analysis of the socio-economic realities affecting the Key Focus Areas and functions contained in this workstream by conducting sectoral analyses.</li> <li>To monitor progress with respect to the implementation of the IDP, budget expenditure and to agree on any adjustments to be affected on the Workstream budget.</li> <li>To identify key issues, projects, programmes and key initiatives in line with the workstream's Focus Areas and ensure that these are aligned with the priorities of the metro, provincial and national government.</li> </ul>	Well-governed City: 20 November 2024 Connected City: 28 November 2024 Innovative and Productive City: 29 November 2024 Green City: 2 December 2024 Spatially Transformed City: 30 January 2025
12.	Budget Preparation Sessions with all directorates	25 November to 5 December 2024
<b>JAN – FEB:</b> <b>PHASE 3: Development of Programmes and Projects</b>		
13.	Senior Management Team Dry-Run: <ul style="list-style-type: none"> <li>2025 Mid-Year Budget and Performance Assessment Engagement</li> </ul>	16 January 2025
14.	Top Management: <ul style="list-style-type: none"> <li>Consider 2023/2024 Mid-year Adjustment Budget</li> </ul>	09 February 2025
15.	Council: <ul style="list-style-type: none"> <li>To table and adopt the Statement of Financial Performance and the Implementation of the 2024/2025 budget for the second quarter &amp; Mid-year budget and Performance assessment report ended 31 December 2024</li> <li>To consider Municipal entity's proposed budget, priorities and objectives for 2024/2025 and proposed budget adjustments for 2023/2024</li> <li>To table the Draft Annual Report within 7 months after the end of the financial year to which the report relates</li> </ul>	26 January 2025
16.	IDP Technical Work Sessions (per directorate): <ul style="list-style-type: none"> <li>Review 2024/2025 service delivery key performance indicators and targets after adjustments budget</li> </ul>	February – March 2025

NO	ACTIVITY DESCRIPTION	DATES ACHIEVED
	<ul style="list-style-type: none"> <li>Set Key Performance Indicators and Targets for the draft Revised 2025/2026 IDP and SDBIP</li> <li>Align IDP, Budget, Risk and performance indicators</li> </ul>	
<b>FEB:</b> <b>PHASE 4: Integration and Consolidation</b>		
17.	Budget Steering Committee: <ul style="list-style-type: none"> <li>Consider 2024/2025 Mid-year Adjustment Budget for recommendation to Council</li> </ul>	10 February 2025
18.	Councillors and Traditional Leaders' Workshop: <ul style="list-style-type: none"> <li>Deliberate on the proposed 2024/2025 Mid-year Adjustment Budget</li> </ul>	11 February 2025
19.	Council: <ul style="list-style-type: none"> <li>Consider and adopt 2024/2025 Mid-year Adjustment Budget</li> </ul>	26 February 2025
20.	National Treasury Mid-year Budget and Performance Assessment Review	30 February 2025
<b>MAR:</b> <b>PHASE 5: Approval, Adoption and Publication</b> <b>Approval of draft IDP</b>		
21.	Top Management Technical Planning Session: <ul style="list-style-type: none"> <li>Review strategic objectives for service delivery and development</li> <li>Reflect on progress made with implementation of strategic priorities during preceding financial years</li> <li>Review SITUATIONAL ANALYSIS of the metro that inform priority choices, including community needs expressed</li> <li>Reflect on desired key outcomes over the remainder of Council's 5-year term</li> <li>Deliberate and confirm strategic imperatives that should inform the Budget Process</li> </ul>	17 – 18 February 2025
22.	Mayoral Strategic Planning Session <ul style="list-style-type: none"> <li>Review past performance, identify challenges and propose solutions</li> <li>Align management plans with political priorities</li> <li>Align community/constituency priorities and pressing issues with resource allocation</li> <li>Mobilize and align with other stakeholders on key priority areas</li> <li>Mobilize resources and capacity for execution</li> <li>Attend to systemic challenges and escalate delivery towards 2026</li> </ul>	9 – 10 March, Extended to 18 March 2025
23.	Top Management: <ul style="list-style-type: none"> <li>Consider and recommend the draft IDP, MTREF Budget and SDBIP</li> </ul>	12 March 2025

NO	ACTIVITY DESCRIPTION	DATES ACHIEVED
24.	Budget Steering Committee: <ul style="list-style-type: none"> <li>Consider and recommend the draft IDP, MTREF Budget and SDBIP</li> </ul>	19 March 2025
25.	Councillors and Traditional Leaders' Workshop: <ul style="list-style-type: none"> <li>Review strategic objectives for service delivery and development</li> <li>Reflect on progress made with implementation of strategic priorities during preceding financial years</li> <li>Review SITUATIONAL ANALYSIS of the metro that inform priority choices, including community needs expressed</li> <li>Reflect on desired key outcomes over the remainder of Council's 5-year term</li> <li>Deliberate and confirm strategic imperatives that should inform the Budget Process</li> </ul>	19-20 March 2025
26.	Council: <ul style="list-style-type: none"> <li>To approve the draft IDP, MTREF Budget and draft policies (at least 90 days before the start of the budget year)</li> <li>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.</li> </ul>	26 March 2025
<p style="text-align: center;"><b>MAR:</b>  <b>PHASE 5: Approval, Adoption and Publication</b>  <b>Consultation and Refinement</b></p>		
27.	Three Spheres Technical Planning Session: <ul style="list-style-type: none"> <li>To collectively deliberate on the state of the City and share perspectives from all sectors on the situational analysis;</li> <li>To provide an opportunity for all three spheres to share their catalytic programmes and projects with each other for the next few years and to plan together towards the same planned outcomes;</li> <li>Reflect on the obstacles to joint collaborative planning and implementation of key projects and programmes, and come up with possible solutions; and</li> <li>Discuss key considerations for strategic priority choices towards implementing the Metro Growth and Development Strategy, Integrated Development Plan and One Plan.</li> </ul>	31 March & 1 April 2025
28.	IDP Budget Roadshows: <ul style="list-style-type: none"> <li>To consult the Draft IDP, Tabled MTREF Budget and draft policies with the public</li> </ul>	7, 8, 11 & 12 May 2025
29.	Councillors and Traditional Leaders' Workshop: <ul style="list-style-type: none"> <li>To deliberate on the Metro's preparations for the introduction of trading services infrastructure financing reforms</li> </ul>	9 May 2025

NO	ACTIVITY DESCRIPTION	DATES ACHIEVED
30.	Municipal Budget and Benchmark Engagement by National Treasury: <ul style="list-style-type: none"> <li>To assess BCMM draft MTREF Budget</li> </ul>	13 May 2025
31.	Budget Steering Committee: <ul style="list-style-type: none"> <li>Consider and recommend the Final IDP, MTREF Budget and budget-related policies, after considering the submissions made by the local community, National or Provincial Treasury, national or provincial organs of state or neighbouring municipalities</li> </ul>	16 May 2025
32.	Business Leaders' Breakfast <ul style="list-style-type: none"> <li>To consult the Draft IDP, Tabled MTREF Budget and draft policies with business, ratepayers associations, government entities and organised labour before adoption by Council</li> </ul>	21 May 2025
<p style="text-align: center;"><b>APR - MAY:</b>  <b>PHASE 5: Approval, Adoption and Publication</b>  <b>Final Adoption</b></p>		
33.	Council: <ul style="list-style-type: none"> <li>Submit Final IDP to Council to adopt IDP, MTREF Budget, and the revised Policies (at least 30 days before the start of the budget year)</li> </ul>	28 May 2025

### 3. IDP INFORMANTS

The 2025/26 Review of the 2021/26 IDP was conducted within the framework of national and provincial legislation and policy directives. These include, most notably, the National Development Plan (NDP) 2030, the Medium-Term Development Plan (MTDP) (2024/29), the District/Metro Development Model (DDM), the South African Economic Reconstruction and Recovery Plan (SA ERRP), the Provincial Development Plan (2030), the Provincial Spatial Development Strategy, and the Provincial Economic Development Strategy.

**Other factors that were taken into consideration include:**

#### a) Assessment Issues

- The comments on the last adopted IDP provided by the Member of the Executive Council (MEC) for Local Government, in accordance with Sections 31 and 32 of the MSA;
- Findings from the National Treasury Benchmarking Report and Mid-Year Budget Performance Assessment Report;
- Findings from the Auditor General's Report of the previous financial year/s; and
- Shortcomings and weaknesses identified through self-assessment.

#### b) Review of the strategic elements of the IDP concerning Council priorities and Management objectives:

- Review of the strategic elements of the IDP and, if required, the Metro Growth and Development Strategy (MGDS);

- Integration of the strategic intent throughout the budget process, including alignment with the Municipal Standard Chart of Accounting (mSCOA), and finalisation of the SDBIP;
- Review of elements of the Spatial Development Framework (SDF);
- Update of master plans and sector plans; and
- Update of the Financial Plan.

**c) Inclusion of new information where necessary**

- Consideration of the impact of the COVID-19 global pandemic;
- Consideration of the impact of changes to municipal boundary demarcation following the next Local Government Elections;
- The Provincial Municipal Infrastructure Grants Risk Adjusted Strategy Framework (PMIG – RAS – FW), approved on 23 June 2023;
- The MTDP (2024/29);
- MFMA (No. 56 of 2003) Guidance Notes 1 – 4: Metro preparations for the introduction of trading services reforms; and
- Updates: The following updates were made in the IDP document:

As a result of the IDP Review, the following updates and/or amendments were done in the IDP Revision document for 2025/26:

**Table 2: Updates done in the IDP document**

<b>Foreword by the Executive Mayor</b>	The Executive Mayor provides a contextualised update of the foreword to summarise the tone for the newly elected Council and the key priorities to be focused on for the next term. This update takes into account the changing socio-economic environment that the city, our country, and the world at large are confronting in our development planning endeavours.
<b>Overview by the City Manager</b>	Following the tone set by the Executive Mayor, the City Manager elaborates on situating the IDP Review within the framework of the MGDS, the growing demand for reliable municipal services, and the financial outlook of the metro.
<b>Executive Summary</b>	Key updates include: <ul style="list-style-type: none"> <li>• The IDP process followed for this review period;</li> <li>• The key informants for the IDP review; and</li> <li>• The latest available assessment of the IDP and key assessment findings from Provincial Government, with recommendations on gaps and improvement measures.</li> </ul>
<b>SECTION A</b>	No significant amendments were made to Section A – the vision, mission, values, strategic outcomes, strategic objectives, and KFAs have been retained.
<b>SECTION B</b>	The BCMM Profile is updated in this section with more recent statistical data and analysis. Taking cognisance of the most recent Census 2022 results, estimates and projections have been provided for 2023 and beyond, where possible or necessary, with regard to: <ul style="list-style-type: none"> <li>• Population Trends and Profile</li> <li>• Social Development Profile</li> <li>• Governance and Finance Development Profile</li> </ul>

	<ul style="list-style-type: none"> <li>• Infrastructure Development Profile</li> <li>• A Summary of the Key Development Trends in the Metro</li> <li>• Spatial Development Profile</li> <li>• Situational Analysis per BCMM Strategic Outcome and KFA</li> </ul>
<b>SECTION C</b>	No amendments or updates have been made to this section.
<b>SECTION D</b>	This section has been updated with more recent engagements held as part of the IDP and One Plan review, and the implementation commitments have also been updated as received from BCMM's Built Environment Performance Plan: Catalytic Land Development Programmes, as well as from Provincial and National Government Spheres.
<b>SECTION E</b>	The KPIs and Targets will be updated upon the conclusion of the SDBIP, within 28 days after the adoption of the Budget, in accordance with the Performance Management Regulations.
<b>SECTION F</b>	<p>The metro's Financial Plan has been updated to align with the MTREF Budget tabled in Council and includes both operational and capital projects for the MTREF period.</p> <p>This section provides a summary of the metro's preparations for the introduction of trading services reforms for Electricity, Water, and Sanitation in the 2025/26 financial year.</p>
<b>SECTION G</b>	The Operational Plan has been updated. No amendments were made.
<b>ANNEXURES</b>	<p>The most significant updates to the annexures are:</p> <ul style="list-style-type: none"> <li>• Annexure B – IDP/Budget/PMS Process Plan followed; and</li> <li>• Annexure C – Community and Stakeholder Issues / Priorities Raised (recommended revisions and corrections were received and incorporated into the IDP Review document).</li> </ul>

## 4. STRUCTURE OF THE IDP

Among other elements, BCMM's IDP outlines the Municipality's long-term vision, which is:

**“BUFFALO CITY: WELL-GOVERNED, CONNECTED, GREEN AND INNOVATIVE”**

It also outlines the Council's development objectives and priorities, thereby addressing the challenges facing the City. Linked to this vision are the five strategic outcomes that must be achieved by the year 2030.

In accordance with legislative prescripts, BCMM's 2021/26 IDP has been reviewed for the fourth year, and amendments are submitted to the Council for adoption. Please refer to the table below for the structure of the IDP.

**This IDP document is structured as follows:**

**Table 3: Structure of the 2021/26 IDP and 2025/26 IDP Review**

<b>SECTION A</b>	<b>INTRODUCTION</b> Provides an outline of the legislative imperatives that guide the review of the IDP. It includes an overview of the national and provincial plans considered during the development of the plan, as well as an outline of the process followed during the review of the IDP.
<b>SECTION B</b>	<b>BUFFALO CITY METROPOLITAN MUNICIPALITY: PROFILE AND ANALYSIS</b> This section provides an overview of the Municipality, focusing on the current situation, as well as key challenges and opportunities in each KPA. Service delivery backlogs and the level of access to municipal services are also outlined.
<b>SECTION C</b>	<b>SPATIAL DEVELOPMENT FRAMEWORK</b> The SDF provides a spatial analysis of the Municipality and details the spatial development principles and guidelines, accompanied by maps that indicate the spatial objectives and strategies of the Municipality.
<b>SECTION D</b>	<b>ONE PLAN: THREE SPHERES OF SERVICE DELIVERY BUDGET, PROGRAMMES, AND PROJECTS</b> The Catalytic Programmes and projects from all three spheres of government operating in the BCMM space, aligned with global, national, and provincial strategic directives, are clustered according to the Six Key Transformational Areas of the DDM/One Plan.
<b>SECTION E</b>	<b>DEVELOPMENT OBJECTIVES, STRATEGIES, KEY PERFORMANCE INDICATORS AND TARGETS</b> This section contains the development objectives, strategies, indicators, and targets for the entire term of the Council, as revised for the year under review.
<b>SECTION F</b>	<b>FINANCIAL PLAN</b> This section outlines a strategic framework for financial management, including key financial policies and strategies. Budget priorities, in the form of projects and programmes aligned with the Five MGDS/IDP Strategic Outcomes, provide clarity on how the BCMM plans to align strategic priorities with the allocation of appropriate resources to enable effective implementation of the IDP.
<b>SECTION G</b>	<b>BUFFALO CITY METROPOLITAN MUNICIPALITY OPERATIONAL PLAN</b> This section outlines the structure of the Municipality, providing a breakdown for each directorate, the status of the macro-structure, and the policy environment informing the governance agenda of the BCMM.

## 5. BUFFALO CITY METROPOLITAN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN RATINGS

The annual assessment of IDPs is a requirement of Section 31 of the MSA (No. 32 of 2000), which mandates the MEC to:

- Monitor the processes followed by a Municipality during the drafting and adoption of IDPs.
- Assist municipalities with the Planning, Drafting, Review and Adoption of IDPs.
- Facilitate the Co-ordination and Alignment of IDPs of different municipalities and those of district municipalities within its area.

The overall intention of the assessment of the IDP is to ascertain the compliance of IDPs with the fundamental elements and development processes set out in Sections 26 and 29 of the MSA. In line with the legislative mandate, the Eastern Cape Department of Cooperative and Traditional Affairs (EC-COGTA), in conjunction with



municipalities, sector departments, and relevant stakeholders, conducts an annual assessment of IDPs. This process allows sector departments and relevant stakeholders to engage with municipalities in developing strategies based on feedback and improvement measures within strict timeframes, as required by the IDP Analysis and Assessment Framework.

The summary of findings on gaps and improvement measures relating to all six KPAs with the Comments and IDP Assessment Improvement Action Plan from the metro is as follows:

**Table 4: Summary of findings on gaps and improvement measures for 2024/25 IDP KPAs**

<b>CURRENT PROBLEM IN RELATION TO KPAs COMMENTS AND IMPROVEMENT ACTION PLANS</b>	
<b>KPA 1: Spatial Planning, Land, Human Settlement and Environmental Management</b>	
The municipality must adopt the Land Invasion Policy and reflect it in the IDP.	Incorporated into the 2025/2026 IDP:
	<u>Coordination and stakeholder involvement and continuous engagement are critical:</u>
	<ul style="list-style-type: none"> <li>The Land Management Policy proposed a coordinated approach towards addressing the challenge of invasion. It identified internal and external stakeholders. The Land Management Policy is being reviewed to incorporate, new Directorates, Traditional Leaders and to accommodate new challenges faced by the Municipality</li> </ul>
	<u>Capacitating the Spatial Norms and Standards Enforcement Division</u> <ul style="list-style-type: none"> <li>The Land Management Policy raises key issues and principles which are still applicable, but it is imperative that the Spatial Norms and Standards Enforcement Division is appropriately resourced and also consideration be given of appointing a response unit which could be funded on the basis of work done, (this model needs to be investigated).</li> </ul>
	<u>Credible Data Base Information Gathering &amp; Management</u> <ul style="list-style-type: none"> <li>New Informal settlements have cropped up since the previous studies. It is therefore urgent that the new Informal Settlements be included so as to have a credible data base that will regularly be reviewed and monitored.</li> <li>An up-to-date information database of all existing informal settlements within the BCMM area of jurisdiction be included.</li> <li>The database will be based on an aerial or satellite imagery and settlement surveys, on identification they will be categorized according to the informal prioritisation.</li> </ul>
The municipality must indicate whether there are any records of outstanding land claims that may hinder human settlements and socio-economic developments.	Not incorporated into 2025/2026 IDP. Efforts to include it in the next IDP will be intensified.
The municipality must indicate the units delivered through Finance Linked Individual Subsidy Programmes.	<p>Incorporated into the 2025/2026 IDP:</p> <p>Key Performance Indicator HS2.21 Number of rateable residential properties in the subsidy housing market entering the municipal valuation roll: -  2020/21 (Actual Performance) – 382;  2021/22 (Actual Performance) – 360;</p>

CURRENT PROBLEM IN RELATION TO KPAs	COMMENTS AND IMPROVEMENT ACTION PLANS
	2022/23 (Actual Performance)– 200; 2023/24 (Actual Performance)– 429; 2024/25 Target – 400; 2025/26 Target - 600
The municipality must have continuous consultation with traditional leadership on land development and rehabilitation.	Incorporated into 2025/26 IDP:  The last engagement – the Traditional and Councillors' Strategic Planning Session – provided additional insights, reinforced the key priorities identified during the Mayoral Strategic Planning Session, and resulted in further agreements on prioritisation and implementation measures to ensure full execution of the political mandate. This includes the full support committed by Leadership, recognised as a critical success factor for the Administration's implementation of the IDP and Budget.
The municipality must prioritise the appointment of Environmental Health Practitioners as per applicable norms and standards.	Not incorporated into 2025/2026 IDP. Efforts to include it in the next IDP will be intensified.
The municipality must develop a Trade Effluent Policy and budget for its operations and maintenance.	Incorporated into 2025/26 IDP:  The BCMM sewer system does not allow for the separation of domestic and industrial sewer flow; all waste is disposed of in the same wastewater treatment works via the same outfall sewers.  According to the WSDP, BCMM has 500 registered trade effluent customers whose effluent has been classified as hazardous. Approximately 20% of these customers are inspected annually to evaluate compliance. DWS, as the regulator, has established an incentive-based system for evaluating the wastewater performance of municipalities, where an annual audit is conducted and scores are published to the public. This system is referred to as "Green Drop" in SA. In the latest Green Drop report (2023), BCMM was cautioned regarding 2 out of 15 wastewater treatment works that are in critical and high-risk categories, scoring 53,2%, while the acceptable score is between 80 and 90%. Plans are in place to improve the current situation through the consolidation of various wastewater treatment works, which will lead to better management of these facilities.  <u>Bulk Sewerage Upgrade and Effluent Reuse Sub-Programme (MELD CLDP)</u> Included for BFI funding are all the other components of the bulk sewerage upgrade for the West Bank and MELD Corridor, as well as an extensive effluent diversion initiative (including the construction of a sophisticated effluent tertiary treatment facility) to allow for high-standard treatment of effluent and its discharge into the Bridle Drift Dam to meet BCMM's potable domestic water needs. The projects are at various stages of implementation readiness, with some being shovel-ready and others in the concept or project initiation phase. It is envisaged that the programme will be implemented over two MTEF periods (six years). This will also allow time to fine-tune operating models and build the requisite capacity and partnerships to manage such complex re-use projects.
The municipality must develop a Leachate Plan and reflect it in the IDP.	Incorporated into 2025/26 IDP:  The department has developed an Environmental Management Plan that caters for <u>leachate monitoring</u> . The consultation process has been initiated with the

CURRENT PROBLEM IN RELATION TO KPAs	COMMENTS AND IMPROVEMENT ACTION PLANS
	Department of Economic Development, Environmental Affairs and Tourism (DEDEAT) for comments. Upon conclusion of the process, the plans will be endorsed by DEDEAT.
<b>KPA 2: Service Delivery and Infrastructure Planning</b>	
The municipality must develop the Rural Roads Asset Management System (RRAMS).	RRAMS – there is a Pavement Management System which includes rural roads.
The municipality must establish the Roads and Transport Planning Forum.	Supported in the 2025/26 IDP:  There is a need for the municipality to establish a functioning roads and transport planning forum within the municipality. Currently, we lack a dedicated platform that facilitates meaningful engagement with key stakeholders such as SANRAL and the Provincial Roads and Transport. The main purpose of the forum is to provide a structured environment where all relevant parties come together to discuss and align roads programmes within the Metro to ensure effective coordination of efforts towards improving our roads network infrastructure.
The municipality must develop the coastal zone management plan.	Incorporated into the 2025/2026 IDP:  BCMM Integrated Coastal Zone Management Plan (ICZMP), 2004 amended in 2015 to Coastal Management Programme (CMP) aimed at identifying and prioritising existing coastal environmental pressures and provide recommendations as well as the appropriate framework to manage the BCMM coastline. The review of BCMM Coastal Management Programme (CMP), 2015 was completed in the 2024/2025 financial year, awaiting adoption by Council.
The municipality must establish coastal management committees.	Incorporated into the 2025/2026 IDP:  The city must prioritize sustainable management practices and environmental protection. On legislative framework they must ensure compliance with relevant national and provincial legislations and there must be community involvement where the foster active participation and engagement from local communities. By following this action plan, the municipality can establish effective coastal management committees that balance economic, social, and environmental needs.
The municipality must appoint a designated waste management official.	Incorporated into the 2025/2026 IDP:  Ensure the appointed official has experience in waste management, environmental science, or a related field. Establish accountability and reporting to ensure the official is held responsible for their actions and decisions. By following this action plan, the municipality can appoint qualified waste management official to oversee and improve waste management services.
The municipality must ensure the licensing of landfill sites, and this must be reflected in the IDP.	Incorporated into the 2025/2026 IDP:  The Department is responsible for implementing environmentally sound disposal of waste through operations and management of the Landfill sites and Transfer Stations. This involves ensuring that the daily operations and management of these waste management facilities are compliant with the legal requirements of the legislation governing waste with management of the

CURRENT PROBLEM IN RELATION TO KPAs	COMMENTS AND IMPROVEMENT ACTION PLANS
	<p>leachate plant. This includes covering and compaction of general waste from all households (formal/informal), businesses and pre-treated medical waste from health institutions. BCMM has <b>two permitted landfill sites</b> viz: Roundhill and King Williams Town Landfill sites, three (3) Transfer Stations viz: Kayzers Beach, Kidds Beach and Beacon Bay Garden Transfer Stations and one privately owned Gonubie Garden Transfer station.</p>
<p>The municipality must comply with the licensing and management requirements of landfill sites.</p>	<p>Incorporated into the 2025/2026 IDP:</p> <ol style="list-style-type: none"> <li>1. Review current practices: Assess current landfill site operations and management practices to identify areas for improvement.</li> <li>2. Develop a compliance plan: Create a plan to ensure compliance with licensing and management requirements, including: <ol style="list-style-type: none"> <li>a. Obtaining necessary licenses and permits</li> <li>b. Implementing standard operating procedures (SOPs)</li> <li>c. Conducting regular monitoring and inspections</li> <li>d. Maintaining accurate records</li> </ol> </li> <li>3. Training and capacity building: Provide training to staff on compliance requirements, SOPs, and best practices in landfill management.</li> <li>4. Regular audits and inspections: Conduct regular audits and inspections to ensure ongoing compliance with licensing and management requirements.</li> <li>5. Corrective actions: Implement corrective actions to address any non-compliances or deficiencies identified during audits and inspections.</li> </ol>
<p>The municipality must develop a trade effluent policy and budget for its operations and maintenance.</p>	<p>Incorporated into the 2025/2026 IDP:</p> <p>The City prepared and gazetted Water Services Bylaws in March 2011 which provides the requirements regarding the disposal of trade effluent and associated payment requirements. This is detailed in Chapter 7 of the Water Services Bylaws.</p>
<p>The municipality must establish the waste management forum.</p>	<p>Incorporated into the 2025/2026 IDP:</p> <p>By establishing a waste management forum, the municipality can facilitate stakeholder engagement, promote collaborative problem-solving, and improve waste management practices.</p>
<p>The municipality must develop community safety plans and establish community safety forums.</p>	<p>Incorporated into the 2025/2026 IDP:</p> <p>BCMM Community Safety Forum - an order of R 9 955.00 was generated through E- Procurement in preparation of training and workshop for the following wards:19, 27, 28 and 29 which have already launched their Crime Sector Forum, CPF and Safety forum. The proposed date for Training and workshop for four (4) wards is the 28th of April 2025.</p> <p><b>Action Plan</b></p> <ol style="list-style-type: none"> <li>1. Conduct a safety assessment: Identify areas of concern and gather data on crime and safety issues in the community.</li> <li>2. Develop a community safety plan: Create a comprehensive plan outlining strategies, initiatives, and actions to improve community safety.</li> </ol>

CURRENT PROBLEM IN RELATION TO KPAs	COMMENTS AND IMPROVEMENT ACTION PLANS
	<ol style="list-style-type: none"> <li>3. Establish community safety forums: Set up forums to engage with the community, gather feedback, and build trust.</li> <li>4. Identify stakeholders: Invite representatives from: <ul style="list-style-type: none"> <li>▪ Local communities</li> <li>▪ Law enforcement agencies</li> <li>▪ Community organizations</li> <li>▪ Municipal officials</li> </ul> </li> <li>5. Foster collaboration: Encourage active participation, information-sharing, and joint problem-solving among stakeholders.</li> <li>6. By developing community safety plans and establishing forums, the municipality can enhance public safety, build trust, and foster collaborative solutions.</li> </ol>
<p>The municipality must ensure the development and review of the Disaster Management Framework, and this must be reflected in the IDP.</p>	<p>Progress is reflected in the 2025/26 IDP – ANNEXURE A (SECTOR PLANS).</p> <p>The process to review the <b>Disaster Management Policy Framework (DMPF)</b> is on-going. A Service Provider (SP) has been appointed. The Service Provider is due to submit the signed Service Level Agreement (SLA) in April 2025. The project is expected to be completed in 2025/26.</p> <p>An amount of R500 000 was made available by the municipality to Conduct a Comprehensive Disaster Risk Assessment to inform the development of a <b>Level 1 Disaster Management Plan</b>.</p>
<p>The municipality must establish a disaster management centre in compliance with the National Disaster Management Policy Framework.</p>	<p>Incorporated into the 2025/2026 IDP:</p> <p>The DMC has identified land for the construction of a compliant DMC. The land/site identified is Erf 14890 and is owned by BCMM. While following due process to get authorisation to use the site, it emerged that, there was a Council resolution taken vide Minute No. BCMC 82/12, dated 28 March 2012 to lease Erf 14890 via Public Tender for an office block and parking. Council approved the utilization of the land measuring approximately 3380m2 in extent, for the construction of the DM Centre on 26 March 2024. The project is managed internally by the Architectural Department and are currently drafting specifications for the Professional Consultants to oversee this project and provide drawings.</p>
<p>The municipality must specify plans and service level agreements it has to address high-risk hazards in the municipality.</p>	<p>Incorporated into the 2025/2026 IDP:</p> <p>Buffalo City Metropolitan Municipality Fire and Rescue Services operates a 24/7/365 fire and rescue service. Included in this is a Hazardous Materials Unit and a Water Rescue Unit. The section services the eastern region of the Eastern Cape area when dealing with hazardous incidents and water rescue.</p>
<p>The municipality must develop specific disaster emergency procurement measures.</p>	<p>Not incorporated into 2025/2026 IDP. Efforts to include it in the next IDP will be intensified.</p> <p>The municipality must have key considerations which are:</p> <ol style="list-style-type: none"> <li>1. Compliance with legislation: Ensure emergency procurement measures comply with relevant legislation and regulations.</li> <li>2. Flexibility and speed: Balance the need for speed with the need for transparency and accountability.</li> </ol>

CURRENT PROBLEM IN RELATION TO KPAs	COMMENTS AND IMPROVEMENT ACTION PLANS
	<ol style="list-style-type: none"> <li>3. Risk management: Identify and mitigate potential risks associated with emergency procurement.</li> <li>4. By developing specific disaster emergency procurement measures, the municipality can ensure timely and effective response to emergencies, while maintaining transparency and accountability.</li> </ol>
<p>The municipality must reflect the electricity backlog in the IDP.</p>	<p>Incorporated into the 2025/2026 IDP:</p> <p><u>Electrification of Formal Houses</u></p> <p>As per government policy BCMM priorities electrification of formal RDP households, the aim is to electrify all completed homes built within the following year. The actual achievement is based on the funding made available to date in this financial year 328 household received electricity for the first time, improving their living standard. The continued electrification of RDP houses to ensure that the backlog in terms of universal access refers to electrification of new formal RDP dwellings sits around 1 to 2 %, with only recently built dwellings been unelectrified. These dwellings are usually electrified within in one or two years of the housing project being completed.</p> <p><u>Electrification of Informal Dwellings</u></p> <p>Informal settlements are an urban reality and will be the only form of housing available to many residents. To improve the quality for residents of these settlements, Council took a decision that settlements meeting specific requirements in line with an approved Standard Operating Procedure (SOP) will be provided with interim electricity services. The approved SOP process proceeds through Spatial Planning and Development / Human Settlement Phase, thereafter electricity will be in a position to commence with the electrical Planning Phase in line with the OHS Act. <b>Since 2012 BCMM have implemented electrification projects in informal settlements the original backlog of informal dwellings was estimated at 45 000 over the years this has been reduced to 37000. Note: Due to land invasion and expansion of informal settlements this is a very low estimate as the number grows daily.</b></p>
<p>The municipality must reflect on National Energy Regulator of South Africa (NERSA) licensing.</p>	<p>Partially incorporated into the 2025/2026 IDP:</p> <p>Our focus is to provide a safe, effective, and efficient electrical supply service in accordance with legal and statutory requirements within the BCMM NERSA licensed area of supply.</p> <p><u>Action Plan</u></p> <ol style="list-style-type: none"> <li>1. Familiarize ourselves with NERSA's licensing requirements and regulations for electricity distribution and generation.</li> <li>2. Evaluate the municipality's current electricity operations against NERSA's licensing requirements.</li> <li>3. Apply for and obtain the necessary licenses from NERSA to operate and maintain electricity infrastructure.</li> <li>4. Regularly review and update municipal policies, procedures, and practices to ensure ongoing compliance with NERSA regulations.</li> <li>5. Keep accurate records of licenses, permits, and compliance documentation.</li> </ol>



CURRENT PROBLEM IN RELATION TO KPAs COMMENTS AND IMPROVEMENT ACTION PLANS	
The municipality must review the Water Services Development Plan and provide for infrastructure maintenance; these must be reflected in the IDP.	<p>Incorporated into the 2025/2026 IDP:</p> <p>The department is beginning the process of updating the Water Services Master Plan, which will be incorporated into the next review of the WSDP.</p>
<b>KPA 3: Financial Planning and Budgets</b>	
The municipality must indicate whether relevant policies are promulgated into by-laws and gazetted.	<p>Incorporated into the 2025/2026 IDP:</p> <p>SECTION G: In accordance with Section 11 of the MSA, a municipality exercises its legislative or executive authority by passing and implementing policies and by-laws. The status of municipal policies and by-laws in the BCMM is outlined in this section.</p>
The municipality must budget for repairs and maintenance according to Municipal Finance Management Act (MFMA), No. 56 of 2003 Circular 51.	<p>Incorporated into the 2025/2026 IDP:</p> <p>SECTION E: Development Objectives, Strategies, Key Performance Indicators and Targets</p> <p>Key Performance Indicator FM5.31: Repairs and Maintenance as a percentage of property, plant, equipment and investment property; 2025/26 Target - 2%</p>
The municipality must establish the Indigent Steering Committee and ensure it is functional.	<p>Incorporated into the 2025/2026 IDP:</p> <p>The Indigent Steering Committee will be established with the assistance of COGTA, the Members of Mayoral Committee (MMC), and the Public Participation Unit within BCMM, as key stakeholders in this initiative. The committee will comprise ward committee members, public participation facilitators, elderly persons, and a finance official.</p>
<b>KPA 4: Local Economic Development (LED)</b>	
No findings.	Noted.
<b>KPA 5: Good Governance and Public Participation</b>	
The municipality must indicate the functionality of War Rooms in the IDP.	Not incorporated into 2025/2026 IDP. Efforts to include it in the next IDP will be intensified.
The municipality must reflect capacity building programmes undertaken to capacitate ward committees.	<p>Incorporated into the 2025/2026 IDP:</p> <p><u>Progress &amp; Achievements:</u></p> <p>Ward Committees were trained on Ward Operational Plans with the intention to identify the current priority issues of ward committees and provide a detailed plan for their operations to be at an acceptable standard thereafter. Additional capacity building workshops and trainings are essential to empower ward committees and enhance their effectiveness.</p> <p>Ward Committees participated in the identification of ward priorities for the IDP and Ward Allocation Funds development projects; participated in IDP/Budget Roadshows, Draft Municipal By-law as well as National and Provincial Amendment Bill public hearings.</p>



CURRENT PROBLEM IN RELATION TO KPAs	COMMENTS AND IMPROVEMENT ACTION PLANS
	<p><u>Action Plans:</u></p> <ol style="list-style-type: none"> <li>1. Capacity building of Ward Committees through workshops and trainings.</li> <li>2. To request funding for Civic Education programme aimed at empowering communities with knowledge to promote active civic engagement and effective public participation.</li> <li>3. Support the functionality of ward committees to help accelerating service delivery and for them to successfully execute their mandate.</li> </ol>
<p>The municipality must develop Ward Based Plans and reflect these in the IDP.</p>	<p>Partially incorporated into the 2025/26 IDP.</p> <p>The metro maintains a Ward Priorities Action Plan and regularly reports to Councillors on the progress made with committed actions. Feedback is provided to communities on a bi-annual basis during the IDP Review Process. The city lacks internal capacity in the IDP/Budget Integration Unit which consists of only one Manager, one IDP Coordinator and one Administrative Officer. It is recommended that EC-CoGTA meet with the city to develop a support plan and strategy to improve on the objective to develop acceptable Ward Based Plans.</p>
<p>The municipality must indicate the resolution tracking mechanism it utilises to monitor implementation of such resolutions.</p>	<p>Not incorporated into 2025/2026 IDP. Efforts to include it in the next IDP will be intensified.</p>
<p>The municipality must reflect the financial disclosure of senior officials in the IDP.</p>	<p>Not incorporated into 2025/2026 IDP. Efforts to include it in the next IDP will be intensified.</p>
<p>The municipality must keep a litigation register and this must be reflected in the IDP.</p>	<p>Not incorporated into 2025/2026 IDP. Efforts to include it in the next IDP will be intensified.</p>
<p>The municipality must reflect its adopted delegation framework and register in the IDP.</p>	<p>Not incorporated into 2025/2026 IDP. Efforts to include it in the next IDP will be intensified.</p>
<p>The municipality must indicate the levels of crime, including Gender Based Violence.</p>	<p>Incorporated into the 2025/2026 IDP:</p> <p>An analysis of the official EC SAPS Reported Crime Statistics for Q4 2023/ 24 – Q3 2024/5 notes that “Buffalo City Metropolitan Municipality has experienced a concerning rise in violent crime over the five-year period from 2020 to 2024. <b>Total contact crimes</b> increased by 26.4%. <b>Murder rates</b> showed an alarming 39% increase, rising from 309 cases in 2020 to 428 in 2024. <b>Assault cases</b> are the most concerning with <b>assault GBH</b> rising by 38% and <b>common assault</b> increased by 44%. <b>Sexual offences</b> increased by 12%” and although this reflects a less dramatic trend than other violent crime categories, it nevertheless represents significant trauma for local women. <b>Attempted murder</b> showed one of the steepest increases at 47% reinforcing the trend in violence” (Dept of Safety &amp; Liaison).</p>
<p>The municipality must show LGBTQ+ programmes in the IDP.</p>	<p>Incorporated into the 2025/2026 IDP:</p> <p>The Metro AIDS Council as chaired by the Executive Mayor comprises government, development partners and other stakeholders for example Civil Society Sectors which includes the LGBTQIA+ community. The Eastern Cape</p>

CURRENT PROBLEM IN RELATION TO KPAs	COMMENTS AND IMPROVEMENT ACTION PLANS
	<p>(EC) AIDS Council has reviewed the EC Provincial Implementation Plan (PIP) HIV, AIDS, TB &amp; Sexually Transmitted Infections: 2023 and this was launched when the metro hosted the National World AIDS Day Commemoration in Mdantsane on 1 December 2024. The BCMM Metro AIDS Council is being supported by the EC AIDS Council to develop its own metro Implementation Plan by mid-2025. The USA Executive Orders have for the most halted or severely impacted research and services targeting Key Populations including the LGBTQIA+, People Living with HIV and AIDS (PLHIV), Sex Workers as well as programmes targeting youth HIV prevention through access to pre-exposure prophylaxis (PREP) whether oral, injectable or intravaginal medications which reduce or prevent HIV infection.</p> <p>The metro has an active network of LGBTQIA+ organisations such as Access Chapter 2, Masivuke Community Development, Sexual Health Association, SHE - Empowerment Feminist Collective of Transgender Women of Africa, Gender and Sexuality Alliance, Masimanyane Women's Rights International along with tertiary institutions like Water Sisulu and Fort Hare Gender Based Violence &amp; Femicide Prevention and Gender Diversity Units. These work to empower LGBTQIA+ communities as well and the greater society and host the Buffalo City Pride March which is centred around social, political and cultural tolerance.</p>
The municipality must reflect programmes to reduce substance abuse.	<p>Incorporated into the 2025/2026 IDP:</p> <p>In respect of substance use and abuse, the youth unit works closely with various stakeholders especially the Department of Social Development who are mandated to implement prevention, treatment and rehabilitation programmes relating to substance abuse. The metro Local Drug Action Committee was inducted by the Department of Social Development in April 2025. Said Committee is a multi-stakeholder's platform of funded and resourced counterparts and partners implementing programmes addressing crime prevention, substance abuse prevention, rehabilitation services as well as victim support and empowerment and who provide progress on their programmes in keeping with the Eastern Cape Provincial Social Development Substance Abuse Forum and its Provincial Drug Master Plan: 2022–2027. Membership includes the Liquor Board, metro Traffic, Law Enforcement, Environmental Health, Spatial Planning, Provincial Departments of Social Development, Health, Education, South African Police Service, Correctional Services as well as organizations providing Prevention, Treatment, After Care Services, Business.</p>
<b>KPA 6: Institutional Arrangements</b>	
The municipality must demonstrate the development of an HR plan in line with regulations.	Not incorporated into 2025/2026 IDP. Efforts to include it in the next IDP will be intensified.
The municipality must conduct Performance Management quarterly reviews and reflect this in the IDP.	<p>Incorporated into the 2025/2026 IDP:</p> <p>A Turn-Around Strategy is critical to secure political and administrative buy-in, support and championing of PMS implementation across all employee levels from TG level 3 to section 56/7 managers.</p>

CURRENT PROBLEM IN RELATION TO KPAs	COMMENTS AND IMPROVEMENT ACTION PLANS
	<p>Management needs to consider doing due diligence to identify the root causes by appointing an expert who would:</p> <ol style="list-style-type: none"> <li>1. Assess the severity and the consequences of the current state of affairs, including considering prevalent causal political dynamics.</li> <li>2. Develop and implement effective strategies to engender a positive performance culture that culminates in improved service delivery.</li> </ol>

**An IDP Assessment Improvement Action Plan has been drafted by the Municipality, and its implementation will be monitored internally by the IDP and Budget Integration Unit.**

An objective overall rating per KPA, ranging from low, medium to high, as illustrated in the Table below, was assigned:

**Table 5: Rating per KPA**

Levels of performance	Scores	Performance Description	Action Required
Low	Less than 40%	Poor	Immediate and intensive intervention
Basic	41 – 69%	Basic	Support required
Medium	70–84%	Satisfactory	Minimum support required
High	85–100%	Good	Benchmarking

The comparative ratings with the recent 2023/24 assessment ratings for BCMM are shown as follows:

**Table 6: IDP Assessment Ratings 2022/23, 2023/24 and 2024/25**

KPA	Rating 2022/23 Revised IDP	Rating 2023/24 Revised IDP	Rating 2024/25 Revised IDP
KPA 1: Spatial Planning, Land, Human Settlements & Environmental Management	HIGH	HIGH	HIGH
KPA 2: Service Delivery & Infrastructure Planning	MEDIUM	MEDIUM	MEDIUM
KPA 3: Financial Planning & Budgets	HIGH	HIGH	HIGH
KPA 4: Local Economic Development	HIGH	HIGH	HIGH
KPA 5: Good Governance & Public Participation	HIGH	HIGH	MEDIUM
KPA 6: Institutional Arrangements	HIGH	HIGH	HIGH
Overall Rating	HIGH	HIGH	HIGH

According to the MEC for EC-COGTA, BCMM has scored an overall **high** rating on the 2024/25 Revised IDP.

# SECTION A: INTRODUCTION AND BACKGROUND

## 1. LEGISLATIVE FRAMEWORK

BCMM's 2021–2026 IDP has been developed and revised annually under the guidance of various legislative requirements that define the nature, content, and approach of this principal strategic planning document. The legislative requirements include the following:

### 1.1 Constitution of South Africa Act, No. 108 of 1996

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

### 1.2 Local Government: Municipal Systems Act, No. 32 of 2000

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

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

Sections 28 and 34 of the MSA stipulate the need for an annual review of the IDP and the development of a process plan to guide the review.

### 1.3 Local Government: Municipal Finance Management Act, No. 56 of 2003

Section 21(1)(a) of the MFMA requires the Mayor of a municipality to coordinate the process of preparing the annual budget and reviewing the municipality's IDP and budget-related policies, ensuring that the budget and IDP are mutually consistent and credible. Furthermore, the MFMA provides for the development of the SDBIP as a mechanism to strengthen the alignment between the IDP and the budget.

### 1.4 Local Government: Municipal Structures Amended Act, No. 117 of 2002

This Act provides for the establishment of municipalities and defines their various types and categories. It also regulates municipalities' internal systems, governance structures, and office-bearers.

## 1.5 Municipal Property Rates Act 6 of 2004

The objective of this Act is to regulate the authority of municipalities to levy rates on properties within their jurisdiction. These rates serve as a critical source of own revenue, enabling municipalities to fulfil their constitutional development mandate.

## 2. STRATEGIC AGENDA

### 2.1 Buffalo City Metropolitan Municipality Vision Statement

**BCMM is guided by the following long-term vision: “Buffalo City: well-governed, connected, green and innovative”.**

- We are a City that reinvented 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 EC province, home of a globally competitive auto industry with excellent educational and medical facilities.

### 2.2 Mission Statement

BCMM is a City that:

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

### 2.3 Core Values

We are a City that espouses the following values:

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

### 2.4 Strategic Outcomes

By 2030, BCMM strives to achieve the following five strategic outcomes:

- **An innovative and productive City:** marked by rapid, inclusive economic growth and a decline in unemployment;
- **A green City:** environmentally sustainable, maximising the benefits of natural assets, and known as a clean, healthy city of subtropical gardens;

- **A connected City:** offering high-quality (and competitively priced) access to Information and Communications Technology (ICT), electricity, and transport networks, both within the city and linking to the wider world;
- **A spatially transformed City:** progressively overcoming apartheid spatial divisions and fragmentation, with township economies becoming increasingly productive; and
- **A well-governed City:** featuring a smart and responsive Municipality (in collaboration with other levels of government) that effectively plans and delivers high-quality services and cost-effective infrastructure, free from maladministration and political disruption.

## 2.5 Council Priorities (2021–2026) REVISED FOR 2025/2026

The Mayoral Strategic Planning Session (previously known as Mayoral Lekgotla), followed by the Traditional Leaders and Councillors' Strategic Planning Session (previously known as Council Lekgotla), are critical instruments of the IDP Process and assist the Executive Mayor in his/her responsibility for the preparation and implementation of the IDP, budget, and performance management. In his/her executive capacity, the Executive Mayor is required to:

- Be responsible for the overall oversight, development, and monitoring of the process or delegate IDP and PMS responsibilities to the City Manager;
- Ensure that the budget, IDP, and budget-related policies are mutually consistent and credible;
- Approve nominated persons who will be responsible for different roles and activities within the IDP/Budget process; and
- Submit the IDP and the Annual Budget to the Municipal Council for adoption.

These Council's priorities, arranged in accordance with the BCMM MGDS and IDP, are aligned with the National and Provincial Imperatives as follows:

**Table 7: BCMM imperatives converged with provincial and national imperatives**

BUFFALO CITY METRO IMPERATIVES		JOINT IGR IMPERATIVES	PROVINCIAL IMPERATIVES	NATIONAL IMPERATIVES		
BCMM IDP Strategic Outcomes (SO)	Revised BCMM Council Priorities 2025/26	One Plan Focus Areas	Provincial Development Plan (EC Vision 2030)	National Development Plan (NDP: 2030)	Medium-Term Development Plan (MTDP 2024/29)	Integrated Urban Development Framework (IUDF)
<b>SO 1: An Innovative and Productive City</b>	<ul style="list-style-type: none"> <li>▪ Prioritise Infrastructure Projects</li> <li>▪ Infrastructure Audit</li> </ul>	<b>Focus Area 1:</b> People Development & Demographics	<b>Goal 4:</b> Improved human development	<b>NDP Chapter 9</b> – improving education, training, and innovation <b>NDP Chapter 11</b> – social protection <b>NDP Chapter 12</b> – building safer communities <b>NDP Chapter 15</b> – nation building and social cohesion <b>NDP Chapter 10</b> – health care for all	Priority: Reduce Poverty and Tackle the High Cost of Living	<b>Policy lever 7:</b> Empowered active communities
<b>SO 1: An innovative and productive city</b>	<ul style="list-style-type: none"> <li>▪ Prioritise Infrastructure Projects</li> </ul>	<b>Focus Area 2:</b> Economic Positioning	<b>Goal 3:</b> Rural development and an innovative and high-value agriculture sector	<b>NDP Chapter 3</b> – economy and employment <b>NDP Chapter 4</b> – economic infrastructure	Priority: Inclusive Growth and Job Creation	<b>Policy lever 6:</b> Inclusive economic development



BUFFALO CITY METRO IMPERATIVES		JOINT IGR IMPERATIVES	PROVINCIAL IMPERATIVES	NATIONAL IMPERATIVES		
BCMM IDP Strategic Outcomes (SO)	Revised BCMM Council Priorities 2025/26	One Plan Focus Areas	Provincial Development Plan (EC Vision 2030)	National Development Plan (NDP: 2030)	Medium-Term Development Plan (MTDP 2024/29)	Integrated Urban Development Framework (IUDF)
	<ul style="list-style-type: none"> <li>Infrastructure Audit</li> </ul>			<b>NDP Chapter 6</b> – inclusive rural economy <b>NDP Chapter 7</b> – South Africa in the region and the world		
<b>SO 2:</b> A green city <b>SO 4:</b> A Spatially transformed city	<ul style="list-style-type: none"> <li>Prioritise Key Infrastructure Projects</li> <li>Infrastructure Audit</li> </ul>	<b>Focus Area 3:</b> Spatial Restructuring and Environmental Sustainability	<b>Goal 5:</b> Environmental sustainability	<b>NDP Chapter 5</b> – environmental sustainability and resilience <b>NDP Chapter 8</b> – transforming human settlements	Priority: Build a Capable, Ethical, and Developmental State	<b>Policy lever 1:</b> Integrated urban planning and management <b>Policy lever 3:</b> Integrated and sustainable human settlements <b>Policy lever 5:</b> Efficient land governance and management
<b>SO 3:</b> A connected City	<ul style="list-style-type: none"> <li>Prioritise Key Infrastructure Projects</li> <li>Infrastructure Audit</li> <li>Integrated Transport Planning</li> </ul>	<b>Focus Area 4:</b> Infrastructure Engineering <b>Focus Area 5:</b> Integrated Services Provisioning	<b>Goal 2:</b> An enabling infrastructure network	<b>NDP Chapter 4</b> – economic infrastructure	Priority: Inclusive Growth and Job Creation	<b>Policy lever 4:</b> Integrated urban infrastructure <b>Policy lever 2:</b> Integrated transport and mobility
<b>SO 5:</b> A well-governed City	<ul style="list-style-type: none"> <li>Customer Debtor Profiling (Data Cleansing)</li> <li>Implement a transparent Budgeting System</li> <li>Strengthen Revenue Collection Systems</li> </ul>	<b>Focus Area 6:</b> Governance & Financial Management	<b>Goal 6:</b> Capable democratic institutions	<b>NDP Chapter 13</b> – building a capable and developmental state <b>NDP Chapter 14</b> – fighting corruption	Priority: Build a Capable, Ethical, and Developmental State	<b>Policy lever 8:</b> Effective urban governance <b>Policy lever 9:</b> Sustainable finances

BUFFALO CITY METRO IMPERATIVES		JOINT IGR IMPERATIVES	PROVINCIAL IMPERATIVES	NATIONAL IMPERATIVES		
BCMM IDP Strategic Outcomes (SO)	Revised BCMM Council Priorities 2025/26	One Plan Focus Areas	Provincial Development Plan (EC Vision 2030)	National Development Plan (NDP: 2030)	Medium-Term Development Plan (MTDP 2024/29)	Integrated Urban Development Framework (IUDF)
	<ul style="list-style-type: none"> <li>Improve Debt Collection</li> <li>Material Losses and Impairments</li> <li>Improve Public Awareness and Compliance (Customer Engagement)</li> <li>Professionalise Administration and Improve Organisational Culture</li> </ul>					

## 2.6 Strategic Alignment Matrix

The Strategic Framework outlined in this IDP serves as the primary informant for the BCMM Five-Year Performance Scorecard, Multi-Year Budget, Annual SDBIP, and the Performance Agreements of Senior Managers. The establishment of KPIs and Targets, against which the performance of the Municipality and its senior management and leadership are measured, derives its mandate from this IDP.

The introduction of KFAs was part of the 2019/20 IDP Review and is informed by the need to create greater functional synchrony between the strategic imperatives captured in the IDP and the core competencies of the Municipality. One of the benefits of incorporating KFAs into the IDP is that they enhance accountability, as KFAs can be specified in the performance agreements of specific officials.

The following amendments to the KFAs were approved during the 2023/24 IDP Review:

- a. That KFA 12: Traffic Management be amended to KFA 12: Safety and Security, which will include traffic management and law enforcement; and
- b. That KFA 15: Beaches, Parks and Open Spaces be divided into two KFAs: KFA 15: Beaches and KFA 16: Parks and Open Spaces.
- c. The numbering of the KFAs be adjusted to accommodate the amendment to KFA 15: Beaches, Parks and Open Spaces.

**Table 8: BCMM Strategic Framework**

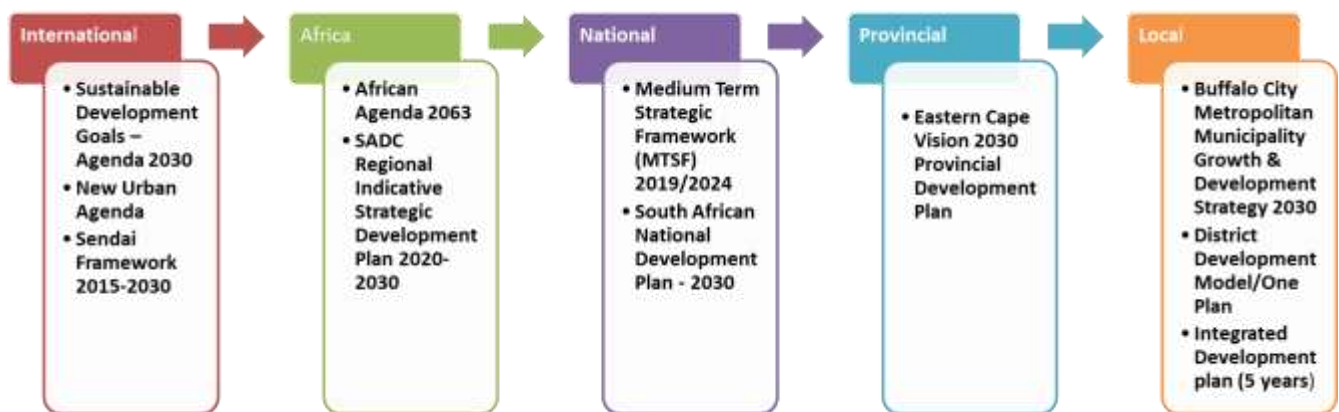
SO 1: An innovative and productive City	To enhance the quality of life for the BCMM community through rapid, inclusive economic growth and reduced unemployment.	KFA 1: Enterprise Development
		KFA 2: Trade and Investment Promotion
		KFA 3: Innovation and Knowledge Management
		KFA 4: Tourism and Marketing
		KFA 5: Job Readiness and Training (external)
		KFA 6: Rural Development and 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: Safety and Security
SO 2: A green City	To promote an environmentally sustainable City that maximises the benefits of its natural assets.	KFA 13: Environmental Management and Climate Change
		KFA 14: Air quality
		KFA 15: Beaches and KFA 16: Parks and Open Spaces.
		KFA 17: Vegetation Control and Biodiversity
		KFA 18: Municipal and Environmental Health
		KFA 19: Solid Waste Management
SO 3: A connected City	To maintain a world-class logistics network.	KFA 20: Roads and Storm water Infrastructure
		KFA 21: ICT
		KFA 22: Transport Planning and Operations
		KFA 23: Energy Supply Efficiency

SO 4: A spatially transformed City	To develop and maintain world-class infrastructure and utilities.	KFA 24: Water and Wastewater
		KFA 25: Spatial and Urban Planning
		KFA 26: Sustainable Human Settlements
		KFA 27: Built Environment Management
		KFA 28: Urban, Rural and Township Regeneration
		KFA 29: Property Management and Land Use
		KFA 30: Cemeteries and Crematoria
SO 5: A well-governed City	Promote sound financial and administrative capabilities	KFA 31: Risk Management
		KFA 32: Stakeholder Participation and Customer Relations
		KFA 33: Intergovernmental Relations (IGR) and International Relations (IR)
		KFA 34: Communications (Internal and External)
		KFA 35: Corporate Marketing (Branding)
		KFA 36: Revenue Management
		KFA 37: Expenditure and Supply Chain Management
		KFA 38: Budget and Treasury
		KFA 39: Corporate Asset Management
		KFA 40: Internal Human Capital and Skills Development
		KFA 41: Gender, Elderly, Youth and Disabled (Vulnerable Groups)
		KFA 42: Performance Management and Monitoring and Evaluation
		KFA 43: Fleet Management
		KFA 44: Employee Performance Management
		KFA 45: Human Resources Management
		KFA 46: Internal Audit

### 3. ALIGNMENT WITH GLOBAL, NATIONAL AND PROVINCIAL STRATEGIC IMPERATIVES

The BCMM takes guidance from several international, national, and local frameworks that highlight the challenges of the twenty-first century and emphasise the need for strategies and plans for transformation, building resilience, and improving the quality of life in communities through sustainable development practices.

The diagram below highlights some of the frameworks:



**Figure 1: The Governance and Institutional Frameworks Guiding Sustainable Development (Draft BCMM Voluntary Local Review on Localising the Sustainable Development Goals, 2024)**

### 3.1 Sustainable Development Goals

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

- Goal 1: End poverty in all its forms everywhere.
- Goal 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.
- Goal 3: Ensure healthy lives and promote well-being for all at all ages.
- Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
- Goal 5: Achieve gender equality and empower all women and girls.
- Goal 6: Ensure the availability and sustainable management of water and sanitation for all.
- Goal 7: Ensure access to affordable, reliable, and sustainable economic growth, along with full and productive employment and decent work for all.
- Goal 8: Promote sustained, inclusive, and sustainable economic growth, along with full and productive employment and decent work for all.
- Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialisation, and foster innovation.
- Goal 10: Reduce inequality within and among countries.
- Goal 11: Make cities and human settlements inclusive, safe, resilient, and sustainable.
- Goal 12: Ensure sustainable consumption and production patterns.
- Goal 13: Take urgent action to combat climate change and its impacts.
- Goal 14: Conserve and sustainably use the oceans, seas, and marine resources for sustainable development.
- Goal 15: Protect, restore, and promote sustainable use of terrestrial ecosystems; sustainably manage forests; combat desertification; halt and reverse land degradation; and stop biodiversity loss.
- Goal 16: Promote peaceful and inclusive societies for sustainable development, ensure access to justice for all, and build effective, accountable, and inclusive institutions at all levels.
- Goal 17: Strengthen the means of implementation and revitalise the global partnership for sustainable development.

# SUSTAINABLE DEVELOPMENT GOALS



**Figure 2: United Nations Sustainable Development Goals**

The 17 Sustainable Development Goals (SDGs) adopted by the United Nations (UN) in 2015 to transform the world align with many of South Africa's (SA) national goals at the country level and need to translate into transformative economic, social, and environmental action at the local level. The greatest impact that all levels of government, civil society, business, and other stakeholders can collectively make is on the ground, demonstrating how meaningfully the lives of people can change for the better.

Alignment with the SDGs strategically offers opportunities to tackle broader issues faced by the world at a local level and provides a chance to access and share resources, improve capacity, experiences, and best practices. This, in turn, meaningfully enhances the effectiveness and efficiency of municipalities in responding to developmental challenges. It is crucial to highlight all frameworks that recognise the key role local government plays in facilitating and achieving commitments and goals. Decentralised cooperation represents an important window of opportunity to strengthen the role of cities in localising global agendas and harnessing the opportunities offered internationally.

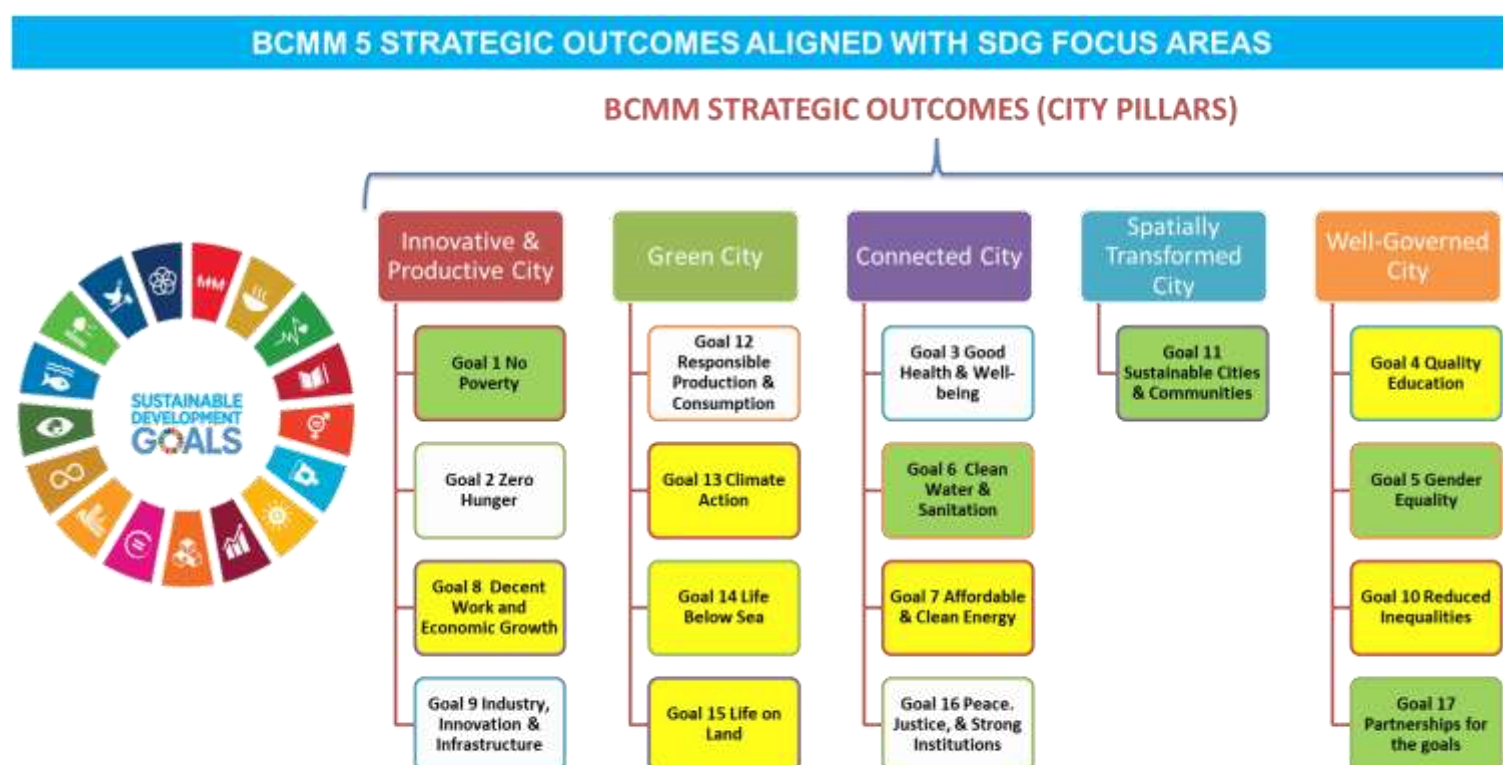
Localising the nationally and internationally agreed development goals is essential for ensuring that these goals reflect local needs, norms, and values, thus guaranteeing that all of society finds them relevant and meaningful.

SA is a signatory to the 2030 Agenda for Sustainable Development and the SDGs and is therefore obliged to honour its international commitments by ensuring that its programmes and strategies align with the SDGs. It must also embrace the principles of the 2030 Agenda, guided by the strategic intent to "Leave No One Behind".



At the international level, SA adopts models and best practices in line with its national priorities and the NDP. To reinforce vertical coherence and complement Voluntary National Reviews (VNRs), Buffalo City Metro Municipality (BCMM) has been working on its Voluntary Local Review (VLR) since September 2023, having been selected by the South African Local Government Association (SALGA) as one of the five (5) metros to participate in the localisation process. The BCMM VLR will feed into the VNR for the country.

BCMM, through its IR programmes, has already been working with the SDGs, as all applications to the Swedish or German programmes must be SDG-aligned. Following the selection by SALGA, the BCMM Core Group has been creating alignments to BCMM's pillars, strategies, and programmes to demonstrate the contribution the Metro is making towards Agenda 2030, although it has not yet been reporting. Therefore, the VLR Baseline Report for BCMM will outline the meaningful contributions the Metro is making towards sustainable development. The first alignment is depicted below in the diagram showing the alignment of the SDGs to the BCMM's five pillars:



**Figure 3: BCMM's Strategic Outcomes Aligned with SDG Focus Areas**

### 3.2 Agenda 2063: The Africa We Want

Agenda 2063 is Africa's blueprint and master plan for transforming the continent into a global powerhouse. It serves as the strategic framework that aims to achieve inclusive and sustainable development, embodying the pan-African drive for unity, self-determination, freedom, progress, and collective prosperity pursued under Pan-Africanism and the African Renaissance. The genesis of Agenda 2063 arose from the realisation by African leaders of the need to refocus and reprioritise Africa's agenda. The previous focus on the struggle against apartheid and the attainment of political independence – which had been the emphasis of the Organisation of African Unity, the precursor to the

African Union (AU) – has shifted towards prioritising inclusive social and economic development, continental and regional integration, democratic governance, and peace and security, among other issues, with the aim of repositioning Africa as a dominant player in the global arena.

Agenda 2063 not only encapsulates Africa’s aspirations for the future but also identifies key flagship programmes that can enhance the continent’s economic growth and development, leading to rapid transformation. Additionally, it outlines key activities to be undertaken in its ten-year implementation plans, ensuring that Agenda 2063 delivers both quantitative and qualitative transformational outcomes for Africa’s people.

### **3.3 Government’s 12 Outcomes**

The National Government has identified 12 outcomes that span all three spheres of government. Achieving these outcomes requires collaboration from all key stakeholders and government spheres. The 12 government outcomes were to be achieved during the period from 2014 to 2019. Although some outcomes may fall outside the competency of local government, municipalities still have a role to play in key outputs to ensure their achievement. The 12 outcomes are as follows:

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

From the above, relevant outcomes of government have been considered during the development of the five-year IDP and its annual reviews, and they will inform the performance plans of each BCMM directorate.

### **3.4 National Outlook**

The national sphere of government develops and promulgates legislation, policies, plans, and strategies that must be implemented by all spheres of government. When developing their own plans and policies, other spheres, particularly local government, must ensure alignment with the national and provincial spheres. Key national and provincial plans include the NDP, National Spatial Development Plan (NSDP), MTSF (2019–2024), Back to Basics, and the 2030 Vision for the EC.



### 3.4.1 National Development Plan

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

*Some of the critical actions required to make the NDP a reality include:*

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

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

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

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

- All municipal and provincial SDFs are to be translated into “spatial contracts that are binding across national, provincial, and local governments”;
- The current planning system should “actively support the development of plans that cross municipal and even provincial boundaries”, particularly to address biodiversity protection, climate change adaptation, tourism, and transportation; and
- Every municipality should have an “explicit spatial restructuring strategy”, which must include the identification of “priority precincts for spatial restructuring”.

Within the context of transforming the spatial structure of the economy and the unsustainable human settlement patterns of the past, the NDP proposes that specific focus areas for intervention should include:

- Responding systematically and sustainably to dysfunctional spatial patterns of settlement that have been entrenched in the past (i.e., it is crucial to break with the previous fragmented and sprawling spatial development);
- Using housing development processes as tools to assist in the restructuring of urban settlements over time;
- Improving planning systems, particularly by strengthening collaborative approaches to development planning and management between different spheres and agencies of government; and

- In this regard, a priority is the progressive development of the capacity of responsible government agencies to administer their functions, including planning.

### 3.4.2 Medium-term Strategic Framework (MTSF) 2019–2024

The NDP 2030, issued in 2012, set out a long-term vision for the country and provides the programme through which SA can advance radical economic transformation via development planning. The MTSF 2014–2019 outlined the plan and outcomes-based monitoring framework for implementing the NDP during the country's fifth democratic administration. The MTSF 2019–2024 details the priorities to be implemented in the sixth administration, as well as the priorities and interventions across SA's national development pillars.

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

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

- Priority 1: A capable, ethical, and developmental state;
- Priority 2: Economic transformation and job creation;
- Priority 3: Education, skills, and health;
- Priority 4: Consolidating the social wage through reliable and quality basic services;
- Priority 5: Spatial integration, human settlements, and local government;
- Priority 6: Social cohesion and safe communities;
- Priority 7: A better Africa and world.

### 3.4.3 National Spatial Development Plan (NSDP)

The objective of the NSDP is to promote informed economic investment profiling to guide regional growth and development planning within a socio-economic framework. It therefore serves as an indicative planning tool for the three spheres of government. An outcome of this economic investment profiling, which involves all spheres of government, is the East London Industrial Development Zone (ELIDZ). The NSDP also informs the SDF of the BCMM.

### 3.4.4 Back to Basics – Serving our Communities Better

BCMM adopted the national and provincial Back to Basics support package on 29 July 2015. The Cooperative Governance and Traditional Affairs (COGTA), through the Presidential Local Government Summit, developed the Back to Basics approach.

It identifies five areas that require focus from local government:

- i. Putting people and their concerns first;
- ii. Supporting the delivery of municipal services at the right quality and standard;

- iii. Promoting good governance, transparency, and accountability;
- iv. Ensuring sound financial management and accounting; and
- v. Building institutional resilience and administrative capability.

*The package sought to achieve the following objectives:*

- i. Address people's concerns about service delivery and ensure immediate and visible improvements.
- ii. Create a functional and responsive municipality.
- iii. Establish a solid foundation for economic growth and job creation in the BCMM.
- iv. Entrench good governance and accountability for performance within the BCMM at both political and administrative levels.
- v. Root out corruption and mismanagement.
- vi. Engage BCMM stakeholders and enlist their support in turning around the Metro's fortunes.
- vii. Improve the state of service provision in communities.
- viii. Stabilise the BCMM's finances and build reserves to sustain a capital investment programme.

*Back to Basics ten-point plan*

- Positive community experiences
- Municipalities receiving disclaimers over five years
- Revenue-enhancement programme
- Appointment of senior managers in municipalities
- Service and infrastructure
- Implementation of forensic reports
- Metropolitan Back to Basics programme
- Strengthening roles of district municipalities
- Spatial regional integration zones/spatial contracts
- Strengthen capacity and role of provincial COGTA departments

### 3.4.5 The Integrated Urban Development Framework (IUDF)

The IUDF represents the government's policy framework for guiding the future growth and management of urban areas. It aims to foster a shared understanding across government and society on the most effective ways to manage urbanisation while advancing economic development, job creation, and improved living conditions for all.

The IUDF responds to and builds on several chapters of the NDP, particularly Chapter 8, which focuses on "Transforming human settlements and the national space economy".

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

- **Spatial Integration:** Forge new spatial patterns across settlement, transport, social, and economic areas;
- **Inclusion and access:** Ensure people have access to social and economic services, opportunities, and choices;
- **Growth:** Harness urban dynamism to drive inclusive, sustainable economic growth and development;
- **Governance:** Strengthen the capacity of the state and its citizens to work together toward achieving spatial and social integration.

The above strategic goals give rise to a series of policy levers, the implementation of which depends on their integration into municipal development planning tools such as the SDF, IDP, and Built Environment Performance Plan (BEPP).

*The nine policy levers include:*

- **Integrated urban planning and management:** The prudent use of land and natural resources to build sustainable communities;
- **Integrated transport and mobility:** The development of efficient urban forms centred around integrated transport, which supports economic and social development;
- **Integrated and sustainable human settlements:** Addressing the legacy of apartheid-era geography by restructuring cities, shifting ownership profiles and choices, and creating more humane, safe living and working conditions;
- **Integrated urban infrastructure:** Developing resource-efficient urban infrastructure that provides for both universal access and more inclusive economic growth;
- **Efficient land governance and management:** Expanding investment in land and property to create inclusive, multi-functional urban spaces;
- **Inclusive economic development:** Fostering dynamic, efficient cities and towns that encourage entrepreneurial activity and innovation, sustain livelihoods, enable economic growth, and generate the tax base needed to sustain and expand public services and amenities;
- **Empowered, active communities:** Nurturing cities and towns with socially and culturally diverse citizens who are actively engaged in civic life;
- **Effective urban governance:** Managing intergovernmental dynamics within the city;
- **Sustainable finances:** Establishing a fiscal framework that recognises the developmental potential and pressures of urban areas, while managing finances effectively and efficiently in order to access the resources and partnerships needed for inclusive urban growth.

### 3.4.6 District/Metro Development Model (DDM)

During his 2019 SONA, The President tasked the sixth administration with developing and implementing a new, integrated, district-based approach to address service delivery challenges. To advance this mandate, the Minister for COGTA announced during her budget speech that the Department would develop and implement a new DDM to tackle the service delivery challenges across the 44 districts and eight metropolitan municipalities.

The DDM aims to dismantle the silos and improve the coherence of planning and implementation across all spheres of government. The challenges intended to be addressed through the DDM include:

- i. Silos at both horizontal and vertical levels;
- ii. Narrowing the distance between the people and government by strengthening coordination roles and capacities at the District/Metro levels;
- iii. Delivering integrated services while enhancing monitoring, evaluation, and impact at district and local levels;
- iv. Ensuring inclusive and gender-oriented mainstream budgets based on the needs and aspirations of the people;
- v. Maximising impact and aligning the resources at our disposal;
- vi. Changing the face of our rural and urban landscapes by ensuring alignment between urban and rural development; and
- vii. Accelerating sustainable development to eradicate poverty, create employment, and improve people's quality of life.

The DDM has been piloted in three municipal areas: OR Tambo District Municipality, eThekweni Metropolitan Municipality, and Waterberg District Municipality, with the intention of rolling it out across all 44 districts and eight metropolitan municipalities in the country. The DDM is anchored in the development of a One Plan for each district and metro. The One Plan is an intergovernmental framework that outlines a 25–30-year long-term strategic approach (consisting of short-term, medium-term, and long-term actions) to guide investment and delivery in relation to each of the 52 district and metropolitan areas. It is critical that the One Plans are jointly developed and agreed upon by all three spheres of government.

### 3.4.7 The South African Economic Reconstruction and Recovery Plan

The SA ERRP has three phases: Engage and Preserve, which includes a comprehensive health response to save lives and curb the spread of the Covid-19 Pandemic; Recovery and Reform, which involves interventions to restore the economy while managing health risks; and, lastly, Reconstruct and Transform, which entails building a sustainable, resilient, and inclusive economy. In terms of the Plan, the following priority interventions will be implemented:

- Aggressive infrastructure investment;
- Employment-orientated strategic localisation, reindustrialisation and export promotion;
- Energy security;
- Support for tourism recovery and growth;
- Gender equality and economic inclusion of women and youth;
- Green economy interventions;
- Strengthening food security;
- Mass public employment interventions;

- Strengthening food security; and
- Macro-economic interventions.

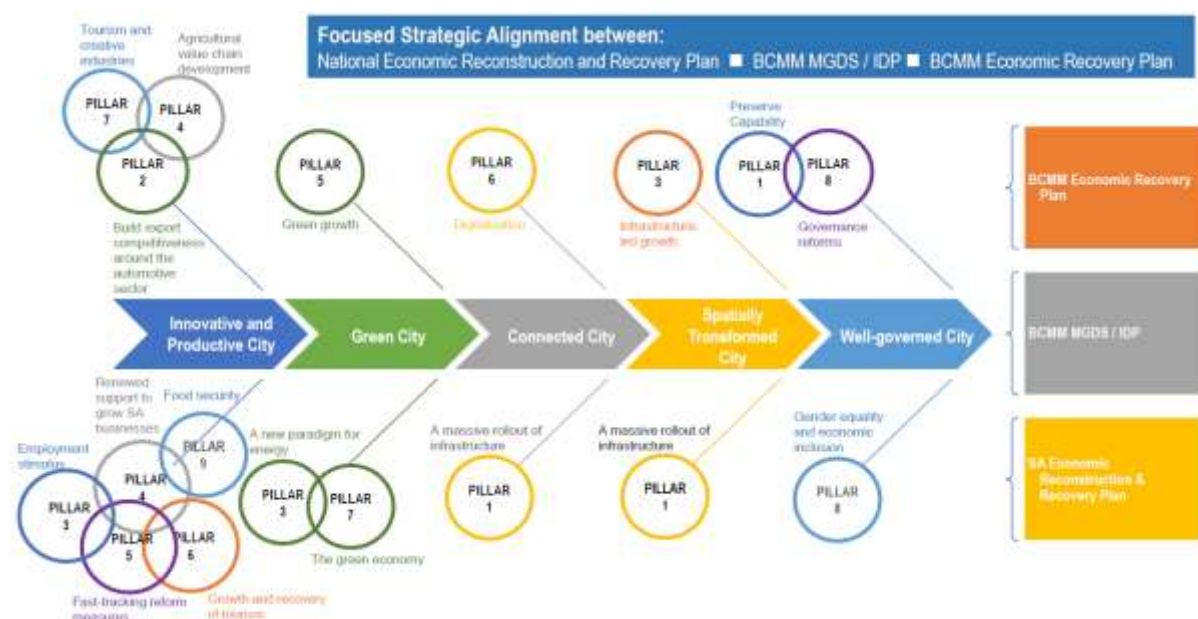
Metros are expected to develop ERRPs to ignite economic recovery, driven by Executive Mayors. Line departments and ministries will be responsible for implementing programmes relevant to their respective areas. This work will be coordinated by the Presidential Advisory Technical Team and the National Treasury's Operation Vulindlela, with a centralised capacity in the Presidency to drive and coordinate implementation. The DDM will underpin the implementation of all programmes identified in the Plans.

The implementation and its impact will be evaluated annually, and where necessary, adjustments will be made in pursuit of the NDP: Vision 2030, which aims to:

- Grow the economy at a rate of 5,4%;
- Reduce the unemployment rate to 6%;
- Increase investment as a share of GDP to 30%;
- Reduce inequality as measured by the Gini coefficient to 0,60; and
- Total eradication of poverty.

It is important to ensure seamless integration between the NDP, the SA ERRP, BCMM's long-term strategy, IDP, SDF, and the BCMM Economic Recovery Plan.

The Figure below provides a graphic illustration of the high-level alignment between the National ERRP, the BCMM MGDS, IDP, and the BCMM Economic Recovery and Investment Plan:



**Figure 4: BCMM alignment with SA ERRP**

### 3.4.8 The MTDP (Medium-Term Development Plan) 2024-2029

The **MTDP 2024–2029** focuses on three key priorities: inclusive growth and job creation; reducing poverty and tackling the high cost of living; and building a capable, ethical, and developmental state.

- Here is a more detailed breakdown of the MTDP priorities:
  - **Inclusive Growth and Job Creation:**  
The MTDP aims to drive economic growth that benefits all South Africans, focusing on job creation and improving livelihoods.
  - **Reduce Poverty and Tackle the High Cost of Living:**  
The MTDP addresses the challenges of poverty and rising living costs by implementing policies aimed at improving access to basic services, reducing inequality, and promoting economic opportunities.
  - **Build a Capable, Ethical, and Developmental State:**  
The MTDP emphasises the importance of a strong and effective government that can deliver on its promises while promoting good governance, accountability, and transparency.
- Other Key Areas:
  - **Industrialisation and Localisation:**  
The MTDP recognises the importance of local manufacturing and promotes localisation through government procurement and public-private partnerships.
  - **Infrastructure Development:**  
The MTDP emphasises the need for investment in infrastructure to support economic growth and development.
  - **Education and Skills Development:**  
Investing in quality education and skills development is crucial for creating a skilled workforce and promoting economic growth.
  - **Health Care:**  
The plan aims to improve access to quality healthcare services for all South Africans.
  - **Social Protection:**  
The MTDP focuses on strengthening social safety nets to protect vulnerable populations.
  - **Combating Crime and Corruption:**  
The MTDP addresses the challenges of crime and corruption by strengthening law enforcement agencies and promoting good governance.

## 3.5 Provincial Strategic Agenda

### 3.5.1 Provincial Perspective: 2030 Vision for the Eastern Cape

Aligned with the NDP, the EC province's 2030 Vision seeks to offer innovative responses to the province's challenges. A sustainable future for the EC province depends on people-centred development to achieve the following interconnected goals:



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

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

### 3.5.2 The Eastern Cape Provincial Municipal Infrastructure Grants Risk Adjusted Strategy Framework (PMIG – RAS –FW)

The **Risk Adjusted Strategy (RAS)** has been developed in recognition that similar government-implemented initiatives, such as the Balanced Scorecard Performance Management System, have failed to deliver results; instead, most municipalities have remained in a state of decay, particularly regarding service delivery.

There is no clear accountability mechanism for Mayors/Executive Mayors to effectively exercise oversight. As a result, poor service delivery, frequent community protests, and widespread consumer dissatisfaction have become the norm. The RAS addresses this gap by introducing a set of non-negotiables – simple, practical actions that, when implemented, can deliver major impact without requiring additional budget allocation.

The non-negotiables make service delivery an overarching focal point as a basis for the existence of municipalities. They aim to consolidate all the deliverables in a clear, simple, and practical way in order to strengthen oversight.

Transformation is a form of change in a revolution, but its intention is to be systematic in introducing changes. As a necessary condition in a country faced with a past historical background, it requires a mindset of change agents who understand that we maintain what is working as we change others.

RAS, therefore, presents transformative change that requires a deep understanding of governance, economics, risks, planning, and the development of systems.

Municipalities are expected to implement all the aspects of the non-negotiables relevant to their functions without fail.

All the tasks outlined in the non-negotiables represent the KPAs of departments in the Municipality and therefore must constitute performance agreements (Budget and Treasury Office [BTO], Supply Chain Management [SCM], Technical Services, and the Councils).

The MM is the Chief Implementer of the programme, and this implementation must be cascaded down to the General Worker, who must be trained to understand the rationale.

No municipality must consistently perform poorly if the non-negotiable programme is implemented. Any non-compliance with the required standards must be recorded and reasons explained.

The Mayor is the Chief Oversight Manager of the holistic implementation of the non-negotiable programme in his/her municipality. Implementation reports must be submitted to COGTA monthly and to Council quarterly.

### 3.6 Local Informants

#### 3.6.1 Community Needs and Priorities

In developing its IDP, BCMM takes its lead from residents and the broader public of the Metro, who participate in various public consultation processes and programmes, such as the annual Mayoral Imbizo and IDP/Budget Roadshow. Through these engagements, residents can define and shape their needs and priorities, which must be considered during planning and budgeting. BCMM aims to address identified needs and priorities through the 2021/26 IDP and Budget, which are revised annually.

In terms of Section 23(2) of the MFMA (No. 56 of 2003), **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.

#### MAYORAL IMBIZOS

Communities participated in the review of the IDP through the following platforms, which were also created to provide feedback on previous issues raised in their respective wards:

- Six Pre-Mayoral Imbizo Sessions were held with Ward Councillors to interrogate and refine the Ward Priorities Feedback Reports to communities.
- This was followed by Four Executive Mayoral Imbizos to provide feedback on previous priorities raised by stakeholders and listen to service delivery and development needs.



## IDP/BUDGET ROADSHOWS

Key issues that were raised by communities were accommodated in the budget prioritisation process, following the Mayoral Imbizos. The reflection of those priorities was demonstrated at the IDP/Budget Roadshows as part of the consultation on the Draft Revised IDP and MTREF Budget in the following manner:

- The metro considered Ward Priorities, Mayoral Imbizo issues and matters raised by communities on other public participation platforms in determining Budget Priorities.
- At four IDP and Budget Roadshows held between 7 and 12 May 2025 the metro presented the draft Revised IDP and MTREF Budget, supplementary to the required notifications in the print media and official website of the city for comments.
- Council considered all comments made by the public before adoption of the Final IDP and MTREF Budget.



RESIDENTS PARTICIPATING IN MIDLAND IDP/BUDGET ROADSHOW, MDANTSANE

The **TOP FIVE** development and service delivery priorities identified by residents of Buffalo City during the IDP Review are:

1. **Municipal Roads & Transport Infrastructure** – Rural residents are very concerned about the condition of rural access roads and the overall maintenance of roads across the city.
2. **Public Amenities** – Communities, especially those in more rural settings, have requested more community halls, libraries, youth centres, clinics, satellite police stations, sports fields, and other public amenities that will improve their quality of life and ensure better universal access to services from all three spheres of government.
3. **Housing** – We are actively building and developing human settlements across the wards of the Midlands Region. However, we face challenges with the illegal invasion of incomplete housing units. Fortunately, we receive assistance from the law enforcement unit to remove individuals who unlawfully occupy houses that do not belong to them.
4. **Electricity** – Here, the main requests centre around the electrification of informal settlements and lighting in ESKOM-supplied areas.
5. **Parks, Open Spaces, Cemeteries** – These issues are commonly associated with other social ills that our communities are combating, particularly criminal activity, drug and substance abuse, vandalism of municipal property, illegal dumping, and other scourges.

#### Transversal / Cross-cutting matters

- Communities and stakeholders have utilised the opportunity to reflect on their needs regarding government services in various spheres (e.g., schools, clinics, police stations) as well as other issues that may be considered to cut across more than one government entity and sphere.
- The Municipality fully embraces the concept of joint intergovernmental planning, as guided by the **DDM** adopted by the Cabinet in 2019.
- Against this backdrop, the Municipality actively participates in the National and Provincial IGR Structures and establishes numerous platforms for joint planning.

The BCMM IGR Unit has disseminated the issues relevant to other organs of state to the appropriate entities for responses and will present a status report at the next Political IGR Forum. Detailed needs and priorities per ward are attached as Annexure C.

#### 3.6.2 Strategic Priorities, Key Levers and Action Plans for 2025/2026 and beyond

It is important to highlight some significant interactions that provided the platform for engagement and joint planning during this IDP review:

- During the period of October 2024 to the first week in February 2025, Executive Mayoral Imbizos to interact with ward communities, listen to needs and concerns, and provide feedback on approved programmes and projects for 2025/26 were held in all four of the functional regions, covering all wards of the Metro.
- The public engagements were followed by five (5) Technical IDP/Budget/PMS Workstreams held during the course of late November 2024 to late January 2025, during which the 2024/25 service delivery KPIs and targets were reviewed, and particular emphasis was placed on strengthening key transversal priorities and functions, as well as intentional alignment of IDP, Budget, Organisational Risks, and the PMS through clear actions.



- A Top Management Technical Strategic Planning session held in mid-February 2025 added depth and cohesion to the plans outlined by the Technical Workstreams at a two-day session where the Administration prepared for the strategic engagements with the Leadership.
- The Mayoral Strategic Planning Session, which followed shortly in early March 2025, brought lucidity and political perspective to these plans over a period of two days.
- Before engaging with the Senior Leadership at an Extended Mayoral Strategic Planning Session for a third day, the Senior Management Team deliberated on the feasibility and administrative readiness to respond to the key issues highlighted by the Mayoral Strategic Planning Session, including the desired outcomes for the short, medium, and long term expressed by the Leadership.
- The last engagement – the Traditional and Councillors’ Strategic Planning Session – provided additional insights, reinforced the key priorities identified during the Mayoral Strategic Planning Session, and resulted in further agreements on prioritisation and implementation measures to ensure full execution of the political mandate. This includes the full support committed by Leadership, recognised as a critical success factor for the Administration’s implementation of the IDP and Budget.
- Provincial and National Government made formal submissions to the Metro, detailing progress made with their implementation of current projects and programmes in the Buffalo City jurisdictional area. These are listed in Section D of the IDP. A Three-Spheres Joint Planning Session took place on 31 March and 1 April 2025 which further strengthened intergovernmental collaboration through the DDM’s institutional arrangements, structures, and operating procedures.

### 3.6.3 BCMM Service Delivery Charter

BCMM developed a Service Delivery Charter to ensure that services are delivered effectively and efficiently while meeting acceptable standards. The Charter enables BCMM communities to understand the level of services they can expect from the Municipality, including basic service delivery norms and standards, as well as response times to emergencies. Buffalo City finalised and adopted its Service Delivery Charter in 2017.

### 3.6.4 Rapid Response Task Team

Another effort by the BCMM to ensure a speedy response to service delivery concerns has been the establishment of the Rapid Response Task Team (RRTT). The *modus operandi* of the RRTT is to deploy teams wherever challenges or early warning signs arise. This Task Team gathers all the necessary facts and directs them to the relevant departments for responses, either in report form or through interventions. In cases where the executive leadership is required to address local communities, leadership is briefed in advance.

### 3.6.5 Metro Growth and Development Strategy

BCMM adopted the MGDS, which is the Vision towards 2030. The MGDS is the primary foundation for BCMM’s future work in partnership to achieve goals and programmes and to encourage business and investment in a common direction. The strategic outcomes for the long-term development of the City are identified in the MGDS.

The MGDS defines the City’s 15-year economic trajectory toward Vision 2030. Its implementation will span three consecutive five-year IDPs, running through to 2030, and it will be subject to structured monitoring and evaluation processes.

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

### 3.6.6 Buffalo City Metropolitan Development Agency

The BCMDA was established in 2004 and incorporated in terms of the Companies Act as a non-profit company (Section 21). Initial funding for its establishment was sourced from the Industrial Development Corporation (IDC), and it undertook various projects, some of which were completed while others were not. The BCMDA Board was dissolved in 2009, and all functions reverted to the City Manager. BCMM embarked on a process to resuscitate the BCMDA, and on 1 February 2015, a new Board of Directors was appointed.

#### i) Approved mandate of the BCMDA

Buffalo City Metropolitan Council (BCMC) approved the following mandate of the BCMDA:

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

#### ii) Powers of the Agency

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

- Conducting regular communications with all stakeholders.
- Launching, managing, and/or monitoring any study necessary to further the objectives of the BCMDA.
- Negotiating, entering into, and administering contracts in support of its objectives.
- Collecting income, raising, receiving, and holding funds, or receiving guarantees from any lawful source for the purposes of the BCMDA, and managing, administering, and disbursing those funds in pursuance of the objects of the BCMDA and for administrative purposes, in accordance with the terms and conditions determined by the BCMDA.
- Conducting and operating any financial assistance, subsidy, or incentive programme necessary to ensure the most advantageous development projects for the Municipality.

A clear BCMDA resuscitation plan is in place, and several key milestones in the plan have already been achieved.

## 4. ALIGNMENT OF STRATEGIC IMPERATIVES

BCMM has made an effort to ensure horizontal alignment with provincial and national plans in the development of the long-term MGDS and the IDP. This alignment can be demonstrated as follows:

**Table 9: Alignment of Strategic Imperatives**

BCMM Strategic Outcomes	12 National Outcomes	Provincial Development Plan (EC Vision 2030)	National Development Plan	Sustainable Development Goals	National Ten- Point Plan
An innovative and productive City	<ul style="list-style-type: none"> <li>Decent employment through inclusive economic growth.</li> <li>A skilled and capable workforce to support inclusive growth.</li> <li>An efficient, competitive, and responsive economic infrastructure network.</li> </ul>	<ul style="list-style-type: none"> <li>A growing, inclusive, and equitable economy.</li> <li>Vibrant and equitably enabled communities.</li> </ul>	<ul style="list-style-type: none"> <li>Unemployment rate should fall from 27% in 2011 to 14% by 2020 and to 6% by 2030.</li> <li>Total employment should rise from 13 million to 24 million.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure access to affordable, reliable, and sustainable economic growth, as well as full and productive employment and decent work for all.</li> </ul>	<ul style="list-style-type: none"> <li>Unlocking the potential of small, medium, and micro enterprises (SMMEs), cooperatives, and township and rural enterprises.</li> <li>Operation Phakisa aimed to grow the ocean economy and other sectors.</li> <li>Encouraging private sector investment.</li> </ul>
A green City	<ul style="list-style-type: none"> <li>Protection and enhancement of environmental assets and natural resources.</li> </ul>	<ul style="list-style-type: none"> <li>A growing, inclusive, and equitable economy.</li> </ul>	<ul style="list-style-type: none"> <li>Achieve the peak, plateau, and decline trajectory for greenhouse gas emissions, with the peak being reached around 2025.</li> <li>By 2030, an economy-wide carbon price should be established.</li> </ul>	<ul style="list-style-type: none"> <li>Take urgent action to combat climate change and its effects.</li> </ul>	<ul style="list-style-type: none"> <li>Resolving the energy challenge.</li> <li>Revitalising agriculture and the agro-processing value chain.</li> </ul>



BCMM Strategic Outcomes	12 National Outcomes	Provincial Development Plan (EC Vision 2030)	National Development Plan	Sustainable Development Goals	National Ten- Point Plan
A well-governed City	<ul style="list-style-type: none"> <li>Improve the quality of basic education.</li> </ul>	<ul style="list-style-type: none"> <li>An educated, empowered, and innovative citizenry.</li> </ul>	<ul style="list-style-type: none"> <li>All children should have at least two years of pre-school education, which implies a need for approximately two million places.</li> <li>About 80% of schools and learners achieve 50% or above in literacy, mathematics, and science in grades three, six, and nine.</li> <li>At least 80% of students should complete 12 years of schooling.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
A well-governed City	<ul style="list-style-type: none"> <li>A development-oriented public service and inclusive citizenship.</li> </ul>	<ul style="list-style-type: none"> <li>An educated, empowered, and innovative citizenry.</li> </ul>	<ul style="list-style-type: none"> <li>A capable and effective state, able to enhance economic opportunities, support the development of capabilities, and intervene to ensure a rising floor of social rights for the poor.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.</li> </ul>	<ul style="list-style-type: none"> <li>Moderating workplace conflict.</li> </ul>
A spatially transformed City	<ul style="list-style-type: none"> <li>Improve health and life expectancy.</li> </ul>	<ul style="list-style-type: none"> <li>A healthy population.</li> </ul>	<ul style="list-style-type: none"> <li>By 2030, life expectancy should reach at least 70 years</li> </ul>	<ul style="list-style-type: none"> <li>Ensure healthy lives and promote well-</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>

BCMM Strategic Outcomes	12 National Outcomes	Provincial Development Plan (EC Vision 2030)	National Development Plan	Sustainable Development Goals	National Ten- Point Plan
			<p>for both men and women.</p> <ul style="list-style-type: none"> <li>The infant mortality rate should decline from 43 to 20 per 1 000 live births, and the under-five mortality rate should be less than 30 per 1 000, down from 104 today.</li> </ul>	<p>being for all at all ages.</p>	
A spatially transformed City	<ul style="list-style-type: none"> <li>Sustainable human settlements and an improved quality of household life.</li> </ul>	<ul style="list-style-type: none"> <li>Vibrant and equitably enabled communities (universal access to social infrastructure).</li> </ul>	<ul style="list-style-type: none"> <li>The proportion of people with access to electricity should rise from 70% in 2010 to 95% by 2030, with no grid options available for the rest.</li> <li>Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure availability and sustainable management of water and sanitation for all.</li> </ul>	<ul style="list-style-type: none"> <li>State reform and strengthening the role of state-owned companies, along with the rollout of ICT infrastructure or broadband, as well as improvements to water, sanitation, and transport infrastructure.</li> </ul>

# SECTION B: BUFFALO CITY METROPOLITAN MUNICIPALITY PROFILE AND ANALYSIS

## 1. EXECUTIVE SUMMARY

The following Statistical Overview Report aims to quantify the economic, demographic, and socio-economic environment of BCMM in the context of its neighbouring regions, the province, and SA. A better understanding of this environment could inform stakeholders in implementing and monitoring plans and policies that will foster a healthy, growing, and inclusive economy and society.

Understanding the changes in the composition of the population with respect to population group, age, and gender is vital in the face of growing pressure on food, energy, water, jobs, and social support for the country's citizens. It is essential to comprehend how total fertility rates, age-specific fertility rates, gender ratios at birth, life expectancies, and international migration affect the respective population groups, ages, and genders for effective spatial planning. The first section of the Statistical Overview Report will aim to disentangle the changes in BCMM demographics in the context of other districts, the province, and SA.

The second section will provide insights into the economic environment of BCMM in relation to other metropolitan municipalities in the region, the province, and SA's performance. This analysis will include the economic contributions of the regions within BCMM. The changing economic environment impacts the ability of the economy to create jobs; therefore, this section will also include an analysis of employment data and related income dynamics in BCMM.

The third component of the Statistical Overview will investigate issues pertaining to the socio-economic environment of residents in BCMM. The analysis will include a review of the Human Development Index (HDI), Gini coefficient, poverty, education, population density, crime, bulk infrastructure, international trade, and tourism indicators relative to those of other districts, the province, and SA.

### 1.1. Buffalo City Metropolitan Municipality in Context

BCMM is situated relatively centrally in the EC province and is surrounded by the Great Kei, Amahlati, Nkonkobe, and Ngqushwa Local Municipalities. Buffalo City is a metropolitan municipality located on the east coast of the EC province, South Africa, bounded to the south-east by the long coastline along the Indian Ocean. It includes the towns of East London, Bhisho, and Qonce (previously known as King William's Town), as well as the large townships of Mdantsane and Zwelitsha.

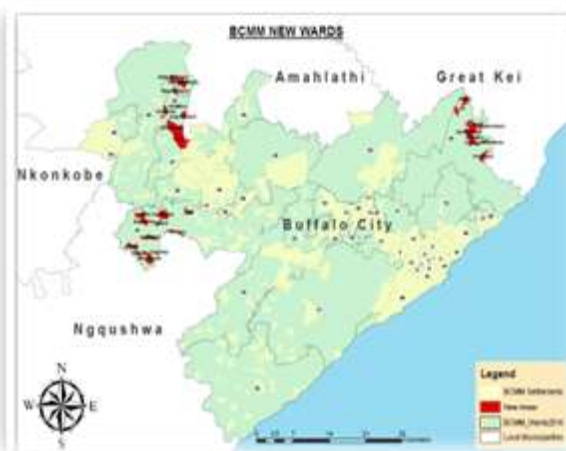
BCMM was established as a local municipality in 2000 following SA's reorganisation of municipal boundaries. It is named after the Buffalo River, at the mouth of which lies SA's only river port. On 18 May 2011, it was separated from the Amathole District Municipality and converted into a metropolitan municipality. The area boasts a well-developed manufacturing sector, with the automotive industry playing a particularly significant role. Daimler AG, through its wholly

owned subsidiary Mercedes-Benz South Africa (MBSA), operates a major assembly plant adjacent to the port of East London, producing a range of vehicles for export.



**Figure 5: BCMM Locality in South Africa**

Source: BCMM GIS UNIT



**Figure 6: New areas (shown in red) recently demarcated to BCMM from Great Kei, Amahlathi and Ngqushwa Local Municipalities**

Source: BCMM GIS UNIT

BCMM comprises significant portions of two Magisterial Districts, as follows:

- East London, including the former Ciskei Magisterial District(s) of Mdantsane.
- Qonce, including the former Ciskei Magisterial District of Zwelitsha.

### **Municipal Demarcation Amendments: Circular 2/2024 (Re-determination of Municipal Boundaries in Respect of Section 21(5) of the Local Government: Municipal Demarcation Act, 1998)**

In terms of Section 21 of the Local Government Municipal Demarcation Act (No. 27 of 1998), the Municipal Demarcation Board has re-determined the municipal boundaries of:

Ngqushwa Local Municipality (EC126), Amathole District Municipality (DC12), and Buffalo City Metropolitan Municipality (BUF) by excluding Nxwashu/Tyip-Tyip village from the municipal areas of Ngqushwa Local Municipality (EC126) and Amathole District Municipality (DC12), and by including it in the municipal area of Buffalo City Metropolitan Municipality (BUF).

Amahlathi Local Municipality (EC124), Amathole District Municipality (DC12), and Buffalo City Metropolitan Municipality (BUF) by excluding eThembeni village from the municipal areas of Amahlathi Local Municipality (EC124) and Amathole District Municipality (DC12), and by including it in the municipal area of Buffalo City Metropolitan Municipality (BUF).

In line with the local government dispensation in South Africa, the BCMM is a Category “A” Municipality. This re-demarcation has a profound impact on the Metro’s planning priorities for the medium to long term. Given that this is a recent development, the Metro is unlikely to conduct a thorough diagnostic analysis to inform the IDP and Budget priorities for the 2024/25 Review.

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

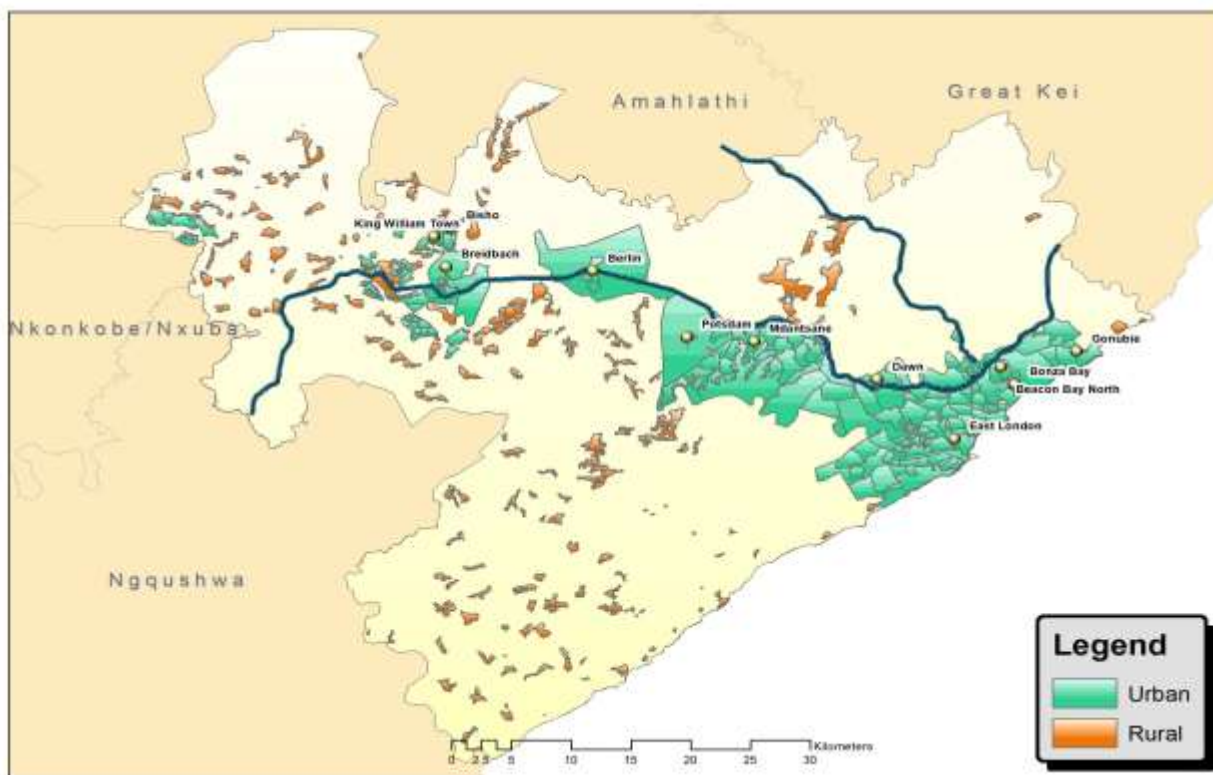
Buffalo City is the key urban centre in the eastern part of the EC. It consists of a corridor of urban areas, stretching from the “port city” of East London in the east, through to Mdantsane, and reaching Dimbaza in the west. Buffalo City’s land area is approximately 2 515 km<sup>2</sup>, with 68 km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

The existing urban areas and settlements in Buffalo City are spatially fragmented, which is a feature of the entire BCMM. This spatial fragmentation creates a negative urban dimension.

In Buffalo City, the following three main identifiable land use and land need patterns are noted:

- Firstly, a general appraisal of land use and settlement patterns within BCMM clearly indicates that the urban settlement pattern is dominated by the East London–Mdantsane–Qonce–Dimbaza urban development axis. This axis dominates the industrial and service sector centres, attracting people from throughout the greater Amathole region in search of work and better access to urban services and facilities. On the urban fringes, there are smaller components such as Gonubie, Berlin, and Potsdam. The south-eastern boundary is restricted by the Indian Ocean. East London serves as the primary node and is the dominant economic hub in the region.
  - The Qonce area and its surroundings are spatially fragmented, with Qonce as the main urban centre. The outlying urban areas include Bhisho, Ginsberg, Zwelitsha, Phakamisa, Breidbach, Ilitha, and Dimbaza. Qonce serves as a secondary node in the Buffalo City region.
  - Qonce functions as a Regional Service Centre and, together with Bhisho, serves as the provincial administrative hub, housing the seat of the Provincial Government of the EC province. Given the dominance of the East London Core Area, the Qonce/Bhisho Regeneration process requires budgetary emphasis to implement the projects identified by the Qonce/Bhisho LSDF.
- The second area comprises non-urban land within the municipal area. This region is characterised by distinctive enclaves, primarily within the former Ciskei, but also notable on the outskirts of East London in Newlands. Here, rural and peri-urban settlements accommodate approximately 20% of the municipal population, with land utilised for both intensive and extensive agricultural purposes. The rural settlements are mainly located in the western and southern parts of Buffalo City.
- The third distinctive land use is commercial farming areas. These areas dominate the north-eastern and south-western (coastal) sectors of the BCMM and are characterised by extensive land use, with some areas employing intensive, irrigation-based farming.

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



Source: BCMM GIS UNIT

**Figure 7: BCMM urban and rural settlements**

## 1.2 Physical characteristics

The physical shape, environmental character, and configuration of the BCMM play an important role in influencing how people choose to reside in the area. This section provides a general overview of the state of the physical environment within BCMM.

## 1.3 Topography

The BCMM area extends from sea level along the coastal belt, rising in a north-westerly direction to a plateau with elevations ranging between 450 and 850 metres above sea level. This plateau stretches from Maclean Town and Berlin to Dimbaza. The highest elevation in the far northwestern part of BCMM is located in the Amathole Mountains, reaching up to 2 100 metres above sea level.

The region's topography is characterised by a series of incised river valleys that run nearly parallel to each other in a south-easterly direction through BCMM, dissecting it at regular intervals. This terrain, which lacks large tracts of flat land, significantly impacts settlement patterns and the cost of providing services within the region.

## 1.4 Geology and Soils

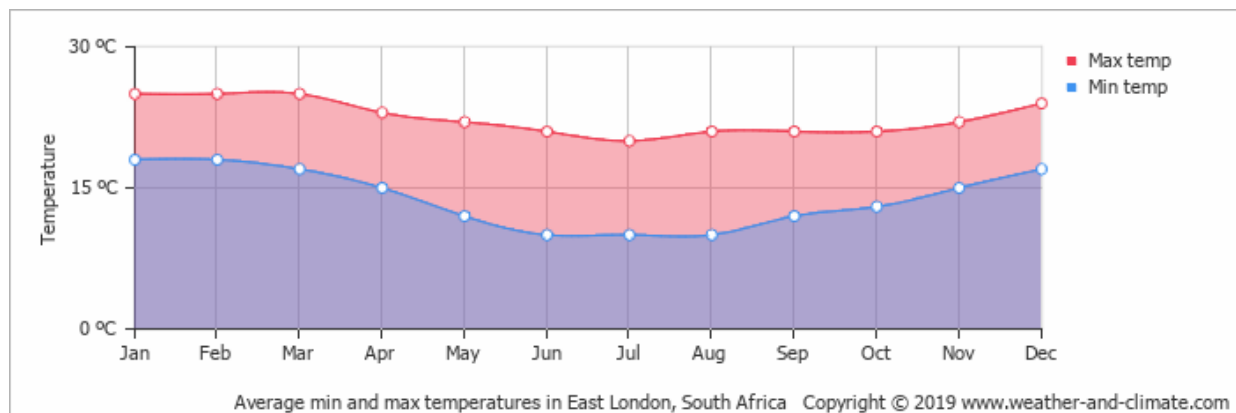
The geological strata of the region are typical of the Karoo system, consisting mainly of mudstone and sandstone intruded by dolerite dykes and sills. Generally, the dolerite dykes trend from east to west. Much of the geology is of marine origin, contributing to the high salinity of the groundwater in the area. The soils are typically moderate to deep clayey loams, and the erodibility index of the soils in the region is recorded as medium to low.

## 1.5 Climate

The climate of BCMM is moderate for most of the year, but there are hot spells from December to February, particularly in the inland areas. Although the region receives rainfall throughout the year, it is primarily a summer rainfall region, with June and July generally being the driest months.

### Sunshine Coast

The Sunshine Coast is a scenic coastal route stretching between St Francis Bay and East London in South Africa's EC province. The region enjoys a subtropical climate, with average winter daytime temperatures around 21°C and summer daytime temperatures averaging 28°C, often rising into the mid-30s. Sea temperatures range between 14°C and 24°C throughout the year. In summer, shorts and T-shirts are typical attire, while in winter, jeans and sweaters are more suitable.



**Figure 8: BCMM weather averages 2019**

## 1.6 Drainage System

BCMM has ten major river systems. Of these, nine are considered endangered, while the Buffalo River system is regarded as vulnerable (South African National Biodiversity Institute [SANBI], 2004). In terms of aquatic systems, the National Wetlands Inventory identifies a total of 2 064 wetland areas. The groundwater potential in the region is generally poor, resulting in low borehole yields (typically below 2 l/s) and high salinity levels. The north-western portion of the region, particularly the Peelton villages, has greater groundwater potential, which decreases in a south-easterly direction towards the coast.



## 1.7 Vegetation

BCMM encompasses a diverse range of vegetation types across its 252 577.5-hectare area. These vegetation types play an important role in shaping community livelihoods, as they determine the land's carrying capacity for livestock. The availability and scarcity of vegetation also influence land-use decisions, helping to determine whether areas are better suited for crop production or livestock farming.

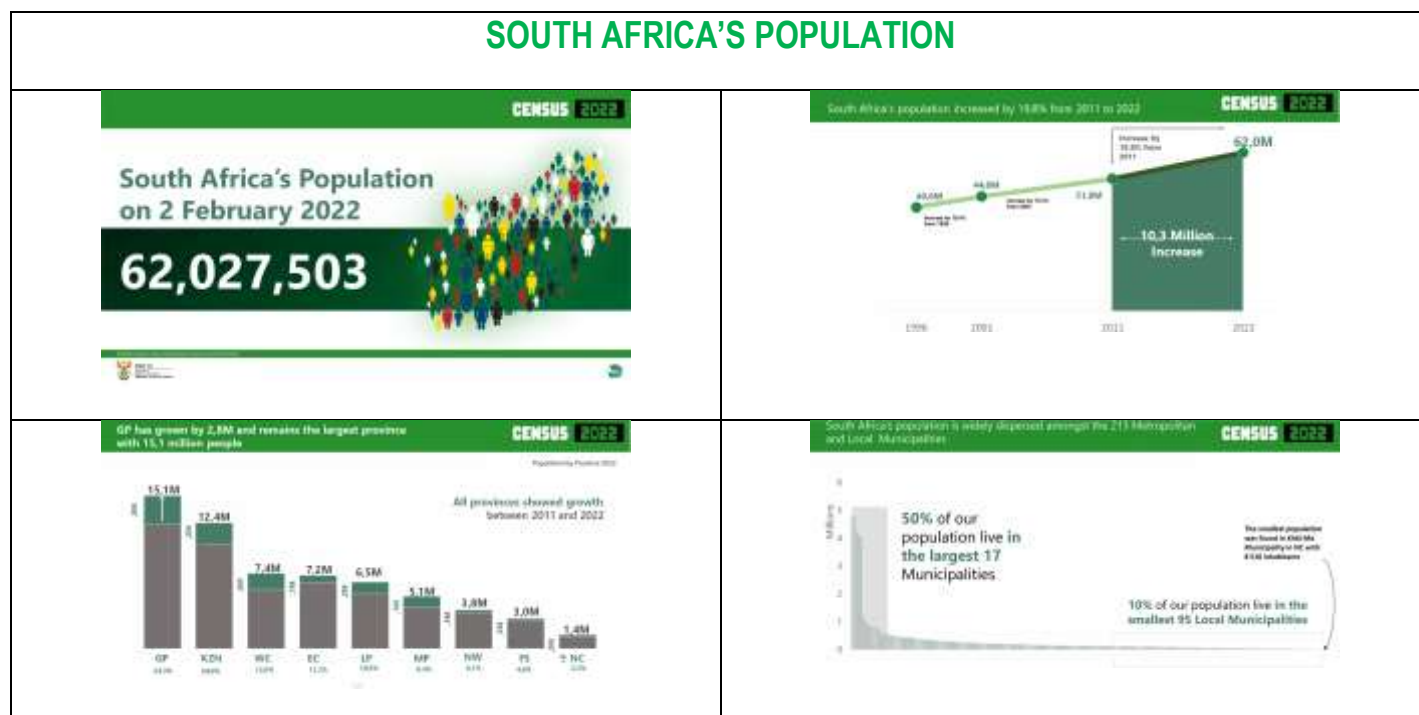
Four biomes are represented in BCMM: Albany Thicket (66.82%), Savanna (29.24%), Forest (2.73%), and Grassland (1.14%). Within these biomes, 12 vegetation types have been classified by Mucina and Rutherford (2006). It is estimated that 26.8% of the area has no remaining natural habitat. SANBI identifies no critically endangered or vulnerable terrestrial ecosystems within the Municipality.

## 2. POPULATION TRENDS AND PROFILE

Demographics, or population characteristics, involve the analysis of the population of a region. The distributions of values within demographic variables and across households, as well as trends over time, are of interest. This section provides an overview of the demography of BCMM, its neighbouring regions, the EC province, and SA as a whole.

### 2.1 Total Population

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



## EASTERN CAPE POPULATION

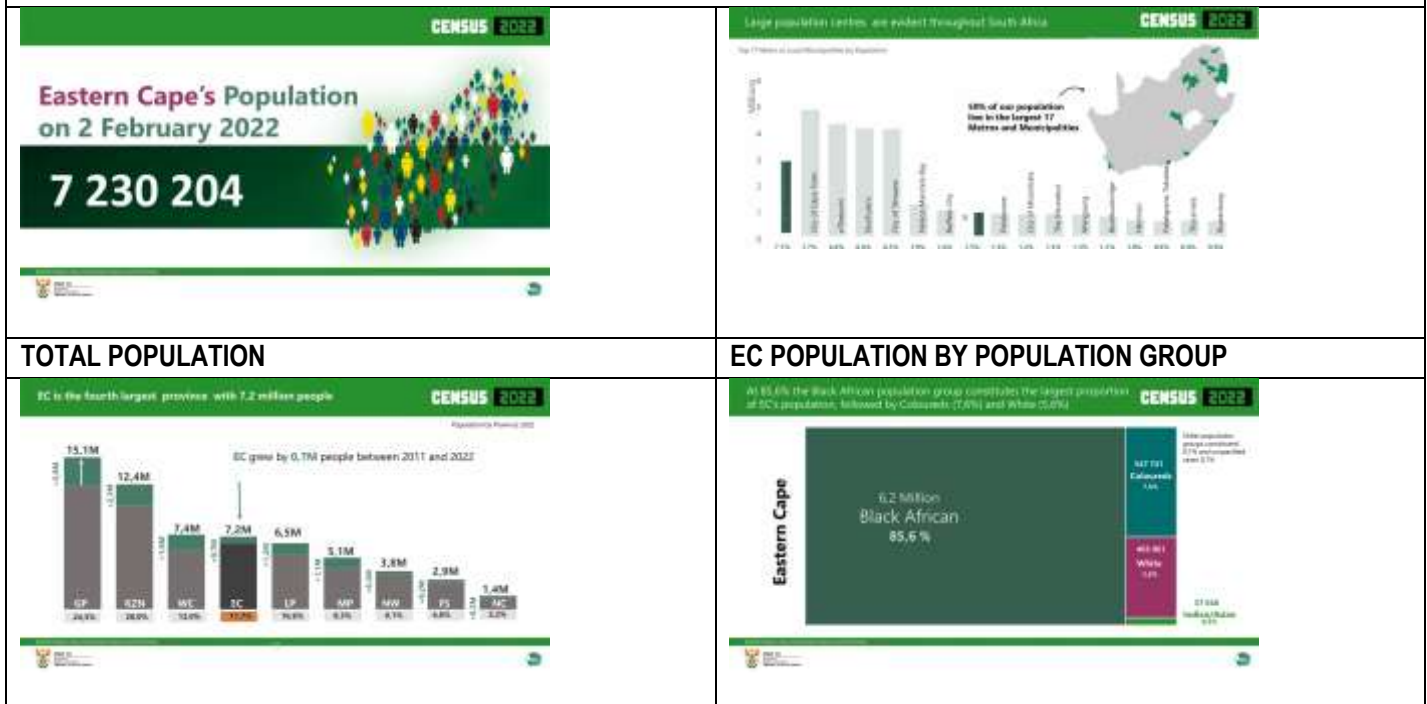


Figure 9: South Africa and Eastern Cape Population (StatsSA, 2022)

## BUFFALO CITY METROPOLITAN MUNICIPALITY: SOUTH AFRICA'S 7<sup>th</sup> LARGEST POPULATION CENTRE

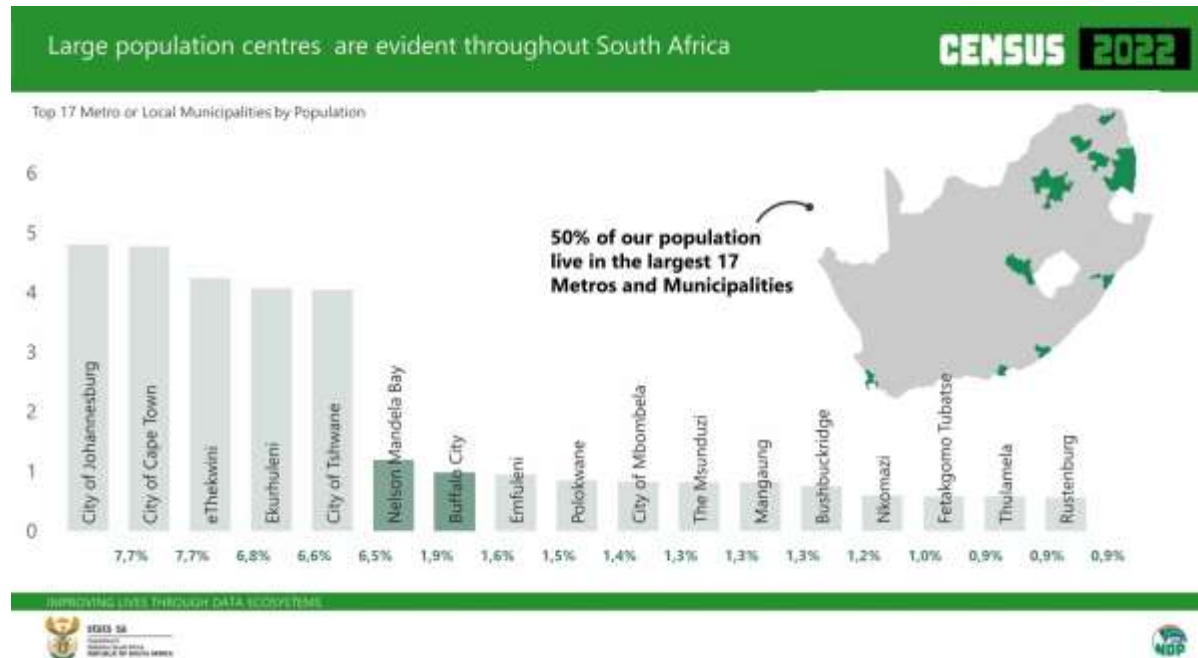


Figure 10: Large population centres in SA (StatsSA, 2022)

Buffalo City is home to **1,6%** of the country's population currently residing in the ten largest population centres, making it the seventh largest population centre. Buffalo City grew by **193 402** people, reflecting a **24,7%** increase from 2011 to 2022.



Figure 11: Buffalo City's Total Population (StatsSA, 2022)

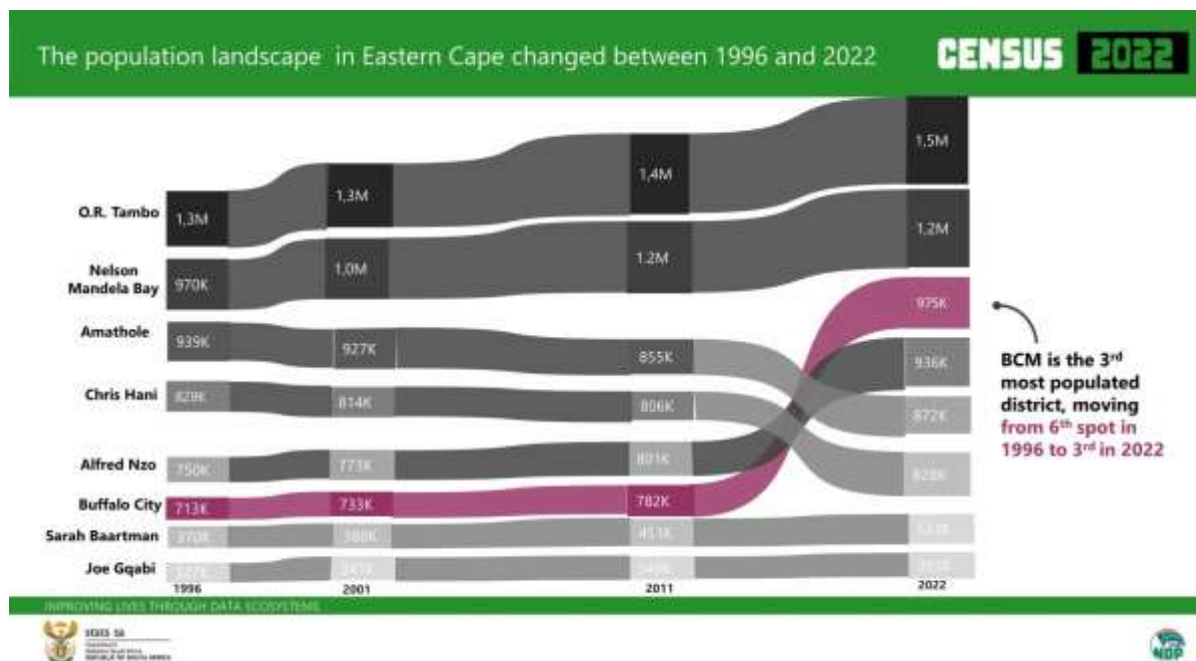


Figure 12: Population landscape 1996-2022 (StatsSA, 2022)

- Buffalo City was the 3<sup>rd</sup> most populated district in the Eastern Cape Province in 2022, according to official census data, moving up from 6<sup>th</sup> position in 1996.

According to South Africa Regional eXplorer, BCMM's estimated population for 2023 and 2024 was 898 000 and 910 000 respectively (S&P Global, 2025).

## 2.1 Population Projections

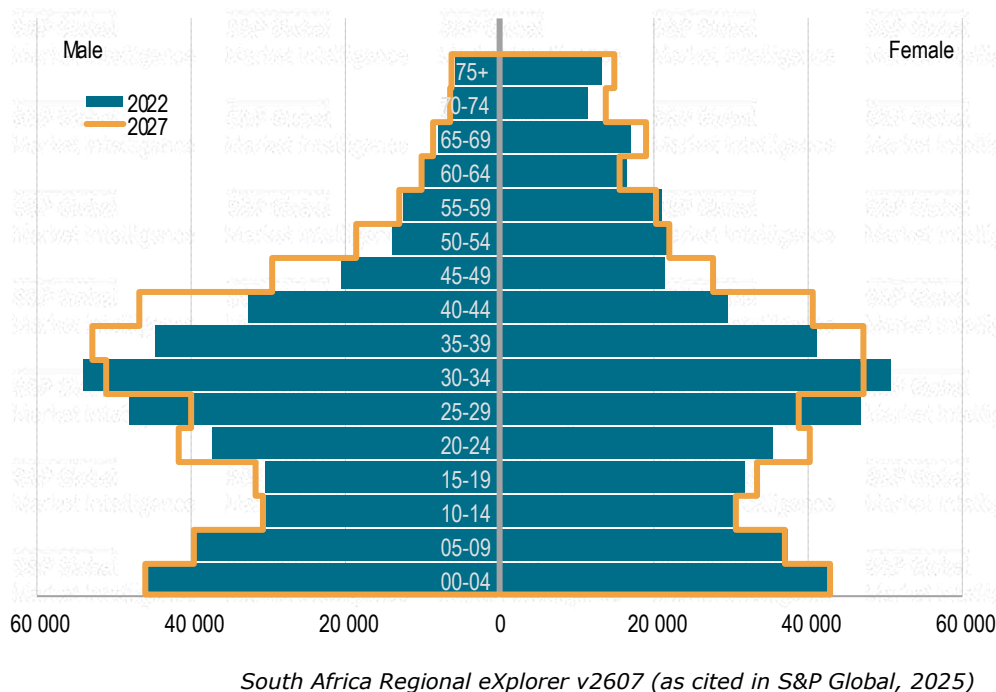
Based on the 2024 age-gender structure as well as fertility, mortality and migration rates, Buffalo City's population is projected to grow at an average annual rate of 1.0%; that is, from 910 000 in 2024 to 955 000 in 2029.

**Table 10: Population projections - Buffalo City, Eastern Cape and National Total, 2024-2029**

	Buffalo City	Eastern Cape	National Total	Buffalo City as % of province	Buffalo City as % of national
2024	910,000	7,330,000	64,100,000	12.4%	1.42%
2025	919,000	7,400,000	64,900,000	12.4%	1.42%
2026	929,000	7,470,000	65,700,000	12.4%	1.41%
2027	938,000	7,530,000	66,500,000	12.5%	1.41%
2028	947,000	7,600,000	67,300,000	12.5%	1.41%
2029	955,000	7,670,000	68,000,000	12.5%	1.40%

Source: South Africa Regional eXplorer v2607 (as cited in S&P Global, 2025)

The population projection of Buffalo City Metropolitan Municipality shows an estimated average annual growth rate of 1.0% between 2024 and 2029. The average annual growth rate in the population over the forecast period for Eastern Cape Province and South Africa is 0.9% and 1.2% respectively. The Eastern Cape Province is estimated to have average growth rate of 0.9% which is lower than the Buffalo City Metropolitan Municipality. South Africa as a whole is estimated to have an average annual growth rate of 1.2%, which is higher than that of Buffalo City's growth rate.



**Figure 13: Population pyramid - Buffalo City Metropolitan Municipality, 2024 vs. 2029 [Percentage]**

The population pyramid reflects a projected change in the structure of the population from 2024 to 2029. The differences can be explained as follows:

- In 2024, there is a slightly larger share of young working-age people between 20 and 34 (25.8%), compared to what is estimated for 2029 (25.6%). This age category will decrease over time.
- The fertility rate in 2029 is estimated to be slightly higher than in 2024.
- The share of children between the ages of 0 to 14 years is projected to be significantly smaller (24.5%) in 2029 when compared to 2024 (26.3%).

In 2024, the female population for the 20 to 34 years age group amounts to 13.2% of the total female population while the male population group for the same age amounts to 12.5% of the total male population. In 2029, the male working age population at 12.7% does not exceed that of the female population working age population at 12.8%, although both are at a lower level compared to 2024.

## 2.2 Population by Population Group, Gender and Age

The total population of a region is the number of people within that region measured at the middle of the year. Total population can be categorised according to population group, as well as sub-categories of age and gender. The population groups include African, White, Coloured, and Asian, with the Asian group encompassing all individuals originating from Asia, India, and China. The age subcategory divides the population into 5-year cohorts, e.g., 0-4, 5-9, 10-14, etc.

At 84,7% the Black African population group constitutes the largest proportion of BCM's population, followed by White (8,4%) and Coloured (5,2%)

**CENSUS 2022**



IMPROVING LIVES THROUGH DATA ECOSYSTEMS

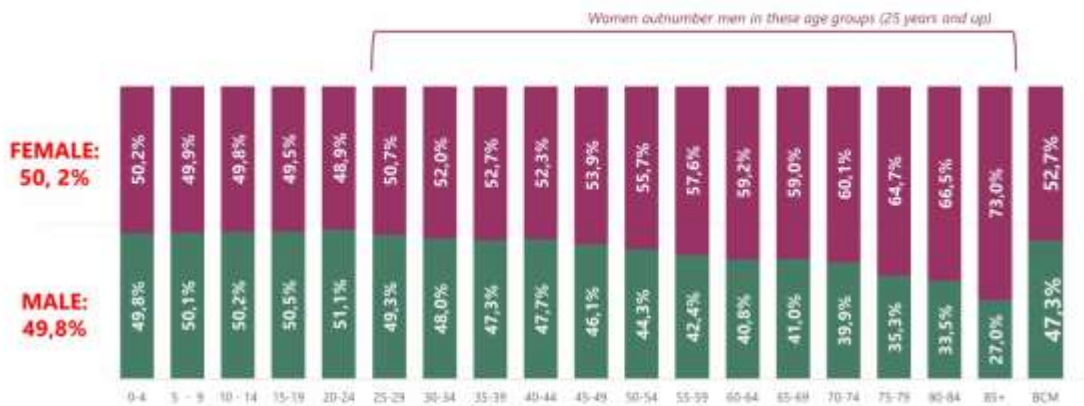


Figure 14: Population by population group (StatsSA, 2022)

BCM Population in 5-year age groups and sex, Census 2022

**CENSUS 2022**

Population by 5-year age groups and sex in the BCM, Census 2022



IMPROVING LIVES THROUGH DATA ECOSYSTEMS



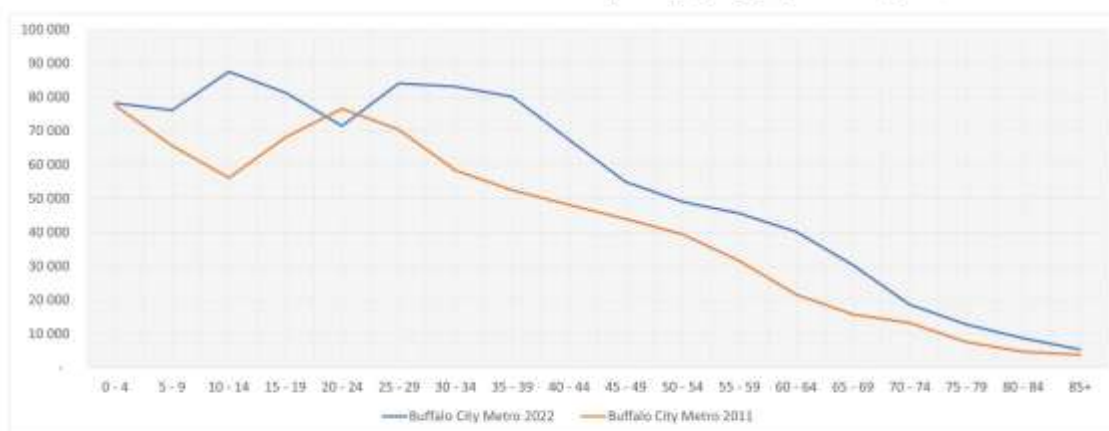
Figure 15: BCMM Population in 5-year age groups and sex (StatsSA, 2022)



The results show a dip in the younger ages, especially 10 to 24 years.

**CENSUS 2022**

Population by 5-year age groups in Buffalo City Metro, Census 2011 and 2022



**Figure 16: Population by 5-year age group in BCMM (StatsSA, 2011; 2022)**

**Table 11: Population by gender – Buffalo City and the rest of Eastern Cape Province, 2024**

	Male	Female	Total
Buffalo City	431,380	478,178	909,559
Nelson Mandela Bay	630,310	692,473	1,322,783
Sarah Baartman	226,921	266,348	493,269
Amatole	398,434	458,137	856,570
Chris Hani	380,888	433,596	814,483
Joe Gqabi	181,996	211,517	393,513
O.R.Tambo	738,580	869,408	1,607,988
Alfred Nzo	421,187	507,724	928,911
<b>Eastern Cape</b>	<b>3,409,696</b>	<b>3,917,380</b>	<b>7,327,077</b>

Source: South Africa Regional eXplorer v2607 (as cited in S&P Global, 2025)

In 2024, Buffalo City Metropolitan Municipality's estimated male/female split in population was 90.2 males per 100 females. The Municipality had significantly more females (52.57%) than males, when compared to a typical stable population. This is most probably an area with high male out migration associated with work search. In total there were 478 000 (52.57%) females and 431 000 (47.43%) males. This is different from the Eastern Cape Province as a whole, where the female population was 3.92 million, which constitutes 53.46% of the total population of 7.33 million.



**Table 12: Population by population group, gender and age - Buffalo City Metropolitan Municipality, 2024**

C	African		White		Coloured		Asian	
	Female	Male	Female	Male	Female	Male	Female	Male
00-04	44,600	46,600	1,040	896	2,000	2,030	105	157
05-09	36,100	37,100	1,070	1,180	1,870	1,920	228	246
10-14	27,800	27,300	1,180	1,280	1,930	1,880	290	263
15-19	30,000	27,400	1,180	1,070	2,080	1,830	185	190
20-24	31,200	30,000	1,050	815	1,630	1,600	190	148
25-29	35,500	32,900	1,540	1,120	1,720	1,530	330	215
30-34	44,200	42,500	1,230	1,190	1,510	1,450	436	422
35-39	44,000	50,600	1,530	1,750	2,130	2,280	539	431
40-44	32,000	35,300	1,730	1,630	2,050	1,830	463	528
45-49	18,800	17,900	1,650	1,630	1,400	1,580	396	350
50-54	18,100	9,680	1,960	1,940	1,190	1,470	366	316
55-59	16,700	7,050	1,690	1,780	1,390	1,190	266	251
60-64	12,300	5,610	1,490	1,520	1,240	989	213	214
65-69	14,900	5,140	1,370	1,170	951	765	165	170
70-74	10,400	4,280	1,250	959	794	585	165	172
75+	8,100	2,710	3,300	1,690	730	400	202	140
<b>Total</b>	<b>425,000</b>	<b>382,000</b>	<b>24,300</b>	<b>21,600</b>	<b>24,600</b>	<b>23,300</b>	<b>4,540</b>	<b>4,210</b>

Source: South Africa Regional eXplorer v2607 (as cited in S&P Global, 2025)

In 2024, BCMM's population consisted of 88.72% African (807 000), 5.05% White (45 900), 5.27% Coloured (48 000) and 0.96% Asian (8 750).

The largest share of population is within the young working age (25-44 years) category with a total of 347 000 (38.1% of the total population). The 0-14 years age category was the second largest (26.3%), followed by the older working age (45-64 years) category with 133 000 people. People aged 65 years and above made up the smallest category, with a population of 60 600, according to the South Africa Regional eXplorer v2607 (S&P Global, 2025).

## 2.3 Migration

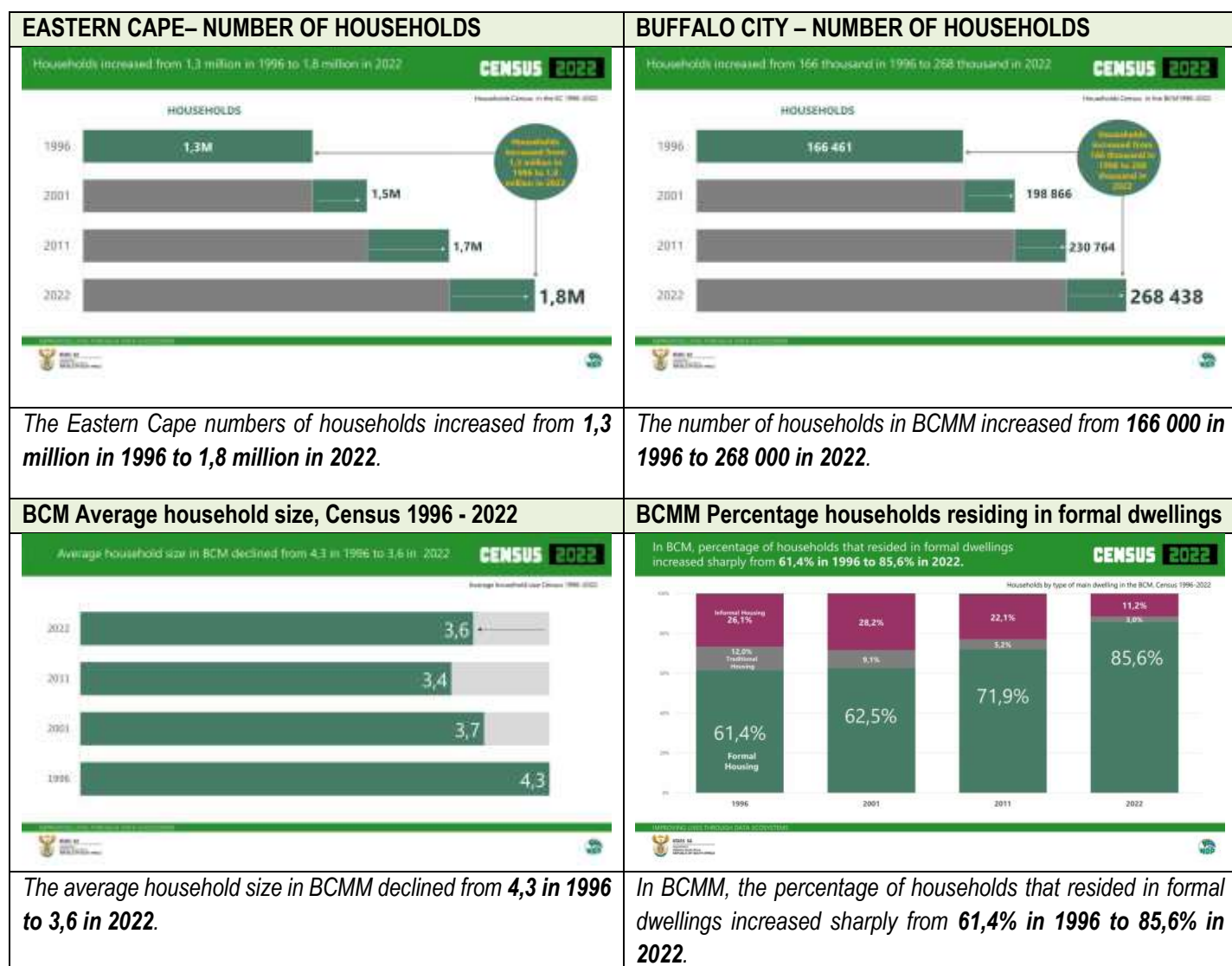


Figure 17: Interprovincial migration during 2011 to 2022 (StatsSA, 2011; 2022)

The strongest migration flows from the EC are to the Western Cape.

## 2.4 Number of Households

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



**Figure 18: Number of households**

If the number of households is growing at a faster rate than that of the population it means that the average household size is decreasing, and vice versa. According to 2022 national census figures, there were 268 438 households in BCM (see figure above). This equates to an average annual growth rate of 1.56% in the number of households from 2012 to 2022. With an average annual growth rate of 1.20% in the total population, the average household size in the municipality is by implication decreasing. This is confirmed by the data where the average household size in 2012 decreased from approximately 3.5 individuals per household to 3.4 persons per household in 2022.

**Table 13: Number of households - Buffalo City, EC, and National Total, 2012-2022 [Number percentage]**

Buffalo City		Eastern Cape	National Total	Buffalo City as % of province	Buffalo City as % of national
2012	231 000	1 730 000	14 600 000	13,3%	1,57%
2022	269 000	1 980 000	17 200 000	13,6%	1,56%
Average Annual growth					
2012–2022	<u>1,56%</u>	<u>1,33%</u>	<u>1,62%</u>		

Source: South Africa Regional eXplorer v2443.

Relative to the province, the BCMM had a higher average annual growth rate of 1,56% from 2012 to 2022. In contrast, SA had a total of 17,2 million households, with a growth rate of 1,62%, thus growing at a higher rate than Buffalo City.

In the same vein, if the 2011 and 2022 census data were to be the bases for the calculation, with the number of households in 2011 being 230 764, the average annual growth rate in the number of households between the two censuses would be 1.39%. From its dataset, the South Africa Regional eXplorer v.2607 estimates the annual average household growth rate to be 1.76% in 2024 (S&P Global, 2025). It also estimates a decreased average household size from approximately 3.6 individuals per household in 2014 to 3.4 persons per household in 2024.

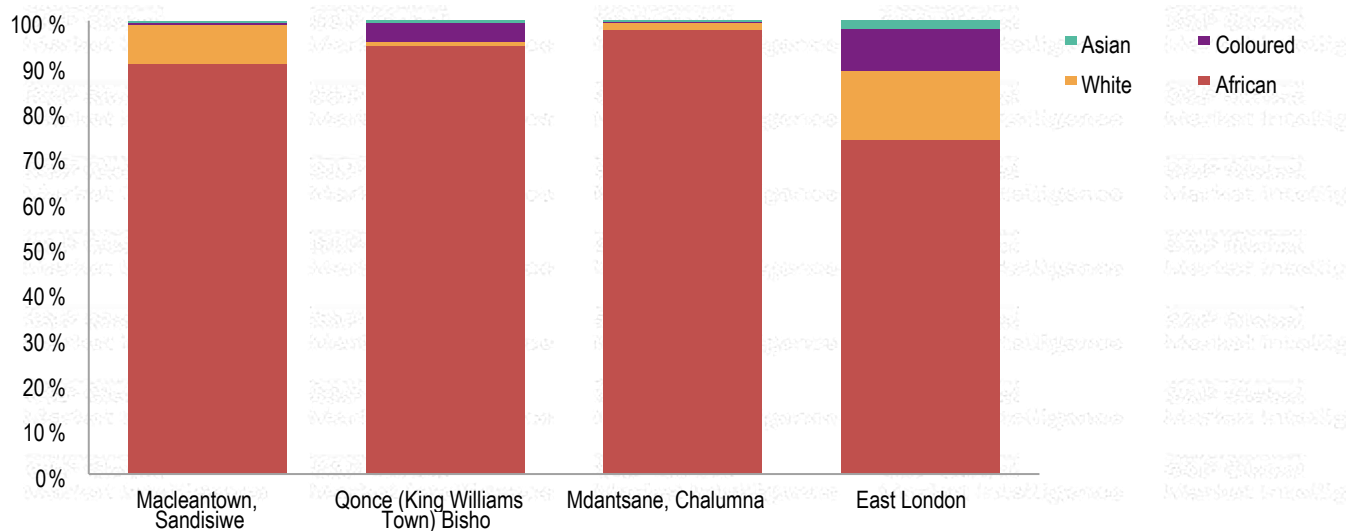
## 2.5 Number of Households by population group

To categorise a household according to population group, the population group to which the head of the household belongs is used.

The composition of households by population group consists of 86,8% ascribed to the African population group, which has the largest number of households. The White population group accounts for 7,4% (ranking second), while the Coloured population group comprises 4,8% of the total households.

The smallest population group by households is the Asian population group, with only 1,0% in 2022.

The growth in the number of African-headed households averaged 1,77% per annum between 2012 and 2022, resulting in an increase of 37 500 households during this period. Although the Asian population group is not the largest, it was the fastest-growing group between 2012 and 2022, with a growth rate of 2,75%. The average annual growth rate in the number of households for all the other population groups has increased by 1,55%.



**Figure 19: Number of households by population group - Sub-metro regions of BCMM, 2022 [percentage]**

Source: South Africa Regional eXplorer v2443.

Available estimates for 2024 show that the African proportion of the total number of households was 88.3%, White proportion (6.2%), Coloured (4.5%), and Asian (1.1%) (South Africa Regional eXplorer v2607, S&P Global, 2025). In the ten years between 2014 and 2024, the eXplorer further estimates that the growth in the number of African headed households was on average 2.04% per annum, which translates in the number of households increasing by 42 900 in the period. Although the Asian population group is not the biggest in size, it was, however, the fastest growing population group between 2014 and 2024 at 3.35%. The average annual growth rate in the number of households for all the other population groups during that decade increased with 1.75%.

## 2.6 Poverty

South Africa is known as one of the most unequal countries in the world, reporting a per capita expenditure Gini coefficient of 0,67 in 2006, which dropped to 0,65 in 2015, according to the Inequality Trends in South Africa report released by StatsSA. According to the Palma ratio, the top 10% of the population spent 8,6 times more than the bottom 40% in 2006; this ratio reduced to 7,9 in 2015. These figures indicate that overall inequality, measured at a national level, has declined between 2006 and 2015.

According to data from StatsSA (2023), the country's unemployment rate rose to 32,9% of the labour force in the first quarter of 2023, up from 32,7%.

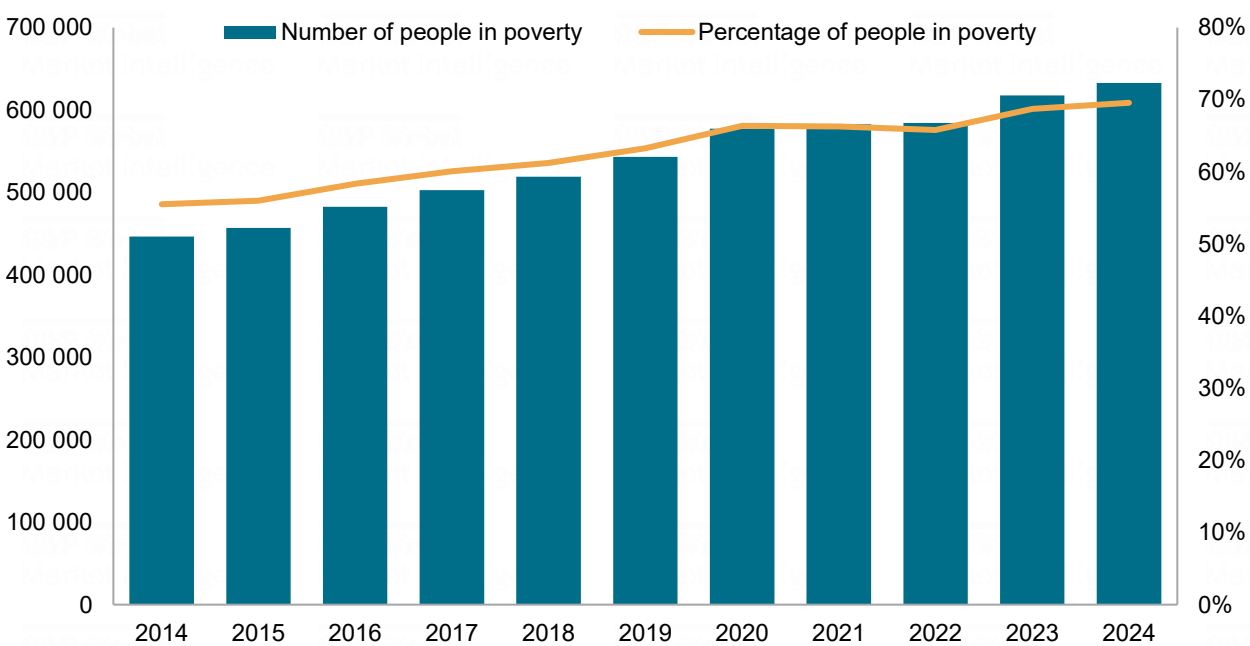
The number of employed workers increased by 258 000 to 16.2 million in the first quarter of 2023 compared with the fourth quarter of 2022. However, 179 000 more people were unemployed. In total, there are now 7,9 million people without jobs in SA, up from 7.8 million last quarter. According to Statista, the unemployment rate in South Africa is consistently higher among women than men, reaching approximately 35,7% of the total labour force during the second quarter of 2023.

COVID-19 has exacerbated job losses and unemployment; therefore, poverty levels have risen, resulting in more people living on social grants, an increase in crime and vandalism, and more individuals applying for social relief from the state.

The people of Buffalo City, similar to many other parts of our country, are still experiencing worrying levels of poverty. The Eastern Cape Department of Health recently reported that 1 722 children under the age of five in the province were newly diagnosed with severe acute malnutrition between August 2022 and September 2023. Tragically, 114 of these children died – 101 from severe acute malnutrition and 13 from moderate malnutrition – serving as a damning indicator of a province in crisis.

According to StatsSA, as of 2023, an individual in South Africa living on less than ZAR 1 058 (approximately USD 55,23) per month is considered poor. Approximately 55,5% of the population (about 30,3 million people) are living below the national upper poverty line (approximately ZAR 992), while around 13,8 million people (25%) are experiencing food poverty.

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



**Figure 20: Number & Percentage of people living in poverty – BCMM, 2014-2024**

Source: South Africa Regional eXplorer v2607.

In 2024, there were 633 000 people living in poverty, using the upper poverty line definition, across Buffalo City Metropolitan Municipality - this is 41.66% higher than the 447 000 in 2014. The percentage of people living in poverty has increased from 55.50% in 2014 to 69.56% in 2024, which indicates an increase of -14.1 percentage points.

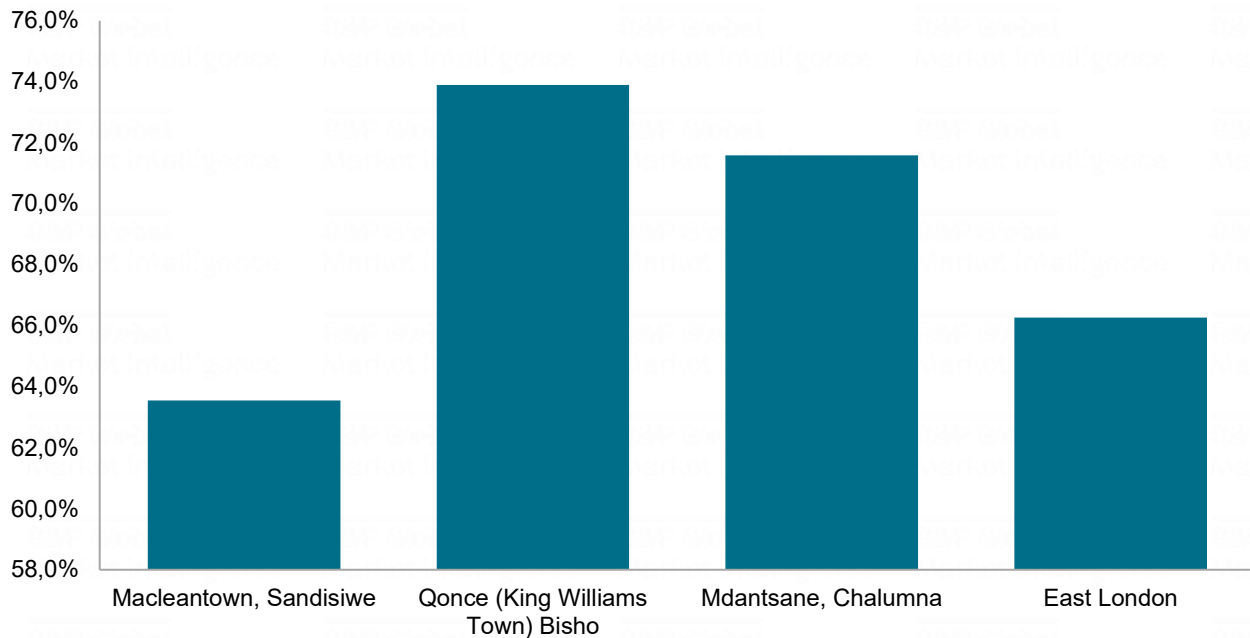
**Table 14: Percentage of people living in poverty by population group - Buffalo City, 2014-2014 [Percentage]**

	<b>African</b>	<b>White</b>	<b>Coloured</b>	<b>Asian</b>
2014	61.3%	0.9%	40.0%	5.5%
2015	61.7%	0.9%	41.0%	5.5%
2016	64.1%	1.1%	42.9%	6.3%
2017	65.8%	1.1%	44.3%	6.7%
2018	67.0%	1.1%	44.7%	7.3%
2019	69.1%	1.2%	45.6%	8.2%
2020	72.3%	1.4%	48.3%	10.3%
2021	72.2%	1.2%	46.7%	10.1%
2022	71.6%	1.0%	45.6%	9.9%
2023	74.6%	1.2%	48.3%	11.8%
2024	75.4%	1.2%	48.1%	12.0%

*Source: South Africa Regional eXplorer v2607.*

In 2024, the population group with the highest percentage of people living in poverty was the African population group with a total of 75.4% people living in poverty, using the upper poverty line definition. The proportion of the Coloured population group living in poverty decreased by 6.51 percentage points, as can be seen by the change from 39.99% in 2014 to 48.05% in 2024. In 2024, 1.16% of the White population group lived in poverty, as compared to the 0.90% in 2014. The Asian and the African population groups saw a decrease in the percentage of people living in poverty, with a decrease of 0.264 and 14.1 percentage points respectively.





**Figure 21: Percentage of people living in poverty - Sub-metro regions and the rest of BCMM, [percentage] Buffalo City, 2014-2024**

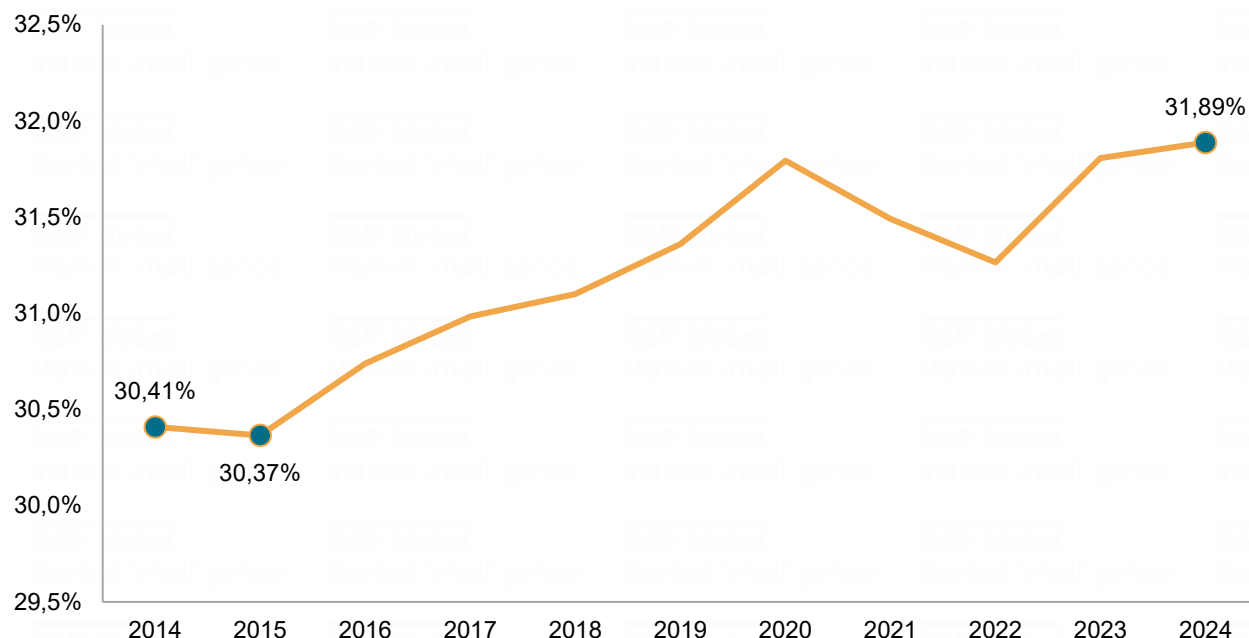
Source: South Africa Regional eXplorer v2607.

In terms of the percentage of people living in poverty for each of the regions within the Buffalo City Metropolitan Municipality, Qonce (King Williams Town) Bisho Sub-metro Region has the highest percentage of people living in poverty, using the upper poverty line definition, with a total of 73.9%. The lowest percentage of people living in poverty can be observed in the Macleantown, Sandisiwe Sub-metro Region with a total of 63.6% living in poverty, using the upper poverty line definition.

## 2.7 Poverty Gap Rate

**Definition:** The poverty gap is an indicator used to measure the depth of poverty. It quantifies the average distance of the population from the poverty line and is expressed as a percentage of the upper bound poverty line, as defined by StatsSA. The poverty gap addresses a significant shortcoming of the poverty rate, which does not indicate the depth of poverty. The upper poverty line is defined by StatsSA as the level of consumption at which individuals can purchase both sufficient food and non-food items without sacrificing one for the other.

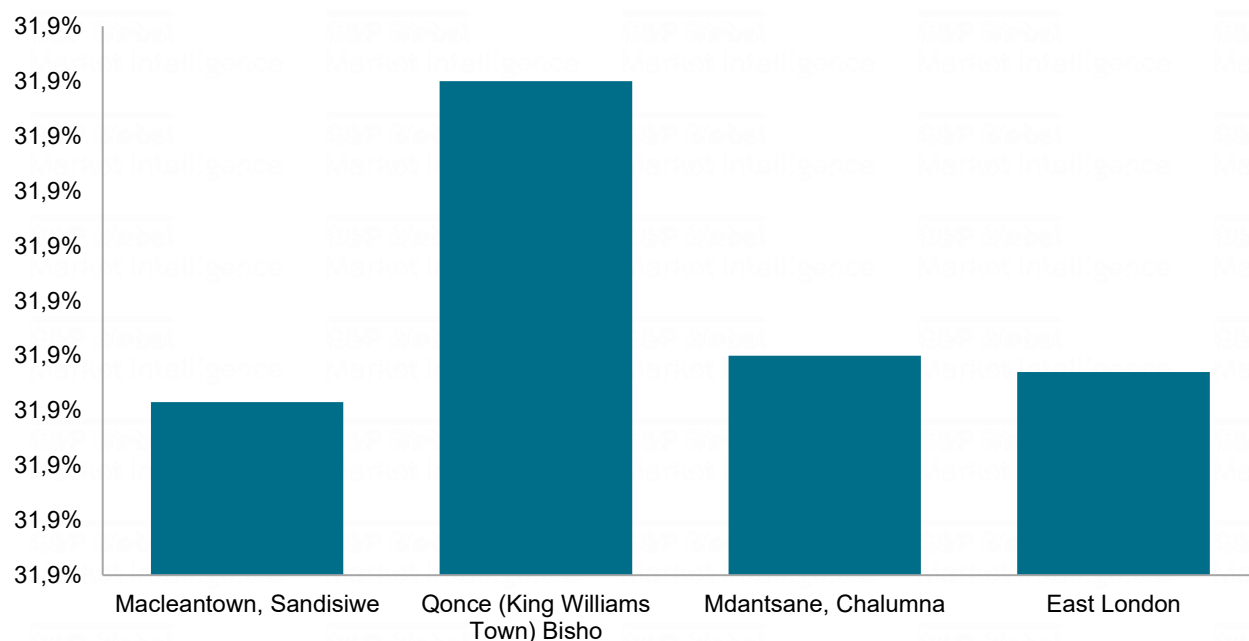
It is estimated that the poverty gap rate in Buffalo City Metropolitan Municipality was 31.9% in 2024 - the rate needed to bring all poor households up to the poverty line and out of poverty.



**Figure 22: Poverty gap rate by population group - BCMM, 2014–2024**

Source: South Africa Regional eXplorer v2607.

In 2024, the poverty gap rate was 31.9%, up from 30.4% in 2014. This means that there were no improvements in terms of the depth of poverty within Buffalo City Metropolitan Municipality.



**Figure 23: Poverty gap rate - Sub-metro regions and the rest of BCMM, 2024**

Source: South Africa Regional eXplorer v2602 (S&P Global, 2025.)

In terms of the poverty gap rate for each of the regions within the Buffalo City Metropolitan Municipality, Qonce (King William's Town) Bisho Sub-metro Region had the highest poverty gap rate, with a rand value of 31.9%. The lowest poverty gap rate can be observed in the Macleantown, Sandisiwe Sub-metro Region, with a total of 31.9%.

## **2.8 Social Grants**

Individual social grant receipts were reported as the highest in Buffalo City (37,7%) compared to other metropolitan cities in the country.

A similar pattern is evident at the metropolitan level for households. Receipt of one or more social grants was most common among households in Mangaung (56,9%) and Buffalo City (55,6%), and least common in Cape Town (33,9%) and Johannesburg (35,1%).

Salaries and wages as the main source of income in Buffalo City were reported at 47,6%.

## **2.9 Indigent Management and Support System**

The BCMM offers a social package that assists households experiencing poverty or other circumstances that limit their ability to pay for services. To receive these free services, households are required to register in accordance with the Metro's Indigent Policy.

It should, however, be noted that although this is a goal from a social perspective, it indicates that the overall strategic direction of the institution is not being achieved. The institution is attempting to steer towards economic growth and job creation, which is contrary to this focus area. The cost of the social package for registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

The number of indigent households requiring free basic services grew by at least 10%, clearly demonstrating the impact of poverty on many households.

After the 2022/23 external audit by the Auditor-General of South Africa (AGSA), the Metro reported that the percentage of the Municipality's operating budget spent on free basic services for indigent households was 6,9%, compared to 6,6% in the preceding year under review (2021/22). The percentage of total residential electricity provision allocated as Free Basic Electricity (FBE) was reported as 15,22%, compared to the previous year's reported 10,11%.

The Indigent Management Unit consists of dedicated employees who manage and administer the indigent register to ensure the provision of free basic services to qualifying consumers.

The Indigent Steering Committee will be established with the assistance of COGTA, the Members of Mayoral Committee (MMC), and the Public Participation Unit within BCMM, as key stakeholders in this initiative. The committee will comprise ward committee members, public participation facilitators, elderly persons, and a finance official.

The following table provides a breakdown of the current and proposed total poor relief package per indigent household:

**Table 15: BCMM Social Welfare Package per Indigent Household**

SOCIAL WELFARE PACKAGE							
	Total Per	Tariff	Total Per	Tariff	Total Per	Tariff	Total Per
	Household	%	Household	%	Household	%	Household
	2024/2025	Increase	2025/2026	Increase	2026/2027	Increase	2027/2028
Rates	352,10	2,00%	359,14	4,60%	375,66	4,40%	392,19
Refuse	333,04	4,80%	349,03	4,70%	365,43	4,40%	381,51
Sewerage	118,48	4,80%	124,17	4,70%	130,00	4,40%	135,72
Fire Levy	69,57	4,30%	72,56	4,60%	75,90	4,40%	79,24
<b>Total Monthly Subsidy</b>	<b>873,19</b>		<b>904,90</b>		<b>946,99</b>		<b>988,66</b>
Electricity - 50kwh p.m	115,50	12,74%	130,21	5,36%	137,19	6,19%	145,69
Water - 6kl p.m.	140,67	9,80%	154,46	6,54%	164,56	6,54%	175,32
<b>Total Poor Relief</b>	<b>1 129,36</b>	<b>5,33%</b>	<b>1 189,57</b>	<b>4,97%</b>	<b>1 248,75</b>	<b>4,88%</b>	<b>1 309,67</b>

## 2.10 Dependency Ratio

The dependency ratio relates the number of children (0–14 years old) and older persons (65 years or over) to the working-age population (15–64 years old). In the case of the BCMM area, the dependency ratio dropped by 0,1% from 48,4% in 2011 to 48,3% in 2022, which still indicates an alarming percentage of the population putting pressure on the government and the productive population.

## 3. SOCIAL DEVELOPMENT PROFILE

### 3.1 Health

#### 3.1.1 Health Overview

The Buffalo City Health District was established in June 2013. It consists of three Sub areas, East London, Mdantsane and King William's Town/Bhisho Sub Areas. Two-thirds of the district's health facilities are situated in urban areas and the remaining third is in rural areas.

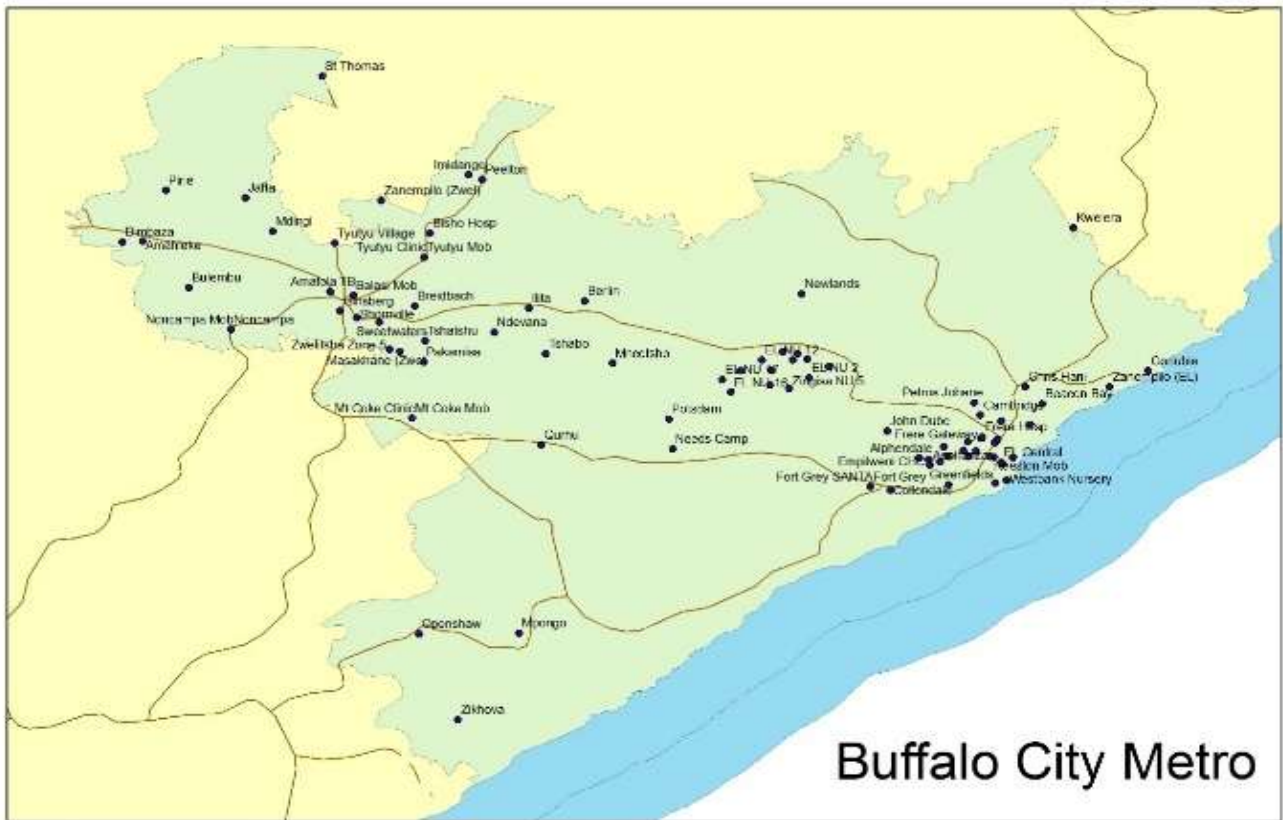
BCM Health District has 74 Primary Healthcare Facilities, 4 Satellite Clinics, 21 mobile clinics (18 functional), 5 Community Health Centres, 2 District Hospitals and 2 specialised Hospitals, 1 Regional Hospital and 1 Tertiary Hospital that are responsible for the equitable service delivery platform.

All fixed PHC facilities in the district provide a comprehensive package of PHC services inclusive of the following: Minor ailments; Management of Communicable diseases including STIs, HIV & AIDS and TB; Non – Communicable diseases, Integrated Management of Childhood Illnesses (IMCI); Maternal Health, Immunisations; Sexual and Reproductive Health; Mental Health; Oral Health; Trauma & Emergency Services; Rehabilitation Services; Medico-legal Services; and Management & Prevention of Genetic disorder & Birth Defects as part of the integrated maternal, child and women's healthcare.

TB is a leading cause of death in BCMHD, followed by Diabetes Mellitus, Hypertension and HIV-related illnesses in both men and women in the district. This picture could be related to the informal settlements prevalent in the peri-urban areas of the city. There is a higher incidence and prevalence of HIV amongst men than in women.

The Metro is characterised by a young population with 10 – 15 and 30 – 34-year age bulges. Most of the population is in the East London Sub-District with the bulk of Primary Healthcare facilities also located in East London Sub-area.

#### 3.1.2 Health Facilities in BCMM



**Figure 24: Health Facilities in BCMM - Source: DHIS 2023**

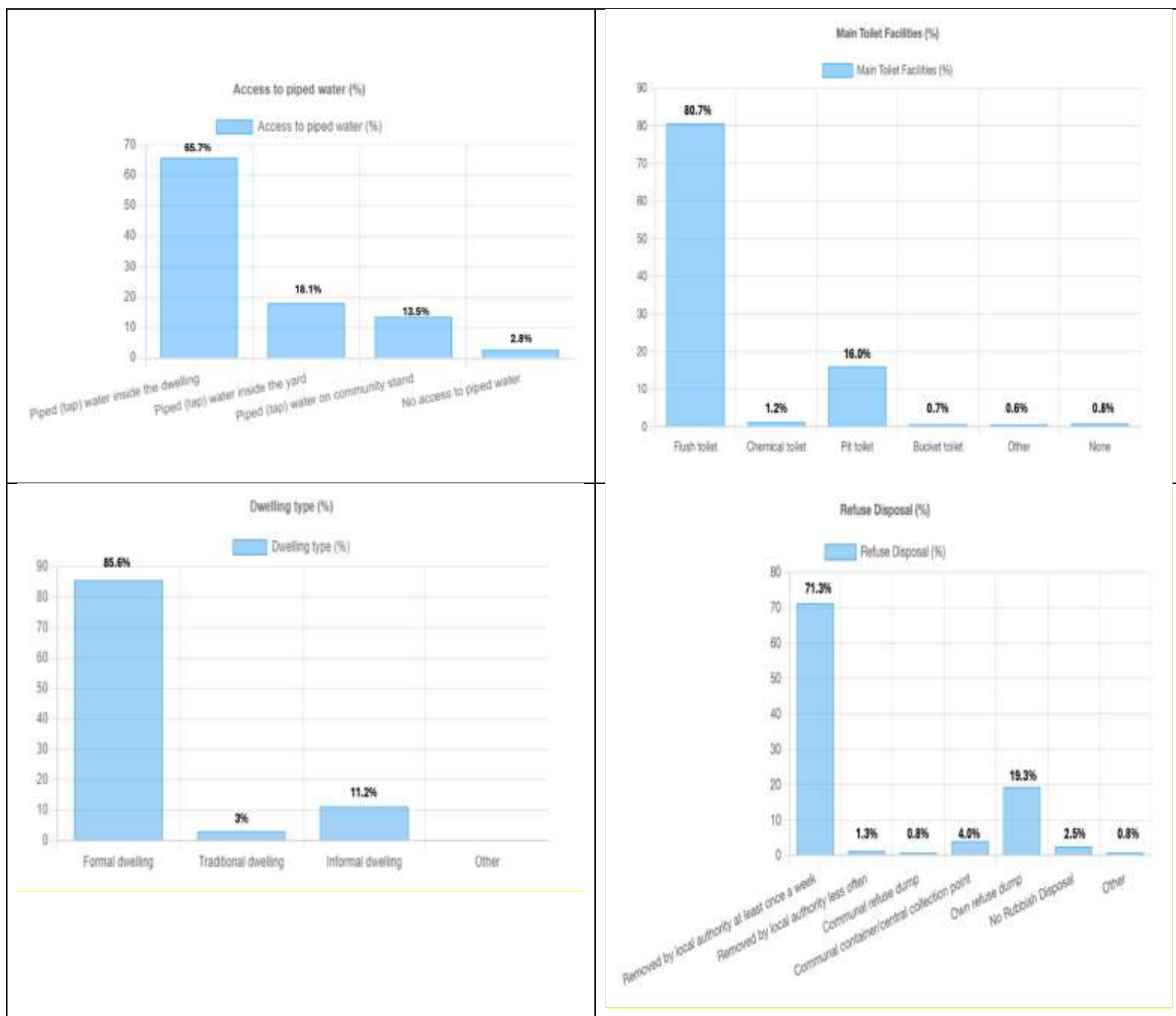
## Key observations

The health platform in the district is skewed, where more clinics are in the urban areas and few in the rural areas. The district hospitals are only in one sub-area i.e. Bhisho/KWT.

### 3.1.3 Social determinants of health

The social determinants of health (SDH) refer to the conditions in which people are born, grow, work, live, and age, as well as the broader set of forces and systems that shape these daily life conditions. These forces include economic policies, development agendas, social norms, social policies, and political systems. The SDH network across the World Health Organisation (WHO) supports action to address these determinants. The SDGs offer a comprehensive blueprint for advancing human development and systematically addressing the social determinants of health.

While BCMM has made significant strides in improving the lives of its residents, as evidenced by increased access to water and sanitation, the unemployment rate and literacy levels remain concerning.



**Figure 25: Social determinants of Health in BCMM – StatsSA 2022**

### Key Observations

- Access to piped water: 2.8% have no access to piped water.
- Main toilet facilities: 16% of residents in BCM still use pit toilets and 0.7% use a bucket system.
- Dwelling type: 11.2% of informal settlements is a challenge concerning health outcomes due to overcrowding.
- Refuse disposal: 19.3% do not have access to municipal refuse removal and resort to dumping, which is a health hazard.



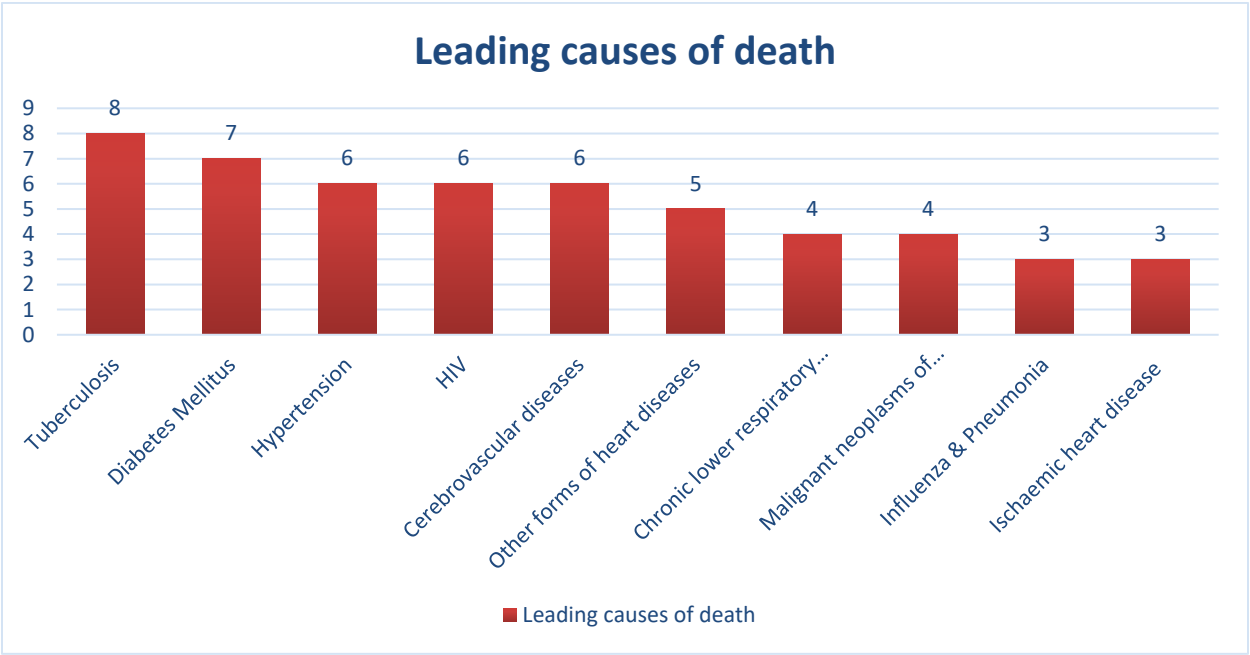
The District participates in inter-governmental and IDP activities within the Metro, including the District Health Council and the Metro Aids Council, where these issues are discussed and solutions agreed upon. Municipal Health Services play an integral role in the environmental health work needed in health facilities, and collaboration between the District and the Municipality has yielded notable results in this regard. Since the onset of COVID-19, the District has been involved in the Metro’s Disaster Management Command Structures.

The Metro is engaging with sector departments, particularly the BCMHD, on issues related to Spatial Development and the development of a One Plan. The District currently faces challenges with new informal settlements or formal settlements lacking fixed clinics due to citizen relocations within the Metro. Although the District provides health services to these areas through mobile services, strategies have been developed at both facility and programmatic levels to respond to community needs by enhancing community-based health services. However, the Ward Based Outreach Teams require additional resources to adequately address the extensive health needs of the communities.

Observations of the Demographic Patterns:

- Inward migration to BCMM makes it an economic hub for many surrounding towns.
- The young population is biased towards females.
- There is a lack of coherence between the Municipal Spatial Development and the Infrastructure Development Plans of the ECDoH, although there has been marked improvement in this area.

3.1.4 Burden of Disease (BOD) Leading causes of death



**Figure 26: Leading causes of death in BCMM – StatsSA (Mortality and causes of death in South Africa, 2022)**

### Key observations

- TB remains the leading cause of natural deaths in the district at 8.3%. This is attributed to the informal settlements and poverty in the rural areas. Most of the population remains unemployed and not self-sustaining.
- There is a need for strengthening lifestyle modification education to reduce the incidence and prevalence of diabetes mellitus and hypertension. As opposed to the broader picture of the province where HIV is the number 3 killer disease, in the district HIV follows at number 4 by 6.1%. Of the top ten causes of natural death in the district, Influenza, Pneumonia and Ischaemic heart disease are the bottom 2 at 2.9% each.
- The focus of the district shall therefore be on TB, Non-Communicable Diseases (NCDs) and HIV.

### 3.1.5 Women and Maternal Health Performance 2023/2024

**Table 16: Women and Maternal Health Performance 2023/2024 - DHIS**

Indicator/Data Element	Year	Eastern Cape	Buffalo City Metro
Maternal mortality in facility ratio/100 000 live births	2023/24	136.2	136.9
Still birth in facility rate	2023/24	22.6	27.9
Couple year protection rate	2023/24	58.4	58.2
IUCD (Intrauterine contraceptive device) uptake	New Indicator	5884	1077
Delivery in 10 –19 years in facility rate	2023/24	18	13.1
Delivery in 10 – 14 years in facility rate	New Indicator	395	40
ANC 1 <sup>st</sup> visit before 20 weeks rate	2023/24	62.8	62.6
ANC initiated ART rate	2023/24	99.4	99.4
Cervical Cancer screening coverage	2023/24	49.4	51.4
Mother postnatal within 6 days rate	2023/24	82.8	77.1
Neonatal death in facility rate	2023/24	11.8	11.4
Live birth under 2500g in facility rate	2023/24	16.6	18.4
Infant PCR test positive around 6 months rate	2023/24	0.7	0.5

### Key observations

#### Maternal mortality in facility ratio/ 100 000 live birth

Maternal mortality in facilities remains above the national target. Complicated referrals to the regional and tertiary hospitals contribute to 50% of the deaths. Most of the deaths are related to HIV and TB complications.

### Stillbirth in facility rate

Most of the stillbirths at the District level occur in unbooked mothers arriving at health facilities with already-delivered babies. The deaths at regional and tertiary hospitals are mainly associated with complicated maternal diseases.

### Couple year protection rate (CYPR)

The shortage of male condoms in the financial year 2023/24 contributed largely to the low CYPR

### Live birth under 2500g in facility rate

Un-booked pregnancies in PHC facilities and obstetric complications at regional and tertiary hospitals contribute to the majority of underweight babies in the District. Untreated infections contribute to pre-term labour.

## 3.1.6 Child & Neonatal Health Performance in 2023/2024

**Table 17: Child Health Performance - DHIS**

Indicator/Data Element	Year	Eastern Cape	Buffalo City Metro
Child under 5 years severe acute malnutrition (SAM) case fatality rate	2023/24	9.5	10.8
Child under 5 years Pneumonia case fatality rate	2023/24	3.4	1
Child under 5 years diarrhea case fatality rate	2023/24	2.2	1.2
Vitamin A dose 12-59 months coverage	2023/24	76.1	67.4
Deaths under 5 years against Live Births rate	2023/24	2.3	2.3

### Key observations

#### Child under 5 years severe acute malnutrition (SAM) case fatality rate

SAM deaths mainly occur due to poor implementation of Integrated Management of Childhood Illnesses (IMCI) i.e. Integration of Extended Programme on Immunization (EPI) and IMCI. Babies with low birth weight contributed to SAM deaths in the District.

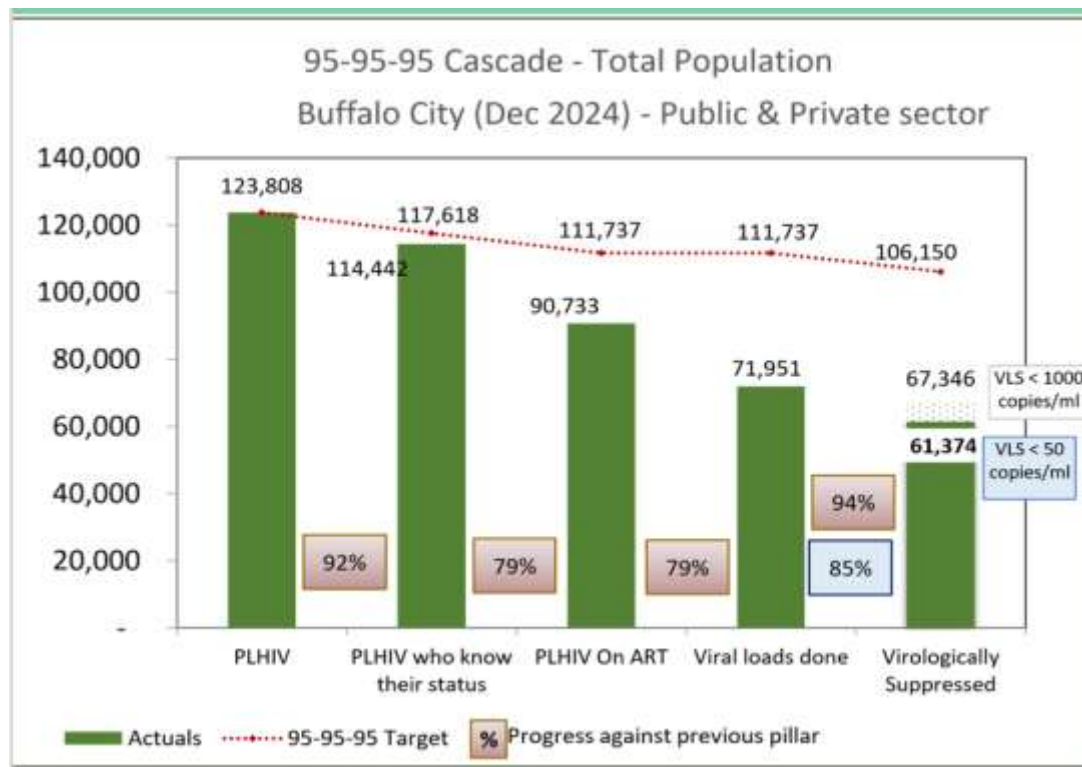
### 3.1.7 TB & HIV Performance

**Table 18: TB & HIV Performance - DHIS**

Indicator/Data Element	Year	Eastern Cape	Buffalo City Metro
All DS -TB client treatment success rate	2023/24	74.7	69.2
All Ds -TB client death rate	2023/24	7.7	7.4
All Ds -TB client lost to follow-up rate	2023/24	12.7	14.8
HIV test done – sum	2023/24	2061702	276152
HIV positive 15-24 years (excluding ANC) rate	2023/24	1.7	1.3
ART clients remain in care rate (adult)	2023/24	-	52.9
ART child remain in care rate	2023/24	-	55.9
ART Adult viral load suppressed rate (below 50 copies /ml)	2023/24	-	81.8
ART Child viral load suppressed rate (below 50 copies /ml)	2023/24		54.3

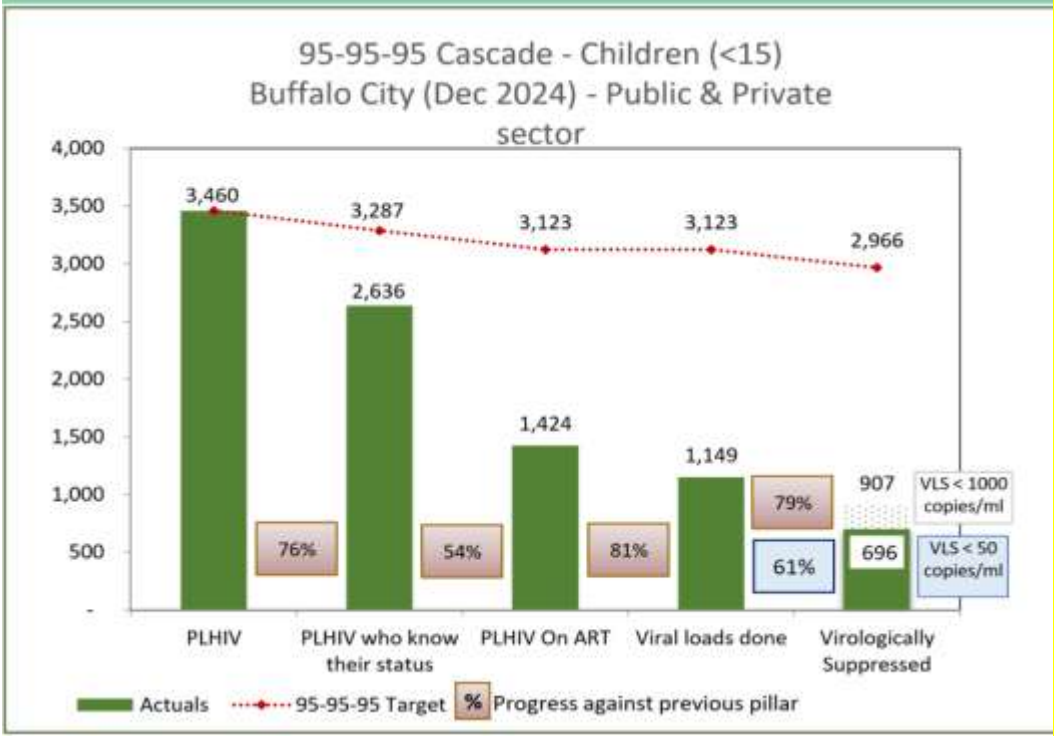
#### Key observations

All DS-TB client treatment success rate, the district has exceeded a target of 67.1 in 2023/24 to 69.2. All DS-TB client death rate target was 7.1, the district reached 7.4. All DS-TB client lost to follow-up rate target was 10.6, the district did not achieve at 14.8. The high death and lost to follow-up rates contribute to the non-achievement of TB treatment success rate.



**Figure 27: BCMM January 2025 - 95-95-95 Cascade – Total Population**

There is a gap in the linkage to care- out of 92% PLHIV, only 79% are initiated on ART against target of 95%. The discrepancy is mostly attributed to regional and tertiary hospitals as they need to stabilise very ill patients before ART initiation. Viral load done declined from 80,9% achieved the previous year to 79%. This is due to non capturing of results which also accounts for the decline in VL suppression rate to 85% compared to 92% previously achieved.



**Figure 28: BCMM January 2025 - 95-95-55 Cascade – Children <15**

**Key observations**

Viral load done rate in children is 81% which has been maintained from the previous year, but there is a need to improve viral load uptake. Viral load suppression rate improved from 45% to 61% due to the community-based school holiday clinic strategy used in collaboration with partnerships.

3.1.8 Non-Communicable Diseases Performance 2023/2024

**Table 19: Non-Communicable Diseases Performance 2023/2024 – DHIS**

Indicator/Data Element	Year	Eastern Cape	Buffalo City Metro
Positivity rate for diabetes 18 – 44 years	2023/24	0.42	0.2
Positivity rate for diabetes >45 years	2023/24	0.76	0.5
Positivity rate for hypertension 18 – 44 years	2023/24	0,46	0.4

Indicator/Data Element	Year	Eastern Cape	Buffalo City Metro
Positivity rate for hypertension >45 years	2023/24	1.4	1.0
PHC Mental disorders treatment rate new	2023/24	0.03	0.01

### Key observations

- All the above indicators were new in 2023/2024. It was observed that health facilities were not interpreting and reporting the indicators correctly according to NIDS 2023, as a result, the District performed poorly in this period.

### 3.1.9 Quality of Care

#### Access, Quality and Impact

#### *Quality of Care: Patient Complaints*

**Table 20: Top 5 Patient Complaints – Ideal Clinic Database**

Complaint	Percentage (Complaints)
Staff attitudes	30%
Waiting times	24%
Patient care	13%
Hygiene & cleanliness	7%
Access to information	5%

#### **Key Observations:**

The table above illustrates that most of DoH complaints emanate from compromised service delivery which affects service standards and norms. Improvement of Staff attitude involving training and monitoring will improve the status quo.

#### *Quality of Care: Patient Experience of Care (PEC) Survey*

**Table 21: Top 5 Patient Satisfaction Elements - Patient Experience of Care survey software**

Element	Percentage (Satisfied)
Access to care	86%
Values & Attitudes	84%

Element	Percentage (Satisfied)
Patient safety	83%
Waiting times	77%
Cleanliness	73%

### Key Observations

The above results demonstrate optimal performance on most elements and a need to improve more on waiting times and cleanliness.

### *Quality of Care: Ideal Health Facility Realisation and Maintenance (IHFRM) – 2023/24*

**Table 22: Ideal Health Facility Realisation & Maintenance Achieved - Ideal Clinic database**

Facility	Province	Buffalo City Metro Health District
Primary Healthcare (PHC)	61%	66%

### Key Observations

The District's performance improved from 52% in 2023/24 to 66% in 2024/25. The establishment of Quality Learning Centres (QLCs) contributed to good performance.

### *Top 5 Worst Performing VITAL Ideal Health Facility elements*

**Table 23: Top 5 worst performing VITAL Ideal Health Facility elements in PHC facilities, 2023/24 - Ideal Clinic Database**

Elements	Buffalo City Metro
Element 68: 80% of professional nurses have been trained on basic life support	6%
Element 216: Maintenance schedule for buildings and grounds are available	6%
Element 245: Facility has a functional backup electricity supply available in designated areas	13%
Element 44: Facility has a doctor at all times	23%
Element 152: Staffing needs have been determined in line with workload requirements	24%

### Key Observations

The table illustrates a challenge with human resources management, infrastructure, training and development.



**Top 10 worst-performing ideal health facility elements in PHC facilities, 2023/24**

**Table 24: Top 10 worst-performing ideal health facility elements in PHC facilities, 2023/24 - Ideal Clinic database**

Elements	Buffalo City Metro
Element 71: 50% of professional nurses are trained on mother-baby friendly initiative	0%
Element 14: The triage system is visible and displayed	1%
Element 99: Waiting time for the 24-hour emergency unit is visible and posted in the waiting area	1%
Element 151: Facility controls rapid test kit performances by running one negative and one positive control on a weekly basis	1%
Element 165: Staff satisfaction survey is conducted annually	2%
Element 70: 80% of professional nurses at the MOU are trained on ESMOE	3%
Element 40: Patients are formally handed over at the end of each shift	5%
Element 166: The results of the staff satisfaction survey are used to improve the work environment	6%
Element 101: Waiting time survey report is available	7%
Element 115: Duty roster indicates that a pharmacist is available during operational hours	7%

**Key Observations**

The table illustrates a challenge with human resources management, infrastructure, training and development, clinical care and wellness programmes. This indicates a need for the District to focus more on the identified elements for improvement. Some of the above elements (i.e. element 115) have been revised (version 20) to accommodate elements not applicable to the clinics.

**Access to Health Care Services : Service Delivery Platform**

**Table 25: Number of facilities by level of care 2023/24**

Clinics	74
Mobile Clinics	18
CHC/CDC	5
District Hospital	2
Regional Hospital	1
Central/ Tertiary Hospital	1
Specialised Hospitals	2

## Key Observations

BCM service platform, 2 District Hospitals are in the Bhisho-KWT Sub-Area with no District Hospital in the Mdantsane and East London Sub-Areas, leading to referrals being directly from a PHC Clinic or CHC facility to a Regional and Tertiary Facility. The 2 Specialised Hospitals are Nkqubela TB Hospital and Newhaven Hospital of which the latter is not gazetted as a result this hospital has been identified as one of the hospitals falling under the Service Optimization Model.

### 3.1.10 Opening of new East London private hospital – Royal Buffalo Specialist Hospital

Lancet Laboratories officially opened at the Royal Buffalo Specialist Hospital in East London on 4 April 2022. The laboratory is committed to delivering diagnostic excellence and remains at the forefront of innovation in diagnostic services.

The laboratory offers a 24-hour, 7 days a week service for both hospitalised and walk-in patients. Its repertoire of tests includes biochemistry, haematology, microbiology, histopathology, and cytology. As one of SA's leading private pathology laboratories, the service is led by over 120 specialist pathologists with a broad range of expertise, performing in excess of 3 700 separate pathology tests. The pathologist's role is not only to ensure the quality and validity of investigations but also to offer consultative services to physicians, managed healthcare institutions, the occupational health environment, and the insurance and industrial sectors.

#### Why the hospital was built in Buffalo City

The Royal Buffalo Specialist Hospital (RBSH) was built in response to the increased need of a group of working professionals who can afford private healthcare services and to address the call of the President and/or government for all citizens to have access to healthcare. The hospital has increased the number of beds in BCM, allowing more people to access healthcare services. Furthermore, RBSH aims to retain healthcare specialists in the region and attract those who have scattered across the country and abroad to return home and utilise their expertise to improve our communities and surroundings.

#### Future Prospects and Expectations

RBSH is planning to extend its services by providing oncology and mental health services.

**Table 26: Services**

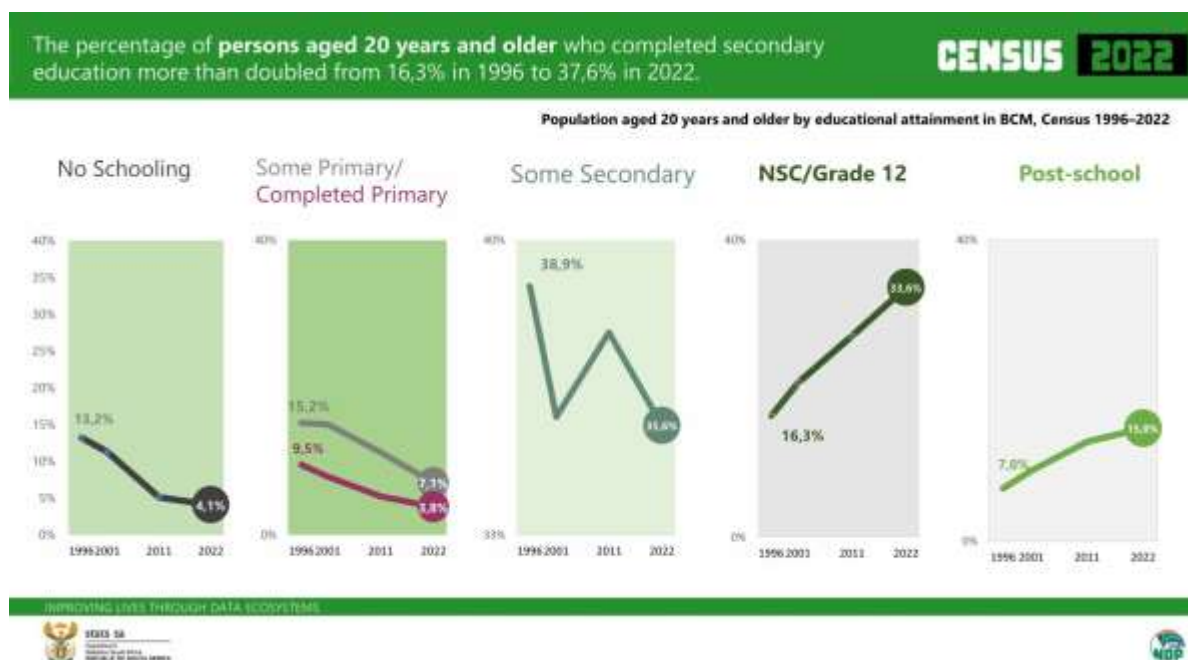
Services Offered		Accident and Emergency
Medical	Cardiology	Open 24 hours
General Surgeon	Gastro Entomology	
Neuro Surgery	Podiatry	<b>Visiting Hours</b>
Adult ICU	Maternity	12h00 - 13h00
Paediatrics	Ophthalmology	19h00 - 20h00
Psychology	Dermatology	
Surgical	Paediatric ICU	<b>Pharmacy Hours</b>
Speech & Hearing Therapy	Social Work	Mondays - Fridays 08h00 - 20h00
Physiotherapy	Occupational Therapy	Saturdays 09h00 - 13h00
Ear Nose and Throat Surgery	Dental Surgery	Sundays 09h00 - 12h00

Services Offered		Accident and Emergency
Psychiatry	Orthopaedic Surgeons	Public Holidays 09h00 - 12h00
Gynaecology/Obstetrics		
Dietetics	<b>Ancillary Services</b>	<b>Number of Beds</b>
Chiropractic	Radiology	150 active beds
Cardiac Coronary Care	Pathology	Maximum capacity of 240 beds
Haematology	Retail Pharmacy	
Urology	Baby Clinic	<b>Cost of Investment</b>
Neo Natal ICU		R520 million

### 3.1 Education

Education is vital for a country's economic growth and the development of its industries, providing the trained workforce and skilled professionals required.

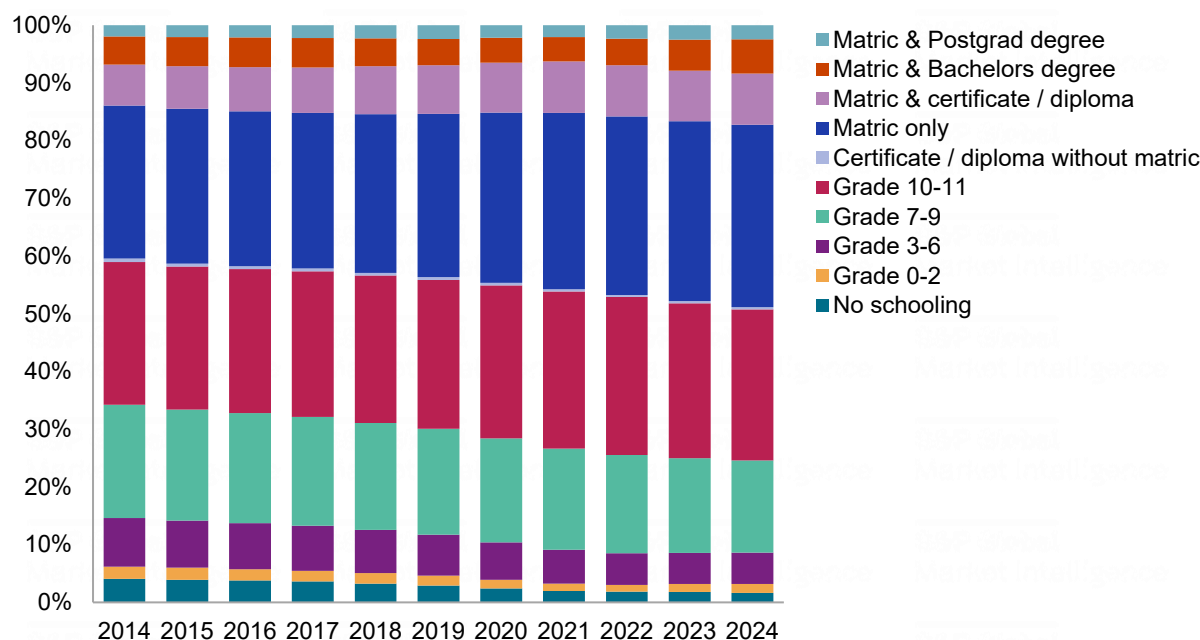
The education measure represents the highest level of education attained by an individual, using the 15 years and older age category. According to the UN's definition of education, a person is considered an adult when they are 15 years or older. IHS uses this cut-off point to facilitate cross-country comparisons. Furthermore, the age of 15 is also the legal age at which children may leave school in SA.



**Figure 29: Population aged 20 years and older by educational attainment in BCMM (StatsSA, 2022)**

S&P Global (2025) notes that according to the United Nations definition of education, one is an “adult” when 15 years or older, and, therefore, uses this cut-off point to allow for cross-country comparisons. The age of 15 is also the legal

age at which children may leave school in South Africa. The graph below indicates the highest level of education for people aged 15 years and above in Buffalo City Metropolitan Municipality between 2014-2024.



**Figure 30: Highest level of education: age 15+ - Buffalo City Metropolitan Municipality, 2014-2024**

Source: South Africa Regional eXplorer v2607 (S&P Global).

Between 2014 and 2024, the number of people without any schooling in BCMM decreased at an average annual rate of 7.18%, while the number of people within the 'matric only' category increased from 146,000 to 203,000. The number of people with 'matric and a certificate/diploma' increased at an annual rate of 3.85%. The average annual rate of increase in the number of people with a 'matric and a Bachelor's' was 3.62%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.

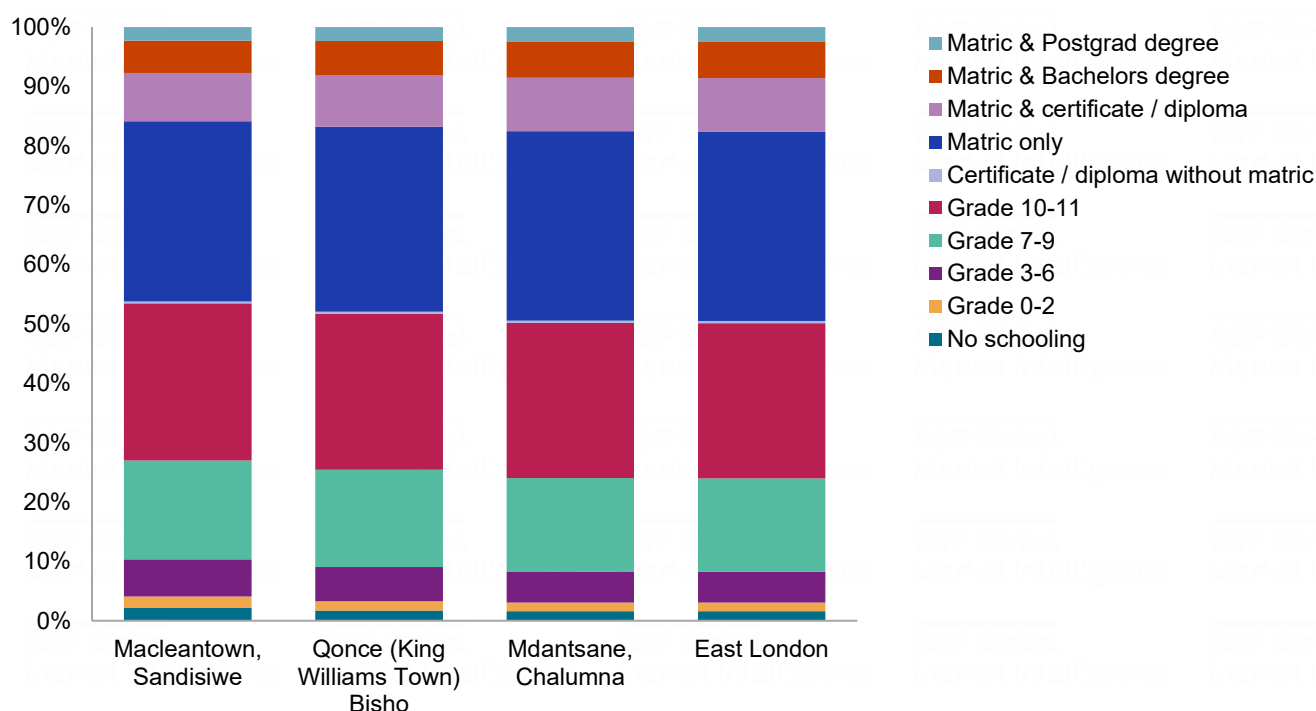
**Table 27: Highest level of education: Age 15+ - Buffalo City, Eastern Cape and Total, 2024**

	Buffalo City	Eastern Cape	National Total	Buffalo City as % of province	Buffalo City as % of national
No schooling	10,600	162,000	1,430,000	6.6%	0.74%
Grade 0-2	9,920	110,000	452,000	9.0%	2.20%
Grade 3-6	34,800	433,000	2,480,000	8.0%	1.40%
Grade 7-9	102,000	887,000	5,830,000	11.5%	1.75%
Grade 10-11	168,000	1,140,000	10,200,000	14.8%	1.65%

	Buffalo City	Eastern Cape	National Total	Buffalo City as % of province	Buffalo City as % of national
Certificate / diploma without matric	2,390	13,600	140,000	17.6%	1.71%
Matric only	203,000	1,100,000	14,200,000	18.4%	1.42%
Matric certificate / diploma	56,800	256,000	3,000,000	22.1%	1.89%
Matric Bachelors degree	38,200	159,000	2,110,000	24.0%	1.81%
Matric Postgrad degree	15,600	67,900	1,040,000	23.0%	1.51%

Source: South Africa Regional eXplorer v2607 (S&P Global, 2025).

The number of people without any schooling in Buffalo City Metropolitan Municipality accounts for 6.55% of the provincial figure for this category and 0.74% nationally. In 2024, the number of people in Buffalo City Metropolitan Municipality with a 'matric only' was 203,000 (18.44% of the Eastern Cape total for this category). The number of people with a matric and a Postgrad degree constitutes 24% of the province's total and 1.81% of the national.



**Figure 31: Highest level of education: Age 15+ - Sub-Metro regions of Buffalo City Metropolitan Municipality, 2024**

Source: South Africa Regional eXplorer v2607 (S&P Global, 2025).

## Functional literacy

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

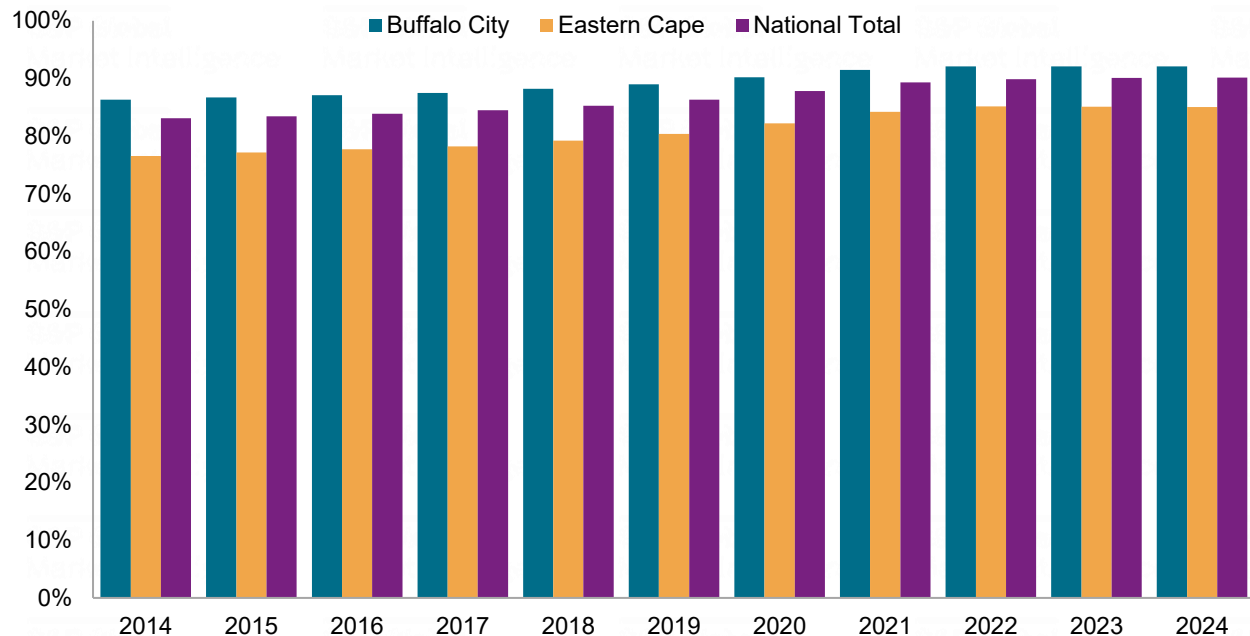
Functional literacy describes the reading and writing skills that are sufficient for an individual to cope with the demands of everyday life, including those in the workplace. This contrasts with illiteracy in the strictest sense, which refers to the inability to read or write. Functional literacy enables individuals to enter the labour market and contribute to economic growth, thereby reducing poverty.

**Table 28: Functional literacy: age 20+, completed grade 7 or higher – BCMM, 2014-2024**

	Illiterate	Literate	%
2014	83,055	525,376	86.3%
2015	81,926	535,985	86.7%
2016	81,002	546,744	87.1%
2017	79,674	557,462	87.5%
2018	76,410	570,916	88.2%
2019	72,494	586,944	89.0%
2020	65,890	607,390	90.2%
2021	58,532	628,413	91.5%
2022	55,393	645,644	92.1%
2023	56,699	659,680	92.1%
2024	57,991	673,913	92.1%
<b>Average Annual growth</b>			
2014-2024	<b>-3.53%</b>	<b>2.52%</b>	<b>0.64%</b>

Source: South Africa Regional eXplorer v2607

Approximately 674 000 individuals in Buffalo City Metropolitan Municipality were considered functionally literate in 2024, while 58 000 people were considered illiterate. Expressed as a rate, this amounts to 92.08% of the population, which is an increase of 0.057 percentage points since 2014 (86.35%). The number of illiterate individuals decreased on average by 3.53% annually from 2014 to 2024, while the number of functionally literate people increased by 2.52% annually.



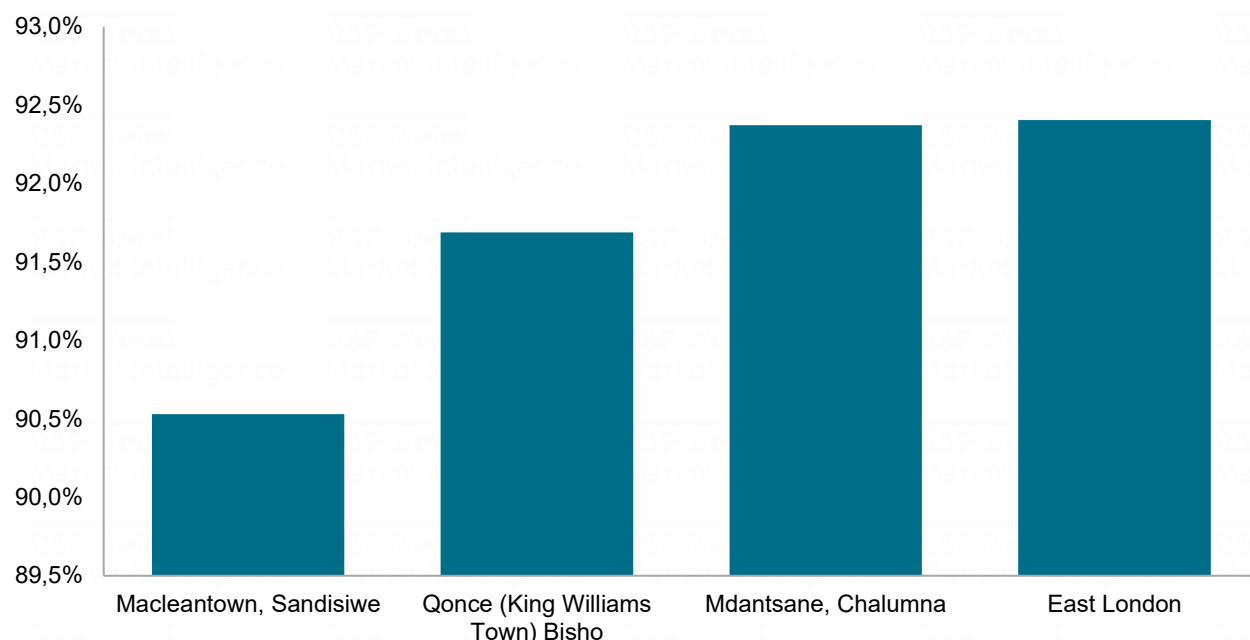
**Figure 32: Functional literacy: age 20+, completed grade 7 or higher - Buffalo City, EC,**

*Source: South Africa Regional eXplorer v2607 (S&P Global, 2025)*

Buffalo City Metropolitan Municipality's functional literacy rate of 92.08% in 2024 is higher than that of Eastern Cape, which stands at 85.07%. In comparison to the country as a whole, which has a functional literacy rate of 90.17%, it is evident that BCMM's rate is higher.

A higher literacy rate is often associated with greater levels of urbanisation, where access to schools is less of an issue and where economies of scale can be realised. A spatial breakdown of literacy rates in SA indicates that districts with larger cities typically have higher literacy rates.





**Figure 33: Literacy rate - Sub-metro regions and the rest of BCMM, 2024**

*Source: South Africa Regional eXplorer v2607.*

In terms of the literacy rates for each of the regions within the BCMM, the East London Sub-metro Region had the highest literacy rate at 92,2%. In contrast, the lowest literacy rate was observed in the Macleantown area of the Sandisiwe Sub-metro Region, with a total of 90,4%.

## 3.2 Crime

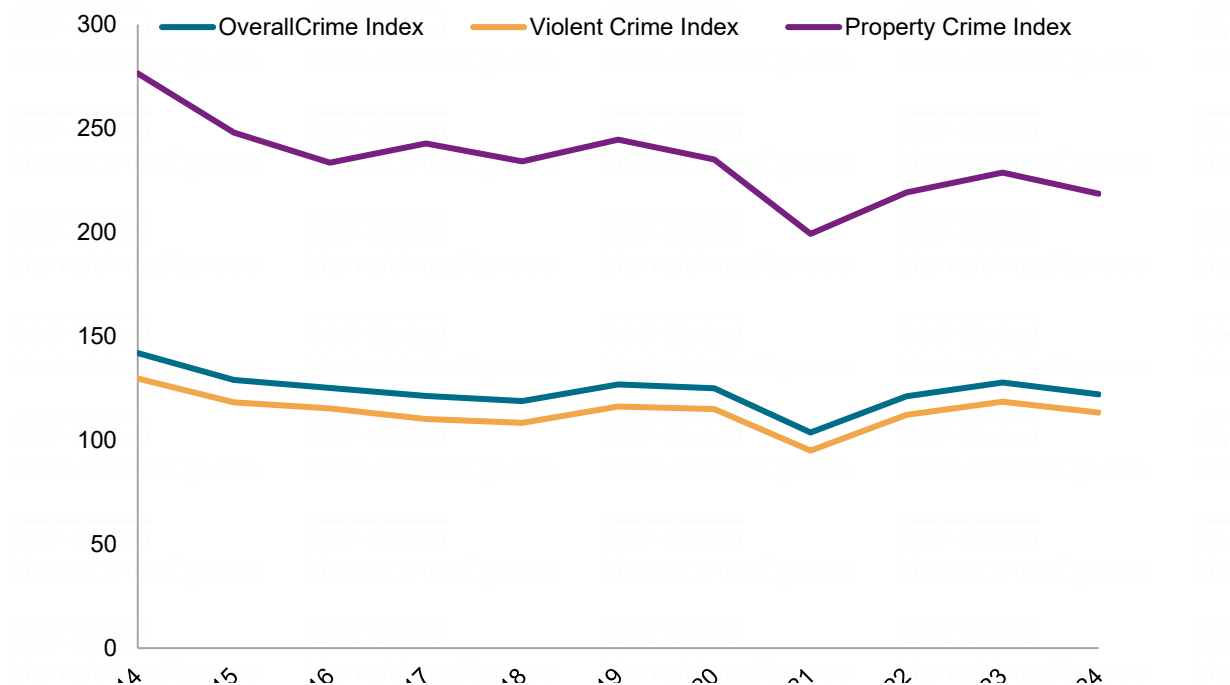
The state of crime in SA has been the subject of numerous media articles and papers in recent years. While many acknowledge that the country has a crime problem, very little research has been conducted on the relative level of crime. The media often focus on negative or sensational information, while the progress made in combating crime is frequently overlooked.

### IHS Composite Crime Index

The IHS Composite Crime Index utilises official SAPS data, which is reported in 27 crime categories (ranging from murder to crime injuries). These categories are divided into two groups based on the nature of the crime: violent crimes and property crimes. IHS employs (a) Length-of-sentence and (b) Cost-of-crime to assign a weight to each category.

### 3.2.1 Overall crime index

**Definition:** The crime index is a composite, weighted index that measures crime. The higher the index number, the greater the level of crime for that specific year in a particular region. The index is most effectively used by examining changes over time or comparing crime levels across regions.



**Figure 34: IHS Crime Index - Calendar years (weighted avg /100 000 people) - BCMM, 2013/14–2023/24 [Index value]**

*Source: South Africa Regional eXplorer v2607 (S&P Global, 2025).*

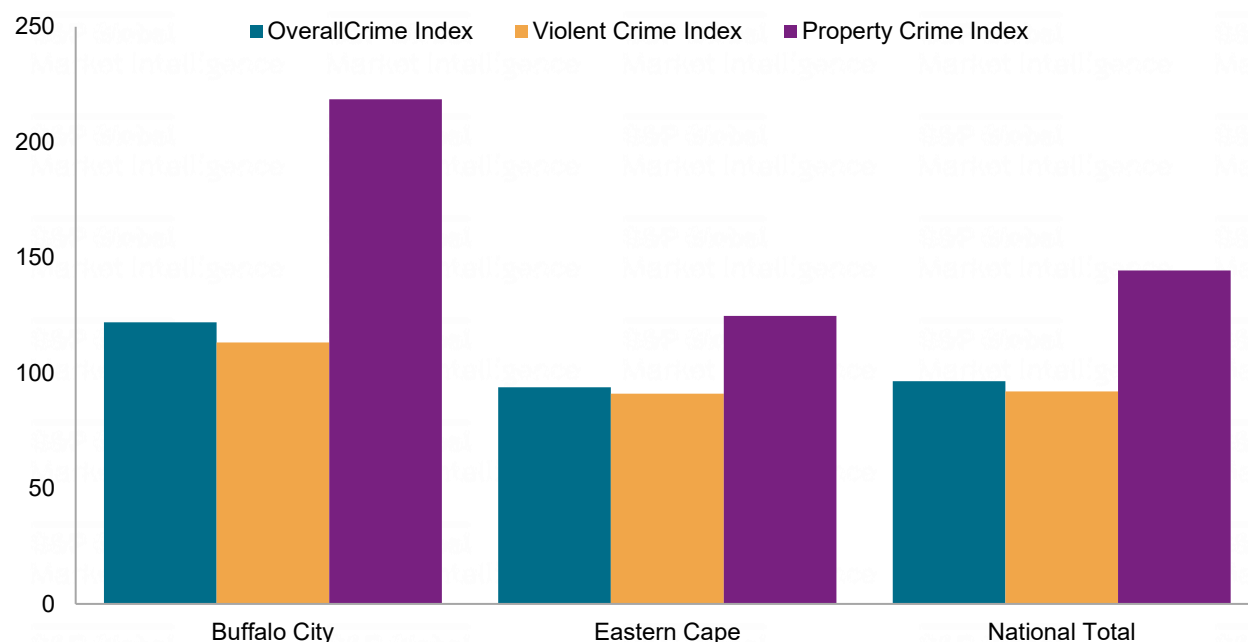
For the period from 2013/14 to 2023/24, overall crime has decreased at an average annual rate of 1,50% within the Municipality. Violent crime decreased by 1,35% since 2013/14, while property crimes decreased by 2,25% between the 2013/14 and 2023/24 financial years.

**Table 29: Overall crime index - BCMM and the rest of the EC, 2013/14–2023/24**

	Buffalo City	Nelson Mandela Bay	Sarah Baartman	Amatole	Chris Hani	Joe Gqabi	O.R.Tambo	Alfred Nzo
2013/2014	141.93	153.95	166.02	101.48	82.96	95.19	69.46	56.75
2014/2015	129.02	140.03	165.18	97.30	84.74	93.83	59.63	54.95
2015/2016	125.14	133.71	162.74	99.25	81.59	97.87	56.83	52.06
2016/2017	121.27	129.51	154.13	93.54	83.86	96.63	56.11	47.95
2017/2018	118.86	124.81	147.06	93.02	84.76	96.20	58.62	51.37
2018/2019	126.92	126.57	153.51	93.97	85.63	94.05	63.52	48.99
2019/2020	124.99	126.98	147.80	91.87	87.76	87.28	62.40	48.87
2020/2021	103.71	100.88	123.97	80.23	83.71	80.48	56.60	45.30
2021/2022	121.17	107.80	133.05	90.33	90.67	91.09	63.87	50.84
2022/2023	127.71	117.72	143.59	95.79	97.84	95.32	67.86	49.49
2023/2024	122.01	115.15	137.56	96.30	98.43	98.35	68.67	47.92
<b>Average Annual growth</b>								
2013/2014-2023/2024	<b>-1.50%</b>	<b>-2.86%</b>	<b>-1.86%</b>	<b>-0.52%</b>	<b>1.72%</b>	<b>0.33%</b>	<b>-0.11%</b>	<b>-1.68%</b>

Source: South Africa Regional eXplorer v2607 (S&P Global, 2025).

In 2023/24, the Sarah Baartman District Municipality (SBDM) recorded the highest overall crime rate among the sub-regions of the EC Province, with an index value of 138. BCMM follows with the second highest overall crime index at 122, while Nelson Mandela Bay Metropolitan Municipality (NMBMM) has the third highest overall crime index of 115. O. R. Tambo District Municipality (ORTDM) has the second lowest overall crime index at 68,7, and Alfred Nzo District Municipality has the lowest overall crime rate of 47,9. The region that experienced the most significant decrease in overall crime since 2013/14 was NMBMM, with an average annual decrease of 2,9%, followed by SBDM, which saw an average annual decrease of 1,9%.



**Figure 35: IHS Crime Index - calendar years (weighted avg / 100,000 people) - Buffalo City, EC, and National Total, 2023/2024 [Index value]**

Source: South Africa Regional eXplorer v2607 (S&P Global).

From the chart above, it is evident that property crime is a major problem across all regions compared to violent crime.

BCMM consists of three regions: Inland (Qonce), Midland (Mdantsane), and Coastal (East London). There are 31 police stations within the Metro. Crime hotspots are:

**Table 30: BCMM crime hot spots**

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

3.2.2 Crime Trends in Buffalo City Metropolitan Municipality (2020-2024)

Buffalo City Metropolitan Municipality (BCMM) has experienced a concerning rise in violent crime over the five-year period from 2020 to 2024. **Total contact crimes** increased by 26.4%. **Murder rates** showed an alarming 39% increase, rising from 309 cases in 2020 to 428 in 2024. **Assault cases** are the most concerning with **assault GBH** rising by 38% and **common assault** increased by 44%. **Sexual offences** increased by 12%” and although this reflects a less dramatic trend than other violent crime categories, it nevertheless represents significant trauma for local women. **Attempted murder** showed one of the steepest increases at 47% reinforcing the trend in violence.

In contrast to violent crime, **property-related crimes** showed relative stability with a marginal decrease of 0.7% over the five-year period. However, this masks significant variation between different property crime categories. **Burglary at non-residential premises** decreased substantially by 18%, representing a positive trend for business security. **Burglary at residential premises however** increased by 3.2%, suggesting a shift in criminal focus toward residential targets.

**Vehicle-related crimes** showed slight increases, with **theft of motor vehicles** up by 3.4% and **theft from motor vehicles** growing by 5.0%. This pattern diverges from provincial trends, where vehicle-related crimes generally decreased. **Stock theft** decreased by 13.4%, representing an improvement in rural areas within the BCM.

One of the most significant developments in Buffalo City seems to be the substantial improvement in police effectiveness, as measured by **crimes detected as a result of police action**. This category increased by 64.0% over the five-year period, a reflection of greater police operations. **Drug-related crime** detection increased by 59%. Similarly, the clamping down on **driving under the influence** cases rose dramatically by 79%. Critical to reducing violence – the detection of **illegal possession of firearms and ammunition** increased by 42.4% a very encouraging trend in BCM.

**Kidnapping** showed an alarming increase of 173.4%, rising from 64 cases in 2020 to 175 in 2024. This represents the largest percentage increase across all crime categories and indicates a troubling new criminal trend in the metropolitan area. **Commercial crime** increased by 38%, suggesting growing sophistication in criminal operations and reflecting broader economic challenges

Buffalo City Annual Crime Totals (2020-2024) Based on Q4 2023-24 – Q3 202425)							
Crime Category	2020	2021	2022	2023	2024	Change 2020-2024	% Change
<b>Contact Crimes</b>							
Murder	309	418	516	506	428	119	+38.5%
Sexual offences	1,077	1,250	1,265	1,203	1,205	128	+11.9%
Attempted murder	169	233	257	232	248	79	+46.7%
Assault with intent to inflict GBH	3,681	4,202	4,668	4,619	5,074	1,393	+37.8%
Common assault	1,857	2,194	2,385	2,358	2,667	810	+43.6%
Common robbery	717	610	687	679	687	-30	-4.2%
Robbery with aggravating circumstances	1,981	2,061	2,354	2,077	2,069	88	+4.4%

Buffalo City Annual Crime Totals (2020-2024) Based on Q4 2023-24 – Q3 2024(25)							
Crime Category	2020	2021	2022	2023	2024	Change 2020-2024	% Change
<b>Total Contact Crimes</b>	<b>9,791</b>	<b>10,968</b>	<b>12,132</b>	<b>11,674</b>	<b>12,378</b>	<b>2,587</b>	<b>+26.4%</b>
<b>Contact-related Crimes</b>	2,233	2,551	2,738	2,448	2,484	251	+11.2%
<b>Property-related Crimes</b>							
Burglary at non-residential premises	1,38	1,262	1,496	1,344	1,137	-243	-17.6%
Burglary at residential premises	3,968	3,894	4,482	4,179	4,096	128	+3.2%
Theft of motor vehicle and motorcycle	262	288	355	253	271	9	+3.4%
Theft out of or from motor vehicle	2,018	2,025	2,446	2,378	2,119	101	+5.0%
Stock-theft	374	303	345	359	324	-50	-13.4%
<b>Total Property-related Crimes</b>	<b>8,002</b>	<b>7,772</b>	<b>9,124</b>	<b>8,513</b>	<b>7,947</b>	<b>-55</b>	<b>-0.7%</b>
<b>Other Serious Crimes</b>							
All theft not mentioned elsewhere	4,677	4,978	5,498	5,047	4,776	99	+2.1%
Commercial crime	2,051	2,535	2,454	2,654	2,822	771	+37.6%
Shoplifting	807	680	764	914	700	-107	-13.3%
<b>Total Other Serious Crimes</b>	<b>7,535</b>	<b>8,193</b>	<b>8,716</b>	<b>8,615</b>	<b>8,298</b>	<b>763</b>	<b>+10.1%</b>
<b>Total Community-reported Serious Crimes</b>	<b>27,561</b>	<b>29,484</b>	<b>32,71</b>	<b>31,25</b>	<b>31,107</b>	<b>3,546</b>	<b>+12.9%</b>
<b>Crimes Detected as a Result of Police Action</b>							
Illegal possession of firearms and ammunition	132	149	160	218	188	56	+42.4%
Drug-related crime	970	778	957	1,346	1,537	567	+58.5%
Driving under the influence of alcohol or drugs	570	475	688	721	1,018	448	+78.6%
Sexual offences detected as a result of police action	3	6	2	3	4	1	+33.3%
<b>Total Crimes Detected as a Result of Police Action</b>	<b>1,675</b>	<b>1,408</b>	<b>1,807</b>	<b>2,288</b>	<b>2,747</b>	<b>1,072</b>	<b>+64.0%</b>
Kidnapping	64	101	143	146	175	111	+173.4%

## 4. GOVERNANCE AND FINANCE DEVELOPMENT PROFILE

### 4.1 BCMM Governance Profile

#### 4.1.1 Municipal Functions

**Table 31: Municipal functions of BCMM**

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



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

### Intergovernmental Relations

The purpose of a system of intergovernmental relations for BCMM is to promote cooperative decision-making, ensure the execution of policies through effective communication, coordinate priorities and budgets across different sectors, and prevent disputes and conflicts between spheres of government.

In May 2014, the BCMM's Intergovernmental Relations Forum (IGRF) was launched in accordance with the Intergovernmental Relations Framework Act, No. 13 of 2005, which is outlined in Chapter 3 of the South African Constitution, 1996 and sets forth the basic principles and values of cooperative government and IGR. Section 41 of the Constitution requires an Act of Parliament to:

- a) Establish and provide structures and institutions to promote and facilitate intergovernmental relations; and
- b) Provide appropriate mechanisms and procedures to facilitate the settlement of intergovernmental relations.

Subsequently, the Intergovernmental Relations Framework Act (No. 13 of 2005) was enacted. The objective of the Act is "to facilitate coordination by the three spheres of Government, i.e., National, Provincial and Local Governments, in the implementation of policy and legislation".

The IGR Framework Act outlines the general principles and objectives of intergovernmental relations, primarily focusing on the outcomes that the system must achieve:

- Coherent government
- Effective provision of services
- Monitoring implementation of policy and legislation
- Realisation of national priorities.

The South African system of IGR is complex and continues to evolve as improved modes of cooperation and coordination emerge, and as functions are shifted between the spheres.

The following key elements and principles underpin the intergovernmental relations system:

- Accountability

- Transparency and governance
- Mutual support
- Redistribution
- Vertical division
- Revenue sharing
- Broadened access to services
- Responsibility over budgets

The intergovernmental system relies on well-coordinated policy, planning, budgeting, implementation, and reporting. This is essential both within and between spheres and is facilitated through technical, executive, and legislative consultative forums.

Regarding the BCMM IGR Framework, BCMM has established the following IGR Structures, which serve as mechanisms to enable engagement, alignment, integration, coordination, consultation, prioritisation, and focus:

- BCMM Political IGR Forum
- BCMM Technical IGR Committee
- BCMM IGR Core Group
- BCMM IGR Political Roundtable (New)
- BCMM IGR Technical Roundtable

The main purpose of the BCMM IGR Structures is to:

- Improve integrated planning with other spheres and agencies of government.
- Engage sector departments on issues and projects that are cross-cutting with BCMM.
- Jointly resolve challenges faced within wards that are not part of BCMM functions.

The structures are chaired by political and administrative representatives who meet as per the IGR Calendar.

**Table 32: BCMM IGR structures and calendar**

Structure	Responsible	Responsibility	Meetings
<b>BCMM Political IGR Forum</b>	Chaired by the Deputy Executive Mayor, with representation from the Mayoral Committee, City Manager, HODs, Sector Departments, parastatals, and SOEs.	Facilitates IGR within the local municipality, among provincial and national government departments, and with SOEs within BCMM. The main objective of the BCMM IGR Forum is to enhance integrated development and address priorities that require intervention in the Metro.	Two meetings per year
<b>BCMM Technical IGR Forum</b>	Chaired by the City Manager or his nominee, with representation from HoDs, municipal officials, parastatals, SOEs, and	The functions of the technical support structure include: <ul style="list-style-type: none"> <li>• Providing technical support and advice to the BCMM IGRF.</li> </ul>	Two meetings per year

Structure	Responsible	Responsibility	Meetings
	agencies across all three spheres.	<ul style="list-style-type: none"> <li>Ensuring the implementation of the decisions made by the BCMM IGRF.</li> <li>Reporting on progress in implementing the priorities and programmes determined by the BCMM IGRF.</li> <li>Designing integrated programmes for policy implementation with clear timeframes.</li> <li>Performing duties as delegated by the BCMM IGRF.</li> </ul>	
<b>BCMM Core Group</b>	Chaired by the HoD: Executive Support Services (ESS), this structure comprises BCMM, COGTA, OTP, the South African Local Government Association (SALGA), and Treasury.	This structure examines issues of governance, including new policies, programmes, or projects that impact IGR.	As and when required
<b>BCMM Political Roundtable</b>	Chaired by the Deputy Executive Mayor, it includes representation from members of the Mayoral Committee, the City Manager, HoDs, sector departments, parastatals, and SOEs.	This IGR political structure addresses outstanding and urgent matters that require political intervention between the BCMM and other spheres, necessitating one-on-one engagement.	Two meetings per year
<b>BCMM Technical Roundtable</b>	Chaired by the HoD: ESS, with representatives from HoDs, municipal officials, parastatals, SOEs, and agencies from all three spheres.	Discusses and finds solutions raised at the IGRF in preparation for the IGR political roundtable.	Two meetings per year
<b>Three Sphere Engagements</b>	Chaired by the City Manager, with representatives from HoDs, municipal officials, parastatals, SOEs, and agencies from all three spheres.	Enables input on projects, budgets, and commitments from other spheres within the BCMM jurisdiction into the IDP and One Plan.	Two meetings per year

The BCMM political and technical IGR sessions have been successfully held with representation from all three spheres of government. However, the COVID-19 pandemic negatively impacted the hosting of meetings. In light of the pandemic, from August 2020 to date, BCMM has conducted 95% of all its meetings on the virtual Microsoft Teams platform.

In 2021, BCMM recognised the need to review the IGR Framework and the Terms of Reference due to:

- Provincial IGR Framework Review
- IGR Framework Act 2005 Review
- Introduction of the DDM and One Plan
- To include BCMM's current structures and processes that were not part of the 2013 BCMM IGR Framework

The review was also necessary for the following reasons:

- The need for BCMM not merely to comply, but to seek innovative ways to make IGR work;
- Room for improvement in IGR coordination across BCMM and in the other two spheres;
- To ensure that the IGR Forum is more functional with tangible, measurable outputs for achieving key strategic outcomes for BCMM;
- To ensure IGR is cross-cutting so that BCMM becomes more efficient and effective;
- The need for more alignment with the IDP, Provincial Growth and Development Plan (PGDP), and NDP; and
- To ensure a more realistic and credible IDP and One Plan.

### **District Development Model and One Plan**

In July 2019, the President officially launched the DDM in the OR Tambo District. All spheres of government are required to embrace the model and facilitate its implementation to improve joint planning, increase implementation, and enhance service delivery. The President proposed the “One Plan” of government or the DDM as the best approach to integrate planning, budgeting, implementation, and monitoring across all government spheres.

The BCMM One Plan has, through various internal and external IGR, IDP, and Council engagements, reached the final stages of the Fifth-Generation One Plan development. The IGR core group, comprising BCMM's IGR, IDP, and EPMO units, together with the Office of the Premier, COGTA, and Provincial Treasury, has been working jointly on the One Plan for BCMM since January 2020.

A number of participatory IGR sessions on the DDM and the One Plan, involving BCMM, OTP, COGTA, Provincial Treasury, and the EC Socio-Economic Consultative Council (ECSECC), were held, and a gap analysis assessment was undertaken by ECSECC. BCMM's Political and Technical IGR Committees facilitated several DDM/One Plan consultative processes to enable input from all three spheres into the plan and to finalise it by the deadline of 31 August 2021.

In 2024, BCMM continues to strengthen the input of projects, budgets, and commitments from other spheres for a more informed and integrated IDP and One Plan.

### **International Relations**

In the international space, the COVID-19 pandemic has highlighted a wide range of challenges faced by municipalities. The closure of borders negatively impacted BCMM's international relations. Many project meetings had to be postponed or convened on virtual platforms. Fortunately, BCMM did not tackle the challenges of the pandemic single-handedly; it worked alongside international partners who provided substantial support.

### BCMM International Relations Economic Recovery Webinar

Taking into consideration the South African Economic and Recovery Plan, as well as broader issues currently facing the BCMM, an International Relations webinar was held with potential donors, experts, and strategic provincial and national government departments to explore the funding opportunities available for BCMM to harness in the long-term economic recovery process.

COVID-19 delivered a severe shock to urban economies and exacerbated existing structural challenges. However, it has also been seen as a silver lining, offering cities an opportunity to rethink their economic models, address long-standing structural issues, and build more inclusive, resilient, and sustainable economies. BCMM was urged to understand its unique comparative advantages and economic growth drivers, as well as its specific challenges, in order to develop a shared vision and long-term growth and development strategies with all its stakeholders.

### Donations

The local communities and public health care facilities of BCMM have faced unprecedented challenges and pressures during this period, increasingly turning to local government for support and guidance. However, BCMM lacks sufficient budget allocations for crisis management or the direct provision of personal protective equipment to public health facilities. In response, the BCMM International Relations Unit mobilised personal protective equipment resources through its international partner cities in China and Germany.

The International Relations Unit's efforts to engage with Chinese and German partners to support BCMM's fight against the pandemic by donating personal protective equipment to the Metro were backed by the Office of the Executive Mayor. The request was favourably received by Chinese and German counterparts, although the respective cities were also battling the pandemic.

The donations from the respective cities to date have been as follows:

**Table 33: Personal Protective Equipment donations by international partners**

City	Donation	Value
BCMM local Chinese Community	4 000 three ply masks	R120 000
BCMM local Chinese Community	Donation of 135 Food parcels to orphanages	R45 000
City of Jinhua, China	20 000 three ply masks	R600 000
City Jinhua China	30 000 FFP2 masks,	R1 500 000
City of Oldenburg, Germany	2 000 single ply masks	R50 000
Value		<b>R2 315 000</b>

BCMM also received three-ply masks and food parcels donated by the local Chinese community. These were handed over to the following orphanages through the Office of the Executive Mayor:

- Masizakhe Child and Youth Care Centre – Mdantsane
- God's Heart Desire Children's Home – Fort Jackson
- Qonce Orphanage

## Beneficiaries

BCMM also donated the 20 000 three-ply masks received from the City of Jinhua in China to the Department of Health in the EC province to aid in the fight against the pandemic.

During the second wave of the pandemic, BCMM received a second donation from the City of Jinhua. In December 2020, BCMM sent a formal request to Jinhua for further assistance, and they responded by donating a total of 30 000 masks, along with 20 000 gloves and 990 items of protective clothing.

The Bhisho Hospital, Grey Hospital, Frere Hospital, Cecilia Makiwane Hospital, and Nqubela TB Hospital in Mdantsane were provided with 5 000 masks, 3 000 gloves, and 180 items of personal protective clothing through the Office of the Executive Mayor.

## Cooperation with City of Oldenburg in Germany

### “Save water Campaign”

BCMM's Water and Sanitation Department has been collaborating with the City of Oldenburg's Water Authority (OOWV) on a “Save the Water Campaign” during 2020/21.

The project successfully concluded at the end of 2021, featuring promotional material such as posters and radio announcements, as well as a local rap group that produced a rap song and video on saving water. These resources were utilised in the campaign to encourage communities to conserve water.

### New water project – cooperation of water operators

BCMM, OOWV, and a new water operator in Germany, Wupperverband, will cooperate from 2022 to 2023 on a project aimed at strengthening the capacity of local municipal water and sanitation systems to manage and ensure a stable and reliable water supply for local communities and residents. Commencing in February 2022, the project includes exchanges in both SA and Germany to develop the project concept, share lessons learnt, identify best practices, create action plans, and conduct research.

The health risks posed by COVID-19, along with safety and security risks stemming from the war between Russia and Ukraine, are negatively impacting countries across the globe. This is leading to global economic downturns, with nations concerned about their investments. As a result, BCMM requires a new approach to international relations. Therefore, in April 2022, BCMM aims to review its International Relations Framework and consider new methods of cooperation with partners abroad.

### 4.1.2 Summary of community developmental issues and priorities

While still facing a barrage of challenges, BCMM has made satisfactory progress in implementing the 2021/2026 five-year IDP and is planning to accelerate the pace of service delivery progressively.

The Table below presents a summary of the Ward Priorities raised by communities during the 2025/2026 IDP Review:

**Table 34: Summary of Ward Priorities**

NO.	NEEDS	NO. OF ISSUES	WARDS
1.	Municipal Roads & Transport Infrastructure	39	1,2, 3, 4, 5, 8, 9, 10, 13, 14, 16, 17, 18, 19, 20, 21, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35 36, 37, 39, 41, 42, 43, 44, 45, 46, 47, 48
2.	Public Amenities (Community Halls, Libraries, Youth Centres, Clinics, Satellite Police stations, sport fields)	37	1, 3, 5, 6, 7, 8, 9, 10, 11, 14, 16, 17, 20, 21, 22, 23, 25, 26, 27, 29, 30, 31, 32, 33, 34, 35, 36, 37, 39, 40, 41, 42, 42, 43, 44, 46, 48
3.	Housing	30	2, 4, 5, 6, 8, 9, 10, 11, 13, 14, 15, 17, 20, 22, 24, 25, 26, 27, 33, 35 37, 38, 39, 41, 42, 44, 45, 46, 47
4.	Electricity	27	2, 4, 5, 6, 7, 8, 10, 11, 13, 14, 15, 16, 17, 19, 20, 23, 24, 26, 28, 31, 33, 35, 38, 43, 45, 48, 49
5.	Parks, Open Spaces, Cemeteries	20	1, 3, 7, 8, 12, 13, 14, 19, 21, 24, 27, 29, 30, 36, 37, 40, 45, 46, 47, 48
6.	Water	16	6, 15, 18, 22, 24, 26, 28, 33, 34, 35, 36, 38, 39, 40, 43, 44,
7.	Sanitation	14	2, 6, 12, 15, 17, 18, 23, 28, 29, 33, 34, 35, 38, 47
8.	Economic, Safety and Environmental	11	2, 4, 9, 11, 18, 32, 34, 35, 36, 40, 41
9.	Ailing Infrastructure	5	2, 28, 29, 46, 47
10.	Billing and Revenue	4	21,23, 42, 43
11.	Spatial Planning and Land	4	12, 27, 30, 45



The **TOP FIVE** development and service delivery priorities as identified by residents of Buffalo City during the IDP Review are:

**1. Municipal Roads & Transport Infrastructure** – Rural residents are very concerned about the condition of rural access roads and the overall maintenance of roads across the City.

**2. Public Amenities** – Communities, especially those in more rural settings, have requested more community halls, libraries, youth centres, clinics, satellite police stations, sports fields, and other public amenities that will improve their quality of life and ensure better universal access to services from all three spheres of government.

**3. Housing** - We are building and developing human settlements in the wards of the Midlands Region. We are faced with challenges related to the illegal invasion of incomplete housing units, but we are assisted by the law enforcement unit to remove people who occupy houses that do not belong to them.

**4. Electricity** – Here, the main requests centre around the electrification of informal settlements and lighting in ESKOM-supplied areas.

**5. Parks, Open Spaces, Cemeteries** – These issues are commonly associated with other social ills that our communities are combating, particularly criminal activity, drug and substance abuse, vandalism of municipal property, illegal dumping, and other scourges.

#### Multi-Sectoral Intergovernmental Matters

The following multi-sectoral intergovernmental matters have been identified by the public and form part of the agenda for discussions between BCMM and the relevant spheres at the specified IGR platforms created for such engagements:

**Table 35: Multi-sectoral Intergovernmental Matters**

ISSUES THAT CUT ACROSS GOVERNMENT SPHERES OR RESIDE UNDER THE FUNCTIONS OF A GOVERNMENT ENTITY AT PROVINCIAL OR NATIONAL LEVEL		
<b>SPORT</b>		
Sport - Boxing	Installation of a boxing ring in a community hall.	31
<b>ROADS</b>		
Access Road	There was no road leading to the grazing land next to Kiwane; a request was made for an access road to be constructed.	32
Roads	Request for road construction from Gwiqui to Nxamkwan. Cars have been damaged due to the poor condition of the roads.	24
Roads	Twecu Village sought clarity regarding the construction of a tarred road between Jojweni and Kei Bridge; the project had not yet been implemented, despite being promised in previous years.	32, Twecu
Roads	Maintenance of roads from Airport Park and Ntenteeni on the R72 towards Buffalo Pass is required, as the roads are in a poor state and need to be reconstructed.	31
Bridge	Bridge requested from eQonce to Zinyoka; the road is submerged during heavy rains, forcing taxis to use alternative routes to access the area.	35
Bridges	2 bridges in Peeltown are not mentioned.	43
Roads	The DR26 road is in a bad state; taxis refuse to use it.	26
Pavements	Road pavements to be constructed for schoolchildren.	49
<b>DESTITUTE HOUSES AND HOUSES NEEDING RECTIFICATION</b>		
Rectification of houses	Rectification of houses in Phola Park: houses were built in 1999, and only 50 have been rectified.	34
Destitute houses	Ndayi area: Houses that were promised but have not yet been built.	24
<b>DAMS</b>		
Maiden dam	Dam project has not commenced.	38
Dams	2 dams will be closed at Eluxolweni as they cause mosquito infestation.	17
<b>POLICE SERVICES</b>		
Mobile police station		24
Police station	Satellite police station requested, as the main one is at Lloyd.	10
Satellite police station	Two police stations serve the areas of Kidds Beach and Fleet Street, and crime continues to be a challenge. A request has been made for a mobile police station.	31
Sport development	Develop the sports fields at Tsholomnqa.	32
<b>SMME SUPPORT AND ENTREPRENEURSHIP</b>		
Youth development	NYDA to assist in rural areas.	31
Employment	Deforesting Longumsobomvu, which was previously used by soldiers, will create jobs. Develop the ward by generating employment.	35
NYDA	Requests made for programme of action.	38
Job creation	Provision of employment opportunities for youth with no educational qualifications.	6
Youth empowerment	Application processes at NYDA will be expedited to assist businesses.	14
SMME's	Not considered for projects in the ward.	21
<b>LIBRARIES AND INFORMATION CENTRES</b>		
Library	Request made: even if it is a mini-library, as children currently have to travel to town for research and other school projects.	41
Information Centre/Library	Request made for an information centre or library to be constructed.	49

**ISSUES THAT CUT ACROSS GOVERNMENT SPHERES OR RESIDE UNDER THE FUNCTIONS OF A GOVERNMENT ENTITY AT PROVINCIAL OR NATIONAL LEVEL**

Library		5
Library		5 (Scenery Park)
<b>SOCIAL DEVELOPMENT</b>		
Youth centre	Request made for Youth Centre at Nkqonkweni.	45
Youth	Request for youth to be provided with learnerships and for a youth centre to be built for their activities.	49
Youth Development	Youth skills programmes, namely: soft skills, computer skills, mentorship skills, and data analysis skills, should be complemented by hard skills such as bricklaying and artisan training. Educational requirements should start from below Grade 12 to ensure that all residents can benefit.	2
Social workers	A concern has been raised regarding the sexual abuse of young girls and boys who were recruited to sell drugs. Additionally, there is a request for Social Workers to be deployed to communities.	2
Social workers		8
Social workers	Social development representatives should move around the ward due to issues with drug addicts and rape.	13
Social workers	A community member raised a concern about children being raped and residents using drugs, and requested that social workers be available to make rounds.	15
Social workers	A concern has been raised regarding the sexual abuse of young girls and boys who have been recruited to sell drugs. A resident requested that social workers be deployed to communities for easier access.	2, 8, 13, 15
<b>EDUCATION, SKILLS DEVELOPMENT AND TRAINING</b>		
School and scholar transport	No school in the village; children have to travel long distances as the school is in Village 3.	31
Disaster damaged school	Twecu made a request for the maintenance of Jim Vabaza High School, which had collapsed due to stormy weather.	33
School	Request for a school in Sweetwaters, as children have to travel to Zwelitsha.	44, Sweetwaters
School		45
Learnerships	Learnership opportunities that accommodate residents with Grade 12.	27
Skills development	NU 5: Old buildings that can be utilised for skills development. School dropouts.	11
Skills development	Request drivers' licences and computer skills.	23
Skills development	Forums were formed to develop people in the ward. Additionally, as there are wine-making skills in the ward, the Municipality was requested to consider these skills.	24
Schools	No schools in the ward; children have to travel to other areas.	24
Scholar transport	MaBungalweni residents.	
Skills development	Request drivers' licences and computer skills.	23
Youth Development	Youth skills programmes; namely: soft skills, computer skills, mentorship skills, and data analysis skills. A resident added that hard skills, such as bricklaying and artisan training, should also be provided. Additionally, the education requirement should start from below Grade 12 to ensure that all residents can benefit.	2
Learnerships	Learnership opportunities that accommodate residents with Grade 12.	27
<b>CLINICS</b>		
Clinic/mobile clinic	2 areas serviced by only 2 clinics. At least the provision of a mobile clinic should be made.	31

# ISSUES THAT CUT ACROSS GOVERNMENT SPHERES OR RESIDE UNDER THE FUNCTIONS OF A GOVERNMENT ENTITY AT PROVINCIAL OR NATIONAL LEVEL

Clinic	For Nkqonkweni: in Tshabo, there is a high school that has been closed. A request has been made for the site to be restructured as a clinic.	45
Mobile clinic		3, Southernwood
Clinic		28 (Mzamomhle)
Clinic	Requested at eLuxolweni.	17
Clinic		24
School, Clinic	Macleantown: No school and no clinic	26
Clinic	NU 9: There is a shortage of nurses in the clinic(s).	30
Mobile clinic	Requested for Mabungalow, as none are reaching the area.	42
Clinic	Shortage of staff, as the NU 8 clinic caters to three areas (NU 8, NU 10, and NU 12).	48
Clinic/mobile clinic	20 areas serviced by only two clinics. A request has been made for at least one mobile clinic.	31
Clinic/mobile clinic		3
<b>LAND AND AGRICULTURE</b>		
Rural development plan	The programme of action is unclear.	31
Land transfer from Bongweni to Ntenti	Sort out the issue of land, ensuring that it is owned by the people.	31
Fencing of communal land	Request made for the fencing of communal land.	31
Land and Agriculture	Request made for cultivable land.	31
Dipping Tank	Phozi village: request made for a dipping tank.	32
Fencing of fields	Fencing of fields at Phozi	32
Dipping tank	Request for installation of dipping tank in the Cwecweni area.	32, Cwecweni
Land to build houses	Land to be identified at Phola Park for building houses.	34, Phola park
Land availability	Availability of land for Nompumelelo residents – Phase 2.	15
Dipping tanks	Request for old dipping sites in rural areas to be refurbished.	50
Land	Land occupied by residents is privately-owned.	17
Dipping tanks	Renovation of dips.	22
Land	Sisonke and Andrew Mlangeni request the municipality to purchase land, as it is currently privately owned.	42
Land availability	Availability of land for Nompumelelo residents for phase 2.	15
Wontini forest place		32
Development of Gumtree Forest	Gxetu has a Gumtree forest left by the previous owner that needs to be developed.	33, Gxetu
Deforest	The forest that lies between Msundulu Primary School and the Reservoir in Kwanohlazana needs to be deforested, as criminals use it as a sanctuary and a dumping ground for stolen cars, dead bodies, and other items. The municipality has been requested to assist in this regard.	33

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

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

- Ward committees

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

#### 4.1.3 Vacancy rate

**Table 36: Staff Vacancy Rate per directorate, April 2024**

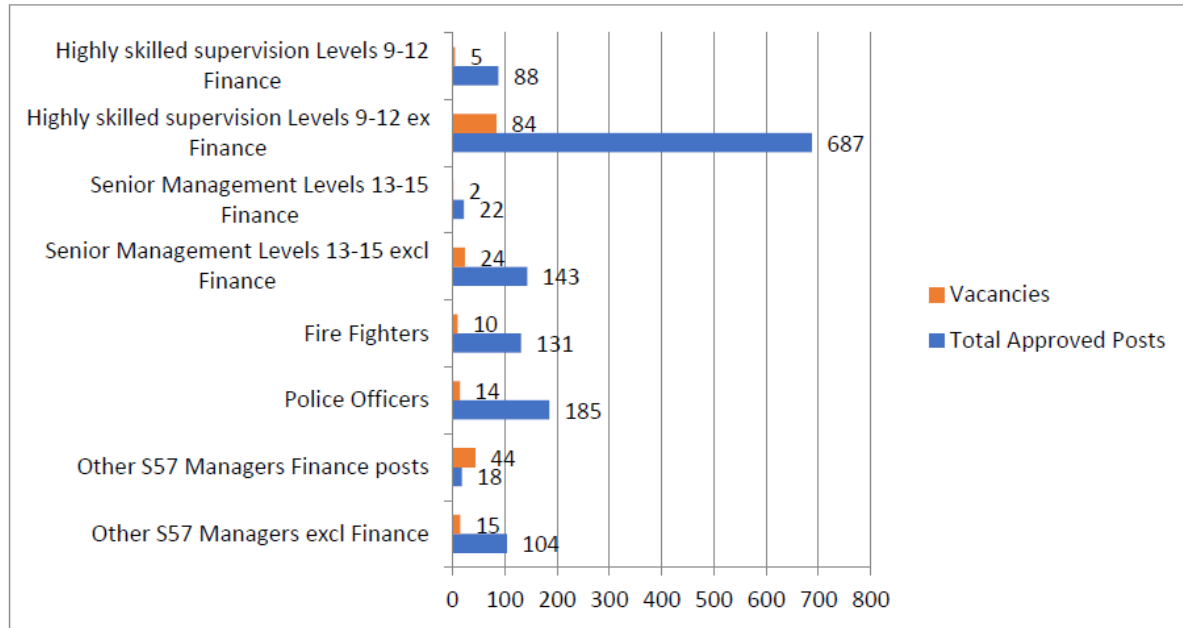
Directorate	Staff Complement	Vacant Posts	Vacancy Rate
EXECUTIVE SUPPORT SERVICES	149	55	37%
CITY MANAGER	80	22	28%
CORPORATE SERVICES	193	25	13%
SPATIAL AND DEVELOPMENT PLANNING	158	37	23%
ECONOMIC DEVELOPMENT AND AGENCIES	76	7	9%
CHIEF FINANCIAL OFFICER	619	81	13%
PUBLIC SAFETY & EMERGENCY SERVICES	831	96	12%
HUMAN SETTLEMENTS	64	5	8%
INFRASTRUCTURE SERVICES	1 150	208	18%
SOLID WASTE & ENVIRONMENTAL MANAGEMENT	1 025	193	19%
SPORTS, RECREATION & COMMUNITY DEVELOPMENT	791	144	18%

**Table 37: Staff Vacancy Rate per designation, BCMM 2022/23 Annual Report**

Designation	*Total Posts Approved	*Vacancies (Total time that vacancies exist using full-time equivalents)	*Vacancies (as a portion of total posts in each category)
	No.	No.	%
Municipal Manager	1	0	100%

Designation	*Total Posts	Approved	*Vacancies (Total time that vacancies exist using full-time equivalents)	*Vacancies (as a portion of total posts in each category)
	No.		No.	%
CFO	1		0	0%
S57 - HoDs	9		1	11,11%
Other Senior Managers (excl. Finance Posts T16 & above)	104		15	14,42%
Other Senior Managers (Finance posts T16 & above)	18		4	22,22%
Police Officers		185	14	7,57%
Firefighters		131	10	7,63%
Senior management: Levels 13- 15 (excluding Finance Posts) ex 3005-3071		143	24	16,78%
Senior management: Levels 13- 15 (Finance posts)		22	2	9,09%
Highly skilled supervision: Levels 9-12 (excluding Finance posts)		687	84	12,23%
Highly skilled supervision: Levels 9-12 (Finance posts)		88	5	5,68%
<b>Total</b>		<b>1 389</b>	<b>160</b>	<b>11,51%</b>

The table above presents a more detailed breakdown of the number of filled posts and vacancies across various skill levels.



**Figure 36: Vacancies, BCMM 2022/23 Annual Report**



**Table 38: Turnover Rate, BCMM 2022/23 Annual Report**

Turnover Rate			
Details	Staff establishment as at the end of Financial Year	Terminations during the Financial Year	Turn-over Rate*
2020/21	5 552	276	5%
2021/22	5 404	275	5%
2022/23	5 252	243	5%

**Comment on Vacancies and Turnover:**

BCMM has an approved staff complement of 5 252, with 614 of these positions currently vacant and funded. We are actively advertising these vacancies.

In the fiscal year ending June 2023, a total of 127 posts were filled. Additionally, there were 243 terminations, broken down as follows:

:

- Contract Expiry – 1
- Deceased – 41
- Dismissals – 15
- Medical Boarding – 9
- Resignations – 52
- Retirements – 125
- Appointments – 127

## 5.1 The Buffalo City Metropolitan Municipality Finance Profile

### 5.1.1 [Overall Financial Performance & Expenditure of the BCMM](#)

**Table 39: Consolidated Budget Summary**

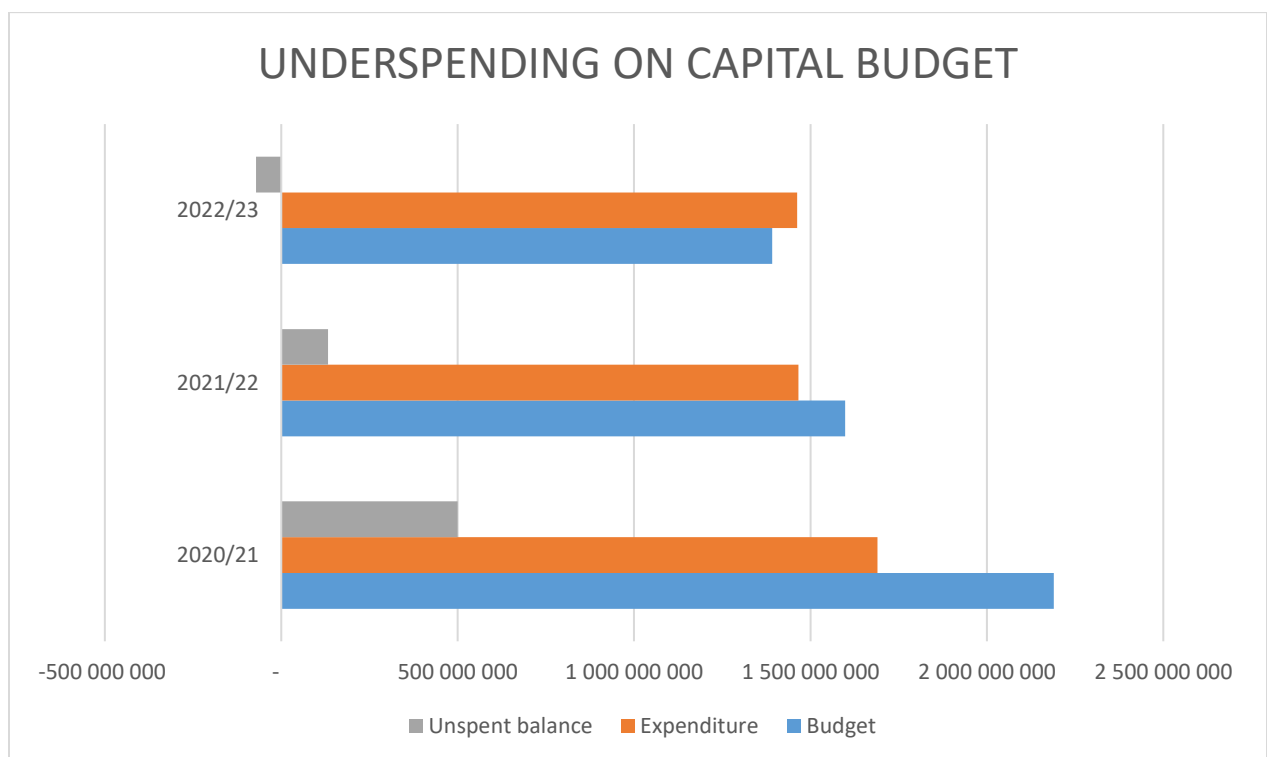
Description	2020/21	2021/22	2022/23
R thousands	Audited Outcome	Audited Outcome	Audited Outcome
<b>Financial Performance</b>			
Total Revenue (excluding capital transfers and contributions)	7 738 963	8 249 591	8 061 516
Total Expenditure	8 207 573	9 275 196	9 063 135
<b>Surplus/(Deficit)</b>	<b>(468 610)</b>	<b>(1 025 605)</b>	<b>(1 001 619)</b>

Description	2020/21	2021/22	2022/23
R thousands	Audited Outcome	Audited Outcome	Audited Outcome
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	1 065 032	686 636	732 602
Contributions recognised - capital & contributed assets	14 979	2 294	4 160
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>611 401</b>	<b>(336 675)</b>	<b>(264 857)</b>
Share of surplus/ (deficit) of associate	(26 628)	(29 869)	20 143
<b>Surplus/(Deficit) for the year</b>	<b>584 773</b>	<b>(366 544)</b>	<b>(285 000)</b>
<b>Capital expenditure &amp; funds sources</b>			
<b>Capital expenditure</b>	<b>1 690 102</b>	<b>1 465 623</b>	<b>1 462 280</b>
National Government	1 098 015	707 259	730 712
Provincial Government	542	–	–
Borrowing	230 800	35 311	–
Internally generated funds	860 389	855 691	660 480
<b>Total sources of capital funds</b>	<b>2 189 745</b>	<b>1 598 261</b>	<b>1 391 192</b>
<b>Financial position</b>			
Total assets	26 436 034	29 124 434	29 769 545
Total liabilities	3 350 954	3 245 673	3 622 230
Community wealth/Equity	23 085 081	25 878 762	26 147 314
<b>Cash flows</b>			
Cash/cash equivalents at the year end	1 145 407	697 457	679 975
<b>Collection rate</b>	<b>70,20%</b>	<b>71,39%</b>	<b>82,05%</b>
<b>Outstanding debtors</b>	<b>4 368 246</b>	<b>5 760 893</b>	<b>6 378 787</b>
<b>Percentage of capital expenditure spent against capital budget</b>	<b>77%</b>	<b>92%</b>	<b>100%</b>
<b>Current ratio</b>	<b>1,7:1</b>	<b>1,6:1</b>	<b>1,36:1</b>
<b>Debt (Total Borrowings) to Revenue</b>	<b>3,75%</b>	<b>2,64%</b>	<b>1,83%</b>
<b>Remuneration as % of Total Operating Expenditure</b>	<b>31%</b>	<b>28%</b>	<b>28%</b>
<b>Cost coverage</b>	<b>1,79</b>	<b>1</b>	<b>0,81</b>

#### Account of the Financial Performance of the Metro

- The Revenue base has remained stagnant, only increasing due to the rise in the annual tariffs. For the Metro to grow, there needs to be an increase in the Revenue base from new investments and the expansion of current investments.
- The Metro's operating expenditure budget is growing at a high rate; one of the main contributing factors is the growth of employee costs.
- In the 2022/23 financial year, the City realised a deficit of R 285 million compared to a deficit of R 366 million in the 2021/22 financial year.

- The Metro injected substantial own funding investment into the capital budget programme in the past few years (a total of about R 2,38 billion over the past three years).
- Capital expenditure has improved in the past few years, with 77% spent in 2020/21 and 100% spent in 2022/23. The Capital expenditure percentage reflects a good trend as it has reached 100% in 2022/23.
- The book value of Total Assets has increased from R 26,44 billion (2020/21) to R 29,77 billion (2022/23). This reflects the investment made by the Metro in its Capital Expenditure Programme.
- Cash and cash equivalents have decreased from R 1,14 billion (2020/21) to R 680 million (2022/23). The main contributing factor to this decrease is the substantial own funding injection that has been made in the capital programme over the past years.
- The collection rate achieved over the past years has been below the set target. This has also contributed to the decline in cash and cash equivalents.
- Debtors continue to be a concern for the Metro, with outstanding debtors increasing year-on-year. This increase in outstanding debtors is directly correlated to the decline in the collection rate.



**Figure 37: Under-expenditure on Capital Budget**

In the 2020/21 financial year, there was under-expenditure of 23% on the capital budget. In the 2021/22 financial year, the under-expenditure on the capital budget was 8%, and in the 2022/23 financial year, the Metro fully spent the allocated capital budget.

### 5.1.2 Cost Drivers in the BCMM Administration






BCMM's cash and cash equivalents have continued to decline over the years, from R697 million in June 2022 to R680 million in June 2023. The main reason for this decline is due to the following cost drivers:

- Significant decline in the institutional collection rate and a continued increase in demand for services.
- The high level of investment in capital infrastructure is increasing the balance sheet while decreasing reserves.
- Ongoing increases in water and electricity losses due to theft.
- The application of the revaluation method to account for depreciation of municipal assets poses a significant/material decrease in the value of BCMM assets, without equivalent rehabilitation or upgrading of assets.
- The decline in the collection rate increases debt impairment on an annual basis, impacting the financial health of the metro from a financial performance perspective.
- The continued increase in employee-related costs and overtime.

### BCMM Audit Findings over the last three years




There are five types of Audit Reports:




**Table 40: Types of Audit Reports**

 Unqualified Opinion <b>No Findings</b>	 Unqualified Opinion <b>Emphasis of Matter Items</b>	 Qualified Opinion	 Adverse Opinion	 Disclaimer of Opinion	An Outstanding Opinion
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In the past three financial years BCMM obtained the following audit opinions:

**Table 41: Previous Audit Opinions**

Overall Opinion		2020/21	2021/22	2022/23	Reason
		Qualified	Unqualified	Qualified	
Overall Progress					
<b>Qualification Paragraphs</b>					
Revenue from exchange transactions				x	Completeness, accuracy, and validity in sanitation resulting in an understatement.
Irregular Expenditure			x		Irregular expenditure disclosed in the notes to the AFS is understated.
Property, plant and equipment				x	Due to WIP and the capitalisation of assets, AG is requiring piecemeal componentisation.

Overall Opinion		2020/21	2021/22	2022/23	Reason
		Qualified	Unqualified	Qualified	
Overall Progress					
					This requirement also stems from a long-term error in revaluations dating back to 2013, which the AG only identified in their 2022/23 audit.
Commitments				X	Understatement
Emphasis of matter paragraphs					
Irregular expenditure incurred		x	x		
Electricity Losses		x	x	x	
Water Losses		x	x	x	
Debt impairment			x	x	
Underspending on Conditional Grants			x	x	

In 2022/23, the City obtained a qualified audit opinion on its Annual Financial Statements (AFS). The qualification arose due to the following:

- i. Inability to provide sufficient appropriate audit evidence for property, plant and equipment that was incorrectly accounted for concerning the revaluation of the Metro's assets.
- ii. Service charges pertaining to sanitation were not adequately recognised, resulting in properties not being billed and the sanitation service charges not being adequately recorded, leading to an understatement of receivables and revenue from exchange transactions.
- iii. Commitments on capital assets work-in-progress were incorrectly disclosed, resulting in an overstatement of commitments.

#### Action plans to achieve an unqualified audit:

The 2022/23 Audit Report and Management Report was analysed to develop the Audit Action Plan (AAP), which details the audit findings along with the required corrective actions to be taken.

The AAP contains actions to be undertaken, grouped by Directorates, with the responsible person listed for each action and the timeline for implementation. Progress updates on these actions are reported monthly by the relevant departments to keep the AAP current. The AAP was also submitted to Internal Audit for quality assurance regarding its completeness, accuracy, and validity. The KPIs addressing audit findings have been incorporated into all HoDs' performance plans for the 2023/24 financial year.

### 5.1.3 Irregular Expenditure of the last three years

BCMM continues to train all SCM officials and Bid Committee members on SCM-related procedures, regulations, and policies to promote full compliance and alleviate irregular expenditure. The Municipality is also considering the appointment of legal personnel for each Bid Committee to avoid litigation and non-compliance.

**Table 42: Irregular Expenditure - 2020/21, 2021/22, 2022/23**

Irregular expenditure	2020/21	2021/22	2022/23
Opening balance	2 885 963 535	3 085 212 548	9 216 993 440
Add: Irregular Expenditure - current	291 115 980	1 529 971 015	1 839 725 316
Add: Irregular Expenditure - prior period	-	4 689 793 434	-
Less: Amount written off by Council	(91 866 967)	(87 983 557)	-
<b>Closing balance</b>	<b>3 085 212 548</b>	<b>9 216 993 440</b>	<b>11 056 718 756</b>

The irregular expenditure disclosed at R 11,06 billion in the 2022/23 AFS results from:

- Procurement Made Outside SCM Regulations
- BCC contracts are primarily associated with service providers appointed between 2004 and 2010 for consulting work (during the Central Bid Committee system).
- Annual contracts awarded outside of procurement regulations.
- Formal contracts established outside of procurement regulations.
- Expired leases.
- Utilising annual contracts to construct capital assets.

### 5.1.4 Unfunded Mandates

There are a number of under- and unfunded mandates that the City must finance, including libraries, housing construction, and natural disasters. Continuous engagements are held with the respective provincial and national departments, and we are also utilising the IGR structures in an endeavour to secure sufficient funding for these unfunded mandates. Unfortunately, the majority of these engagements do not yield the desired outcomes. To date, the City has not received payment from the disaster fund for the January 2022 floods. Libraries are a provincial function, but the budget allocated to the metro is insufficient to cover operational costs, including employee salaries.

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

- BCMM is compelled to perform functions that are not allocated to the municipality, which places pressure on the budget and tariffs.
- The budget needs to be allocated to perform unfunded mandates using the revenue raised from annual tariffs.
- Funding these unfunded mandates puts pressure on mandated services that must be delivered by the Metro, potentially resulting in a lower level of services.
- BCMM must cover the costs of employing staff, managing operations, and maintaining infrastructure, among other things, when performing unfunded mandates.

## 5. INFRASTRUCTURE DEVELOPMENT PROFILE

BCMM is facing service delivery challenges and backlogs related to water, sanitation, housing, roads, infrastructure, and spatial development. These issues exacerbate the vulnerability of already marginalised groups regarding their economic participation, access to housing, water, sanitation, electricity, safe neighbourhoods, and their overall health and welfare within communities.

### 5.1 Household infrastructure and access to basic services

Drawing on the household infrastructure data of a region is essential for economic planning and social development. Assessing household infrastructure involves measuring five indicators:

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

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

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

The next few sections provide an overview of the household infrastructure of BCMM between 2010 and 2020.

### 5.2 Household by Dwelling Type

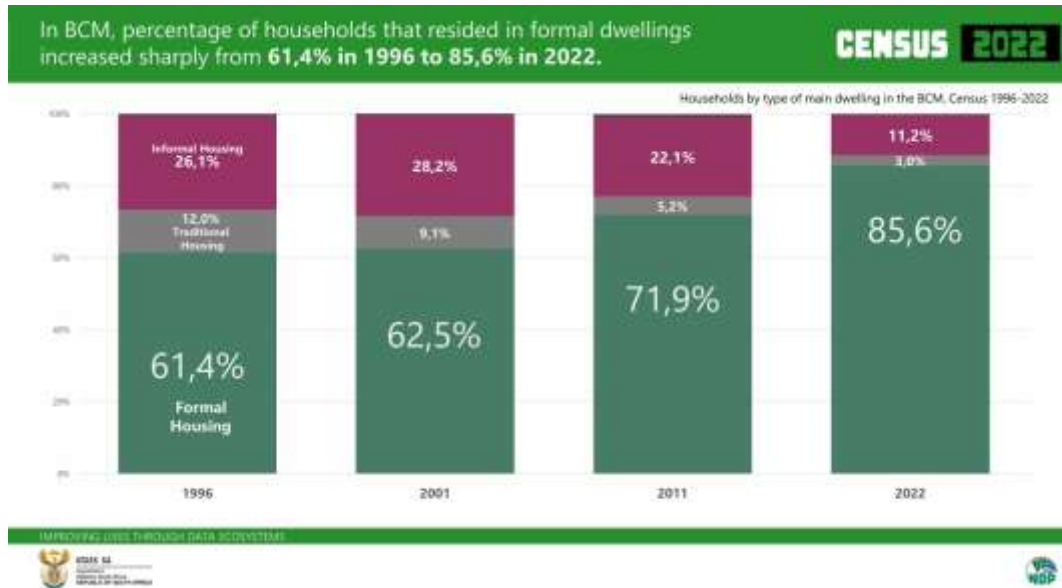
Using the StatsSA definition of a "household" and a "dwelling unit", households can be categorised according to the type of dwelling. The categories are:

- **Very formal dwellings:** Structures built according to approved plans; e.g., houses on a separate stand, flats or apartments, townhouses, and rooms in backyards that have running water and flush toilets within the dwelling.
- **Formal dwellings:** Structures built according to approved plans; i.e., a house on a separate stand, a flat or apartment, a townhouse, a room in a backyard, or rooms or a flatlet elsewhere, but without running water or a flush toilet within the dwelling.
- **Informal dwellings:** Informal structures or shanties in informal settlements, serviced stands, or proclaimed townships, as well as informal structures in the backyards of other dwelling types.
- **Traditional dwellings:** Structures made of clay, mud, reeds, or other locally available materials.



- Other dwelling units: Tents, ships, caravans, etc.

In Buffalo City, the percentage of households residing in formal dwellings increased sharply from 61,4% in 1996 to 85,6% in 2022 (StatsSA, 2022):

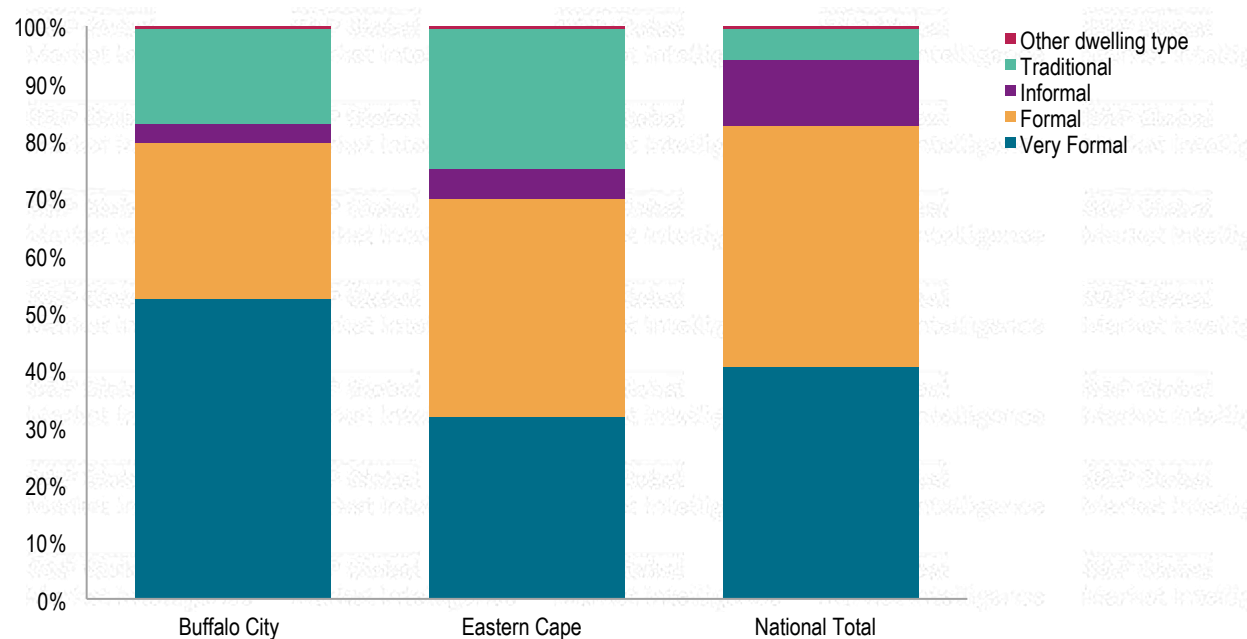


**Figure 38: Households by type of main dwelling in the BCM, Census 1996-2022**

The BCMM has approximately 114 500 potential beneficiaries registered in the National Housing Needs Register (NHNR). These individuals remain in the NHNR system until the Directorate of Spatial Planning and Development secures available land and the Provincial Department of Human Settlements allocates the necessary budget. In relation to informal settlements, the Municipality has around 80 600 households residing in these areas. The Directorate of Human Settlements, Spatial Planning, and Development, along with the Infrastructural Services Directorates, collaborate on the Informal Settlements Upgrading Programme (ISUP). This programme is funded through the Informal Settlement Upgrading Partnership Grant (ISUPG).

**Table 43: Percentage of households with access to basic housing, BCMM 2022/23 Annual Report**

Percentage of households with access to basic housing			
Year end	Total households (including in formal and informal settlements)	Households in formal settlements	Percentage of HHs in formal settlements
2019/20	219 281	114 995	52,4%
2020/21	223 568	162 068	72,4%
2021/22	233 400	163 000	69,8%
2022/23	280 951	166 451	59,2%
T 3.5.2			



**Figure 39: Households by dwelling unit type - Buffalo City, Eastern Cape and National Total, 2022**

Source: South Africa Regional eXplorer v2443.

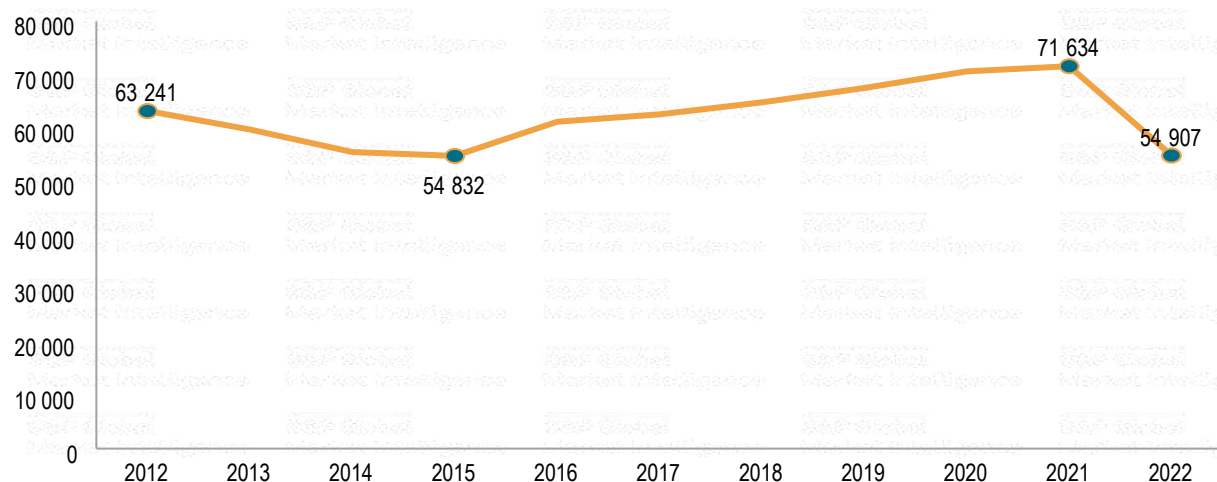
BCMM had a total of 141 000 (52,43% of total households) very formal dwelling units, 73 100 (27,17% of total households) formal dwelling units, and 8 810 (3,27% of total households) informal dwelling units.

**Table 44: Households by dwelling unit type - Macleantown, Sandisiwe, Qonce, Bhisho, Mdantsane, Chalumna and East London Sub-metro regions, 2022 [Number]**

	Very Formal	Formal	Informal	Traditional	Other dwelling type	Total
Macleantown, Sandisiwe	10 106	6 543	704	3 703	109	21 166
Qonce, Bhisho	31 706	18 142	2 185	10 873	303	63 208
Mdantsane, Chalumna	41 121	20 170	2 456	12 540	376	76 663
East London	58 167	28 269	3 460	17 667	531	108 093
<b>Total Buffalo City</b>	<b>141 099</b>	<b>73 124</b>	<b>8 806</b>	<b>44 783</b>	<b>1 318</b>	<b>269 130</b>

Source: South Africa Regional eXplorer v2443.

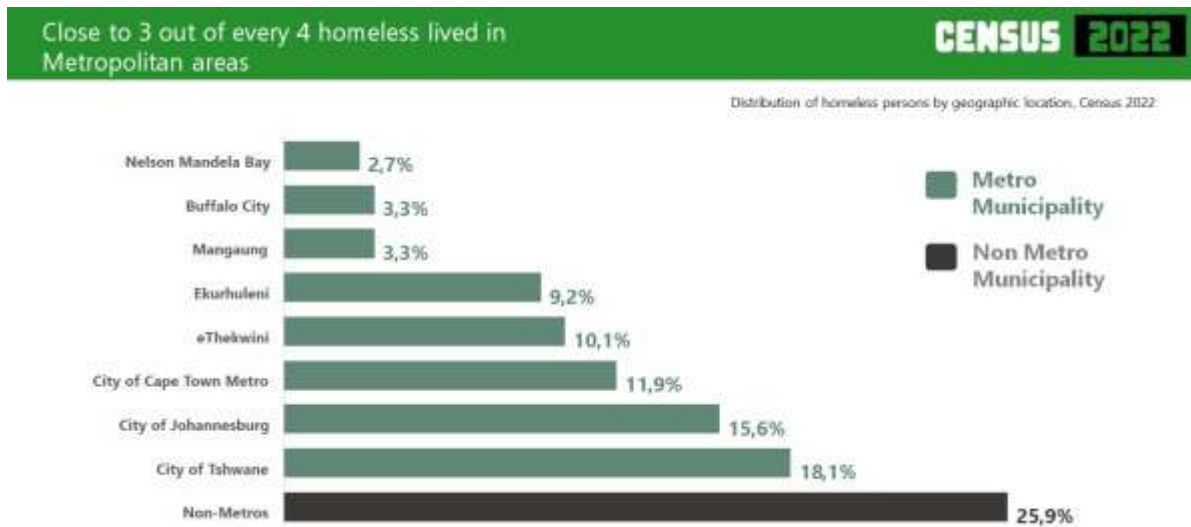
The region within the BCMM that has the highest number of very formal dwelling units is the East London Sub-metro Region, with 58 200 units, accounting for 41 22% of the total very formal dwelling units in the municipality. In contrast, the region with the lowest number of very formal dwelling units is the Macleantown, Sandisiwe Sub-metro Region, which has a total of 10 100 units, representing 7,16% of the overall very formal dwelling units within BCMM.



**Figure 40: Formal dwelling backlog - number of Households not living in a formal dwelling - BCMM, 2012-2022 [Number of Households]**

Source: South Africa Regional eXplorer v2443.

When examining the formal dwelling unit backlog (the number of households not living in a formal dwelling) over time, it is evident that in 2012, the number of households not living in a formal dwelling was 63 200 within BCMM. From 2012, this number decreased annually by -1,40%, reaching 54 900 in 2022.



**Figure 41: Distribution of homeless persons by geographic location, Census 2022**

In Buffalo City, 3,3% of the total population are homeless.

### 5.3 Household by Type of Sanitation

Sanitation can be divided into specific categories that a household has access to, as follows:

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



There are 14 wastewater treatment works in the vicinity of AWSS: one treatment works operated by Amathole District Municipality (ADM) and 13 WWTW owned and operated by BCMM.

The service varies from full waterborne systems in formal settlements (urban) to communal ablutions provided to informal settlements, which are connected to full flushing at a strategic ratio of 10 informal households to one toilet seat.

On-site sanitation is provided in peri-urban and rural areas, with each household receiving one ventilated improved pit (VIP) latrine. The national water and sanitation guidelines permit the provision of such technology as a minimum service level, to be developed by the municipalities. The following key projects and programmes are crucial tools used to unlock new developments, human settlement, and economic activities in various areas of the Metro.

- i. Zwelitsha Regional Wastewater Upgrade
- ii. Diversion of Central Wastewater Treatment Works to Reeston WWTW
- iii. Eastern Beach Sewer
- iv. Kidds Beach Wastewater Treatment Works
- v. Upgrade of Dimbaza Wastewater Treatment Works
- vi. Mdantsane Wastewater Treatment Upgrade
- vii. Rural Sanitation

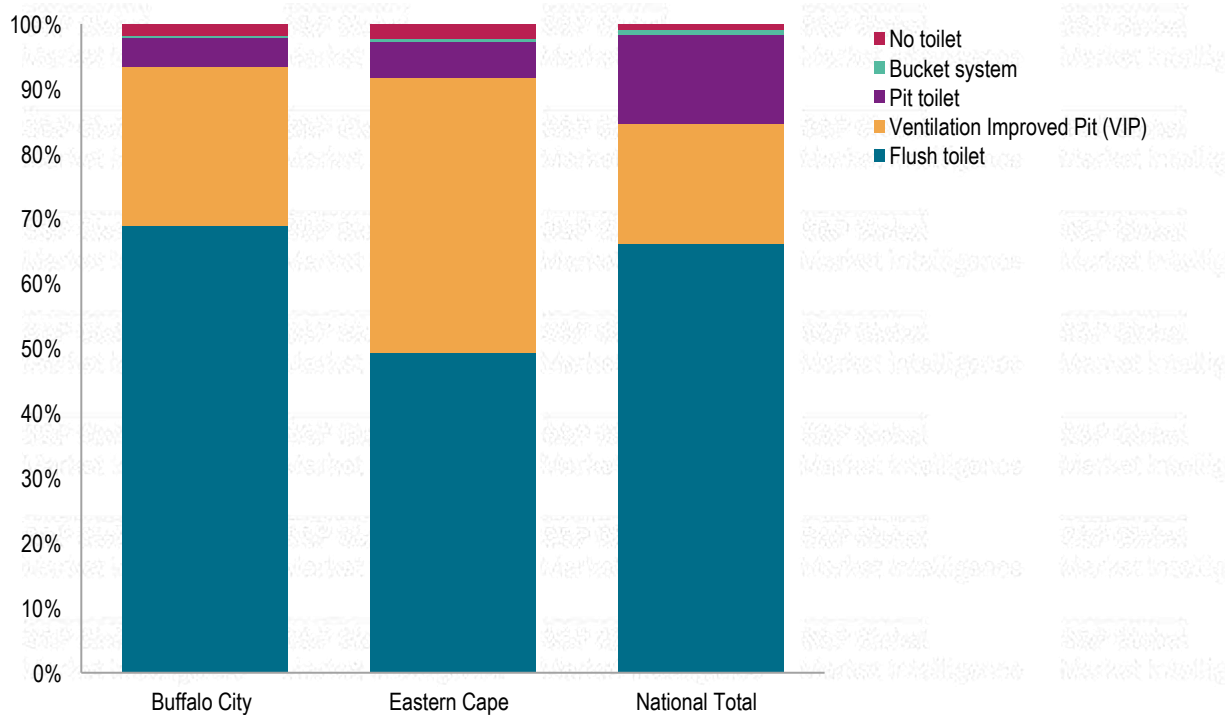


Figure 44: Households by type of sanitation - Buffalo City, EC, and National Total, 2022 [Percentage]

Source: South Africa Regional eXplorer v2443.

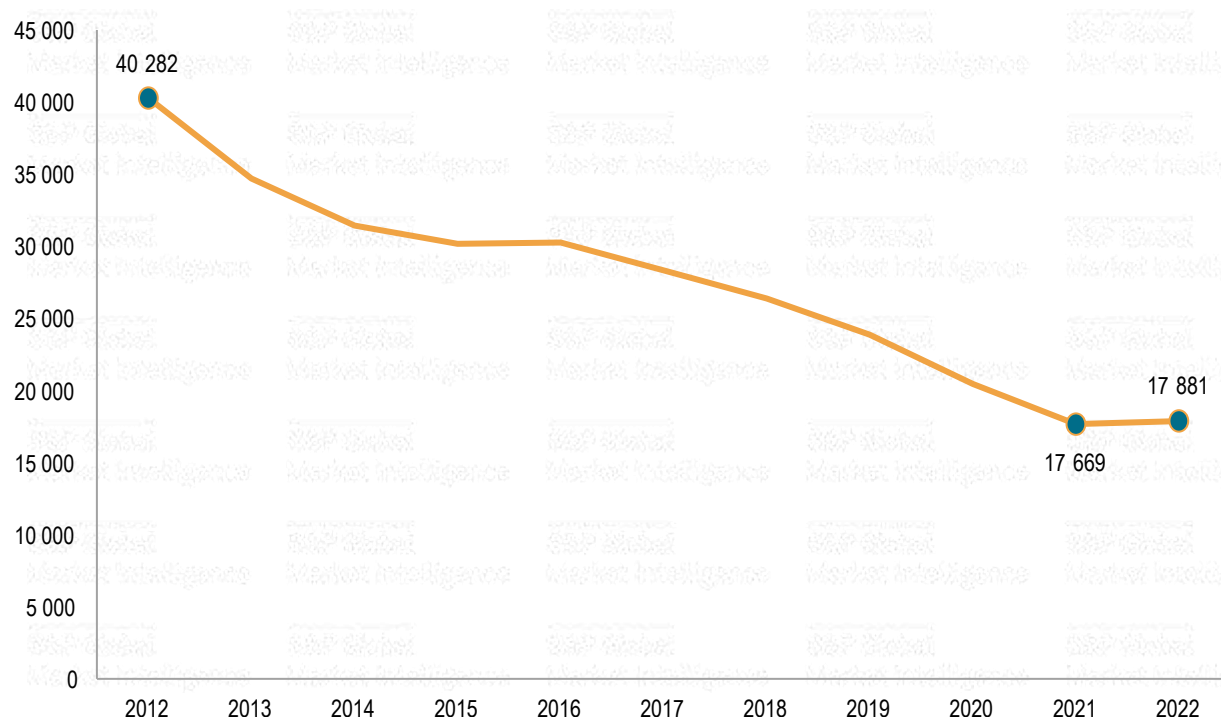
BCMM had a total number of 186 000 flush toilets (68,95% of total households), 65 700 Ventilation Improved Pit (VIP) (24,40% of total households), and 12 100 (4,51%) of total households pit toilets.

**Table 45: Households by type of sanitation - Macleantown, Sandisiwe, Qonce, Bhisho, Mdantsane, Chalumna and East London Sub-metro regions, 2022 [Number]**

	Flush toilet	Ventilation Improved Pit (VIP)	Pit toilet	Bucket system	No toilet	Total
Macleantown, Sandisiwe	13 676	5 840	1 065	70	515	21 166
Qonce Bhisho	41 803	16 775	3 308	201	1 121	63 208
Mdantsane, Chalumna	53 879	17 958	3 231	256	1 339	76 663
East London	76 214	25 103	4 523	362	1 892	108 093
<b>Total Buffalo City</b>	<b>185 572</b>	<b>65 677</b>	<b>12 127</b>	<b>888</b>	<b>4 866</b>	<b>269 130</b>

Source: South Africa Regional eXplorer v2443.

The region within Buffalo City with the highest number of flush toilets is the East London Sub-metro Region, which has 76 200 flush toilets, accounting for 41,07% of the total in Buffalo City. Conversely, the region with the lowest number of flush toilets is Macleantown in the Sandisiwe Sub-metro Region, with a total of 13 700, representing 7,37% of the total flush toilets in the BCMM.



**Figure 45: Sanitation backlog - BCMM, 2012-2022 [Number of households without hygienic toilets]**



When examining the sanitation backlog (the number of households without hygienic toilets) over time, it is evident that in 2012, the number of households without hygienic toilets in BCMM was 40 300. This figure decreased annually at a rate of -7,80%, reaching 17 900 in 2022.

The BCMM sewer system does not allow for the separation of domestic and industrial sewer flow; all waste is disposed of in the same wastewater treatment works via the same outfall sewers.

According to the WSDP, BCMM has 500 registered trade effluent customers whose effluent has been classified as hazardous. Approximately 20% of these customers are inspected annually to evaluate compliance. DWS, as the regulator, has established an incentive-based system for evaluating the wastewater performance of municipalities, where an annual audit is conducted and scores are published to the public. This system is referred to as “Green Drop” in SA. In the latest Green Drop report (2023), BCMM was cautioned regarding 2 out of 15 wastewater treatment works that are in critical and high-risk categories, scoring 53,2%, while the acceptable score is between 80 and 90%. Plans are in place to improve the current situation through the consolidation of various wastewater treatment works, which will lead to better management of these facilities.

**Table 46: Sanitation Backlogs**

Year	Backlog (Units)	Relocations (Units)	Refurbishments (Units)	Emptying of Full VIPs (Units)
2023/24	8788	24 453	2 441	16 434
2022/23	6 956	26 432	2 441	12 325

- Backlog - These are new VIPs that were transferred from ADM after the conclusion of new demarcations.
- Relocations - These are VIPs that were built from 2005 to 2012. They were constructed using partial lining and cannot be emptied when full. This figure includes approximately 1 979 collapsing toilets.
- Refurbishments - This category consists of toilets that have reached the end of their design lifespan (gone beyond the latent defect liability period) and now need to be refurbished.
- Emptying of Full VIPs - This category covers fully lined VIP units built five years ago or earlier, but excludes any units classified as Relocations.

There is a substantial increase in the emptying of VIPs. This increase is due to the addition of VIPs that have become full in the last financial year. Furthermore, the 1 979 collapsing toilets were replaced, resulting in their removal from the overall figures.

## 5.4 Households by Access to Water

A household is categorised based on its primary access to water, as follows:

- Regional/local water scheme
- Borehole and spring
- Water tank



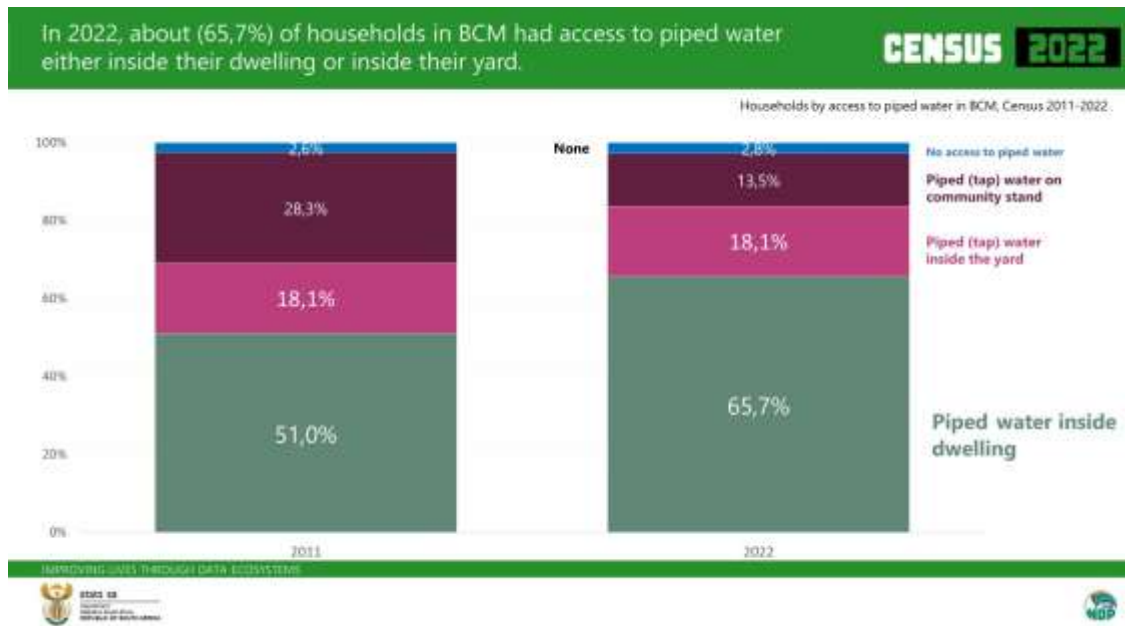
- Dam/pool/stagnant water
- River/stream and other primary methods of accessing water.

No formal piped water includes households that obtain water via water carriers and tankers, rainwater, boreholes, dams, rivers, and springs.

Stats SA (2022) confirmed that the total population of BCMM is increasing, with a long-term Compound Annual Growth Rate (CAGR) of 1,56%. This implies that planning for water services infrastructure must consider future population growth. The data demonstrated that BCMM, as both Water Services Authority (WSA) and Wastewater Services Provider (WSP), has continued to provide water and sanitation services to its citizens, with an overall improvement in services over the years. However, some existing challenges that hinder the optimal delivery of water services include theft and vandalism of physical infrastructure, unauthorised connections, ageing infrastructure, and a high level of Non-Revenue Water (NRW).

The Municipality has prioritised reducing water losses and NRW through the implementation of pipe and water meter replacement programmes. Over the last three financial years, the municipality has spent over R200 million on the pipe and meter replacement programme. The strategy required BCMM to set aside a budget of approximately R35 million a year, but this has been challenging as there is never adequate funding to ensure a consistent maintenance programme. The programme includes the replacement of old water meters and the installation of an advanced remote smart meter reading system to reduce metering inaccuracies.

Similarly, the municipality is currently in the process of upgrading its data acquisition and telemetry system to efficiently monitor water distribution and pumping systems remotely, aiming to reduce water distribution losses.



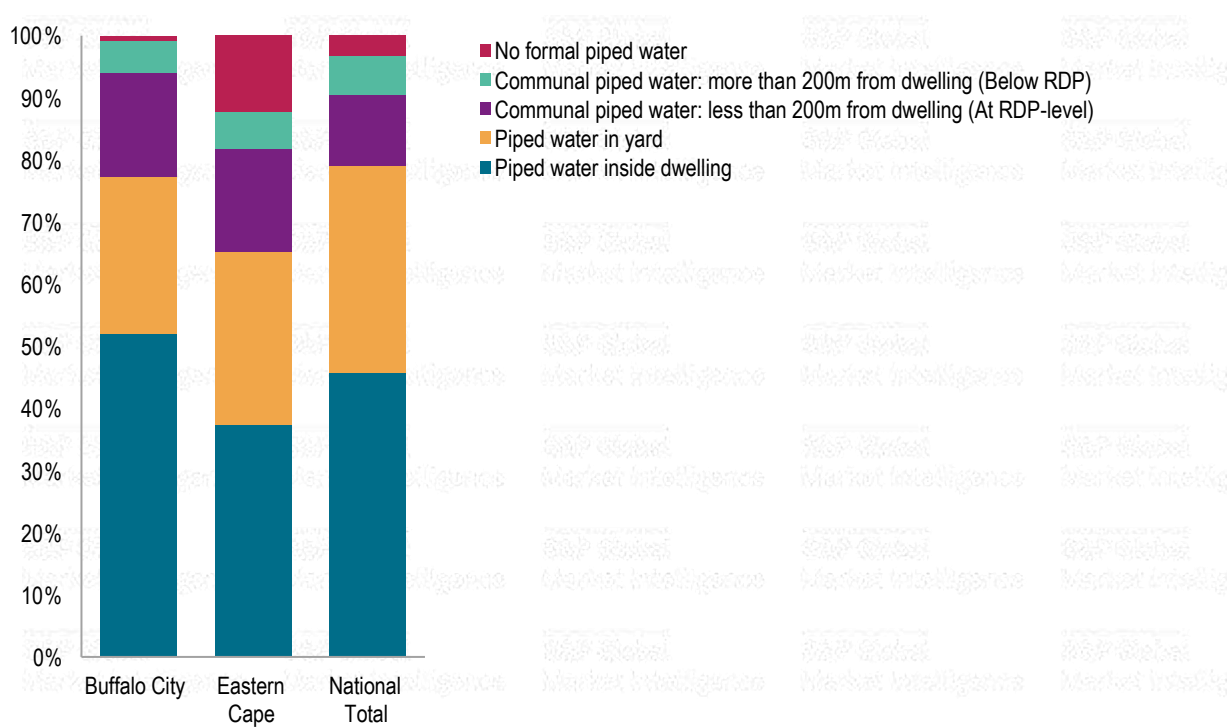
**Figure 46: Households by access to piped water in BCMM, Census 2011 - 2022**

At least 97,3% (StatsSA 2022) of BCMM's population have access to a clean and safe water supply. The Metro has been applauded for the high quality of water produced and supplied to the communities. Water is supplied in various categories, such as in formal dwellings with fully pressurised water pipes inside the dwelling, while in

informal settlements and rural areas, water is supplied through communal standpipes strategically positioned within a maximum radius of 200 metres. This means a person would walk less than 200 metres to access clean water.

The Metro's water complies with the strict guidelines for drinking water as specified in the South African National Standards (SANS 241). The Metro has initiated short, medium, and long-term projects that enable the delivery of this SDG 6 target and indicator. Some of these projects are multi-year, continuing from the past five or more years, hence the high percentage of access or coverage. Projects include the:

- I. Umzonyana Dam and East Coast Water Supply Upgrade – upgrade from 120 ML/D to 150 ML/D.
- II. Water Backlogs – bulk and reticulation for approximately 15 villages.
- III. Upgrade Water Networks – extension of the water network to unserved villages.



Source: South Africa Regional eXplorer v2443.

**Figure 47: Households by type of water access - Buffalo City, EC, and National Total, 2022 [Percentage]**

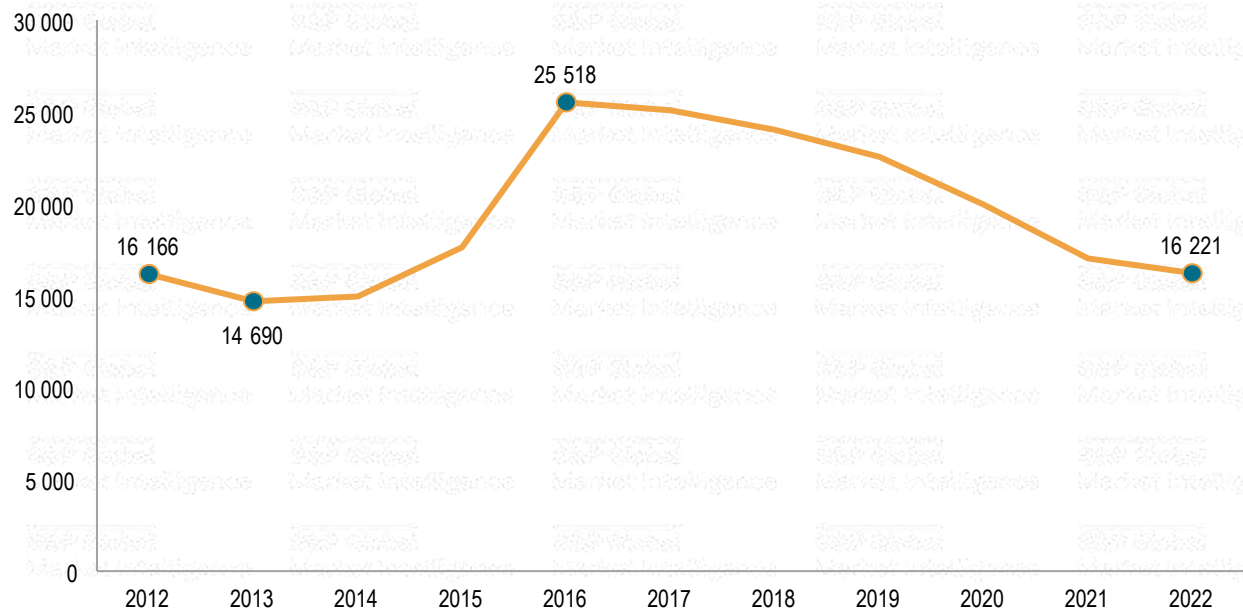
BCMM had a total of 140 000 (51,91%) households with piped water inside the dwelling. Additionally, 68 400 (25,42%) households had piped water inside the yard, while 2 110 (0,78%) households had no formal piped water.

**Table 47: Households by type of water access – BCMM, 2022 [Number]**

	Piped water inside dwelling	Piped water in yard	Communal piped water: less than 200m from dwelling (At RDP-level)	Communal piped water: more than 200m from dwelling (Below RDP)	No formal piped water	Total
Macleantown, Sandisiwe	10 223	5 771	3 633	1 286	253	21 166
Qonce, Bhisho	31 605	16 285	11 190	3 518	610	63 208
Mdantsane, Chalumna	40 545	19 230	12 487	3 878	523	76 663
East London	<u>57 328</u>	<u>27 123</u>	<u>17 487</u>	5 426	728	108 093
Total Buffalo City	<u>139 701</u>	<u>68 410</u>	<u>44 798</u>	14 108	2 112	269 130

Source: South Africa Regional eXplorer v2443.

The region within BCMM that has the highest number of households with piped water inside the dwelling is the East London Sub-metro Region, with 57 300 households, accounting for 41,04% of the total. Conversely, the region with the lowest number of households with piped water inside the dwelling is Macleantown in the Sandisiwe Sub-metro Region, which has a total of 10 200 households, representing 7,32% of the overall households with piped water inside the dwelling within BCMM.



**Figure 48: Water backlog - BCMM, 2012-2022 [Number of households below RDP-level]**

Source: South Africa Regional eXplorer v2443.

When examining the water backlog (number of households below RDP-level) over time, it is evident that in 2012, the number of households below the RDP-level was 16 200 within BCMM. This figure increased annually by 0,03% to 16 200 in 2022. Meanwhile, the total number of households within BCMM grew at an average annual rate of 1,56% from 2012 to 2022, which is higher than the annual increase of 1,62% in the number of households in SA.

## 5.5 Households by Type of Electricity

There are three categories of household use of electricity:

- for cooking
- for heating
- for lighting.
- 

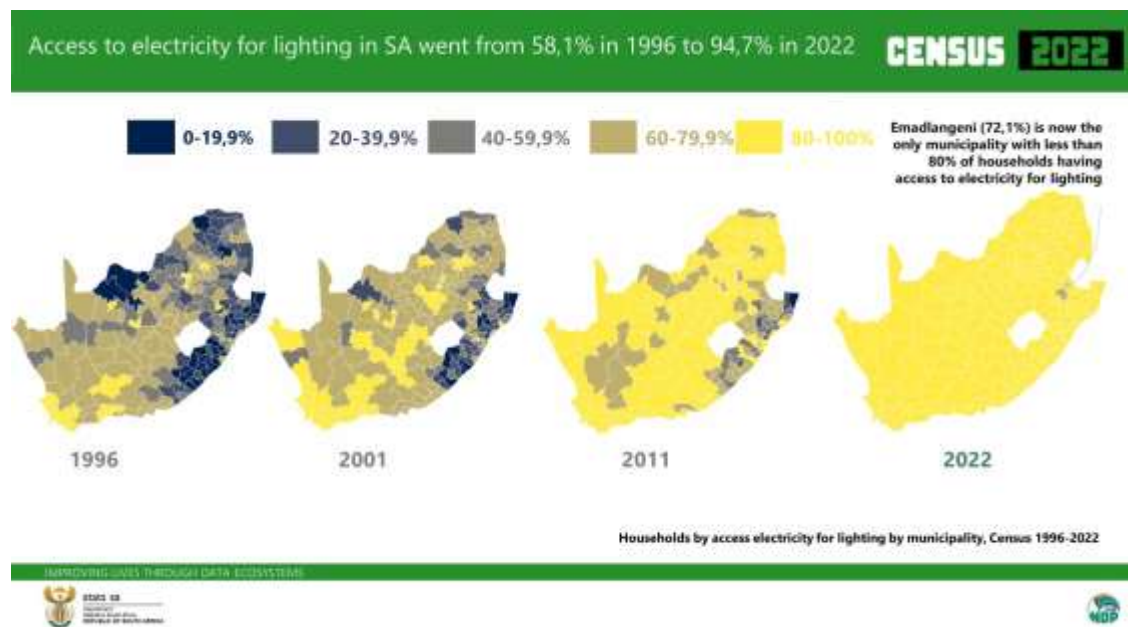
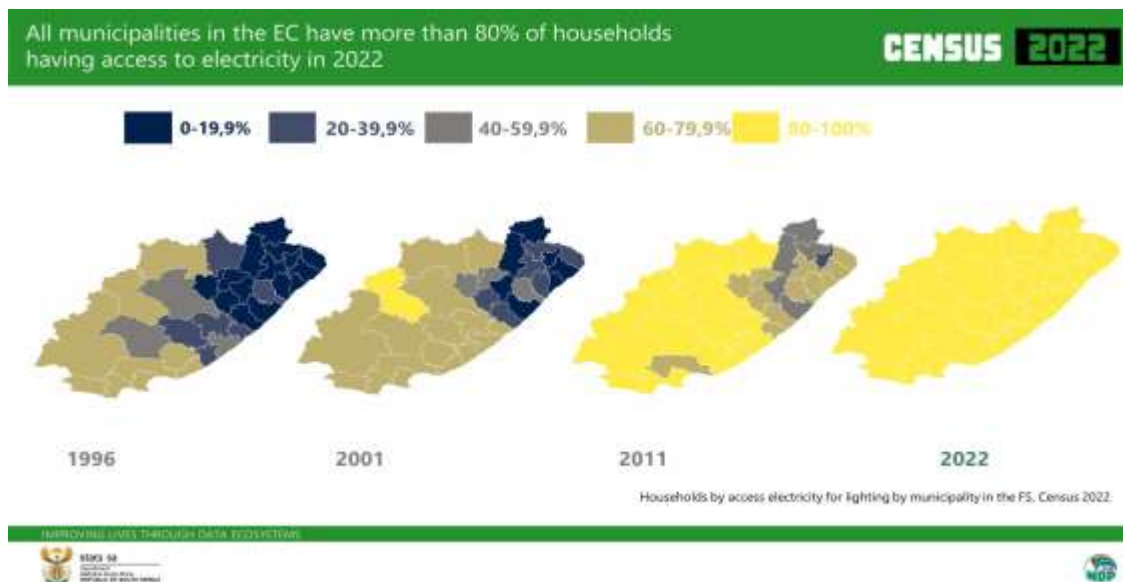
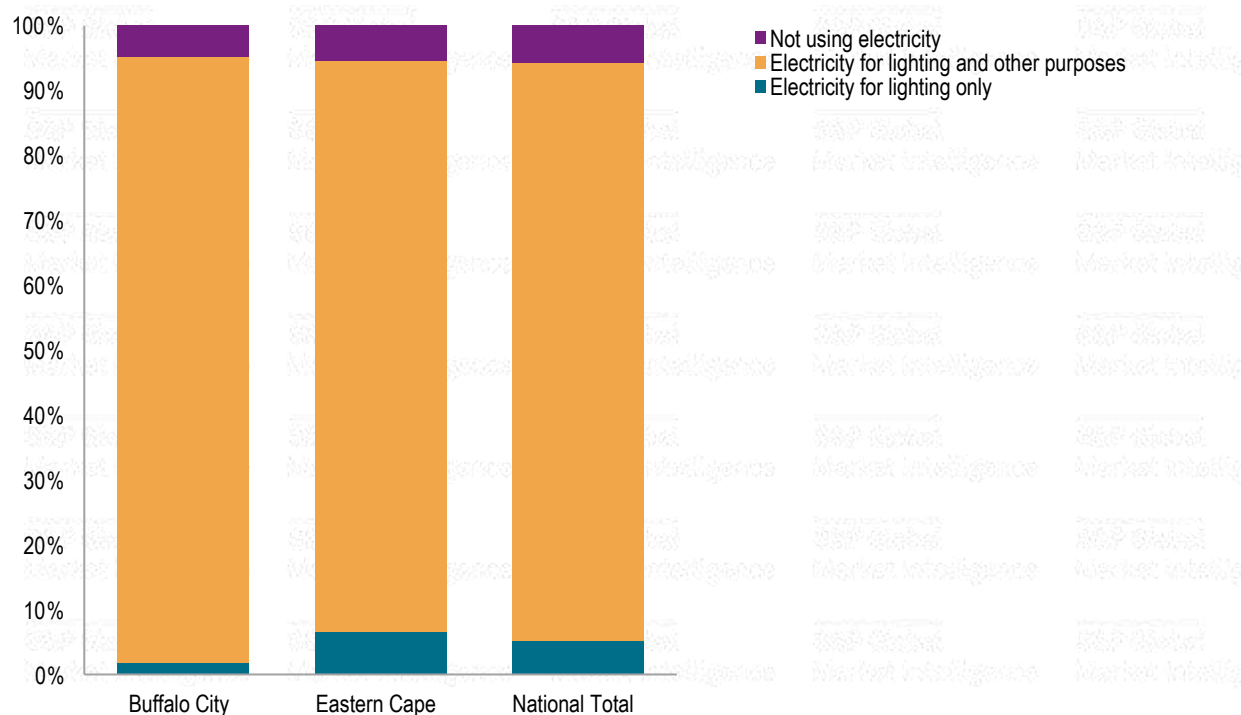


Figure 49: Households by access to electricity by municipality, Census 1996 - 2022



**Figure 50: Households by access to electricity in the EC, Census 1996 - 2022**

Households using solar power are classified as households with an electrical connection. The following figure categorises households in a region based on their access to electricity (electrical connection) during the period 2010–2020.



**Figure 51: Households by type of electrical connection - Buffalo City, Eastern Cape and National Total, 2022 [Percentage]**

Source: South Africa Regional eXplorer v2443.

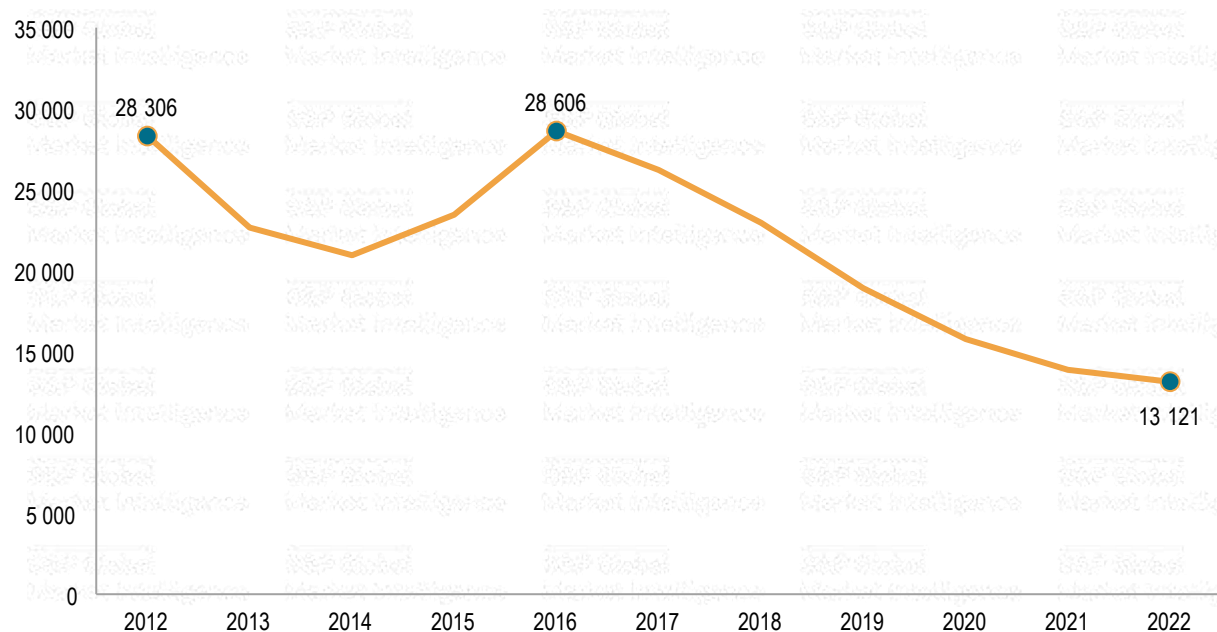
BCMM had a total of 5 020 (1,86%) households with electricity for lighting only. A total of 251 000 (93,26%) households had electricity for lighting and other purposes, while 13 100 (4,88%) households did not use electricity.

**Table 48: Households by type of electrical connection - Macleantown, Sandisiwe, Qonce, Bhisho, Mdantsane, Chalumna and East London Sub-metro regions, 2022 [Number]**

	Electricity for lighting only	Electricity for lighting and other purposes	Not using electricity	Total
Macleantown, Sandisiwe	430	19 665	1 070	21 166
Qonce, Bhisho	1 247	58 990	2 970	63 208
Mdantsane, Chalumna	1 389	71 512	3 762	76 663
East London	1 949	100 826	5 318	108 093
<b>Total Buffalo City</b>	<b>5 016</b>	<b>250 993</b>	<b>13 121</b>	<b>269 130</b>

Source: South Africa Regional eXplorer v2443.

The region within Buffalo City that has the highest number of households with electricity for lighting and other purposes is the East London Sub-metro Region, which accounts for 101 000 households, or 40,17% of the total households with electricity in the BCMM. Conversely, the region with the lowest number of households with electricity is Macleantown in the Sandisiwe Sub-metro Region, which has a total of 19 700 households, representing 7,84% of the total households with electricity within BCMM.



Source: South Africa Regional eXplorer v2443.

**Figure 52: Electricity connection - BCMM, 2012-2022 [Number of households with no electrical connection]**

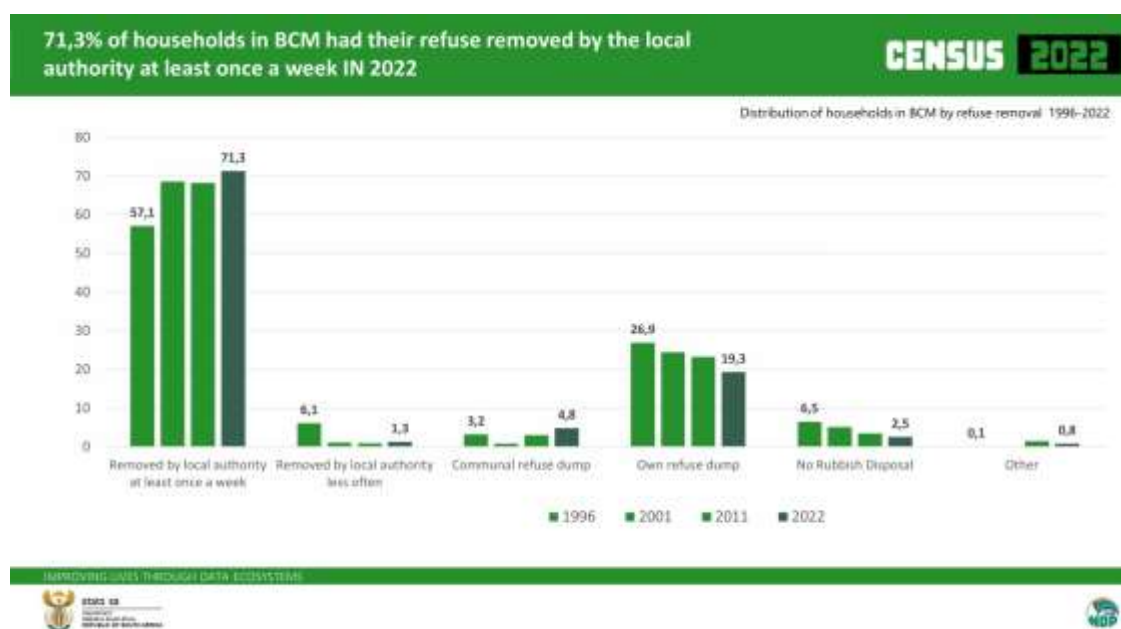


When examining the number of households without an electrical connection over time, it is evident that in 2012, the number of households without an electrical connection in BCMM was 28 300. This figure decreased annually at a rate of -7,40% per annum, reaching 13 100 in 2022.

## 5.6 Households by Refuse Disposal

A distinction is made between formal and informal refuse removal. When refuse is collected by the local authorities, it is referred to as formal refuse removal. Informal refuse removal occurs when either the household or the community disposes of the waste, or when there is no refuse removal at all. A further breakdown is based on the frequency with which the refuse is collected, leading to the following categories:

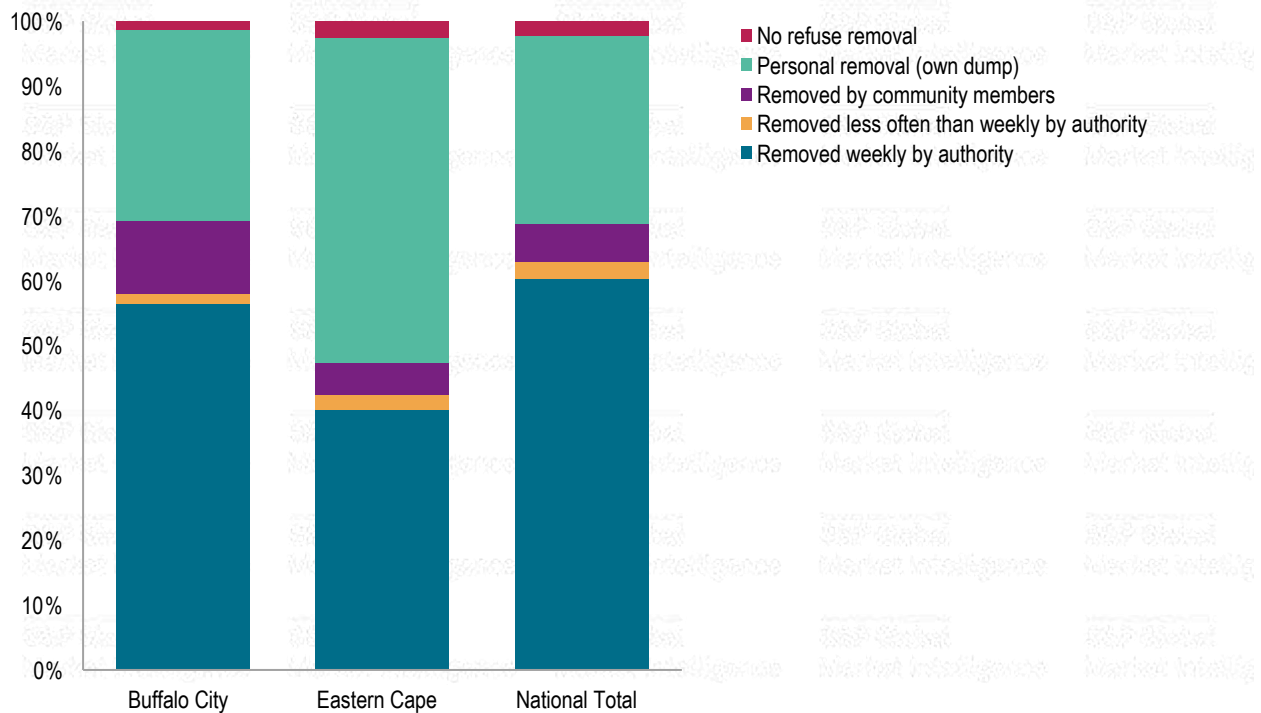
- Removed weekly by the authority
- Removed less often than weekly by the authority
- Removed by community members
- Personal removal/(own dump)
- No refuse removal



**Figure 53: Distribution of households in BCMM by refuse removal, Census 1996 - 2022**

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

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



**Figure 54: Households by refuse disposal - Buffalo City, EC, and National Total, 2022 [Percentage]**

Source: South Africa Regional eXplorer v2443.

BCMM had a total of 152 000 (56,44%) households that had their refuse removed weekly by the authority. A total of 3 890 (1,45%) households had their refuse removed less often than weekly, while 79 400 (29,51%) households had to remove their refuse personally (own dump).

**Table 49: Households by refuse disposal - Macleantown, Sandisiwe, Qonce, Bhisho, Mdantsane, Chalumna and East London Sub-metro regions, 2022 [Number]**

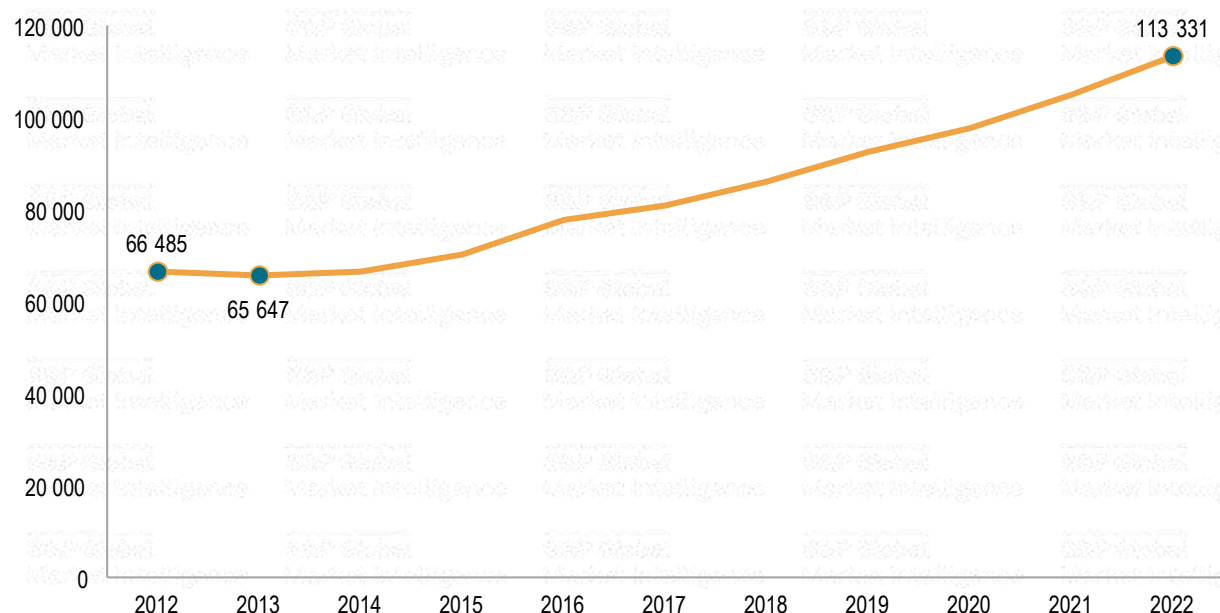
	Removed weekly by authority	Removed less often than weekly by authority	Removed by community members	Personal removal (own dump)	No refuse removal	Total
Macleantown, Sandisiwe	11 212	299	2 256	7 060	339	21 166
Qonce, Bisho	34 180	874	6 908	20 438	809	63 208



	Removed weekly authority by	Removed often weekly less than by	Removed community by members	Personal removal (own dump)	No refuse removal	Total
Mdantsane, Chalumna	44 120	1 125	8 776	21 640	1 001	76 663
East London	62 397	1 591	12 403	30 289	1 413	108 093
<b>Total Buffalo City</b>	<b>151 910</b>	<b>3 889</b>	<b>30 342</b>	<b>79 427</b>	<b>3 562</b>	<b>269 130</b>

Source: IHS Markit Regional eXplorer version 2201

The region within Buffalo City that has the highest number of households where refuse is removed weekly by the authority is the East London Sub-metro Region, with 62 400 households, accounting for 41,08% of the total. Conversely, the region with the lowest number of households with weekly refuse removal by the authority is Macleantown in the Sandisiwe Sub-metro Region, which has a total of 11 200 households, representing 7,38% of the total households serviced within BCMM.



Source: South Africa Regional eXplorer v2443.

**Figure 55: Refuse removal - BCMM, 2012-2022 [Number of households with no formal refuse removal]**

When examining the number of households with no formal refuse removal, it is evident that in 2012, there were 66 500 such households in BCMM. This figure increased annually by 5,48% to reach 113 000 in 2022.

During the same period, the total number of households within BCMM grew at an average annual rate of 1,56%, which is higher than the annual increase of 1,62% in the number of households across SA.

## **5.7 Overview of Service Delivery Backlogs**

### **Water**

The BCMM Water Department has achieved 98% access to a basic level of water supply for all households; 2% of households still require basic water services, primarily in villages that were included after the 2016 local government elections. The water supply to these villages does not meet minimum standards, but the Water Department is currently providing temporary measures to ensure access. To eliminate these backlogs, a budget of R 176 million for water and R 200 million for sanitation is required. Overall, access to basic services has increased significantly over time within the BCMM jurisdiction.

The following key achievements are noted:

- 98% of the BCMM population has access to minimum basic water services, and approximately 75 868 indigent consumers received free basic water (6 kl per month). However, BCMM is generally a water-stressed region, largely due to the lack of additional capacity at water treatment plants and water losses from aging and poorly maintained infrastructure. The Water Department has also managed to reduce water losses by 6 079 637 kilolitres in the past three years.
- The rapid growth of urban centres is putting pressure on the Municipality to increase its capacity in order to respond to service calls timeously. Provision of water and sanitation services is carried out using internal capacity within the Municipality, as well as contractors procured through the supply chain management process. In recent years, BCMM has accelerated the provision of water and sanitation services in informal settlements and rural areas to increase access to basic services for all its citizens.
- The recent increase in BCMM's infrastructure investment and expenditure demonstrates its commitment to providing sustainable water services to all communities. Since 2015/16, more than R 1 billion has been spent on water and sewer infrastructure. In 2018/19 alone, BCMM spent R 377 213 040 on replacing and installing new pipes, building new and maintaining existing reservoirs and pump stations, and providing services to customers in informal settlements. As BCMM continues to grow, large-scale investment in wastewater infrastructure is required to add capacity and keep up with the latest technology and treatment standards. The Metro has therefore invested close to R 572 464 962 in wastewater treatment works since 2015/16.
- BCMM also invested close to R 154 574 373 in various water meter replacement programmes, primarily aimed at ensuring customers receive accurate readings. In terms of the bulk water supply network, about R 322 563 733 has been spent since 2015/16, including approximately R 107 543 904 in the financial year under review.

### **Sanitation**

The Sanitation Department operates fifteen (15) wastewater treatment works servicing the three operational districts. Due to new developments and the housing rollout, the sewerage system across BCMM lacks sufficient spare capacity. Aging infrastructure, vandalism, and theft are the main contributors to the increased incidents of sewage overflows that threaten the environment. This limits development, particularly the potential for industrial development in some

catchment zones. To address some of the identified challenges, BCMM has established and is implementing regional wastewater treatment works in Qonce, Zwelitsha, and Reeston, to unlock developments in the Inland and Amalinda catchment zones, respectively.

Informal settlements have access to minimum standards of sanitation. Approximately 58 797 indigent consumers receive free basic sanitation. Several villages still require basic sanitation in the form of VIPs, and the Sanitation Department is rolling out approximately 3 000 VIPs per year.

### **Electricity**

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

- New RDP housing projects are being completed as part of the formal housing backlog. Approximately 1 500 more formal houses require electricity each year.
- The mushrooming of informal dwellings within BCMM requires electrification. BCMM has implemented a SOP to expedite the electrification of informal areas that meet the required criteria, while also addressing minor concerns in these areas, such as re-blocking and relocation out of access ways (roadways).
- In the ESKOM area of supply, the backlog is mainly caused by extensions to already electrified villages that do not meet the electrification guidelines of having a formal layout plan.

As per government policy, BCMM prioritises the electrification of formal RDP households, aiming to electrify all completed homes built within the following year, subject to the availability of funding. In the 2020/21 financial year, 100 households received electricity for the first time, thereby improving their standard of living. The continued electrification of RDP houses is prioritised to ensure that the backlog of around 2% is maintained or reduced.

Informal settlements are an urban reality and will be the only form of housing available to many residents. To improve the quality of life for residents of these settlements, the Council decided that those meeting specific requirements in line with an approved SOP will be provided with interim electricity services. The approved SOP proceeds through the Spatial Planning and Development/Human Settlement Phase; thereafter, electricity can commence with the electrical planning phase in line with the OHS Act. In the year under review, 900 informal dwellings received electricity.

The BCMM has continued to invest capital funding of R 87,4 million into the ageing electrical network by upgrading, refurbishing, and replacing equipment that has reached its useful lifespan. The 4IR Supervisory Control and Data Acquisition project has continued, providing the Electricity and Energy Department with much-needed control and monitoring of the electrical network, which offers safer, more efficient operating conditions during load-shedding events.

When addressing the electricity backlog, three key elements come into play:

- The backlog regarding universal access relates to the electrification of new formal RDP (Reconstruction and Development Programme) dwellings. For BCMM, this backlog is approximately 1%, with only recently constructed dwellings remaining unelectrified. Typically, these dwellings are electrified within one or two years of the housing project's completion, and the current backlog stands at around 2 000 dwellings.
- In 2012, the BCMM Council decided to electrify informal dwellings. Informal dwellings, therefore, constitute a backlog, with an initial estimate of 45 000 dwellings. This number has likely increased due to land invasion and growth in existing informal settlements.
- To date, the Electricity and Energy Department has electrified 8 000 dwellings. A new methodology called re-blocking has been introduced to expedite the electrification of informal settlements. The re-blocking

methodology considers several factors, including land ownership, available space, the stability of the settlement, and the ongoing growth of the settlement. This approach involves clearing access ways to ensure that electrification, as well as other services, can be installed in a safe and maintainable manner. However, this process has been hampered by continued growth in the settlement under consideration.

- Once communities become aware of a potential project, informal settlements often experience rapid expansion. For instance, in an area initially identified with 300 informal dwellings and sufficient space for relocating and re-blocking dwellings outside the defined developable area, the settlement expanded to over 600 informal dwellings. This expansion significantly alters the project's dynamics, design, and the relocation and re-blocking process, as the available space is no longer adequate. Consequently, this setback necessitates a return to the planning stage of the project.

## **Waste removal**

The Solid Waste Management Services Department provides waste management services to 223 568 households across three regions – Coastal, Midland, and Inland – encompassing both formal and informal areas in BCMM. Currently, refuse removal services are offered in 15 areas in the Coastal region, 7 in the Midland region, and 12 in the Inland region. This operation follows the established refuse collection schedule, which is communicated annually to BCMM residents. The aim is to ensure that the citizens of the City inhabit an environment that is conducive to their health and enhances the overall aesthetics of the City.

BCMM waste collection services are categorised into different levels, based on access conditions in the formal and informal communities:

## **Refuse removal**

- Kerbside collection services involve the collection of waste placed in black bags or wheelie bins on scheduled days. This type of service is provided to formally developed residential areas (149 551 households) where street networks are sufficiently developed to allow reasonable access to individual properties. All regions use refuse compactor trucks for residential and commercial waste collection, load luggers for skip removal, and a combination of trucks such as side tippers and LDVs for street cleaning.
- In informal settlements (approximately 61 252 households) and blocks of flats, communal collection occurs, involving the collection of waste in bulk from central collection points. These points are accessed by either the residents, the Municipality, or contractors working for the Municipality, who take the refuse for bulk removal. Occasionally, six cubic metre skip containers are placed at central strategic points for the storage of refuse until its removal.
- Clustering of service areas for refuse removal in residential areas has been undertaken to ensure optimal use of resources and to prevent waste collection backlogs. Clustering has commenced in the Midland and Inland Regions, while the Coastal region is drawing lessons from them to improve their service model.

### Clearance of illegal dumps

The department also has programmes for clearing illegal dumps in all wards. The process of mapping illegal dump hotspots has been successfully initiated in all three regions, and their clearance is ongoing. BCMM is in the process of converting these spots into mini-transfer stations that will be accessible to communities where illegal dumping occurs.

The City has established Integrated Rapid Response Teams (IRRT), which are active in all three regions to address various issues, including waste management and illegal dumping. In addition, the City is developing a concept document to engage communities in waste management services, promoting initiatives such as “Adopt a Street”, “Adopt a Spot,” and “Adopt a Pavement” to help reduce illegal dumping.

### Landfill sites & Transfer Stations

Landfilling is the most commonly used waste disposal method in SA, with over 95% of all generated waste being disposed of in landfill sites. It is perceived as the most economical method of waste disposal and can be considered environmentally acceptable, provided it is properly managed.

BCMM is serviced by two general waste landfill sites, Roundhill and Qonce, which have a combined average waste disposal capacity of 850 to 1 300 tonnes of municipal solid waste per day. The estimated lifespan of these sites is approximately 15 years. BCMM does not have any hazardous waste landfill sites. The City also has nine old (pre-National Environmental Management Waste Act) waste management facilities, which vary in compliance with the Waste Regulatory Framework.

Additionally, there are transfer stations at Kayser’s Beach, Kidd’s Beach, Beacon Bay, and the privately owned Gonubie Garden Transfer Stations. The City continued to upgrade the two transfer stations within the Coastal region, namely Kayser’s Beach and Kidd’s Beach, during the 2022/23 financial year through the installation of guard rails.

### Waste Minimisation, Education & Planning

The Waste Minimisation Unit is responsible for implementing programmes that aim to ensure waste is reduced before disposal at landfill sites.

**Table 50: Waste minimisation resources**

Personnel	2	1	2
Vehicles	1	1	0

The Unit is responsible for the following activities:

- To empower and enable communities, businesses, schools, and the government to take responsibility for their waste by conducting awareness campaigns (door-to-door) and clean-up initiatives.
- To capacitate communities with an understanding that waste is a resource by introducing waste separation at source in schools, households, and businesses.
- To encourage communities to keep the City clean by introducing **Adopt a Spot** programmes to reduce instances of illegal dumping.

BCMM, in partnership with the Border Kei Chamber of Business (BKCOB), has strengthened its waste minimisation programmes, resulting in the establishment of two buy-back centres (BBCs) in the Coastal Region. The plan is to roll out these BBCs to the other two regions, namely Midland and Inland, in collaboration with BKCOB and the Buffalo City Metropolitan Development Agency (BCMDA).

### **Waste Minimisation Programmes**

Recycling drop-off point units were placed at the following offices as part of BCMM internal waste recycling:

- Trust Centre
- Old Mutual Building
- Debt Management Offices
- Solid Waste, Cambridge
- Solid Waste – Director's Office
- IEMP Building
- Engineering Building

#### **(i) EC Waste Management Systems Project**

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

- Upgrading of East London BBC
- Waste separation at source
- Street cleaning

#### **(ii) Education and awareness campaigns:**

Solid Waste Management Services conducts awareness and education programmes on issues relating to cleanliness, waste, environmental management, and sustainable development, targeting communities and schools.

#### **(iii) Service delivery Fridays**

These were introduced as a result of the launch of Good Green Deeds by the President, aiming to further intensify waste management service delivery models such as litter picking, gutter clearance, and the clearance of illegal dumps. The programme is progressing well.

### **Achievements of Solid Waste Department during this year of reporting:**

- a) Implementation of waste separation at source programme;
- b) Fully operational BBCs within the Coastal Region;
- c) Successfully operating recyclable drop-off points;
- d) Successfully launching and implementing the Good Green Deeds initiative.

### **Top Service Delivery Priorities**

- BCMM will strengthen its IRRT endeavours to ensure the sustainability of the service provided.
- The BCMM will ensure the Integrated Waste Management Plan (IWMP) is reviewed annually.
- The BCMM will continue to establish drop-off zones.

- The BCMM will pilot a community-based service delivery platform in Southernwood, Quigney, Mdantsane, and Qonce to learn lessons that can be applied throughout the city.
- In the Coastal region, the Department will implement a new collection model. Through gains in efficiency, BCMM will be able to redirect resources to Duncan Village and Southernwood.

**Table 51: Solid Waste Service Delivery Levels, 2022/2023 Annual Report (T.3.4.2)**

Solid Waste Service Delivery Levels				
Description	Households			
	2019/20 Actual No.	2020/21 Actual No.	2021/22 Actual No.	2022/23 Actual No.
<b><u>Solid Waste Removal: (Minimum level)</u></b>				
Removed at least once a week	26 846	157 392	157 392	157 392
<i>Minimum Service Level and Above sub-total</i>	26 846	157 392	157 392	157 392
<i>Minimum Service Level and Above percentage</i>	89,9%	71,1%	70,5%	70,5%
<b><u>Solid Waste Removal: (Below minimum level)</u></b>				
Removed less frequently than once a week	547	2012,11	2 012 6	2012,11
Using communal refuse dump	846	6 707	707 46	6 707 46
Using own refuse dump	952	46 949	949 3	949 3
Other rubbish disposal	123	3 130 7	130 7	130
No rubbish disposal	112	154	154	7 154
<i>Below Minimum Service Level sub-total</i>	3 015	63 942	65 953	65 953
<i>Below Minimum Service Level percentage</i>	10,1%	28,9%	29,5%	29,5%
<b>Total number of households</b>	<b>27 745</b>	<b>221 334</b>	<b>223 344</b>	<b>223 344</b>
				<i>T 3.4.2</i>



**Table 52: Solid Waste Service Delivery Levels below minimum, 2022/23 Annual Report (T.3.4.3)**

Households – Solid Waste Service Delivery Levels below the minimum						
Description	2019/20	2020/21	2021/22	2022/23		
	Actual No.	Actual No.	Actual No.	Original Budget No.	Adjusted Budget No.	Actual No.
<b>Formal Settlements</b>						
Total households	2012,112	2012,112	2012,112	2012,112	2012,112	2012,112
Households below minimum service level	1 416,52	1 416,52	1 416,52	1 416,52	1 416,52	1 416,52
Proportion of households below minimum service level	70,40%	70,40%	70,40%	70,40%	70,40%	70,40%
<b>Informal Settlements</b>						
Total households	100 000	100 000	63 942	63 942	63 942	63 942
Households below minimum service level	25 000	25 000	43 847	43 847	43 847	43 847
Proportion of households below minimum service level	25%	25%	68,57%	68,57%	68,57%	68,57%
<b>T 3.4.3</b>						

**Roads and storm water**

The roads and stormwater services fall under the Directorate of Infrastructure Services, which is responsible for the rehabilitation, upgrade, and maintenance of 2 940 km of surfaced and gravel roads; 70 bridge structures; 21 000 manholes, inlet and outlet structures; and 600 km of pipes and channels. BCMM has a pavement management system developed in the 2012/13 financial year and is currently procuring a consultant to review it in the 2022/23 financial year.

The capital and operating budgets for the 2018/19 financial year were R130 million and R280 million, respectively. The roads and stormwater branch achieved its performance targets for the 2018/19 financial year, with 140 km of roads regavelled/rehabilitated, 43 km of existing roads resurfaced, 23 km of gravel roads upgraded to surfaced standards, and three bridge structures rehabilitated.

BCMM is responsible for the construction and maintenance of all proclaimed roads within its area of jurisdiction, except for private, provincial, and national roads. The total municipal road network is approximately 2 940 km, comprising 1 340 km of gravel roads and 1 600 km of surfaced roads. It is also responsible for the rehabilitation, maintenance, and upgrade of existing stormwater pipes, channels, bridges, and drainage structures.

The existing stormwater infrastructure consists of approximately 70 bridge structures, approximately 21 000 manholes, kerb inlets, headwalls, and other inlet and outlet structures. In addition, there are approximately 600 km of stormwater pipes and culverts within the Metro.

## 5.8 Informal settlements

There are 156 informal settlements, comprising approximately 30 000 informal structures in BCMM, as illustrated in the plans below:

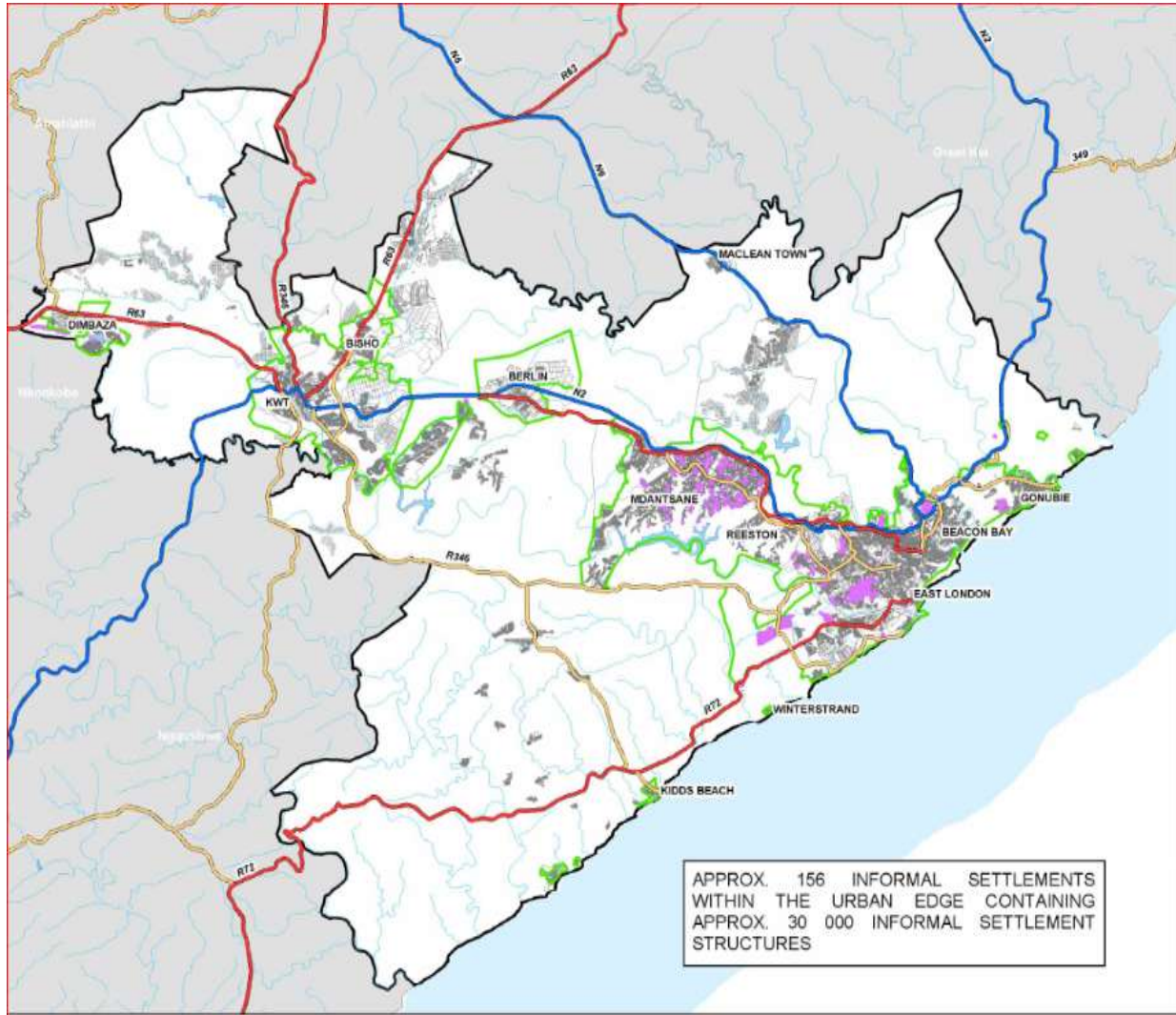


Figure 56: Plan D.1 BCMM informal settlements – overall

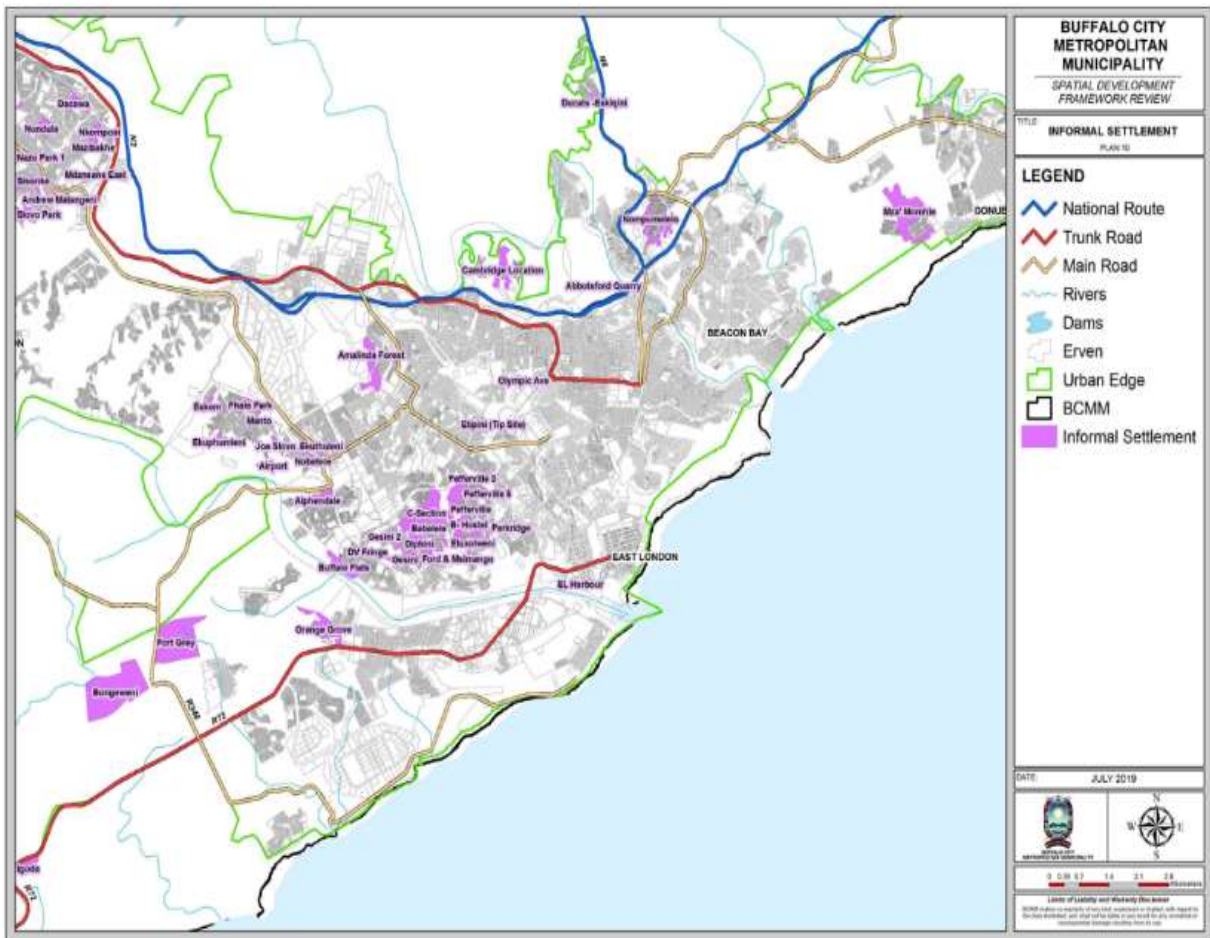
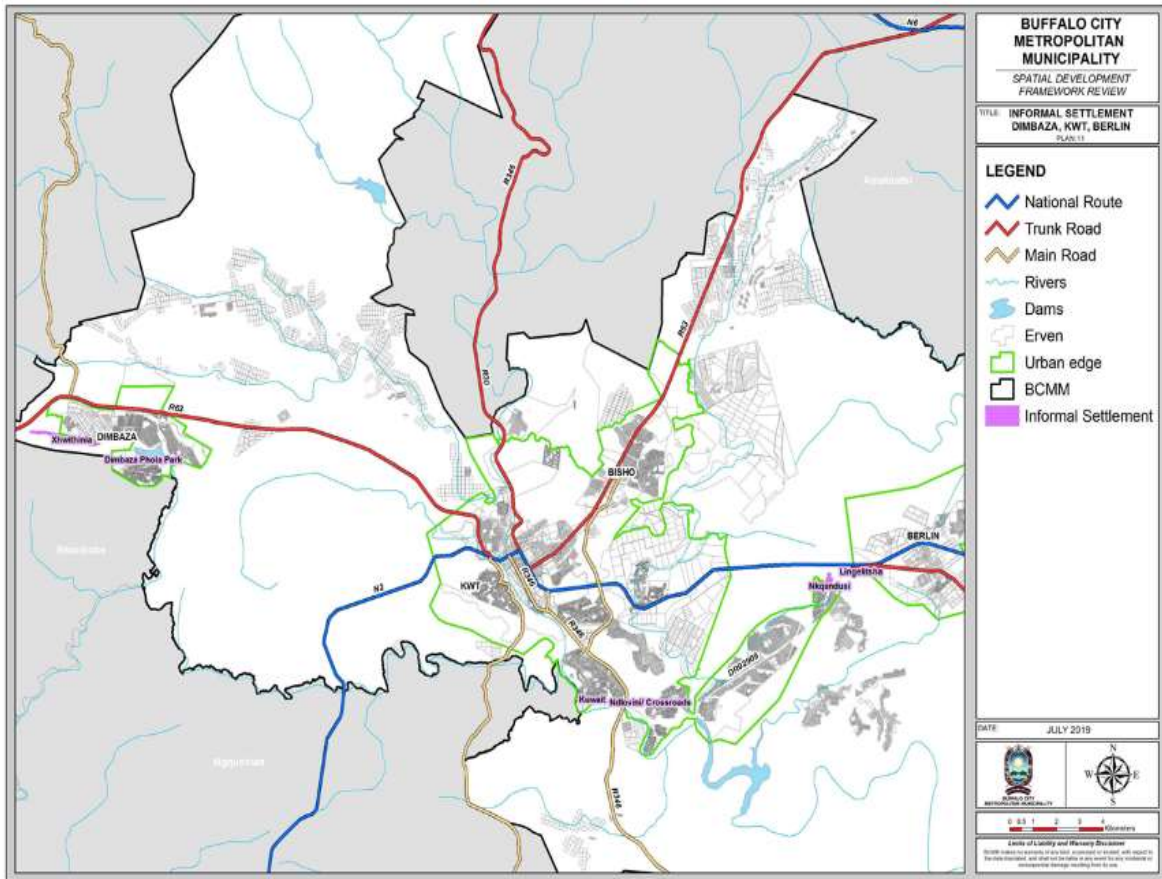


Figure 57: Plan D.2 BCMM Informal Settlements – East London



**Figure 58: Plan D.3 BCMM informal Settlements – Qonce**



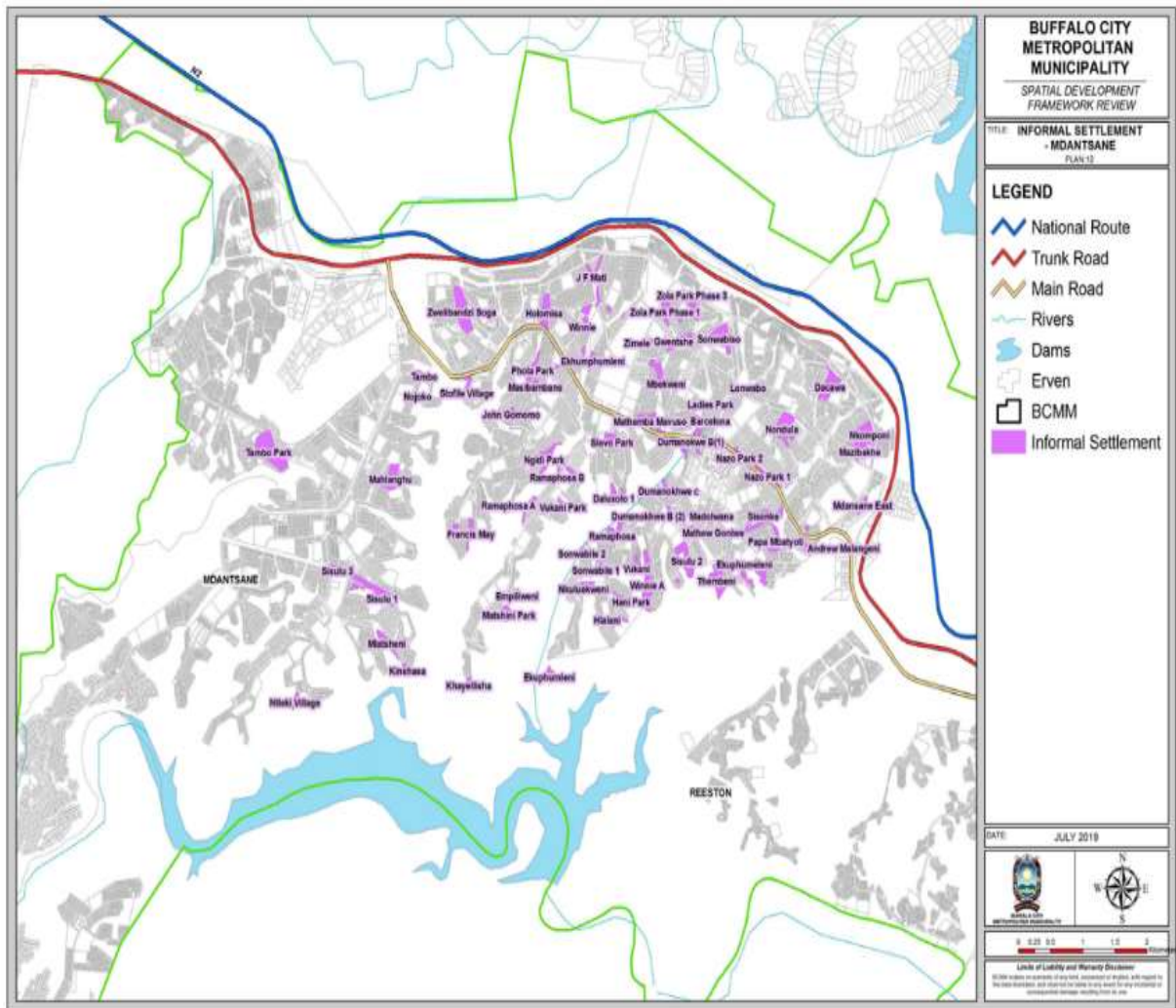


Figure 59: Plan D.4 BCMM Informal settlements – Mdantsane

## 6. A SUMMARY OF THE KEY DEVELOPMENT TRENDS IN THE METRO

### 6.1 Economy Growth and Development Trends

The economic state of BCMM is put into perspective by comparing it spatially with its neighbouring metropolitan municipalities, EC Province, and SA. This section also highlights the economic composition and contribution of the regions within BCMM.

BCMM does not function in isolation from the EC province, SA, and the world. Now, more than ever, it is crucial to have reliable information on its economy for effective planning. Information is needed that will empower the Municipality to plan and implement policies that will encourage social development and economic growth for its people and industries, respectively.

### 6.2 Towards an Economic Recovery Plan for BCMM

#### 6.2.1 Contextual Considerations

SA's economic competitiveness relative to other economies has declined over time, as reflected in its steady drop on the World Bank's Global Competitiveness Index since 2007. This downward trend has contributed to weakening business confidence and a decline in both foreign direct investment and domestic investment. Contributing factors include rising costs of doing business, declining export competitiveness, and inefficiencies in our network industries and infrastructure (energy, ports, rail, telecoms). For a middle-income country, SA has a notably low Human Capital Index of 0.4, according to the World Bank. This score, which is even lower than that of Zimbabwe, indicates that the country is operating at only 40% of its potential productivity, given current health and education outcomes. SA has struggled to achieve productivity-driven growth, bearing the cost structures of a middle-income country but the productivity levels of a low-income country. This mismatch has contributed to rising structural unemployment, as the economy has been unable to generate sufficient jobs for unskilled workers.

#### 6.2.2 Contraction and Recovery of the Economy

The COVID-19 pandemic caused the global economy to contract by -5.2%, while the South African economy shrank by over -7%. A recovery is expected in 2021, and according to the IMF, the global economy is anticipated to rebound in a V-shaped recovery, though it will take time to return to pre-recession levels.

The pandemic has significantly reduced global consumption demand, disrupted global supply chains, and decreased demand for commodities, which is detrimental for a commodity exporter like SA. Currently, more than 90% of countries across the world are in recession, which is estimated to be far worse than both the Great Recession and the Great Depression.

### 6.2.3 Sector Impacts




At a national level, construction, manufacturing, finance, real estate, and trade all demonstrate significant or severe COVID-19–related contraction.

**Table 53: Sector impact**

	direct	total	direct	total
Agriculture, forestry and fishing	-0.4	-3.9		
Mining and quarrying	-5.2	-4.6		
Manufacturing	-5.1	-7.3		
Electricity, gas and water	-0.2	-4.2		
Construction	-11.9	-14.2		
Trade, catering and accommodation	-1.1	-4.9		
Transport, storage and communication	-3.2	-4.5		
Finance, real estate and business services	-2.0	-6.6		
General government services	-0.3	-1.4		
Personal services	-6.0	-3.7		

**Legend**

-  Sector hit by severe contraction
-  Sector hit by large contraction
-  Sector hit by small contraction

(Source: NT)

### 6.2.4 Business Confidence

There has been a severe decline in business confidence and economic activity in SA, and similar trends can be observed in BCMM.



**Table 54: Business Confidence Index**

	BUSINESS CONFIDENCE INDEX (% satisfied)					
	Building	Manufacturing	Retail	Wholesale	Motor	Total*
19Q2	30	22	28	42	17	28
19Q3	23	16	17	29	22	21
19Q4	31	24	30	28	17	26
20Q1	15	17	18	25	16	18
20Q2	2	6	11	4	2	5
	↓ Lowest since 1986Q3	↓ Record low	↓ Lowest since 1991Q3	↓ Record low	↓ Lowest since 1976Q4	↓ Record low

	Activity (% up less % down = net %)					
	Building activity	Manufacturing production	Retail sales volumes	Wholesale sales volumes	Motor sales volumes	Total*
19Q2	-56	-32	-37	-27	-78	-46
19Q3	-68	-25	-40	-50	-63	-49
19Q4	-49	-18	-35	-39	-63	-41
20Q1	-72	-37	-48	-47	-63	-53
20Q2	-91	-77	-57	-88	-100	-83
	↓ Record low	↓ Record low	↓ Lowest since 77Q4	↓ Record low	↓ Record low	↓ Record low

Source: BER, National Treasury \* Unweighted average across sectors

### 6.2.5 Implications for Buffalo City

- Construction, manufacturing, trade, tourism, finance, and business services have been the most impacted by COVID-19.
- The automotive sector has been heavily affected by the crash in global vehicle demand; however, MBSA was already slowing down production to prepare the plant for the new W206 model, which commences next year.
- General Government Services have been less affected as an economic sector, suggesting that the BCMM economy will contract slightly less than the national economy given its relative significance. However, risks remain high due to the state of fiscal distress.
- Levels of fixed investment for 2020 are expected to decline by at least 15% due to the impact on the property and construction sector. Nevertheless, we project this to be slightly better than the national contraction, owing to sustained investment by MBSA in the W206 plant and machinery, as well as our own property and infrastructure projects (BCMDA projects and road projects such as Sleeper Site, Settlers Way, etc.), although our capacity to maintain this investment without growth is unlikely.
- Small businesses, bed and breakfast establishments, restaurants, and similar ventures have been heavily affected, with many closing and unlikely to reopen.

- Large investors, such as Defy, have been impacted by the crash in consumer demand, and national restructuring is back on the agenda, which could lead to their closure in BCMM.
- The real impact on the BCMM economy will depend on whether there is significant contraction in the government sector moving forward (due to fiscal constraints) and how quickly the automotive sector can resume production capacity aligned with global demand.

#### 6.2.6 Labour Market Impacts

COVID-19-related job loss in SA is projected to be between 600 000 and 1,7 million. The impact is significantly worse for low-skill segments, women, and the informal sector. BCMM is projected to lose between 5 000 and 15 000 jobs, depending on the speed of recovery. Most of these job losses will occur in small family-owned businesses and in sectors such as tourism and leisure, construction, trade, manufacturing, and financial services. Hunger poverty in BCMM is expected to increase by at least 10%–20% in the immediate term.

#### 6.2.7 Fiscal Gap

The result of low growth and declining fixed investment is that the gap between revenue and expenditure is widening, threatening a sovereign debt crisis. The fiscal gap has grown wider, leading to the implementation of expenditure ceilings to avert a debt crisis. This has resulted in fewer transfers and grants, alongside a likely shift towards more incentive-based resource allocation, where cities must implement reforms, demonstrate value and impact, and manage their spending effectively to secure additional funding. Furthermore, it will necessitate a transition to evidence-based budget prioritisation. There will also be an increased emphasis on private sector partnerships, blended finance, and similar approaches to finance CAPEX, along with a focus on expenditure that catalyses growth (cities must urgently and intentionally expand their tax bases).

#### 6.2.8 Coherent Economic Strategy

Metros are expected to develop economic reconstruction and recovery plans to ignite economic recovery, driven by executive mayors. Line departments and ministries will be responsible for implementing programmes relevant to their areas. This work will be coordinated by the Presidential Advisory Technical Team and the National Treasury's Operation Vulindlela, with centralised capacity in the Presidency to drive and coordinate implementation.

The BCMM ERP must be framed by a coherent economic strategy, proposed to be underpinned by the following two pillars:

- **AUTOMOTIVE CONSOLIDATION AND DEEPENING:**
  - Expand MBSA's productive base in the City (W206 and beyond)
  - Local content and supplier development
  - Logistics and skills to enhance the overall export competitiveness of the city

- **DIVERSIFICATION INTO NEW GROWTH SECTORS TO REDUCE AUTO-DEPENDENCY:**
- Agro-industry
- ICT and Global Business Services (GBS) aligned with SMART CITY development
- Green industries
- Tourism and creative industries

### 6.3 Economy

The economic state of BCMM is clarified by comparing it spatially with its neighbouring metropolitan municipalities, the EC province, and SA as a whole. This section will also touch upon the economic composition and contributions of the regions within BCMM.

The BCMM does not operate in isolation from the EC, SA, and the world. Now, more than ever, it is crucial to have reliable information on its economy for effective planning. This information is essential for empowering the Municipality to plan and implement policies that will foster social development and economic growth for both the people and industries within the municipality.

### 6.4 Gross Domestic Product by Region (GDP-R)

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

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

GDP-R can be measured using either current or constant prices. Current prices reflect the economy in actual Rand, while constant prices adjust for inflation, capturing the real growth in volumes as if prices were fixed in a specific base year.

**Table 55: Gross Domestic Product (GDP) - Buffalo City, EC, and National Total, 2012-2022 [R billions, Current prices]**

	Buffalo City (R Billion)	Eastern Cape (R Billion)	National Total (R Billion)	Buffalo City as % of province	Buffalo City as % of national
2012	58,6	287,2	3,566,4	20,4%	1,64%
2013	63,2	309,6	3,868,6	20,4%	1,63%
2014	67,6	330,8	4,133,9	20,4%	1,64%
2015	72,2	354,1	4,420,8	20,4%	1,63%
2016	77,1	379,0	4,759,6	20,4%	1,62%
2017	82,0	403,4	5,078,2	20,3%	1,61%
2018	85,4	420,9	5,363,2	20,3%	1,59%
2019	88,5	437,2	5,625,2	20,2%	1,57%
2020	86,7	430,3	5,568,0	20,1%	1,56%
2021	94,9	472,9	6,208,8	20,1%	1,53%

	Buffalo City (R Billion)	Eastern Cape (R Billion)	National Total (R Billion)	Buffalo City as % of province	Buffalo City as % of national
2022	100,2	501,0	6,628,6	20,0%	1,51%

Source: South Africa Regional eXplorer v2443.

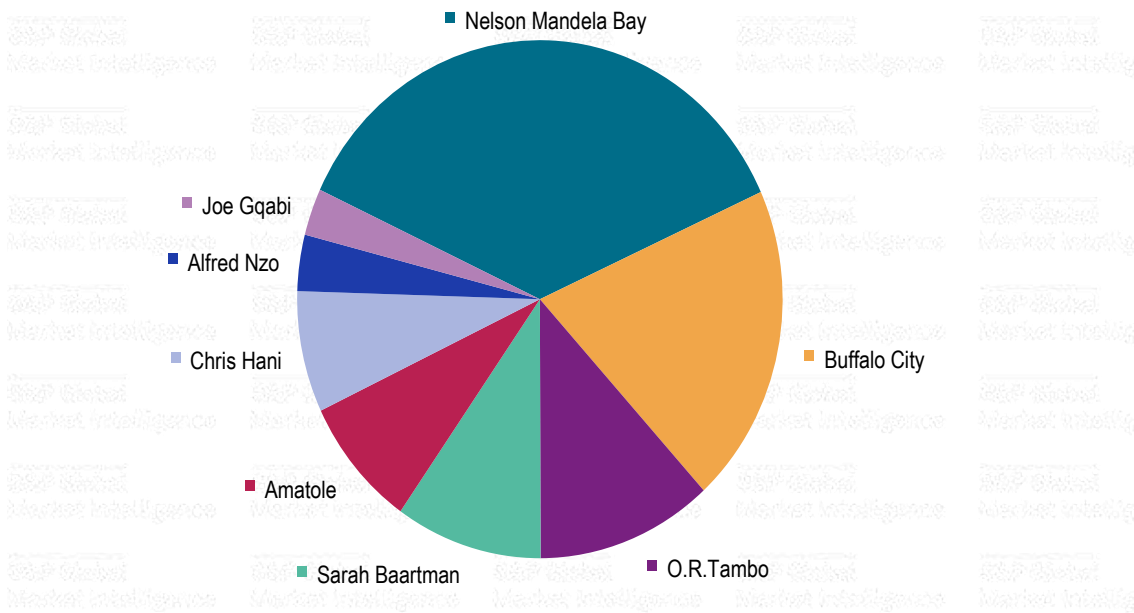
With a GDP of R 100 billion in 2022 (up from R58,6 billion in 2012), the BCMM contributed 20,01% to the EC province GDP of R 501 billion in 2022, increasing its share of the EC from 20,42% in 2012. The BCMM contributes 1,51% to the GDP of SA, which had a total GDP of R6,63 trillion in 2022 (as measured in nominal or current prices). Its contribution to the national economy remained similar in importance from 2012 when it contributed 1,64% to SA, but it is lower than the peak of 1,64% in 2012.

**Table 56: Gross Domestic Product (GDP) - Buffalo City, EC, and National Total, 2010-2020 [Annual percentage change, Constant 2010 prices]**

	Buffalo City	Eastern Cape	National Total
2012	1,6%	1,9%	2,4%
2013	1,4%	1,4%	2,5%
2014	0,8%	0,8%	1,4%
2015	0,8%	0,9%	1,3%
2016	0,7%	0,8%	0,7%
2017	0,2%	0,5%	1,2%
2018	1,0%	1,1%	1,6%
2019	-0,1%	0,1%	0,3%
2020	-6,2%	-5,8%	-6,0%
2021	4,3%	4,9%	4,7%
2022	1,9%	2,1%	1,9%
Average Annual growth 2012-2022	0,44%	0,64%	0,92%

Source: IHS Markit Regional eXplorer version 2201

In 2022, the BCMM achieved an annual growth rate of 1,90%, which is very similar to the EC province's 2,08% GDP growth, and lower than that of SA, where the 2022 GDP growth rate was 1,91%. Contrary to the short-term growth rate of 2022, the longer-term average growth rate for Buffalo City (0,44%) is slightly lower than that of SA (0,92%). Economic growth in Buffalo City peaked in 2021 at 4,26%.



**Figure 60: Gross Domestic Product (GDP) – BCMM and the rest of the EC, 2022 [Percentage]**

Source: South Africa Regional eXplorer v2443.

The BCMM had a total GDP of R100 billion. In terms of its overall contribution to the EC province, the BCMM ranked second among all regional economies contributing to the total EC province GDP. This ranking in size relative to other regions of Buffalo City has remained the same since 2012. In 2022, its share was slightly smaller at 20,0% compared to 20,4% in 2012. From 2012 to 2022, the average annual growth rate of 0,4% for Buffalo City was the seventh highest among its peers in terms of growth, measured in constant 2010 prices.

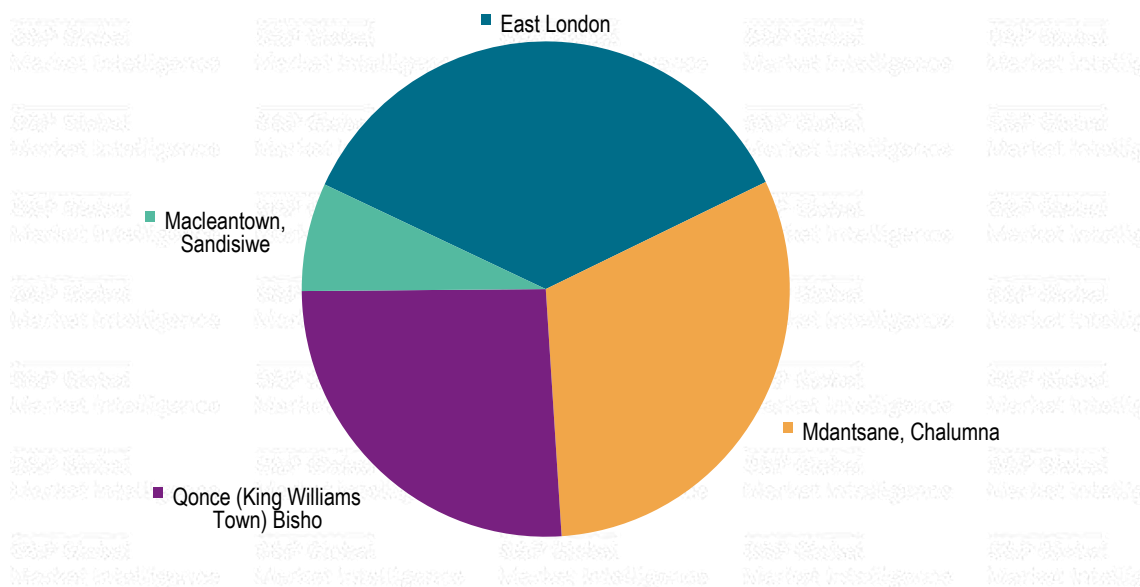
**Table 57: Gross Domestic Product (GDP) - Sub-metro regions of BCMM, 2012 to 2022, share and growth**

	2022 (Current prices)	Share metropolitan municipality of	2012 (Constant prices)	2022 (Constant prices)	Average Annual growth
Macleantown, Sandisiwe	7,09	7,07%	4,96	5,17	0,42%
Qonce Bhisho	25,97	25,91%	18,13	18,95	0,44%
Mdantsane, Chalumna	31,15	31,08%	21,76	22,74	0,44%
East London	36,02	35,93%	25,16	26,29	0,44%
Buffalo City	100,2		70,01	73,15	

Source: IHS Markit Regional eXplorer version 2201

Qonce/Bhisho had the highest average annual economic growth, averaging 0,44% between 2012 and 2022, compared to the other regions within the BCMM. The Mdantsane, Chalumna Sub-metro Region had the second highest average

annual growth rate of 0,44%. Macleantown, Sandisiwe Sub-metro Region recorded the lowest average annual growth rate of 0,42% between 2012 and 2022.



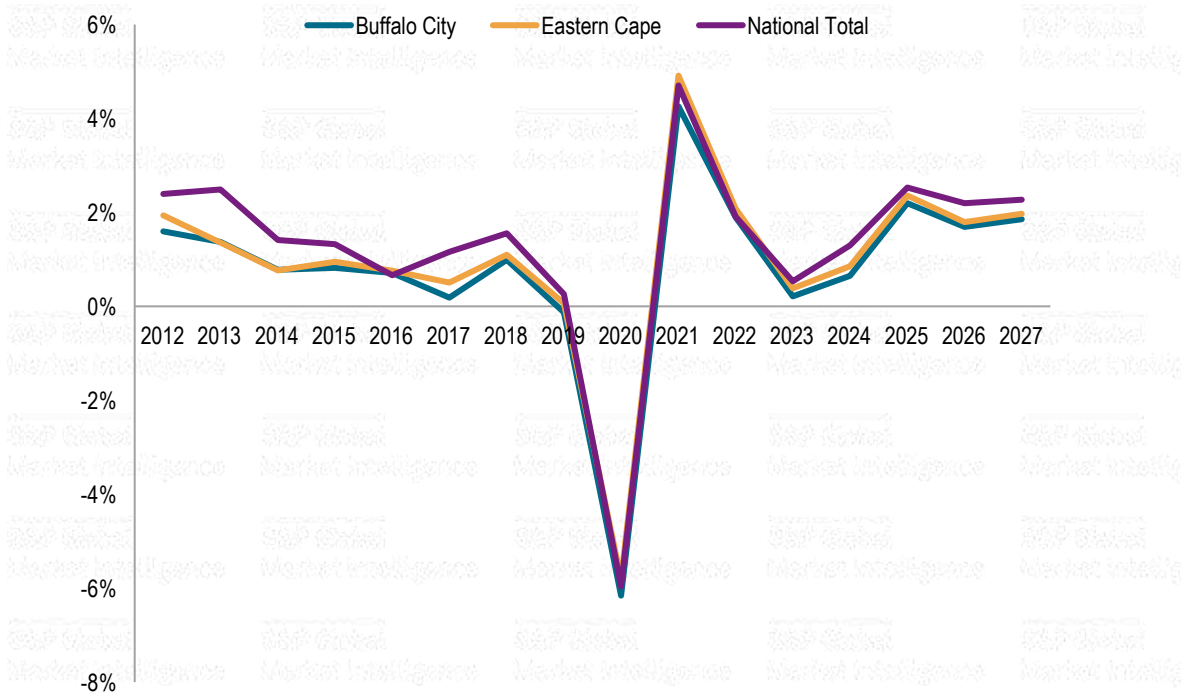
**Figure 61: GDP contribution - Sub-metro regions of BCMM, 2022 [Current prices, percentage]**

Source: South Africa Regional eXplorer v2443

The greatest contributor to the BCMM's economy is the East London Sub-metro Region, which has a share of 35,93% or R36 billion, increasing from R21,1 billion in 2012. The economy with the lowest contribution is the Macleantown, Sandisiwe Sub-metro Region, with R7,09 billion, growing from R4,15 billion in 2012.

## 6.5 Economic Growth Forecast

It is expected that BCMM will grow at an average annual rate of 1,32% from 2022 to 2027. The average annual growth rates for EC Province and SA are projected to be 1,47% and 1,76%, respectively.



**Figure 62: Gross Domestic Product (GDP) - Buffalo City, EC, and National Total, 2012-2027 [Average annual growth rate, constant 2010 prices]**

Source: South Africa Regional eXplorer v2443.

In 2027, Buffalo City's forecasted GDP is estimated to be R 78,1 billion (constant 2010 prices), accounting for 19,8% of the total GDP of EC province. The ranking of the BCMM in terms of size will remain unchanged between 2022 and 2027, with its contribution to the EC province GDP projected at 19,8% in 2027, down from 20,0% in 2022. With an average annual GDP growth rate of 1,32% between 2022 and 2027, Buffalo City ranks fourth compared to other regional economies.

**Table 58: Gross Domestic Product (GDP) - Sub-metro regions of BCMM, 2022 to 2027, share and growth**

	2027 (Current prices)	Share metropolitan municipality of	2022 (Constant prices)	2027 (Constant prices)	Average Annual growth
Macleantown, Sandisiwe	9,63	7,07%	5,17	5,53	1,34%
Qonce Bhisho	35,31	25,91%	18,95	20,23	1,31%
Mdantsane, Chalumna	42,35	31,08%	22,74	24,28	1,32%
East London	48,95	35,93%	26,29	28,07	1,32%
Buffalo City	136,24		73,15	78,10	



Source: South Africa Regional eXplorer v2443.

When examining the regions within the BCMM, it is anticipated that from 2022 to 2027, the Macleantown, Sandisiwe Sub-metro Region will achieve the highest average annual growth rate of 1,34%. The region expected to achieve the second highest average annual growth rate is Mdantsane, Chalumna Sub-metro Region, averaging 1,32% during the same period. Conversely, the region that performed the poorest relative to the others within the BCMM was the Qonce/Bhisho Sub-metro Region, with an average annual growth rate of 1,31%.

## 6.6 Gross Value Added by Region (GVA-R)

The BCMM's economy comprises various industries. The GVA-R variable provides a sector breakdown, with each sector measured by its *value added* produced in the local economy.

**Definition:** Gross Value Added (GVA) is a measure of output (total production) for a region, reflecting the value created within that region. GVA can be categorised into various production sectors.

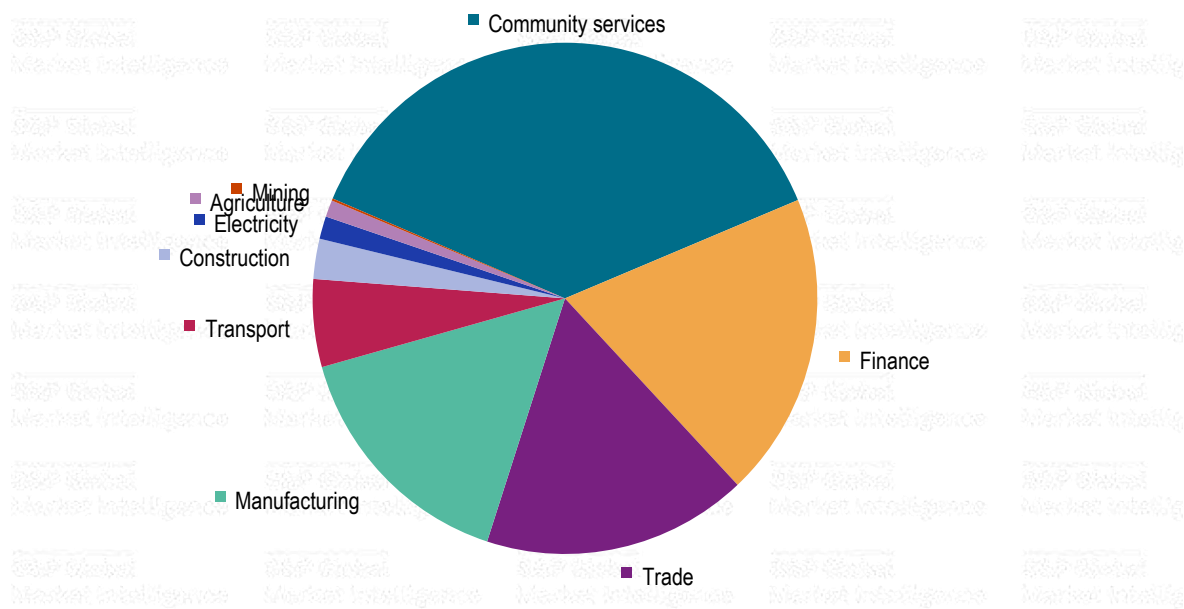
The summary table below puts the GVA of all the regions in perspective to that of BCMM.

**Table 59: Gross Value Added (GVA) by broad economic sector - BCMM, 2020 [R billions, current prices]**

	Buffalo City	Eastern Cape	National Total	Buffalo City as % of province	Buffalo City as % of national
Agriculture	1,0	11,2	187,6	8,5%	0,51%
Mining	0,1	1,5	483,3	8,4%	0,03%
Manufacturing	14,1	64,8	813,1	21,8%	1,74%
Electricity	1,3	9,1	192,8	14,3%	0,67%
Construction	2,3	11,7	146,6	19,6%	1,56%
Trade	15,3	75,3	807,5	20,4%	1,90%
Transport	5,0	23,9	451,4	21,0%	1,11%
Finance	17,4	80,9	1,386,9	21,5%	1,26%
Community services	33,7	174,1	1,483,6	19,4%	2,27%
<b>Total Industries</b>	<b>90,3</b>	<b>452,5</b>	<b>5,952,7</b>	<b>20,0%</b>	<b>1,52%</b>

Source: South Africa Regional eXplorer v2443.

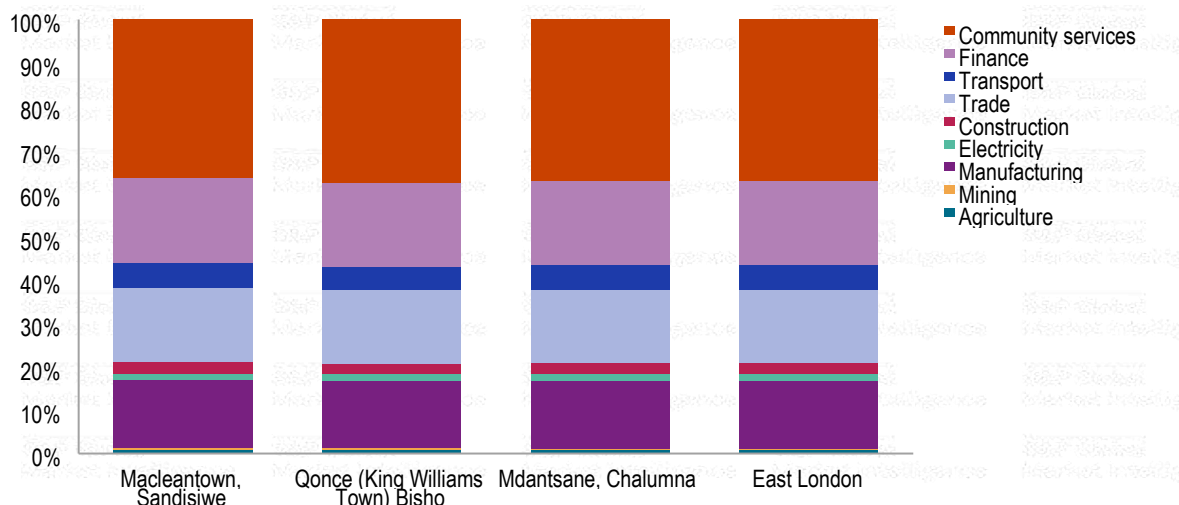
In 2022, the community services sector is the largest within BCMM, accounting for R33,7 billion or 37,3% of the total GVA in the metropolitan municipality's economy. The sector that contributes the second most to the GVA of the BCMM is the finance sector at 19,3%, followed by the trade sector with 17,0%. The sector that contributes the least to the economy of BCMM is the mining sector, with a contribution of R124 million or 0,14% of the total GVA.



Source: South Africa Regional eXplorer v2443.

**Figure 63: Gross Value Added (GVA) by broad economic sector - BCMM, 2022 [percentage composition]**

The community sector, which includes government services, is generally a significant contributor to GVA in smaller and more rural local municipalities. When examining the regions within the metropolitan Municipality, the East London Sub-metro Region made the largest contribution to the community services sector, accounting for 35,87% of the metropolitan Municipality. Overall, the East London Sub-metro Region contributed R32,4 billion, or 35,93%, to the GVA of the BCMM, making it the largest contributor to the overall GVA of the BCMM.



Source: South Africa Regional eXplorer v2443.

**Figure 64: Gross Value Added (GVA) by broad economic sector - Sub-metro regions of BCMM, 2022 [percentage composition]**

## 6.7 Historical Economic Growth

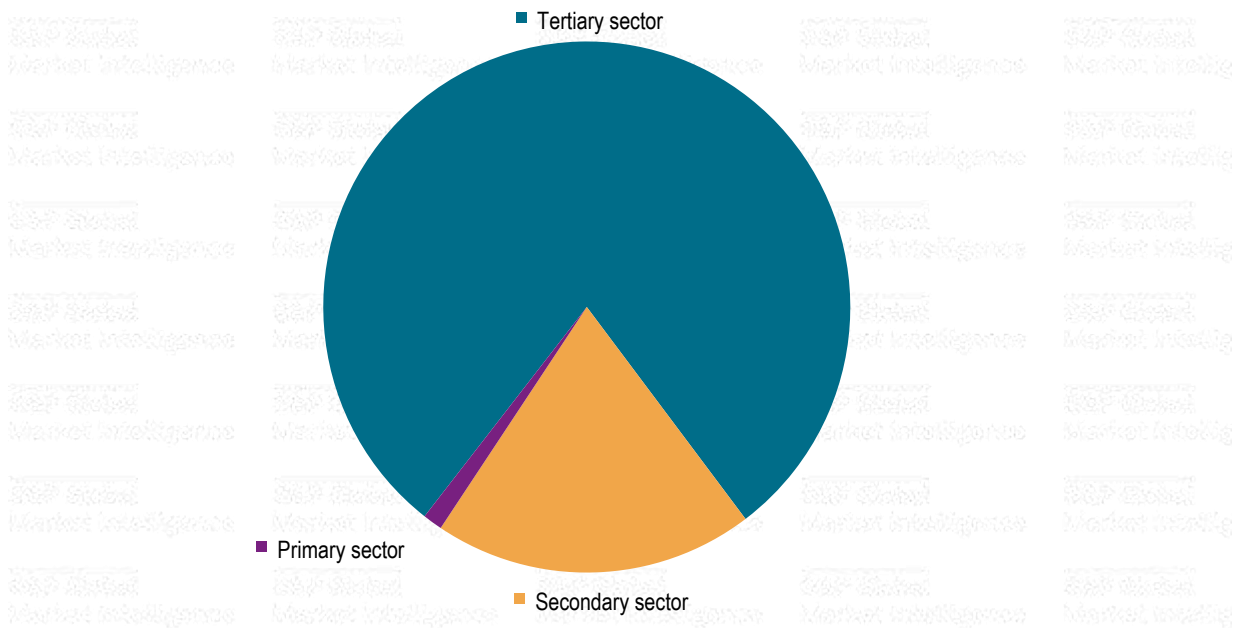
For the period 2022 to 2012, the GVA in the agriculture sector experienced the highest average annual growth rate in Buffalo City at 2,39%. The industry with the second highest average annual growth rate is the finance sector, averaging 1,52% per year. The construction sector had an average annual growth rate of -3,02%, while the mining sector recorded the lowest average annual growth at -4,36%. Overall, there was positive growth in all industries in 2022, with an annual growth rate of 1,82% since 2021.

**Table 60: Gross Value Added (GVA) by broad economic sector - BCMM, 2012, 2017 and 2022 [R billions, 2010 constant prices]**

	2012 (R Billion)	2017 (R Billion)	2022 (R Billion)	Average growth	Annual
Agriculture	0.47	0.53	0.60	2.39%	
Mining	0.09	0.07	0.06	-4.36%	
Manufacturing	9.54	9.51	9.16	-0.41%	
Electricity	0.83	0.72	0.66	-2.33%	
Construction	2.31	2.29	1.70	-3.02%	
Trade	10.66	10.76	10.38	-0.26%	
Transport	3.93	4.26	4.21	0.70%	
Finance	11.83	12.59	13.76	1.52%	
Community services	23.25	24.65	25.41	0.89%	
<b>Total Industries</b>	<b>62.92</b>	<b>65.38</b>	<b>65.94</b>	<b>0.47%</b>	

Source: South Africa Regional eXplorer v2443.

The tertiary sector contributes the most to the GVA within the BCMM at 79,2%, which is slightly higher than the national economy at 69,4%. The secondary sector contributed a total of 19,6%, ranking second, while the primary sector contributed the least at 1,2%.



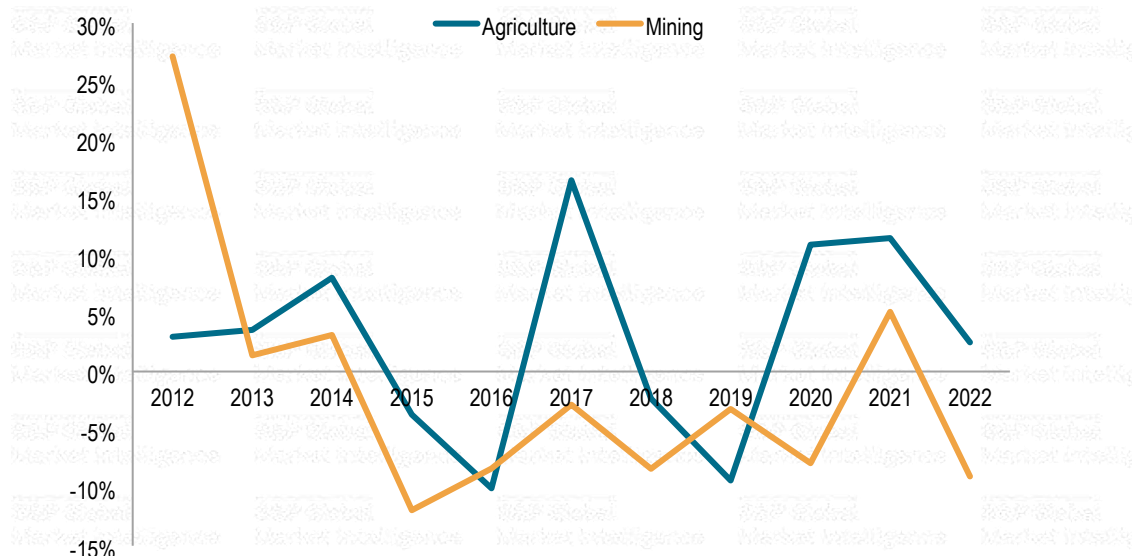
Source: South Africa Regional eXplorer v2443.

**Figure 65: Gross Value Added (GVA) by aggregate economic sector - BCMM, 2022 [percentage]**

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

**Primary Sector**

The primary sector consists of two broad economic sectors, namely the mining sector and the agricultural sector. The following chart represents the average growth rate in GVA for both of these sectors in BCMM from 2012 to 2022.



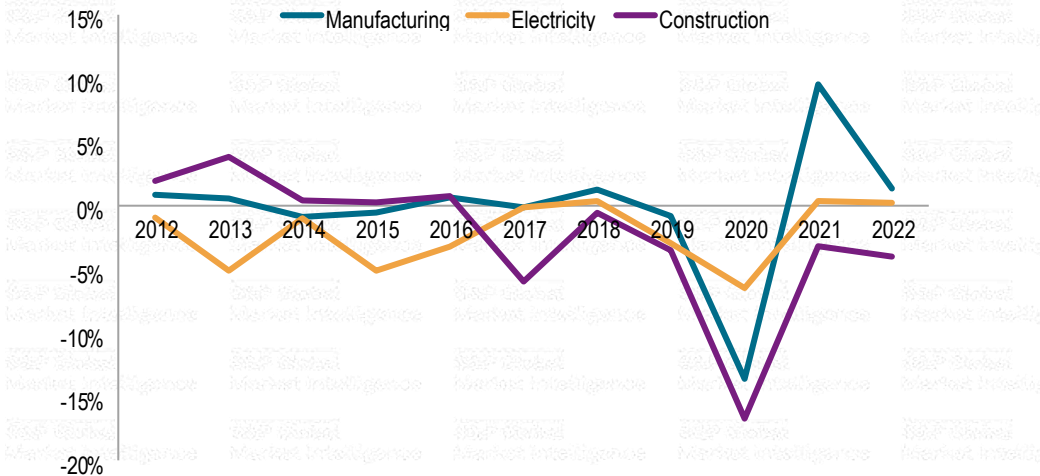
Source: South Africa Regional eXplorer v2443.

**Figure 66: Gross Value Added (GVA) by primary sector - Buffalo City, 2012-2022 [Annual percentage change]**

Between 2012 and 2022, the agriculture sector experienced its highest positive growth in 2017, with an average growth rate of 16,5%. The mining sector peaked at a growth rate of 27,1% in 2012. The agricultural sector recorded its lowest growth during the period in 2016, at -10,1%, while the mining sector reached its lowest point in 2015, at -11,9%. Both the agriculture and mining sectors are generally characterised by volatility in growth throughout the period.

## Secondary Sector

The secondary sector consists of three broad economic sectors, namely manufacturing, electricity, and construction. The following chart represents the average growth rates in GVA for these sectors in BCMM from 2012 to 2022.



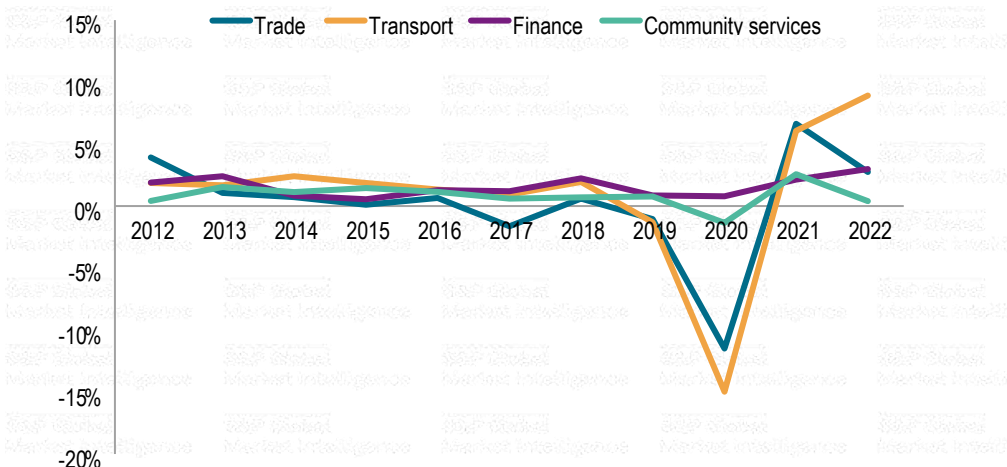
Source: South Africa Regional eXplorer v2443.

**Figure 67: Gross Value Added (GVA) by secondary sector - Buffalo City, 2012-2022 [Annual percentage change]**

Between 2012 and 2022, the manufacturing sector experienced its highest positive growth in 2021, with a growth rate of 9,5%. The construction sector reached its peak growth in 2013 at 3,8%. The manufacturing sector saw its lowest growth in 2020, with a rate of -13,6%, while the construction sector also recorded its lowest growth rate in 2020, experiencing a decline of -16,7%, which was a greater decrease than that of the manufacturing sector. The electricity sector achieved its highest growth in 2021 at 0,4%, but recorded its lowest growth of -6,5% in 2020.

### Tertiary Sector

The tertiary sector consists of four broad economic sectors, namely trade, transport, finance, and community services. The following chart represents the average growth rates in GVA for these sectors in BCMM from 2012 to 2022.



**Figure 68: Gross Value Added (GVA) by tertiary sector - Buffalo City, 2010-2020 [Annual percentage change]**

The trade sector experienced the highest positive growth in 2021, with a growth rate of 6,6%. The transport sector reached its peak growth in 2022 at 8,9%. The finance sector had its highest growth rate in 2022, growing by 3,0%, while it recorded the lowest growth rate in 2015 at 0,5%. The trade sector also had the lowest growth rate in 2020 at -11,5%. The community services sector, which largely consists of government, experienced its highest positive growth in 2021 at 2,6% and its lowest growth rate in 2020 at -1,4%.

## 6.8 Sector Growth forecast

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

**Table 61: Gross value added (GVA) by broad economic sector - BCMM, 2022-2027 [R billions, constant 2010 prices]**

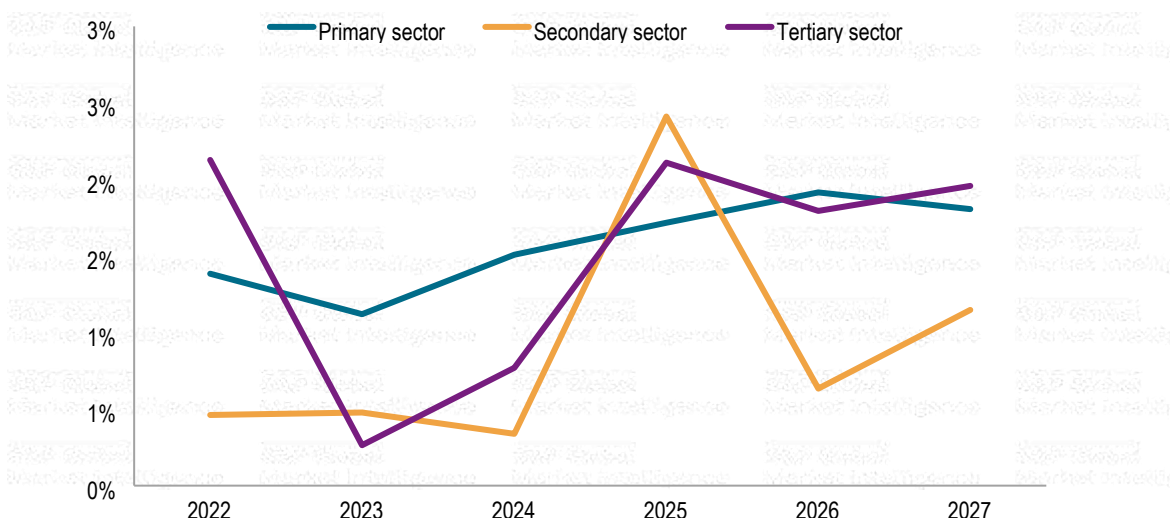
	2022	2023	2024	2025	2026	2027	Average Annual growth
Agriculture	0,60	0,61	0,62	0,63	0,64	0,65	1,84%
Mining	0,06	0,05	0,05	0,05	0,05	0,05	-0,88%
Manufacturing	9,16	9,17	9,13	9,36	9,37	9,44	0,60%
Electricity	0,66	0,65	0,64	0,66	0,67	0,68	0,77%
Construction	1,70	1,76	1,84	1,88	1,93	1,99	3,14%
Trade	10,38	10,52	10,52	10,83	10,88	10,99	1,15%



	2022	2023	2024	2025	2026	2027	Average Annual growth
Transport	4,21	4,30	4,38	4,51	4,64	4,77	2,52%
Finance	13,76	13,89	14,12	14,53	14,96	15,39	2,26%
Community services	25,41	25,19	25,29	25,59	25,97	26,42	0,78%
<b>Total Industries</b>	<b>65,94</b>	<b>66,14</b>	<b>66,61</b>	<b>68,04</b>	<b>69,13</b>	<b>70,38</b>	<b>1,31%</b>

Source: IHS Markit Regional eXplorer version 2201

The construction sector is expected to grow the fastest, averaging 3,14% annually, increasing from R 1,7 billion in BCMM to R 1,99 billion by 2027. The community services sector is projected to be the largest sector within the BCMM in 2027, with a total share of 37,5% of the overall GVA (as measured in current prices), growing at an average annual rate of 0,8%. The sector anticipated to grow the slowest is the mining sector, with an average annual growth rate of - 0,88%.



Source: South Africa Regional eXplorer v2443.

**Figure 69: Gross value added (GVA) by aggregate economic sector - BCMM, 2022-2027 [Annual growth rate, constant 2010 prices]**

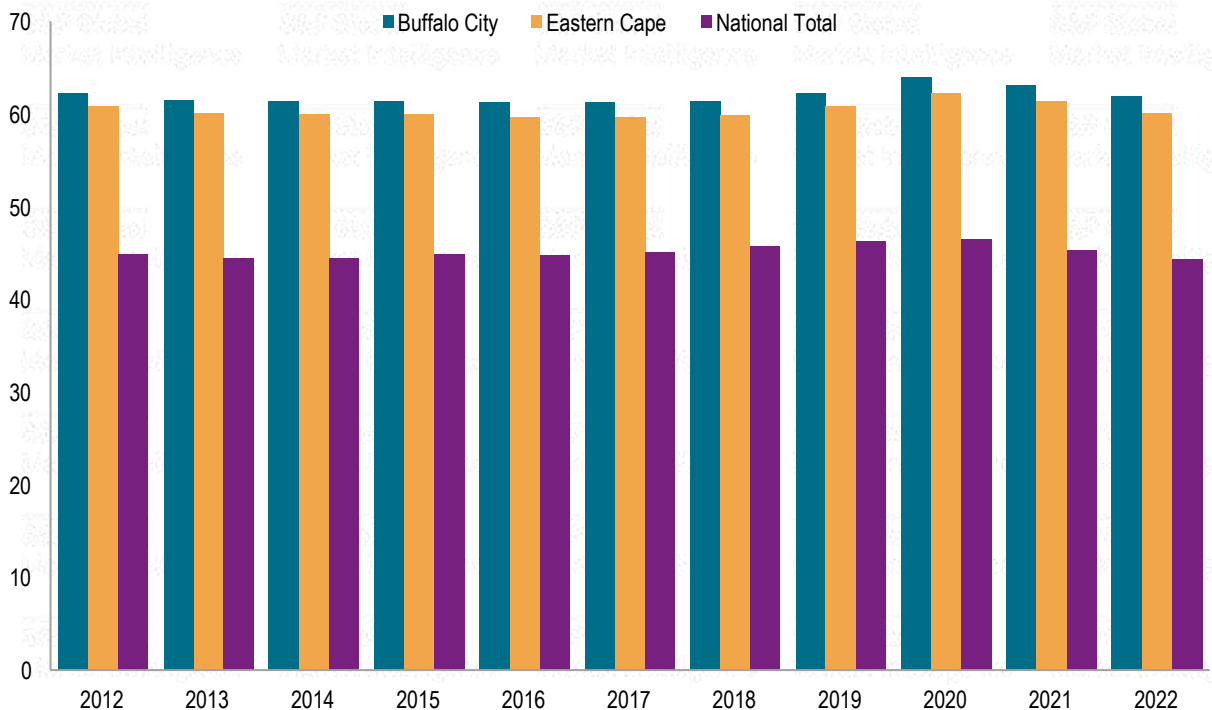
The Primary sector is expected to grow at an average annual rate of 1,61% between 2022 and 2027, with the Secondary sector growing at an average of 1,00% annually. The Tertiary sector is projected to grow at an average annual rate of 1,38% over the same period.

Based on the typical profile of a developing country, we can anticipate faster growth in the Secondary and Tertiary sectors compared to the Primary sector. It is also important to note that the agricultural sector is subject to significant

volatility due to uncertain weather conditions, pests, and other natural factors. The forecasts presented here reflect a long-term trend rather than attempting to predict the unpredictable nature of weather conditions.

6.9 Tress Index

**Definition:** The Tress index measures the degree of concentration of an area's economy on a sector basis. A Tress index value of 0 indicates that all economic sectors in the region contribute equally to GVA, while a Tress index of 100 signifies that only one economic sector constitutes the entirety of the region's GVA.



Source: South Africa Regional eXplorer v2443.

Figure 70: Tress index - Buffalo City, EC, and National Total, 2012-2022 [Number]

In 2022, Buffalo City's Tress Index was estimated at 61,9, which is higher than the province's 60,1 and the 60,1 for SA as a whole. This suggests that, on average, the BCMM is less diversified in terms of its economic activity than the national economy.

The BCMM has a concentrated community services sector.

The more diverse an economy is, the more likely it is to create employment opportunities across all skill levels—not just for highly skilled labourers—and to maintain a healthy balance between labour-intensive and capital-intensive industries. If both economic growth and the alleviation of unemployment are priorities, it is essential to have industries

that are growing rapidly and creating jobs, particularly in the lower-skilled categories. Unfortunately, in practice, many fast-growing industries do not generate significant employment opportunities for unskilled labourers, which hampers efforts to alleviate unemployment.

6.10 Location Quotient

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

If the location quotient is larger than one for a specified sector within a region, then that region has a comparative advantage in that sector. This occurs because the share of that sector within the specified regional economy is greater than that of the same sector in the national economy. The location quotient is typically calculated by taking the percentage share of the sector in the regional economy and dividing it by the percentage share of that same sector in the national economy.

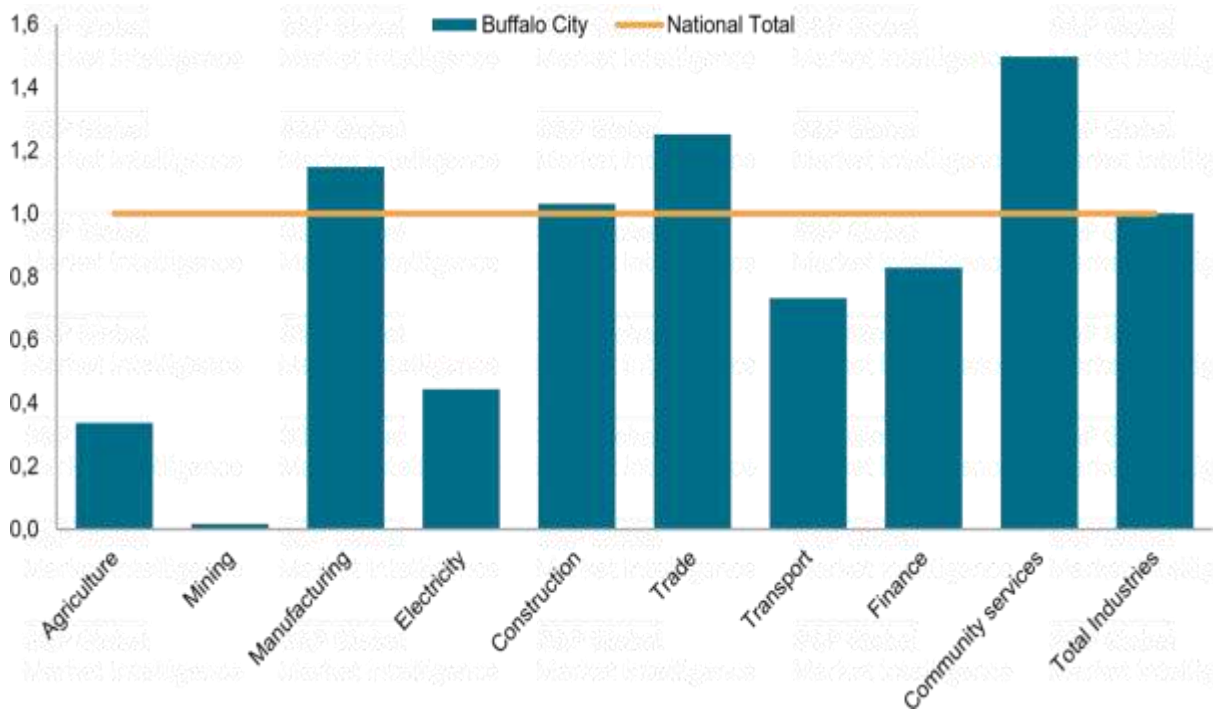


Figure 71: Location quotient by broad economic sectors - BCMM and SA, 2022 [Number]

Source: South Africa Regional eXplorer v2443.

For 2022, BCMM has a comparative advantage in the community services sector. The trade sector also holds a comparative advantage. The manufacturing sector has a comparative advantage when compared to the South African economy as a whole, although it is less prominent. In contrast, the BCMM experiences a significant comparative

disadvantage in the mining and agriculture sectors, the latter exhibiting a very large comparative disadvantage. Generally, mining is a highly concentrated economic sector. Unfortunately, the BCMM currently has minimal mining activity, with an LQ of only 0,017.

## 6.11 Labour

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

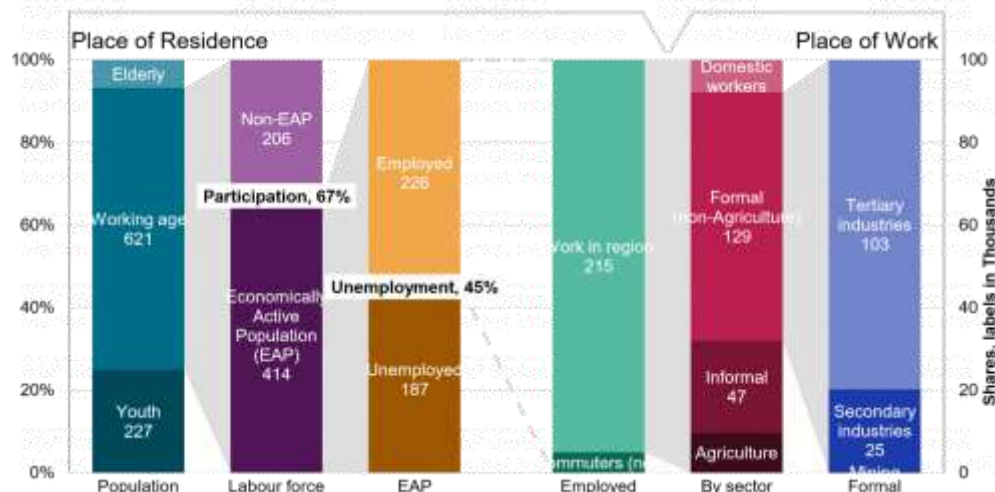
**Table 62: Location quotient by broad economic sectors - BCMM and SA, 2022 [Number]**

	Buffalo City		Eastern Cape		National Total	
	2012	2022	2012	2022	2012	2022
15-19	70 200	62 100	744 000	699 000	5 010 000	5 100 000
20-24	98 000	72 700	761 000	591 000	5 410 000	4 580 000
25-29	93 300	105 000	634 000	672 000	5 220 000	5 210 000
30-34	68 200	85 900	441 000	690 000	4 220 000	5 600 000
35-39	47 300	62 300	315 000	577 000	3 470 000	5 220 000
40-44	41 000	41 900	273 000	404 000	2 950 000	4 060 000
45-49	38 900	41 900	268 000	288 000	2 590 000	3 240 000
50-54	37 900	36 200	269 000	249 000	2 240 000	2 710 000
55-59	31 600	33 600	234 000	242 000	1 850 000	2 340 000
60-64	22 300	26 700	195 000	237 000	1 490 000	1 970 000
<b>Total</b>	<b>549 000</b>	<b>621 000</b>	<b>4 130 000</b>	<b>4 650 000</b>	<b>34 500 000</b>	<b>40 000 000</b>

Source: South Africa Regional eXplorer v2443.

The working age population in Buffalo City in 2022 was 621 000, increasing at an average annual rate of 1,25% since 2012. For the same period, the working age population for EC province grew at an annual rate of 1,18%, while that of SA increased at 1,51% annually.

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



**Figure 72: Labour Glimpse - BCMM, 2022**

Source: South Africa Regional eXplorer v2443

Reading the chart from the left-most bar, which breaks down the total population of the BCMM (910 000) into working age and non-working age, we find that the number of people of working age is approximately 621 000. By definition, those aged 0-19 (youth) or 65 and over (pensioners) are part of the non-working age population. Of the working age group, 66,7% are participating in the labour force, meaning 414 000 residents of the metropolitan municipality are currently part of the EAP.

In comparison, the non-economically active population (NEAP) of the metropolitan municipality, which includes full-time students at tertiary institutions, disabled individuals, and those choosing not to work, totals 207 000 people. Among the economically active population, 188 000 are unemployed, resulting in an unemployment rate of 45,3%. Up to this point, all statistics are measured at the place of residence.

On the far right, we see the formal non-agricultural jobs in Buffalo City, broken down by the primary (mining), secondary, and tertiary industries. The majority of formal employment lies in the tertiary industry, with 103 000 jobs. When including informal, agricultural, and domestic workers, the total number of jobs in the area reaches 215 000. Formal jobs account for 60,2% of all jobs in the BCMM. The discrepancy between employment measured at the place of work and the number of people employed living in the area can be explained by the net commuters who work outside the metropolitan municipality.

In theory, a higher or increasing population dividend is expected to provide additional stimulus to economic growth. People of working age tend to uphold higher consumption patterns (Final Consumption Expenditure [FCE]), and a denser concentration of working age individuals is anticipated to decrease dependency ratios, provided that the additional labour offered to the market is absorbed.

## 6.12 Economically Active Population (EAP)

The EAP is a good indicator of how many individuals within the total working-age population are actively participating in the labour market of a region. If a person is economically active, he or she is part of the labour force.

**Definition:** The economically active population (EAP) is defined as the number of people (between the ages of 15 and 65) who are able and willing to work and who are actively looking for work. It includes both employed and unemployed individuals. People who have not recently taken any active steps to find employment are not included in this measure. These individuals may (or may not) consider themselves unemployed. Regardless, they are counted as discouraged work seekers and thus form part of the non-economically active population.

**Table 63: Economically active population (EAP) - Buffalo City, EC, and National Total, 2012-2022**  
[number, percentage]

	Buffalo City	Eastern Cape	National Total	Buffalo City as % of province	Buffalo City as % of national
2010	300 000	1 760 000	18 700 000	1,0%	1,60%
2011	311 000	1 830 000	19 300 000	17,0%	1,61%
2012	327 000	1 920 000	20 100 000	17,0%	1,63%
2013	339 000	2 000 000	20 800 000	17,0%	1,63%
2014	354 000	2 090 000	21 500 000	17,0%	1,65%
2015	369 000	2 180 000	22 000 000	16,9%	1,67%
2016	377 000	2 240 000	22 300 000	16,9%	1,69%
2017	391 000	2 330 000	22 700 000	16,8%	1,72%
2018	391 000	2 330 000	22 100 000	16,8%	1,77%
2019	401 000	2 390 000	22 200 000	16,8%	1,80%
2020	414 000	2 470 000	23 100 000	16,7%	1,79%

### Average Annual growth

2012-2022	3,29%	3,47%	2,16%		
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Source: South Africa Regional eXplorer v2443

BCMM's EAP was 414 000 in 2022, representing 45,51% of its total population of 910 000, and roughly 16,74% of the total EAP of the EC province. From 2012 to 2022, the average annual increase in the EAP in BCMM was 3,29%, which is 0,179 percentage points lower than the growth in the EAP of the EC for the same period.

**Table 64: EAP as % of total population - Buffalo City and the rest of the EC, 2010, 2015, 2020**  
[percentage]

	2012	2017	2022
Buffalo City	37,1%	42,9%	45,5%
Nelson Mandela Bay	43,6%	44,3%	45,0%
Sarah Baartman	37,1%	42,0%	43,2%
Amatole	18,2%	23,8%	27,1%

	2012	2017	2022
Chris Hani	20,7%	26,3%	29,2%
Joe Gqabi	23,0%	28,7%	31,0%
O.R.Tambo	16,3%	21,3%	24,3%
Alfred Nzo	15,4%	19,9%	22,6%

Source: South Africa Regional eXplorer v2443

In 2012, 37,1% of the total population in BCMM were classified as economically active, which increased to 45,5% in 2022. Compared to other regions in the EC province, BCMM had the highest EAP as a percentage of the total population within its own region. In contrast, Alfred Nzo District Municipality (ANDM) had the lowest EAP, with 22,6% of people classified as economically active in 2022.

### 6.13 Labour Force participation rate

**Definition:** The labour force participation rate (LFPR) is the EAP expressed as a percentage of the total working-age population.

The following is the labour participation rate for Buffalo City, EC, and the National Total as a whole.

**Table 65: The labour force participation rate - Buffalo City, EC and National Total, 2010–2020**

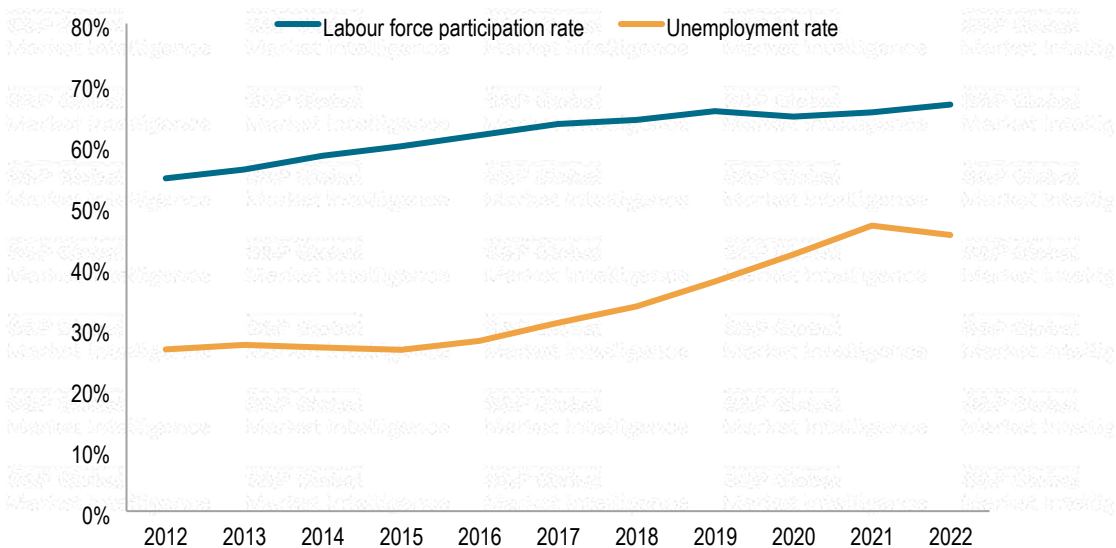
	Buffalo City	Eastern Cape	National Total
2012	54,6%	42,5%	54,3%
2013	56,0%	43,8%	55,2%
2014	58,3%	45,6%	56,6%
2015	59,9%	47,0%	57,7%
2016	61,7%	48,5%	58,8%
2017	63,5%	50,2%	59,5%
2018	64,2%	50,9%	59,4%
2019	65,6%	52,3%	59,4%
2020	64,7%	51,5%	57,0%
2021	65,4%	52,2%	56,5%
2022	66,7%	53,2%	57,8%

Source: South Africa Regional eXplorer v2443

The BCMM's labour force participation rate increased from 5,60% to 66,70%, which is an increase of 12 percentage points. The EC Province rose from 42,54% to 53,22%, while SA increased from 54,27% to 57,82% from 2012 to 2022.

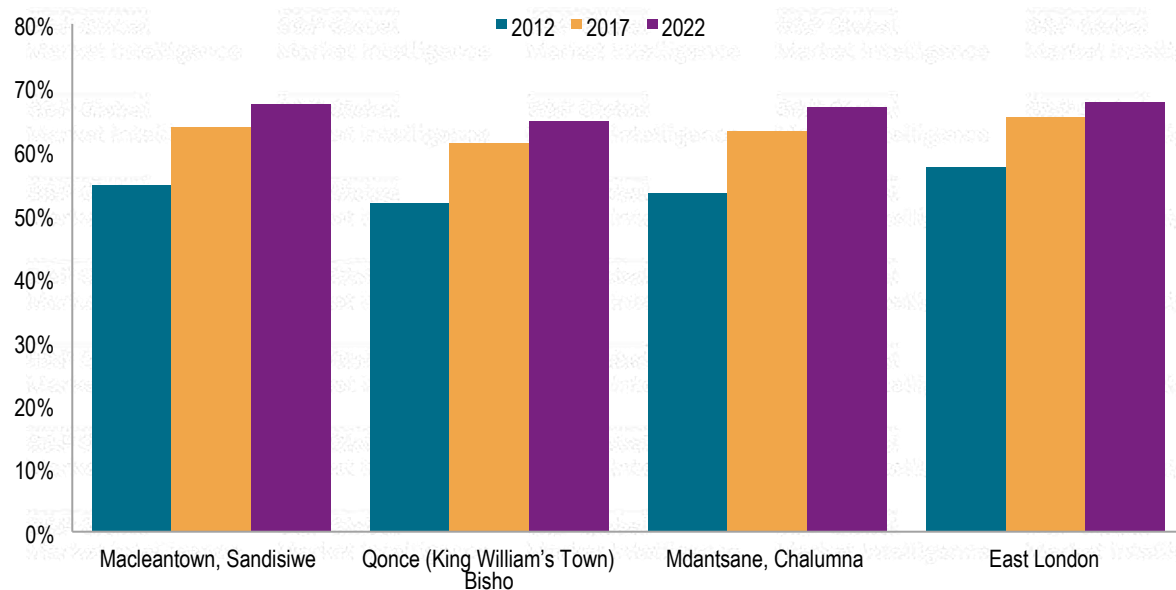


The BCMM exhibited a greater percentage point change in labour force participation compared to the EC Province during this period. In 2022, the BCMM also had a higher labour force participation rate than SA.



**Figure 73: The labour force participation and unemployment rates - BCMM, 2012-2022 [percentage]**

In 2022, the labour force participation rate for Buffalo City was 66,7%, significantly higher than the 54,6% recorded in 2012. The unemployment rate is an effective indicator that measures the success of the labour force in terms of employment. In 2012, Buffalo City's unemployment rate was 26,5%, which increased over time to 45,3% in 2022. The gap between the labour force participation rate and the unemployment rate has decreased, indicating a negative outlook for employment within the BCMM.



**Figure 74: The labour force participation rate - Sub-metro regions and the rest of BCMM, 2017 and 2022 [percentage]**

Source: South Africa Regional eXplorer v2443.

The East London Sub-metro Region had the highest labour force participation rate at 67,7% in 2022, up from 57,5% in 2012. In contrast, the Qonce (King William's Town) Bisho Sub-metro Region recorded the lowest labour force participation rate of 64,6% in 2022, an increase from 51,7% in 2012.

## 6.14 Total Employment

Employment data is a key element in estimating unemployment. In addition, trends in employment across different sectors and industries typically indicate significant structural changes in the economy. Employment data is also used to calculate productivity, earnings per worker, and other economic indicators.

**Definition:** Total employment consists of two parts: employment in the formal sector, and employment in the informal sector

**Table 66: Total employment - Buffalo City, EC, and National Total, 2010-2022 [numbers]**

	Buffalo City	Eastern Cape	National Total
2012	209 000	1 240 000	14 000 000
2013	215 000	1 270 000	14 400 000
2014	227 000	1 340 000	15 000 000
2015	237 000	1 400 000	15 500 000
2016	242 000	1 430 000	15 800 000
2017	242 000	1 440 000	16 000 000
2018	238 000	1 440 000	16 200 000
2019	232 000	1 430 000	16 200 000
2020	215 000	1 350 000	15 400 000
2021	202 000	1 300 000	14 800 000
2022	215 000	1 370 000	15 300 000

**Average Annual growth**

2010-2020

0,29%

1,05%

0,92%

Source: South Africa Regional eXplorer v2443.

In 2022, Buffalo City employed 215 000 people, which is 15,69% of the total employment in EC province (1,37 million) and 1,40% of total employment in SA (15,3 million). Employment in Buffalo City increased annually at an average rate of 0,29% from 2012 to 2022.

**Table 67: Total employment per broad economic sector - Buffalo City and the rest of Eastern Cape, 2022 [Numbers]**

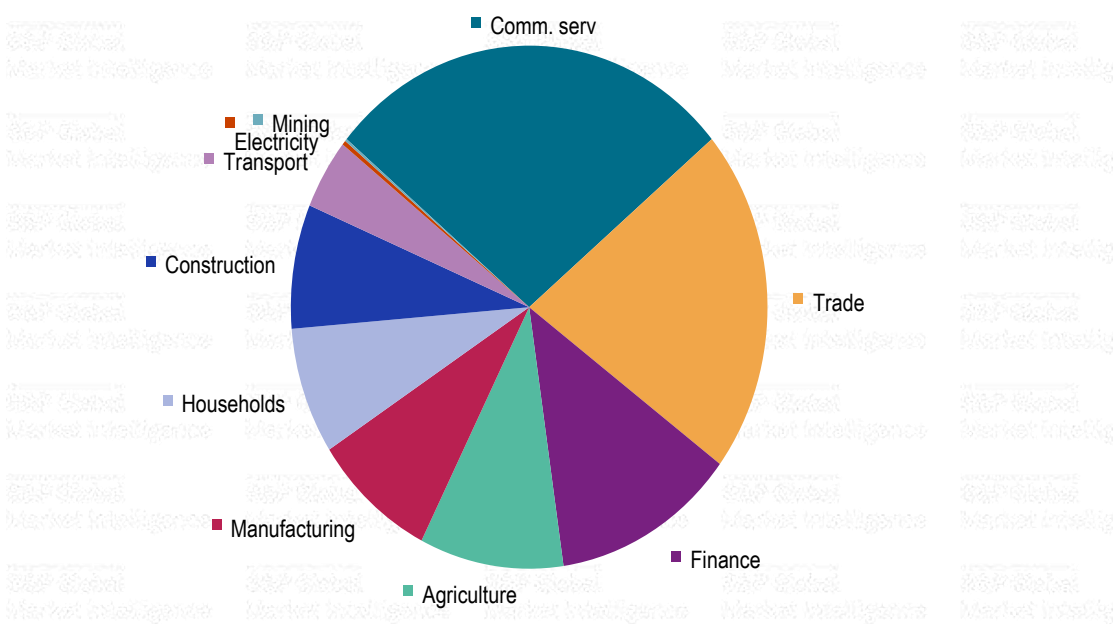
	Buffalo City	Nelson Mandela Bay	Sarah Baartman	Amatole	Chris Hani	Joe Gqabi	O.R. Tambo	Alfred Nzo	Total Eastern Cape
Agriculture	21 000	12 000	33 600	10 200	12 000	8 740	7 150	4 540	109 289
Mining	319	468	33	65	129	86	198	63	1 359
Manufacturing	18 100	75 500	15 200	6 600	5 980	3 280	5 940	3 150	133 735
Electricity	580	718	318	361	408	209	496	226	3 317
Construction	16 500	28 700	13 100	11 100	13 000	7 570	17 300	11 400	118 766
Trade	46 000	86 300	30 300	27 800	23 400	13 200	40 300	16 900	284 248
Transport	9 340	28 100	7 710	5 720	4 980	2 780	8 640	3 810	71 100
Finance	26 800	62 500	14 500	13 100	11 900	5 900	21 200	8 250	164 295
Community services	59 800	94 600	27 800	42 400	42 800	19 900	66 500	28 600	382 525
Households	16 900	30 800	13 200	9 440	9 800	6 610	12 200	5 580	104 396
Total	215 000	420 000	156 000	127 000	124 000	68 400	180 000	82 600	1 373 030

Source: South Africa Regional eXplorer v2443.

BCMM employs a total of 215 000 people within its metropolitan area.

The metropolitan Municipality with the highest number of employees relative to other regions in the EC province is NMBMM, with a total of 420 000. Conversely, Joe Gqabi Metropolitan Municipality has the lowest number of employees among the regions in the EC province, with a total of 68 400.

In BCMM, the economic sectors that recorded the largest employment figures in 2022 were the community services sector, which employed 59 800 people, accounting for 27,8% of total employment in the metropolitan Municipality. The trade sector, with a total of 46 000 employees (21,3%), ranks second in terms of employment. The mining sector employs the least, with 319 individuals (0,1%), followed closely by the electricity sector, which employs 580 people (0,3%).



Source: South Africa Regional eXplorer v2443.

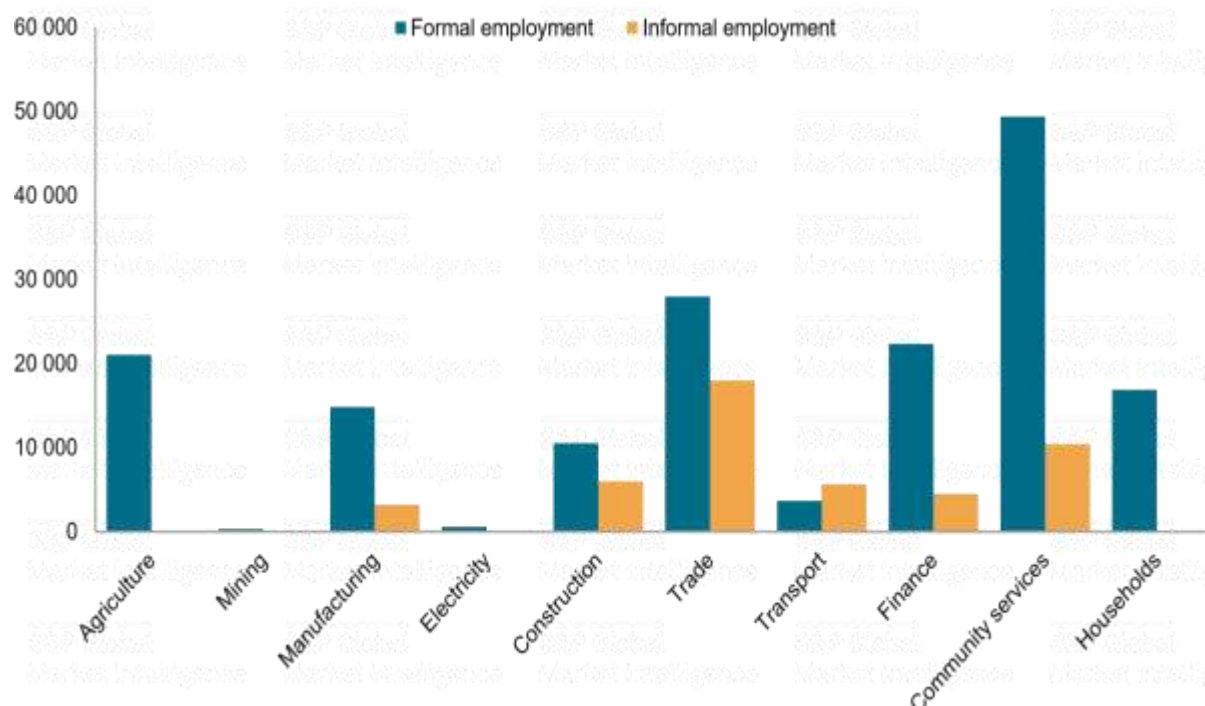
**Figure 75: Total employment per broad economic sector - BCMM, 2022 [percentage]**

## 6.15 Formal and Informal employment

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

Formal employment is significantly more stable than informal employment. Informal employment is more challenging to measure and manage, simply because it cannot be tracked through the formal business sector of the economy. However, informal employment is a reality in SA and cannot be ignored.

The number of formally employed people in BCMM was counted at 168 000 in 2022, accounting for approximately 77,80% of total employment. In contrast, the number of people employed in the informal sector was 47 800, or 22,20% of total employment. Informal employment in Buffalo City increased from 42 000 in 2012 to an estimated 47 800 in 2022.



Source: South Africa Regional eXplorer v2443.

**Figure 76: Formal and informal employment by broad economic sector - BCMM, 2022 [numbers]**

Some economic sectors have little or no informal employment:

The mining industry, due to well-regulated safety policies and strict mine registration, has little or no informal employment. The electricity sector is also well-regulated, making it difficult to obtain information on informal

employment. Domestic workers and employment in the agriculture sector are typically counted under a separate heading.

In 2022, the trade sector recorded the highest number of informally employed individuals, with a total of 18 000 employees, representing 37.65% of total informal employment. This is expected, as the barriers to entering the trade sector in terms of capital and skills required are lower than in most other sectors. The manufacturing sector has the lowest informal employment, with 3 210 employees, contributing only 6.72% to total informal employment.

**Table 68: Formal and Informal employment by broad economic sector - BCMM, 2022 [numbers]**

	Formal employment	Informal employment
Agriculture	21 000	N/A
Mining	319	N/A
Manufacturing	14 800	3 210
Electricity	580	N/A
Construction	10 500	6 000
Trade	28 000	18 000
Transport	3 680	5 660
Finance	22 300	4 500
Community services	49 400	10 400
<u>Households</u>	<u>16 900</u>	<u>N/A</u>

The informal sector is vital for areas with very high unemployment and low labour participation rates. Unemployed individuals view participation in the informal sector as a survival strategy. The most desirable situation would be to secure a stable formal job. However, as the formal economy is not growing quickly enough to generate sufficient jobs, the informal sector serves as a crucial survival mechanism.

## 6.16 Unemployment

**Definition:** The unemployed includes all persons aged 15 to 65 who are currently not working but are actively looking for work. It therefore excludes those who are not actively seeking work (referred to as discouraged work seekers).

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

- "Without work", i.e., not in paid employment or self-employment;
- "Currently available for work", i.e., available for paid employment or self-employment during the reference period; and

- "Seeking work", i.e., having taken specific steps in a specified reference period to seek paid employment or self-employment. These specific steps may include registration at a public or private employment exchange; applications to employers; checking at worksites, farms, factory gates, markets, or other assembly places; placing or answering newspaper advertisements; seeking assistance from friends or relatives; and looking for land.

**Table 69: Unemployment (official definition) - Buffalo City, EC, and National Total, 2012-2022**  
[Number percentage]

	Buffalo City	Eastern Cape	National Total	Buffalo City as % of province	Buffalo City as % of national
2012	79 400	509 000	4 700 000	15,6%	1,69%
2013	84 600	540 000	4 850 000	15,7%	1,74%
2014	87 700	565 000	5 060 000	15,5%	1,73%
2015	89 800	583 000	5 300 000	15,4%	1,69%
2016	98 800	636 000	5 670 000	15,5%	1,74%
2017	114 000	718 000	5 990 000	15,9%	1,90%
2018	127 000	782 000	6 100 000	16,2%	2,08%
2019	147 000	885 000	6 450 000	16,6%	2,28%
2020	165 000	964 000	6 710 000	17,1%	2,46%
2021	188 000	1 070 000	7 470 000	17,5%	2,51%
2022	188 000	1 080 000	7 810 000	17,3%	2,40%

**Average Annual growth**

2012-2022	8,97%	7,85%	5,20%		
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Source: South Africa Regional eXplorer v2443.

In 2022, there were a total of 188 000 people unemployed in Buffalo City, an increase of 108 000 from 79 400 in 2012. The total number of unemployed individuals in Buffalo City constitutes 17,32% of the total number of unemployed people in the EC province. The BCMM experienced an average annual increase of 8,97% in the number of unemployed individuals, which is worse than the EC province, which had an average annual increase in unemployment of 7,85%.

**Table 70: Unemployment rate (official definition) - Buffalo City, EC, and National Total, 2010–2020**  
[Percentage]

	Buffalo City	Eastern Cape	National Total
2012	2,5%	28,9%	25,1%
2013	27,3%	29,6%	25,2%
2014	26,8%	29,4%	25,2%
2015	26,5%	29,2%	25,5%
2016	27,9%	30,5%	26,4%
2017	30,9%	32,9%	27,2%
2018	33,6%	35,0%	27,4%
2019	37,7%	38,0%	28,4%
2020	42,1%	41,5%	30,3%

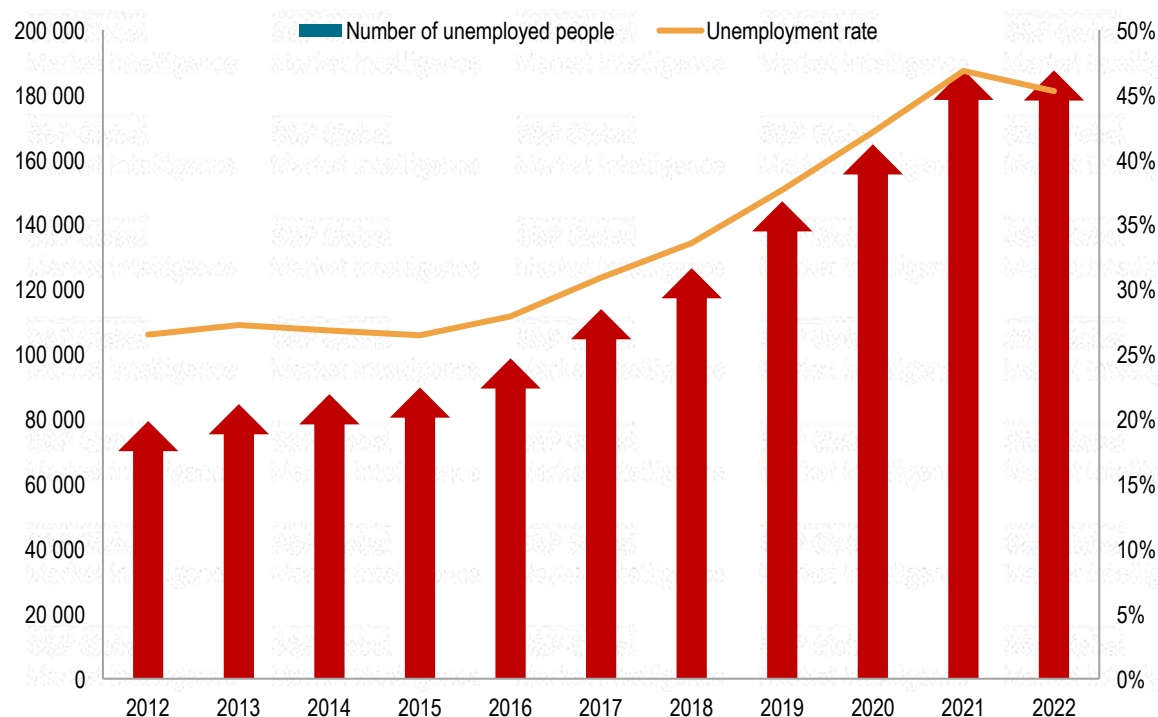


2021  
2022

Buffalo City	Eastern Cape	National Total
46,8%	44,9%	33,6%
45,3%	43,8%	33,7%

Source: South Africa Regional eXplorer v2443.

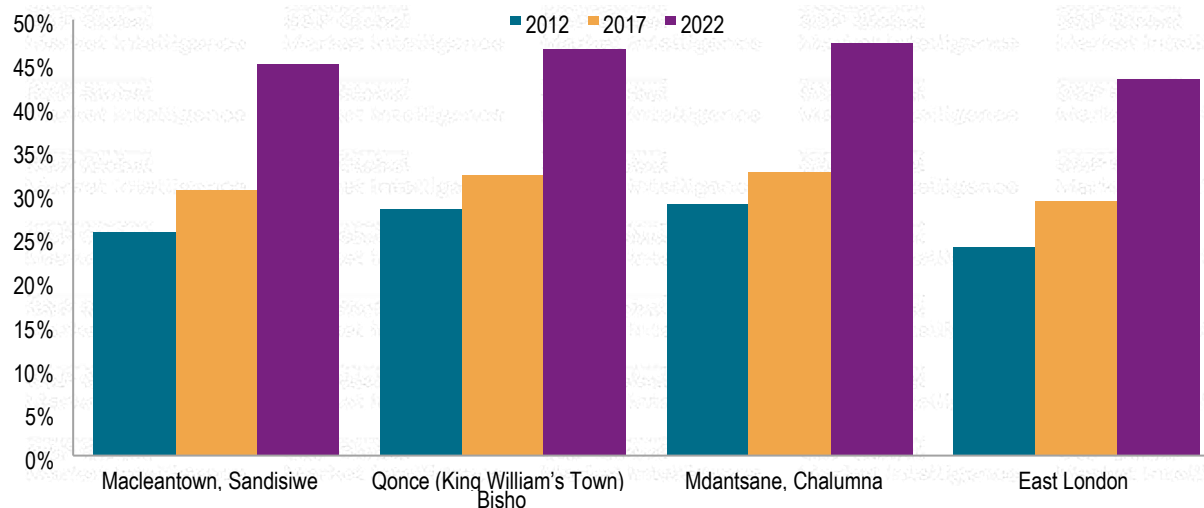
In 2022, the unemployment rate in BCMM (based on the official definition of unemployment) was 45,28%, reflecting an increase of 18,8 percentage points. This rate is higher than that of the EC. In SA, the unemployment rate was 33,73% in 2022, showing an increase of 8,58 percentage points from 25,15% in 2012.



Source: South Africa Regional eXplorer v2443.

**Figure 77: Unemployment and unemployment rate (official definition) - BCMM, 2012-2022 [number percentage]**

When comparing unemployment rates among regions within the BCMM, Mdantsane, Chalumna Sub-metro Region, has reported the highest unemployment rate of 47,3%, an increase from 28,8% in 2012. In contrast, the East London Sub-metro Region had the lowest unemployment rate at 43,2% in 2022, up from 24,0% in 2012.



Source: South Africa Regional eXplorer v2443.

**Figure 78: Unemployment rate - Sub-metro regions and the rest of BCMM, 2010, 2015 and 2020 [percentage]**

## 6.17 Income and Expenditure

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

### 6.17.1 Number of Households by Income category

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

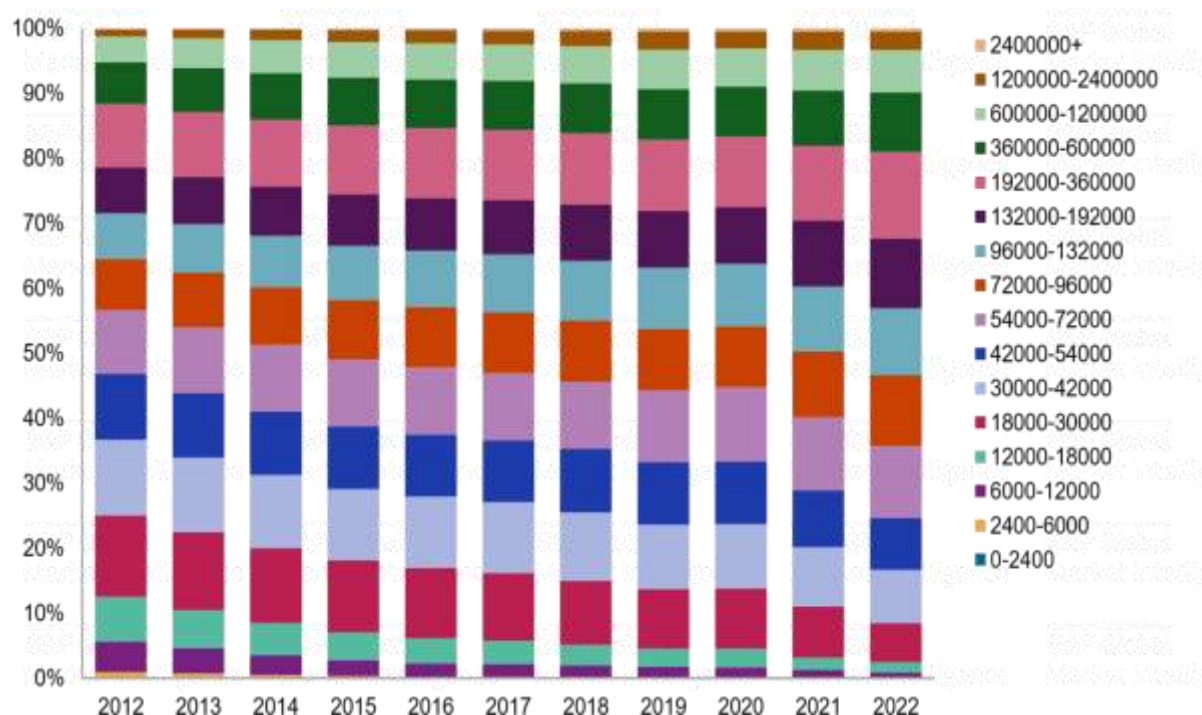
Income categories start at R0 – R2 400 per annum and extend to R2 400 000+ per annum. A household is defined as either a group of people who live together and jointly provide themselves with food and/or other essentials for living, or a single person living alone. These income brackets do not account for inflation creep; over time, the movement of households "up" the brackets is natural, even if they are not earning any more in real terms.

**Table 71: Households by income category - Buffalo City, EC, and National Total, 2022**

	Buffalo City	Eastern Cape	National Total	Buffalo City as % of province	Buffalo City as % of national
0-2 400	21	141	1 260	14,8%	1,67%
2 400-6 000	254	1 780	14 500	14,3%	1,76%
6 000-12 000	2 010	13 900	107 000	14,4%	1,87%
12 000-18 000	4 550	32 000	242 000	14,2%	1,88%
18 000-30 000	16 500	126 000	914 000	13,1%	1,80%
30 000-42 000	22 700	182 000	1 290 000	12,4%	1,76%
42 000-54 000	21 800	181 000	1 270 000	12,0%	1,72%
54 000-72 000	30 700	252 000	1 820 000	12,2%	1,69%
72 000-96 000	30 000	243 000	1 860 000	12,4%	1,61%
96 000-132 000	28 400	221 000	1 860 000	12,8%	1,52%
132 000-192 000	29 600	213 000	1 930 000	13,9%	1,53%
192 000-360 000	36 600	231 000	2 350 000	15,9%	1,56%
360 000-600 000	25 100	139 000	1 630 000	18,0%	1,55%
600 000-1 200 000	18 100	93 300	1 240 000	19,4%	1,46%
1 200 000-2 400 000	7 780	39 900	565 000	19,5%	1,38%
2 400 000+	1 380	7 260	111 000	19,1%	1,25%
<b>Total</b>	<b>276 000</b>	<b>1 980 000</b>	<b>17 200 000</b>	<b>13,9%</b>	<b>1,60%</b>

Source: South Africa Regional eXplorer v2443.

It was estimated that in 2022, 8,47% of all households in the BCMM were living on R 30 000 or less per annum. In comparison, 2012's figure of 24,99% shows a decrease of more than half. The R192 000-R 360 000 income category has the highest number of households, totalling 36 600, followed by the R54 000-R 72 000 income category with 30 700 households. Only 21 households fall within the R0-R 2 400 income category.



**Figure 79: Households by income bracket - BCMM, 2012-2022 [Percentage]**

### 6.17.2 Annual total Personal Income

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

**Definition:** Annual total personal income is the sum of total personal income for all households in a specific region. The definition of income is the same as that used in the income brackets (Number of Households by Income Category) and also includes income tax. For this variable, current prices are used, meaning that inflation has not been taken into account.

**Table 72: Annual total personal income - Buffalo City, EC, and National Total [Current Prices, R billions]**

	Buffalo City	Eastern Cape	National Total
2012	38,9	210,1	2,525,0
2013	42,4	229,0	2,729,4
2014	45,8	248,1	2,938,2
2015	49,4	268,4	3,180,0
2016	52,5	287,0	3,413,6
2017	56,0	310,2	3,662,1
2018	59,2	332,2	3,913,0
2019	61,5	349,0	4,111,6
2020	59,3	340,5	4,009,8

2021  
2022

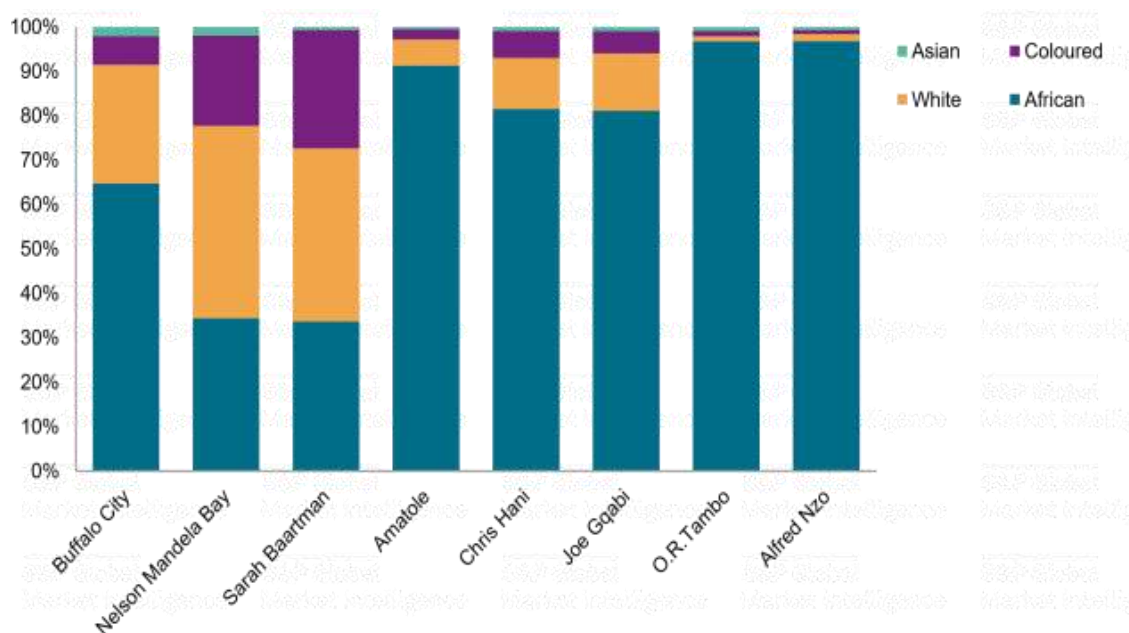
Buffalo City	Eastern Cape	National Total
65,2	379,8	4,425,4
71,1	420,6	4,812,5

Average Annual growth  
2012-2022

6,22%	7,19%	6,660%
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Source: IHS Markit Regional eXplorer version 2201

BCMM recorded an average annual growth rate of 6,22% (from R38,9 billion to R71,1 billion) from 2012 to 2022, which is lower than both Eastern Cape's (7,19%) and SA's (6,66%) average annual growth rates.



**Figure 80: Annual total personal income by population group - Buffalo City and the rest of EC [Current Prices, R billions]**

Source: South Africa Regional eXplorer v2443.

The total personal income of BCMM amounted to approximately R71,1 billion in 2022. The African population group earned R46,1 billion, accounting for 64,76% of total personal income, while the White population group earned R19 billion, or 26,71% of the total. The Coloured and Asian population groups had shares of 6,49% and 2,03% of total personal income, respectively.

**Table 73: Annual total personal income - Macleantown, Sandisiwe, Qonce, Bhisho, Mdantsane, Chalumna and East London Sub-metro regions [Current Prices, R billions]**

	Macleantown, Sandisiwe	Qonce, Bhisho	Mdantsane, Chalumna	East London
2012	2,51	10,12	12,18	14,09
2013	2,73	11,02	13,28	15,36
2014	2,95	11,90	14,35	16,60
2015	3,17	12,83	15,48	17,90
2016	3,37	13,64	16,46	19,04
2017	3,60	14,57	17,55	20,30
2018	3,81	15,40	18,54	21,44
2019	3,97	16,01	19,25	22,26
2020	3,83	15,44	18,55	21,45
2021	4,22	17,01	20,40	23,59
2022	4,61	18,58	22,23	25,70
<b>Average Annual growth</b>				
2012-2022	6,29%	6,27%	6,20%	6,19%

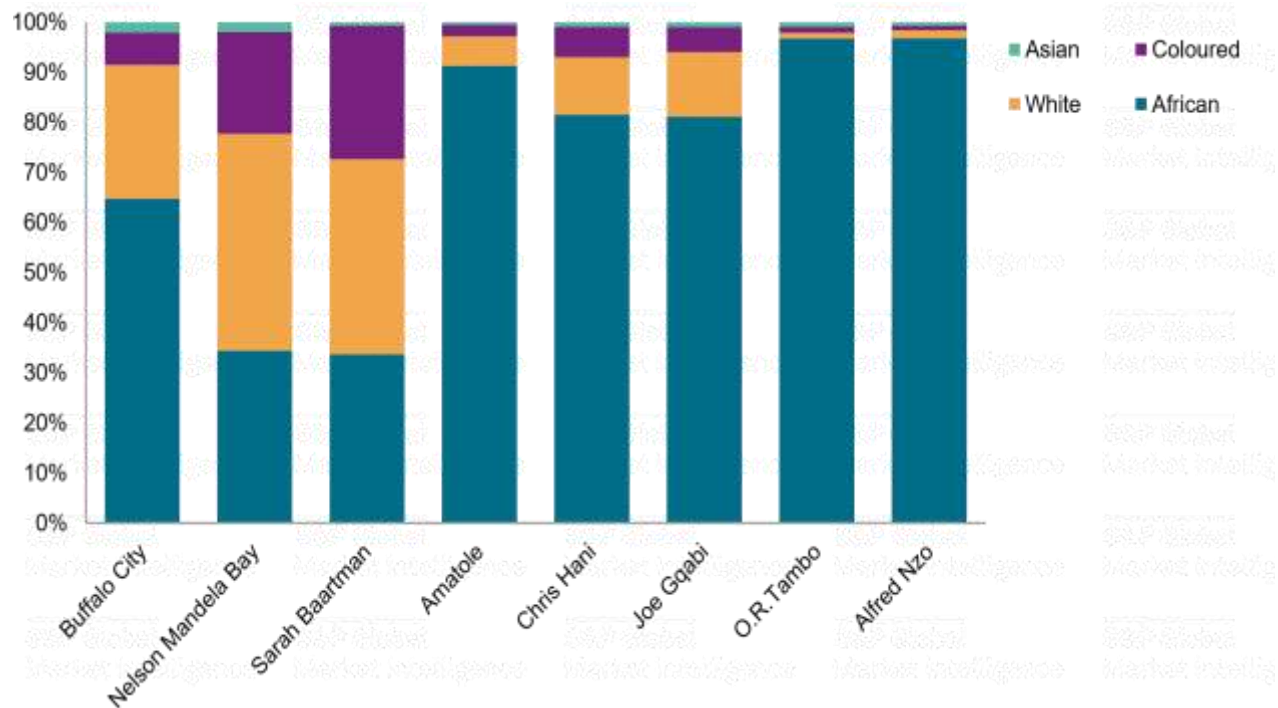
Source: South Africa Regional eXplorer v2443.

When examining the annual total personal income for the regions within the EC province, it is clear that the East London Sub-metro Region had the highest total personal income at R25,7 billion, an increase from R 14,1 billion recorded in 2012. Conversely, the Macleantown, Sandisiwe Sub-metro Region had the lowest total personal income of R4,61 billion in 2022, up from R2,51 billion in 2012.

### 6.17.3 Annual per Capita Income

**Definition:** Per capita income refers to the income per person. It takes the total personal income per annum and divides it equally among the population.

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



**Figure 81: Per capita income - Buffalo City, EC, and National Total, 2022 [Rand, current prices]**

Source: South Africa Regional eXplorer v2443.

The total personal income of BCMM amounted to approximately R71,1 billion in 2022. The African population group earned R46,1 billion, representing 64,76% of total personal income, while the White population group earned R19 billion, accounting for 26,71% of the total. The Coloured and Asian population groups had shares of 6,49% and 2,03% of total personal income, respectively.

**Table 74: Per capita income by population group - Buffalo City and the rest of the EC province, 2022 [Rand, current prices]**

	African	White	Coloured	Asian
Buffalo City	58 300	331 000	86 000	171 000
Nelson Mandela Bay	49 800	330 000	78 900	170 000
Sarah Baartman	47 900	319 000	63 300	131 000
Amatole	40 900	252 000	60 600	109 000
Chris Hani	42 200	312 000	71 500	124 000
Joe Gqabi	42 200	308 000	71 100	151 000
O.R. Tambo	33 100	210 000	78 000	108 000
Alfred Nzo	28 300	195 000	60 000	95 600

Source: South Africa Regional eXplorer v2443



NMBMM has the highest per capita income at R91 600. SBDM had the second highest per capita income at R80 000, while ANDM recorded the lowest per capita income at R28 900. In BCMM, the White population group has the highest per capita income at R331 000, compared to the other population groups. The Asian population group has the second highest per capita income within BCMM at R 171 000, followed by the Coloured and African population groups, which had per capita incomes of R86 000 and R58 300, respectively.

#### 6.17.4 Index of Buying Power

**Definition:** The Index of Buying Power (IBP) is a measure of a region's overall capacity to absorb products and/or services. The index is useful for comparing two regions in terms of their capacity to purchase products. Values range from 0 to 1 (where the national index equals 1) and can be interpreted as the percentage of national buying power attributable to the specific region. A region's buying power typically depends on three factors: the size of the population, the ability of the population to spend (measured by total income), and the willingness of the population to spend (measured by total retail sales).

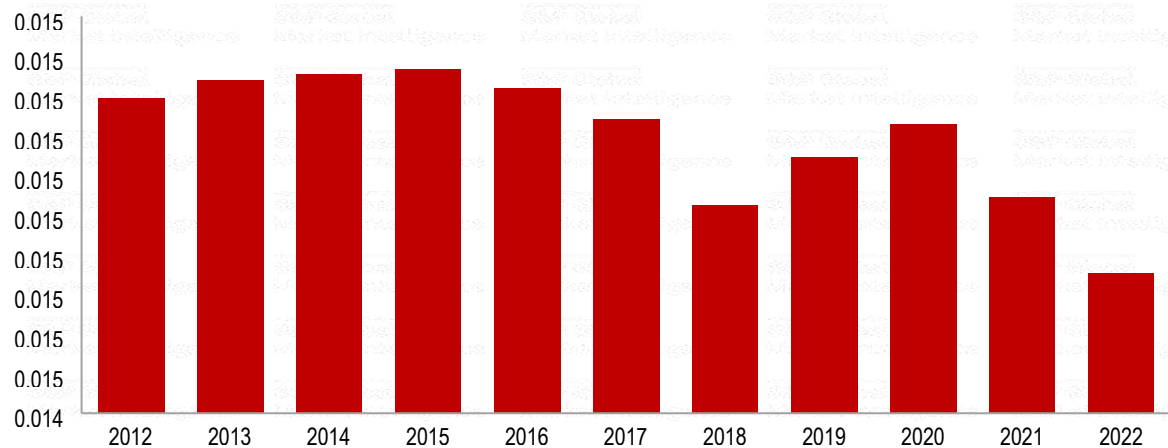
**Table 75: Index of buying power - Buffalo City, Eastern Cape and National Total, 2022 [Number]**

	Buffalo City	EC	National Total
Population	910 127	7 471 281	61 111 836
Population - share of national total	1,5%	12,2%	100,0%
Income	71 122	420 592	4 812 518
Income - share of national total	1,5%	8,7%	100,0%
Retail	18 976 480	112 342 927	1 295 054 000
Retail - share of national total	1,5%	8,7%	100,0%
Index	<u>0,01</u>	<u>0,09</u>	<u>1,00</u>

Source: South Africa Regional eXplorer v2443

BCMM has a 1,5% share of the national population, a 1,5% share of the total national income, and a 1,5% share of the total national retail. This equates to an IBP index value of 0,015 relative to SA as a whole. The EC has an IBP of 0,091, while South Africa has an IBP index value of 1.

The considerably low IBP in the BCMM suggests that the Municipality has access to only a small percentage of the goods and services available in the EC province. Its residents are most likely spending some of their income in neighbouring areas.



**Figure 82: Index of buying power BCMM, 2012-2022 [Index value]**

Source: South Africa Regional eXplorer v2443.

Between 2012 and 2022, the IBP within BCMM increased to its highest level in 2015 (0,01527) from its lowest in 2022 (0,01475). The buying power in BCMM is relatively small compared to other regions and decreased at an average annual growth rate of -0,29%.

## 6.18 Development

Indicators of development, such as the HDI, Gini coefficient (income inequality), poverty and the poverty gap, and education, are used to estimate the level of development in a given region of SA relative to the rest of the country.

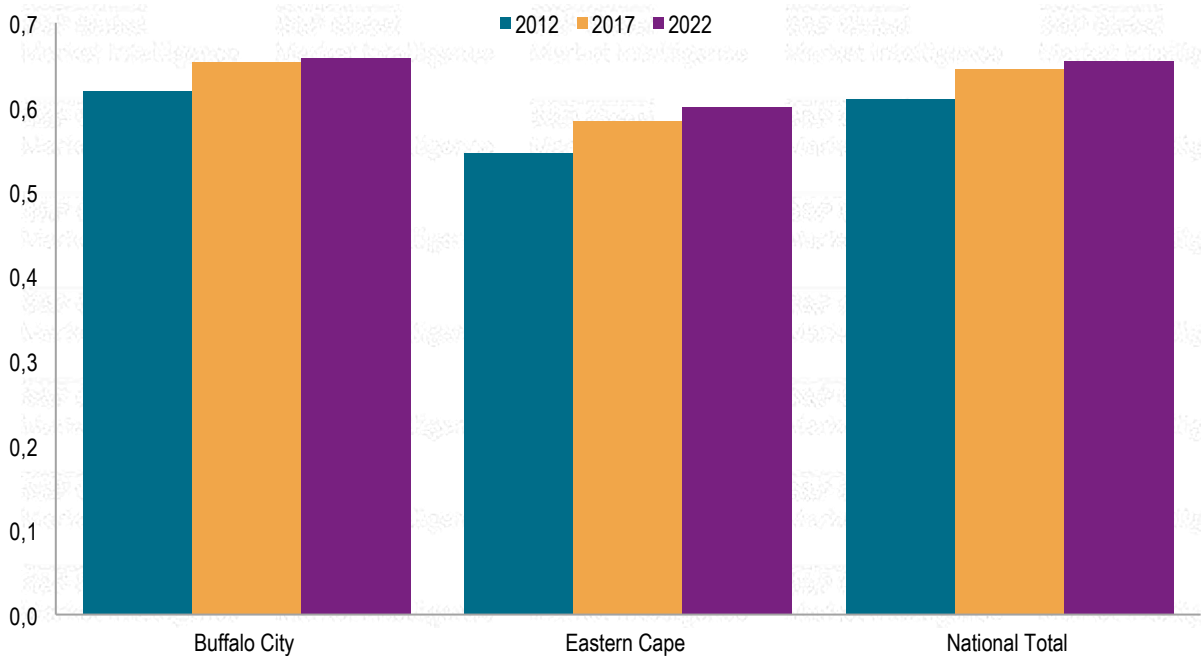
Another widely used indicator is the number (or percentage) of people living in poverty. Poverty is defined as the deprivation of those essentials that determine quality of life, including food, clothing, shelter, and safe drinking water. Additionally, it encompasses other "intangibles", such as the opportunity to learn and the privilege of earning the respect of fellow citizens. Curbing poverty and alleviating its effects should be a fundamental premise in the formulation of all policies aimed at achieving a better life for all.

## 6.19 Human Development Index (HDI)

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

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

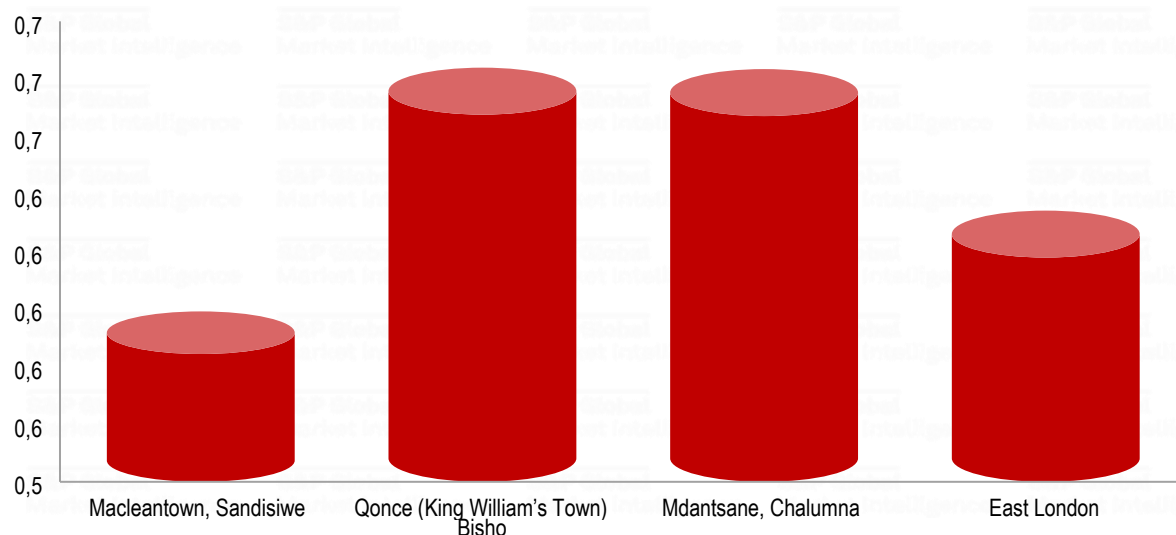
gauge a decent standard of living, we use GDP per capita. On a technical note, the HDI can have a maximum value of 1, indicating a very high level of human development, while the minimum value is 0, indicating no human development.



**Figure 83: Human Development Index (HDI) - Buffalo City, EC, and National Total, 2012, 2017, 2022**

Source: South Africa Regional eXplorer v2443.

In 2022, BCMM had an HDI of 0,659, compared to the EC's HDI of 0,601 and the national total of 0,655. This indicates that SA recorded a lower HDI in 2022 compared to BCMM, which translates to better human development for Buffalo City. SA's HDI increased at an average annual growth rate of 0,72%, which is higher than that of BCMM at 0,62%.



**Figure 84: Human development Index (HDI) - Sub-metro regions and the rest of BCMM, 2022**  
[Number]

Source: South Africa Regional eXplorer v2443.

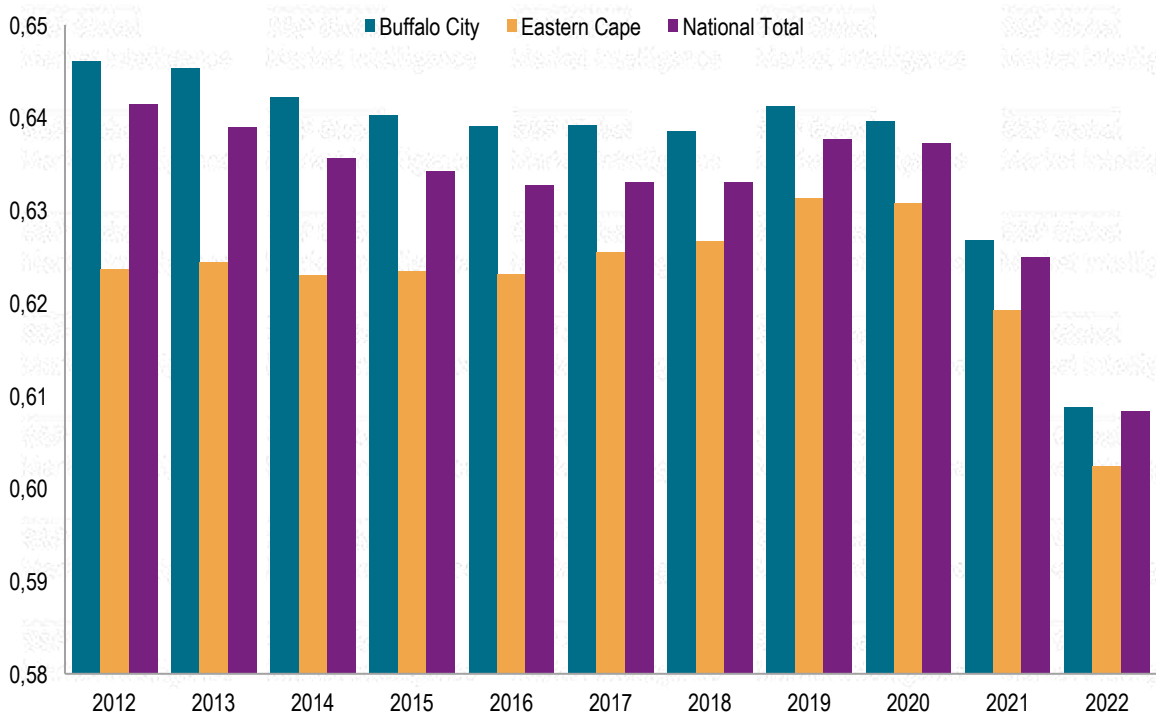
In terms of the HDI for each of the regions within the BCMM, Qonce (KWT) Bisho Sub-metro Region has the highest HDI, with an index value of 0,684. The lowest is observed in the Macleantown, Sandisiwe Sub-metro Region, with an index value of 0,599.

## Gini Coefficient

**Definition:** The Gini coefficient is a summary statistic of income inequality, varying from 0 to 1.

If the Gini coefficient is equal to zero, income is distributed in a perfectly equal manner; in other words, there is no variance between high- and low-income earners within the population. In contrast, if the Gini coefficient equals 1,

income is completely inequitable, i.e., one individual in the population earns all the income while the rest have no income. Generally, this coefficient lies in the range between 0,25 and 0,70.

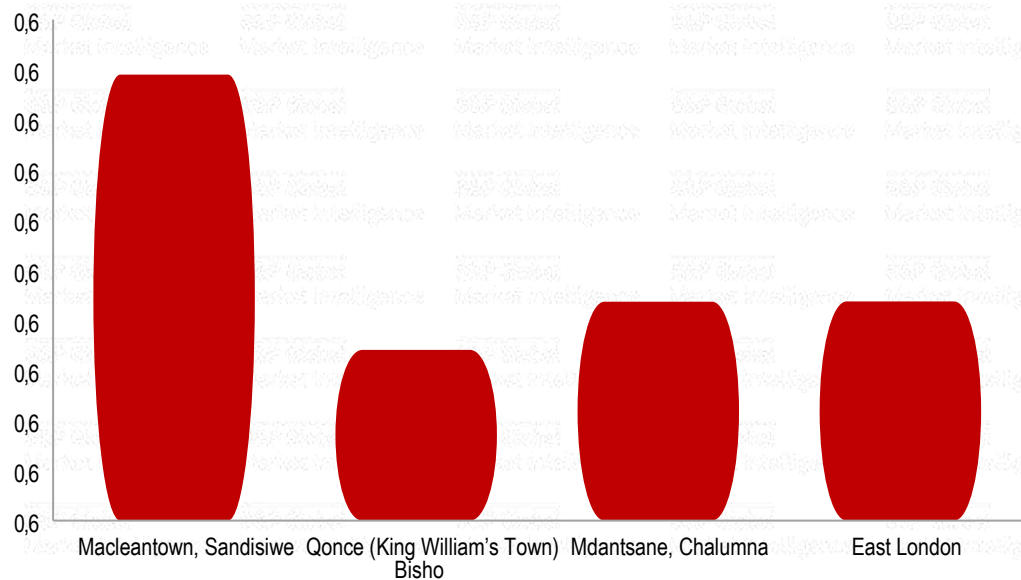


**Figure 85: Gini coefficient - Buffalo City, EC, and National Total, 2012-2022 [Number]**

Source: South Africa Regional eXplorer v2443.

In 2022, the Gini coefficient in BCMM stood at 0.609, reflecting a decrease over the ten-year period from 2012 to 2022.The EC province and SA had Gini coefficients of 0,602 and 0,608, respectively. BCMM had the highest Gini coefficient when compared to the EC province and SA as a whole.

When segmenting the BCMM into population groups, it is evident that the Gini coefficient for the Asian population group decreased the least among the groups, with an average annual growth rate of -0,47%. In contrast, the Gini coefficient for the Coloured population group decreased the most, with an average annual growth rate of -0,72%. This implies that all population groups have improved in terms of income equality within their respective groups over the period.



**Figure 86: Gini coefficient - Sub-metro regions and the rest of BCMM, 2022**

Source: South Africa Regional eXplorer v2443.

In terms of the Gini coefficient for each region within the BCMM, Macleantown, Sandisiwe Sub-metro Region, has the highest Gini coefficient, with an index value of 0,611. The lowest Gini coefficient is observed in the Qonce / Bisho Sub-metro Region, with an index value of 0,608.

## Tourism

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

### Trips by purpose of trips

**Definition:** As defined by the United Nations World Tourism Organisation (UN WTO), a trip refers to travel by a person from the time they leave their usual residence until they return to that residence. This is usually referred to as a round trip. The Information Handling Services (his) prefers to narrow this definition to overnight trips only, specifically those made by adult visitors (over 18 years). It is also important to note that the number of "person" trips is measured, not household or "party trips".

The main purpose of an overnight trip is grouped into the following categories:

- Leisure/Holiday
- Business

- Visits to friends and relatives
- Other (Medical, Religious, etc.)

**Table 76: Number of trips by purpose of trips - BCMM, 2012-2022 [Number Percentage]**

	Leisure Holiday	/ Business	Visits to friends and relatives	Other (Medical, Religious, etc)	Total
2012	134 000	49 800	690 000	92 000	966 000
2013	116 000	46 100	620,000	92 100	875 000
2014	106 000	44 000	592 000	94 700	837 000
2015	97 900	42 400	572 000	92 900	805 000
2016	98 400	43 400	587 000	99 100	828 000
2017	106 000	42 800	633 000	109 000	890 000
2018	119 000	43 900	690 000	114 000	967 000
2019	126 000	43 500	692 000	110 000	972 000
2020	111 000	37 300	635 000	98 300	882 000
2021	123 000	46 700	582 000	94 200	847 000
2022	187 000	71 600	621 000	109 000	988 000

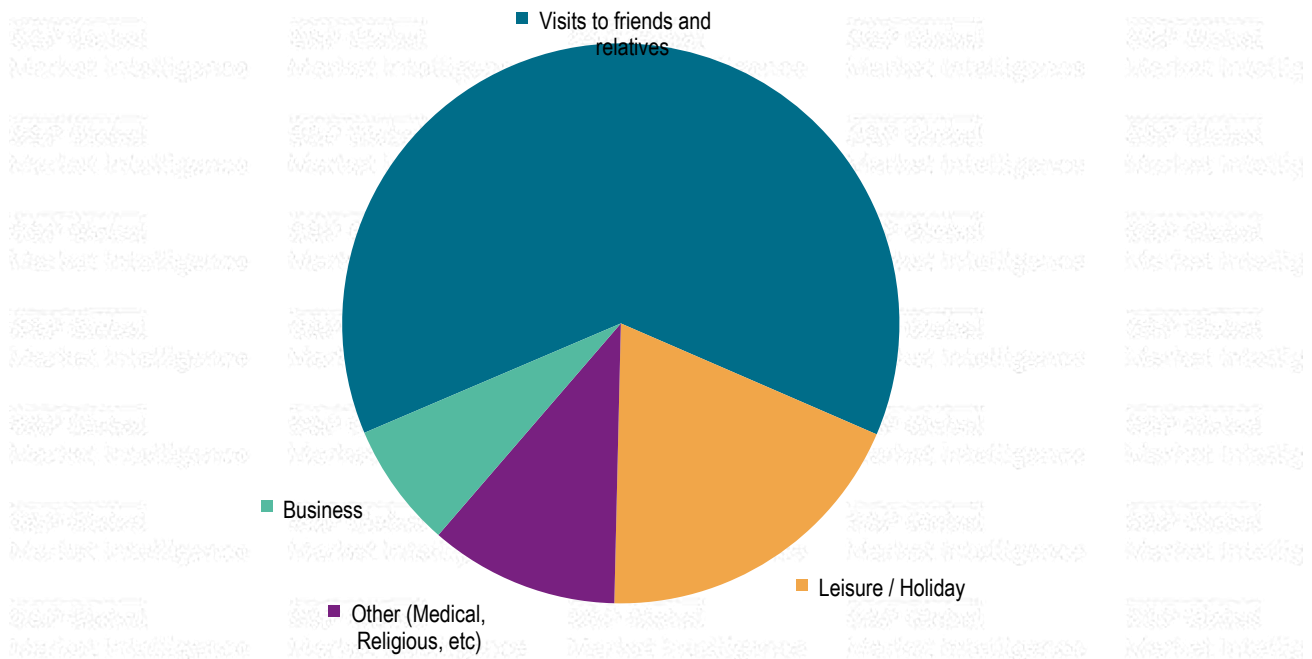
**Average Annual growth**

2012-2022	<u>3.40%</u>	<u>3.69%</u>	<u>-1.05%</u>	<u>1.67%</u>	<u>0.23%</u>
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Source: IHS Markit Regional eXplorer version 2201

In BCMM, the Business tourism sector recorded the highest average annual growth rate, increasing from 49 800 in 2012 to 71 600 in 2022, at a rate of 3,69%. Visits to friends and relatives had the highest number of visits in 2022, totalling 621 000, but experienced an average annual growth rate of -1,05%. The tourism type that recorded the lowest growth was Visits to friends and relatives tourism, which saw an average annual growth rate of -1,05%, declining from 690 000 in 2012 to 621 000 in 2022.





Source: South Africa Regional eXplorer v2443.

**Figure 87: Trips by Purpose of trip - BCMM, 2022 [Percentage]**

Visits to friends and relatives at 62,87% has the largest share of total tourism within BCMM. Leisure/Holiday tourism had the second highest share at 18,89%, followed by Other (Medical, Religious, etc.) tourism at 10,99%, and Business tourism with the smallest share of 7,25% of total tourism within BCMM.

## Origin of Tourists

In the following table, the number of tourists who visited BCMM from both domestic origins and international locations is listed.

**Table 77: Total number of trips by origin tourists - BCMM, 2012-2022 [Number]**

	Domestic tourists	International tourists	Total tourists
2012	911 000	54 900	966 000
2013	818 000	56 900	875 000
2014	778 000	58 900	837 000
2015	749 000	56 000	805 000
2016	763 000	64 800	828 000
2017	824 000	66 600	890 000
2018	899 000	68 200	967 000
2019	905 000	66 400	972 000

2020	860 000	21 300	882 000
2021	831 000	15 700	847 000
2022	952 000	35 600	988 000
Average Annual growth 2010-2020	0,44%	-4,24%	0,23%

Source: South Africa Regional eXplorer v2443

The number of trips by tourists visiting BCMM from other regions in SA has increased at an average annual rate of 0,44%, rising from 911 000 in 2012 to 952 000 in 2022. In contrast, the number of tourists from other countries decreased at an average annual growth rate of -4,24%, falling from 54 900 in 2012 to 35 600. International tourists constitute 3,61% of the total number of trips, while domestic tourism represents the remaining 96,39%.

### Bed nights by origin of tourist

**Definition:** A bed night is the tourism industry's measurement of one night away from home on a single-person trip.

The following is a summary of the number of bed nights spent by domestic and international tourists within BCMM between 2012 and 2022.

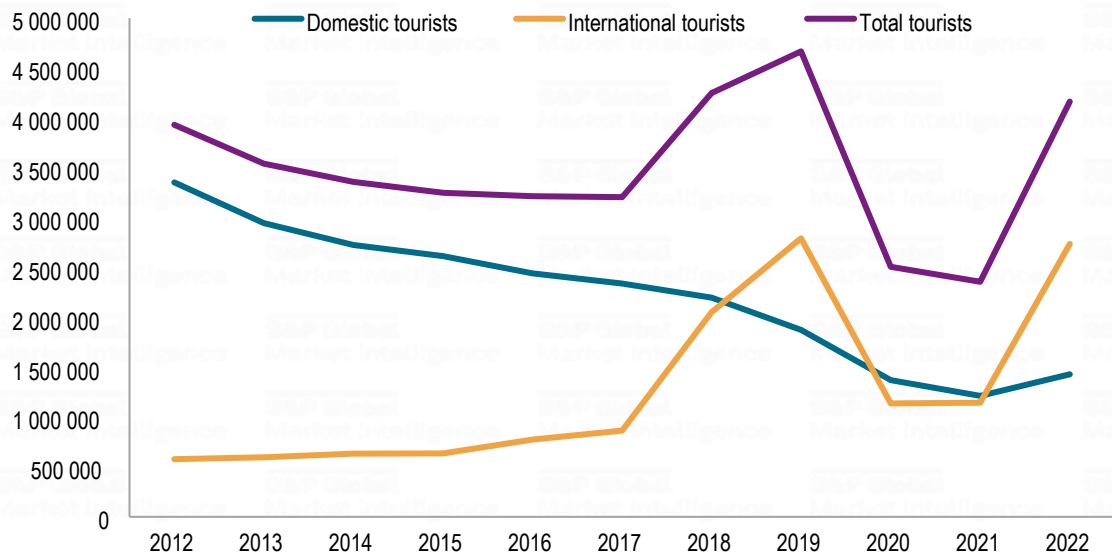
**Table 78: Bed nights by origin of tourist - BCMM, 2012-2022 [Number]**

	Domestic tourists	International tourists	Total tourists
2012	3 350 000	578 000	3 930 000
2013	2 940 000	597 000	3 540 000
2014	2 730 000	632 000	3 360 000
2015	2 610 000	635 000	3 250 000
2016	2 440 000	774 000	3 210 000
2017	2 340 000	866 000	3 200 000
2018	2 200 000	2 050 000	4 250 000
2019	1 870 000	2 790 000	4 670 000
2020	1 370 000	1 140 000	2 510 000
2021	1 210 000	1 140 000	2 360 000
2022	1 430 000	2 740 000	4 160 000
Average Annual growth 2012-2022	-8,18%	16,82%	0,58%

Source: South Africa Regional eXplorer v2443.

From 2012 to 2022, the number of bed nights spent by domestic tourists decreased at an average annual rate of 8,18%, whereas international tourists experienced an average annual increase of 16,82% during the same period. Overall, the

total number of bed nights spent by tourists increased at an average annual growth rate of 0,58%, rising from 3,93 million in 2012 to 4,16 million in 2022.



**Figure 88: Growth in tourism (using bed nights) by origin - BCMM, 2012-2022 [Number]**

Source: South Africa Regional eXplorer v2443.

## Tourism spending

**Definition:** In their Tourism Satellite Account, StatsSA defines tourism spending as all expenditure by visitors for their trip to a particular region. This excludes capital expenditure and the shopping expenditure of traders (referred to as shuttle trade). The amounts are presented in current prices, meaning that inflation has not been taken into account.

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

**Table 79: Total tourism spending - Buffalo City, EC, and National Total, 2012-2022 [R billions, Current Prices]**

	Buffalo City	Eastern Cape	National Total
2012	3,1	16,4	229,8
2013	3,4	17,8	253,3
2014	3,7	19,4	275,4
2015	3,3	17,5	253,9
2016	3,6	19,3	277,6
2017	3,4	18,2	264,0
2018	3,8	20,8	293,2
2019	5,6	32,1	411,3

2020	3,3	20,0	241,5
2021	4,1	25,8	290,8
	4,8	29,9	333,1

**Average Annual growth  
2012-2022**

<b>4,37%</b>	<b>6,22%</b>	<b>3,78%</b>
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Source: South Africa Regional eXplorer v2443

BCMM had total tourism spending of R 4,78 billion in 2022, with an average annual growth rate of 4,4% since 2012 (R 3,12 billion). The EC province had total tourism spending of R 29,9 billion in 2022, achieving an average annual growth rate of 6,2% over the same period. The total tourism spending in SA increased from R230 billion in 2012 to R333 billion in 2022, at an average annual rate of 3,8%.

### Tourism Spend per Resident Capita

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

**Table 80: Tourism spend per resident capita - BCMM and the rest of EC, 2012,2017 and 2022 [R Thousands]**

	2012	2017	2022
<i>Buffalo City</i>	R 3 859	R 3 980	R 5 252
<i>Nelson Mandela Bay</i>	R 4 480	R 4 551	R 5 325
<i>Sarah Baartman</i>	R 6 306	R 6 898	R 13 633
<i>Amatole</i>	R 1 468	R 1 647	R 3 115
<i>Chris Hani</i>	R 1 352	R 1 348	R 2 656
<i>Joe Gqabi</i>	R 1 130	R 1 151	R 2 483
<i>O.R. Tambo</i>	R 976	R 1 054	R 1 757
<i>Alfred Nzo</i>	<u>R 961</u>	<u>R 1 015</u>	<u>R 1 734</u>

Source: South Africa Regional eXplorer v2443

In 2022, BCMM had a tourism spend per capita of R 5,250 and an average annual growth rate of 3,13%. It ranked third among all regions within the EC in terms of tourism spend per capita. The region that ranked first in the EC province for tourism spend per capita is Sarah Baartman District Municipality, with a total per capita spending of R13 600,

reflecting an average annual increase of 8,01% since 2012. The metropolitan municipality with the lowest tourism spend per capita is Alfred Nzo, with a total of R1 730, which shows an average annual increase of 6,08% since 2012.

## Tourism Spend as a Share of GDP

**Definition:** This measure presents tourism spending as a percentage of a region's GDP, providing a gauge of the importance of tourism to the local economy. It is important to note that this variable does not reflect what is spent in the tourism industry of that region, but only what is spent by tourists visiting that region as their main destination.

**Table 81: Total spending as % share of GDP – Buffalo City, EC, and National Total, 2012-2022**

	Buffalo City	Eastern Cape	National Total
2012	5,3%	5,7%	6,4%
2013	5,4%	5,8%	6,5%
2014	5,5%	5,9%	6,7%
2015	4,6%	4,9%	5,7%
2016	4,7%	5,1%	5,8%
2017	4,2%	4,5%	5,2%
2018	4,5%	4,9%	5,5%
2019	6,3%	7,3%	7,3%
2020	3,8%	4,7%	4,3%
2021	4,3%	5,5%	4,7%
2022	4,8%	6,0%	5,0%

Source: South Africa Regional eXplorer v2443

In BCMM, tourism spending as a percentage of GDP in 2022 was 4,77%. In EC province, tourism spending as a percentage of GDP for 2022 was 5,97%, while in SA it was 5,02%.

## International Trade

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

## Relative Importance of international Trade

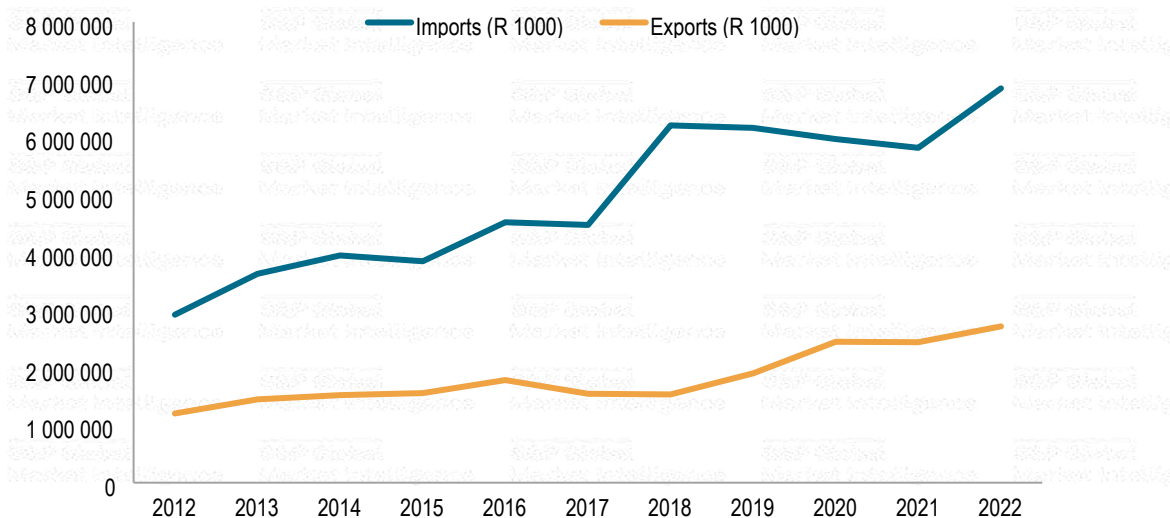
In the table below, the BCMM is compared to EC and SA in terms of actual imports and exports, the Trade Balance, as well as the contribution to GDP and the region's contribution to total national exports and imports.

**Table 82: Merchandise exports and imports - Buffalo City, EC, and National Total, 2022 [R 1000, current prices]**

	Buffalo City	Eastern Cape	National Total
Exports (R 1000)	2 713 957	73 461 195	2 013 485 000
Imports (R 1000)	6 846 598	74 201 008	1 791 905 000
Total Trade (R 1000)	9 560 555	147 662 203	3 805 390 000
Trade Balance (R 1000)	-4 132 640	-739 813	221 580 000
Exports as % of GDP	2,7%	14,7%	30,4%
Total trade as % of GDP	9,5%	29,5%	57,4%
Regional share - Exports	0,1%	3,6%	100,0%
Regional share - Imports	0,4%	4,1%	100,0%
Regional share - Total Trade	0,3%	3,9%	100,0%

Source: South Africa Regional eXplorer v2443

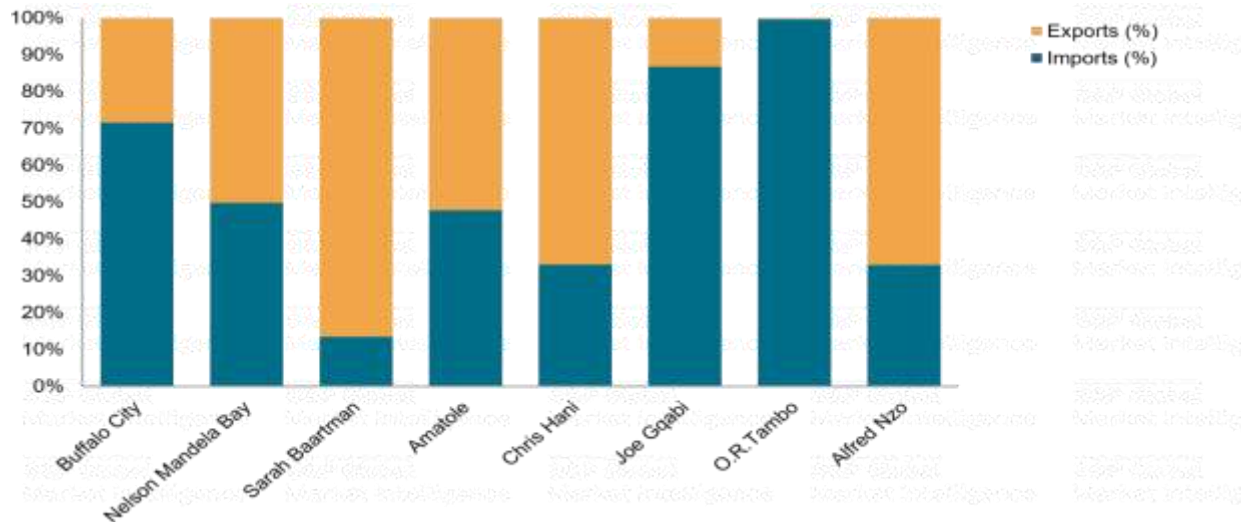
The merchandise export from BCMM amounts to R 2,71 billion, which constitutes about 0,13% of total national exports. The exports from BCMM make up 2,71% of its total GDP. Merchandise imports of R 6,85 billion account for about 0.38% of national imports. Total trade within Buffalo City represents approximately 0.25% of total national trade. BCMM had a negative trade balance in 2022, valued at R 4,13 billion.



Source: South Africa Regional eXplorer v2443.

**Figure 89: Import and Exports in BCMM, 2012–2022 [R1 000]**

Analysing the trade movements over time, total trade increased from 2012 to 2022 at an average annual growth rate of 8,79%. Merchandise exports rose at an average annual rate of 8,48%, reaching a peak of R 2,71 billion in 2022. Meanwhile, merchandise imports grew at an average annual growth rate of 8,91% during the same period, with the lowest level of imports recorded in 2012.



Source: South Africa Regional eXplorer v2443.

**Figure 90: Merchandise exports and imports - Buffalo City and the rest of EC, 2022 [Percentage]**

When comparing the BCMM with other regions in the EC Province, Nelson Mandela Bay has the largest amount of international trade (when aggregating imports and exports in absolute terms), with a total of R102 billion. This is also true for exports, which totalled R53,8billion in 2020. O.R. Tambo had the lowest total trade figure at R12 million and also recorded the lowest exports in terms of currency value, with a total of R1,14 million.

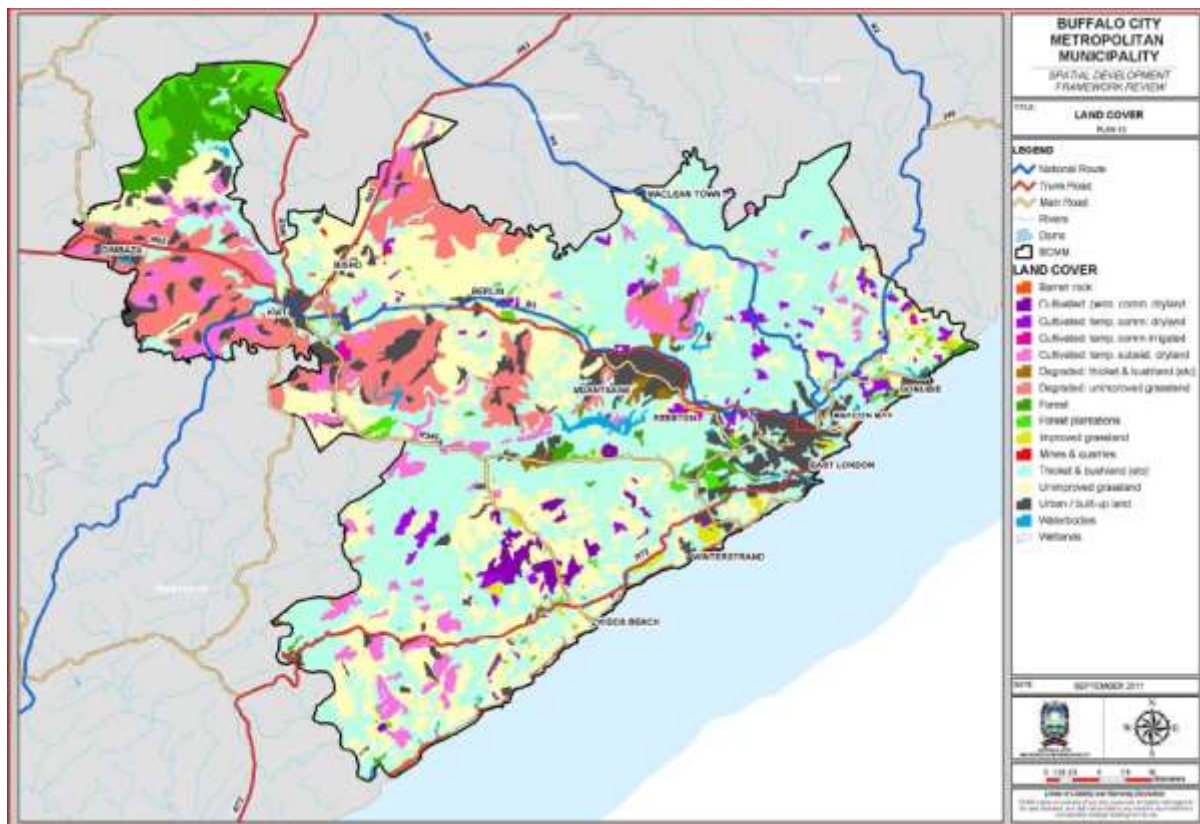
## 6. SPATIAL DEVELOPMENT PROFILE

### An overview of spatial form

The land cover pattern is largely determined by topographical and climatic factors. However, past political engineering, current tenure arrangements, and population densities have impacted the type of land cover. The Land Cover plan illustrated in the figure below indicates that:

- 1,2% of the municipal land cover is thicket and bushland.
- Approximately 9% is cultivated on a semi-commercial/subsistence basis.
- Just over 10% of the land cover in the Municipality is degraded.
- The urban or built-up residential land constitutes about 7,8% of the land cover.



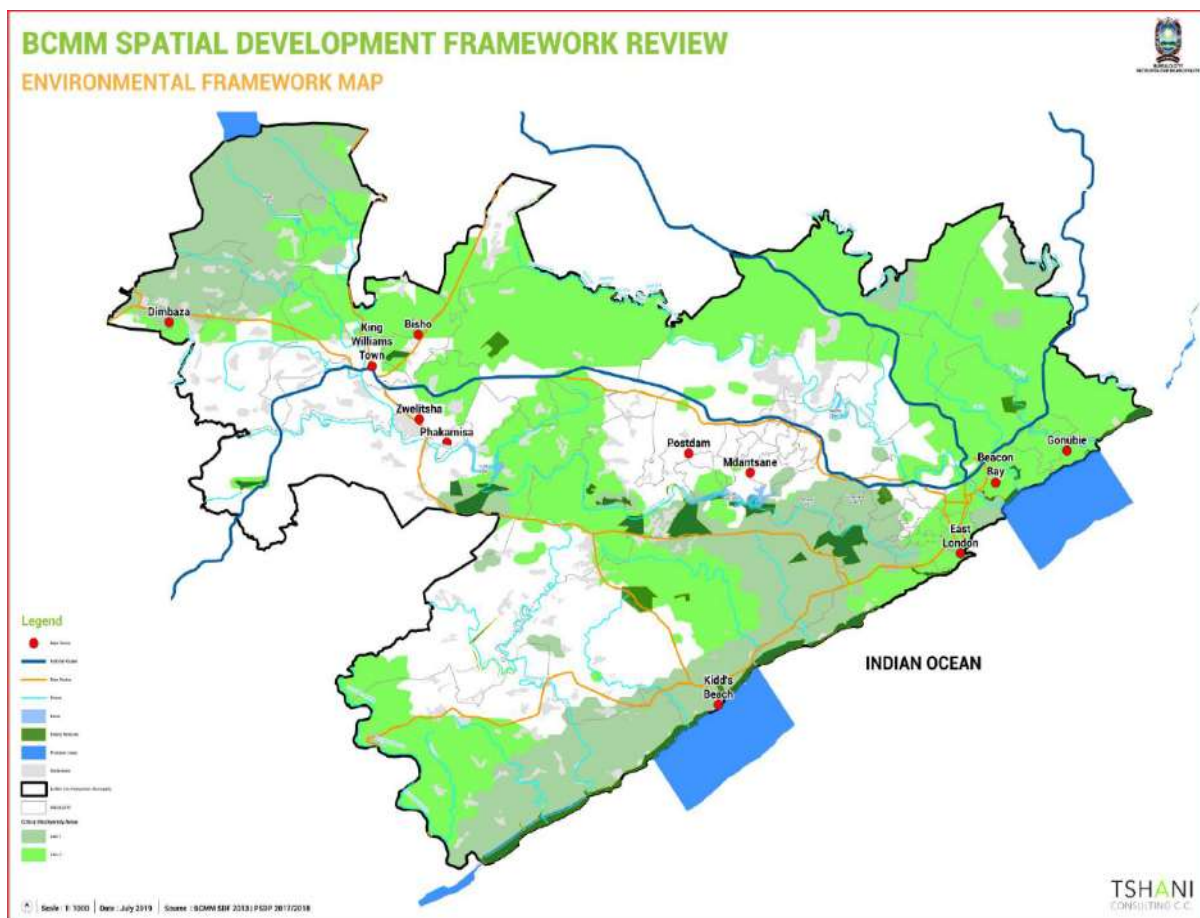


**Figure 91: Plan E.1 Land cover plan showing agricultural and urban areas**

BCMM has a rich floral and faunal biodiversity, primarily due to its coastal location and altitudinal variation, ranging from sea level to approximately 2 100 m in the Amathola Mountains. BCMM falls within the Albany Centre of Endemism, making it a region with many endemic plant taxa and species of high conservation significance.

The EC Biodiversity Conservation Plan identifies critical biodiversity areas and provides guidelines for biodiversity land management uses to conserve biodiversity. The plan has been developed for the entire EC province and should be used as a planning tool for the whole area.

From the biodiversity plan in the following figure, it can be seen that Biodiversity Land Management Class (BLMC) 1 (Critical Biodiversity Area 1) – BLMC 1 (CBA 1) – occupies 15% of BCMM's land cover. This is primarily located along the coastline in the west, in the area around the Buffalo River below the Laing Dam, and in the indigenous forests near the Maiden Dam in the North West. Biodiversity Land Management Class 2 (Critical Biodiversity Area 2) – BLMC 2 (CBA 2) – occupies a further 29% of the land cover.



**Figure 92: Plan E.2 Biodiversity and environmentally sensitive areas**

### **Nodes and their role within the district and the province**

Development nodes are generally described as areas of mixed land use development, typically characterised by a high intensity of activities involving retail, traffic, office, industry, and residential land uses. These areas are where the most interaction occurs between people and organisations, facilitating the most efficient transactions and exchange of goods and services. Nodes are usually situated at nodal interchanges to provide maximum access and often act as catalysts for new growth and development. See the Figure and Table below:

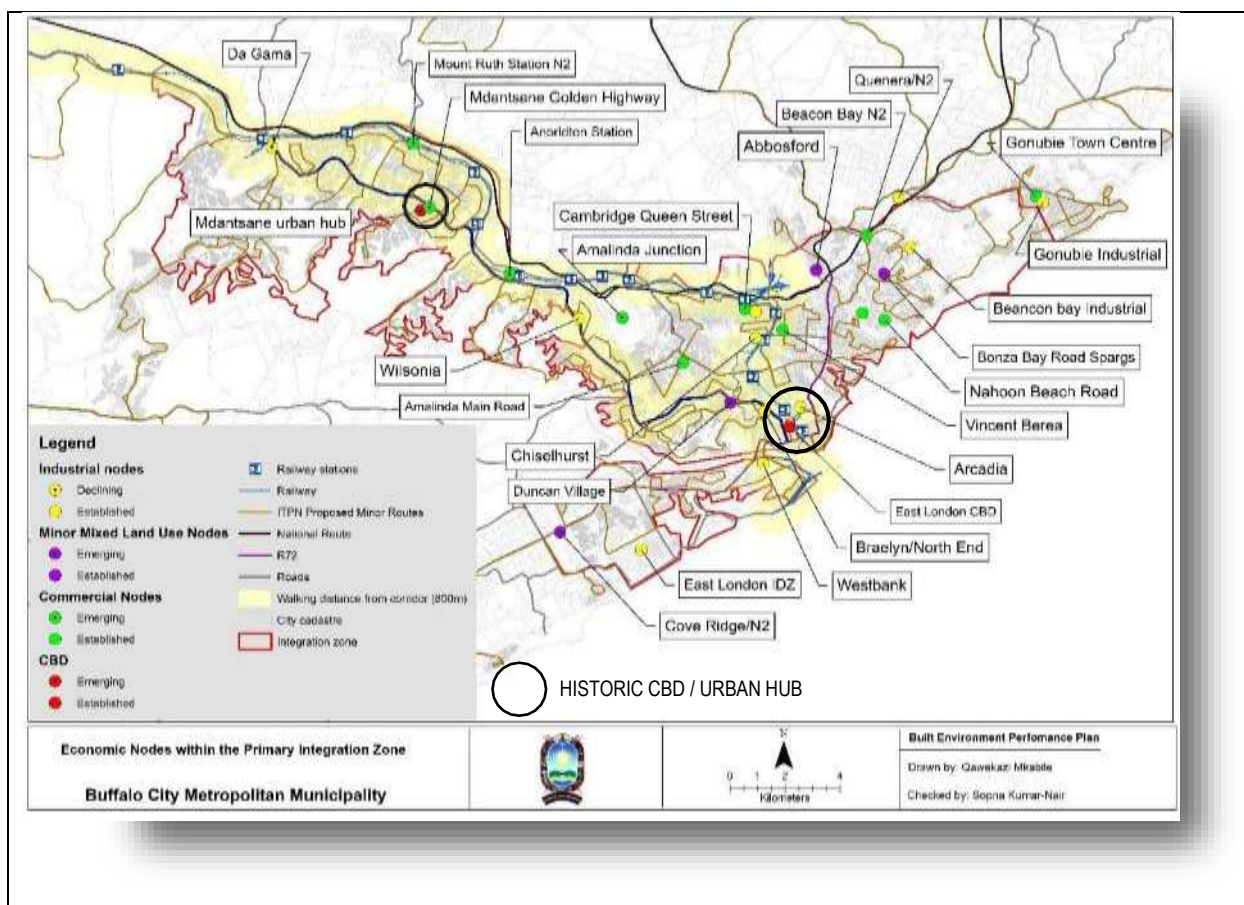


Figure 93: Plan E.3 BCMM development nodes

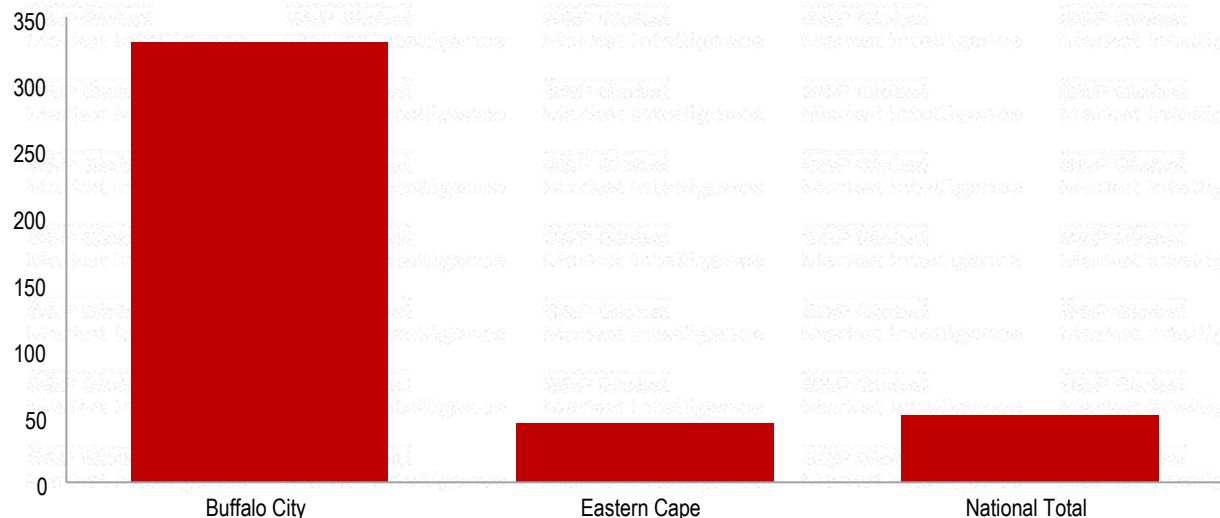
Table 83: Development nodes and localities

NODE TYPE	AREA/DESCRIPTION OF LOCALITY
<b>PRIMARY NODES:</b>	
<b>Central Business Districts (CBDs)</b>	<ul style="list-style-type: none"> <li>East London</li> <li>Qonce</li> <li>Mdtantsane</li> <li>Dimbaza</li> </ul>
	<ul style="list-style-type: none"> <li>Mount Ruth Station</li> <li>Arnoldton Station</li> <li>Amalinda Junction</li> </ul>
<b>LOCAL NODES</b>	
<b>Minor Mixed Land Use Nodes (Existing)</b>	<ul style="list-style-type: none"> <li>Meisies Halt</li> <li>Bonza Bay Road (Sparg's Centre)</li> <li>Ndende (Duncan Village)</li> <li>Golden Highway (Mdtantsane)</li> <li>Berlin town centre</li> <li>Zwelitsha town centre</li> </ul>
<b>Minor Mixed Land Use Nodes (Potential)</b>	<ul style="list-style-type: none"> <li>Quenera</li> </ul>

NODE TYPE		AREA/DESCRIPTION OF LOCALITY
<b>PRIMARY NODES:</b>		
		<ul style="list-style-type: none"> <li>• Brakfontein</li> <li>• Chester Road</li> <li>• Cove Ridge</li> <li>• Nahoon Valley</li> <li>• Mdantsane Station</li> <li>• Mtsotso Station</li> <li>• Needs Camp</li> <li>• Zone CC (Mdantsane)</li> <li>• Fort Jackson Station</li> <li>• Ndevana</li> <li>• Phakamisa Junction</li> </ul>
<b>Administrative Node</b>		<ul style="list-style-type: none"> <li>• Bhisho</li> </ul>
<b>Commercial Nodes</b>		<ul style="list-style-type: none"> <li>• Vincent Park</li> <li>• Beacon Bay Retail Park/The Hub</li> </ul>
<b>Industrial Node</b>		<ul style="list-style-type: none"> <li>• East London IDZ</li> <li>• North end</li> <li>• Fort Jackson</li> <li>• Berlin</li> <li>• Qonce Zwelitsha</li> </ul>
<b>Coastal Nodes</b>		<ul style="list-style-type: none"> <li>• Kidd's Beach</li> <li>• Sunrise-on-Sea</li> </ul>
<b>Rural Service Centre (Existing)</b>		<ul style="list-style-type: none"> <li>• Crossways</li> <li>• St Luke's (Newlands)</li> <li>• Kidd's Beach Interchange</li> </ul>
<b>Rural Service Centre (Potential)</b>		<ul style="list-style-type: none"> <li>• Khwetyana Intersection (Newlands)</li> <li>• Kuni Village</li> <li>• Upper eJojweni Village (Tyolomnqa)</li> <li>• Drayini Village (Yellowwoods)</li> </ul>

## Spatial Density and Spatial Planning

**Definition:** Population density measures the concentration of people in a region. To calculate this, the population of the region is divided by its area. The result is expressed as the number of people per square kilometre.



Source: South Africa Regional eXplorer v2443.

**Figure 94: Population density - Buffalo City, EC, and National Total, 2022 [number of people per km]**

In 2022, BCMM had an average population density of 331 people per square kilometre, which is higher than that of EC (44,2 people per square kilometre). Compared to SA (50 people per square kilometre), it is evident that BCMM has a greater number of people living per square kilometre than the national average.

**Table 84: Population density - Buffalo City and the rest of EC, 2012-2022 [number of people per km]**

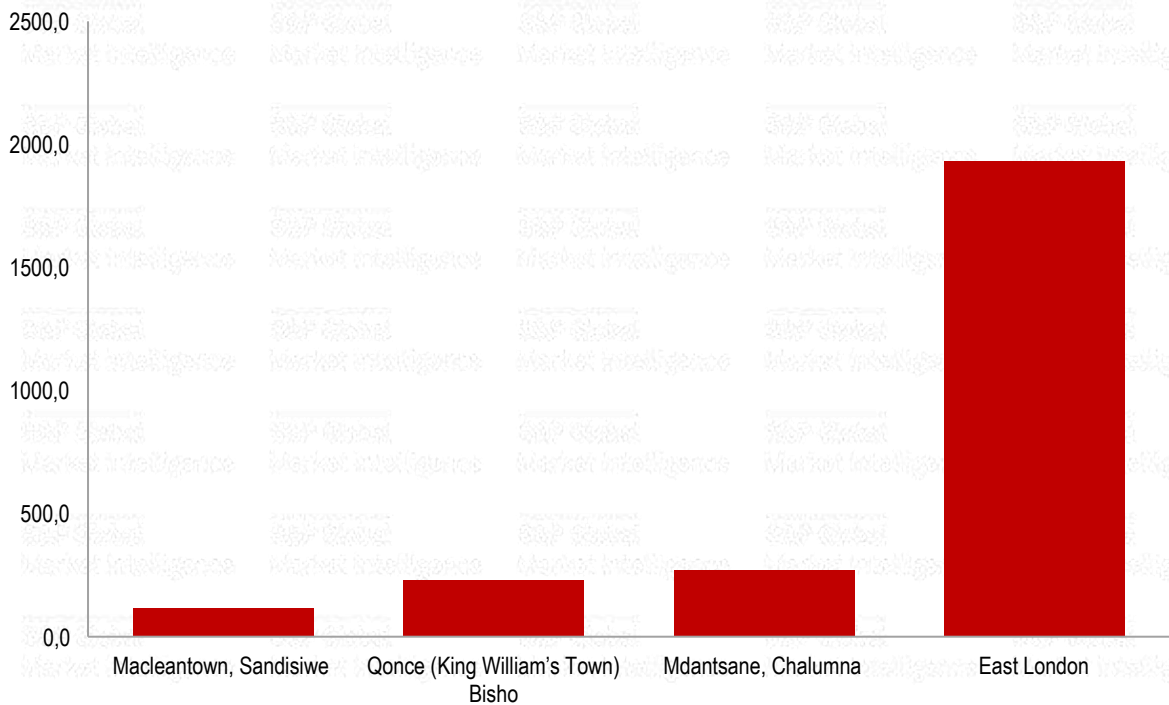
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Buffalo City	293,74	297,25	300,87	304,64	308,42	312,35	316,20	320,11	324,02	327,33	330,92
Nelson Mandela Bay	609,50	619,41	629,20	638,95	648,37	657,74	666,71	675,50	684,13	691,38	698,74
Sarah Baartman	8,00	8,15	8,29	8,43	8,57	8,70	8,84	8,97	9,10	9,21	9,32
Amatole	40,92	40,80	40,75	40,77	40,84	40,99	41,18	41,41	41,68	41,89	42,19
Chris Hani	22,53	22,63	22,77	22,93	23,10	23,30	23,51	23,74	23,96	24,15	24,37
Joe Gqabi	14,00	14,12	14,25	14,40	14,55	14,72	14,88	15,05	15,22	15,35	15,50
O.R.Tambo	116,44	117,50	118,67	119,94	121,21	122,56	123,96	125,36	126,76	127,90	129,17
Alfred Nzo	76,95	77,56	78,25	79,00	79,77	80,61	81,47	82,32	83,16	83,82	84,57

Source: IHS Markit Regional eXplorer version 2201



In 2022, BCMM had a population density of 331 per square kilometre, ranking highest among its peers. The region with the highest population density was Nelson Mandela Bay, with a total density of 699 per square kilometre. In terms of growth, BCMM experienced an average annual increase in population density of 1,20% per square kilometre. The region with the highest growth rate in population density was Sarah Baartman, which had an average annual growth rate of 1,53% per square kilometre. In 2022, the region with the lowest population density in EC province was Sarah Baartman, with 9,32 people per square kilometre. The region with the lowest average annual growth rate was Amatole, with an average annual growth rate of 0,31% per square kilometre over the period in question.

Using population density rather than the total number of people provides a better basis for comparing different regions or economies. A higher population density affects the provision of household infrastructure, the quality of services, and access to resources such as medical care, schools, sewage treatment, and community centres.



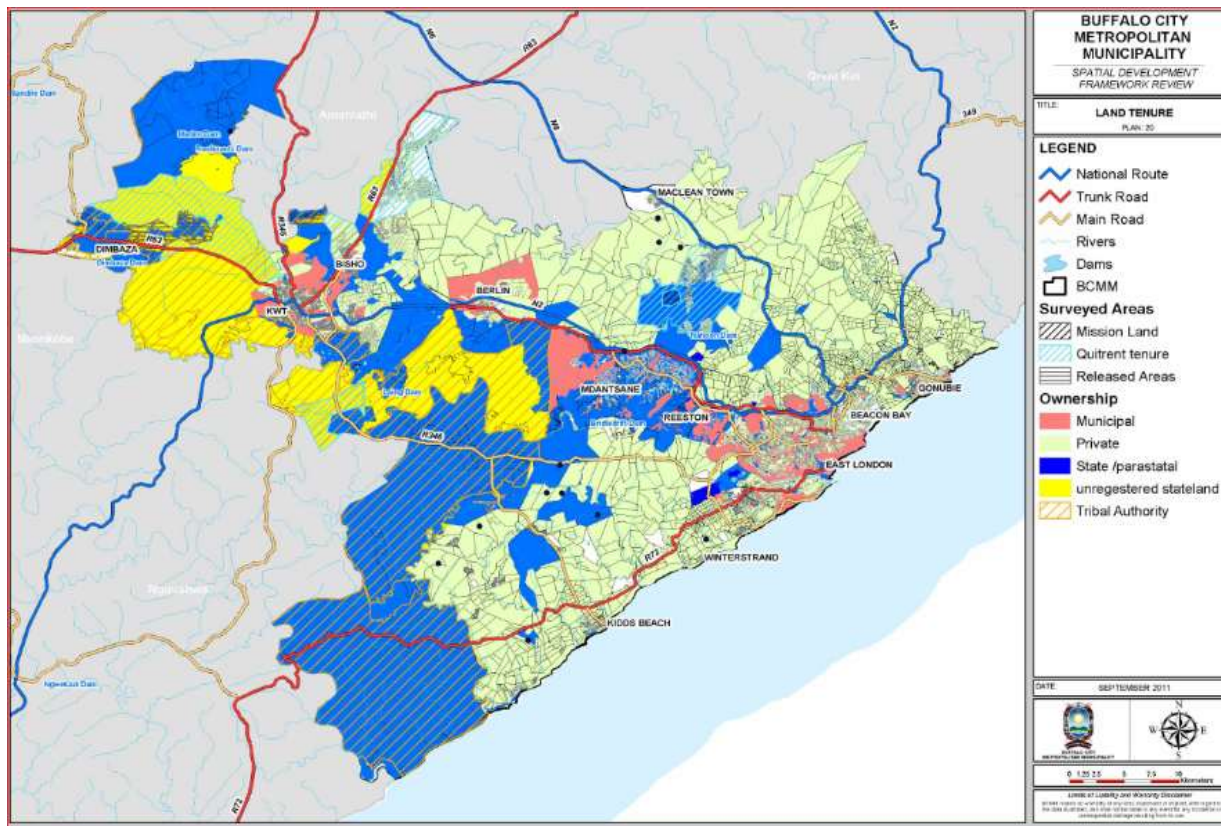
Source: South Africa Regional eXplorer v2443.

**Figure 95: Population Density - Sub-metro regions and the rest of BCMM, 2022 [Number of people per KM]**

In terms of population density for each of the regions within the BCMM, the East London Sub-metro Region had the highest density, with 1 930 people per square kilometre. The lowest population density can be observed in the Macleantown, Sandisiwe Sub-metro Region, with a total of 117 people per square kilometre.

## Land Ownership Patterns within the Region

A significant amount of land within BCMM is owned by the State, with a considerable portion under tribal authority. BCMM-owned land is located in urban areas, although some portions are not developable.

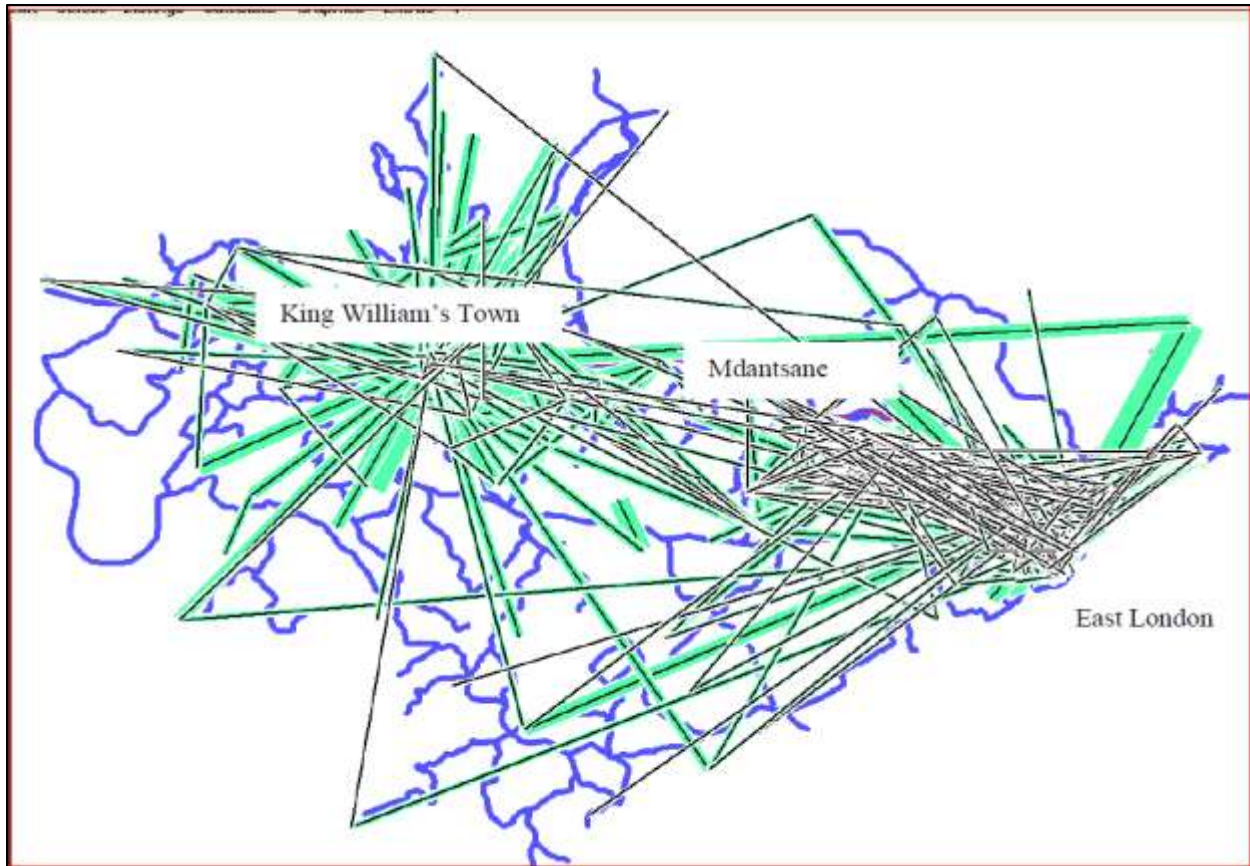


**Figure 96: Plan E.4 BCMM land tenure and ownership patterns**

## Movement Patterns within the Region

The current lines of travel in BCMM, illustrated in the figure below, show a concentration along the corridor between East London and Mdantsane, as well as in the Qonce area, where Qonce serves as a hub for the surrounding rural hinterland. Additionally, many people travel from outside of BCMM for work and education purposes. Minibus taxis convey 350 000 passengers per day within the BCMM functional transport area.





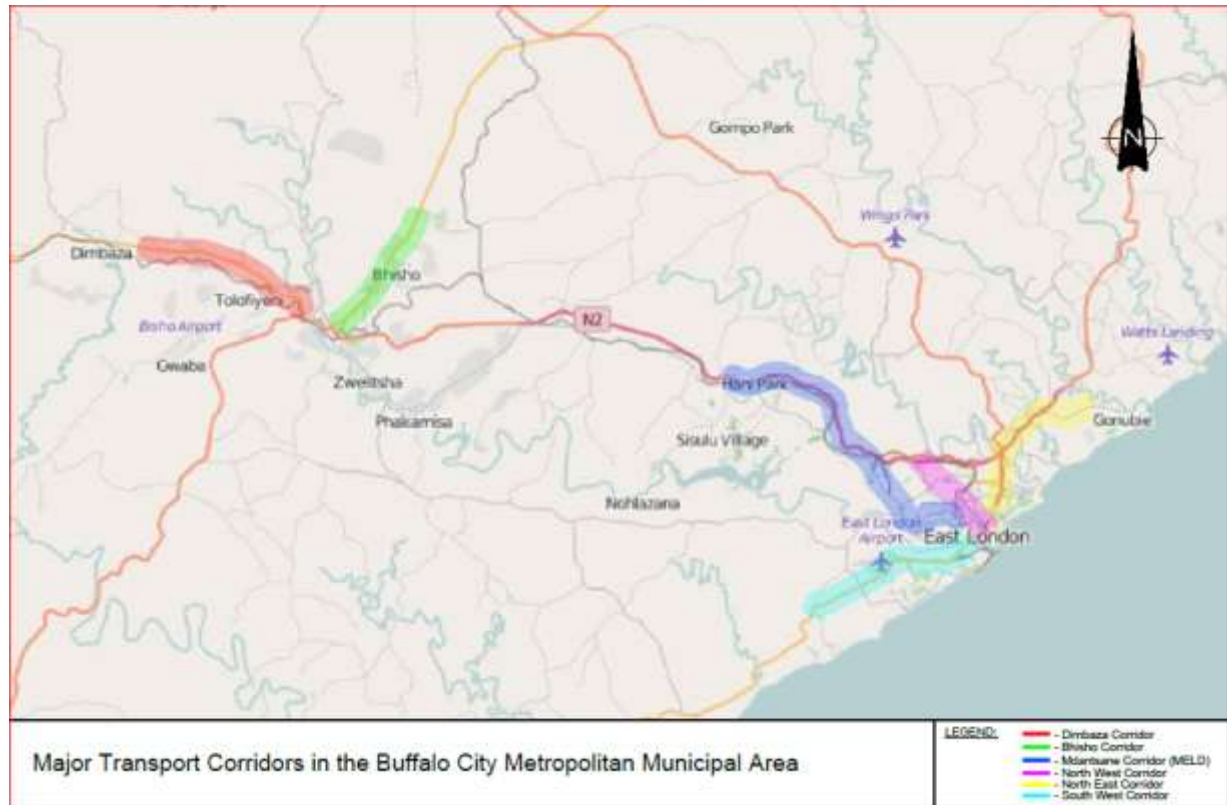
**Figure 97: Plan E.6 BCMM transport movement patterns**

The BCMM transport register, completed in February 2018, identified the following trends in transport modal splits for work-related trips.

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

The 2013 National Household Travel Survey (NHTS) indicated 65 000 more work-related trips compared to the 2003 NHTS.

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



**Figure 98: Plan E.7 BCMM transport corridors**

### Changes in Spaces over Time and the Implications for Service Delivery

The development focus has evolved over time as the local authority amalgamated various urban and rural areas. With each amalgamation, service delivery priorities have been refocused. Since the creation of BCMM in 2001, the first SDF of 2003 proposed that the emphasis for infrastructure development and service delivery should be on the urban core area – Mdantsane and East London – as this contained the majority of the population. The BCMM SDF has since identified that the new West Bank should be the focal point for infrastructure development due to the anticipated increase in economic activity in the area. Additionally, as the number of informal areas has grown on the fringes of the city, this has impacted the prioritisation of service delivery.

## SITUATIONAL ANALYSIS PER BCMM STRATEGIC OUTCOME AND KEY FOCUS AREA



## Strategic Outcome

# 1

AN INNOVATIVE  
AND  
PRODUCTIVE  
CITY



## SITUATIONAL ANALYSIS

### 1. STRATEGIC OBJECTIVE

To enhance the quality of life for the BCMM community through rapid and inclusive economic growth and decreasing unemployment.

### 2. MUNICIPAL STRATEGIC ALIGNMENT MATRIX

The alignment between the SOs, Strategic Objectives, and KFAs is illustrated as follows:

**Table 85: Alignment between SO 1, Objectives, and KFAs**

Strategic Outcomes	Strategic Objectives	Key Focus Areas
SO 1: 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 and Training (External)
		KFA 6: Rural Development and 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: Safety and Security



### 3. STRATEGIC PRIORITIES

The following strategic priorities relevant to SO 1 were identified during the 2023/24 IDP Review process:

**Table 86: SO 1 – An Innovative and Productive City (KFA 1 – 7)**

STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY

KFA 1: Enterprise Development

Understanding what business entities is deemed to be Micro, Small and Medium Enterprises (MSME) is important in framing the exact nature of the entities that this Strategy must be tailored to suit. Aside from the above definitions provided, there is the dichotomy that exists within the MSME space that centres on informal versus formal MSMEs.

#### Formal versus Informal MSMEs

Racially driven spatial and economic policy over the course of the twentieth century has resulted in a fragmented national economy. This is exhibited, in part, by the dichotomy in the structure of the MSME segment of the economy. Within this segment of the economy, it is evident that there exists both an informal sector and formal sector within the South African economy (OECD, 2020).

Defining the difference between the formal and informal sectors can be oversimplified but in the interests of acknowledging the difference can be deemed the lack, or presence, of formal registration of a business or business operation (Ligthelm, 2013). Thus, informal MSME's are those that are not formally registered businesses.

There has been some misconception over the informal MSME's particularly as regards their operation, credibility, and profitability (Ligthelm, 2013). Any such stigmas should be dismissed on the grounds of increasing evidence that informal MSMEs perform as well as their formal counterparts, indeed there are indications that they may perform better across several metrics given the fact that they are not required to adhere to the regulations or tax provisions of their formal counterparts (Bureau for Economic Research, 2016).

Research reflects that there is a higher number of informal MSMEs than there are formal MSMEs within the Eastern Cape as well as the general sectors of the economy they tend to be engaged in. This is presented below in

#### **Key MSME indicators for the Eastern Cape**

Key Indicators	2020: Quarter 3
Number of MSMEs	231 011
Number of formal MSMEs	51 041
% Formal	22%
Number of informal MSMEs	160 861
% Informal	70%
Percent in Trade	39%
Percent in Construction	19%

STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY

Percent in Community Service	16%
Percent in Agriculture	7%
Percent in Finance	7%
Percent in Manufacturing	6%
Percent in Transport	5%
Percent registered for VAT	20%
Percent registered for income tax	30%

Source: (Kavese, 2021).

If the structure and relative size of the MSME sector can be assumed to have stayed the same then the structure provided below is likely to indicate the present structure across South Africa. With the recent economic fallout associated with the COVID-19 pandemic, it is not unreasonable to make the previous assumption.

it is evident that:

- a) **More informal MSMEs:** the ration of informal /formal MSMEs is above. This indicating that for every formal MSME there are close to additional informal MSMEs;
- b) **Many are in Trade & Accommodation:** A significant portion of the MSMEs operate in the trade and accommodation sector; and
- c) **A third or less are registered for tax purposes:** between 20% and 30% of the MSMEs are registered in the public tax system. This is problematic not only in terms of tax revenue generation but from a monitoring and evaluation as well as research perspective as well.

The structure of the national MSME sector has implications for the provincial MSME sector as well as the local MSME sector.

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

Equally, those businesses that are doing well need to be recognised and supported for further growth and expansion and access to national as well as international markets. It has also been shown that those who have been introduced to entrepreneurship at the early stages in life have better chances of success hence the City still plans to continue to roll out the Teen entrepreneurship programme in partnership with the schools.

The South African government has identified SMMEs as an important vehicle to address the challenges of job creation, sustainable economic growth, equitable distribution of income and the overall stimulation of economic development in the Country.

There can be no doubt that, compared to big business, small businesses face a wider range of constraints and problems and are less able to address the problems on their own, even in effectively functioning market economies. The constraints relate, among others, to the legal and regulatory environment confronting SMMEs, the access to markets, finance and business premises (at affordable rentals), the acquisition of skills

## STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY

and managerial expertise, access to appropriate technology, the quality of the business infrastructure in poverty areas and, in some cases, the tax burden. In the South African context for example the constraints have been particularly hard on entrepreneurs in rural areas and on women. In addition to sector-specific differences of constraints, the legacy of apartheid constitutes an important factor in the inability of black owned or controlled small enterprises to face business development constraints.

The Buffalo City Metropolitan Municipality has a number of interventions that has been injected towards supporting MSMEs as a way of growing their businesses. MSMEs include: Cooperatives, Informal Trade Sector and the individual businesses in the form of CC; Pty Ltd companies. The support ranges from capacity building (training interventions), access to markets, provision of infrastructure and equipment. It is the Cities responsibility to ensure that it creates a conducive environment for businesses to thrive by developing the regulatory environment.

The City is in the process of development of an MSME Strategy that will clearly outline how the sector will be supported aligned to the Provincial MSME Strategy.

Alignment with the National and Provincial Plans and Policies	Link to BCMM Strategies, Sector Plan(s) and Policies
<ul style="list-style-type: none"> <li>▪ Constitution of the Republic of South Africa, 1996</li> <li>▪ Municipal Systems Act</li> <li>▪ Provincial Growth and Development Strategy</li> <li>▪ National Small Business Act of 1996 - provides for the guidelines for organs of state to promote the development of small business</li> <li>▪ Construction Development Board Act No 38 of 2000</li> <li>▪ Cooperatives Act No 14 of 2005 as Amended – provides for the registration, formation of cooperatives, Advisory Board, the winding up of cooperatives</li> <li>▪ Broad-Based Black Economic Empowerment (BBBEE) Strategy</li> </ul> <p>Eastern Cape MSME Strategy 2022-2025</p>	<ul style="list-style-type: none"> <li>▪ The MGDS makes a commitment to, “achieving an inclusive and sustainable economic growth and that this growth is targeted in the core productive sectors of manufacturing, tourism, creative industries, agro – processing, communications technology, construction and forestry, as priority industries, new areas of economic growth such as the oceans’ economy, etc”.</li> <li>▪ MGDS also talks to support and promotion SMME development. The support will lead to the expansion of opportunities for small business and co-operatives, which will be achieved through: - expanded access to coaching, incubation and financing to sustain the businesses and co- operatives.</li> <li>▪ The draft Business Development Strategy builds from that mandate, the idea is to build a growing, inclusive and equitable economy through sustainable support to small businesses.</li> <li>▪ The draft Cooperative Development Strategy</li> </ul>
Progress & Achievements 2024 to date	Challenges
<ul style="list-style-type: none"> <li>▪ Roll out of infrastructure for informal traders in Wards 7,8 Construction of hawkers’ stalls for informal traders to the value of R 4 000 000.</li> <li>▪ Upgrading of Sekunjalo Skills Centre in Mount Coke to capacitate youth with various skills. The centre has mixed incubation hubs for businesses in production and manufacturing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Access to Markets for SMMEs and Cooperatives (domestic &amp; foreign, public procurement – localization)</li> <li>▪ Access to Finance for SMMEs and Cooperatives even though there are a lot of</li> </ul>



## STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>■ Development of the Car Wash by-law in All wards: Development of the Car Wash by-law to regulate the sector.</li> <li>■ Equipment procurement support for SMME within BCM wards to the value of R500 000 was offered to the following SMMEs                         <ul style="list-style-type: none"> <li>○ Home Tech It Solutions – Ward 1</li> <li>○ Imakwakhe Trading Pty Ltd – Ward 27</li> <li>○ Siphamandla Solutions Pty Ltd – Ward 3</li> <li>○ Sikhululwe Project – Ward 15</li> <li>○ Sweet Dreams – Ward 37</li> <li>○ Shandis Place and Braai – Ward 36</li> <li>○ Ronie Staronza Trading – Ward 11</li> <li>○ Senzekile Grass Cutter Garden – Ward 20</li> <li>○ Redawn Media – Ward 42</li> </ul> </li> </ul> | <p>financial pockets available within the DFIs, but the criteria is too stringent for them to attain (bridging finance/working capital, etc., high cost of capital - high interest rates)</p> <ul style="list-style-type: none"> <li>■ Regulatory Environment (Red Tape or over-regulation)</li> <li>■ High Cost of Doing Business as there is still too much red tape or over regulations that hinder businesses</li> <li>■ Lack of supportive economic infrastructure (street traders/informal sector, manufacturing, etc.)</li> <li>■ Poor business acumen and business management skills (e.g., financial management)</li> <li>■ Lack of access to appropriate technology</li> <li>■ Lack of support towards Intellectual Property (IP) Development (Product Development – Aloe, Traditional Medicines, Local recipes, etc.)</li> <li>■ Poor business acumen and business management skills</li> </ul> |
|--|--|

### Current State

- The focus of the city is to support MSMEs to implement the full recovery plan
- The City continues to roll out the infrastructure for hawker stalls at Ward 23,1,9,6,27,13, due to a loss of revenue by the city in the informal trade sector, the city commissioned a study or a survey to count the spaza shops that are operating within the city. The aim of the study or the survey was to understand the number of spaza shops that are operating within the city, ownerships and as well as check the compliance in terms of business registration and other regulations that these businesses must adhere to. This study was also to influence a developmental programme to support local owned spaza shop businesses as the sector is dominated mostly by Foreign Nationals, Continued support to MSMEs with capacity building programmes working with other stakeholders, the programme involves workshops for young people. Trainings-through the partnership with SARS training for new entrants was held in Mdantsane and eQonce regions to support MSMEs with compliance matters. and financial support through referrals to other entities where SEDFA funded two businesses Nola Peace B&B and Nobetha Utilities with equipment amounting to R250 000. LED always leverage on partnerships – a partnership with Phanda Mzantsi even though still to be formalised has proved to be successful in supporting MSMEs that are operating within the city. The Unit has been working with this entity in supporting businesses especially those that

### Action Plans

- Training / Capacity building
- Teen entrepreneur programme
- Coca-Cola partnership programme
- Equipment and machinery for SMMEs/ Cooperatives
- Roll out of infrastructure for informal trading
- Youth Work Readiness Programme
- Supplier Development Programme
- Women in Business Programme
- Buffalo City Fashion Show
- Incubation Programme – culinary, iHub, eQonce Hub
- Seminars
- MSME Fund
- Spaza Shop Development Programme
- Access to markets
- Phanda Mzantsi Partnership

STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY

are operating in the Mdantsane area. A huge successful MSME Summit was hosted in Mdantsane, the Summit pulled more than 300 businesspeople operating within the Buffalo City and other Municipalities. Business people shared a platform with well renowned businesspeople like Laduma Maxhosa. Phanda Mzantsi is a social enterprise that prides itself with skills development and MSME support to entrepreneurs as well as mentorship provision which is crucial in assisting business growth.

- The City is in the process of concluding a partnership agreement within Wakanda Food Accelerator as part of supporting foodpreneurs. Foodpreneurs are entrepreneurs who own and operates business related to food production or distribution. The Unit has built a fully furnished culinary incubator at Sekunjalo Skills Development Centre. The incubator would benefit foodpreneurs or young people who are interested in the food space. A 9-month training programme will be implemented and thereafter young people would be able to qualify as professional chefs and be able to run their businesses.
- BCMM and province need to pool resources to ensure local businesses and citizens benefits from these measures. Even though the support was made available to support businesses but a limited number of businesses from the managed to access these funds due to stringent criterion or the application process was a bit cumbersome.

KFA 2: Trade and Investment Promotion

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

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

Working with the Border Kei Chamber of Business, the City has developed a campaign called Invest Buffalo City which is an initiative that is driven to showcase that Buffalo City is an investment destination and has a lot to offer to investors. This is an online campaign which by a click of a button an investor will be able to know what is happening in Buffalo City in terms of investment.

The benefits derived from the initiative to businesses, especially MSMEs, will be an opportunity to display their products digitally. This kind of exposure will be significant for the following reasons:

- Businesses to do business online
  - Network opportunities will increase
  - Strengthening of brands and marketing will be provided by this platform
  - The digital business dealing has a potential to increase productivity due to products demand
- It is a platform to improve competitiveness by reaching out to wider markets and or customers by digital means

**Alignment with the National and Provincial Plans and Policies**

**Link to BCMM Strategies, Sector Plan(s) and Policies**

Integrated National Export Strategy – The strategy aims to increase South Africa's capacity for exporting diversified and value-added goods and services to various global markets. It also aims to strengthen the Country's export

The City is still in a process of developing the Trade and Investment Strategy through the

STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY

performance by improving the trade and business environment as well as the competitiveness of companies.

assistance of Government Technical Advisory Council (GTAC).

**Progress & Achievements 2024 to date**

**Challenges**

- Revitalization of industrial parks (Dimbaza) in Ward 36: Both phase 2 of the upgrading of the roads and services and phase 3 refurbishment of electrical infrastructure is complete. Phase 4 is Wastewater Treatment Works and contractor has is on site. Currently the contractor is on site. The budget for the project is R1000 000.
- BCMM Export Help desk initiative in partnership with ECDC and the programme implements exporter development programmes and has been funded with an amount of R500 000
- Trade and investment promotion programmes R200 000.
- Export Symposium: The city, in partnership with ECDC, NMBM and the Dti hosted the first export symposium with the aim of unlocking the barriers on the exporting of goods. The cost (Export Dev. Programme)
- Invest Buffalo City Initiative: In partnership with Border Kei Chamber of Business in driving the campaign to bring about investors into the city. The budget for this was R400 000.

- De-investment or capital flight
  - Slow turnaround times on municipal or government approvals
  - Skills shortage (artisans)
  - Poor image of the city as an investment destination
  - Limited diversification of BC economy
  - High cost of doing business
- Energy Security has a negative impact in terms of attracting new investors (unreliable supply)

**Current State**

**Action Plans**

- Massive logistics constraints predicted with 400 interlinks moving between ELIDZ and MBSA when new W206 production comes on stream in mid-2021
- One of the country's key structural constraints is its weak export performance, caused in part by inefficient logistics.
- SA remains a small, open economy, meaning exports will be key to the country's industrialization and future competitiveness.
- Buffalo City is home to the country's best performing exporter – MBSA
- MBSA is investing R12 billion in W206 plant and machinery (much of which has already been invested)
- Linked to the SA Automotive Masterplan, the new focus is on local content, with some 30 new suppliers locating in ELIDZ and other industrial parks in the city (7500 jobs within the OEM and suppliers – and almost 25 000 with multipliers)
- ELIDZ gone from 30% capacity to 70% capacity utilization over past 3 years
- Huge for the country, province and city but very little reciprocal investment in supporting infrastructure
- Massive logistics constraints predicted with 400 interlinks moving between ELIDZ and MBSA when new W206 production comes on stream in mid-2021
- The city has had to find monies for the first phase of the Settlers Way Expansion (which will deal with immediate concerns) but still huge constraints with regards port capacity (no container terminal, and inadequate depth), no air freight, no industrial land for expansion on West Bank (because of the huge, wasted footprint of the prison, military base, government fleet etc).

- Engagement with stakeholders including EL IDZ and MBSA to position BCMM as an Automotive City. Development of Automotive Strategy Underway
- Invest Buffalo City- Call to action
- Export Development
- Revitalisation of Industrial Areas-Dimbaza
- Investment Centre

## STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY

- Buffalo City together with ELIDZ have packaged a concept of a West Bank Logistics Hub which needs to be nationally championed
- Huge opportunities to deepen auto supply chain (2nd and 3rd tier suppliers) – East London supplier park highly successful but needs incubator for 2nd and 3rd tier suppliers (proposal developed by ELIDZ with dti committing 50%, additional 50% funds required).

### KFA 3: Innovation and Knowledge Management

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

#### Alignment with the National and Provincial Plans and Policies

- Local government: Municipal Systems Act No. 32 of 2000
- National Integrated ICT Policy White Paper - The National Integrated ICT Policy White Paper outlines the overarching policy framework for the transformation of South Africa (SA) into an inclusive and innovative digital and knowledge society

#### Progress & Achievements 2023 to date

- Memorandum of Understanding with Universities (University of Fort Hare and Walter Sisulu university).
- IKM unit is currently the member of WSU Advisory board on Curriculum transformation.
- Member of the BCMM Interdepartmental Disaster Risk management team.
- Placement of In- service training and Learnership of students from Walter Sisulu University through the unsigned MOU (2023 -2024).
- Customer Satisfaction survey is going to be done through Stats SA through an MOU (agreed in principle) and availability of budget.
- 2023/2024 Policy Register in place including Action plan for improvement.
- SharePoint and Electronic Document Management System in place and functional Information Knowledge Management System
- Research topic lists available for Directorates to benchmark (2022/2023)
- Functional BCMM Research process and procedure in place.

#### Challenges

##### Knowledge Management Forum and Policy:

- BCMM does not have functional Knowledge management forum where meaningful engagement could take place except for an Internal Task team forum that was established in February 2020 but collapsed due to Covid 19.
- IKM policy is available but has not been adopted by Council and will be taken to Top Management for discussions and inputs.
- Lack of response and cooperation from BCMM Directorates on reviewal of policies.
- Risk of policies not reviewed annually as a norm.

### KFA 4: Tourism & Marketing

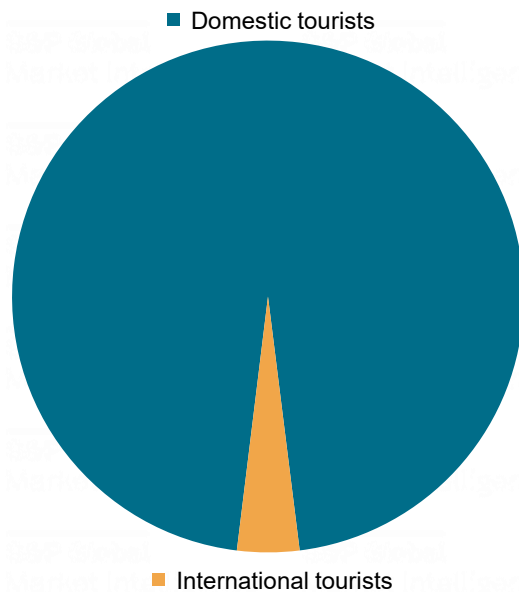
Buffalo City Metro is endowed with natural resources such as fauna and flora, rivers, dams, beautiful beaches, rich struggle history, sports legends in key sporting codes such as rugby, boxing, cricket, swimming, etc., making it best placed as a premium tourist destination. Furthermore, the built environment which has rich architecture, indigenous knowledge systems, cultural diversity also present new dimensions and a unique selling proposition for Buffalo City as compared to other coastal cities in the country. Beaches are amongst the main attractions for Buffalo City. It is estimated that over 50 000 visitors visit the beaches over the festive season. Furthermore, over 250 000 revellers come to the City's events which include Summer Season events such as switch on of the festive lights, Berlin November, Metro Heat Wave, PH (OLA) event, London Roots as

## STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY

well sporting events such as Buffalo Regatta, Buffalo City Marathon, Real Gijima Ultra Marathon, Kiwane Race, Water Polo Tournaments, Waveski surfing Championship etc. which are hosted on an annual basis.

### Tourist numbers

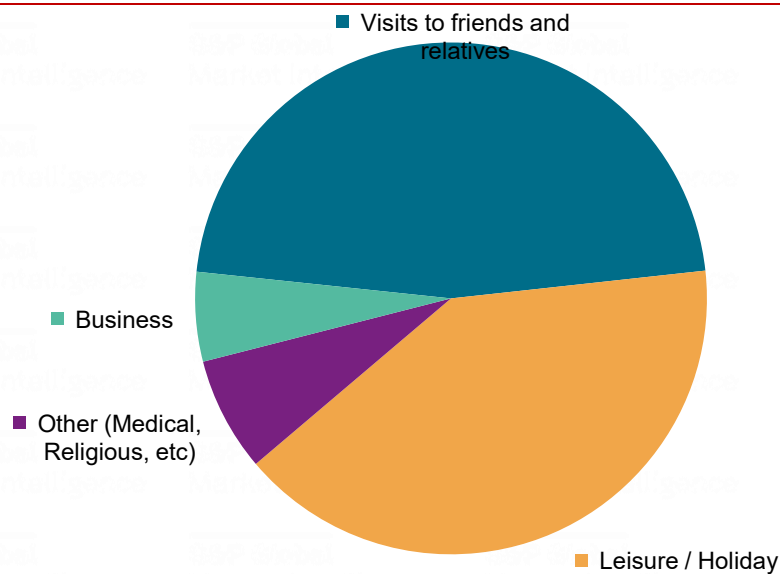
Buffalo City has seen growth in tourist arrivals. During the year under review, a total of 1380,000 tourists visited Buffalo City, an increase of 270,000 (20.5%) more trips compared to 1 110,000 in the previous year. The largest number of visitors (96%) are domestic visitors and only 4% are international visitors.



### Purpose of visit

The majority (641 000) of the people who visited Buffalo City were visiting friends and relatives, followed by leisure tourists at 558 000, Business tourists are at 77 000, and others which include medical, religious, etc at 99 300. The graph below indicates the split.

## STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY



### Tourism spending

Buffalo City municipality had a total tourism spending of R14.4 billion in 2023 an increase of R1.2 billion compared to the previous year. The total tourism spending for the Eastern Cape Province is R52 billion and for South Africa, the tourism spending is R480 billion in 2023.

### Occupancy Rate

The occupancy rate has increased from below 10% in 2020 to 55% in 2023. This increase is showing the strength of the tourism industry and recovery from the COVID-19 pandemic.

### Accommodation supply in the city

Buffalo City has approximately 8500 beds. The suburbs with the highest contribution to the municipality's total number of tourism accommodation establishments were Beacon Bay, Gonubie and Quigney. The highest concentration of beds in the municipality are in Quigney.

Most accommodation establishments are TGCSA graded, predominantly three-star grading (66%). In terms of black ownership, 19 accommodation establishments indicated that they were 75-100% black-owned. This equated to 36% of surveyed businesses. The largest percentage of businesses surveyed were not black-owned (58%).

### Recommended catalytic interventions and nodes of development

A number of catalytic interventions and nodes of development have been identified. These were identified during the tourism sector growth strategy development in 2018 and have been delayed due to COVID-19 pandemic. Key recommendations flowing from this include:

- Maintain and improve existing sites for recreation- a number of sites have been identified for development and upgrading. These include amongst other the following: Court Crescent which has been completed and launched, Latimers landing which is currently underway for upgrading, water world which is also currently underway, Ubuhlanti and Joan Harrison Swimming Pool which has been refurbished and continues to be maintained and upgraded to attract major aquatic events etc.
- Undertake a feasibility study on potential uses for Marina Glen
- East London Zoo revitalisation
- Nahoon Estuary

## STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY

- Create a 'must-see attraction'
- Aquarium/Marine Discovery Centre
- Automotive manufacturing museum
- Grand prix circuit
- Develop an Adventure Centre on beachfront
- Urban design and improvements
- Beachfront redevelopment with an outdoor event space- this was achieved through the development of Baby Lee Jegels Park.
- Sports node – Jan Smuts, ABSA Stadium and Buffalo Park – This has been partially achieved as the Absa stadium has been upgraded.
- CBD improvement zone or Urban Development Zone (UDZ)

### Routes and zones

- East London as a gateway to enter rural hinterland “Gateway to Xhosa heartland” – with signage, route and itinerary development.
- Heritage route for struggle history and colonial/military history connecting Qonce (previously known as KWT), Ginsberg, Dimbaza, East London and rural attractions.
- Coastal tourism and environmental zone-sensitive development
- Create tourism opportunities
  - Mdantsane with an event space to promote local and national sports such as boxing
  - Maritime commercial space opening up in port
  - Signal Hill maritime commercial development opportunities
  - Mobility corridor improvements
  - Buffalo Pass Road
  - Qonce (previously known as KWT) bypass/traffic redirection
  - Quenera road
  - N2 bypass through Haven Hills

### **Alignment with the National and Provincial Plans and Policies**

- Constitution of the Republic of South Africa, 1996
- White Paper on Tourism Development and Promotion, 1996
- Eastern Cape Tourism Act of 2003
- Tourism Act 3 of 2014
- Municipal Systems Act
- National Tourism Sector Strategy, 2014
- Provincial Growth and Development Strategy
- Provincial Tourism Master Plan 2015 – 2020

### **Link to BCMM Strategies, Sector Plan(s) and Policies**

- Buffalo City Metro Tourism Sector Growth Strategy
- Buffalo City Bed & Breakfast, Guest House and Hotel Policy
- Metro Growth & Development Strategy (vision 2030)
- Buffalo City Tourism Master Plan, 2006
- Eastern Cape Tourism Master Plan

### **Progress & Achievements to date**

- Development of the Tourism Sector Growth Strategy which was adopted by council in 2018.
- Increase in the number of visitors to Buffalo City from 1110 000 – 1380 000.
- Increase in the total tourism spending in the city from 13.2 billion to 14.2 billion.
- Supported 27 tourism businesses with operational equipment.
- Continued to provide in-kind support to event organisers who are hosting events in the city e.g. assist with compliance issues, assist with marketing these events in the municipality's online platforms.

### **Challenges**

- Lack of funding to implement programmes that will support the growth of the tourism sector, and these include tourism business support programme, destination marketing programme, tourism events sponsorship programme, tourism infrastructure programme.



STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>Strengthened the relationship with the tourism industry.</li> <li>Had an opportunity to host a number of MICE (Meetings, Incentives, Conference and events) in the city including two international conferences i.e. International Nurses Day as well as</li> <li>Development and upgrading of some of the major infrastructure projects that were identified in the Tourism Sector Growth Strategy.</li> </ul> | <ul style="list-style-type: none"> <li>Covid 19 pandemic has affected the tourism industry globally, as such many tourism businesses have had to shut down</li> <li>Brand recognition remains a challenge as the budget for marketing has been significantly reduced.</li> <li>Lack of participation in the global marketing platforms reduces the ability to attract international visitors.</li> <li>Limited resources to support Tourism products</li> <li>Safety and security remains a threat.</li> </ul> |
|--|--|

**Current State**

- Tourism sector is showing signs of recovery, however more work needs to be done to promote Buffalo City as a tourism destination.
- Number of events have been resuscitated and hosted in the city however this number is lower than the number of events that were hosted in the city pre-covid.
- Whilst the number of international visitors has increased compared to the previous year, there is a need to revive all partnerships that were established in key source markets pre-covid to improve visitor numbers.
- Buffalo City has significant competitive advantage in tourism assets – beaches, unspoilt nature, and cultural heritage. This should be packaged and promoted.
- There has been a decline in service level standards provided in some of the tourism businesses. Training needs to be conducted to improve skills in the tourism sector.
- There have been fewer cruise liners that docked at the East London Port.
- There has been a significant decline in the budget allocated for tourism programmes and projects this is due the fiscus constraints.
- Delay in implementation or completion of high impact projects e.g. marina glen B, water world due to COVID 19
- Improved look and feel of the beachfront following the completion of the court crescent development.

**Action Plans**

- Implement campaigns to address seasonality.
- Brand exposure to align programmes to those of our partners.
- Improve the use of digital marketing platforms (social media, website, etc.) to increase awareness and brand exposure.
- Focus on revival of the tourism industry through regular engagements with the tourism industry stakeholders.
- Implement support programmes targeting tourism operators, accommodation establishments, event organisers etc.
- Visibility in all tourism marketing platforms created by the tourism industry locally, provincially, nationally and internationally.
- Implement tourism sector specific training programmes, workshops, awareness in order to support tourism SMMEs to comply with tourism protocols and regulations.
- Development and promotion of tourism routes.
- Development of key tourism infrastructure/attractions.
- Hosting of major business tourism event (MICE):
- Market and promote Buffalo City as a cruise liner tourism destination to attract more cruise liners.
- Continue to identify new high impact tourism projects, package them for investment.

## STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY

### KFA 5: Job Readiness & Training (External)

#### Challenges

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

#### Current State

- Learning Interventions (Graduates)
- Artisans Training
- Community Works Programme
- 150 learners have been rolled out in partnership with BCC College in funeral service, end-user computer, generic management and occupational health and safety

#### Action Plans

- Roll-out more Learning Interventions in partnership with key stakeholders including SETAs (Learnerships, Internships, Apprenticeships, etc.)
- Expand reach & facilitate partnerships
- Upskilling Re-orientation towards entrepreneurship
- MBSA skills development programme
- Facilitate placement of COGTA (CWP) learners at BCFPM Food Hub and to local farms for upskilling and improvement of local production

### KFA 6: Rural Development & Agrarian Reform

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

Buffalo City Metropolitan Municipality is rich in natural resources, in terms of land, water and grassland and forests, making it suitable for farming and agro-processing. That means agriculture is one of major vehicles to improve village economies and transform rural areas. Only 32 per cent of population in the Buffalo City Metropolitan Municipality practice farming and most of them are doing it (farming) for self-sufficiency, not on a commercial scale. Major agricultural activities in the BCMM area are around these commodities beef, dairy, pineapple, macadamia, maize, vegetables, poultry and piggery.

The agricultural sector contributes about 2% in the economy of Buffalo City Metropolitan Municipality and it is growing at a very slow pace of about 1% after COVID-19. Jobs are lost as more commercial farmers are pulling out of the industry due to a number of reasons (crime, global warming, etc). More agro-processing industries either closing down or leaving BCMM for other cities. Major employers in BCMM are automotive and manufacturing industries.

BCMM developed an Integrated Agriculture and Rural Development Strategy as a way to address agriculture and rural development. The strategy is expected to be reviewed in 18/19 financial year. The strategy puts emphasis on integrated approach to agriculture and rural development. It

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seeks to promote coordination among various role players to avoid duplication. Strategies to involve youth and women in agriculture and rural development had to be formulated, highlighting the need for accredited training, working with relevant SETAs.

Buffalo City Metropolitan Municipality (BCMM) supported farmers with farming infrastructure to promote conducive agricultural environment. Fencing of two (2) vegetable gardens and construction of two (2) piggery infrastructure. Nineteen (19) communal areas were assisted with cropping inputs. Buffalo City Metropolitan Municipality, in partnership with the Department of Rural Development and Agrarian Reform, hosted a successful agricultural show which was held in Bhisho. The main aim is to promote competition among farmers while marketing their produce.

Buffalo City Metropolitan Municipality (BCMM) was funded by National Treasury and initiated Public Employment Programme through Neighbourhood Development Partnership Grant (NDPG). The programme (PEP) seeks to alleviate the impact of Covid-19 on disadvantaged communities, and it is part of economic recovery plan. The Public Employment Programme (PEP) is implemented through Urban Food Systems, Call to Action and Integrated Environment Management in BCMM. The Directorate of Economic Development and Agencies is championing the implementation of Urban Food Systems, through appointed service provider, Ruliv. The intended outcome of the Public Employment Programme concept is to contribute to food security and nutrition in the Metro by focusing on food gardens, while imparting skills.

**Alignment with the National and Provincial Plans and Policies**

- Agricultural Extension Act 87 of 1996 - the objective is to ensure that farmers adopt new farming technical innovations to improve production
- Livestock Improvement Act 62 of 1998 – for the genetic improvement of livestock
- Marketing of Agricultural Products Act 47 of 1996 – the objective is to ensure enforcement of the regulatory measures to intervene in the marketing of agricultural products, including introduction of levies on agricultural products.

**Link to BCMM Strategies, Sector Plan(s) and Policies**

- Metro Growth & Development Strategy (vision 2030): States that Agriculture is an important sector and has potential to contribute both on a commercial scale, including job creation, food security sustenance.
- Integrated Agriculture and Rural Development Strategy
- Increase market access opportunities for smallholder farmers (Market Farmer Outreach Programme) through the BCFPM Food Hub supply concept. This initiative will contribute towards achievement of the above BCMM Strategies respectively.

**Progress & Achievements 2024 to date**

- Support youth through Public Employment Programme (PEP), while imparting skills in vegetable production (Food gardens)
- Hydroponics project in Ward 24: Construction of hydroponics tunnel for vegetable production to the value of R 5 000 000.
- Support farmers and rural communities from various wards with production inputs (seedlings, fertilizer, farming equipment, animal feed and farming chemicals)
- Creation of Agri-village Farmer Support Centre at Ward 33
- Cropping: Support farmers with maize production inputs to the value of R 4 000 000.

**Challenges**

- Agriculture is for subsistence farming not for commercialisation
- Shrinking of agricultural contribution into the economy
- Outdated Integrated Agricultural Strategy
- High crime rate in the agricultural sector
- Lack of agro-processing industries
- Vast tracts of unused land in the rural areas
- Lack of interest by youth

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- Piggery and poultry infrastructure in Wards 31 and 36: Support to emerging farmers with poultry and piggery infrastructure to the value of R 600 000.
- Fencing of vegetable gardens at Ward 23 and 40 to the value of R500 000

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

**Current State**

- Low agricultural base
- EL based agro-processors (Nestle and Sundale) both on expansion plans
- Food industry potentially beneficiary from COVID (import replacement and disruption of global food chains)
- The industry has huge development potential with strong livelihoods linkages into rural economy if necessary, support is provided (both Sundale and Nestle import milk from the W Cape which should be localized)
- Food insecurity and hunger from COVID impacts (estimated 10% -20% increase) necessitates new focus on urban agriculture and food security - this urban agriculture could be linked to Public Employment Programmes
- BCM has competitiveness in high value horticulture, dairy, livestock, nuts and sub-tropical fruits, and potential in new commodities such as cannabis and hemp.
- Development of agriculture hamstrung by poor infrastructure – grains imports and exports through EL Port undermined by differential import tariffs (which benefitted Durban and disadvantaged East London Port), although new plans to rejuvenate grain elevator through private partnership
- Plans for agricultural support infrastructure - Berlin agro-park, cold storage at EL Airport, Dimbaza etc – remain at concept and require activation and project preparation support

**Action Plans**

- Review of Agricultural Master Plan to accommodate issues raised in the Economic Recovery Plan
- Supporting Primary Sector
- Support Agro-processing
- Support Access to local and international Markets
- Import Replacement
- Facilitate partnerships between emerging and commercial farmers

## STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY

Huge potential for African markets (ACFTA), following success of SA retailers

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  - Supporting Primary Sector
  - Support Agro-processing
  - Support Access to local and international Markets
  - Import Replacement
- Facilitate partnerships between emerging and commercial farmers

## KFA 7: Arts, Culture and Heritage Resource Management

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

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

### Development/upgrading of heritage infrastructure

Buffalo City has many sites of historical importance. These sites are located throughout the city. Some of the sites are developed but lack maintenance whilst others are not developed at all. It is the goal of the municipality to develop, manage and promote its rich heritage. This can only be done if the heritage sites are maintained and well conserved.

### Commemoration of National Days

As a sphere of government closest to the people, it is the role of the municipality to educate and empower people on issues of importance. South Africa has a number of days which are significant.

### Artist Support Programme

Buffalo City has many young people who are involved in creative arts either through being visual artists or performing artists. The majority of them are struggling because they either lack the knowledge on what opportunities are out there or they do not have access to the market. Artists

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support programme is aimed at providing artists with training and capacity building, create awareness about the opportunities in the industry and support artists to participate in platforms that will give them access to the market.

Through the market access programme, the Department of Tourism, Arts, Culture and Heritage assists local artists to attend platforms such as Grahamstown National Arts Festival. These platforms provide artists with an opportunity to showcase their talent.

In the last two years, there has not been many platforms created for artists to showcase their talent. There was limited support provided to the artists as there was no budget allocated for the programme.

### Exhumation, Repatriation and Reburial Programme

Exhumation, Repatriation and Reburial Programme is a programme aimed at supporting families who have members who were victims of conflict and have their mortal remains buried away from their families. The programme is aimed at helping these families to find closure and heal the open wounds. The programme is implemented in partnership with the Department of Sports, Recreation, Arts and Culture. In the 2018/2019 financial mortal remains of Mzuvukile Bata and the spirit of Patrick Magxala will be repatriated and reburied.

### Geographical Name Change Programme

In South Africa the new democratic dispensation made it a law under the South African Geographical Names Change Council Act, 118 of 1998 that names of the colonisers need to be changed and names that were misspelt need to be rectified.

The Eastern Cape Geographical Names Committee (ECGNC) was established in 2003. The Provincial Geographical Names Committee has been delegated the following functions:

- Facilitate the transformation of provincial geographical names in the district through review and standardization of incorrectly spelt, corrupted, offensive, unrecorded and duplicated names.
- Take the lead in creating public interest in geographical names through briefings and provision of relevant information.
- ECGNC also has a responsibility of establishing local geographic name change committees in the district municipalities as well as the metropolitan municipalities.

Council has approved the establishment of the Buffalo City Metro Geographical Name Change Committee (BCGNCC). The Committee is a sub-committee of the Eastern Cape Provincial Geographical Name Change Committee (ECPGNC). Annually the BCGNC submits its annual plan to the ECPGNC on the work it will implement in that financial year. The ECPGNC then approves the plan of BCGNC.

During the period under review, the geographical name change committee has successfully managed to get approval to change three names in Buffalo City namely, King William's Town was changed to eQonce, East London Airport was changed to King Phalo Airport and Berlin was changed to Ntabozuko. The pandemic has delayed the process of name change as it requires consultation with stakeholders.

### Hosting of cultural festivals

Since 2020 Buffalo City has not been able to host any events. This is due to the fact that lockdown regulations prohibited the hosting of events. Prior COVID Buffalo City Metro partnered with various stakeholders including the Traditional Leadership, Department of Sports, Recreation, Arts and Culture, Artists, Guild Theatre hosts two annual arts and cultural festivals i.e. the Ubuntu Bethu Cultural Festival and Umtiza Arts Festival. Both these events are aimed at showcasing the rich arts, culture and heritage of Buffalo City. Furthermore, it provides a platform for our local artists to showcase their talent.

Alignment with the National and Provincial Plans and Policies	Link to BCMM Strategies, Sector Plan(s) and Policies
<ul style="list-style-type: none"> <li>▪ Constitution of the Republic of South Africa, 1996</li> <li>▪ White Paper on Arts, Culture and Heritage, 1996</li> <li>▪ National Heritage Council Act 11 of 1999</li> <li>▪ Municipal Finance Management Act 56 of 2003</li> <li>▪ Service Delivery Budget Implementation Plan 2020/2021.</li> <li>▪ Provincial Policy on Exhumation, Repatriation and Reburial of Victims of conflicts, 2013</li> <li>▪ National Heritage Resources Act (No.25 of 1999)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Metro Growth &amp; Development Strategy (Vision 2030)</li> <li>▪ Buffalo City Metropolitan Policy on Exhumation, Repatriation and Reburial of Victims of spirit and mortal remains conflicts, 2016</li> </ul>



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Progress & Achievements 2024 to date	Challenges
<ul style="list-style-type: none"> <li>Restoration of Ann Bryant Art Gallery and Coach House in Ward 3: The project involved renovations and upgrading of the art gallery to improve its competitiveness and look and feel to the value of R1 900 000.</li> <li>Dr W.B Rubusana Statue in Ward 47: The project involved the construction of a life size statue in front of the City to commemorate the life of Dr Rubusana to the value of R945 000.</li> <li>Heritage site preservation and protection in Wards 34,38: The project involved the installation of fences at the following sites: Rharhabe Kingdom Burial Site, Dimbaza Children's Grave, German settler Monument to the value of R1000 000.</li> <li>In the last 5 years Artists benefitted from the artists support and capacity building programme which had a budget R 7 000 0000 and was meant to benefit all wards: The project involved providing support to the local artists. The support provided include amongst other the following:</li> <li>Supporting artists to participate in both national and international platforms in order to showcase their talent; and</li> <li>Hosting of skills development programmes.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of market access for artists due to the total shutdown of the entertainment industry</li> <li>Lack of access to digital market</li> <li>Growth in the film sector (increasing numbers of film makers)</li> <li>Increased opportunity for digital presence</li> <li>Poor maintenance of heritage sites</li> <li>Vandalization of heritage sites and resources</li> <li>Safety and security issues which impact negatively</li> <li>Lack of cleanliness of the heritage sites</li> <li>Limited proper signage to heritage sites</li> <li>No budget towards artist support programmes</li> <li>No budget available to host art, culture and heritage events</li> <li>Formation of tourism heritage routes</li> <li>Non-grading of heritage sites by grading institutions or entities.</li> </ul>
Current State	Action Plans
<ul style="list-style-type: none"> <li>Total loss of income to artists due to total shutdown of economic activities.</li> <li>Lack of knowledge and compliance to access funding that was available in other spheres of government.</li> <li>Lack of structured relations and cooperation between Inter – governmental departments.</li> <li>Non-availability of Standard Operating Procedure for the film industry in the City.</li> <li>Non- availability of grant funding to support arts initiatives.</li> <li>Lack of a coherent Arts, Culture and Heritage Strategy for the City.</li> </ul>	<ul style="list-style-type: none"> <li>Hosting of virtual programmes (virtual art exhibition)</li> <li>Increased partnerships for ease of access</li> <li>Develop formal policy for film making</li> <li>Partner with relevant stakeholder to achieve targeted goals</li> </ul>

**BUFFALO CITY FRESH PRODUCE MARKET ANNUAL PERFORMANCE 2023/24 F**

**BACKGROUND AND INTRODUCTION**

The Buffalo City Fresh Produce Market (BCFPM) is one of the South African eighteen (18) National Fresh Produce Market that were founded with an objective of ensuring food security for

Buffalo City Municipality Metropolitan (BCMM) residents and its neighbouring areas. The Fresh Produce Market (BCFPM) is a department within the Directorate Economic Development and Agencies. The Buffalo City Fresh Produce Market conducts business with farmers and businesses of all sizes, gender and race. The suppliers deliver their produce for sale by appointed market agencies who operate private businesses on allocated spaces at the Municipal Fresh Produce Market. The Municipal Fresh Produce Market receives 5% of sales as commission from farmers. The other income is generated through rentals for office space, cold storages and other general storage spaces. The Market Administration



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consists of 47 positions in total and 37 of those positions are filled. It accommodates four (4) Market Agencies and their respective employees, three (3) wholesalers with their employees and two previously disadvantaged persons/ tenants.

### VISION STATEMENT

- o To be a convenient trading platform for fresh produce related products

### MISSION STATEMENT

- o To build modern infrastructure facility as a trading platform

### STRATEGIC OBJECTIVES

- o To increase Buffalo City Metropolitan Municipality revenue
- o Promote access to food security.
- o Promote inclusive economy through transformation.
- o To build a strong and capable human capital.

### VALUES

- o Respect
- o Transparency

## ANNUAL PERFORMANCE REPORT ON 2023/2024 SALES (NARRATIVE)

### Market annual turnover and tonnage performance for the 2023/2024 sales.

The Buffalo City Fresh Produce Market has distributed 74 195 Metrix tons of fresh produce supply during 2023/2024 sales period with tonnage sales reflecting a decrease of 7% when comparing to 79 947 Metrix tons of previous sales period (2022/2023). The Market annual turnover for the period under review is R619 947 890 and statistics reflects an increase of 8% in sales as compared to R572 417 828 turnover from previous sales period (2022/2023). The market commission generated from total sales of fresh produce increased by 8.3% during the reviewed sales from the value of R28 620 891 (2022/23 sales commission) to R30 997 394. While the rand per tonne increased by massive 17% over the same period.

Market buyers and suppliers' annual performance for the 2023/2024 sales.

Over seventy (70) varieties of fruit and vegetable products were distributed through the market agent's sales operation including the new food hub facility operation programme. These products reach out to a total of 5 636 market individual system's registered buyers of various categories and the market buyer categories included 151 retailers, 41 wholesalers, 1 884 Street vendors or Informal traders and 3 211 categorised household's buyers, 135 Hospitality or food outlet group of buyers and 46 Local Institutions or Organisations from within the BCMM wards and its surrounding areas.

## STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY



### TURNOVER STATS REPORT AT BUFFALO CITY FRESH PRODUCE MARKET for the period 2023 / 2024 compared to previous period 2022/20

Below listed are annual sales market performances for the period 03 July 2023 to 29 June 2024 compared to previous sales period (01 July 2022 to 30 June 2023)

**Turnover :** Turnover for the financial sales period 2023/2024 increases by 8% from R 572 417 828 (previous period) to R 619 947 890 . Market five percent commission is R 30 997 395

**Metrix tonnes :** Annual Tonnage sales for the financial sales period 2023/2024 decreases by 7% from 79 946.96 Metrix tonnes and is compared to 74 194.81 Metrix (Current sales period).

**Rand per tonn :** The rand per tonne for the financial sales period 2023/2024 increases by 17% from R 7 160 and is compared to R 8 356 (current sales period).

	TURNOVER RAND		MASS SOLD Metton		GROWTH			RAND PER TONN	
MONTH	2023/ 2024	2022 / 2023	2023/ 2024	2022 / 2023	Turnover %	Mass %	Value	2023/ 2024	2022 / 2023
Jul	R51 865 187.36	R38 690 123.12	6 353.98	6 754.82	34.05	-	5.93	R13 175 064.24	R8 163
Aug	R54 971 692.52	R42 866 811.56	6 693.27	7 335.35	28.24	-	8.75	R12 104 880.96	R8 213
Sept	R52 020 246.97	R39 518 109.75	5 736.10	6 633.18	31.64	-	13.52	R12 502 137.22	R9 069
<b>Quarter - 1</b>	<b>R158 857 126.85</b>	<b>R121 075 044.43</b>	<b>18 783.35</b>	<b>20 723.35</b>	<b>31.21</b>	<b>-</b>	<b>9.36</b>	<b>R37 782 082.42</b>	<b>R8 457</b>
Oct	R59 090 635.80	R41 498 670.32	5 877.43	6 897.04	42.39	(14.78)		R17 591 965.48	R10 054
Nov	R53 411 127.21	R46 963 484.32	5 766.67	6 675.90	13.73	(13.62)		R8 447 642.89	R9 262
Dec	R58 463 516.77	R58 180 711.69	6 423.49	7 387.72	0.49	(13.05)		R282 805.08	R9 102
<b>Quarter - 2</b>	<b>R170 965 279.78</b>	<b>R146 642 866.33</b>	<b>18 067.59</b>	<b>20 960.65</b>	<b>16.59</b>	<b>-</b>	<b>13.80</b>	<b>R24 322 413.45</b>	<b>R9 463</b>
Jan	R49 660 488.75	R51 003 016.73	5 974.29	6 508.20	(2.63)	(8.20)		-R1 342 527.98	R8 312
Feb	R48 559 546.45	R49 421 139.61	6 211.25	6 135.62	(1.74)	1.23		-R861 593.16	R7 818
Mar	R46 393 803.72	R54 868 362.50	5 855.69	6 807.97	-	15.45	(13.99)	-R8 474 558.78	R7 923
<b>Quarter - 3</b>	<b>R144 613 838.92</b>	<b>R155 292 518.84</b>	<b>18 041.23</b>	<b>19 451.78</b>	<b>-</b>	<b>6.88</b>	<b>-</b>	<b>-R10 678 679.92</b>	<b>R8 016</b>
Apr	R51 178 161.67	R45 226 389.68	6 850.19	5 647.36	13.16	21.30		R5 951 771.99	R7 471
May	R48 210 194.79	R52 689 884.67	6 296.80	6 520.16	-	8.85	-	-R4 679 689.88	R7 656
Jun	R46 123 287.59	R51 291 124.49	6 155.65	6 643.65	-	10.08	-	-R5 167 836.90	R7 493
<b>Quarter - 4</b>	<b>R145 511 644.05</b>	<b>R149 407 398.84</b>	<b>19 302.64</b>	<b>18 811.17</b>	<b>-</b>	<b>2.61</b>	<b>-</b>	<b>-R3 895 754.79</b>	<b>R7 538</b>
<b>Annual Sales 2023 /2024</b>	<b>R619 947 889.80</b>	<b>R572 417 828.44</b>	<b>74 194.81</b>	<b>79 946.96</b>	<b>8.30</b>	<b>-</b>	<b>7.19</b>	<b>R47 530 061.18</b>	<b>R8 356</b>

### LIST OF NEW PROJECTS

As part of government transformation agenda, BCFPM Management decided to introduce some new concepts into the Fresh Produce Industry to make the market attractive and appealing to the BCMM Community. The Food Hub Concept created business opportunities particularly for previously disadvantaged individuals who are citizens of the Region. Most of the operators of the Food Hub Concept are black people who are in business. These are the people who are committed and passionate about business development and not for the financial gains. There are three new projects that are currently being introduced by Market Management as follows:

### THE FOOD HUB CONCEPT

The Food Hub is a concept that is intended to create a link between the forward and backward integration in the food value chain, where a strong demand through off take agreements with institutions like schools, prisons, hospitals, restaurants, hotels are created. The Fresh Produce Market started operating the food hub through a hosting Flea Market Days. The Flea Market Day is held on a quarterly basis at the newly constructed Food Hub building, and it is intended to promote exhibition and sales of fresh produce from emerging farmers. The most recent Flea Market Day was held on 30 April 2024 and this event hosted eleven emerging farmers who all brought various products that were sold via the market.

## STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY

### THE PACKHOUSE ENVIRONMENT

The aim of the pack house environment is to introduce emerging farmers to the Market Food Hub processing facility to encourage consistent production and supply of fresh produce and other related food items. It further aimed at addressing the lack of consistent supply and the dwindling number of farmers and declining food quantities, while increasing market access opportunities. Each emerging farmer allocated space to display his/ her agricultural products through the Flea Market Days that are held quarterly. The BCFPM has identified 30 local farmers with the aim of providing guidance and advice in terms of the demand and which products need aggregation to meet the required supply of vegetable products and few fruit farmers to be the main suppliers of the pack house facility. The main/ anchor products required in the pack house facility are peppers (all colours) and will be supported by other vegetable products, and fruits will be sourced from the commission system and where necessary outside the Market to increase food basket of consumers. At the initial stages of the project, the commission system will not apply, and farmers receive 100% profits from their sales as compared to the core business on the market trading floor.

### MEAT SALES

The meat sales are part of the Market Management vision where the market customers, employees and general public come to buy fresh produce (fruit and vegetables) and get the taste / experience the Food Hub Concept where a One Stop Shop is a reality. The project renovations have been completed and the tenant who is the operator is sources all the meat varieties as agreed with Market Management from various suppliers within BCMM. However, it must be stated that Market Meats Wholesalers is not performing according to market management's expectations, as their business strategy to sell frozen meat did not gain traction. The Operator decided to change the strategy and pulled fresh meat and the business showed an increase in sales, but the marketing and promotion of the business is a challenge. The business experienced low meat sales between April and July 2024 and as a result, it has closed its doors by end of July 2024. The plan of the operator is to reduce its operation and become a storage and distribution facility soon.

### Progress & Achievements 2024 to date

The Market annual turnover for the period under review is R619 947 890 and statistics reflects an increase of 8% in sales as compared to R572 417 828 turnover from previous sales period (2022/2023). The market commission generated from total sales of fresh produce increased by 8.3% during the reviewed sales from the value of R28 620 891 (2022/23 sales commission) to R30 997 394. While the rand per tonne increased by massive 17% over the same period.

### Challenges

The Market is currently facing a challenge of declining tonnage of fresh produce that is being sold, unfortunately climate and weather conditions affect the performance of BC Market

Dilapidation of Infrastructure within the Fresh Produce Market

Physical Security to protect the infrastructure and revenue for the Market

Health and Safety Issues in terms of maintaining standards of OHS Act

The BCFPM in partnership with ECRDA ( Eastern Cape Rural Development Agency) and are currently conducting awareness campaigns through the demand aggregation model to encourage and attract new and existing local farmers that are producing low volumes in areas such as Buffalo City and surrounding communities

Ring fencing revenue from Fresh Produce Market for new projects and maintenance

Need to employ more physical guards and enhance CCTV infrastructure

STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY	
	Ensuring Compliance to Health and Safety standards
Current State	Action Plans
Over seventy (70) varieties of fruit and vegetable products were distributed through the market agent's sales operation including the new food hub facility operation programme. These products reach out to a total of 5 636 market individual system's registered buyers of various categories and the market buyer categories included 151 retailers, 41 wholesalers, 1 884 Street vendors / Informal traders and 3 211 categorised household's buyers, 135 Hospitality/food outlet group of buyers and 46 Local Institutions/ Organisations from within the BCMM wards and its surrounding areas. These products reach out to a total of 5 636 market individual system's registered buyers of various categories and the market buyer categories included 151 retailers, 41 wholesalers, 1 884 Street vendors / Informal traders and 3 211 categorised household's buyers, 135 Hospitality/food outlet group of buyers and 46 Local Institutions/ Organisations from within the BCMM wards and its surrounding areas.	Building Consignment points to manage leakages.  Food Hub Concept  Building Pack house  Dry Goods or Non-Horticultural Products
Alignment with the National and Provincial Plans and Policies	Link to BCMM Strategies, Sector Plan(s) and Policies
The Agricultural Produce Agents Act, 1992 (Act 12 of 1992); The Agricultural Product Standard Act, No. 119 of 1990; The Marketing of Agricultural Products Act, No. 47 of 1996; The BCMM's Fresh Produce Market By-Laws; and	Metro Growth & Development Strategy (vision 2030): States that Agriculture is an important sector and has potential to contribute both on a commercial scale, including job creation, food security sustenance. Integrated Agriculture and Rural Development Strategy BCFPM builds backward linkages with Small Farm Growers to activate Aggregation.

**Table 87: SO 1: An Innovative and Productive City (KFA 8–12)**

STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY	
KFA 8: Sport Development (Programmes)	
As articulated in the Preamble to the Local Government: Municipal Systems Act, 2000 (Act No.32 of 2000) “there is a need to set out the core principles, mechanisms, and processes that give meaning to developmental local government and to empower municipalities to move progressively towards the social and economic upliftment of communities and the provision of basic services to all our people, and specifically the poor and the disadvantaged” .	
Alignment with the National and Provincial Plans and Policies	
Constitution of the Republic of South Africa, 1996: The Preamble of the Constitution of the Republic of South Africa, as well as Schedule 5 Part A and Part B, provides the fundamental obligation on government to facilitate sport and recreation. Section 153 of the Constitution maintains that municipalities, in keeping with their development duties must: Structure and manage its administration and budgeting processes to give priority to the basic needs of the community and to provide the social and economic development of the community: and participate in national and provincial development programmes.	
Progress & Achievements 2024 to date	

## STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY

- Sport Development Coaching Courses for All wards: In 2024/25, 4 coaching courses - first aid accredited Rugby course, Netball course, KFC Mini cricket coaching course and Basketball coaching course were hosted in different areas of BCMM. Cost - R 600 000.00
- Chippa United Football Club for All wards: Talent identification in the Buffalo City Metropolitan Municipality and in the province at large. The programme gives the players exposure at high level and to play at all the top stadiums in the country and to interact with PSL players from other clubs in SA. Cost 2024-2025: R 11 900 000.00
- Steve Vukile Tshwete Games for All wards: Serve as platform to develop the sport in the entire province. It provides opportunities for sporting scouts in respective sport codes. Sport career development to represent the Metro and Province at National Games. Three netball players from BCMM were scouted and represented BCMM to top level netball competition (Telkom).
- Mayoral Cup for All wards: To curb youth crime and to encourage youth to be involved in sport, the Metro hosts an annual Mayor's Cup Tournament. Games are a way of promoting the role of sport within the developmental local government agenda. As a tool of building social cohesion, this does not only act as a deterrent to criminal activities. The Buffalo City Metro Mayor's Cup Commemorated Youth Month in an effort to remember the contribution made by the youth in the struggle for liberation. The best players from the metro's 50 wards being selected to participate at the Steve Vukile Tshwete (SVT) Games.

### Challenges

- Prevalent inconsistencies amongst BCMM sport federations make it difficult for the Metro to work together with all of them.
- Sport Development Unit is understaffed.

### Current State

The demand in sport development is growing very strong. BCMM sport development office is now trying to work very close to the Sport confederations, sport federation and local sport councils to achieve a mandate of development of sport within the Metro.

### Action Plans

- The demand for sports and recreation facilities seems to be growing from communities (Youthful population and exacerbated by the number of students at UFH, WSU, TVETS and other Learning Academies in the Metro).
- However there needs to be a scientific study into the provision of sports and recreation facilities based on the norms and standards of human settlements and consider factors such as the low collection rate of municipal revenue, and the need to levy tariffs for the use of facilities versus the rising unemployment in communities.
- The impact of vandalism and theft on these facilities is very high, and the cost of repairs is rising as a result of this.
- Draft Sport Development Policy.
- Draft Sport Sponsorship Policy.
- Coaching/Umpiring courses for Soccer, Netball and Rugby

## STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY

### KFA 9: Sport and Recreation Facilities

The Sport & Recreation Facilities Department comprises of the following

- Sports Facilities
- Recreation.

#### Sport facilities

##### **The Sports Facilities Division:**

The Sports Facilities Division manages Sports Stadia and sports fields for the entire BCMM Coastal, Midlands and Inland Region. There are 74 tariff levied sports facilities, complexes and Stadia in the Buffalo City Metropolitan (BCMM) and informal sports fields which are non-tariff levying. The Sports Development Division manages sport development for the entire BCMM Coastal, Midlands and Inland Region. Sports Development provides an opportunity for mental and physical development that people can benefit from.

#### Sport Facilities

Sports stadiums and Sportfields are used by local, regional, national associations for their league programs, Major sports events are also hosted at the stadia, such as PSL matches at Sisa Dukashe Stadium, National Rugby matches etc. Provincial cricket is also played at facilities managed by staff, for example Amacalegusha Oval. Informal sports fields are also maintained by the staff by doing grass cutting, supplying goalposts and nets, and marking fields where possible. Informal sports fields are not tariff levying fields. Therefore, no hard infrastructure is invested in these fields. However, wherever a need is identified to upgrade the playing surface, and it is feasible, then this is considered. In the current financial year, the Sisa Dukashe Stadium grandstand project is not completed due to the contractor abandoning site. Should funding be made available, the project will be completed in the 2025/26 financial year

The Gompo Stadium floodlights were upgraded, and portable stands were constructed.

##### **Safety issues at facilities:**

Currently there are no accredited professional security guards for all the sports facilities, which has resulted in vandalism and theft. This situation has a negative impact on the functionality of the sports facilities, and as a result these facilities cannot be used for sports bookings. The current state of disrepair at these sports facilities is not a consequence of poor maintenance and management, but due to a lack of security. If the root cause of lack of security at these facilities is not addressed, the sports facilities will continue to be in a state of disrepair. If sports facilities are repaired or refurbished, within a short space of time these sports facilities are vandalized or experience theft. Unfortunately, there is no endless supply of funds to continuously repair these sports facilities.

##### **Lack of vehicles and grass cutting equipment and machines:**

Currently there is 1 tractor to service the 74 tariff levied sports facilities, complexes and informal sports fields which are non-tariff levying in the entire BCMM. This resulting in backlogs in grass cutting. Further to this there is a lack of LDVs to transport staff and equipment. Currently there are only 3 LDVs for the entire BCMM sports facilities and some of these vehicles are not large enough to transport staff.

#### Swimming Pools

There are 6 swimming pools within the BCMM boundaries, namely, Joan Harrison, Orient Swimming Pool, and Ruth Belonsky (Coastal region), Mdantsane swimming pool (midlands) currently under redevelopment and Qonce (previously known as KWT) and Zwelitsha pools



## STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY

and King Williams Town swimming pool (Inland region). Waterworld complexes also have swimming pools but currently under upgrading. The above pools have been refurbished as part of the programme for upgrading and refurbishment of pools.

The Mdantsane NU2 Swimming Pool is currently being upgraded. The contractor was terminated prior finishing the job due to some challenges. The institution is busy with the termination of the Professional Service Provider that was working with the previous consultant. Some of the rehabilitation works has been done, such as the fencing, demolishing of old walls, and drainage etc. Major events such as National Swimming galas are hosted at our swimming pools. The institution assigned the technical team within the BCMM to assist with the completion of the project. A new consultant and contractor will be appointed to take the project to the completion.

### Resorts

- Gonubie 20 Chalets and 86 camp sites.
- Nahoon 52 camp sites.
- Gonubie Resort has been awarded a 3-star grading by Tourism Grading Council.

### **Progress & Achievements 2024/25**

- The services of the contractor that was appointed to complete the refurbishment of the Sisa Dukashe Stadium was terminated due to poor performance. The process to appoint a new service provider has been initiated. However, the budget to appoint new Service Provider to complete the refurbishment of the Sisa Dukashe Stadium Grandstand is not sufficient.
- Upgrade of the Gompo Stadium (Upgrading of Floodlights and Portable Stands: 100% completed) R2 500 000
- Upgrading and refurbishment of the Joan Harrison, Parkside, Zwelitsha and King William's Town Swimming Pools
- Upgrading of swimming pools (Joan Harrison, Parkside, KWT & Zwelitsha) in Wards 04, 19, 37, 41 respectively: Upgrading of males and females ablutions and changerooms at a cost of R2 854 000.00
- Upgrading and refurbishment of the Joan Harrison, Parkside, Zwelitsha and King William's Town Swimming Pools and Orient swimming pool.
- Upgrading of swimming pools (Joan Harrison, Parkside, KWT & Zwelitsha) in Wards 04, 19, 37, 41 respectively: Upgrading of coastal swimming pools ie Ruth Belonsky pool (coastal) with a budget of R 250 000 only. Upgrading of chlorinator system at KWT swimming Pool with a budget of R 250 000.00 that was allocated to the Inland pools.
- Upgrading of Resorts: Gonubie Resort and Nahoon Caravan Park: The Resort was allocated with a budget of R 1 000 000 in the 2024/25 financial year to upgrade floodlights with a budget of R 250 000, Refurbishment of Ablution @ R 250 000 budget allocated, Refurbishment of chalet @ R 250 000 budget allocated.

### **Challenges**

- Lack of ownership of the community sports and recreation facilities, and the lack of security places the facilities at risk of vandalism and theft, and the low collection rate of municipal revenue is negatively affecting the repairs and maintenance program.
- Vandalism and theft at sports facilities
- Lack of vehicles, grass cutting equipment, plant and equipment to do maintenance of sports fields
- Insufficient capital budget to address the backlog in the provision and upgrade of sports facilities
- Posts not been funded or being frozen which leads to lack of operational and supervisory staff which affects the operations.
- Insufficient budget to upgrade the swimming pools. The condition of the pools is very poor need more upgrading especially JH pool that was built in 1974 without changing the swimming pools tiles. The colours of the tiles are no longer white due to life span.
  - Paving around the pool need to be changed. It is not safe at all for the children to walk around them.
  - Insufficient budget to upgrade the Orient swimming pool that also need a lot of budgets +/- R 3 000 000 to upgrade the super tube only. Budget to refurbish the staff change rooms and the ablutions.



## STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY

	<ul style="list-style-type: none"> <li>The budget allocated to the Resort was not enough to refurbish the chalets bearing in mind that the structure is wooden. Therefore, it is imperative for the Resort to be allocated with the budget that accommodate all chalets.</li> </ul>
Current State	Action Plans
<ul style="list-style-type: none"> <li>The demand for sports and recreation facilities seems to be growing from communities.</li> <li>However there needs to conduct a scientific study into the provision of sports and recreation facilities based on the norms and standards of human settlements and consider factors such as the low collection rate of municipal revenue, and the need to levy tariffs for the use of facilities versus the rising unemployment in communities.</li> <li>The impact of vandalism and theft on these facilities is very high, and the cost of repairs is rising as a result of this.</li> <li>There is a big challenge regarding the maintenance of Resorts and Swimming pools due to shortage of budget. The budget has been cut without considering the maintenance of these sections needs more budget to run them smoothly and efficiently. Chemicals are very expensive. These two sections accommodate tourist and generate revenue for the institution. Fencing at Gonubie and Nahoon caravan park need to be changed is corroded.</li> </ul>	<ul style="list-style-type: none"> <li>Upgrading of Sports Facilities</li> <li>Appointment of private security service providers. Budget to be allocated for this.</li> <li>Allocation of vehicles, plant and equipment in order to ensure a good maintenance program</li> <li>Allocation of additional capital budget over the MTREF period</li> <li>All vacant funded post to be advertised immediately and frozen posts to be released for filling.</li> <li>Upgrading of Swimming Pools</li> <li>Upgrading of Holiday Resort &amp; Caravan Park</li> </ul>

### KFA 10: Libraries and Halls

#### Libraries

Buffalo City Metropolitan Municipality manages 18 libraries, 2 mobile libraries, 3 Prison Depots and 3 Old Age Home Depots, with 96 318 Subscribers on behalf of the Provincial Government.

There is a need to extend the library service to Rural communities where the service is in high demand. Upgrading the existing Libraries by means of electronic media such as the Overdrive Press Reader, will make the services accessible to all community members without the patrons having to commute to a library, as well as Mobile Services.

#### Halls

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

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

## STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY

A general survey of halls was undertaken within the Directorate of Municipal Services which commenced in December 2004 and was reported to Council in October 2005. During that survey, more than 90 facilities were visited and technically assessed. The facilities listed were either inherited from the erstwhile East London and Qonce (previously known as KWT) Transitional Local Councils or from the Amathole District Municipality.

### Progress & Achievements 2024/25

#### Libraries

- The purchase of Library material for all libraries in Buffalo City Metropolitan Municipality – approximately 16 327 new books were purchased since 2016, covering most genres from non-fiction, fiction, African literature, political books, etc. There is currently a book tender in progress (147 books).
- Book donations were received in the approximate value of R280 000,00.
- The launch of the Mayoral Library Legacy Project on 11 November 2016 at the NU 10 Hall in Mdantsane.
- The partnership agreement with Harambee Youth Employment Accelerator Project at Central Library in order to bring work readiness programmes and to deal with many social issues affecting the youth of Buffalo City.
- The partnership with Takalani Sesame and Lego Foundation for the introduction and promotion of Early Childhood Development programmes and initiatives.
- The opening of a new Library Depot at the NU 5 Rental Office in Mdantsane on 18 March 2019.
- Further developments in the partnership with Harambee Youth Employment Accelerator Project in the roll-out of the first Learning Lab at King Williams Town Library with each Learning Lab consisting of ten computer stations, with internet connectivity completely independent of BCMM network. The Learning Hub enabled the youth to have access to facilities to reduce their cost in looking for employment and make them more employable.
- The South African Library for the Blind in conjunction with the Provincial Department of Sport, Recreation, Arts & Culture have donated a Mini-Library for the Blind to service the Visually impaired community of Buffalo City.
- The Provincial Department of Sport, Recreation, Arts & Culture has made uncapped Wi-fi available to all BCMM Libraries over a period of three years. This will make a difference to the public i.e. job seekers, students and those doing research for work purposes and information
- Mini-Libraries (Mini-Libs) for the blind which have been established at Central and Gompso Libraries through collaboration between the Eastern Cape Office of the Premier DSRAC, BCMM and the South African Library for the Blind, continue to provide services to blind citizens of Buffalo City.

### Challenges

#### Libraries

- An insufficient library subsidy received from the Provincial Department towards the running costs of all libraries in Buffalo City as well as the extension of library services into much needed areas.
- Crucial posts remain unfilled.
- Theft & vandalism have increased at Libraries due to lack of security guards & alarm systems.

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#### Halls

- Many community halls need refurbishment, estimated to exceed R90 million in value.
- Lack of security guards and alarm systems increases Council's risk. Councils' insurers may and have declined claims on the basis that no reasonable steps to secure its properties and lack of security has also led to an increase in vandalism and theft.
- Insufficient funding has been allocated in the budget for the maintenance, upgrade, and refurbishment of halls.
- No policy in place to govern the granting of free use at halls.

## STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY

- A new library was opened by the MEC: Sport Recreation Arts and Culture in Dimbaza in February 2023. This library also houses a Mini library for the Blind established in collaboration with the South African Library for the Blind (SALB).
- Beacon Bay Library obtained sponsorship from locally based corporation Nestle and their BarOne brand. Nestle installed an inverter and solar panels. They followed this with Wi-Fi supply (Vumatel). Beacon Bay library is now loadshedding-proofed and capable of supplying constant and technologically up to date services to their public.
- 4 libraries were upgraded & refurbished as at June 2023.

### Halls

- The Upgrade and Refurbishment of 4 Community Halls was completed as at June 2023.

### **Current State**

#### Libraries

- Buffalo City Metropolitan Municipality manages 18 libraries, 2 mobile libraries, 3 Prison Depots and 3 Old Age Home Depots, with 96 318 Subscribers on behalf of the Provincial Government.
- There is a need to extend the library service to Rural communities where the service is in high demand. Upgrading the existing Libraries by means of electronic media such as the Overdrive Press Reader, will make the services accessible to all community members without the patrons having to commute to a library, as well as Mobile Services.

### Halls

- BCMM manages 36 tariff-levying halls. After a survey conducted more than 90 facilities within the City's jurisdiction it was determined that these facilities fall into two categories, namely:
- Tariff-levying halls which are managed by BCMM of which there are 36 which were inherited from the erstwhile East London and Qonce (previously known as KWT) Transitional Local Councils. These halls have an operating budget and staff. Non-tariff levying halls of which there are 53 and which were primarily constructed by the Amathole District Municipality. Council levies no tariff for these halls (despite previous requests) as they have no operating budget, and no staff. It is also considered onerous for rural communities to book the facilities as there are only 3 booking points.

### **Action Plans**

#### Libraries

- Container Library Project – Greenfields Library – Completion and is ongoing to include ablution facilities

Anticipated further projects within the libraries are:

- 2 X Container Libraries (Inland Region)
- Refurbishment of Public Libraries (East London Central Library & Berlin Library)
- Procurement of Mobile Libraries (4x Mobile Buses)
- Upgrade and refurbishment of libraries - the annual target is to complete at least 5 projects per financial year, pending the availability of budget as set out in the IDP.
- The proposed establishment of additional Mini libraries for the Blind.
- eBooks will soon be available to the community who want to access digital books.

### Halls

## STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY

- The Development of Community Halls - Nompumelelo Hall is Completed
- Development of Gesini Hall is in progress.
- Development of NU3 Community Halls is in progress.
- Upgrade and Refurbishment of Community Halls is ongoing on an annual basis, the number of Upgrade and Refurbishment projects of halls is dependent on the availability of funds, in line with the IDP
- Implementation of security systems i.e., monitored alarms and security personnel.
- The development of a policy to govern the granting of free use of halls

### KFA 11: Emergency and Disaster Management

#### Emergency Services:

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

#### Fire and Rescue Services

Functional areas of Fire and Rescue Services are:

1. Suppression of fires (firefighting)
2. Fire safety (including prevention)
3. Fire training
4. Fire Inspections
5. Fire investigations
6. Rescue and Recovery

The Metro for years did not have a comprehensive Fire Safety By-Law which covered the whole of the Metro. Currently, the process of adopting a Fire-Safety By-Law is underway.

#### Disaster Management Services

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

1. Establishment of multi sectoral disaster risk management structures
2. Assessment of disaster risk

## STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY

3. Prevention of disaster risk
4. Mitigation of the severity and consequences of disasters
5. Emergency preparedness
6. Rapid and effective response
7. Post disaster recovery and response

The current Disaster Risk Management Framework was adopted by Council in 2012, and it is outdated. An updated framework would serve as an enabler for the Metro to have an integrated and uniform approach to disaster risk management. The review of the Disaster Risk Management Policy Framework will be commenced in 2024/25 and should be finalized in 2025/26.

Sector departments are obligated by the Disaster Management Amendment Act, 16 of 2015 to plan and budget for any disaster in the areas of their responsibility. These plans form part of a Disaster Management Plan. Currently BCMM does not have a Disaster Management Plan, however, a Comprehensive Risk Assessment to inform the development of a Level 1 Disaster Management Plan for Buffalo City Metropolitan Municipality will also be commenced in the financial year 2024/25 and should be finalized in 2025/26. A Level 2 Disaster Management Plan will subsequently be developed.

### Alignment with the National and Provincial Plans and Policies

### Link to BCMM Strategies, Sector Plan(s) and Policies

#### Fire & Rescue Services

1. Constitution of the Republic of South Africa, 1996
2. Municipal Structures Act, 117 of 1998
3. Fire Brigade Services Act 99 of 1987
4. South African National Standards (Various)
5. National Veld and Forest Fire Act 101 of 1998
6. Fire brigade Act 99 of 1987,
7. SANS 10090: 2003 Community Protection against Fire,
8. SANS Codes :10087, 10089,
9. SANS 10040 National Building Regulations Act 103 of 1977
10. National Veld and Forest Fire Act 122 of 1998,
11. Explosives Act 15 of 2003

#### Fire & Rescue Services

There are no Sector Plans under Fire & Rescue Services, however, operations are executed in terms of the various South African National Standards Codes applicable to Fire Departments, fire detection, firefighting equipment, liquified petroleum gas, petroleum products, fire detection, dangerous goods and National Building Regulations.

#### Disaster Management Services

12. Constitution of the Republic of South Africa Act, 1996
13. Municipal Structures Act, 117 of 1998
14. Disaster Management Act 57 of 2002
15. BCMM Disaster Risk Management Policy Framework, Budget & Implementation Plan
16. Safety at Sports and Recreational Events Act 2 of 2010
17. Intergovernmental Relations Framework Act 13 of 2003 and Regulations

#### Disaster Management Services

Disaster Management By-law, 2021  
Disaster Management Response, Recovery and Rehabilitation Protocol, 2024

## STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY

### Progress & Achievements 2024 to date

#### Emergency Services: Fire & Rescue Services

1. Procurement of Fire Engines:
  - A budget of R7,600,000.00 was budgeted by the Municipality for the Supply and Delivery of one 9000 L Water Tanker with fitted pump for firefighting, initiated in the 2023/24 Financial Year, to the value of R5,368,688 which was delivered in April 2024. The procurement of a Hazmat Vehicle to assist the Department to manage spillages is underway through the RT-57 contract.
2. Refurbishment of Fire Stations Completed:
  - Supply, Deliver and Install Galvanised Palisade Fencing including electrical gate and motor at Vincent Fire Station at a cost of R257,400,00 initiated from the (2023/2024 Financial Year budget of R2,000,000)
  - Supply, Deliver and Install Galvanised Palisade Fencing including electrical gate and motor at Dimbaza Fire Station at a cost of R1,042,000,00 initiated from the (2023/2024 Financial Year budget of R2,000,000)
  - The Refurbishment of Vincent Fire Station is currently underway. The contractor is on site and is expected to complete the scope of works by the end of April 2025. The value of the refurbishments is R349, 229.00 Incl. VAT.
  - The Refurbishment of Mdantsane Fire Station was awarded on 21 January 2025 at the amount of R379,000.00 inclusive of vat, initiated from the R1,000,000 budget of 2024/2025 financial year. Contractor is on site and is expected to complete the scope of works by the end of April 2025.
  - The Refurbishment of Gompo Fire Station contract is at evaluation stages and the scope of works should be completed by June 2025.
3. Fire Equipment Purchased and Delivered:
  - Supply and Deliver TNT Power Unit and TNT Spreader (2023/2024 Financial Year) at a cost of R257,319,65 was delivered on June 2024.
4. New Berlin Fire Station Ward 45:
  - New Fire Station Berlin for Wards 22, 25, 40, 44, 45, 49: Tender for the Construction Phase was awarded on 6 May 2024, and the contractor is on site as from November 2024. The project is in progress and is expected to be completed by June 2025.
5. Emergency Services System:
  - Contract No. CE577: The Supply, Delivery, Installation and Configuration of an Emergency Services Call Out & Response System that has advanced technological capabilities in order to improve among others, the response time, is awaiting Bid Evaluation.

#### Emergency Services: Disaster Management

##### 1. TACTICAL RADIO NETWORK

An amount of R7 081 950.70 (inclusive of VAT) was set aside by the Municipality for the Tactical Radio Network project and the project was completed in April 2024 and is fully operational. The network is used by Traffic Services, Fire Services, Law Enforcement as well as Disaster Management.

##### 2. REVIEWAL OF THE DISASTER RISK MANAGEMENT POLICY FRAMEWORK

An award to the value of the quoted price (R492 257. 50 (inc. VAT)) was made on 11/02/2025 for the reviewal the Disaster Management Policy Framework. In line with the requirements and provisions of the National Disaster Management Policy



## STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY

Framework of 2005, the DMC developed a Service Level Agreement (SLA) and now awaits the Service Provider to submit the signed SLA.

### 3. CONSTRUCTION OF A NEW DISASTER MANAGEMENT CENTRE

The DMC has identified land for the construction of a compliant DMC. The land/site identified is Erf 14890 and is owned by BCMM. While following due process to get authorisation to use the site, it emerged that, there was a Council resolution taken *vide* Minute No. BCMM 82/12, dated 28 March 2012 to lease Erf 14890 via Public Tender for an office block and parking. Council approved the utilization of the land measuring approximately 3380m<sup>2</sup> in extent, for the construction of the DM Centre on 26 March 2024. The project is managed internally by the Architectural Department and are currently drafting specifications for the Professional Consultants to oversee this project and provide drawings.

### 4. DISASTER MANAGEMENT PLAN

- A Service Provider (SP) was appointed on 11/02/2025 to Conduct a Comprehensive Disaster Risk Assessment to inform the development of a Level 1 Disaster Management Plan to the value of the quoted price (R499 049. 40 (inc. VAT)). The Department now awaits the signed SLA from the Service Provider. The project is expected to commence in May 2025.

### 5. DISASTER MANAGEMENT VEHICLES

- A total budget of R1 800 000 was allocated for the 2024/2025 financial year to procure specialised Disaster Management Vehicles. The procurement of the specialised vehicles making use of the RT57 Government Transversal Tender is underway. The department is currently awaiting the completion of procurement processes by the respective department.

## Challenges

### Fire & Rescue Services

1. Extensive upgrading of fire station buildings is required, including ICT infrastructure.
2. Additional personnel are required to cover the vast BCMM jurisdiction as well as the New Fire Station in Berlin, once completed.
3. Additional funding is required for diesel and petrol for the day-to-day operations and standby generators during loadshedding.
4. Budget allocation for the purchase of foam concentrate to control, manage, and extinguish flammable liquid fires.
5. Budget allocation for the purchase of pitzorb and hydro carb fix to control and manage spillages and prevent accidents.
6. Additional budget is required for the protective clothing and uniform for the existing personnel and the new Berlin Fire Station personnel once Berlin fire station has been completed.
7. Additional budget is required to purchase new Major Pumpers fully equipped and Aerial Appliances as the existing fleet is ageing.
8. Additional budget is required to build fire stations on strategic points e.g. at Chalumna/Kidds Beach, Gonubie.

### Disaster Management Services

1. Disaster Management Framework not updated, was approved in 2012.
2. Municipal Disaster Management Centre not sufficient to cover the Three Regions of the Metro.
  - A six-year period 10-point report was prepared and submitted to the Public Safety and Emergency Services Portfolio Committee meeting which was held on 3 April 2025. The item will be presented at the next Metropolitan Mayoral Committee and then proceed to the next Council meeting.
3. Infrastructural Minimum Requirements for a Disaster Management Centre not met.

The DMC has identified land for the construction of a compliant DMC. The land/site identified is Erf 14890 and is owned by BCMM. Council approved the utilization of the land for the Disaster Management Centre on 26 March 2025.



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4. Disaster Management Plan not in place.
5. Lack of Volunteers for Disaster Management in the Municipality.  
The DMC has developed a draft Disaster Management Volunteer Policy, for consideration. The draft policy aims to outline how a Disaster Management Volunteer Unit is to be administered and resourced. The draft policy also highlights the need for alignment and compliance with the National Disaster Management Volunteer Regulations with emphasis on the provision of volunteer insurance. A memorandum has been submitted to the HR department to request guidance and support with the provision and administration of budget for volunteers' insurance. It must be noted that, budget provision is dependent on the financial viability of the municipality.

### Current State

#### Fire & Rescue Services

Buffalo City Metropolitan Municipality Fire and Rescue Services operates a 24/7/365 fire and rescue service. Included in this is a Hazardous Materials Unit and a Water Rescue Unit. The section services the eastern region of the Eastern Cape area when dealing with hazardous incidents and water rescue.

Incidents responded to by the Fire and Rescue Services are:

1. Fire incidents
2. Serious motor vehicle accidents
3. Hazardous materials incidents
4. Water rescue and/or recovery, and
5. Rescue incidents, e.g. high angle rescues

#### **OPERATIONAL STATISTICS: FIRE & RESCUE SERVICES:**

Fire and Rescue Services responded to incidents over the 2022/23 to 2024/25 (as at 31 March 2025) financial years as listed below.

#### **Fire Incidents: -**

	2022/2023	2023/2024	07/2024-03/ 2025
Residential dwellings	262	228	187
Vegetation/grass fires	1381	1370	866
Commercial fires	57	25	15
Informal dwellings	744	724	481
Refuse/illegal fires	133	215	278

#### **Other incidents attended to were: -**

	2022/2023	2023/2024	07/2024-03/ 2025
Motor vehicle accidents	63	76	55
Special services, e.g. pumping water from flooded houses	14	64	19

#### **Fire Safety: -**

	2022/2023	2023/2024	07/2024-03/ 2025
Building plans inspected	208	208	197
Trade licence applications processed	864	681	968

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Fire safety and flammable installations inspected	1124	1677	1484
Lectures/demonstrations to the public	324	43	29
Number of internal and external persons that received training in respect of various fire related aspects	551	406	527

### **Disaster Management Services**

#### **STRUCTURAL FIRE DAMAGE**

During the period 1 July 2022 to 31 March 2025 Disaster Management distributed disaster relief packages to 4 612 people affected by 833 fires destroyed or damaged 1 459 formal and informal structures.

#### **STRONG WINDS 31 JULY 2023**

1. Infrastructure such as houses, electricity, roads, bridges were severely damaged.
2. Two (2) fatalities and one (1) injury were reported at Stoney Drift and Potsdam (Wards 9 and 22).
3. 5 333 damaged structures were assessed 2 157 were found to be severely affected and 3 175 suffered minor damages.

#### **FLOODING 2 JUNE 2024**

1. Infrastructure such as houses, electricity, roads, bridges were severely damaged.
2. No fatalities reported.
3. 2 799 damaged structures were assessed 208 were found to be severely affected and 2 591 suffered minor damages.
4. Disaster Management stakeholders were requested to provide assistance to the affected families.
5. Those affected were provided with disaster relief in the form of food parcels, mattresses, blankets, hygiene packs and food vouchers.

#### **FIRE JULY-AUGUST 2024**

1. Nine (9) fatalities reported from different wards due to fire incidences.

#### **SAFETY AT SPORTS AND RECREATIONAL EVENTS**

1. Disaster Management participates in planning sessions in respect of safety at events in terms of the Safety at Sports and Recreational Events Act and is part of the venue operations centre.

#### **COMMUNITY BASED RISK REDUCTION**

1. From April 2023 to date the Centre, together with its stakeholders are conducting school and community awareness campaigns for the purpose of capacitating them on how to deal with disasters.
2. The target is to conduct three awareness campaigns in each quarter.
3. The challenge is the lack of resources such as promotional material to conduct these campaigns.

### **Action Plans**

#### **Fire & Rescue Services**

1. Purchase of one specialised Major Pumper fully equipped.
2. Delivery of specialised Hazmat Vehicle fully equipped
3. Refurbishment of Fleet Street, and Qonce (previously known as KWT) Fire Stations
4. Planning of the Construction of the Chalumna/Kidds Beach Fire Stations
5. Procurement of office furniture for Berlin Fire Station

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### **Disaster Management Services**

1. Commencement of the construction of a new Disaster Management Centre.
2. Procurement of Specialised Disaster Management Vehicles.
3. Development of Disaster Management Plan.
4. Development of Disaster Relief Policy.
5. Provision of emergency relief packages and ongoing assessment of damages/losses to property because of floods, fires and/or severe storms.
6. The Municipal Interdepartmental Disaster Risk Management committee and the BCMM Disaster Management Advisory Forum sit on a quarterly basis and must be strengthened.

### **KFA 12: Safety and Security**

The Safety & Security Services Department is made up of Traffic, Law and Security Services Divisions.

### **TRAFFIC SERVICES**

The primary function of the Traffic Department is the enforcement of traffic laws, regulations and by- laws. Areas covered by Traffic Services in terms of operation extends over the BCMM area of jurisdiction. In addition to the primary function of Traffic Services Auxiliary Services plays a vital role in the day-to-day services rendered to the Public such as, drivers / learners/PRDPs issuing, applications and renewals. Additionally, Traffic Services is responsible for the testing of roadworthiness of vehicles as well as the registration and licencing of vehicles.

Collaboration between Traffic Services, Law Enforcement, SAPS, the community, and other external agencies is vital as they keep the community, drivers, cyclists, and pedestrians safe at the same time it addresses the key focal indicator of traffic enforcement which is the safety of all road users alike.

### **Alignment with the National and Provincial Plans and Policies**

1. Constitution of the Republic of South Africa
2. National Road Traffic Act, 1996, No. 93 of 1996
3. National Road Safety Act, No. 9 of 1972
4. Criminal Procedure Act 51 of 1977
5. National Land Transportation Act 5 of 2009
6. Municipal Systems Act 117 of 1998
7. The Protection of Personal Information Act (PoPI Act)
8. Intergovernmental Relations Framework Act 13 of 2003 and Regulations

### **Link to BCMM Strategies, Sector Plan(s) and Policies**

1. Traffic Safety Plan
2. Roads Master Plan
3. Parking Meters By-Law
4. SAPS Strategic Plan
5. Memorandum of Agreement between BCMM & ECLB
6. Execution of Directives issued by National Department of Transport
7. SLA between BCMM & NDOT
8. Crime Prevention Strategy

### **Challenges**

1. Finalisation rate of infringement notices
2. Extension of full services to all areas within the regions of BCMM
3. Road Infrastructure due to damage of the roads, accidents may common.
4. Shortage of human resources due to resignations, deaths and terminations.
5. Shortage of logistical resources eg vehicles
6. Skills Development due to budgetary constraints

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7. Parking Management System not yet implemented.
8. Lack of interdepartmental collaboration
9. Unconducive buildings and facilities due to inadequate budget for repairs and maintenance
10. Lack of proper CCTV & security leave the buildings vulnerable to break-ins which has resulted in theft/loss of property and damage to infrastructure.
11. Lack of proper infrastructure to cater to the increased public that frequent Traffic Services for assistance.

### Progress & Achievements: Public Safety & Protection Service (2023- 2025)

#### Traffic Services:

1. Traffic fatalities in BCMM were reduced by 3.35% at the end of the 2023/2024 financial year. Target was set at 5% reduction.
2. Traffic fatalities in the current 2024/2025 financial year, for the three quarters ending 31 March 2025 recorded a reduction of 2.35% as compared to the target set of 3.75% for the three quarters.
3. The revenue received for outstanding traffic fines for the 2023/2024 FY was R 10 642 144.00
4. Revenue received in terms of outstanding traffic fines for the 2024/2025 FY to date is currently at R 9 776 302.
5. The launch of the additional Automatic Number Plate Recognition (ANPR) unit on the 24th of November 2023 for the detection of outstanding fines and traffic enforcement operations for the Mdantsane (Midland) region further improved the capabilities of the Traffic Department. This unit will join the ANPR units currently operating in the Coastal and Inland region. These units will be used not only for the awareness of paying outstanding fines, but also as an enforcement tool for various traffic violations such as vehicle roadworthiness, driver fitness, spot checks, vehicle licenses, driver licenses, etc.
6. The launch of the additional fully equipped Automatic Number Plate Recognition (ANPR) vehicle on the 24th of November 2023 will also be an added deterrent and will be over and above other services, be used for spot checks.
7. The launch of School Road Safety Trailer on the 24 November 2023 which is fully stocked with road safety tools (little traffic lights, light traffic signs, little traffic cones, safety posters and one wheel push bikes, etc.) will be utilized during school safety campaigns.
8. Installation of back-up generators for Coastal & Inland Traffic Services on the 11th of February 2025 and on the 9th of April 2025- this assists the departments during loadshedding & power interruptions.
9. Procurement of (fifty) 50 body cameras for evidentiary purposes for Traffic & Law Enforcement officers on the 24th of January 2025.

#### **Current State**

1. BCMM Traffic Services is responsible for the control, management, and guidance, of stationary and moving traffic namely, trucks, vehicles, bicyclists, pedestrians, etc. Traffic services have offices in the following areas in BCMM viz Qonce, Gonubie and Mdantsane areas, with the main central office which is situated in East London (Braelyn). The services rendered to the community are meant to create an environment that will further the social and economic development of the community and enforcement or /deter unlawful behaviour in non-accident violations.
2. These authorities include but are not limited to are Law Enforcement services, Road Traffic Management Corporation, Provincial Traffic, SAPS.
3. Traffic Services promotes Traffic/ Road safety education at schools whereby learners are engaged and taught of road safety with the aid of the two mascots Traffic Doggy and Danny Cat.

#### **Action Plans**

1. Establishment and Implementation of a 24hour shift. Thus, enabling Traffic Services to operate 24/7.
2. Providing officers with additional equipment, namely bullet-proof vests, breathalysers, additional vehicles.
3. Implementation of the Evidentiary Breath Alcohol Testing (EBAT).
4. Procurement of an additional EBAT unit and provide training.
5. The Qonce (previously known as KWT) Traffic Centre has already benefited the communities in the Inland Region and surrounding areas whereby as a more

## STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY

4. At its core, Traffic Services seeks to achieve its mandates set out, such as the enforcement of all traffic laws with the primary function of decreasing the number of road accidents. Traffic provides necessary auxiliary services to the metro services such as testing of driver, learner, PDP's, registration of vehicles, renewals of vehicle registrations, Drivers, PRPD's, testing of vehicle roadworthiness, road markings and management of traffic infringements.
5. Its main office is situated at Eziphunzana Bypass Braelyn, East London. With satellite stations in Gonubie, Mdantsane and Qonce (previously known as KWT). The approved structure for Traffic Services is composed of a ranking structure including the head who is some Commander, Regional Commander, Senior Superintendents, Assistant Superintendents, Traffic Wardens, Drivers Licence Examiners, Vehicle Examiners, Technical staff and administrative personnel that provide an array of services to the entire BCMM.

### SERVICE STATISTICS FOR TRAFFIC SERVICES-

#### Axillary Services:

2023/2024	Statistics
Testing of Roadworthiness	170
Testing of Learners	14608
Passes	5234
Failed	3498
Testing of Drivers	3382
Passes	1674
Fails	1708
Registered and renewal of Vehicles	36555
	117986
Drivers licence card issued	12425

#### Traffic Law Enforcement 2023/2024

Infringements	Statistics
Section 56 Notices	31646
Section 341 Notices	18013
Warrants of arrests executed	3133
DIC arrests	167
Other arrests	14
Section 54 summons	63
Section 44 vehicles	1317
Warrants operations	38
Speeding operations	45
Special operations	298
Safety awareness campaigns	185

### SERVICE STATISTICS FOR TRAFFIC SERVICES

#### Axillary Services: to date

comprehensive package of services is available which has alleviated the financial burden of communities having to commute to East London for services. It is envisaged that a phase two be considered and renovations to the driver's licence section and additional office space to accommodate the Traffic Officers be expanded along with the testing yard and additional public parking be considered as services in the region have increased.

6. The appointment a service provider for the finalisation of traffic offences which will enable Traffic Services to collect on outstanding fines as well as serve proxies held by companies within the metro. Thus, increasing the metros revenue collection which 23/24 was R 10 642 144.41 million revenue collected, currently in the 24/25 the current collection is R 9 776 302.00 with the remainder of the financial year still to be collected.
7. Implementation of Parking Management System (PMS): The primary goal of a Municipal Parking Management System is to ensure there is a turnover of parking bays in the city, Central Business District and surrounding suburban business hubs. This important aspect of parking management ensures that a parking bay can be used by several motorists in one day thereby increasing the number of residents who can access the CBD and other business hubs conveniently. This directly increases the commercial activity within the City and promotes long term growth for the Municipality, the community and all city stakeholders. The process to

## STRATEGIC OUTCOME (SO1): AN INNOVATIVE AND PRODUCTIVE CITY

2024/2025	Statistics
Testing of Roadworthiness	10
Testing of Learners	3979
Passes	1578
Failed	2401
Testing of Drivers	937
Passes	570
Fails	366
Registered and renewal of Vehicles	16037
	23413
Drivers licence card issued	2626

### Current Traffic Law Enforcement 2024/2025- to date

Infringements	Statistics
Section 56 Notices	7835
Section 341 Notices	3487
Warrants of arrests executed	798
DIC arrests	51
Other arrests	5
Section 54 summons	24
Section 44 vehicles	71
Warrants operations	40
Speeding operations	59
Special operations	110
Safety awareness campaigns	71

1. **In the financial year 2023/2024** the Traffic Department has three (3) Capital projects which were undertaken, however due to internal challenges the projects could not be finalised.
2. Installation of backup power sources
3. Purchase of Traffic & Law Enforcement equipment
4. Refurbishment of Traffic & Law enforcement offices
5. In the current financial year 2024/2025 the Traffic Department has three (3) Capital projects which are currently being undertaken.
6. **Installation of backup power sources-** The installations of two (2) backup power units was finalised and were commissioned for the Braelyn on the 11<sup>th</sup> of February 2025 and Qoune (KWT) on the 4<sup>th</sup> of April 2025 traffic stations. Traffic Services have procured additional x3- 6.5kva mini generators which will be utilised to operate the drill and jack hammer when replacing the road signs that have been damaged, vandalised or stolen in the BCMM area.
7. **Traffic & Law Enforcement equipment-** The Supply and delivery of fifty (50) Body cameras for Traffic & Law enforcement was finalised on the 24 January 2025.

- consider a parking management solution for the city is underway.
8. The refurbishment of the traffic stations is underway.
9. The training of 4 Traffic Wardens and 1 Law Enforcement officers to be trained as traffic officers was successfully completed In December 2024.
10. Procurement of (fifty) 50 Body cameras for Traffic & Law Enforcement Services, the main objective of the body cameras is to ensure that BCMM traffic and law enforcement officers are acting within the scope of their duties and to prevent/deter bribery and corruption. This will effectively enhance accountability and transparency within the Public Safety Department and encourage adherence to BCMM policies and procedures.
11. Procurement of five (5) desktops for the download of evidentiary footage: In the event of the Institution being faced with public lawsuits arising from interactions/altercations between the traffic and law enforcement officers and members of the public, the footage from the cameras will be able to provide evidentiary context to the matter. Footage from the body cameras will be stored safely and securely in a control room to prevent unauthorised access and potential tampering.
12. Increase of staff compliment by filling critical vacant funded posts- failing which will impede daily operations and place a strain on the limited overtime budget and existing staff.
13. Increase of logistical resources such as fleet & operating budget.



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8. **Traffic & Law Enforcement equipment** -Traffic & Law Enforcement services have in addition procured x eight (8) storage containers and commissioned into use on the 27 November 2024 for both Traffic & Law enforcement Services.
9. **Traffic & Law Enforcement equipment** -In addition, the Traffic Services are in the process of securing (four) 4 desktops in order to download and store evidentiary footage from the body cams.
10. **Traffic & Law Enforcement equipment** -Traffic services have in addition prioritized the urgent procurement of two (2) road line paint machines as the older machines are becoming obsolete, the paint machines which will be used for the resurfacing of road markings in the BCMM area.
11. **Refurbishment of Traffic & Law enforcement offices**-The Structural Remedial Work Report for the structural integrity of the King Williams Town Stone Heritage Building was completed and submitted to the Directorate on the 13 March 2025. The project can only continue once costing for the revamp and repairs has been concluded and funding for the project has been approved by Council. The refurbished building will be utilised by both Traffic & Law Enforcement Services.

### **In the current 2024/2025 Traffic Services had (three) 3 Capital projects which are currently being finalised**

1. Traffic & Law Enforcement Equipment
2. Refurbishment of traffic & Law enforcement stations
3. Installation of Back- up generators
4. For the 2025/2026 - **Traffic Services Capital projects which are**
5. Traffic & Law Enforcement Equipment- procurement of additional body cameras
6. Back-up generators- installations for the Traffic Departments in the Midland and Gonubie area
7. Refurbishment of Traffic Services- refurbishments of Gonubie, Mdantsane and Braelyn traffic offices

### **Law Enforcement, CCTV and Security Services:**

Law Enforcement Services, together with the Security Services Section is tasked with ensuring and providing a safe, secure and relatively crime free environment to all its residents and visitors to the City as well as ensuring adherence to the Batho Pele principles.

In doing so, Law Enforcement Services primary functions are the enforcement of Municipal by-laws, safeguarding of Municipal assets, BCMM employees and crime prevention. (Security Services is in the process of being established) Included are the following duties:

- Traffic Law Enforcement
- Enforcement in respect of all offences
- Attending to complaints from the public
- Processing the applications in respect of the Gatherings Act, 205 of 1993
- Law Enforcement operations in conjunction with SAPS and various internal and external stakeholders
- Visible patrols and crowd control at special events
- Safety of municipal installations and plant as and when required



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- Monitoring of informal trading
- Assisting the Electrical Department with illegal electricity connections
- Land occupation
- Liquor Establishment Inspections
- VIP Protection duties for Political Principles and Senior Staff

The Law Enforcement Department is also mandated with upholding and enforcing the Metro's by-laws including Hawker trading, beaches, illegal dumping which occurs all over the City. Law Enforcement officers regularly patrol identified problematic areas within the Metro's many suburbs in marked Law Enforcement vehicles serving as a visible presence to deter criminals and offenders. Systematic inspections are conducted at many Municipal installations and amenities to ensure public services are rendered efficiently. Law Enforcement Services, in conjunction with the South African Police Services and other Stakeholders assists in the safe planning and structuring of all events, concerts, races, roadshows, public elections etc to ensure such events are successful and complaint in terms of the public order and crowd management.

Law Enforcement officers also undergo training through the Eastern Cape Liquor board as Liquor Inspectors. Regular inspections are carried out at Liquor Outlets and establishments to ensure compliance in the abuse of alcohol by enforcing strict trading hours in which alcohol may or may not be sold.

### Alignment with the National and Provincial Plans and Policies

### Link to BCMM Strategies, Sector Plan(s) and Policies

The Constitution of the Republic of South Africa, 1996  
 The Municipal Finance Management Act, Act 58 of 2003  
 Municipal Supply Chain Management Regulations  
 BCMM Supply Chain Management Policy  
 Private Security Industry Regulatory Authority Act  
 National Road Traffic Act, 1996, No. 93 of 1996  
 National Road Safety Act, No. 9 of 1972  
 Criminal Procedure Act 51 of 1977  
 National Land Transportation Act 5 of 2009  
 Municipal Systems Act 117 of 1998  
 The Protection of Personal Information Act (PoPI Act)  
 South African Police Act, Act 68 of 1995  
 Prevention of Illegal Eviction from and Unlawful Eviction and Unlawful Occupation Act 19 of 1998  
 Intergovernmental Relations Framework Act 13 of 2003 and Regulations

Crime Prevention Strategy  
 BCMM Land Management Policy  
 BCMM By-Laws

### Challenges

- 1 Lack of adequate budget to fill vacant funded posts and to fund vacant unfunded posts
- 2 Lack of adequate budget for logistical resources such as vehicles, tools of trade and uniform & protective clothing
- 3 Lack of resources to implement of a 24/7 shift system
- 4 Creation of a fully-fledged Law Enforcement Services for Inland Region with a proper management structure
- 5 No clear guidelines on the enforcement of by-laws
- 6 Outdated and fragmented by-laws require review

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- 7 Collaboration with external stakeholders and other governmental departments require a more concerted and proactive approach to ensure that safety and security is addressed in a more holistic approach

### Progress & Achievements: Public Safety & Protection Service (2023- 2025)

#### Law Enforcement Services:

#### Capital Projects:

- **Traffic and law Enforcement Equipment** – x Six (6) Riffle firearms were procured successfully with an amount of **R129 391.30** (Including VAT) from the roll over budget (2023-24) the department is anticipating delivery as soon as the SAPS processes concluded.
- **Roll-out of CCTV** – The Department was allocated R2,000,000 in the 2023/2024 financial year for the rollout of CCTV cameras. The Department attempted to secure a service provider through a transversal tender with SITA, only a repair and maintenance of CCTV cameras contract could be finalized. The project has since been subjected to internal procurement processes. The project will be rolled out in 2024/25.
- **Procurement of specialized vehicles** – the Department successfully procured seven (7) high performance vehicles to the value of R5,424,062 incl VAT. The vehicles were successfully launched by the Executive Mayor on the 26 October 2023.

In the Current FY 2024/2025 Law Enforcement Services is implementing the following capital & operating projects:

- **Security Risk Analysis of the Institution**- The department is waiting for award letter.
- **Reviewal of Crime prevention Strategy** - The Tender was cancelled due to non-submission of Bidders and is due to be re-advertised.
- **BCMM Community Safety Forum** - an order of **R 9 955.00** was generated through E- Procurement in preparation of training and workshop for the following wards:19, 27, 28 and 29 which have already launched their Crime Sector Forum, CPF and Safety forum. The proposed date for Training and workshop for four (4) wards is the 28<sup>th</sup> of April 2025.
- **Procurement of specialised vehicles** - Transversal Contract (RT57) is being undertaken by Fleet Management Services to procure the Supply, Fitment and Delivery of specialized vehicles for Law Enforcement Services.
- **Roll out of CCTV Cameras** - Contract No. CE 573 - Final BSC convened on the 4th of November 2024. for a (3 Year Contract). Tender advertised on the 19th of November 2024 for the Supply, Installation, Support & Maintenance of a Digital Macro CCTV Surveillance System for BCM Areas Viz. Coastal, Midlands and Inland Regions for a period of (3) Three Years. Bid Evaluation Committee (BEC) considered the bid on 7<sup>th</sup> April 2025 and it has progressed to Bid Adjudication Committee (BAC).
- **Fencing of Public Safety and Emergency Services** - an amount of **R699 600.00** (Including Vat) was utilised for Supply and installation of Palisade fencing for Law Enforcement Services in Braelyn

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### Upcoming Projects:

Establishment of BCMM Sector Forum Structures in all wards.

### Operational duties conducted by Law Enforcement Services 2024/2025

1. **Bowls Roads Operation conducted:** Law Enforcement Services and Legal Services conducted a joint multi-stakeholder operation on the 24<sup>th</sup> of July 2024 with various internal and external stakeholders with the aim to remove an unlawful street trader and his outdoor furniture factory from the open space at Bowls Road in Arcadia in East London area. On the day mentioned, eighteen (18) truck loads were confiscated and stored in a secured premises which totalled to an amount of 554 goods, 1 x Section 56 notice fine for a Traffic offence was issued to the owner of the business. The owner of the business was arrested for contravening the conditions of his permit and owner also paid a fine for employing the two (2) illegal immigrants with no documentation to conduct work. The area thereafter was cleaned by Solid waste department.  
●
2. **Spaza shop Operation and Warrants:** A Total of two hundred and forty-seven (247) fines were issued to the Spaza Shops within the Metro. Each fine amounted to one thousand rand (R1000). Multi Stakeholder operations were conducted during 2024/2025 period, and it are still ongoing. Law Enforcement officers monitor the Spaza shops that were closed and ensure that shops remain closed until they become compliant. It is the responsibility of the Spaza Shop owners to ensure that their Spaza shops are compliant with the Municipalities requirements before it can operate or trade.
3. **Liquor Establishment operation:** A total of 284 liquor establishments were inspected for compliance within the Metro. Liquor Establishments must comply with the liquor trading hours to not be fined. Liquor licences must be always kept displayed, and noise levels must be kept within the establishments and not beyond its boundaries.
4. **Multi-stakeholder Joint Operations:** IN 2023/2024 a total of 119 joint operations were conducted. In 2024/2025 a total of 444 Law Enforcement and Multi-stakeholder joint operations were conducted in 2024/2025. This includes all BCMM Departments and external stakeholders. The operations range from Municipal By-law Enforcement operations, Liquor Establishment operations, Escorting and safeguarding of electricity department during the illegal electricity raids, Removing Illegal electricity operations Spaza Shop Operation, Drunk driving (DIC) operations, daily operations, SAPS Joint Combat operations, Municipal Health operations, Events, Scrap Metal Operations which takes place in all three regions.
5. **Illegal Electricity Disconnections:** Law Enforcement officers daily escort, safeguard and protect the Electricity department whilst removing the illegal electricity connections from the informal settlements and residential areas. At times the South African Police Service Public Order Police are required to also assist in the safety and security when the Electricity department must conduct their duties in volatile areas.
6. **Enforcement of Municipal By – Laws:** The Enforcement of Municipal by-laws is conducted daily and enforced when necessary. In the year 2023/2024, seven hundred and ninety-one (791) fines were issued for by-laws infringements, and three hundred and eighty-seven (387) fines were issued for various traffic offences. In the 2023/2024, three hundred and forty-five by-law infringement fines were issued, and three hundred and twenty-four (324) fines were issued for various traffic offences.
7. **Second-Hand Goods and Non-Ferrous Disruptive Goods Joint Operation:** A planned joint operation was conducted to inspect Scrapyards and Second-hand goods dealing businesses in Buffalo City from the 25<sup>th</sup> to 27<sup>th</sup> of February 2025. Law Enforcement Services participated in a Second-Hand Goods and Non-Ferrous Disruptive Goods Joint Operation led by Provincial South African

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Police Services. There were three (3) scrap metal operations that were undertaken in 2023/2024 as well as three (3) in 2024/2025 financial year.

8. **Arrests:** Gambling, Housebreaking and Theft, Illegal Immigrants, Theft of Municipal infrastructure, Electricity Tampering arrests, Drunk Driving Arrests, Possession of Stolen Property, Failure to comply, Public Violence and Resisting arrest, Fraud are the arrests that were affected in 2024/2025. Total of seventy-one (71) Suspects were arrested in 2024/2025. A total number of twenty-seven (27) suspects were arrested in 2023/2024.
9. **Land Invasion:** Land Invasion complaints were received through the year and operations were conducted with the assistance of BCMM Solid Waste Services and BCMM Human Settlement department from informal structures (Plastic and wooden structures). A total number of one hundred and seventy-four (174) informal structures (plastic and half-built structures) were demolished in the year 2023/2024. A total of seventy-eight (78) informal structures (plastic and half-built structures) were demolished in the Metro from 2024/2025.
10. **Recruitment and Training:** Six (6) Constables were employed at Law Enforcement Services in October 2023 and One (1) Constable was sent to Port Elizabeth Traffic College for a one-year training course from January 2024 to December 2024 and the officer obtained his Traffic Officers Diploma in middle of December 2024.
11. **Launch of New Specialised Fleet:** Law Enforcement Services received three (3) new Volkswagen GTI's in October 2023. This was the last fleet that was received in the Law Enforcement Services department. There were no new fleet that was received in 2024/2025.

Current State	Action Plans
<p>Law Enforcement Services currently operates throughout all three regions in the Metro with a total staff complement of eighty – seven (87) law enforcement officers. The post of the Commander: Law Enforcement Services remains vacant and unfunded. Also the post of Senior Superintendent for Logistics is also vacant and unfunded and this places a lot of burden on the existing officials. The Inland Region does not have senior officials eg Superintendent, Regional Commander.</p> <p>The Section is severely under resourced and currently operates with a total of not more than eleven (11) vehicles throughout the Metro</p>	<p>Request has been made for additional budget to fund vacant unfunded posts, to fill vacant funded posts and to procure additional vehicles.</p> <p>The Infrastructure Services Directorate has been tasked with developing a Fleet Management Solution.</p>

### **Security Services:**

Safety is often considered to be primarily the responsibility of national authorities, yet crime hamstrings all essential city services – obstructing their effectiveness, raising their costs and slowing overall socioeconomic upliftment.

In the past fiscal year, from 1 July 2023 to 30 June 2024, the Buffalo City Metropolitan Municipality faced a threat to its essential infrastructure critical for public services. The rise in crimes targeting both ferrous and non-ferrous metals has posed significant risks to municipal assets and undermined the reliability of vital services such as electricity, water sanitation, communication, and rail transportation. These criminal

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activities not only jeopardize community welfare but also negatively impact on the local economy, as organized groups, often armed and dangerous, increasingly perpetrate these offenses.

Buffalo City Metropolitan Municipality has also made commendable progress in enhancing security and safety across its communities, with a particular focus on safeguarding municipal assets. Moving forward, the City will undertake a process to review the Integrated Crime Prevention Strategy and conduct a Security Risk Analysis in the upcoming fiscal year (2024/2025). Technology is now the hallmark of enhancing policing efforts and the City will continue with the roll out of CCTV cameras in high crime areas. These strategic documents and strategies will address crime and violence through a multi-faceted approach, emphasizing that safety is a comprehensive concern. The thematic pillars of these plans will include an effective criminal justice system, early intervention, victim support services, and addressing key issues such as crime reduction, emergency preparedness, and public safety awareness.

**BCMM is in the process of establishing a fully-fledged Security & VIP Protection Services Section under the Department of Public Safety & Protection Services.**

Currently, Security Services are provided by in-house Security Officers and private security providers. Some sites have contracted security on site and this will be rolled out to all vulnerable and strategic sites going forward.

Current State	Action Plans
<ul style="list-style-type: none"><li>Security services are currently being managed under Law Enforcement. There are 15 supervisors managing a guard force of 370 guards. All are BCMM officials. Council approved a stand-alone establishment of a Security Services Division in August 2024.</li><li>Chief: Security and Protection Services has been appointed and commenced on 1 April 2025</li><li>Job descriptions are being drafted for:</li><li>Deputy Chief: Security Services</li><li>Deputy Chief: VIP Protection Services</li></ul>	<ul style="list-style-type: none"><li>Staff appointments. Startup structure has been approved by Council 22 Aug 2024.</li><li>Job Descriptions are being developed for the Deputy Chief Security Services and Deputy Chief: VIP Protection Services.</li><li>The Security Risk Analysis of all BCMM sites – a tender for this project has been finalised and the SLA will be compiled once the tender is awarded. The service provider will have 60 days to submit a comprehensive report on security risk analysis of all BCMM sites. Security services will then compile an action plan to address all shortcomings.</li><li>Panel of service providers – a specification has been compiled for this panel to be appointed for a period of 3 years. The plan is to roll out contracted security at all sites in a phased process. This will assist with risk transference especially regarding sites with high vandalism rates.</li><li>VIP Protection – this newly established unit is currently being developed. VIP Protection services will be managed under Security Services. The VIP Policy and startup structure has already been approved. Current protectors have been seconded from Traffic and Law Enforcement Services.</li><li>Safe city strategy – OPECS has been appointed and Chief: Security &amp; Protection Services has been seconded to assist with this project. He will assist with</li></ul>

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drafting of security specifications for all projects going forward. The priority now is to assist Infrastructure Services with existing and upcoming projects to curb vandalism at their sites.

- Budget – budget for security operations will be managed by PS & ES going forward. All directorates that intend on procuring any security item will be required to obtain the specification from Security Services prior to any financial commitment.
- Deputy Chiefs have been compiled, HR will be engaged for job grading then application will be submitted for funding of the posts

## Strategic Outcome

# 2

### A GREEN CITY



## SITUATIONAL ANALYSIS

### 1. STRATEGIC OBJECTIVE

To promote an environmentally sustainable City with optimal benefits from our natural assets.

### 2. MUNICIPAL STRATEGIC ALIGNMENT MATRIX

The alignment between the SOs, Strategic Objectives, and KFAs is depicted as follows:

**Table 88: Alignment between SO 2, Strategic Objective, and KFAs**

Strategic Outcomes	Strategic Objectives	Key Focus Areas
SO2: A Green City	To promote an environmentally sustainable City that optimises benefits from our natural assets.	KFA 13: Environmental Management and Climate Change
		KFA 14: Air Quality
		KFA 15: Beaches
		KFA 16: Parks and Open Spaces.
		KFA 17: Vegetation Control and Biodiversity
		KFA 18: Municipal and Environmental Health
		KFA 19: Solid Waste Management

### 3. STRATEGIC PRIORITIES

The following strategic priorities applicable to this Strategic Outcome have been identified during the 2023/2024 IDP Review Process:



**Table 89: SO2: A Green City (KFA 13 – 19)**

## STRATEGIC OUTCOME (SO2): A GREEN CITY

### KFA 13: Environmental Management and Climate Change

Section 24 of the Constitution of the Republic of South Africa outlines the fundamental legislative framework for environmental management by affirming the right of every individual to:

- An environment that is not detrimental to their health or well-being.
- The protection of the environment for the benefit of both present and future generations through reasonable legislative measures aimed at preventing pollution, promoting conservation, and ensuring the ecologically sustainable development and use of natural resources, while facilitating justifiable economic and social development.
- Environmental management functions within the municipality are guided by relevant environmental legislation and policies. The Environmental Management Department (EMD) has aligned its core activities with the principles outlined in the National Environmental Management Act (NEMA), No. 107 of 1998, and the Sustainable Development Goals (SDGs) of 2015, which together support the objectives of Section 24 of the Constitution.

These laws and regulations serve as a foundation for the municipality's environmental planning, development, and compliance processes.

In addition, the City has assigned responsibility for overall environmental compliance and climate change to the Integrated Environmental Management Planning Unit (IEMP) within the Environmental Management Department. The IEMP Unit is guided by the Integrated Environmental Management Plan, which serves as the strategic framework for Buffalo City Metropolitan Municipality (BCMM) to fulfil its responsibilities related to environmental management and the protection of the natural environment. These efforts are implemented through various environmental planning tools, systems, and actions designed to mitigate human activities that negatively impact the environment. Several environmental challenges and trends affect BCMM, some of which are direct consequences of the municipality's development patterns and others arising from broader regional and global environmental shifts:

BCMM experiences significant pollution levels due to industrial activities, vehicular emissions, improper waste disposal, and untreated sewage in some areas. Coastal pollution, including plastic waste and chemical contamination, poses risks to marine ecosystems and human health.

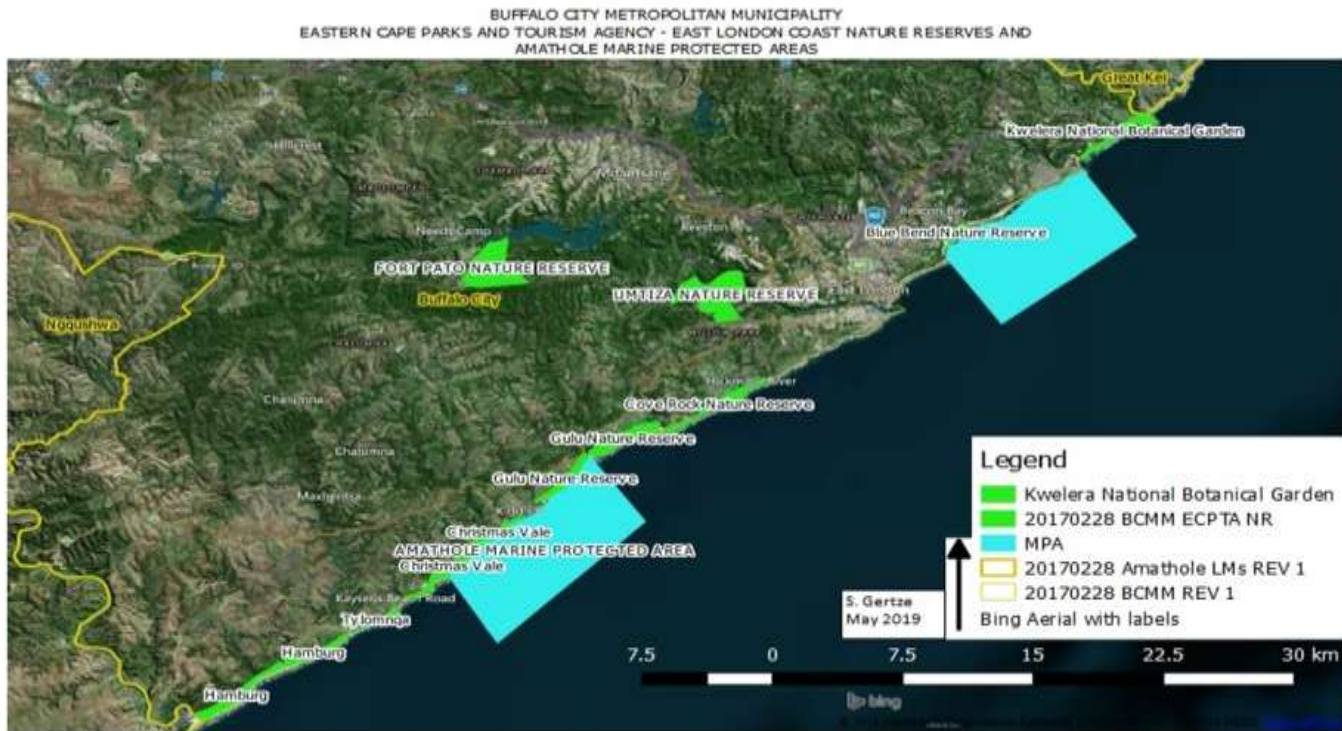
There is a high infestation of Invasive Alien Species (IAS) within the municipality, particularly in natural reserves and urban green spaces. These species threaten biodiversity, livelihoods, and economic development, agricultural productivity, and ecosystem services. In 2019, BCMM prioritized the development of an Invasive Alien Species Control, Monitoring, and Rehabilitation Plan to mitigate the negative impacts of IAS. BCMM's rich biodiversity is under threat from habitat destruction due to urban expansion, agriculture, and informal settlements. The municipality faces challenges related to land use changes, including overexploitation of natural resources such as illegal sand mining, deforestation, and wetland degradation.

BCMM faces challenges in ensuring sufficient access to clean water and effective wastewater management. The municipality struggles with ageing infrastructure, water scarcity, and pollution of freshwater sources. The need for improved water conservation and efficient wastewater treatment systems is critical. Wetlands in BCMM are critical for ecosystem services, including water purification, flood control, and biodiversity support. However, many of these wetlands are under pressure from urbanization, agriculture, wetland drainage, forestry, and sand mining and industrial activities. Additionally, coastal zones are vulnerable to climate impacts such as rising sea levels, which threaten both the built environment and natural resources. These pressures are often compounded by societal misconceptions that wetlands are undesirable or dangerous. The completion of the Wetland Identification and Database Report in 2020 has provided the city with a deeper understanding of these vital ecosystems. When protected and conserved, wetlands can also serve critical functions such as flood attenuation, and sediment removal, while also providing recreational and aesthetic value.

The effects of climate change are becoming increasingly evident in City, particularly in the form of rising temperatures, more frequent and severe heatwaves, and unpredictable rainfall patterns. Coastal areas are particularly vulnerable to sea-level rise and erosion, threatening infrastructure, livelihoods, and ecosystems. Due to the unpredictable nature of future climate conditions, it is essential for all departments within

## STRATEGIC OUTCOME (SO2): A GREEN CITY

BCMM to recognize their role in reducing emissions and mitigating climate change. Buffalo City has already made strides in addressing climate change through the development of a Climate Change Strategy and adaptation plans, including the mapping of coastal vulnerable areas in 2019.



With ongoing initiatives, such as heat mapping campaigns and the Climate Risk and Vulnerability Assessment (CRVA) of 2021, BCMM is working towards integrating climate considerations into urban planning and decision-making. The Climate Change Strategy that was adopted in 2015 (BCMC118/15) is currently under review in the 2024/2025 financial year and the process will be finalized by 30 June 2025. These tools support decision-making regarding development and assists in the identification of areas at risk from climate impacts such as sea-level rise etc.

The National Treasury's Cities Support Programme, in collaboration with the World Bank, initiated a heat mapping campaign in Buffalo City from February 29 to March 6, 2024. The heat mapping campaign report aims to provide a detailed citywide heat maps, which will inform urban planning, and emergency management strategies to increase resilience to heatwaves. Given the projected increase in heatwaves due to global climate change, these maps are instrumental in addressing challenges related to health, food security, infrastructure, and the economy. The City has the potential to integrate green infrastructure solutions into urban development, such as urban forests, green roofs, and sustainable drainage systems. These solutions can help mitigate urban heat islands, improve air quality, and enhance community well-being.

To promote environmental stewardship, BCMM developed the Environmental Education and Awareness Strategy in 2023, which is awaiting presentation in the Councillors Policy Workshop and later to be tabled to Council for adoption. This strategy will enhance citizens' environmental awareness, providing them with the knowledge and skills to address environmental challenges and participate in decision-making processes. The strategy also aims to encourage participation from disadvantaged communities in activities such as impact assessments, monitoring, and enforcement. Increasing public awareness and participation in environmental governance will support the municipality's efforts in addressing key challenges such as pollution, waste management, and conservation.

In terms of environmental compliance, BCMM ensures adherence to national environmental legislation by promoting sustainable development practices among both public and private entities. Environmental impact assessments (EIAs) are conducted for significant development projects

## STRATEGIC OUTCOME (SO2): A GREEN CITY

to assess potential environmental risks and ensure compliance with the Environmental Impact Assessment Regulations of 2014. These regulations list activities that require environmental authorizations, including major projects such as township developments and infrastructure upgrades. BCMM prioritizes the EIA process for projects such as the Beacon Bay Garden Transfer Station and the Cambridge Cemeteries' environmental compliance, with an Environmental Control Officer stationed on-site to ensure adherence to permit conditions.

The management of protected areas within the BCMM jurisdiction is under the responsibility of the Eastern Cape Parks and Tourism Agency (ECPTA), in accordance with the National Environmental Management: Protected Areas Act (No. 57 of 2003). The ECPTA manages several protected areas, including the East London Coast Nature Reserve, the Amathole Marine Protected Area, and the Kwelera National Botanical Garden. Management plans for all these protected areas have been developed to ensure their conservation and sustainable use. The Kwelera National Botanical Garden is co-managed by ECPTA and the South African National Biodiversity Institute.

In summary, Buffalo City is committed to advancing sustainable environmental management practices that align with constitutional mandates and national objectives. BCMM has the opportunity to leverage its natural assets, including its protected areas, to foster sustainable development and improve resilience to climate change. Investing in environmental education, compliance, and integrated planning, BCMM can mitigate its environmental risks while promoting long-term ecological and socio-economic sustainability for its residents.

**Buffalo City Estuaries:** Estuaries are vital coastal ecosystems that act as buffers between land and sea, providing essential services such as water purification, flood attenuation, biodiversity support, and carbon sequestration. Buffalo City Metropolitan Municipality (BCMM) in the Eastern Cape, South Africa, encompasses several significant estuaries, which are critical to the region's ecological health, economy, and social well-being. However, these estuaries face numerous challenges, including pollution, habitat degradation, invasive species, and the effects of climate change. Collaborative efforts with local communities, government agencies, and environmental organizations will be key to addressing these challenges and ensuring that these valuable ecosystems continue to provide vital services for future generations. The National Estuarine Management Protocol that is established under the National Environmental Management guides South Africa's estuarine management: Integrated Coastal Management Act (ICMA) of 2008. This Protocol provides a framework for the sustainable management of the country's estuaries, aiming to balance ecological integrity with socio-economic development. The Metro consists of 22 river estuaries within its boundaries of which range from large open systems to small closed systems. These estuaries are crucial for maintaining biodiversity and providing ecosystem services to both the natural environment and local communities. Buffalo City's coastal zone, with its estuaries, serves as a hotspot for tourism, recreation, fisheries, and other economic activities.

The Protocol makes provision for the development of an Estuarine Management Plan (EMP), which is an adaptive document that evolves over time according to the changing requirements of the estuary and its users.

The City in conjunction with the Department of Economic Development, Environmental Affairs and Tourism- (DEDEAT), Department of Forestry, Fisheries and the Environment (DFFE) and other relevant stakeholders developed the following Estuary Management Plans (EMP).

- **Nahoon Estuarine Management Plan** (Notice 41 of 2016) has been gazetted and approved by Council (BMC: 702/19). The Nahoon Estuary is considered to have the highest conservation significance within the municipal area. The Nahoon Estuary is the only estuary that has been afforded formal protection through the proclamation of the East London Coast Nature Reserve, which extends from the coast inland and encompasses most of the estuary.
- **The Buffalo River Estuary Management Plan** was developed and approved by the Department of Forestry, Fisheries and the Environment (previously known as the Department of Environmental Affairs) with Transnet National Ports Authority and Nelson Mandela Metropolitan University. The EMP was then adopted by BCMM Council in 2018. The Buffalo River Estuary known as Port of East London is located at the mouth of Buffalo River and it is the only river port in South Africa. The Buffalo River falls within the R20 tertiary catchment of the Mzimvubu to Tsitsikana Waster Management Area (WMA). The plan outlines ten management objectives and they have been assigned with proposed activities and a description of the ecological impact or socio-economic

## STRATEGIC OUTCOME (SO2): A GREEN CITY

consequence. The Buffalo River Estuary Management Plan is implemented through an established project steering committee which sits annually.

- **The Qinirha Estuary Management Plan** was developed and adopted by BCMM Council in December 2022 (BCMC 731/22). According to the South African Environmental Observation Network (SAEON, 2021) the Qinirha Estuary is subject to low, anthropogenic impact. The level of both fishing effort and pollution is considered moderate, while habitat loss is classified as low. However, based on current observations, human impacts are ever increasing due to expanded residential and commercial development within the catchment. While there is limited industrial activity, agriculture (including commercial annual crop farming and old fallow land and fields) is widespread throughout the middle and upper reaches of the Qinirha River. Numerous artificial dams are situated along the length of the River. The lower reaches of the river, particularly along the western side of the Qinirha Estuary, is largely built up and consists mainly of high density residential housing developments. The eastern side of the estuary is less developed with limited low-density residential development. There are approximately sixty-five (65) non-perennial (drainage) streams that enter the Qinirha River and Estuary.
- **The Tyolomnqa Estuary Management Plan** which is funded by Tyolomnqa East Bank Ratepayers' Association (TEBRA) has been approved by the MEC responsible for the Department of Economic Development, Environmental Affairs and Tourism and will proceed to Council for adoption. To help implement all these management plans with the exception of Buffalo River EMP, an advisory management institution or Estuary Advisory Forum (EAF) comprising of representatives from all stakeholder groups has been formed and sits Quarterly.

The Integrated Coastal Management Act (ICMA) of South Africa (Act No. 24 of 2008) provides a framework for the sustainable management and protection of the country's coastal and marine environments. A key component of the ICMA is the establishment of Coastal Committees, which play a pivotal role in promoting effective governance and stakeholder engagement in coastal management at both the local and regional levels. The Eastern Cape Provincial Coastal Committee (PCC) and the BCMM Municipal Coastal Committee (MCC) monitors the implementation of the Estuarine management plans, helping to coordinate management efforts and ensuring that the government departments and individuals responsible for various management functions related to the estuary undertake their responsibilities. A task team for implementation of these EMP's was established and reports on progress on a quarterly basis to the BCM MCC.

**Buffalo City rivers and dams:** The City's water sources consist of seven main river catchments: Kwelerha, Gqunube, Nahoon, Buffalo, Gxulu, Tyolomnqa and Keiskamma. All water sources in the City's environment are rich in biodiversity, and effective management of these natural resources will assist in their cleanliness and general usefulness.

### Alignment with the National and Provincial Plans and Policies

- The National Climate Change Response (NCCR) White Paper (2011) outlines priority impact and response categories identified as part of a lengthy specialist input and consultation process that began with the National Climate Change Summit in March 2009. The White Paper outlines impacts to key sectors and systems. The possible climate change impacts on sectors and systems within BCMM are diverse.
- The Climate Change Bill is South Africa's first attempt at a comprehensive piece of legislation intending to encourage the development of an effective climate change response for South Africa. The Bill is expected to catalyse South Africa's transition towards a greener and more resilient economy and, as echoed globally, the Bill aligns South Africa's position with ongoing global efforts to reduce greenhouse gas ("GHG") emissions and to adapt the economy to the impacts of climate change. Accordingly, the Bill serves as the roadmap for South Africa's transition to a low-carbon and climate-resilient economy.

### Link to BCMM Strategies, Sector Plan(s) and Policies



## STRATEGIC OUTCOME (SO2): A GREEN CITY

- BCMM Integrated Environmental Management Plan (IEMP), 2004 amended 2015 which provides an overarching framework for environmental management. The review of the IEMP was completed in the 2024/2025 financial year, awaiting adoption by Council.
- BCMM Integrated Coastal Zone Management Plan (ICZMP), 2004 amended in 2015 to Coastal Management Programme (CMP) aimed at identifying and prioritising existing coastal environmental pressures and provide recommendations as well as the appropriate framework to manage the BCMM coastline. The review of BCMM Coastal Management Programme (CMP), 2015 was completed in the 2024/2025 financial year, awaiting adoption by Council.
- The development of the BCMM Sand Dune Management and Rehabilitation Plan is currently underway within the 2024/2025, awaiting approval by Council.
- State of Environment Report 2004 was amended in 2015 and the review process of the Integrated Environmental Management Plan (IEMP), 2024 has included a component of the State of the Environment Report. The State of the Environment report will be extracted from the IEMP and consolidated as a separate Report prior tabling to Council for adoption.
- BCMM Climate Change Strategy, 2015 and is currently under review in the 2024/2025 financial year, it is anticipated that the review will be completed by 30 June 2025.
- Air Quality Management Plan is currently under review in the 2024/2025 financial year.
- Invasive Alien Species Control, Monitoring & Eradication Plan, 2019.
- Buffalo City Metropolitan Wetlands Report, 2017
- Mapping of Coastal Vulnerable Areas, 2019.
- BCMM Wetland identification report, 2020.
- Nahoon Estuarine Management Plan (Gazetted in 2016) and approved by council in October 2019 (BCMC 702/19)
- Buffalo River Estuarine Management Plan (Approved in 2018)
- Environmental Education and Awareness Strategy, 2010 was reviewed in 2023 and awaiting Council adoption.
- Municipal Open Space System, 2010
- Climate Risk and Vulnerability Assessment, 2021 (VBCMC 199/21)
- Qiniirha Estuarine Management Plan December 2022 (BCMC 731/22).

### Progress & Achievements 2023 to date

#### Implementation of the Annual Green Forum resolutions

- The actions that emanate from the forum are as follows:
- Strengthen Buffalo city Commitment of Climate change Awareness and Environmental Education
- Upscaling the level of awareness on climate change in communities and encourage active citizenry through community workshops
- Strengthen recycling programmes & explore waste reduction alternatives.
- Adoption of Climate Risk and Vulnerability Assessment to intensify city's endeavours towards the implementation of climate change mitigation and adaptation measures.

#### Environmental Education and Awareness

- Environmental education and awareness-raising programmes with focus on environmental management broadly, biodiversity conservation, climate change and ecosystem protection form one of the critical functions of the City. The City is committed to promoting behavioural change and imparting knowledge towards environmental issues on an ongoing basis. The city conducts on a quarterly basis educational programme which seek to enhance an understanding of climate change effects and global environmental issues including biodiversity. These programmes mainly focus on the youth as a target group and school learners as they are conducted in school campaigns, school excursions and through door-to-door campaigns in communities. The youth has been afforded an opportunity to- embark on ongoing visits in the Municipal owned Nature Reserves (Nahoon Estuary Nature Reserve and Nahoon Point Nature Reserve). Both reserves are designated as Environmental Education Centres. The aim of the excursions in these Nature Reserves is to raise awareness on the importance of wildlife found within BCMM as well as the importance of the different indigenous flora and fauna found within the metro.
- Environmental education programmes in 2023 were conducted in the following schools within the three regions of the Metro:

## STRATEGIC OUTCOME (SO2): A GREEN CITY

- Coastal Region: Pefferville Primary School, Lujiza Primary School, Unathi High School, George Randell High School, Merrifield Preparatory School and College, Beaconsfield Primary School.
- Midland: Moses Mabida High School, Luzuko Senior Primary School
- Inland: Amalinde Primary School, David Russel Primary School, Thembalabantu High School
- Tree planting programme was conducted in eleven Schools that are located in all the three regions. Each school of the eleven schools received three (3) trees.
- Additionally, a total of 2611 trees has been planted within the Metro in Dimbaza and Phakamisa in the Inland region, this is an initiative of the Department of Forestry, Fisheries and the environment. This initiative will be rolled out to the Coastal Region as well.
- Municipal Coastal Committee which serves as an advisory body to the City Manager on matters that affect the Coastal areas within Buffalo City was established and it sits on a quarterly basis.
- The Committee constitutes the following stakeholders:
  - Internal BCMM stakeholders
  - Department of Forestry Fisheries and the Environment (DFFE)
  - BCMDA,
  - ELIDZ,
  - DEDEAT,
  - Wildlife Environment Society in Southern Africa (WESSA)
  - Eastern Cape Parks and Tourism Agency (ECPTA)
  - Nahoon Estuary Management Forum,
  - Nahoon Point Monitoring Committee, etc.
- Implementation of the Buffalo River and Nahoon Estuarine Management Plans
- Refurbishment of Boardwalks at Nahoon Point Nature Reserve and Nahoon Estuary Nature Reserve
- Phase One (1) and Two (2) Wetland rehabilitation was conducted at Pefferville, Stone drift and Braelyn wetlands/ stream
- Biodiversity Assessment for Nahoon Point Nature Reserve was completed, and it will be followed by the proclamation of the nature reserve to obtain a Provincial status, this process is currently underway as a service provider has commenced with the project deliverables.
- Refurbishment of Nahoon Point Boardwalk and Fencing of a portion of Nahoon Point Nature Reserve was completed in 2023.

### Challenges

- Inadequate stakeholder engagements (internal and external) pose a major threat to service delivery issues.
- Illegal structures and encroachments along BCMM coastline have resulted to habitat destruction and loss of biodiversity.
- Illegal Sand Mining and encroachments on the Critical Biodiversity Areas.
- Ecosystem and habitat destruction due to contamination by pollutants.
- Compliance issues within the city: Pre- Compliance Notice from DEDEAT in relation to the commencement of listed activities in terms of NEMA EIA regulations are problematic and strides towards addressing such non-compliance by Internal Directorates will be addressed through conducting Environmental Compliance Workshops including screening of capital projects that may triggers regulations.

### Current State

- The City is directed by its Strategic Integrated Environmental Management Plan which gives guidance and determines how Buffalo City Metropolitan Municipality fulfils its responsibility with regards to the environmental management and protection of the natural environment. The City has a functional Integrated Environmental Planning Unit which facilitates the coordination and implementation of environmental programme, plans, projects and policies. The Unit further champions adherence to environmental legislative prescripts and promotes environmental compliance within the city.
- The environmental management and protection involve development of a set of tools, systems and actions to influence human activities that might negatively impact on the natural environment.

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- The City is located within a special biodiversity hotspot known as the Albany Thicket Biome which is commonly referred as the Valley Bushveld. It comprises of various number of endemic plant species that are rare to find elsewhere. These may include Euphorbias, aloes, cycads, and many succulents abound. This area also consists of unique animals, birds and fish like the Golden Mole, Orange Breasted Sunbird and the Giant Earthworm. Such animals and plants that are found only within the Buffalo City region making it more significant.
- The City consists of a range of ecosystems which include: its 82 km of coastline, the Albany Thicket Biome, the Savannah Biome, indigenous forests, grassland, wetlands and estuaries.
- Rivers and dams: The city area consist of seven main river catchments: Kwelerha, Gqunube (Gonubie), Nahoon, Buffalo, Gxulu, Tyolomnqa and Keiskamma. All water sources in the environment depend on biodiversity for cleanliness and general usefulness.
- Estuaries: The city consists of 22 river estuaries within its boundaries of which range from large open system to small closed systems. The Nahoon Estuary is considered to have the highest conservation significance within the municipal area. The Nahoon Estuary is the only estuary that has been afforded formal protection through the proclamation of the East London Coast Nature Reserve, which extends from the coast inland and encompasses most of the estuary. An Estuary Management Plan has been compiled for this estuary. Other estuaries within the Buffalo City are not protected, except for some extreme coastal extents that fall within the coastal Nature Reserves.
- Nature Reserves are as follows:
  - Umtiza Nature Reserve - 806,48ha
  - The Nahoon Estuary Nature Reserve- 44,66ha
  - Bridle Dam Nature Reserve- 503,47ha
  - Quenera Nature Reserve- 57,84ha
  - Qonce (previously known as KWT) Nature Reserve- 126,62ha.
  - Fort Pato Nature Reserve- 696,78ha
  - Gulu Nature Reserve- 514ha
  - Kwelera Nature Reserve-204,61ha
  - The Nahoon Point Nature Reserve- 161ha.
  - Potters Pass Nature Reserve- 77,18ha
  - Cove Rock Nature Reserve- 262,08ha
  - Grey Dell and Fort Grey Forest Nature Reserve- 2425,78ha
  - Gonubie Bird Sanctuary- 8.65ha
  - Blue band Nature Reserve- 58.91ha
- Environmental education and awareness are necessary processes that allow all individuals to address environmental issues, concerns and to act in a correct manner to improve the status of the environment and look after it.
- Implementation of Estuary Management Plans through the established committees include having a Communication, Education and Awareness raising to create a supportive environment.
- The developed Coastal Management Programme (CMP), Integrated Environmental Management Plan (IEMP) and State of the Environment Report (SoER) are waiting for council approval.
- The DEFF presidential street cleaning and greening programme which is implemented in partnership with the city has embraced community based environmental education and awareness initiative which aims to educate communities about Environmental Management issues.
- The Annual Green Forum: The green forum is one of the city's key climate change responses and in response to the city's climate change strategy, and the city committed to host an annual Green forum which is done during the month of June and is aligned with the World Environment Day celebrations. The green forum serves as a platform for the private sector, government departments and the public to come together to address climate change adaptation and mitigation actions as well as an environmental issue. It provides practical green solutions to communities and business, enabling them to harness their green consciousness in a fun and sustainable manner. The forum has different themes every year which coincides with the World Environment Day and one of its objectives is to upscale the level of awareness on climate change in communities and encourage active citizens.



## STRATEGIC OUTCOME (SO2): A GREEN CITY

- To prevent land degradation and erosion of coastal assets the city is developing sand dune and beach management plans for the maintenance of the city's beaches and coastal nature reserves. These management plans will be utilised as a guiding tool during maintenance of the city's beaches and the Dunes. The maintenance of the beaches and the dunes triggers EIA in the form of Basic Assessment Process, in terms of the NEMA EIA Regulation as promulgated in terms of the National Environmental Management Act, 107 of 1998. The city is also implementing an Ecosystem Restoration project in the coastal region in the 2024/2025 financial year, the project is intended to address issues of erosion, protect biodiversity from invasion by alien plants and address land degradation.

NAME OF PROJECT (S)	CUSTODIAN /DEPARTMENT (S)	PROJECT LOCATION	SCREENING OF PROJECT CONDUCTED YES/NO	COMMENTS
Development of new cemeteries in Ducats and Ilitha	Mr. B. Jezile / Sport Recreation and Community Development (Parks and Cemeteries)	Ducats and Ilitha location	Yes	The project triggers listing notice 1
Revitalization and upgrading of Beach Infrastructure	Mr. A. Zealand / Solid Waste and Environmental Management (Beaches)	All coastal wards	Yes	Operational activities does not trigger any listed activities. Some operational activities are catered under sand dune and rehabilitation plan
Environmental Impact Assessment Studies (feasibility study for air monitoring station in Berlin and surroundings)	Mr. L. Madikizela / Solid Waste and Environmental Management (Environmental Health)	Berlin and surroundings	Yes	Procurement processes for feasibility study are underway
Section 30A application to DEDEAT on road maintenance at Esplanade beach front	Mr. S. Sojini / Infrastructure (Roads and Storm Water)	Esplanade (Beach Front)	Yes	Procurement for Section 30A application are underway

### Action Plans

- Development of Management Plans for Nahoon Estuary and Nahoon Point Nature Reserves
- Implement Environmental Education Programmes
- Coordination and mainstreaming of Climate Change Adaptation and Mitigation Programmes i.e. Cool Cities Living Lab initiative as part of the city's collaboration with the World Bank (WB) through the Cities Support Programme (CSP) of National Treasury, the City is engaging in an initiative which seeks to highlight the effects of extreme heat in South African cities.
- Clearance of Invasive Alien Plants and Review of Invasive Alien Species Control, Monitoring & Eradication Plan.
- Wetlands rehabilitation
- Implementation of Estuary Management Plans i.e Buffalo River, Nahoon. Qinira and Tyolomnqa
- Review of By-Laws to address illegal activities along the Coastline.
- Refurbishment of the Boardwalk and fencing of the Nahoon Point and Nahoon Estuary Nature Reserves
- Implementation of Ecosystem restoration and land degradation projects & programmes.

Screening of Capital Projects for 2025/2026 financial year that may trigger EIA Regulations, 2014.

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

### Alignment with the National and Provincial Plans and Policies

### Link to BCMM Strategies, Sector Plan(s) and Policies

- National Environmental Management Act, 1998 (Act No. 107 of 1998).
- Air Quality Act, 2004 (Act No.39 of 2004).

- BCMM Air Quality Management Plan
- BCMM Air Quality By-Laws

## STRATEGIC OUTCOME (SO2): A GREEN CITY

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>▪ National Framework for Air Quality Management in the Republic of South Africa, 2012.</li> <li>▪ National Water Act, 1998 (Act No. 36 of 1998).</li> <li>▪ National Ambient Air Quality Standards No. 1210 of 2009.</li> <li>▪ National Dust Control Regulations No. R827 of 1 November 2013.</li> </ul> | <ul style="list-style-type: none"> <li>▪ BCMM Air Quality Assurance and Quality Control System</li> </ul> |
|--|---|

### Progress & Achievements 2024 to date

- 2024/2025 – Air Quality Monitoring Stations for All Wards: Upgrading of BCMM's three Air Quality Monitoring Stations.
- 2024/2025 - Review of the Air Quality Management Plan (AQMP): Phase 1 (Assessment) completed during 2024/25. Phase 2 (to be done during 2025/26). The budget for the project is spread across all three (3) financial years 2024/25, 2025/26 & 2026/26.
- 2024/2025 - Development of Air Quality Management By-law: Public Participation Processes (digital & physical) completed. Outstanding: Presentation of a By-Law at the Councillors & Traditional Leaders Workshop by 30 May 2025. Submission of the Final Adoption Report to Council by June 2025 & Promulgation Process to be finalised by June 2025.
- 2024/2025 – Maintenance of Air Quality Monitoring Equipment & Maintenance: RT37-2024 National Transversal Contract to be utilized for all Air Quality Monitoring Equipment procurement for a period of three (3) years (2024/25, 2025/26 & 2026/27).

### Atmospheric Emission Licence (AEL)

- Achieved 100% of Atmospheric Emission Licences issued for each year.
- During 2024/25 financial year, Atmospheric Emission Licence tariffs for new applications; renewal applications; transfer applications; provisional licence applications; application fee and section 22A administrative fine in terms of Section 21 of the Air Quality Act No 39 of 2004 were implemented by the department.
- 2024/25 – 02 Atmospheric Emissions License applications were received and processed the first two quarters of the financial year.

### Implementation of the Air Quality Management Plan (AQMP)

- The AQMP will be reviewed during the 2024/25, 2025/26 & 2026/27 financial years. Budget has been made available and spread across all three (3) financial years.
- The designated BCMM Air Quality officer is currently operational during the 2024/25 financial year.
- During the financial year of 2024/25, the Air Quality Officials are using the National Emission Information System (NAEIS) and South African Atmospheric Emission Licence Portal (SAAELIP) to process applications and issue Atmospheric Emission Licences.
- The Senior Air Quality Officer is currently operational during the 2024/25 financial year.

### Challenges

- Inadequate capacity of staff to implement compliance and enforcement of environmental crimes, which requires training as Environmental Management Inspectors (EMI).

### Current State

- Chapter 3 of the National Environmental Management: Air Quality Act 39 of 2004 (NEM: AQA) tasks all South African Municipalities with the development and implementation of an AQMP as part their Integrated Development Plan (IDP). Where applicable, the AQMP must:
  - Improve air quality;
  - Identify and reduce the negative impact on human health and the environment of poor air quality;
  - Address the effects of emissions from the use of fossil fuels in residential applications;
  - Address the effects of emissions from industrial sources; and
  - Address the effects of emissions from any point or non-point source of air pollution.

### Action Plans

- Implementation of the Ambient Air Quality goals as recommended and adopted by BCMM.
- Upgrading of Air Quality Monitoring Stations equipment.

## STRATEGIC OUTCOME (SO2): A GREEN CITY

### KFA 16: Parks and Open Spaces

The Parks Department is responsible for the enhancement of the natural environment through the development, maintenance and management of Community Parks, Picnic sites, Nurseries and Horticultural activities.

#### Alignment with the National and Provincial Plans and Policies

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

#### Link to BCMM Strategies, Sector Plan(s) and Policies

- Municipal Open Spaces System (under review)
- Development of Metro Wide City Beautification and Landscaping Plan/Strategy at final stage

#### Progress & Achievements 2024 to date

- From 2023 to date, a total of seven (7) Community/Recreation Parks were developed, and some upgraded across the Three (3) Regions (Coastal, Midlands, and Inland) of the Metro.
- Seven (7) new Outdoor Gyms and fencing were Installed at (St Georges, 2x Duncan Village, Berlin, Cambridge Location & NU10 Sportsfield)
- Continuous grass cutting of Parks and Picnic sites done
- Development and upgrading of parks in Wards 1, 3,4,8 45, & 48. The cost for the Outdoor Gym Equipment and Fencing) to the value of R4 600 000.00

#### Challenges

- Vandalism and theft
- Increased levels of illegal dumping

#### Current State

- The target for development of new parks this financial year (2023/24) is 6. The areas are Pefferville, Braelyn, NU3, NU17, Breidbach and Cambridge Rd – KWT. Our parks are divided into 3 categories i.e., Children's playgrounds, Community parks and Regional or Eco parks. The budget for this financial year is R 3 000 000

#### Action Plans

- Upgrading and Development of Six (6) New Community Parks
- Procurement of Grass Cutting Equipment
- Development of Metro Wide City Beautification and Landscaping Plan/Strategy

### KFA 17: Vegetation Control and Biodiversity

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

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

Climate Change is already having a direct impact on the ability of many South African municipalities to meet their developmental objectives. Extended dry seasons, increasing temperatures, extreme storms and sea level rise result in drought, crop failure, livestock death, damage to

## STRATEGIC OUTCOME (SO2): A GREEN CITY

infrastructure, runaway fires and will further entrench poverty with the increase of vector-borne disease, disabling of existing livelihood and damage to household assets. The NCCS White Paper places an obligation on BCMM to formally include climate change response in planning. It is therefore important that BCMM proactively takes steps to consider and deal with climate change risks of high significance. In response to this the city developed climate change strategy which was adopted by council in 2015.

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

**Protected areas-** The Eastern Cape Parks and Tourism Agency (ECPTA) is the management authority as per the National Environmental Management: Protected Areas Act (No 57 of 2003) of various provincial protected areas. Protected areas under the management of the ECPTA within the BCMM jurisdiction is the East London Coast Nature Reserve, the Amathole Marine Protected Area and the Kvelera National Botanical Garden. East London Coast Nature Reserve and Amathole Marine Protected Area are solely managed by the ECPTA, whereas the Kvelera National Botanical Garden is co-managed with the South African National Biodiversity Institute. Management Plans have been developed for all protected areas managed by the ECPTA within jurisdiction of BCMM.

### East London Coast Nature Reserve

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

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

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

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

### Kvelera National Botanical Garden

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

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

## STRATEGIC OUTCOME (SO2): A GREEN CITY

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

### Amathole Marine Protected Area

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

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

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

### **Alignment with the National and Provincial Plans and Policies**

- The National Climate Change Response (NCCR) White Paper (2011) outlines priority impact and response categories identified as part of a lengthy specialist input and consultation process that began with the National Climate Change Summit in March 2009. The White Paper outlines impacts to key sectors and systems. The possible climate change impacts on sectors and systems within BCMM are diverse.
- The National Environmental Act 1998 as amended
- Draft climate change bill, 2018
- Sustainable Development Goals
- National Development Plan

### **Link to BCMM Strategies, Sector Plan(s) and Policies**

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

### **Challenges**

- Limited resources to deal with high demand of vegetation control (bush clearing)
- Increased levels of illegal dumping

### **Current State**

- There's currently a very high demand for bush clearing as it contributes to the increase of crime and illegal dumping
- A total of 62 100 m<sup>2</sup> of vegetation control (bush clearing and noxious weed eradication) was done across the 3 regions of BCMM during the last financial year

### **Action Plans**

- Wetland Rehabilitation Phase 2: Clearing of Alien Invasive plants in John Dube Wetland and NU 1.



## KFA 18: Municipal and Environmental Health

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

### Alignment with the National and Provincial Plans and Policies

- National Health Act (NHA), 2003 (Act 61 of 2003).
- Foodstuffs, Cosmetics and Disinfectants, 1972 (Act No. 54 of 1972) & various Regulations made under the Act.

### Link to BCMM Strategies, Sector Plan(s) and Policies

- Municipal Health Services Plan.
- Municipal Health By-laws.

### Progress & Achievements 2024 to date

- Number of water samples taken and analysed in all 50 BCMM Wards: 837 water samples were taken, tested, and analysed during Q1, Q2 & Q3 of 2024/25 financial year. Re-sampling for failures is conducted to ensure compliance with SANS 241-1 2015 (Standard for Drinking Water). Budget – R391 363 (the amount caters for both water & food sampling due to a shared vote).
- Number of food samples taken and analysed in all 50 BCMM Wards: 76 food samples were taken, tested and analysed at the laboratories during Q1, Q2 & Q3 of 2024/25. Food premises that did not comply were issued with non-compliance notices and were re-inspected to ensure compliance with food control regulations. Budget – R391 363 (the amount caters for both water & food sampling due to a shared vote).
- Enforcement of By-Laws – Food Premises (formal & informal) in terms of compliance & enforcement joint operations in all 50 BCMM Wards successfully conducted during Q1, Q1 & Q3 of 2024/25: 577 Food Premises Inspected. 459 issued with Prohibition Orders/ Closed. 118 were Compliant. R357.708.10 - value of Food Products removed & disposed (expired, damaged, counterfeit). R93.173.92 – value of Pesticides (illegal or unregistered traders) removed and detained for disposal.
- Health and Hygiene awareness campaigns in all 50 BCMM Wards: 10 Health & Hygiene Education & Awareness Campaigns/ Events were arranged and conducted at venues across the three regions during Q1, Q2 & Q3 of 2024/25.

### Current State

- Environmental health comprises those aspects of human health, including quality of life, that are determined by physical, chemical, biological, social and psychosocial factors in the environment.
- It also refers to the theory and practice of assessing, correcting, controlling and preventing factors in the environment that can adversely affect the health of present and future generations.
- The identification, evaluation, control as well as prevention through education of all those factors in the total environment which exercise a detrimental effect on individual physical, mental and social well-being and development. It also implies continuous efforts to educate and prevent individuals from affecting the environment in such a way that it becomes detrimental to their well-being and development.

### Action Plans

- Taking of Drinking Water Samples to measure compliance with SANS 241 (Drinking Water Quality Standards).
- Taking of Food Samples to measure compliance with FCD's Act & its Regulations.
- Inspection of Food Premises for Compliance with Regulations, GN No. R638 (Regulation Governing Hygiene of Food Premises, Transport of Food & Related Matters).
- Inspection of solid waste landfill sites; Panel beaters; Spray-painting; Laundromat & Dry Cleaners; and Industrial premises for Compliance with the National Environmental Norms & Standards for Premises and Acceptable Monitoring Standards for EHP's, Notice 1229 of 2015.
- Conduct Health & Hygiene Education and Awareness events to improved health status and knowledge on health and hygiene amongst target groups.
- Surveillance of Premises.
- Vector Control.

## KFA 19: Solid Waste Management

Solid Waste Management Services Department is at the centre of environmental sustainability and cover all waste services within the Metro. The department has aligned its core functions to the National Environmental Management Waste Act (NEMWA) guidelines which are refuse collections, landfills and recycling. Solid Waste Management Services are also guided by the Integrated Waste Management Plan that was endorsed by the

MEC for Department of Economic Development, Environmental Affairs and Tourism (DEDEAT). These strategic sectoral plans provide guidance and determine how Buffalo City Metropolitan Municipality fulfils its responsibility with regards to Solid Waste Management perspective.

The Constitution of the Republic of South Africa Schedule 5 Part B mandates the Buffalo City Metropolitan Municipality to render the following services in a clean, healthy and safe manner.

- Street Cleaning
- Refuse Removal
- Disposal of Waste/ Landfills & Garden Transfer Stations Operations and Management
- Waste Minimization & Clearing of Illegal Dumps
- Public Convenience

### Street Cleaning

Street Cleaning encompasses litter picking, gutter cleaning, street sweeping, focusing mainly on main roads, CBD, entrances and exits of the City inclusive of high visibility areas such as the beach front and other beaches. This division is also responsible for refuse bag distribution in both formal and informal areas. BCMM has budgeted for the Steel Street Litter (Disposal) Bins which have been installed in all BCMM CBD's and areas with high concentration of people.

### Refuse Removal

Solid Waste Management Services conducts refuse removal for domestic and businesses together with clearing of drop-off points as per the refuse collection schedule. Domestic refuse is supposed to be collected once a week from each household as per the National Domestic Collection Standards, whilst businesses are serviced according to the owner's request. Refuse removal service is currently provided in fifteen (15) areas in the Coastal region, seven (7) in the Midland region and twelve (12) in the Inland region respectively. This function is undertaken in line with the recognised refuse collection schedule that is annually communicated with the BCMM residents. The services ensure that the citizens within the City live in an environment that is not harmful to their health and that the aesthetics of the City are improved.

### Disposal of Waste/ Landfills Operations and Management

The Department is responsible for implementing environmentally sound disposal of waste through operations and management of the Landfill sites and Transfer Stations. This involves ensuring that the daily operations and management of these waste management facilities are compliant with the legal requirements of the legislation governing waste with management of the leachate plant. This includes covering and compaction of general waste from all households (formal/informal), businesses and pre-treated medical waste from health institutions. BCMM has two permitted landfill sites viz: Roundhill and King Williams Town Landfill sites, three (3) Transfer Stations viz: Kaysers Beach, Kidds Beach and Beacon Bay Garden Transfer Stations and one privately owned Gonubie Garden Transfer station.

### Waste minimization

The Waste Minimisation, Education & Planning Unit is responsible for developing programmes and initiatives which seek to promote waste minimization including clearance of illegal dumps, recycling, recovery, reuse and diversion of waste from disposal to landfill sites. The unit is also responsible for the development of an Integrated Waste Management Plan (IWMP) and development of waste management by-laws.

The City's Integrated Waste Management Plan (IWMP) for 2022- 2027 was developed according to the guideline document provided by Department of Forestry, Fisheries and the Environment (DFFE) and was adopted by the BCMM Council in a council meeting that was held on the 31st March 2023.



The adopted IWMP was then endorsed by the MEC for the Department of Economic Development, Environmental Affairs and Tourism (DEDEAT) on 31 August 2023. The adopted and endorsed IWMP ensured that the IDP, the new national and global waste management approach that encourages sustainability, efficiency, and waste economy is taken into consideration in the waste management planning for the City.

The Integrated Waste Management Plan (IWMP) goals seek to implement the waste management hierarchy through the diversion of waste from landfill disposal towards waste beneficiation programmes such as recycling. BCMM in partnership with Border Kei Chamber of Business (BKCOB) established eight (8) Buy-Back Centres in the following areas:

- a) Qonce (KWT) Buy- Back Centre (Operational)
- b) Mdantsane, NU 2 Buy – Back Centre (Operational)
- c) Nompumelelo Buy – Back Centre (Operational)
- d) Southernwood Buy- Back Centre (Operational)
- e) East London CBD Buy- Back Centre (Operational)
- f) Settlers-way Buy-Back Centre (Operational)
- g) Mzamomhle Buy-Back Centre (Operational)
- h) Gompo Buy-Back Centre (Operational)

Solid Waste Management Services Department has reviewed the existing Waste Management Bylaws in line with the IWMP to ensure alignment with the objectives of the National Environmental Management Waste Act 59 of 2008 for the diversion of waste from landfill disposal. The consultation with various community stakeholders has been conducted through digital consultation process from 06 June 2023 to 04 August 2023 as well as a physical consultation that was conducted from 01 September 2023 to 30 September 2023. The Councillor's workshop on the Integrated Waste Management By-Law Councillors was held on the 14th November 2024 and was adopted by Council on 24 March 2025. These consultations were necessary procedural processes that needed to be undertaken in order for the Integrated Waste Management Bylaw to be gazetted. The department is currently at the initial stages for gazetting of the by-law.

#### **Alignment with the National and Provincial Plans and Policies**

National Environmental Management Waste Act (NEMWA)

#### **Link to BCMM Strategies, Sector Plan(s) and Policies**

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

#### **Progress & Achievements 2024 to date**

- The City's Integrated Waste Management Plan (IWMP) for 2022 - 2027 was adopted by Council and subsequently endorsed by MEC for the Department of Economic Development, Environmental Affairs and Tourism (DEDEAT).
- Successful implementation of Public Employment Programme (PEP) in partnership with Border Kei Chamber of Business (BKCOB) and Buffalo City Metropolitan Development Agency (BCMDA).
- PEP entails activities such as creation of temporary jobs for street cleaning, gutter clearance, clearing of illegal dumps, beautification of the City and establishment of buy back centres.

#### **Challenges**

- Increasing rate of littering and illegal dumping of waste.
- Insufficient number of Waste Transfer Stations to service communities of the BCMM to meet the demand of the entire City.
- Long distance to Roundhill Landfill Site for the Coastal and Midland regions, which leads to wear and tear as well as lifespan of trucks.
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<ul style="list-style-type: none"> <li>■ PEP is a National Treasury funded programme and has enhanced the efforts of the City in ensuring a cleaner and greener BCMM.</li> <li>■ Development of community-based models for the provision of waste management services in CBD's, tourist attraction areas, student villages as well as formal and informal residential areas also form part of PEP.</li> <li>■ The successful establishment and implementation of a three-shift system, thereby reducing of overtime.</li> <li>■ Enhanced collection of recyclables, thereby reducing the volumes of waste disposed at the landfill site.</li> <li>■ Servicing diverse types of household patterns in a satisfactory manner.</li> <li>■ Upgrading of Kidds Beach and Kaysers Beach Garden Transfer Stations through installation of guard rails for the safe entrance to the station acquisition of Bulk containers have been achieved.</li> <li>■ Council has adopted the reviewed Waste Management by-law on 24 March 2025.</li> <li>■ Adopt a Spot policy was approved by Council on 24 March 2025.</li> <li>■ Street Litter bins delivery and installation in the City in 3 Regions</li> <li>■ Fleet was procured, delivered and distributed based on the needs of the three departments within the Directorate in the 2023/2024 financial year.</li> <li>■ Rapid Response Team established and operational.</li> </ul>	
Current State	Action Plans
<ul style="list-style-type: none"> <li>■ There is a need for additional specialised fleet for solid waste management activities.</li> <li>■ BCMM has two permitted landfill sites viz: Roundhill and King Williams Town Landfill sites.</li> <li>■ The Street Litter Bins were installed in strategic points across the Metro.</li> <li>■ Solid Waste Management Services Department established a programme of clearing illegal dumps which are occurring in open spaces and along the pavements at a very alarming rate. The programme is mainly informed by supervisor inspections and community complaints in all three regions of the City.</li> <li>■ Eight (8) Mini Buy- Back Centres were established and they are all operational.</li> <li>■ Implementation of a 2 shift system for refuse removal and street sweeping by Supervisors, Drivers &amp; General Workers</li> <li>■ Landfill sites were refurbished in order to address the non-compliances. The refurbishments included fencing of the facilities, refurbishing the Material Recovery Facility, upgrading</li> </ul>	<ul style="list-style-type: none"> <li>■ Acquisition of solid waste fleet for all the three (3) regions for improvement in the provision of Solid waste services is underway.</li> <li>■ Establishment of Garden Transfer Stations in the Inland and Midland regions is planned for the 2024/2025 financial year.</li> <li>■ To facilitate purchase Of Bulk Containers With Removal Vehicles</li> <li>■ To facilitate Acquisition Of Ldv's And 4 Ton Truck</li> <li>■ To facilitate Refurbishment Of Waste Management Facilities</li> <li>■ To facilitate Waste Minimisation, Recycling, Awareness, Separation &amp; Waste Programmes</li> <li>■ To facilitate Community Based Solid Waste Co-Operatives Coastal</li> <li>■ To facilitate Implementation Of A 2 Shift System For Refuse Removal And Street Sweeping (Supervisors, Drivers &amp; General Workers)</li> <li>■ Establishment of the Waste Management Forum.</li> </ul>

access control and access roads, fixing the weighbridges and the leachate treatment facility.

- Presidential Acceleration of Service Delivery created 2000 temporary employment opportunities for participants to improve waste service provision in the City while alleviating unemployment rate through the implementation of the Cleaning, Greening and Beautification project.
- The General Manager for Solid Waste Management Services has been designated as the Waste Management Officer pending approval by the City Manager.
- The Integrated waste management by-law was reviewed with all consultations undertaken and has been adopted by Council. The department is currently at the initial stages for gazetting of the by-law. The by-law addresses the illegal dumping in line with the City's tariff structure.
- The department has developed an Environmental Management Plan that caters for leachate monitoring. The consultation process has been initiated with the Department of Economic Development, Environmental Affairs and Tourism (DEDEAT) for comments. Upon conclusion of the process, the plans will be endorsed by DEDEAT.

■

## Strategic Outcome

# 3

**A CONNECTED  
CITY**



## SITUATIONAL ANALYSIS

### 1. STRATEGIC OBJECTIVE

To maintain a world-class logistics network.

### 2. MUNICIPAL STRATEGIC ALIGNMENT MATRIX

The alignment between the SO, Strategic Objective, and KFAs is depicted as follows:

**Table 90: Alignment between Strategic Outcome Three, Strategic Objective and Key Focus Areas**

Strategic Outcomes	Strategic Objectives	Key Focus Areas
SO3: A connected City	To maintain a world class logistics network	KFA 20: Roads and Stormwater Infrastructure
		KFA 21: ICT
		KFA 22: Transport Planning and Operations
		KFA 23: Energy Supply Efficiency

### 3. STRATEGIC PRIORITIES

The following strategic priorities applicable to this Strategic Outcome have been identified during the 2021/2026 IDP Process:

**Table 91: SO 3: A Connected City (KFA 20–23)**

STRATEGIC OUTCOME (SO3): A CONNECTED CITY	
KFA 20: Roads and Storm water Infrastructure	
<p>In any City, the road network is one of the key components of the transportation system enabling mobility for the transportation of goods and people. A good reliable roads network is vital to the economy of a city and acts as a catalyst to development. The Roads branches core mandate is to provide a safe all-weather roads network for the use of all road users.</p> <p>Roads and Stormwater services are responsible for management of the road and infrastructure network in the built-up area. Which includes surfaced and gravelled roads with associated storm water. BCMM also has a dedicated major storm water channelling that protects the city from major flooding. Major and minor bridges and culvert also form part of the network.</p> <p>The service contributes towards the Connected City Pillar of the Metro Growth and development strategy with priority being to ensure seamless movement of vehicles and people within and through the city through a reliable and well-kept road network.</p>	
Alignment with the National and Provincial Plans and Policies	Link to BCMM Strategies, Sector Plan(s) and Policies
<ul style="list-style-type: none"> <li>▪ The South African National Roads Agency and National Roads Act, 1998 (Act No. 7 of 1998)</li> <li>▪ National Land Transport Transition Act, 2000 (Act No. 22 of 2000)</li> <li>▪ National Road Traffic Act, 1996 (Act No. 93 of 1996) as amended</li> </ul>	<ul style="list-style-type: none"> <li>▪ (Draft) Roads Master Plan 2018/19</li> <li>▪ Stormwater master plan 2009/10</li> <li>▪ Pavement Management System 2012/2013 FY</li> </ul>
Progress & Achievements 2024 to date	Challenges
<ul style="list-style-type: none"> <li>• Upgrading of Mdantsane gravel roads to surfaced standards - cluster 3 – phase 4B in Wards 21,22,23: Upgrading of a 15 km gravel road to surfaced standard with associated stormwater. Start date: 14 July 2022 End Date: 14 October 2024 Cost: R 193 911 436.11 (Incl. Vat)</li> <li>• Upgrading of Mdantsane gravel roads to surfaced standards - cluster 1 – phase 4B in Wards 12,14, 17: Upgrading of a 1.77 km gravel road to surfaced standard with associated stormwater. Start date: 12 October 2022 End Date: 30 June 2022 Cost: R 16 104 357.90</li> <li>• Upgrading of Mdantsane gravel roads to surfaced standards - cluster 2 – Phase 4A in Wards 11,17, 20,30,48: Upgrading of a 3,7 km gravel road to surfaced standard with associated stormwater and specially designed driveway. Start date: 23 June 2020 End Date: 13 May 2022 Cost: R 39 501 216.48</li> <li>• Upgrading of Mdantsane gravel roads to surfaced standards - cluster 2 – Phase 4B in Wards 11, 20,30,48: Upgrading of a 10 km gravel road to surfaced standard with associated stormwater. Start date: 03 January 2023 Anticipated Completion Date: 30 April 2025</li> </ul>	<p><b>ROADS PROBLEM STATEMENT</b></p> <p>Generally, it is acceptable to have a backlog of between 5% to 10% of the roads network in a Poor to Very Poor condition at any given time. At the current levels of Capital budget allocation, there is a shortfall between the required budget, and the available budget to achieve this target. Therefore, resulting in an ever-increasing backlog in roads renewals.</p> <p>The erratic weather patterns have a great impact on the condition of the roads network as the periods of wet weather followed by periods of drought accelerates the rate of deterioration of an aging roads infrastructure network.</p> <p><b>STORM WATER PROBLEM STATEMENT</b></p> <p>There is more than 615km of storm water pipes and culverts within the Metro, many of which are very old, and corroded and in need of replacement. There is a significant backlog in the maintenance and upgrade of the existing stormwater drainage systems in the city. There is an urgent need to make additional funding available to replace/rehabilitate and upgrade the stormwater network. The need for improved stormwater drainage systems is increasingly important due to changing climatic conditions due to Global Warming (Severe Drought and Severe Flooding).</p>

## STRATEGIC OUTCOME (SO3): A CONNECTED CITY

Cost: R 105 213 984.94 (Inc. Vat)

- Upgrading of Mdantsane gravel roads to surfaced standards - cluster 3 – phase 4A in Wards 21,22,23: Upgrading of a 1.3 km gravel road to surfaced standard with associated stormwater  
Start date: 23 June 2020  
End Date: 13 August 2021  
Cost: R 14 824 033.68
- Upgrading of Mdantsane gravel roads to surfaced standards - cluster 3 – phase 4B in Wards 21,22,23: Upgrading of a 15 km gravel road to surfaced standard with associated stormwater  
Start date: 14 July 2022  
End Date: 14 October 2024  
Cost: R 193 911 436.11 (Incl. Vat)
- Urban renewal Toyana roads in Mdantsane – Construction of sidewalks, Street lights and associated road furniture.  
Start Date: 02 December 2024  
End Date: 30 June 2024  
Cost: R 19 655 000.00
- Rehabilitation of Settlers Way- The project is at construction stage with the addition of a 3rd lane in each direction, with total length of 7,8 km and 2.2km of Military Road to be constructed.  
Start Date: 01 May 2021  
End Date: 21 June 2024  
Cost: R 416 832 000.00

The ingress of solid waste into the stormwater system is also a cause of many system constraints, due to the frequent blockages and increased maintenance required to keep the system clear.

### Current State

#### Roads

The Buffalo City Metropolitan Municipality roads network is one of the city's most valuable assets and is a key component to the functioning of the city by providing access and mobility for the provision of services and the movement of goods and people for economic and recreational activities. A large percentage of Buffalo City Metropolitan Municipality's (BCMM's) road infrastructure is old, rapidly deteriorating and has passed its design life of 20 years.

(BCMM) roads branch is responsible for the rehabilitation, upgrade and maintenance of all existing BCMM owned roads, sidewalks, guard rails and street name signs within the BCMM area. The roads network is made up of ± 3321 km of surfaced and gravel roads network. The surfaced roads network which includes Asphalt, Concrete and Block Paved Roads consists of ± 1692km of roads and a Gravel roads network of ± 1629km.

- Buffalo City Metropolitan Municipality was severely affected by heavy rainfall and widespread flooding in June 2024. Many areas of the metro experienced damage to property and municipal infrastructure in the areas of King Williams Town, Mdantsane and East London. The areas most affected were low lying areas, and informal settlements. Much of the damage was to roads and stormwater infrastructure with large quantities of debris being deposited in the stormwater system, damage to drainage infrastructure and erosion of large culverts.

#### Valazonke Programme

## STRATEGIC OUTCOME (SO3): A CONNECTED CITY

The Buffalo City Metropolitan Municipality launched the Valazonke Pothole Patching Programme to address the scourge of potholes throughout the Metro. The programme was launched by the Executive Mayor on the 29th of August 2023 with the aim of addressing the issue of deteriorating roads and the increase in number of complaints from the public and ratepayers regarding proliferation of potholes in and around the City.

The roads network is in poor condition with much of the road surfacing in the city being past its design lifetime, hence the frequency and increase in number of potholes. There is a need for extensive reinvestment in the existing road network in order to improve the overall condition and significantly reduce maintenance needs.

Valazonke programme actively tackles the pothole problem by ensuring our dedicated patching teams are continuously engaged in all the districts by patching potholes and promptly attending to related complaints.

The occurrence of potholes has a direct impact on road safety, and the operating and maintenance costs of vehicles. Regular pothole patching is of critical importance on extending the life span and maintenance of a safe riding surface of our road network.

Over the past few months, the department has encountered several challenges concerning the availability of asphalt material and plant the said hindered the operation of the Valazonke programme. Despite these obstacles, Buffalo City Metropolitan Municipality (BCMM) patching teams have patched approximately 17 576 potholes throughout the city in 23/24 financial year.

### In-house Roads Maintenance

Roads and stormwater department has a dedicated in-house team responsible for the regravelling and blading of roads in all three (Coastal, Midland and Inland) regions in ensuring that the roads are well maintained to provide a safe road for all residents and business community. In addition to regular maintenance work, our teams also attend to special requests like funerals, using our own plant and machinery.

### Roads and Stormwater Master Plan

- Roads Master Plan (RMP) for the Buffalo City Metropolitan Municipality (BCMM) is required to ensure that future roads planning, gives due consideration for population growth and urban sprawl caused by previous developmental strategies. This RMP will incorporate population growth, economic development and spatial planning initiatives to develop a plan which gives due consideration to all these factors.
- The Roads Branch has a draft Roads & Stormwater Master Plan that was compiled in the 2018/2019 financial year. The draft roads and stormwater management plan is currently being reviewed and will be submitted to council for approval.

### Pavement Management System (PMS)

- The Pavement Management System (PMS) which talks to all existing roads infrastructure, inventory, condition, remaining useful life, maintenance and rehabilitation needs was last undertaken in the 2012/2013 financial year. The contract for the updating of the BCMM roads and stormwater PMS was advertised in 2021, and the tender closed on the 29th of October 2021. The tender was subsequently evaluated and presented to the Bid Committees for approval. However, the tender was cancelled at the bid Adjudication Stage. The review of the PMS is currently at tender development stage. This system is critical for the effective planning and management of the roads network.

### Roads Stakeholder interface

There is a need for the municipality to establish a functioning roads and transport planning forum within the municipality. Currently, we lack a dedicated platform that facilitates meaningful engagement with key stakeholders such as SANRAL and the Provincial Roads and Transport. The main purpose of the forum is to provide a structured environment where all relevant parties come together to discuss and align roads programmes within the Metro to ensure effective coordination of efforts towards improving our roads network infrastructure.



## STRATEGIC OUTCOME (SO3): A CONNECTED CITY

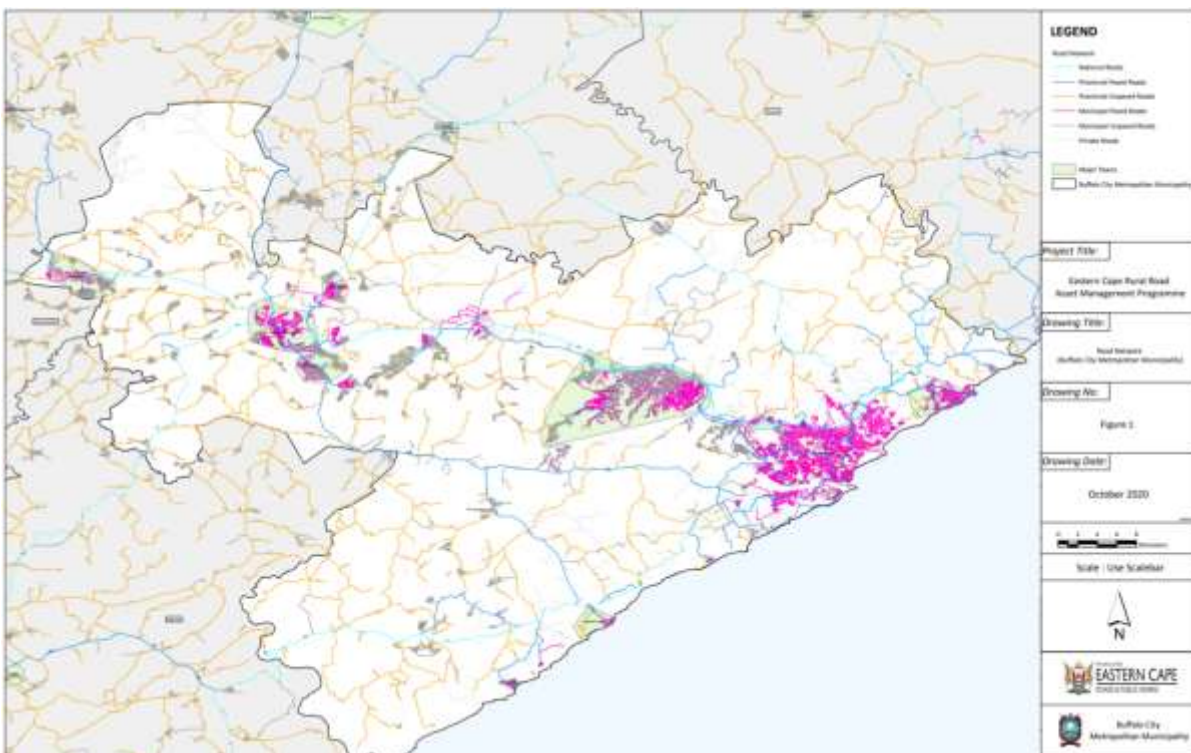
Although BCMM is responsible for all municipal proclaimed roads within the Municipal boundaries, there are other road authorities that operate within the BCMM boundaries namely:

- Provincial Department of Roads and Transport which is responsible for 472km of surfaced roads and 1083km of gravel roads within the BCMM area.

There is ongoing engagement between the Provincial Department of Roads and Transport, and the Municipality regarding the maintenance of provincial roads within the metro. Many of these roads have a significant impact on the municipality as they are main roads that provide access to the residents of the Metro.

The Map on the below shows:

National Roads (Lite Blue)  
Provincial Surfaced Roads (Dark Blue)  
Provincial Unpaved Roads (Orange)  
Municipal Surfaced Roads (Pink)  
Municipal Unpaved Roads (Grey)



**Critical Provincial roads that require urgent attention are listed below:**

Road Name	Description	Challenge
Quenera Lagoon Rd: DR02721	The road is a gravel road approximately 4km in length.	The road takes a significant amount of traffic, especially from all the residential developments along the road. Province is unable to maintain the road to an acceptable level, and unable to

## STRATEGIC OUTCOME (SO3): A CONNECTED CITY

		upgrade the road to surfaced standard, and the residents are demanding a descent road. This has been reported to various government departments and the media by the residents.
Buffalo Pass MR00504	The Road is a surfaced road, and is approximately 10 km in length from Woolwash Rd to the R72	The road is the only alternative link from the R72 through to Scenery Park and Amalinda. Without having to go through the CBD. The road is in a very poor condition and is in need of constant maintenance. This Makes the road dangerous to use and motorists are constantly logging complaints about the condition of the road.
Old Gonubie Rd: MR00686	The road is a surfaced road and is approximately 3km in length.	The road takes a significant amount of traffic, as it is the only link between the Suburbs of Beacon Bay and Gonubie. An alternative for this would be to construct and onramp onto the N2 which will be very costly. The road Requires upgrading due to traffic and development in the area.
MR00216	The Road is a surfaced road and is approximately 7 km in length from Gonubie Main Rd to the N2 interchange	This road is and access from Gonubie and beacon Bay through to the east Coast resorts area. It takes significant traffic volumes and goes through a light industrial area. The road requires localised upgrade and rehabilitation
Voortrekker Rd / Old King Rd (R102)	The road is a surfaced road and is approximately 50km in length.	The road takes a significant amount of traffic, and is an alternative rdto the N2 linking Mdantsane, Berlin, and Qonce as well as a number of Villiages to the City. The Road requires resurfacing and major repairs.
Mount Coke Rd (MR00520)	The Road is a surfaced road. It links Qonce to the City centre	The road requires localised rehab and resurfacing.
Sunrise On Sea Rd and Kwelera Rd (DR02728 and DR02730)	The road is a surfaced road and is approximately 2.6 km and 5.6km in length.	The road takes a significant amount of traffic, especially from all the residential developments along the road. Province is unable to maintain the road to an acceptable level, and unable to upgrade the road to surfaced standard, and the residents are demanding a descent road. This has been reported to various government departments and the media by the residents.

## STRATEGIC OUTCOME (SO3): A CONNECTED CITY

Schafli Rd (DR02730)	The Road is a surfaced road, which serves the areas of Cintsa, Glen Eden, Glen Gariff, Queensberry Bay Sunrise On Sea, Kwelera, Yellow Sands and is approximately 25 km in length from Gonubie Main Rd to the N2 interchange	The road is the only alternative link from the R72 through to Scenery Park and Amalinda. Without having to go through the CBD. The road is in a very poor condition and needs constant maintenance. This Makes the road dangerous to use and motorists are constantly logging complaints about the condition of the road.
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SANRAL is responsible to manage and control the national road network and take charge of the development, maintenance and rehabilitation of national roads within the framework of governmental key policy.

- South African National Roads Agency Limited (SANRAL) which is responsible for all the National roads within BCMM such as the N2, N6 and R72.

There ongoing collaboration between SANRAL and BCMM in implementing various roads projects within BCMM. Some of the Projects currently underway within the BCMM region:

- N2 Green River to Buffalo River Qonce (King William's Town)
- N2 Breidbach and Belstone Interchanges
- N6 East London Aliwal North RRM R64,2 million

These projects are crucial for our communities as they involve the development and maintenance of National roads within the region of Buffalo City.

### Storm Water

- The Stormwater unit is responsible for the rehabilitation, maintenance and upgrade of all existing BCMM owned Stormwater drainage and Bridges within the BCMM area. The existing infrastructure consists of ±70 Bridge Structures, ±21 000 manholes, kerb inlets, headwalls and ±615 km of pipe within BCMM.
- Heavy rainfall events experienced in December 2021, January 2022 and June 2024, and subsequent persistent rainfall events have highlighted the importance of an efficient well-maintained stormwater drainage system. It is during these events where a good drainage system ensures that emergency and essential services remain operational.
- The damage that can be caused by these flooding events can be catastrophic resulting in large scale damage to existing infrastructure, loss of essential services such as power, water and sanitation, and even the loss of life. It is essential that major and minor stormwater drainage infrastructure received adequate attention to ensure that it is functioning optimally even during periods of drought.
- Shifting weather patterns has made it very difficult to try and predict future weather events as historical weather data less reliable. This has been demonstrated by a notable increase in extreme weather events such as heavy rainfall and storms Typically dry periods can become periods of flooding, while the seasonal rainy periods can become a period of drought. The flooding in KZN, the Drought in Gqeberha, and the Flooding in Mdantsane and East London bear witness to that.
- It has become increasingly evident that the current capacity of our stormwater drainage system is insufficient to accommodate water during heavy rainfall, which in turn poses a significant risk of causing damage to our roads and surrounding infrastructure. Therefore, it

## STRATEGIC OUTCOME (SO3): A CONNECTED CITY

is important that more funding be allocated towards rehabilitation and upgrade of our stormwater drainage network, by investing in the improvement of our stormwater drainage system, the municipality can mitigate the potential risks and damages that may arise in our stormwater drainage. These were also recommendation from National Disaster Management for serious consideration in our stormwater water drainage infrastructure, also as part of disaster risk reduction measures.

- The Roads and Stormwater Branch currently has an operating budget of
- R 9 502 373.00 in the 2024/2025 financial year for the maintenance of stormwater infrastructure, and a capital budget of R 2 500 000 for bridges and stormwater.
- The department currently undertakes the clearing of stormwater systems on a continual basis, through the jetting of pipes and clearing of inlet and outlet structures

### Action Plans

- Roads Provision Program: This is an ongoing program aimed at addressing surfaced roads renewals and resurfacing within the metro whereby there is annual resurfacing and rehabilitation projects undertaken by the Roads Branch.
- Rural Roads Program: This program is an annual rural roads regraveling program to improve the condition of the rural roads network.
- Bridges and Stormwater Rehabilitation program whereby there is renewals and rehabilitation of existing stormwater and bridge infrastructure as well as limited upgrades.

### BCMM MAJOR ROADS REQUIRE ATTENTION

PROJECT NAME	DESCRIPTION	ESTIMATED CONSTRUCTION COST	CURRENT STATUS
Amalinda Main Rd Resurfacing	Localised Rehabilitation and resurfacing of Amalinda Main road.	R 30 000 000.00	Funding Required
Wool wash Road resurfacing and intersection upgrade	Resurfacing and Intersection upgrade at the Mdantsane Access Rd intersection	R 25 000 000.00	Funding Required
Union and Western Ave	Localised rehabilitation and resurfacing of portions of Union and Western Avenues.	R 15 000 000.00	Funding Required
Fitchet Road Resurfacing	Localised resurfacing of Fitchette Rd	R 3 000 000.00	Funding Required
Gately Street Resurfacing	Resurfacing of Gately St	R 8 000 000.00	Funding Required
Frere Road and Donald Resurfacing	Localised Rehabilitation and Resurfacing of Frere Road and Donald Rd	R 6 000 000.00	Funding Required
Jan Smuts Ave Resurfacing	Localised Repairs and Resurfacing of Jan Smuts Avenue	R 6 000 000.00	Funding Required
Strand Steet and Bank St Resurfacing	Rehabilitation and resurfacing of Strand Street including Stormwater Upgrade and resurfacing a portion of Bank St	R 10 000 000.00	Funding Required
Billie Road Rehabilitation	Rehabilitation and resurfacing and upgrade of Stormwater	R 20 000 000.00	Funding Required
Postdam Unit P Main Roads	Road Rehabilitation and stormwater upgrade Potsdam	R 7 000 000.00	Funding Required
Beaconsfield Rd Rehabilitation and Resurfacing	Localised road rehabilitation and drainage repairs and resurfacing	R 6 000 000.00	Funding Required

## STRATEGIC OUTCOME (SO3): A CONNECTED CITY

Gonubie Internal Roads	Upgrade of roads and Stormwater drainage in Gonubie	R 350 000 000.00	Funding Required
Chamberlain Rd Resurfacing	Rehabilitation and resurfacing	R 10 000 000.00	Funding Required
Beach Rd Resurfacing	Road Resurfacing	R 8 000 000,00	Funding Required
Bonza Bay Rd intersection upgrades and resurfacing	Localised road rehabilitation Intersection Upgrades and drainage repairs.	R 35 000 000.00	Funding Required
Olympic Ave Resurfacing	Road Repairs and Resurfacing	R 6 000 000.00	Funding Required
Rehabilitation and resurfacing of Kingsway and Queens Street	Rehabilitation and resurfacing of the roads and intersection upgrade	R 20 000 000.00	Funding Required
Resurfacing of Rosedale Rd	Road Resurfacing	R 12 000 000,00	Funding Required
Resurfacing of Bauhinia Drive	Road Resurfacing and Drainage repairs and rehabilitation	R 10 000 000.00	Funding Required
Resurfacing of Colley Ave	Road Repairs and resurfacing	R 7 000 000.00	Funding Required
Resurfacing of Osmond and Dick King Rd Wilsonia	Rehabilitation and resurfacing and upgrade of Stormwater	R 20 000 000.00	Funding Required
Resurfacing of Greenpoint Rd	Road Rehabilitation and stormwater upgrade Potsdam	R 10 000 000.00	Funding Required
Resurfacing of Falkland Rd	Localised road rehabilitation and drainage repairs and resurfacing	R 8 000 000.00	Funding Required
Resurfacing of Alphen Rd	Road Rehabilitation and Resurfacing	R 12 000 000.00	Funding Required
Resurfacing of Windyridge and Parkridge Rds	Rehabilitation and resurfacing and upgrade of Stormwater	R 20 000 000.00	Funding Required
Resurfacing of Wodehouse Str	Road Repairs and resurfacing	R 8 000 000.00	Funding Required
Resurfacing of Joubert St	Road Repairs and resurfacing	R 10 000 000.00	Funding Required
Resurfacing of Queens Rd and Albert Rd	Road Repairs, drainage repairs and resurfacing	R 20 000 000.00	Funding Required
Road Resurfacing and Drainage Zwelitsha Main Rds	Road resurfacing and stormwater upgrade	R 25 000 000.00	Funding Required
Resurfacing of Rharhabe Rd and Ngqika Ave Bhisho	Road repairs and resurfacing	R 12 000 000.00	Funding Required
Rehabilitation and Resurfacing of Mdantsane Main Rds	Localised road rehabilitation and drainage repairs and resurfacing	R 35 000 000.00	Funding Required
Resurfacing of Scenery Park Main Rd	Road Resurfacing and Drainage upgrade	R 15 000 000.00	Funding Required

### KFA 21: ICT

The Information Technology and Support Department, is the enabler of Information Communication and Technology (ICT) to the institution and has a mandate which is guided by the ICT Strategy which feeds onto the Metro Growth and Development Strategy (MSDG) vision 2030, targeting key strategic focus areas in the Integrated Development Plan, namely:

Municipal Transformation and Organizational Development

Integrated physical ICT Infrastructure to enhance Multimodal connectivity.

Municipal Basic Service Delivery & Infrastructure Development

Implement and support the council approved BCMM Smart City Strategy.

**Link to BCMM Strategies, Sector Plan(s) and Policies**

## STRATEGIC OUTCOME (SO3): A CONNECTED CITY

- User Account Management Policy
- Disaster Recovery Plan Policy
- Application Support Policy
- Application Development Policy
- Backup and Restore Policy
- Change Management Policy
- IT Governance framework
- Risk management Framework
- Firewall procedure
- ICT Security Policy

### Progress & Achievements 2024 to date

#### ICT SECURITY

Improved ICT security that includes:

- Firewall Enhancements and Monitoring
- Security Analysis Report
- Threat Report
- Application Security Enhancements
- User awareness ServiceDesk notifications on ICT Security Risks
- Blocked various malicious and phishing spam
- Upgraded various BCMM computer machines using Windows 10 to Windows 11
- Management of user accounts through ongoing reconciliations on Active Directory

#### ICT NETWORK INFRASTRUCTURE

An improved ICT Network that includes:

The development and execution of an expansive fibre connectivity network through implementation of following radio links:

- Bhisho to Epol Radio Link
- Bhisho to Zwelitsha Radio Link
- Cecilia Makiwane Hospital to Zone 6 Mdantsane Radio Link
- Buffalo Flats WT – Electrical Stubby installation
- Duncan Village Ward 7
- Greenfields OPGW Fibre and 45 Commercial Rd

### Current State

ICT Governance structures that are fully operational are:

- ICT Change Advisory Board (CAB) - The ICT Change Advisory Board plays a crucial role in evaluating, approving, and overseeing changes to the ICT environment to ensure they align with organizational objectives, to minimize risks, and maintain operational stability.
- ICT Security Review Board (SRB) - The ICT Security Review Board is responsible for assessing and mitigating security risks within an organization's information and communication technology infrastructure, safeguarding data, systems, and operations from potential threats and vulnerabilities.
- ICT Operations and Projects Forum - The ICT Operations and Projects Forum serves as a collaborative platform where stakeholders discuss, plan, and coordinate information and communication technology operations and projects to enhance efficiency and alignment with organizational goals.
- Disaster Recovery Planning Forum - The Disaster Recovery Planning Forum is a crucial forum that strategizes and coordinates efforts to develop and maintain comprehensive disaster recovery plans, ensuring business continuity and resilience in the face of unforeseen catastrophic events.
- ICT Steering Committee - The ICT Steering Committee functions as a governing body that sets strategic direction, priorities, and policies for information and communication technology initiatives to align them with the organization's overarching goals and objectives.



## STRATEGIC OUTCOME (SO3): A CONNECTED CITY

### Action Plans

The following policies have been developed and presented in a Council Workshop in November 2024:

- Application Development Policy
- Application Support Policy
- Asset Management Policy
- Backup Policy
- Change Management Policy
- Cloud Computing Policy
- Disaster Recovery Plan Policy
- Security Policy
- User Account Policy

### KFA 22: Transport Planning and Operations

The objective of the BCMM transport system is to provide easy access to places of work, schools, community services and other recreational activities in a safe and secure environment and in a cost-effective manner. The existing public transport modes, in particular those servicing the poor, partially meets these requirements.

The Integrated Public Transport Network Plan was completed in 2018 in order to access the Public Transport Network Grant. Funding was received from the 2016/17 financial year and was used to the Upgrading of Qumza Highway, development of the MELD Corridor Business and Operational Plan and the Review of the Business and Operational Plan for the entire city. The grant has since been suspended for a period of more than three years from July 2020.

The Comprehensive Integrated Transport Plan (CITP) is reviewed every five years and was reviewed in 2019 as per the requirements of the National Land Transport Act 5 of 2009. The current review (in draft) will provide progress on implementation of projects and incorporate any new spatial planning and other developments within the City. Sub plans that form input into the CITP are the Non-Motorised Transport Plan, the Traffic Safety Plan, the Transport Register, the Freight Plan, the Arterial Road Network Development Plan and the Public Transport Plan.

There is an **Integrated Transport Planning Co-ordinated Committee (ITPCC)** that is chaired by the EC DOT. The members of the ITPCC are the following:

- Buffalo City Metro Municipality (BCMM) – ITP and IPTN/PTS BCMM
- Nelson Mandela Bay Metro Municipality (NMBMM) – ITP and IPTN NMBMM
- PRASA
- TRANSNET
- National Roads projects SANRAL
- 6.Alfred Nzo DM (ANDM) ANDM
- Amathole DM (ADM) ADM
- Chris Hani DM (CHDM) CHDM
- Joe Gqabi DM (JGDM) JGDM
- OR Tambo DM (ORTDM) ORTDM
- 11.Sarah Baartman DM (SBDM) SBDM



## STRATEGIC OUTCOME (SO3): A CONNECTED CITY

The meetings are held on a quarterly basis and each organisation gives a progress report on Transport Planning and Operation activities. New developments on Transport related matters related to policy/legislation are presented by the relevant authorities as and when required. Key issues are elevated to the provincial structure of the Head of Departments and the MECs.

### Alignment with the National and Provincial Plans and Policies

- Eastern Cape Provincial Development Plan (2020) – Goal 2: An enabling infrastructure network
- Integrated Urban Development Framework which has as its overall objective the creation of efficient urban spaces by, et al, “reducing travel costs and distances” , “aligning land use, transport planning and housing” , and “improving public transport and the coordination between transport modes” .
- Performance Outcomes of Government – Outcome 6: An efficient, competitive and responsive economic infrastructure network.

### Link to BCMM Strategies, Sector Plan(s) and Policies

- Comprehensive Integrated Transport Plan – deals with an overall perspective of the BCMM transport planning documents.
- Non-Motorised Transport Plan – deals with plan on the implementation of priority projects in terms of non-motorised transport (sidewalks, bicycle lanes, traffic safety plans).
- Traffic Safety Plan – reduce the number of severity of collisions & casualties within its area of operations.
- Transport Register – provides a description of all the scheduled and unscheduled services operating in, to or from the Buffalo City area and all public transport facilities and infrastructure in the Buffalo City area. The Transport Register is to include a register of all changes to operating licenses and permits in the Buffalo City area and new ones issued.
- Freight Plan – to survey the current freight movement and the modes by which such freight is being transported, and which has defined certain strategic freight corridors.
- Arterial Road Network Development Plan – Transport Planning is a dynamic process, as forecasting future needs is dependent upon current priorities, planning and development. This plan is used to assist in the formulation of an implementation programme for the next five years, and as a guide for planning in years beyond.
- Public Transport Plan – this plan assists the City in planning for public transport services and their various systems.
- Business Plan & Operational Plan – this plan assists the City in identifying whether it can operate viable public transport and what are the costs associated with that system.

### Progress & Achievements 2023 to date

- Construction of Pedestrian Bridges Programme (R 12.909 million)
  - Cambridge Township in Ward 16 - Completed 2020
  - Siya in Ward 8 - Completed 2020
  - Matanzima in Ward 6 - Completed 2020
  - Sithembiso SSS in Ward 14 to be completed by June 2025
  - Nu11B/Nu12 Bridge to be completed by June 2025
  - Scenery Park in Ward 5 to be completed by June 2027
- Sleeper Site Road in Ward 47:
  - Phase 1 (Bowls Road to Moore Street / Currie Street / Tutton Terrace Intersection) - completed June 2022. Cost - R 59 million
  - Phase 2 (Currie Street / Tutton Terrace Intersection) - completed December 2023. Cost - R 78 million
- Upgrading of Qumza Highway Phase 7 – 1&2 (2.48km) in Wards 17,20,21,30 & 48: Construction was completed August 2020. Cost - R 268 million

## STRATEGIC OUTCOME (SO3): A CONNECTED CITY

- Upgrading of KWT Public Transport Facilities in Ward 37: Construction completed for Taxi City Taxi Rank in June 2018 and Market Square Bus Terminal in January 2020. Construction of the Market Square Taxi was completed June 2022. Cost - R 85.663 million
- Review of the Comprehensive Integrated Transport Plan for All Wards: Draft report completed during the month of August 2020. Final approval by Council anticipated. Cost - R 2 million

### Challenges

- There is a crucial need to redevelop a quality formal public transport system in order to contain the growth of private traffic and also to provide accessibility for all citizens, and thereby facilitate the socio-economic development of the City.
- For the most part, people resident in areas where access to opportunities is poorest are most reliant on public transportation. The spatial pattern and concentrations of development in these areas, however, have not historically favoured the sustainability of most modes of mass-based public transport.

### Current State

- For citizens of Buffalo City, access to transport is, like for most other cities of South Africa, characterized by a high car usage amongst the economically well-off population, while people with low income have to rely on public transport or must walk. As per the figure below, non-motorised transport accounts for 50% of trips per mode within the city and therefore this mode of transport must be catered for to ensure safety and comfort for pedestrian traffic.
- The Integrated Public Transport Network Operational and Business Plans are to be reviewed by BCMM after National Treasury and Department of Transport indicated that BCMM has not met the re-submission criteria for the PTNG grant. The review of the plans will include the development of the business plan and financial modelling for the Mdantsane to East London Corridor (MELD) as priority number one and associated feeder routes.
- Qumza Highway: MELD Feeder Route (5km): The feeder route along the Qumza Highway between Golden Highway and Highway Taxi rank has a 5km section that is a single carriageway that requires to be upgraded to have dropping off lane for the public transport in order to improve traffic congestion. The designs for this section of the road were completed in July 2016.
- Mount Ruth Node: Mount Ruth was specifically identified in the MELD study as an area with very high potential for development as a mixed land use node, based on its proximity to the rail line and station, it's direct connection with the Mdantsane CBD as well as its potential linkages with the N2 and N6. This highlighted the need for a more detailed nodal development plan for Mount Ruth and resulted in the preparation of the Mount Ruth Nodal Precinct Development Plan
- Mdantsane has limited access to the N2 freeway system. This lack of accessibility impacts negatively on the area, particularly with respect to attracting investment. At the same time, it was recognised that there were important linkages missing from the transport network as a whole if the logic of a hierarchical road system is to apply. In order to attract investment through improved accessibility.

### Action Plans

- BCMM has submitted proposals for funding to Infrastructure South Africa Project Application (currently being assessed) for transport corridor development (Settlers Way co-funding, Harbour Arterial Rd, NW Expressway to densify Reeston and Amalinda, Mdantsane Access Rd, and N2-R72 Bypass), as well as bulk sewerage and bulk energy infrastructure required for projected economic and population growth.

### KFA 23: Energy Supply Efficiency

Buffalo City Electricity Department with an Asset base in excess of R 5,7 billion supplies more than 140 000 customers in an area covering approximately 2 500 square kilometres. Electricity for the main supply to the Metro Region is purchased at mainly 132 000, 66 000 and 11 000 volts from 13 Eskom intake point. This is re-distributed to all legal consumers within the urban edge. Our focus is to provide a safe, effective, and efficient electrical supply service in accordance with legal and statutory requirements within the BCMM NERSA licensed area of supply. In the ESKOM area of supply, the backlog is mainly caused by extensions to already electrified villages, the main hold back on the extension being electrified is that many of them do not meet electrification guidelines of having a formal layout plan.

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

## STRATEGIC OUTCOME (SO3): A CONNECTED CITY

### Electrification of Formal Houses

As per government policy BCMM priorities electrification of formal RDP households, the aim is to electrify all completed homes built within the following year. The actual achievement is based on the funding made available to date in this financial year 328 household received electricity for the first time, improving their living standard. The continued electrification of RDP houses to ensure that the backlog in terms of universal access refers to electrification of new formal RDP dwellings sits around 1 to 2 %, with only recently built dwellings been unelectrified. These dwellings are usually electrified within in one or two years of the housing project being completed.

### Electrification of Informal Dwellings

Informal settlements are an urban reality and will be the only form of housing available to many residents. To improve the quality for residents of these settlements, Council took a decision that settlements meeting specific requirements in line with an approved Standard Operating Procedure (SOP) will be provided with interim electricity services. The approved SOP process proceeds through Spatial Planning and Development / Human Settlement Phase, thereafter electricity will be in a position to commence with the electrical Planning Phase in line with the OHS Act. Since 2012 BCMM have implemented electrification projects in informal settlements the original backlog of informal dwellings was estimated at 45 000 over the years this has been reduced to 37000. Note: Due to land invasion and expansion of informal settlements this is a very low estimate as the number grows daily

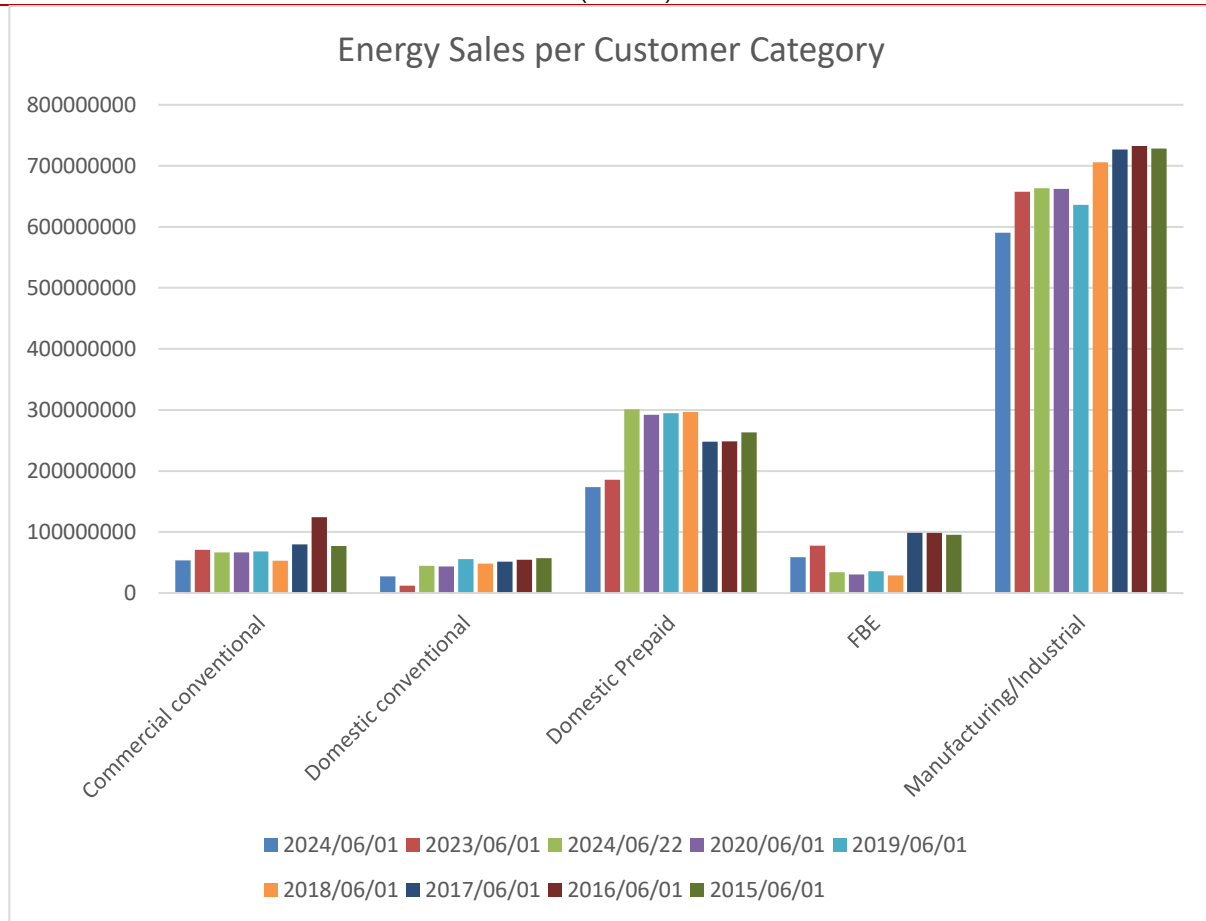
### Upgrading, refurbishment and replacement of the electrical equipment:

The BCMM electrical network is aged and does not have additional capacity for the number of Household that require electrification. The Electricity and Energy department have a master plan which includes future housing projects and have implemented projects that will make provision for capacity on the electrical network for these projects. The recapitalization program has also been prioritized to ensure a reliable, safe, and efficient service to all BCMM legal consumers. This program is being affected by the excessive vandalism, theft and illegal connections taking place in the network, as restoring the network to safe working condition always take precedent over normal programs

### Industrial Customers

Changes are taking place in the electricity generation landscape, primarily due to Eskom's inability to provide adequate bulk generation capacity. The outcome has been the introduction of Demand Side Management, loading shedding and the rising costs of electricity. In response to this market failure, businesses, have installed, small scale embedded generation (SSEG) resulting in reduced revenue. This can be seen in the reduced overall Kilowatt hours sold.

## STRATEGIC OUTCOME (SO3): A CONNECTED CITY



BCMM should look at other option to secure supply to industrial consumers as they as the lifeline of the electricity business, the electricity industry in changing to ensure customer satisfaction a secure electrical supply is required.

BCMM has seen a loss of a number of industrial consumers, with very few new industrial connections.

BCMM will need to become energy sufficient to attract and keep its industrial consumers

### Customer Care

The electricity department is required to have a 24-hour customer Service centre for reporting loss of service. In terms of license conditions all fault should be resolved within 24 hours. While every effort is made to ensure this timeline is met several issues affect the department ability to achieve this timeline

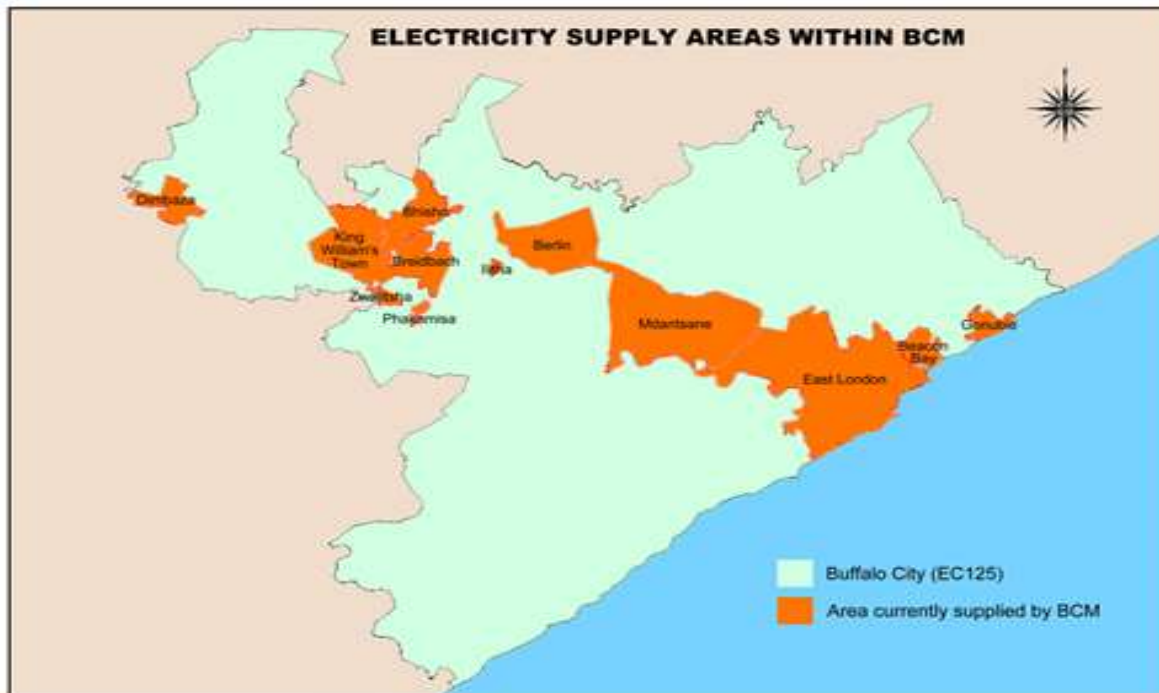
- Availability of vehicles
- Inadequate staff
- Material availability
- Continuous vandalism and theft.

Consumers have a number of ways they can contact the call centre:

- Via telephone

## STRATEGIC OUTCOME (SO3): A CONNECTED CITY

- street light app
- What's app



**Figure 99: Electrical Supply Areas within BCM**

Having an electrical Asset base in excess of R5,7 Billion, BUFFALO CITY METROPOLITAN MUNICIPALITY is an implementing agent for the Department of Energy's (DoE) Integrated National Electrification Program (INEP) which seeks to provide universal access to energy to all citizens. Currently the energy mix is depicted as follows:

- Private solar usage on roof tops: BCMM require all private consumers to register their roof top installation with BCMM Electricity Department, as BCMM must report all embedded generation to NERSA, as well as for network safety purposes. BCMM allow infeed onto the network and are piloting the infeed tariff and the accounting of the energy.
- BCMM is in the process of appointing a transactional advisor for the installation of 2 x 15 MW battery units on the West Bank
- Other sources of energy such as Hydropower, Wind energy, Large scale Solar generation, gas and any other potential sources, will be considered either through an extension of scope of work for the transactional advisor or a new tender

To meet its mandate in terms of its issued licences, the department has three distinct business units, with the mandate to ensure that the electrical network is well maintained and provides an acceptable electrical service to all paying consumers.

- Development, Contracts and Asset Management,
- Operation and Maintenance
- Customer and Revenue Protection Services The divisions' mandates are as follows:

**Development, Contracts and Asset Management:** this section is tasked to ensure that the network remains well designed, in terms of upgrading, protection levels, manages all contract works and is responsible to maintain the asset register and ensure that equipment reaching end of life is scheduled for replacement.

## STRATEGIC OUTCOME (SO3): A CONNECTED CITY

- Development, Contracts and Asset Management:
- Investigate, design and upgrade existing electrical network
- Replacement of capital equipment when required.
- Provide a project management service on installation done by Developers
- Inspect work completed on the maintenance schedule
- Update and maintain electricity department Asset register.
- Electrification of formal and Informal dwellings to meet Governments policy of access to all.

**Customer Care and Revenue Protection:** This section is responsible to provide customer service by providing new meters to consumers, giving advice when requested, maintaining the service kiosk, identifying illegal connections, removing illegal connections, identifying tampered meters, investigating any illegal act which may affect the municipal electrical network, developing and design of electricity tariffs and both fraud and non-ferrous investigations .

- Installation of new service connections
- Repairs and replacement of non-functioning meters
- Inspection of meters
- The financial recovery of lost or stolen revenue
- Removal of illegal connections
- Investigation of internal fraud matters, electricity theft, non-ferrous metals crimes and associated vandalism and illegal connections
- Provide advice and information to consumers for the provision of electricity service,
- Implementation of cost reflective electricity tariffs
- Improve the cash flow income of the city

**Operation and Maintenance:** This section is responsible to maintain the electrical network, provide a 24 hours standby service and repair any fault which affects the service delivery

- Maintain Overhead Lines (132,66,11 kilo Volt and 400 volts)
- Maintain underground Cable (11 kilo Volt and 400 volts)
- Maintain Electrical equipment protection schemes
- Maintain Electrical Substations
- Scheduling planned and preventative maintenance
- Provide a 24-hour standby service is provided to consumers

### Alignment with the National and Provincial Plans and Policies

- Electricity Regulation Act, (Act No. 4 Nof 2006)
- Municipal Finance Management Act No.56 of 2003
- Occupational Health and Safety Act

### Link to BCMM Strategies, Sector Plan(s) and Policies

- Electricity master has been reviewed outstanding information is the electrification plan based on HS input.
- Energy audit / Alternative energy strategy: this will be included in the Master Plan
- Electricity Turn Around Strategy preparation for introduction of trading services
- Risk Assessment

### Progress & Achievements 2024 to date

- Electrification (Infills and extensions) in various wards throughout the City R15, 715, 786
- Installation of 6 x High Mast lighting structures in various areas at a cost of R4, 464,087
- Further upgrade in a phased approach of the 132 kV Electrical Network of Stafford, Stoneydrift, Woodbrooke and Progress, this

### Challenges

The major issues impacting on the electricity and Energy Services Department are listed below

- Theft and Vandalism of equipment
- Illegal connections, which damage the electrical equipment due to overload

## STRATEGIC OUTCOME (SO3): A CONNECTED CITY

includes the ordering of 6 x 40 Mva transformers, SCADA (4IR) in throughout the City. Installation of monitoring equipment for control and network visibility, MV & LV Network in throughout the City in numerous Wards, Replacement, refurbishment of Medium Voltage & Low Voltage lines. Cost - R89, 915,740

- Funding
- Work Force

The above trend has impacted significantly on Buffalo City Metropolitan Municipality's revenue and will affect the continued electrical service to legal consumers, as essentially the service will be running at a loss unless extreme action is taken to reduce the non-technical losses.

### VANDALISM AND THEFT

Vandalism and theft cause unnecessary budget to be spent on replacing equipment that was in good working order, this is necessary to ensure service is maintained to consumers. This work therefore takes priority over maintenance and capital work to ensure service delivery leading to deferred capital and maintenance projects

### Vandalized Network

### TAMPERING AND ILLEGAL CONNECTIONS

The actions of the illegal connectors have an effect not only on BCMM ability to provide an electrical service to legal consumers but leads too loss of revenue, damage to equipment and the electrical network.

If serious and decisive action is not taken by the Buffalo City Metropolitan Municipality council to halt the unchecked proliferation of illegal connections and illegal electrical networks unto the Buffalo City Metropolitan Municipality electrical network, the number of legal claims faced by BCMM will increase

### ELECTRICITY BUDGETS:

Due to illegal connections, vandalism, and theft at least 90% or more of the budget is spent on this non-essential maintenance.

Deferred maintenance means the equipment is not maintained as it should be to avoid catastrophic failure.

Deferred maintenance puts stress on the capital funding, as these catastrophic failures require immediate replacement, which leads to deferred capital projects unless funding is made available.

Capital funding should be used to replace existing equipment which has passed it normal working life span or to upgrade the electrical network to allow for additional load for new consumers, as shown above funding is used to replace equipment if maintained would not need to be replaced.



## STRATEGIC OUTCOME (SO3): A CONNECTED CITY

Additional funding would assist in ensuring that the quality of supply and service of electricity network will remain at the required levels.

Work Force: In the preparation of the turnaround strategy it has been establish that Electricity and Energy Department is estimated to be 60% understaffed which has led to excessive overtime.

### Current State

- Electricity and Energy services mandate is to provide sustainable electricity and energy to all BCMM authorized electricity consumers in a reliable and safe manner.
- The license issued to BCMM requires the electricity department to comply with NRS 047 Quality of service and NRS 048 Quality of supply.
- To date all formal households in the BCMM license area have electricity connection. This includes more than 8000 informal dwellings which have been provided a basic supply of electricity.
- This service contributes to the achievement of the globally Connected City pillar of the Metro Growth and Development Strategy by ensuring adequate energy capacity for socio-economic growth.
- Buffalo City Electricity Department supplies more than 140 000 customers in an area covering approximately 2 500 square kilometres. Electricity for the main supply to the Metro Region is purchased at mainly 132 000, 66 000 and 11 000 volts from 13 Eskom intake point. This is re-distributed to all legal consumers within the urban edge. Our focus is to provide a safe, effective and efficient electrical supply service in accordance with legal and statutory requirements.
- The Metro had a total number of 6340 (2.33%) households with electricity for lighting only, a total of 235 000 (86.48%) households with electricity for lighting and other purposes and a total number of 30 400 (11.9%) households did not use electricity.
- The region within Buffalo City with the highest number of households with electricity for lighting and other purposes is East London Sub-metro Region with 83 800 or a share of 35.69% of the households with electricity for lighting and other purposes.
- The region with the lowest number of households with electricity for lighting and other purposes is Macleantown, Sandisiwe Sub-Metro Region with a total of 15 500 or 6.59% of the total households with electricity for lighting and other purposes.
- BCMM Electricity and Energy Services are preparing the Business Unit Turnaround Strategy in line with e National Treasury requirements.
- The Business Unit Turnaround Strategy must cover five conditions which need to be met to achieve and sustain service business.
  - Single point of management accountability
  - Turnaround in cash revenue
  - A financial surplus
  - Clearly defined relationship between the service and the city
  - Full financial transparency for the Electricity & Energy Service.
  - A clearly defined financial relationship between city and service.
  - Stronger financial incentives are needed to support the turnaround in trading services businesses

### Action Plans

Implement electricity turnaround strategy.  
 Appointment of a transactional advisor for Battery storage  
 Implement mixed generation projects  
 Implement asset and maintenance program

## Strategic Outcome

# 4

**A SPATIALLY  
TRANSFORMED  
CITY**



## SITUATIONAL ANALYSIS

### 1. STRATEGIC OBJECTIVE

To develop and maintain world-class infrastructure and utilities.

### 2. MUNICIPAL STRATEGIC ALIGNMENT MATRIX

The alignment between the SO, Strategic Objective, and KFAs is depicted as follows:

**Table 92: Alignment between Strategic Outcome Four, Strategic Objective and Key Focus Areas**

Strategic Outcomes	Strategic Objectives	Key Focus Areas
SO4: A Spatially Transformed City.	To develop and maintain world-class infrastructure and utilities.	KFA 24: Water and Wastewater
		KFA 25: Spatial and Urban Planning
		KFA 26: Sustainable Human Settlements
		KFA 27: Built Environment Management
		KFA 28: Urban, Rural, and Township Regeneration
		KFA 29: Property Management and Land Use
		KFA 30: Cemeteries and Crematoria

### 3. STRATEGIC PRIORITIES

The following strategic priorities applicable to this SO were identified during the 2023/24 IDP Review:

**Table 93: SO4: A Spatially Transformed City (KFA 24–30)**

## STRATEGIC OUTCOME (SO4): A SPATIALLY TRANSFORMED CITY

### KFA 24: Water and wastewater

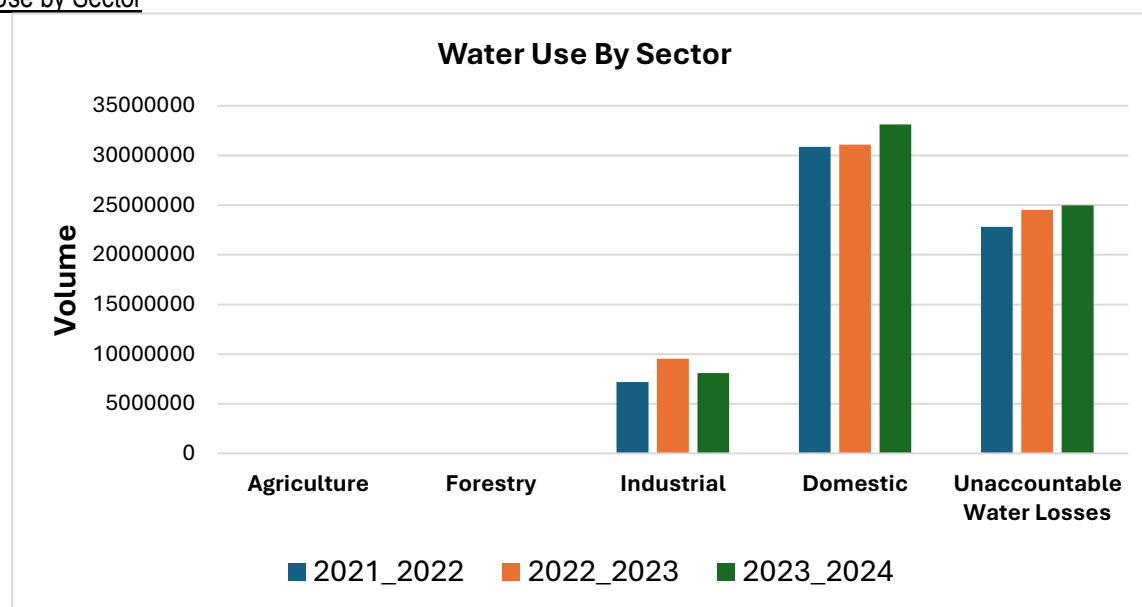
The Water Services Authority is responsible for the planning, design, construction, operations and maintenance of all water and sanitation services.

It performs a comprehensive function of directing the various divisions to plan their business, so they meet BCMMs overall goal of fully integrated development and with clear outputs that satisfy the Metro’s Strategic pillar “Spatially Transformed City” and objectives as espoused in the Council’s Integrated Development Plan which is directed by the long-term strategy in the Metro Growth and Development Strategy. BCMM is responsible for the treatment and reticulation of water to residents of City, while National Government, through the Department of Water and Sanitation, is responsible for bulk water supply and infrastructure. The City is part of the Amatola Water Supply Reconciliation Strategy (AWSRS), which is mainly getting its water from five major rainfall-fed dams. BCMM accounts for approximately 65% of water use in the AWSRS, with the remaining is used by other users such as agriculture and other nearby municipalities.

In doing so the unit has achieved progress to serve up to 95% of BCMM citizens with adequate sanitation, the 5% is currently serviced with communal ablutions at strategic locations in the informal settlements.

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

#### Water Use by Sector



The Amatola Water Supply system yield is adequate to meet the high growth projections until the next planned additional water resource augmentation which is expected to be implemented by 2027 with the hope to delay it through the intense implementation of effective Water Conservation and Demand Management (WCWDM) and Effluent Re-use scheme. The metro has reliably provided 98.13% water supply assurance to communities. A total volume supplied in the 2023/2024 financial year is still within the average of about 5 million cubic meters. The municipality has prioritized water losses and Non-Revenue Water through implementation of a pipe and water meter replacement

## STRATEGIC OUTCOME (SO4): A SPATIALLY TRANSFORMED CITY

programs which is also used as a infrastructure maintenance plan while treatment works & pump station uses Plant man tool. The programme is yielding positive results as we managed to maintain the non-revenue water at 37%.

There are some 850 rural non-residential consumers units (i.e., schools, clinics, police stations sports facilities) within BCMM. These often have rudimentary standalone water supplies and generally have basic onsite dry sanitation facilities, which are not serviced by BCMM. No significant growth in the number of public institutions and dry industries are anticipated in the short to medium term, although proposed and/or planned developments have been submitted for approval by the city.

During the Blue Drop Certification last audit, with results published in 2024, BCMM received a score of 83% which is less than what is required to get certificate. This achieved score does not mean that the municipality water that is below the standard in terms of water quality. The quality of the water supplied to our consumers is above 95% compliance, and the municipality has achieved 99% water quality compliance with national standards (SANS 241) in the past four financial years consecutively.

The levels of service (LOS) for water services have been broken into two categories, with rural areas or households outside the urban edge and informal settlements supplied with communal standpipes based on RDP standard of access to water within 200-meter radius. Households situated within the urban edge are supplied with full pressurised water supply with erf connection. The municipality has also identified a few illegal water connections, particularly in the rural supply schemes to communities, and infrastructure vandalism is a major challenge. The municipality has installed water service points to informal settlements to ensure access to water services. Communities together with the Ward Councillors identify needs within informal settlements to which the municipality responds. Further to this, 250 (5 per ward) ward-based community members were employed to address leaks at standpipes and to undertake repairs on indigent households beyond the water metre. The municipality operates a 24-hour call centre every day, where service disruptions and/or complaints can be registered. Furthermore, complaints can be logged during office hours at the help desks of the various service centres.

The municipality provides sanitation services to all its households in urban, peri-urban, and rural areas. The municipality maintains a waterborne system as a minimum level of sanitation services to urban areas and peri-urban areas, either through a reticulation system, or through septic/conservancy tanks as on-site sanitation in some areas not yet reticulated. Rural areas are serviced through Ventilated Improved Pit Latrines.

Currently, the reticulated wastewater network is served by 15 wastewater treatment works (WWTW), which include 5 Activated Sludge Systems, 5 Biological Trickling Filter Systems, 4 Ponds Systems, and a Marine Discharge System in Hood Point in the West Bank area. It is the municipal plan to decommission 3 wastewater plants due to their functionality and divert all the sewage to the upgraded Zwelitsha Regional Wastewater treatment plant. The status of the WWTW is assessed as fair with major upgrades required in few WWTW.

The municipality has a reticulation network of various pipe sizes, totally approximately 2442 km, with 97 sewerage pump stations and rising mains in some areas.

### Progress & Achievements to date

#### Water

- Eradication of Water Backlogs Programme in Wards 26,31,32,33,36, 40, 34, 36, 38, 35, 45: Water backlogs have been reduced to 5 032 households covering Ncera, Amahleke, Siyathemba, Newlands, Kidds Beach water supply schemes. Cost – 59.6 million
- Augmentation of Umzonyana Water Treatment Works for All Coastal and Midland Wards though located in ward 13 excluding West Coast rural areas and farms. Refurbishment of UWTW Eight (8) filter Units, associated pipework, completion of Electromechanical works to Buffalo River Pumpstation: Supply & Installation of 3 no New Pump motors, Refurbishment of cLarifier Set 1 , 3 4 mixers & VSD , refurbishment of Clarifier Set 2 & 5 , construction of a New Guard House, Refurbishment of Chlorine Building room, UWTW Plant Offices. Replacement of pipes between the Filters, Reservoir 1 , BRPS valve manifold, UWTW head of works , delivery cross connection valves on the pumping main and associated Pipework, Cost - 106.9 million Multiyear Project. (22/23 – 23/24 FY).
- Replacement of existing ageing Water Infrastructure for All Wards: On going multiyear programme. Cost - R170.1 million
- Eradication of Water Backlogs Programme: Bulk Water Supply to Coastal Areas, Phase 2H2,2 Bulk Pipeline Replacement Ncerha Village 7 Res to Ncerha Village 6/ Tsholomnqa take off, Cost – 19 000 000.00 Multi Year Programme. (22/23 – 23/24 FY).

## STRATEGIC OUTCOME (SO4): A SPATIALLY TRANSFORMED CITY

- Eradication of Water Backlogs Programme: Mdantsane Bulk Water Supply to Bufferstrip/ Needs Camp/ Ncera Villages: Remainder of Phase 5 Part 1A Construction of Approximately of 7.7 KM of 355 mm DIA in Ward 33. Cost – 48 352 770.03. Multi Year Programme. (22/23 – 23/24 FY).
- Water Conservation and Demand Management: Refurbishment of Bulk Meter & Pressure Reducing Valves at Various Sites throughout the City. Cost – R13 792 184.00. (22/23 – 23/24 FY).
- Pipeline & Water Meter Replacement in Bisho, KWT: Replacement of approx 5km of existing AC to various sizes of uPVC in College Street, Ginsberg, Alfred Symons, Midland Road, Beatrice Street, Alexandra Road, Chwayi Street & McLyntyre. Cost – R9 564 516.27. (22/23 – 23/24 FY).
- Bulk pipe & Water meter in Bisho, KWT: Relocation of Water meters in Polar Park & Phakamisa Valley, KWT. Cost – R579 195.40. (22/23 – 23/24 FY).
- Bulk-pipe and water meter replacement IN EL: Relocation of 300mm diameter watermain at King Phalo airport phase1 ,pipe replacement at Strand Street, Westbank, Queen Street & Robery street in Cambridge ,Cost – R8 300 000.00 (22/23 – 23/24 FY).
- Reservoirs, Pipe & W/Meter Repl Mdantsane: Change over leadings and meter relocation NU 8,12, 13. Cost – R3 000 000.00.
- Distribution Amahleke Water Supply: - Gravity water main from Reservoir 2 (Located in Nomgwadla village) to the delivery reservoir in Mdingi village. Cost – R9 250 000.00 Project commenced in October 2022.
- Dams AND Weirs - KWT & BISHO Infrastructure: Refurbishment of KWT Treatment works - sludge, holding Dam & drainage. Cost - R1 205 327.29. (22/23 – 23/24 FY).
- Upgrade Water Networks: Upgrading of bulk infrastructure to Newlands water supply scheme - consists of Construction of about 1,5km of 25mmUpvc & 315mm Upvc Pipeline with associated fittings in Newlands Phase 2A - Kwetyana Booster Pumpstation to Kwetyana Reservoir, Cost – R13 792 184.00. Multiyear Project. (22/23 – 23/24 FY).
- East Coast Reservoir: Design, Manufacture, Installation, Supply & Delivery of 2ML Steel Tank at Homeleigh Halt Reservoir In Nompumelelo, Cost – R6 100 000.00. Multiyear Project completed in June 2024.
- Alternative Water Supply: Continuation of Mdingi Bulk Water Supply Pipeline Replacement Amahleke Phase 1A, Cost – R6 000 000.00. Multiyear Programme. (22/23 – 23/24 FY).
- WATER SUPPLY -INFORMAL SETTLEMENTS COASTAL: installation of Infrastructure Phantsi Komthunzi Welanga, Westbank, Khayelitsha, Mzamomhle, Nompumelelo, Ducats, Fynbos informal Settlements, Completion of 3km length of cc class -sen bulk watermain from fort grey reservoir to bhompini village Cost 18 39 373.00, (22/23 – 23/24 FY).
- WATER MAINS-INFORMAL SETTLEMENTS INLAND: Installation of Standpipes, Inland ward 25, 37,38, 40, 41, 43 & 44,49, Cost 3 000 000.00, (22/23 – 23/24 FY).
- DISTRIBUTION MAINS- INFORMAL SETTLEMENTS MIDLANDS: Pipe replacement at Queen Street & Robery street in Cambridge, Strand Street, Westbank Cost 4 476 384.00 (22/23 – 23/24 FY).
- Wastewater
  - Berlin sewer upgrade in Ward 45: Provision of conveyancing capacity to connect area serviced by conservancy tanks in the Berlin CBD to include capacity for future expansion of CBD to the value of R 25 million
  - Bhisho, diversion of effluent from Schornville, Bhisho and Breidbach treatment works to the value of R 450 million
  - Upgrading of Reeston Wastewater Treatment Works in Ward 13: Upgrading of Reeston Wastewater Treatment Works to 12ML/d to accommodate diversion of effluent from Central WWTW to the value of R 220 million
  - Ablution Facilities to Informal Settlement in Wards 1,2,6,7,9,10,12,13, 14, 15, 16,17, 19,21, 23, 24, 28,29, 25: Provision of communal Ablution Facilities to Informal Settlements which include seats and associated water points to the value of R 25 million
  - Rural Sanitation in Wards 17,22,24,25,26,27,31,32,33,35,36,37,38,40,43,44,45,49,50: Provision of Ventilated Improved Pit-latrines (VIPs) to rural communities in eradicating sanitation backlogs to the value of R 260 million
- Hoodpoint Outfall sewer in Wards 19,46, 31: Provision of the outfall sewer to the west bank wastewater treatment facility in compliance with NEMA. This includes refurbishment of the existing Hoodpoint WWTW. Cost - R25 Million
- KWT and Zwelitsha Phase 2 in Wards 25, 35, 37, 41, 44: Upgrading of Zwelitsha Wastewater Treatment Work to 15ML/d to accommodate

### Challenges

## STRATEGIC OUTCOME (SO4): A SPATIALLY TRANSFORMED CITY

- Most informal settlements provided with water and toilets but the continued mushrooming of more informal structures in the urban core is putting pressure on the capacity of infrastructure to provide a reliable service.
- KWT no development due to bulk sewer challenges, Zwelitsha regional WWTW upgrade is underway
- Water capacity challenges in midlands rural, some inland urban areas and areas supplied via groundwater.
- Frequent water supply interruptions due to ageing infrastructure
- Inadequate water treatment capacity in Umzinyana Water treatment works - Umzinyana WTW currently operating at maximum capacity. Any maintenance activity results in production loss and water shortages, limiting development approvals and extension of water supply to some rural villages due to capacity constraints
- 95% of rural households have on-site VIP toilets but perpetual occupation of unregistered state or communal land in rural areas makes this a moving target.
- Limited operational budget to meet growing needs to keep infrastructure in high working order causing deferred maintenance and unwanted emergencies.
- Insufficient budgets for infrastructure recapitalisation and replacement.

### Current State

#### Wastewater

- BCMM had a total number of 194 000 flush toilets (71.61% of total households), 43 000 Ventilation Improved Pit (VIP) (15.83% of total households) and 19 900 (7.32%) of total household's pit toilets.
- The region with Buffalo City with the highest number of flush toilets is East London Sub-metro Region with 71 100 or a share of 36.55% of the flush toilets within Buffalo City.
- The region with the lowest number of flush toilets is Macleantown, Sandisiwe Sub-Metro Region with a total of 12 100 or a share of 6.24% of the total flush toilets within BCMM.
- When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2008 the number of Households without any hygienic toilets in Buffalo City Metropolitan Municipality was 73 400, this decreased annually at a rate of -7.38% to 34 100 in 2018.

#### Water

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

### Action Plans

- Augmentation of Water Treatment capacity
- Completion of Bulk Water Supply to Coastal areas
- Amahleke water Supply
- Bulk Water Provision- Replacement of existing infrastructure
- Bulk Sanitation Provision
- Diversion of Sewage from Central WWTW to Reeston WWTW
- Sanitation Backlog Eradication (Provision of VIPs to eliminate rural sanitation backlogs.)
- Undertaking further Phases of KWT WWTW
- Implementation of the WW Tunnel for Sewer Diversion
- Complete all water projects and provide connections
- Implementation of recommendations as per the feasibility study reports on alternative sources of water
- Implementation of Water Conservation & Demand Management Strategies.
- Addressing vandalism/theft & Illegal water connections in rural & Informal areas.



## STRATEGIC OUTCOME (SO4): A SPATIALLY TRANSFORMED CITY

### KFA 25: Spatial and Urban Planning

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

#### Alignment with the National and Provincial Plans and Policies

#### Link to BCMM Strategies, Sector Plan(s) and Policies

- **Millenium Development Goal 11** – Target 11.3 -Inclusive and sustainable urbanisation -
- **National Development Plan's** vision for spatial transformation – creating liveable, inclusive and resilient towns and cities while reversing the apartheid city
- **Integrated Urban Development Framework-** steering urban growth towards a sustainable model of compact, connected and coordinated towns and cities.
- **Spatial Planning and Land Use Management Act, 2013 (Act No.16 of 2013)** - Development Principles i.e
  - Spatial Justice
  - Spatial sustainability – promoting development in locations that are sustainable and limiting urban sprawl.
  - Efficiency
  - Spatial resilience
- **Eastern Cape Provincial Development Plan (2030):** Goal 2 – An enabling infrastructure network

- Buffalo City Metropolitan Municipality Spatial Development Framework (SDF serves to guide and inform the Municipal Sector plans.
- Supports the development vision, objectives and strategies identified in the Buffalo City Municipality's Integrated Development Plan (IDP).

#### Progress & Achievements 2024 to date

- The BCMM SDF Review was approved by Council on 11 December 2020.
- Approval of Land Use Applications for All wards: A total of 1709 land use applications have been approved by the HOD: Spatial Planning and Development under delegated authority
- Approval of Township Establishments for All wards: A total of 439 sites were planned and created.
- A total of three (3) general plans were created which translate to 160 number of residential erven (freehold sites) to ensure secure tenure and facilitate the provision of infra- and top-structures. These numbers can be broken-down to each of the relevant wards as follows:
  - Ward 11: 54 residential erven for Ekuphumleni Informal Settlement
  - Ward 42: 54 residential erven for Ekuphumleni Informal Settlement
  - Ward 48: 52 residential erven for Z Soga Overspill
- Replacement of old lifts in various Municipal owned buildings with new lifts. Cost - R 8 000 000. Lifts have been installed to the City hall, Electricity House, Central Library, Old Mutual Building, Munifin Centre, Planning and Engineering Centre.

#### Challenges

- Departments do not implement or consider the information and proposals in the Spatial Development Framework (SDF) or the Local SDF's approved by Council.
- Pressure from developers, property owners and politicians to develop in areas which are not in line with spatial policies and which contribute to urban sprawl and fragmentation
- The challenge regarding the turnover time for land-use applications is being addressed by a weekly meeting with line departments to speed up the comments on applications circulated.
- Unauthorised land uses are problematic due to staff constraints and lack of a dedicated unit to deal with such. Although provision has been made on the Metropolitan organogram, the positions are still vacant and unfunded.



## STRATEGIC OUTCOME (SO4): A SPATIALLY TRANSFORMED CITY

- The constant increase in Informal Settlements and the pressure to formalize them. The numbers are too large to deal with and not sufficient capacity in Settlement Planning
- Illegal land invasions occur on the land when the Township Establishment process is underway. This delays the projects as the cadastral survey and installation of services cannot happen.
- Non-Implementation of Approved Township Establishments and/or General Plans means that projects have to be redone and this leads to fruitless and wasteful expenditure.

### Action Plan

- Service Providers have been appointed in the 2024/2025 Financial Year for the Conceptual Framework Plans for the Quenera and the West Bank Mass Integrated Human Settlement Area as approved in the SDF Review for Council

#### Duncan Village Redevelopment Initiative

- Housing development in Duncan Village has started but progress is very slow.
- There is a challenge of mushrooming of informal structures and land unavailability in Duncan Village.

#### Subsidised housing units

- The provision of housing units is steadily making progress even though there are challenges caused by various factors such as delayed procurement processes due to budget shortfall as a result of responsive bidder's tender's offers being lower than the subsidy amount per unit.
- Housing Development Agency has awarded on major projects for the implementation of housings units and assassinated infrastructure services.

#### Formal sites serviced.

- Human Settlements Directorate is doing well in terms of providing services like roads, water and sanitation to individual sites.
- Since 90 % of the human settlements projects include/combine internal services provision to individual sites, the invasion of sites by non-project beneficiaries' results in delays in terms of continuation of work on site.

#### Beneficiary Registration

- The Human Settlement Directorate is providing and doing Beneficiary Administration as per accreditation level 1, the section is doing beneficiary registration in all housing projects implemented by the metro. People who are looking for housing opportunities are encouraged to register on the National Housing Needs Register (NHNR)/Waiting list.
- Currently, BCMM has ±114 500 prospective beneficiaries contained in the National Housing Needs Register (NHNR). In respect of informal settlements, the BCMM has ± 60 000 households who are residing in informal settlements. Once they are registered and captured on the system they will wait on the system until strategic well-located land and budget is available

- Verification and Installation of Bulk Services at D-Hostel and Gompo Site
- Conclusion of the accredited Service Providers reservation process in terms of Municipal Finance Management Act Regulation section 14 .
- The upgrading of informal settlements through provision of incremental services is amongst our top priorities.
- Register all people looking for housing opportunities on National Housing Needs Register (NHNR).
- The section will register potential beneficiaries on the HSS system depending that funding/budget for the project is approved by Province and the project is loaded on HSS as for the beneficiaries to be approved and relocated to their completed houses.
- Review Allocation and Relocation Policy.
- Review of performance indicators for Housing Development Agency on existing MoU.

## STRATEGIC OUTCOME (SO4): A SPATIALLY TRANSFORMED CITY

from National and Provincial Department of Human Settlement. Once land and budget are available the section will start to do informal structure and population survey, community engagement/mobilization beneficiary verification, formulation of master lists, registration of potential beneficiaries up until the beneficiaries are approved through HSS system and then after that they can be relocated to their completed houses.

### KFA 26: Sustainable Human Settlements

In June 2024, Buffalo City Metropolitan Municipality was accredited to level 02, which implies that BCMM will now be allocated their HSDG direct instead of being compensated for value created by Province. The key role of the Human Settlements Directorate is the creation of Integrated Sustainable Human Settlements which do not only include the provision of housing and services, but rather ensuring that housing is within proximity to necessary social facilities such as health care, community centers, parks or sporting activities, a police station, etc. This ensures that residents have easy access to necessary services and would minimize the need to travel distances to reach these activities. Also, the creation of affordable and well-located rental stock for the rapidly growing, mobile (migrant) and urban population within inner city and other locations close to economic opportunities is a priority.

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

- Emergency housing programme - Provision of the temporal relocation units (TRU's) and materials in urban and rural areas to the indigents and for dedensification and interventions in disaster affected informal settlements. Ziphunzana Bypass and Mtsotso Temporary Relocation (TRA) Projects and others.
- Upgrading of informal settlement programme (UISP)- This is an ongoing programme wherein currently there about 4 Informal Settlements being upgraded in BCMM in terms of providing Engineering Services prior the final upgrade and construction of top structures.
- Rural housing subsidy programme through (Provincial Department of Human Settlements (PDoHS) - This is jointly being undertaken by BCMM and Provincial Department of Human Settlements.
- Project Linked Subsidy Programme - Provide assistance with registration and screening exercise for the potential beneficiaries.
- Disposal of municipal housing stock - On-going disposal of municipal housing stock to previously disadvantaged incumbent in terms of issuing them title deeds.
- Social Housing Support Programme - Assist with provision of support and beneficiary list for projects though this is a provincial executed function.
- Consumer Education and Social Facilitation - Consumer Education is undertaken in informal areas and established settlements so as to outline different subsidy quantum and to outline subsidy qualification criterion.
- Beneficiary Administration - Undertaken after pre-screening exercise that is undertaken by Housing Practitioners.
- Relocation of approved beneficiaries to completed houses - One of the Job creation Activity as it undertaken by Local Labour and the beneficiaries
- Duncan Village Re-development Initiative (DVRI) - This is the Presidential Catalytic Programme which has the backing of the Inter-spherical Support of National and Provincial Departments of Human Settlements and BCMM
- First Home Finance and Subsidy Assistance (previously known as FLISP). This is the programme which offers down payment assistance in the form of a grant to qualifying beneficiaries, who are in a financial position to secure a home loan( mortgage loan) from a lender (bank) to acquire a home

### Alignment with the National and Provincial Plans and Policies

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

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

## STRATEGIC OUTCOME (SO4): A SPATIALLY TRANSFORMED CITY

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

Ensure that: -

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

Set housing delivery goals in respect of its area of jurisdiction.

Identify and designate land for housing development.

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

### National Housing Code, 2009

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

### Breaking New Ground 'BNG', 2004

- This document suggests a number of progressive changes to the delivery of housing in South Africa. Since the documents approval in September 2004 a number of these suggested changes have been incorporated, the following is a summary of the major relevant shifts in housing delivery strategy currently being incorporated into policy based on this document.
- The new human settlements plan reinforces the vision of the Department of Housing, to promote the achievement of a non-racial, integrated society through the development of sustainable human settlements and quality housing.

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

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

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

### Link to BCMM Strategies, Sector Plan(s) and Policies

## STRATEGIC OUTCOME (SO4): A SPATIALLY TRANSFORMED CITY

### ■ Buffalo City Metropolitan Municipality Spatial Development Framework (SDF)

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

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

### Policies

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

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

The Directorate will review the policy in 2025/2026 financial year in order to address the following amongst other issues:

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

### **Progress & Achievements 2024 to date**

- The commencement of West Bank Restitution Project of about 950 erven/sites that are serviced with basic services such as water & sanitation, roads & stormwater at contract value estimated at R 77 million aimed to be completed before the end of 2025/26 financial year
- Reeston Stage 3, Phase 2 in Ward 13: 2500 Units and Associated Engineering Services. An amount of R89,6m spent to date, for provision of Engineering Services project implemented jointly with Province is still progressing whilst invasion of houses that were under construction is being attended to.
- Peelson Cluster in Ward 43: Construction of 598 housing units is progressing very well with about 155 completed housing units handed over to the rightful beneficiaries and 188 housing units construction to commence in Tyutyu before end of 2024/25 financial year, the total project value is estimated at R 123 million, the entire project to be completed before end of 2025/26 financial year.
- Mdantsane Zone 18cc in Ward 22: Provision of 1500 Top Structures and associated infrastructure basis services such as water & sanitation, roads & stormwater is progressing very about 125 houses are completed & handed over to the rightful beneficiaries, project contract value estimated at R267 million.
- Mdantsane Cluster two construction of Top-structures and associated infrastructure services such water & sanitation, roads & stormwater to 366 erven/sites, is progressing while submission for home enrolment to National Builders Registration Council being attended, the project is estimated at R 57 million, both Mdantsane zone 18 cc & Cluster 2 projects are running in parallel and are planned to be completed in May 2027 subject to funding availability.
- Postdam Village Phase1 completed with 500 top structures fitted with water tanks. Phase2 of 300 top-structures is going to tender before end of this financial year with expected commencement period around Nov 2025.

## STRATEGIC OUTCOME (SO4): A SPATIALLY TRANSFORMED CITY

- Cambridge West CNIP Victims construction of 275 top-structures and associated infrastructure services such as water & sanitation, roads & stormwater projects is progress well on site, with estimated contract value of R 110 million aimed to be completed before end of the 2025/26 financial year.

### Challenges

- Unutilised NHNR/Waiting list during project implementation.
- Allocation and Relocation policy not being implemented.
- The Directorate only focuses on upgrading of Informal Settlement rather than focus to also people staying on backyard dwellers, disabled people (special needs), senior citizens (Elderly) and child headed homes.
- A major challenge for the Metro has been the shortage of well-located and affordable land for housing provision.
- Illegal invasion of houses during construction phase
- Allocation of houses for non-qualifiers
- Bulk Infrastructure non availability further cause delays in developing land earmarked for housing development.
- BCMM's current budget allocation is not coping with major construction project on site spending on capital & operating budget grants. This is affecting the pace of housing delivery & associated infrastructure services on site badly to the extent of contractors having to suspend operation on site waiting to payment. There is an urgent need to adjust the budget allocation up especial given level 02 housing accreditation status of the Metro.

### Current State

#### Duncan Village Redevelopment Initiative

- Housing development in Duncan Village has started but progress is very slow due to some form of resistance.
- There is a challenge of mushrooming of informal structures and land unavailability in Duncan Village.

#### Subsidised housing units

- The provision of housing units is steadily making progress even though there are challenges caused by various factors such as delayed procurement processes due to budget shortfall as a result of responsive bidder's tender's offers being lower than the subsidy amount per unit.
- Housing Development Agency has awarded on major projects for the implementation of housings units and assassinated infrastructure services.

#### Formal sites serviced.

- Human Settlements Directorate is doing well in terms of providing services like roads, water and sanitation to individual sites.
- Since 90 % of the human settlements projects include/combine internal services provision to individual sites, the invasion of sites by non-project beneficiaries' results in delays in terms of continuation of work on site.

#### Beneficiary Registration

- The Human Settlement Directorate is providing and doing Beneficiary Administration as per accreditation level 1, the section is doing beneficiary registration in all housing projects implemented by the metro. People who are looking for housing opportunities are encouraged to register on the National Housing Needs Register (NHNR)/Waiting list.
- Currently, BCMM has  $\pm 116\ 000$  prospective beneficiaries contained in the National Housing Needs Register (NHNR). In respect of informal settlements, the BCMM has  $\pm 80\ 000$  households who are residing in informal settlements. Once they are registered and captured on the system they will wait on the system until strategic well-located land and budget is available from National and Provincial Department of Human Settlement. Once land and budget are available the section will start to do informal structure and population survey, community engagement/mobilization beneficiary verification, formulation of master lists, registration of potential beneficiaries up until the beneficiaries are approved through HSS system and then after that they can be relocated to their completed houses.

### Action Plans

- Verification and Installation of Bulk Services at D-Hostel and Gompo Site
- Conclusion of the accredited Service Providers reservation process in terms of Municipal Finance Management Act Regulation section 14.
- The upgrading of informal settlements through provision of incremental services is amongst our top priorities.
- Register all people looking for housing opportunities on National Housing Needs Register (NHNR).

## STRATEGIC OUTCOME (SO4): A SPATIALLY TRANSFORMED CITY

- The section will register potential beneficiaries on the HSS system depending that funding/budget for the project is approved by Province and the project is loaded on HSS as for the beneficiaries to be approved and relocated to their completed houses.
- Review of performance indicators for Housing Development Agency on existing MoU.
- Allocation and Relocation Policy will be reviewed during 2024/25 financial year as to consider people who are captured on the National Housing Needs Register (NHNR)/ waiting list.
- People that are contained on the NHNR are also encouraged through Consumer Education sessions/ Social facilitation exercise to consider other housing opportunities e.g. FLISP, Social housing and rental, Integrated Residential Development Programme (IRDP), Individual Subsidy.
- Implementation Plan of Integrated Sustainable Human Settlements Plan (ISHP) will be developed during 2024/25 financial year as to address the issue of land and housing delivery.

### KFA 27: Built Environment Performance and Management

Enhancing the performance and management of the built environment of the city seeks to ensure that existing resources and assets are managed, maintained and further developed in ways that seek urban dividends. Optimising existing opportunities and nodes in the city is ensured through a strategic focus on investment within catalytic areas through the Catalytic Land Development Programmes (CLDP) highlighted in the IDP.

A renewed national focus on strategic infrastructure planning and delivery has promoted the Portfolio and Programme Management Approach introduced by National Treasury through the Cities Support Programme. The Cities Infrastructure Delivery Management System (CIDMS) and Catalytic Land Development Programmes (CLDPs) serve as guidelines and tools to augment and co-ordinate targeted infrastructure investment and service delivery within the BCMM. Planning, budgeting, and reporting reforms over the last couple of years have sought to implement spatial transformation through Grant Reform. In addition to the Urban Settlement Development Grant (USDG) and the Neighbourhood Development Partnership Development Grant (NDPG), the newly formulated Project and Programme Preparation Support Grant (PPPSG) assists the city to plan and prepare for improved infrastructure investment and delivery through investment in preparation of high impact and innovative infrastructure projects.

These investments seek to transform the Metro's built environment into a more compact, liveable, integrated, inclusive, productive and climate-resilient city. The ultimate impact of spatial transformation is anticipated to be; a reduction in poverty and inequality enabling more inclusive urban economic growth and improved quality of life.

The city is also exploring new models of collaboration through partnerships with national government and the private sector that will share the responsibility of managing and operating public infrastructure through the vehicle of Public Private Partnerships and Special Purpose Vehicles designed to more effectively manage revenue linked to projects initiated through innovative and blended financing models. An example includes feasibility studies currently being undertaken to develop Energy Battery Storage Facilities which will reduce imbalances between energy demand and energy production.

As the city focusses on implementation of its Catalytic Land Development Programmes and Projects, the Portfolio and Programme based Management approaches to implementation ensures strategic transversal coordination, planning and budgeting towards transformative interventions in the built environment. The City's Catalytic Land Development Programmes include the East London CBD and Inner-City Programme, the Mdantsane East London Corridor (MELD) Programme, the Mdantsane Urban Hub Programme, the West Bank Logistics Hub Programme and the Bhisho- Qonce (King Williams Town) - Zwelitsha Corridor Programme. In strengthening its economic outlook, the Metro has consciously and strategically pulled its economic nodes (Ntabozuko Economic Node, formally known as Berlin and Dimbaza Economic Node) which fell outside its integration zones though within strategic transport corridors and integrated them to its broader built environment development goals, future growth perspective and trajectory of the city.

### Alignment with the National and Provincial Plans and Policies

National Development Plan (NDP)



## STRATEGIC OUTCOME (SO4): A SPATIALLY TRANSFORMED CITY

Investment within catalytic nodes aligns to the NDP in terms of its national spatial transformation goals. A focus on investment within existing strategic areas close to jobs, housing and transport ensures the following:

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

### Integrated Urban Development Framework (IUDF)

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

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

- Reducing travel costs and distances;
- Aligning land use, transport planning and housing;
- Preventing development of housing in marginal areas;
- Increasing urban densities and reducing sprawl;
- Shifting jobs and investment towards dense peripheral townships; and
- Improving public transport and the coordination between transport modes.
- Performance Outcomes of Government
- The New Growth Path
- Eastern Cape Provincial Development Plan (2030)
- Eastern Cape Provincial Spatial Development Strategy
- Eastern Cape Provincial Economic Development Strategy

### **Link to BCMM Strategies, Sector Plan(s) and Policies**

A focus on the catalytic nodes within the existing built environment of the city is complementary to goals and objectives of the metro’s other strategic documents, including the Metro Growth and Development Strategy which provides the strategic frame and vision for the city, the Municipal Spatial Development Framework, the Integrated Public Transport Network Plan, the Integrated Human Settlements Plan all of which align with and feed into the Integrated Development Plan and Budget.





## STRATEGIC OUTCOME (SO4): A SPATIALLY TRANSFORMED CITY

### Relationship with strategic documents (Source: BCMM Built Environment Performance Plan 2024-2025)

#### Progress & Achievements 2024 to date

*Established Catalytic Programmes that form part of the strategic interventions of the city over the past few years include:*

- The East London CBD & Inner-City Catalytic Programme
- The MELD Corridor (Central) Programme
- Mdantsane Urban Hub Programme
- West Bank Economic Corridor (Port - MBSA - ELIDZ - Airport).
- Bhisho-Qonce-Zwelitsha Corridor
- Ntabozuko Node
- Dimbaza Node

**Phase 1 of the CLDP process which includes spatial targeting and planning have been successfully achieved through integration of CLD programmes into the SDF and IDP.**

#### Challenges

The current institutional arrangement in regard to CLDPs does not support the overall requirement and functionality of CLDPs as envisaged in the Catalytic Land Development Guideline of National Treasury. Although there are efforts to manage and to lead the identified Catalytic Land Development Programmes in BCMM.

There is a lack of formal organisational and governance structures to manage the second phase or Phase 2 of the CLDP process. These include CLD Programme level feasibility and pre-feasibility studies and approved baseline documents which can be used to unlock funding and support for implementation of a wide range of implementation projects to enhance the performance of Catalytic Nodes.

Key staff with the minimum and necessary experience and knowledge in the fields of built environment strategic thinking and portfolio, programme and project management need to be identified, trained and given the accountability and responsibility to manage the strategic part of CLD portfolio of programmes and projects as well as managing the programme preparation part of CLD programmes.

This expertise stretches over the range of spatial planning, financial and budgetary determinations, knowledge of portfolio planning (identification of programmes and projects, evaluation thereof, selection, prioritisation and resourcing), multi sector multi-disciplinary programme management (which includes a multi-year approach and the target to achieve the planned outcomes and ensure benefit realisation) and understanding of project management as described in National Treasury' Framework for Infrastructure delivery and Procurement Delivery (FIDPM) and the Cities Infrastructure Delivery Management System (CIDMS).

The institutionalisation of the above CLD project preparation through approved governance structures will result in a seamless interface between the strategic planning and implementation of catalytic projects on the ground.

#### KFA 28: Urban, Rural and Township Regeneration

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

#### Alignment with the National and Provincial Plans and Policies

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

#### Link to BCMM Strategies, Sector Plan(s) and Policies

- **Buffalo City Metropolitan Municipality SDF, 2013:** within the context of Buffalo City Metropolitan, urban renewal represents an opportunity to use existing infrastructure and, in places, existing buildings, to achieve

## STRATEGIC OUTCOME (SO4): A SPATIALLY TRANSFORMED CITY

- Integrated Urban Development Framework: The overall objective of the IUDF is to create efficient urban spaces by:
  - Reducing travel costs and distances;
  - Aligning land use, transport planning and housing;
  - Preventing development of housing in marginal areas;
  - Increasing urban densities and reducing sprawl;
  - Shifting jobs and investment towards dense peripheral townships; and
  - Improving public transport and the coordination between transport modes.
- Performance Outcomes of Government
- The New Growth Path
- Eastern Cape Provincial Development Plan (2030)
- Eastern Cape Provincial Spatial Development Strategy
- Eastern Cape Provincial Economic Development Strategy

strategic spatial development objectives such as densification of well-located areas; prioritisation of stagnating areas in strategic localities; and the regeneration of local social and economic opportunities by the upgrade of existing roads and infrastructure.

### Progress & Achievements 2024 to date

- The Urban and Rural Nodes Regeneration Strategy is set to be developed during the 2019/2020 Financial Year. Not only will the strategy guide development proposals for the urban and rural nodes but will facilitate a needs-based provision of essential and quality services in the identified areas to benefit all citizens.
- The strategy will also provide a framework by which communities will be encouraged to actively participate in the development of their respective areas and ensure implementation of priority projects to respond to peoples' needs.
- Moreover, focus will be on provision of quality services to the people with a view to generally improving their welfare and quality of life. It is hoped the implementation of the strategy will also facilitate integration of urban and rural development programmes to create synergy and to bring about redress in especially the previously disadvantaged areas.

### Challenges

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

### Current State

- Where the people of Buffalo City Metropolitan Municipality (BCMM) do not have the means to use private cars or public transport for daily transport to gain access to work, education and other activities the various forms of Non - Motorised Transport (NMT) become their only mode of transport. Non-motorised Transport facilities are currently being provided in Buffalo City. Rural areas and low-income areas, where pedestrian facilities are needed the most, are generally currently being rolled out.

### Action Plans

- To develop an all-inclusive Township Regeneration Strategy to harness development and deliver quality services to improve the quality of life in the townships.
- The Buffalo City Metropolitan Municipality (BCMM) is working towards regenerating the CBD of East London & KWT by making movement by vehicle and pedestrianization a friendly priority.
- Ongoing coordination and pipelining of multi-sector and multi-funding projects (BCMM, Province, SOE's and Other) within Catalytic Programme Areas of the city.
- Ongoing development of urban management initiatives within Catalytic Programme Areas of the city.

## STRATEGIC OUTCOME (SO4): A SPATIALLY TRANSFORMED CITY

- Preparation of an Integrated Design Framework for Public Realm Upgrades in the East London CBD and Inner City. The above framework will identify and coordinate various interventions within the public realm of the East London CBD.

### KFA 29: Property Management and Land Use

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

The department is responsible for.

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

#### Alignment with the National and Provincial Plans and Policies

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

#### Link to BCMM Strategies, Sector Plan(s) and Policies

- Land Restitution: The goal of the restitution policy is to restore land and provide other restitutionary remedies to people dispossessed by racially discriminatory legislation and price, in order to provide support for the vital process of reconciliation, reconstruction and development.
- Restitution is an integral part of the broader land reform programme and closely linked to the need for the redistribution of land and tenure reform.
- Land Re-Distribution: The purpose of the Land Redistribution Programme is to provide the poor with access to land for residential and productive uses, in order to improve their income and quality of life.
- Land Tenure Upgrading: Its purpose is to make existing land rights i.e., site permits, residential permits, lodgers permits, certificates of occupation, permission to occupy more secure. This aspect of land reform finds its authority in Section 25(6) of 1996 Constitution.
- Extended State Discount Benefit Scheme: The Extended State Discount Benefit Scheme is specifically dealing with all the beneficiaries prior to 1994 who were allocated houses by the previous regime. All the land rights are now being upgraded to full title.
- Land Management Policy for Buffalo City 2007
- Land Disposal and Acquisition Policy
- Supply Chain Management Policy and regulations

#### Challenges

1. **Lack of Repairs, Maintenance, Refurbishment, and Renewal for BCMM Buildings and Facilities Management assessment resulting in no Upgrading of Municipal buildings and Refurbishment of municipal buildings due to a lack of budget on CAPEX and Operating Budgets for both.**
  - a. Inadequate maintenance and repairs to the BCMM buildings will result in property damages leading to financial losses (repair costs). There is insufficient budget for maintenance of buildings in Council annual plans and Budgets.
  - b. This is definitely very critical. BCMM is non complainant with

## STRATEGIC OUTCOME (SO4): A SPATIALLY TRANSFORMED CITY

- i. **Occupational Health and Safety Act 85 of 1993** Buffalo City Metropolitan Municipality is obliged to comply with Occupational Health and Safety Act 85 of 1993. Section 8 as per the Occupational Health and Safety Act 85 of 1993 states that “every employer shall provide and maintain, as far as is reasonable practicable a working environment that is safe and without risk to the health of his employees”.
- ii. **MFMA Act of 56 of 2003**, Section 63 (1) (a): The accounting officer of a municipality is responsible for management of the assets of the municipality, including the safeguarding and the **maintenance** of those assets. The assets of a Municipality form part of the resources it requires to pursue its service delivery and/or business objectives. The accounting officer is also specifically tasked with the management, including the safeguarding and maintenance of all its assets.

### 2. MANAGING AND CURBING LAND INVASION AND ILLEGAL OCCUPATIONS OF LAND WITHIN BUFFALO CITY METROPOLITAN MUNICIPAL AREA OF JURISDICTION

- Land Invasion refers, inter alia, to an illegal occupation of land by an individual or groups, whether to establish a settlement, business or both and any other land use which would be deemed illegal within municipal owned land or other privately-owned properties without the consent of the owner.
- There are large tracks of land which have been invaded and in some areas such an act impact on municipal plans. In response to such illegal activities, steps have been taken by the BCMM to deal with any kind of invasion either proactively or reactively, these included but not limited to application of Land Management Policy, Interdicts and Court Orders, and as such these are documented.

#### PIE ACT

Prevention of Illegal Eviction from and Unlawful Occupation of Land Act (PIE Act) –Act 19 / 1998:

- Urgent amendment required if municipalities are to succeed in curbing land invasions.
- The City and other metros provided a comprehensive amendment bill to National Government on this matter.
- Places unnecessary burden on municipalities to provide alternative accommodation.
- Lack of a clear time period in which shacks can be demolished without a court order.

#### CATALYST OF UNLAWFUL LAND OCCUPATIONS (ULO)

1. Service delivery protest
2. Need for space
3. Opportunistic entrepreneurship
4. Proximity to alternative services
5. Political maneuvering
6. Economic Impacts of COVID 19 (Eviction from backyards)
7. “Gaming the system” (Awaiting temporary basic services)

#### BROAD CHALLENGES

- Judiciary systems and outcomes which favors land invaders due to current PIE Act.
- Lack of intelligence at a local level that would assist in identifying perpetrators.
- Delays in obtaining eviction/ court orders leads to uncontrolled land invasion.
- Difficulty in monitoring informal settlements which are not easily accessible.
- Mushrooming of shacks after hours or during weekends.
- Safety of staff when confronted by invaders who are often very violent.
- Burden on City to provide alternative accommodation as per current legislation when evicting from both State and private land.
- Unlawful sale of Council land
- Lack of intergovernmental intervention between the city and other state landowners within the municipal jurisdiction

#### Progress & Achievements July 2024 to date

#### LAND ACQUISITION OF VARIOUS ERVEN WITHIN BCMM WHICH ARE PRIVATELY OWNED

2023/2024

## STRATEGIC OUTCOME (SO4): A SPATIALLY TRANSFORMED CITY

NO	OWNERSHIP	PROPERTY DESCRIPTION	PROGRESS
1	Chippa Training Academy	Portion 23 Farm 807 East London	Property has been duly registered in favour of BCMM on the 29 <sup>th</sup> November 2023. Purchase price: R12 500 000,00
2	Phumelele and Thobeka Motolwana	Remainder of Portion 3 of Farm 270(Msobomvu)	Property has been duly registered in favour of BCMM on the 7 <sup>th</sup> December 2023. Held by Deed of Transfer No. T30997/2023. Purchase price: R1 800 000,00
3	Xoliswa Tabita Skhwebu	Erf 93 Mdantsane Unit 4 (JF Mati)	Property has been duly registered on 26 February 2024 in favour of BCMM. Held by Deed of Transfer No. T 3591/2024. Purchase price: R1 000 000,00

### 2024/2025

NO	OWNERSHIP	PROPERTY DESCRIPTION	PROGRESS
4	ADM	<ul style="list-style-type: none"> <li>Remainder of Farm 270 East London (Msobomvu)-</li> <li>Remainder Portion 1 of Farm 270 East London</li> <li>Remainder Portion 2 of Farm 270 East London</li> <li>Remainder Portion 7 of Farm 270 East London</li> <li>Remainder of Portion 8 of Farm 270 East London</li> <li>Erf 406 (Cuba/ Eluxolweni)</li> <li>Remainder of 412 (Cuba/ Eluxolweni)</li> <li>Remainder of 414 (Cuba/ Eluxolweni)</li> </ul>	BCMM appointed Makhanya Attorneys to facilitate transfer in favour of BCMM Letter requesting consent to install services sent to ADM in September 2024.
5	Leo Trust	Ptn 4 Farm 303 (Newlands) now known as Erf 413	Awaiting valuation so as to negotiate with landowner. Meeting with landowner was held on 16 September 2024. Awaiting valuation report from valuations department. Owner to send coordinates of land is willing to send so as to incorporate in the valuation report.
6	Claremont Farming Pty Ltd	Remainder of Farm 302 Newlands	BCMM consulted the property owner. The property owner does not wish to sell the entire properties. The owner wishes to dispose the encroached property. The owner will submit to BCMM the co-ordinates of the portions to be disposed to BCMM whereafter BCMM is to conduct a market valuation.
7	Claremont Farming Pty Ltd	Remainder of Portion 2 Farm 302	
8	Cornelius Johannes Du Rand and Jeanette Catharina Rand	Erf 1236 East London (Amalinda Forest)	Meeting with landowner to negotiate was held on 30 Sept 2024. Owner confirmed that they have conducted valuation but the owner is not happy with the value and the owner requires BCMM to come up with a better offer than the valuation report received.

## STRATEGIC OUTCOME (SO4): A SPATIALLY TRANSFORMED CITY

			<u>Solution:</u> BCMM to sought alternative land parcel for acquisition.
9	McClelland Centre for the Handicapped	Erf 24754 East London (Amalinda Forest)	Meeting with landowner representative (Mr G. Dreyer) on the 4 December 2024. BCMM await board meeting resolution for McClelland Centre which is scheduled for February 2025 whereafter negotiations will proceed.
10	Darren Roy Hanner, Jeanette Cathrina Du Rand and Cornelius Du randt	Erf 1238 East London (Amalinda Forest)	Meeting with landowner to negotiate was held on 30 Sept 2024. Owner confirmed that they have conducted valuation but the owner is not happy with the value and the owner requires BCMM to come up with a better offer than the valuation report received. <u>Solution:</u> BCMM to sought alternative land parcel for acquisition.
11	Slipknot Inv 74 PTY LTD	Farm 925/11	Council resolution in place. Await deed of sale from property owner.
12	ADM (Ward 50)	Farm 754(Tikinini)	An item was prepared for BCMM Council to accept donation from ADM.
13	Provincial Department of Public Works and Infrastructure	Erf 650 (Amalinda Forest)	A letter was submitted to the property owner requesting donation.

### Action Plans

- **Land Audit: Audit of municipal land and buildings - Project completed.**

### KFA 30: Cemeteries and Crematoria

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

### Alignment with the National and Provincial Plans and Policies

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

### Link to BCMM Strategies, Sector Plan(s) and Policies

Air Quality Management Policy

### Progress & Achievements 2024 to date

- From 2023 to date a Development and Upgrading of cemeteries was across the three (3) of the Metro. Fencing was done at Lujiza – Ward 19, Clubview/KWT – Ward 37, Zwelitsha - Ward 39 and Phakamisa – Ward 25 cemeteries. The cost for fencing was R 3 789 000.00 Upgrading of internal roads was done at Maclean Town – Ward 22, Fort Jackson – Ward 24. The cost for internal roads was R 2 995 000.00
- Upgrading and Refurbishment of Cambridge Crematorium incinerators - Ward 4 at a cost of R 485 000.00

### Challenges

- Maintenance of cemeteries
- Rapid urbanisation and high mortality rate causing strain on cemeteries
- Poor access roads
- Criminal activities in cemeteries
- Theft and vandalism of infrastructure

## STRATEGIC OUTCOME (SO4): A SPATIALLY TRANSFORMED CITY

- Scarcity of land for new cemeteries

### Current State

- There are 32 formal cemeteries, approximately 247 informal (rural) cemeteries and 1 crematorium. The majority of burial sites are in the rural areas are either located on unsuitable or undeveloped land. The 32 formal cemeteries were properly established and are legislatively compliant.
- The Cemeteries and Crematoria Section has been addressing the land availability challenge by extending selected existing cemeteries in the short term. A masterplan is being developed to address the medium and long-term burial space within the cemeteries.
- The target for development and upgrading of cemeteries this financial year is five (5) and are Cambridge, Buffalo Flats, Fort Jackson, Clubview /KWT and Ilitha cemeteries.
- The budget for this financial year is R 6 000 000

### Action Plans

5 cemeteries will be upgraded and developed



## Strategic Outcome

# 5

**A WELL-  
GOVERNED  
CITY**



## SITUATIONAL ANALYSIS

### 1. STRATEGIC OBJECTIVE

Promote sound financial and administrative capabilities.

### 2. MUNICIPAL STRATEGIC ALIGNMENT MATRIX

The alignment between the Strategic Outcome, Strategic Objective, and Key Focus Areas is depicted as follows:

**Table 94: Alignment between Strategic Outcome Five, Strategic Objective, and Key Focus Areas**

Strategic Outcomes	Strategic Objectives	Key Focus Areas
STRATEGIC OUTCOME 5 (SO5): A Well-Governed City	Promote sound financial and administrative capabilities	KFA 31: Risk Management
		KFA 32: Stakeholder Participation and Customer Relations
		KFA 33: Intergovernmental Relations (IGR) and International Relations (IR)
		KFA 34: Communications (Internal and External)
		KFA 35: Corporate Marketing (Branding)
		KFA 36: Revenue Management
		KFA 37: Expenditure and Supply Chain Management
		KFA 38: Budget and Treasury
		KFA 39: Corporate Asset Management

Strategic Outcomes	Strategic Objectives	Key Focus Areas
		KFA 40: Internal Human Capital and Skills Development
		KFA 41: Gender, Elderly, Youth and Disabled (Vulnerable Groups)
		KFA 42: Performance Management and Monitoring and Evaluation
		KFA 43: Fleet Management
		KFA 44: Employee Performance Management
		KFA 45: Human Resources Management
		KFA 46: Internal Audit

### 3. STRATEGIC PRIORITIES

The following strategic priorities applicable to this Strategic Outcome have been identified during the 2023/2024 IDP Review Process:

**Table 95: SO5: A Well-Governed City (KFA 31–45)**

STRATEGIC OUTCOME (SO5): A WELL GOVERNED CITY
<b>KFA 31: Risk Management</b>
<p>The City recognises risk management as one of the cornerstones of sound and responsible municipal governance. Apart from complying with the MFMA requirement that the municipality establishes and maintains a system of, among others, managing risks, risk management is positioned as a strategic management function that enables and facilitates good governance practices. The Risk Management Department is responsible for overseeing, guiding, facilitating and monitoring various systems of governance, risk management and compliance in the municipality.</p> <p>Key among the responsibilities of the risk unit is developing, monitoring and reporting on the municipality's strategic risk profile. A combination of top-to-bottom (mainly considering the IDP and metro-wide SDBIP) and bottom-to-top approaches (considering the departmental performance priorities) was taken to aggregate the identified strategic risks of the municipality. The Key Risk Indicators (KRIs) for all the categories of strategic risk were defined to bring further structure and focus to the way the mitigation of these risks is monitored.</p> <p><u>Top Five Strategic Risks</u></p> <ul style="list-style-type: none"> <li>Financial sustainability : inability to meet set revenue collection targets</li> <li>Supply Chain Management: Non compliance to laws and regulations leading to increase in irregular expenditure.</li> <li>Safety and security of Municipal assets: Vandalism, theft of municipal assets and infrastructure</li> <li>Roads and Stormwater: Poor condition of roads and stormwater and incapacity of stormwater drainage system</li> <li>ICT Network: Inadequate development and management of ICT network and infrastructure a</li> <li>Electricity: Illegal &amp; non-metered electricity connections, including theft and tampering</li> </ul>

STRATEGIC OUTCOME (SO5): A WELL GOVERNED CITY	
Alignment with the National and Provincial Plans and Policies	Link to BCMM Strategies, Sector Plan(s) and Policies
<ul style="list-style-type: none"> <li>▪ Municipal Finance Management Act 56 of 2003</li> <li>▪ King IV Report on Corporate Governance</li> <li>▪ Public Sector Risk management framework</li> <li>▪ COSO framework</li> <li>▪ ISO 3100</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enterprise-wide Risk Management Policy</li> </ul>
Challenges	
<ul style="list-style-type: none"> <li>▪ The Major challenge within the risk management is that the City's risk profile has not improved and as such many of the identified risks have materialised.</li> <li>▪ <b>Mitigation strategies committed are rather long-term in nature which impacts on the slow move in changing the profile of the City.</b></li> <li>▪ Though there is improvement in terms of including risk management in planning processes of the City, there is still a gap in terms of risk management and performance management. The two are really feeding into each other, as it ought to be.</li> <li>▪ The current structure of risk management does not speak to the functions of the unit and as such negatively impacts on the full effectiveness of this unit.</li> <li>▪ <b>Risk management processes not yet automated</b></li> <li>▪ <b>There were delays in concluding investigations of whistle blowing cases, as the City does not have a contract for a panel of investigators.</b></li> </ul>	
Current State	Action Plans
<p>The Enterprise Risk Management Plan was approved by the Risk Management Committee and the following have been implemented:</p> <ul style="list-style-type: none"> <li>▪ Continuous risk assessments both at strategic and operational level have been conducted.</li> <li>▪ Progress reports on risk mitigation plans had been tabled to the Risk Management Committee together with the Audit committee quarterly.</li> <li>▪ Policies have been reviewed and awaiting Council approval in April 2024.</li> <li>▪ Combine assurance model has been adopted by Council.</li> <li>▪ There is an active risk management committee that is chaired by an external person who plays an oversight responsibility on the effectiveness of risk management.</li> </ul> <p>Council had adopted in 2021 a fraud risk management framework, which includes the fraud mitigation plan. The framework has been reviewed and awaiting Council approval in April 2024, the following activities are being implemented:</p> <ul style="list-style-type: none"> <li>▪ Awareness: use of the service desk to share information with the staff on different topics on anti-fraud and corruption.</li> <li>▪ Further fraud awareness posters have been designed and posted on all key points within the Municipality.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implementation of the Enterprise risk management strategy</li> <li>▪ Fraud Risk Assessment and resolution of whistle blowing cases</li> <li>▪ Prioritising Project risk management</li> <li>▪ Implementation of the combined assurance framework.</li> <li>▪ Investigate the cases reported through the whistle blowing platform.</li> </ul>

## STRATEGIC OUTCOME (SO5): A WELL GOVERNED CITY

- Also, as part of marketing the fraud hotline, the number has been posted on the Municipal website and also on the email banner.
- Several cases have been received through the whistle blowing platform which include electricity theft, alleged financial misconduct cases, alleged corruption.
- Electricity theft cases had been resolved through the revenue protection unit.
- The City has secured a contract from the EC Provincial treasury for a panel of investigators.
- Progress report on resolution of cases is tabled to both the risk management committee and Audit committee.

### KFA 32: Stakeholder Participation & Customer Relations

The goal of the Buffalo City Metro on Good Governance and Public Participation is to realize a viable and caring institution that will promote and support a consultative and participatory local government. Good governance is in the main a participatory, transparent, democratic and accountable system of governance. Developmental local government legislation put in place mechanisms for community interface so as to create enablers to realize good governance within a municipality. The key focal area within good governance is that good governance is a responsibility of all service delivery directorates / units and as such must find a concrete expression in their operational plans. The strategic intent of good governance and public participation is to ensure that BC Metro is accessible to its citizens.

This is in keeping with the current municipal vision “A responsive, people-centred and developmental City” .

#### Mechanisms to promote a culture of community participation

In terms of Section 43 of the Municipal Structures Act, a municipality through appropriate mechanisms, processes and procedures must involve the local community in the development, implementation and review of the Municipality’s management system. The Metro shall strive to build a strong leadership, with clear vision, maximum participation by the community, the private sector and all stakeholders to meet the basic needs of all and build a solid foundation for growth and lasting prosperity”.

Buffalo City Metro has within its realm of development established different platforms to enhance participatory local governance.

#### Involving our communities

The National draft policy guideline on public participation details the following basic assumptions of public participation:

- Public participation is designed to promote the values of good governance and human rights;
- Public participation acknowledges a fundamental right of all people to participate in the governance system;
- Public participation is designed to narrow the social distance between the electorate and elected institutions.

#### Mechanisms in brief

Tools	Example
BCMM Public Participation Strategy	Public Participation Strategy was adopted by Council in 2011 to provide for mechanisms by which the public may participate in the affairs of the Municipality and to clarify roles and responsibilities of all the role players and interested parties. The Public Participation Strategy demonstrates community involvement in the IDP development.
Ward Committees	Ward Committees are a mechanism for public participation in local government facilitate communication between the community and the municipality. They provide a platform

## STRATEGIC OUTCOME (SO5): A WELL GOVERNED CITY

	for communities to express their needs, concerns and priorities; and advise the council on matters affecting the ward. They support the development of local projects and enhance accountability in local governance.
Community Development Workers (CDWs)	To improve service delivery, accessibility and to ensure that there's constant interaction between government and communities. There are 29 CDWs working in 50 wards of BCMM, 15 (East London), 7 (Mdantsane) 7 (Qonce (previously known as KWT)). 21 Wards have no CDWs however those wards are serviced by closest CDW available. They have a fully equipped office with IT equipment and telephone. They get assistance with their operational needs to enable them to perform their functions efficiently and effectively. CDW's assist with community mobilization and participate in Metro public participation programmes i.e. IDP Budget Roadshows, municipal by-laws, development initiatives, poverty alleviation initiatives and other development undertakings being planned and implemented in partnership with ward councillor and ward committees.
Moral Regeneration Movement	Moral Regeneration is a civil society led movement to facilitate the elimination of all social ills. The Moral Regeneration Movement seek to assist in the development of a caring society through the revival of the spirit of Ubuntu and the actualisation and realization of the values and ideals enshrined in the Constitution, using all available resources and harnessing all initiatives in government, business and civil society.
<b>Tools</b>	<b>Example</b>
Public meeting or imbizo	Informing the community of council decisions, community rights and duties, municipal affairs etc. Community informing councillors and officials of their issues that concerns its inhabitants.
Council meetings open to public	Informing the community of council decisions, community rights and duties, municipal affairs etc.
Annual report	The key instrument of engagement with the public and part of the oversight responsibility includes the obligation to bring key issues of governance, performance and financial accountability to the attention of the public and to further elicit public input on these matters.
Surveys	Informing the municipality of the needs of a local ward, or of the levels of satisfaction with the delivery of a service.
Newsletter	Informing the community of council decisions and municipal affairs.
Posters, loudhailers, banners, email notification, media adverts	Inform public of an event or meeting, e.g. council meeting or IDP hearings.
Access to Information Act Manual	Communities and stakeholders are allowed by law to access information.
State of the City Address	The Executive Mayor outlines the programme for the year and how the communities can track municipal service delivery programmes.
IDP Stakeholder / Rep forum	Metro involves stakeholders in the IDP, Budget, Performance management system, performance assessment and service delivery agreements processes.
IDP, Budget Hearings	A platform to encourage residents to play a role and participate in becoming authors of their own development through making direct input in the IDP.
Ward Based Planning	The rigorous involvement of communities in the planning process to develop their areas and plan for service delivery.

## STRATEGIC OUTCOME (SO5): A WELL GOVERNED CITY

Alignment with the National and Provincial Plans and Policies	Link to BCMM Strategies, Sector Plan(s) and Policies
<ul style="list-style-type: none"> <li>▪ The South African Constitution of 1996 states:                             <ul style="list-style-type: none"> <li>▪ Section 151(1) (e) Municipalities are obligated to encourage the involvement of communities and community organizations in Local Government.</li> <li>▪ Section 152(1) states that local government must encourage the involvement of communities and community organizations in matters of local government.</li> <li>▪ Section 195 (e) in terms of the basic values and principles governing public administration - people's needs must be responded to, and the public must be encouraged participate in policy making.</li> </ul> </li> <li>▪ The Municipal Structures Act 117 of 1998 (as amended in 2000 and 2003) allow for category A Municipality with sub-council or ward participatory system or a category B Municipality with a ward participatory system and Executive committees or Executive Mayors must annually report on the involvement of communities and community organizations in the affairs of the Municipality.</li> <li>▪ The Municipal Systems Act 32 Of 2000 requires a Municipality to develop a culture of Municipal governance that complements formal representative government with a system of participatory governance to encourage and create conducive conditions for the communities to participate in the Municipal matters, including the IDP performance Management system, monitoring and review of performance, preparation of budget, strategic decisions and Municipal services. The Act further compels Municipalities to establish appropriate mechanisms, process and procedures to enable the local community to participate in the affairs of the Municipality.</li> <li>▪ The National draft policy guideline on public participation details the following basic assumptions of public participation:                             <ul style="list-style-type: none"> <li>▪ Public participation is designed to promote the values of good governance and human rights;</li> <li>▪ Public participation acknowledges a fundamental right of all people to participate in the governance system;</li> <li>▪ Public participation is designed to narrow the social distance between the electorate and elected institutions.</li> </ul> </li> <li>▪ The Municipal Structures Act 117 of 1998 specifically outlines the structures and processes required to effectively implement public consultation and participation in the matters of the municipality. The Act further establishes ward committees which consist of ten members and chaired by the ward councillor.</li> <li>▪ Traditional Leadership and Governance Framework Act 41 of 2003 stipulates that traditional leaders should be part of democratic structures at the local government level. In their co-operative relationship with municipalities, traditional leaders are expected to facilitate public participation in policy and service delivery initiatives that affect rural communities.</li> </ul>	<p>This KFA is aligned with the following Strategies, Sector Plans, Policies and Bylaws (where applicable):</p> <ul style="list-style-type: none"> <li>▪ Buffalo City Metropolitan Municipality Public Participation Strategy: 2011</li> <li>▪ Metro Growth &amp; Development Strategy (vision 2030): Strategic Outcome 5 - A well-governed city.</li> </ul>

## STRATEGIC OUTCOME (SO5): A WELL GOVERNED CITY

- The Municipal Finance Management Act 56 of 2003 calls for the participation of the general public in the municipal budget formulation process in line with Chapter 4 of the Municipal Systems Act.
- The Municipal Property Rates Act 6 of 2004 stipulates that a municipality must extensively consult with its citizens before it adopts its rates policy.

Progress & Achievements	Challenges
<ul style="list-style-type: none"> <li>• Ward Committees were trained on Ward Operational Plans with the intension to identify the current priority issues of ward committees and provide a detailed plan for their operations to be at an acceptable standard thereafter. Additional capacity building workshops and trainings are essential to empower ward committees and enhance their effectiveness.</li> <li>• Ward Committees participated in the identification of ward priorities for the IDP and Ward Allocation Funds development projects; participated in IDP/Budget Roadshows, Draft Municipal By-law as well as National and Provincial Amendment Bill public hearings.</li> <li>• The Traditional male initiation programme is functioning very well. The BCMM Initiation Forum is highly active providing various platforms for discussion, education and community engagement.</li> </ul>	<ul style="list-style-type: none"> <li>• Poor public participation resulting in disconnected communities, mistrust and undermining the integrity of the municipality.</li> <li>• Decisions taken without fully understanding the needs and concerns of communities.</li> <li>• Poor convening of ward committee and ward public meetings, resulting in community issues not being addressed.</li> </ul>
Current State	Action Plans
<ul style="list-style-type: none"> <li>• The municipality does not fully recognise public participation as crucial aspect of democratic governance. Communities are not provided with adequate opportunities to engage with the municipality due to lack of resources and budget constraints and lack of political will to involve communities in decision-making.</li> <li>• Bias in service delivery and unequal access to essential services has a negative impact in communities. Certain wards receiving preferential treatment while others are neglected and underserved.</li> <li>• Communities are not given equal chance to participate in decision making. Out of ± 7288 people in the ward only a few get invited to meetings and those nominated feel pressured to align with views of their leaders rather than expressing or sharing their own opinions freely.</li> </ul>	<ul style="list-style-type: none"> <li>• To improve effective communication between communities and municipal council.</li> <li>• To try and work towards equitable service delivery, effective and inclusive public participation by ensuring that public participation processes are fair, transparent and accessible to all regardless of political affiliations.</li> <li>• Capacity building of Ward Committees through workshops and trainings.</li> <li>• To request funding for Civic Education programme aimed at empowering communities with knowledge to promote active civic engagement and effective public participation.</li> <li>• Provide support to the Moral Regeneration Movement and Male Customary Initiation Programme.</li> <li>• Support the functionality of ward committees to help accelerating service delivery and for them to successfully execute their mandate.</li> </ul>



## STRATEGIC OUTCOME (SO5): A WELL GOVERNED CITY

### KFA 33: Intergovernmental Relations (IGR) and International Relations (IR)

The primary goals of both international and intergovernmental relations revolve around fostering collaboration and cooperation. In international relations, this involves promoting peace, stability, and mutual understanding between nations, while in intergovernmental relations, it focuses on effective communication and coordination between different levels of government within a country. Development Cooperation, International Relations and Intergovernmental Relations focus on the implementation of development cooperation, international relations and intergovernmental, strategies and programs that creates awareness, improves organizational, social, cultural and developmental objectives and goals of the Metro through partnerships, agreements and engagements with local, national and international partners, donors and stakeholders. The aim is to leverage off strategic national, regional and international partnerships to improve municipal services and functions, attract resources, and improve skills. The attention should be directed into the world development agendas which shall include globalization and its impacts to the society, to the sustainable development goals, human security, gender equality, environmental conservations, human rights, etc.

#### International Relations

International Relations is a national function delegated to local government. Therefore, Buffalo City Metro is guided by South Africa's Foreign policy, government's apex strategy, the National Development Plan (NDP), which sets out a long-term vision that seeks to address the triple challenge of unemployment, poverty and inequality, and put South Africa on a path towards long-term development and prosperity.

In this regard, Chapter 7 of the NDP envisions an active role for South Africa in the region, the continent and the world. The country seeks to build strategic partnerships for development to advance its national interests and promote the enduring values that define the nation, namely democracy, human rights and good governance.

The country continues to pursue regional political and economic integration and promote Africa's development through sustained South-South solidarity and mutually beneficial relations with the North. The adoption of the strategy for the BRICS economic partnership is expected to facilitate trade and investment, enhance market access opportunities and facilitate market interlinkages between the countries. The BRICS' New Development Bank is expected serve as an instrument for financing infrastructure investment and sustainable development projects in the BRICS and other developing countries and emerging market economies

On a local level BCMM is also guided by the International Relations Framework. The framework which is aligned to the SA Foreign Policy looks at city to city partnerships and twinning with partner cities abroad. This Framework promotes partnerships across the world in ways which will ensure maximum learning, synergy and promotion of our national interest, including investment promotion.

The role of local government in IR has moved significantly from the symbolism of the past to meaningful interaction of mutual benefit with far reaching implications for the image of South Africa and the development agenda at a local government level i.e attainable economic benefits. In this regard it has been determined that the growing demands and complexity of South African municipal service delivery imperatives has impacted significantly on the range and depth of skills and competencies required from within the municipal economy thereby necessitating serious consideration of municipal international relations as an increasingly viable conduit for scarce skills and resources. BCMM in line with its developmental trajectory embraces its metro status however the demands on capacity and resources are still a challenge.

The aim of BCMM's partnerships with international cities and donors is to:

- a. Facilitate information and knowledge sharing.
- b. Equip councillors and officials with additional skills and capacity.
- c. Build managerial and technical capacity.
- d. Promote Buffalo City Municipality as an attractive location for investment and tourism.
- e. Develop project partnerships for mutual benefits.
- f. Explore new ways of performing its core business of service delivery.
- g. Address regional and global challenges that have local impact which need to be tackled on a broad basis like climate change; and
- h. Contribute to global understanding, solidarity and peace.

The outbreak of the Covid-19 pandemic in March 2020, found a vulnerable South African economy. In fact, at the time pandemic reached our shores, the South African economy had experienced two consecutive quarters of a recession. As a result, the Covid-19 pandemic deepened the economic crisis.

## STRATEGIC OUTCOME (SO5): A WELL GOVERNED CITY

Since 2020, BCMM International Relations has taken its cue from the South African Economic Reconstruction and Recovery Plan and South African Foreign Policy by focusing on expanding its partnership network with not only sister cities or partners cities but with donor organizations, funding agencies and other international partners. The focus has been on:

- I. Water, Sanitation and Energy Security and Stability
- II. Digitalization
- III. Green economy interventions
- IV. Youth Interventions
- V. Upskilling of Employees
- VI. Localization of the Sustainable Development Goals
- VII. United Nations City of Literature Programme

Therefore, the Metro maintains its current partnership agreements and aims to seek out new partnerships to strengthen institutional capacity and obtain support for human resource and technical skills development and access to international aid and as well as funding for community development projects and programmes. A key focus of some of the current partnerships are on issues affecting not only Buffalo City but other cities in the world. These issues include matters of youth, human rights, climate change, service delivery and other development challenges facing municipalities.

### Intergovernmental Relations

The South African Constitution, 1996, puts emphasis on fact that, the three spheres of government are distinctive, interdependent and interrelated. In May 2014 the Buffalo City Metropolitan Municipality Intergovernmental Relations (IGR) Forum was launched. The IGR Forum was launched in terms of the Intergovernmental Relations Framework Act, 2005 (Act No.13 of 2005) which is located in Chapter 3 of the South African Constitution, 1996 which sets out the basic principles and values of co-operative government and intergovernmental relations.

Section 41 of the Constitution requires an Act of Parliament to:

- a. Establish and provide for structures and institutions to promote and
- b. facilitate intergovernmental relations; and
- c. Provide for appropriate mechanisms and procedures to facilitate the settlement of intergovernmental relations disputes.

The Forum's focus is:

- Unlocking of bottlenecks in government programmes and projects which hinder services to the community.
- Sharing information on government programmes for support, joint participation or sharing with communities; and
- Discussion on resources available to the Metro and the process of the accessing of the resources.

Therefore, IGR seeks to improve integrated planning with other spheres and agencies of government; engage Sector departments on issues and projects that are cross-cutting with BCMM; and jointly resolve challenges faced within wards on functions that are not part of BCMM responsibilities.

The IGR Forums hosted by BCMM takes its cue from the Intergovernmental Relations Framework Act, 2005 (Act No.13 of 2005) located in Chapter 3 of the South African Constitution, 1996, the basic principles and values of co-operative government and intergovernmental relations requires integrated planning across all spheres of governments. IGR Forum meetings are held at least 4 times a year with Sector Departments, State-Owned Enterprises and municipal departments. At the IGR Forum meetings, programmes of government are shared with all stakeholders; projects and funds for projects in BCMM from Sector and National Departments are reported on; challenges with service delivery or key assets e.g. the Port are discussed, IDP outreaches and timelines are provided so sector departments can participate, feedback from the Imbizos is shared for input, introduction of government models for implementation are communicated and general government information and concerns are raised and shared. In addition, BCMM also holds IGR Roundtable Sessions with Sector Departments and relevant BCMM departments to resolve issues raised in the IGR Forum meetings. Furthermore, BCMM also holds the IGR Core Group comprised of the OTP,

## STRATEGIC OUTCOME (SO5): A WELL GOVERNED CITY

COGTA and BCMM departments to discuss the agenda for the IGR Forums and also to look at approaches to resolve challenges that could be hindering the smooth coordination of IGR amongst all spheres of government.

The municipality is engaged in inter-municipal planning; however, this occurs across the municipality and there is no formal reporting by departments on these planning sessions. This needs more strengthening as the Buffalo City Metro is regarded as a regional hub and has a huge impact on its neighbouring municipalities and vice versa and more strategic sessions need to be held with neighbouring municipalities especially in the Amathole region, therefore the Metro aims to explore the establishment of a Regional IGR Forum.

### Alignment with the National and Provincial Plans and Policies

### Link to BCMM Strategies, Sector Plan(s) and Policies

- Section 152 and 153 of the Constitution of the Republic of South Africa (Act 108 Of 1996) legislates the developmental mandate of local government and outlines the need for cooperative governance.
- The Local Government: Municipal Systems Act (Act No. 32 of 2000) refers to the need for municipal planning, through the integrated development plans developed by municipalities, to be developmentally oriented in line with Sections 152 and 153 of the Constitution. Municipal Systems Act provides greater clarification regarding the legal nature, and the rights and duties, functions and powers, of municipalities. Particularly relevant for this Policy is Chapter 5 which concerns integrated development planning, which this Policy gives effect to in the sphere of external and international relations.
- The Local Government Municipal Finance Management Act 56 of 2003
- The White Paper on Local Government of March 1998
- Intergovernmental Framework Act 13 of 2005: The IRFA was passed in order to give effect to the principle of cooperative governance as enshrined in the Constitution. It is relevant for the purposes of the policy to the extent that it informs the manner in which high-level inter-governmental agreements are concluded.
- The South African Foreign Policy: The essence of South Africa's foreign policy is to promote and protect the interests and values of its citizens. The Foreign policy belongs to South Africa's people and;
  - It mirrors their long relationship with the international community
  - It reflects the rich tapestry of their international heritage
  - It demonstrates their desire to live in harmony with their neighbours
  - It signals their intent to contribute creatively to Africa's future
  - It beckons them to international service so that their country may fulfill its calling as a responsible global player
  - It summons all South Africans to think beyond the immediate, to reach towards the challenges of the approaching century.
- The National Development Plan: Vision 2030: Chapter 7 of the Plan specifically outlines South Africa's positioning in the world in terms of a global and regional context. The Plan highlights the need for promoting regional integration for a more competitive and fast-growing Southern Africa, trade integration, Tripartite Free Trade negotiations, strengthening economic diplomacy and building effective partnerships with private sector and state-owned enterprises.

- Metro Growth & Development Strategy (vision 2030): Which states that BCMM must continue to serve on IGR structures to enhance the flow of information and encourage participation with the City. This will be implemented, through identified systems for regular interaction (between BCMM and all its' publics/stakeholders)
- The Buffalo City International Relations Framework/ Draft Policy (2008/2013): the document align BCMM's international relations and international development cooperation activities closely to the South African foreign policy; Positions BCMM in the ongoing national discussion about the role of local government – and specifically municipalities – in the conduct of international relations, and actively engage with key stakeholders (eg DIRCO, SALGA, COGTA) in this regard; Ensure prioritization of BCMM's strategic priorities as outlined in the, IDP/Budget and LED strategy; Promote BCMM as an attractive location for investment and tourism.
- Draft BCMM International Relations Policy
- BCMM's Draft Intergovernmental Relations Framework (2024 – 2028)

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- Operation Masiphathisane, an integrated service delivery model ie war rooms which sees to promote working together as government to ensure responses on the ground at ward and municipal levels take place.
- The District Development Model: The District Development Model (DDM) in South Africa is an integrated and collaborative approach designed to promote local economic development and improve service delivery across districts. The key elements and objectives of the DDM is Integrated Development and Local Economic Development. The DDM aims to break down silos between various government departments and levels of governance, fostering a more integrated approach to development. It focuses on driving economic growth at the district level by leveraging local resources, talents, and opportunities. The model encourages collaboration among local municipalities, provincial governments, and national departments, ensuring that development initiatives are aligned and coordinated. Engaging local communities in the planning and implementation process is essential to ensure that development initiatives meet the needs and priorities of residents. The DDM emphasizes the use of data and evidence to inform planning and decision-making, allowing for targeted interventions based on the specific needs of each district. Each district is required to develop a comprehensive development plan that outlines strategic priorities, projects, and resources needed for implementation. The model promotes strong intergovernmental relations, facilitating better communication and cooperation between different levels of government. The focus areas of the DDM includes Infrastructure Development, Social Development and Economic Diversification. The aim is to improve infrastructure, such as roads, water supply, and electricity, support economic activity and enhance service delivery, as well as address social issues such as education, healthcare, and housing. It further encourages diverse economic activities, including agriculture, tourism, and small business development, to create sustainable jobs and enhance local economies to improve the overall quality of life for residents.

### Progress & Achievements 2024 to date

- **Cooperation on Water, Sanitation and Energy Security and Stability, in Germany**
- The partnership between the Province of Eastern Cape in South Africa and the state of Lower Saxony since 1995. Cooperation between the City of Oldenburg and Buffalo City Metro began in 2012. As part of a municipal climate partnership, the focus has been on renewable energies, environmental education and water management. The municipal climate partnership between the City of Oldenburg and Buffalo City Metro forms the basis for an innovative utility partnership between the Oldenburgisch-Ostfriesischer Wasserverband (OOWV), the Wupperverband and BCMM. This co-operation sets new standards in sustainable

### Challenges

#### International Relations

- Donor Resources across the world is becoming scarcer. BCMM will need to make more deliberate efforts to access donor funding through its international partnerships. It would also need to ensure that all international projects are successfully coordinated, project led and completed to be seen as a credible recipient of donor aid. This will assist BCMM to seek out new partners to access donor funding.

## STRATEGIC OUTCOME (SO5): A WELL GOVERNED CITY

adaptation to climate change. The utility partnership has been in place since 2022. The partnership between the three water suppliers has a common goal, and that is to be better prepared for extreme weather events and implement sustainable adaptation projects to climate change. Some of the Projects from 2020 to 2025 have and will be implementing through the partnerships include the following:

- **'Model project for the development of an energy-efficient wastewater treatment plant in East London which is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) through its funding programme for municipal climate change mitigation and adaptation projects (FKKP) from November 2023 to December 2026 to the value of R3 million. Technical support is provided by the Jade University of Applied Sciences and the German Aerospace Centre (DLR**
- BCMM is heavily dependent on the country's centralized power supply. Power cuts, which can last up to four hours a day, mean that the East Bank sewage treatment plant is also temporarily taken off the grid. As a result, untreated wastewater is released into nearby sea during the load shedding periods. The project aims:
  - To reduce emissions and energy consumption at the East Bank sewage treatment plant by using energy-efficient and renewable technologies and to supply the plant with additional decentralized energy.
- **Water Operators Partnerships funded by German Federal Ministry for Economic Cooperation and Development (BMZ) implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) to value of R6 million from May 2022 – June 2024.** Cooperation between the partners is based on an intensive bilateral exchange to jointly develop innovative solutions to the challenges of water management. Jointly since May 2022 four working groups have been established focusing on identified areas of cooperation, namely:
  - 🚰 Drinking water treatment
  - 🚰 Wastewater treatment
  - 🚰 Environmental Education, as well as
  - 🚰 Digitalisation and Data management
- **ecReUse – Enhancing Resource Utilization Efficiency in South Africa through Water Reuse and Sustainable Energy Production at Wastewater Treatment Plants Project** is funded by the Federal Ministry for the Environment, Nature Conservation, Nuclear Safety, and Consumer Protection (BMUV) as part of the “Environmental Protection Made in Germany” program and is managed by “Zukunft – Umwelt – Gesellschaft” gGmbH” to the value of R30 million and has a timeline from June 2024 to June 2026. The project which is located at the the East Bank wastewater treatment

### Intergovernmental Relations

- There is still a need to bridge the gap in the planning process by having more data and information from Sector departments to ensure a more informed IDP. BCMM departments are all engaged in IGR processes with other spheres of government, parastatals, agencies however this is not reported on and therefore needs more mainstreaming. The IGR forum which is held four times a year to unlock bottlenecks and provide a platform for integrated planning still faces a major challenge which is non-attendance and poor participation of sector departments and internal departments in these Forums. This results in fragmented information shared and non-credible data and less synergy between government spheres.
- District Development Model:
  - Capacity Building: Ensuring that local municipalities have the necessary skills and resources to implement the DDM effectively.
  - Funding and Resources: Securing adequate funding and resources to support development initiatives is crucial for the success of the model.
  - Monitoring and Evaluation: Establishing robust mechanisms for monitoring progress and evaluating the impact of development initiatives to ensure accountability and continuous improvement.



## STRATEGIC OUTCOME (SO5): A WELL GOVERNED CITY

plant in the Eastern Cape, a region which prone to drought, focuses on improving water quality and sustainability by addressing aging infrastructure. Part of the solution to water scarcity is utilizing alternative water resources, such as municipal wastewater, which is largely independent of rainfall. Innovative treatment technologies can produce water of varying quality standards, conserving natural resources and reducing wastewater discharge, improving water quality. The ecReUse project in the Eastern Cape aims to improve water and energy security by reducing energy consumption in wastewater treatment, generating biogas, and purifying wastewater for safe industrial or agricultural use.

- **The Sister City relationship between BCMM and the City of Jinhua is regarded as one of the longest standing partnerships as it established in 1997. The partnership agreement was renewed in April 2024, agreed to focus on the following areas:**

- Economic and Trade: To exchange information and collaborate in sectors such as textiles, automotive, agriculture, and other vital industries to strengthen trade relations and economic development.
- Cultural Cooperation: Engage in cultural exchanges, including delegations, performing troupes, and exhibitions, to promote mutual understanding and appreciation of our diverse cultural heritages.
- Educational Cooperation: We will facilitate exchanges in vocational education and training, fostering skills development and educational growth in both cities.
- Tourism Cooperation: Joint efforts will be made to promote tourism, including initiatives like Home-Stay programs in Jinhua's historical villages, which will enhance the tourism appeal of both cities. BCMM successfully paved the way for at least 20 students to participate in this programme since 2018.
- BCMM has participated in the 2024 China-Africa Forum on Economy and Culture in Jinhua and Zhejiang International Friendship Cities Exchange Exhibition in Yiwu. The Metro promoted and showcased the city at the event by having a stand at the event. The stand will be open to small business owners in the future to have access to international buyers and markets. City of Daqing

- **Renewing of Partnership with City of Daqing, China**

- In September 2000 the former East London Transitional Local Council signed an agreement with the City Daqing to cooperate in:

- Economic and Trade Exchanges
- Science and Technology Collaboration

## STRATEGIC OUTCOME (SO5): A WELL GOVERNED CITY

- Cultural and Educational Cooperation
- Sports and Health Initiatives
- Personnel Exchanges
- The partnership, however, was dormant until discussions were taken up between both cities in a digital meeting in May 2023 to renew the partnership agreement. In the discussions held between the Executive Mayor of Buffalo City and Deputy Mayor of Daqing, in August 2024 during the Premiers working visit to China, both cities agreed on the areas of cooperation and discussed including Tourism Cooperation, Agriculture and Agro-processing, and Youth Development as new focus areas.
- BCMM also expressed interest in Cooperation of the Grand Prix Track in BCMM with Daqing Grand Prix Track. Both cities have racetracks, however Daqing City is successfully utilising this asset to grow the motor sport tourism sector. This expertise could assist BCMM benefit BCMM in growing its own motor sport industry.
  - **Local Economic Development Skills Programme in China**  
 March 2024 the Local Government Sector Education and Training Authority Local Government (LGSETA) approached BCMM regarding a Skills development Programme with its counterpart the Chinese Cultural International Education Centre. The LGSETA provides an environment to facilitate the training and up skilling of various employees and people involved in local government structures, as well as unemployed South Africans. This entails creating and implementing a variety of skills development interventions such as, the Sector Skills Plan (SSP) and learning programmes aimed at local government employees and others working within the sphere such as traditional leaders and ward councillors.  
  
 The programme offered requires BCMM to select candidates for three skills development programmes for:
    - Unemployed Young Graduates (TVET or Higher Education)
    - Small Business Owners
    - Municipal Management
 The programme is for a period of 6 months in a Chinese City as selected by the Chinese Culture International Centre, commencing September 2024 to May 2025. BCMM has selected 21 participants in total to participate in the programme. The Project Outcomes include:
    - At least 30% of the unemployed youth candidates to be employed in South Africa from the Chinese enterprises with roles in e-commerce and online business etc.
    - At least 10% of the unemployed youth candidates become entrepreneurs and start their own businesses in the e-commerce sector.



## STRATEGIC OUTCOME (SO5): A WELL GOVERNED CITY

- Incubate and grow all small businesses of the small business owner candidates.
- Dramatically improve the skills of South African municipal management and personnel.
- Invite investment from Chinese cities - at least one investment per South African city.

### ■ **Localization of the Sustainable Development Goals through the Voluntary Local Reviews in Buffalo City Metro**

- In September 2023, BCMM was chosen as one of the five metropolitan municipalities by SALGA tasked with localising the Sustainable Development Goals (SDGs) through the Voluntary Local Reviews (VLRs). Through an active process of training, collecting data and drafting the report, the BCMM VLR report which was completed in mid-June 2024 and submitted on 25 June 2024 to the Department of Planning, Monitoring and Implementation for submission to the United Nations. The VL Report offers a comprehensive overview of BCMM's implementation of the SDGs. It serves as a localised counterpart to the National SDG Review produced by the Republic of South Africa (SA). The 17 SDGs are integrated and indivisible, balancing the three dimensions of sustainable development: economic, social, and environmental. From the perspective of the Municipality, the SDGs present an opportunity to approach development in a more conscious and deliberate manner, taking into consideration the needs, challenges, growth path, and expectations of the people living in the Municipality. This enables a focus on setting a long-term trajectory for sustainable development and making a meaningful impact on people's lives, ensuring that no one or place is left behind. The promotion of VLRs in South Africa is seen as a powerful tool to advance the localisation of the SDGs, stimulating and driving local action for their implementation. This process also strengthens coordination, cooperation, and institutional interaction between different levels of government, as encouraged by the DDM and One Plan processes. Through collaboration between national government and local authorities, the exchange of data, practices, and techniques on the implementation of the SDGs should be encouraged. BCMM is poised to review the 2024 submission and submit an updated report for 2025.

### ■ **UNESCO City of Literature**

- The UNESCO's City of Literature programme is part of the wider Creative Cities Network. The Network was launched in 2004 and now has member cities in seven creative fields. The other creative fields are Crafts and Folk Art, Design, Film, Gastronomy, Media

## STRATEGIC OUTCOME (SO5): A WELL GOVERNED CITY

Arts, and Music. On Tuesday, 31st October, Buffalo City Metropolitan Municipality was designated as a UNESCO Creative City of Literature. The announcement was made by the UNESCO Director-General, Ms Audrey Azoulay, on World Cities Day in Paris. In the country, Buffalo City is preceded by eThekweni Municipality, City of Cape Town, and Hermanus, designated in 2017 and 2019 for Literature, Design, and Gastronomy respectively. The Cities of Literature sub-network boasts a combined population of over 26 million, 1250 libraries, 130 literary festivals, and over 1200 bookshops. The bid was motivated by various international studies on literacy and language proficiency, consistently finding that children in the Eastern Cape province cannot read for meaning and rural boys are the most vulnerable out of 55 countries observed, with South Africa coming last; the bid is also recognition that Literature is often one of the underserved sectors in policy, infrastructure, and resource allocation in the city, and thus this becomes part of the City's post-pandemic economic recovery strategy in the literary arts. UNESCO has already called the first meeting with the Metro to discuss the use of the UNESCO logo and the development of a logo for the City of Literature for BCMM. In a bid for internal and external stakeholders to embrace the City of Literature concept and contribute to discussions and participate in opportunities offered by the award, Buffalo City Metro held meetings with internal departments and members of the literary, creative, and cultural industries in 2024 to come together to discuss and actively contribute to making the City of Literature a reality not only with the Metro but all citizens involvement. The programme is currently driven by the Local Economic Development Department and Libraries section by supporting Mtiza Arts Festival, programmes at the BCMM Libraries and supporting book launches of local writers.

### Current State

- IR has taken on a new significance because of an increasingly interconnected world, allowing nations to cooperate with one another, pool resources, and share information as a way to face global issues that go beyond any particular country or region.
- The Covid-Pandemic saw sister cities providing support to Buffalo City Metro through the donation of masks and offering medical advice and support.
- The Provincial Government was also assisted during the crisis by its foreign counterparts. Contemporary global issues include disasters/ pandemics, terrorism, human rights, economy/trade/investment and the environment/climate change

### Action Plans

- International Relations:
  - SDGs Voluntary Local Review for BCMM 2027
  - Strengthening Partnership with the United Nations and other funding agencies.
  - Partnership with Stuttgart, German
  - Reviewing any current international agreements or partnerships that the municipality has and their impact on local development.

## STRATEGIC OUTCOME (SO5): A WELL GOVERNED CITY

effects are of global interest and need to form an integral part of our international partnerships.

- Provincial Government has approximately 8 international partnerships across the globe.
- BCMM has 4 international partnerships in Germany, China and Sweden. Partnership with the City of Oldenburg, Germany is current and BCMM is pursuing a partnership with the City of Stuttgart due to the links between Mercedes Benz plant in Stuttgart and BCMM. In China, the partnership is with 4 cities including City of Jinhua, City of Qinhungdao, City of Daqing and Yubei District in City of Chongqing). In Sweden BCMM had a partnership with the City of Gavle which ended in 2019, however pursuing a new partnership. BCMM is currently in discussion with the City of Tampa, Florida in the United States to explore a partnership. Tampa Florida approached the Metro due to its sister city partnership with Milwaukee County in Wisconsin which focussed on the Health Sector.
- BCMM participates in a number of international platforms, conferences, exhibitions, shows etc.

- Identifying potential new partnerships that could support initiatives in areas like infrastructure, health, education, and technology.

### ▪ Intergovernmental Relations:

- Strategic Implementation of the DDM to support an integrated and responsive IDP.
- Government Calendar
- Establishing a Regional IGR Forum
- Initiating an IGR Services on Wheels Programme
- Strengthening Three Sphere Planning

### KFA 34: Communications (Internal and External)

Communications is a strategic tool for service delivery as it is aligned with the goals and objectives of the organization. Communications analyses the municipal communication environment, identifies stakeholders, links them with the Municipality's core business and spearheads a concrete programme of action that promotes how the Municipality communicates its objectives effectively (with its stakeholders).

Communications also seeks to ensure that everyone within BCMM understands its vision and speaks with shared/common voice and purpose, and that there is ownership and clarity on the message the Municipality puts across.

Communication's role is to also ensure that BCMM is a well-known and marketable brand internally and externally.

Communications also ensures that the Municipality comprehends with the community needs, takes actions that are informed by the environment and identifies relevant communication platforms.

Linked with BCMM's vision, mission, values and MGDS, Communications strategic objectives are to:

- To communicate priorities of the IDP to communities
- To encourage open, honest and accountable two-way dialogue with all stakeholders
- To strengthen and improve internal and external communication
- To build and protect BCMM's corporate identity
- To forge meaningful partnerships with key relevant stakeholders
- To bridge information gap between BCMM and its stakeholders by maximising use of all communication properties including new media (includes social media)
- To create and maintain sound relations with the media, and community media in particular.
- To ensure customer-oriented communication service as well as adherence to the Batho Pele principles
- To ensure a functional Local Government and Communication System (LGCS)

The institution recognises communication as a strategic and support function and as an integral part of the daily functioning of the municipality.

The BCMM also subscribes to a notion of a caring, responsive and accountable local government whilst committed to being well-governed, connected, green and innovative City.

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### Internal communication

Internal communication is the function responsible for effective communication among participants within an organization. The main purpose of internal communication is to facilitate and manage the flow of information within the municipality in order to create an informed workforce while building a sense belonging, ownership and stimulating the role of councillors and employees as ambassadors of the BCMM.

The weakness in internal communication affects the efficiency of external communication and its capability to achieve BCMM general objectives. A BCMM Communications policy and BCMM Code of Conduct form part of this strategy for BCMM internal communication with the aim of improving the achievement of BCMM's institutional agenda through internal communication mediums, supporting the rapid flow and active exchange of information among the various BCMM Directorates, departments, units and individuals.

Key components to these are:

- Disseminating a unified culture of communication amongst BCMM employees with respect to BCMM's responsibilities as well as to the importance of the Communication objectives, provided such culture be unanimous and supported by the senior management.
- Improving employees' understanding and commitment to BCMM's general and specific objectives of its sectors and the missions they undertake.
- Developing a high level of coordination between BCMM directorates in the fields of information collection and dissemination, causing a rapid and active flow of the information required for external communication.
- Increasing feedback capacity to transfer information through outreach communication media.

It is vital for stimulating the role of councillors and all employees in being ambassadors of local government communication in the environmental media, awareness and education.

### **Alignment with the National and Provincial Plans and Policies**

Legislation/ prescripts governing Communications (Internal and External) include:

- The Constitution of South Africa, Act 108 of 1996 contains The Bill of Rights which is a cornerstone of democracy in South Africa. It enshrines the rights of all people in our country and affirms the democratic values of human dignity, equality and freedom.
- The Municipal Systems Act 32 of 2000 as amended, emphasises on communication that encourages participation of communities / stakeholders in the affairs of a municipality.
- Section 21 of the Municipal Systems Act states that a must notify or communicate with local communities about anything in terms of the Systems Act or other relevant legislation, using local newspapers of its area which is circulated in its area and determined by Council as a newspaper of record or by means of radio broadcast covering the area of the municipality, and such notification must be in the official languages determined by the council, having regard to language preferences and usage within its area.
- Section 21 A, details that Documents to be made public (1) All documents that must be made public by a municipality in terms of a requirement of this Act, the Municipal Finance Management Act or other applicable legislation, must be conveyed to the local community.
  - by displaying the documents at the municipality's head and satellite offices and libraries;
  - by displaying the documents on the municipality's official website, if the municipality has a website as envisaged by section 21B;
  - by notifying the local community, in accordance with section 21, of the place, including the website address, where detailed particulars concerning the documents can be obtained.
- The Promotion of Access to Information Act 2 of 2000 gives effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights prescribes how communities can access information.
- The Promotion of Administrative Justice Act (PAJA) aims to make the administration effective and accountable to people for its actions. Together with the Constitution it embraces the Batho Pele principles and promotes South African citizens' right to just administration.
- Electronic Communications Act 36 of 2005. The Electronic Communications Act 36 of 2005 ( "the ECA" ) is the primary legislative instrument governing the transmission of electronic communications in South Africa. It promotes the convergence in the broadcasting, broadcasting signal distribution and telecommunications sectors and to provide the legal framework for convergence of these sectors;

## STRATEGIC OUTCOME (SO5): A WELL GOVERNED CITY

to make new provision for the regulation of electronic communications services, electronic communications network services and broadcasting.

- Government Communication Policy
- National Development Plan
- The National Government Communication Framework
- GCIS Communications Handbook
- Local Government Communication System (LGCS) Guidelines for Municipal Communication
- SONA, SOPA, SOCA

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### Link to BCMM Strategies, Sector Plan(s) and Policies

- Communications strategy
- Communications action plan
- Communications policy

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### Progress & Achievements 2023 to date

- Communications Policy: Review of Communications Policy is underway and it is being done in-house. Awaited the process for Cabinet approved communications policy.
- Digital and Social Media platforms: Risk identified for a need to audit, register and professionalise BCM social media platforms: i.e., Facebook, X (Twitter). Auditing of platforms done.
- Community Media: Service Level Agreement in place with the City 's community radio stations in order to ensure maximum reach of information to stakeholders. Cost - R800 000
- Website revamping and redesign
- Strengthening of Digital Media Platforms. Increasing of followers and updates on social media platforms. These are done through video boosting, live short videos Infographics and live host watching.
- National award for most active Municipality on social media in 2023
- Implementation of communication innovations
- Review of communications strategy
- Functional Metro Communicators Forum
- Creation of corporate identity manual
- SLA with community radio stations
- Effective community media relations
- Regular ward-based newsletters
- Compliant presidential hotline
- Enhanced media relations including networking sessions with institutional leadership
- Advancement of usage of digital platforms like screens, live streaming, short videos
- Effective and advance media monitoring tools

### Challenges

#### Internal Communication

- Lack of understanding of the communications role within some municipal departments
- Non-alignment of municipal programmes
- Information leakage and handling of confidential information is vital, and lack thereof possess many legal and reputational risks for the institution
- An intranet is a private network accessible only to an organization's staff. The Communications Department has a vital role to play on the intranet in that it provides support to the ICT Department towards the look and feel and the type of information to be made available on the Intranet. The current BCMM intranet needs improvement
- Flooded emails: Internal emails are a vital component of internal communications. Emails are immediate, fast, cost effective and are good for record keeping. Whilst the custodians of emails and their functionality is ICT, Communications has a key role to play in the type of messaging that is being sent out on emails. Currently there are no guiding principles on internal emails. Communications, through policies, guidelines and advisory, should guide the language, content and frequency at which email communication is being disseminated. Communications should also guide email banners, signatures, slogans, taglines and quotes that are to be used.
- Reach on workers that are not on emails both in terms of access to information; the utilisations of notice boards/ internal screens and the usage of the isi-Xhosa language

## STRATEGIC OUTCOME (SO5): A WELL GOVERNED CITY

	<p><b>External Communication</b></p> <ul style="list-style-type: none"> <li>▪ Hostile media towards government</li> <li>▪ Lack of information on how government works and lack of understanding of different roles and functions within municipality and different government departments</li> <li>▪ Limited feedback to communities on the state of service delivery</li> <li>▪ Accessibility and visibility of councillors in the communities they represent</li> <li>▪ Public perception that government only communicates service delivery issues during the election period</li> <li>▪ The new age phenomena of fake news</li> <li>▪ Leaks in the media</li> <li>▪ Instability</li> <li>▪ Inadequate funding</li> </ul>
<p><b>Current State</b></p> <ul style="list-style-type: none"> <li>▪ Communications policy and strategy needs to be reviewed, in order to align with the new term of office</li> <li>▪ Training of Executive on media</li> <li>▪ Implementation of an action plan towards an effective communication internally and externally</li> <li>▪ BCMM logo is old, outdated and not applicable. The corporate identity of the City needs to be reviewed to be aligned with the new vision, mission and MGDS</li> </ul>	<p><b>Action Plans</b></p> <ul style="list-style-type: none"> <li>▪ Review of the Communications policy.</li> <li>▪ Implementation of the current Communications Strategy action plan.</li> <li>▪ Implementation of the brand review process plan</li> </ul>

### KFA 35: Corporate Marketing (Branding)

Corporate Identity is a representation of the Municipality views itself and how it wishes to portray itself to the public which includes customers, employees, investors and collaborators.

This involves the application of a corporate identity, marketing and branding.

Communications, as the custodian of the overall corporate identity of the BCMM, ensures that the brand is protected and positioned properly within the institution and outside.

In performing this task, various instruments such as the style-guide and corporate identity manual are applied in order to ensure that key institutional messages and messaging is an integral part of corporate identity.

These corporate identity comprehensive guidelines and instructions assist the Municipality on the correct use of the graphic and layout elements which will be used as a manual in the application of the institutional logo.

The current logo of BCMM is old, outdated and needs to be revamped. The institution does not have a current brand manual nor does it have style guide on the application of the current logo in various marketing platforms. There are also no main institutional colours and themes associated with the logo.

The process of revamping the BCMM brand is an important priority for the City to change and modernize itself and follow the trends of Cities around the world.



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Such an inclusive exercise will also involve modernising the current visual image of the current logo, design, and collaterals. The revamping of the logo of BCMM is not directly aimed at a change in brand values, but to align it with the institutional vision and Metro's Growth and Development Strategy.

Corporate marketing and branding also enables the institution to explore conventional artistic and unconventional ways of spreading messaging. This includes graffiti and taking up space in buildings for electronic messaging. To also make messaging effective, the City is encouraged to partner with the private sector and also market itself through some of its local icons.

Corporate marketing also includes tourism marketing which deals with different tourist attractions, tours and activities, destinations and uses various marketing platforms to promote the City.

Furthermore, in order to enhance the marketing of the brand, the City needs to acquire its own land space and erect its own billboards and banners.

To project and protect the corporate identity of the City, BCMM's office building, vehicles, corporate stationery production of all branding material and promotional material needs to carry the same look and feel.

Management is expected to always ensure adherence to the BCMM's branding protocol as prescribed by the Communications Policy.

Activities that are crucial for Corporate Marketing (Branding) are as follows:

- Develop or revamp new BCMM logo/ corporate identity.
- Develop and Promote adherence to the BCMM Corporate Identity Style-guide.
- Acquire land and erect own billboards.
- Acquire space in buildings or prime areas to promote the City brand through electronic messaging.
- Partner with express to promote the City brand through arts and graffiti.
- Partner with icons to promote the City brand.
- Develop and monitor media production and branding manual/guide.
- Liaise with key Departments and entities, for co-marketing and branding.
- Produce corporate videos covering but not limited to BCMM official events.
- Design and produce electronic and print institutional/corporate stationery.
- Design and produce artwork for all promotional and branding material in accordance with the BCMM style-guide.
- Design and print invites, programmes, posters and notices for all BCMM official events/activities.
- Set up branding material at all BCMM official events at least before commencement of such events.
- Run a professional, scientific and effective social media and digital marketing program

### Theme

A theme is the overall definition of the main message that the City represents.

The Municipal theme for the current term is: A City hard at work.

This BCMM main theme will be used within the context of government themes, applicable to local government which are:

- Working Together
- Khawuleza
- Thuma Mina

The theme for the City is linked to the Metro Growth and Development Strategy and is part of the key institutional messages which are:

- Unity in Action
- A well-governed City
- An Innovative and Productive City



## STRATEGIC OUTCOME (SO5): A WELL GOVERNED CITY

- A Green City
- A Connected city
- A spatially transformed City

The BCMM also subscribes to a notion of a caring, responsive and accountable local government and these must be depicted in the corporate marketing and branding of the City.

### Tag line:

A tagline is a marketing message used consistently with the organization's name and logo. It is a short and catchy phrase or group of words that summarize the overall organisation.

Emotion is a big part of a tagline as it tells your audience how they will feel if they deal with the organisation.

Our tagline is a summation of the brand promise which is contained in our mission, vision and values.

BCMM tagline: A City hard at work.

Branding and promotional material include:

- Office signage
- Buildings look and feel
- Stadiums, walls, halls look and feel
- Vehicle signage and branding
- Banners
- Flags
- Business Cards
- Corporate Wear (protective clothing, blazers, ties, scarfs, t-shirts, tracksuits etc.)
- Corporate Stationery
- Corporate marketing material, Video
- Corporate Gifts

### Strategies and Plans Developed

- Communications policy
- Communications strategy
- Communications action plan

### **Alignment with the National and Provincial Plans and Policies**

- Legislation/ prescripts governing Communications (Internal and External) include:
- The Constitution of South Africa, Act 108 of 1996 contains The Bill of Rights which is a cornerstone of democracy in South Africa. It enshrines the rights of all people in our country and affirms the democratic values of human dignity, equality and freedom.
- The Municipal Systems Act 32 of 2000 as amended, emphasises on communication that encourages participation of communities / stakeholders in the affairs of a municipality.

### **Link to BCMM Strategies, Sector Plan(s) and Policies**

- Metro Growth & Development Strategy (vision 2030)
- A well-governed city: a smart and responsive municipality (working with other levels of government) that plans and efficiently delivers high quality services and cost-effective infrastructure, without maladministration and political disruptions.
- To promote sound financial and administrative management
- Communications Strategy (February 2019)
- Signage Bylaw
- Tourism Master plan
- BCMM Communications Policy

## STRATEGIC OUTCOME (SO5): A WELL GOVERNED CITY

- Section 21 of the Municipal Systems Act states that a must notify or communicate with local communities about anything in terms of the Systems Act or other relevant legislation, using local newspapers of its area which is circulated in its area and determined by Council as a newspaper of record or by means of radio broadcast covering the area of the municipality, and such notification must be in the official languages determined by the council, having regard to language preferences and usage within its area.
- The Promotion of Access to Information Act 2 of 2000 gives effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights prescribes how communities can access information.
- Electronic Communications Act 36 of 2005. The Electronic Communications Act 36 of 2005 ("the ECA") is the primary legislative instrument governing the transmission of electronic communications in South Africa. It promotes the convergence in the broadcasting, broadcasting signal distribution and telecommunications sectors and to provide the legal framework for convergence of these sectors; to make new provision for the regulation of electronic communications services, electronic communications network services and broadcasting.
- Government Communication Policy
- National Development Plan
- The National Government Communication Framework
- GCIS Communications Handbook
- Local Government Communication System (LGCS) Guidelines for Municipal Communication
- SONA, SOPA, SOCA

### Progress & Achievements 2023 to date

- Review of Communication strategy
- Creation of corporate identity manual
- Implementation of communication innovations
- Costing of branding review process

### Challenges

- Non-registration of the current logo
- Current logo is outdated and has too many colours which hinder application
- Outsourcing of design function
- Inadequate tools of trade to match current technological trends
- Insufficient budget
- Negative media publicity that affects the brand negatively
- Accurate, safe and interactive website

### Current State

BCMM logo is old, outdated and not applicable. The corporate identity of the City needs to be reviewed to be aligned with the new vision, mission and MGDS

### Action Plans

- Implementation of the brand review process plan
- Submission of process plan to Council structures for adoption
- Rolling out of the new corporate identity

## STRATEGIC OUTCOME (SO5): A WELL GOVERNED CITY

### KFA 36: Revenue Management

The municipality's revenue strategy is built around the following key components:

- Efficient revenue management, which aims to ensure not less than '77% annual collection rate over the medium term for property rates and other key service charges.
- Achievement of full cost recovery of specific user charges especially in relation to trading services.
- The City is striving to ensure that all its trading services are financially self-sustainable.
- Move from a flat-rate billing system to all consumers billed according to consumption.
- Implementation of an automated billing system as opposed to a manual meter reading process.
- Update of the valuation roll through implementation of monthly supplementary valuations until the implementation of the next General Valuation on 1 July 2027 and every four years thereafter in terms of the Municipal Property Rates Act.
- Creating a conducive environment to attract potential investors.
- Review of the Spatial Development Plan to allow for human capital resources to be closer to economic and job opportunities.
- BCMM bills the consumers on a monthly basis as per the norms and standards of revenue management.

#### Alignment with the National and Provincial Plans and Policies

- Municipal Finance Management Act 56 of 2003

#### Link to BCMM Strategies, Sector Plan(s) and Policies

- Metro Growth & Development Strategy (vision 2030) – Strategic Outcome 5: A well-governed city

#### Progress & Achievements 2024 to date

- General Valuations Roll for all wards: Compilation of the General Valuation Roll every 4 years in terms of Section 32 of the Municipal Property Rates Act. The fourth General valuation Roll to was successfully implemented in 2023.
  - GV2022 - valid July 2023 to June 2027
  - The valuation roll is updated monthly with the implementation of monthly valuation rolls.
- Billing of municipal services monthly to raise revenue
- Electricity and Water Smart metering solution for all wards: maintenance of electricity and water meters.
- Slight improvement of the collection rate compared to previous year

#### Challenges

- Non-achievement of the targeted collection rate; which is affected by the implementation of the punitive water tariff, which increases the debt book and affects the collection rate.
- The suspension of full credit control action during COVID-19 pandemic has contributed to the increase in the debt book.
- Dishonoured debt settlement arrangements by debtors.
- There are areas where BCM charges rates and applicable services, however disconnection and blocking of electricity meters cannot be done because these areas are supplied by Eskom.
- Child headed households due to deceased property owners is a challenge because of delays in transfer of the property and challenges in obtaining letters of authority.
- Tampering of electricity also contributed to the slow growth in collection rate.
- BCMM has a stagnant revenue base which makes it challenging to unlock billable land parcels for growth.

#### Current State

- Not all indigent debtors have registered to be able to benefit from free basic electricity services.
- BCMM raises interims on non-smart meters due to none-access on the property.

#### Action Plans

- Indigent registration is ongoing on a daily basis in the regional offices. Furthermore, the department will be conducting Indigent Registration Campaigns in order to register potential Indigent Consumers.

## STRATEGIC OUTCOME (SO5): A WELL GOVERNED CITY

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|---|---|
| <ul style="list-style-type: none"> <li>BCMM utilises current meter readers to read meters manually, to improve the accuracy and completeness of readings for non-smart meters</li> <li>Continuous improvement in the collection rate and increase in the debtors book.</li> <li>The resolution of queries has been improving steadily however further improvement is still required and action steps have been implemented to improve the turnaround of all queries.</li> </ul> | <ul style="list-style-type: none"> <li>Implementation of the Meter Reading System is in place to ensure that manual reading is reduced.</li> <li>Furthermore, the implementation of Smart Meter Reading System is continuing which will reduce the human interaction with the reading.</li> <li>Both systems are to ensure that interims are reduced.</li> <li>Blockings/disconnections of non-paying consumers in terms of the Credit Control Policy is in place and continued to be enforced.</li> <li>Implementation of Revenue Enhancement Strategy in order to improve the revenue generation.</li> <li>Enhancement of the query management system to include internal escalations of unattended queries. This has been implemented and is planned to include queries where inputs are required from service departments.</li> </ul> |
|---|---|

### KFA 37: Expenditure and Supply Chain Management

BCMM SCM system is premised on section 217 of the South African Constitution which must be, fair, equitable, transparent, competitive and cost effective. The BCM SCM Policy is reviewed annually as prescribed by section 3 of the MFMA and during the 2017/2018 financial year the SCM policy was reviewed and approved by Council in May 2018.

The SCM department is constituted in line with the SCM system and comprises of: -

- a. Demand Management and Supplier Development Section
- b. Acquisitions Section (Buying and contracts)
- c. Logistics, Warehouse and Disposal Sections
- d. Risk and Compliance Management Section and
- e. Contracts Performance Management Section

#### Alignment with the National and Provincial Plans and Policies

- Municipal Finance Management Act 56 of 2003

#### Link to BCMM Strategies, Sector Plan(s) and Policies

- Supply Chain Management Policy

#### Progress & Achievements 2023 to date

- Reviewal of the SCM Policy by Council in January 2024.
- Continuous identification and reporting of Irregular Expenditure
- Rolling out the E-Procurement System to improve procurement of goods and services – Acquisition module fully implemented
- Implementation of the Electronic Document Management System (EDMS) to access bid documents and contracts through the EDMS system SCM scans and captures all awarded contracts onto SharePoint on a regular basis.
- Implementation of Internal Controls on Formal Written Quotations (Informal Tenders) to improve turnaround times on the Quotation System. RFQ threshold increased from R 200 000 – R 750 000
- Development of The Audit Improvement Plan and all matters raised during the audit are dealt with and reported in the relevant structures of Council. The AIP is a tool developed to ensure continuous monitoring of issues raised and dealt with progressively-

#### Challenges

- Weak institutional demand planning: Late or non-submission of demand procurement plans from user department resulting in poor planning and late implementation of projects leading to low and non-spending of the budget.
- Weak institutional contracts management (role clarification between unit and departments) exacerbated by lack of automated system - resulting in irregular and unauthorized expenditure.
- No centralised storage place or facility for SCM documents resulting in potential risk of loss of information
- Lack of the necessary skills set with SCM Unit increase risk of Procurement Related Litigations

## STRATEGIC OUTCOME (SO5): A WELL GOVERNED CITY

SCM captures and reports on implementation progress of all AIP to on the National Treasury Audit Action Plan Portal

- Implemented host to host for both payment of supplier and salaries
- Timeous submission of annual financial statements to the Office of the Auditor General.
- SCM is responsible to declare the below listed categories for the Annual Financial Statements:
- Irregular Expenditure
- Deviations
- Commitments
- Declarations for service of the state
- Inventory

against the City- No funding available for critical posts – SCM requires a Compliance Officer.

- There are no controls or mechanisms to demonstrate Supplier rotation on the Manual System.
- Manual processes still being used for example Contract register are not automated which was another Audit General finding.
- Difficulty to maintain the 30 days payment period at year end due to late submission of invoices
- The e-procurement system is driven by the system owner and many users still have to be registered
- There is no automated system that tracks expiry of contracts to inform user departments that their contracts have expired – Contracts management module is operational system must still be aligned to relevant end users
- Non-compliance with processes and procedures by departments resulting in delays to processing payments (e.g.: creditors not paid within 30 days)
- No expenditure management policy

### Current State

- Implementation of the Electronic Document Management System (EDMS) back-scanning is done. Contract CE 198 complete
- E- Procurement system has been implemented and is running.
- Implementation of automated contract management module in progress and at an advance stage of completion and full utilisation.
- Tender management module is in progress and user training and supplier roadshows are being conducted – Automation of Informal tenders.

### Action Plans

- Continuous training of officials informed by the skills gap analysis.
- Funding and filling critical vacant posts.
- Policy Development.
- Complete elimination of adhoc manual requisitions
- Full implementation of contract module and no manual preparation of contract register.
- Continuous training of officials informed by the skills gap analysis.
- Eliminate manual submissions of Informal Tender processes

### KFA 38: Budget and Treasury

Budget needs to reflect the targets priorities reflected and stated in the Integrated Development Plan (IDP). The IDP is broken down by Service Delivery Budget Implementation Plan onto quarterly service delivery targets. Annual performance agreements also reflect these targets and managers are responsible in meeting these targets.

The aim is to manage and apply resources to meet public needs with limited resources which need to be allocated according to priority. The budget reflects municipality's strategic direction and delivery potential to include:

- Implications of new infrastructure and programmes
- Maintenance of existing infrastructure
- Sustaining existing service levels
- Ring fencing – specific projects and programmes
- Balance between social and economic infrastructure investment

## STRATEGIC OUTCOME (SO5): A WELL GOVERNED CITY

The delivery of services is dependent on the compilation of budget to identify resources and applying them to meet the objectives of an organisation. The budget is used as a management tool to control spending (Actual vs. Budget) within the allocated budget, maximise potential of available resources, basis for performance assessment, linkage to non-financial targets / objectives and support accountability and financial management. Administration is aware of the targets that need to be met and how they have been determined so that they can report accordingly during review process.

The Budget and Treasury department is responsible for:

- Ensure the strategic objectives of their organisation are achieved.
- Contribute to the Efficient Allocation of Resources within the municipality.
- Funding is available to meet daily operational and capital expenditure requirements by effectively managing cash resources.
- Source loan funding for capital expenditure projects which will generate favourable return on investment.
- Cash and Cash Equivalent resources are managed in order to remain financially viable and sustainable.
- Basis of determining fees and charges which are implemented in order to generate funding for the budget.
- Implement cost reflective tariffs for specific user charges especially in relation to trading services where this is feasible.
- Impact assessment of changes in policies, responsibilities, priorities and events.

Alignment with the National and Provincial Plans and Policies	Link to BCMM Strategies, Sector Plan(s) and Policies
<ul style="list-style-type: none"> <li>• Municipal Finance Management Act no. 56 of 2003                             <ul style="list-style-type: none"> <li>▪ Budget Preparation - S68</li> <li>▪ Budget Implementation - S69</li> <li>▪ Impending Shortfalls, Overspending and Overdraft - S70</li> <li>▪ Long term Debt Management - S46</li> <li>▪ Cash Management and Investment - S13</li> <li>▪ Monthly Budget Statement - S71, S52 and 72</li> </ul> </li> <li>• Municipal Budget and Reporting Regulations, 2009</li> <li>• Municipal Finance Management Act Regulations on Standard Chart of Accounts issued under Government Gazette No. 37577 dated 22 April 2014 Division of Revenue Act (DORA)</li> </ul>	<ul style="list-style-type: none"> <li>• Metro Growth &amp; Development Strategy (vision 2030) - Strategic Outcome 5: A well-governed city</li> <li>• Tariff Policy</li> <li>• Budget Virement Policy</li> <li>• Budget Policy</li> <li>• Long-term Borrowings</li> <li>• Investment and Cash Management Policy</li> </ul>
Progress & Achievements 2024 to date	Challenges
<ul style="list-style-type: none"> <li>• Automation of supply chain management process to eliminate risk and interferences including payment and receipting: Supply Chain has relaunched the Acquisition Management Module of the Electronic Procurement System (E-Procurement).</li> <li>• The purchase requisitions for goods and/or services between the value of R0 - R30 000, out of contract, non-stock items are processed online using the E-Procurement System only</li> <li>• The contract module has been activated in the solar financial system to enable automation of the process of capturing contracts.</li> <li>• The linking of CSD Codes onto solar financial system under the contracts management module is being undertaken in order to upload contracts.</li> </ul>	<ul style="list-style-type: none"> <li>• Shortfall in funding the City's capital programme as well as operating budget</li> <li>• Cash and Cash Equivalent is reflecting a declining trend.</li> <li>• Non-achievement of the targeted collection rate</li> </ul>
Current State	Action Plans
<ul style="list-style-type: none"> <li>• Develop a Long-Term Financial Strategy (LTFS) and Long-Term Financial Model (LTFM):</li> <li>• National Treasury appointed a service provider to support BCMM with the implementation of the LTFM. Through engagements with</li> </ul>	<ul style="list-style-type: none"> <li>• Development of the long-term financial strategy and training of staff on the use of the LTFM</li> <li>• Implementation of automated full Cost Reflective Tariffs Model</li> </ul>



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key directorates and using the City's strategic documents, the service provider has developed a draft LTFS.

- Difficulty in maintaining affordable tariffs and achieving cost reflective tariffs
- Alternate sources of revenue to supplement the existing revenue streams: The City is in discussion with SALGA to develop proposal for raising PPP agreements, loans, Grants, Land Financing and Collaborative Financing
- Programme/ Project Evidence Based Prioritization (Capital Prioritisation)

- Initiate alternative financing options for Capital Infrastructure
- Approval of policy and development of Capital Prioritisation Model for Budgeting

### KFA 39: Corporate Asset Management

The institution has approved a Corporate Asset Management unit as part of the institutional structure. The unit is still in the initial stages of creation with historical and current processes being performed with the assistance of a service provider that is hosting the current GRAP compliant Asset Management System. The processes performed were the creation of Asset Management Plans for each user department as well as the identification of the risk profiles of each asset portfolio. This information is to be used to identify funding needs for the replacement and refurbishment of infrastructure assets.

The institution has an approved Infrastructure Asset Management Policy in place and is being implemented to manage and update all the Infrastructure Assets. The accounting policy adopted by the institution is the revaluation method on all infrastructure assets which is done at each reporting date, this method is considered appropriate for the institution to ensure sustainability and future financial viability. This method allows for the accumulation of funds that can be invested back into the replacement and refurbishment of existing infrastructure assets. This approach is achieving positive results as our investment of own funds in infrastructure replacement is improving.

The expansion of the infrastructure asset base is funded through grant funding, loan funding and own funding. There are no infrastructure assets that are funded through PPP funding and none of the Institution's assets are held as a collateral.

Improving asset management continues to be a focus for Buffalo City Metropolitan Municipality, as it is the area from which services are delivered to the inhabitants of the Municipality and subsequently the primary area of revenue generation. The Metro has engaged a service provider to assist with asset management and reporting, including the review and updating of the Infrastructure Asset Management Policy.

In deciding which projects to implement and also which assets to maintain, the relevant Buffalo City Metropolitan Municipality user departments undertake needs analyses to establish the communities' priority needs and individual asset maintenance needs. This information is then fed into the IDP and Budget and used to make informed decisions with regard to which assets require prioritization.

#### Alignment with the National and Provincial Plans and Policies

- MFMA, Act no. 56 of 2003
- GRAP framework
- mSCOA regulations

#### Link to BCMM Strategies, Sector Plan(s) and Policies

- Metro Growth & Development Strategy (vision 2030) - Strategic Outcome 5: A well-governed city
- Movable Asset Management Policy
- Immovable Asset Management Policy
- Disposal of immovable capital assets by the municipality and its entities

#### Progress & Achievements 2024 to date

- Acquire ERP system (Asset Management System, Procurement System, Etc) for all wards: Full cycle asset management system and E-Procurement. First phase of the project (financial information) has been completed. Started

#### Challenges

- Contract terminated due to non-performance by the service provider
- System still under development,
- System not fully functional



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with the Second phase - integrating user Departments. Cost  
- R37 699 608

### Current State

- System still under development

### Action Plans

- To complete the development of the system together with Corporate services
- Corporate services to assess the current system and advise of the way forward
- Appoint a new service provider to complete the system

### KFA 40: Internal Human Capital and Skills Development

Human Capital Investment is the prime focus of Buffalo City Metropolitan Municipality particularly orderly implementation of skills development initiatives for all its employees. Annually BCMM develops a Workplace Skills Plan (WSP) for the ensuing year, which encompasses training needs analysis, training budget and implementation plan for the capacitation of employees throughout the ensuing year as well as Annual Training Report on the implementation of current WSP. An Annual Implementation Plan flowing from the WSP is then drawn up containing scheduled interventions.

In line with the Municipal Systems Act 32 of 2000 which requires municipalities to develop their human resource capacity for optimisation of their competencies and performance, BCMM has implemented systems and controls to improve staff capacity.

- Critical scarce skills have been addressed by BCMM implementing the following strategies:
  - Total of 38 interns in an internship programme in BCMM.
  - Bursary for staff is allocated to scarce skills
  - ISDG programme funded by National Treasury wherein interns in the Built Environment are assisted towards professional registration.
- Workplace Skills Plan and HRD Policy are in place.
- HRD Policy was reviewed and approved in council meeting on the 25 of August 2023.

### Alignment with the National and Provincial Plans and Policies

- The Labour Relations Act (LRA), Act 66 of 1995
- Employment Equity Act, No 55 of 1998
- Skills Development Act, No 97 of 1998
- SAQA Act, No 58 of 1995
- National Skills Development Strategy III

### Link to BCMM Strategies, Sector Plan(s) and Policies

- Metro Growth & Development Strategy (vision 2030): Which states that capacity building programmes for officials and councillors should be institutionalised, so that officials meet the prescribed minimum competency requirements.
- Local Government Sector Skills Plan
- Progression grading policy
- Scarce Skill Remuneration Policy
- Employee Performance and Development Policy
- Employee/Staff Provisioning
- Employment Relations

### Progress & Achievements 2023 to date

- Skills Audit: Skills Audit of Human Settlements staff and other service delivery departments is underway.
- 23 ISDG students towards professional registration
- Draft WSP 2025/2026 ready for approval
- Partnership with NSG renewed.
- Expenditure targets met for the past three quarters.

### Challenges

- Non-alignment of capacitation to job functions but will be addressed through competency framework.
- Ad hoc Training requirements. Non-compliance with Workplace Skills Plan

## STRATEGIC OUTCOME (SO5): A WELL GOVERNED CITY

Current State	Action Plans
<ul style="list-style-type: none"> <li>▪ To ensure compliance with the provisions of the National Treasury Regulations on minimum competency levels for two (2) newly appointed Heads of Directorates (HODs) have been enrolled.</li> <li>▪ A Workplace Skills Plan (WSP) for the 2024/25 financial year which spelt out training and development initiatives was developed and implemented throughout the municipality including spontaneous training requests arising out of performance deficiencies during the year. A target which was in line with IDP objectives was set up for human resource development activities at 100% of the annual training budget which was equivalent to R35 732 427.0.</li> <li>▪ WSP for 2025/2026 is in draft will be submitted as final WSP by 30 April 2025.</li> <li>▪ BCMM has a policy on recruitment and selection which promotes consideration of previously disadvantaged people with disabilities.</li> <li>▪ BCMM strives to attract and retain employees falling under scarce skills, scarce skills policy and Talent Retention and Management Strategy are in place.</li> <li>▪ BCMM is implementing the following <u>human resource development initiatives</u>, learnerships, skills programs, internships targeting scarce skills occupational areas as well as in-service training for students, Adult Basic Education and Training (ABET), apprenticeships, induction as well as bursaries to both members of the public and staff members.</li> <li>▪ Partnerships with interested parties for human resource development initiatives have been formed with stakeholders like National Treasury to assist financially with the implementation of internship programmes within Built Environment in three-year circle, and National School of Governance which conducts certain training programmes.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Almost all affected staff have acquired the prescribed competencies/ unit standards the remaining few staff are enrolled on the programme.</li> <li>▪ Six monthly progress report on development of affected municipal officials will continue to be submitted to National Treasury.</li> <li>▪ New staff affected by the regulations and requiring acquisition of the prescribed unit standards within 18 months will also be developed accordingly.</li> <li>▪ Prepare competency framework and skills audit for input into the WSP 2020/2021.</li> <li>▪ EE &amp; Training Committee has been arranged for the 23 April 2025 for WSP approval prior to submission</li> <li>▪ Training Implementation plan flowing from the WSP 2025/2026 to be drawn up after WSP submission and circulation.</li> <li>▪ Capacitation initiatives to be rolled out for identified people with disabilities with performance problems.</li> <li>▪ Review Scarce Skills Remuneration policy.</li> <li>▪ Continue payment of professional registration for scarce skills beneficiaries.</li> <li>▪ MBSA partnership regarding core upskilling such as mechanics to be actioned.</li> <li>▪ ISDG project to continue in liason with National Treasury and in accordance with a business plan submitted by BCMM.</li> <li>▪ Continue induction programme improvement.</li> <li>•</li> </ul>

### KFA 41: Gender, Elderly, Youth and Disabled (Vulnerable Groups)

Vulnerable Groups are defined as those groups or sectors within the general population who experience or at high risk of disproportional poverty and social exclusion and to this end, dedicated efforts must be made at all levels of policy planning and implementation to ensure resource allocation for their beneficiation along with key targets and indicators for monitoring such. BCMM has identified Women, Older Persons, Children (both the boy and girl child), Youth, Persons with Disabilities as well as persons infected and affected by HIV and AIDS as being vulnerable groups emanating from historical societal socio-economic marginalization.

BCMM Council Priority # 7 (2021 – 2026) has committed to including disaggregated data indicators for vulnerable groups within all Head of Directorate's Performance Plans. The use of disaggregated data indicators and targets would be in keeping with the metro's development trajectory to further reduce vulnerability such that the metro's core deliverables and mandate support and beneficiate vulnerable groups and their needs are considered, reflected, and tracked across the operational plans and budgets of all metro departments.

The linkages between underdevelopment, poverty, unemployment, and lack of access to service delivery as drivers of substance abuse, HIV and Gender Based Violence and Femicide is well documented.

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The metro's Multiparty Women's Caucus is a Section 79 Committee of Council and provides oversight as per National Strategic Plan (NSP) for Gender Based Violence (GBV) and Femicide:2020 towards eliminating the drivers of Gender Based Violence & Femicide as well and mandating that all Annual Performance Plans within government depts include gender specific disaggregated data indicators and targets.

### Alignment with the National and Provincial Plans and Policies

- The South African Constitution of 1996
- Sustainable Development Goals: 2020
- The Municipal Structures Act 117 of 1998 (as amended in 2000 and 2003)
- The Municipal Systems Act 32 of 2000
- The Municipal Systems Act (Act no 32 of 2000), Section (2)
- SALGA Disability Framework Local Government: 2014
- National Youth Policy: 2020
- Eastern Cape Provincial Youth Strategy: 2025
- National Strategic Plan for Gender Based Violence & Femicide: 2020
- Provincial Implementation Plan HIV, AIDS, TB & Sexually Transmitted Infections: 2023

### Link to BCMM Strategies, Sector Plan(s), and Policies

- National Youth Policy (2030)
- BCMM Child and Youth Development Strategy
- BCMM Metro Growth Development Strategy: 2030
- BCMM Mainstreaming Millennium Development Goals Framework: 2014
- BCMM Shared Mainstreaming Vulnerability Reducing Indicators Framework: 2023
- BCMM Women's Caucus Terms of Reference
- BCMMM's Vulnerable Groups Strategies & Guidelines namely:
- BCMM Disability Strategy
- BCMM Metro AIDS Council Implementation Plan HIV, TB and Sexually Transmitted Infections
- Reviewed Child and Youth Development Strategy
- Reviewed BCMM Youth Council Constitution and Code of Conduct:
- BCMM Public Participation Strategy provides mechanisms for participation of vulnerable groups in affairs of the municipality.
- BCMM Framework For The Implementation Of Ward Allocation For Operating Projects
- BCMM Council Priorities (2021 – 2026)

### Progress & Achievements

- The BCMM Executive Mayoral Bursary Fund is an own funded multiyear programme which is advertised annually in all wards and provides access for youth to attend tertiary institutions of learning who would have been unable to do such. The Bursary Fund seeks to support deserving youth studying scarce skills as determined by BCMM HR and also seeks to provide beneficiaries with a BCMM internship at the end of their academic studies.
- The BCMM Executive Mayor's Debating Championship took place on 4 March 2025. The overarching theme for the 2025 Executive Mayor's debate was teenage pregnancy. Teenage pregnancy remains a significant challenge in South Africa, with far-reaching implications for education, health, and economic development. According to recent statistics, the country has one of the highest rates of teenage pregnancy globally, with many young girls dropping out of school and facing an uncertain future. The first inaugural EMDC 2025 was an important step in facilitating a process in which young people could engage critically with the issue, challenge societal norms, and propose innovative solutions. The Executive Mayor's Debating Championship is an event inspired by the National Youth Policy 2030 as well as the Child and Youth Development Strategy of BCMM, both of which emphasize the importance of empowering our youth with valuable skills such as critical thinking, public speaking, interpersonal and leadership skills. Debating is a life-long skill which equips individuals with highly impactful, and valuable skills such as critical thinking skills, research skills,

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improving reading skills, writing skills, training in logic and fallacy, argumentation as well as oratory and presentation skills in general. The Executive Mayor's Debating Championship took place at the Gonubie Holiday Resort and the Gonubie Halls and Library. The debates, which followed the World Schools Debating format, took place after a briefing session at the Gonubie Library Hall, providing an opportunity to align all stakeholders with the day's program, purpose of the day, as well as general housekeeping issues. There were three (3) rounds of debates, featuring both prepared and unprepared motions, centred around the theme of teenage pregnancy.

- Students and teachers from 14 different schools, namely Uviwe High School, Ebenezer Majombozi High School, Tsholomnqa High School, Vulamazibuko High School, Ulwazi High School, Hudson Park High School, Stirling High School, Kingsridge High School, Bisho High School, Jongilanga High School, Dale College, Hector Peterson High School, Charles Morgan High School and Xolani High School, were invited to the tournament.
- Students were randomly teamed up with students from other schools, which met some of the objectives of the tournament, i.e. improving the interpersonal skills, critical thinking skills and the ability to work effectively in a collaborative environment, for all students. The event also featured a keynote address from Coucillor Majeke. The event culminated in a prize giving ceremony, in which students received certificates and trophies accordingly.
- The #JusticeForCwecwe movement is a grassroots movement which started in South Africa as a result of a specific case in which a young girl based in Matatiele, named Cwecwe, was sexually assaulted by an adult at her school. The movement has since grown to be an Anti GBVF movement. In light of this, the Youth Unit in the Office of the Executive Mayor held a vigil at the Baby Lee Precinct on 7 April 2025. The vigil was supported by various organisations and stakeholders such as faith-based organisations, NGO's, NPO's, students, youths, business, gender activists, civil society as well as the BCMM community at large. The vigil was so well-supported that it was covered by the media and made front-page news on the Daily Dispatch on Wednesday, 9 April 2025.
- The Youth Unit hosted a creative arts demonstration session for the new Arts curriculum for Parkside Primary School Grade 7 students on 29 January 2025. This was conducted by the Duncan Village Youth Centre, Gompo Arts Centre, the Department of Education as well as the Department of Arts and Culture. The program had 284 attendees.
- A Back-to-School campaign was hosted by the Duncan Village Youth Centre at Breaside Primary School, with the theme, "Charity Begins at Home" on 7 February 2025. The aim for this was to make a positive impact on students, families, and the school community by contributing to increasing school attendance, boosting self-esteem, and reducing socioeconomic disparities. Considering the above, sanitary towels and school uniforms were donated to the school. The program had 100 attendees.
- The Duncan Village Youth Centre hosted an Open Day Dialogue for all Grades at Masakhane Primary School on 4 February 2025. The Program consisted of 1200 participants. Books and school shoes were donated to the school as part of the program. This was done in collaboration with the Gompo Arts Centre, Smart Choices, as well as the Duncan Village Youth Development Initiative.
- The Mdantsane Youth Centre visited Imizamo High School in Mdantsane Nu 15 for a Back-to-school campaign. The aim of the event was to motivate learners and give school shoes to disadvantage learners. Some of the parties involved included BCMM, Old Mutual, the Department of Sport, Recreation, Arts and Culture, as well as the Department of Social Development. There were 150 participants in this program.
- The Mdantsane Youth Centre also went to Ntsokotha High School in Nxarhuni for a Back-to-school campaign. The aim of the program

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was the same as the latter. The program had 145 attendees.

- On 24 January 2025, the Mdantsane Youth Centre visited Sophatisana High School in Reeston for a Back-to-School campaign. The aim of the event was to motivate learners and give school shoes to disadvantage learners.
- The BCMM Youth Unit is housed within the Office of the Executive Mayor and comprises of a Youth Manager and six Youth Development Officers who operate in the 3 regions of Mdantsane, Qonce (previously known as KWT) and Duncan Village). Outreach activities are undertaken into all wards. The metro has a formalized partnership with the National Youth Development Agency which allows for youth to access a basket of services whether in or out of school.
- In respect of substance use and abuse, the youth unit works closely with various stakeholders especially the Department of Social Development who are mandated to implement prevention, treatment and rehabilitation programmes relating to substance abuse. The metro Local Drug Action Committee will be inducted by the Department of Social Development in April 2025. Said Committee is a multi-stakeholder's platform of funded and resourced counterparts and partners implementing programmes addressing crime prevention, substance abuse prevention, rehabilitation services as well as victim support and empowerment and who provide progress on their programmes in keeping with the Eastern Cape Provincial Social Development Substance Abuse Forum and its Provincial Drug Master Plan: 2022–2027. Membership includes the Liquor Board, metro Traffic, Law Enforcement, Environmental Health, Spatial Planning, Provincial Departments of Social Development, Health, Education, South African Police Service, Correctional Services as well as organizations providing Prevention, Treatment, After Care Services, Business.
- The metro Public Participation Strategy with its Ward Committees include compulsory (interest) group portfolios representing Youth, Women and Children, Disability and Older Persons per ward to ensure the participation of vulnerable groups within metro processes including awareness raising and commemoration of international days of importance.
- The Metro AIDS Council is chaired by the Executive Mayor and comprises development partners and other stakeholders as a multi stakeholder response to HIV, AIDS, Sexuality Transmitted Diseases and Tuberculosis. The Eastern Cape AIDS Council working with the BCMM Metro AIDS Council has reviewed the EC Provincial Implementation Plan (PIP) HIV, AIDS, TB & Sexually Transmitted Infections: 2023 and this was launched when the metro hosted the National World AIDS Day Commemoration in Mdantsane on 1 December 2024. The linkages between the drivers of Gender Based Violence & Femicide and HIV and AIDS are well documented and require access to basic services, socioeconomic emancipation through the active participation and beneficiation of citizenry within the metro IDP, Budget and Service Delivery Processes.
- Membership of the AIDS Council includes various provincial government departments for instance Health and Social Development, Civil Society as well as development partners who until the recent USA Executive Orders placing a halt on funding to South Africa, were well resourced in terms of budget and human capital. The diverse Civil Society Forum Sectors as per the South African National AIDS Council Guidelines: 2020 include People Living with HIV and AIDS (PLHIV), Sex Workers, Faith Based Organizations, Higher Education, Sports, Arts & Culture, Research, Law & Human Rights, Youth, Men & Boychild, Women & Girlchild, Non-Governmental Organizations, Health Professionals, People with Disabilities as well as Lesbians, Gays, Bi-sexual, Trans-gender, Intersex, Queer & Gender Non- conforming People (LGBTIQIA+). The USA Executive Orders have for the most halted or severely impacted research and services targeting those sectors known as Key Populations including the LGBTQIA+, People Living with HIV and AIDS (PLHIV), Sex Workers as well as programmes targeting youth HIV prevention through access to pre-exposure prophylaxis (PREP) whether oral, injectable or intravaginal medications which reduce or prevent HIV infection.



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- The metro has an active LGBTQIA+ network of organisations such as Access Chapter 2, Masivuke Community Development, Sexual Health Association, SHE - Empowerment Feminist Collective of Transgender Women of Africa, Gender and Sexuality Alliance, Masimanyane Women's Rights International along with tertiary institutions like Water Sisulu and Fort Hare Gender Based Violence & Femicide Prevention and Gender Diversity Units. These work tirelessly throughout the year in and around the metro to empower LGBTQIA+ communities as well as the greater society including the Buffalo City Pride March which is centred around social, political and cultural tolerance.
- Towards the end of 2024, the Eastern Cape AIDS Council launched the Zikhala Kanjani Youth Programme in the metro which focuses on social, and behaviour change and improving access to health products and services. This youth initiative is led by the South African National AIDS Council (SANAC) and co-ordinated by Provincial AIDS Councils and comprise a range of government departments and civil society organisations.
- The metro and the Provincial Department of Social Development have established a joint Elderly Persons Forum and host an annual Golden Games in the metro including having representation at the National Golden Games held in the Northwest Province.
- In May 2024, the metro in partnership with the Department of Forestry, Fishers and Environment as well as the Beach Wheelchair For Lives Campaign launched Gonubie Beach as one of three disability friendly BCMM beaches. The other two beaches are the Orient and Nahoon. The pilot includes either a dedicated beach wheelchair or amphibious beach wheelchair which can be used on land and in the water and which allows the occupant to enter into the water in the chair and kept afloat with buoys attached the wheelchair. The initiative has been embraced by local special schools namely Vukuhambe in Mdantsane and Khayaletu Special School in Braelyn.
- The Reviewed BCMM Framework For The Implementation Of Ward Allocation For Operating Projects: 2024 has a strong focus on vulnerable groups with Section 3 of said document providing guidelines for project selection as follows:
  - Assisting in the economic empowerment of communities.
  - Assisting in the empowerment of youth and skills development.
  - Supporting the poor and vulnerable groups.
  - Supporting women's programmes.
  - Supporting children's programmes.
  - Elderly persons programmes.
- Vulnerable groups often bear the brunt of service delivery challenges and backlogs in respect of water, sanitation, housing, roads, infrastructure and spatial development. These issues aggravate the vulnerability of already marginalised groups in respect of their socio-economic participation, overall health, welfare, and safety within communities.
- The BCMM Shared Mainstreaming Vulnerability Reducing Indicators Framework: 2023 seeks to ensure that vulnerable groups' disaggregated data indicators are reflected within the Integrated Development Plan and Service Delivery Budget Implementation Plan (SDBIP) and these provide an opportunity to measure and evaluate the participation and beneficiation of vulnerable groups and importantly require accountability of all Heads of Directorates in this regard within metro core business processes and service delivery.
- The current Localizing of the UN Sustainable Development Goals being undertaken by BCMM will afford greater accountability in respect of shared vulnerability reducing cross-cutting indicators within the institutional performance management system such that directorates are compelled to report on cross-cutting mainstreaming opportunities and programmes promoting the inclusion of and

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beneficiation of vulnerable groups within their core mandates for example access to basic services i.e. water, housing, economic opportunities etc.

### Current State

- Whilst a number of vulnerability reducing initiatives are already in place within the metro namely, the Indigent Policy, Supply Chain Management Policy with its preferential procurement initiatives, the Expanded Public Works Programme with its focus on women, youth and person with disabilities, BCMM Bursary Fund and Ward Allocation Framework for Operating Projects, the participation and beneficiation of vulnerable groups within the metros' planning and budgeting process is not well reflected when reporting on such and for the most is devoid of disaggregated data in respect of vulnerable groups.

### Action Plans

- Provincial and Local Government are well placed to lead such by means of institutional performance management indicators with disaggregated data on women, youth, persons with disability and the elderly.
- The annual IDP Analysis and Assessment Framework undertaken by Cogta provides an ideal opportunity to ensure the vulnerable groups are tangibly mainstreamed within IDPs prior to them being approved.
- The current Localizing of the UN Sustainable Development Goals being undertaken by BCMM will afford greater accountability in respect of disaggregated indicators and targets for vulnerable groups and access to basic services i.e. water, housing, economic opportunities etc which will also reduce the drivers of gender-based violence and femicide.
- Youth Unit Awareness and Communications Drive- Communicating Youth Programs and Initiatives with the Youth of Ward 5 with other Stakeholders such as NYDA and Department of Labour
- Skills Exhibition and Empowerment Program- This program aims to bring skilled professionals from various sectors such as those in the service sector eg barbers, beauticians, artisans etc to give an opportunity for youth to gain hands on experience where possible, acquire information/advice about the respective industry, also providing live demonstrations
- Disability Awareness Campaign- This campaign strives to make a contribution in the realization of mainstreaming of youth with disabilities in various sectors, such as education and in industry. Professionals such as Occupational Therapists, as well as the Department of Health, Labour, and other stakeholders will be called upon to shed light on avenues of support, initiatives, progress made and opportunities for youth with disabilities
- Future of Work Dialogue- The aim of this program is to bring together scholars, thinkers and professionals in



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order to discuss the impact of technology on the world of work, as well as how industry and the government can support the upskilling of the workforce in this regard

### KFA 42: Performance Management and Monitoring and Evaluation

Roll-out of Performance Management System (PMS) at BCMM has been implemented in accordance with the Municipal Systems Act 32 of 2000 for the Accounting Officer and Section 56 senior officials and administered by the Department of Integrated Development Planning and Performance Management.

PMS is still at an initial stage of its implementation at the lower levels below Section 56 senior officials and no performance rewards have been issued as yet.

BCMM ICT Department is currently assisting Performance Management unit with the designing and customization of integrated electronic performance management system. Roll-out of migration from manual to electronic PMS is underway using phase in approach, starting with the roll-out from higher levels to lower levels.

The institution further approved a budget for the introduction of an Institutional Cultural Behaviour and Change Management project for the next three (3) years. The aim of this project is to implement Change Management to all staff to change the organization's culture to an ethical, accountable and performance-oriented culture.

#### Alignment with the National and Provincial Plans and Policies

- The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996).
- The White Paper on Transforming Public Service Delivery (Batho-Pele) (1997).
- The White Paper on Local Government (1998).
- The Municipal Systems Act, 2000 (Act 32 of 2000)
- DPLG Performance Management Guidelines 2001
- Municipal Planning and Performance Management Regulations (2001).
- Municipal Finance Management Act 2003 (Act 56 of 2003)
- Municipal Performance Regulation for Section 56 Employees (2006)

#### Link to BCMM Strategies, Sector Plan(s) and Policies

- Metro Growth & Development Strategy (vision 2030) – Strategic Outcome 5: A well-governed city
- Integrated Development Plan (IDP)
- BCMM PMS Framework
- BCMM Standard Operating Procedure in Managing Performance Information
- BCMM Employee Performance Management Policy

#### Challenges

- Lack of capacity (Institutional PMS unit is under-staffed)
- Striking a balance between compliance and quality of performance reports (unreasonable timeframes)
- Inaccurate performance information / data reported by Directorates that compromises the quality of performance reports
- Directorates not meeting set deadlines for performance reporting
- There are no PMS champs in the Directorates to collate and consolidate accurate information for performance reporting.
- Manual system that BCMM is using allows performance information or reports to be tampered with, as result, that compromises reliability, authenticity, validity, accuracy and quality.
- Lack of resources results in the institution being unable to fully implement National Treasury Circular 88 indicators and this ultimately results to audit queries.

#### Current State

#### Action Plans

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- The Directorate has reviewed the BCMM PMS Framework to ensure alignment with MGDS and other policies that have an impact on PMS including National Treasury Circular 88 guidelines.
- Assessment of HOD' s performance is currently being done manually.
- Quarterly reports and Annual Performance reports are being developed manually.
- PMS unit is currently having two permanent PMS coordinators appointed and two interns whereas there are three (3) positions. One position of PMS coordinator is not funded yet and that puts more pressure on the entire PMS unit and that compromises effective and efficient coordination of the implementation of PMS within the institution.
- BCMM, in the past five years particularly, has embraced all the changes introduced by National Treasury and the Auditor General South Africa (AGSA) in the performance management space.
- There are numerous developmental reforms introduced to mention a few, the introduction of Circular 88 with its challenges in the institution, value audit with its buzz words like system descriptions or business processes, standard operating procedures and technical indicator descriptions.
- All these challenges made the City to realise that our system require immediate capacity building in terms of employees to be added within the PMS unit and training or awareness for all Directorates regarding all new trends that are introduced within PMS space.
- The OPMS Unit bravely absorbed much of these growing developmental reforms but struggling to come to grips with the mounting complex and professional demands.
- Unlike many other municipalities, the Buffalo City Metropolitan Municipality dealt with these increasing demands on performance planning and reporting without the assistance of consultants. All of these occurred in the context of the city not yet having transitioned to the use of automation due to various challenges.
- There are no PMS champs in the Directorates to collate and consolidate accurate information for performance reporting.
- Lack of internal controls in managing performance information
- Finalising designing of customised integrated electronic PMS (for both Institutional and Individual electronic PMS)
- Auditing of the design and functionality of the electronic PMS system (Requesting BCMM Internal Audit)
- Constantly conduct change management workshops for HOD' s, GM' s, PM' s and other KPI custodians
- Utilisation of MS Teams to upload performance information for the purpose of safe record keeping. This will immensely contribute towards smooth transition from manual to automated system.
- Roll-out of migration from manual to electronic PMS (using phase in approach)
- Facilitate the appointment of three permanent PMS coordinators to build capacity within PMS unit
- It is recommended that the city appoints a consultant to do the following:
- Technically advise on the review and development of Standard Operating Procedures, Business Processes, Technical Indicator Descriptions, proper alignment of budget with projects, lead schedules etc. This will embrace all these developmental reforms that are continuously introduced on regular basis.
- Each Directorate must appoint and capacitate champions to coordinate performance information.

### KFA 43: Fleet Management

Mechanical workshop, Plant and Fleet services provides centralized quality, cost effective, efficient, integrated and ensures compliance with the National Road Traffic Act, health and safety of vehicles and plant to BCMM Directorates at large.

The Department achieves the above goals through preserving the value of vehicles & equipment investments by applying the best practice of management for the maximum utilization of plant and vehicles with the following strategies (1) minimizing downtime, (2) rightsizing of the fleet, (3) replacing old fleet, amongst others. The process starts with collecting & analyzing

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needs from the departments so that an intelligent fleet management decision can be made, which will assist service delivery departments to achieve their mandate in line with the set service delivery targets.

### Alignment with the National and Provincial Plans and Policies

- Recapitalization of fleet using National Treasury contract RT 57.
- MFMA
- National Road Traffic Act

### Link to BCMM Strategies, Sector Plan(s) and Policies

- Metro Growth & Development Strategy (vision 2030) - Strategic Outcome 5: A well-governed city
- BCMM fleet management policy
- BCMM Supply Chain Management Policy

### Progress & Achievements to date

- Procurement of 11 Compactor trucks for Solid Waste departments; 6 allocated to Coastal, 2 each to Midlands and Inland for the efficient collection of waste from households and industry
- Procurement of 4 Water Tankers for Waterworks; 2 allocated to Coastal; 1 each allocated to Midlands and Inland for the transportation of water to rural and urban areas.
- Procurement of 4 Water Carts trucks for Roads and Construction; 2 to be allocated to Coastal and 1 each to Midlands and Inland for the construction and maintenance of rural and urban roads.
- Procurement of 12 x 1 Ton LDVs to assist various departments.
- Procurement of 3 Single Cab 4x4 LDVs to assist departments servicing rural areas

### Challenges

- Budget shortfall to address request from all the various departments.
  - Due to increased number of vehicles, there is inadequate workshop space
  - Staff shortage due to moratorium on filling funded vacant posts.
- A total of 135 units (vehicles, trucks, yellow plant, tractors and trailers) are absolute and therefore deregistered to be sold on auction

### Current State

- There is still a huge demand for vehicles especially yellow plant.
- Replacement value and acquiring the new vehicles & yellow Plant is estimated at R 300 M.
- There is not enough space at the Mechanical Workshop & overnight secured parking space for BCMM vehicles.
- A request for bigger piece of land to address space shortage was submitted to spatial planning
- Shortage of mechanics vs the number of vehicles.
- Partly addressed by procuring new vehicles with service plan for 120 000 km or 5 years.

### KFA 44: Employee Performance Management

Performance Management is a tool to ensure that the aims and goals of the IDP are implemented, measured, monitored and reported for all the staff within the institution. The idea is to ensure that all staff are aware of the IDP goals, capacitated to achieve such goals and remedial actions taken timeously where required.

Prior to July 2011, Employee Performance Management System (EPMS) fell under the Directorate of Executive Support Services (ESS) coordinated by the IDP/BUDGET/PMS Department. The coordinating function now falls under the Directorate of Corporate Services. The first EPMS policy and framework that was adopted by Council on June 21, 2013, has been replaced by a reviewed and amended version that Council adopted on August 25, 2023 (Resolution VBCMC 565/23). The amended policy is in line with the Municipal Staff Regulations of June 2022 and informs an improved manual Performance Management System is being implemented, after the manual system that was re-introduced in 2011 proved to be inefficient and ineffective while an electronic system.

Due to technicalities in the procurement process in 2021/22 financial year, a request was made and granted, to have a budget re-approved for 2022/23 financial year, again, to procure a service provider to supply and implement Electronic Performance Management System and Culture Change project with all staff for the next three (3) years, commencing in the 2023/24 financial year. The aim of this project is to implement Change Management to all staff to change the organization's culture to an ethical, accountable and performance-oriented culture

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A service provider was eventually appointed in August 2023, to introduce an electronic Performance Management System. The electronic system that is being developed is at its initial stages. A pilot plan will focus on introducing the electronic system to all employees from TASK GRADE 15 upwards in 2024/25 financial year, and all the lower levels thereafter until the end of 2025/26 financial year.

Alignment with the National and Provincial Plans and Policies	Link to BCMM Strategies, Sector Plan(s) and Policies
<ul style="list-style-type: none"> <li>• The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996).</li> <li>• The White Paper on Transforming Public Service Delivery (Batho-Pele) (1997).</li> <li>• The White Paper on Local Government (1998).</li> <li>• The Municipal Systems Act, 2000 (Act 32 of 2000)</li> <li>• DPLG Performance Management Guidelines 2001</li> <li>• Municipal Planning and Performance Management Regulations (2001).</li> <li>• Municipal Finance Management Act 2003 (Act 56 of 2003)</li> <li>• Skills Development Act, Act 97 of 1998</li> <li>• Local Government: Municipal Staff Regulations (September 2021)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Metro Growth &amp; Development Strategy (vision 2030) - Strategic Outcome 5: A well-governed city.</li> <li>▪ Buffalo City Employee Performance Management &amp; Development Policy</li> <li>▪ Buffalo City Employee Performance Management &amp; Development Framework</li> <li>▪ Buffalo City Rewards &amp; Incentives Policy</li> <li>▪ Buffalo City Workplace Skills Plan</li> </ul>
Progress & Achievements 2024 to date	Challenges
<ul style="list-style-type: none"> <li>▪ Amended EPMD Policy and framework are in place</li> <li>▪ As part of Culture Change Management introduced by the internal Employee Performance &amp; Development Unit, the following have been done, on-going: <ul style="list-style-type: none"> <li>○ Team Cohesiveness sessions to promote a positive performance culture are ongoing</li> <li>○ Marketing and communication of a positive performance culture are on-going.</li> <li>○ Heads of Departments are encouraged to take ownership of the Performance Management System</li> </ul> </li> <li>▪ Amended Human Resources policies have been approved by Council (VBCMC 565/23): <ul style="list-style-type: none"> <li>○ Employee Performance &amp; Development Policy</li> <li>○ Rewards &amp; Incentives Policy</li> <li>○ Mayoral Awards for Best Employee of the Year</li> </ul> </li> <li>▪ Procurement and piloting of the electronic PMS called PMS-Logic with Task Grade levels 15-20</li> </ul>	<p>Implementation of the Performance Management System (PMS) has been challenging due to a range of factors. These include:</p> <ol style="list-style-type: none"> <li>1. Lack of championship by line management.</li> <li>2. Staff uncertainty regarding PMS.</li> <li>3. Resistance by some staff members due to valid concerns.</li> <li>4. Late payments of invoices that led to delayed contract CE 495 implementation.</li> <li>5. Poor attendance of training designed to on-board and skill BCMM management and staff in the use of the electronic system for performance planning and assessment.</li> <li>6. Unsavoury management styles.</li> <li>7. Financial state of affairs of the institution.</li> </ol> <p>These challenges require funding, development and implementation of a turn-around strategy. The funded strategy will ensure alignment of efforts and a strong positive performance culture that is valued by politicians and driven by line management, to ensure economical, efficient and effective service delivery.</p>
Current State	Action Plans
<ul style="list-style-type: none"> <li>▪ VARGAFON Pty Ltd were appointed in August, 2023, to supply an electronic PMS and drive Organizational Culture Change.</li> <li>▪ Performance Management modules—Planning, Review customized</li> <li>▪ Reporting module to be customized by June 2025</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop, test, and implement an electronic Performance Management System with all staff by the end of 2025/26 financial year.</li> <li>▪ Reward system for good performance to be implemented and to be aligned with the electronic performance management system.</li> </ul>

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| <ul style="list-style-type: none"> <li>▪ Section 56/7 and Task Grade levels 15-20 managers targeted as early adopters of the digital platform called PMS-Logic throughout FY 2024/5</li> <li>▪ Task Grade levels 3-14 targeted to use the manual template throughout FY 2024/5</li> <li>▪ Culture Change Strategy is being developed for adoption by the Top Management Committee by June 2025</li> <li>▪ Compliance [with Manual PMS] in March 2025 = a total of 186 across all Task Grade levels.</li> <li>▪ Compliance [with the digital PMS] in March 2025 could not be confirmed due to the service absenteeism due to non-payment of services rendered.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Rewards system to be workshopped to all staff prior its implementation.</li> <li>▪ Roll out the Organisational Culture Change Management Project to take place alongside introduction of the electronic Performance Management System.</li> <li>▪ Facilitation of arrangement of training in line with expressed needs to be activated in partnership with Human Resource Development by August 2024.</li> </ul> |
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### KFA 45: Human Resources Management

BCMM's employees and the diverse skills they bring to the workplace are a critical input and necessity in the delivery of all services. Municipal services differ widely in terms of the skills needs and labour intensity. The City acknowledges that for it to meet the demands of service delivery it needs to evolve and be responsive to changing labour market and individual needs and yet be flexible enough to address skills imbalances and shortages. Human Resources Management and Development has evolved into a specialised support service, supported by strategic and operational planning to ensure that an effective specialised support service is provided to its customers and stakeholders.

#### Alignment with the National and Provincial Plans and Policies

- Labour Relations Amendment Act 42 of 1996
- Basic Conditions of Employment Act 75 of 1997
- Employment Equity Act 55 of 1998
- Municipal Systems Act 32 of 2000
- Municipal Structures Act 117 of 1998
- Municipal Finance Management Act 56 of 2003
- Municipal Staff Regulations of 2021

#### Link to BCMM Strategies, Sector Plan(s) and Policies

- Metro Growth & Development Strategy (vision 2030): Which states that imperatives implemented through the IDP for 2018/19 include programmes that require rigorous planning and quality organisational performance reporting. The translation of the broad objectives of the BCMM' s development plans and strategies into real results depends on the existence of a capable workforce.
- Affirmative Action
- Attraction and Retention
- Code of Conduct for employees
- Human Resource and Development
- Employment Equity
- Staff Provisioning
- Promotion Policy (Remove)
- Transport / Locomotion Allowance
- Home-Owner Allowances
- Organisation Design Policy

#### Progress & Achievements 2024 to date

##### Organizational Development

- Review of MACRO-Organisational Structure: Draft Macro-structure developed. Presented to Mayoral Committee who resolved that the Local Labour Forum must also be consulted. This consultation is still pending. Done internally.
- Review of MICRO-Organisational Structure: The City Manager approved the review of the Micro-structure, together with the design principles and Process Plan. The review of the Micro-structure is

#### Challenges

- The current process of Job Evaluation and the release of results (**NOTE: REMOVE THIS SENTENCE PLEASE**).
- Alignment of the staff keys to the approved structure
- The proposed amendments to the Recruitment and Selection policy, approval and implementation
- Capacitating the Workforce Planning section



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currently being undertaken and is planned to be completed by June 2025.

- Council approved an amendment to the existing structure and the establishment of a Security Services & VIP Protection Division in the Directorate Public Safety & Emergency Services in August 2024.

### Job Evaluation

- Job Evaluation: The Job Evaluation Project and the JE Review Project have both been finalised.
- The ongoing JE Maintenance Phase will be launched during this financial year.

### Payday Electronic Attendance System

- Electronic Access to Payday: Electronic leave application and approval of leave.
- Electronic access of payslip and other personal information updates. Tax certificates etc. The cost implications are R3 500 000.00 over five years (PayDay licence).
- Electronic Attendance Control: Biometric attendance control system at a cost of R7 800 434.00
- 16 Devices have been procured out of which 11 have been installed in 4 buildings: namely Engineering, Old Mutual, Reserve Bank and Trust Centre buildings. The implementation process on these buildings is under way.
- The current balance is R2 276 742.10
- Permanent appointment of Political Office Administration employees
- ISDG Project: To professionalise graduates in the built environment. The cost amounts to R50 000 000.00 (National Treasury Grant for 5yrs).

- Delays experienced with some Directorates with the review of their Micro-structures.

### Current State

Turn-over Rate			
Details	Total Appointments as of beginning of Financial Year	Terminations during the Financial Year	Turn-over Rate*
	No.	No.	
2021/22	5404	275	5%
2022/23	5252	243	5%
2023/24	5093	201	4%

The above figures reflect the staff turnover rate for the last three years. Critical posts are being advertised.

**NOTE: PLEASE REMOVE THIS PARAGRAPH as it does not apply to this reporting period.** Council approved the split in Municipal Services into 2 Directorates namely is SOLID WASTE AND ENVIRONMENTAL

### Action Plans

- With the current process of Job Evaluation being undertaken there will be an increase in the number of posts to be advertised. A further effort from the Staff Provisioning Section is to capacitate the Manpower planning section so that it is functional. This will assist greatly with future staff availability ( “supply” ) whilst taking into account, the effects of turnover, retirements, planned hiring, and internal staff movement.
- The Collective Agreement on Disciplinary Procedure and Code has been concluded by the parties at a National level of Bargaining and is circulated in terms of circular 1 of 2018. Discipline in BCMM is handled in terms of the new Disciplinary Procedure & Code
- Finalisation of the successive plan for implementation as from 01 July 2021.

## STRATEGIC OUTCOME (SO5): A WELL GOVERNED CITY

MANAGEMENT and SPORT, RECREATION AND COMMUNITY DEVELOPMENT. The Head of Directorate (HOD) for the Directorate: Solid Waste & Environmental Management and the Head of Directorate of Sport, Recreation and Community Development had been appointed.

### Employee Relations

The Main Collective Agreement on Organizational Rights guides the Local Labour Forum (LLF), its powers and functions and compositions. LLF is a strategic vehicle to drive service delivery through consultation and negotiations in matters of mutual interests including discipline and grievances. LLF processes are governed by Section 79 of Chapter V of the Labour Relations Act. Buffalo City Metropolitan Municipality (BCMM) LLF resolved to holds its LLF on a bi-monthly to allow implementation of resolutions and has made achievements in the last three past financial years. The Collective Agreement on Disciplinary Procedure and Code I sin operation of an indefinite period after it had expired on 31 January 2023 as the parties agreed in clause 4.1 of the DPCA. The LLF strategy is functional and has achieved employer – employee relationship improvement, however tensions with regards to deadlocked negotiations on Covid 19 Risk Allowance are threatening the relations.

### Recruitment and Selection

Recruitment and Selection (Remove or change to Employment Equity and Nolo to update). The current Employment Equity Plan is expiring as at 30June 2021 complying with the legislation, the process of preparing and developing the successive plan has been initiated and it is anticipated that it would be tabled in the May Council meeting for approval.

### KFA 46: Internal Audit

The role of internal audit is to provide independent assurance that an organization’ s risk management, governance, and internal control processes are operating effectively. Internal audit is conducted objectively and designed to improve and mature an organization’ s business practices. Internal audit unit as an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organization accomplish its objectives by bringing improved systematic, disciplined approach where value can be derived from, in order to evaluate and improve the municipality’ s processes. The municipality enjoys peace of mind if adequate assurance is provided by internal audit though combine assurance. The consultative aspect of auditing enables IA to forge partnerships with the departments within the municipality.

### **Alignment with the National and Provincial Plans and Policies**

- MFMA 165(2) The internal audit unit of a municipality and municipal entity must
  - Prepare a risk based and audit program for each year
  - Advise the accounting officer and report to audit committee on matters relating to, internal audit, internal control, accounting procedures and practices,

### **Link to BCMM Strategies, Sector Plan(s) and Policies**

- Metro Growth & Development Strategy (vision 2030) – Strategic Outcome 5: A well-governed city
- Working according to International Standards for the Professional Practice of Internal Auditing (Standards) from the Institute of Internal Auditors (IIA).
- Internal Audit Charter



## STRATEGIC OUTCOME (SO5): A WELL GOVERNED CITY

risk and risk management, performance management, loss control and compliance with MFMA, DORA and any other applicable legislation. (e.g., Water Services Act, Electricity Regulation Act, Municipal Fiscal Powers and Functions, Disaster Management Act etc.)

- Perform such other duties as may be assigned by the accounting officer.

- Audit Committee Charter

### Progress & Achievements 2024 to date

### Challenges

- The City has an established in-house unit.
- All the employees of the Internal Audit unit are members of the Institute of Internal Auditors ( “IIA” ), an international professional association with a mission inclusive of advocating and promoting value addition by internal auditors to their organizations.
- As part of the requirements for continued membership, the IIA requires that its members undertake monitored Continued Professional Development. This serves as a benefit to the City in that the Governance and Internal Audit unit, as a result, maintains professional due care at all times for effective value addition to the City.
- The Governance and Internal Audit unit reports administratively to the City Manager’ s office and operationally to the Audit Committee, which Committee continues to be fully functional with appointed members.
- The unit also has established and healthy working relationships with other assurance providers such as the external auditors (Auditor-General South Africa, “AGSA” ), Provincial COGTA, as well as National Treasury, with whom the City has a specifically allocated Internal Audit support team. Regular formal and informal engagements are held with these stakeholders.
- Such relationships are fundamental in establishing a sustainable combined assurance model for the City as well as to ensure that such model is practically implementable, as opposed to only theoretically ideal, and results in more efficient and economical assurance provision for the City.
- The AGSA has placed increased reliance on the work of Internal Audit as part of driving combined assurance. Discussions and plans on additional reliance by the AGSA on the work of Internal Audit are ongoing. This will, on a progressive basis, result in synergies that will translate to economic benefit for the City due to decreased external audit fees.
- The Internal Audit unit has, in line with National Treasury and City cost containment measures, embarked on funding of unfunded vacant positions and parallel decrease on the use of consultants through funding two out of the eight previously unfunded vacancies within the unit. This is part of the progressive implementation of the funding of vacant positions in accordance with the unit’ s approved Governance and Internal Audit Strategic Plan.

- The in-house team is currently still under capacitated due to budget unavailability resulting in reliance on external consultants to bridge capacity gaps and some planned and follow-up audits not being timeously completed.
- This impedes from the ideal long-term view and vision for the unit towards timeously assisting management with sustainable strong control environment for good governance.
- Additionally, the combined assurance model in the City is not yet effectively implemented although various awareness initiatives are in place and underway, i.e., having the different assurance providers and oversight bodies visibly working together towards the same goals and understanding their role in the risk and controls management process.
- Further to this the different structures towards good governance that have been put in place by the City are not yet yielding the desired result, e.g., the Audit Improvement Plan as a tool does not seem to be utilised effectively due to, inter alia, a lack of institutionalisation of the tool and observed lack of sufficient prioritisation thereof as internal controls review tool.

## STRATEGIC OUTCOME (SO5): A WELL GOVERNED CITY

Current State	Action Plans
<ul style="list-style-type: none"> <li>▪ The Operational Plan for the period from July 2023 to June 2024 was only partially completed due to 1) unfunded vacancies of positions in the unit; 2) delays in the procurement of a panel of service providers to augment such capacity. The reviews from this year have been re-assessed against the organization's risk assessment and considered in the Operational and Strategic plans for upcoming years.</li> <li>▪ The lack of enabling mechanisms within the structure of governance impedes the professional energy of internal auditors. Timelines for completion of audit projects is evident of negative perception and lack of support and buy in from Management. This is also evident in the slowness of response to internal audit requests by management.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of risk-based Internal Audit Plan - ongoing, still impeded to some extent by capacity constraints that are being attended to.</li> <li>• Decreased reliance on consultants through transfer of the consultants' budget to funding of in-house approved vacancies on a progressive basis - two out of eight vacancies funded thus far.</li> <li>• Digitalisation of operations (driving 4IR objectives and re-introducing Audit Software to move away from manual collation of audit evidence) - funding sourcing in process.</li> <li>• Leading the implementation of the Council approved combined assurance model for the City Governance and Internal Audit Workshops.</li> </ul>

# SECTION C: SPATIAL DEVELOPMENT FRAMEWORK

## 1. INTRODUCTION

BCMM compiled its first-generation SDF in 2003 to align with the development vision, objectives, and strategies outlined in the Municipality's IDP. The second review of the SDF was conducted in 2019–2020 and was approved by Council on 11 December 2020. Below is an executive summary of the SDF; further details are available in the full SDF document.

## 2. THE SPATIAL DEVELOPMENT FRAMEWORK AND THE IDP

The Buffalo City SDF is an integral component of the Municipality's IDP. Essentially, the SDF serves as the “visual representation” of the IDP, illustrating the desired form and extent of development that BCMM aims to promote within the strategic framework established by the IDP.

BCMM has undertaken a new five-year review of the SDF for the Buffalo City municipal area, in accordance with Sections 25(1) and 26(e) of the Local Government: MSA, No. 32 of 2000, read together with Sections 12 and 20 of SPLUMA, No. 16 of 2013, 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 introduced in 2013 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 prevailing 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 deplete land or resources necessary for the future well-being of the BCMM area).

### The Consultative Process Followed

In compiling the SDF for Buffalo City, BCMM engaged in a process of consultation within the municipal organisation, as well as with external stakeholders representing various organisations and civil society in general. The SDF was advertised for 60 days for comment, as required by SPLUMA.

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

A brief summary of the status of land development in BCMM since 2003 highlights that the challenges of implementing complex projects and upgrading infrastructure networks have resulted in significant issues regarding the management and formalisation of informal settlements in Buffalo City. These issues include the improvement of the range, type, and

quality of state-assisted housing opportunities in the area; the development of appropriate forms of land use at suitable levels of density and intensity in key strategic land areas; and the establishment of enabling infrastructure and social services to support 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 MGDS and IDP:

#### **‘Buffalo City: well-governed, connected, green and innovative’**

In response to this IDP Vision, the MSDF review presents a 10-Year Spatial Development Vision. This outlines the objectives of the Municipal SDF for the next 10 years and serves to guide BCMM’s ongoing efforts to enhance local and regional economic opportunities and, ultimately, to facilitate sustainable growth in the Metropolitan Area.

- ❑ Buffalo City has reinvented 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 EC 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 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 EC province, home to a globally competitive auto industry, and boasts excellent social, educational, and medical services, as well as a diverse housing market that meets their varying needs.
- ❑ They continue to strive to achieve a compact, sustainable, and resilient City.

## **4. GUIDING POLICY**

### **The Draft National Spatial Development Framework (NSDF)**

The NSDF aims to detail the spatial development vision for SA. The objective of the National Spatial Development Perspective is to promote informed economic investment profiling to guide regional growth and development planning within a socio-economic framework.

The NSDF ultimately aims to serve as an overarching spatial framework for the country, informing spatial planning at the lower spheres of government. The principles and spatial proposals contained in the NSDP also inform the SDF of the Municipality.

### **NSDF Principles**

In order to contribute to the broader growth and development policy objectives of government, the NSDP presents a set of five normative principles:

**Principle 1:** Rapid economic growth that is sustained and inclusive is a prerequisite for achieving other policy objectives, among which poverty alleviation is key.

**Principle 2:** Government has a constitutional obligation to provide basic services to all citizens (e.g., water, energy, health, and educational facilities) wherever they reside.

**Principle 3:** Beyond the constitutional obligation identified in Principle 2, government spending on fixed investment should focus on localities of economic growth and/or potential to stimulate private-sector investment, promote sustainable economic activities, and create long-term employment opportunities.

**Principle 4:** Efforts to address past and current social inequalities should focus on people, not places. In areas with high levels of poverty and demonstrated economic potential, government should consider fixed capital investment beyond basic services to exploit that potential. In localities with low demonstrated economic potential, government should, in addition to providing basic services, concentrate primarily on human capital development by offering education and training, as well as social transfers such as grants and poverty-relief programmes. It should also reduce migration costs by providing labour market intelligence, equipping people with better information, opportunities, and capabilities to enable them to gravitate – if they choose – to localities more likely to provide sustainable employment and economic opportunities.

**Principle 5:** To overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes adjacent to or linking the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in SA and the SADC region, creating regional gateways to the global economy.

The NSDP principles aim specifically to focus government action and investment, avoiding the so-called ‘watering can’ approach and enabling the Developmental State to achieve maximum social and economic impact within the context of limited resources.

**The key NSDF Regions for the BCMM are:**

**Buffalo City is identified as one of five Key Urban Regions.** These urban regions play a vital role as global gateways, acting as catalysts for transformation, fostering inclusive economic growth, and promoting well-being. Consequently, a number of game-changing interventions are required from each urban region:

1. Consolidate urban growth in a network of more compact, densified, and diversified urban core regions.
2. Enable a generation of young people to reap the benefits of urbanisation through:
  - a. Human capital development.
  - b. The opening up of urban economies to enable and support a multiplicity of livelihood options.
3. Maintain and strengthen international trade, ports, transport, through-routes, and related infrastructure.
4. Support the diversification of economies, tourism, the knowledge economy, the entertainment industry, the green economy, and alternative energy-related enterprise development.
5. Utilise effective land administration and urban land reform to guide and manage the interface between settlement, land use, and infrastructure planning in fast-growing cities.

Specifically, the NSDF has proposed a national **Coastal Spatial Development Corridor** that affects the EC and Buffalo City.



**Figure 100: The Coastal Transformation Corridor**

As a result, the ELIDZ and other industries on the West Bank have an important economic role to play within the Coastal Transformation Corridor.

As a designated Urban Region, the NSDF requires BCMM to focus on the economy of tourism and the knowledge economy, as well as to upgrade the port and airport.

The emphasis on young people guides BCMM to concentrate on the economic opportunities associated with having universities in our City.



The NSDF also notes that the EC will likely be impacted by climate change, due to increasing arid conditions, and should therefore adopt mitigating measures that protect local water bodies.

5. 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 IDP;
- 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.

Table 96: Themes

The Municipal SDF sets out its proposals, arranged into nine Themes. Each Theme contains a set of Directive Principles that underpin the proposals for that thematic area.

- ❑ Spatial
- ❑ Economic
- ❑ Sustainable Human Settlement
- ❑ Infrastructure
- ❑ Transport
- ❑ Environment
- ❑ Rural Development
- ❑ ‘Smart City’
- ❑ Information Technology, and Governance



## 6. BCMM CONCEPTUAL SPATIAL DEVELOPMENT FRAMEWORK

### 6.1 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 focus 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:

**Table 97: SFA 1–5**

<b>Spatial Focus Area 1 – West Bank</b>
<p><b>Key Development Proposals</b></p> <ul style="list-style-type: none"> <li>• West Bank Economic Development Corridor – Catalytic Programme Area</li> <li>• West Bank Mass Housing Development Area – approximately 71 340 residential units</li> </ul> <p><b>Key Projects and Enabling Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Expansion of the MBSA production plant</li> <li>• High-speed internet cable and associated development opportunities</li> <li>• Harbour expansion and deepening</li> <li>• Airport expansion</li> <li>• Water services – especially wastewater treatment to serve the West Bank and ELIDZ</li> <li>• Roads and bridges (N2/R72) linking</li> </ul>
<b>Spatial Focus Area 2 – Urban Core – East London to Mdantsane</b>
<p><b>Key Development Proposals</b></p> <ul style="list-style-type: none"> <li>• The MELD and North West Development Corridors (2 000 residential units) – Catalytic Programme Area</li> <li>• Mdantsane CBD/Hub Revitalisation – Catalytic Programme Area</li> <li>• East London Inner City Revitalisation – Catalytic Programme Area</li> <li>• Duncan Village Revitalisation</li> <li>• Mdantsane Revitalisation and informal settlement upgrading</li> <li>• Inner City Innovation District</li> <li>• Amalinda Junction mass housing development area – approximately 6 009 residential units</li> <li>• Arnoldton mass housing development area – approximately 25 695 residential units</li> <li>• Urban densification to create a better live/work/play environment</li> </ul> <p><b>Key Projects and Enabling Infrastructure</b></p> <ul style="list-style-type: none"> <li>• The Sleeper Site redevelopment (mixed land use development and Knowledge Economy node)</li> <li>• Roads and bridges (N2/R72) linking West Bank to the Urban Core</li> </ul>

- Realignment of R72 through the Sleeper Site to facilitate development
- The Central-Reeston Wastewater Transfer System
- North West Expressway Extension linking the CBD to Amalinda Junction and N2

### **Spatial Focus Area 3 – Bhisho**

#### **Key Development Proposals**

- Qonce-Bhisho Development Corridor – Catalytic Programme Area – approximately 6 144 residential units
- Ginsberg mass housing development area – approximately 14 190 residential units
- Township revitalisation – Zwelitsha, Ndevana, Illita, Dimbaza
- The Bhisho Revitalisation Mixed-Use Precinct
- ‘Green Energy’ Hub located at Berlin
- Revitalisation 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 – approximately 26 595 residential 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
- Upgrade designated rural economic nodes
- Formulate a rural land release programme
- Update the rural housing programme
- Promote cultural and ecotourism, agriculture, and agro-processing

#### **Key Projects and Structure**

- Rural Electrification Programme
- Provision of a basic level of services, road linkages, and social amenities

**SFA 5 covers the rural areas and has its own thematic chapter. REFER to THEME 7: RURAL DEVELOPMENT**

## **6.2 Key Spatial Development Proposals in the Municipal SDF include the following:**

### **6.2.1 Promoting Spatial Transformation**

The NDP, NSDF, IUDF, National Treasury's Circular 88, and SPLUMA have clearly defined the Spatial Transformation Agenda as an imperative that the Council must adhere to. The SDF is therefore bound by policy and law to comply with the Spatial Transformation Agenda. Key components of the BCMM SDF's Spatial Transformation initiative are:

- A. Four Development Corridors as Catalytic Programme areas
  - i. MELD Corridor
  - ii. Northwest Corridor – capacity for approximately 2 000 residential units
  - iii. Bhisho Corridor
  - iv. West Bank Economic Corridor (as part of the National Coastal Transformation Corridor)
- B. Two Key Development Nodes as Catalytic Programme areas
  - i. Mdantsane CBD/Hub
  - ii. East London CBD and Inner City

Development of six well-located Mass Housing areas with a capacity of 140 000 residential units within the BCMM Urban Edge, which is sufficient to cater for the entire housing backlog and future growth for more than 10 years. These areas are specifically located adjacent to zones of economic opportunity and in conjunction with identified Development Corridors/Catalytic Programme Areas:

- iii. West Bank – capacity for approximately 71 340 residential units
  - iv. Bhisho Corridor Precinct – capacity for approximately 6 144 residential units
  - v. Ginsberg Extension – capacity for approximately 14 190 residential units
  - vi. Quenera – capacity for approximately 26 595 residential units
  - vii. Amalinda Junction – capacity for approximately 6 009 residential units
  - viii. Arnoldton/Reeston North – capacity for approximately 25 695 residential units
- a. All new housing areas are to be developed based on the principles underpinning integrated and sustainable communities:
    - i. Densities should be increased at strategic localities wherever feasible and environmentally acceptable; and
    - ii. Developments should be programmed to coincide with the provision of infrastructure and the required social facilities.
  - b. Innovative residential development projects will be favoured, including the application of cross-subsidising financial models to develop a range of housing types that cater to varying market requirements and enable inclusionary housing in strategic localities.

- C. Revitalisation of six townships
  - a. Mdantsane
  - b. Duncan Village
  - c. Zwelitsha
  - d. Ilitha
  - e. Phakamisa
  - f. Dimbaza
- D. Focusing on the improvement or creation of road links between the West Bank Economic Corridor and the Greater Mdantsane-East London area, with key priorities including:
  - i. Development of a new N2/R72 bridge over the Buffalo River, linking the West Bank to the central East London area and the hinterlands served by the N2;
  - ii. Strengthening the MELD Corridor through infill development and enhancing the available transportation modes;
  - iii. Developing the North-West Freeway Corridor.
- E. Broadening the policy of intensifying and densifying land uses in existing commercial/retail areas and incentivising mixed land use developments in appropriate localities throughout the City;
- F. Following a strategic **land release** programme to facilitate development in a transparent manner that complies with legislative requirements;
- G. Incremental upgrade programme of informal settlements in terms of the NUSP.
- H. Informal settlements upgraded and redeveloped in accordance with assessments and prioritisation.
- I.

## 6.2.2 Facilitating Economic Growth and Development

- A. Supporting the development of a multifaceted **New Digital Economy** by:
  - i. Promoting the creation of a West Bank Logistics and Manufacturing Hub centred on the ELIDZ;
  - ii. Leveraging **high-speed broadband internet connectivity** to facilitate the 5G technologies that will expand the BCMM economy into **4IR** and promote **Digital transformation**;
  - iii. Supporting the transition to a knowledge-based economy by promoting the University Town concept to facilitate this shift. It seeks to enable the tertiary institutions in the City to strengthen and complement each other, linking their educational offerings to the needs of the regional and national economy; and
  - iv. Related to the University Town concept, proposing the creation of the East London 'Inner City Knowledge and Innovation District', centred on the East London CBD and the surrounding suburbs of Southernwood and Belgravia, with strong linkages to the ELIDZ and West Bank Logistics Hub.
- B. Repurposing existing industrial areas and establishing new industrial areas that are fit for purpose:
  - i. Positioning the West Bank as a motor manufacturing and logistics hub;
  - ii. Repurposing Dimbaza's industrial area for agro-processing industries based on the potential of logistical linkages to Bulembu Airport;

- iii. Repurposing industrial areas in Wilsonia, Mdantsane and Fort Jackson as logistics centres linked to the West Bank Logistics Hub; and
- iv. Repositioning the Berlin Industrial area as a 'Green Energy Hub'.

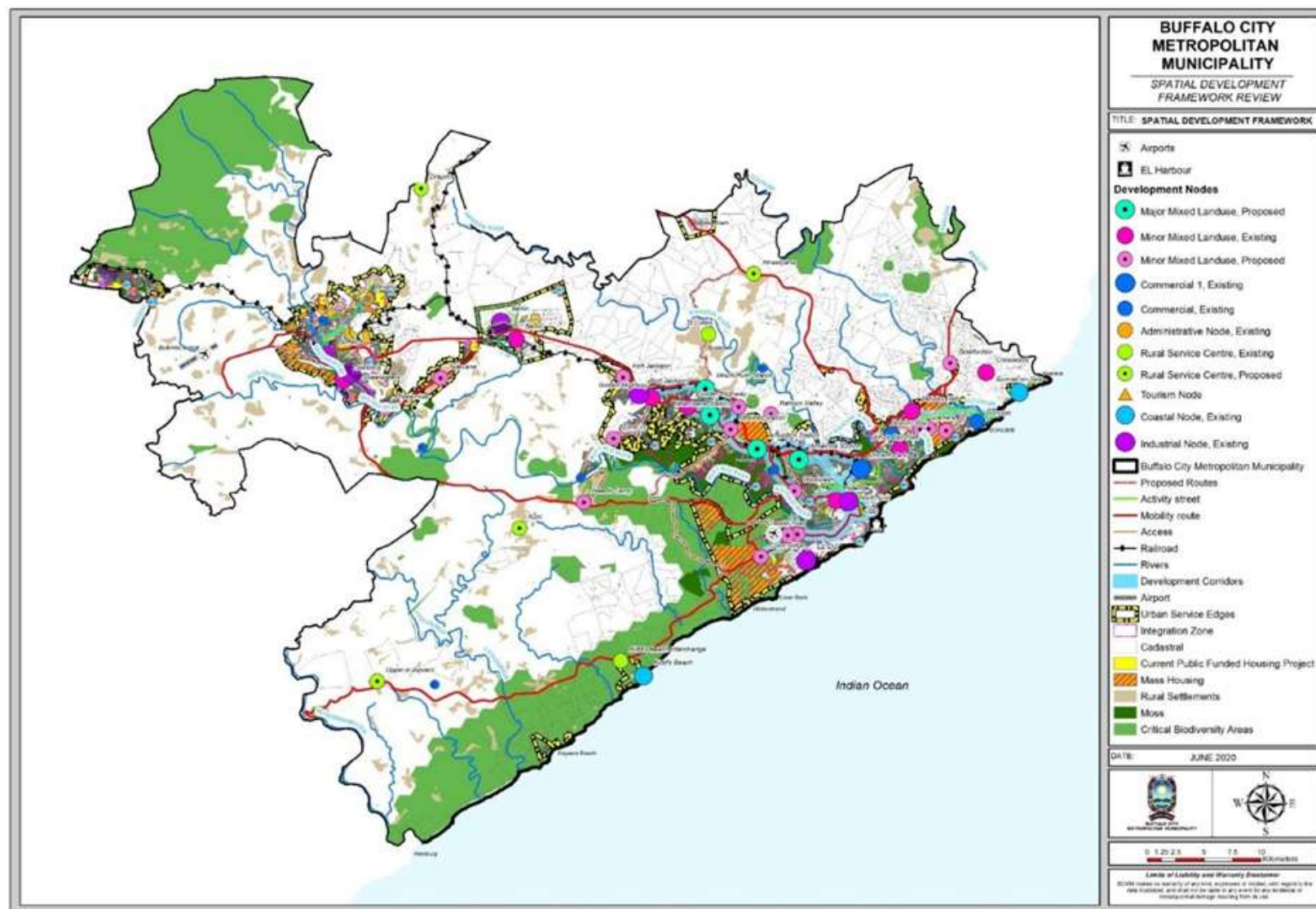


Figure 101: Development nodes (SDF Review)

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

## 1 INTRODUCTION

The DDM is an operational model designed to enhance cooperative governance, aiming to build a capable and ethical developmental state. It is a method in which the three different spheres of government – local, provincial, and national – work in unison, ensuring higher performance and accountability for service delivery and developmental outcomes that are not only coherent but also effective: in other words, an ‘All of Government and Society Approach’. The DDM influences the spatialisation and reprioritisation of government planning, budgeting, implementation, and reporting. It articulates outcomes and commitments agreed upon as ‘One Plan’ or Intergovernmental Plan, relating to each space or sphere over the short, medium, and long term.

The two interrelated processes, spatialisation and reprioritisation, implement the DDM. Spatialisation refers to the process of translating development priorities and objectives into spatial locations, i.e., metropolitan areas. Reprioritisation involves reviewing and changing plans and budgets to achieve desired integrated impacts. The DDM will be implemented through these two processes and affixed to the One Plan. The One Plan is an intergovernmental plan that outlines a common vision and desired future outcomes for each of the 44 districts and 8 metro spaces. The BCMM One Plan vision is ‘A well-governed, connected, green and smart metropolitan port city region built on sustainable physical infrastructure, cohesive partnerships, and a diverse people who are safe’.

### 1.1 District/Metro Development Model Intent

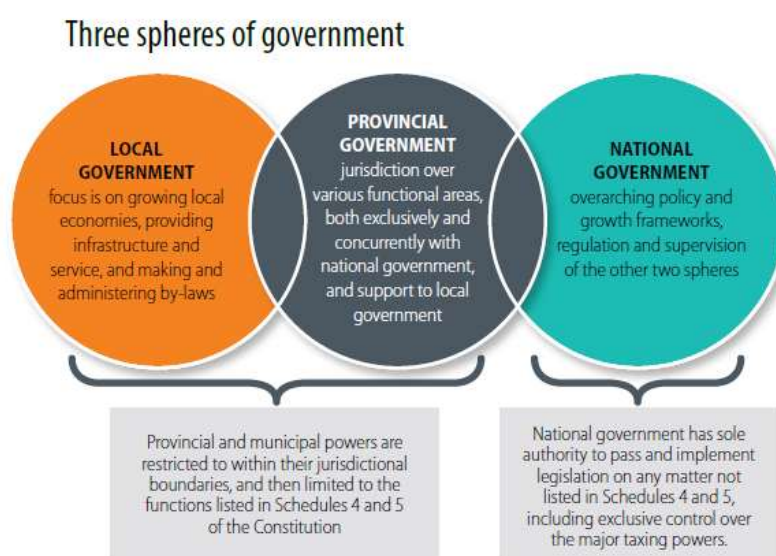
The motivation for selecting the scale of district/Metro spaces is clear: it serves as a practical working scale for the whole of government. District and local municipality Metro plans (Growth and Development Strategies, IDPs, SDFs, etc.), developed with the involvement of communities, stakeholders, and local institutions, are key informants for the DDM. District and metropolitan areas are sufficiently close to the ground to ensure that the whole of government is responsive to the needs of communities, as well as to the varying local economic potentials and opportunities across different areas. Converging at this level is both practical and economical, allowing national and provincial departments and entities to concentrate their efforts effectively. This scale also facilitates a more strategic regional development approach for government, extending beyond the administrative boundaries of district or local municipalities to focus on functional economic areas, environmental resource areas and catchments, regional spatial structuring and connectivity, and regional bulk infrastructure investment.

### 1.2 One Plan

The primary tool to realise the strategic objectives of the DDM outlines a rationale for moving from the current situation of operating in silos towards a desired future of three-sphere joint long-, medium-, and short-term strategising, planning, and budgeting. The One Plan provides a justification for identified interventions and commitments. It challenges, synthesises, aligns, infuses, and brings different priorities together in a single Strategic



Framework. It offers a clearer perspective in one place on what needs to be achieved and how each role player contributes. It is strategic rather than comprehensive. The One Plan enables a rationale and justification for projects/actions/interventions, budgeting, and spending according to spatial and place-making logic and outcomes. The One Plan Theory of Change outcomes-led approach is embedded in the logical rationale expressed in accordance with commonly agreed priorities in the Metro. The DDM Theory of Change uses six transformative strategies to help transition from a less desirable and overtly problematic situation to one that is more functional within the context of the district/Metro. The Theory of Change includes the following: 1. Current Situation; 2. Desired Future; 3. Strategies/Interventions; and 4. Implementation Commitments.



**Figure 102: Three spheres of government (The People's Guide (SA Cities Network, 2016)**

### **1.3 Metro Growth and Development Strategy (MGDS: Vision 2030)**

BCMM adopted the MGDS, which outlines the vision towards 2030. The MGDS serves as the primary foundation for BCMM's future, fostering partnerships to achieve goals, implement programmes, and encourage business and investment in a common direction. The strategic outcomes for the long-term development of the City are detailed in the MGDS. The implementation of the MGDS will span a 15-year timeframe across three IDPs (five years each) leading to 2030. A significant component of the identified programmes and projects necessitates partnerships between the City and its stakeholders to realise Vision 2030. The implementation plans for MGDS Vision 2030 are encapsulated within five strategic outcome areas and are aligned with the IDP process.

### **1.4 Integrated Development Plan**

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

- a) *the principal strategic planning instrument that guides and informs all planning and development, as well as all decisions regarding planning, management, and development in the municipality*
- b) *binds the municipality in the exercise of its executive authority*

Sections 28 and 34 of the MSA stipulate the need for the annual review of the IDP and the development of a process plan to guide the review.

### 1.5 Relationship between the One Plan, MGDS, and IDP

The One Plan does not replace municipal IDPs as the ‘single, inclusive and strategic plan for the development of the municipality’. Instead, it is designed to strengthen and enhance IDPs and other municipal plans, providing greater clarity and direction. While the IDP has informed the development of the One Plan, once the One Plan is approved, the IDP will be guided by the strategies and priorities it sets out. In this way, the IDP will serve as the vehicle for implementing the One Plan at the local government level.

The table below outlines a comparative analysis of the MGDS, IDP, and One Plan:

**Table 98: Comparative analysis of the MGDS, IDP and One Plan**

One Plan (Long Term – 30 Years)	IDP (Medium Term – 5 Years)
Long-term vision for the district's area of impact and a common understanding of goals and objectives among stakeholders in the district.	Determines how the long-term vision, goals and objectives contribute to addressing challenges at a local level by directing actions and interventions towards the vision.
Long-term vision expressed in policy and long-range plans across all spheres of government, i.e., NDP, PGDS, NSDF, PSDF, MSDF, etc.	Implementation of short- to medium-term service delivery programmes and projects informed by the MTSP, municipal SDFs, sectoral/master plans, and long-term financial strategies.
Determines government-wide key development strategies and priorities to address.	Elaborates on municipal strategies, Council development priorities/objectives, and community needs.
Conceptualisation of the desired future and results (outcomes and impact) to be achieved by the Metro in the long term.	Plans implemented by municipalities respond directly to the desired outcomes and impacts.
Spatially referenced plans and budgets at district and metro level, with an emphasis on long-term catalytic programmes and interventions to unlock developmental potential.	Focus on implementation of immediate service delivery interventions and priority projects in the One Plan.

## 2 THE PROCESS OF FORMULATING THE ONE PLAN

With the introduction of the DDM, the Metro has had to reflect on the participation of national and provincial government in the planning processes. The Revised IDP Guidelines for municipalities, 2020, clearly indicate that the main purpose of national and provincial participation is to ensure that sector priorities are reflected, and that development actions are aligned with and contribute to the achievement of national development objectives.

In adjusting to the changing policy environment regarding intergovernmental relations and transversal planning, some of the most relevant proposed amendments to the BCMM IGR Review Framework relate to changes in the institutional arrangements to facilitate and coordinate between and among the three spheres of government. The Metro's IDP Process Plan conforms to the refined approach to joint intergovernmental planning, budgeting, and implementation.

### **In implementing the DDM, the following can be reported:**

- After a series of planning sessions involving all three spheres, the first version of the One Plan was submitted as part of the 2021/26 IDP.
- Following the Council's adoption of the IDP/One Plan, a technical gap analysis by EC-COGTA revealed shortcomings, prompting further refinement of the plan.
- After corrections and improvements were made, the One Plan was consulted with the public and presented to the Outgoing Council.
- The One Plan was then presented to the Incoming Council in January 2022.
- The One Plan National Quality Assurance Panel (NQAP) assessed the BCMM One Plan and shared the results of the assessment with the City in March 2022.
- To address the gaps identified in the assessment, BCMM has held a number of IGR Joint Planning Sessions, including a Three-Spheres Technical Planning Session on 9 September 2022 with other spheres to:
  - spatially align and verify projects and budgets
  - align investments made by all spheres with the Provincial Spatial Development Framework, and BCMM's SDF and Catalytic Programmes;
  - converge all implementation commitments with the Six Transformational Areas of the DDM.
- The latest updated One Plan has been submitted to EC-CoGTA (responsible for Process Management) and the EC Office of the Premier (responsible for Content).
- In addition to various DDM outreaches from the National Cabinet, which deployed DDM Champions for BCMM and the Deputy President of the Republic since the submission of the One Plan to National Government, a Three Spheres Joint Planning Session was held in November 2023. This session aimed to reflect on the progress made with previous commitments confirmed in the Buffalo City One Plan, in accordance with the DDM, and to integrate the plans of BCMM, provincial departments, and national government entities.
- All efforts have been made during the IDP Review Process to engage all relevant institutions involved in the long-term development and growth of the City, primarily to strengthen our three-sphere collaborations, internal transversal cooperation, and the quality of the One Plan content.

### 3 ARTICULATION OF THE OVERALL STRATEGIC FOCUS OF THE ONE PLAN

#### 3.1 Vision Statement

The BCMM One Plan is guided by the following long-term vision for 2050, which was jointly developed by all relevant stakeholders:

'A well-governed, connected, green and smart metropolitan port City region built on sustainable physical infrastructure, cohesive partnerships and a diverse people who are safe, healthy and educated.'

#### 3.2 High Impact Transformational Areas of the One Plan

Our collective vision is guided by SIX High Impact Transformational Focus Areas:



Figure 103: Six High Impact Transformational Areas

- **People Development and Demographics:** The process of understanding the current population profile and development dynamics, through which a desired demographic profile and radical improvement in the quality of life of the people are achieved via skills development and the five transformations discussed below: economic positioning, spatial restructuring and environmental sustainability, infrastructure engineering, housing and services provisioning, and governance and management.
- **Economic Positioning:** The process by which a competitive edge is created to attract domestic and foreign investment and facilitate job creation based on an inclusive and transformed economy. Economic positioning informs spatial restructuring and must be sustained by protecting, nurturing, and harnessing the natural environment and resources.
- **Spatial Restructuring and Environmental Sustainability:** The process of creating a transformed, efficient, and environmentally sustainable spatial development pattern and form to support a competitive local economy and integrated sustainable human settlements. Spatial restructuring informs infrastructure investment in terms of both the quantum and the location and layout of infrastructure networks.
- **Infrastructure Engineering:** The process by which infrastructure planning and investment, particularly in bulk infrastructure installation, occurs to support the transforming spatial pattern and form, meet the needs of a competitive and inclusive local economy and integrated human settlements, and ensure that demand for housing and services is met sustainably over the long term.
- **Integrated Services Provisioning:** The process of delivering integrated human settlement, municipal, and community services in partnership with communities to transform spatial patterns and development for planned integrated sustainable human settlements with an integrated infrastructure network. This also necessitates holistic household-level service delivery in the context of a social wage and improved jobs and livelihoods.
- **Governance and Financial Management:** The process by which leadership and management are exercised to ensure that planning, budgeting, procurement, delivery, financial, and performance management occur effectively, efficiently, accountably, and transparently. It also encompasses spatial governance, which involves assessing and directing land development, as well as undertaking effective land use management and the release of municipal/public land, to achieve spatial transformation goals.

### 3.3 Situating the Transformational Focus Areas within the Buffalo City context

- 4 The partners of the BCMM One Plan contextualise the Transformational Focus Areas – strategic elements driving the One Plan – in the following manner:

**Table 99: Transformational Focus Areas within the Buffalo City context**

People Development and Demographics
<p><u>Vision Statement</u></p> <p>The City is a place thriving with a robust civic spirit. This will be promoted by encouraging diverse communities to work together to address common challenges while appreciating cosmopolitanism and preserving a sense of place.</p> <p><u>Strategic Objective</u></p> <p>To fundamentally and radically improve the quality of life and overall well-being of people living in Buffalo City, with an emphasis on vulnerable and marginalised groups.</p> <p><u>Desired Future</u></p> <p>BCMM must support nation-building efforts aimed at eliminating discrimination and marginalisation (based on disability, gender, sexual orientation, etc.), as well as barriers obstructing the achievement of equal opportunities. The future direction is that the community will</p>

feel safe and enjoy a life free of fear. An effective safety and security management approach necessitates multi-stakeholder, multi-faceted methods, which include advocacy orientation as well as the implementation of punitive measures (NDP 2020). The proposed integrated approach has the following elements: the safety plan, support for community-based safety programmes, improved planning, design management of facilities, effective street lighting programmes, an integrated closed-circuit television system in identified crime hot spots, integrated emergency services, and the mainstreaming of safety matters into government programmes. Customer satisfaction is improved through the enabler of an effective information and knowledge management system.

## **Economic Positioning**

### Vision Statement

Buffalo City is an innovative and productive city, characterised by rapid and inclusive economic growth and decreasing unemployment.

### Strategic Objective

To define the strategic role of Buffalo City in the national economy and to build a resilient and transformed regional economy. We aim to promote inclusive and sustainable economic growth, job creation, and export trade.

### Desired Future

Buffalo City will establish a strong identity as a supportive environment for business. Key to this will be problem-solving to unlock business opportunities, reducing the cost of doing business, and addressing infrastructure bottlenecks. The City must nurture, attract, and encourage individuals capable of growing economic activities and enterprises, while retaining them through a competitively priced, high-quality coastal lifestyle.

## **Spatial Restructuring and Environmental Sustainability**

### Vision Statement

Buffalo City is a well-planned, compact, and efficient space economy. It is a green city that is environmentally sustainable, where all citizens and future generations benefit optimally from its abundant natural assets.

### Strategic Objective

To transform the City's spatial form and manage Buffalo City's environmental assets as a solid foundation for the creation of integrated sustainable human settlements and economic progress.

### Desired Future

Our focus as a City is to collaborate in addressing its apartheid spatial form. Key to this is increased densification, equal access to services and facilities, opening up new land for housing development close to economic nodes where people can find work, and developing transit-oriented corridors between economic nodes and marginalised residential areas.

## **Infrastructure Engineering**

### Vision Statement

Buffalo City has high-quality and competitively priced connections to ICT, electricity, and transport networks that stimulate and support the transition of the economic landscape. High-quality, dependable infrastructure, enhanced with integrated Smart City solutions that promote and enable green technology and synergies, provides the City with a competitive edge.

### Strategic Objective

To build and maintain strategic infrastructure. We need to mobilise, target, align, and manage investment in infrastructure in a sustainable manner that supports the economic positioning and transformed spatial structure.

### Desired Future

All stakeholders understand the social and economic value of different infrastructure investment options and prioritise, support, and mobilise alternative funding streams for investing in strategic infrastructure. The City Infrastructure Delivery Management System is fully aligned with the delivery mechanisms of all spheres of government, and detailed scenario planning assists all entities in improving efficiencies in the design and delivery of strategic infrastructure.

**Integrated Services Provisioning**

Vision Statement

All the people of Buffalo City receive safe, affordable, reliable, and sustainable services that are consistent with acceptable norms, standards, and SOPs in a seamless manner from all three spheres of government.

Strategic Objective

To enable Buffalo City residents to experience reliable, cost-effective, viable, sustainable, and seamless provisioning of services in functioning places.

Desired Future

All government entities deliver services that are high quality, accessible, and consistently strive to ensure value for money. The systematic and prioritised elimination of basic service delivery backlogs ensures that people have access to socio-economic opportunities, good services, and public amenities.

**Governance and Financial Management**

Vision Statement

The City flourishes under stable and capable leadership, supported by residents and stakeholders who trust in the value of their participation in decision-making processes regarding the development of their areas and the City. Services are delivered effectively and efficiently with minimal disruptions, investment is leveraged from the public and private sectors, and financial sustainability is achieved and maintained.

Strategic Objective

To enhance the performance of all three spheres of government working alongside communities and stakeholders towards achieving their common developmental impact in Buffalo City.

Desired Future

The intergovernmental delivery system ensures that the Metro is supported with knowledge, technical assistance, and access to sufficient resources to accelerate service delivery and the growth of the City. Ethical and prudent management of the City's resources creates an environment conducive to excellent performance and the instilling of a culture of accountability and transparency.



## 4. ARTICULATION OF THE OVERALL STRATEGIC FOCUS OF THE ONE PLAN

# CATALYTIC LAND DEVELOPMENT PROGRAMMES & PREPARATION

## 4.1 CATALYTIC LAND DEVELOPMENT PROGRAMME IDENTIFICATION

As outlined in Section B1 earlier, the five Catalytic Land Development Programme Areas identified for the BCMM are:

1. East London CBD and Inner-City Regeneration
2. MELD Corridor Central
3. Mdantsane Urban Hub
4. West Bank Logistics Hub / Corridor (Port – MBSA – IDZ – Airport)
5. Bhisho – Qonce – Zwelitsha Corridor

Further, prioritised programme preparation related to the development of strategic industrial/economic nodes outside the Integration Zones includes:

6. Ntabozuko (Berlin) Node
7. Dimbaza Node

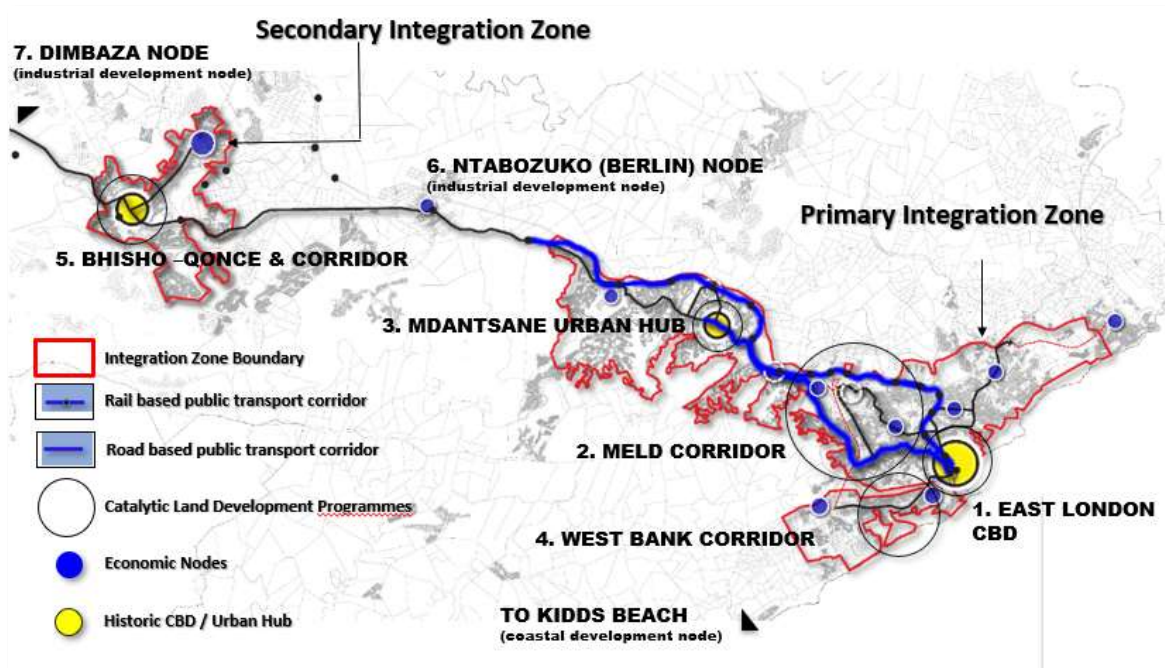


Figure 104: C.1: BCMM: Catalytic Urban Development Programmes (Source: BCMM BEPP 2023-24)

## 4.2 CATALYTIC LAND DEVELOPMENT PROGRAMME PREPARATION

This Section contain detailed schedules of the Catalytic Urban Development Programmes of the BEPP that are planned and budgeted for within the Primary and Secondary Integration Zones.

### East London CBD and Inner-City Regeneration Programme

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



**Figure 105: C.2: BCMM: Current and planned projects within the East London CBD Urban Development Programme (Source: BCMM BEPP 2023-24).**

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

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

Further projects that fall within this programme, along with details, can be found in Sections C3, D1.2, and E1 of this document.

### Buffalo City Knowledge and Innovation Precinct

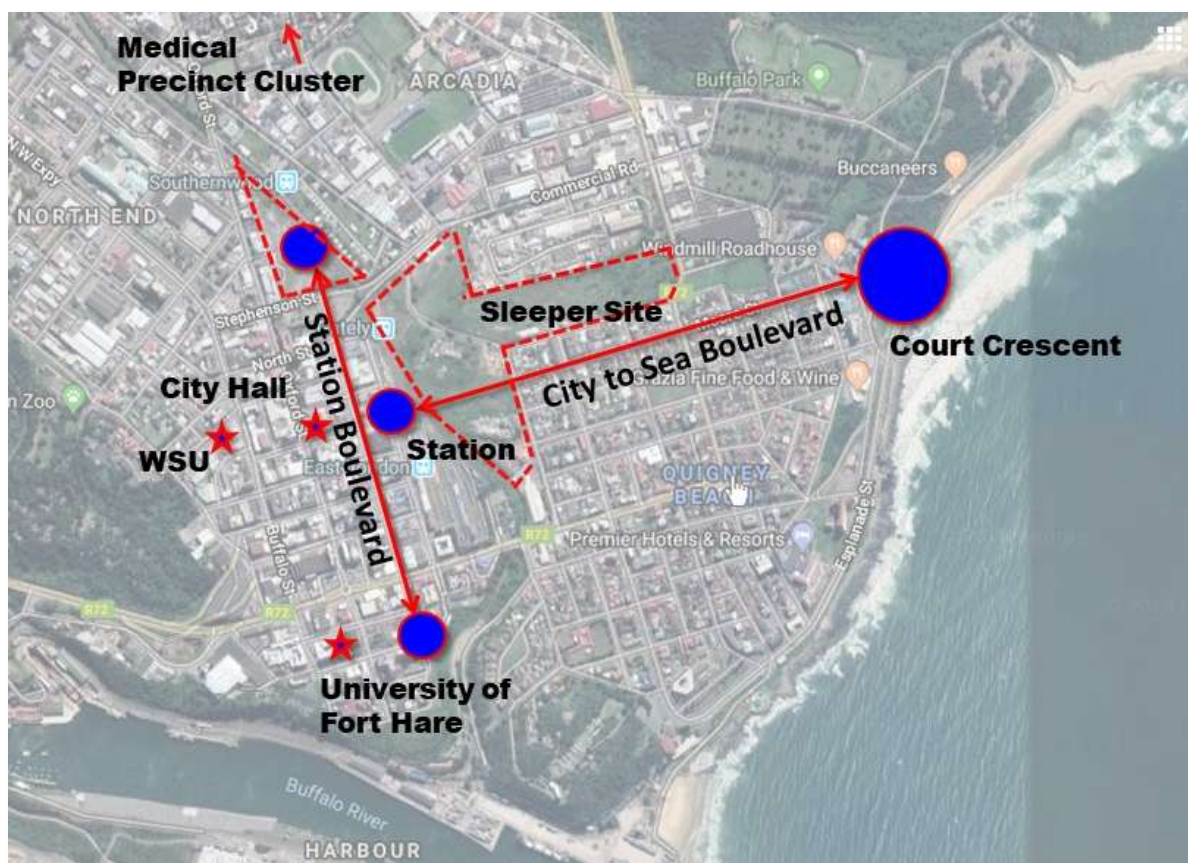
The BCMDA has engaged the Human Science Research Council (HSRC) to initiate a consultative process aimed at unlocking the regeneration of the Inner-City of East London. The following concept note on the Buffalo City Knowledge and Innovation Precinct has been prepared by the HSRC (March 2019) in collaboration with the BCMDA and the City, through discussions convened by the Municipality's Enterprise Management Office (EMO) and GTAC. The first phase of the project focuses on the establishment of a City Improvement District, which will be elaborated on further in the main BEPP document, addressing the urban management of key catalytic precincts.

The second phase of the project is centred around the universities and medical institutions – the so-called “eds and meds” – anchored in the inner city. This multi-stakeholder, multi-year initiative seeks to realise Buffalo City's potential through knowledge production and innovation, preparing it for the changes associated with the 4IR. The project aims to encourage the diversification of the urban economy through a strategy that builds on numerous small, significant interventions to rebrand the inner city, forging several development nodes that are then connected as a coherent area to drive the city's broader growth. The development philosophy underpinning the initiative is based on a “massive, small” approach, which focuses on many little interventions that will have a large cumulative impact on the city's image and orientation. This approach also builds confidence among stakeholders over time as impacts are realised.

Key “eds and meds” stakeholders participating in the project include UFH in the south city-centre, WSU in the CBD, and Buffalo City TVET College on the northern edge of the city centre in Southernwood. Additionally, there are several private and provincial hospitals and medical-service businesses and practices in the inner-city area, particularly in Southernwood, which are potential nodes for science in the city. A priority concern is to retain WSU as an anchor tenant in the CBD, thereby conserving the rates and other contributions to the Municipality's coffers that may otherwise be lost. In terms of the development approach employed, which promotes the physical clustering of anchors in the area to galvanise larger knowledge development, WSU should be encouraged to stay. To this end, the project also promotes the establishment of additional high-end educational institutions and facilities in the inner city, particularly those engaged in engineering, ICT, and marine science sectors, including at the post-graduate level. In addition to the so-called “anchor” institutions in the area, a number of other agencies and institutions focused on knowledge production for development, such as the IDZ and potential private-sector partners, would also be engaged to uplift the area economically.

Local planning efforts will be synergised in support of the knowledge and innovation project, aiming to align the institutional master plans to create conditions for growth in the innovation and creative industries in the inner city. Public land for development may be made available in return for the provision of certain knowledge-production and training capacity within the area by the anchor institutions and other education providers.





**Figure 106: C.3: BCMM: Anchor Projects: Inner City Catalytic Urban Development Programmes**  
(Source: BCMM BEPP 2019-20)

The spatial focus of the second phase of the project is on the south city centre, which hosts UFH's campus; the CBD where WSU is located; and Southernwood, which is home to most of the "meds" and the Buffalo TVET College. Some nodes will develop faster than others, and some will need to be reconceptualised as the project progresses, depending on the level of investment in different areas. These districts will be connected via pedestrian thoroughfares, sidewalks, parks, transit routes, and cycle paths to produce larger developmental impacts.

The project will seek to leverage local property, transport, ICT, telecommunications, and other infrastructure to promote its goals. A particular objective is to tap into the G5 connectivity that will be available within the ELIDZ. The innovation project will further aim to foster a local media industry, including the provision of film and music-making opportunities in the inner city. A key aim is to foster local enterprise by offering relevant training and creating new economic opportunities. Stakeholders who can support this vision, such as Vega School, which offers design, marketing, and branding training, and AFDA: The School for the Creative Economy, may be encouraged to the area. Students and youth will be engaged in such cultural and economic development, as well as in establishing and maintaining an appropriate physical environment with the necessary services and facilities to support their education and knowledge production efforts. One of the project's key objectives is skills development as part of creating a knowledge economy. Using the anchor-institution model, the project seeks to achieve this by aggregating youth talent – particularly among students – which can create the conditions for development. To support the engagement of students in the project, significant funding for student accommodation from the Department of Higher Education and Training (DHET) may be accessed. This could be used for new housing or to retrofit existing stock.

As investment gains momentum, it is critical that the city authorities ensure public access and that the ill effects of gentrification, such as the emergence of gated communities, do not undermine the social contract between the City and its citizens in the area. The improvement work will engage local communities and foster their creative and economic development. It will seek to empower local youth, particularly by creating jobs; offer Black Economic Empowerment (BEE) opportunities for local businesses; and create a more family- and child-friendly environment, including through hosting inclusive social and cultural events. For the municipality, an improved area will boost revenues in the form of rates, and water and electricity charges.

The project will be led by the BCMDA and the Municipality's Enterprise Programme Management Office (EPMO), which will implement and coordinate the plan on behalf of the city. To produce a smarter City, it will initially entail creating incremental improvements in the public realm, access routes, and transport. Building on phase one of the project, a number of demarcated blocks around the Buffalo Street/WSU junction and the UFH precinct will be targeted for improvement. A budget for inner-city cleaning and safety improvements will be consolidated, which will, among other actions, cover daily city clean-ups and the cost of placing and regularly servicing branded skips in the area. The project will institute pavement repair, street lighting, and proper signage in these areas and attend to local public spaces and parks. Applications will be made for increased policing in the inner city and for funds for a student citizenship campaign, in which the BCMDA and EPMO will work with the universities on student-led place-making initiatives. Planning will be instituted for a city hopper "campus-to-campus" shuttle service linked to branded bus stops, as well as a number of combi taxis and vans which may be funded by the city and run by the taxi association. The private transport may be accessed via a dedicated transport app for students and other local residents. These transport services will run all day and also after hours to service the night traffic to the WSU/UFH/University of South Africa (UNISA) library. Rates rebates for inner-city anchors such as St Dominic's should be considered as part of a business retention strategy. The rates rebates could be made conditional and may be removed when the city meets its improvement targets in the precinct. A clear message will be sent to those who pay rates in the three nodes that the municipality is committed to improving their neighbourhoods. A launch event stemming from a public competition in the field of creative and performing arts will be held. This will offer a voice for local artists and/or students, as well as pupils. The competition will culminate in a celebration of Buffalo City's identity as a modern, creative, and inclusive city intent on progress, which may feature an art show and musical or dramatic performances.

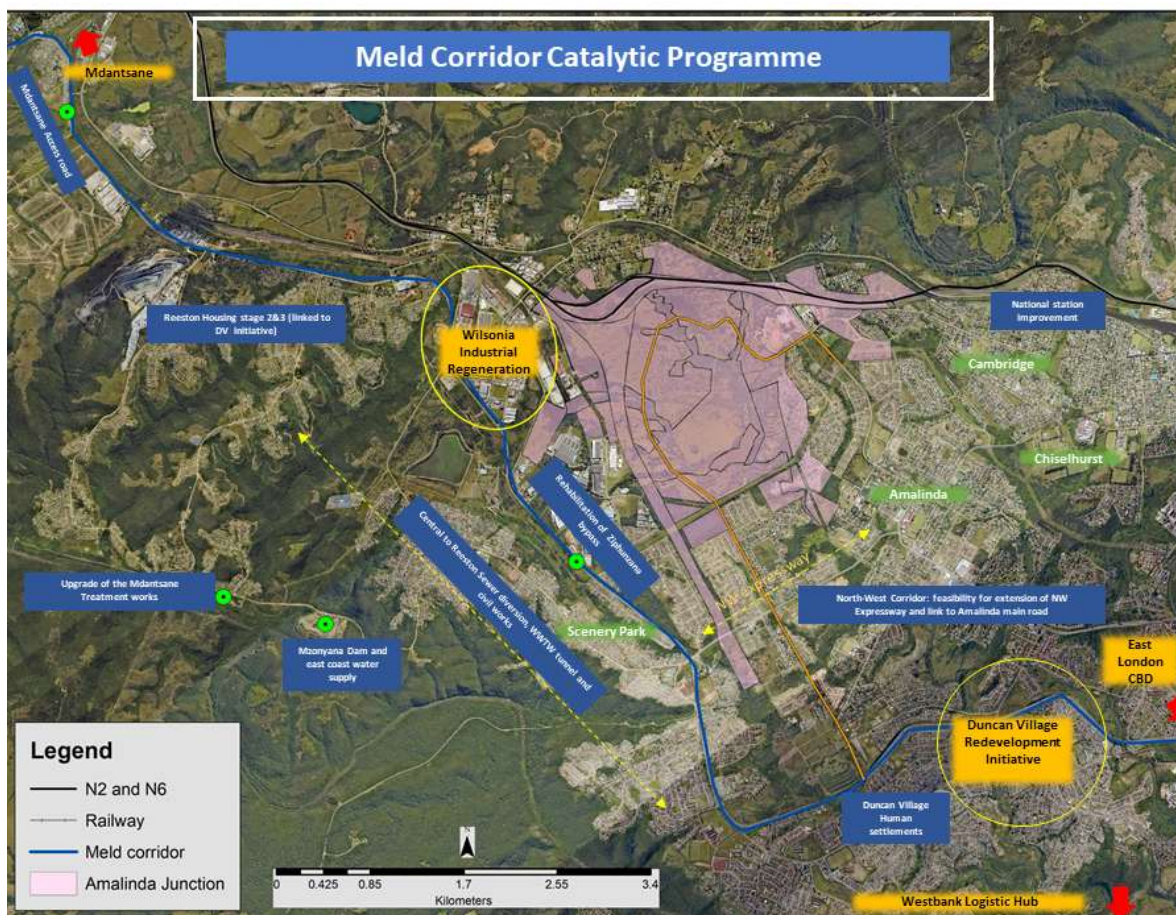
### Development of the Sleeper Site

The Sleeper Site has been identified as a sub-programme of the East London CBD and Inner- City Regeneration Programme. The CSP with the support of external consultants is currently busy with the preparation of a detailed scoping report for the development of the Sleeper Site sub-programme of the BEPP. The BCMDA has been mandated by BCMM to develop the Sleeper Site.

### MELD Corridor Central Programme

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





**Figure 107: C.4: BCMM: Current and planned projects within the MELD Corridor Urban Development Programme. (Source: BCMM BEPP 2023-24)**

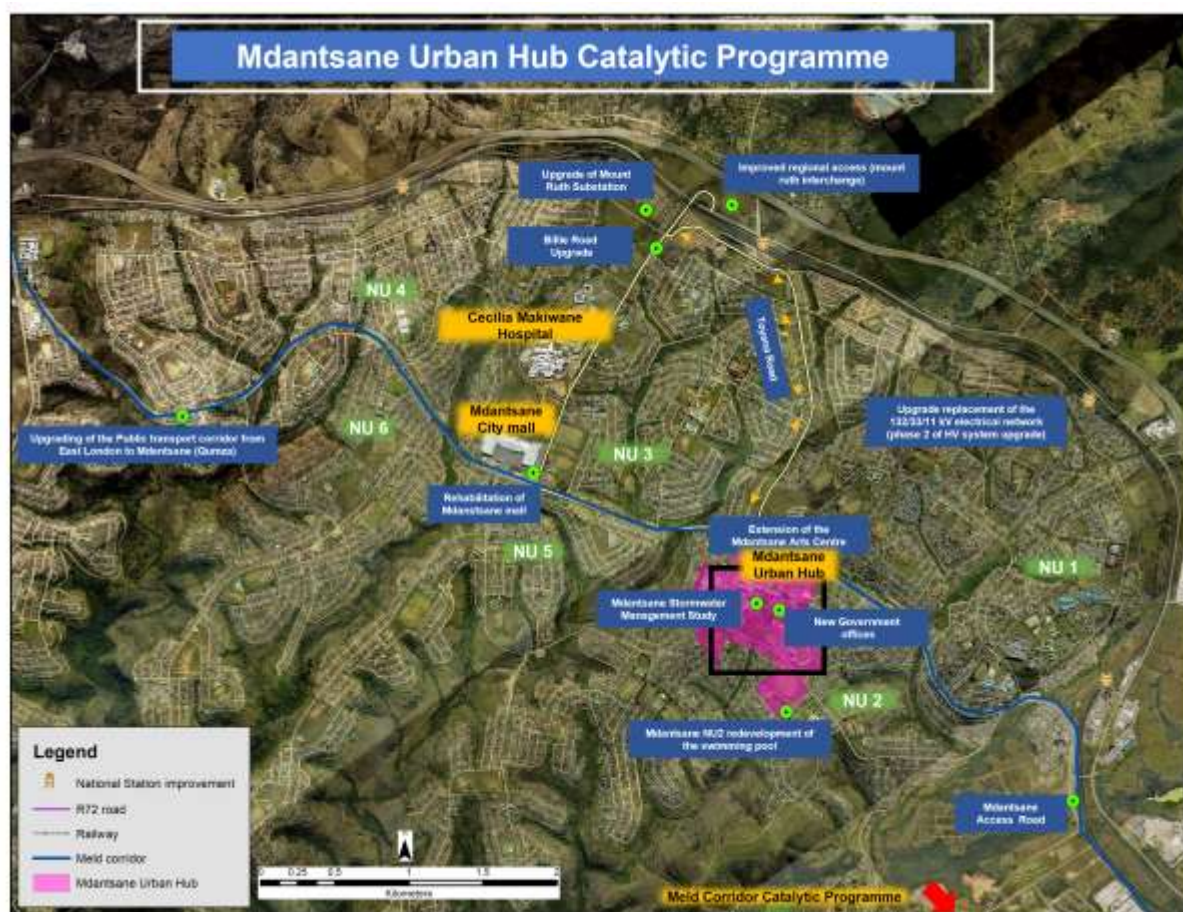
The key sub-programmes that are part of this programme include:

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

Details of current and planned projects within the MELD Corridor Urban Development Programme can be found in Sections C3, D1.2, and E1 of the full BEPP: CLDP document.

### **Mdantsane Urban Hub**

This project focuses on creating a self-sustaining, attractive and vibrant Economic Hub that showcases the creative arts, sports, cultural history, and identity of Mdantsane. Improved circulation and connectivity in and around the taxi rank, enhanced social facilities, and the development of mixed-use and social housing are key initiatives envisaged for the area.



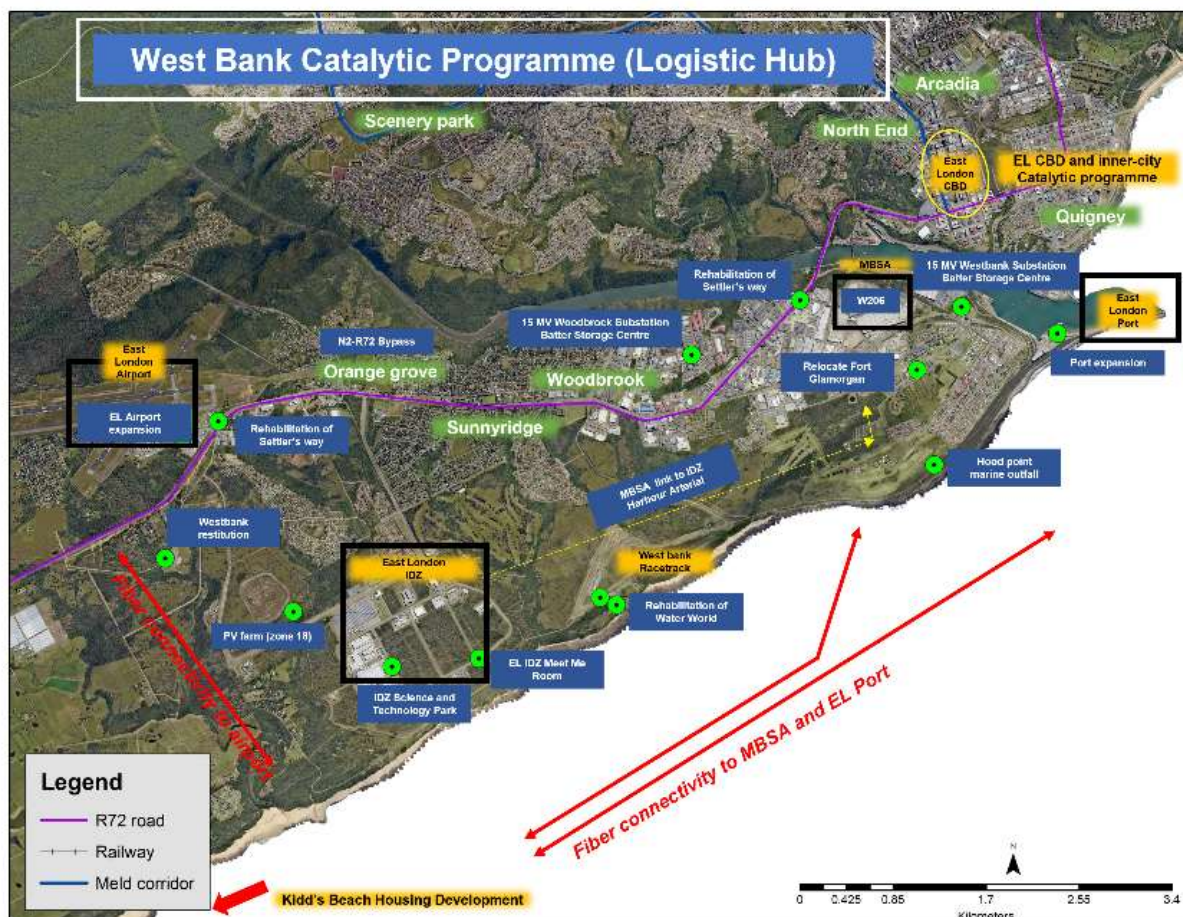
**Figure 108: C.5: BCMM: Current and planned projects within the Mdantsane Urban Hub Urban Development Programme. (Source: BCMM BEPP 2023-24)**

A number of projects in the Hub have gained momentum at the current time, including the Toyana Road upgrade and link to the Mount Ruth Station, for which concept plans and detailed designs have been completed. The project includes public realm upgrades and the provision of social amenities such as mini-parks, basketball courts, seating, lighting, as well as wi-fi accessibility. Progress has also been made in negotiations with SANRAL to improve regional accessibility to the hub via Billy Road.

## C2.4 West Bank Logistics Hub / Corridor Programme

The West Bank area is BCMM's core economic and employment hub, and as described in earlier sections of the document, this area has been identified as Priority Zone 1 in the 2020 SDF. Over the past few years, the West Bank has experienced considerable private sector expansion, primarily driven by the recent MBSA W206 investment (of more than R10 billion), which has led to the establishment of more than 20 component suppliers located in the ELIDZ in the West Bank.





**Figure 109: C.6: BCMM: Current and planned projects within the West Bank Economic Corridor Programme. (Source: BCMM BEPP 2023-24)**

Stakeholders, including TNPA, ACSA, ELIDZ, BCMM, DEDEAT, and MBSA, have come together to jointly plan the development of an East London Smart Logistics Hub. This hub builds on the opportunities associated with having a top-performing exporter, a river port, back-of-port industrial land within a Special Economic Zone (SEZ), an airport, a race track (for testing), a science park, a training facility (MBLA), and planned ICT infrastructure (including an ICT centre, under-sea cable landing station, data centre, and BPO Park). The global business services sector is a high-growth industry for the ELIDZ and West Bank, with more than 15 000 jobs expected to be created by 2027 (Business Process Enabling South Africa [BPESA], Global Business Services [GBS] Masterplan). The BCMM SDF projects human settlement development of over 30 000 households in the West Bank over the next 10 years. The proposed infrastructure projects will support the significant growth projected for the area in the coming years.

The Catalytic Programme aims to support investment, improve logistics, and boost economic performance within the area. It includes a suite of planned and budgeted projects that will enhance infrastructure capacity and assist in unlocking planning and land-related issues within the corridor.

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

- Port of East London: Extend Main Breakwater and Deepen Entrance
- Revitalisation of the West Bank Industrial Area / Motor Industry Cluster

- EL Airport Expansion
- IOX International Sea Cable / Meet Me Room (ELIDZ)
- Water World (Water Park)
- Bulk Infrastructure for the West Bank Area

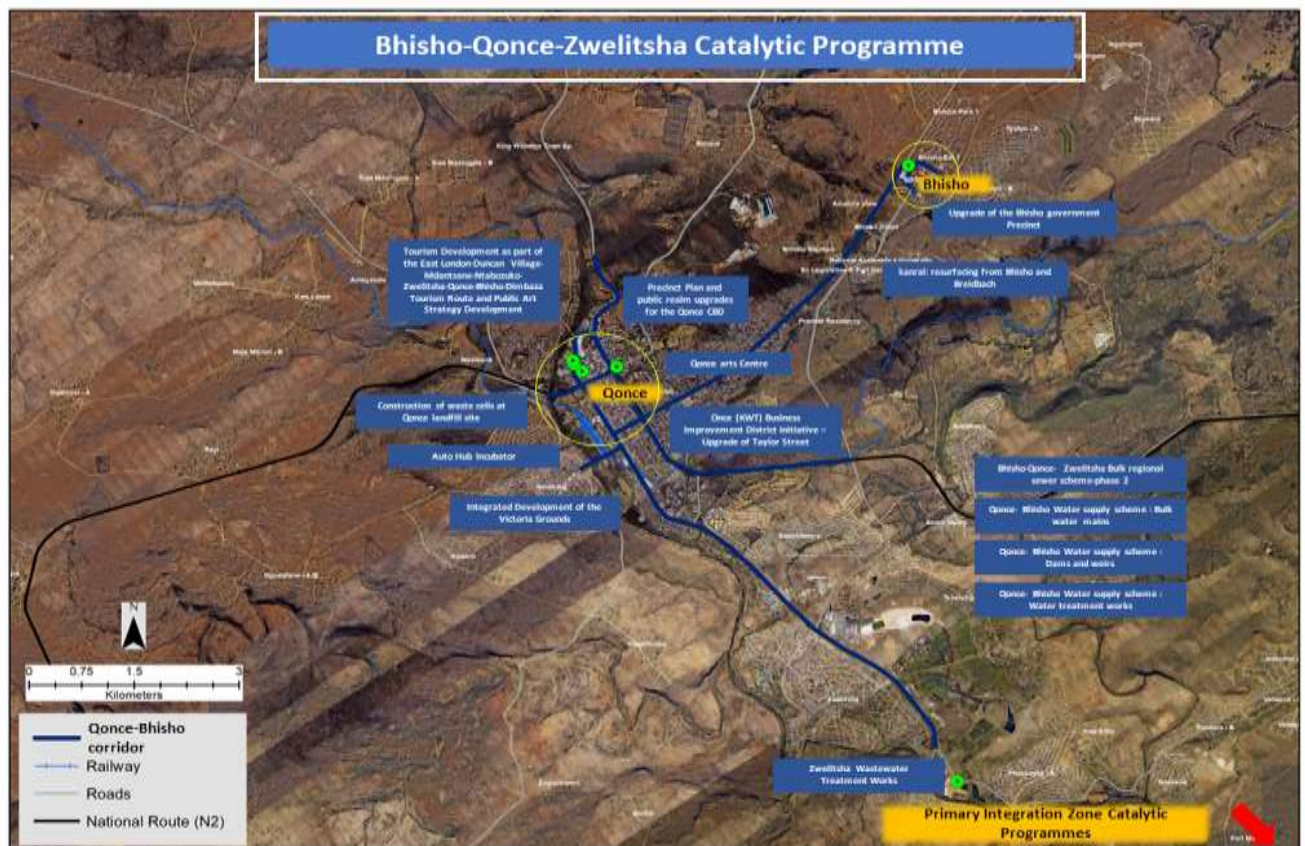
## C2.5 Qonce (Previously King William's Town) - Bhisho – Zwelitsha Development Programme

This Qonce – Bhisho – Zwelitsha Programme primarily consists of the historic CBD/hub of Qonce and the link southwards to the township of Ginsberg, as well as the R63 – Qonce – Bhisho link northwards from Qonce to Bhisho. Bhisho, the administrative hub of the Metro, forms a strategic employment node within the area.

Vacant BCMM and State land will be developed for high-density housing and mixed land uses. A significant portion of the Qonce – Bhisho corridor is comprised of the Bhisho Revitalisation Project, which will enhance Bhisho as the capital of the provincial administration. The development of land along the corridor is contingent upon the completion of the Zwelitsha Regional Bulk Sewage Scheme, which is currently being implemented.

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

- Zwelitsha Regional Bulk Sewage Scheme
- Bhisho-King Water Infrastructure
- Kei Road Bulk Water Scheme

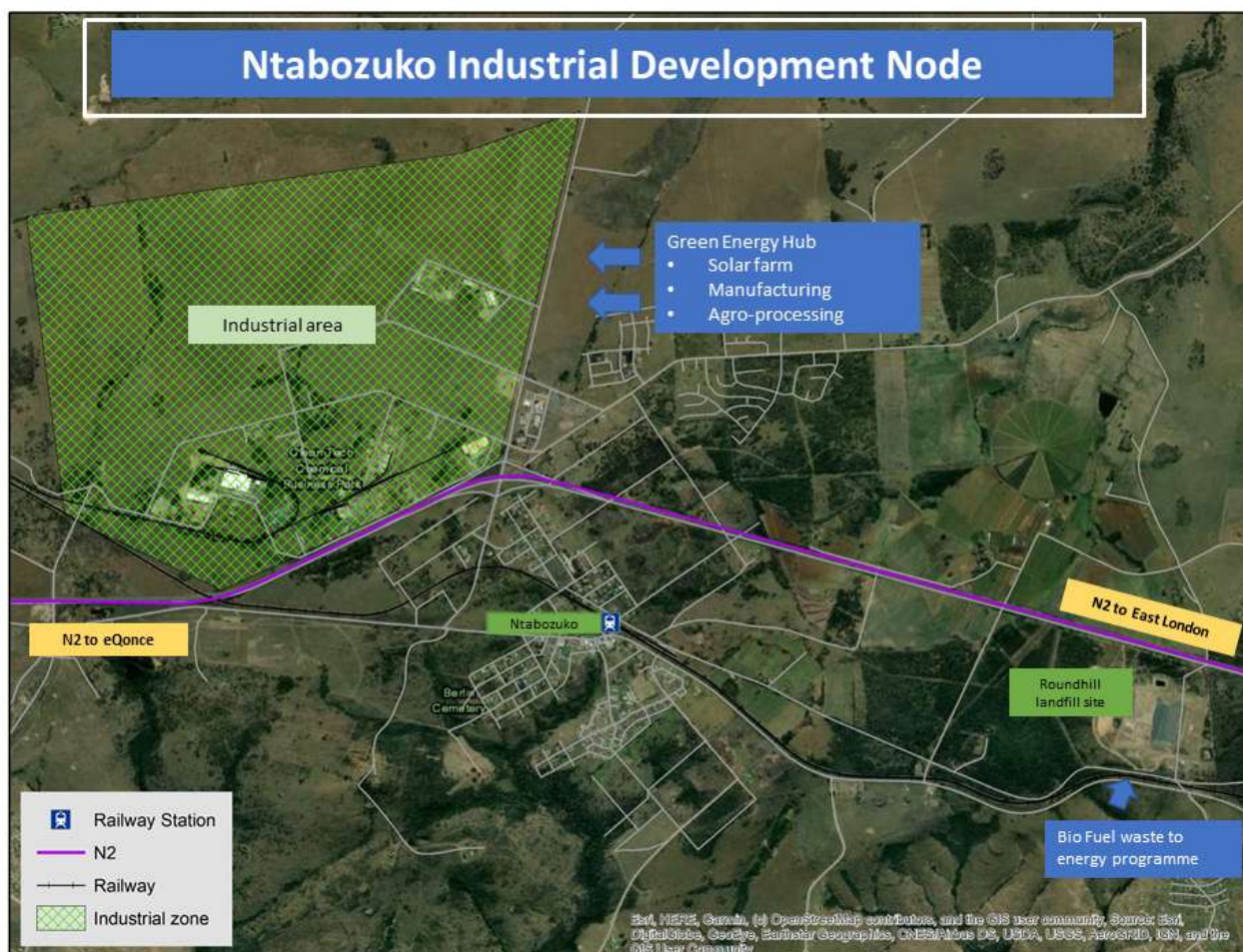


**Figure 110: C.7: BCMM: Current and planned projects within the Qonce / Bhisho Urban Development Programme. (Source: BEPP 2023-24)**



### C 2.6 Ntabozuko (Berlin) Node

The Ntabozuko Industrial Area is one of the largest industrial areas in the city by size but remains largely vacant. The node has been identified in the BCMM SDF as a Green Energy Hub focused on renewable energy projects that seek to broaden the energy mix as well as diversify the BCMM economy. Proposals include manufacturing and agro-processing as part of the Green Energy Hub, solar farm proposals by the IDZ, and the bio-fuel waste-to-energy programme.



**Figure 111: C.8: BCMM: Current and planned projects within the Ntabozuko Industrial Development Programme. (Source: BEPP 2022-23)**

### Dimbaza Node

A fully fledged business case has been developed for the revitalisation of the Dimbaza Industrial Area, championed by the ECDC and supported by the DTI and the Department of Rural Development and Land Reform (DRDLR). The main intervention is the development of an Agri-Park focusing on agro-processing to support the rural economy and assist with food security.

The key ECDC projects that form part of this programme include:

- Development and accommodation of SMME start-ups within the industrial area
- Development of incentive schemes for potential investors.

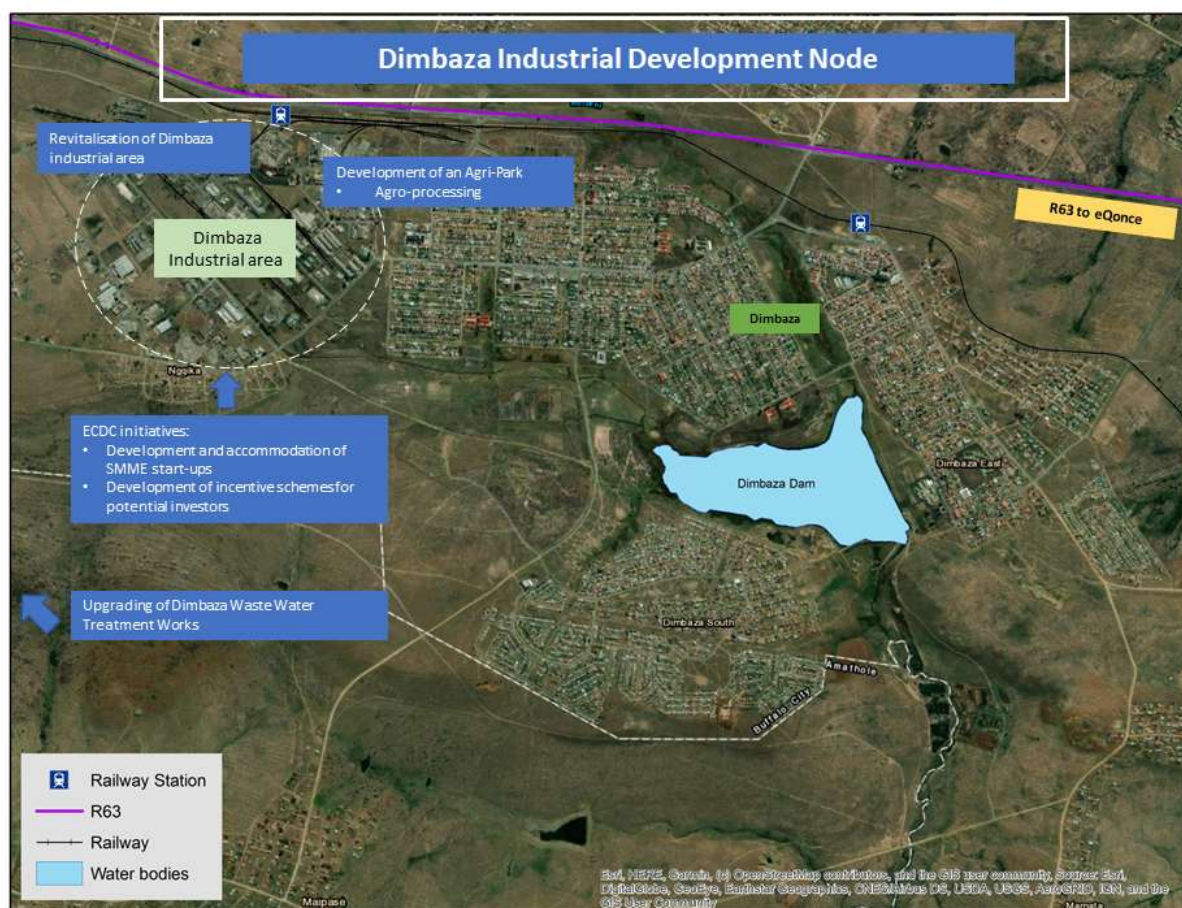


Figure 112: C.9: BCMM: Current and planned projects within the Dimbaza Industrial Development Programme. (Source: BEPP 2022-23)

## 4.2 INTERGOVERNMENTAL PROJECT PIPELINE

The Intergovernmental Project Pipeline contains details of catalytic projects that are planned and budgeted for through the IGR Pipeline.

Table 100: East London CBD and Inner-City Catalytic Programme

EAST LONDON CBD AND INNER-CITY CATALYTIC PROGRAMME							BCMM
Catalytic Projects & Mega Projects	Total Value (R'000)	Own (2024/2025) (R'000)	Loan (2024/25) (R'000)	Grant (2024/25) (R'000)	Province (2024/25) (R'000)	SOE (2024/25) (R'000)	Strategic Outcome Alignment
Sleeper Site Road	R 213,000			R 6,000 (USDG)			Connected City
Orient Theatre Upgrade	TBD	R 300					Innovative and Productive City
Refurbishment of the Aquarium	TBD	R 800					Innovative and



EAST LONDON CBD AND INNER-CITY CATALYTIC PROGRAMME							BCMM
Catalytic Projects & Mega Projects	Total Value (R'000)	Own (2024/2025) (R'000)	Loan (2024/25) (R'000)	Grant (2024/25) (R'000)	Province (2024/25) (R'000)	SOE (2024/25) (R'000)	Strategic Outcome Alignment
							Productive City
Development of Sea View Terrace	R 267,000	BCMDA processes underway					Innovative and Productive City
Development of the Sleeper Site	TBD	BCMDA processes underway					Spatially Transformed City
Upgrading of the Zoo		R 800					Innovative and Productive City
Eastern Beach Gravity Sewer		R4,800					Spatially Transformed City
East London Station Development: Railway Station Precinct (PRASA)	R 133,897					PRASA	Connected City
Rehabilitation of Latimer's Landing (TRANSNET - East Bank)	TBD					TRANSNET	Connected City
Rehabilitation of Signal Hill (TRANSNET - East Bank)	TBD					TRANSNET	Connected City
Revitalisation of the Fort Hare Campus (East London CBD)	TBD					UNIVERSITY OF FORT HARE	Connected City

**Table 101: MELd Corridor Catalytic Programme**

MELD CORRIDOR CATALYTIC PROGRAMME							BCMM
Catalytic Projects & Mega Projects	Total Value (R'000)	Own (2024/2025) (R'000)	Loan (2024/25) (R'000)	Grant (2024/25) (R'000)	Province (2024/25) (R'000)	SOE (2024/25) (R'000)	Strategic Outcome Alignment
Duncan Village Redevelopment Initiatives: Human Settlements	TBD			R3 844 (ISUPG USDG) &	R 36 000 (HSDG)		Spatially Transformed City
Duncan Village Tourism Route Development: Phase 1 – Mzonyana and Dr Rubusana Gravesites landscaping and Eco-Park Development	TBD	Preparatory work being done by the BCMDA					Innovative and Productive City
North-West Corridor: Feasibility for extension of NW Expressway and link to Amalinda Main Road.	R7 000	Funding currently not allocated					Connected City
National Station Improvement Programme	R50 883					PRASA	Connected City

MELD CORRIDOR CATALYTIC PROGRAMME							BCMM
Catalytic Projects & Mega Projects	Total Value (R'000)	Own (2024/2025) (R'000)	Loan (2024/25) (R'000)	Grant (2024/25) (R'000)	Province (2024/25) (R'000)	SOE (2024/25) (R'000)	Strategic Outcome Alignment
Upgrade of the Mdantsane Treatment Works				R30 175 (ISUPG)			Spatially Transformed City
Umzonyana Dam and East Coast Water Supply				R15 939 (USDG)			Spatially Transformed City
Market Hall Upgrade	R21 000			R8 746 (USDG)			Innovative and Productive City
Upgrade of the Public Transport Corridor: Qumza Highway Phase 7				R6,365 (USDG)			Connected City
Mdantsane Access Road				R4 402 (USDG)			Connected City

**Table 102: Mdantsane Urban Hub catalytic programme**

MDANTSANE URBAN HUB CATALYTIC PROGRAMME							BCMM
Catalytic Projects & Mega Projects	Total Value (R'000)	Own (2024/2025) (R'000)	Loan (2024/25) (R'000)	Grant (2024/25) (R'000)	Province (2024/25) (R'000)	SOE (2024/25) (R'000)	Strategic Outcome Alignment
Improved Regional Access (Mt Ruth Interchange)	R68 403	IGR prioritisation required					Connected City
Billie Road Upgrade & Toyana Road pedestrian link to station	R91 000			R0 (TBC) (NDPG)			Connected City
Extension / Upgrade of Mdantsane Arts Centre	TBC	R1 200		R8, 000 (USDG)			Innovative and Productive City
Redevelopment of Mdantsane Sport Precinct NU2 Swimming Pool	TBD			Funds allocated in 2026/27			Innovative and Productive City
Rehabilitation of Mdantsane Mall	R 43 000					ECDC	Innovative and Productive City

**Table 103: West Bank Economic Corridor Logistics Hub**

WEST BANK ECONOMIC CORRIDOR AND LOGISTICS HUB							BCMM
Catalytic Projects & Mega Projects	Strategic Outcome Alignment	Own (2024/2025) (R'000)	Loan (2024/25) (R'000)	Grant (2024/25) (R'000)	Province (2024/25) (R'000)	SOE (2024/25) (R'000)	Strategic Outcome Alignment
Hood Point Marine Outfall	R270 000			R 5179 (USDG)			Spatially Transformed City
West Bank Restitution Housing 2000 Units	R192 185			R8 435 (USDG)			Spatially Transformed City
New Road Link from MBSA to IDZ / Harbour Arterial Project Preparation	R348 548			TBC (PPPSG)			Connected City
15 MV West Bank and Woodbrook Substation Battery Storage Centre	R1 477 606			R6,000 (TBC) (PPPSG)			Connected City
Relocate Fort Glamorgam Prison	TBA					EL IDZ	Innovative and Productive City
PV Farm (ZONE 18)	TBA					EL IDZ	Connected City
Science and Technology Park	R325 000 000					EL IDZ	Connected City
International Sea Cable/ Meet me Room Data Centre	175 000 000					EL IDZ	Connected City
EL AIRPORT: EL Lounge Expansion	R 72 000					ACSA Project deferred to	Connected City



WEST BANK ECONOMIC CORRIDOR AND LOGISTICS HUB							BCMM
Catalytic Projects & Mega Projects	Strategic Outcome Alignment	Own (2024/2025) (R'000)	Loan (2024/25) (R'000)	Grant (2024/25) (R'000)	Province (2024/25) (R'000)	SOE (2024/25) (R'000)	Strategic Outcome Alignment
						complete masterplan	
N2-R72 Bypass	R 450 000 Project not initiated. IGR prioritisation required					SANRAL	Connected City
IDZ Mixed Use Development	TBC					EL IDZ	Spatially Transformed City
Port of East London: Extend Main Breakwater and Deepen Entrance	R1 500 000 (Funding request will be made to CAPIC to execute detailed designs)					TRANSNET	Connected City

**Table 104: Bhisho-Qonce – Zwelitsha Corridor**

BHISHO-QONCE (KWT)- ZWELITSHA CORRIDOR							BCMM
Catalytic Projects & Mega Projects	Strategic Outcome Alignment	Own (2024/2025) (R'000)	Loan (2024/25) (R'000)	Grant (2024/25) (R'000)	Province (2024/25) (R'000)	SOE (2024/25) (R'000)	Strategic Outcome Alignment
Tourism Development as part of the East London-Duncan Village-Mdantsane-Ntabozuko-Zwelitsha-Qonce-Bhisho-Dimbaza Tourism Route and Public Art Strategy Development	Preparatory work underway by the BCMDA						Innovative and Productive City
Qonce Business Improvement District Initiative: Upgrade of Taylor Street	BCMDA processes underway						Connected City
Integrated Development of Victoria Grounds	BCMDA processes underway						Innovative and Productive City
Bhisho – Qonce (KWT) - Zwelitsha Bulk Regional Sewer Scheme	R700 000			R 19 895 (USDG)			Spatially Transformed City
(Kei Road) Border Post Water Treatment Works and Conveyance Scheme:	R 1 700,000			BFI Application gaps to be addressed			Spatially Transformed City
Kei Road Water Supply Scheme: Bulk Water Mains	R700			R3,723 (USDG)			Well-governed City
Bhisho Government Precinct	TBD				R62,367 Prov-DPW		Connected City
SANRAL: Resurfacing from Bhisho & Breidbach	R508,000					R 508,000 (SANRAL-TBC)	

**Table 105: Ntabozuko (Berlin) Node Resourcing**

NTABOZUKO (BERLIN) NODE RESOURCING										BCMM
Catalytic Projects	Projects & Mega Projects	Strategic Alignment	Outcome	Own (2024/2025) (R'000)	Loan (2024/25) (R'000)	Grant (2024/25) (R'000)	Province (2024/25) (R'000)	SOE (2024/25) (R'000)	Strategic Outcome Alignment	
Berlin Solar Farm		TBD		11,123		10,000 (PPPSG)		IDZ/BCMM	Connected City	
Agro-processing		TBD						ECRDA	Innovative and Productive City	
Bio-fuel Waste to Energy programme (linked to the landfill site)				No funding allocated					Green City	
Tourism Development as part of the East London-Duncal Village-Mdantsane-Ntabozuko-Zwelitsha-Qonce-Bhisho-Dimbaza Tourism Route and Public Art Strategy Development		Preparatory work underway by the BCMDA							Innovative and Productive City	
New Fire Station		TBC		R1,800		R19,000 (USDG)			Innovative and Productive City	
Berlin-Lingelitsha Phase 1: Water		TBC				R5,223 (ISUPG)			Spatially Transformed City	
Berlin Wastewater Treatment Works		TBC		Funding allocated in 206/27					Spatially Transformed City	
Berlin Sewers		TBC				R5,179 (USDG)			Spatially Transformed City	

**Table 106: Dimbaza Node Resourcing**

DIMBAZA NODE RESOURCING										BCMM
Catalytic Projects	Projects & Mega Projects	Strategic Alignment	Outcome	Own (2024/25) (R'000)	Loan (2024/25) (R'000)	Grant (2024/25) (R'000)	Province (2024/25) (R'000)	SOE (2024/25) (R'000)	Strategic Outcome Alignment	
Dimbaza Industrial Park Revitalisation Project	- Development of SMME Start-ups	TBD				R0		(ECDC & DTI)	Innovative and Productive City	
- Development of incentive schemes for potential investors										
Tourism Development as part of the East London-Duncal Village-Mdantsane-Ntabozuko-Zwelitsha-Qonce-Bhisho-Dimbaza Tourism Route and Public Art Strategy Development		Preparatory work underway by the BCMDA							Innovative and Productive City	

DIMBAZA NODE RESOURCING									BCMM
Catalytic Projects	Projects & Mega	Strategic Alignment	Outcome	Own (2024/25) (R'000)	Loan (2024/25) (R'000)	Grant (2024/25) (R'000)	Province (2024/25) (R'000)	SOE (2024/25) (R'000)	Strategic Outcome Alignment
Upgrading of the Dimbaza Wastewater Treatment Works		TBC				R2,223 (USDG)			Spatially Transformed City

## 4.3 INSTITUTIONAL ARRANGEMENTS

### Project Preparation for selected key catalytic urban development projects (leverage of investment through partnerships)

#### West Bank Economic Corridor: Institutional Arrangements

#### MoU between the Transnet National Ports Authority, BCMM, and ELIDZ

The above agreement was signed on 12 March 2019. The purpose of the agreement is outlined as follows:

- To provide a common platform for constructive engagement on various issues affecting the Port, the Municipality, and ELIDZ.
- To identify and disclose planning initiatives and development projects of mutual interest, as well as issues of common interest between the Authority, the Municipality, and ELIDZ, especially those dealing with:
  - the spatial planning, land use development, and infrastructure development in the Port, the Municipality, and ELIDZ
  - strategic planning for economic development and growth of the region
  - promotion, attraction, and servicing of investors in Buffalo City
  - lobbying and advocacy for future development of the region
  - community development and social upliftment
  - collaborative research and sharing of best practices
  - packaging, fundraising, and implementation of strategic catalytic projects
  - transportation planning in the Port, the Municipality, and ELIDZ
  - traffic management in the Port, the Municipality, and ELIDZ
  - planning and development of special projects initiated by any Party
  - tourism
  - environmental matters, including the Integrated Coastal Management Act, estuarine management plans, and pollution of port waters via stormwater drains
  - financing of any joint projects that two or all the parties may agree to in relation to the Port
  - safety and security matters in the Port, the Municipality, and ELIDZ
  - provision of services, which include water, rates, electricity, and waste management
  - co-operation for the benefit of the citizens of the Municipality, the region, and the nation; and

- development of the industry in the region, especially the development of the maritime industry in the Port, the Municipality, and ELIDZ.
- To collectively identify and, if agreed between the Parties, develop projects and identify sources of funding for such projects and initiatives.
- To foster and promote sound Port/Municipality/ELIDZ relationships, enhancing opportunities for networking and partnerships.
- To ensure appropriate representation in both existing and future structures.
- To act as a dispute resolution mechanism between the parties.

**BCMM Budgetary Allocations to Catalytic Programmes over the Medium-Term Revenue and Expenditure Framework (MTREF):**

**Table 107: East London CBD and Inner-City Catalytic Programme**

EAST LONDON CBD AND INNER-CITY CATALYTIC PROGRAMME							BCMM
Project Name	Project (Description)	Type	Project Status	Financial Year 2025/26	Financial Year 2026/27	Financial Year 2027/28	Strategic Outcome Alignment
<b>Sleeper Road Site</b>	New Road to unlock the Sleeper Site Development	Site	Construction Stage	R6 000 000.00	R0	R6 000 000.00	Connected City
<b>Orient Theatre Upgrade</b>	Structural Engineering upgrades to the Orient Theatre		Construction Stage	R300 000.00	R 700 000.00	R13 500 000.00	Innovative and Productive City
<b>Refurbishment of the Aquarium</b>	Upgrade enhance the esplanade precinct		Upgrades	R 800 000.00	R700 000.00	R800 000.00	Innovative and Productive City
<b>Upgrade of Ubuhlanti Park (Marina Glen B) &amp; Little Mauritius (BCMDA)</b>	Integrated plans for infrastructural upgrades at Ubuhlanti and Little Mauritius		Planning Stage	To be informed by current work	To be informed by current work		Innovative and Productive City
<b>Development of Marina Glen A and Sea View Terrace (BCMDA)</b>	Development of publicly owned vacant land parcels on the East London Beachfront		Planning Stage / N/A Turnkey / BOT				Innovative and Productive City
<b>Development of the Sleeper Site (BCMDA)</b>	Development of publicly owned land in the East London CBD		Planning Stage / N/A Turnkey / BOT				Spatially Transformed City
<b>Upgrading of the Zoo</b>	Upgrading of the Zoo		Ongoing	R800 000.00	R700 000.00	R 800 000.00	Innovative and Productive City
<b>East Beach Gravity Sewer</b>	Gravity sewer		Planning	R4 800 000.00	R3 800 000.00	R5 800 000.00	Spatially Transformed City

**Table 108: MELD Corridor Programme**

MELD CORRIDOR PROGRAMME							BCMM
Project Name	Project Type (Description)	Project Status	Financial Year 2025/26	Financial Year 2026/27	Financial Year 2027/28		Strategic Outcome Alignment
Upgrading of the Public Transport Corridor from East London to Mdantsane: Qumza Highway Phase 7	Phase 3 – Construction of traffic circle at Golden Highway including design of further work at Golden Highway	Construction Stage	R6 365 863.00	R16 450 000.00	R20 250 000.00		Connected City
Duncan Village Redevelopment Initiative (DVRI): Duncan Village proper	Development of Duncan Village to provide roads, houses and hostels, business premises for the community of Duncan Village	Consultant appointed for the design of 5000 units and social survey is in progress.	R 100 000.00	R 522 399.00	R 522 399.00		Spatially Transformed City
DVRI: Duncan Village Competition Site	Phase 3, Stage 2	Implementation stage	R1 044 798.00	R1 044 798.00	R8 000 000,00		Connected City
DVRI: C Section and Triangular Site		Implementation stage	R100 000.00	R2 089 595.00	R1 000 000.00		Spatially Transformed City
DVRI: D Hostel		Implementation stage	R100 000.00	R3 872 396.00	R3 827 396.00		Spatially Transformed City
Reeston Housing linked to DVRI relocations		Implementation Stage	R 2 500 000.00	R7 000 000.00	R10 000 000.00		Spatially Transformed City
Central Reeston Sewer Diversion, WWTW Tunnel and Civil Works	Diversion of Sewage from Central Reeston Wastewater Treatment Works	No funds available currently – BFI seeking assistance through the IF					Spatially Transformed City
Upgrading of the Mdantsane Wastewater Treatment Works	Upgrade of the Mdantsane Treatment works.	Construction	R30 275 991.00	R0	R0		Spatially Transformed City
Umzonyana Dam and East Coast Water Supply Upgrade	Water supply coastal and midlands area	Implementation	R15 939 714,00	R 5 000 000.00	R5 000 000.00		Spatially Transformed City

MELD CORRIDOR PROGRAMME							BCMM
Project Name	Project Type (Description)	Project Status	Financial Year 2025/26	Financial Year 2026/27	Financial Year 2027/28		Strategic Outcome Alignment
North-West Corridor	Dual carriage way road from the Amalinda Main Road to Ziphunzana Bypass near Traffic Department	Preliminary Design Stage	No funds currently allocated	R0	R0		Connected City
Market Upgrade	Hall Fresh Produce Market upgrades	Implementation	R8 746 398.00	R3 000 000.00	R5 000 000.00		Innovative and Productive City

**Table 109: Mdantsane Urban Hub Catalytic Programme**

MDANTSANE URBAN HUB CATALYTIC PROGRAMME							BCMM
Project Name	Project Type (Description)	Project Status	Financial Year 2025/26	Financial Year 2026/27	Financial Year 2027/28		Strategic Outcome Alignment
Toyana Road Pedestrian link to Station and Billie Road Upgrade	Pedestrianization and landscaping of the Toyana Road to enhance NMT and pedestrian movement from now and are Mount Ruth Train station to the complete this financial year. Improved Streetlighting is complete and construction of the zones will continue. Upgrade of the Billie Road to enhance the movement to the Mdantsane Urban Hub and Hospital	Construction Stage. The sidewalks are 90% complete and are expected to be complete this financial year. Improved Streetlighting is complete and construction of the zones will continue. Billie Road upgrade is in the design stage of the dual carriageway.	R10 000 000.00	R8 082 476.00	R9 311 340.00		Connected City
Extension of Mdantsane Arts Centre	Extension of Mdantsane Arts Centre to accommodate more art forms.	Planning Stage	R10 400 000.00	R7 800 000.00	R7 500 000.00		Innovative and Productive City
Redevelopment of Mdantsane Sport Precinct NU2 Swimming Pool	Earthworks and Refurbishment of the NU2 swimming pool, filtration system and buildings	Not Complete	Budget to be finalised and reviewed for 25/26 & 26/27	R5 000 000.00	R5 000 000.00		Innovative and Productive City



**Table 110: West Bank Economic Corridor & Logistics Hub**

WEST BANK ECONOMIC CORRIDOR & LOGISTICS HUB							BCMM
Project Name	Project (Description)	Type	Project Status	Financial Year 2025/26	Financial Year 2026/27	Financial Year 2027/28	Strategic Outcome Alignment
Water World (Water Park): BCMDA	Upgrading of Recreational Facility		Project standstill	R0	R0	R0	Innovative and Productive City
West Bank Restitution – Housing 2000 Units	Infrastructure and housing		Phase 1 of 1000 Units, including implementation of HSDG funding of top structures.	R8 435 464.00	R11 925 517.00	R12 370 730.00	Spatially Transformed City
Hood Point Marine Sewer	Extension of Marine Outfall Sewer		Procurement of Service Provider to develop Maintenance Master Plan	R5 179 199.00	R0	R0	Spatially Transformed City
Rehabilitation of Settlers Way	Expansion of 4 lanes to 6		Project complete				Connected City
Harbour Arterial (PPPSG - Programme and Preparation Support Grant)	This road will enable the unblocking of freight and heavy vehicular traffic on the N2 by allowing direct connectivity between the IDZ and MBSA as well as the Port.		Feasibility stage	TBC	TBC	TBC	Connected City
West Bank and Woodbrook Battery Storage Facilities	Preparation of detailed feasibility studies through the appointment of transaction advisory services via GTAC		Detailed feasibility	R6 000 000.00	R4 800 000.00	R5,500 000.00	Connected City

**Table 111: Bhisho- Qonce - Zwelitsha Corridor**

BHISHO- QONCE (KING WILLIAM'S TOWN)- ZWELITSHA CORRIDOR								BCMM
Project Name	Project Type (Description)	Project Status	Financial Year 2025/26	Financial Year 2026/27	Financial Year 2027/28	Strategic Outcome Alignment		
Bhisho- Qonce (KWT) & Zwelitsha Bulk Regional Sewer Scheme-Phase 2	Infrastructure	Phase construction 2	R19 895 993.00	R0	R0	Spatially Transformed City		
Qonce (KWT) and Bhisho: Bulk Mains	Infrastructure	Construction	R3 723 998.00	R5 268 798.00	R3 268 798.00	Spatially Transformed City		

BHISHO- QONCE (KING WILLIAM'S TOWN)- ZWELITSHA CORRIDOR						BCMM
Project Name	Project Type (Description)	Project Status	Financial Year 2025/26	Financial Year 2026/27	Financial Year 2027/28	Strategic Outcome Alignment
Qonce (KWT) and Bhisho Water Supply: Treatment Works	Infrastructure	Design tender documentation	R4 403 197.00	R5 283 836.00	R5 783 836.00	Spatially Transformed City
Qonce (KWT) and Bhisho Water Supply: Dams and Weirs	Infrastructure	Design tender documentation stage	R3 313 597.00	R3 976 317.00	R 5 976 317.00	Spatially Transformed City
Auto Hub Incubator	Project to benefit SMMEs in the Taxi Service Industry	Conceptualization Stage	To be informed by current work	To be informed by current work		Innovative and Productive City
Upgrade of the Buffalo River Outfall in Qonce	Planning	Planning	R0	R20 000 000.00	R20 000 000.00	Spatially Transformed City

**Table 112: Ntabozuko (Berlin) Node**

NTABOZUKO (BERLIN) NODE						BCMM
Project Name	Project Type (Description)	Project Status	Financial Year 2025/26	Financial Year 2026/27	Financial Year 2027/28	Strategic Outcome Alignment
Berlin Solar Farm Feasibility	Detailed Feasibility	Planning	R21 123 009.00	R3 000 000.00	R4 000 000.00	Green City
Roundhill Landfill Site:	Construction of Cell 5 & 6	Planning	R3 000 000.00	R8 100 000.00	R8 000 000.00	Green City
New Berlin Fire Station	Construction of new facility	Construction	R20 000 000.00	R0	R0	Innovative and Productive City
Berlin-Lingelitsha Phase 1: Water	Water infrastructure	Construction	R5 223 988.00	R5 223 998.00	R5 000 000.00	Spatially Transformed City
Berlin Wastewater Treatment works	Infrastructure	Upgrade	R0	R6 000 000.00	R6 000 000.00	Spatially Transformed City
Berlin Sewers	Infrastructure	Planning	R5 179 199.00	R0	R0	Spatially Transformed City

**Table 113: Dimbaza Node**

DIMBAZA NODE						BCMM
Project Name	Project Type (Description)	Project Status	Financial Year 2025/26	Financial Year 2026/27	Financial Year 2027/28	Strategic Outcome Alignment
Upgrading of the Dimbaza Waste Water Treatment Works	As per name	Construction	R2 223 998	R0	R0	Spatially Transformed City
Dimbaza Industrial Park Revitalisation	Dimbaza has been identified as one of the TBC industrial areas for revitalisation		R0	R0	R0	Innovative and Productive City

DIMBAZA NODE						BCMM
Project Name	Project Type (Description)	Project Status	Financial Year 2025/26	Financial Year 2026/27	Financial Year 2027/28	Strategic Outcome Alignment
Dimbaza Sewer Outfall	Infrastructure	Planning	R0	R10 000 000.00	R10 000 000.00	Spatially Transformed City

**Draft Budgetary Allocations dedicated to Programme and Project Preparation Activities over the Medium-Term Revenue and Expenditure Framework (MTREF)- awaiting confirmation of allocation from National Treasury:**

**Table 114: Programme and Project Preparation Support Grant (PPPSG) Projects**

PROGRAMME AND PROJECT PREPARATION SUPPORT GRANT (PPPSG) PROJECTS							
No.	Project Name	Project Description	2025/26	2026/27	2027/28	Project Outcome	
1.	West Bank and Woodbrook Battery Storage Facilities	Appointment of Transaction Advisors to prepare project feasibility studies for the development of Battery Storage facilities in the West Bank and Woodbrook through a Public Private Partnership (PPP) Arrangement.	R6 000 000.00 (TBC)	TBC	TBC	Development of Battery Storage facilities in the West Bank and Woodbrook through a Public Private Partnership	Connected City
2.	Berlin Solar Farm	Appointment of Transaction Advisors to prepare project feasibility studies for the appointment of an Independent Power Producer (IPP) and signing of a Power Purchase Agreement (PPA) through a Public Private Partnership (PPP) Arrangement.	R21 123 009.00	R3 000 000.00	R4 000 000.00	Alternative Energy Supply for BCMM	Connected City

## BCMM SPATIAL BUDGET MIX: SUM OF 2025/2026 FINAL CAPITAL BUDGET (CLDP & OTHER)

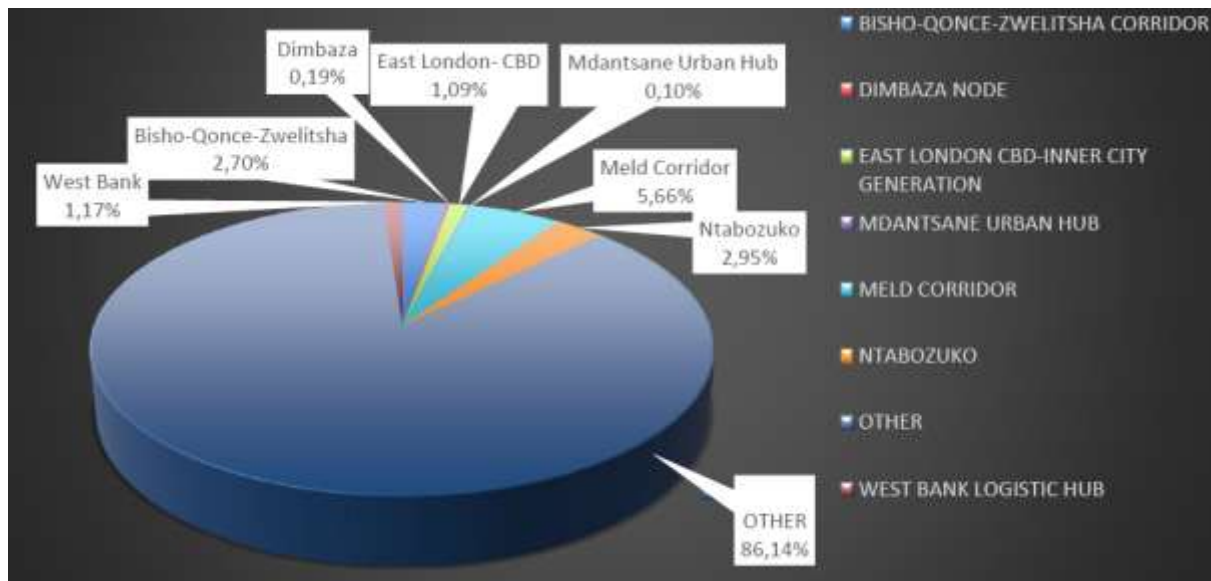


Figure 113: Sum of 2025/2026 Final Capital Budget (CLDP & Other) - BEPP: CLDP (2025/2026)

## SPATIAL BUDGET MIX: 2025/2026 FINAL CAPITAL BUDGET (GRANTS & OWN FUNDING)

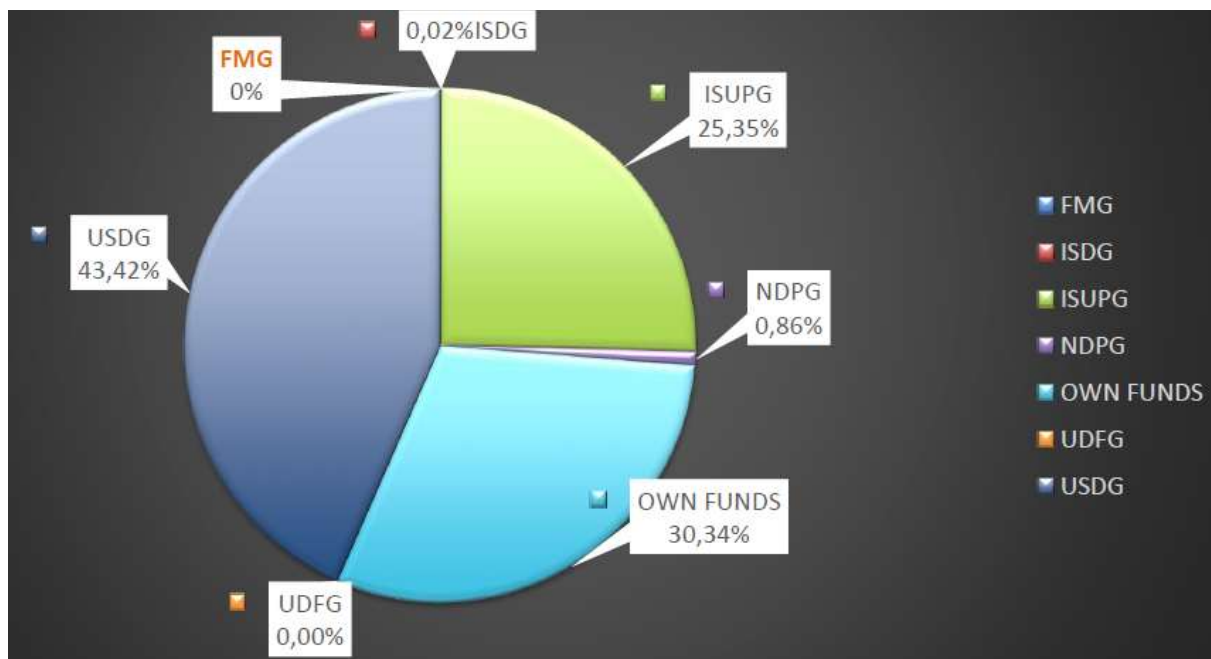


Figure 114: 2025/2026 Final Capital (Grants & Own Funding) - BEPP: CLDS (2025/2026)

## BCMM FINAL 2025/2026 MTREF CAPITAL BUDGET PER CATALYTIC PROGRAMME

FOCUS AREA	CATALYTIC PROGRAMME	PROGRAM FUND	2025/2026 PROPOSED FINAL CAPITAL BUDGET	2026/2027 PROPOSED FINAL CAPITAL BUDGET	2027/2028 PROPOSED FINAL CAPITAL BUDGET
1. PRIMARY INTEGRATION ZONE	1. EAST LONDON CBD-INNER CITY GENERATION	OWN FUNDS	R6 700 000	R5 200 000	R7 950 000
		UDFG	R0	R0	R0
		USDG	R6 000 000	R0	R6 000 000
	Sub Total		R12 700 000	R5 200 000	R13 950 000
	2. MELD CORRIDOR	ISUPG	R31 520 388	R7 529 188	R13 394 795
		USDG	R36 484 616	R34 000 000	R35 000 000
			R68 005 003	R41 529 188	R48 394 795
	Sub Total		R20 400 000	R8 082 476	R9 311 340
	3. MDANTSANE URBAN HUB	NDPG	R10 000 000		
		OWN FUNDS	R2 400 000	R2 800 000	R2 500 000
		USDG	R8 000 000	R10 000 000	R10 000 000
	Sub Total		R20 400 000	R20 882 476	R21 811 340
	4. WEST BANK LOGISTIC HUB	USDG	R13 614 663	R11 925 597	R12 370 730
			R13 614 663	R11 925 597	R12 370 730
			R150 223 062	R163 790 853	R145 343 628
	OTHER	ISUPG			
		OWN FUNDS	R118 125 610	R130 428 064	R128 923 333
		UDFG	R0	R0	R0
	Sub Total	USDG	R105 735 657	R131 302 510	R146 183 773
TOTAL			R374 084 329	R425 521 427	R420 450 735
2. SECONDARY INTERGRATION ZONE	5. BISHO-QONCE-ZWELITSHA CORRIDOR	USDG	R488 803 955	R505 058 088	R516 977 599
			R31 336 785	R14 528 951	R15 028 951
			R31 336 785	R14 528 951	R15 028 951
	6. NTABOZUKO	ISUPG	R5 223 988	R5 223 988	R5 000 000
		OWN FUNDS	R4 800 000	R2 100 000	R2 000 000
		USDG	R24 179 199	R6 000 000	R6 000 000
	Sub Total		R34 203 186	R13 323 988	R13 000 000
	7. DIMBAZA NODE	ISUPG	R0	R10 000 000	R10 000 000
		USDG	R2 223 998	R0	R0
			R2 223 998	R10 000 000	R10 000 000
	OTHER	ISUPG	R18 808 139	R51 651 347	R75 856 791
		OWN FUNDS	R30 481 167	R30 990 000	R33 000 000
		UDFG	R0	R0	R0
		USDG	R88 879 990	R78 373 398	R69 815 000
	Sub Total		R138 169 296	R161 014 745	R178 671 791
TOTAL			R205 933 266	R198 867 683	R216 700 742
3. CITY WIDE	OTHER	FMG	R115 000	R115 000	R115 000
		ISDG	R200 000	R200 000	R200 000
		ISUPG	R88 590 348	R80 747 625	R84 403 785
		OWN FUNDS	R188 401 700	R168 055 526	R153 303 333
		UDFG	R0	R0	R0
		USDG	R187 664 220	R224 263 984	R242 439 986
TOTAL			R464 971 268	R473 382 136	R480 462 105
Grand Total			R1 159 708 529	R1 177 308 507	R1 214 140 446

Figure 115:BCMM Final 2025/2026 MTREF Capital Budget per Catalytic Programme

## Budget Facility for Infrastructure (BFI) Proposal

### BULK SEWERAGE, ENERGY, AND ROAD INFRASTRUCTURE TO CATALYSE DEVELOPMENT OF THE WEST BANK LOGISTICS HUB AND MDANTSANE-EAST LONDON CORRIDOR

The Budget Facility for Infrastructure (BFI) is a reform to the budget process that supports the execution of national priority projects by establishing specialised structures, procedures, and criteria for committing fiscal resources to public infrastructure spending.

As directed by Cabinet, National Treasury is working jointly with the Presidential Infrastructure Coordinating Commission (PICC) secretariat, and the Departments of Planning, Monitoring and Evaluation (DPME) and Economic Development (DED) to develop the facility. The aim is to support quality public investments through robust project appraisal, effective project development and execution, and sustainable financing arrangements.

The facility will only consider submissions from public institutions regarding infrastructure proposals that are:

1. Clearly identified as a national priority by the Presidential Infrastructure Coordinating Commission, with written support from the relevant national department(s).
2. Very large and strategic interventions imply a significant commitment of fiscal resources and will have substantial long-term impacts on economic growth and/or social equity. Submissions should have a total project/programme cost of R1 billion or more.
3. Projects and programmes to be submitted must be in key infrastructure clusters, including education, health, human settlements, water and sanitation, energy, communication, and transport.

What follows is a short version of the primary submission from the BCMM to the National Treasury's BFI. The timing of this proposal is highly relevant. COVID-19 and the ensuing lockdown triggered widespread recession, with GDP expected to contract by more than 6% this year. The kind of investment in bulk and network infrastructure contained in this proposal will stimulate economic activity in its own right, but most importantly, it will lay the foundation for Buffalo City to become more economically competitive and financially sustainable. This programme will also ensure the ultimate success of the two Buffalo City projects on President Ramaphosa's radar – MBSA's W206 investment and the Duncan Village Redevelopment Initiative.

The primary submission focuses on the bulk sewerage infrastructure, security of electricity supply, and road infrastructure required to unlock Buffalo City's two priority Catalytic Programmes – the **West Bank Logistics Hub** and the **Mdantsane-East London Corridor**.

The funding requirements for this infrastructure go well beyond the City's grant allocations and its own revenue sources. If not funded, this will compromise strategically significant national initiatives such as the MBSA expansion (on the West Bank) and the DVRI.

#### A. The West Bank Logistics Hub

The West Bank is BCMM's core economic and employment node. Over the past few years, the West Bank has experienced significant private sector expansion, primarily driven by the recent MBSA W206 investment of more than R10 billion, which has attracted over 20 component suppliers to the ELIDZ/West Bank. Stakeholders including the TNPA, ACSA, BCMM, the ELIDZ, DEDEAT, and MBSA have collaborated to jointly plan the development of a Smart Logistics Hub. This hub leverages the advantages of having a top-performing exporter (MBSA), a river port, back-of-port industrial land with an SEZ, an airport, a race track (for testing), a science park, a training facility



(Mercedes-Benz Learning Academy), and planned ICT infrastructure (including an ICT centre, undersea cable landing station, data centre, and BPO Park).

The TNPA is currently in the planning stages of port widening and deepening, estimated to cost around R9,3 billion, and is also expanding the car terminal to accommodate the export needs of Ford. The global business services sector has been identified as a high-growth industry for the IDZ and West Bank, with more than 15 000 jobs expected to be created by 2027 (BPESA, GBS Masterplan). The SDF projects human settlement development of over 30 000 households in the West Bank over the next 10 years, through a combination of subsidised low-income and private development. It is projected that the area can accommodate 118 000 units under a medium-density scenario over the next 20 years. Currently, a 5000-unit private development is in the final planning stages at Hickman's River.

This BFI proposal aims to ensure that Buffalo City can provide the necessary road, electricity supply, and sewerage infrastructure to support this growth.

## **B. Mdantsane-East London Corridor Development**

The other prioritised Catalytic Programme in the 2020/21 BEPP and the 2020 SDF is the MELD Corridor. The MELD Corridor connects the City's major residential node (Mdantsane) with the CBD. It is home to the City's second largest industrial park (Wilsonia) and to BCMM's largest housing projects, including the Duncan Village Redevelopment Initiative and Reeston.

These housing developments, along with several private property developments and the establishment of a fully-fledged WSU campus, have been bottlenecked by the lack of road, sewerage, and electricity infrastructure. The area also remains disconnected from the West Bank industrial node, which needs to be addressed through the N2/R72 Road Bypass and the Buffalo River Bridge. This will enable significant efficiencies, both in connecting Wilsonia to the West Bank, port, and airport, and in reducing travel time for employees commuting from Mdantsane, Duncan Village, and Reeston to the West Bank employment node.

## **Programme Requirements**

The BFI programme requirements are as follows:

**Table 115: BFI programme requirements**

Project	Project Cost x1000
Security of electricity supply sub-programme	R1 968 648
Roads and transport corridor sub-programme	R3 735 000
Bulk sewerage upgrade and effluent reuse sub-programme	R1 933 000
<b>Total</b>	<b>R7 636 648</b>

**Security of Electricity Supply Sub-Programme**

The electricity supply infrastructure is mostly over 50 years old and has reached the end of its reliable life expectancy; it should be replaced.

- In order to avert catastrophic failure that could cause consequential damage to surrounding structures and the
- environment, the equipment poses a serious health and safety risk to staff who operate and maintain it (explosion, burns, and contaminated transformer oil).
- The Municipality has an obligation to its customers, who are entitled to a safe and reliable electricity supply.
- The Municipality must ensure that it sets an example by conforming to environmental regulations.
- A secure electricity supply is required to support further industrial development on the West Bank and ELIDZ.
- A secure electricity supply is also necessary to support human settlement development in the West Bank and Reeston/Amalinda Junction.

This includes developing battery storage baseload plants on the West Bank to alleviate variations in the amount of energy purchased from Eskom during peak periods (which will bring cost savings for BCMM) and to increase the reliability of the electricity supply network to large customers (such as MBSA) during load shedding cycles. Currently, this is one of their most significant constraints to expansion. Battery storage baseload capacity is also critical to enable the transition towards renewable sources of energy generation in BCMM.

Included in the security of the electricity supply mix are several overhead lines, transformers, and switch plants that have reached the end of their useful life and require urgent replacement, as well as new link lines (such as the West Bank to Leaches Bay) that open up new land for human settlement development.

The sub-programme summary is as follows:

**Table 116: BFI Security of electricity supply sub-programme**

Project	Phase	Project Cost
<b>Security of electricity supply sub-programme</b>		
15MW Battery storage system: West Bank Substation		R757 191 300
15MW Battery storage system: Woodbrook Substation		R777 606 800
132kV Overhead lines/substations etc.		R433 850 000
		<b>R1 968 648 100</b> 26%

The NERSA audit of the BCMM networks highlighted several action areas that required attention. It should be noted that many of these areas are works in progress and are being addressed systematically as funds become available. This BFI submission will also alleviate some of the NERSA audit findings.

### ***Roads and Transport Corridor Sub-Programme***

#### ***Settlers Way***

The development of back-of-port industrial infrastructure on the West Bank, notably the ELIDZ, and the rapid and sizable expansion of MBSA over the past 20 years has occurred without a corresponding expansion of road infrastructure. With MBSA's new W206 model going into production in 2021, massive logistics bottlenecks are expected along Settlers Way. Settlers Way needs to be rapidly upgraded with an additional lane in each direction to accommodate the more than 400 interlinks that will traverse the road between the ELIDZ and MBSA daily. The upgrade for Settlers Way (R72) and Military Road, between the Fleet Street Police Station and the Airport Intersection (approximately 7,7 km + 2,3 km = 10 km), has been fully designed and is shovel-ready. The project involves the addition of a third lane in each direction of Settlers Way and improvements to intersection capacity. One additional lane will be added to Military Road. Military Road is a strategic 2,3 km link road between the East London Port and Settlers Way and needs to be upgraded and widened as part of the Settlers Way upgrade. Due to demand pressures from the MBSA expansion, Phase 1 of this project has commenced, with R190 million allocated from BCMM. This will form part of the BCMM's own contribution to the BFI Programme.

#### ***Harbour Arterial Road***

There is also no direct link between the ELIDZ and the East London Port, other than Settlers Way. This is essential for preparing for the shifting of container capacity to the west bank of the port (as part of the larger East London Port expansion to be undertaken by TNPA). It is also crucial to provide an alternative route between the ELIDZ (where most of the component suppliers are located) and the MBSA plant, in the event that Settlers Way is blocked or bottlenecked. To address this need, a Harbour Arterial Road has been conceptualised and planned.

#### ***N2-R72 Bypass***

The West Bank is disconnected from both the core marginalised residential nodes of Buffalo City (Mdantsane, Duncan Village and Reeston) and the City's second largest industrial node, Wilsonia. Freight and people must move along the highly congested Fleet Street, which crosses the only bridge over the Buffalo River, the Biko Bridge.

The N2-R72 Bypass Road (also known as the East London Bypass) will connect the West Bank industrial node and port with the Mdantsane-East London Corridor (MELD Corridor). The feasibility study conducted in 1998 proposed a phased construction approach. The initial phase would involve constructing a dual carriageway from Settlers Way (R72) to the Ziphunzana Bypass, along with the Buffalo River Bridge and the Ziphunzana interchange.

The second construction phase would entail linking the Ziphunzana Bypass to the N2 as a dual carriageway along the entire length, including associated interchanges. The updated estimated construction cost of Phase 1 is R900 million, which includes the cost of the bridge across the Buffalo River, estimated to be around R700 million. Phase 2 is estimated to cost R450 million.

### *North West Express Way (NWX)*

As we aim to connect the West Bank industrial node with the MELD Corridor, we need to open up the western belt of the MELD Corridor for human settlement and other developments, including the new WSU. This encompasses areas such as Reeston, Amalinda Junction, and the southern part of Mdantsane.

This is a vital component of the Duncan Village Redevelopment Initiative. The key road to unlock this land is the North West Express Way (NWX), strategically located within BCMM's primary integration zone, and close to both the CBD and the West Bank industrial node. The ARNDP (RP East London 14) identifies the road as essential for relieving high congestion levels and delays experienced along the majority of Amalinda Main Road in the vicinity of Frere Hospital during peak hours. The proposed road runs between Phoenix Street in the south and Amalinda Main Road in the north, including the southward link with Settlers Way (7 km). The section of the NWX from Phoenix Street to Frederick Street will be widened from a single carriageway to a dual carriageway.

Also included is the upgrading of the east-bound on-ramp at the Amalinda Main Road/N2 interchange (ARNDP – RP East London 31) to accommodate the additional traffic generated by the NWX and the proposed Amalinda Junction development. The estimated construction cost of Phase 1 is R800 million, which includes the cost of the bridge across the Buffalo River, estimated to be around R350 million. Phase 2 is estimated to cost R500 million. Phase 1 is shovel-ready, and construction can start immediately (funds permitting). The construction of NWX (Phase 2) is at the Preliminary Design Stage and will be shovel-ready by the end of 2020.

### *Mdantsane Access Road (MAR)*

A related project to develop the western belt of the MELD Corridor is the Mdantsane Access Road (MAR), which will function as an integrated public transport corridor connecting the Mdantsane CBD with East London CBD (and with the West Bank when the bypass bridge is completed).

The MELD Corridor is the busiest transportation corridor, linking the largest residential area in the Metro, Mdantsane, with the CBD. Therefore, it will be the first route to attract IPTN implementation. An upgrade of MAR is necessary because the section between Woolwash and Douglas Roads experiences significant traffic congestion due to lane capacity constraints, as confirmed in studies.

The planned road configuration will be a dual carriageway (two lanes in each direction), starting at the East London Traffic Department and ending at the Magistrates Court in Mdantsane, totalling 15,5 km in length. The road will cost R580m and is in the final stages of design development. The sub-programme summary is as follows:

**Table 117: BFI roads and transport corridor sub-programme**

Roads and Transport Corridor Sub-programme			
Settlers Way Road upgrade			R400 000 000
North West Express Way	Phase 1		R800 000 000
	Phase 2		R400 000 000
Mdantsane Access Road			R580 000 000
Harbour Arterial Road	Phase 1		R80 750 000
	Phase 2		R94 250 000
Buffalo River Bypass between the R72 and the N2	Phase 1		R1 380 000 000
	Phase 2		
			<b>R3 735 000 000</b>
			<b>49%</b>

### **Bulk Sewerage Upgrade and Effluent Reuse Sub-Programme**

This sub-programme aims to address bulk sewerage constraints that are currently limiting development in both the West Bank industrial node and the MELD Corridor. Without funding and implementation of these critical infrastructure projects, key initiatives – such as the presidential Duncan Village Redevelopment Initiative – will face significant bottlenecks, and new residential growth nodes in the West Bank, Reeston, and Amalinda Junction will be unable to proceed. Additionally, the planned WSU Campus in Amalinda will not move forward as scheduled.

At the heart of the programme is the diversion of Central WWTW to Reeston WWTW, through the construction of a 5 km long x 4 m diameter sewer tunnel. The works include the construction of a 400 m tunnel approach section, a 4,5 km sewer tunnel, a central tunnel shaft, and a tunnel exit. Detailed designs have been completed; the project will go out to tender in April 2020. The project is funded through loan funding (R700 million already secured by BCMM).

Included for BFI funding are all the other components of the bulk sewerage upgrade for the West Bank and MELD Corridor, as well as an extensive effluent diversion initiative (including the construction of a sophisticated effluent tertiary treatment facility) to allow for high-standard treatment of effluent and its discharge into the Bridle Drift Dam to meet BCMM's potable domestic water needs. The projects are at various stages of implementation readiness, with some being shovel-ready and others in the concept or project initiation phase. It is envisaged that the programme will be implemented over two MTEF periods (six years). This will also allow time to fine-tune operating models and build the requisite capacity and partnerships to manage such complex re-use projects.

A summary of projects is detailed below:

**Table 118: Bulk Sewerage Upgrade and Effluent Reuse Sub-Programme**

<b>Bulk Sewerage Upgrade and Effluent Reuse Sub-Programme</b>	
Hood Point Marine Outfall Sewer	R270 000 000
Diversion of Central WWTW to Reeston Wastewater Treatment Works – R700m currently funded by BCMM through a loan	R 0
Refurbishments to Mdantsane Wastewater Treatment Works	R313 000 000
Construction of Effluent Tertiary Treatment Facility at Reeston WWTW	R300 000 000
Diversion of effluent from Potsdam and Mdantsane WWTW to Reeston WWTW	R200 000 000
Construction of Bridle Drift Dam effluent recharge pipeline	R400 000 000
Upgrading of Reeston WWTW by addition of 20 Ml/d treatment capacity	R450 000 000
	<b>R1 933 000 000 25%</b>

The Effluent Re-Use Project aligns with the Department of Water Affairs' (DWA) reconciliation strategy study for the Amathole Bulk Water Supply System (ABWSS), which led to the adoption of the Amathole Reconciliation Strategy (ARS) by all key stakeholders. The strategy proposed implementing Water Conservation and Water Demand Management (WC/WDM) measures to minimise water wastage and promote the efficient use of water. The City is currently establishing reforms and measures to address these priorities. The ARS also identified the *re-use of water* as a crucial means to meet BCMM's future water requirements for the next 30 years. In particular, it suggested that the seven coastal WWTWs owned and operated by BCMM, which currently discharge their effluent to waste downstream of dams or directly into the sea, present significant opportunities to augment the yield of the ABWSS.

The coastal WWTWs whose return flows are currently discharged to waste downstream of dams or directly into the sea, and which represent the primary opportunity for water reuse, include the following treatment works

(which will form part of the West Bank Logistics Hub and the Mdantsane-East London Corridor Catalytic Programme).

**Table 119: Coastal WWTW's return flows**

<b>Treatment Works</b>	<b>Current Annual Average Outflow (million m<sup>3</sup>/a)</b>	<b>Potential Annual Average Reclaimed Water (million m<sup>3</sup>/a)</b>
Reeston <sup>1</sup> (Flows from WWTWs with predominantly domestic influent.)	0,35	0,28
West Bank (Flows from WWTWs with predominantly industrial influent.)	6,51	5,21

### **Budget Statement**

The table below indicates all the payments required to deliver the project/programme. The budget amounts cover all capital payments involved in the construction of the asset and the financing charges associated with funding the proposal.

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<sup>1</sup> Flows from the Central WWTW will eventually be diverted to the Reeston WWTW, which is proposed to have separate domestic and industrial treatment trains.



**Table 120: Project/programme budget statement**

Project	Phase	Project Cost ('000)	Rem 2020	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Security of Electricity Supply Sub-programme									
15MW Battery Storage System: West Bank Substation		R 757 191		R 80 000	R 450 000	R 210 000	R17 191		
15MW Battery Storage System: Woodbrook Substation		R 777 607		R 80 000	R 450 000	R 210 000	R37 607		
132kV Overhead Lines/substations, etc.		R433 850		R 90 000	R 120 000	R 120 000	R90 000	R13 850	
		<b>R1 968 648</b>	<b>26%</b>						
Roads and Transport Corridor Sub-programme									
R72 Settlers Way Road upgrade		R400 000	R41 000	R180 000	R104 000	R 75 000			
Northwest Express Way	Phase 1	R800 000		R20 000	R228 000	R 228 000	R228 000	R96 000	
	Phase 2	R400 000			R20 000	R 133 000	R133 000	R80 000	R34 000
Mdantsane Access Road		R580 000		R45 000	R220 000	R 220 000	R70 000	R25 000	
Harbour Arterial Road	Phase 1	R80 750		R5 000	R5 000	R 40 000	R25 000	R5 750	
	Phase 2	94 250			R1 000	R5 000	R18 000	R60 000	R10 250
Buffalo River Bypass between the R72 and the N2	Phase 1	R1 380 000		R20 000	R 30 000	R240 000	R360 000	R420 000	R280 000
		<b>R3 735 000</b>	<b>49%</b>						
Bulk Sewerage Upgrade and Effluent Reuse Sub-Programme									
Hood Point Marine Outfall Sewer		R270 000		R25 000	R90 000	R120 000	R35 000		
Diversion of Central WWTW to Reeston Wastewater Treatment Works – R700m currently funded by BCMM via a loan									
Refurbishments to Mdantsane Wastewater Treatment Works		R 313 000		R8 000	R96 000	R117 000	R54 000	R38 000	

Project	Phase	Project Cost ('000)	Rem 2020	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Construction of Effluent Tertiary Treatment Facility at Reeston WWTW		R 300 000				R 10 000	R100 000	R150 000	R40 000
Diversion of Effluent from Potsdam and Mdantsane WWTW to Reeston WWTW		R200 000					R20 000	R100 000	R80 000
Construction of Bridle Drift Dam Effluent Recharge Pipeline		R400 000					R50 000	R200 000	R150 000
Upgrading of Reeston WWTW by Addition of 20 MI/d Treatment Capacity		R450 000					R100 000	R200 000	R150 000
		<b>R1 933 000</b>	<b>25%</b>						
BFI Programme Total		<b>R7 636 648</b>	<b>R41 000</b>	<b>R553 000</b>	<b>R1 814 000</b>	<b>R1 728 000</b>	<b>R1 337 798</b>	<b>R1 388 600</b>	<b>R744 250</b>
BCMM Contribution (15%) BFI Request Total		<b>(R1 104 547)</b> <b>R6 532 101</b>							

## RESPONSE AND RECOMMENDATIONS FROM NATIONAL TREASURY AND THE PRESIDENTIAL INFRASTRUCTURE COORDINATING COMMISSION (PICC)

It was noted that the programme is well justified and, if implemented, is expected to contribute significantly to the revitalisation of the BCMM economy. The submission clearly demonstrated how the proposed programme is essential for unlocking key economic nodes and supporting the spatial transformation of the Municipality. The programme's objectives were clearly defined and well aligned with its anticipated outcomes. However, despite the strong justification, the submission was found to contain several gaps and issues that will need to be addressed before funding can be approved. These issues were organised according to the key sub-programmes.

The key Sub-Programmes include:

1. [Grid Stabilisation and Security of Electricity Supply Sub-Programme \(West Bank Catalytic Land Development Programme \[CLDP\]\)](#)
2. [Roads and Transport Corridor Sub-Programme \(MELD CLDP\)](#)
3. [Bulk Sewerage Upgrade and Effluent Reuse Sub-Programme \(MELD CLDP\)](#)

**In terms of Sub-Programme 1, the appraisal identified the following shortcomings that need to be addressed:**

- Quantification of the anticipated increase in demand and details of the demand drivers that will justify the need for the expansion of energy infrastructure in this sub-programme.
- The proposed options should consider demand-side management interventions in addition to supply-side interventions.
- Lastly, the explored options should address the underlying issue of inadequate and inconsistent power supply, which necessitates grid stabilisation interventions.

**In terms of Sub-Programme 2, the appraisal identified the following shortcomings that need to be addressed:**

- Quantification of the anticipated increase in demand, and details of the demand drivers that justify the expansion of the road network in this sub-programme.
- There are gaps in the options analysis methodology for this sub-programme. The submission needs to develop and clearly define the scope of each proposal and solution, including technical configurations, as well as outline the advantages and disadvantages of each proposed solution. Furthermore, high-level quantification of costs and benefits, along with affordability, must be considered and reported. Lastly, the extent to which each proposed solution meets and resolves the identified challenges in the needs analysis must be demonstrated.
- The preferred solution option must be indicated, and the rationale for why this option meets the objectives more effectively, as well as how it provides the best value for money for the government compared to the alternatives, must be demonstrated.

**For Sub-Programme 3, the appraisal identified the following shortcomings that need to be addressed:**

- The project sponsor is recommended to explore demand-side management interventions and/or provide a rationale for why such an option was not considered.
- The rigour of the option analyses must be improved to demonstrate why the preferred option meets the objectives more effectively and how it provides the best value for money for government compared to the alternatives.

# SUMMARY OF CATALYTIC PROJECTS IN BUFFALO CITY FROM THREE SPHERES

## PROGRESS WITH IMPLEMENTATION OF PROVINCIAL AND NATIONAL GOVERNMENT DEPARTMENT PROJECTS (2024/25)

The following table depicts the status of provincial and national projects committed for implementation in the 2024/2025 financial year, as received by the BCMM in March 2025.

**Table 121: Current Status of 2024/2025 Projects from Provincial and National Government, updated March 2025**

Sector	Project Status	Main Budget Appropriation	Current Budget	Total Expenditure to Date	% Spent
<b>AGRICULTURE AND RURAL DEVELOPMENT</b>		<b>6 281 000</b>	<b>10 886 000</b>	<b>9 478 236</b>	<b>87,07%</b>
AD-AMAHLEKE SHEARING SHED	Practical Completion (100%)	64 000	63 000	60 348	95,79%
AD-HILI DAM SCOOPING	Practical Completion (100%)	300 000	285 000	285 075	100,03%
AD-HILLVIEW FARM FENCING	Practical Completion (100%)	-	25 000	-	0,00%
AGRICULTURAL COLLEGE REVITALISATION- TARDI MAINTENANCE	Design	1 000 000	2 597 000	2 485 146	0,00%
AGRICULTURAL COLLEGE REVITALISATION-FORT COX MAINTENANCE	Design	1 000 000	100 000	-	0,00%
AMABHALU KANQENO	Construction 26% - 50%	400 000	329 000	264 846	80,50%
AMATHOLE OHS	Construction 76% - 99%	450 000	431 000	296 456	68,78%
GODIDI DIPTANK RENOVATION	Practical Completion (100%)	550 000	416 000	263 732	63,40%
GXETU DIPTANK RENOVATION	Practical Completion (100%)	550 000	441 000	236 969	53,73%
HILLCREST FENCING	Practical Completion (100%)	485 000	965 000	958 754	99,35%
MACHINERY AND EQUIPMENT	Construction 1% - 25%	-	1 514 000	3 867 450	255,45%
MDINGI DIPTANK RENOVATION	Practical Completion (100%)	550 000	428 000	291 450	68,10%
PAYMENT OF CASUAL LABOURERS	Construction 1% - 25%	-	2 370 000	-	0,00%
PAYMENT OF CASUAL LABOURERS EQS	Site Handed - Over to Contractor	450 000	454 000	-	0,00%
QETO LANDCARE	Construction 1% - 25%	-	468 000	468 010	100,00%
QMS FEES	Construction 76% - 99%	482 000	-	-	0,00%
<b>COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS</b>		<b>30 000</b>	<b>68 000</b>	<b>30 000</b>	<b>44,12%</b>
AMAGQUNUKWEBE	Final Completion	-	38 000	30 000	78,95%
AMAZIZI JSS(FINGOLAND)	Project Initiation	30 000	30 000	-	0,00%
<b>EDUCATION</b>		<b>415 859 175</b>	<b>601 405 756</b>	<b>466 776 923</b>	<b>77,61%</b>
P0000077 FORT GREY PUBLIC SCHOOL	Design	320 473	186 847	-	0,00%
P0000563 NCEMERA JUNIOR PRIMARY SCHOOL	Final Completion	44 786	-	-	0,00%
P0001678 HECTOR PETERSEN HIGH SCHOOL	Construction 26% - 50%	15 161 277	35 814 540	44 315 106	123,73%
P0001855 AGENT FEES (CDC)	Not Applicable	8 300 000	31 026 398	53 839 941	173,53%

Sector	Project Status	Main Budget Appropriation	Current Budget	Total Expenditure to Date	% Spent
P0001856 AGENT FEES (IDT)	Not Applicable	9 180 000	18 217 896	23 151 993	127,08%
P0001979 MZINGISI JUNIOR PRIMARY SCHOOL	Design	609 113	-	-	0,00%
P0002266 NXAXO JUNIOR SECONDARY SCHOOL	Final Completion	29 000	60 349	-	0,00%
P0002778 KHAYALETHU SPECIAL SCHOOL	Construction 26% - 50%	26 539 120	55 960 588	36 012 354	64,35%
P0003069 BHONGOLETHU SECONDARY SCHOOL	Practical Completion (100%)	79 556	16 916	-	0,00%
P0003201 TOM PANYANA JUNIOR PRIMARY SCHOOL	Final Completion	124 000	-	-	0,00%
P0003669 NKANGELEKO INTERMEDIATE SCHOOL	Final Completion	600 000	-	-	0,00%
P0003779 EBHOTWE JUNIOR PRIMARY SCHOOL	Site Handed - Over to Contractor	1 293 458	2 317 364	188 617	8,14%
P0003933 NXEKO MTIKRAKRA SENIOR PRIMARY SCHOOL	Project Initiation	-	14 332	-	0,00%
P0004055 DOE SANITATION	Design	450 526	-	-	0,00%
P0004243 NEW GENERATIONS PRIMARY SCHOOL	Construction 51% - 75%	918 585	4 573 306	1 666 251	36,43%
P0004260 NKANGELEKO INTERMEDIATE SCHOOL (REPLACED NCEMERA JPS)	Site Handed - Over to Contractor	723 837	849 173	186 743	21,99%
P0004450 HOERSKOOL VOLKSKOOL	Design	455 081	-	-	0,00%
P0004543 LEADERSHIP INSTITUTE (MANDLA MAKUPULA)	Design	500 000	-	-	0,00%
P9003543 FLORADALE FARM SCHOOL	Feasibility	140 000	-	-	0,00%
P9003579 HR STRATEGY OFFICE CAPACITATION (S&T)	Not Applicable	13 029 029	13 029 029	13 836 902	106,20%
P9004876 VUKUHAMBE SPECIAL SCHOOL (DIS)	Final Completion	2 438 700	1 276 077	144 625	11,33%
P9004882 SCHOOLS & OFFICE FURNITURE - (123)	Site Handed - Over to Contractor	5 250 000	4 587 806	4 782 739	104,25%
P9005345 MBULELO BENEKANE SECONDARY SCHOOL	Practical Completion (100%)	52 540	91 014	91 015	100,00%
P9005367 PEFFERVILLE PRIMARY SCHOOL	Practical Completion (100%)	264 258	240 108	240 108	100,00%
P9005382 NEWTON TECH HIGH SCHOOL	Project Initiation	-	1 308 150	-	0,00%
P9005390 O R TAMBO CMC (TSOLO)	Feasibility	-	21 459	-	0,00%
P9005829 MOUNT ARTHUR GIRLS HIGH SCHOOL - CONTROL ROOM	Construction 1% - 25%	-	100 000	-	0,00%
P9005833 MZOKHANYO HIGH SCHOOL	Site Handed - Over to Contractor	1 032 638	561 016	600 828	107,10%
P9005861 WEST BANK HIGH SCHOOL	Construction 76% - 99%	-	1 989 726	-	0,00%
P9005892 AGENT FEES (TMT)	Not Applicable	8 415 280	13 279 564	13 758 689	103,61%
P9005923 NKWEZANA PUBLIC SCHOOL	Construction 51% - 75%	11 494 000	10 788 431	4 796 030	44,46%
P9005943 NYAMEKO HIGH SCHOOL	Practical Completion (100%)	52 540	364 394	377 976	103,73%
P9005992 LAERSKOOL GRENS	Final Completion	2 050 000	-	-	0,00%
P9006077 MBODLENI PRIMARY SCHOOL	Final Completion	-	1 238 837	-	0,00%
P9006106 LEADERSHIP INSTITUTE (TRINSET)	Project Initiation	591 000	196 000	180 000	91,84%
P9006173 AGENT FEES (DBSA)	Not Applicable	4 500 000	4 251 487	436 225	10,26%
P9006344 TYUTYU PRIMARY SCHOOL	Final Completion	100 000	-	135 602	0,00%
P9006357 MXAKA SENIOR PRIMARY SCHOOL	Construction 1% - 25%	12 731 606	6 948 852	1 952 650	28,10%
P9006360 SOPHATISANA SECONDARY SCHOOL	Final Completion	1 812 004	-	1 094 543	0,00%
P9006490 ZWELANDILE PRIMARY SCHOOL	Feasibility	682 727	83 000	-	0,00%

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P9006493 HR STRATEGY OFFICE CAPACITATION (COE)	Other - Compensation of Employees	35 693 954	35 693 954	25 061 213	70,21%
P9006507 AGENT FEES (AW)	Not Applicable	6 539 667	5 307 173	3 668 106	69,12%
P9006508 AGENT FEES (ECD)	Not Applicable	64 167	-	-	0,00%
P9006522 ATHENKOSI PRIMARY SCHOOL (DIS)	Construction 51% - 75%	2 671 000	2 791 350	1 602 372	57,40%
P9006526 DPW DISASTER PACKAGED	Feasibility	-	399 427	-	0,00%
P9006628 LUYTEVILLE PRIMARY SCHOOL	Feasibility	250 000	-	-	0,00%
P9006630 MASAKHE PRIMARY SCHOOL	Feasibility	300 000	-	-	0,00%
P9006633 MLAKALAKA PRIMARY SCHOOL	Feasibility	250 000	-	-	0,00%
P9006639 SIMZAMILE SENIOR SECONDARY SCHOOL	Feasibility	886 568	287 554	-	0,00%
P9006640 TYUTYU PRIMARY SCHOOL	Feasibility	90 000	-	-	0,00%
P9006645 A W BARNES PRIMARY SCHOOL	Design	2 160 562	133 079	-	0,00%
P9006647 BUFFALO FLATS PRIMARY SCHOOL	Design	391 073	101 571	-	0,00%
P9006822 NKWEZANA PS	Construction 51% - 75%	-	907 500	-	0,00%
P9006899 UNATHI SENIOR SECONDARY SCHOOL (DIS)	Practical Completion (100%)	213 391	-	-	0,00%
P9006972 GCOBANI INTERMEDIATE PRIMARY SCHOOL (DIS)	Practical Completion (100%)	85 143	-	-	0,00%
P9007002 MIDDELBURG HIGH SCHOOL	Design	348 236	-	-	0,00%
P9007030 STRELITZIA HIGH SCHOOL	Design	474 867	-	-	0,00%
P9007037 DUNCAN VILLAGE PUBLIC SCHOOL	Site Handed - Over to Contractor	1 563 960	4 067 126	2 070 272	50,90%
P9007040 PEFFERVILLE PRIMARY SCHOOL	Practical Completion (100%)	52 540	159 461	91 735	57,53%
P9007045 NESSIE KNIGHT HOSPITAL SCHOOL	Feasibility	-	455 055	-	0,00%
P9007051 PHILLIP MTYWAKU SENIOR SECONDARY SCHOOL	Practical Completion (100%)	364 615	1 127 742	-	0,00%
P9007070 REFURBISHMENT TO THE EXISTING DEPARTMENTAL 28 CLASSROOM PREFABS	Practical Completion (100%)	500 000	1 612 534	1 612 534	100,00%
P9007087 MZANTSI PRIMARY SCHOOL (DIS)	Final Completion	73 515	-	-	0,00%
P9007106 XILINXA SENIOR SECONDARY SCHOOL	Practical Completion (100%)	52 540	316 734	200 282	63,23%
P9007135 GRAEME COLLEGE	Design	459 038	-	-	0,00%
P9007189 ZWELEMFUNDO PUBLIC SCHOOL	Construction 1% - 25%	364 615	563 871	-	0,00%
P9007199 FUNULWAZI SENIOR PRIMARY SCHOOL	Practical Completion (100%)	931 468	2 134 368	495 632	23,22%
P9007229 GWABA COMBINED SCHOOL	Construction 51% - 75%	888 692	1 411 355	607 491	43,04%
P9007266 FORBES GRANT SENIOR SECONDARY SCHOOL	Final Completion	20 000	-	-	0,00%
P9007294 ST THOMAS SPECIAL SCHOOL -WATER	Construction 76% - 99%	689 439	727 799	321 713	44,20%
P9008214 MTHONJENI SENIOR PRIMARY SCHOOL	Project Initiation	-	22 607	-	0,00%
P9008221 DUMALISILE COMPREHENSIVE HIGH SCHOOL (HOSTELS)	Feasibility	-	100 000	-	0,00%
P9008225 PHINDUBUYE PRIMARY SCHOOL	Project Initiation	-	22 607	-	0,00%
P9008229 SWARTKOPS PRIMARY SCHOOL	Project Initiation	-	265 269	-	0,00%
P9008251 PATERSON HIGH SCHOOL	Project Initiation	-	22 607	-	0,00%
P9008259 KWANTSHUNQE JUNIOR SECONDARY SCHOOL	Feasibility	-	956 987	2 159 301	225,64%



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P9008264 PHAKAMILE PRIMARY SCHOOL	Project Initiation	-	22 607	-	0,00%
P9008268 LONG HOPE PRIMARY SCHOOL	Construction 1% - 25%	-	1 589 006	-	0,00%
P9008269 BUMBANANI PRIMARY SCHOOL	Construction 26% - 50%	2 437 487	1 925 582	2 067 922	107,39%
P9008270 CHUMANI JUNIOR PRIMARY SCHOOL	Site Handed - Over to Contractor	1 871 368	4 480 704	1 638 394	36,57%
P9008296 MFAMZI JUNIOR SECONDARY SCHOOL	Practical Completion (100%)	16 950	294 419	155 653	52,87%
P9008323 MNCWATI JUNIOR SECONDARY SCHOOL	Practical Completion (100%)	48 277	818 208	128 121	15,66%
P9008403 MNXESHA SENIOR PRIMARY SCHOOL	Practical Completion (100%)	52 540	158 281	90 556	57,21%
P9008423 NGANGELIZWE SENIOR SECONDARY SCHOOL	Construction 76% - 99%	-	131 044	-	0,00%
P9008475 PHUMELELANI SENIOR PRIMARY SCHOOL (DIS)	Practical Completion (100%)	250 000	192 847	-	0,00%
P9008738 ZWELIVUMILE SENIOR SECONDARY SCHOOL	Construction 1% - 25%	-	1 312 099	-	0,00%
P9008754 FEZEKA PRIMARY SCHOOL	Final Completion	66 390	146 080	-	0,00%
P9008758 HLOKOMA SENIOR SECONDARY SCHOOL	Practical Completion (100%)	74 230	6 631	-	0,00%
P9008761 BARKLY EAST DISTRICT OFFICE	Final Completion	110 835	-	-	0,00%
P9008765 IZAGWITYI PRIMARY SCHOOL	Practical Completion (100%)	80 129	-	61 837	0,00%
P9008766 JABAVU HIGH SCHOOL	Final Completion	72 953	144 059	-	0,00%
P9008769 JONGILIZWE SENIOR SECONDARY SCHOOL	Final Completion	88 638	57 617	-	0,00%
P9008770 JONGINTABA JUNIOR SECONDARY SCHOOL	Final Completion	64 254	4 483	4 483	100,00%
P9008772 KUYASA SENIOR SECONDARY SCHOOL	Final Completion	512 779	349 661	2 019 250	577,49%
P9008785 MBASA JUNIOR SECONDARY SCHOOL	Practical Completion (100%)	96 597	-	-	0,00%
P9008789 NON-INFRASTRUCTURE SOLUTIONS	Not Applicable	7 000 000	11 250 120	7 704 567	68,48%
P9008793 MLUNGISI PUBLIC SCHOOL	Final Completion	87 902	-	-	0,00%
P9008803 NGXAMNGXA PUBLIC SCHOOL	Final Completion	42 139	439 523	-	0,00%
P9008804 NOBHOTWE JUNIOR PRIMARY SCHOOL	Practical Completion (100%)	89 154	14 298	-	0,00%
P9008814 NOSIZWE HIGH SCHOOL	Final Completion	77 414	130 539	-	0,00%
P9008819 NYAMEKO HIGH SCHOOL	Practical Completion (100%)	112 734	43 101	21 392	49,63%
P9008821 PHILEMON NGCELWANE HIGH SCHOOL	Final Completion	100 072	209 742	209 742	100,00%
P9008825 SINAKO PRIMARY SCHOOL	Final Completion	118 761	151 346	-	0,00%
P9008827 SIYAKHULA FINISHING SCHOOL	Final Completion	62 624	82 776	-	0,00%
P9008832 ST MATTHEWS HIGH SCHOOL	Final Completion	78 507	160 978	-	0,00%
P9008834 THOBELANI SENIOR SECONDARY SCHOOL	Construction 1% - 25%	-	2 566	-	0,00%
P9008835 LOWER BUFUMBA SENIOR PRIMARY SCHOOL	Final Completion	82 853	226 466	-	0,00%
P9008837 WINTERBERG AGRICULTURAL HIGH SCHOOL	Final Completion	147 202	326 118	136 535	41,87%
P9008840 ZANEMPUCUKO SENIOR SECONDARY SCHOOL	Final Completion	92 269	184 814	4 220 000	2 283,38%
P9008841 ZITULELE JUNIOR SECONDARY SCHOOL	Final Completion	43 243	66 433	-	0,00%
P9008842 ZWELNQABA SECONDARY SCHOOL	Final Completion	61 683	102 655	5 496 211	5 354,06%
P9008844 MASIBAMBISANE COMBINED PRIMARY SCHOOL	Final Completion	77 540	324 019	-	0,00%

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P9008848 DOE PROFESSIONAL SERVICES	Not Applicable	12 500 000	22 869 971	14 365 727	62,81%
P9008849 NGANGELIZWE SENIOR SECONDARY SCHOOL	Final Completion	75 422	42 248	-	0,00%
P9009592 BROWNLIE JUNIOR PRIMARY SCHOOL	Construction 26% - 50%	2 562 109	2 523 727	3 498 708	138,63%
P9009596 YONDA PRIMARY SCHOOL	Feasibility	-	1 296 000	-	0,00%
P9009687 NOBHOTWE JUNIOR PRIMARY SCHOOL	Practical Completion (100%)	52 540	18 333	18 333	100,00%
P9009697 NDYEBO NTSALUBA SECONDARY SCHOOL	Practical Completion (100%)	173 572	460 786	152 645	33,13%
P9009722 NDYEBO SENIOR SECONDARY SCHOOL	Project Initiation	-	22 607	-	0,00%
P9009739 SUNSHINE SPECIAL SCHOOL	Final Completion	-	22 607	-	0,00%
P9009771 QAQAMBA JUNIOR PRIMARY SCHOOL	Final Completion	38 349	11 586	- 867 413	-7 486,73%
P9009775 ARCHIE MBOLEKWA JUNIOR SECONDARY SCHOOL	Feasibility	70 000	40 000	- 987 603	-2 469,01%
P9009776 PROGRAMME MANAGEMENT FEES (DPW)	Feasibility	-	5 790 990	711 883	12,29%
P9009814 MELUMZI PRIMARY SCHOOL	Project Initiation	-	22 607	-	0,00%
P9009822 LUXOLO INTERMEDIATE SCHOOL	Project Initiation	-	22 607	-	0,00%
P9009853 ECD MAINTENANCE (TOYS)	Tender	-	4 268 927	3 941 795	92,34%
P9009878 BULUMKO SENIOR PRIMARY SCHOOL	Project Initiation	-	2 553 242	1 355 610	53,09%
P9009886 TANDANANI SENIOR SECONDARY SCHOOL	Construction 1% - 25%	850 000	181 731	-	0,00%
P9009905 NGQWANGELE JUNIOR SECONDARY & TECHNICAL SCHOOL	Site Handed - Over to Contractor	1 118 941	1 121 367	2 554 375	227,79%
P9009907 BUFFALO CITY (DESLUDGING)	Practical Completion (100%)	20 773	534 981	-	0,00%
P9009947 NOMATHAMSANQA PRIMARY SCHOOL	Project Initiation	-	22 607	-	0,00%
P9010378 CLARKEBURY AGRICULTURAL SCHOOL	Design	459 038	-	-	0,00%
P9010447 PROGRAMME SUPPORT UNIT (PSU)	Not Applicable	90 000 000	139 428 960	105 177 289	75,43%
P9010452 E Z PONDO JUNIOR PRIMARY SCHOOL	Practical Completion (100%)	1 293 458	1 109 065	1 851 060	166,90%
P9010473 QAQAMBA JUNIOR PRIMARY SCHOOL	Construction 1% - 25%	364 615	563 871	-	0,00%
P9010478 KULO-MBOMBO SENIOR PRIMARY SCHOOL (DIS)	Construction 1% - 25%	2 570 170	2 495 648	938 736	37,61%
P9010500 MOSA SIBI SENIOR SECONDARY SCHOOL - SANITATION	Construction 1% - 25%	-	1 567 455	-	0,00%
P9010561 WINTERBERG PRIMARY SCHOOL	Project Initiation	-	161 378	-	0,00%
P9010571 DR VM MKHOSANA AGRI SCHOOL	Feasibility	600 000	-	-	0,00%
P9010628 TYELINZIMA HIGH SCHOOL (ABLUTIONS)	Site Handed - Over to Contractor	-	2 590 100	-	0,00%
P9010646 XOLANI SENIOR SECONDARY SCHOOL	Project Initiation	-	150 000	-	0,00%
P9010651 MASAKHANE PUBLIC SCHOOL	Project Initiation	-	22 607	-	0,00%
P9010652 TRIOMF PRIMARY SCHOOL	Project Initiation	-	306 076	-	0,00%
P9010661 KWANTSHUNQE JUNIOR SECONDARY SCHOOL	Construction 76% - 99%	816 429	1 744 665	1 201 913	68,89%
P9010681 SCHOOLS & OFFICE FURNITURE - (39)	Construction 76% - 99%	2 000 000	224 926	-	0,00%
P9010913 LANGALETHU JUNIOR SECONDARY SCHOOL	Practical Completion (100%)	983 365	2 861 619	2 374 500	82,98%
P9010914 BETHANIA SENIOR SECONDARY SCHOOL	Feasibility	70 000	83 000	-	0,00%
P9010946 GCOBANI INTERMEDIATE PRIMARY SCHOOL	Practical Completion (100%)	124 000	-	-	0,00%

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P9011523 DIMBAZA CENTRAL SECONDARY SCHOOL (DIS)	Construction 1% - 25%	52 540	18 333	100 077	545,88%
P9011538 MZAMOWETHU PUBLIC SCHOOL	Final Completion	181 378	-	2 720 000	0,00%
P9011539 NONCEDO COMBINED SCHOOL	Final Completion	316 717	-	-	0,00%
P9011547 DOE EDUCATION SUPPORT PROGRAMMES	Design	340 321	-	-	0,00%
P9011565 MODULAR CLASSROOMS	Project Initiation	1 000 000	1 747 740	6 929 836	396,50%
P9011581 EXPANDED PUBLIC WORKS PROGRAMME	Not Applicable	2 582 000	2 582 000	1 934 567	74,93%
P9011582 GIAMA CONDITION ASSESSMENTS	Not Applicable	10 000 000	30 000 000	14 741 657	49,14%
P9011583 ZAMEKA SECONDARY SCHOOL (DIS)	Final Completion	156 355	-	-	0,00%
P9011591 NOBANTU JUNIOR PRIMARY SCHOOL (DIS)	Practical Completion (100%)	5 973 985	10 137 552	5 158 722	50,89%
P9011599 NOMPENDULO TECHNICAL HIGH SCHOOL	Design	381 427	100 000	-	0,00%
P9011720 OVERTON PRIMARY SCHOOL	Practical Completion (100%)	11 086 179	11 811 164	4 577 577	38,76%
P9011736 UMTATA HIGH SCHOOL	Design	356 150	-	-	0,00%
P9013160 SIVIWE PRIMARY SCHOOL (DIS)	Construction 26% - 50%	150 000	2 368 570	1 426 128	60,21%
P9013177 NGQIKA JUNIOR PRIMARY SCHOOL	Site Handed - Over to Contractor	1 011 809	1 946 620	1 686 170	86,62%
P9013212 FEZIWE PRIMARY SCHOOL	Practical Completion (100%)	146 701	-	-	0,00%
P9013238 R H GODLO JUNIOR PRIMARY SCHOOL	Construction 51% - 75%	957 008	2 604 675	3 609 615	138,58%
P9013255 MAMATA PRIMARY SCHOOL	Practical Completion (100%)	64 832	-	-	0,00%
P9013283 THEMBEKA JUNIOR PRIMARY SCHOOL	Construction 51% - 75%	978 570	2 572 588	3 391 167	131,82%
P9013297 XHAMA PRIMARY SCHOOL	Construction 51% - 75%	978 570	1 882 801	1 582 688	84,06%
P9013301 ZWELANDILE PRIMARY SCHOOL	Feasibility	-	1 586 301	1 019 998	64,30%
P9013303 ZWELITSHA PRIMARY SCHOOL	Site Handed - Over to Contractor	1 871 419	2 606 632	3 609 540	138,48%
P9013313 KWANTSHUNQE JUNIOR SECONDARY SCHOOL	Project Initiation	500 000	-	-	0,00%
P9013321 BURGERSDORP HIGH SCHOOL	Tender	356 150	-	-	0,00%
P9013322 NGQELE PRIMARY SCHOOL	Construction 51% - 75%	682 727	83 000	-	0,00%
P9013326 BUFFALO CITY DISTRICT OFFICE - (RUBUSANA) - GENERATOR	Design	984 125	-	-	0,00%
P9013329 ELMOR PRIMARY SCHOOL	Construction 1% - 25%	492 133	851 162	338 676	39,79%
P9013333 NOMAKA MBEKI TECH SSS	Feasibility	682 727	83 000	-	0,00%
P9013334 DUMALISILE COMPREHENSIVE HIGH SCHOOL	Feasibility	500 000	-	-	0,00%
P9013335 NOXHAKAZA JSS	Practical Completion (100%)	682 727	83 000	-	0,00%
P9013336 KAMA HIGH SCHOOL	Construction 26% - 50%	682 727	83 000	-	0,00%
P9013337 NGANGELIZWE SSS	Construction 76% - 99%	682 727	83 000	-	0,00%
P9013338 FEZIWE PRIMARY SCHOOL	Feasibility	682 727	83 000	-	0,00%
P9013339 MPONGO PRIMARY SCHOOL	Feasibility	682 727	83 000	-	0,00%
P9013340 QIBIRA PRIMARY SCHOOL	Construction 76% - 99%	682 727	83 000	-	0,00%
P9013342 NCEMERA JUNIOR PRIMARY SCHOOL	Feasibility	682 727	83 000	-	0,00%
P9013343 NGANGELIZWE SENIOR SECONDARY SCHOOL	Practical Completion (100%)	-	282 914	-	0,00%

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P9013345 XHAMA PRIMARY SCHOOL	Feasibility	682 727	83 000	-	0,00%
P9013347 LUTUBENI JUNIOR SECONDARY SCHOOL	Project Initiation	-	213 238	-	0,00%
P9013349 MBAXA PRIMARY JUNIOR SCHOOL	Feasibility	682 727	83 000	-	0,00%
P9013353 NQWLISO SENIOR SECONDARY SCHOOL	Feasibility	-	41 241	-	0,00%
P9013354 ZWELENQABA SECONDARY SCHOOL	Feasibility	500 000	-	2 738 497	0,00%
P9013356 OLIVER TAMBO TECHNICAL HIGH SCHOOL (WORKSHOPS)	Feasibility	3 956 025	777 500	- 500 000	-64,31%
P9013432 DR BEYERS NAUDE	Tender	466 952	-	-	0,00%
P9013447 RAINBOW CRECHE	Practical Completion (100%)	25 569	-	-	0,00%
P9013449 SOPHAKAMA EDUCARE	Design	185 070	-	-	0,00%
P9013450 ST GETMAN ECD CENTRE	Practical Completion (100%)	640 000	-	-	0,00%
P9013453 VULINDLELA PRE SCHOOL	Practical Completion (100%)	401 689	138 805	34 384	24,77%
P9013642 NOMVUME JUNIOR PRIMARY SCHOOL	Feasibility	500 000	-	-	0,00%
P9013647 ALPHENDALE SENIOR SECONDARY SCHOOL	Practical Completion (100%)	181 470	-	-	0,00%
P9013654 ALGOA PARK (QHAYIYA) - TDC	Design	336 364	-	-	0,00%
P9013656 LUSIKISIKI VILLAGE JUNIOR SECONDARY SCHOOL	Practical Completion (100%)	143 045	-	-	0,00%
P9013657 MASIXOLE HIGH SCHOOL	Practical Completion (100%)	76 938	-	-	0,00%
P9013885 DUMALISILE SENIOR SECONDARY SCHOOL	Final Completion	30 952	71 161	61 480	86,40%
P9014274 MANDELA PARK JUNIOR PRIMARY SCHOOL	Project Initiation	-	46 104	-	0,00%
P9014637 KWANTSHUNQE JUNIOR SECONDARY SCHOOL	Practical Completion (100%)	62 847	100 367	-	0,00%
P9014640 TYUTYU PRIMARY SCHOOL	Final Completion	32 486	133 925	-	0,00%
P9014642 TMT WATER TANKS PACKAGED	Construction 26% - 50%	-	3 515 063	2 349 532	66,84%
P9014653 BISHO PRIMARY SCHOOL	Final Completion	262 247	35 189	-	0,00%
P9014670 ARCHIE VELILE SENIOR SECONDARY SCHOOL	Construction 76% - 99%	721 211	1 543 098	1 035 684	67,12%
P9014687 DRC PRIMARY SCHOOL	Final Completion	200 000	21 552	-	0,00%
P9014690 EKUPHUMLENI PRIMARY SCHOOL	Construction 1% - 25%	577 890	102 737	111 518	108,55%
P9014694 CUMMING MEMORIAL PRIMARY SCHOOL	Final Completion	309 467	9 682	-	0,00%
P9014696 ENOCH SONTONGA SENIOR SECONDARY SCHOOL	Final Completion	300 406	17 891	-	0,00%
P9014717 LUZUKO JUNIOR PRIMARY SCHOOL	Final Completion	366 298	16 595	-	0,00%
P9014765 MPONGO PRIMARY SCHOOL	Final Completion	23 080	70 874	291	0,41%
P9014772 QUMBU CMC (REPLACED HECHTOR PETERSON HIGH)	Construction 1% - 25%	781 037	16 107	57 859	359,22%
P9014790 KHORONG SENIOR SECONDARY SCHOOL	Construction 1% - 25%	200 000	21 552	-	0,00%
P9014791 KHUTLISO DANIELS SECONDARY SCHOOL	Construction 1% - 25%	757 694	581 696	403 916	69,44%
P9014792 KHWEZI LOMSO COMPREHENSIVE SCHOOL	Construction 1% - 25%	200 000	21 552	420 170	1949,56%
P9014794 VUTHONDABA FULL SERVICE SCHOOL (REPLACED KUYASA SSS)	Construction 1% - 25%	490 089	1 491 078	472 667	31,70%
P9014795 KWAKOMANI SECONDARY SCHOOL	Construction 1% - 25%	200 000	21 552	-	0,00%
P9014796 KWANTIKA SENIOR PRIMARY SCHOOL	Construction 1% - 25%	200 000	21 552	-	0,00%

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P9014797 L M SILINGELA JUNIOR PRIMARY SCHOOL	Construction 1% - 25%	200 000	21 552	-	0,00%
P9014798 LAERSKOOL EXCELSIOR	Construction 1% - 25%	200 000	21 552	-	0,00%
P9014799 LAERSKOOL SOMERSET'S GIFT	Construction 1% - 25%	872 789	1 519 465	1 047 152	68,92%
P9014800 LANGA SENIOR SECONDARY SCHOOL	Construction 1% - 25%	200 000	21 552	-	0,00%
P9014801 LANGALETHU JUNIOR SECONDARY SCHOOL	Construction 1% - 25%	490 556	680 685	500 363	73,51%
P9014820 JOJWENI PRIMARY SCHOOL	Final Completion	34 583	14 411	-	0,00%
P9014822 NTABELANGA SENIOR PRIMARY SCHOOL	Site Handed - Over to Contractor	27 536	-	-	0,00%
P9014834 MGCAWEZULU SENIOR SECONDARY SCHOOL	Final Completion	31 313	15 346	-	0,00%
P9014862 KHANYO ECD CENTRE	Practical Completion (100%)	260 178	472 259	472 258	100,00%
P9014863 ELUNDINI LOTHUKELA DAY CARE CENTRE	Project Initiation	-	826 300	-	0,00%
P9014864 LITHALETHU	Practical Completion (100%)	490 624	98 800	-	0,00%
P9014908 MPEKO PRIMARY SCHOOL	Practical Completion (100%)	27 929	32 658	-	0,00%
P9014923 BALASI PRIMARY SCHOOL	Final Completion	30 998	36 680	26 998	73,60%
P9014927 POPLAR GROVE JUNIOR PRIMARY SCHOOL (DIS)	Practical Completion (100%)	2 163 324	1 850 511	848 774	45,87%
P9014933 DUNDEE PRE SCHOOL	Practical Completion (100%)	574 847	-	-	0,00%
P9014934 NOMZAMO PRE-SCHOOL	Practical Completion (100%)	440 000	238 009	238 009	100,00%
P9014935 NYAMEKO DCC	Practical Completion (100%)	569 571	218 365	-	0,00%
P9014937 MZAMOMHLE DCC	Design	625 927	-	-	0,00%
P9014939 KLIPPLAAT SSS	Feasibility	682 727	83 000	-	0,00%
P9014943 LEADERSHIP INSTITUTE EAST LONDON (MANDLA MAKUPULA)	Site Handed - Over to Contractor	682 727	-	-	0,00%
P9014947 BISHO HIGH SCHOOL	Final Completion	321 241	16 810	-	0,00%
P9014948 CHARLES MORGAN PUBLIC SCHOOL	Final Completion	321 327	17 621	-	0,00%
P9014989 NKWEZANA PUBLIC SCHOOL	Construction 1% - 25%	31 180	163 274	-	0,00%
P9015005 FUNULWAZI PRESCHOOL	Tender	291 856	193 717	-	0,00%
P9015008 LILITHA EDUCARE CENTRE	Tender	558 930	-	-	0,00%
P9015018 LONWABO SENIOR PRIMARY SCHOOL	Construction 1% - 25%	200 000	21 552	18 609	86,34%
P9015020 KAREEDOUW JUNIOR SECONDARY (REPLACED LUKHANYISO JSS)	Construction 1% - 25%	437 356	450 497	502 078	111,45%
P9015021 LUNDI PUBLIC JUNIOR SECONDARY SCHOOL	Construction 1% - 25%	200 000	21 552	-	0,00%
P9015023 LUSIKISIKI VILLAGE JUNIOR SECONDARY SCHOOL	Project Initiation	200 000	21 552	-	0,00%
P9015025 MACHIU PRIMARY SCHOOL	Construction 1% - 25%	200 000	21 552	-	0,00%
P9015026 MACLEAR HIGH SCHOOL	Construction 1% - 25%	200 000	21 552	-	0,00%
P9015028 MALCOMESS SENIOR SECONDARY SCHOOL	Construction 1% - 25%	200 000	21 552	-	0,00%
P9015029 MALETSWAI PRIMARY SCHOOL	Construction 1% - 25%	200 000	21 552	-	0,00%
P9015030 MALIKHANYE SENIOR SECONDARY SCHOOL	Construction 1% - 25%	200 000	21 552	-	0,00%
P9015031 MALUTI JUNIOR SECONDARY SCHOOL	Practical Completion (100%)	200 000	21 552	-	0,00%
P9015032 MANDELA PARK JUNIOR PRIMARY SCHOOL	Construction 1% - 25%	200 000	21 552	-	0,00%



Sector	Project Status	Main Budget Appropriation	Current Budget	Total Expenditure to Date	% Spent
P9015034 MARUPING PUBLIC SCHOOL	Construction 1% - 25%	200 000	21 552	-	0,00%
P9015035 MASAKANE JUNIOR PRIMARY SCHOOL	Construction 1% - 25%	200 000	21 552	-	0,00%
P9015036 KHANYOLWETHU SENIOR SECONDARY (REPLACED MASIJONGANE JPS)	Construction 1% - 25%	571 300	447 893	108 678	24,26%
P9015038 MASIKHUTHALE PUBLIC SCHOOL	Construction 1% - 25%	200 000	21 552	-	0,00%
P9015039 MASONWABE PRIMARY SCHOOL	Construction 1% - 25%	200 000	21 552	-	0,00%
P9015040 MATATIELE PUBLIC PRIMARY SCHOOL	Construction 1% - 25%	200 000	21 552	-	0,00%
P9015042 MOLEFE SENIOR PRIMARY SCHOOL	Construction 1% - 25%	200 000	21 552	-	0,00%
P9015046 MPUMELELO PRIMARY SCHOOL	Construction 1% - 25%	200 000	21 552	-	0,00%
P9015050 MZIMHLOPHE PUBLIC PRIMARY SCHOOL	Construction 1% - 25%	200 000	21 552	-	0,00%
P9015051 MZIMKHULU JUNIOR SECONDARY SCHOOL	Construction 1% - 25%	200 000	21 552	-	0,00%
P9015053 NABILEYO SENIOR PRIMARY SCHOOL	Construction 1% - 25%	200 000	21 552	-	0,00%
P9015054 NATHANIEL NYALUZA SENIOR SECONDARY SCHOOL	Construction 1% - 25%	927 532	962 925	1 099 987	114,23%
P9015057 WEST BANK HIGH SCHOOL (REPLACED TSOLO HS)	Construction 1% - 25%	464 987	37 416	114 148	305,08%
P9015058 NCHAFATSO PRIMARY SCHOOL	Construction 1% - 25%	200 000	21 552	-	0,00%
P9015059 NDAMASE SENIOR SECONDARY SCHOOL	Construction 1% - 25%	200 000	21 552	-	0,00%
P9015068 NONCEBA SENIOR SECONDARY SCHOOL	Site Handed - Over to Contractor	611 322	69 310	88 662	127,92%
P9015071 NONKQUBELA JUNIOR PRIMARY SCHOOL	Construction 1% - 25%	200 000	21 552	-	0,00%
P9015073 DALINDYEBO SENIOR SECONDARY (REPLACED NOSIZWE HIGH)	Construction 1% - 25%	574 457	-	-	0,00%
P9015075 NTABELANGA SENIOR PRIMARY SCHOOL	Construction 1% - 25%	200 000	21 552	-	0,00%
P9015135 ZANEMPUCUKO SENIOR SECONDARY SCHOOL	Site Handed - Over to Contractor	366 014	23 165	9 612	41,49%
P9015137 KLIPPLAAT SENIOR SECONDARY SCHOOL (REPLACED ZWELITSHA PS)	Construction 1% - 25%	659 345	693 247	418 540	60,37%
P9015158 RAYI PRIMARY SCHOOL (REPLACED SAKHISIZWE SSS)	Final Completion	23 080	82 557	-	0,00%
P9015171 ZANEMPUCUKO SENIOR SECONDARY SCHOOL	Final Completion	263 254	7 192	-	0,00%
P9015194 XHAMA PRIMARY SCHOOL	Final Completion	35 899	6 293	-	0,00%
P9015227 LEADERSHIP INSTITUTE (TRINSET)	Design	500 000	-	-	0,00%
P9015239 MABANDLA PRIMARY SCHOOL	Feasibility	682 727	83 000	-	0,00%
P9015241 ROSMEAD (DRC) PRIMARY SCHOOL	Feasibility	682 727	83 000	-	0,00%
P9015245 MOLEFE SENIOR PRIMAY SCHOOL	Feasibility	682 727	83 000	-	0,00%
P9015246 LUTUBENI SSS	Feasibility	682 727	83 000	-	0,00%
P9015247 NTSHABENI PRIMARY SCHOOL	Feasibility	682 727	83 000	-	0,00%
P9015253 SIYAZAMA PRE-SCHOOL	Design	350 412	-	-	0,00%
P9015260 REARABETSWE PRE-SCHOOL	Design	346 347	-	-	0,00%
P9015263 ELUXOLWENI PRE-SCHOOL	Tender	484 457	124 654	-	0,00%
P9015266 MASIZAKHE DAY CARE CENTRE	Design	640 638	-	-	0,00%
P9015267 AMATOLO DAY CARE	Design	457 700	-	-	0,00%



Sector	Project Status	Main Budget Appropriation	Current Budget	Total Expenditure to Date	% Spent
P9015268 BUBBLE BEKKIES DAY CARE CENTRE	Tender	310 567	-	-	0,00%
P9015270 LUNCEDO PRE SCHOOL	Design	305 202	480 991	269 384	56,01%
P9015272 NKANUNU PRE SCHOOL	Tender	750 000	1 599 260	-	0,00%
P9015281 IMIQHAYI SS SCHOOL	Project Initiation	-	242 536	-	0,00%
P9015289 NTAPANE JUNIOR PRIMARY SCHOOL	Project Initiation	1 000 000	-	-	0,00%
P9015291 METELE PRIMARY SCHOOL	Practical Completion (100%)	1 956 820	1 384 995	693 450	50,07%
P9015294 LWANDISA JUNIOR PRIMARY SCHOOL	Feasibility	1 250 000	-	-	0,00%
P9015295 LOWER BUFUMBA SENIOR PRIMARY SCHOOL	Feasibility	1 000 000	475 665	385 996	81,15%
P9015297 JULY SECONDARY SCHOOL	Feasibility	1 000 000	-	-	0,00%
P9015298 NGOZI PRIMARY SCHOOL	Feasibility	1 000 000	-	-	0,00%
P9015304 NYIBIBA PRIMARY SCHOOL	Final Completion	720 341	-	-	0,00%
P9015306 VULAMAZIBUKO SENIOR SECONDARY SCHOOL	Tender	1 246 666	1 366 251	-	0,00%
P9015319 ECD MAINTENANCE PROGRAMME	Design	-	4 675 578	-	0,00%
P9015320 ECD MASS REGISTRATION PROGRAMME	Construction 51% - 75%	-	1 791 638	-	0,00%
P9015322 FINAL ACCOUNTS AND CLOSE OUT	Final Completion	-	3 000 000	-	0,00%
P9015323 52 ECD CENTRES	Construction 51% - 75%	-	2 907 000	-	0,00%
P9015335 AGENT FEES (DEET)	Not Applicable	-	594 210	-	0,00%
<b>OFFICE OF THE PREMIER</b>		<b>2 882 000</b>			<b>0,00%</b>
PROGRAMME MANAGEMENT SUPPORT - DISASTER	Design	2 882 000			<b>0,00%</b>
<b>PUBLIC WORKS</b>		<b>102 232 000</b>	<b>38 516 000</b>	<b>36 726 565</b>	<b>95,35%</b>
ALBERTINA SISULU BUILDING SOLAR INSTALLATION IN KING WILLIAM'S TOWN	Construction 1% - 25%	1 000 000	400 000	897 835	224,46%
BHISHO OFFICE PRECINCT	Design	62 367 000	-	-	0,00%
CHUNGWA BUILDING-PARTITIONING INTO OFFICES FOR USER DEPARTMENT	Construction 76% - 99%	5 500 000	1 500 000	-	0,00%
DPWI PRESTIGE HOUSES	Construction 51% - 75%	3 865 000	20 327 000	29 943 210	147,31%
FENCING TO PRESTIGE PORTFOLIO (MINISTERIAL COMPLEX, LILIAN DEDERICKS & LEGISLATURE BUILDING)	Construction 51% - 75%	1 000 000	2 315 000	720 549	31,13%
OLD FNB SOLAR INSTALLATION IN BHISHO	Construction 1% - 25%	1 000 000	2 100 000	1 545 548	73,60%
PURCHASE OF PROPERTY	Construction 76% - 99%	-	3 200 000	-	0,00%
REFURBISHMENT AND RENOVATIONS INCLUDING WATER STORAGE TANK INSTALLATION TO UNATHI HOUSE ACCOMMODATING DEPARTMENT OF HEALTH (DOH) & OFFICE OF THE PUBLIC PROTECTOR IN BHISHO	Design	2 000 000	-	-	0,00%
REFURBISHMENT AND RENOVATIONS TO EASTERN CAPE HOUSE OF TRADITIONAL LEADERS IN BHISHO	Design	3 000 000	500 000	-	0,00%

Sector	Project Status	Main Budget Appropriation	Current Budget	Total Expenditure to Date	% Spent
REFURBISHMENT AND RENOVATIONS TO THE EAST WING AND EXTERNAL FACADE OF OLD ECDC BUILDING ACCOMMODATING OFFICE OF THE PREMIER IN BHISHO	Design	3 000 000	975 000	-	0,00%
REFURBISHMENT AND RENOVATIONS TO WILTON MKWAYI BUILDING ACCOMMODATING DEPARTMENT OF SPORT RECREATION ARTS & CULTURE (DSRAC) IN KING WILLIAMSTOWN	Design	4 000 000	1 000 000	-	0,00%
SUPPLY AND INSTALL STANDBY GENERATOR/SOLAR SYSTEM IN EASTERN CAPE PROVINCIAL LEGISLATURE IN BHISHO	Construction 1% - 25%	15 000 000	5 199 000	3 281 715	63,12%
SUPPLY AND INSTALL STANDBY GENERATOR/SOLAR SYSTEM IN OLD DISASTER CENTRE OFFICES IN BHISHO	Construction 1% - 25%	500 000	1 000 000	337 708	33,77%
<b>SOCIAL DEVELOPMENT</b>		<b>6 173 000</b>	<b>6 868 000</b>	<b>1 494 963</b>	<b>21,77%</b>
AMATHOLE DISTRICT A	Design	446 000	446 000	88 200	19,78%
BUFFALO CITY (A)	Design	240 000	240 000	21 600	9,00%
BUFFALO CITY (S)	Design	300 000	995 000	44 860	4,51%
HEAD OFFICE (A)	Design	5 187 000	5 187 000	1 340 303	25,84%
<b>ARTS AND CULTURE</b>		<b>4 685 000</b>	<b>4 685 000</b>	<b>1 668 852</b>	<b>35,62%</b>
EXTEND PUBLIC WORKS PROGRAMME	Construction 51% - 75%	2 058 000	2 058 000	585 782	28,46%
MDANTSANE LIBRARY	Construction 76% - 99%	150 000	150 000	-	0,00%
MISSION MUSEUM KWT	Project Initiation	50 000	50 000	-	0,00%
PROVINCIAL ARCHIVES	Project Initiation	500 000	500 000	370 065	74,01%
PROVISION OF 2% DISASTER MANAGEMENT	Not Applicable	637 000	637 000	-	0,00%
WILTON MKWAYI	Construction 51% - 75%	1 290 000	1 290 000	713 005	55,27%
<b>TRANSPORT</b>		<b>397 870 262</b>	<b>429 537 977</b>	<b>45 404 454</b>	<b>10,57%</b>
BRIDGE MAINTENANCE	Construction 26% - 50%	70 000 000	102 050 000	9 025 966	8,84%
DRE SUPPORT CONSULTANTS	Construction 26% - 50%	15 840 000	10 240 000	2 530 999	24,72%
HOUSEHOLD CONTRACTORS ALFRED NZO	Construction 51% - 75%	96 883 090	93 124 090	18 076 322	19,41%
HOUSEHOLD CONTRACTORS AMATHOLE	Construction 51% - 75%	80 974 272	63 100 272	-6 803 320	-10,78%
HOUSEHOLD CONTRACTORS OR TAMBO	Construction 51% - 75%	87 132 900	87 132 900	17 364 514	19,93%
PROJECT MANAGEMENT	Construction 76% - 99%	2 640 000	2 640 000	-	0,00%
RAMS 24/25	Construction 1% - 25%	10 000 000	10 000 000	-	0,00%
ROAD CAMPS UPGRADE	Construction 1% - 25%	12 000 000	11 000 000	1 192 088	10,84%
ROAD MARKINGS	Construction 26% - 50%	10 000 000	9 916 557	3 249 887	32,77%
ROAD SIGNS CONTRACT	Construction 1% - 25%	12 400 000	10 334 158	767 998	7,43%
SLA ECDOT BCNN UPGRADING QUENERA ROAD	Project Initiation	-	30 000 000	-	0,00%
<b>GRAND TOTAL</b>		<b>1 364 699 856</b>	<b>1 524 170 453</b>	<b>911 308 632</b>	<b>59,79%</b>

## SUMMARY OF ONE PLAN

Table 122: Buffalo City Metro DDM One Plan in a snapshot

BUFFALO CITY METRO DDM ONE PLAN IN A SNAPSHOT		
6	Transformational Focus Areas	
32	Strategies	
15	High Impact Projects	
R45.2bn	Key Development Interventions	
Political Champions	National Political Champion	Ms Mmamoloko Kubayi, Minister of Justice
	Provincial Political Champion	Ms Nonkqubela Pieters, MEC for Economic Development, Environmental Affairs, and Tourism
	Metro Political Champion	Executive Mayor: Cllr. P. Faku

## PROVINCIAL CATALYTIC PROJECTS PLANNED IN BUFFALO CITY FOR THE 2025/2028 MTEF PERIOD

**Table 123: GSCID (Governance State Capabilities and Institutional Development) Cluster DDM Catalytic Projects 2025/28**

GSCID (Governance State Capabilities and Institutional Development) Cluster DDM Catalytic Projects										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Programme / Project Name	Description Impact Disaggregation (where applicable)	Programme/Project Value Amount (R'000)	Medium Term Expenditure Framework (MTEF) Allocation			Funding Source (also indicate shortfall)	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
Broadband Programme	Inclusive growth, job creation, digital inclusion, and digital economy	Infrastructure Engineering	ECPG Provincial Broadband Project	<ul style="list-style-type: none"><li>Enable the provision of e-learning, e-health, and other e-services by the government.</li><li>Integrate services to exploit efficiencies and effectiveness.</li><li>Stimulate the digital economy through bulk digital infrastructure.</li></ul>	R6,2 billion over ten-year period to 31 March 2032	R456 020	R138 707	-	Broadband Programme	Inclusive growth, job creation, digital inclusion, and digital economy
						R96 m for 416 sites	R29 m for 416 sites			

**Table 124: ESIEID (Economic Sectors, Investment, Employment and Infrastructure Development) Cluster DDM Catalytic Projects 2025/28**

ESIEID (Economic Sectors, Investment, Employment And Infrastructure Development) Cluster DDM Catalytic Projects										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Programme / Project Name	Description Impact Disaggregation (where applicable)	Programme/Project Value Amount (R'000)	Medium Term Expenditure Framework (MTEF) Allocation			Funding Source (also indicate shortfall)	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
Inclusive Economic Growth. Municipal Support	Strategic Priority 1: Inclusive Growth and Job Creation	Create a competitive edge that enables domestic and Foreign investment attraction and job creation based on	Community Work Programme	Reduce poverty by providing predictable job opportunities through the creation of 36 800 CWP job opportunities for	Budget centralised at DCoG level	Project Value will be determined by National COGTA.	Project Value will be determined by National COGTA.	Project Value will be determined by National COGTA.	Inclusive Economic Growth. Municipal Support	Strategic Priority 1: Inclusive Growth and Job Creation

ESIEID (Economic Sectors, Investment, Employment And Infrastructure Development) Cluster DDM Catalytic Projects										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Programme / Project Name	Description Impact Disaggregation (where applicable)	Programme/ Project Value Amount (R'000)	Medium Term Expenditure Framework (MTEF) Allocation			Funding Source (also indicate shortfall)	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
		an inclusive and transformed economy.		participants, who will receive a stipend while contributing to the development and maintenance of community assets.						
Youth Development and Skills Development	Economy, Employment and Infrastructure: Maintain social interventions to mitigate poverty impacts and support job creation (EPWP, CWP, etc.)	Demographics and District Profile	Create jobs through the public employment programmes (EPWP): Focus on an exit strategy for public employment programmes	Work opportunities: 36 422 - Youth: 20 142 - Women: 21 419 Disabled: 746	1 598 160	508 175	501 364	588 621	Youth Development and Skills Development	Economy, Employment and Infrastructure: Maintain social interventions to mitigate poverty impacts and support job creation (EPWP, CWP, etc.)
Inclusive Economic Growth	Economy, Employment and Infrastructure	Economic repositioning	Provide support to the Aftermarket Industry to access markets in the RT46 Government	SMME Development through Government Procurement)	334 677	138 272	95 470	100 935	Inclusive Economic Growth	Economy, Employment and Infrastructure

ESIEID (Economic Sectors, Investment, Employment And Infrastructure Development) Cluster DDM Catalytic Projects										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Programme / Project Name	Description Impact Disaggregation (where applicable)	Programme/ Project Value Amount (R'000)	Medium Term Expenditure Framework (MTEF) Allocation			Funding Source (also indicate shortfall)	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
			Fleet Contract. (+- R250 million spend per annum)							
Youth development, skills development & training for the Economy	Creation of public employment opportunities	Demographics and District Profile	Skills Development	Implementation of 188 internship programme (Placement of 128 traffic officers, 20 Maritime graduate interns, 10 Aviation graduate interns, 20 Engineering graduate interns, and 10 Administration)	44 396	12 780	13 368	18 248	Youth development, skills development & training for the Economy	Creation of public employment opportunities
Youth Development and Skills Development	Skills development for the economy	Demographics and District Profile	Artisan Development Programme (APTCod), for the built environment-related skills.	Skills development (60% women, 55% youth, 2% ppd)	-	43 515	34 285	35 828	Youth Development and Skills Development	Skills development for the economy
Youth Development, Skills Development & Training	Promote skills development and entrepreneurship for youth through the artisan and business	Demographics and District Profile	Youth Development	Promote skills development and entrepreneurship for 125 youth through the artisan and business during the MTEF.	24 157	7 865	7 967	8 325	Youth Development, Skills Development & Training	Promote skills development and entrepreneurship for youth through the artisan and business



ESIEID (Economic Sectors, Investment, Employment And Infrastructure Development) Cluster DDM Catalytic Projects										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Programme / Project Name	Description Impact Disaggregation (where applicable)	Programme/ Project Value Amount (R'000)	Medium Term Expenditure Framework (MTEF) Allocation			Funding Source (also indicate shortfall)	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
Youth development, skills development and training	Skills development	Demographics and district profile	Youth incubation and farmer skilling	Graduate incubation, youth, farmer and farm workers' skills development (120 unemployed graduates, 250 farm workers, 2 400 farmers)		105 976	109 912	114 506	Youth development, skills development and training	Skills development
Transformation Programmes, Governance and Municipal Support	Municipal Support	Governance and Financial Management	Release of properties to contribute towards municipal development.	Release of state land and properties for spatial transformation	-	R 21 467 mil	-	-	Transformation Programmes, Governance and Municipal Support	Municipal Support
Inclusive economic growth	Inclusive Economic Growth and Job Creation	Economic Positioning	ECDC's Property Modernisation Strategy	Refurbishment and construction for the following: <ul style="list-style-type: none"> <li>• Dimbaza Industrial Park</li> <li>• Mdantsane Mall</li> <li>• ECDC Head office, Zwelitsha and Regional Offices</li> <li>• Kyalami Flats and Msintsi Court</li> <li>• Oceanview and Wilsor Hotel</li> </ul>	R 63mil	R 31,5mil	R 31,5mil	R 0	Inclusive economic growth	Inclusive Economic Growth and Job Creation
			Bhisho Office Precinct & State		R34,3b					

ESIEID (Economic Sectors, Investment, Employment And Infrastructure Development) Cluster DDM Catalytic Projects										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Programme / Project Name	Description Impact Disaggregation (where applicable)	Programme/ Project Value Amount (R'000)	Medium Term Expenditure Framework (MTEF) Allocation			Funding Source (also indicate shortfall)	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
			Accommodation (Source: ECSECC-SOPA 2023)							

**Table 125: Strategic Integrated Projects designated by the Presidential Infrastructure Coordinating Commission 2025/28**

Strategic Integrated Projects designated by the Presidential Infrastructure Coordinating Commission										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Description Impact Disaggregation (where applicable)	Project Name	Programme/ Project Value Amount (R'000)	Medium Term Development Framework (MTDF) Allocation			Funding Grant	Location
						2024/25 Budget (R'000)	2025/26 Allocation (R'000)	2026/27 Allocation (R'000)		
Infrastructure, human settlements & broadband	Increase infrastructure development to support trade and its underlying supply chains. % of infrastructure projects within the agreed period, while 80% of these projects are to be completed within the approved budget by 2030.	Spatial Restructuring; Infrastructure Engineering & Economic Positioning	SIP 26	Rural Roads Upgrade Programme					ISA- SIPs	Various

**Table 126: Summary of Strategic Integrated Projects (SIPs) 2025/28**

Summary of Strategic Integrated Projects (SIPs)			
SIP	Infrastructure Project	District / Metro	Budget
	Amatola Bulk Water Augmentation	JGDM; CHDM; BCMM	R 6,83 Billion

**Table 127: DDM PROJECTS: PROVINCIAL WIDE- SOURCE ECSECC - (to be packaged per District and Spatial Reference)**

DDM PROJECTS: PROVINCIAL WIDE- SOURCE ECSECC - (to be packaged per District and Spatial Reference)				
No	Project Name	Source/Reference	Value	Milestone
17	Amatola Bulk Water Augmentation	SOPA 2024, SIDSSA 2024	R 6,83 bn	Bankable Feasibility
18	SANRAL Roads (e.g., Lingeni–Msikaba; Msikaba–Mthentu; Ndwalane to Ntafufu; Kulumbe to Mthamvuna.)	SOPA 2024, PSP 8	R 7,2 bn	Construction phase
19	Roads to tourism destinations (e.g., Butterworth-Centane)	SOPA 2024, SIP 27	Butterworth to Centane (R171 m) Ntlaza – Hluleka	Implementation phase

DDM PROJECTS: PROVINCIAL WIDE- SOURCE ECSECC - (to be packaged per District and Spatial Reference)				
No	Project Name	Source/Reference	Value	Milestone
20	Investment Conference Commitments (Africa Port Logistics and Infrastructure, Shoprite Distribution Centres, Thezi'langa, Seraphim Solar Cell & Stellantis)	Investment conference 2023, SOPA 2023	Phase 2 (R550m) R20 bn for APL, 1,5bn Shoprite, 900m Thezi'langa, R3bn Stellantis	Pre-feasibility phase for APL, Shoprite at Implementation, & Thezi'langa at planning phase, Implementation phase
21	Eastern Seaboard Development	RSDF 2023 Gazetted, SOPA 2024	R56,8 bn	Implementation phase
22	EL IDZ Aquafarm	SOPA 2022	R500m	Feasibility phase
23	Ngqura Port Liquefied Natural Gas (LNG)	SOPA 2024 & SIDSSA 2024, SIP 20f	R2,1bn	Pre-feasibility
24	Small Towns Revitalisation (e.g., Ntabankulu & Port St. John's)	SOPA 2024, PSP 2	435m	Pre-feasibility phase
25	Project Ukuvuselela (High-Capacity Rail)	SOPA 2024, SONA 2024 & SIDSSA 2024, SIP 21p	R7bn	Bankable Feasibility
26	Social Infrastructure Projects (e.g., Libraries: Ingquza Library, Izingcuka Library)	SOPA 2023	R34,3bn	Planning phase

**Table 128: DDM PROJECTS- HUMAN SETTLEMENTS - to be packaged per District and Spatial Referencing 2025/28**

DDM PROJECTS- HUMAN SETTLEMENTS - to be packaged per District and Spatial Referencing										
P-MTDP PRIORITY:										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Description Impact Disaggregation (where applicable)	Project Name	Programme/ Project Value Amount (R'000)	Medium Term Development Framework (MTDF) Allocation			Funding Grant	Location
						2025/26 Allocation (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
INFRASTRUCTURE, HUMAN SETTLEMENTS & BROADBAND	Provisioning of houses to the destitute, vulnerable groups, and military veterans	Integrated Services Provisioning	Housing opportunities	Provisioning of 19 457 houses to the destitute, vulnerable groups, and military veterans during the MTEF.	4 313 561	1 421 066	1 409 609	1 482 886	HSDG	OR Tambo Sarah Baartman Nelson Mandela Metro, Buffalo City Metro, Chris Hani, Joe Gqabi, Alfred Nzo, Amathole.

**DDM PROJECTS- HUMAN SETTLEMENTS - to be packaged per District and Spatial Referencing**

**P-MTDP PRIORITY:**

Integration Programme	P-MTDP Intervention	DDM Transformation Area	Description Impact Disaggregation (where applicable)	Project Name	Programme/ Project Value Amount (R'000)	Medium Term Development Framework (MTDF) Allocation			Funding Grant	Location
						2025/26 Allocation (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
TRANSFORMATION PROGRAMME FOR YOUTH DEVELOPMENT, SKILLS DEVELOPMENT & TRAINING	Promote skills development and entrepreneurship for youth through the artisan and business	Demographics and District Profile	Youth Development	Promote skills development and entrepreneurship for 125 youths through the artisan and business during the MTEF.	24 157	7 865	7 967	8 325	HSDG	OR Tambo, Sarah Baartman, Nelson Mandela Metro, Buffalo City Metro, Chris Hani, Joe Gqabi, Alfred Nzo, Amathole.
SOCIAL COHESION, MORAL REGENERATION, COMMUNITY SAFETY & GBVF	Progressive adoption of Innovative Sustainable Building Technologies	Integrated Services Provisioning	Innovative Sustainable Building Technology	Supporting 18 building projects using innovative and sustainable building technologies during the MTEF.	96 626	31 460	31 866	33 300	HSDG	OR Tambo, Sarah Baartman, Nelson Mandela Metro, Buffalo City Metro, Chris Hani, Joe Gqabi, Alfred Nzo, Amathole.

**Table 129: Social Protection, Community and Human Development (SPCHD) Cluster DDM PROJECTS 2025/28**

Social Protection, Community and Human Development (SPCHD) Cluster DDM PROJECTS										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Description Impact Disaggregation (where applicable)	Project Name	Programme/ Project Value Amount (R'000)	Medium Term Development Framework (MTDF) Allocation			Funding Grant	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
<b>Social Cohesion, Moral Regeneration, Community Safety &amp; GBVF</b>	A Capable, Ethical and Developmental State	<b>Integrated Services Provisioning</b>	Functional community safety structures	Facilitate functional Community Safety Fora, Community Police Fora capacitation, Street / Village Committee and Safer City programme	R5 700	R1 900	R1 900	R1 900	Equitable share	All districts 8
				Community Mobilisation against crime	Focusing on relevant safety challenges such as stock theft, GBV, substance abuse through integrated intervention to change situation.	R1 200	R400	R400	R400	Equitable share All 8
Anti-Poverty & Sustainable Livelihoods	Ensure adequacy, availability, and access to affordable nutritious food for all Ensure regular access to adequate and nutritious food to	<b>Demographics and District Profile</b> Multi-dimensional Poverty Index Hunger Inequality	Food & Nutrition Security	Improved food and security sustainable livelihoods, capabilities of families and communities	<b>116 619</b>	<b>22 045</b>	<b>22 818</b>	<b>23 845</b>	Equitable Share (R47,9 m shortfall)	<b>Alfred Nzo</b> Matatiele, Winnie Madikizela, Ntabankulu & Mzimvubu LM <b>Amathole</b> Mbhashe, Ntsika



Social Protection, Community and Human Development (SPCHD) Cluster DDM PROJECTS										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Description Impact Disaggregation (where applicable)	Project Name	Programme/ Project Value Amount (R'000)	Medium Term Development Framework (MTDF) Allocation			Funding Grant	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
	mitigate against Child Poverty & Malnutrition Develop sustainable Integrated Community Development interventions and increase economic opportunities towards self-reliant communities									Yethu, Nxuba Yethemba, Sakhisizwe, Emalahleni & Dr AB Xuma LM <b>Chris Hani</b> Enoch Mgijima, Ntsika Yethu, Ntsika Yethu, Nxuba Yethemba, Sakhisizwe, Emalahleni & AB Xuma LM <b>Joe Gqabi</b> Elundini, Senqu & Walter Sisulu LM <b>Sarah Baartman</b> Dr Beyers Naude, Blue Crane, Makana, Ndlambe, Sundays River,

Social Protection, Community and Human Development (SPCHD) Cluster DDM PROJECTS										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Description Impact Disaggregation (where applicable)	Project Name	Programme/ Project Value Amount (R'000)	Medium Term Development Framework (MTDF) Allocation			Funding Grant	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
										Kouga, & Koukamma LM <b>OR Tambo</b> Ngquza Hill, PSJ, KSD, Nyandeni & Mhlontlo <b>BCM &amp; NMM</b>
Anti-Poverty & Sustainable Livelihoods	Ensure adequacy, availability, and access to affordable nutritious food for all Ensure regular access to adequate and nutritious food to mitigate against Child Poverty & Malnutrition Develop sustainable Integrated Community Development interventions and increase economic opportunities	<b>Demographics and District Profile</b> Multi-dimensional Poverty Index Hunger Inequality	Integrated Mother & Child Development and Support Programme (IMCDSP)	Reduce vulnerability by facilitating empowerment of women through access to information, skills training and entrepreneurship opportunities. Care and development of their children.	59 947	13 660	14 070	14 704	Equitable Share (R17,5 m shortfall)	<b>Alfred Nzo</b> Matatiele, Winnie Madikizela, Ntabankulu & Mzimvubu LM <b>Amathole</b> Mbhashe, Ntsika Yethu, Nxuba Yethemba, Sakhisizwe, Emalahleni & Dr AB Xuma LM <b>Chris Hani</b> Enoch Mgijima, Ntsika Yethu,

Social Protection, Community and Human Development (SPCHD) Cluster DDM PROJECTS										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Description Impact Disaggregation (where applicable)	Project Name	Programme/ Project Value Amount (R'000)	Medium Term Development Framework (MTDF) Allocation			Funding Grant	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
	towards self-reliant communities									Ntsika Yethu, Nxuba Yethemba, Sakhisizwe, Emalahleni & AB Xuma LM <b>Joe Gqabi</b> Elundini, Senqu & Walter Sisulu LM <b>Sarah Baartman</b> Dr Beyers Naude, Blue Crane, Makana, Ndlambe, Sundays River, Kouga, & Koukamma LM <b>OR Tambo</b> Ngquza Hill, PSJ, KSD, Nyandeni & Mhlontlo <b>BCM &amp; NMM</b>

Social Protection, Community and Human Development (SPCHD) Cluster DDM PROJECTS										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Description Impact Disaggregation (where applicable)	Project Name	Programme/ Project Value Amount (R'000)	Medium Term Development Framework (MTDF) Allocation			Funding Grant	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
Anti-Poverty & Sustainable Livelihoods	Ensure adequacy, availability, and access to affordable nutritious food for all Ensure regular access to adequate and nutritious food to mitigate against Child Poverty & Malnutrition Develop sustainable Integrated Community Development interventions and increase economic opportunities towards self-reliant communities	<b>Demographics and District Profile</b> Multi-dimensional Poverty Index Hunger Inequality	Integrated Community Registration Outreach Programme (ICROP)	Enhanced access for socially excluded people to social protection services	16 492	474	488	510	Equitable Share (R15 m shortfall)	<b>Alfred Nzo</b> Matatiele, Winnie Madikizela, Ntabankulu & Mzimvubu LM <b>Amathole</b> Mbhashe, Ntsika Yethu, Nxuba Yethemba, Sakhisizwe, Emalahleni & Dr AB Xuma LM <b>Chris Hani</b> Enoch Mgijima, Ntsika Yethu, Ntsika Yethu, Nxuba Yethemba, Sakhisizwe, Emalahleni & AB Xuma LM <b>Joe Gqabi</b> Elundini, Senqu &

Social Protection, Community and Human Development (SPCHD) Cluster DDM PROJECTS										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Description Impact Disaggregation (where applicable)	Project Name	Programme/ Project Value Amount (R'000)	Medium Term Development Framework (MTDF) Allocation			Funding Grant	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
										Walter Sisulu LM <b>Sarah Baartman</b> Dr Beyers Naude, Blue Crane, Makana, Ndlambe, Sundays River, Kouga, & Koukamma LM <b>OR Tambo</b> Ngquza Hill, PSJ, KSD, Nyandeni & Mhlontlo <b>BCM &amp; NMM</b>
Anti-Poverty & Sustainable Livelihoods	Ensure adequacy, availability and access to affordable nutritious food for all Ensure regular access to adequate and nutritious food to mitigate against	<b>Demographics and District Profile</b> Multi-dimensional Poverty Index Hunger Inequality Health Index Unemployment/Employment Service Delivery Index Economic development opportunities mapping; and Stakeholder analysis.	Integrated Household & Community Profiling	Integrated services to families and communities	3 376	295	303	317	Equitable Share (R 2,5m shortfall)	Alfred Nzo Matatiele, Winnie Madikizela, Ntabankulu & Mzimvubu LM Amathole Mbhashe, Ntsika Yethu,

Social Protection, Community and Human Development (SPCHD) Cluster DDM PROJECTS										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Description Impact Disaggregation (where applicable)	Project Name	Programme/ Project Value Amount (R'000)	Medium Term Development Framework (MTDF) Allocation			Funding Grant	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
	Child Poverty & Malnutrition Develop sustainable Integrated Community Development interventions and increase economic opportunities towards self-reliant communities									Nxuba Yethemba, Sakhisizwe, Emalahleni & Dr AB Xuma LM <b>Chris Hani</b> Enoch Mgijima, Ntsika Yethu, Ntsika Yethu, Nxuba Yethemba, Sakhisizwe, Emalahleni & AB Xuma LM <b>Joe Gqabi</b> Elundini, Senqu & Walter Sisulu LM <b>Sarah Baartman</b> Dr Beyers Naude, Blue Crane, Makana, Ndlambe, Sundays River, Kouga, &



Social Protection, Community and Human Development (SPCHD) Cluster DDM PROJECTS										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Description Impact Disaggregation (where applicable)	Project Name	Programme/ Project Value Amount (R'000)	Medium Term Development Framework (MTDF) Allocation			Funding Grant	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
										Koukamma LM <b>OR Tambo</b> Ngquza Hill, PSJ, KSD, Nyandeni & Mhlontlo <b>BCM &amp; NMM</b>
Inclusive Early Childhood Development and Learner Attainment	Universal availability of comprehensive age, and stage-appropriate quality Early Childhood Development services Increase Social Support to education for improved learner attainment Accelerate implementation of the Three-stream model	<b>Demographics and District Profile</b> Improved quality of life through skills development Inequality	Integrated School Health Programme	Improve children's health, reduce health barriers to learning	386 544	90 780	94 098	98 332	Equitable Share (R103, 3 m shortfall)	<b>Alfred Nzo</b> Matatiele, Winnie Madikizela, Ntabankulu & Mzimvubu LM <b>Amathole</b> Mbhashe, Ntsika Yethu, Nxuba Yethemba, Sakhisizwe, Emalahleni & Dr AB Xuma LM <b>Chris Hani</b> Enoch Mgijima, Ntsika Yethu, Ntsika

Social Protection, Community and Human Development (SPCHD) Cluster DDM PROJECTS										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Description Impact Disaggregation (where applicable)	Project Name	Programme/ Project Value Amount (R'000)	Medium Term Development Framework (MTDF) Allocation			Funding Grant	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
										Yethu, Nxuba Yethemba, Sakhisizwe, Emalahleni & AB Xuma LM <b>Joe Gqabi</b> Elundini, Senqu & Walter Sisulu LM <b>Sarah Baartman</b> Dr Beyers Naude, Blue Crane, Makana, Ndlambe, Sundays River, Kouga, & Koukamma LM <b>OR Tambo</b> Ngquza Hill, PSJ, KSD, Nyandeni & Mhlontlo <b>BCM &amp; NMM</b>

Social Protection, Community and Human Development (SPCHD) Cluster DDM PROJECTS										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Description Impact Disaggregation (where applicable)	Project Name	Programme/ Project Value Amount (R'000)	Medium Term Development Framework (MTDF) Allocation			Funding Grant	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
Non-Communicable Diseases, mental health & social determinants of health	Strengthen the implementation of Prevention and Control of Non-Communicable Diseases. Strengthen the implementation of Integrated Mental Health Services. National Health Insurance Medico-Legal.	<b>Demographics and District Profile</b> Health Index Inequality	Psychosocial Support & Social Behavioural Change Programmes	Reduced social impact of diseases and risky behaviours	4 634 575	1 359 001	1 409 644	1 473 080	Equitable Share (R392,9 m shortfall)	<b>Alfred Nzo</b> Matatiele, Winnie Madikizela, Ntabankulu & Mzimvubu LM <b>Amathole</b> Mbhashe, Ntsika Yethu, Nxuba Yethemba, Sakhisizwe, Emalahleni & Dr AB Xuma LM <b>Chris Hani</b> Enoch Mgijima, Ntsika Yethu, Nxuba, Yethemba, Sakhisizwe, Emalahleni & AB Xuma LM <b>Joe Gqabi</b> Elundini, Senqu & Walter Sisulu LM

Social Protection, Community and Human Development (SPCHD) Cluster DDM PROJECTS										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Description Impact Disaggregation (where applicable)	Project Name	Programme/ Project Value Amount (R'000)	Medium Term Development Framework (MTDF) Allocation			Funding Grant	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
										<b>Sarah Baartman</b> Dr Beyers Naude, Blue Crane, Makana, Ndlambe, Sundays River, Kouga, & Koukamma LM <b>OR Tambo</b> Ngquza Hill, PSJ, KSD, Nyandeni & Mhlontlo <b>BCMM &amp; NMM</b>
<b>Social Cohesion, Moral Regeneration, Community Safety &amp; GBVF</b>	A Capable, Ethical and Developmental State	<b>Integrated Provisioning Services</b>	Functional community safety structures	Facilitate functional Community Safety Fora, Community Police Fora capacitation, Street / Village Committee and Safer City programme	R5 700	R1 900	R1 900	R1 900	Equitable share	All 8 districts
				Community Mobilisation against crime	Focusing on relevant safety challenges such as stock theft, GBV,	R1 200	R400	R400	R400	Equitable share

Social Protection, Community and Human Development (SPCHD) Cluster DDM PROJECTS										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Description Impact Disaggregation (where applicable)	Project Name	Programme/ Project Value Amount (R'000)	Medium Term Development Framework (MTDF) Allocation			Funding Grant	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
					substance abuse through integrated intervention to change situation.					
Anti-Poverty & Sustainable Livelihoods	Ensure adequacy, availability and access to affordable nutritious food for all Ensure regular access to adequate and nutritious food to mitigate against Child Poverty & Malnutrition Develop sustainable Integrated Community Development interventions and increase economic opportunities towards self-reliant communities	<b>Demographics and District Profile</b> Multi-dimensional Poverty Index Hunger Inequality	Food & Nutrition Security	Improved food and security sustainable livelihoods, capabilities of families and communities	116 619	22 045	22 818	23 845	Equitable Share (R47.9m shortfall)	<b>Alfred Nzo</b> Matatiele, Winnie Madikizela, Ntabankulu & Mzimvubu LM <b>Amathole</b> Mbhashe, Ntsika Yethu, Nxuba Yethemba, Sakhisizwe, Emalahleni & Dr AB Xuma LM <b>Chris Hani</b> Enoch Mgijima, Ntsika Yethu, Ntsika Yethu, Nxuba Yethemba,

Social Protection, Community and Human Development (SPCHD) Cluster DDM PROJECTS										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Description Impact Disaggregation (where applicable)	Project Name	Programme/ Project Value Amount (R'000)	Medium Term Development Framework (MTDF) Allocation			Funding Grant	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
										Sakhisizwe, Emalahleni & AB Xuma LM <b>Joe Gqabi</b> Elundini, Senqu & Walter Sisulu LM <b>Sarah Baartman</b> Dr Beyers Naude, Blue Crane, Makana, Ndlambe, Sundays River, Kouga, & Koukamma LM <b>OR Tambo</b> Ngquza Hill, PSJ, KSD, Nyandeni & Mhlontlo <b>BCM &amp; NMM</b>
Anti-Poverty & Sustainable Livelihoods	Ensure adequacy, availability and access to affordable	<b>Demographics and District Profile</b> Multi-dimensional Poverty Index Hunger	Integrated Mother & Child Development and Support	Reduce vulnerability by facilitating empowerment of women through access to information,	59 947	13 660	14 070	14 704	Equitable Share (R17.5m shortfall)	<b>Alfred Nzo</b> Matatiele, Winnie Madikizela, Ntabankulu



Social Protection, Community and Human Development (SPCHD) Cluster DDM PROJECTS										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Description Impact Disaggregation (where applicable)	Project Name	Programme/ Project Value Amount (R'000)	Medium Term Development Framework (MTDF) Allocation			Funding Grant	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
	nutritious food for all Ensure regular access to adequate and nutritious food to mitigate against Child Poverty & Malnutrition Develop sustainable Integrated Community Development interventions and increase economic opportunities towards self-reliant communities	Inequality	Programme (IMCDSP)	skills training and entrepreneurship opportunities. Care and development of their children.						& Mzimvubu LM <b>Amathole</b> Mbhashe, Ntsika Yethu, Nxuba Yethemba, Sakhisizwe, Emalahleni & Dr AB Xuma LM <b>Chris Hani</b> Enoch Mgijima, Ntsika Yethu, Ntsika Yethu, Nxuba Yethemba, Sakhisizwe, Emalahleni & AB Xuma LM <b>Joe Gqabi</b> Elundini, Senqu & Walter Sisulu LM <b>Sarah Baartman</b>

Social Protection, Community and Human Development (SPCHD) Cluster DDM PROJECTS										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Description Impact Disaggregation (where applicable)	Project Name	Programme/ Project Value Amount (R'000)	Medium Term Development Framework (MTDF) Allocation			Funding Grant	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
										Dr Beyers Naude, Blue Crane, Makana, Ndlambe, Sundays River, Kouga, & Koukamma LM <b>OR Tambo</b> Ngquza Hill, PSJ, KSD, Nyandeni & Mhlontlo <b>BCM &amp; NMM</b>
Anti-Poverty & Sustainable Livelihoods	Ensure adequacy, availability and access to affordable nutritious food for all Ensure regular access to adequate and nutritious food to mitigate against Child Poverty & Malnutrition Develop sustainable	<b>Demographics and District Profile</b> Multi-dimensional Poverty Index Hunger Inequality	Integrated Community Registration Outreach Programme (ICROP)	Enhanced access of socially excluded people to social protection services	16 492	474	488	510	Equitable Share (R15m shortfall)	<b>Alfred Nzo</b> Matatiele, Winnie Madikizela, Ntabankulu & Mzimvubu LM <b>Amathole</b> Mbhashe, Ntsika Yethu, Nxuba Yethemba, Sakhisizwe, Emalahleni

Social Protection, Community and Human Development (SPCHD) Cluster DDM PROJECTS										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Description Impact Disaggregation (where applicable)	Project Name	Programme/ Project Value Amount (R'000)	Medium Term Development Framework (MTDF) Allocation			Funding Grant	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
	Integrated Community Development interventions and increase economic opportunities towards self-reliant communities									& Dr AB Xuma LM <b>Chris Hani</b> Enoch Mgijima, Ntsika Yethu, Ntsika Yethu, Nxuba Yethemba, Sakhisizwe, Emalahleni & AB Xuma LM <b>Joe Gqabi</b> Elundini, Senqu & Walter Sisulu LM <b>Sarah Baartman</b> Dr Beyers Naude, Blue Crane, Makana, Ndlambe, Sundays River, Kouga, & Koukamma LM <b>OR Tambo</b>

Social Protection, Community and Human Development (SPCHD) Cluster DDM PROJECTS										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Description Impact Disaggregation (where applicable)	Project Name	Programme/ Project Value Amount (R'000)	Medium Term Development Framework (MTDF) Allocation			Funding Grant	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
										Ngquza Hill, PSJ, KSD, Nyandeni & Mhlontlo <b>BCM &amp; NMM</b>
Anti-Poverty & Sustainable Livelihoods	Ensure adequacy, availability and access to affordable nutritious food for all Ensure regular access to adequate and nutritious food to mitigate against Child Poverty & Malnutrition Develop sustainable Integrated Community Development interventions and increase economic opportunities towards self-reliant communities	<b>Demographics and District Profile</b> Multi-dimensional Poverty Index Hunger Inequality Health Index Unemployment/Employment Service Delivery Index Economic development opportunities mapping; and stakeholder analysis.	Integrated Household & Community Profiling	Intergrated services to families and communities	3 376	295	303	317	Equitable Share (R2.5m shortfall)	Alfred Nzo Matatiele, Winnie Madikizela, Ntabankulu & Mzimvubu LM Amathole Mbhashe, Ntsika Yethu, Nxuba Yethemba, Sakhisizwe, Emalahleni & Dr AB Xuma LM <b>Chris Hani</b> Enoch Mgijima, Ntsika Yethu, Ntsika Yethu, Nxuba Yethemba,

Social Protection, Community and Human Development (SPCHD) Cluster DDM PROJECTS										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Description Impact Disaggregation (where applicable)	Project Name	Programme/ Project Value Amount (R'000)	Medium Term Development Framework (MTDF) Allocation			Funding Grant	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
										Sakhisizwe, Emalahleni & AB Xuma LM <b>Joe Gqabi</b> Elundini, Senqu & Walter Sisulu LM <b>Sarah Baartman</b> Dr Beyers Naude, Blue Crane, Makana, Ndlambe, Sundays River, Kouga, & Koukamma LM <b>OR Tambo</b> Ngquza Hill, PSJ, KSD, Nyandeni & Mhlontlo <b>BCM &amp; NMM</b>
Inclusive Early Childhood Development and Learner Attainment	Universal availability of comprehensive age-, and stage-appropriate	<b>Demographics and District Profile</b> Improved quality of life through skills development Inequality	Integrated School Health Programme	Improve children's health, reduce health barriers to learning	386 544	90 780	94 098	98 332	Equitable Share (R103.3m shortfall)	<b>Alfred Nzo</b> Matatiele, Winnie Madikizela, Ntabankulu

Social Protection, Community and Human Development (SPCHD) Cluster DDM PROJECTS										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Description Impact Disaggregation (where applicable)	Project Name	Programme/ Project Value Amount (R'000)	Medium Term Development Framework (MTDF) Allocation			Funding Grant	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
	quality Early Childhood Development services Increase Social Support to education for improved learner attainment Accelerate implementation of Three stream model									& Mzimvubu LM <b>Amathole</b> Mbhashe, Ntsika Yethu, Nxuba Yethemba, Sakhisizwe, Emalahleni & Dr AB Xuma LM <b>Chris Hani</b> Enoch Mgijima, Ntsika Yethu, Ntsika Yethu, Nxuba Yethemba, Sakhisizwe, Emalahleni & AB Xuma LM <b>Joe Gqabi</b> Elundini, Senqu & Walter Sisulu LM <b>Sarah Baartman</b>



Social Protection, Community and Human Development (SPCHD) Cluster DDM PROJECTS										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Description Impact Disaggregation (where applicable)	Project Name	Programme/ Project Value Amount (R'000)	Medium Term Development Framework (MTDF) Allocation			Funding Grant	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
										Dr Beyers Naude, Blue Crane, Makana, Ndlambe, Sundays River, Kouga, & Koukamma LM <b>OR Tambo</b> Ngquza Hill, PSJ, KSD, Nyandeni & Mhlontlo <b>BCM &amp; NMM</b>
Non-Communicable Diseases, mental health & social determinants of health	Strengthen the implementation of Prevention and Control of Non-Communicable Diseases Strengthen the implementation of Integrated Mental Health Services National Health Insurance Medico-Legal	<b>Demographics District Profile</b> and Health Index Inequality	Psychosocial Support & Social Behavioural Change Programmes	Reduced social impact of diseases and risky behaviours	<b>4 634 575</b>	<b>1 359 001</b>	<b>1 409 644</b>	<b>1 473 080</b>	Equitable Share (R392.9m shortfall)	<b>Alfred Nzo</b> Matatiele, Winnie Madikizela, Ntabankulu & Mzimvubu LM <b>Amathole</b> Mbhashe, Ntsika Yethu, Nxuba Yethemba, Sakhisizwe, Emalahleni

Social Protection, Community and Human Development (SPCHD) Cluster DDM PROJECTS										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Description Impact Disaggregation (where applicable)	Project Name	Programme/ Project Value Amount (R'000)	Medium Term Development Framework (MTDF) Allocation			Funding Grant	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
										& Dr AB Xuma LM <b>Chris Hani</b> Enoch Mgijima, Ntsika Yethu, Ntsika Yethu, Nxuba Yethemba, Sakhisizwe, Emalahleni & AB Xuma LM <b>Joe Gqabi</b> Elundini, Senqu & Walter Sisulu LM <b>Sarah Baartman</b> Dr Beyers Naude, Blue Crane, Makana, Ndlambe, Sundays River, Kouga, & Koukamma LM <b>OR Tambo</b>

Social Protection, Community and Human Development (SPCHD) Cluster DDM PROJECTS										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Description Impact Disaggregation (where applicable)	Project Name	Programme/ Project Value Amount (R'000)	Medium Term Development Framework (MTDF) Allocation			Funding Grant	Location
						2025/26 Budget (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
										Ngquza Hill, PSJ, KSD, Nyandeni & Mhlontlo <b>BCM &amp; NMM</b>

**Table 130: Justice, Crime Prevention and Security (JCPS) Cluster DDM PROJECTS 2025/2028**

Justice, Crime Prevention and Security (JCPS) Cluster DDM PROJECTS										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Description Impact Disaggregation (where applicable)	Project Name	Programme/ Project Value Amount (R'000)	Medium Term Development Framework (MTDF) Allocation			Funding Grant	Location
						2025/26 Allocation (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
Non-Communicable Diseases, mental health & social determinants of health	Strengthen the implementation of Prevention and Control of Non-Communicable Diseases Strengthen the implementation of Integrated Mental Health Services National Health Insurance Medico-Legal	<b>Demographics and District Profile</b> Health Index Inequality	Psychosocial Support & Social Behavioural Change Programmes	Reduced social impact of diseases and risky behaviours	4 634 575	1 359 001	1 409 644	1 473 080	Equitable Share (R 392,9m shortfall)	<b>Alfred Nzo</b> Matatiele, Winnie Madikizela, Ntabankulu & Mzimvubu LM <b>Amathole</b> Mbhashe, Ntsika Yethu, Nxuba Yethemba, Sakhisizwe, Emalahleni & Dr AB Xuma LM <b>Chris Hani</b>

Justice, Crime Prevention and Security (JCPS) Cluster DDM PROJECTS										
Integration Programme	P-MTDP Intervention	DDM Transformation Area	Description Impact Disaggregation (where applicable)	Project Name	Programme/ Project Value Amount (R'000)	Medium Term Development Framework (MTDF) Allocation			Funding Grant	Location
						2025/26 Allocation (R'000)	2026/27 Allocation (R'000)	2027/28 Allocation (R'000)		
										Enoch Mgijima, Ntsika Yethu, Nxuba Yethemba, Sakhisizwe, Emalahleni & AB Xuma LM <b>Joe Gqabi</b> Elundini, Senqu & Walter Sisulu LM <b>Sarah Baartman</b> Dr Beyers Naude, Blue Crane, Makana, Ndlambe, Sundays River, Kouga, & Koukamma LM <b>OR Tambo</b> Ngquza Hill, PSJ, KSD, Nyandeni & Mhlontlo <b>BCM &amp; NMM</b>

## EASTERN CAPE PROVINCIAL DEPARTMENT OF EDUCATION - CATALYTIC INFRASTRUCTURE PROGRAMMES AND PROJECTS

### NEW SCHOOLS

Programme Name & Project Name	FEZIWE Spatial Location of Project (GPS coordinate)	Project Type (Description and reason for Catalytic Status - Impact on other Sectors and Projects)	Does the project require IGR support (Yes/ No)	Project Status: Feasibility/ Planning/ Implementation	Total Project Cost	Is the project currently funded (Yes/ No)	COMMENTS / REMARKS	Contact Person: Programme / Project Manager Tel. and Email
Khayaletu Special School		Building of New Special school	YES	Contractor on Site 70%	R175 374 847,00	YES	N/A	MR. V MABECE
Uwlazi High School		Erection of 15 Prefabricated Classrooms and Ablutions HOD office, staff room	YES	Contractor on Site 50%	R23 244 427,00	YES	N/A	MR. V MABECE
Overton PS		Erection of Prefabricated Classrooms and Ablutions	YES	Contractor on Site 95% Completion	R9 658 748,00	YES	N/A	MR. V MABECE
Hector Petersen High School		Prefabricated Classrooms	YES	Contractor on site	R26 060 873.00	YES	N/A	MR. V. MABECE

### RENOVATIONS AND REPAIRS

Programme Name & Project Name	Spatial Location of Project (GPS coordinate)	Project Type (Description and reason for Catalytic Status - Impact on other Sectors and Projects)	Does the project require IGR support (Yes/ No)	Project Status: Feasibility/ Planning/ Implementation	Total Project Cost	Is the project currently funded (Yes/ No)	COMMENTS / REMARKS	Contact Person: Programme / Project Manager Tel. and Email
Nkwezana Full Service School		Erection of Prefabricated Classrooms and Maintenance	YES	Contractor on Site 98% Completion	R10,360,033,75	YES	N/A	MR. V MABECE
Hetcor Peterson HS		New Classrooms 18 Electrical, Maintenance	YES	Contractor on site 10% completion	R141,294,905,77	YES	N/A	MR. V MABECE
Kuyasa HS		Disaster	YES	Contractor on site 80% Completion	R1,336,834,47	YES	N/A	MR. V MABECE
Buffalo City Inner PS		Disaster	YES	Site handover 02 December 2024	R369,240.00	YES	N/A	MR. V MABECE

Programme Name & Project Name	Spatial Location of Project (GPS coordinate)	Project Type (Description and reason for Catalytic Status - Impact on other Sectors and Projects)	Does the project require IGR support (Yes/ No)	Project Status: Feasibility/ Planning/ Implementation	Total Project Cost	Is the project currently funded (Yes/ No)	COMMENTS / REMARKS	Contact Person: Programme / Project Manager Tel. and Email
Jongilanga HS		Disaster	YES	Site handover 4 December 2024 contract 4 months	R1 505 823 00	YES	N/A	MR. V. MABECE
Kings Mission PS		Disaster	YES	Site handover 29 November 2024 contract 2 months	R234 497,72	YES	N/A	MR. V MABECE
Ikhwili PS		Disaster	YES	Site handover 28 November 2024 contract 3 months	R4 705434,30	YES	N/A	MR. V MABECE
Siyazakha HS		Disaster	YES	Site handover 21 November 3 months contract	R2 150891,98	YES	N/A	MR. V MABECE
New Generations PS		Disaster	YES	Contractor appointed	R1,039,912.00	YES	N/A	MR. V MABECE
Uviwe HS		Disaster	YES	Contractor appointed		YES	N/A	MR. V MABECE
Nkangeleko Intermediate School		Provision / Upgrade of Fence	YES	Contractor onsite	R60,260.00	YES	N/A	MR. V MABECE
Xolani Senior Secondary School		Provision / Upgrade of Fence	YES	Contractor appointed	R60,260.00	YES	N/A	MR. V MABECE
Nontuthuzelo PS		Disaster	YES	Contractor appointed	R520,256.00	YES	N/A	MR. V MABECE
Byletts HS		Renovations	YES	Site Handover	R800,000,00	YES	N/A	MR. V MABECE
Pefferville Primary School		Natural Disaster Projects	YES	Contractor appointed	R3,896,949.00	YES	N/A	MR. V MABECE
Vulamazibuko Senior Secondary School		Natural Disaster Projects	YES	At Bid Evaluation stage	R3,402,058.00	YES	N/A	MR. V MABECE
Ebenezer Majombozi High School		Natural Disaster Projects	YES		R3,179,171 .00	YES	N/A	MR. V MABECE
Qaqamba Public School		Natural Disaster Projects	YES	Contractor on site	R3,164,046.00	YES	N/A	MR. V MABECE

Programme Name & Project Name	Spatial Location of Project (GPS coordinate)	Project Type (Description and reason for Catalytic Status - Impact on other Sectors and Projects)	Does the project require IGR support (Yes/ No)	Project Status: Feasibility/ Planning/ Implementation	Total Project Cost	Is the project currently funded (Yes/ No)	COMMENTS / REMARKS	Contact Person: Programme / Project Manager Tel. and Email
Mbulelo Benekane Secondary		Natural Disaster Projects	YES		R1,036,183.00	YES	N/A	MR. V MABECE
Pefferville Primary School		Natural Disaster Projects	YES	Contractor appointed	R3,896,949.00	YES	N/A	MR. V MABECE
Vulamazibuko Senior Secondary School		Natural Disaster Projects	YES	At Bid Evaluation stage	R3,402,058.00	YES	N/A	MR. V MABECE
Ebenezer Majombozi High School		Natural Disaster Projects	YES	Contractor to be appointed	R3,179,171 .00	YES	N/A	MR. V MABECE
Qaqamba Public School		Natural Disaster Projects	YES	Contractor on site	R3,164,046.00	YES	N/A	MR. V MABECE
Nomhle Junior Primary School		Provision / Upgrade of Fence	YES	Contractor appointed	R63,000.00	YES	N/A	MR. V MABECE
Tyutyu Primary School		Additional Classrooms / Teaching Space	YES	Contractor appointed	R417,507.00	YES	N/A	MR. V MABECE
Zanempucuko Senior Secondary School		Provision / Replacement of Sanitation	YES	Site Handover	R282,458.00	YES	N/A	MR. V MABECE
Ncemera Junior Primary School		Provision / Nutrition centres	YES	Contractor appointed	R500,000.00	YES	N/A	MR. V MABECE
Feziwe Primary School		Provision / Nutrition centres	YES	Site Handover	R500,000 .00	YES	N/A	MR. V MABECE
Simzamile Senior Secondary School		Replacement Schools	YES	Contractor appointed	R443,284.00	YES	N/A	MR. V MABECE
QUMBU CMC (Replaced Hechtor Peterson High)		Provision / Replacement of Sanitation	YES	Site Handover	R443,240.00	YES	N/A	MR. V MABECE
Imfuneko Yelitha Primary School (Replaced By UNATHI HS)		Provision / Replacement of Sanitation	YES	Contractor appointed	053 229	YES	N/A	MR. V MABECE
Ekuphumleni Primary School		Provision / Replacement of Sanitation	YES	Site Handover	799 222	YES	N/A	MR. V MABECE



Programme Name & Project Name	Spatial Location of Project (GPS coordinate)	Project Type (Description and reason for Catalytic Status - Impact on other Sectors and Projects)	Does the project require IGR support (Yes/ No)	Project Status: Feasibility/ Planning/ Implementation	Total Project Cost	Is the project currently funded (Yes/ No)	COMMENTS / REMARKS	Contact Person: Programme / Project Manager Tel. and Email
Nonceba Senior Secondary School		Provision / Replacement of Sanitation	YES	Contractor appointed	163 247	YES	N/A	MR. V MABECE
Floradale Farm School		Grade R Classrooms	YES	Site Handover	150 000	YES	N/A	MR. V MABECE
Bisho Full Service School		Maintenance Projects	YES	Contractor appointed	150 000	YES	N/A	MR. V MABECE
Lukhanyo Primary School		Natural Disaster Projects	YES	Site Handover	103 599	YES	N/A	MR. V MABECE
Dimbaza Central Secondary School		Provision / Upgrade of Fence	YES		63 000	YES	N/A	MR. V MABECE

### DISASTER SCHOOLS

SCHOOL NAME	NAME OF CONTRACTOR	VALUE OF PROJECT	VALUE OF THE PROJECT
Godidi PS	Elegance Construction CC	R 313 035,75	Appointment letter issued. Works orders will be issued in the new financial year 2025/2026
Ngqwalane PS	Shweme and Shwenza Trading Enterprise	R 936 403,28	Appointment letter issued. Works orders will be issued in the new financial year 2025/2026
Nonkundla PS	Ipha Trading (Pty) Ltd	R 882 6370,14	Appointment letter issued. Works orders will be issued in the new financial year 2025/2026
Fikile Benson Gaushe	Civic Trading Enterprise	R 447 741,00	Appointment letter issued. Works orders will be issued in the new financial year 2025/2026
Ndevana PS	Cash Me Trading	R 946 575,40	Appointment letter issued. Works orders will be issued in the new financial year 2025/2026
Manezi PS	Jeremy Kenedy Traders and Services	R 650,000,00	Appointment letter issued. Works orders will be issued in the new financial year 2025/2026
Jim Mvabaza HS	Mzondi Trading	R 989 011,50	Appointment letter issued. Works orders will be issued in the new financial year 2025/2026
Maskhanyise PS	Lumeto Trading Enterprise CC	R 496 712,13	Appointment letter issued. Works orders will be issued in the new financial year 2025/2026
Nkululeko Primary School		R 100 000,00	TASCI funded the school to renovate the ablution facilities

### UNDER CONSTRUCTION WATER AND SANITATION PROJECTS – AMATOLA

Project/Program Name	Project/Program Description/Nature of the Project	Project Progress	Allocated budget	Challenges in implementation	Responsible person & Contact details
Byletts HS	Borehole	Ongoing		Borehole and electricity vandalized on 29 August 2024	TMT

### FENCING PROVIDED IN 2024/2025

Project/Program Name	Project/Program Description/Nature of the Project	Project Progress	Allocated budget	Challenges in implementation	Responsible person & Contact details
Duncan Village PS	Fencing	Awaiting practical completion	R3 322 678.45	Lupicon Trading was awarded 8 schools on the 13/03/24 but has not completed to date.	Coega
Mzokhanyo HS	Fencing	Awaiting practical completion	R1 340 967.16	Lupicon Trading was awarded 8 schools on the 13/03/24 but has not completed to date	Coega
New Generations PS	Fencing	Awaiting practical completion	R2.	Lupicon Trading was awarded 8 schools on the 13/03/24 but has not completed to date	Coega
Chumani PS	Fencing	Awaiting practical completion	R4 997 726.67	Lupicon Trading was awarded 8 schools on the 13/03/24 but has not completed to date	Coega
Funlwazi PS	Fencing	Awaiting practical completion	R3 160 100.82	Lupicon Trading was awarded 8 schools on the 13/03/24 but has not completed to date	Coega
Ebhotwe PS	Fencing	Awaiting practical completion	R2 331 824.23	Lupicon Trading was awarded 8 schools on the 13/03/24 but has not completed to date	Coega
Xhama PS	Fencing	Awaiting practical completion	R1 859 434.46	Lupicon Trading was awarded 8 schools on the 13/03/24 but has not completed to date	Coega
Gwaba PS	Fencing	Awaiting practical completion	R1 807 345.96	Lupicon Trading was awarded 8 schools on the 13/03/24 but has not completed to date	Coega
Bulumko PS	Fencing	practical completion on 10/09/2024	R1 889 745.97	N/A	Coega
Zwelemfundo PS	Fencing	practical completion on 10/09/2024	R1 600 000.00	N/A	Coega

**TECHNICAL SCHOOLS WITHOUT WORKSHOPS**

Name Of School	Project	Progress	Main Appropriation (25/26)
Nompendulo Technical HS	Specialist Rooms	Phase in approach	R381,427.00

## SUMMARY OF CATALYTIC PROJECTS

- ✧ Six Catalytic Development Corridors: MELD Corridor & North West Development Corridors; West Bank Economic Corridor/Logistics Hub; Bhisho-Qonce-Zwelitsha Development Corridor; East London CBD & Inner City; and Mdantsane Urban Hub.
- ✧ Six Mass Integrated Human Settlement Development Interventions requiring the intervention of DHS, DWS, DALRRD, DPWI, and other land-owning departments.
- ✧ Anticipated social/gap housing – inclusive of contributions from multiple stakeholders: R1 403 000 000,00.
- ✧ Anticipated Berlin/Ntabozuko Green Energy Hub: BCMM commitment is R9 000 000,00; PPP and National Treasury commitments: TBC.
- ✧ Revitalisation of the Dimbaza Industrial Park (ECDC): BCMM commitment of R8 500 000,00; ECDC commitment: TBC.
- ✧ Bulk sewerage, energy, and road infrastructure in the Mdantsane-East London Corridor: R1 billion.
- ✧ West Bank Smart Logistics Hub and MBSA W206 investment (with stakeholders including the TNPA, ACSA, BCMM, ELIDZ, DEDEAT, and MBSA): over R10 billion.
- ✧ MELD Corridor – (Security of Electricity) – required funds of R7 636 648.
- ✧ Electricity supply infrastructure (to ensure secure electricity for further industrial development on the West Bank, ELIDZ, and Reeston/Amalinda Junction): Treasury BFI Funding of R1,97 billion.
- ✧ Roads and Transport Corridor (Settlers Way, Harbour Arterial Road, N2-R72 Bypass, North West Express Way, and MAR): BFI funding of R3,73 billion.
- ✧ Bulk Sewer Upgrade (DWA in Reeston & Westbank): R1,9 billion.

# SECTION E: DEVELOPMENT OBJECTIVES, STRATEGIES, KEY PERFORMANCE INDICATORS AND TARGETS 2021 – 2026 (revised for 2025/2026)

## 1. Introduction

South Africa continues to endure the legacy for underdevelopment, poverty, infrastructure backlogs and inequitable access to basic services. In response to these, the government is putting in place various mechanisms and measures to turn the situation around. In the local government context, a comprehensive and elaborate system of monitoring performance of municipalities has been legislated. The system is intended to monitor continuously the performance of municipalities in fulfilling their mandates. Central to the system is the development of key performance indicators as instruments to assess performance. The indicators help to translate complex socio-economic development problems into quantifiable and measurable output. They are, therefore, crucial if a proper assessment is to be done of the impact of government in improving the “quality of life for all.”

In this regard, the Municipal Planning and Performance Management Regulations (2001) stipulate that a “municipality’s performance management system entails a framework that describes and represents how the municipality’s cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players” (Chapter 3, Section 7, Municipal Planning and Performance Management Regulations, 2001).

The implementation of a performance management policy framework will allow the Municipality to collect, process, organise, analyse, audit, reflect and report on performance information. It will also allow the Municipality to take practical steps to improve its performance. This framework constitutes the performance system of the Municipality, together with the KPIs and performance targets in the service delivery and budget implementation plan. It also includes performance agreements of Head of Directorates (HODs) regular reporting through monthly budget statements to the Executive Mayor and quality reports to Council, and periodic reviews to improve the system.

## 2. Legislative and Policy Framework

As outlined in Section 40 of the Municipal Systems Act of 2000, BCMM must establish mechanisms to monitor and review its Performance Management System (PMS) so as to measure, monitor, review, evaluate and improve performance at organisational, departmental and employee levels. Section 34 of the MSA furthermore point out that the Integrated Development Plan (IDP) has to be reviewed on an annual basis, and that during the IDP Review process the Key Performance Areas, Key Performance Indicators and Performance Targets are reviewed and this review will form the basis for the review of the municipal PMS and Performance Contracts of HODs.

The following policy and legislative provisions govern Performance Management in the local government sphere:

- The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996).
- The White Paper on Transforming Public Service Delivery (Batho-Pele) (1997).
- The White Paper on Local Government (1998).
- The Municipal Systems Act, 2000 (Act 32 of 2000)
- DPLG Performance Management Guidelines 2001
- Municipal Planning and Performance Management Regulations (2001).
- Municipal Finance Management Act, 2003 (Act 56 of 2003)
- Municipal Performance Regulation for Section 57 Employee (2006)

Other legislation that impacts on and relates to performance management include:

- Labour Relations Act (Act No. 66 of 1995) : Code of Good Practice
- Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)
- Employment Equity Act, 1998 (Act No. 55 of 1998)
- The Skills Development Amendment Act (Act 31 of 2003)
- Promotion of Access to Information Act (Act 2 of 2000)
- Municipal Structures Act (1998)

## **2.1 The Constitution of the Republic of South Africa, Act 108 of 1996**

Chapter 7, which deals with Local Government, provides for the establishment of the local sphere of government. The Constitution established a complete new operational framework for Municipalities. There is increased pressure on the fiscal resources of Municipalities with new goals such as the promotion of social and economic development and equity; the promotion of a safe and healthy environment and the encouragement of local community participation in the formulation of policies, programmes and budgets.

**Section 152(1)** of the Constitution sets out the goals and objectives of local government:

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to local communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and

- To encourage the involvement of communities and community organisations' in the matters of local government.

## 2.2 The Batho-Pele White Paper, 1998

An important perspective in the management of the performance of a Municipality is its relationship with its customers, namely, local citizens and partners. The Batho-Pele White Paper (1998) provides an approach to building a culture and practice of customer service that is responsive to the needs of citizens and business as consumers and end-users of municipal services. For this to happen, even within the context of limited resources at the disposal of municipalities, everyone in the public service, needs to do so with a high degree of commitment and a sense of duty, through living the

Batho-Pele principles and the new belief set of ***"We belong, We care, We serve"***

Eight Batho-Pele principles were developed to serve as the acceptable policy and legislative framework of service delivery in the public service. These principles are aligned with the Constitutional ideals of:

- Promoting and maintaining high standards of professional ethics;
- Providing service impartially, fairly, equitably and without bias;
- Utilising resources efficiently and effectively;
- Responding to people's needs (citizens are encouraged to participate in policy-making); and
- Rendering an accountable, transparent, and development-oriented public administration.

## 2.3 The White Paper on Local Government, 1998

The White Paper on Local Government provides for the development of a coherent planning framework for Integrated Development Planning that informs the effective design and implementation of the Performance Management system on both organisational and individual level, which will:

- Enable planning around the needs prioritised in consultation with community groups;
- Facilitate vertical integration with the national and provincial policies and programmes, and;
- Gear municipal resources and capacity to meet the objectives identified in the IDPs.

In order to support the integrated development planning the **White Paper** advocated the development of a performance management system with the aim to:

- Enable realistic planning;
- Allow municipalities to assess the impact of their administrative reorganisation processes and development strategies, and;
- Enhance local government accountability.



## 2.4 The Municipal Systems Act 32 of 2000

The Systems Act determines specifically that individual Municipalities should develop their own performance management systems in the interest of efficient and effective management. This is achieved through planning targets and the achievement and maintenance of quality and accountability in the delivery of projects and services to the communities within the Municipality. The following is required of municipalities in terms of the Act:

### Section 26

Municipal Systems Amendment Act, 44 of 2003 provides that a parent municipality, which has sole, control of a municipal entity or effective control in the case of a municipal entity, which is a private company:

- i. Must ensure that annual performance objectives and indicators for the municipal entity are established by agreement with the municipal entity and included in the municipal entities multi-year business plan in accordance with Section 87 (5) (d) of the Municipal Finance Management Act, and
- ii. Must monitor and annually review as part of the Municipal entities annual budget process as set out in Section 87 of the Municipal Finance Management Act, the performance of the Municipal entity against the agreed performance objectives and indicators, and
- iii. May liquidate and disestablish the municipal entity-
  - a) Following an annual performance review if the performance of the municipal entity is unsatisfactory:"

### Section 38

- Establish a PMS that is commensurate with its resources, best suited to its circumstances and in line with the priorities, objectives and targets in the IDP.
- Promote a culture of performance management among its political structures, political office bearers and councillors and in its administration.

### Section 41

- Set appropriate key performance measures (indicators) as a yardstick for measuring performance with regard to the development priorities and objectives in the IDP.
- Set measurable performance targets for each of those development priorities and objectives.
- Monitor performance.
- Measure and evaluate performance at least once per year.
- Take steps to improve performance.
- Establish a process of regular reporting to Council, other political structures, political office bearers and staff of the Municipality; and of the public and appropriate organs of state.

### Section 42

Involve the local community in the development, implementation and review of the Municipality's PMS, and, in particular, allow the community to participate in the setting of appropriate measures and targets

#### **Section 44**

Make known, both internal and to the general public, the performance measures and targets set by it for the purposes of its PMS.

#### **Section 45**

Audit the results of the performance measurement as part of internal auditing processes and annually by the Auditor General.

#### **Section 46**

Publish an annual performance report reflecting the performance of the Municipality and of each external service provider; a comparison of the performances with targets; and measures taken to improve performance.

#### **Section 56**

Municipal Manager and the managers directly accountable to the Municipal Manager (S56 employees) to sign annual performance agreements and plans, with a set of performance measures to assess individual achievements against the plans. The performance plans must be aligned to the SDBIP that are based on the IDP.

#### **Section 67**

Municipality must implement systems and procedures to ensure fair, efficient, effective and transparent personnel administration, including the monitoring, measuring and evaluation of staff performance.

#### **Section 81 (b)**

Municipality must monitor and assess the performance of a service provider (or municipal entity) in implementing the service delivery agreement (where applicable).

### **2.5 Performance Management Guidelines for Municipalities, 2001**

The Local Government and Batho-Pele White Papers, the Municipal Systems Act and the Municipal Performance Management Regulations do not constitute a framework that details how performance management processes should be undertaken in municipalities. Each Municipality is expected to develop such a framework themselves, and The Department of Provincial and Local Government prepared the Performance Management Guidelines for Municipalities (2001) to assist municipalities in this. This framework is informed by the aforementioned guidelines.

### **2.6 Municipal Performance Management Regulations, 2001**

The Municipal Planning and Performance Management Regulations deal in more detail with the following aspects of the PMS in regulations 7 to 15: The performance framework that describes and represents how the Municipality's cycle and processes of performance planning, monitoring, measurement, evaluation, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players.

- The setting of performance measures (indicators) and the involvement of communities in this.
- The general key performance indicators.
- The annual review of measures as part of the performance review process.

- The setting of performance targets for each of the measures.
- The monitoring, measurement and evaluation of performance.
- Internal auditing of performance measurements.
- Community participation in respect of performance management.

## 2.7 Municipal Finance Management Act, 56 Of 2003

The Municipal Finance Management Act links financial management, performance management and the IDP in no uncertain terms, e.g. –

### Section 16 (1) (2)

This Section requires that the municipality must for each financial year, approve an annual budget for the Municipality before the start of the financial year.

It also requires that in order for the municipality to comply with subsection (1), the mayor of the municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year

### Section 17

An annual budget, when it is tabled in Council for approval, must be accompanied by measurable performance objectives for revenue from each source and for each vote in the budget, taking into account the Municipality's IDP.

### Section 24

An annual budget must be approved together with the adoption of resolutions approving abovementioned performance objectives.

### Section 53

The Municipality's service delivery and budget implementation plan (SDBIP) must include service delivery targets and performance measures for each quarter. The annual performance agreements must be linked to the measurable performance objectives approved with the budget and to the SDBIP.

### Section 72

There must be a mid-year budget and performance assessment in January of each year.

### Section 165 (2) (b)

This Section requires that each municipality and municipal entity must have an internal audit unit to advise an accounting officer and report to the audit committee on the implementation of the audit plan and matters relating to, inter alia, performance management.

MFMA contains various provisions relating to Municipal performance management. It requires municipalities, in annual budget approval, to adopt an SDBIP with service delivery targets and performance indicators and compile an annual report, which must include a performance report compiled in terms of the MSA.

MFMA requires a municipality to include its annual municipal performance report with its financial statements and other requirements in its annual report. This Annual Report must be dealt with by the council within 9 months of the end of the financial year.

## **2.8 Performance Management Regulation for Municipal Managers and Section 57 Managers, 2006**

The Municipal Performance Management Regulation for Section 57, seek to provide a uniform framework that can be applied by local, district and metropolitan municipalities whilst recognising their unique conditions.

- These regulations seek to provide for practical mechanisms and enablers in implementation, monitoring and evaluation of service delivery and development.
- In view of the need to on the one hand, attract and retain skilled managers in municipalities and on the other hand the need to provide clarity on remuneration and conditions of employment, the regulations set specific principles in this regard.
- The determination of remuneration should be competency-based, market related and appropriate to local conditions.
- The recognition of outstanding performance remains an important part of performance management. However, it is proposed that bonuses be awarded on a sliding scale ranging from 5% to a maximum of 14%.

## **2.9 Labour Relations Act, No. 66 of 1995**

In addition, The Labour Relations Act (LRA), of 1995, through the *Code of Good Practice: Dismissal* provides guidelines on the management of poor performance. These provisions in the LRA are of significance in that they preceded the other pieces of legislation on Local Government and provide a legal basis for the implementation of performance management.

## **2.10 Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)**

This Act links to performance management in that the purpose of the Act is, among other things, 'to give effect to and regulate the right to fair labour practices conferred by section 23 (1) of the Constitution – as stipulated in Section 2 (a). It also provides for the enforcement of basic conditions of employment for employees on contracts. The Act further makes provisions regarding incapacity and rights of employees.

## **2.11 Employment Equity Act, 1998 (Act No. 55 of 1998)**

It is required by Chapter Two, Section 5 that the employer must take steps to promote opportunity in the workplace by eliminating unfair discrimination in any employment policy or practice'. In defining 'employment policy or practice' the Act indicates in Chapter One (1) (h) that this includes any 'performance evaluation system'.

## **2.12 The Skills Development Amendment Act (Act 31 of 2003)**

This Act refers to the need to budget for at least one per cent of the payroll for the training and education of employees, with effect from 1 April 2000. This training and development links to the requirement of performance management for individual development plans.

## **2.13 Promotion of Access to Information Act (Act 2 of 2000)**

This Act seeks to foster a culture of transparency and accountability in public and private bodies by giving effect to the right of access to information, including access to performance information.

## **2.14 Municipal Structures Act (1998)**

In Section 19 (1) the Act specifies that a municipal council must strive within its capacity to achieve the objectives set out in Section 152 of the Constitution and annually review its overall performance in achieving them.

The Municipal Structures Act Section 19 (2)(a) mandates the council of a municipality to conduct annual reviews of the municipality's overall performance in achieving its set objectives.

Section 44 (3) states that the executive committee, in performing its duties, must review the performance of the municipality in order to improve:

- The economy, efficiency and effectiveness of the municipality.

## **3. Objectives of Performance Management System**

Municipality's PMS is the primary mechanism to monitor, review and improve the implementation of its IDP and to gauge the progress made in achieving the objectives as set out in the IDP. The PMS process plan includes the following objectives that the system should in addition fulfil:

### **3.1 Facilitate increased accountability**

The performance management system should provide a mechanism for ensuring increased accountability between the communities and the municipal council, the political and administrative components of the municipality, each Head of Department and the Accounting Officer.

### **3.2 Facilitate learning and improvement**

- The Performance Management System (PMS) provides a mechanism for learning and improvement by assisting the municipality to determine which strategies and plans are having the desired impact, to ensure that services are delivered in the most efficient and effective manner.
- It forms the basis for monitoring, evaluating and improving the implementation of the Integrated Development Plan (IDP).

### **3.3 Provide early warning signals**

The Performance Management System (PMS) provides managers, the Accounting Officer, Portfolio Committees, the Mayoral Committee and Council with timeous diagnostic signals where implementation of the IDP is at risk so that intervention strategies can be implemented.

### **3.4 Facilitate decision-making**

The performance management system should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources

The functions listed above are not exhaustive, but summarise the intended benefits of the system.

### **3.5. Principles Governing Performance Management System (PMS)**

The following principles inform and guide the development and implementation of the performance management system:

#### **3.5.1. Simplicity**

A simple user-friendly system enables the Municipality to operate within its financial, human resource and information management capacity.

#### **3.5.2. Politically driven**

The Council is the owner of the performance management system and effectively drives both the development and implementation of the system.

#### **3.5.3. Incremental implementation**

The performance management system is not considered to be perfect from the start and will be improved based on lessons learned.

#### **3.5.4 Transparency and accountability**

The process of managing performance is inclusive, open and transparent involving Council, the community, management and employees.

#### **3.5.5. Integration of PMS to other management processes**

The performance management system (PMS) is integrated into other management processes of the municipality, such that it is a tool for efficient and effective management.

### 3.5.6. Objectivity

The performance management system is founded on objectivity and credibility.

## 4. Framework

The Municipality must develop, as part of the performance management system (PMS), a framework which will deal with the “how” to work with performance information. A performance management framework is the way the Municipality collects, presents and uses its performance information. It is a practical plan, made up of mechanisms and processes, for the Municipality to collect, process, arrange and classify, examine and evaluate, audit, reflect on and report performance information. These mechanisms and processes work in a cycle which must be linked to the Municipality’s normal planning (IDP and otherwise) and the annual budgeting cycle.

## 5. The Performance Management Model and the Process

### Planning, budgeting, implementation, monitoring, and reporting in government institutions

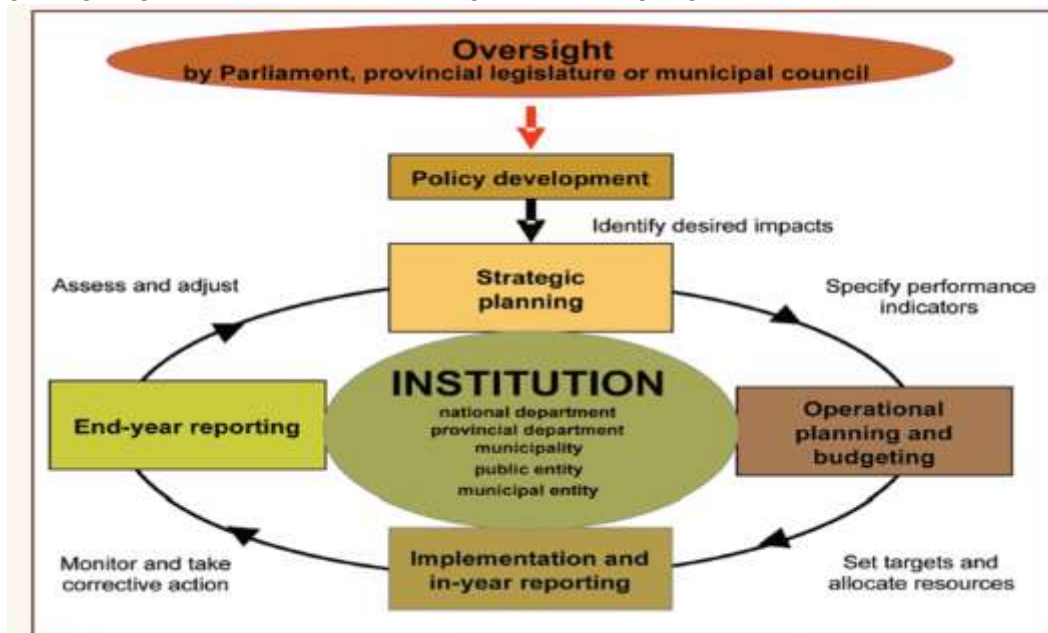


Figure 116: Performance Management process. [Source: NT Framework on Managing Programme Performance Information, 2007]

### 5.1 Model

A performance management model can be defined as the grouping together of performance indicators, sometimes based on the type of indicator, into logical categories or groups (often called perspectives), as a means to enhance the ability of an organisation to manage and analyse its performance. As such, a model provides a common framework for what aspects of performance is going to be measured and managed. It further ensures that a balanced set of measures are employed that are not relying on only one facet of performance and therefore not presenting a holistic assessment of the performance of an organisation.



A performance management model is a choice about what aspects or dimensions of performance will be measured. Different models give different pictures of performance by emphasising different aspects to measure.

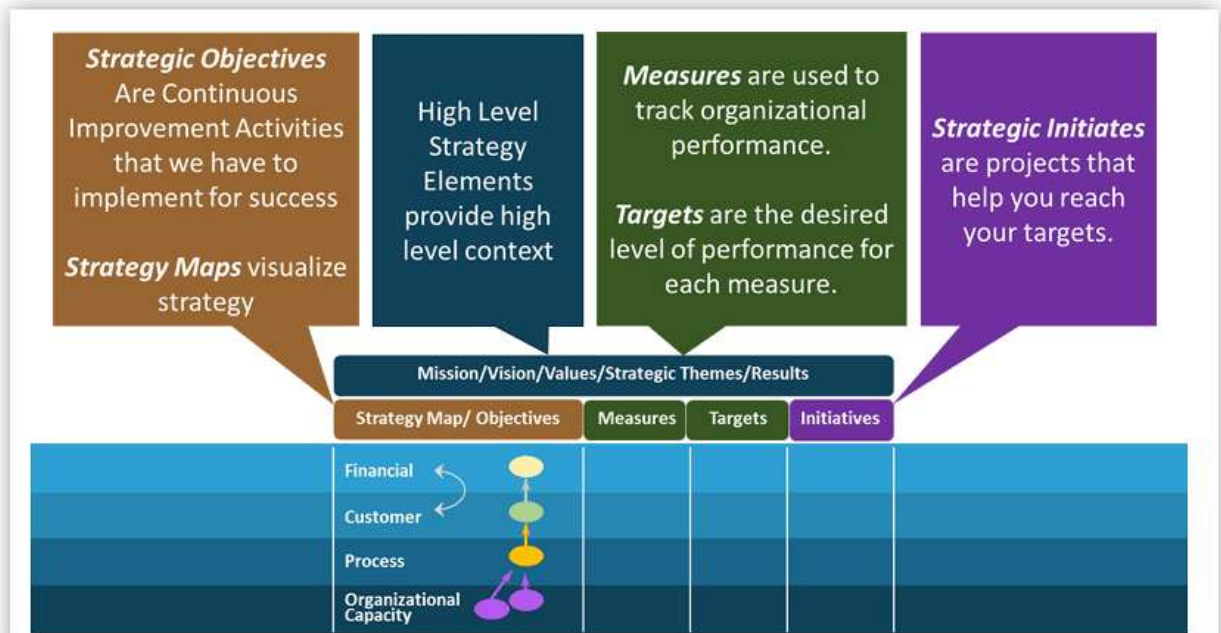


Figure 117: Performance Management process [Source: Balance Scorecard Institute//BSC Basics, 1998-2007]

The balanced scorecard (BSC) is a strategic planning and management system that organisations use to:

- Communicate what they are trying to accomplish
- Align the day-to-day work that everyone is doing with strategy
- Prioritise projects, products and services
- Measure and monitor progress towards strategic targets

The system connects the dots between big picture strategy elements such as mission (our purpose), vision (what we aspire for), core values (what we believe in), strategic focus areas (themes, results, outcomes and/ or goals) and more operational elements such as objectives (continuous improvement activities), measures (or key performance indicators, or KPI's which track strategic performance), targets (our desired level of performance), and initiatives (projects that help you reach your targets)

## 5.2 Alignment to the Metro Growth and Development Strategy (MGDS), Integrated Development Planning (IDP) and Service Delivery and Budget Implementation Plan (SDBIP)

In defining what the City wants to be, an alignment between the MGDS, IDP and Performance Management is necessary as the Performance Management System serves to measure the performance of the municipality in meeting its long, medium and short term plans, namely; Metro Growth and Development Strategy, Integrated Development Plan and Service Delivery and Budget Implementation Plan (SDBIP). MGDS is "BCMM's vision 2030", whereas IDP is BCMM's five year plan and SDBIP is an annual plan that monitors the implementation of the budget and service delivery

targets. PMS translates MGDS and IDP into operational and workable plans which all entails the Cities five strategic outcomes derived from MGDS, namely;

- a) An innovative and Productive City
- b) A Green City
- c) A Connected City
- d) A Spatially Transformed City
- e) A well- Governed City

### 5.2.1 Five Strategic Outcomes derived from MGDS

#### Strategic Outcome 1: Innovative and Productive City:

To enhance the Quality of Life of BCMM Community:

- Promote arts and culture and preserve heritage
- Promote participation in sports and recreation
- Promote well maintained, vibrant and liveable city
- Promote equal opportunities, inclusion and redress
- Improve community safety

To maintain an inclusive and sustainable economic growth:

- Increase the government LED job creation initiatives
- Promote a more diversified export trade
- Support SMME development
- Promote industry focused skills development
- Promote business competitiveness
- BCMM LED institutional mechanisms

#### Strategic Outcome 2: A Green City

To promote an environmentally sustainable city:

- Reduce waste generation
- Implement climate change mitigation strategies
- Enhance management of biodiversity
- Reduce air pollution
- Enhance land productivity
- Enhance disaster management preparedness
- Promote an enhanced government systems in relation to environment compliance issues

#### Strategic Outcome 3: A Connected City

To maintain world-class logistics:

- Develop maintain roads infrastructure and reduce congestion

- Develop the port of East London
- Refurbishment of Slipway and the surrounding areas
- Develop East London airport
- Develop the rail infrastructure
- Promote an integrated transport connectivity
- Develop the ICT

#### **Strategic Outcome 4: A Spatially Transformed City**

To maintain world class infrastructure and utilities:

- Provide efficient energy resources
- Maintain water conservation and quality
- Promote an integrated spatial form
- Provide sustainable human settlements
- Promote resource efficient land use
- Promote sustainable rural development
- Revitalise township economy

#### **Strategic Outcome 5: A Well Governed City**

To promote sound financial and administrative management:

- Build institutional and administrative capabilities
- Enhance accountability of political office bearers and administration
- Community participation
- Enhance corporate governance
- Enhance BCMM sustainability
- Promote alignment of corporate planning and implementation
- Implement through effective partnerships

### **6. Components of Performance Management Framework**

The annual process of managing performance at organisational level in the Municipality involves the steps as set out in the diagram below:

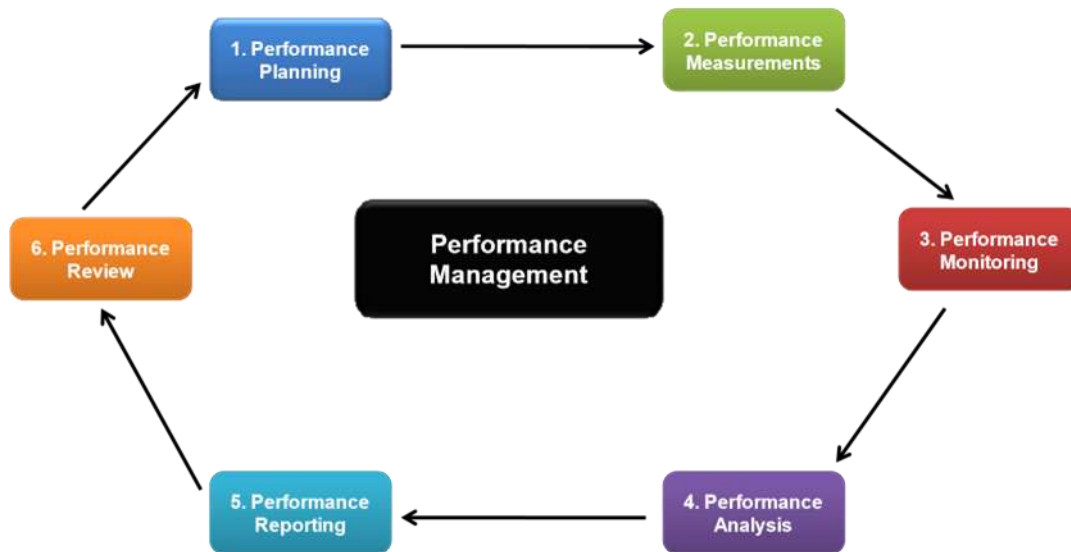


Figure 118: Components of Performance Management Framework

### 6.1. Performance planning

The performance of the Municipality is to be managed in terms of its IDP and the process of compiling an IDP and the annual review thereof constitutes the process of planning for performance. It should be noted that the last component of the cycle is that of performance review and the outcome of such a review process must inform the next cycle of IDP compilation/review by focusing the planning processes on those areas in which the Municipality has underperformed.

### 6.2. Performance measurement

Performance measurement refers to the formal process of collecting and capturing performance data to enable reporting to take place for each key performance indicator and against the target set for such indicator. The setting of measures and targets happens during the IDP process and is linked to the strategic objectives of the IDP. To ensure the integrity of the targets set, baseline information based on backlog and current performance should be used as the basis for setting sound measures and targets. Performance measurement allows the Municipality to compare their actual performance in relation to backlog and current performance.

### 6.3. Performance monitoring

Performance monitoring is an ongoing process by which a manager accountable for a specific indicator as set out in the organisational scorecard (and a service delivery target contained in a SDBIP) continuously monitors current performance against targets set. The aim of the monitoring process is to take appropriate and immediate interim (or preliminary) action where the indication is that a target is not going to be met by the time that the formal process of performance measurement, analysis, reporting and review is due.

## 6.4. Performance analysis

Performance analysis involves the process of making sense of measurements. It requires interpretation of the measurements as conducted in terms of the previous step to determine whether targets have been met and exceeded and to project whether future targets will be met or not. Where targets have not been met performance analysis requires that the reasons therefore should be examined, and corrective action recommended. Where targets have been met or exceeded, the key factors that resulted in such success should be documented and shared so as to ensure organisational learning.

The analysis of the organisational and SDBIP scorecards by executive management should also ensure that quality performance reports are submitted to the Mayoral Committee and that adequate response strategies are proposed in cases of poor performance. Only once executive management has considered the scorecards, agreed to the analyses undertaken and captured therein and have reached consensus on the corrective action as proposed, can the organisational and SDBIP scorecards be submitted to the Mayoral Committee for consideration and review.

## 6.5. Performance reporting

The following table derived from the legislative framework for performance management and summarises for ease of reference and understanding the various performance reporting as it applies to the Municipality:

Table 131: Summary of Performance Reporting

Report Type	Description
Quarterly IDP and SDBIP reporting	<p>The SDBIP is a key management, implementation, and monitoring tool, which provides operational content to the end-of-year service delivery targets, set in the budget and IDP. It determines the performance agreements for the municipal manager and all top managers, whose performance can then be monitored through Section 71 monthly reports, and evaluated through the annual report process.</p> <p>The SDBIP information on revenue will be monitored and reported monthly by the municipal manager in terms of Section 71(1)(a) and (e). <i>For example, if there is lower than anticipated revenue and an overall cash shortage in a particular month the municipality may have to revise its spending downwards to ensure that it does not borrow more than anticipated.</i> More importantly, such information requires the municipality to take urgent remedial steps to ensure it improves on its revenue collection capacity if the municipality wants to maintain its levels of service delivery and expenditure.</p> <p>Section 1 of the MFMA, Act 56 of 2003 states that the SDBIP as a detailed plan approved by the mayor of a municipality in terms of service delivery should make projections for each month of the revenue to be collected, by source, as well as the operational and capital expenditure, by vote. The service delivery targets, and performance indicators need to be reported on quarterly (MFMA, 2003).</p>

Report Type	Description
Mid-year budget and Performance Assessment	Section 72 of the MFMA requires the accounting officer to prepare and submit a report on the performance of the municipality during the first half of the financial year. The report must be submitted to the mayor, National Treasury as well as the relevant Provincial Treasury. As with all other reports this is a crucial report for the Council to consider mid-year performance and what adjustments should be made, if necessary
Annual Performance report	<p>Section 46 of the Municipal Systems Act states that a municipality must prepare for each financial year, a performance report that reflects the following:</p> <ul style="list-style-type: none"> <li>• The performance of the municipality and of each external service provided during that financial year;</li> <li>• A comparison of the performances referred to in the above paragraph with targets set for and performances in the previous financial year; and</li> <li>• Measures to be taken to improve on the performance</li> </ul> <p>The performance report must be submitted at the end of the financial year and will be made public as part of the annual report in terms of chapter 12 of the MFMA. The publication thereof will also afford the public the opportunity to judge the performance of the municipality against the targets set in the various planning instruments.</p>
Annual report	<p>Every municipality are required by Section 121 to prepare an annual report for each financial year, which must include:</p> <ul style="list-style-type: none"> <li>• the annual financial statements of the municipality or municipal entity as submitted to the Auditor-General for audit (and, if applicable, consolidated annual financial statements);</li> <li>• the Auditor-General's audit report on the financial statements;</li> <li>• an assessment by the accounting officer of any arrears on municipal taxes and service charges;</li> <li>• particulars of any corrective action taken or to be taken in response to issues raised in the audit reports;</li> <li>• any explanations that may be necessary to clarify issues in connection with the financial statements;</li> <li>• any information as determined by the municipality,</li> <li>• any recommendations of the municipality's performance audit committee,</li> <li>• an assessment by the accounting officer of the municipality's performance against the measurable performance objectives for revenue collection and for each vote in the municipality's approved budget for the relevant financial year;</li> <li>• the annual performance report prepared by a municipality; and</li> <li>• any other information as may be prescribed.</li> </ul>
Oversight report	<p>The council of a municipality must consider the municipality's annual report (and that of any municipal entity under the municipality's control), and in terms of Section 129, within two months from the date of tabling of the annual report, must adopt an oversight report containing the council's comments, which must include a statement whether the council:</p> <ul style="list-style-type: none"> <li>• has approved the annual report with or without reservations;</li> </ul>

Report Type	Description
	<ul style="list-style-type: none"> <li>has rejected the annual report; or</li> <li>has referred the annual report back for revision of those components that can be revised</li> </ul> <p>In terms of Section 132, the following documents must be submitted by the accounting officer to the provincial legislature within seven days after the municipal council has adopted the relevant oversight report:</p> <ul style="list-style-type: none"> <li>the annual report (or any components thereof) of each municipality and each municipal entity in the province; and</li> <li>all oversight reports adopted on those annual reports. It is important to note that the oversight committee working with these reports should be chaired by the opposition party.</li> </ul>

### 6.5.1. Rating actual performance

Performance will be reviewed on a quarterly basis within a month after the end of the quarter. This is the stage where Directorates indicate whether they have achieved the targets or not. The Directorates must rate themselves using a colour codes that are linked to a rating scale of 1-5 as prescribed by Municipal Performance Regulations of 2006. 1 = Unacceptable performance (red); 2 = Performance not fully effective (amber/orange); 3 = Performance Fully effective (green); 4 = Performance significantly above expectations (blue) and 5 = Outstanding performance (purple). This will also apply to the review and annual evaluation of the City Manager and Senior Managers reporting directly to the City Manager.

The same rating is also applied during the assessment of S56 managers.

The table below explains in detail how the Directorate should measure itself per performance indicator and target:

Table 132: Performance measurement per indicator and target

Achievement Levels	Terminology	Description	Colour code
5	Outstanding performance	<p>Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year</p> <p><b>100% (of the target) + extra 100% (over and above the target) .....therefore Double the target.</b></p>	



4	Performance significantly above expectations	<p>Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against <b>more than half of the performance</b> criteria and indicators and fully achieved all others throughout the year (<i>sec 27 (c), page 243 of 2006 Performance Regulations</i>)</p> <p><b>Interpretation: 100% (of the target) + more than 50% (over and above the target)</b></p>	
3	Fully effective	<p>Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan, <i>sec 27 (c), page 243 of 2006 Performance Regulations</i>)</p> <p><b>Interpretation 100%</b></p>	
2	Performance not fully effective	<p>Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results <b>against more than half</b> the key performance criteria and indicators as specified in the PA and Performance Plan, <i>sec 27 (c), page 243 of 2006 Performance Regulations</i>).</p> <p><b>Interpretation 50%- 99% of the set target</b></p>	
1	Unacceptable performance	<p>Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.</p> <p><b>Interpretation 49% and below the set target</b></p>	

## 6.6. Performance review and improvement

Review includes assessment of the system itself, the framework, targets, and performance targets of directorates and performance measurement of employees. It identifies the strengths, weaknesses, opportunities and threats of the municipality in meeting key performance indicators, performance targets and general key performance indicators. It also measures the efficiency and effectiveness in the utilisation of resources and impact in so far as performance indicators and targets set by the municipality are concerned. Performance improvement and adjustment is based on review. The municipality should ensure that the community participates in review through various public participation structures.

## 7. Service Delivery Budget and Implementation Plan (SDBIP)

The SDBIP gives effect to the Integrated Development Plan and budget of the Municipality. The budget gives effect to the strategic priorities of the municipality. The SDBIP therefore serves as a “contract” between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end-of- year targets and implementing the budget. The SDBIP measures the operational plan, whilst the PMS measures performance at a strategic level.

The SDBIP and the PMS provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP and the PMS are management implementation and monitoring tools which will assist the mayor, the councillors, municipal manager, senior managers and the community in evaluating the performance of the council. A properly formulated SDBIP and PMS will ensure that the appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget performance of the senior management and the achievement of the strategic objectives set by council. The SDBIP and PMS enables the municipal manager to monitor performance of senior managers, the mayor to monitor the performance of municipal manager and for community to monitor the performance of the municipality.

The SDBIPs will capture the performance of each municipal department including the organisation. There will be one scorecard derived directly from the IDP, only excluding the outer year targets. This means that the objectives, strategies, baseline, indicators and annual targets are translated as is, further expanded with quarterly targets, both delivery and financial. This is seldom referred to as service plans. The SDBIP (Service Delivery Budget and Implementation Plan) requires cashflow projections to be displayed and captured, then linked to the service delivery targets for performance measurement purposes. The SDBIP will then provide a comprehensive picture of the performance of that department as well as the organisation.

It is crucial to ensure that the SDBIPs do not duplicate current reporting, but rather be integrated as a core component of the municipality’s vertical reporting system. It should simplify all regular reporting from departments to the municipal manager and any other council structure including and mainly clusters. In this form, the SDBIP drawn from the IDP is regarded as the APR and it depicts the organisational performance, of which the City Manager is measured against. So, the Directorates’ SDBIP’s will cascade from the City Manager’s SDBIP.

Performance in the form of a SDBIP will be reported to the Working Group, Executive Management, Technical & Full Clusters and Mayoral Committee on a quarterly and monthly basis respectively where applicable. The HoDs and the City Manager will be primarily responsible for performance on the SDBIP. As such, the SDBIP is the component of how the HoD’s and City Manager’s performance will be appraised. This is dealt with in more detail on later pages that deal with Employee performance. SDBIPs and performance reports must be formulated at departmental meetings constituted at least by the HoDs and Unit Manager/Section Heads where applicable. Sectional planning must be informed by the SDBIP, and performance reporting must feed into the SDBIP report. Therefore, each section must have its own implementation plan that contributes to the overall implementation of the SDBIP.

## 7.1 Directorates/Departmental scorecards

The departmental scorecards (detail SDBIP) will capture the performance of each defined directorate or department. Unlike the municipal/organisational scorecard, which reflects on the strategic priorities of the municipality, the SDBIP will provide detail of each outcome for which top management are responsible for, in other words a comprehensive picture of the performance of that directorate/sub-directorate. The departmental SDBIP will be compiled by departments and will consist of objectives, indicators and targets derived from the Municipality's annual service delivery and budget implementation plan and any annual business or services plan compiled for each directorate or department.

### 7.1.1. Priority setting

In setting priorities municipality should consider the following:

- An assessment of development in the municipal area, identifying development challenges, marginalised and vulnerable citizens and communities
- A long-term development vision for the municipal area that overcomes its development challenges
- A set of delivery priorities and objectives, based on identified needs, achievable in the current term of office, that would contribute significantly to the achievement of the development vision for the area
- A set of internal transformation strategies, priorities and objectives, whose achievement would enable the delivery and the realisation of the development vision
- Additional projects identified in contributing to the achievement of the above objectives
- A financial plan and medium term income and expenditure framework that is aligned to the priorities of the municipality
- A spatial development framework

To be useful in the management of performance, the IDP must provide very clear objectives, indicators by which to measure the achievement of the objectives and unambiguous targets for those indicators.

### 7.1.2. Setting objectives

All components of the integrated development plan whether they are strategies or priority areas, need to be translated into a set of clear and tangible objectives. This is a crucial stage in ensuring that there is clarity on the IDP and that suitable indicator are found. A clear and concise construction of statement of objectives is needed. The statement requires a tangible, measurable and unambiguous commitment to be made. It is often useful to have a clear timeframe attached to this commitment in your objective statement.

### 7.1.3. Setting key performance Indicators

KPIs are measurements that tell us whether progress is being made in achieving our goals. Indicators should describe performance dimension considered key in measuring performance. The ethos of performance management as implemented in local governments and captured in the Municipal Systems Act and Municipal Planning and Performance Management Regulation rely centrally on the use of Key Performance Indicators. Key Performance Indicators are variables (qualitative and quantitative) that tell us whether we are making progress towards achieving our objectives.

The following **SMART** criteria must be used for the setting of indicators and targets:

- **Specific**

Is the target specific or vague? By being specific, the municipality commits itself to a standard of delivery. E.g. by stating “1000 standpipes will be constructed” the municipality is committing to a specific target opposed to a statement “to provide people with water”

Further, the municipality needs to be absolutely sure what element of objective it wants to measure e.g. the quality of water being provided or the number of stand pipes being constructed. Therefore, the KPI’s which needs to be measured should be identified and prioritized and specific targets set.

Care should be taken not to mix the different targets in one KPI measurement, as it will make measurement of it difficult.

- **Measurable**

In deciding what specific part of the KPI a municipality wants to measure it must decide:

- If the municipality can measure the targets set (example, does it have the staff, funding, information/data to do this)
- If the municipality can provide proof (information / data) that the target set was actually achieved
- If a municipality cannot measure a target for any reason, it should amend or remove it.
- If the municipality wants to measure any target, it must decide on the most appropriate manner for obtaining such proof, and whether it is justified to employ additional staff or incur additional expenditure on providing the proof that a specific target was achieved?
- Also, there should be a purpose or reason for measuring a target, e.g. there is no reason to measure the reduction in the incidences of cholera if the Municipality has no clear strategy and objective in place to address this aspect and is not doing anything to reduce the impact.
- Measure against backlogs or and baseline.
- **Achievable/Attainable**

Can the municipality meet the target set? Does it have the human, financial, infrastructure and other resources to deliver on the target set?

In determining if a target is attainable, the municipality must determine if it has a total executive control over the objective, KPI and Target set. E.g., provision of education is a national and provincial Government function. Thus, developing a KPI of “constructing schools” and setting a target of “building 5 schools” would not be attainable as it falls outside the control of the municipality (Operationally)

Further, the municipality need to determine/ identify whether there are real risks (Political, financial, human, natural etc.) involved, in firstly setting the target, and secondly meeting it. (This relates to the realistic element of the target as well)

- **Realistic**

By setting a realistic target the municipality must take its capacity into consideration. There is no point in setting a target of “5000 stand pipes in one year “if the municipality only has the capacity (human, infrastructural and financial) to deliver “1000 stand pipes in one year.”

Similarly in a non core-function, if a municipality does not have the capacity and the responsibility to build a school, the targets set should reflect the aim of that municipality to liaise and lobby with the Department of Education and Culture. By setting the unrealistic targets, the municipality will only set itself up for failure.

Risk identification: it is important for the municipality to identify all possible (high level) risks that can impact on the delivery of target/s.

- Time-bound

Quarterly and annual targets are set, it must relate to a timeframe. These timeframes should in themselves be specific, attainable and realistic. Time frames are not necessarily related to a financial year but could span over several years. Applicable target dates for each KPI must be determined.

However, a municipality should annually monitor its achievements towards the target and review/adapt if required. If a target cannot be met in one year, extend the time frame or reduce the target so that it can be met in the time frame specified. Consequently, a “SMART” target could be to build 1000 standpipes within the certain specified financial year (time related).

Note that for IDP purposes a five year target needs to be determined using the same criteria. The quarterly and annual target then feeds into the five year, which reduces each year.

#### 7.1.4. Setting targets

The municipality should have clear objectives for its IDP and identified appropriate indicators. Targets are purely goals or milestones for what we intend an indicator to measure at various timeframes. Performance targets are planned level of performance or milestones an organisation sets for itself for each indicator identified. Targets are usually expressed in quantity or time terms.

### 7.2. Service Delivery and Budget Implementation Plan (SDBIP) concepts

**A baseline measure:** is the value (or status quo) of the indicator before the start of the programme or prior to the period over which performance is to be monitored and reviewed. For the purpose of standardising the setting of baselines and for the sake of clarity, the following descriptions will be used:

- If the indicator is measurable on an annual basis, the baseline will be its measure in the last financial year.
- The baseline for annual targets that are incrementally measurable per quarter or per month will be the measure at the end of the last financial year but the targets can be set incrementally.

- The baseline for quarterly targets that are not incrementally contributing to an annual target will be the indicator's measure in the last quarter it was measured unless by its nature it is seasonally variable in which case it will be an average of the last four quarterly measures.
- The baseline for monthly targets that are not incrementally contributing to a quarterly or annual target will be its measure in the last month it was measured unless by its nature it varies monthly in which case it will be an average of the last three monthly measurements.

**A target:** is the value (or desired state of progress) of the indicator that is intended to be achieved by a specified time period. These are the annual targets that are split into quarterly targets both delivery and financial (based on cashflows). This then achieves the compliance in terms of SDBIP legal requirement. There are two types viz, **planned**, and **actual**.

All targets should follow the following principles:

- SPECIFIC
- MEASURABLE
- ACHIEVABLE
- REALISTIC
- TIME-BOUND

**The measurement source and frequency:** should indicate where the data for measuring the quarterly targets or annual indicator will emanate from, and how frequently the indicator/ target will be measured and reported. This information is crucial for the auditing process as it is required that an audit evidence file be compiled. This is seldom referred to portfolio of evidence. Management is urged to prepare evidence files as part of the planning phase as quarterly targets are already known at this stage. The evidence files can be prepared at the beginning of each quarter using quarterly targets.

**Variance / reason for deviation & Corrective Measures:** Variances or reason for deviation refers to the comments and explanation of **what** happened for the target not to be met, **why** a target is not met and by how far. It further requires corrective measures to be captured to list activities to bring target inline and recovered so it is not lost and forgotten as it has an overall impact on the objective. A deviation report signed by HOD is required during quarterly reporting for all targets that are not met. Also, for all those targets that are over-achieved, a deviation report signed by HOD is required stating the reason for deviation, a corrective measure is not necessary in this case.

**Indicator Custodian:** refers to the person that takes responsibility for the planning, execution, monitoring, review and reporting of the indicator.

### **7.3. Approval of Directorates SDBIP's**

#### **7.3.1 Section 69 of the MFMA**

The accounting officer of a municipality is responsible for implementing the municipality's approved budget, including taking all reasonable steps to ensure:

(3) The accounting officer must no later than 14 days after the approval of an annual budget submit to the mayor:

- a) a draft service delivery and budget implementation plan for the budget year
- b) drafts of the annual performance agreements as required in terms of section 57(1)(b) of the Municipal Systems Act for the municipal manager and all senior managers.

#### **7.3.2 Section 53 of the MFMA**

The mayor of a municipality must-

- c) take all reasonable steps to ensure –
  - i) that the municipality approves its annual budget before the start of the budget year,
  - ii) that the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget; and
  - iii) that the annual performance agreements as required in terms of section 57(1)(b) of the Municipal Systems Act of the municipal manager and all senior managers

### **7.4. Approval of the Institutional SDBIP**

Section 53 (c) (ii) and (iii) requires that the Mayor of the municipality must take all reasonable steps to ensure that the municipality's service delivery and budget implementation plan is approved within 28 days after the approval of the budget. Therefore, the Institutional SDBIP must be submitted by the City Manager to the Executive Mayor within the above legislated timeframes for approval.

Also section 53 (3) (a) stipulates that the mayor must ensure that service delivery targets and performance indicators for each quarter as set out in the SDBIP are made public no later than 14 days after the approval of the service delivery and budget implementation plan. Therefore, the Accounting officer as delegated by the Executive Mayor must ensure that the SDBIP is made public within the above set timeframes.

### **7.5. Adjustments of Key Performance Indicators and targets**

If there is to be changes made in service delivery targets and performance indicators, this must be with the approval of the Mayor, following approval of an adjustments budget (section 54(1)(c) of MFMA). KPI's and targets must be adjusted to be aligned with the adjustment estimate (incl. capital projects) and the reason for the adjustment of the indicator / target must be provided and signed off by the HoDs as an internal control measure. The KPI's and targets can only be changed on the system after Executive Mayor's approval has been obtained. The SDBIPs should be presented in a consistent format so that they are easy to use and understand. Municipality must ensure that the revisions of the service delivery and budget implementation plan are made public promptly (Section 54 (3)).



It should be noted that the 3rd and 4th quarter performance reporting are influenced by the adjustment budget which will subsequently inform the content of the APR

During Audit from external bodies, the City receives a recurring finding of a huge gap between non-financial and financial performance reporting. To address this, indicators that do not have financial implications will be reported quarterly in a separate Annexure.

## 7.6. Incorporating MFMA circular 88 National Treasury Indicators

### 7.6.1. Introduction

The MFMA Circular No. 88 (C88) was issued on 30 November 2017 providing guidance to metropolitan municipalities on a common set of performance indicators to be applied in the planning, budgeting, in-year monitoring and reporting cycle. The circular aims to support the alignment of planning and reporting instruments for a prescribed set of municipal performance indicators. The Municipal Systems Act (MSA) and the MFMA require alignment between planning and reporting instruments such as the Integrated Development Plan (IDP), the Service Delivery and Budget Implementation Plan (SDBIP) and the Annual Report.

As the Metros began implementing C88, certain challenges were identified. The National Treasury provided guidance on how to manage these challenges by way of Frequently Asked Questions (FAQs), that are published on the website of National Treasury and Addendums that are published on annual basis. Addendums also provide updates and guidance on specific areas on an annual basis regarding implementation of circular 88 key performance indicators. Circular 88 indicators are categorised into outcome and output indicators. Also they are classified into four (4) tiers according to their readiness levels.

BCMM implements the circular in phases and in line with section 38 of the Municipal Systems Act, which stipulates that :

*“A municipality must :-*

- (a) Establish a performance management system that is -*
  - (i) Commensurate with its resources*
  - (ii) Best suited to its circumstances; and*
  - (iii) In line with the priorities, objectives, indicators and targets contained in its integrated development plan...”*

### 7.6.2. Categorisation and classification of key performance indicators

#### 7.6.2.1. Categorisation of key performance indicators

MFMA Circular 88 categorise indicators into outcome and output indicators. It also outlines where should outcome and output indicators be incorporated.

#### **Outcome indicators should:**

- Be included in the IDP with baseline data for the most recent year for which data is available.

- Include a medium-term target for both the end of the electoral term (5th year) and the outer year of the MTREF (3rd year shifting out).
- Be reported upon for the latest year for which data is available in the Annual Report.

**Outcome indicators should not:**

- Form the basis of an annual performance appraisal of the municipality.
- Have public annual or quarterly targets.
- Be expressed in the SDBIP.
- Be included in annual performance agreements of municipal managers or senior management.

**Output indicators should:**

- Be included in the SDBIP with baseline data for the preceding financial year.
- Include annual targets and be split into quarterly projections as appropriate.
- Be reported on an annual basis and quarterly as appropriate.
- Be reflected in the annual performance agreements of municipal managers or senior management.

**Exempted Indicators:**

In cases where National Treasury exempt certain key performance indicators, they will not appear in the reports e.g. Annual Performance Report

### 7.6.2.2. Classification of key performance indicators

MFMA Circular 88 indicators are classified into four (4) tiers according to their levels of readiness as follows:

- Indicators classified as Tier 1 and Tier 2 level of readiness means those indicators are ready to be implemented and therefore should be applied in planning, budgeting and reporting cycle.
- Indicators classified as Tier 3 and Tier 4 level of readiness means those indicators are not yet ready for standardised reporting and therefore should not be applied in planning, budgeting and reporting cycle.

### 7.6.3. Institutionalisation of Circular 88 (C88) indicators

BCMM has categorised C88 indicators according to its five (5) strategic outcomes. They are incorporated into the city's SDBIP template as national prescribed key performance indicators under applicable strategic outcome.

### 7.6.4. Target setting for Circular 88 indicators

#### 7.6.4.1. Setting targets

Municipalities are allowed to set targets that are aligned to its own budget, capacity and institutional readiness. The frequency of reporting for each indicator is being guided by the prescribed National Treasury technical indicator descriptions.

During Audit from external bodies, the City receives a recurring finding of a huge gap between non-financial and financial performance reporting. To address this, indicators that do not have financial implications will be reported quarterly in a separate Annexure.

#### **7.6.4.2. Guidance for indicators with zero or nil targets**

There are also those instances where an indicator may have a “0” or nil target over the short medium term because there are planning lags and/ or resource or capacity limitations that prevent the municipality from performing in relation to that particular indicator in the designated period of reporting. This is the most common justification for “0” reporting but has resulted in queries as to whether it is consistent with Section 46 (1)(a)(iii) of the Municipal Systems Act

(MSA). The following are considered examples of justifiable “0” target-setting at the planning stage which should then reflect as the planned target at the point of reporting

- An indicator measures something that happens less frequently than the designated reporting interval. For instance, the acquisition of land for human settlements development (e.g. HS1.13 Hectares of land acquired) is an example where a “0” target, or no change in an annual reporting cycle, may be an accurate and appropriate reflection of planned performance;
- An indicator measures something that suffers from a serious planning lag or capacity constraints which will delay performance for a year or more. For instance, if the municipality has recently seen high turnover from a key infrastructure department with scarce skills and there are not implementation ready projects, there may be sustained delays to service delivery outputs in the short term that justify “0” targets for key infrastructure service delivery over annual periods; and
- An indicator rationale motivates why a lower target may be better, and municipalities set “0” targets as a reflection of intended improvements in performance in relation to their baseline measures. Examples include indicators where measurements of negative results (e.g. mortality rates, corruption, repeat audit findings, etc) are meant to be minimised or reduced insofar as possible.

#### **7.6.5. Valid reasons for non-inclusion**

- Budget reprioritized
- No budget
- Changes in government priorities
- Indicator may only be planned for outer years
- An institution is ahead on output targets

- National Treasury exemption provided on standardised indicators per C88
- Institution has own indicator similar to standardised C88 indicators

#### 7.6.6. Reporting Circular 88 (C88) indicators

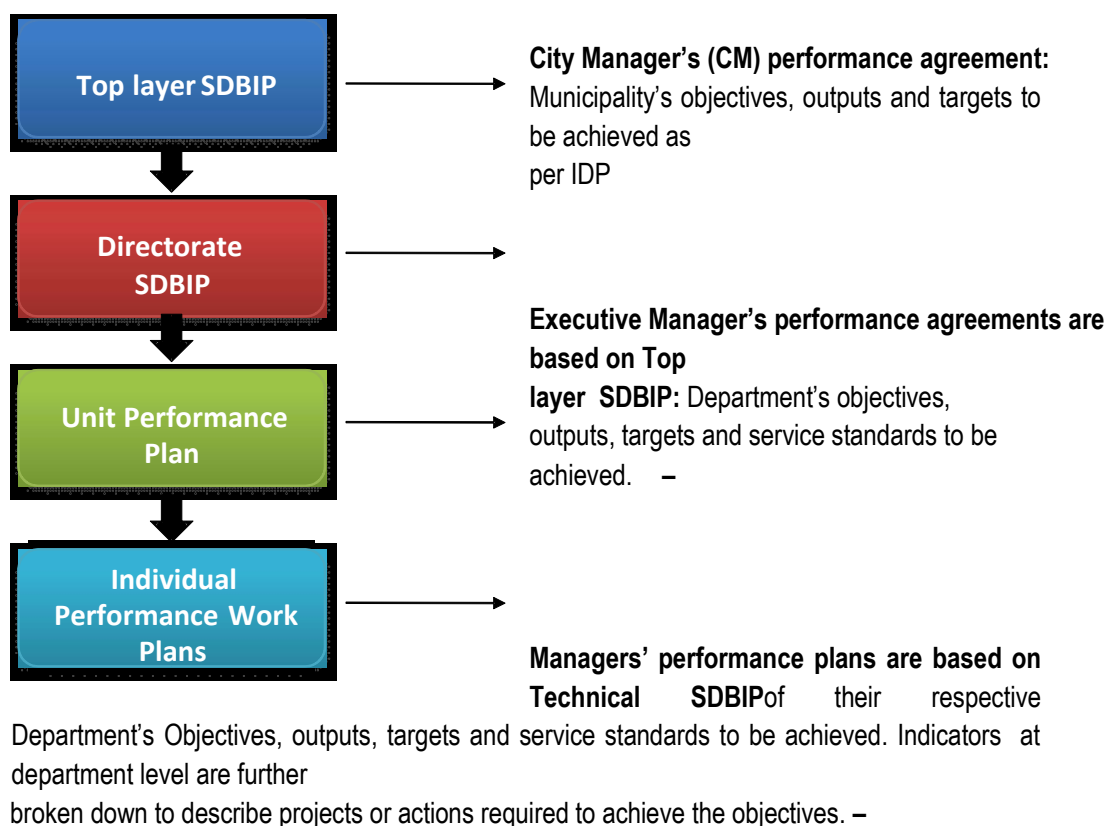
C88 indicators are reported to National Treasury quarterly and annually using prescribed National Treasury reporting templates. Output indicators that are included in the SDBIP are also reported to Council structures according to their frequency of reporting. Outcome indicators are also reported in the annual report of the municipality.

### 8. Levels of Performance Management

It is important to note that performance management should be applied within various levels in an organisation. The legislative framework provides for performance management at various levels in a municipality.

The BCMM implements the PMS at these levels:

1. Annual Performance Report.
2. Directorates Service Delivery and Budget Implementation Plan (SDBIP) which is also the performance of the Heads of Directorates (Section 56 Managers).
3. Performance of individual staff [other than those appointed in terms of Section 56 of the Local Government: Municipal Systems Act] through the employee Performance Plan.
4. Performance of Service Providers rendering Municipal Services in terms of a Service Provider Performance Plan.
5. MFMA Circular 88 National Treasury
6. Annual report (overall performance of the institution)



**Individual work plans are based on those of their immediate supervisor:** Objectives, outputs, targets and service standards to be achieved. Indicators at this level are also broken down to activities, duties at tasks to align with the job description

**Figure 119: Level of Performance Management**

### 8.1. Annual Performance Report

At institutional level the five-year IDP forms the basis for performance management. The IDP is a medium-term plan and the performance measures associated with it have, in general terms, a medium-term focus, measuring if the municipality is achieving its IDP objectives. The measures set at institutional level are captured in the Annual Performance Report. The SDBIP therefore serves as a contract between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end-of –year targets and implementing the budget. The graphical representation of the SDBIP is presented below:

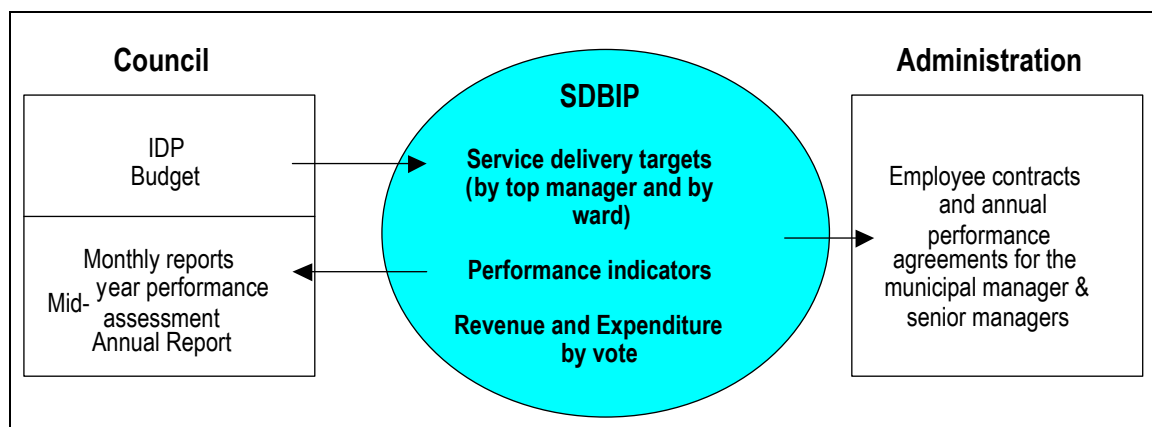


Figure 120: Graphical representation of SDBIP. [Source: NT Circular 13 of the MFMA, 2005]

The Annual Performance Report provides an overall picture of the performance of the municipality reflecting performance against the strategic priorities set in the Integrated Development Plan. The MFMA has a provision for the SDBIP (scorecard) to be revised or adjusted annually during the mid-year performance review after the approval of the mid-year adjustment budget.

The City Manager is primarily responsible for performance against the Annual Performance Report. The HODs are primarily responsible for performance against the directorate SDBIPs.

## 8.2. Directorates SDBIP

At operational level the Service Delivery and Budget Implementation Plan forms the basis for performance management. The performance measures associated with it have, in general terms, a shorter-term focus, measuring if the municipality is achieving its budget and operational objectives. The focus is on outputs / results of budget outflows. The Service Delivery and Budget Implementation Plan is a management tool for monitoring the execution of the budget, measuring the achievement of the strategic objectives set by Council and the performance of senior management. The Service Delivery and Budget Implementation Plan is therefore consistent with the performance agreements of the City Manager and Head of Directorates. The Service Delivery and Budget Implementation Plan is also consistent with outsourced service delivery agreements of municipal entities, public-private partnerships, service contracts and the like.

## 8.3. Individual Level (Employee performance management system)

Individual Performance Management deals with performance at the level of the individual employee or a group of employees. Performance targets are formulated during the business planning process. Measuring staff performance provides management with information on the behaviour of staff and the impact of such behaviour in the workplace. Reviewing staff performance at regular intervals provides management with information on performance gaps or excellence.

Cascading performance measures from strategic to operational level, i.e. from the Integrated Development Plan to the Service Delivery and Budget Implementation Plan, forms the link with individual performance. This ensures that performance management at the various levels relate to one another.

The Local Government: Municipal Finance Management Act requires that the annual performance agreements of managers must be linked to the Service Delivery and Budget Implementation Plan and the measurable performance objectives approved with the budget [Circular 13 of the MFMA]. The Service Delivery and Budget Implementation Plan is the principle operational tool to translate and manage the performance objectives as formulated in the Integrated Development Plan.

Employee performance management system can be defined as the process through which the planned performance objectives as defined in the Strategic Plan are cascaded into employee's Annual Performance Plans, thus allowing for the planning, coaching and monitoring, reviewing and rewarding of performance, and the enhancement of development, at the level of the individual employee.

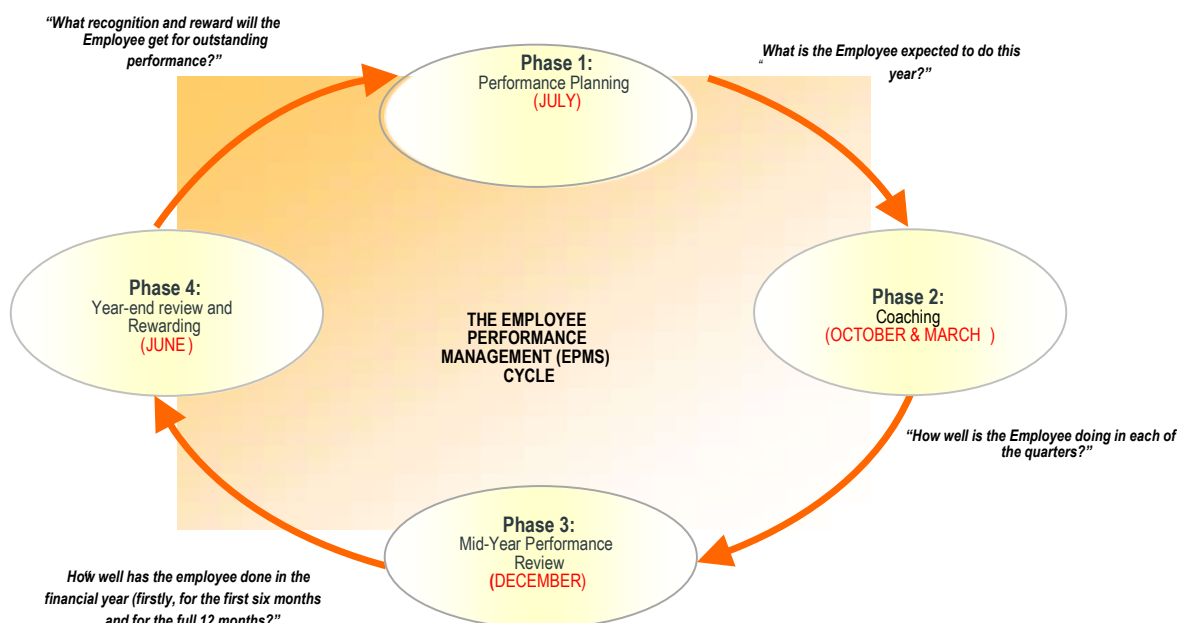


Figure 121: Employee Performance Management Cycle

### 8.3.1. Phase 1: Planning

This is about jointly identifying individual performance expectations and gaining the employee's commitment in achieving these expectations. This also entails the identification of KFA's and indicators, the establishment of year-end targets and the planning for the phasing in of the year-end target into quarterly targets (cumulatively and quarterly).



### 8.3.2. Phase 2: Performance Coaching

This is the phase of continuously tracking and improving performance, through feedback and reinforcement of key results and competencies. This is done with a view to timely detect performance relapses and to simultaneously introduce speedy remedial actions. A prescribed record sheet is used to record evidence and remedies. During this phase, on a quarterly basis, the actual performance must be determined and be judged against the quarterly obligation as well as the cumulative performance and the standards that have been set in advance. During this phase it is also important to provide and present any evidence proving performance. Although actual measurements are done each quarter, formal performance reviews only are to be done half yearly and year-end provided the documented performance in the first and third quarter is satisfactory.

### 8.3.3. Phase 3: Reviewing

This phase involves jointly assessing performance against expectations (planned vs. actual performance) at mid-year and year-end.

- After the approval of section 72 by council, manger prepares formal mid-year review to assess the relevance of the objectives and the Employee's performance against the objectives.
- The performance of the City Manager and Head of Directorates will be reviewed on quarterly basis, BCMM took a decision that quarter one and quarter three be informal and only quarter two and quarter four be formal and the employer must keep records of the mid-year review annual assessment meetings.

#### a) The process for reviewing performance is as follows:

- Employee to submit all required "evidence" to the Manager.
- Manager to prepare scores of Employee's performance against agreed objectives as a result of the evidence.
- Manager to ask Employee to prepare for formal review by scoring him/herself against the agreed objectives.
- Manager and Employee to meet to conduct formal performance review and agree final scores.
- It may be necessary to have two meetings i.e. give Employee scores and allow him/her time to consider them before final agreement.
- Should Employees not agree with the contents of their performance agreement after the planning discussion or with the final scores that are allocated to them by their Manager after the review discussions, they may follow the dispute procedure as outlined in the regulations for section 56 employees and other employees to follow BCMM dispute resolution mechanism.
- Manager and Employee to prepare and agree learning plan – this only needs to be done at the final review in June and not at the mid-year review.

#### b) Review timeframes

The performance of the City Manager and Head of Directorates will be reviewed on quarterly basis. BCMM took a decision that its Q1 & Q3 be informal and only Q2 & Q4 assessments be formal. The employer must keep a record of the mid-year review and annual assessment meetings.

<b>First Quarter</b>	July to September	Informal reviews after end of first quarter
<b>Second Quarter</b>	October to December	Formal reviews after submission of mid-term report to Council
<b>Third Quarter</b>	January to March	Informal reviews after end of third quarter
<b>Fourth Quarter</b>	April to June	Formal reviews in July after the final audited Annual Performance Report by AGSA

Formal reviews are one on one meetings between the supervisor (City Manager) and the employee (Head Of Directorate).

### c) The Evaluation Panel for reviewing performance

According to the Municipal Performance Management Regulation 2006, Regulation 27 (4d) stipulates that: For purposes of evaluating the performance of the Employee, an evaluation panel constituted by the following persons will be established – ***(only applicable to the Municipal Manager)***

- Executive Mayor/ Mayor;
- Chairperson of the Audit Committee;
- Ward committee member (on a rotational basis), where applicable;
- Member of the Mayoral Committee; and
- Mayor and/ or Municipal Manager from another Municipality.

For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established. ***(only applicable to the managers directly accountable to Municipal Manager)***

- Municipal Manager;
- Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
- Municipal manager from another municipality.

The manager responsible for human resources of the municipality must provide secretariat services for both evaluation panels referred to above.

The terms of reference for the Section 56 employee's evaluation panel are:

- Assess performance against set targets as contained in the scorecards;
- Analyse performance report against evidence provided;
- Review the internal audit report;

- Make recommendations on the overall performance of the employee;
- Make recommendations for bonus payments;

For purposes of evaluating the annual performance of managers and specialists, an evaluation panel constituted of the following persons must be established.

- Supervisor /Line Manager;
- Employee;
- HR/PMS specialist

For purposes of evaluating the annual performance of all staff below section 56 employees, an evaluation panel constituted of the following persons must be established.

- Supervisor /Line Manager.
- Employee

The terms of reference for evaluation panel for staff below section 56 employees are:

- Assess performance against set targets as contained in the scorecards.
- Analyse evidence provided.
- Make recommendations for non-financial reward.
- Record discussions and any amendments made to the signed off scorecard.

### **8.3.4. Phase 4: Year End Review and Rewarding**

This phase establishes the link between performance and reward. It aims to direct and reinforce effective work behaviors by determining and allocating equitable and appropriate rewards to employees. Permanent employees will initially be awarded non-financial rewards for good performance and ultimately financial rewards will be determined through the National Collective Bargaining process at South African Local Government Bargaining Council (SALGBC).

#### **8.3.4.1 Responsibilities for implementing system**

The Municipal Manager, as head of the administration (see section 55 Municipal Systems Act or MSA) or as accounting officer (see section 60 Municipal Finance Management Act or MFMA) is responsible and accountable for the formation and development of an accountable administration operating in accordance with the municipality's performance management system. She or he is also responsible for the management of the administration in accordance with legislation. The final responsibility for ensuring that employment contracts for all staff are in place rests with the Municipal Manager. The final responsibility for ensuring that performance agreements with the relevant managers, including his or her own, are in place rests with the Municipal Manager.

#### 8.3.4.2 Employment Contract

The Systems Act (see section 57) provides that there must be a written employment contract between the municipality, the Municipal Manager and managers directly accountable to Municipal Managers (hence the reference, to managers employed in terms of these contracts, as Section 57 Managers). Furthermore, an employment contract must also be entered into with Acting Managers reporting directly to the Municipal Manager for the period appointed for.

#### 8.3.4.3 Validity of employment contract

The regulations (see sub-regulation 4(4)(a)) further provide that employment in terms of an employment contract must be subject to the signing of a separate performance agreement within 90 calendar days after assumption of duty and annually within one month after the commencement of the financial year. The question arises whether the validity of the employment contract will be affected in the absence of a performance agreement as per the dictates of the regulation. It is important to bear in mind that both the employment contract and the performance agreement are entered into separately by the parties. In the event that the performance agreement has not been entered into after the expiration of the time limit, it amounts to a breach of the employment conditions and the party responsible for such breach must be put on terms. It is important to emphasise that the failure to enter into a performance agreement does not automatically render the employment contract invalid. The party responsible for this breach must be given an opportunity to remedy the breach. Failure by the party responsible for the breach to remedy the breach may result in the other party initiating a contract termination process if it so feels.

#### 8.3.4.4 Performance Agreement

The performance agreement (see sub regulation 8(2) read with sub-regulation 23) provides the basis upon which the municipality may act in response to a level of employee's performance. Performance Agreements form the basis upon which the performance of Section 56 staff are measured and monitored against targets. The performance agreement is put in place to comply with the provisions of Section 57 (1)(b), (4A), (4B) and (5) of the Municipal Systems Act as well as the employment contract entered into between the parties. This agreement must be entered into for each financial year and be reviewed annually in June. Furthermore, as part of this contract, the agreement must be co-signed with the unit managers or sectional heads reporting to the Head of Department (managers reporting to the municipal manager)

A performance agreement must also be entered into with Acting Managers reporting directly to the Municipal Manager for the period appointed for.

According to the Performance Regulations for Municipal Managers and managers directly accountable to Municipal Managers (2001 & 2006), the performance agreements fulfil the following key purposes:

- specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the

Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;

- specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- monitor and measure performance against set targeted outputs;
- use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- and in the event of outstanding performance, to appropriately reward the employee; and
- give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

The City Manager and Heads of Directorates will be assessed against two components, weighted as follows:

**a) Strategic Outcomes (SO) which is weighted at 80%**

The employees assessment will in part be based on his/her performance in terms of outcomes/outputs (performance indicators) identified in the performance plan which are linked to the KPAs. This contributes to 80% of the overall assessment result. The weightings per KPA will be agreed upon between the Executive Mayor and the MM. For managers directly responsible to the Municipal Manager, the KPAs are those related to their key functional areas, and allocation of weightings for Departmental SDBIP will be guided by the Municipal Manager, KPA weight allocation in each department will have a minimum of 5% and a maximum of 30% limit.

For the municipal manager this will be the organizational scorecard representing the IDP. For managers reporting to the municipal manager, this component will be their department's SDBIPs.

For all other staff that this system will be rolled out to, this component will need to be drawn up for them and align with their job description.

**b) Core Competency Requirement (CCR) which is weighted at 20%**

The CCRs which are deemed most critical to the employee's specific function have been prescribed by the Municipal Regulations of 2014 which are applicable to Senior Managers. There is no hierarchical connotation to the structure and all competencies are essential to the role of a senior manager to influence high performance. will be selected from a list and agreed upon with the employer, with consideration for proficiency levels as agreed between the two parties. Weights will further be assigned to the CCRs selected. This refers to a separate component dealing with competency and expected behaviour.

## **RATING SCALE TABLE**

Performance will be reviewed on a quarterly basis within a month after the end of the quarter. This is the stage where Directorates indicate whether they have achieved the targets or not. The Directorates must rate themselves using a colour codes that are linked to a rating scale of 1-5 as prescribed by Municipal Performance Regulations of 2006. 1 = Unacceptable performance (red); 2 = Performance not fully effective (amber/orange); 3 = Performance Fully effective

(green); 4 = Performance significantly above expectations (blue) and 5 = Outstanding performance (purple). This will also apply to the review and annual evaluation of the City Manager and Senior Managers reporting directly to the City Manager.

The table below explains in detail how the Directorate should measure itself per performance indicator and target:

Table 133: Performance measurement per indicator and target

Achievement Levels	Terminology	Description	Colour code
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year <b>100% (of the target) + extra 100% (over and above the target) .....therefore Double the target.</b>	
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against <b>more than half of the performance</b> criteria and indicators and fully achieved all others throughout the year (sec 27 (c), page 243 of 2006 Performance Regulations) <b>Interpretation: 100% (of the target) + more than 50% (over and above the target)</b>	
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan, sec 27 (c), page 243 of 2006 Performance Regulations) <b>Interpretation 100%</b>	
2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results <b>against more than half</b> the key performance criteria and indicators as specified in the PA and Performance Plan, sec 27 (c), page 243 of 2006 Performance Regulations). <b>Interpretation 50%- 99% of the set target</b>	
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement. <b>Interpretation 49% and below the set target</b>	

Table 134: Core Competency requirements from Regulations (2014)

COMPETENCY FRAMEWORK FOR SENIOR MANAGERS					
LEADING COMPETENCIES		Achievement Levels	Weight	HOD's Achievement Level	Municipal Managers Score Level
Strategic Direction and Leadership	• Impact and Influence	Basic			
	• Institutional Performance Management	Competent			
	• Strategic Planning and Management	Advanced			
	• Organisational Awareness	Superior			
People Management	• Human Capital Planning and Development	Basic			
	• Diversity Management	Competent			
	• Employee Relations Management	Advanced			
	• Negotiation and Dispute Management	Superior			
Programme and Project Management	• Program and Project Planning and Implementation	Basic			
	• Service Delivery Management	Competent			
	• Program and Project Monitoring and Evaluation	Advanced			
		Superior			
Financial Management	• Budget Planning and Execution	Basic			
	• Financial Strategy and Delivery	Competent			
	• Financial Reporting and Monitoring	Advanced			
		Superior			
Change Leadership	• Change Vision and Strategy	Basic			
	• Process Design and Improvement	Competent			



COMPETENCY FRAMEWORK FOR SENIOR MANAGERS						
LEADING COMPETENCIES			Achievement Levels	Weight	HOD's Achievement Level	Municipal Managers Score Level
	<ul style="list-style-type: none"><li>Change Monitoring and Evaluation</li></ul>	Impact and	Advanced			
	<ul style="list-style-type: none"><li></li></ul>		Superior			
Governance Leadership	<ul style="list-style-type: none"><li>Policy Formulation</li></ul>		Basic			
	<ul style="list-style-type: none"><li>Risk and Compliance Management</li></ul>		Competent			
	<ul style="list-style-type: none"><li>Cooperative Governance</li></ul>		Advanced			
			Superior			
CORE COMPETENCIES:						
			Achievement Levels	Weight	HOD's Achievement Level	Municipal Managers Score Level
Moral Competence			Basic			
			Competent			
			Advanced			
			Superior			
Planning and Organising			Basic			
			Competent			
			Advanced			
			Superior			
Analysis and Innovation			Basic			
			Competent			
			Advanced			
			Superior			
Knowledge and Information Management			Basic			
			Competent			
			Advanced			
			Superior			
Communication			Basic			
			Competent			
			Advanced			
			Superior			
Results and Quality focus			Basic			
			Competent			
			Advanced			
			Superior			
Total				100%		

### c) Achievement Level Descriptions

The achievement levels indicated in the table below serve as a benchmark for appointments, succession planning and development interventions.

- i. Individuals falling within the Basic range are deemed unsuitable for the role of senior manager, and caution should be applied in promoting and appointing such persons.
- ii. Individuals that operate in the Superior range are deemed highly competent and demonstrate an exceptional level of practical knowledge, attitude and quality. These individuals should be considered for higher positions, and should be earmarked for leadership programs and succession planning.

*Table 135: Achievement level description*

Achievement Levels	Description
<b>Basic</b>	<ul style="list-style-type: none"> <li>• Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.</li> <li>• Understand institutional and departmental strategic objectives but lacks the ability to inspire others to achieve set mandate.</li> <li>• Describes how specific tasks link to institutional strategies but has limited influence in directing strategy.</li> <li>• Has a basic understanding of institutional performance management but lacks the ability to integrate systems into a collective whole.</li> <li>• Demonstrate a basic understanding of key decision makers.</li> </ul>
<b>Competent</b>	<ul style="list-style-type: none"> <li>• Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses.</li> <li>• Give direction to a team in realizing the institution's strategic mandate and set objectives.</li> <li>• Has a positive impact and influence on the moral, engagement and participation of team members.</li> <li>• Develop actions plans to execute and guide strategy implementation.</li> <li>• Assist in defining performance measures to monitor progress and effectiveness of the institution.</li> <li>• Displays an awareness of institutional structures and political factors.</li> <li>• Effectively communicate barriers to execution to relevant parties.</li> <li>• Provide guidance to all stakeholders in the achievement of the strategic mandate.</li> <li>• Understand the aim and objectives of the institution and relate it to own work.</li> </ul>
<b>Advanced</b>	<ul style="list-style-type: none"> <li>• Develops and applies complex concepts, methods and understanding.</li> <li>• Effectively directs and leads a group and executes in-depth analyses.</li> <li>• Evaluate all activities to determine value and alignment to strategic intent.</li> <li>• Display in depth knowledge and understanding of strategic planning.</li> <li>• Align strategy and goals across all functional areas.</li> <li>• Actively define performance measures to monitor progress and effectiveness of the institution.</li> <li>• Consistently challenge strategic plans to ensure relevance.</li> </ul>

Achievement Levels	Description
	<ul style="list-style-type: none"> <li>• Understand institutional structures and political factors and the consequences of actions.</li> <li>• Empower others to follow strategic direction and deal with complex situations.</li> <li>• Guide the institution through complex and ambiguous concerns.</li> <li>• Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions, and alliances.</li> </ul>
<b>Superior</b>	<ul style="list-style-type: none"> <li>• Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change. Develops and applies comprehensive concepts and methods.</li> <li>• Structure and position the institution to local government priorities.</li> <li>• Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework.</li> <li>• Hold self-accountable for strategy execution and results.</li> <li>• Provide impact and influence through building maintaining strategic relationships.</li> <li>• Create an environment that facilitates loyalty and innovation.</li> <li>• Display a superior level of self-discipline and integrity in actions.</li> <li>• Integrate various systems into a collective whole to optimize institutional performance management.</li> <li>• Use understanding of competing interests to maneuver successfully to a win/win outcome.</li> </ul>

#### d) Retrospectivity

The question arises whether it would be possible to enter into a performance agreement retrospectively, even after the end of the financial year. The language of the MSA (see section 57(2)) is peremptory in this regard. It provides that a “performance agreement must be concluded with a reasonable time after a person has been appointed” (own emphasis). The regulation provides that the performance agreement must be signed within 90 calendar days after assumption of duty. The Municipal Council does not have the authority to change these prescripts. The absence of a performance agreement at the end of a financial year will fatally affect the ability of the municipality to pay a performance bonus to the affected employee.

#### e) Legal validity after 90 days

A further issue which may arise is the legal validity of a performance agreement that is concluded after the period of 90 days has lapsed. In this regard, it is instructive to consider that the regulation provides that **employment** is subject to the compliance with sub-regulation 4(4)(a). The municipality and the employee will still be able to enter into a valid performance agreement after the 90 day period provided that there is consensus between the parties that the employment contract is still in force. Thus, where the performance agreement is entered into after the expiry of the 90 day limit, the agreement can still be entered into for part of that financial year (see sub-regulation 24(1)). It is understood that a performance agreement comprises a performance plan and a personal development plan.

#### **f) Performance Plan**

The performance plan establishes:

- a detailed set of objectives and targets to be met by the City Manager and Heads of Directorates as well as;
- the time frames within which these should be met.

The specifics of the performance plan will be determined by the Executive Mayor in the case of the City Manager and the City manager in the case of Heads of Directorates. It will be based on the IDP, SDBIP and the Budget.

The performance plan shall include the following elements:

- Strategic Outcomes
- Key Objectives
- Key Performance Indicators
- Targets
- Weightings

In addition, the employee will be measured in terms of their contribution to the goals and strategic planning as set out in the municipality's IDP.

#### **g) Personal Development Plan**

As part of the performance agreement, a personal development plan will be included. This section should state the activities, including training, that the employee wishes to undertake to improve themselves or is required to take to better fulfil the needs of the job.

### **8.4. Performance of Service Providers rendering services to the municipality**

In terms of MSA and as further required by the MFMA, the municipality must ensure that it measures the performance of service providers. This legislative mandate is further spelled out in Section 46 of MSA, which requires that the municipality must, for each financial year, prepare performance report reflective of the performance of each external service provider during that financial year.

Service Provider Performance deals with the performance of service providers rendering a Municipal Service on behalf of the Municipality in terms of an agreement between the municipality and an institution or person in terms of which such municipal service is provided.

Performance indicators and targets are required to monitor the efficiency and effectiveness of such service delivery mechanism. Reviewing service provider performance at regular intervals provides management with information on the economies of alternative service delivery mechanisms.

Service Provider Performance is managed through the existing Service Level Agreements entered into between service provider and the municipality. Performance of service providers active in a given year will be evaluated utilizing the following common criteria.

#### 8.4.1. Works Related Contracts

- Contract proceeding according to agreed time schedule, within cost and with no problems.
- Contract proceeding according to agreed time schedule, within cost, but with problems.
- Contract not proceeding according to agreed time schedule but with no cost overruns.
- Contract not proceeding according to agreed time schedule and with cost overruns.

#### 8.4.2. Delivery contracts

- Contractor delivers goods to specification within agreed timeframe
- Contractor delivers goods to specification but not within agreed timeframe
- Contractor does not deliver goods to specification.

#### 8.4.3. Consultancy contracts

- Contract proceeding according to agreed time schedule, within cost and with no problems.
- Contract proceeding according to agreed time schedule, within cost, but with problems.
- Contract not proceeding according to agreed time schedule but with no cost overruns.
- Contract not proceeding according to agreed time schedule and with cost overruns.

The onsite management of contracts remains the responsibility of the relevant Head of Department.

### 9. General Issues Relating to Performance Management

The following are some general issues related to performance management that need to be taken into consideration in implementing the PMS of the Municipality:

#### 9.1 Excellent or Good Organisational Performance

Directorates with excellent or good performance will be encouraged and motivated to maintain such standards. As and when necessary, they will be requested to share the best practices with other directorates.

#### 9.2 Managing Poor Performance

Poorly performing directorates will be asked to provide an explanation and analysis of poor performance. If this is insufficient, an investigation will be conducted to deepen the understanding of the underlying problems, whether they are policy-related, systemic, structural, capacity, shared responsibility or attributed to the poor performance of individuals.

Should an Employee not be achieving the objectives in his/her performance agreement the Manager should assist the Employee by managing his/her performance more closely. It is **not** appropriate that the first time an Employee hears

about his/her non-performance is at the formal performance review. Employees **must** be coached and given feedback throughout the year.

### 9.2.1 Early Warning Mechanisms

The municipality's 1<sup>st</sup> quarter performance report should be used as early warning mechanisms to assess performance of a department or even the entire municipality, to determine whether the annual performance targets are not likely to be achieved. The departments should review mechanisms to improve its performance and indicate to the internal audit and performance audit committee how they intend to achieve better.

### 9.2.2 Addressing Poor Performance

The management of poor performance should be seen as a corrective process, focusing on addressing issues that lead to performance related problems. Counseling is seen as the first corrective process, which should include the following:

- Identify and agree on the problem.
- Describe the impact of the poor performance.
- Establish reasons for performance
- Decide and agree on what actions are required, and set the necessary timeframes
- Resource the agreed actions

## 9.3 Reward and Recognition

### 9.3.1 Non-Financial Rewards

Non-financial reward is based on recognising high performance in ways other than financial reward.

Such recognition should be based on the following three approaches –

- **Informal:** These are spontaneous and can be implemented with minimal planning and effort, e.g. calling an employee into the office and thanking him/her for a job well done and not discussing anything else.
- **Awards for specific achievements and activities:** These are tailored to reward specific achievements and behaviours desired most in the organisation, e.g. long service awards, monthly awards, etc.
- **Formal:** The municipality has formal recognition programmes used to formally acknowledge (in public) significant contributions by individuals and teams, e.g. annual mayor's awards for excellence, etc.

#### ***Types of non-monetary rewards***

- **Merchandise;** such as ipods, mobile phones, perfumes, camcorders, bottles of champagne/ wine, or watches.
- **Activities/ special events;** such as meals out, hotel spa accommodation/ treatments or hot air ballooning trips – which may be provided for an individual employee (or an individual plus a partner or friend) or could reward teams (teams meal out, for instance).
- **Retail vouchers;** which are often obtainable at a discount 'face value'

- **Quality Review:** Each quarter, the employee with the top 15% Quality Review scores will be presented with a certificate by management during a division meeting. Employees who achieve the top 15% Quality Review scores on average for the year will be presented with a certificate by the Municipal Manager during an annual award breakfast or luncheon.
- **Perfect Attendance:** Employees with perfect attendance during six consecutive months will be presented with a certificate by management during a division meeting and will receive an afternoon off (the date of the afternoon off should be chosen by the employee). Employees with perfect attendance during twelve consecutive months will be presented with a desk display award by management during a division meeting and will receive a day off (the date of the day off should be chosen by the employee). They will have their names put in a hat for a drawing that occurs once a month for an upscale prize (e.g. movie tickets, high quality restaurant dinner for two). As long as they have perfect attendance they will be eligible for the drawing. Winners will be highlighted during a monthly communication meeting.
- **Personal Recognition – Birthday:** Birthdays will be celebrated by attaching balloons to the employee's workstation and office wishing them a happy birthday.
- **Free Leave days:** employee should be granted three free leave days. The supervisor and the employee must agree on the dates. This dates must be taken within three months of it being awarded otherwise it will be forfeited.

#### **Low cost Rewards**

- Sponsor a visit to the health spa;
- Magazine subscriptions
- Movie ticket or ticket to local event
- A cap or ties
- Key rings
- Calculator
- Wallet
- Umbrella
- Engraved pen and pencil set
- Sunglasses

#### **9.3.2 Performance Bonuses**

In order to encourage high standards of performance it is recognised that outstanding performance should be rewarded. Employees who have signed fixed term contracts and performance agreements and who obtain high scores on their performance agreements are eligible to receive some form of financial reward as outlined in the Municipal Performance Management Regulation for Section 57 managers. A performance score is calculated according to the KPI and core competencies and added together to give an overall performance score. The amount of the bonus is determined by the total performance score, based on the following criteria determined by the regulations.



Paragraph 32 in the Local Government: Municipal Performance Regulations for Section 57 Managers (the Regulations) provides as follows, under the heading Management of Evaluation Outcomes.

A performance bonus ranging from **5% to 14%** of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance. In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that.

- a score of 130 % to 149% is awarded a performance bonus ranging from 5% to 9%;
- a score of 150 % and above is awarded a performance bonus ranging from 10% to 14%.

In the case of **unacceptable performance**, the employer shall –

- provide systematic remedial or developmental support to assist the employee to improve his or her performance; and
- after appropriate performance counselling and having provided the necessary guidance and/or support and reasonable time for improvement in performance, and performance does not improve, the employer may consider steps to terminate the contract of employment of the employee on grounds of unfitness or incapacity to carry out his or her duties.

### 9.3.3 Allocation of Bonus

The table below provides for the threshold for the allocation of bonus and institution of poor performance management measures depending on the level of performance expresses in percentages in line with the regulations above.

The third column, entitled Percentage, is the conversion of the five-point scale into percentages from a total of 200 percent as provided for in the Regulations. The third column also provides actual threshold for the payment of bonus with the fourth column, entitled Rewards or Corrective Action, providing the actual bonus quantum in proportion to the actual performance score with the determined thresholds.

Key terminology used in the Regulations is outstanding performance and unacceptable performance. The percentage threshold for bonus payment give meaning to the term outstanding performance through the threshold of 130% as the standard for outstanding performance and not the definition provided for the levels of performance in column two. The definition of unacceptable performance should be level two and below which are 80% and below in terms of percentages are defined as “performance not fully satisfactory” and “unsatisfactory performance.

*Table 136: Allocation of Bonus*

Level	Terminology	Percentage	Rewards/Corrective Action
5	Outstanding performance	161% - 200%	10% - 14% Bonus
4	Performance significantly above expectations	121% - 150% and above	
		130% - 149%	5% - 9% Bonus
		121% - 129%	No Bonus

Level	Terminology	Percentage	Rewards/Corrective Action
3	Fully effective	81% - 120%	
2	Performance not fully satisfactory	41% - 80%	Poor Performance Management
1	Unsatisfactory performance	0% - 40%	

## 9.4 Dispute Mechanism

The municipal performance management regulation for section 57 managers provide clear guidelines for performance disputes relating to the performance of the municipal manager and managers directly accountable to the municipal manager. Below is the process of dispute as it relates for section 57 employees as stipulated in the said regulations.

- Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by
  - o In the case of the municipal manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC ; and
- In the case of managers directly accountable to the municipal manager, the executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee;
- In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.

The following process relates to dispute relating to employees below section 57 employees:

- Conducting performance counselling in case of poor performance;
- If counselling does not yield results, employees are put on performance improvement process with action plan and clear timelines; and
- If performance does not improve, disciplinary process will be initiated, where by a verbal warning will be given, followed by written warning and subsequent dismissal.

## 9.5 Integrating PMS with the Council's existing management cycle

Leading practice indicates that PMS stand the best chance to succeed if it is integrated with the current management cycle of the Municipality. The purpose of such a cycle would be to guide the integration of important processes such as the strategic planning or development process in terms of the IDP methodology, the annual budget process and the formal process of evaluating and assessing Council's performance in terms of the approved PMS and this framework and it is recommended that the Municipality develop and adopt a similar cycle that suitable to its own circumstances and requirements.

## 9.6 Review of Performance Management System (PMS) Framework

In order to ensure that the PMS is useful and effective, it is important to review the PMS framework as and when necessary. This is also required by the Municipal Systems Act. The management must initiate the review of PMS framework, taking into account all inputs provided by directorates. The reviewed framework must then be tabled to the Council via BCMM Council structures for adoption

### Municipal Scorecards

Section 57 Employees annually enter into Performance Agreements with the municipality. The Municipal Manager signs the agreement with the Executive Mayor, while the rest of the section 57 employees sign agreements with the municipal manager. The Performance Agreements are based on the municipality's Top-Layer SDBIP and the Technical Service Delivery and Budget Implementation Plans. Based on the technical SDBIP, Executive Managers may also enter into Performance Agreements with their respective managers.

A performance appraisal system of Executive Managers and managers must be outlined in the agreement and must provide for quarterly and annual performance appraisal. The vertical cascade linkage is a downward cascading which links various Municipal process outputs with those of individuals in planning, monitoring progress and evaluation. According to the strategic and operational levels, the initial parts of the strategic component refer more to the organisation while the lower parts of the operational levels are largely for the individuals. The diagram below helps to clarify the cascading linkages

## 10. Clarifying roles and responsibilities of stakeholders and role-players

It is important to understand the duties, roles and responsibilities of the different stakeholders and role-players in the various processes that together constitute the framework of the PMS. It is important that the accountabilities and relationships and priorities of the various stakeholders are set to ensure that there is a complete understanding of the participation, consultation and involvement of all stakeholders for maximum inputs into, and success of the PMS. The PMS is a component of Municipal governance and management systems that is aimed at ensuring that the performance of the Municipality is developmental, while complementing the planning and budgeting processes as an integral part of organisational and individual management. It involves a wide variety of stakeholders, all of whom play a vital and integral part in the overall success of the PMS. There are a variety of tasks that have been identified as being an integral part of the PMS. The schedule hereunder sets out the tasks, which should not be seen as a chronological sequence of occurrences and events. The tasks, together with the appropriate stakeholders/role-players (with their roles and responsibilities), are the following:

Task	Stakeholders / Role Players	Roles and Responsibilities
Developing and sanctioning the PMS process	Mayoral Committee	Ratify and adopt the PMS
Developing measures	Officials	Provide the IDP documentation and (when appropriate) the PMS documentation of the previous reporting period

Task	Stakeholders / Role Players	Roles and Responsibilities
		Provide inputs into the process with reference to the available resources within their respective departments
		Document the measures
		Provide the schedule of measures to relevant stakeholders.
	Councillors	Provide inputs into the process with reference to the needs and requirements of their constituents and the communities
		Engage with the officials to ensure maximum utilisation of the resources taking into account the budgetary guidelines and possible limitations
	Local community and public	Provide inputs into the process with reference to their specific needs and requirements
Setting targets	Officials	Provide inputs into the process with reference to the available resources within their respective departments
		Document the targets
		Provide and publicise the schedule of targets to the relevant stakeholders
	Councillors	Provide inputs into the process with reference to the needs and requirements of their constituents and the communities
		Engage with the officials to ensure maximum utilisation of the resources taking into account the budgetary guidelines and possible limitations
	Local community and public	Provide inputs into the process with reference to their specific needs and requirements
Linking measures and targets to performance commitments of staff	Municipal Manager	Prepare performance agreements with agreed and approved measures and targets
		Ensure that the measures and targets in the performance agreements of senior managers are linked with his/her agreement
		Ensure that all performance agreements are publicised
		Provide inputs into their performance agreements
		Ensure that the measures and targets of their departments and subordinates are linked with their agreements
	Mayoral Committee	Ratify and adopt the performance agreements
	Executive Mayor	Monitor and evaluate (according to agreed schedule) the measures and targets of the Municipal Manager
	Municipal Manager	Monitor and evaluate (according to agreed schedule) the measures and targets of senior Managers
		Ensure that the results are documented and publicised to the relevant stakeholders

Task	Stakeholders / Role Players	Roles and Responsibilities
Information collection, processing and analysis	Councillors	Provide inputs into the process with reference to the contribution and participation of their constituents and the communities
		Engage with the council officials to ensure all information made available
		Examination, scrutiny and critical analysis of measures, targets, outputs and outcomes
	Officials	Collect process and provide the relevant and appropriate information from their respective departments.
	Local community and public	Provide inputs into the process with reference to their specific needs and requirements
Auditing of information	PMS Manager	Collect and process relevant and appropriate information from departments
		Examination, scrutiny and critical analysis of information from departments.
	Performance Audit Committee	Examination, scrutiny and critical analysis and audit of information from departments.
	Auditor General	Collect, process and provide the relevant and appropriate information from the Municipality
		Examination, scrutiny and critical analysis of information from the Municipality
Audit Reporting	Internal Auditor	Provide an independent audit report to the Audit Committee
	Performance Audit Committee	Provide an independent audit report to the Municipal Manager and the Mayoral Committee.
Reporting to National and Provincial Government and the Auditor General	Municipal Manager	Provide approved relevant and appropriate information and reports
Reporting to communities	Municipal Manager	Ensure that the results are documented and publicised to the relevant stakeholders
Review of performance management and setting of new measures and targets	Officials	Provide inputs into the process with reference to the available resources within their respective departments.
		Document the measures and targets
		Provide and publicise the schedule of revised measures and targets to relevant stakeholders.
	Councillors	Provide inputs into the process with reference to the needs and requirements of their constituents and the communities.
		Engage with the officials to ensure maximum utilisation of the resources taking into account the budgetary guidelines and possible limitations in the light of the revised measures and targets
	Local community and public	Provide inputs into the process with reference to their specific needs and requirements in the light of the revised measures and targets.

## 10.1. The Auditing of Performance Measures

### 10.1.1. Performance Auditing

Auditing of municipal performance is a key element of monitoring and evaluation process. This involves verifying that measurement mechanisms are accurate and that proper procedures are followed to evaluate and improve performance. According to section 45, of the Systems Act, results of the performance measurement must be audited as part of the municipality's internal auditing process and annually by the Auditor-General. The Municipality will therefore have to build capacity, establish frameworks and structures to evaluate the effectiveness of the municipality's internal performance measurement control systems.

### 10.1.2. The role of internal audit in terms of performance management

The MFMA requires that the Municipality must establish an internal audit section which service could be outsourced depending on its resources and specific requirements. Section 45 of the Municipal Systems Act stipulates that the results of the Municipality's performance measures must be audited by the said internal audit section as part of the internal auditing process and annually by the Auditor- General.

The Municipal Planning and Performance Management Regulations stipulate that the internal audit section must on a continuous basis audit all performance and the auditing must include an assessment of the following:

- The functionality of the municipality's performance management system.
- Whether the municipality's performance management system complies with the Act.
- The extent to which the municipality's performance measurements are reliable in measuring the performance of municipalities by making use of indicators

#### Functionality

To function could be defined as a proper or expected activity or duty or to perform or operate as expected. This could also be applied to the operation of any system such a PMS. The internal audit section must therefore on a regular basis audit whether the PMS of the Municipality is functioning as developed and described in this framework.

#### Compliance

To comply can be defined as to act in the way that someone else has commanded themselves against requirements. In this respect it is clear that the legislature wishes to ensure that the Municipality's PMS complies strictly with the requirements of the Systems Act, Regulations and the MFMA. This compliance check would require that the Municipality's internal audit unit, at least on an annual basis, verifies that the Municipality's PMS complies with the said legal requirements.

#### Reliability

To rely could be defined as to trust or depend (upon) with confidence. Reliability in the context of PMS refers to the extent to which any performance measures reported upon could be seen as being reliable, e.g. if the performance target was to build 500 houses and it is reported that the target has been met or exceeded, it must be established whether the information is factually correct or only an estimation or even worse, purposeful misrepresentation. Undertaking a reliability audit will entail the continuous verification of performance measures and targets reported upon. This will require that the Municipality sets in place a proper information management system (electronically or otherwise) so that the internal audit section is able to access information regularly and to verify its correctness.

The Municipality's internal auditors must submit quarterly reports on the audits undertaken to the Municipal Manager and the Audit Committee.

### **10.1.3. Audit Committee**

The MFMA and the Municipal Planning and Performance Management Regulations require that the municipal council establish an audit committee consisting of a minimum of three members, where the majority of members are not employees of the municipality. No Councillor may be a member of an audit committee. Council must also appoint a chairperson who is not an employee. The Regulations gives municipalities the option to establish a separate performance audit committee whereas the MFMA provides only for a single audit committee. The operation of this audit committee when dealing with performance management is governed by section 14 (2-3) of the Regulations which require that the audit committee must:

- Review the quarterly reports submitted to it by the internal audit unit
- Review the municipality's PMS and make recommendations in this regard to the Council of the Municipality
- At least twice during a financial year submit an audit report to the municipal Council

In order to fulfil their function a performance audit committee may, according to the MFMA and the Regulations,

- Communicate directly with the council, municipal manager or the internal; and external auditors of the municipality concerned;
- Access any municipal records containing information that is needed to perform its duties or exercise its powers;
- Request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and
- Investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

### **10.1.4. Performance Investigations**

The Audit Committee should also be able to commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis. The performance investigations should assess:

- The reliability of reported information
- The extent of performance gaps from targets

## **11. Conclusion**

Performance management is a process which stretches right through the organisation, from its vision and mission statement, to its objectives and eventually its staff. It applies to the performance of an organisation as well as to all persons related to it. The *White Paper on Local Government* (1998) states that key mechanisms to ensuring service excellence in municipalities include integrated development planning, performance management and community participation. As a start there are things that a municipality simply must do.

It must:



- Establish a performance management system that is commensurate with its resources, best suited to its circumstances and in line with its targets, priorities and objectives contained in its IDP.
- Promote a culture of performance management among its political structures, political office bearers, councillors and administration.
- Administer its affairs in an economical, effective, efficient and accountable manner (Municipal Systems Act, 2000).

Appropriate Key Performance Indicators must be established to serve as a yardstick for measuring individual and organisational performance. These key performance indicators should include outcomes and the impact of a performance area with regards to a municipality's development priorities and objectives as set out in its IDP.

The proposed performance management framework is aimed at guiding MCLM in the development of a performance management system which will contribute to improving the municipal performance and enhance service delivery. The framework is developed to provide details which describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players.

The process of implementing a performance management system must be seen as a learning process, where we are continuously improving the way, the system works to fulfil the objectives of the system and address the emerging challenges from a constantly changing environment.

## BCMM MUNICIPAL SCORECARD (2021/2026) AS REVISED FOR 2024/2025

**Table 137: BCMM Municipal Scorecard**

Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)											
BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
STRATEGIC OUTCOME 1: INNOVATIVE AND PRODUCTIVE CITY											
NATIONAL PRESCRIBED INDICATORS											
Safety	To ensure safety of BCMM communities	Number of fire related deaths per 100 000 population	KFA 11	FD 1.11	Percentage compliance with the required attendance time for structural firefighting incidents (formal and informal areas)	44%	35,36%	46%	45,11%	45%	45%
Economic Development	Maintain Inclusive and sustainable economic Growth	Average cost to a business to apply for a construction permit with a municipality	KFA 2	LED3.11	Average time taken to finalise business license applications	New indicator	8 working days	Q1 – 8 working days Q2 – 6.5 working days Q3 – 5.94 working days Q4 – 5.4 working days	5,7 working days	12 working days	12 working days
Economic Development	Maintain Inclusive and sustainable economic Growth	Average cost to a business to apply for a	KFA 2	LED3.12	Average time taken to finalise informal trading permits	New indicator	New indicator	New indicator	6,3 working days	12 working days	12 working days

**Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)**

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
		construction permit with a municipality									
Economic Development	Maintain Inclusive and sustainable economic Growth	N/A	KFA 5	LED1.21	Number of work opportunities created by the municipality through Public Employment Programmes (Incl. EPWP, CWP and other related employment programmes)	6164	6006	2588	3927	3148	3148
BCMM INDICATORS											
Safety	To develop and maintain world class infrastructure and utilities	N/A	KFA 11	FE 1.1/IPC 2	Number of fire stations refurbished	1	1	1	1	1	1
Economic Development	Maintain Inclusive and sustainable economic Growth	N/A	KFA 1	IPC 3	Number of infrastructure projects for informal traders implemented	2	1	4	0	5	5
Economic Development	Maintain Inclusive and sustainable	N/A	KFA 1	IPC 4	Number of interventions implemented to	3	5	5	5	4	4

**Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)**

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
	economic Growth				support SMME's and Cooperatives						
Economic Development	Maintain Inclusive and sustainable economic Growth	N/A	KFA 5	IPC 5	Number of direct and indirect job opportunities created through Economic Development Projects, initiatives and partnerships	1166	857	741	738	700	700
Economic Development	Maintain Inclusive and sustainable economic Growth	N/A	KFA 7	IPC 6	Number of Creative industries support projects / programmes implemented	2	9	8	4	4	5
Economic Development	Maintain Inclusive and sustainable economic Growth	N/A	KFA 7	IPC 30	Number of Arts, Culture and Heritage projects implemented.	8	2	6	3	6	6
Economic Development	Maintain Inclusive and sustainable economic Growth	N/A	KFA 4	IPC 7	Number of initiatives (programmes) implemented to develop, market and promote Buffalo City as a tourist destination of choice	6	13	11	16	14	14

**Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)**

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
Economic Development	Maintain Inclusive and sustainable economic growth	N/A	KFA 2	IPC 8	Number of interventions supported to retain existing investors and promote attraction of new investment into Buffalo City	3	3	3	2	3	3
Economic Development	Maintain Inclusive and sustainable economic growth	N/A	KFA 2	IPC 9	Number of interventions implemented on export development and promotion for emerging exporters on a quarterly basis	12	12	14	14	8	10
Economic Development			KFA 6	IPC 11 (a)	Number of Agricultural farmer support programmes implemented	7	6	8	7	6	6
Operations & Maintenance of Revenue Generating Assets	To Promote an environmentally friendly city	Percentage utilization rate of sports fields	KFA 9	HS 3.4/IPC 12	Number of sports facilities upgraded	4	3	0	1	1	2
Operations & Maintenance of Revenue Generating Assets	To Promote an environmentally friendly city	N/A	KFA 4	IPC 13	Number of Aquarium facilities upgraded	0	0	0	0	1	1

**Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)**

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
Operations & Maintenance of Revenue Generating Assets	To Promote an environmentally friendly city	Square meters of municipal owned or maintained public outdoor recreation space per capita	KFA 9	HS 3.1/IPC 14	Number of Zoo facilities upgraded	1	1	1	2	N/A	1
Operations & Maintenance of Revenue Generating Assets	To Promote an environmentally friendly city	Recreational water quality	KFA 9	HS 3.1/IPC 15	Number of beach facilities upgraded	3	2	N/A	N/A	N/A	2
Operations & Maintenance of Revenue Generating Assets	To Promote an environmentally friendly city	Square meters of municipal owned or maintained public outdoor recreation space per capita	KFA 9	HS 3.1/IPC 16	Number of Swimming Pools upgraded	0	1	3	2	3	3
Infrastructure	To promote an integrated spatial form	Number of community halls per 100 000 population	KFA 10	HS 3.2/IPC 17	Number of community halls constructed (Phase 3)	0	1	N/A	N/A	1	1

**Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)**

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
Operations & Maintenance of Revenue Generating Assets	To Promote an environmentally friendly city	Square meters of municipal owned or maintained public outdoor recreation space per capita	KFA 28	IPC 50	Number of Resorts Upgraded	New Indicator	New Indicator	2	N/A	1	1
Infrastructure	To promote an integrated spatial form	Percentage utilisation of community halls	KFA 10	HS 3.2/IPC 18	Number of Community Halls Upgraded	0	4	1	2	5	5
Institutional Service Delivery & Operating Model	To ensure safety of BCMM communities	N/A	KFA 11	IPC 19	Number of Areas covered by surveillance cameras	11	0	0	0	2	2
Institutional Service Delivery & Operating Model	To ensure safety of BCMM communities	N/A	KFA 11	IPC 61	Milestones towards the Review of Crime Prevention Strategy	Existing Crime Prevention Strategy	New indicator	New indicator	New indicator	Appointment of Service Provider  1. Draft Reviewed Crime Prevention Strategy	N/A
Institutional Service Delivery & Operating Model	To ensure safety of BCMM communities	N/A	KFA 11	IPC 62	Development of BCMM Security Risk Analysis	New indicator	New indicator	New indicator	New indicator	Daft BCMM Security Risk Analysis	N/A



**Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)**

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
Institutional Service Delivery & Operating Model	To ensure safety of BCMM communities	N/A	KFA 11	IPC 63	Review of the Disaster Management Policy Framework	Existing Disaster Management Policy Framework	New indicator	New indicator	New indicator	Draft Reviewed Disaster Management Policy Framework	N/A
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Road traffic fatalities per 100 000 population	KFA 12	IPC 20	% reduction in road traffic fatalities on BCMM roads	2,64%	2,85%	3,19%	3,35%	5%	5%
		Average number of fatalities per fatal crash									
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 8	IPC 21	Number of sport development programmes supported	3	3	4	4	4	4
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 5	IPC 22	Number of Bursaries Awarded	50	50	67	67	60	60
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 5	IPC 60	Number of Youth Development Programs supported	New Indicator	4	4	4	6	6

**Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)**

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 5	IPC 64	Number of Libraries upgraded	New Indicator	New Indicator	New Indicator	New Indicator	6	6
STRATEGIC OUTCOME 2: A GREEN CITY											
NATIONAL PRESCRIBED INDICATORS											
Environment	To Promote an environmentally friendly city	Annual number of days with good air quality	KFA 14	ENV1.12	Percentage of Air Quality (AQ) monitoring stations providing adequate data over a reporting year	81,3%	42%	26,67%	0%	75%	75%
Waste Economy	To Promote an environmentally friendly city	Percentage of households with basic refuse removal services or better	KFA 18	ENV 3.11	Percentage of known informal settlements receiving integrated waste handling services	100%	100%	100%	100%	100%	100%
Environment	To Promote an environmentally friendly city	Ecosystem/Veg etation type protection level	KFA 16	ENV 4.21	Percentage of biodiversity priority areas protected	48.85%	69%	51,57%	69,0%	69,97%	69,97%
Environment	To Promote an environmentally friendly city	Ecosystem/Veg etation type threat status	KFA 16	ENV4.11	Percentage of biodiversity priority area within the metro	2.6 %	3.8 %	3,8%	5,1%	5,17%	5,17%

**Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)**

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
Environment	To Promote an environmentally friendly city	Ecosystem/Veg etation type protection level	KFA 18	ENV 5.11	Percentage of coastline with protection measures in place	72%	73.2%	73,1%	73,2%	73,2%	73,2%
Environment	To Promote an environmentally friendly city	Recreational water quality (coastal)	KFA 18	ENV 5.12	Number of coastal water samples taken for monitoring purposes	New Indicator	817	716	669	400	400
Environment	To Promote an environmentally friendly city	Recreational water quality (inland)	KFA 18	ENV 5.21	Number of inland water samples tested for monitoring purposes	New Indicator	469	438	461	400	400
BCMM INDICATORS											
Environment	To Promote an environmentally friendly city	N/A	KFA 18	ENV 5.21a	Number of Midland water samples taken for monitoring purposes	New Indicator	New Indicator	259	220	200	200
Waste Economy	To Promote an environmentally friendly city	Tonnes of municipal waste diverted from landfill per capita	KFA 18	GC 102	Number of Waste Diversion Garden transfer stations Established	3	2	New Indicator	1	N/A	2
Waste Economy	To Promote an environmentally friendly city	Tonnes of municipal waste diverted from landfill per capita	KFA 18	GC 11	Upgrading of Beacon Bay Transfer station	0	Signage, Fencing and Access control	N/A	N/A	N/A	N/A

Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)											
BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
Waste Economy	To Promote an environmentally friendly city	Tonnes of municipal waste diverted from landfill per capita	KFA 18	GC 101	Number of kilograms of recycleables diverted from Landfills to Buy-Back Centres	New Indicator	61171,15 tons	467,5 tons (467500 kg)	838011,30 kg	800 000 kg	800 000 kg
Operations & Maintenance of Revenue Generating Assets	To Promote an environmentally friendly city	N/A	KFA 15	GC 10	Number of Community Parks Upgraded	0	2	2	1	3	6
Operations & Maintenance of Revenue Generating Assets	To Promote an environmentally friendly city	N/A	KFA 15	GC12	Milestones achieved towards the establishment of recreational parks	New Indicator	New Indicator	New Indicator	New Indicator	3	3
STRATEGIC OUTCOME 3: A CONNECTED CITY											
NATIONAL PRESCRIBED INDICATORS											
Infrastructure	Develop and maintain world class logistics infrastructure	Percentage of households with access to electricity	KFA 22	EE1.11	Number of dwellings provided with connections to the mains electricity supply by the municipality	1560	643	342	328	330	1000
Infrastructure	Develop and maintain world	System Average		EE3.11	Percentage of unplanned outages	100%	100%	86%	91,67%	75%	75%

**Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)**

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
	class logistics infrastructure	Interruption Duration Index	KFA 22		that are restored to supply within industry standard timeframes						
		Customer Average Interruption Duration Index									
Infrastructure	Develop and maintain world class logistics infrastructure	System Average Interruption Frequency Index	KFA 22	EE3.21	Percentage of Planned Maintenance Performed	83.3%	84.8%	70%	79,96%	70%	70%
		Customer Average Interruption Duration Index									
Infrastructure	Develop and maintain world class logistics infrastructure	Percentage of fatal crashes attributed to road and environmental factors	KFA 19	TR6.11	Percentage of unsurfaced road graded	6,701% (89,8km)	5.925% (79.99KM)	5,33% (69,3km)	4.48% (62,7 km)	4.48% (62 km)	4.48% (62 km)
Infrastructure	Develop and maintain world class logistics infrastructure	Percentage of fatal crashes attributed to road and environmental factors	KFA 19	TR6.12	Percentage of surfaced municipal road lanes which has been resurfaced and resealed	1.439%	1.439%	1,325% (21,199km)	0.5325% (8,052km)	0.5% (8km)	0.5% (8km)

**Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)**

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
Infrastructure	Develop and maintain world class logistics infrastructure	Renewable energy capacity available within the municipal jurisdiction as a percentage of Eskom supply capacity to the municipality	KFA 22	EE4.12	Installed capacity of approved embedded generators on the municipal distribution network	29,5kw	1750.56kW	4,7MW	9,566mw	0	0
Infrastructure	Develop and maintain world class logistics infrastructure	Percentage of households with access to electricity	KFA 22	EE1.13	Percentage of valid customer application for new electricity connections processed in terms of municipal service standards	New Indicator	93%	100%	100%	90%	90%
Infrastructure	Develop and maintain world class logistics infrastructure	Percentage of fatal crashes attributed to road and environmental factors	KFA 22	TR6.13	KMs of new municipal road network	New Indicator	15 km	19,138 km	0 km	0 km	7 km
BCMM INDICATORS											
Infrastructure	Develop and maintain world class logistics infrastructure	N/A	KFA 20	CC 1	Number of Backup Power for High Sites installed.	1	2	3	N/A	N/A	3

**Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)**

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
Infrastructure	Develop and maintain world class logistics infrastructure	N/A	KFA 20	CC 6	Number of Business processes automated	7	1	N/A	N/A	N/A	N/A
Infrastructure	Develop and maintain world class logistics infrastructure	N/A	KFA 20	CC 7	Number of BCMM Halls and Offices with Fibre Network installed.	2	1	1	2	1	1
Infrastructure	Develop and maintain world class logistics infrastructure	N/A	KFA 20	CC 4	Number of Municipal Offices and Halls with WiFi hotspots installed.	2	3	1	0	4	4
Infrastructure	Develop and maintain world class logistics infrastructure	N/A	KFA 20	CC 200	Digitalise SCM Documentation -	New Indicator	New Indicator	Q3- 20% Q4 – 30%	41,25%	90%	100%
Infrastructure	Develop and maintain world class logistics infrastructure	N/A	KFA 20	CC 201	Number of servers procured for disaster recovery	New Indicator	New Indicator	2	1	2	2
Infrastructure	Develop and maintain world class logistics infrastructure	Percentage of fatal crashes attributed to road and	KFA 19	TR 6.1/CC 6	Km of gravel Roads upgraded to Surfaced Standard	13,24km	10.363km	5,938km	11,616km	8km	8km



**Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)**

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
		environmental factors									
Infrastructure	Develop and maintain world class logistics infrastructure	NMT paths and lanes as a percentage of total municipal road network length	KFA 21	TR 1.2/CC 7	Number of pedestrian bridges constructed	0	3	N/A	N/A	2	2
Infrastructure	Develop and maintain world class logistics infrastructure	Percentage of Dwelling units within 500m of scheduled public transport service	KFA 21	TR 1.1/CC 14	Number of Taxi Embayments constructed	3	3	2	N/A	0	1
Infrastructure	Develop and maintain world class logistics infrastructure	Percentage of Dwelling units within 500m of scheduled public transport service	KFA 21	TR1.1/CC15	Number of public transport facilities rehabilitated	0	0	1	1	1	1
Infrastructure	Develop and maintain world class logistics infrastructure	N/A	KFA 19	CC19	Number of bridges rehabilitated	1	2	3	1	6	2
Infrastructure	Develop and maintain world	Road traffic fatalities per	KFA 21	TR 7.1/CC 11	Number of speed humps constructed	46	43	74	30	20	20

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BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
	class logistics infrastructure	100 000 population									
Infrastructure	To promote an integrated spatial form	Percentage of households with access to electricity	KFA 22	EE 1.1/CC 20	Number of new high mast lights installed	12	9	6	6	16	16
STRATEGIC OUTCOME 4: A SPATIALLY TRANSFORMED CITY											
NATIONAL PRESCRIBED INDICATORS											
Infrastructure	Develop and maintain world class logistics infrastructure	Percentage of households with access to basic sanitation	KFA 23	WS1.11	Number of new sewer connections meeting minimum standards.	334	312	364	233	300	300
Infrastructure	Develop and maintain world class logistics infrastructure	Percentage of households with access to basic water supply	KFA 23	WS2.11	Number of new water connections meeting minimum standards.	308	347	398	234	300	300
Infrastructure	Develop and maintain world class logistics infrastructure	Total per capita consumption of water	KFA 23	WS5.31	Percentage of total water connections metered	89%	92%	91%	92%	92%	95%
Infrastructure	To promote an integrated spatial form	Rateable residential properties as a percentage of total households	KFA 28	LED3.13	Average Number of days taken to process Building applications of 500 square meters or more	173.33	177.55	177,55	218	60	60

**Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)**

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
		in the municipality									
Infrastructure	To promote an integrated spatial form	N/A	KFA 28	HS2.22	Average Number of days taken to process residential Building applications of 500 square meters	140.65	122.34	128,11	149	30	30
Housing	To promote an integrated spatial form	Percentage of households living in adequate housing	KFA 25	HS1.11	Number of subsidised housing units constructed using various Human Settlements Programmes	137	213	213	363	550	550
Housing	To promote an integrated spatial form	Percentage of households living in adequate housing	KFA 25	HS1.12	Number of serviced sites	671	322	378	197	700	700
Land	To promote an integrated spatial form	Percentage of households living in adequate housing	KFA2 8	HS1.13	Hectares of land acquired for human settlements in priority housing development areas	New Indicator	New Indicator	21,4632 hectares	76,3984	0	0
BCMM INDICATORS											
Land	To promote an integrated spatial form	N/A	KFA 28	STC 1	Number of land parcels acquired by Council for Mixed Use	1	2	1	5	N/A	N/A

**Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)**

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
					Integration Zone and Densification (public and privately owned).						
Infrastructure	To promote an integrated spatial form	Percentage of households with access to basic sanitation	KFA 23	WS 1.1/STC 2	Number of ablution facilities constructed (seats)	107	97	127	100	115	119
Infrastructure	To promote an integrated spatial form	N/A	KFA 29	STC 3	Number of cemeteries upgraded	5	5	5	2	2	5
Operations & Maintenance of Revenue Generating Assets	To promote an integrated spatial form	N/A	KFA 28	STC 9	Number of BCMM owned buildings upgraded	12	12	16	16	16	16
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 25	STC 15	Number of beneficiaries registered on the NHNR	2 285	2024	2125	2030	2020	2020
Operations & Maintenance of Revenue Generating Assets	To promote an integrated spatial form	N/A	KFA2 8	STC13	Number of Parks Depots upgraded	3	2	2	N/A	1	1
STRATEGIC OUTCOME 5: A WELL GOVERNED CITY											
NATIONAL PRESCRIBED INDICATORS											

**Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)**

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Top Management Stability	KFA 46	GG 1.21	Staff vacancy rate	6.2%	10%	12,69%	13%	13%	10%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Number of alleged fraud and corruption cases reported per 100 000 population	KFA 46	GG 5.12	Quarterly salary bill of suspended officials	Q1 - R 1 074 731 .49 Q2 - R 4,095,060.94 Q3- R 6,070,559.41 Q4- R4, 317, 535.46	R6.589,842.88	Q1= R6,676.324.29 Q2=R6 919 236,04 Q3= R5 327,982.08 Q4= R278, 371.73	R51771,74	N/A	N/A
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Number of alleged fraud and corruption cases reported per 100 000 population	KFA 46	GG 5.11	Number of active suspensions longer than three months	36	20	Q1 = 20 Q2 = 20 Q3= 10 Q4 = 0	0	18	18
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage of all qualifying households in the municipal area classified as indigent	KFA 39	LED2.12	Percentage of the municipality's operating budget spent on free basic services to indigent households	6.69%	5%	Q1 = 6,81% Q2 = 6,825% Q3 =6,82% Q4 = 7,15%	5,61%	5%	5%
Institutional Service Delivery	Promote sound financial and	N/A	KFA 37	HS2.21	Number of rateable residential properties in the subsidy housing	382	360	200	429	400	600

**Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)**

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
& Operating Model	administrative capabilities				market entering the municipal valuation roll						
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage of households with electricity connections receiving Free Basic Electricity (FBE)	KFA 37	EE2.11	Percentage of total residential electricity provision allocated as Free Basic Electricity (FBE)	11.20%	10%	Q1 = 19,10% Q2 = 15,635% Q3 = 13,25% Q4 = 12,51%	11,44%	10%	10%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Frequency of sewer blockages per 100kms of pipeline	KFA 32	WS3.11	Percentage of Complaints/Callouts responded to within 24 hours (sanitation/waste water)	100%	100%	100%	95%	95%	95%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Frequency of mains failures per 100kms of pipeline	KFA 32	WS3.21	Percentage of Complaints/Callouts responded to within 24 hours (water)	100%	100%	100%	100%	92%	92%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage of wastewater samples compliant with water use licence conditions	KFA 23	WS 4.21	Percentage of industries with trade effluent inspected for compliance	26.30%	20%	20%	20%	20%	20%

**Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)**

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)	KFA 30	GG2.11	Percentage of ward committees with 6 or more ward committee members (excluding ward councillors)	100%	94%	100%	100%	100%	100%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)	KFA 30	GG2.12	Percentage of wards that have held at least one councillor-convened community meeting	4 Public Meetings Convened per Ward = 200 public meetings for 50 Wards.	0.5%	Q1=22% Q2=15% Q3=42% Q4=28%	22%	100%	100%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 30	GG3.12	Percentage of councillors who have declared their financial interests	100%	80%	100%	100%	100%	100%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage of informal settlements upgraded to phase 3	KFA 25	HS1.31	Number of informal settlements assessed (enumerated and classified)	20	44	46	2	4	4



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BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage of informal settlements upgraded to phase 3	KFA 25	HS1.32	Number of informal settlements upgraded to phase 2	19	47	22	22	4	4
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Number of potholes reported per 10kms of municipal road network	KFA2 5	TR6.21	Percentage of reported pothole complaints resolved within standard municipal response time	New indicator	New Indicator	61%	62%	60%	60%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage of drinking water samples complying to SANS 241	KFA2 5	WS4.11	Percentage of water treatment capacity unused	New indicator	17%	12%	9%	7%	7%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA2 5	W4.31	Percentage of waste water treatment capacity unused	New indicator	49%	37%	23%	40%	40%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Total water losses	KFA2 5	WS5.21	Infrastructure leakage index	New indicator	6%	7,2	7.7	<9,1	<9,1
Institutional Service Delivery	Promote sound financial and	N/A	KFA 41	LED 1.31	Number of individuals connected to apprenticeships and	18	36	65	34	40	40

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BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
& Operating Model	administrative capabilities				learnerships through municipal interventions						
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 46	GG 1.22	Percentage of vacant posts filled within 3 months	New indicator	48,5%	87,76%	30%	30%	30%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Protest incidents reported per 10 000 population	KFA 30	GG2.31	Percentage of official complaints responded to through the municipal complaint management system	New indicator	100%	100%	100%	100%	100%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA3 7	LED 1.11	Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area	80%	80%	Q1 = 97% Q2 = 96% Q3 = 95% Q4 = 87%	91,75%	95%	95%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA3 7	LED 3.31	Average number of days from the point of advertising to the letter of award per 80/20 procurement process	270 days	180 days	266,66 days	298,38 days	160 days	160 days

**Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)**

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA3 7	LED 3.21	Percentage of revenue clearance certificates issued within 10 working days from the time of completed application received.	93%	95%	Q1 = 92% Q2 = 94% Q3 = 95% Q4 = 95%	98,43%	95%	95%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA3 7	LED 2.11	Percentage of budgeted rates revenue collected	85%	83,5%	Q1 = 61,85% Q2 = 87,25% Q3 = 81,8% Q4 = 151%	74%	78%	85%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA3 7	LED 3.32	Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission.	90%	100%	Q1 = 100% Q2 = 100% Q3 = 100% Q4 = 64%	100%	100%	100%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage of expenditure against total budget	KFA3 7/39	FM1.11	Total Capital Expenditure as a percentage of Total Capital Budget	New Indicator	New Indicator	105%	100% (Indicator exempted for reporting, please see National Treasury exemption letter))	100% (Indicator exempted for reporting, please see National Treasury exemption letter))	100% (Indicator exempted for reporting, please see National Treasury exemption letter))

**Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)**

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage of expenditure against total budget	KFA3 7/39	FM1.12	Total Operating Expenditure as a percentage of Total Operating Expenditure Budget	New Indicator	96%	92%	100% (Indicator exempted for reporting, please see National Treasury exemption letter))	100% (Indicator exempted for reporting, please see National Treasury exemption letter))	100% (Indicator exempted for reporting, please see National Treasury exemption letter))
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage of expenditure against total budget	KFA3 7/39	FM1.13	Total Operating Revenue as a percentage of Total Operating Revenue Budget	New Indicator	98%	92%	100% (Indicator exempted for reporting, please see National Treasury exemption letter))	100% (Indicator exempted for reporting, please see National Treasury exemption letter))	100% (Indicator exempted for reporting, please see National Treasury exemption letter))
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage of expenditure against total budget	KFA3 7/39	FM1.14	Service Charges and Property Rates Revenue as a percentage of Service Charges and Property Rates Revenue Budget	New Indicator	104%	91%	100% (Indicator exempted for reporting, please see National Treasury exemption letter))	100% (Indicator exempted for reporting, please see National Treasury exemption letter))	100% (Indicator exempted for reporting, please see National Treasury exemption letter))
Institutional Service Delivery	Promote sound financial and	Municipal budget assessed as	KFA3 7/39	FM1.21	Funded budget (Y/N) (Municipal)	New Indicator	New Indicator	Funded budget (Yes)	Funded budget (Yes)	Funded budget (Yes)	Funded budget (Yes)

**Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)**

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
& Operating Model	administrative capabilities	funded (Y/N) (National)									
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage change in cash backed reserves reconciliation	KFA3 7/39	FM2.21	Cash backed reserves reconciliation at year end	New Indicator	New Indicator	Yes	Reconciliation report	Reconciliation report	Reconciliation report
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage change in cash and cash equivalent (short term)	KFA3 7/39	FM3.11	Cash/Cost coverage ratio	New Indicator	New Indicator	0,77	1-2x fixed operating expenditure	1-2x fixed operating expenditure	1-2x fixed operating expenditure
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage change in cash and cash equivalent (short term)	KFA3 7/39	FM3.12	Current ratio (current asset/current liabilities)	New Indicator	New Indicator	1.36:1	1.58:1	1.5:1	1.5:1
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage change in cash and cash equivalent (short term)	KFA3 7/39	FM3.13	Trade payables to cash ratio	New Indicator	New Indicator	<0.35:1	0.39:1	<0.5:1	<0.5:1
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage change in cash and cash equivalent (short term)	KFA3 7/39	FM3.14	Liquidity ratio	New Indicator	New Indicator	1.34	0.26:1	>1.6:1	>1.6:1

**Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)**

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage change of unauthorised, irregular, fruitless and wasteful expenditure	KFA3 7/39	FM4.11	Irregular, Fruitless and Wasteful, Unauthorised Expenditure as a percentage of Total Operating Expenditure	New Indicator	New Indicator	81,63%	68%	0%	0%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage of total operating expenditure on contracted services	KFA3 7/39	FM4.31	Creditors payment period	New Indicator	New Indicator	134 days	52 days	30 days	30 days
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage change of own funding (Internally generated funds + Borrowings) to fund capital expenditure	KFA3 7/39	FM5.11	Percentage of total capital expenditure funded from own funding (Internally generated funds + Borrowings)	New Indicator	56%	-6%	29%	47%	47%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage change of own funding (Internally generated funds + Borrowings) to fund capital expenditure	KFA3 7/39	FM5.12	Percentage of total capital expenditure funded from capital conditional grants	New Indicator	44%	50%	72%	53%	53%

**Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)**

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage change of renewal/upgrading of existing Assets	KFA3 7/39	FM5.21	Percentage of total capital expenditure on renewal/upgrading of existing assets	New Indicator	59%	57%	64%	61%	61%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA3 7/39	FM5.22	Renewal/Upgrading of Existing Assets as a percentage of Depreciation/Asset impairment	New Indicator	60%	45%	24%	47%	47%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage change of repairs and maintenance of existing infrastructure	KFA3 7/39	FM5.31	Repairs and Maintenance as a percentage of property, plant, equipment and investment property	New Indicator	2%	2%	2%	2%	2%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA3 7/39	FM6.12	Percentage of awarded tenders [over R200k], published on the municipality's website	New Indicator	New Indicator	100%	100%	100%	100%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA3 7/39	FM6.13	Percentage of tender cancellations	New Indicator	New Indicator	9%	10%	15%	15%
Institutional Service Delivery	Promote sound financial and	Percentage change in Gross Consumer	KFA3 7/39	FM7.11	Debtors payment period	New Indicator	New Indicator	302 days	316 days	680 days	680 days



**Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)**

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
& Operating Model	administrative capabilities	Debtors' (Current and non-current)									
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage change in Gross Consumer Debtors' (Current and non-current)	KFA3 7/39	FM7.12	Collection rate ratio	New Indicator	83,5%	82.05%	74%	78%	85%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage of net operating surplus margin	KFA3 7/39	FM7.31	Net Surplus/Deficit Margin for Electricity	New Indicator	New Indicator	10%	-45%	-20%	-20%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage of net operating surplus margin	KFA3 7/39	FM7.32	Net Surplus/Deficit Margin for Water	New Indicator	New Indicator	79%	11%	31%	31%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage of net operating surplus margin	KFA3 7/39	FM7.33	Net Surplus/Deficit Margin for Wastewater	New Indicator	New Indicator	94%	29%	46%	46%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage of net operating surplus margin	KFA3 7/39	FM7.34	Net Surplus/Deficit Margin for Refuse	New Indicator	New Indicator	98%	21%	37%	37%
Institutional Service Delivery	Promote sound financial and	Audit Opinion	KFA3 7/39	GG3.11	Number of repeat audit findings	New Indicator	New Indicator	43 (2022/2023 financial year)	43	0	0

**Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)**

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
& Operating Model	administrative capabilities										
BCMM INDICATORS											
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 46	WGC 1	Number of people from employment equity target groups (females) employed in the 3 highest levels of management	5	2	1	1	2	3
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Number of municipal officials completed training this quarter	KFA 41	C9/WGC 27	% of the municipality's budget actually spent on implementing its workplace skills plan (LGSETA grant only)	82%	99%	87%	102%	100%	100%
		Percentage of municipal skills development levy recovered									
ICT	Promote sound financial and administrative capabilities	N/A	KFA 37	WGC 9 (a)	Number of Electricity Smart Meters Installed (Business Debtors)	3 464	272	250	N/A	N/A	N/A
ICT	Promote sound financial and administrative capabilities	N/A	KFA 37	WGC 9 (b)	Number of Electricity and Water Smart Meters installed (Residential)	86 938	30454	1000	N/A	N/A	N/A

**Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)**

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 39	WGC14	Credit Rating Maintained at A	A	A	A	A	A	A
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA3 7	WGC 31	Percentage of registered billing queries	New Indicator (Mayoral Lekgotla)	Less than 2.5 percent of the total billing	Q1 = 0,583% Q2 = 0,521% Q3 =0,45% Q4 = 0,4%	0,92%	Less than 2.5 percent of the total billing	Less than 2.5 percent of the total billing
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 37	WGC22	Total increase in the amount of revenue collected for traffic fines	R 504 168.92	R 12530796.35	R11 507 630.21	R 10642144,41	R 5 500 000	R 5 500 000
Operations & maintenance	Promote sound financial and administrative capabilities	Total water losses	KFA 37	WGC24	Number of kilolitres reduced (physical water losses in terms of system losses)	4 881 016kl	850 000 KI	1 091 067,84kl	881280 kl	850 000 KI	850 000 KI
		Percentage of non-revenue water									
		Total per capita consumption of water									
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA3 9	WGC16	Debt to revenue percentage (the extent of the total borrowings in relation	New indicator	2.64%	2.03%	1,23%	Less than 45%	Less than 45%

**Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)**

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
					to total operating revenue).						
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 41	WGC 150	% of grant spent on implementing ISDG Program	N/A	85%	91%	108%	100%	100%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 20	WGC 205	Milestones towards implementation of Employee Performance Management System (Phase 1)	Manual System - Performance Management System	Manual System - Performance Management System	Manual System - Performance Management System	1. Appointment of Service provider 2. Design and customise electronic employee performance management system 3. Installation of the Designed and customised electronic employee performance management system software into the city systems 4. Completion	1. Implement electronic Performance Management System for City Manager and all HODs 2. Implement electronic Performance Management System for Task grade Levels 18-20 3. Implement electronic Performance Management System for Task grade Levels	1. Implement electronic Performance Management System for City Manager and all HODs 2. Implement electronic Performance Management System for Task grade Levels 18-20 3. Implement electronic Performance Management System for Task grade Levels

**Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)**

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference / BCMM Code	Key Performance Indicator	2020/21 (Actual Performance)	2021/22 (Actual Performance)	2022/23 (Actual Performance)	2023/24 (Actual Performance)	2024/25 Target	2025/26 Target
									of designing and customisation of electronic Performance Planning Module for City Manager & HODs.	16-17 4. Implement electronic Performance Management System	16-17 4. Implement electronic Performance Management System

**Table 138: Key Performance Indicators from National Treasury [CIRCULAR 88]**

No.	KFA No.	Additional indicators from National Treasury, Circular 88 for reporting only	Total number/ %
C1.	KFA 46	Number of signed performance agreements by the MM and Section 56 Managers:	
C2.	KFA 30	Number of Exco or Mayoral Executive meetings held in this quarter:	
C3.	KFA 30	Number of Council Portfolio Committee meetings held in this quarter:	
C4.	KFA 30	Number of Municipal Public Accounts Committee (MPAC) meetings held in this quarter:	
C5.	KFA 30	Number of traditional councils within your municipal boundary:	
C6.	KFA 30	Number of formal (minuted) meetings between the Mayor, Speaker, Chief Whip, and MM held in the quarter to deal with municipal matters:	
C7.	KFA 30	Number of formal (minuted) meetings – to which all senior managers were invited – held in the quarter:	
C8.	KFA 41	Number of councillors who completed training in this quarter:	
C9.	KFA 41	Number of municipal officials who completed training in this quarter:	
C10.	KFA 46	Number of work stoppages occurring in the quarter:	
C11.		Number of litigation cases instituted by the Municipality in the quarter:	
C12.		Number of litigation cases instituted against the Municipality in the quarter:	
C13.	KFA 31	Number of forensic investigations instituted in the quarter:	
C14.	KFA 31	Number of forensic investigations conducted in the quarter:	
C15.	KFA 46	Number of days of sick leave taken by employees in the quarter:	
C16.	KFA 46	Number of permanent employees employed at the end of the quarter:	
C17.	KFA 46	Number of temporary employees employed at the end of the quarter:	
GG3.13.	KFA 39	Percentage of administrative staff who have declared their financial interests.	
GG2.2.	KFA 30	Attendance rate of municipal council meetings by all identified Traditional leaders (%)	
No.	KFA No.	Key Performance Indicators (KPI's) from National Treasury, Circular 88 for reporting only and are incorporated into the SDBIP 2019/2020 Financial Year	Total number/ %
		<b>STRATEGIC OUTCOME 2: A GREEN CITY</b>	
ENV4.11	KFA 16	Percentage of biodiversity priority area within the Metro.	
		<b>STRATEGIC OUTCOME 3: A CONNECTED CITY</b>	
TR4.21	KFA 21	Percentage of scheduled municipal bus services 'on time'	

No.	KFA No.	Additional indicators from National Treasury, Circular 88 for reporting only	Total number/ %
TR5.21	KFA 21	Percentage of scheduled municipal buses that are low-entry.	
EE4.12	KFA 22	Installed capacity of embedded generators on the municipal distribution network	
		<b>STRATEGIC OUTCOME 4: A SPATIALLY TRANSFORMED CITY</b>	
TR1.12	KFA 21	Number of operational public transport access points added	
		<b>STRATEGIC OUTCOME 5: A WELL GOVERNED CITY</b>	
FE1.12	KFA 46	Number of full-time firefighters per 1 000 population	
GG4.11	KFA 46	Number of agenda items deferred to the next council meeting	
GG5.12	KFA 46	Quarterly salary bill of suspended officials (Rand value)	
GG3.11	KFA 47	Number of repeat audit findings	
HS1.21	KFA 25	Average number of days taken to register the title deed (subsidised stands and units)	
HS1.31	KFA 25	Number of informal settlements enumerated and classified (in terms of NUSP or equivalent classification)	
HS1.32	KFA 25	Percentage of informal settlements using a participatory approach to planning or implementing upgrading	



# SECTION F – FINANCIAL PLAN

## 1. INTRODUCTION

The financial plan has been reviewed in line with historic performance trends, using the local government regulatory framework as a guide to confirm budget indicatives. The funding model still relies heavily on revenue generated from trading services through tariffs, supported by grants.

To ensure that BCMM achieves a funded, credible, and sustainable budget, consideration of budget trade-offs must be undertaken, guided by the following financial strategies:

- a) Long-term financial planning that responds to strategic objectives and financial sustainability
- b) Revenue optimisation
- c) Operational expenditure optimisation
- d) Capital budget and funding mix
- e) Financial sustainability and asset management

### 1.1 Long-Term Financial Planning That Responds to Strategic Objectives and Financial Sustainability

The 2025/26 Consolidated MTREF budget of BCMM is guided by the City's strategic objectives, which include:

- a) IDP,
- b) MGDS 2030,
- c) SDF, and
- d) BEPP: CLDP.

The City continues to strive for surplus budgets beyond the MTREF period to finance both existing infrastructure replacement and new infrastructure expansion. This capital financing is informed by the consistent monitoring of the municipal asset management plans. In doing so, the City aims to strike a balance between social and economic infrastructure investment, thereby promoting economic growth and employment.

Historically, the institution has undertaken capital projects with the aim of expanding the City using its own funding. However, it is recognised that capital expansion through own funds cannot occur indefinitely without corresponding economic growth. Therefore, a revision of the City's long-term financial planning is necessary to sustain the cost of infrastructure replacement, reduce depreciation in the operational budget, and subsequently lower tariffs for services in the City. This approach increases consumer affordability, creates employment, boosts economic growth, enhances business confidence, and promotes investment in the City.

The City has adopted a strategy to diversify its capital financing mix, enabling the rapid replacement and development of infrastructure. This approach supports a more rigorous focus on maintaining trading services infrastructure and ensures a balanced approach to promoting economic growth and social transformation over the long term. The Trading Services Reforms introduced by National Treasury are welcomed by BCMM, water, and sanitation identified for reform as trading services in line with the guidance and criteria set out by National Treasury under the regulatory framework of the MFMA. Further details on the financial strategy are provided below.

## 1.2 Municipal Trading Services Reforms – Electricity and Water and Sanitation

Trading services include the provision of electricity, water and sanitation, as well as solid waste management. The National Treasury has recognised the deteriorating state of infrastructure platforms that is driving the decline in the performance of trading services. This is evident in increased operational inefficiencies, declining service quality and reliability, declining cash revenues, and progressively lesser investments in the sector.

This decline is negatively affecting economic growth and, in the case of cities, their financial sustainability, which relies on cash revenues from well-performing trading services. To this end, the National Treasury has initiated reforms to enhance trading services in metropolitan municipalities (category A municipalities) through performance-based financial incentives to reward good decisions and performance. These reforms seek to address not only operational inefficiencies but also structural impediments to the performance of trading services.

Conditions that will enable successful reform have been set out and communicated through the Division of Revenue Act, 2024, the release of Guidance Notes to support the implementation of reform, and engagements with metros, including through the CBF.

### **The primary goals of this initiative are:**

- To increase investment in utility services (such as water, wastewater, electricity, and waste management) by combining grant and loan funding.
- To restructure, manage, and govern utility services more effectively to enhance performance.
- To promote professional management with clear accountability and the necessary skills for efficient service delivery.
- To ensure full financial transparency between municipalities and utility services.

### **The programme consists of compulsory and non-compulsory but incentivised parts:**

- a. Trading services financial transparency requirements are compulsory: All metropolitan municipalities will be required to provide separate, comprehensive financial statements for their trading services within their overall municipal statements. The specific requirements, including specimen financial statements, are being communicated separately.
- b. Access to the finance incentive is optional but performance-based: While not compulsory, access to the finance incentive is linked to metro performance against institutional and operational targets set out in Council-approved Trading Sector Reform Strategies (TSRS) and its annexures (A, A1, A2, A3), provided these meet the required criteria; and
- c. Introduction of the performance-based USDG incentive component: Over the medium term, the introduction of the performance-based incentive component of the USDG for trading services is not intended or expected to disrupt baseline USDG allocations already committed to existing projects. Rather, it is specifically designed to reward metros that pursue trading services reform as outlined here.

BCMM submitted the following documents related to trading services – **1. Electricity**, and **2. Water and Sanitation** – to National Treasury on 31 January 2025 for consideration under the programme's non-compulsory but incentivised participation framework:

- a. Electricity and Energy Roadmap
- b. Electricity and Energy Investment Plan

- c. Electricity and Energy Turnaround Strategy
- d. Water and Sanitation Investment Plan
- e. Water and Sanitation Institutional Roadmap

### Buffalo City Electricity Trading Service Reforms

The Buffalo City Electrical and Energy Services Department, as a trading service, generates revenue through its own service charges, which must be managed to ensure a surplus. This surplus should fund all service functions, including staff, capital, and maintenance expenditures. A fully functioning and well-managed service department has the potential to support other municipal services.

National Treasury (NT) has identified that most service departments are failing to achieve sustainability and has highlighted that many metros have not recognised the unique characteristics and management needs of trading services. As in other metros, BCMM's decision-making and operational performance are often diffused across multiple units, with financial relationships between trading services and metros remaining unclear. Collectively, these issues have led to poor performance and prompted NT's call for reform, requiring services to be ring-fenced with a single point of accountability.

To ensure the sustainability of service delivery, Buffalo City Electrical and Energy Services is responsible for maintaining, expanding, and upgrading infrastructure to meet both current and future demands. Additionally, Buffalo City Electricity facilitates investment in the electricity supply industry, promotes universal access to electricity, and encourages the use of diverse energy sources and energy efficiency.

Investment in the network must be planned, and funding secured for capital replacement projects required for upgrading, refurbishing, and replacing equipment to ensure that both existing and new investments can be serviced. The operational and maintenance functions require adequate funding to maintain network stability and ensure the efficient, effective, and sustainable development and operation of electricity supply infrastructure in the BCMM licenced area.

This reform demands a strategic approach to operational excellence and long-term financial sustainability. Thus, the Buffalo City Electricity Business Improvement and Investment Plan will guide the Metro over the next several years, addressing immediate needs while ensuring long-term objectives are met. The business improvement component of the plan focuses on optimising internal operations through streamlined processes within BCMM as part of a revenue enhancement strategy.

These improvements aim to increase operational efficiency, enhance revenue collection, and improve customer service. This intervention is key to improving infrastructure investment. The capital investment aspect of the plan emphasises the importance of renewing and expanding. This includes upgrading the ageing electricity network and investing in new projects aligned with human settlement development in the area. These capital investments are essential for maintaining system reliability, reducing electricity losses (both technical and non-technical), and preparing for future demands driven by population growth, climate change, and evolving regulatory requirements.

### Buffalo City Water and Sanitation Trading Service Reforms

The Buffalo City Water and Sanitation Business and Investment Plan outlines the implementation of the Turnaround Strategy and represents a strategic roadmap designed to address evolving challenges and opportunities in the water and sanitation sector. By investing in infrastructure, technology, and people, we aim to enhance operational efficiency, improve customer satisfaction, and ensure the long-term financial sustainability of our organisation.

The aim of the Water and Sanitation Business Improvement and Investment Plan is to serve as a guide for operational and investment decisions to meet customer demands, contribute to national economic growth, and facilitate the implementation of the approved Water Services Business Turnaround Strategy.

The plan consists of two components:

- a. Business Improvement Plan – Focuses on optimising internal operations to increase operational efficiency, enhance revenue collection, and improve customer service.
- b. Capital Investment Plan – Emphasises the importance of renewing and expanding our infrastructure, including upgrading ageing water treatment works, replacing deteriorating pipelines, and investing in sewer and water upgrades. These investments are essential for maintaining system reliability, reducing water losses, and preparing for future demands such as population growth, climate change, and evolving regulatory requirements.

In developing this plan, we have carefully balanced financial responsibility with the need for critical improvements. We have explored various funding sources, including revenue from operations, borrowing, and potential public-private partnerships, to ensure the sustainability of our business unit and the City.

### Five Factors essential to achieve and sustain Business Reform

NT's Cities Support Programme has engaged the eight metropolitan municipalities to provide support in turning around or improving the performance of their trading services. This aims to create viable entities that meet service delivery needs, raise capital funding from the market, and generate financial surpluses for reinvestment in the service. International experience and interaction with metropolitan municipalities highlight five factors that are essential for achieving and sustaining business reform. These are:

- a. A single point of management accountability;
- b. A turnaround in cash revenue;
- c. A financial surplus;
- d. A clearly defined relationship between the service and the City; and
- e. A fit-for-purpose organisational structure.

NT accepted that the reform may require a business overhaul. It is acknowledged that achieving these conditions, including the transition towards implementation, requires a clear pathway for the institutional changes to be mapped out and implemented. For this reason, NT issued a Guidance Note to assist metropolitan municipalities in this transition.

BCMM will access all available support that may aid the Metro in implementing these reforms efficiently.

### Performance Monitoring: Alignment between the Metro Trading Service Reform and MFMA Circular No. 88.

The implementation of MFMA Circular No. 88 continues across all categories of municipalities. In December 2024, Addendum 6 of MFMA Circular No. 88 was published, providing an update on the preparation of statutory planning and reporting documents required for the 2025/26 MTREF. Addendum 6 offered guidance to municipalities on in-year changes to indicators in the SDBIP and provided direction for 'estimate' values in indicator reporting. Further guidance on indicator revisions and definitional clarification was also included.

Selected indicators from MFMA Circular No. 88 are also being used to track the performance of metros as part of the A3 Performance Improvement Action Plan (PIAP) under the Metro Trading Service Reform (MTSR). Aligned with the rationalisation and standardisation objectives of the MFMA Circular No. 88 reform, this approach ensures consistency and clear alignment across various reporting frameworks. Furthermore, it promotes consistency in planning, budgeting, and reporting while reinforcing the overall objectives of the reform agenda. The MTSR targets water and sanitation, electricity and energy, and solid waste management in the metropolitan municipalities, focusing on institutional performance and accountability, financial performance, governance, and operational or service delivery performance.

#### Solid Waste Management Trading Service Reform

Solid Waste Management is scheduled for inclusion in the incentive programme from Year 2 (2026/27) onwards. Metros wishing to include solid waste management in their trading services reform strategies should submit the necessary documentation according to a schedule that has been communicated to metropolitan municipalities.

### **1.3 Revenue Optimisation**

The City's revenue strategy is built around the following key components:

- i. Efficient revenue management aims to ensure an annual collection rate of no less than 76% over the medium term for property rates and other key service charges.
- ii. Achieving full cost recovery of specific user charges, particularly in relation to trading services.
- iii. The City is striving to ensure that all its trading services are financially self-sustainable.
- iv. Creating a conducive environment to attract potential investors.
- v. Reviewing the SDF to bring human capital resources closer to economic and job opportunities.
- vi. Full compliance with MFMA Circulars 129 and 130, as well as the Municipal Revenue Enhancement Strategy.

### **1.4 Operational Expenditure Optimisation**

The City's expenditure strategy is built around the following key components:

- i. Re-prioritisation of expenditure to eliminate inefficiencies in an effort to contain costs.
- ii. Review of the organogram, governance structure, and service delivery model in line with the City's objectives and funding affordability.
- iii. The exercise of scrutinising cost drivers within our value chain to identify areas for efficiency improvement is still ongoing.
- iv. Funding for self-funded operating projects is depressed, encouraging in-house implementation of projects through the normal operating budget.
- v. Enforcement of Cost Containment Regulations by reducing other expenditure line items and prioritising repairs and maintenance.

## **1.5 Capital Budget and Funding Mix**

The City's expenditure strategy is centred on the following key components:

- i. The funding mix of the Capital budget must be optimised.
- ii. Invest in grant funding for the eradication of backlogs and social infrastructure.
- iii. Utilise internally generated funds primarily for the renewal of existing assets.
- iv. Consider the BFI funding and donor funds for economic infrastructure.

## **1.6 Financial Sustainability and Asset Management**

- i. It is imperative to have proper Asset Management Plans that inform capital investment, the asset renewal programme, and the asset maintenance programme.
- ii. Alignment of funding methods with asset types.
- iii. Utilisation of asset values to determine future capital requirements for maintaining service level standards while being cognisant of growth needs.
- iv. Utilisation of infrastructure assets to stimulate growth.

## 2. 2025/26 MTREF CAPITAL & OPERATING BUDGET ESTIMATES

The total consolidated budget (capital and operating) for the 2025/26 MTREF period is increasing from R11,72 billion in 2024/25 to R12,11 billion in 2025/26. It further rises to R12,57 billion and R13,20 billion in the 2026/27 and 2027/28 financial years, respectively.

The financial plan includes an Operating Budget (table 140 & table 142 below) and the Capital Investment Programme, categorised by directorate, source of funding, and function (table 145, 146 & table 147 below), for the three financial years ending June 2028.

### 2.1 Budget Assumptions

The following assumptions apply to the 2025/26 MTREF, and additional details on programme allocations and budget assumptions are provided in the budget document:

**Table 139: 2025/26 to 2027/28 Budget Assumptions**

DESCRIPTION	2024/2025	2025/2026	2026/2027	2027/2028
National Treasury Headline Inflation Forecasts	4,90%	4,30%	4,60%	4,40%
Salaries	4,90%	5,01%	5,35%	5,65%
Electricity Purchases	12,74%	12,74%	5,36%	6,19%
Water Purchases	6,54%	7,26%	6,54%	6,54%
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	R1 129,36	R1 189,57	R1 248,75	R1 309,67
Equitable Share Allocation	R1 218 324 000	R1 296 018 000	R1 365 808 000	R1 427 605 000
Bad Debt Provision	23,00%	24,00%	22,00%	21,00%
Property Rates	3,90%	2,00%	4,60%	4,40%
Refuse Tariff	5,20%	4,80%	4,70%	4,40%
Sewerage Tariff	5,20%	4,80%	4,70%	4,40%
Electricity Tariff	15,31%	12,74%	5,36%	6,19%
Water Tariff	7,79%	9,80%	6,54%	6,54%
Fire Levy	4,90%	4,30%	4,60%	4,40%
Sundry Income	4,90%	4,30%	4,60%	4,40%



## 2.2 Conditional Grants Allocation

BCMM has been allocated the following conditional grants for the 2025/26 MTREF.

**Table 140: Conditional Grants Allocation for 2025/26 MTREF**

GRANT ALLOCATION	2024/2025 ADJUSTED ALLOCATION	2025/2026 ALLOCATION	2026/2027 ALLOCATION	2027/2028 ALLOCATION
Finance Management Grant	1 000 000	1 000 000	1 200 000	1 400 000
Infrastructure Skills Development Grant	11 000 000	9 000 000	9 800 000	10 000 000
Urban Settlement Development Grant	625 365 000	559 244 000	584 774 000	611 218 000
Informal Settlement Upgrading Partnership Grant	235 622 000	318 358 000	332 943 000	347 999 000
Expanded Public Works Programme Grant	2 314 000	2 434 000	0	0
Urban Development Financing Grant	0	48 500 000	39 200 000	45 160 000
Neighbourhood Partnership Development Grant (PEP)	35 655 000	22 500 000	18 185 565	20 950 515
Neighbourhood Partnership Development Grant (Capital)	2 000 000	10 000 000	8 082 476	9 311 340
Programme and Project Preparation Support Grant	15 000 000	16 000 000	12 931 959	14 898 144
Municipal Disaster Response Grant	44 600 000	0	0	0
Municipal Disaster Recovery Grant	78 000 000	0	0	0
<b>TOTAL GRANT ALLOCATION</b>	<b>1 050 556 000</b>	<b>938 536 000</b>	<b>967 917 000</b>	<b>1 015 777 000</b>

In the 2023/2024 financial year, BCMM spent 99% (R947,88 million) of its conditional grants budget of R961,69 million.

**Table 141: Spending per Conditional Grant Allocation**

GRANT ALLOCATION	2023/2024 ADJUSTED ALLOCATION	2023/2024 AUDITED ACTUALS	2023/2024 UNSPENT ALLOCATION	2023/2024 % SPENT
Finance Management Grant	1 000 000	998 765	1 235	100%
Infrastructure Skills Development Grant	10 770 000	10 769 787	213	100%
Urban Settlement Development Grant	618 034 000	612 188 476	5 845 524	99%
Neighbourhood Development Partnership Grant	10 000 000	4 562 093	5 437 907	46%
Neighbourhood Development Partnership Grant (PEP)	25 759 494	25 758 411	1 083	100%
Informal Settlement Upgrading Partnership Grant	277 122 000	275 817 409	1 304 591	100%
Expanded Public Works Programme Grant	6 093 000	6 093 641	(641)	100%
Programme and Project Preparation Support Grant (PPPSG)	12 908 000	11 688 779	1 219 221	91%
<b>TOTAL GRANT ALLOCATION SPENT</b>	<b>961 686 494</b>	<b>947 877 361</b>	<b>13 809 133</b>	<b>99%</b>

## 2.3 Operating Budget Estimates

### 2.3.1 Operating Revenue Framework

In the 2025/26 financial year, the City's own revenue generated from property rates and service charges constitutes 71% of the total revenue, amounting to R7,72 billion. This figure increases over the MTREF to R8,12 billion in 2026/27 and to R8,56 billion in 2027/28.

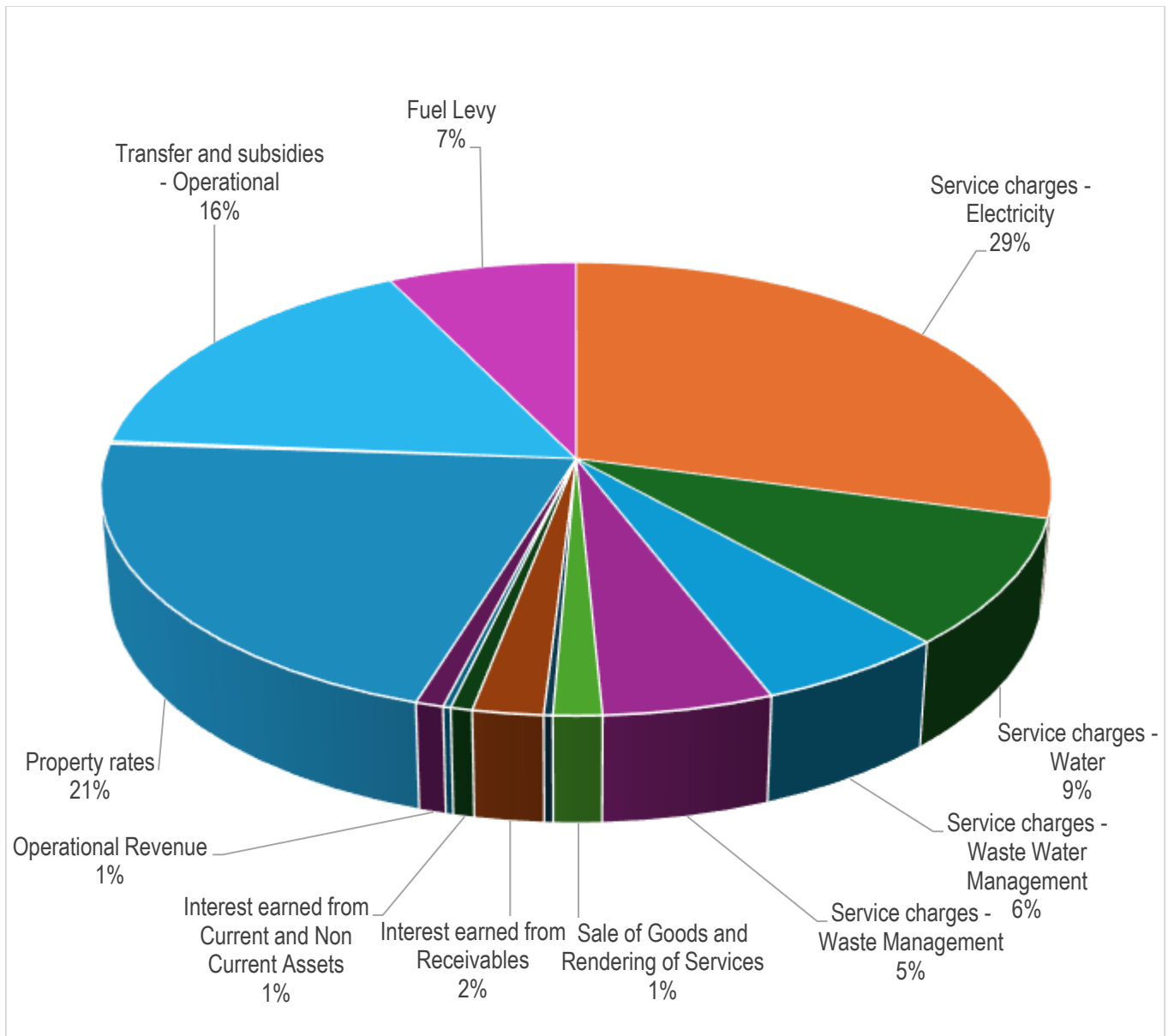
The electricity service remains the largest contributor to the total revenue mix (including operational conditional and unconditional grants), accounting for 29% in the 2025/26 financial year. Electricity revenue is projected to increase from R2,84 billion to R3,20 billion in 2025/26, and further to R3,37 billion and R3,58 billion, respectively, in the two outer years of the 2025/26 MTREF period.

Property rates are the second-largest source of own revenue, contributing 21% in the 2025/26 financial year. Property rates increase from R2,32 billion in 2025/26 to R2,43 billion and R2,54 billion, respectively, in the two outer years of the 2025/26 MTREF period.

Revenue from the water services contributes 9% to the operating revenue in the 2025/26 financial year. Water services revenue rises from R1 billion in 2025/26 to R1,07 billion in 2026/27, and further increases to R1,14 billion in the 2027/28 financial year.

Transfers and subsidies (transfers recognised – operational) contribute 16% to the operating revenue in the 2025/26 financial year. Transfers and subsidies total R1,80 billion in the 2025/26 financial year and increase to R1,88 billion by 2027/28. This revenue component reflects a slight increase over the MTREF due to a reduction in allocations by Provincial and National Government.

The following graph provides a breakdown of the main revenue categories for the 2025/26 financial year:



**Figure 122: Main Operating Revenue categories for the 2025/26 financial year**

The following table is a summary of the 2025/26 MTREF (classified by main revenue source):

**Table 142: Operating Revenue by Revenue Source**

Description  R thousand	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
<b>Revenue</b>									
<b>Exchange Revenue</b>									
Service charges - Electricity	2 199 541	2 147 071	2 385 332	2 835 814	2 835 814	2 835 814	3 197 096	3 368 461	3 576 969
Service charges - Water	1 255 133	738 617	918 430	911 568	911 568	911 568	1 000 901	1 066 360	1 136 100
Service charges - Waste Water Management	470 773	482 231	559 118	603 379	603 379	603 379	632 342	662 062	691 192
Service charges - Waste Management	387 546	398 396	470 948	535 777	535 777	535 777	561 494	587 884	613 751
Sale of Goods and Rendering of Services	109 848	109 051	123 512	153 110	153 110	153 110	159 693	167 039	174 389
Agency services	30 536	23 879	19 547	28 177	28 177	28 177	29 389	30 740	32 093
Interest earned from Receivables	176 561	300 755	389 110	222 299	222 299	222 299	231 858	242 523	253 194
Interest earned from Current and Non Current Assets	33 086	47 660	51 630	25 656	71 136	71 136	71 134	74 220	77 562
Rental from Fixed Assets	21 116	24 501	23 226	24 263	24 263	24 263	25 306	26 470	27 635
Operational Revenue	690 424	48 442	57 464	88 261	88 261	88 261	92 056	96 291	100 528
<b>Non-Exchange Revenue</b>									
Property rates	1 733 914	1 791 370	2 127 634	2 269 497	2 269 497	2 269 497	2 328 401	2 435 508	2 542 670
Fines, penalties and forfeits	12 408	6 974	65 438	9 691	9 691	9 691	10 108	10 573	11 038
Licences or permits	12 128	12 216	13 698	14 022	14 022	14 022	14 625	15 298	15 971
Transfer and subsidies - Operational	1 099 255	1 192 815	1 382 876	1 636 167	1 757 634	1 757 634	1 801 124	1 786 129	1 884 090
Fuel Levy	–	719 203	741 926	777 132	777 132	777 132	798 042	822 919	847 918
Gains on disposal of Assets	1 362	409	113	–	–	–	–	–	–
Other Gains	15 354	9 131	23 419	–	–	–	–	–	–
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>8 248 985</b>	<b>8 052 721</b>	<b>9 353 422</b>	<b>10 134 811</b>	<b>10 301 759</b>	<b>10 301 759</b>	<b>10 953 569</b>	<b>11 392 477</b>	<b>11 985 100</b>

The 2025/26 MTREF has been directly informed by the IDP revision process, and the table below provides a reconciliation between the IDP strategic objectives and operating revenue.

**Table 143: Operating Revenue is indicated below into the five (5) IDP Strategic Objectives:**

Strategic Objective	Goal	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
R thousand										
A WELL GOVERNED CITY	Promote Sound financial and administrative capabilities	3 092 220	3 387 974	3 895 403	4 018 491	4 056 680	4 056 680	4 134 877	4 305 027	4 486 494
A SPATIALLY INTEGRATED / TRANSFORMED CITY	To develop and maintain world class infrastructure and utilities	2 106 722	1 621 686	1 995 856	2 105 532	2 159 618	2 159 618	2 411 465	2 477 310	2 627 368
A CONNECTED CITY	To maintain a world class logistics network	2 221 398	2 242 415	2 493 497	2 919 746	2 994 418	2 994 418	3 286 763	3 454 422	3 666 844
A GREEN CITY	To promote an environmental sustainable city with optimal benefits from our natural assets	549 405	567 387	647 162	727 476	727 476	727 476	765 232	802 520	838 086
AN INNOVATIVE AND PRODUCTIVE CITY	To Enhance the Quality of life of the BCMM community with rapid and inclusive economic growth and falling unemployment	279 239	277 512	365 576	363 567	363 567	363 567	355 232	353 199	366 308
Allocations to other priorities										
Total Revenue (excluding capital transfers and contributions)		8 248 985	8 096 974	9 397 494	10 134 811	10 301 759	10 301 759	10 953 569	11 392 477	11 985 100

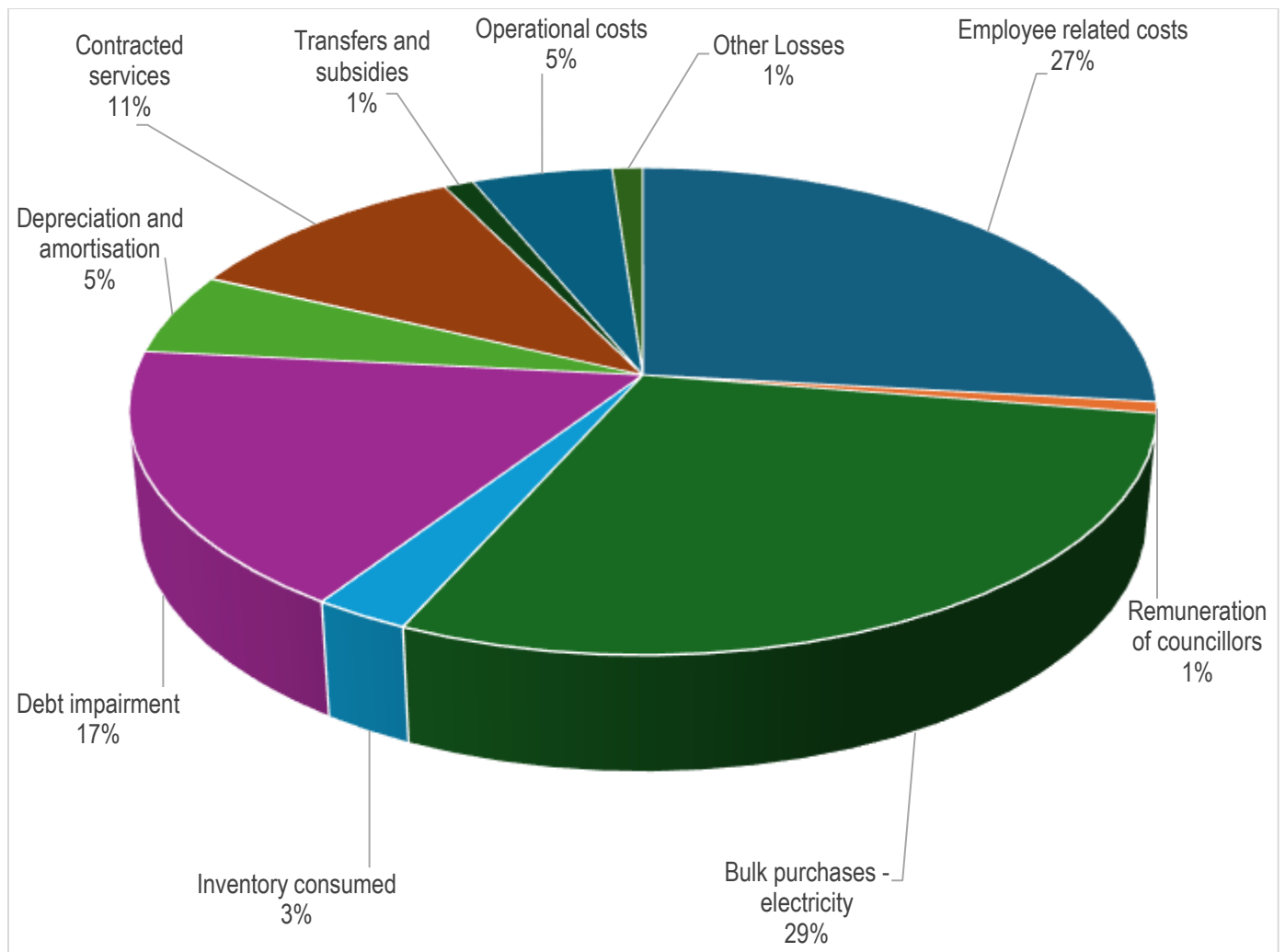
#### 1.1.1 Operating Expenditure Framework

- a) **The employee-related costs** equate to 26,8% of the total operating costs; this percentage is within the norm of 25% to 40% as per MFMA Circular 71 guidelines. The existing Salary and Wage Collective Agreement was signed in 2024 for the period 01 July 2024 to 30 June 2029. A provision of CPI+0,90% has been made over the 2025/2026 MTREF; i.e. increase of 5,01% (CPI+0,71%) in 2025/2026 financial year, an increase of 5,35% (CPI+0,75) in 2026/2027 and an increase of 5,65% (CPI+1,25%) in 2027/2028 financial year.
- b) **Remuneration of councillors** is determined by the Minister of COGTA in accordance with the Remuneration of Public Office Bearers Act (No. 20 of 1998). The most recent proclamation has been taken into account in compiling the City's 2025/26 budget. A new gazette for the remuneration of Public Office Bearers has not been issued to date; therefore, a CPI+0,71% average of 5,01% has been utilised to determine the 2025/26 budget for the remuneration of councillors.
- c) **The provision for debt impairment** has been determined based on an annual collection rate of 76% for 2025/2026. The annual collection rate is expected to be 78% in 2026/2027 and 79% in 2027/2028. For the 2025/2026 financial year, this amounts to R1,89 billion; it slightly reduces to R1,82 billion in 2026/2027 and slightly increases to R1,83 billion in the 2027/2028 financial year. While this expenditure is considered a non-cash flow item, it informs the total cost associated with rendering the services of the municipality, as well as the municipality's realistically anticipated revenues.
- d) **Provision for depreciation and amortisation** is widely considered a proxy for the measurement of the rate of asset consumption. Budget appropriations in this regard total R595,66 million for the 2025/2026 financial year and equate to 5% of the total operating expenditure budget. Infrastructure assets represent the most significant value on the institution's Statement of Financial Position and account for the largest share of its

resource expenditure. In recognition of this, the institution has made a strategic decision to actively manage its infrastructure assets, ensuring that all new infrastructure commitments align with the MGDS. It is important to note that the institution has adopted the revaluation accounting approach for all infrastructure assets. This decision is primarily aimed at safeguarding the institution's long-term viability by enabling the future replacement of these critical long-term assets.

- e) **Interest** consists primarily of the repayment of interest on long-term borrowing (cost of capital). Finance charges make up 0,1% (R6,55 million) of operating expenditure in 2025/26.
- f) **Bulk purchases – electricity** in 2025/26 equate to 29% of total operating expenditure. This item is directly informed by the purchase of electricity from Eskom. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions.
- g) **Inventory consumed** equates to 3% of total operating expenditure; this includes water inventory consumed.
- h) **Contracted services** equate to 11% of the total operating budget; this includes provisions for repairs and maintenance.
- i) **Transfers and subsidies** equate to 1% of the total operating budget.
- j) **Operational costs** comprise various line items relating to the daily operations of the municipality. In order to comply with the provisions of MFMA Circulars 129 and 130 guiding principles as issued by NT, the institution undertook a line-by-line analysis of expenditure in an attempt to improve efficiencies and cut non-essential expenditure by implementing cost containment measures:
- k) **Repairs and Maintenance** budget is 4,6% of the total operating budget in 2025/26. The City is striving towards a 10% repairs and maintenance budget owing to the ageing of the City's infrastructure and historic deferred maintenance. The City has embarked on a programme to replace existing infrastructure assets that have almost reached and/or exceeded their useful lives, which will be funded from its own funds. The institution has identified a historical funding shortfall associated with the replacement of existing infrastructure assets, and in an attempt to alleviate the shortfall, some of the USDG funding will be utilised to replace existing infrastructure.

The following figure provides a breakdown of the main expenditure categories for the 2025/26 financial year.



**Figure 123: Main operational expenditure categories for the 2025/26 financial year**

The following table is a high-level summary of the operating expenditure budget for the 2025/26 MTREF, classified by the main types of operating expenditure.



**Table 144: Operating Expenditure by Type**

Description  R thousand	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
<b>Expenditure By Type</b>									
Employee related costs	2 536 403	2 475 613	2 703 201	2 937 654	2 707 570	2 707 570	2 932 056	3 088 496	3 255 074
Remuneration of councillors	64 683	66 749	68 967	77 686	77 686	77 686	81 578	85 942	90 798
Bulk purchases - electricity	1 922 255	1 936 963	2 252 355	2 832 586	2 832 586	2 832 586	3 193 457	3 364 627	3 572 897
Inventory consumed	286 508	216 587	233 617	280 004	275 945	275 945	289 608	307 263	325 916
Debt impairment	1 385 422	897 828	1 336 718	1 681 728	1 754 847	1 754 847	1 891 898	1 823 862	1 834 379
Depreciation and amortisation	1 569 797	1 846 054	1 944 481	567 615	577 827	577 827	595 663	746 255	822 500
Interest	20 684	16 075	46 211	8 966	8 966	8 966	6 551	4 669	3 286
Contracted services	595 097	698 631	850 970	954 237	1 173 162	1 173 162	1 162 245	1 145 350	1 211 105
Transfers and subsidies	127 299	137 495	131 531	142 581	143 149	143 149	117 729	117 527	123 365
Operational costs	607 177	629 635	652 423	531 559	629 827	629 827	559 443	577 176	605 761
Losses on disposal of Assets	816	26	299 177	-	-	-	-	-	-
Other Losses	508	86 326	148 483	114 999	114 999	114 999	121 371	129 309	137 766
<b>Total Expenditure</b>	<b>9 116 649</b>	<b>9 007 981</b>	<b>10 668 134</b>	<b>10 129 615</b>	<b>10 296 563</b>	<b>10 296 563</b>	<b>10 951 601</b>	<b>11 390 475</b>	<b>11 982 848</b>

The 2025/26 MTREF has been directly informed by the IDP revision process, and the table below provides a reconciliation between the IDP strategic objectives and operating expenditure.

**Table 145: The Operating Expenditure is indicated below into the five (5) IDP Strategic Objectives:**

Strategic Objective  R thousand	Goal	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
A WELL GOVERNED CITY	Promote Sound financial and administrative capabilities	1 661 307	1 582 151	1 915 668	2 059 606	2 117 474	2 117 474	2 181 021	2 225 671	2 318 030
A SPATIALLY INTEGRATED /TRANSFORMED CITY	To develop and maintain world class infrastructure and utilities	2 209 567	2 067 687	2 370 129	1 950 633	1 972 528	1 972 528	2 180 568	2 228 487	2 351 255
A CONNECTED CITY	To maintain a world class logistics network	3 743 818	3 828 218	4 691 214	4 475 843	4 550 595	4 550 595	4 917 241	5 177 668	5 474 912
A GREEN CITY	To promote an environmental sustainable city with optimal benefits from our natural assets	689 849	655 299	770 598	688 088	717 514	717 514	688 214	731 808	759 305
AN INNOVATIVE AND PRODUCTIVE CITY	To Enhance the Quality of life of the BCMC community with rapid and inclusive economic growth and falling unemployment	812 108	874 625	920 525	955 445	938 451	938 451	984 557	1 026 841	1 079 346
<b>Allocations to other priorities</b>										
<b>Total Expenditure</b>		<b>9 116 649</b>	<b>9 007 981</b>	<b>10 668 134</b>	<b>10 129 615</b>	<b>10 296 563</b>	<b>10 296 563</b>	<b>10 951 601</b>	<b>11 390 475</b>	<b>11 982 848</b>

## 1.2 Cash Flow Projections

The budgeted cash flow statement is the primary measure used to determine whether the budget is adequately funded. It reflects the expected cash inflows and outflows resulting from the implementation of the budget. Cash and cash equivalents are projected to increase from R891 million in the 2025/26 period to R926 million in 2026/27, with a further increase expected to R963 million by the 2027/28 financial year.

**Table 146: Budgeted Cash Flow Statement**

Description	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
<b>R thousand</b>									
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>									
<b>Receipts</b>									
Property rates	1 375 151	1 502 577	1 472 173	1 772 612	1 772 612	1 772 612	1 769 585	1 850 986	1 983 283
Service charges	3 019 329	3 223 821	3 132 451	3 822 072	3 822 072	3 822 072	4 097 793	4 320 423	4 694 049
Other revenue	4 579 088	5 034 864	4 121 804	879 984	919 640	919 640	1 243 438	1 289 365	1 328 399
Transfers and Subsidies - Operational	1 067 836	1 154 816	1 268 383	1 549 052	1 715 031	1 715 031	1 741 520	1 751 500	1 847 928
Transfers and Subsidies - Capital	704 365	752 565	852 001	788 698	870 515	870 515	808 685	837 620	886 349
Interest	32 569	52 353	66 783	187 868	244 529	244 529	257 153	273 662	277 004
Dividends							-	-	-
<b>Payments</b>									
Suppliers and employees	(6 387 312)	(6 690 930)	(7 379 774)	(7 518 710)	(7 614 036)	(7 614 036)	(8 436 586)	(8 828 820)	(9 487 263)
Interest	(21 160)	(16 581)	(12 107)	(13 906)	(13 906)	(13 906)	(6 551)	(4 669)	(3 286)
Transfers and Subsidies	(118 735)	(127 370)	(124 911)	(142 581)	(128 926)	(128 926)	(86 389)	(84 806)	(90 062)
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>	<b>4 251 130</b>	<b>4 886 117</b>	<b>3 396 802</b>	<b>1 325 089</b>	<b>1 587 531</b>	<b>1 587 531</b>	<b>1 388 648</b>	<b>1 405 260</b>	<b>1 436 400</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>									
<b>Receipts</b>									
Proceeds on disposal of PPE	1 347	2	116	-	-	-	-	-	-
Decrease (increase) in non-current receivables							-	-	-
Decrease (increase) in non-current investments							-	-	-
<b>Payments</b>									
Capital assets	(1 408 515)	(1 425 946)	(1 110 164)	(1 231 115)	(1 426 183)	(1 426 183)	(1 332 630)	(1 352 295)	(1 394 421)
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>	<b>(1 407 168)</b>	<b>(1 425 944)</b>	<b>(1 110 048)</b>	<b>(1 231 115)</b>	<b>(1 426 183)</b>	<b>(1 426 183)</b>	<b>(1 332 630)</b>	<b>(1 352 295)</b>	<b>(1 394 421)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>									
<b>Receipts</b>									
Short term loans	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits	-	(34)	(3 033)	3 274	3 274	3 274	3 340	3 507	3 507
<b>Payments</b>									
Repayment of borrowing	(45 191)	(49 141)	(30 246)	(28 814)	(28 814)	(28 814)	(25 086)	(20 829)	(8 417)
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>	<b>(45 191)</b>	<b>(49 174)</b>	<b>(33 279)</b>	<b>(25 540)</b>	<b>(25 540)</b>	<b>(25 540)</b>	<b>(21 746)</b>	<b>(17 323)</b>	<b>(4 910)</b>
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>	<b>2 798 772</b>	<b>3 410 999</b>	<b>2 253 474</b>	<b>68 434</b>	<b>135 808</b>	<b>135 808</b>	<b>34 272</b>	<b>35 643</b>	<b>37 068</b>
Cash/cash equivalents at the year begin:	1 145 407	697 457	679 975	734 829	720 987	720 987	856 795	891 066	926 709
Cash/cash equivalents at the year end:	3 944 179	4 108 456	2 933 449	803 264	856 795	856 795	891 066	926 709	963 778

### 1.3 Capital Budget Estimates

The tables below reflect that the consolidated capital budget for the capital programme is R1,165billion in the 2025/26 financial year, R1,17 billion in the 2026/27 financial year, and R1,21 billion in the 2027/28 financial year, respectively.

The City's capital budget has decreased by 18,68% compared to the 2024/25 adjusted budget. It then slightly increases by 1,52% from the 2025/26 to the 2026/27 financial year, followed by a further increase of 3,13% in the 2027/28 financial year. A further breakdown of the capital budget by function is detailed in Table 147 below. It shows that for the 2025/26 financial year, an amount of R133,91 million has been appropriated for Waste Water infrastructure, R74,31 million for Roads Transport, R161,03 million for Water, R38,56 million for Planning & Development, R102,59 million for Waste Management, R182,01 million for Human Settlements, and R186,19 million for Energy Services. These functions represent 76% of the total capital budget for the 2025/26 financial year.

Although these functions are not all revenue-generating, the budgeted expenditure aligns with the City's socio-economic development mandate. They are also crucial for unlocking the economic growth of the City. There is, however, a drive to channel more funding towards economic infrastructure in order to stimulate economic growth in the City.

The following table provides a breakdown of budgeted capital expenditure per directorate.

**Table 147: Capital Investment Programme Per Directorate**

CAPITAL BUDGET PER DIRECTORATE	2025/26 PROPOSED CAPITAL BUDGET	2026/27 PROPOSED CAPITAL BUDGET	2027/28 PROPOSED CAPITAL BUDGET
EXECUTIVE SUPPORT SERVICES	2 500 000	2 500 000	2 500 000
CITY MANAGER'S OFFICE	3 750 000	4 500 000	4 000 000
CORPORATE SERVICES	10 900 000	12 250 000	10 200 000
SPATIAL PLANNING & DEVELOPMENT	54 434 656	48 832 049	56 467 024
ECONOMIC DEVELOPMENT & AGENCIES	59 467 130	54 800 000	57 855 040
FINANCE SERVICES	58 015 000	50 115 000	16 615 000
PUBLIC SAFETY & EMERGENCY SERVICES	52 500 000	53 750 000	47 000 000
HUMAN SETTLEMENTS	182 007 457	194 330 683	204 449 627
INFRASTRUCTURE SERVICES	555 442 873	566 646 777	613 210 395
SPORTS, RECREATION & COMMUNITY DEVELOPMENT	62 650 620	76 033 998	81 843 360
SOLID WASTE & ENVIRONMENTAL MANAGEMENT	117 940 792	113 450 000	119 900 000
<b>TOTAL CAPITAL BUDGET: BCMM</b>	<b>1 159 608 529</b>	<b>1 177 208 507</b>	<b>1 214 040 446</b>
BCMDA	100 000	100 000	100 000
<b>TOTAL CAPITAL: CONSOLIDATED</b>	<b>1 159 708 529</b>	<b>1 177 308 507</b>	<b>1 214 140 446</b>

The following table provides a breakdown of budgeted capital expenditure per funding source.

**Table 148: Capital Investment Programme Per Funding Source**

CAPITAL BUDGET PER FUNDING	2025/2026 PROPOSED CAPITAL BUDGET	2026/2027 PROPOSED CAPITAL BUDGET	2027/2028 PROPOSED CAPITAL BUDGET
OWN FUNDING	350 908 477	339 573 590	327 676 666
<b>TOTAL OWN FUNDING</b>	<b>350 908 477</b>	<b>339 573 590</b>	<b>327 676 666</b>
URBAN SETTLEMENT DEVELOPMENT GRANT	504 119 127	510 394 440	542 838 440
FINANCE MANAGEMENT GRANT	115 000	115 000	115 000
INFORMAL SETTLEMENTS UPGRADING PARTNERSHIP GRANT	294 365 924	318 943 000	333 999 000
NEIGHBOURHOOD DEVELOPMENT PARTNERSHIP GRANT	10 000 000	8 082 476	9 311 340
INFRASTRUCTURE SKILLS DEVELOPMENT GRANT	200 000	200 000	200 000
<b>TOTAL GRANTS</b>	<b>808 800 051</b>	<b>837 734 917</b>	<b>886 463 780</b>
<b>TOTAL CAPITAL BUDGET</b>	<b>1 159 708 529</b>	<b>1 177 308 507</b>	<b>1 214 140 446</b>

The following table provides a breakdown of budgeted capital expenditure per function:

**Table 149: Capital Investment Programme Per Function**

CAPITAL BUDGET PER FUNCTION	2025/26 PROPOSED CAPITAL BUDGET	2026/27 PROPOSED CAPITAL BUDGET	2027/28 PROPOSED CAPITAL BUDGET
<b><i>Governance and administration</i></b>	<b>91 137 961</b>	<b>80 187 049</b>	<b>48 988 169</b>
Executive and council	6 250 000	7 000 000	6 500 000
Finance and administration	84 887 961	73 187 049	42 488 169
<b><i>Community and public safety</i></b>	<b>312 504 490</b>	<b>342 314 696</b>	<b>353 092 993</b>
Community and social services	45 914 638	62 573 998	56 200 000
Sport and recreation	36 582 380	67 360 000	72 343 360
Public safety	41 700 000	12 450 000	14 000 000
Human Settlements	182 007 472	194 330 698	204 449 633
Health	6 300 000	5 600 000	6 100 000
<b><i>Economic and environmental services</i></b>	<b>112 870 279</b>	<b>128 351 882</b>	<b>137 393 319</b>
Planning and development	38 561 698	43 110 000	47 893 855
Road transport	74 308 581	85 241 882	89 499 464
<b><i>Trading services</i></b>	<b>583 728 691</b>	<b>571 654 895</b>	<b>616 810 931</b>
Energy sources	186 194 597	180 440 256	188 000 000
Water management	161 031 079	167 797 972	176 784 638
Waste water management	133 908 621	128 166 667	151 926 293
Waste management	102 594 394	95 250 000	100 100 000
<b><i>Other</i></b>	<b>59 467 130</b>	<b>54 800 000</b>	<b>57 855 040</b>
<b>Total Capital Expenditure - Functional</b>	<b>1 159 708 529</b>	<b>1 177 308 507</b>	<b>1 214 140 446</b>

## 2. FINANCIAL STRATEGY

BCMM is currently implementing the Revenue Enhancement Strategy, and for the Municipality to achieve its primary objective of service delivery to its citizens, the Metro must ensure effective and efficient financial sustainability that encompasses national norms and standards.

Buffalo City can be categorised as a developing and growing municipality; as a result, the City requires significant additional resources and funding to manage the anticipated growth. The challenge faced by most municipalities is maintaining existing infrastructure. The financial plan and related strategies will need to address several key areas to achieve this goal. The identified areas are detailed below.

### 2.1 The Financial Framework

The table below provides details of commonly used financial ratios and benchmarks. The information in Table 148 below relates to the proposed 2025/26 MTREF.

**Table 150: Performance indicators and benchmarks**

Description of financial indicator	Basis of calculation	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28	
<b><u>Borrowing Management</u></b>											
Credit Rating	Interest & Principal Paid /Operating Expenditure	A1-/A	0	0	A1-/A	A1-/A	A1-/A				
Capital Charges to Operating Expenditure		0,7%	0,7%	0,7%	0,4%	0,4%	0,4%	0,3%	0,2%	0,1%	
Capital Charges to Own Revenue		Finance charges & Repayment of borrowing /Own Revenue	0,8%	0,8%	0,8%	0,4%	0,4%	0,4%	0,3%	0,2%	0,1%
Borrowed funding of 'own' capital expenditure		Borrowing/Capital expenditure excl. transfers and grants and contributions	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
<b><u>Safety of Capital</u></b>											
Gearing	Long Term Borrowing/ Funds & Reserves	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	
<b><u>Liquidity</u></b>											
Current Ratio	Current assets/current liabilities	1,2	1,1	1,1	1,5	1,6	1,6	1,6	1,7	1,8	
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	1,2	1,1	1,1	1,5	1,6	1,6	1,6	1,7	1,8	
Liquidity Ratio	Monetary Assets/Current Liabilities	0,3	0,3	0,3	1,0	1,0	1,0	1,0	1,1	1,1	
<b><u>Revenue Management</u></b>											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing	0,0%	99,4%	122,0%	103,3%	111,0%	111,0%	107,7%	105,7%	105,5%	
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		99,4%	122,0%	103,3%	111,0%	111,0%	111,0%	105,7%	105,5%	107,8%	
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	96,3%	109,2%	105,6%	24,2%	26,1%	26,1%	25,0%	24,5%	23,8%	
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old	0,0%	0,0%	0,0%	19,6%	19,6%	19,6%	22,0%	75,0%	26,7%	
<b><u>Creditors Management</u></b>											
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA' s 65(e))	0,0%	0,0%	0,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	
Creditors to Cash and Investments		30,7%	44,0%	58,4%	197,8%	163,0%	163,0%	145,6%	134,0%	118,1%	
<b><u>Other Indicators</u></b>											
Electricity Distribution Losses (2)	Total Volume Losses (kW) technical	291919493	0	0	124954934	124954934	124954934	128257543	128257543	128257543	
	Total Volume Losses (kW) non technical	0	0	0	182464528	182464528	182464528	338133523	338133523	338133523	
	Total Cost of Losses (Rand '000)	220 932	–	–	623 570	623 570	623 570	709 000	794 000	794 000	
	% Volume (units purchased and generated less units sold)/units purchased and generated	0	0,0%	0,0%	24,6%	24,6%	24,6%	27,5%	27,5%	27,5%	
Water Volumes :System input	Bulk Purchase	–	0,0%	0,0%	26 562	26 562	26 562	26 025	26 025	26 025	
	Water treatment works	–	0,0%	0,0%	39 914	39 914	39 914	41 513	41 513	41 513	
	Natural sources	–	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	
	Total Volume Losses (kℓ)	22 825	–	–	23 267	23 267	23 267	23 638	23 638	23 638	
Water Distribution Losses (2)	Total Cost of Losses (Rand '000)	139272	0	0	144392	144392	144392	148922	148922	148922	
	% Volume (units purchased and generated less units sold)/units purchased and generated	38%	0,0%	0,0%	35,0%	35,0%	35,0%	35,0%	35,0%	35,0%	
Employee costs	Employee costs/(Total Revenue - capital revenue)	30,7%	30,7%	28,9%	29,0%	26,3%	26,3%	26,8%	27,1%	27,2%	
Remuneration	Total remuneration/(Total Revenue - capital revenue)	30,5%	31,8%	29,1%	29,3%	27,0%	26,6%	27,5%	27,9%	27,9%	
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	4,9%	5,5%	5,3%	5,4%	5,1%	5,1%	4,6%	4,5%	4,4%	
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	19,3%	23,1%	21,3%	5,7%	5,7%	5,7%	5,5%	6,6%	6,9%	
<b><u>IDP regulation financial viability indicators</u></b>											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	81,3	83,0	43,2	37,1	37,7	78,5	37,2	39,9	42,0	
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	168,3%	213,6%	209,9%	39,0%	43,3%	43,3%	40,1%	38,9%	37,6%	
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	6,1	5,5	3,9	1,1	1,4	1,1	1,0	–	–	

### 2.1.1 Borrowing management

The City's credit rating has been downgraded to A2<sub>(za)</sub> (Short-Term) and A-<sub>(za)</sub> (Long-Term), with the short- and long-term outlooks now negative. This negative outlook is prompted by a decline in liquidity indicators, cash and cash equivalents, and a decrease in the collection rate.

The Municipality has the capacity to take on additional financing through borrowing to invest in infrastructure projects. However, due to weak economic performance and a low collection rate, the process for securing additional loans will be costly for the City.

The following financial performance indicators have been included in the compilation of the proposed 2025/26 MTREF budget:

**Capital charges to operating expenditure** is a measure of the cost of borrowing in relation to operating expenditure. It can be seen that the cost of borrowing is slightly decreasing from 0,3% in 2025/26 to 0,2% in 2026/27 and further decreases to 0,1% in 2027/28.

**Borrowing funding of own capital expenditure** measures the degree to which own capital expenditure (excluding grants and contributions) has been funded by borrowing.

### 2.1.2 Liquidity

**Current ratio** for the 2025/26 financial year is 1,6:1 and is projected to slightly increase to 1,8:1 by 2027/28 financial year. Included in the current assets is the City's debt book, which has a projected collection ratio of 76% for 2025/26, and the recoverability of this is considered to be attainable.

**The liquid ratio** for the 2025/26 financial year is 1,0:1. The City aims to maintain a consistent stock level over the MTREF period to adequately respond to emergency situations relating to service delivery considerations.

### 2.1.3 Revenue Management

The City has adopted an aggressive Revenue Enhancement Strategy that includes, but is not limited to, the following:

- revenue generation,
- accuracy of meter reading,
- reduction of the backlog of queries and improved turnaround time for resolving new queries,
- regular supplementary valuations, and
- ensuring all residents receive a correct bill that the City has rendered, thereby contributing to consumer confidence

The current collection rate of 69,62% as at 30 April 2025 has declined compared to the projected collection rate of 77%.

### 2.1.4 Creditors Management

The City has ensured that creditors are settled within the legislated 30 days of the statement, as stipulated by section 65 (e) of the MFMA, except for those that are under dispute.



### 2.1.5 Other Indicators

- i. Employee costs as a percentage of operating revenue are 26,8% in the 2025/2026 financial year and slightly increase to 27,1% over the MTREF. Though this rate is still within the norm, the increasing trend is a concern that requires close monitoring.
- ii. Electricity distribution losses are anticipated to be 27,5% in 2025/26. This continues to be an area of focus for reducing electricity losses. There is a programme undertaken by the City to electrify informal dwellings, which would also assist in reducing illegal connections.
- iii. The City has established a Revenue Protection Unit. The main aim of this unit is to reduce the losses; however, there is a limit to what can be done with limited resources in the short term and the extent to which losses can be minimised.
- iv. The overall average of non-revenue water is anticipated to be 35% in 2025/26.
- v. BCMM has developed a WC/WDM Strategy, which focuses primarily on reducing the level of non-revenue water to enhance both the financial viability and water supply sustainability of BCMM.
- vi. The goals set in terms of this strategy are as follows:
  - a. Reduction of non-revenue water
  - b. Installation of movable ablution blocks, including water meters, so that the non-revenue water supplied can be accounted for and be part of equitable share allocation.
  - c. Water balance monitoring: Installation of bulk water meters and replacement of commercial meters in Coastal, Midlands, and Inland.
  - d. Reduction of raw water treatment losses
  - e. Community awareness campaign and education on the abuse of communal facilities without due care and the consequences of such actions in a drought environment.
  - f. Refurbishment and installation of Pressure Reducing Valves (PRVs) in areas where isolation can be achieved with ease to limit abuse and mitigate bursts.
- vii. Repairs and maintenance, as a percentage of total operating revenue, are at 4,6% in the 2025/26 financial year.

## 2.2 Strategies and Programmes

With the above framework as a background, strategies and programmes have been identified and form part of the financial plan to achieve the desired objective – the financial viability and sustainability of the City. Time frames have been set for each of the identified projects.

### 2.2.1 Revenue Raising Strategies and Programmes

**The Municipality's revenue strategy is built around the following key components:**

- i. Efficient revenue management aims to ensure a minimum annual collection rate of 76% over the medium term for property rates and other key service charges.
- ii. Achieving full cost recovery for specific user charges, particularly in relation to trading services, is a priority.
- iii. The City is striving to ensure that all its trading services are financially self-sustainable.
- iv. We will move from a flat-rate billing method to a system where all consumers are billed according to their consumption.

- v. The continuation of the SMART metering system will replace the manual meter reading process.
- vi. The implementation of a General Valuation on 1 July 2023, followed by updates every four years and supplementary valuations annually, will be conducted in accordance with the Municipal Property Rates Act (MPRA).
- vii. We aim to create a conducive environment to attract potential investors to the City.
- viii. A review of the Spatial Development Plan will be undertaken to position human capital resources closer to economic and job opportunities.

**Initiatives in progress to ensure the “completeness of revenue” (all properties are billed for all services at the correct tariffs):**

- i. The reconciliation between the General Valuation and all trading services is performed to identify unbilled services.
- ii. The verification of all accounts is ongoing to ensure that all services are invoiced.
- iii. The verification process of the Indigent Register is ongoing.
- iv. The number of metered interim charges has been reduced by obtaining actual readings.
- v. Large power users' accounts have been reviewed for completeness of billing (KVA), and results are being implemented.
- vi. BCMM bills consumers on a monthly basis in accordance with the norms and standards of revenue management.

## 2.2.2 Asset Management Strategies and Programmes

The City has Asset Management Plans for each asset classification, along with the identification of the risk profiles for each asset portfolio. Different Sector Asset Management Plans are critical for informing the repairs of assets and the asset renewal programme, which is funded through repairs and maintenance as well as the capital budget. The Sector Asset Management Plans of the City also inform it about infrastructure backlogs and failure rates. Although the City's infrastructure repairs and maintenance programme is still below the norm, it is complemented by the renewal and upgrading of existing infrastructure programmes funded through the City's own revenue.

The City has assessed its infrastructure asset categories and has noted with concern a continuing trend that suggests a declining remaining useful life for its infrastructure assets. The City's infrastructure is aging and requires significant capital investment from all stakeholders. Therefore, the institution must focus its resources on replacing existing infrastructure to increase the average remaining useful life of asset categories and, in doing so, improve efficiencies within the system. By considering this strategy, additional resources will be prioritised for replacing infrastructure in specific areas using a targeted approach. This approach directs funding towards areas that provide economic benefits for the City or to those with the oldest infrastructure assets most in need of replacement. It is expected that this strategy will yield benefits through reduced water losses, decreased electricity losses, and improved economic connectivity to the City.

The municipality safeguards and maintains its assets, enforces a system of internal control over them, and maintains a GRAP-compliant Asset Register for all its assets. All assets owned and controlled by the Municipality are included in this Asset Register.

### 2.2.3 Financial Reforms on Municipal Financial Reporting

#### **Municipal Standard Chart of Accounts (mSCOA):**

In line with the governance requirements of mSCOA, BCMM has a fully functional steering committee with six work streams, sponsored by the Chief Financial Officer. The work streams convene monthly, while the steering committee meets quarterly and submits reports to the Finance Portfolio Committee. These controls are in place to ensure effective, efficient, and quality reporting to all stakeholders.

The City continues to lead mSCOA compliance in the country, according to National Treasury analysis. In the 2023/24 financial year, the City launched AFLA modules to promote ease of doing business, digitising all building plan applications, wayleave applications, rezoning requests, and citizen engagements. This method facilitates tracking of all applications by both end users and management.

The rollout of mSCOA has not been without challenges; however, through the consistent application of internal staff and the migration to technology-driven initiatives, the City has made progress with mSCOA. The implementation of the ERP is currently about 60% integrated, as detailed below.

**Table 151: Systems that are on test / staging environment:**

NO.	SYSTEM	STATUS	INTEGRATION REQUIRED
1	SOLAR Budget Management Module (BMM)	UAT (User Acceptance Testing)	Payday and Payroll
2	SOLAR Grant module	UAT	None
3	SOLAR Investments and loans Module	UAT	None
4	SOLAR IDP	Training Phase	PMS
5	SOLAR Corporate Dashboard	UAT	All (ERP)
6	SOLAR Petty Cash	UAT	None
7	SOLAR BMM Policies	UAT	None
8	Payday Time and Attendance	Implementation phase	Payday and Payroll
9	Payday upgrade	Budget phase	SOLAR ERP
10	PMS	UAT	SOLAR ERP
11	Business Process Management (BPM)	On Production	None

In summary, there are:

- Seven (7) integrations that are under development with the financial management system, and
- One (1) integration requirement with external departments, such as the Deeds Office and Survey General.

The Municipal Standard Chart of Accounts (mSCOA) remains a major priority for the City, in compliance with national government requirements.

## **Municipal Financial Management Act Prescripts:**

- **Monthly Reports:**

MFMA Section 71 – monthly budget statements are submitted to the Executive Mayor of BCMM by no later than 10 working days into the new month. Copies of the reports are also sent to the transferring officer, NT, and Provincial Treasury. The same copies are uploaded on the Local Government Database and Reporting System (LGDRS).

- **Quarterly Reports**

MFMA Section 52d – the quarterly report on the financial affairs and budget implementation of the Municipality is submitted to the BCMM Council by the Executive Mayor no later than 30 days after the end of each quarter. Copies of the reports are also sent to the transferring officer, NT, and Provincial Treasury; these same copies are also uploaded on the LGDRS.

- **Half yearly Reports**

MFMA Section 72 – the Mid-year Budget and Performance Assessment Report on the financial affairs and budget implementation of the Municipality is submitted to the Executive Mayor by the City Manager by 25 January of each year. The report is also uploaded on the LGDRS.

- **Yearly Reports**

BCMM's Annual Report highlights the Municipality's performance achievements and shortfalls, operational considerations, business processes, administration overviews, financial performance, as well as governance and service delivery performance. The Annual Report is presented as a political imperative inherent in our local government democratic systems. It is also a legal requirement under the Local Government: MSA, No. 32 of 2000 (Section 46) and Section 88 of the Local Government: MFMA, No. 56 of 2003.

The purpose of the Annual Report is to provide feedback to local communities, reflecting the principles of transparency and accountability. It serves as an effective tool for the municipality to report to residents on the effectiveness of its programmes, projects, and activities, as well as the efficiency of its operations, business processes, and administration in managing human, material, and financial resources.

## **2.3 Budget Related Policies**

BCMM's budgeting process is guided and governed by relevant legislation, frameworks, strategies, and related policies. Legislation requires that amendments to all budget-related policies must form part of the tabled budget.

Amendments have been made to the following budget-related policies:

- i. Tariff Policy
- ii. Property Rates Policy
- iii. Movable Asset Policy
- iv. Investment Cash Management Policy

No amendments were made to the following existing BCMM budget-related policies during this financial year's annual review:

- i. Supply Chain Management Policy
- ii. Immovable Asset Policy
- iii. Budget Virements Policy
- iv. Funding and Reserves Policy
- v. Credit Control Policy
- vi. Indigent Support Policy
- vii. Long-Term Borrowing Policy
- viii. Capital Infrastructure Investment Policy
- ix. Long-Term Financial Planning Policy
- x. Budget Management & Oversight
- xi. Cost Containment Policy
- xii. Receipting Policy

## **2.4 Revenue Enhancement Strategy**

The City has adopted an aggressive Revenue Enhancement Strategy, which includes revenue generation, accurate meter reading, reduction of the backlog of queries, improved turnaround time for resolving new queries, regular supplementary valuations, and ensuring all residents receive a correct bill that the City has rendered, thereby contributing to consumer confidence.

The current collection rate of 69,62% as at 30 April 2025 is expected to improve to 77% in the 2024/25 financial year.

### **2.4.1 Debt Collection**

- i. BCMM implements in-house debt collection up to 120-day debt.
- ii. The in-house debt collection includes the following actions:
  - a. SMS reminders
  - b. Pre-Termination notices
  - c. Ad hoc telephonic debt collection
  - d. Blocking and Disconnection of electricity supply.

### **2.4.2 Indigent Management**

The social package assists households that are poor or face other circumstances limiting their ability to pay for services. To receive these free services, households are required to register in accordance with the City's Indigent Policy.

However, it should be noted that while this is a goal from a social perspective, it indicates that the overall strategic direction of the institution is not being achieved. The institution is attempting to steer towards economic growth and job creation, which contrasts with this focus area. The cost of the social package for registered indigent households is

largely financed by national government through the local government equitable share received in accordance with the annual Division of Revenue Act.

The Indigent Management Unit consists of dedicated employees who manage and administer the indigent register to ensure the provision of free basic services to qualifying consumers.

The Indigent Steering Committee will be established with the support of COGTA, the Members of Mayoral Committee (MMC), and the Public Participation Unit within BCMM, who serve as key stakeholders for this initiative. The committee will be composed of ward committee members, Public Participation Facilitators, representatives of the elderly community, and a finance official.

**Table 152: Basic social services package per indigent household**

SOCIAL WELFARE PACKAGE							
	Total Per Household 2024/25	Tariff % Increase	Total Per Household 2025/26	Tariff % Increase	Total Per Household 2026/27	Tariff % Increase	Total Per Household 2027/28
Rates	352,10	2,00%	359,14	4,60%	375,66	4,40%	392,19
Refuse	333,04	4,80%	349,03	4,70%	365,43	4,40%	381,51
Sewerage	118,48	4,80%	124,17	4,70%	130,00	4,40%	135,72
Fire Levy	69,57	4,30%	72,56	4,60%	75,90	4,40%	79,24
<b>Total Monthly Subsidy</b>	<b>873,19</b>		<b>904,90</b>		<b>946,99</b>		<b>988,66</b>
Electricity - 50kwh p.m	115,50	12,74%	130,21	5,36%	137,19	6,19%	145,69
Water - 6kl p.m.	140,67	9,80%	154,46	6,54%	164,56	6,54%	175,32
<b>Total Poor Relief</b>	<b>1 129,36</b>	<b>5,33%</b>	<b>1 189,57</b>	<b>4,97%</b>	<b>1 248,75</b>	<b>4,88%</b>	<b>1 309,67</b>

### 2.4.3 Property Rates

The property rates tariffs are projected to increase by 2% in the 2025/26 financial year. An increase of 4.6% is set for the 2026/27 financial year, followed by a further increase of 4.4% in the 2027/28 financial year.

According to Section 32(1) b of the Local Government: MPRA, No. 6 of 2004, as amended, a valuation roll remains valid for a maximum period of four financial years. BCMM's current valuation roll was implemented on 1 July 2023, and its validity period expires on 30 June 2027. Another valuation roll will be implemented after the expiry of the current roll. Supplementary valuations are undertaken regularly. The property valuation roll is currently published on the BCMM website at [www.buffalocity.gov.za](http://www.buffalocity.gov.za).

### 3. BCMM'S AUDIT OPINION IN THE 2021/2022 FINANCIAL YEAR

The Auditor-General issued a qualified audit opinion with findings on the Annual Financial Statements for the year ended 30 June 2023.

The qualification arose from the following matters:

- (i) Revenue service charges and receivables from exchange transactions – Sewerage (pans): Errors were identified in the adjustments made to correct overbilling and underbilling of revenue following the verification of sewerage pans. In addition, the completeness of the total population of pans that should have been verified could not be determined (21%).
- (ii) Repairs and maintenance - Capital expenditure was incorrectly classified as repairs and maintenance.
- (iii) Property, plant & equipment – Work in progress (WIP): Long-standing and slow-moving items showing signs of impairment were not assessed for impairment, limiting the audit's ability to verify their valuation.
- (iv) Property, plant & equipment – WIP: Completed infrastructure assets were incorrectly classified as WIP.
- (v) Property, plant & equipment – Motor Vehicles: Motor vehicles showing signs of impairment were not assessed for impairment, which limited the audit of their valuation.
- (vi) Property, plant & equipment – Revaluation: The Municipality did not apply its revaluation methodology consistently in the revaluation and depreciation of assets. The carrying value of assets with revised useful lives was not accurately calculated prior to revaluation, resulting in material differences in the reported revaluation movement.
- (vii) Property, plant & equipment – Undepreciated Landfill sites: Landfill rehabilitation provisions, included as part of landfill site assets since initial recognition, were not depreciated.
- (viii) Revaluation reserve and revaluation movement – Assets with negative revaluation balances: Items with negative revaluation balances that decreased below zero were not disclosed as impairments in the current and prior year's AFS.
- (ix) Property, plant & equipment – Verification differences: Infrastructure assets could not be verified due to issues such as missing coordinates, discrepancies between coordinates in the Fixed Asset Register (FAR) and actual locations, and verified assets that did not match the descriptions recorded in the FAR.

BCMM is committed to continuous improvement and the implementation of various strategies to achieve a clean administration, in line with one of the MGDS pillars: a 'Well Governed City'.

#### **Action plans to achieve an unqualified audit:**

The 2023/24 Audit Report and Management Report were analysed to develop the Audit Action Plan (AAP), which details the audit findings alongside the required corrective actions.

The AAP contains actions to be undertaken, grouped by Directorates, with the responsible person assigned to each action and the timeline for implementation. Progress updates on these actions are reported monthly by the relevant departments to keep the AAP updated. The AAP was also submitted to Internal Audit for quality assurance regarding its completeness, accuracy, and validity. The KPIs addressing audit findings have been incorporated into all HoDs' performance plans for the 2024/25 financial year.

In developing the AAP, management focused on improving controls in the operations of the relevant processes and functions rather than merely clearing audit findings. Short, medium, and long-term interventions are required to fully address the findings and control weaknesses. Based on the reviews conducted by Internal Audit to date, management



does have a system of internal controls; however, internal audit observations reveal that this system is not yet fully effective.

The AAP is currently reviewed by Internal Audit twice a year, with reporting to Top Management and the Audit Committee on the outcomes of each review. The Audit Committee reports to Council on a quarterly basis regarding their oversight and advisory role, which includes comments on Management's AAP as reviewed and reported by Internal Audit.

Below is a timetable of processes that includes contributions from all departments towards the preparation of AFS. In line with the approved AFS timetable, sufficient time is provided for Top Management, IA, the Audit Committee, and NT to conduct reviews before the final submission of the AFS to the Auditor-General.

### **TIMETABLE FOR THE COMPLETION OF THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025**

**Table 153: Timetable for the completion of the AFS for the year ended 30 June 2025**

NO.	TASK DESCRIPTION	RESPONSIBLE PERSONS	COMMENCE DATE	ESTIMATED COMPLETION DATE
1.	Capture all orders on the solar system and match orders with GRNs. Process invoices for payment, finalise price adjustments, and handle cancelled orders.	GMS/PMS	01 July 2024	23 June 2025
2.	Analyse and clear HS010 – Orders and GRNs not invoiced per order.	GMS/PMS	01 July 2024	23 June 2025
3.	Clear suspense votes and balance control accounts/votes.	ALL	01 July 2024	11 July 2025
4.	Perform stock count and process adjustments.	GMS/PML	02 May 2025	11 July 2025
5.	<b>Run June 2025 month-end and year-end on votes ledger</b>	<b>GME/PMM/CAF/SAF</b>	<b>30 June 2025</b>	<b>04 July 2025</b>
6.	Submit all year-end payment invoices to the Finance Payments and Creditors Sections for all goods and services received on or before 30 June 2025.	ALL	01 July 2025	04 July 2025
7.	<b>Process Creditors i.r.o. 2024/25 Financial Year</b>	<b>GME/PMC/MAC/PMV</b>	<b>01 July 2025</b>	<b>11 July 2025</b>
8.	Clear all outstanding job commitments by running report <b>JB060</b> (reset jobbing commitments)	GME/PMM/CAF	01 July 2025	11 July 2025
9.	Process journals for COID, Insurance, Leave Accrual, and Debt Impairment Allowance	GMA/PMA/MAI/ GME/ PMP/GMR/PMR	01 July 2025	11 July 2025
10.	Process journals for external loans and balance loans register to GL	GMB/PMT/PAT	01 July 2025	11 July 2025
11.	<b>Finalise and process all other year end journals</b>	<b>ALL</b>	<b>01 July 2025</b>	<b>11 July 2025</b>
12.	Investigate income and expenditure for misallocations	ALL	01 July 2025	11 July 2025
13.	Balance Conditional Grants and Receipts to GL/BS	GMB/PMB/MBM	01 July 2025	11 July 2025
14.	Balance investment register to GL/BS	GMB/PMT/PAT	01 July 2025	11 July 2025
15.	<b>Finalise and submit all control votes reconciliations</b>	<b>ALL</b>	<b>01 July 2025</b>	<b>11 July 2025</b>
16.	Prepare summary of debtors and creditors control accounts	GME/PMM/CAF	01 July 2025	11 July 2025

NO.	TASK DESCRIPTION	RESPONSIBLE PERSONS	COMMENCE DATE	ESTIMATED COMPLETION DATE
17.	Submit all information to Financial Management as per memo's circulated i.r.o. the preparation of the AFS	ALL	01 July 2025	25 July 2025
18.	Obtain and verify all information as required by the Auditor-General – Refer to the attached NT Guide on Audit File. All information applicable must be readily accessible by the Auditor-General	ALL – Information applicable to each Department/Section	01 July 2025	25 July 2025
19.	Obtain financial statements from IDZ	GME/PMM/CAF	01 July 2025	01 August 2025
20.	Prepare capital work in progress schedule	GMA/PMA/CAA	01 July 2025	08 August 2025
21.	Process all PPE and capitalization journals	GMA/PMA/CAA	01 July 2025	08 August 2025
22.	Process all grant journals i.r.o. PPE funded ex grants	GMB/PMB/MBM	01 July 2025	08 August 2025
23.	Produce the Fixed Asset Register including all schedules, tables and appendices in respect of the AFS	GMA/PMA/CAA	01 July 2025	08 August 2025
24.	Run final general ledger trial balance	GME/PMM/CAF	09 August 2025	09 August 2025
25.	Compile Annual Financial Statements	GME/PMF	10 August 2025	17 August 2025
26.	Present AFS to City Manager and Top Management	Chief Financial Officer (CFO)/GME/PMF	18 August 2025	18 August 2025
27.	Submit AFS to IA and Audit Committee for review	CFO/GME/PMF	19 August 2025	22 August 2025
28.	Present AFS to Audit Committee	CFO/GME/PMF	25 August 2025	25 August 2025
29.	Update AFS	GME/PMF	26 August 2025	28 August 2025
30.	Submit and present final AFS to Audit Committee for approval	CFO/GME/PMF	29 August 2025	29 August 2025
31.	Submit AFS and Audit File to Auditor-General	GME/PMF	30 August 2025	30 August 2025
32.	Submit AFS and BUF BSA 2025 and BUF CAAA(PPE) 2025 forms to NT and Provincial Treasury	GME/PMF	31 August 2025	31 August 2025
33.	Obtain AFS from BCMMDA & prepare Consolidated AFS for BCMM	GME/PMF	01 September 2025	23 September 2025
34.	Present Consolidated AFS to City Manager for signature	CFO/GME/PMF	25 September 2025	25 September 2025
35.	Submit Consolidated AFS to Auditor-General	GME/PMF	30 September 2025	30 September 2025

#### **ABBREVIATIONS FOR RESPONSIBLE PERSONS:**

1. CFO - Chief Financial Officer
2. GMA - General Manager (Corporate Assets)
3. GMB - General Manager (Budget)
4. GME - General Manager (Expenditure and Financial Reporting)

5. GMR - General Manager	(Revenue)
6. GMS - General Manager	(Supply Chain Management)
7. PMA - Programme Manager	(Asset Reporting and Insurance)
8. PMB - Programme Manager	(Budget, Planning, Monitoring and Reporting)
9. PMC - Programme Manager	(Creditors)
10. PMF - Programme Manager	(Financial Statements)
11. PML - Programme Manager	(SCM Logistics, Warehousing and Disposal)
12. PMM - Programme Manager	(Financial Management)
13. PMP - Programme Manager	(Payroll and Benefits)
14. PMR - Programme Manager	(Accounts Management and Revenue Control)
15. PMS - Programme Manager	(SCM Acquisitions Management)
16. PMT - Programme Manager	(Treasury, Bank Control and Management)
17. PMV - Programme Manager	(Vat, Leases and Payments)
18. CAA - Chief Accountant	(Asset Reporting)
19. CAF - Chief Accountant	(Financial Management)
20. MAC - Manager	(Accounts - Creditors)
21. MAI - Manager	(Insurance)
22. MBM - Manager	(Budget, Monitoring and Reporting)
23. PAT - Principal Accountant	(Treasury and Cash Management)
24. SAF - Senior Accountant	(Financial Management)

## 4. INTERNAL CONTROLS

BCMM has an internal control system in place. BCMM's management has designed, developed, and implemented controls to increase the likelihood that the Municipality's strategic and operational objectives will be achieved.

The Risk Management Department identifies risks at both strategic and operational levels to assess any emerging risks and available opportunities that could bring the City closer to the realisation of its strategic objectives. Each year, a strategic risk assessment workshop is held to review the strategic risk register, considering internal and external factors that may impact the City's risk profile. Further risks are assessed at the business/operational level to improve, among other things, the internal control environment, and reports are tabled quarterly to both the Risk Management Committee and the Audit Committee, which are charged with oversight responsibilities. The Risk Management Committee meets quarterly and is chaired by an external chairperson with internal members.

BCMM's IA Unit conducts an assessment of the effectiveness of the municipality's internal controls and reports administratively to the City Manager and functionally to the Audit Committee. The Audit Committee is fully operational and responsible for overseeing internal controls through the work performed by the IA Unit. IA plans are based on continuous risk assessments conducted by the City. These plans are not static and are updated whenever there is a change in the risk environment.

Budgetary controls are being enforced to curb unauthorised expenditure. The City is in the process of re-evaluating the current revaluation model used to value its assets. The process of disposing of redundant assets is being reviewed to improve turnaround time. More internal controls are being introduced for the year-end accrual process, as most unauthorised expenditure is incurred during that period.

**An effective system of internal controls has the five essential elements:**

- i. Segregation of duties
- ii. Varying levels of authority/approval
- iii. Documentation of decisions
- iv. A system of verification
- v. A trail for audit purposes

## 5. SUPPLY CHAIN MANAGEMENT

**BCMM's current SCM Unit comprises:**

- i. Demand Management and Supplier Development
- ii. Acquisition Management
- iii. SCM Risk and Compliance
- iv. Contracts and Performance Management; and
- v. Logistics, Disposal and Warehousing

**The above is to ensure the following:**

- a) A Supply Chain System that assists in job creation in the region.
- b) Beneficiation of vulnerable groups (women, youth, disabled, and historically disadvantaged groups).
- c) Promotion of skills and capacity building for small businesses.
- d) Circulation of the rand spent within the municipal area to boost and encourage economic growth in the region.
- e) Contracts management and monitoring to ensure proper use of the contracts and reduce irregular expenditure.

**The SCM open bid tender processes operate as per the MFMA, with three committees clustered into:**

- i. Two committees within the Bid Specification Committee System
- ii. Three committees within the Bid Evaluation Committee System
- iii. One Bid Adjudication Committee

**There's ongoing training of Bid Committee members in an effort to:**

- i. Improve the turnaround in the processing of bids at committees.
- ii. Enhance the quality of bid specifications, which in turn makes evaluation swifter and reduces the rate of withdrawn tenders due to incorrect specifications.
- iii. Reduce the rate of litigations resulting from incorrect evaluation and award due to poor specifications.
- iv. Achieve a reduction in irregular expenditure.

## 6. BUDGET, PROGRAMMES AND PROJECTS

### 6.1 The Consolidated Capital Budget

### **The Consolidated Capital Budget**

The reviewed objectives and strategies formed the basis for identifying and selecting projects within each of the IDP SOs. The consolidated budget for the capital programme is R1,16 billion in the 2025/26 financial year, R1,18 billion in the 2026/27 financial year, and R1,21 billion in the 2027/28 financial year, respectively. The capital budget is guided by community priorities, and the City is also striving to achieve a good balance between social and economic infrastructure investment. The Capital Programmes for the 2025/26 MTREF are indicated below:

**Table 154: Capital budget – per programme project**

2025/2026 PROPOSED FINAL MTREF BUDGET						
CAPITAL PROJECTS-PER PROGRAMME / PROJECT						
ACCOUNT DESCRIPTION	2025/2026 PROPOSED CAPITAL BUDGET	2026/2027 PROPOSED CAPITAL BUDGET	2027/2028 PROPOSED CAPITAL BUDGET	PROGRAM FUND	WARD NUMBER	REGION
<b>EXECUTIVE SUPPORT SERVICES</b>						
OFFICE FURN AND EQUIPMENT (DIRECTORATE)	500 000	500 000	500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
PURCHASE OF FURNITURE FOR COUNCILLORS	2 000 000	2 000 000	2 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
<b>TOTAL CAPITAL BUDGET: EXECUTIVE SUPPORT SERVICES</b>	<b>2 500 000</b>	<b>2 500 000</b>	<b>2 500 000</b>			
<b>CITY MANAGER'S OFFICE</b>						
OFFICE FURN AND EQUIPMENT (DIRECTORATE)	500 000	500 000	500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
OFFICE FURNITURE AND EQUIPMENT-EPMO	250 000	500 000	500 000	USDG	ALL WARDS	WHOLE OF METRO
SENTIMENT ANALYSIS INTELLIGENCE SOFTWARE SERVICES	3 000 000	3 500 000	3 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
<b>TOTAL CAPITAL BUDGET: CITY MANAGER'S OFFICE</b>	<b>3 750 000</b>	<b>4 500 000</b>	<b>4 000 000</b>			
<b>CORPORATE SERVICES</b>						
OFFICE FURN AND EQUIPMENT (DIRECTORATE)	500 000	500 000	500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
EMPLOYEE PERFORMANCE MANAGEMENT SYSTEM	3 000 000	1 050 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
PAY DAY ELECTRONIC ATTENDANCE SYSTEM FOR BCMM	1 800 000	1 400 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
FIBRE NETWORK	600 000	2 100 000	1 500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
LTE INFRASTRUCTURE	600 000	1 400 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
DISASTER RECOVERY ENHANCEMENT	600 000	1 400 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
PROCUREMENT OF ICT EQUIPMENT	1 200 000	1 400 000	1 500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
OFFICE FURNITURE AND EQUIPMENT FOR INTERNS	200 000	200 000	200 000	ISDG	ALL WARDS	WHOLE OF METRO
MASTER DATA MANAGEMENT	1 800 000	2 100 000	1 500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
WI-FI	600 000	700 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
<b>TOTAL CAPITAL BUDGET: CORPORATE SERVICES</b>	<b>10 900 000</b>	<b>12 250 000</b>	<b>10 200 000</b>			
<b>SPATIAL PLANNING &amp; DEVELOPMENT</b>						
AERIAL PHOTOGRAPHY AND MAPPING	300 000	700 000	770 000	OWN FUNDS	47	COASTAL
PLOTTERS	360 000	0	660 000	OWN FUNDS	47	COASTAL
SURVEY EQUIPMENT	240 000	350 000	550 000	OWN FUNDS	47	COASTAL
ORIENT THEATRE REFURBISHMENT	300 000	0	550 000	OWN FUNDS	47	COASTAL
SLEEPER SITE REFURBISHMENT	300 000	0	550 000	OWN FUNDS	47	COASTAL
UPGRADING OF KWT PAYMENTS HALL	0	490 000	1 500 000	OWN FUNDS	37	INLAND
LAND ACQUISITION	15 672 961	5 822 049	8 123 169	ISUPG	ALL WARDS	WHOLE OF METRO
OFFICE FURN & EQUIPMENT (DIRECTORATE)	500 000	500 000	550 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
BRIDGE DESIGNS & IMPLEMENTATION (Coastal)	3 134 399	5 000 000	0	USDG	14,48	INLAND
GUARDRAILS	313 440	520 000	520 000	USDG	18,21,25,39,41	
SLEEPER SITE ROAD	6 000 000	0	6 000 000	USDG	47	COASTAL
SIDEWALKS	6 000 000	6 000 000	5 000 000	USDG	12,16,25,41	
TRAFFIC CALMING	4 500 000	3 000 000	1 200 000	USDG	2,9,10,12,21,30,25,39,41,44	
TRAFFIC SIGNALS AND MANAGEMENT	5 000 000	5 000 000	5 000 000	USDG	5, 9	COASTAL
QUMZA HIGHWAY PHASE 7 - PHASE 1 & 2	6 365 863	16 450 000	20 250 000	USDG	21	MIDLAND
TAXI RANK INFRAST (ROADS & ABLUTION FAC) (Coastal)	5 447 996	5 000 000	5 243 855	USDG	47	COASTAL
<b>TOTAL CAPITAL BUDGET: SPATIAL PLANNING &amp; DEVELOPMENT</b>	<b>54 434 658</b>	<b>48 832 049</b>	<b>56 467 024</b>			

2025/2026 PROPOSED FINAL MTREF BUDGET						
CAPITAL PROJECTS-PER PROGRAMME / PROJECT						
ACCOUNT DESCRIPTION	2025/2026 PROPOSED CAPITAL BUDGET	2026/2027 PROPOSED CAPITAL BUDGET	2027/2028 PROPOSED CAPITAL BUDGET	PROGRAM FUND	WARD NUMBER	REGION
<b>ECONOMIC DEVELOPMENT &amp; AGENCIES</b>						
OFFICE FURN & EQUIPMENT (DIRECTORATE)	500 000	1 000 000	1 000 000	OWN FUNDS	47	COASTAL
UPGRADING OF BUILDINGS	600 000	1 400 000	1 000 000	OWN FUNDS	ALL WARDS	COASTAL
UPGRADING OF MARKET HALL	8 746 398	3 000 000	5 000 000	USDG	4	COASTAL
KIWANE RESORT MAINTENANCE & UPGRADE	600 000	1 000 000	1 000 000	OWN FUNDS	32	WHOLE OF METRO
TOURISM HUB	1 500 000	2 100 000	1 500 000	OWN FUNDS	41	COASTAL
CONSTRUCTION OF CABIN ACCOMMODATION	1 800 000	1 400 000	1 000 000	OWN FUNDS	32	COASTAL
INSTALLATION OF RECREATIONAL FACILITIES	1 200 000	1 050 000	1 000 000	OWN FUNDS	32	INLAND
FILM STUDIO DEVELOPMENT	1 800 000	700 000	1 000 000	OWN FUNDS	ALL WARDS	INLAND
EXTENSION OF MDANTSANE ART CENTRE	1 200 000	700 000	1 000 000	OWN FUNDS	42	MIDLAND
ART CENTRE	1 200 000	2 100 000	1 500 000	OWN FUNDS	37	WHOLE OF METRO
MDANTSANE ART CENTRE	8 000 000	5 000 000	5 000 000	USDG	42	COASTAL
FORT JACKSON JUNCTION HUB	5 223 988	10 000 000	10 000 000	ISUPG	24	WHOLE OF METRO
SMME INCUBATOR: SEKUNJALO TRAINING CENTRE	9 223 998	5 000 000	6 000 000	USDG	33	COASTAL
SMME INCUBATOR	300 000	350 000	500 000	OWN FUNDS	ALL WARDS	COASTAL
INFORMAL TRADE INFRASTRUCTURE (Hawker Stalls)	9 403 178	10 000 000	11 000 000	ISUPG	ALL WARDS	WHOLE OF METRO
AGRI-VILLAGE	8 169 568	10 000 000	10 355 040	ISUPG	ALL WARDS	WHOLE OF METRO
<b>TOTAL CAPITAL BUDGET: ECONOMIC DEVELOPMENT &amp; AGENCIES</b>	<b>59 467 130</b>	<b>54 800 000</b>	<b>57 855 040</b>			
<b>FINANCE SERVICES</b>						
OFFICE FURN & EQUIPMENT (DIRECTORATE)	500 000	500 000	500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
OFFICE FURN & EQUIPMENT (DIRECTORATE)	115 000	115 000	115 000	FMG	ALL WARDS	WHOLE OF METRO
SMART METERING WATER SOLUTIONS	42 000 000	30 000 000	0	OWN FUNDS	ALL WARDS	WHOLE OF METRO
ASSET REPLACEMENTS - INSURANCE	7 000 000	8 000 000	9 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
REFURBISHMENT OF FINANCE BUILDINGS (MUNIFIN, OLD MUTUAL AND RESERVE BANK BUILDINGS)	3 000 000	2 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
ACQUIRE ERP SYSTEM (ASSET MANAGEMENT SYSTEM,PROCUREMENT SYSTEM, etc)	3 000 000	3 500 000	3 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
CONSTRUCTION OF OFFICE ACCOMODATION -CUSTOMER CARE OFFICE- MIDLAND	2 400 000	6 000 000	3 000 000	OWN FUNDS	11, 12, 13, 14, 20, 42, 48, 50, 17, 23, 47, 46, 33	MIDLAND
<b>TOTAL CAPITAL BUDGET: FINANCE SERVICES</b>	<b>58 015 000</b>	<b>50 115 000</b>	<b>16 615 000</b>			



2025/2026 PROPOSED FINAL MTREF BUDGET						
CAPITAL PROJECTS-PER PROGRAMME / PROJECT						
ACCOUNT DESCRIPTION	2025/2026 PROPOSED CAPITAL BUDGET	2026/2027 PROPOSED CAPITAL BUDGET	2027/2028 PROPOSED CAPITAL BUDGET	PROGRAM FUND	WARD NUMBER	REGION
<b>PUBLIC SAFETY AND EMERGENCY SERVICES</b>						
OFFICE FURN & EQUIPMENT (DIRECTORATE)	500 000	500 000	500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
ESTABLISHMENT OF NEW DISASTER MANAGEMENT CENTRE	9 000 000	11 550 000	2 000 000	OWN FUNDS	47	COASTAL
ESTABLISHMENT OF NEW DISASTER MANAGEMENT CENTRE	0	28 000 000	29 000 000	USDG	47	COASTAL
DISASTER MANAGEMENT VEHICLES	1 200 000	1 050 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
EARLY WARNING SYSTEMS (AUTOMATED WEATHER STATIONS)	600 000	700 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
FIRE ENGINES PROCURED	9 900 000	1 750 000	2 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
FURNITURE & EQUIPMENT BERLIN FIRE STATION	0	1 800 000	0	OWN FUNDS	45	INLAND
FIRE EQUIPMENT	600 000	1 050 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
NEW FIRE STATION - BERLIN WARD 45	1 800 000	0	0	OWN FUNDS	45	INLAND
NEW FIRE STATION - BERLIN WARD 45	19 000 000	0	0	USDG	45	INLAND
REFURBISHMENT OF FIRE STATIONS	900 000	1 400 000	1 500 000	OWN FUNDS	47	COASTAL
PUBLIC SAFETY SPECIALISED VEHICLES	4 800 000	1 050 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
TRAFFIC AND LAW ENFORCEMENT EQUIPMENT	600 000	700 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
CLOSED CIRCUIT TELEVISION NETWORK - CCTV	1 200 000	700 000	1 000 000	OWN FUNDS	43,37,25,41,44,34,36, 39	WHOLE OF METRO
BACK-UP GENERATORS	1 800 000	700 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
REFURBISHMENT OF TRAFFIC SERVICES / LAW ENFORCEMENT BUILDINGS	600 000	700 000	1 000 000	OWN FUNDS	47	COASTAL
DRONES FOR PUBLIC SAFETY DEPARTMENT	0	700 000	1 000 000	OWN FUNDS	47	COASTAL
MOBLIE INCIDENT COMMAND VEHICLE	0	700 000	1 000 000	OWN FUNDS	47	WHOLE OF METRO
FENCING OF PUBLIC SAFETY & EMERGENCY SERVICES BUILDINGS	0	700 000	1 000 000	OWN FUNDS	47	COASTAL
JETSKI & TRAILER FOR FIRE & RESCUE SERVICES	0	0	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
<b>TOTAL CAPITAL BUDGET:PUBLIC SAFETY &amp; EMERGENCY SERVICES</b>	<b>52 500 000</b>	<b>53 750 000</b>	<b>47 000 000</b>			
<b>HUMAN SETTLEMENTS</b>						
OFFICE FURN & EQUIPMENT (DIRECTORATE)	500 000	500 000	500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
AMALINDA 179 MILITARY VETERANS	1 000 000	2 358 396	6 716 794	USDG	9, 16	COASTAL
POTSDAM IKHWEZI BL 1	10 000 000	6 000 000	1 000 000	ISUPG	24	MIDLAND
POTSDAM IKHWEZI BLOCK 2	0	3 134 393	3 134 393	ISUPG	24	MIDLAND
POTSDAM NORTH KANANA - WATER	1 000 000	4 988 529	4 988 529	ISUPG	24	MIDLAND
DUNCAN VILLAGE PROPER	100 000	522 399	522 399	ISUPG	1, 6	COASTAL

2025/2026 PROPOSED FINAL MTREF BUDGET

CAPITAL PROJECTS-PER PROGRAMME / PROJECT

ACCOUNT DESCRIPTION	2025/2026 PROPOSED CAPITAL BUDGET	2026/2027 PROPOSED CAPITAL BUDGET	2027/2028 PROPOSED CAPITAL BUDGET	PROGRAM FUND	WARD NUMBER	REGION
<b>HUMAN SETTLEMENTS</b>						
MDANTSANE Z 18 CC PHASE 2	4 627 195	5 223 998	5 000 000	USDG	23	MIDLAND
CLUSTER 1	5 223 988	1 044 797	0	ISUPG	12,14,17	MIDLAND
CLUSTER 2	15 000 000	9 000 000	1 000 000	ISUPG	11,17,20,21,30,48	MIDLAND
CLUSTER 3	5 000 000	5 000 000	1 000 000	ISUPG	11,17,20,21,30,48	MIDLAND
DUNCAN VILL COMP/SITE	1 044 798	1 044 798	8 000 000	ISUPG	1, 6	COASTAL
BRAELYN EXT 10	200 000	1 044 797	1 123 520	ISUPG	9;10	COASTAL
TYUTYU PHASE 3	2 272 593	2 272 593	3 200 000	ISUPG	43	INLAND
WESTBANK RESTITUTION	8 435 464	11 925 597	12 370 730	USDG	19	COASTAL
C SECTION AND TRIANGULAR SITE	100 000	2 089 595	1 000 000	ISUPG	7	COASTAL
D HOSTEL	100 000	3 872 396	3 872 396	ISUPG	2	COASTAL
FORD MSIMANGO	100 000	522 399	2 000 000	ISUPG	6	COASTAL
N2 ROAD RESERVE	100 000	5 821 877	1 000 000	ISUPG	8	COASTAL
HANI PARK - WATER	50 000	3 050 000	0	ISUPG	11	MIDLAND
HLALANI - WATER	50 000	50 000	0	ISUPG	11	MIDLAND
PHOLA PARK - WATER	50 000	50 000	0	ISUPG	34	INLAND
BERLIN LINGELITSHA - PHASE 1 - WATER	5 223 988	5 223 988	5 000 000	ISUPG	45	INLAND
ILITHA SPORTSFIELD - WATER	3 723 988	5 223 988	5 000 000	ISUPG	45	INLAND
EMPILISWENI - WATER	2 000 000	6 000 000	1 000 000	ISUPG	20	MIDLAND
MATSHENI PARK - WATER	8 000 000	8 000 000	1 000 000	ISUPG	29	COASTAL
KHAYELITSHA - WATER	6 000 000	6 000 000	1 000 000	ISUPG	24	MIDLAND
XHWITINJA - WATER	3 000 000	1 058 398	0	USDG	36	INLAND
XHWITINJA - WATER	0	0	5 000 000	ISUPG	36	INLAND
KWATSHATUSHU - WATER	223 988	2 223 988	1 000 000	ISUPG	44	INLAND
GINSBERG - WATER	5 223 988	5 223 988	5 000 000	ISUPG	39	INLAND
SLOVO PARK - WATER	100 000	5 000 000	2 000 000	ISUPG	42	MIDLAND

2025/2026 PROPOSED FINAL MTREF BUDGET						
CAPITAL PROJECTS-PER PROGRAMME / PROJECT						
ACCOUNT DESCRIPTION	2025/2026 PROPOSED CAPITAL BUDGET	2026/2027 PROPOSED CAPITAL BUDGET	2027/2028 PROPOSED CAPITAL BUDGET	PROGRAM FUND	WARD NUMBER	REGION
<b>HUMAN SETTLEMENTS</b>						
EKUPHUMLENI - WATER	5 000 000	5 000 000	5 000 000	ISUPG	42	MIDLAND
ETHEMBENI - WATER	50 000	50 000	0	ISUPG	11	MIDLAND
EAST BANK RESTITUTION - WATER	500 000	5 000 000	5 000 000	ISUPG	10	COASTAL
NONDULA-WATER	2 088 704	1 464 116	0	USDG	12	MIDLAND
NONDULA-WATER	0	0	8 000 000	ISUPG	12	MIDLAND
BOXWOOD PROJECT	6 582 395	6 082 395	7 000 000	USDG	31	COASTAL
CNIP VICTIMS PROJECT: CAMBRIDGE WEST	15 312 379	3 101 083	400 000	ISUPG	4	COASTAL
MZAMOMHLE: PEOPLES HOUSING PROCESS	2 044 800	1 044 800	0	USDG	27	COASTAL
MZAMOMHLE: PEOPLES HOUSING PROCESS	0	0	6 000 000	ISUPG		
PARKHOMES FOR DESTITUTES & GBV VICTIMS	1 044 800	1 044 800	2 000 000	USDG	27	COASTAL
ZIPHUNZANA BYPASS RELOCATION SITE (TRAs)	1 522 400	1 522 400	2 000 000	USDG	1	COASTAL
MDANTSANE ERF 81,87 & 88 RELOCATION SITE UNITS	200 000	1 044 800	500 000	USDG	23	MIDLAND
FYNBOSS RELOCATION SITE UNITS	522 400	522 400	500 000	USDG	8	COASTAL
HEMINGWAYS INFORMAL SETTLEMENTS	1 044 798	2 044 798	1 000 000	ISUPG	1	COASTAL
SILVERTOWN	1 044 798	2 544 798	1 000 000	ISUPG	1	COASTAL
KWT GOLF CLUB/ SWEETWATERS (NEW)	17 300 000	13 000 000	0	USDG	44	INLAND
KWT GOLF CLUB/ SWEETWATERS (NEW)	0	0	20 000 000	ISUPG	44	
DIMBAZA SHUTER HOUSES: DETAILED INFRASTRUCTURE INVESTIGATION	2 500 000	3 500 000	4 500 000	USDG	34	INLAND
PHAKAMISA SOUTH	3 000 000	1 000 000	3 000 000		25	INLAND
REESTON PHASE 3 STAGE 2	2 500 000	7 000 000	10 000 000	USDG	13	COASTAL
GQOZO VILLAGE SANITATION	1 500 000	3 000 000	7 000 000	USDG	12	MIDLAND
D HOSTEL - FENCING	1 000 000	1 000 000	2 000 000	USDG	2	COASTAL
SUNNY SOUTH ROADS	1 000 000	1 000 000	0	USDG	31	COASTAL
SUNNY SOUTH ROADS	0	0	5 000 000	ISUPG	31	COASTAL
REESTON PHASE 2 STAGE 3 -(KHAYELITSHA INTERNAL ROADS	3 000 000	4 000 000	4 000 000	ISUPG	13	COASTAL
KAISERS BEACH INTERNAL ROADS	5 000 000	4 000 000	3 000 000	ISUPG	32	COASTAL
BREIDBACH SERVICES PROJECT	1 000 000	0	0	USDG	44	INLAND
MANYANO THEMBELIHLE RD & STORMWATER	6 000 000	3 393 385	6 000 000	ISUPG	30	MIDLAND
AMALINDA JUNCTION TRA PHASE 1 - ISUPG	6 000 000	2 000 000	1 000 000	ISUPG	16	COASTAL
SCENARY PARK	3 000 000	1 000 000	2 000 000	ISUPG	5	COASTAL
FARM 924	1 500 000	500 000	2 120 867	ISUPG	46	COASTAL
STONEY DRIFT	200 000	1 000 000	2 000 000	USDG	9	COASTAL
NOMPUMELELO	200 000	1 000 000	2 000 000	USDG	15	COASTAL
PIKINIKINI	200 000	1 000 000	2 000 000	USDG	50	COASTAL
MZAMOMHLE ROADS	1 000 000	1 000 000	2 000 000	USDG	27	COASTAL
NELSON MANDELA 102	500 000	1 000 000	1 000 000	USDG	2	COASTAL
MORNINGSIDE INDEGENT SITE - OLD AGE (MTSOTSO)	200 000	1 000 000	5 000 000	ISUPG	16	COASTAL
<b>TOTAL CAPITAL BUDGET: HUMAN SETTLEMENTS</b>	<b>182 007 457</b>	<b>194 330 683</b>	<b>204 449 627</b>			

2025/2026 PROPOSED FINAL MTREF BUDGET						
CAPITAL PROJECTS-PER PROGRAMME / PROJECT						
ACCOUNT DESCRIPTION	2025/2026 PROPOSED CAPITAL BUDGET	2026/2027 PROPOSED CAPITAL BUDGET	2027/2028 PROPOSED CAPITAL BUDGET	PROGRAM FUND	WARD NUMBER	REGION
<b>INFRASTRUCTURE SERVICES</b>						
<b>OFFICE OF THE DIRECTOR</b>						
OFFICE FURN & EQUIPMENT (DIRECTORATE)	500 000	500 000	500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
	<b>500 000</b>	<b>500 000</b>	<b>500 000</b>			
<b>ELECTRICITY</b>						
BULK ELEC INFRAS UPGR(RING-FENCED 4%)	79 744 291	68 840 256	70 000 000	OWN FUNDS	7,9,8,10,13,14,15,17,22,27,37,42,45,46	WHOLE OF METRO
ELECTRIFICATION PROGRAMME	77 537 596	80 000 000	86 000 000	USDG	ALL WARDS	WHOLE OF METRO
LV NETWORKS - RW=WHOLE METRO	15 000 000	20 000 000	20 000 000	ISUPG	ALL WARDS	WHOLE OF METRO
STREET LIGHT & HIGHASTS - BCMM AREAS OF SUPPLY	11 612 710	9 000 000	9 000 000	ISUPG	ALL WARDS	WHOLE OF METRO
TOOLS AND EQUIPMENT (SPECIALISED VEHICLES)	1 200 000	1 400 000	1 500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
BUILDING ALTERATIONS -BEACON BAY CIVIC CENTRE & OPERATIONS DEPOT	600 000	700 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
	<b>185 694 596</b>	<b>179 940 256</b>	<b>187 500 000</b>			
<b>ROADS</b>						
BOWLS ROAD REHABILITATION - WARD 3	0	1 050 000	1 500 000	OWN FUNDS	3	COASTAL
CONSTRUCTION OF ROAD INFRASTRUCTURE - TOYANA ROAD	10 000 000	8 082 476	9 311 340	NDPG	14	MIDLAND
REHABILIT OF BCMM BRIDGES AND STORMWATER	1 000 000	3 600 000	3 500 000	USDG	ALL WARDS	WHOLE OF METRO
REHABILITATION OF BEACONHURST DRIVE	0	700 000	1 000 000	OWN FUNDS	28	COASTAL
ROADS PROVISION - WARD 01 - 50	13 320 000	28 350 000	29 800 000	OWN FUNDS	1 - 50	WHOLE OF METRO
ROADS PROVISION	540 000	0	0	USDG	1 - 50	WHOLE OF METRO
ROADS PROVISION - WARD 08, 10, 11, 15, 16, 32,34,35,36,39,41,42,43,44,45,47,50	14 400 000	7 714 406	9 443 124	USDG	08, 10, 11, 15, 16, 32,34,35,36,39,41,42,43,44,45,47,50	WHOLE OF METRO
RURAL ROADS - WARD 37	0	700 000	400 000	OWN FUNDS	37	INLAND
RURAL ROADS - WARD 17,22,24,25,26,31,32,33,34,35,36,38,40,43,49,50	16 600 001	15 620 000	15 620 000	USDG	17,22,24,25,26,31,32,33,34,35,36,38,40, 43,49,50	WHOLE OF METRO
UPGR OF MDANTSANE ROADS - CLUST 1: WARD 11, 12, 14, 17, 42	5 376 144	4 500 000	4 500 000	USDG	11, 12, 14, 17, 42	MIDLAND
UPGR OF MDANTSANE ROADS - CLUST 2: WARD 11, 17, 20, 30, 48	5 750 845	4 500 000	4 500 000	USDG	11, 17, 20, 30, 48	MIDLAND
UPGR OF MDANTSANE ROADS - CLUST 3: WARD 20, 21, 23, 24	4 701 598	5 400 000	5 400 000	USDG	20, 21, 23, 24	MIDLAND
UPGRADE OF NORTH EAST EXPRESSWAY	0	700 000	400 000	OWN FUNDS	18	COASTAL
URBAN ROADS - WARD 37	900 000	1 350 000	1 350 000	USDG	35	INLAND
URBAN ROADS - WARD 39	1 000 000	1 575 000	1 575 000	USDG	35	INLAND
GONUBIE INTERNAL ROADS REHABILITATION	0	700 000	400 000	OWN FUNDS	18	COASTAL
GONUBIE INTERNAL ROADS REHABILITATION	719 989	0	0	USDG	18	COASTAL
BEACON BAY- GONUBIE LINK ROAD	0	700 000	800 000	OWN FUNDS	18	COASTAL
	<b>74 308 577</b>	<b>85 241 882</b>	<b>89 499 464</b>			

2025/2026 PROPOSED FINAL MTREF BUDGET						
CAPITAL PROJECTS-PER PROGRAMME / PROJECT						
ACCOUNT DESCRIPTION	2025/2026 PROPOSED CAPITAL BUDGET	2026/2027 PROPOSED CAPITAL BUDGET	2027/2028 PROPOSED CAPITAL BUDGET	PROGRAM FUND	WARD NUMBER	REGION
<b>INFRASTRUCTURE SERVICES</b>						
<b>WASTEWATER</b>						
SANITATION FACILITIES IN INFORMAL SETTLEMENTS	10 447 975	0	0	ISUPG	ALL WARDS	WHOLE OF METRO
BERLIN SEWERS	5 179 199	0	0	USDG	45	MIDLAND
BISHO KWT & ZWELITSHA BULK REG SEWER SCHEME	19 895 993	0	0	USDG	25, 35, 37, 41, 44	INLAND
EAST BEACH GRAVITY SEWER UPGRADE	4 800 000	3 800 000	5 800 000	OWN FUNDS	1, 2, 3, 4, 6, 7, 8, 9, 16, 18, 19, 28, 47	COASTAL
RENEWAL OF INFRASTRUCTURE	12 707 519	9 266 667	17 253 333	OWN FUNDS	ALL WARDS	WHOLE OF METRO
HOOD POINT MARINE OUTF SEWER & AUXILLIARY WORKS	5 179 199	0	0	USDG	19, 31, 46	COASTAL
MDANTSANE WASTEWATER TREATMENT WORKS	30 175 591	0	0	ISUPG	11, 12, 14, 20, 21, 22, 23, 24, 30	MIDLAND
REFURBISHMENT OF MDANTSANE NETWORK	5 500 000	0	0	ISUPG	11,12,13,14,42,48,50,17,20,23	MIDLAND
UPGRADING OF POTSDAM WASTEWATER TREATMENT WORKS	5 179 199			USDG		
UPGRADING OF DIMBAZA WASTEWATER TREATMENT WORKS	2 223 998	0	0	USDG	23, 34, 36	MIDLAND
DUCATS SANITATION	2 223 998	0	0	USDG	15	COASTAL
UPGRADING OF FIRST & SECOND CREEK OUTFALL SEWER	21 895 950	0	0	ISUPG	11, 12, 14, 20, 21, 22, 23, 24, 30	COASTAL
INSTALLATION OF NETWORK FLOW MONITORING INFRASTRUCTURE	3 000 000	13 000 000	20 500 000	USDG	ALL WARDS	WHOLE OF METRO
INSTALLATION OF GROUNDWATER MONITORING BOREHOLES FOR WASTEWATER TREATMENT WORKS	0	700 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
NEW KIDDS BEACH WASTEWATER TREATMENT WORKS	3 000 000	30 000 000	30 000 000	USDG	31	COASTAL
RENEWAL OF WESTBANK INVERTED SYPHON VALVES AND AUXILLIARY WORKS	0	700 000	1 000 000	OWN FUNDS	19	COASTAL
DECOMMISSIONING OF SLUDGE LAGOONS IN QUINERA WWTW	0	700 000	1 000 000	OWN FUNDS	29	COASTAL
UPGRADING OF BUFFALO RIVER OUTFALL SEWER IN QONCE	0	20 000 000	20 000 000	ISUPG	39	INLAND
UPGRADING OF DIMBAZA OUTFALL SEWER	0	10 000 000	10 000 000	ISUPG	34	INLAND
UPGRADING OF MZONYANA OUTFALL SEWER	0	700 000	1 000 000	OWN FUNDS	1- 10,15,16,18,27,28,29,31,32,33,46,47,50	COASTAL
SECURITY UPGRADES TO WASTEWATER TREATMENT WORKS	0	8 000 000	12 172 960	ISUPG	32, 45	INLAND / COASTAL
SECURITY UPGRADES TO SEWERAGE PUMP STATION	0	6 300 000	7 200 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
SECURITY UPGRADES TO SEWERAGE PUMP STATION	2 500 000	25 000 000	25 000 000	ISUPG	10, 13	COASTAL
	<b>133 908 620</b>	<b>128 166 667</b>	<b>151 926 293</b>			
<b>SCIENTIFIC SERVICES</b>						
PURCHASE OF CRITICAL LABORATORY EQUIPMENT	1 200 000	0	1 500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
	<b>1 200 000</b>	<b>0</b>	<b>1 500 000</b>			

CAPITAL PROJECTS-PER PROGRAMME / PROJECT						
ACCOUNT DESCRIPTION	2025/2026 PROPOSED CAPITAL BUDGET	2026/2027 PROPOSED CAPITAL BUDGET	2027/2028 PROPOSED CAPITAL BUDGET	PROGRAM FUND	WARD NUMBER	REGION
<b>INFRASTRUCTURE SERVICES</b>						
<b>WATER DEPT</b>						
KWT & BHISHO INFRASTRUCTURE	11 440 792	14 528 951	15 028 951	USDG	34,37,38,39,40,41,43,44,49,35	INLAND
UPGRADE WATER NETWORKS	12 447 996	10 880 797	10 880 797	USDG	26,31,32,33,36,37,38	WHOLE OF METRO
WATER BACKLOGS	12 671 995	16 164 791	16 164 791	USDG	26,31,32,33,36,37,38,40,50	WHOLE OF METRO
PIPE AND WATER METER REPLACEMENT IN BISHO,KWT & DIMBAZA	15 166 667	7 000 000	8 000 000	OWN FUNDS	34,35,36,37,38,39,40,41,43,44,49	INLAND
PIPE AND WATER METER REPLACEMENT IN BISHO,KWT & DIMBAZA	9 200 000	14 180 000	14 180 000	USDG	34,35,36,37,38,39,40,41,43,44,49	INLAND
PIPE AND WATER METER REPLACEMENT IN EL	9 000 000	7 000 000	8 000 000	OWN FUNDS	10,15,16,18,27,28,29,31,32,33,46,47,50	COASTAL
PIPE AND WATER METER REPLACEMENT IN EL	0	8 260 000	8 260 000	USDG	10,15,16,18,27,28,29,31,32,33,46,47,50	COASTAL
PIPE AND WATER METER REPLACEMENT IN MDANTSANE	24 000 000	25 066 667	27 053 333	OWN FUNDS	11,12,13,14,42,48,50,17,20,23	MIDLAND
AMAHLEKE WATER SUPPLY						
DISTRIBUTION-AMAHLEKE WATER SUPPLY	5 903 197	5 000 000	5 000 000	USDG	36,37,38	INLAND
ALTERNATIVE WATER SUPPLY	7 313 583	10 656 791	10 656 791	ISUPG	ALL WARDS	WHOLE OF METRO
RESERVOIRS EAST COAST SUPPLY	7 403 197	5 000 000	5 000 000	USDG	10,15,16,18,27,28,29,31,32,33,46,47,50	COASTAL
UMZONYANA DAM AND EAST COAST WATER SUPPLY UPGRADE	15 939 714	5 000 000	5 000 000	USDG	10,15,16,18,27,28,29,31,32,33,46,47,50	COASTAL
W/DEMAND MANGM - WATER CONSERV - PRV STA	4 268 798	4 634 399	7 634 399	USDG	ALL WARDS	WHOLE OF METRO
INFORMAL SETTLEMENTS	25 075 140	34 425 576	34 425 576	ISUPG	ALL WARDS	WHOLE OF METRO
	<b>159 831 079</b>	<b>167 797 972</b>	<b>175 284 638</b>			
<b>FLEET</b>						
BCM FLEET PLANT SPEC EQUIP & S/WASTE VEH	0	5 000 000	7 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
<b>TOTAL CAPITAL BUDGET: INFRASTRUCTURE SERVICES</b>	<b>555 442 872</b>	<b>566 646 777</b>	<b>613 210 395</b>			

2025/2026 PROPOSED FINAL MTREF BUDGET						
CAPITAL PROJECTS-PER PROGRAMME / PROJECT						
ACCOUNT DESCRIPTION	2025/2026 PROPOSED CAPITAL BUDGET	2026/2027 PROPOSED CAPITAL BUDGET	2027/2028 PROPOSED CAPITAL BUDGET	PROGRAM FUND	WARD NUMBER	REGION
<b>DIRECTORATE OF SPORTS , RECREATION &amp; COMMUNITY DEVELOPMENT</b>						
OFFICE FURN & EQUIPMENT (DIRECTORATE)	500 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
INSTALLATION OF ALTERNATIVE ENERGY SYSTEM	0	700 000	800 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
PURCHASE OF FLEET,PLANT & EQUIPMENT	0	700 000	800 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
DEVELOPMENT, UPGRADE & REFURBISHMENT OF COMMUNITY HALLS & LIBRARIES	2 500 000	3 500 000	4 000 000	OWN FUNDS	1,2,4,5,9,12,15,16,19,20,21,22,24,26,27,29,47,48	WHOLE OF METRO
DEVELOPMENT, UPGRADE & REFURBISHMENT OF COMMUNITY HALLS & LIBRARIES	28 544 638	13 223 998	14 000 000	USDG	ALL WARDS	WHOLE OF METRO
UPGRADING OF RESORTS	5 900 000	5 460 000	6 240 000	OWN FUNDS	18,19,28,29,30	COASTAL
UPGRADING OF RESORTS	0	5 000 000	5 000 000	USDG	18	COASTAL
DEVELOPMENT, UPGRADE & REFURBISHMENT OF SPORTSFIELDS	2 300 000	2 100 000	2 600 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
DEVELOPMENT, UPGRADE AND REFURBISHMENT OF SPORTS FIELDS AND STADIUMS	0	5 000 000	5 000 000	USDG	ALL WARDS	WHOLE OF METRO
UPGRADING OF SPORTSFIELDS	2 611 994	5 000 000	5 000 000	ISUPG	ALL WARDS	WHOLE OF METRO
GRAVELLING AND TARRING OF HERITAGE SITES	800 000	700 000	800 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
BUILDING OF MEMORIAL STONES	800 000	700 000	800 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
UPGRADING OF HERITAGE SITES	800 000	700 000	800 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
UPGRADING OF ZOO	800 000	700 000	800 000	OWN FUNDS	47	COASTAL
REFURBISMENT OF AQUARIUM	800 000	700 000	800 000	OWN FUNDS	47	COASTAL
SWIMMING POOLS	3 200 000	2 800 000	3 200 000	OWN FUNDS	47,14,37,1,14	WHOLE OF METRO
CONSTRUCTION OF EDIPINI SWIMMING POOL (DUNCAN VILLAGE)	0	5 000 000	5 903 360	ISUPG	1	COASTAL
REFURBISHMENT OF NU2 SWIMMING POOLS	0	5 000 000	5 000 000	USDG	14	MIDLAND
UPGRADING OF PARKS DEPOT	800 000	700 000	800 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
GRASS CUTTING EQUIPMENT	800 000	700 000	800 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
DEVELOPMENT OF CEMETRIES	4 870 000	5 250 000	6 000 000	OWN FUNDS	4,5,10,13,19,43,44,24,13	WHOLE OF METRO
UPGRADING OF COMMUNITY PARKS	1 400 000	1 400 000	1 700 000	OWN FUNDS	15,18,27,1,5,6,37	WHOLE OF METRO
ESTABLISHMENT OF RECREATIONAL PARKS	5 223 988	10 000 000	10 000 000	ISUPG	1,5,6	COASTAL
<b>TOTAL CAPITAL BUDGET: DIRECTORATE OF SPORTS , RECREATION &amp; COMMUNITY DEVELOPMENT</b>	<b>62 650 620</b>	<b>76 033 998</b>	<b>81 843 360</b>			

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2025/2026 PROPOSED FINAL MTREF BUDGET						
CAPITAL PROJECTS-PER PROGRAMME / PROJECT						
ACCOUNT DESCRIPTION	2025/2026 PROPOSED CAPITAL BUDGET	2026/2027 PROPOSED CAPITAL BUDGET	2027/2028 PROPOSED CAPITAL BUDGET	PROGRAM FUND	WARD NUMBER	REGION
<b>DIRECTORATE OF SOLID WASTE &amp; ENVIRONMENTAL MANAGEMENT</b>						
OFFICE FURN & EQUIPMENT (DIRECTORATE)	500 000	2 000 000	500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
INSTALLATION OF ALTERNATIVE ENERGY SYSTEM	300 000	1 050 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
BEACHES	2 520 000	2 800 000	3 200 000	OWN FUNDS	29,31,47	COASTAL
REVITALISATION OF BEACH INFRASTRUCTURE	5 746 398	7 000 000	7 000 000	USDG	18,19,28,29,31,32, 46,50	COASTAL
BCM FLEET AND PLANT - FOR SOLID WASTE AND ENVIRONMENTAL MANAGEMENT	12 900 000	3 500 000	5 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
BCM FLEET AND PLANT - FOR SOLID WASTE AND ENVIRONMENTAL MANAGEMENT	40 000 000	30 000 000	30 000 000	USDG	ALL WARDS	WHOLE OF METRO
TRANSFER STATION						
REFURBISHMENT OF TRANSFER STATIONS	900 000	1 400 000	1 600 000	OWN FUNDS	27 & 28	COASTAL
REFURBISHMENT OF WASTE MANAGEMENT FACILITIES	21 582 238	17 000 000	20 000 000	USDG	35	INLAND
DEVELOPMENT OF BEACH AND NATURE RESERVES INFRASTRUCTURE	522 400	3 000 000	3 000 000	USDG	18,19,28,29,31,32, 46,50	COASTAL
CONSTRUCT CELL 5 & 6 AT ROUNDHILL LANDFILL SITE	3 000 000	2 100 000	2 000 000	OWN FUNDS	45	INLAND
ESTABLISHMENT OF CELL 5 AND 6 AT ROUNDHILL LANDFILL SITE	0	6 000 000	6 000 000	USDG	45	INLAND
ESTABLISHMENT OF GARDEN TRANSFER STATIONS	9 089 757	18 000 000	18 000 000	USDG	14,17	WHOLE OF METRO
CONSTRUCTION OF TRANSFER STATIONS/ESTABLISHMENT OF BUY BACK CENTRES	1 200 000	2 100 000	2 000 000	OWN FUNDS	45	INLAND
PURCHASE OF CAMBRIDGE DEPOT	0	700 000	1 500 000	OWN FUNDS	4	COASTAL
GALVANISED STREET LITTER BINS	1 200 000	1 400 000	1 500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
DEVELOP WASTE TO ENERGY PROJECTS	1 200 000	1 400 000	1 500 000	OWN FUNDS	45	INLAND
REFURBISHMENT OF WASTE MANAGEMENT FACILITIES	1 200 000	1 400 000	1 500 000	OWN FUNDS	45	INLAND
ACQUISITION OF CHIPPING MACHINES FOR GARDEN TRANSFER STATION	1 800 000	1 400 000	1 500 000	OWN FUNDS	45	INLAND
ACQUISITION OF PLANT & MACHINERY FOR LANDFILL SITES AND GARDEN TRANSFER STATIONS	1 200 000	700 000	1 000 000	OWN FUNDS	45	INLAND
FENCING OF SWEM OFFICE COMPLEX AND CONSTRUCTION OF GUARD HOUSE	3 000 000	1 400 000	1 500 000	OWN FUNDS	47	COASTAL
REFURBISHMENT OF SW&EM OFFICES	3 000 000	700 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
GRASS CUTTING EQUIPMENT	300 000	1 400 000	1 500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
REFURBISMENT OF NATURE RESERVE(BOARDWALKS)	300 000	700 000	1 000 000	OWN FUNDS	47	COASTAL
PLANT - NATURE RESERVE	180 000	700 000	1 000 000	OWN FUNDS	47	COASTAL
PURCHASE OF TOOLS AND EQUIPMENT FOR MHS	2 400 000	1 400 000	1 500 000	OWN FUNDS	47	COASTAL
ACQUISITION OF PARKHOMES FOR NU6 DEPOT (CHANGE ROOMS)	900 000	1 400 000	1 600 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
AIR MONITORING STATION	1 200 000	1 400 000	1 500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
ACQUISITION OF FLEET (CHERRY PICKER TRUCKS, CREW CAGE TRUCK, TIPPER TRUCK, TRACTORS, BUSH CUTTERS, TRAILERS FOR RITE ON ETC)	1 800 000	1 400 000	1 500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
<b>TOTAL CAPITAL BUDGET: DIRECTORATE OF SOLID WASTE &amp; ENVIRONMENTAL MANAGEMENT</b>	<b>117 940 792</b>	<b>113 450 000</b>	<b>119 900 000</b>			
COMPUTER SOFTWARE	50 000	50 000	50 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
OFFICE FURN & EQUIPMENT (DIRECTORATE)	50 000	50 000	50 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
<b>TOTAL CAPITAL PROJECTS</b>	<b>1 159 708 529</b>	<b>1 177 308 507</b>	<b>1 214 140 446</b>			

The 2025/26 MTREF has been directly informed by the IDP revision process, and the table below provides a reconciliation between the IDP strategic objectives and capital expenditure.

**Table 155: The Capital Expenditure is indicated below into the five (5) IDP Strategic Objectives:**

Strategic Objective	Goal	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
R thousand										
A GREEN CITY	To promote an environmental sustainable city with optimal benefits from our natural assets	89 420	27 902	43 636	34 000	18 197	18 197	34 292	50 100	52 400
A CONNECTED CITY	To maintain a world class logistics network	526 956	713 280	497 981	452 431	581 943	581 943	354 579	361 696	377 427
AN INNOVATIVE AND PRODUCTIVE CITY	To Enhance the Quality of life of the BCMM community with rapid and inclusive economic growth and falling unemployment	83 859	76 193	81 798	92 789	130 163	130 163	163 124	162 367	166 295
A SPATIALLY INTEGRATED /TRANSFORMED CITY	To develop and maintain world class infrastructure and utilities	372 660	329 070	339 221	503 937	446 113	446 113	460 028	474 341	514 139
A WELL GOVERNED CITY	Promote Sound financial and administrative capabilities	217 458	273 734	61 411	141 958	180 938	180 938	138 070	114 955	82 265
OWN MUNICIPAL STRATEGIC OBJECTIVE		118 162	5 768	86 117	6 000	76 380	76 380	2 800	5 500	14 000
Allocations to other priorities										
<b>Total Capital Expenditure</b>		<b>1 408 515</b>	<b>1 425 946</b>	<b>1 110 164</b>	<b>1 231 115</b>	<b>1 433 734</b>	<b>1 433 734</b>	<b>1 152 894</b>	<b>1 168 960</b>	<b>1 206 526</b>

**Table 156: The Operating Budget**

The operating projects are R561,28 million in the 2025/26 financial year, R530,75 million in the 2026/27 financial year, and R564,38 million in the 2027/28 financial year, respectively.

2025/2026 PROPOSED FINAL MTREF BUDGET						
OPERATING PROJECTS BUDGET- PER PROGRAMME/PROJECT						
ACCOUNT DESCRIPTION	2025/2026 PROPOSED OPEX BUDGET	2026/2027 PROPOSED OPEX BUDGET	2027/2028 PROPOSED OPEX BUDGET	PROGRAM FUND	WARD NO.	REGION
<b>EXECUTIVE SUPPORT SERVICES</b>						
WARD INITIATIVES	10 000 000	10 000 000	10 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
<b>TOTAL OPERATING PROJECTS : EXECUTIVE SUPPORT SERVICES</b>	<b>10 000 000</b>	<b>10 000 000</b>	<b>10 000 000</b>			
<b>CITY MANAGER</b>						
PROJECT MANAGEMENT FUND - EPMO	16 527 320	19 379 560	19 379 560	USDG	ALL WARDS	WHOLE OF METRO
PROJECT MANAGEMENT FUND - EPMO	14 000 000	15 000 000	15 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
MANAGEMENT AND IMPLEMENTATION OF THE SMART CITY STRATEGY	2 743 255	5 667 673	4 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
EXPANDED PUBLIC WORKS PROGRAMME	2 434 000	0	0	EPWP	ALL WARDS	WHOLE OF METRO
<b>TOTAL OPERATING PROJECTS: CITY MANAGER'S OFFICE</b>	<b>35 704 575</b>	<b>40 047 233</b>	<b>38 379 560</b>			
<b>CORPORATE SERVICES</b>						
INFRASTRUCTURE SKILLS DEVELOPMENT	8 800 000	9 600 000	9 800 000	ISDG	ALL WARDS	WHOLE OF METRO
CHANGE & CULTURE MANAGEMENT	450 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
<b>TOTAL OPERATING PROJECTS : CORPORATE SERVICES</b>	<b>9 250 000</b>	<b>10 600 000</b>	<b>10 800 000</b>			
<b>SPATIAL PLANNING &amp; DEVELOPMENT</b>						
CADASTRAL SURVEY	135 000	400 000	440 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
CADASTRAL SURVEY	2 089 595	2 000 000	2 000 000	ISUPG	ALL WARDS	WHOLE OF METRO
SURVEY & PLANNING	675 000	500 000	550 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
OPENING OF TOWNSHIP REGISTER: OTHER TOWNSHIPS	500 000	500 000	500 000	ISUPG	ALL WARDS	WHOLE OF METRO
FEASIBILITIES STUDIES/TOWNSHIP ESTABLISHMENT	976 101	0	0	ISUPG	ALL WARDS	WHOLE OF METRO
FEASIBILITIES STUDIES/TOWNSHIP ESTABLISHMENT	360 000	800 000	880 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
TRAFFIC IMPACT ASSESSMENT STUDIES	4 179 190	0	0	ISUPG	ALL WARDS	WHOLE OF METRO
TRANSPORT PLANS	4 500 000	0	0	OWN FUNDS	ALL WARDS	MIDLAND
<b>TOTAL OPERATING PROJECTS: SPATIAL PLANNING &amp; DEVELOPMENT</b>	<b>13 414 886</b>	<b>4 200 000</b>	<b>4 370 000</b>			

**2025/2026 PROPOSED FINAL MTREF BUDGET**

**OPERATING PROJECTS BUDGET- PER PROGRAMME/PROJECT**

ACCOUNT DESCRIPTION	2025/2026 PROPOSED OPEX BUDGET	2026/2027 PROPOSED OPEX BUDGET	2027/2028 PROPOSED OPEX BUDGET	PROGRAM FUND	WARD NO.	REGION
<b>ECONOMIC DEVELOPMENT &amp; AGENCIES</b>						
AGRICULTURE & RURAL DEVELOPMENT SUPPORT PROGRAMME	1 800 000	3 000 000	3 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
AQUAPONICS	400 000	1 000 000	1 000 000	OWN FUNDS	7	COASTAL
ART CENTRES OPERATIONS	400 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
CREATIVE INDUSTRY RECOVERY SUPPORT PROGRAMMES	900 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
DIPPING TANKS	1 700 000	3 000 000	3 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
FENCING ARABLE LANDS	700 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
FOOD SECURITY PROGRAMME	900 000	1 000 000	1 000 000	OWN FUNDS	22,26,31,32,33,36,39,40 .50	WHOLE OF METRO
INVESTMENT PROMOTION	0	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
LEISURE TOURISM DEVELOPMENT - INLAND	1 400 000	500 000	500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
TOURISM ROUTES DEVELOPMENT	900 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
EQUIPMENT FOR LIVESTOCK	500 000	1 000 000	1 000 000	OWN FUNDS	40,38	INLAND
PIGGERY & POULTRY	500 000	1 000 000	1 000 000	OWN FUNDS	37	INLAND
PROCURE OF SMME AND CO-OP EQUIP & MACH	800 000	500 000	500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
PRODUCTION INPUTS (VEGETABLES & POULTRY)	200 000	500 000	500 000	OWN FUNDS	31,33,35,38,50	WHOLE OF METRO
URBAN AGRICULTURE	200 000	1 000 000	1 000 000	OWN FUNDS	31,33,35,38,50	WHOLE OF METRO
PRODUCTION INPUTS (VEGETABLES & POULTRY) -PROCUREMENT OF BROILERS	400 000	1 000 000	1 000 000	OWN FUNDS	31,33,35,38,50	WHOLE OF METRO
YOUTH WORK READINESS & SKILLS DEVELOPMENT SUPPORT -TRAINING FOR YOUTH	900 000	500 000	500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
TOURISM RECOVERY SUPPORT PROGRAMME	1 400 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
COMMUNITY TOURISM INFRASTRUCTURE SUPPORT PROGRAMME	400 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
TOURISM INFORMATION CENTRES OPERATIONS	650 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
FRESH PRODUCE MARKET INTERGRATED WASTE MANAGEMENT STRATEGY	900 000	0	0	OWN FUNDS	ALL WARDS	WHOLE OF METRO
SMME & CO-OPERATINVES	900 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
TOURISM DESTINATION MARKETING	900 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
TRADE & INVESTMENT PROGRAMMES -EXPORT DEVELOPMENT	900 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
CROPPING MACHINE	900 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
ECONOMIC DEVELOPMENT STRATEGIES AND STRATEGIC PLANS	500 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
INVEST BUFFALO CITY	400 000	500 000	500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
SPAZA SHOP TOWNSHIP DEVELOPMENT	400 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
TEEN ENTREPRENEUR	400 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO

## 2025/2026 PROPOSED FINAL MTREF BUDGET

## OPERATING PROJECTS BUDGET - PER PROGRAMME/PROJECT

ACCOUNT DESCRIPTION	2025/2026 PROPOSED OPEX BUDGET	2026/2027 PROPOSED OPEX BUDGET	2027/2028 PROPOSED OPEX BUDGET	PROGRAM FUND	WARD NO.	REGION
<b>ECONOMIC DEVELOPMENT &amp; AGENCIES</b>						
CIRCULAR ECONOMY (WASTE ECONOMY)	400 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
SCOOPING DAMS	600 000	1 500 000	1 500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
IRRIGATION SCHEMES	700 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
BUSINESS CENTRE OPERATIONS (3 CENTRES)	1 500 000	1 000 000	1 000 000	OWN FUNDS	42, 2, 35	WHOLE OF METRO
TRADE & INVESTMENT PROGRAMMES -INVEST BUFFALO CITY	900 000	1 500 000	1 500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
IHUB	900 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
REVITALISATION OF INDUSTRIAL AREAS	0	7 000 000	7 000 000	USDG	36,24,5	WHOLE OF METRO
HYDROPONICS AND PACKHOUSE PROJECT	5 557 571	8 000 000	7 000 000	USDG	ALL WARDS	WHOLE OF METRO
URBAN FOOD SYSTEMS	6 000 000	0	0	OWN FUNDS	ALL WARDS	WHOLE OF METRO
SERVICES SETA DISCRETIONARY GRANT-LEARNING PROGRAMMES	7 394 297	0	0	SETA	ALL WARDS	WHOLE OF METRO
<b>TOTAL OPERATING PROJECTS: ECONOMIC DEVELOPMENT &amp; AGENCIES</b>	<b>45 201 868</b>	<b>51 500 000</b>	<b>50 500 000</b>			
<b>DIRECTORATE OF FINANCE</b>						
FMG PROGRAMME	885 000	1 085 000	1 285 000	FMG	ALL WARDS	WHOLE OF METRO
IMPLEMENT COST REFFECTIVE TARIFF STRUCTURE	1 500 000	1 500 000	0	OWN FUNDS	ALL WARDS	WHOLE OF METRO
FINANCIAL SYSTEMS REVENUE	2 286 900	0	0	OWN FUNDS	ALL WARDS	WHOLE OF METRO
INTERGRATED VOICE RESPONSE SYSTEM	2 475 000	3 500 000	4 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
<b>OPERATIONS AND MAINTENANCE OF ENTERPRISE RESOURCE PLANNING SYSTEM</b>						
ASSET MANAGEMENT	4 000 000	4 000 000	4 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
<b>TOTAL OPERATING PROJECTS: DIRECTORATE OF FINANCE</b>	<b>11 146 900</b>	<b>10 085 000</b>	<b>9 285 000</b>			
<b>PUBLIC SAFETY &amp; EMERGENCY SERVICES</b>						
REVIEWAL OF THE DM POLICY FRAMEWORK	500 000	0	0	OWN FUNDS	ALL WARDS	WHOLE OF METRO
DEVELOPMENT OF DISASTER MANAGEMENT PLAN	950 000	0	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
DEVELOPMENT OF DISASTER RELIEF POLICY	450 000	1 000 000	500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
REVIEWAL OF FIRE BYLAWS	500 000	0	1 000 000	OWN FUNDS		
INTERGRATED SAFETY PLAN	0	1 000 000	0	OWN FUNDS	ALL WARDS	WHOLE OF METRO
EXPANDED PUBLIC WORKS PROGRAMME (EPWP COUNTERFUNDING)	0	0	2 500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
REVIEWAL OF CRIME PREVENTION STRATEGY	750 000	0	0	OWN FUNDS	ALL WARDS	WHOLE OF METRO
SECURITY RISK ANALYSIS OF THE INSTITUTION	750 000	0	0	OWN FUNDS	ALL WARDS	WHOLE OF METRO
<b>TOTAL OPERATING PROJECTS: DIRECTORATE OF PUBLIC SAFETY &amp; EMERGENCY SERVICES</b>	<b>3 900 000</b>	<b>2 000 000</b>	<b>5 000 000</b>			

**2025/2026 PROPOSED FINAL MTREF BUDGET**

**OPERATING PROJECTS BUDGET - PER PROGRAMME/PROJECT**

ACCOUNT DESCRIPTION	2025/2026 PROPOSED OPEX BUDGET	2026/2027 PROPOSED OPEX BUDGET	2027/2028 PROPOSED OPEX BUDGET	PROGRAM FUND	WARD NO.	REGION
<b>HUMAN SETTLEMENTS</b>						
C SECTION AND TRIANGULAR SITE	0	1 500 000	2 000 000	HSDG	2	COASTAL
CAMBRIDGE WEST - CNIP VICTIMS 275 UNITS	35 000 000	17 000 000	2 000 000	HSDG	4	COASTAL
GQOZO VILLAGE	11 800 000	10 000 000	25 000 000	HSDG	12	MIDLAND
CLUSTER 1 P5	10 000 000	2 000 000	0	HSDG	12,14,17	MIDLAND
CLUSTER 2 (CHRIS HANI 3; WINNIE MANDELA; DELUXOLO VILLAGE ; SISULU VILLAGE; FRANCIS MEI; MAHLANGU VILLAGE,MATHEMBA VUSO,GWENTSHE) P5 - 647 UNITS	15 000 000	10 000 000	10 000 000	HSDG	11,17,20,21,30,48	MIDLAND
CLUSTER 3	5 000 000	5 000 000	15 000 000	HSDG	11,17,20,21,30,48	MIDLAND
MDANTSANE ZONE 18CC - P5	50 000 000	20 000 000	20 000 000	HSDG	23	MIDLAND
PEELTON PHASE 2 800 UNITS	40 000 000	25 000 000	20 000 000	HSDG	43	INLAND
POTSDAM IKHWEZI BLOCK 1- P5	50 000 000	22 000 000	20 000 000	HSDG	22	MIDLAND
POTSDAM NORTH KANANA - P5	0	5 000 000	10 000 000	HSDG	24	MIDLAND
POTSDAM VILLAGE PHASE 1 & 2 - P5	5 000 000	44 000 000	20 000 000	HSDG	24	MIDLAND
REESTON PHASE 3 STAGE 2 P5	30 000 000	20 000 000	20 000 000	HSDG	13	COASTAL
REESTON PHASE 3 STAGE 3 P5	5 000 000	5 000 000	10 000 000	HSDG	13	COASTAL
HAVEN HILLS AND MEKENI DEFECTIVE UNITS	0	3 200 000	500 000	HSDG	10;1	COASTAL
DUNCAN VILLAGE MILITARY VETERANS PROJECT	1 000 000	0	0	HSDG	10;1	COASTAL
PHASE 2 STORM DAMAGED HOUSES IN RURAL AREAS	3 000 000	3 000 000	5 000 000	HSDG	ALL RURAL AREAS	WHOLE OF METRO
ILITHA NORTH HOUSING PROJECT	15 000 000	11 000 000	2 000 000	HSDG	45	INLAND
HANOVER HOUSING PROJECT	5 000 000	5 000 000	20 000 000	HSDG	45	INLAND
SOCIAL FACILITATION	8 147 190	6 500 000	6 500 000	ISUPG	ALL WARDS	WHOLE OF METRO
MDANTSANE SHARING HOUSES	675 000	0	500 000	OWN FUNDS	11;12;13;14;17;20;21;22;23;24;30;42;48	MIDLAND
OPSCAP (OPERATIONAL CAPACITY)	5 500 000	5 000 000	5 000 000	ISUPG	ALL WARDS	WHOLE OF METRO
INFORMAL SETTLEMENTS STUDY REVIEW	500 000	0	0	ISUPG	ALL INFORMAL SETTLEMENTS	WHOLE OF METRO
POTSDAM VILLAGE PHASE 1 & 2 - P5(WATER TANKS)	2 100 000	0	0	ISUPG	24	COASTAL
REVIEWAL OF ALLOCATION /RELOCATION POLICY	675 000	0	0	OWN FUNDS	ALL WARDS	WHOLE OF METRO
BENEFICIARY VERIFICATION	562 500	1 500 000	1 500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
REVIEWAL OF ISHSP(INTERGRATED SUSTAINABLE HUMAN SETTLEMENT PLAN)	450 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
SILVERTOWN	0	2 000 000	15 000 000	HSDG	11	MIDLAND

2025/2026 PROPOSED FINAL MTREF BUDGET

OPERATING PROJECTS BUDGET- PER PROGRAMME/PROJECT

ACCOUNT DESCRIPTION	2025/2026 PROPOSED OPEX BUDGET	2026/2027 PROPOSED OPEX BUDGET	2027/2028 PROPOSED OPEX BUDGET	PROGRAM FUND	WARD NO.	REGION
<b>HUMAN SETTLEMENTS</b>						
PIKINIKINI	0	2 300 000	10 000 000	HSDG	50	COASTAL
HS ACCREDITATION - (CAPACITY ENHANCEMENT)	8 000 000	8 000 000	1 000 000	HSDG	ALL WARDS	WHOLE OF METRO
HANI PARK - WATER	100 000	2 000 000	6 000 000	HSDG	11	MIDLAND
HLALANI - WATER	100 000	2 000 000	6 000 000	HSDG	11	MIDLAND
PHOLA PARK - WATER	100 000	2 000 000	6 000 000	HSDG	34	INLAND
EMPILISWENI - WATER	100 000	2 000 000	6 000 000	HSDG	20	MIDLAND
MATSHENI PARK - WATER	100 000	2 000 000	8 000 000	HSDG	29	COASTAL
KHAYELITSHA - WATER	100 000	3 000 000	6 000 000	HSDG	36	INLAND
EKUPHUMLENI - WATER	100 000	2 000 000	6 000 000	HSDG	42	MIDLAND
<b>TOTAL OPERATING PROJECTS : HUMAN SETTLEMENTS</b>	<b>308 109 690</b>	<b>250 000 000</b>	<b>286 000 000</b>			
<b>INFRASTRUCTURE SERVICES</b>						
HOSTING OF NATIONAL ASSOCIATION OF MUNICIPAL ELECTRICITY UTILITY CONVENTION	2 500 000	0	0	OWN FUNDS	ALL WARDS	WHOLE OF METRO
DETAILED FEASIBILITY STUDY: WEST BANK AND WOODBROOK BATTERY STORAGE	6 000 000	4 800 000	5 500 000	PPPSG	ALL WARDS	WHOLE OF METRO
FEASIBILITY STUDY INCLUDING SIGNING OF A POWER PURCHASE AGREEMENT AND PPP FOR BCMM	10 000 000	8 131 959	9 398 144	PPPSG	ALL WARDS	WHOLE OF METRO
FEASIBILITY STUDY INCLUDING SIGNING OF A POWER PURCHASE AGREEMENT AND PPP FOR BCMM (PPPSG COUNTERFUNDING)	5 123 009	3 000 000	4 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
RURAL SANITATION BACKLOG	33 039 982	40 000 000	35 000 000	USDG	31,32,33,35,36,37,38,39,40,43,49,50	WHOLE OF METRO
DEVELOPMENT OF WATER STUDIES	1 800 000	5 000 000	5 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
BCMM FLEET MANAGEMENT SYSTEM - LEASE	4 000 000	3 000 000	6 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
<b>TOTAL OPERATING PROJECTS : INFRASTRUCTURE SERVICES</b>	<b>62 462 991</b>	<b>63 931 959</b>	<b>64 898 144</b>			
<b>DIRECTORATE OF SOLID WASTE &amp; ENVIRONMENTAL MANAGEMENT</b>						
OPERATIONS & MAINTENANCE OF WASTE CELLS	450 000	3 000 000	2 000 000	OWN FUNDS	11,12,14,17,20,21,22,23,25,30,42,48	WHOLE OF METRO
WASTE MINIMISATION, RECYCLING, AWARENESS, SEPARATION & WASTE PROGRAMMES	225 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
WASTE CO-OPERATIVES PROGRAMME	3 150 000	6 000 000	6 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
OPERATION AND MANAGEMENT OF ROUNDHILL LANDFILL SITE	900 000	1 500 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
ENVIRONMENTAL AND MONITORING OF ALL WASTE FACILITIES	360 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
MANAGEMENT AND OPERATIONS OF THE WEIGHBRIDGE SYSTEM FOR ALL WASTE FACILITIES	225 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
SOLID WASTE CO-OPERATIVES / COMMUNITY BASED COASTAL	360 000	0	0	OWN FUNDS	ALL WARDS	WHOLE OF METRO
IMPLEMENT SEPARATION OF WASTE AT SOURCE PROGRAMME	450 000	2 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
IMPLEMENTATION OF A 2 SHIFT SYSTEM FOR REFUSE REMOVAL AND STREET SWEEPING (SUPERVISORS, DRIVERS & GENERAL WORKERS)	900 000	2 000 000	1 500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
CONDUCT BATHING WATER QUALITY SAMPLING AND TESTING PROGRAMME	360 000	1 500 000	1 500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
IMPLEMENT RECYCLING PROJECTS INCLUDING THE ESTABLISHMENT OF BUY-BACK CENTRES, DROP OFF POINTS, TRANSFER STATIONS AND FORMALISATION OF WASTE PICKERS	675 000	2 000 000	1 500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO



**2025/2026 PROPOSED FINAL MTREF BUDGET**

**OPERATING PROJECTS BUDGET- PER PROGRAMME/PROJECT**

ACCOUNT DESCRIPTION	2025/2026 PROPOSED OPEX BUDGET	2026/2027 PROPOSED OPEX BUDGET	2027/2028 PROPOSED OPEX BUDGET	PROGRAM FUND	WARD NO.	REGION
<b><u>DIRECTORATE OF SOLID WASTE &amp; ENVIRONMENTAL MANAGEMENT</u></b>						
REVIEW EXISTING CLIMATE CHANGE STRATEGY	450 000	1 500 000	1 500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
REVIEW COASTAL MANAGEMENT PLAN	225 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
IMPLEMENT ESTUARY MANAGEMENT PLANS	270 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
CO-ORDINATE ECO SYSTEM BASED PROGRAMME (WETLANDS RESTORATION & STREAM/RIVER MANAGEMENT PROGRAMME)	450 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
REVIEW THE EXISTING INTEGRATED ENVIRONMENTAL MANAGEMENT PLAN (IEMP)	225 000	500 000	500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
DEVELOPMENT OF A SAND DUNE AND BEACH MANAGEMENT PLAN	225 000	600 000	600 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
ENVIRONMENTAL MANAGEMENT PROGRAMME	450 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
IMPLEMENT COASTAL PROTECTION AND WASTE MANAGEMENT PROJECTS	225 000	500 000	500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
LICENCING AND MONITORING OF EXISTING AND NEW BOAT LAUNCH SITES	450 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
CLEARING OF INVASIVE PLANTS	450 000	500 000	500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
ENVIRONMENTAL IMPACT ASSESSMENT STUDIES	360 000	500 000	500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
REVIEW OF AIR QUALITY MANAGEMENT PLAN	450 000	500 000	500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
DEVELOPMENT OF AIR QUALITY BY-LAWS	0	500 000	500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
DEVELOP AND REVIEW ENVIRONMENTAL BYLAWS	67 500	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
VECTOR AND WEED CONTROL EQUIPMENT AND CHEMICALS	315 000	700 000	700 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
HEALTH AND HYGIENE EDUCATION AND AWARENESS	225 000	500 000	500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
EXPANDED PUBLIC WORKS PROGRAMME	1 125 000	4 000 000	4 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
REVIEW OF MUNICIPAL HEALTH SERVICE PLAN	315 000	700 000	700 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
PRESIDENTIAL CLEANING AND GREENING PROJECT (COUNTERFUNDING PE	20 508 587	21 000 000	22 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
CALL TO ACTION	10 300 000	8 324 948	9 590 680	NDPG	ALL WARDS	WHOLE OF METRO
INTERGRATED WASTE MANAGEMENT, GREENING & BEAUTIFICATION PROGRAMME	12 200 000	9 860 617	11 359 835	NDPG	ALL WARDS	WHOLE OF METRO
COAST PROGRAMME	700 000	700 000	700 000	OWN FUNDS	28,29,18,46,31,32	COASTAL REGION
<b>TOTAL OPERATING PROJECTS : DIRECTORATE OF SOLID WASTE &amp; ENVIRONMENTAL MANAGEMENT</b>	<b>58 041 087</b>	<b>77 885 565</b>	<b>78 150 515</b>			
<b><u>DIRECTORATE OF SPORT, RECREATION &amp; COMMUNITY DEVELOPMENT</u></b>						
CITY BEUTIFICATION AND LANDSCAPPING	1 800 000	5 000 000	3 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
FEASIBILITY STUDIES FOR DIRECTORATE	1 350 000	3 000 000	1 500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
COMMEMORATION OF NATIONAL DAYS	360 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
GEOGRAPHICAL NAME CHANGE PROGRAM	180 000	500 000	500 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
EXHUMATION,REPATRIACHION AND REBURIAL	360 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	WHOLE OF METRO
<b>TOTAL OPERATING PROJECTS : SPORT , RECREATION &amp; COMMUNITY DEVELOPMENT</b>	<b>4 050 000</b>	<b>10 500 000</b>	<b>7 000 000</b>			
<b>TOTAL OPERATING PROJECTS</b>	<b>561 281 998</b>	<b>530 749 757</b>	<b>564 383 219</b>			

# SECTION G: BCMM OPERATIONAL PLAN

## 1. **BUFFALO CITY METRO: POLITICAL STRUCTURE**

The Section 12 Notice published by the Member of the Executive Council for Local Government & Traditional Affairs determined that BCMM, in terms of Section 9(d) of the MSA (1998), would adopt an Executive Mayoral System combined with a Ward Participatory System.

BCMM has 100 Councillors: 50 elected under the system of proportional representation and 50 representing wards. A total of 51 Councillors is required to constitute a quorum for meetings. The first Council Meeting elected the Executive Mayor, Deputy Mayor, Council Speaker, and Chief Whip. The Executive Mayor leads a nine-member Mayoral Committee.

BCMM has a well-defined political and administrative governance system supported by the implementation of King III on Corporate Governance principles. The Metro's governance structure comprises two distinct functions: the Legislative function and the Executive function. These are supported by an administration that focuses on governance and service delivery.

This governance structure deepens democracy, boosts citizen empowerment, and enhances stakeholder participation and involvement. It improves governance, socio-economic development, and service delivery, strengthens decision-making powers and accountability, and ensures expeditious and efficient decision-making.

### 1.1 **Ward Committees**

Local Government elections were held on 1 November 2021, establishing new ward boundaries and ushering in new Ward Councillors. Ward Committees are established in terms of Sections 72-78 of the Municipal Structures Act for the 50 wards.

Ward Committees are chaired by the Ward Councillors and consist of ten elected members. These committees are consultative community structures aimed at broadening participation in the democratic process of the Council. They assist the Ward Councillor in organising consultations, disseminating information, and encouraging participation from residents in the ward.

### 1.2 **Committees of Council**

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

This fosters active participation from communities in the development of their areas and ensures that the Municipality remains accountable to the public. Among other initiatives, the following outlines the efforts undertaken to express and demonstrate the Municipality's commitment to providing the community with information regarding issues of municipal governance, management, and development.

**Table 157: BCMM Council structure**

The BCMM Council meets monthly at the East London City Hall, in accordance with the approved Institutional Calendar, and also holds special meetings from time to time. The Council has a total of 100 seats, with 51 Councillors required to constitute a quorum for meetings. The Council is constituted as follows:

- i. The Executive Mayor, Councillor P. Faku
- ii. The Deputy Executive Mayor, Vacant
- iii. The Speaker, Councillor H. M. Maxegwana  
The Chief Whip of Council, Councillor N. Mhlola

- i. The Executive Mayor – Councillor P. Faku
- ii. Spatial Development Planning – Councillor Sangweni Matwele
- iii. Corporate Service – Councillor Kayise Tom
- iv. Human Settlements – Councillor Malibongwe Mfazwe
- v. Sport and Community Development – Councillor Graham Lottering
- vi. Infrastructure Services – Councillor Yomelela Tyali
- vii. Community Services – Councillor Clara Yekiso-Morolong
- viii. Health and Safety – Councillor Helen Neale-May
- ix. Economic Development and Agencies – Councillor Sixolisiwe Ntsasela

#### **PORTFOLIO COMMITTEES**

- i. Corporate Services Portfolio Committee
- ii. Economic Development & Agencies Portfolio Committee
- iii. Finance Portfolio Committee
- iv. Human Settlements Portfolio Committee
- v. Infrastructure Services Portfolio Committee
- vi. Public Safety and Emergency Services Portfolio Committee
- vii. Solid Waste and Environmental Management Portfolio Committee
- viii. Spatial Planning and Development Portfolio Committee
- ix. Sports, Recreation and Community Development Portfolio Committee
- x. Strategic Development Portfolio Committee

#### **OTHER COUNCIL COMMITTEES**

- i. Ethics Committee
- ii. Petitions Committee
- iii. Rules Committee
- iv. Social Facilitation Committee
- v. Women's Caucus Committee
- vi. Municipal Public Accounts Committee (MPAC)
- vii. Multi-Party Committee
- viii. Audit Committee
- ix. Risk Management Committee

The City has several oversight committees in place, which are responsible for ensuring good governance.

The Audit Committee consists of external members who are skilled experts from various fields, including accounting, law, information technology, and performance management. This committee is tasked with providing independent insight into the governance, operations, financial management, risk management, and internal control environment of the City.

The Risk Management Committee is responsible for ensuring that the City has developed an enterprise-wide risk management strategy and policy, along with a fraud-prevention strategy and plan. It also monitors the implementation of these strategies.

The alignment of the political and administrative structure is as follows:

## **2. BUFFALO CITY METRO: ADMINISTRATIVE STRUCTURE**

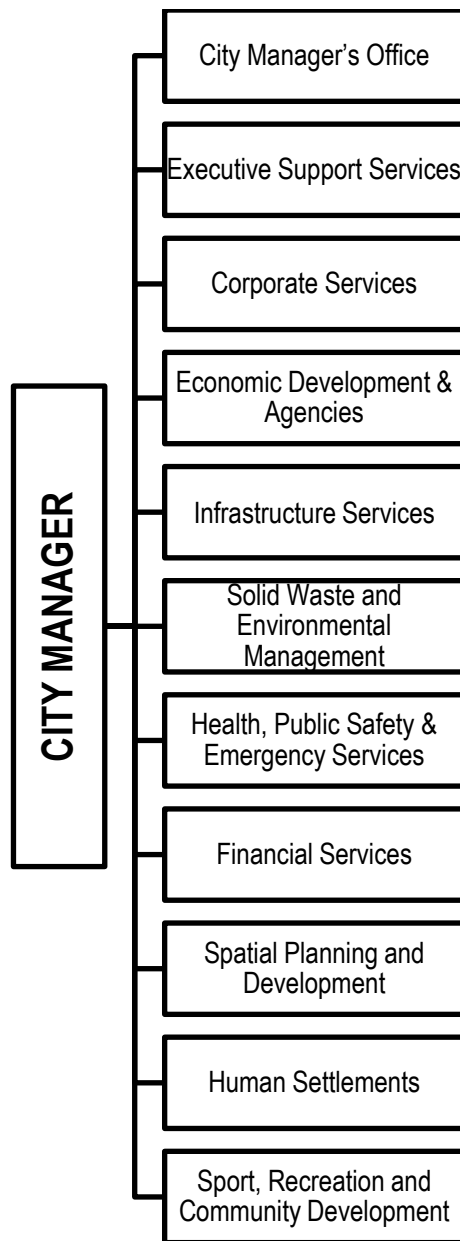
### **2.1 The Macro-Structure of Buffalo City Metropolitan Municipality**

The BCMM implements its IDP with the approved metro administrative structure, headed by the City Manager.

Top Management of the Municipality consists of the City Manager and 11 HoDs, who are stationed at the Trust Centre Building, located at the corner of North and Oxford Streets in the East London CBD. The City Manager is the Administrative Head and Accounting Officer of the Municipality, reporting directly to the Executive Mayor. The role of the City Manager is defined in legislation, including the Municipal Structures Act, No. 117 of 1998, MSA 32 of 2000, and MFMA 56 of 2003.

Council has recently approved the disestablishment of the Directorate of Municipal Services and the consequent establishment of two new Directorates: Solid Waste & Environmental Management and Sport, Recreation & Community Development. The administrative structure comprises the following Directorates:

- City Manager's Office – (Filled);
- Directorate: Executive Support Services – (Filled);
- Directorate: Corporate Services – (Filled);
- Directorate: Economic Development and Agencies – (Filled);
- Directorate: Infrastructure Services – (Vacant);
- Directorate: Solid Waste and Environmental Management – (Filled);
- Directorate: Sport, Recreation and Community Development – (Filled);
- Directorate: Health, Public Safety and Emergency Services – (Filled);
- Directorate: Finance – (Filled);
- Directorate: Spatial Planning and Development – (Vacant); and
- Directorate: Human Settlements – (Filled).



**Figure 124: BCMM Administrative Structure**

Following the strategic engagements at the Mayoral Lekgotla and the Council Lekgotla held in 2017, along with the Diagnostic Assessment conducted by the GTAC, the City Manager has appointed a Project Team to lead the Institutional Review of BCMM's functions and align the organisational structure accordingly. This initiative supports BCMM in institutionalising and implementing its 2030 MGDS. The strategy outlines the City's economic growth and development path up to 2030, with the vision of becoming "a well-governed, green, connected, innovative and productive city".

## **2.2 Occupational Health and Safety**

BCMM has an OHS Policy that mandates the Municipality to provide and maintain facilities that protect employees from injury and health risks associated with the use or operation of those facilities. The City Council provides oversight to ensure full compliance with the policy, all relevant statutory health and safety requirements, and the maintenance of good relationships with health and safety service providers.

The policy's objectives must be accepted by every Municipal employee, regardless of their capacity or function. Managers and Supervisors, due to their proximity to their subordinates, play a key role in ensuring compliance with the Health and Safety Programme. A Safety Committee is in place, along with Safety Representatives, and they meet once a month to discuss safety issues within the departments of BCMM. Workplace safety inspections are conducted periodically. The institution also offers employee wellness programmes, psychosocial counselling services, healthy living lifestyle campaigns, and sports wellness programmes.

## **2.3 Strategies/Plans Developed in line with Relevant Legislation**

Departmental strategies have been developed with clear time frames that align with planning within the institution. Included in these strategies is the Annual Events Calendar, which addresses specific details pertaining to the IDP process plan, such as the scheduling of Council, Mayoral Committee, and Portfolio Committee meetings to avoid event clashes.

## **2.4 Scarce Skills**

There are no critical or scarce skills reported from the recruitment process. Current scarce skills allowances are paid based on those identified previously and on periodic reviews.

## **2.5 Vacancy Rate**

**Table 158: Staff Vacancy Rate per directorate, April 2024**

Directorate	Staff Complement	Vacant Posts	Vacancy Rate
EXECUTIVE SUPPORT SERVICES	149	55	37%
CITY MANAGER	80	22	28%
CORPORATE SERVICES	193	25	13%
SPATIAL AND DEVELOPMENT PLANNING	158	37	23%
ECONOMIC DEVELOPMENT AND AGENCIES	76	7	9%
CHIEF FINANCIAL OFFICER	619	81	13%
PUBLIC SAFETY & EMERGENCY SERVICES	831	96	12%
HUMAN SETTLEMENTS	64	5	8%
INFRASTRUCTURE SERVICES	1 150	208	18%
SOLID WASTE & ENVIRONMENTAL MANAGEMENT	1 025	193	19%
SPORTS, RECREATION & COMMUNITY DEVELOPMENT	791	144	18%

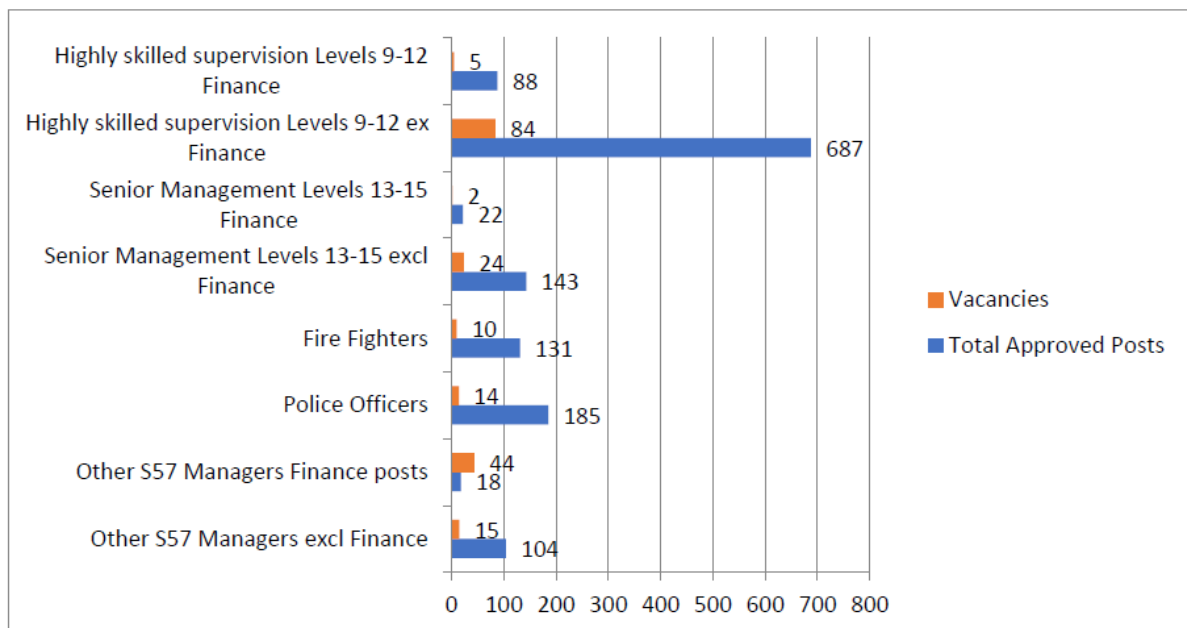
**Table 159: Staff Vacancy Rate per designation, BCMM 2022/23 Annual Report**

Designation	*Total Posts	Approved	*Vacancies (Total time that vacancies exist using fulltime equivalents)	*Vacancies (as a portion of total posts in each category)
	No.		No.	%
Municipal Manager	1		0	100%
CFO	1		0	0%
S57 - HODs	9		1	11,11%
Other Senior Managers (excl. Finance Posts T16 & above)	104		15	14,42%
Other Senior Managers (Finance posts T16 & above)	18		4	22,22%
Police Officers		185	14	7,57%
Firefighters		131	10	7,63%
Senior management: Levels 13-15 (excluding Finance Posts) ex 3005-3071		143	24	16,78%



Designation	*Total Posts Approved	*Vacancies (Total time that vacancies exist using fulltime equivalents)	*Vacancies (as a portion of total posts in each category)
	No.	No.	%
Senior management: Levels 13-15 (Finance posts)	22	2	9,09%
Highly skilled supervision: Levels 9-12 (excluding Finance posts)	687	84	12,23%
Highly skilled supervision: Levels 9-12 (Finance posts)	88	5	5,68%
<b>Total</b>	<b>1 389</b>	<b>160</b>	<b>11,51%</b>

The table above presents a more detailed breakdown of the number of filled posts and vacancies across various skill levels.



**Figure 125: Vacancies, BCMM 2022/23 Annual Report**

**Table 160: Turnover Rate, BCMM 2022/2023 Annual Report**

Details	Staff establishment as at the end of Financial Year	Terminations during the Financial Year	Turn-over Rate*
2020/21	5 552	276	5%
2021/22	5 404	275	5%
2022/23	5 252	243	5%

**Comment on Vacancies and Turnover:**

BCMM has an approved staff complement of 5 252, with 614 of these positions currently vacant and funded. We are actively advertising these vacancies.

In the fiscal year ending June 2023, a total of 127 posts were filled. Additionally, there were 243 terminations, broken down as follows:

- Contract Expiry – 1
- Deceased – 41
- Dismissals – 15
- Medical Boarding – 9
- Resignations – 52
- Retirements – 125
- Appointments – 127

**2.5 Staff Complement per Directorate****2.6 Staff Complement per Directorate**

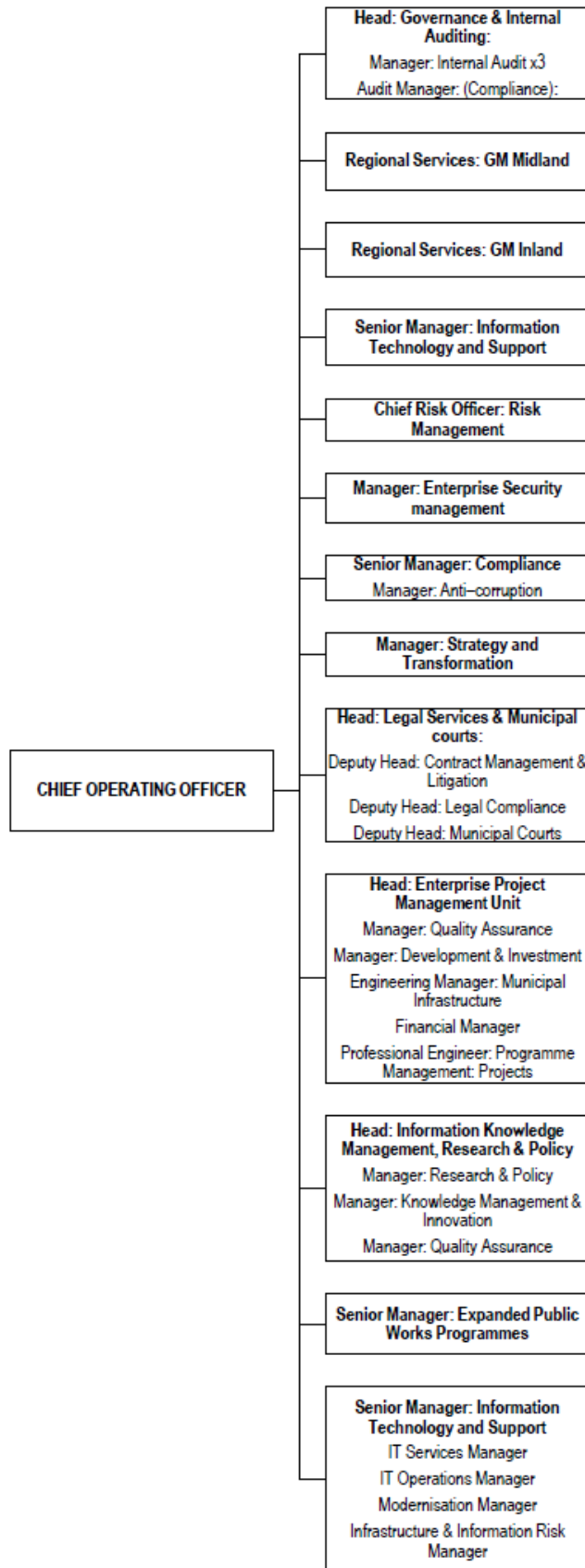
The overall BCMM staff complement per directorate, including vacant funded positions, is presented below.

### 2.6.1 City Manager's Office

This office consists of the following departments/divisions, all of which reside under the Office of the City Manager:

- Governance and Internal Auditing
- Chief Operating Office
- Risk Management
- Information, Technology & Support
- Legal Services and Municipal Court
- Enterprise Project Management Unit
- Enterprise Security Management
- Regional Services
- Compliance
- Strategy & Transformation
- Information, Knowledge Management, Research and Policy
- Expanded Public Works Programme.

The figure below details the organogram of the Office of the City Manager up to Management level.



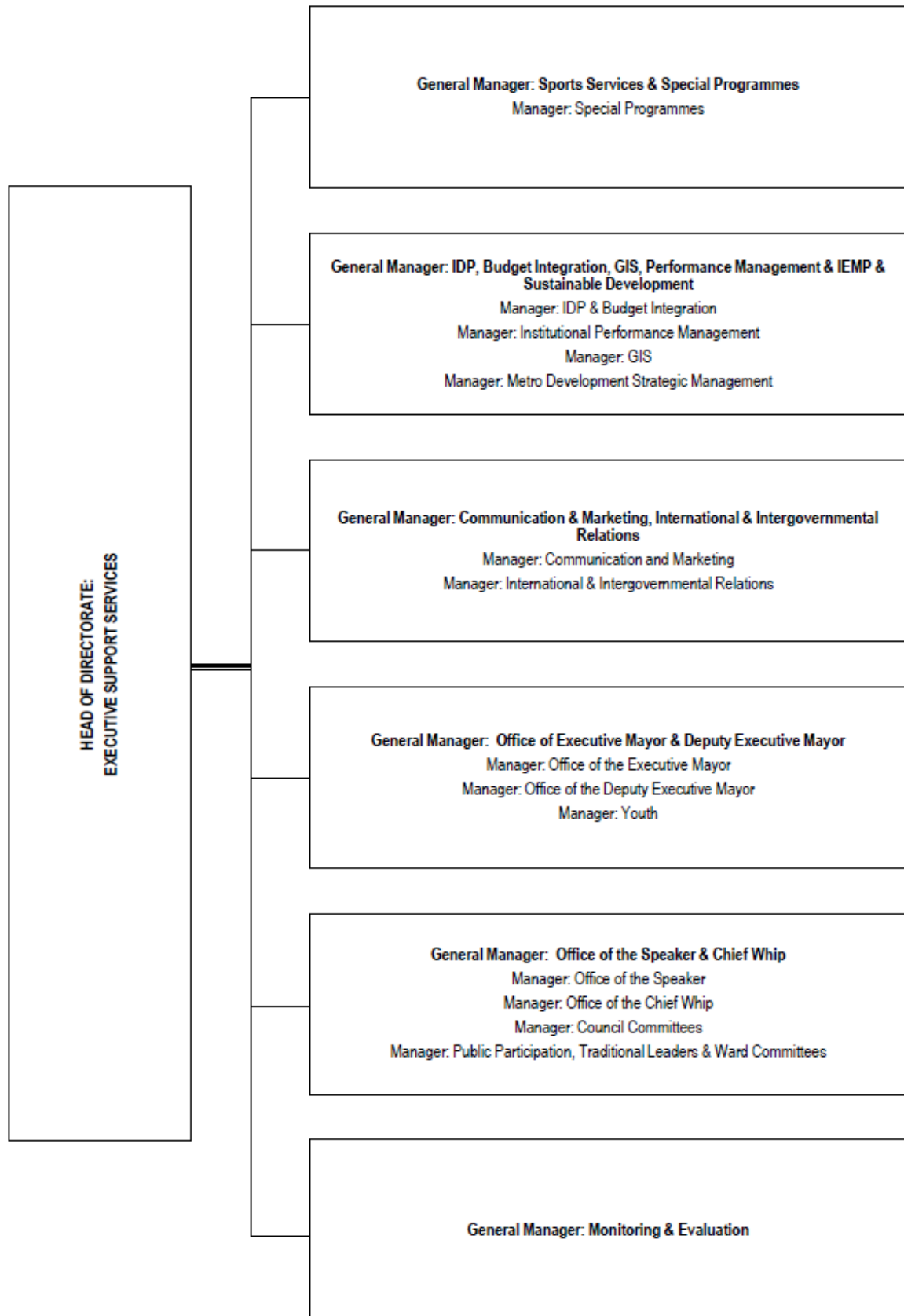
**Figure 126: Organogram - City Manager's Office**

## 2.2 Directorate: Executive Support Services

The Directorate of Executive Support Services consists of the following departments, namely:

- Special Programmes;
- IDP, BI, GIS, Performance Management, and IEMP & Sustainable Development;
- Communication & Marketing, International and Intergovernmental Relations;
- Political Office Administration: Office of Executive Mayor & Deputy Executive Mayor;
- Political Office Administration: Office of Speaker & Chief Whip; and
- Monitoring and Evaluation.

The figure below details the organogram of the Directorate of Executive Support Services up to Management level.



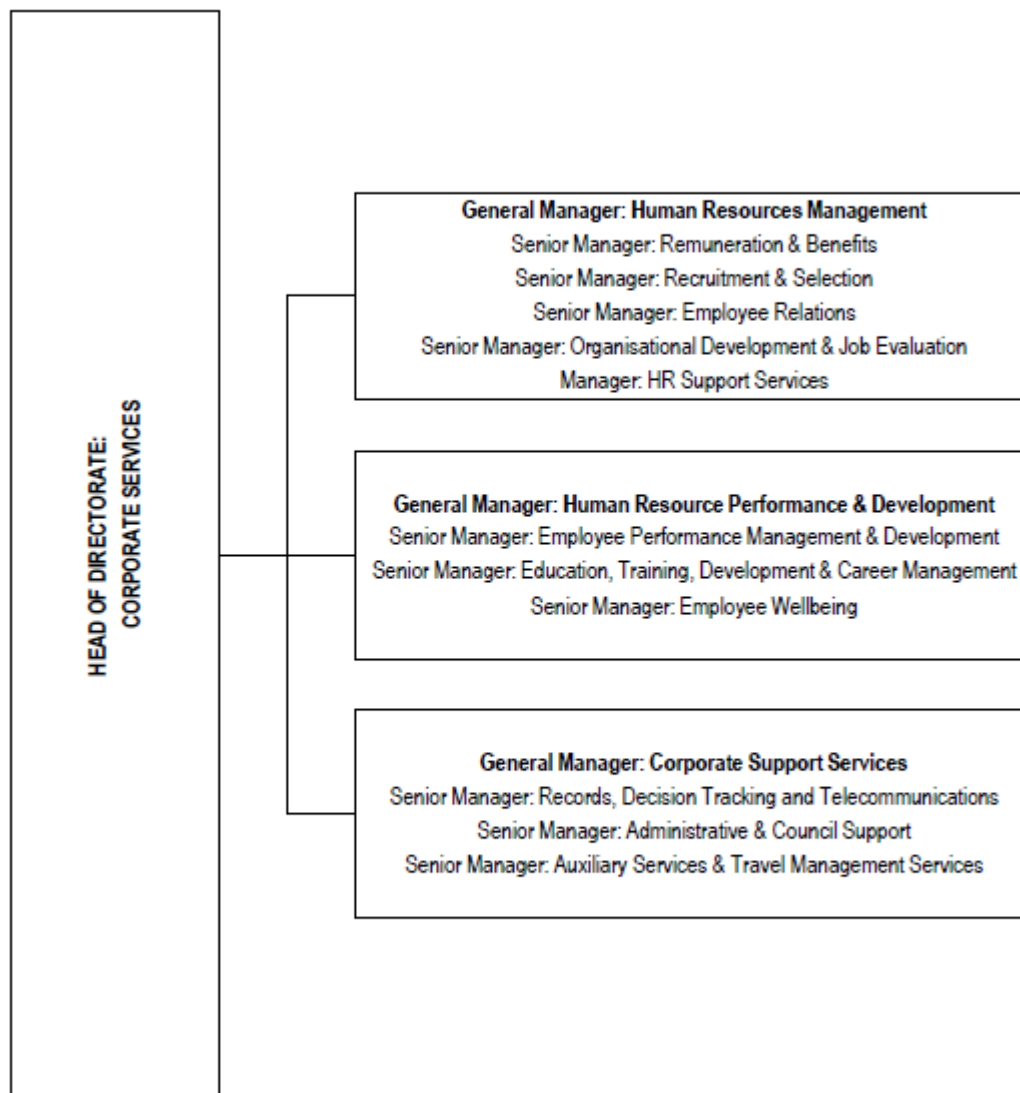
**Figure 127: Organogram – Executive Support Services**

## 2.3 Directorate: Corporate Services

The Directorate of Corporate Services consists of the following departments, namely:

- Human Resources Management;
- Human Resource Performance and Development; and
- Corporate Support Services.

The figure below details the organogram of the Directorate of Corporate Services up to Management level.



**Figure 128: Organogram – Corporate Services**

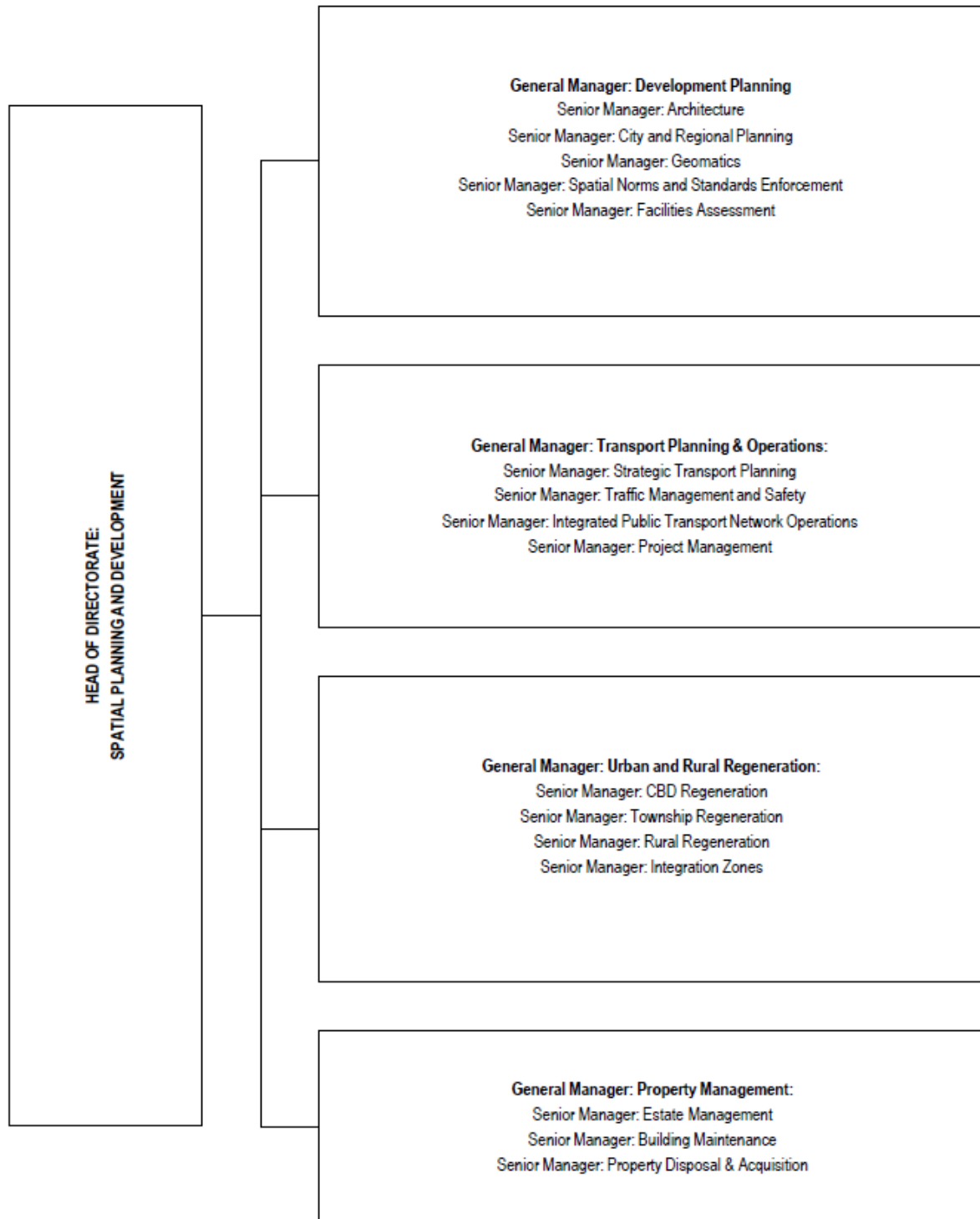


## **2.4 Directorate: Spatial Planning and Development**

The Directorate of Spatial Planning and Development consists of the following departments, namely:

- Development Planning;
- Property Management;
- Urban and Rural Regeneration; and
- Transport Planning & Operations.

The figure below details the organogram of the Directorate of Spatial Planning and Development up to Management level.



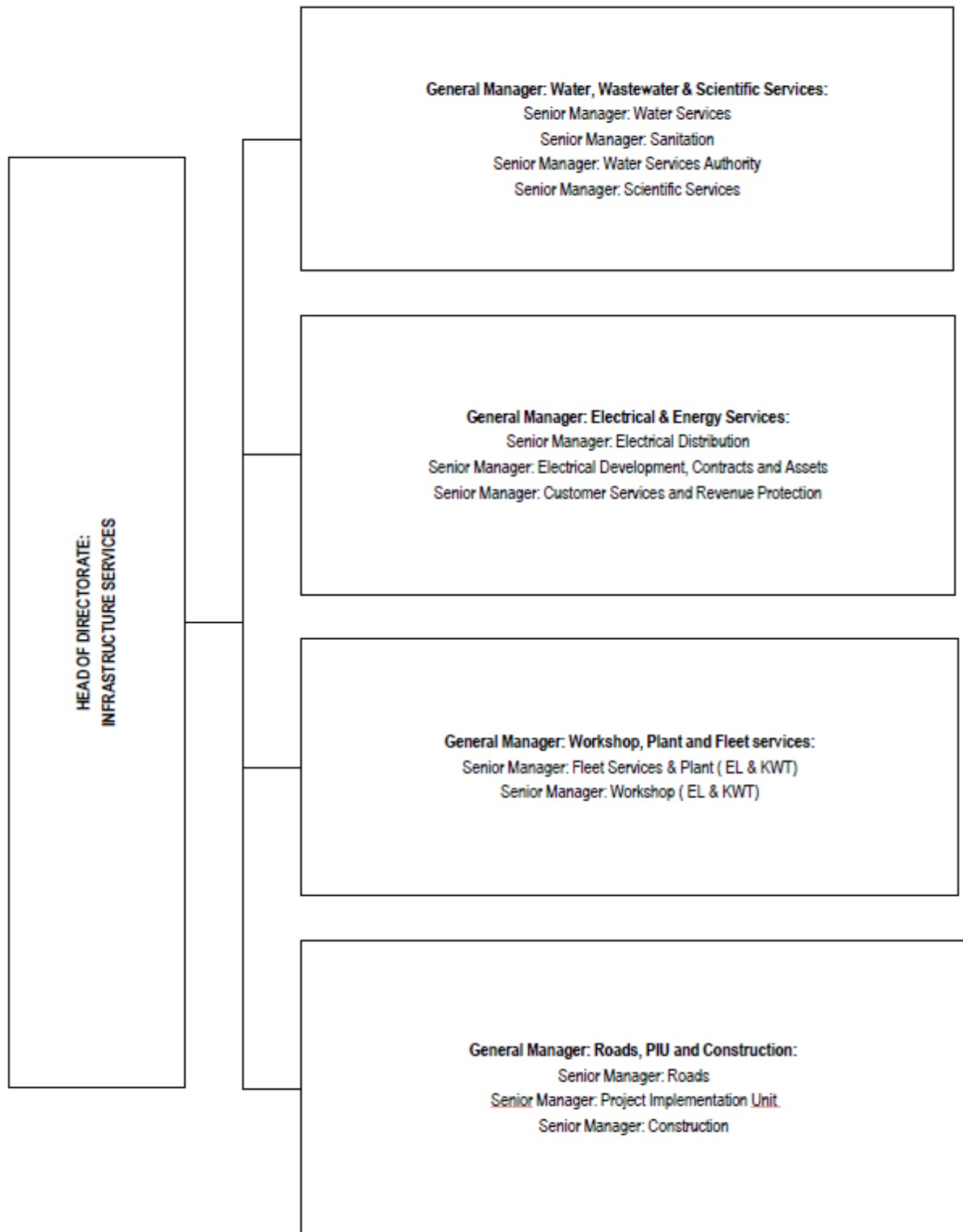
**Figure 129: Organogram – Spatial Planning & Development**

## **2.5 Directorate: Infrastructure Services**

The Directorate of Infrastructure Services consists of the following departments, namely:

- Water, Wastewater & Scientific Services;
- Electrical & Energy Services;
- Workshop, Plant and Fleet Services; and
- Roads, Project Implementation Unit (PIU), and Construction.

The figure below details the organogram of the Directorate of Infrastructure Services up to Management level.



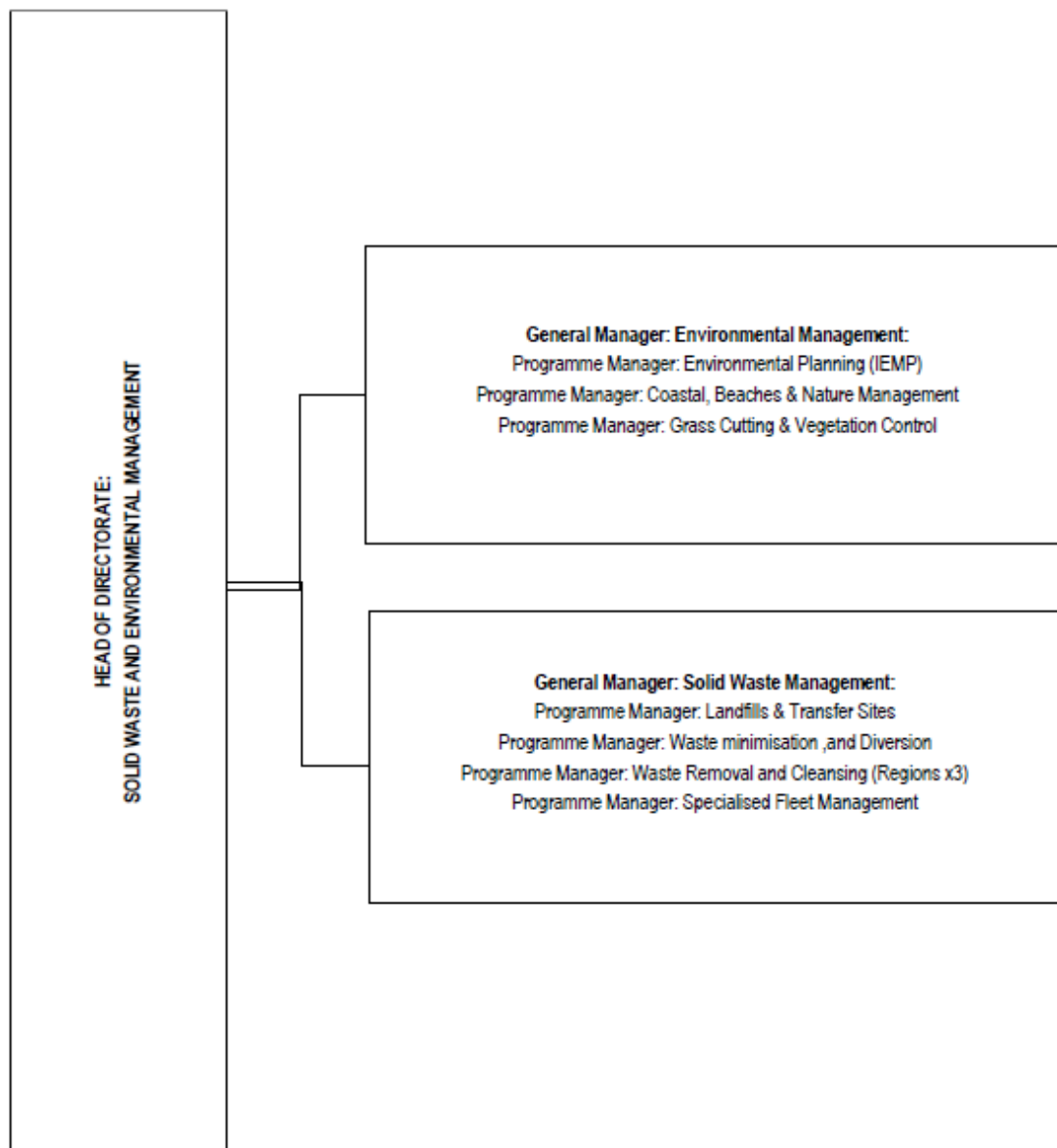
**Figure 130: Organogram – Infrastructure Services**

## 2.6 Directorate: Solid Waste and Environmental Management

The Directorate of Solid Waste and Environmental Management comprises the following departments:

- Solid Waste Management; and
- Environmental Management.

The figure below illustrates the organogram of the Directorate of Solid Waste and Environmental Management up to management level.



**Figure 131: Organogram – Solid Waste & Environmental Management**

## 2.7 Directorate: Sport, Recreation and Community Development

The Directorate of Sport, Recreation and Community Development comprises the following departments:

- Sports Development, Facilities and Recreation;
- Community Development (Halls, Libraries, Zoo, and Aquarium); and
- Parks and Cemeteries.

The figure below illustrates the organogram of the Directorate of Sport, Recreation and Community Development up to management level.

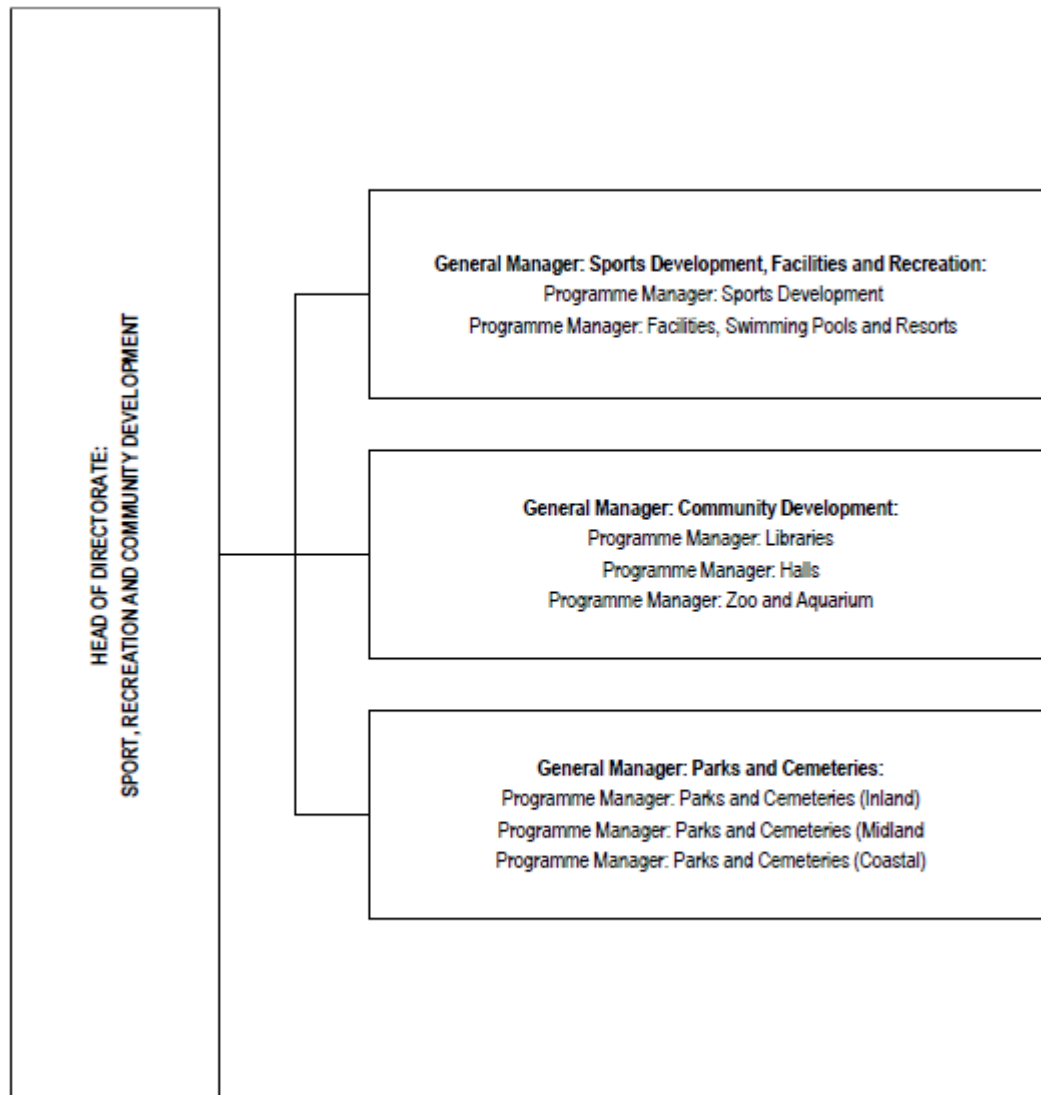


Figure 132: Organogram – Sport, Recreation & Community Development

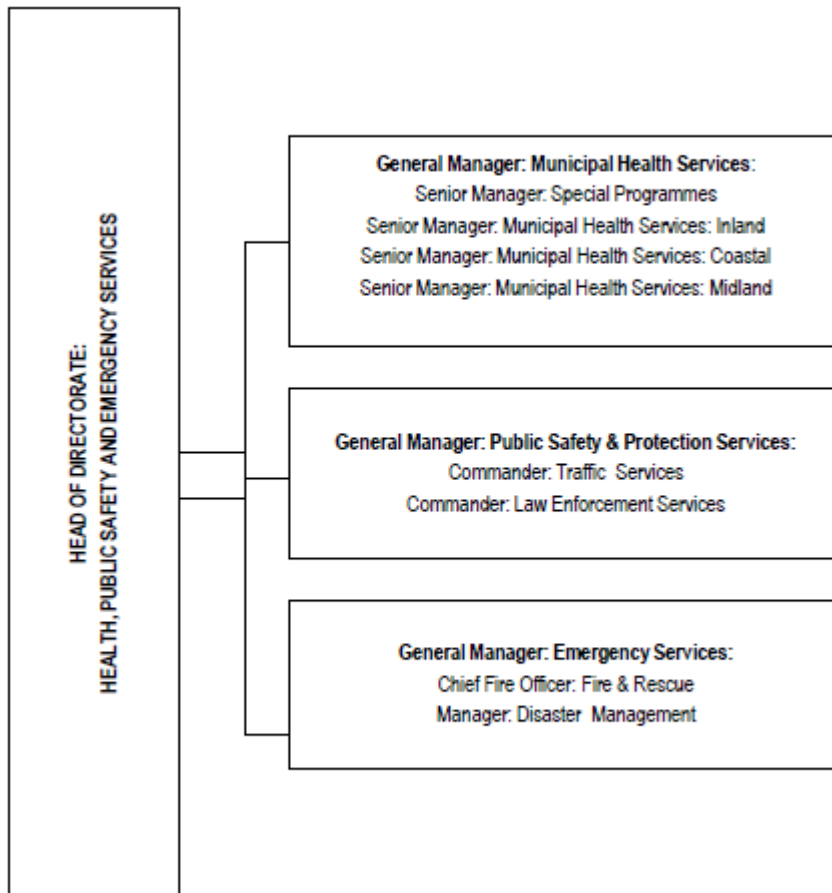
## 2.8 Directorate: Health, Public Safety and Emergency Services

The Directorate of Health, Public Safety and Emergency Services comprises the following departments:

- Municipal Health Services;

- Public Safety and Protection Services; and
- Emergency Services.

The figure below illustrates the organogram of the Directorate of Health, Public Safety and Emergency Services up to management level.



**Figure 133: Organogram – Health, Public Safety and Emergency Services**

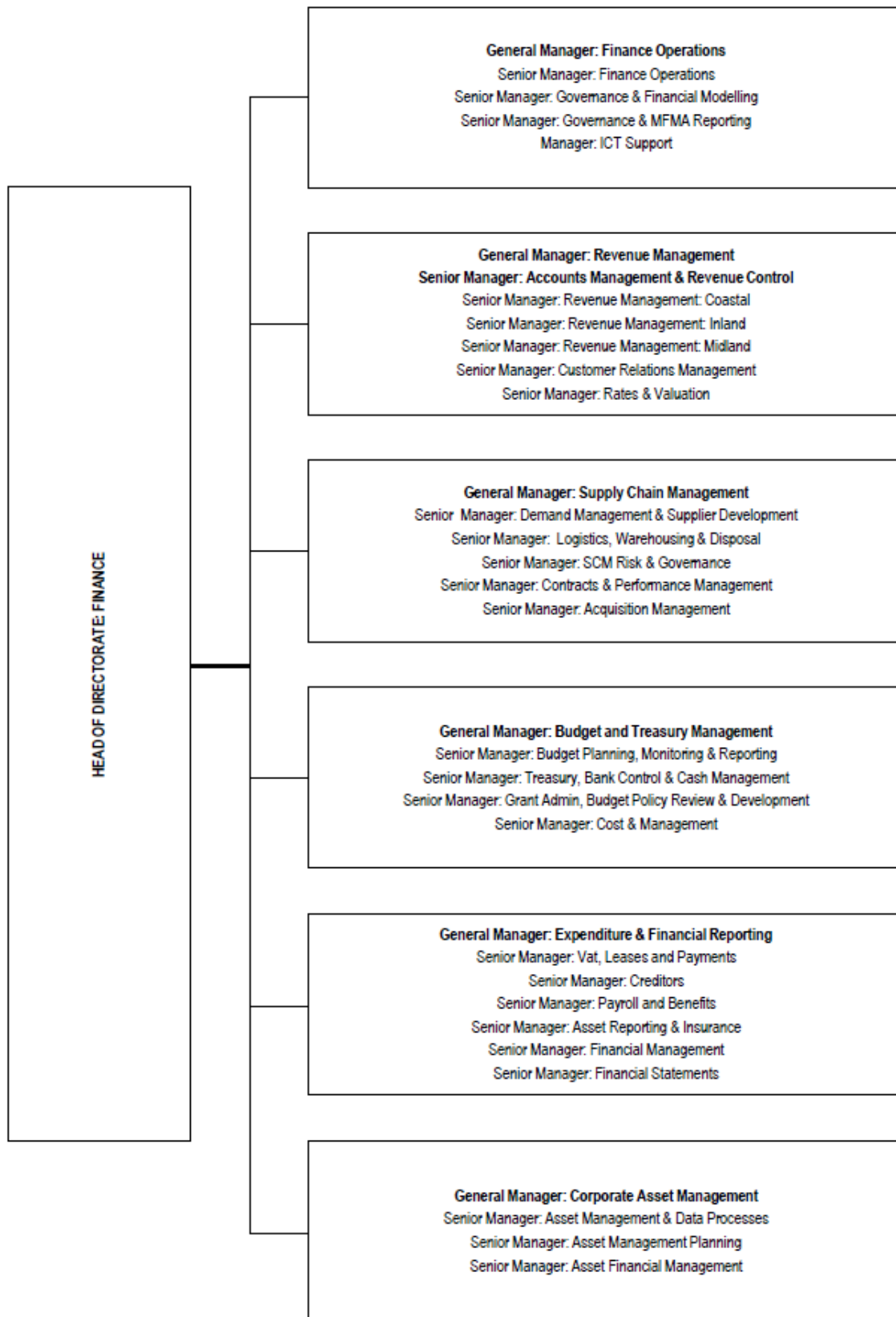
## 2.9 Directorate: Finance

The Directorate of Finance comprises the following departments:

- Corporate Asset Management;
- Revenue Management;
- Budget & Treasury Management;
- Expenditure and Financial Reporting;
- Supply Chain Management; and
- Finance Operations.

The figure below illustrates the organogram of the Directorate of Finance up to management level.





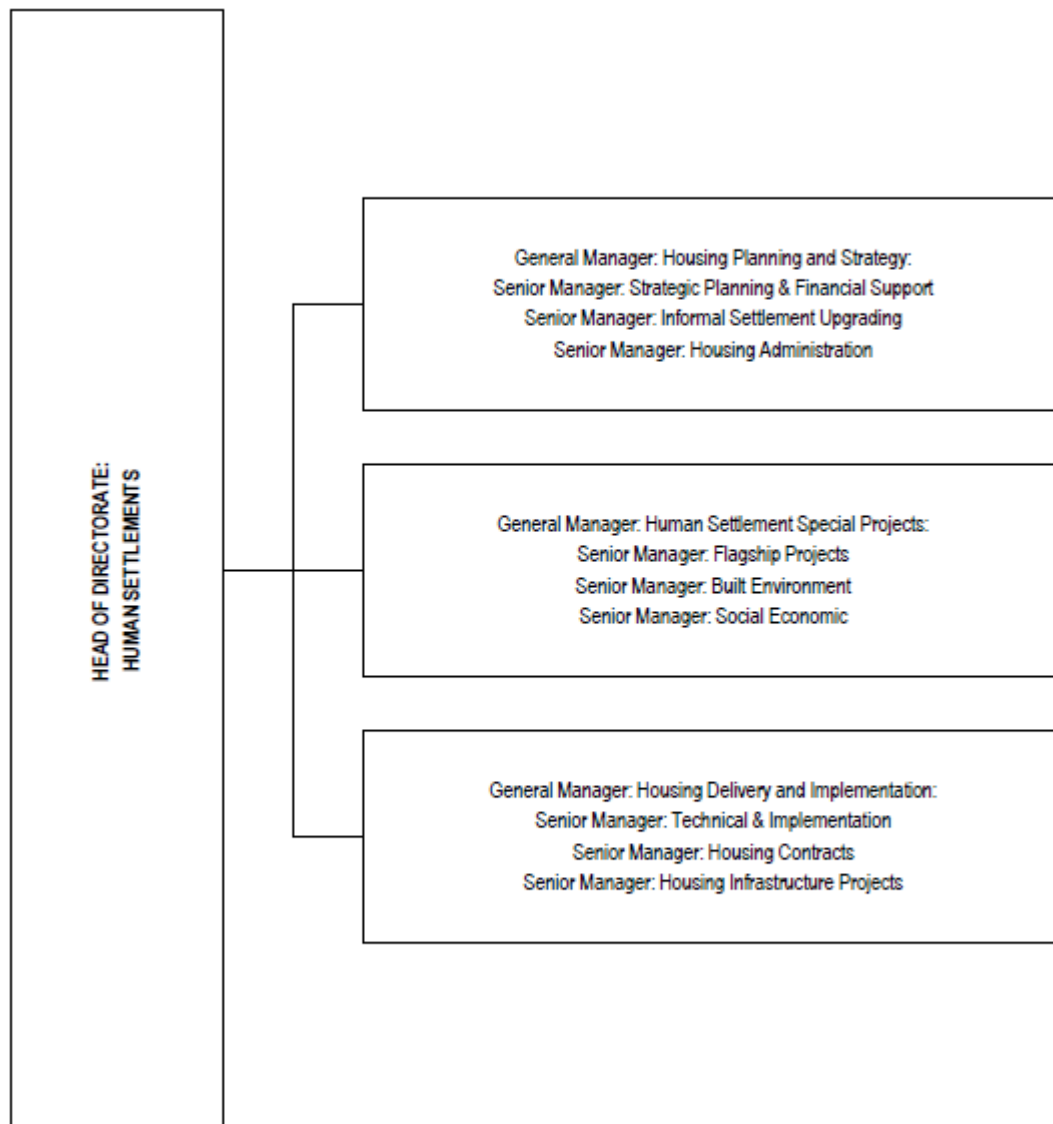
**Figure 134: Organogram – Finance**

## 2.10 Directorate: Human Settlements

The Directorate of Human Settlements comprises the following departments:

- Housing Planning & Strategy;
- Housing delivery & Implementation; and
- Human Settlement Special Projects.

The figure below illustrates the organogram of the Directorate of Human Settlements up to management level.



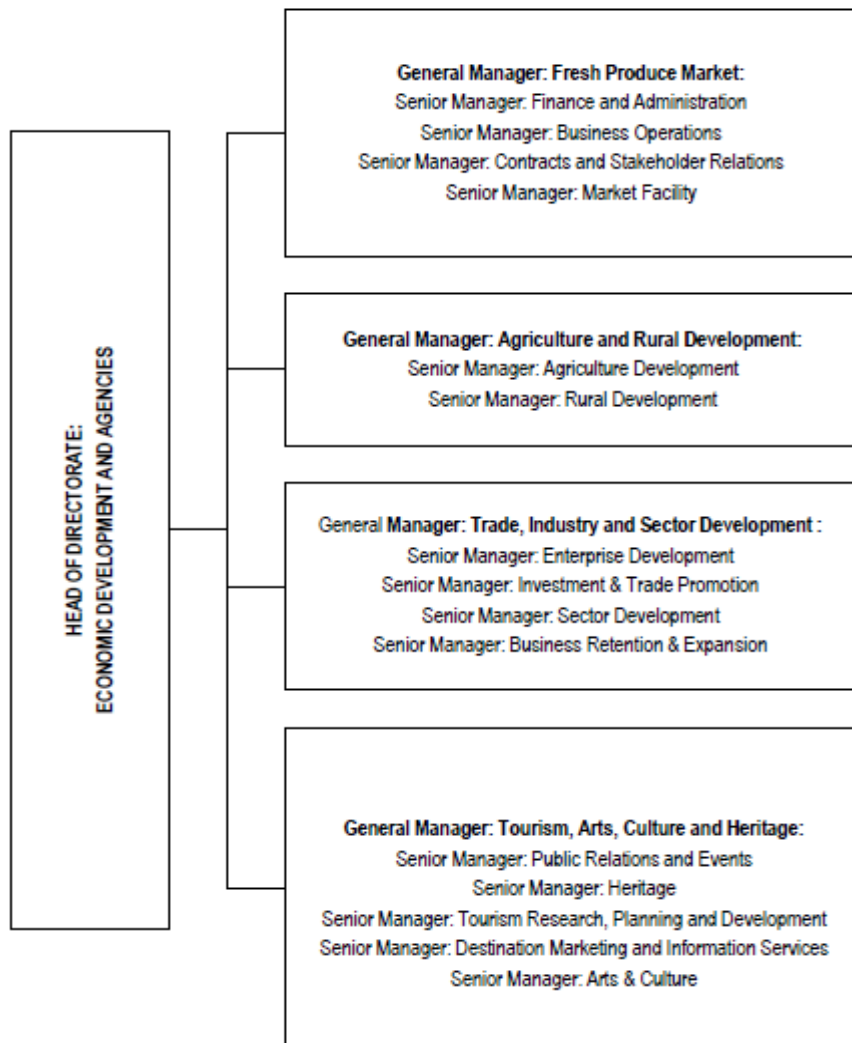
**Figure 135: Organogram – Human Settlements**

## 2.12 Directorate: Economic Development and Agencies

The Directorate of Economic Development and Agencies comprises the following departments:

- Fresh Produce Market;
- Trade, Industry and Sector Development;
- Tourism, Arts, Culture and Heritage; and
- Agriculture and Rural Development

The figure below illustrates the organogram of the Directorate of Economic Development and Agencies up to management level.



**Figure 136: Organogram – Economic Development & Agencies**

## 2.13 Satellite Offices of the Metro

There are Satellite Offices in all three Regions of the metro.

In the Inland Region satellite offices are located in the following areas;

- Bhisho Office
- Ilitha Office
- Phakamisa Office
- Zwelitsha Office \*(Acting)
- Dimbaza Office

There are Supervisors appointed in each satellite office to manage the operations, except for the Zwelitsha Office. These Supervisors report to the Satellite and Service Centre Manager, who reports to the Senior Manager. The following services are offered in all Satellite Offices: Payments of Municipal Bills, Enquiries, Indigent applications, Rebate applications, and Credit Control (only arrangements).

The staff complement in each Satellite Office is between 3 and 4, making a total of 15, while the number of posts per organogram is 26.

## 2.13 Review of the Macro and Micro-Structure

### 2.13.1. Legislative, developmental and political mandate for review of the Macro-Structure

The Municipal Systems Act specifies in Section 66 that:

"A municipal manager, within a policy framework determined by the municipal council and subject to any applicable legislation, must

- (a) Develop a staff establishment for the municipality and submit the staff establishment to the Municipal Council for approval;
- (b) Provide a job description for each post on the staff establishment, etc.
- (d) Establish a process or mechanism to regularly evaluate the staff establishment."

The change in the official status of the Municipality Buffalo City has transitioned from a local municipality to a metropolitan municipality. This change requires the strengthening of its institutional arrangements to enhance its capacity to deliver services at a metropolitan scale.

- The spatial coverage of the Municipality has expanded due to recent boundary demarcations.
- As a result, the inclusion of additional wards has led to increased service delivery demands.

The various structures of the Municipality directed as follows:

- During the 2017 Mayoral Lekgotla and Council Lekgotla, it was decided that management must undertake a review of the macro-structure.
- The decisions taken from such Lekgotla's were later adopted as official resolutions, which authorised the macro-structure review process.
- Subsequently, the City Manager established a Steering Committee to lead the review process.

## **2.13.2. Business Case for the Review of the Macro-Structure**

### Change in Buffalo City's Strategic Direction

- Buffalo City has adopted its Growth and Development Strategy, titled MGDS 2030, with the vision of becoming a well-governed, green, connected, innovative, and productive City.
- To effectively implement the programmes arising from MGDS 2030, the City must assess and strengthen its institutional capacity and readiness.
- This implementation requires organisational restructuring to attract and retain the necessary skills and competencies.
- In support of this process, Buffalo City requested assistance from the GTAC to institutionalise and operationalise the 2030 MGDS. The diagnostic assessment conducted by GTAC produced the following key findings:

### Some of the findings of the Diagnostic Assessment Report:

- The MGDS has not been sufficiently institutionalised and has not led to the identification and acquisition of new capabilities necessary to implement the strategy, nor has it clarified how such capabilities can be integrated into the Macro structure.
- The move to separate the executive and legislative functions of Council to strengthen political oversight of service delivery may have implications for the Macro structure.
- The Macro structure of BCMM lacks a clear Service Delivery Model (SDM) that prioritises the capabilities required for effective service delivery. This raises questions about whether functions and services are appropriately grouped to achieve efficient service delivery.
- Services are not appropriately grouped for effective and efficient service delivery, as evidenced by several examples cited in the report.
- The City has not adequately prepared for new devolved functions such as land-use planning, transport planning, and human settlement planning, and has not established the necessary capabilities to optimise the benefits of these devolved functions.
- The current Macro structure does not enable effective end-to-end accountability, with functions in the delivery chain of several service delivery areas dispersed across Departments.
- Alternative service delivery options such as Outsourcing and Co-sourcing, Commercialisation of services, and Service sharing/Collaboration were never explored.
- The 2016 organogram review process resulted in an approved organogram of almost 13 000 posts, while the City can afford less than 6 000 posts.
- BCMM has weak enterprise-wide project management, risk management, and customer relations.

## **1.13.3 Principles and Organisation Design Approach for the Review of the Macro-Structure**

- The reorganisation process must be guided by end-to-end accountability.
- The reorganised functions must achieve efficiencies in resource allocation.
- The execution of reorganised functions should foster a culture of performance.
- The reorganised functions must promote seamless integration in planning and implementation.

- The reorganised functions must strengthen existing value chains and create self-reinforcing communities.
- The implementation of the macro-structure should provide a framework for attracting professionals with relevant expertise and academic qualifications; thus, it must contribute to the development of related pockets of excellence.
- No employee will be made redundant, but job functions are likely to be reviewed and re-evaluated.
- The proposed restructuring must be undertaken in a manner that does not disrupt critical services currently being provided by the various Directorates.

#### Design approach for the Review of the Macro-Structure

- Basic analysis of the nature, location and behaviour of the current functional structure.
- The clustering of similar and/or related functions into communities of practice.
- The assessment and regrouping into possible departments and directorates.
- The Matrix method was applied to assess and evaluate the various clusters.

The Steering Committee established by the City Manager has analysed the existing BCMM functions and developed proposed clusters for each Directorate within the proposed MACRO structure. These proposals have been presented and discussed at meetings of Top Management and the Mayoral Lekgotla. It is envisaged that the review of the macro and micro-structure will be concluded by the end of June 2025.

### **3. BUFFALO CITY METRO POLICIES AND BY-LAWS**

In accordance with Section 11 of the MSA, a municipality exercises its legislative or executive authority by passing and implementing policies and by-laws.

The status of municipal policies and by-laws in the BCMM is outlined in this section.

**Table 161: Status of municipal policies and by-laws**

Directorate and Policy owner	Name of Dept	Policy name	Council Approval	Council Minute No	Responsible Person	Policy Progress Comments by 25 June 2023	Policy Progress Comments Quarter 3 of 2023/2024	Review Date and Status Quo
Office of the CITY MANAGER  Operations Manager: Mr. S. Nkonki	IKM, Research and Policy	Knowledge Management Policy	30 August 2013  Effective date 01 September 2013	BCMC234/13	Mr. Gcobani Msindwana	Policy to be presented at the next Top Management meeting before being taken to the Council.	Policy to be presented to Top Management for Management comments before being submitted to Council for approval.	The Policy will be tabled at the next Top Management meeting for comments in February 2024.
	EPWP	Expanded Public Works Programme Policy	30 April 2013	BCMC 166/13	Mr. Simphiwe Dunjana	The EPWP 2013 Policy is to be reviewed; the process entails setting up a multi-disciplinary and departmental Reference Group to work on the policy review.	A draft policy was distributed on 20 April 2021 to top management for comments before it is submitted to the next top management meeting in February 2024. No changes have been recorded so far.	No review date has been set, and we will consult the department in January 2024.
	Risk Management	Enterprise-wide Risk Management Framework	24 February 2021	VBCMC212/21	Ms. Siyasanga Xoki	Policy approved by Council on 24 February 2021.	Approved by Council in February 2021.	Approved in February 2021.
		Fraud mitigation Framework	24 February 2021	VBCMC212/21	Ms. Siyasanga Xoki	Policy is in the draft stage, awaiting the Councillors' workshop session in order to proceed to the Council for approval.	Approved by Council in February 2021	Approved in February 2021, Refresher Councillors was held on 23 November 2023.



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		Whistle Blowing Policy	February 2021	VBCMC 212/21	Ms. Siyasanga Xoki	Approved 24 February 2021	Approved by Council in February 2021	Approved in February 2021, the Refresher Councillors workshop was held on 23 November 2023.
		Compliance policy and Charter	N/A	N/A	Ms. Siyasanga Xoki	Distributed to top management	Distributed to top management for comments before it is tabled at the next top management meeting in May 2021.	Approved in May 2021 and uploaded to the Municipal Electronic Document Management System.
	ICT	ICT Disaster Recovery Plan Policy	25 November 2015 Effective date 2015/11/26.	BCMC 611/15	Mr. Lwazi Ndzena ICT Manager	Review progress in	Policy has been reviewed. It has been submitted to the speaker's office in order for it to be taken to the next councillors' workshop.	No review date has been set
		Information and Communication Technology Security Policy	25 November 2015 Effective date 26 November 2015	BCMC 611/15	Mr. Lwazi Ndzena ICT Manager	Review progress in	Policy has been reviewed. It has been submitted to the speaker's office in order for it to be taken to the next councillors' workshop.	No review date has been set

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		User Account Management Policy	25 November 2015 Effective date 26 November 2015	BCMC 611/15	Mr. Lwazi Ndzena ICT Manager	Review progress in	Policy has been reviewed. It has been submitted to the speaker's office in order for it to be taken to the next councillors' workshop.	No review date has been set.
		Backup and Restoration Policy	27 June 2018	BCMC 443/18	Mr. Lwazi Ndzena ICT Manager	Review progress in	Policy has been reviewed. It has been submitted to the Speaker's Office in order for it to be taken to the next councillors' workshop.	No review date has been set
		ICT Change Management Policy	27 June 2018	BCMC 443/18	Mr. Deon Martin Acting ICT Manager	Review progress in	Policy has been reviewed. It has been submitted to the Speaker's Office in order for it to be taken to the next councillors' workshop.	No review date has been set
		Application Acquisition and Development Policy	27 June 2018	BCMC 443/18	Mr. Lwazi Ndzena ICT Manager	Review progress in	Policy has been reviewed. It has been submitted to the Speaker's Office in order for it to be taken to the next councillors' workshop.	No review date has been set.
		Application Support Policy	27 June 2018	BCMC 443/18	Mr. Lwazi Ndzena	Review progress in	Policy has been reviewed. It has been submitted to the Speaker's	No review date has been set.

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					ICT Manager		Office in order for it to be taken to the next councillors' workshop.	
		Information Communication Technology Change Management Policy	27 June 2018	BCMC 443/18	Mr. Lwazi Ndzena ICT Manager	Review in progress	Policy has been reviewed. It has been submitted to the Speaker's Office in order for it to be taken to the next councillors' workshop.	No review date has been set.
<b>EXECUTIVE SUPPORT SERVICES</b>  HoD: Ms. N.Sidukwana	<b>Office of the Executive Mayor</b>	Petition Management Policy	03 May 2012  Effective date 01 June 2012	BCC 122/12	Mr. V. Zathu	The Petitions Management Policy had not yet been revised; however, progress had been made in terms of the revision of its Terms of Reference, already approved by Council. Councillors were taken on board through a workshop.  The second step is to revise the actual policy;	It was last reviewed on 26 October 2016. Therefore, it is due for reviewal.	No new date has been set for the review.

Directorate and Policy owner	Name of Dept	Policy name	Council Approval	Council Minute No	Responsible Person	Policy Progress Comments by 25 June 2023	Policy Progress Comments Quarter 3 of 2023/2024	Review Date and Status Quo
						plans to do so are in the pipeline.		
	<b>Office of the Speaker</b>	Declaration of financial/benefits of Councillors Policy	27 July 2009 Effective date 01 September 2009	BCC 29/09	Mr. V. Zathu	Needs to be reviewed.	Council has yet to adopt a policy with regard to the Declaration of Financial Benefits of Councillors.	No review date has been set
		Funeral Policy for Councillors Traditional leaders and Freeman Policy	25 May 2005	BCC 88/05	Mr. Voti Zathu	Reviewed policy adopted in May 2019.	The policy has yet to be reviewed since it was last reviewed in May 2019.	Last reviewed in May 2019.
	<b>IDP</b>	GIS Operational Policy	17 July 2013	BCMC 413/13	Mr. Dean Peters	The policy is being copied to the new template and will be presented at the next Top Management meeting when this has been completed.	The policy has been copied to the new template and still needs to be presented to Top Management.  No new information is available.	No review date has been set.
	<b>Office of the HoD</b>	Sponsorship Policy	29 May 2013 Effective date 13 May 2013	BCMC 63/03	Ms. Zanele Marala	The policy has been revised and tabled to Council on 11 December 2019; a workshop of all Councillors was	The Reviewed Sponsorship Policy was presented at the Councillors and Traditional Leaders Virtual Workshop scheduled on 13 April 2021. There were several inputs that necessitated consultation	To be tabled on the 28 July 2021

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						requested prior to the adoption of the revised policy.	with the Legal and Compliance teams. It is therefore requested that the report be tabled at the Council Meeting scheduled on 28 July 2021.	
<b>FINANCE DIRECTORATE</b>  CFO: Mr. N Sigcau	<b>Budget and Treasury</b>	Budget Management and Oversight Policy (Budget Policy)	30 June 2006  Effective date 01 July 2006	BCC 73/06	CFO: N. Sigcau / AGM: Y. Mfana	No amendments were made to the policy during policy review. Policy was tabled with the 2019/20 MTREF budget on 29 May 2019 (Council Minute: BCMC 256/19).	No amendments were made to the policy during policy review. Policy was tabled with the 2021/22 Draft MTREF budget on 31 March 2021.	Reviewed on the 31 March 2021
		Capital Infrastructure Investment Policy	29 May 2013  Effective date 01 July 2013	BCMC 222/13	CFO: N. Sigcau / AGM: Y. Mfana	No amendments were made to the policy during policy review. Policy was tabled with the 2019/20 MTREF budget on 29 May 2019 (Council Minute: BCMC 256/19).	No amendments were made to the policy during policy review. Policy was tabled with the 2021/22 Draft MTREF budget on 31 March 2021.	Reviewed on the 31 March 2021
		Funding and Reserves Policy	29 May 2013  Effective date 01 July 2013	BCMC 222/13	CFO: N. Sigcau / AGM: Y. Mfana	The only amendment is that the words "cash backed"	No amendments were made to the policy during policy review. Policy was tabled with the	Reviewed on the 31 March 2021

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						<p>have been replaced by the word “funded” in section 7.4.3 of the Budget Document.</p> <p>The amended policy was tabled with the 2019/20 MTREF budget on 29 May 2019 (Council Minute: BCMC 256/19).</p>	2021/22 Draft MTREF budget on 31 March 2021.	
		Long Term Financial Planning Policy	29 May 2013  Effective date 01 July 2013	BCMC 222/13	CFO: N. Sigcau / AGM: Y. Mfana	No amendments were made to the policy during policy review. Policy was tabled with the 2019/20 MTREF budget on 29 May 2019 (Council Minute: BCMC 256/19).	No amendments were made to the policy during policy review. Policy was tabled with the 2021/22 Draft MTREF budget on 31 March 2021.	Reviewed on the 31 March 2021
		Budget Virement Policy	29 May 2013  Effective date 01 July 2013	BCMC 222/13	CFO: N. Sigcau / AGM: Y.Mfana	The only amendment made is that under Operating Budget Virements,	No amendments were made to the policy during policy review. Policy was tabled with the 2021/22 Draft MTREF budget on 31 March 2021.	Reviewed on the 31 March 2021

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							<p>section 10.3.1.7 of the Budget document, the authority to approve virements between expenditure types is changed from administration to the Executive Mayor.</p> <p>The amended policy was tabled with the 2019/20 MTREF budget on 29 May 2019 (Council Minute: BCMC 256/19).</p>		
			Indigent Policy	28 May 2014	BCMC 147/14	S. Peter: General Manager: Revenue Management	The Policy is under review and will be finalised on Friday, 14 February 2020, and submitted to the relevant offices for consideration.	No amendments were made to the policy during policy reviewal. Policy was tabled with the 2021/22 Draft MTREF budget on 31 March 2021.	Reviewed on the 31 March 2021



Directorate and Policy owner	Name of Dept	Policy name	Council Approval	Council Minute No	Responsible Person	Policy Progress Comments by 25 June 2023	Policy Progress Comments Quarter 3 of 2023/2024	Review Date and Status Quo
		Long Term Borrowing Policy	29 May 2013 Effective date 01 July 2013	BCMC 222/13	CFO: N. Sigcau / AGM: Y. Mfana	No amendments were made to the policy during policy review. Policy was tabled with the 2019/20 MTREF budget on 29 May 2019 (Council Minute: BCMC 256/19).	No amendments were made to the policy during policy review. Policy was tabled with the 2021/22 Draft MTREF budget on 31 March 2021.	Reviewed on the 31 March 2021
	<b>SCM</b>	Supply Chain Management Policy	30 October 2013	BCMC 458/13	AGM: M. Fraser	No amendments were made to the policy during policy review. Policy was tabled with the 2019/20 MTREF budget on 29 May 2019 (Council Minute: BCMC 256/19).	This policy has been reviewed and revised. Among others, the amendments also relate to the following: 1. Adoption of MFMA Circular No. 106 on Local Government for Infrastructure Delivery and Procurement Management, and its prescripts to be incorporated under section 29 (10) of the SCM Policy. 2. Inclusion of this statement: "compel bidders to declare any conflict of interest they may have in the transaction for which the quotation is submitted through the completion of the MBD 4 document." The statement is to be included under the sections below:	Reviewed on the 31 March 2021

Directorate Policy owner	and Name of Dept	Policy name	Council Approval	Council Minute No	Responsible Person	Policy Progress Comments by 25 June 2023	Policy Progress Comments Quarter 3 of 2023/2024	Review Date and Status Quo
							<p>a. Section 15 - Petty Cash purchases b. Sections 16 - Written Quotations c. Section 17 Formal Written Quotations</p> <p>The conditions for the procurement of goods by means of petty cash purchases referred to in paragraph 12 (1) (a) of this Policy.</p> <p>The conditions for the procurement of goods or services from R0 to R10 000 (VAT included) through written quotations.</p> <p>All requirements exceeding R30 000 (VAT included) that are to be procured by means of formal written price quotations.</p>	

Directorate Policy owner	and Name of Dept	Policy name	Council Approval	Council Minute No	Responsible Person	Policy Progress Comments by 25 June 2023	Policy Progress Comments Quarter 3 of 2023/2024	Review Date and Status Quo
							The amended policy was tabled with the 2021/22 Draft MTREF budget on 31 March 2021.	
		Contractor Development Policy	30 September 2015	BCMC 468/15	AGM: M. Fraser	No amendments were made to the policy during policy review. Policy was tabled with the 2019/20 MTREF budget on 29 May 2019 (Council Minute: BCMC 256/19).	There is a strong need to examine the annual contracts section of the policy, as well as the section that addresses sessions and sub-contracting.	No date has been set for review.
	<b>Revenue Management &amp; Budget</b>	Tariff Policy	30 May 2006  Effective date 01 July 2006	BCC 73/06	CFO: N. Sigcau / AGM: Y. Mfana	No amendments were made to the policy during policy review. Policy was tabled with the 2019/20 MTREF budget on 29 May 2019 (Council Minute: BCMC 256/19).	Re-consider the more effective punitive tariffs to improve water use efficiency. To introduce a public-oriented tariff structure that promotes responsible usage and the user pay principle, with the possibility of an incentive-based tariff for lower water users. To consider tariffs for secluded developments in rural areas and tariffs for treated effluent for industrial and domestic use.	Approved with 2023/24 budget
		Property Rates Policy	28 May 2014	BCMC 239/15	V. Maretloane	The policy was reviewed and approved by	This policy has been reviewed and revised. The Local Government: Municipal	Approved with 2023/2024 budget

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						<p>Council on 29 May 2019, as per minute no. BCMC256/19.</p> <p>The property rates are levied in terms of this policy during quarter 2, ending 31 December 2019.</p>	<p>Property Rates Amendment Act 29 of 2014 amended the principal Act (MPRA 6 of 2004). In terms of Section 8(2) of the Amendment Act, a municipality must determine the categories of rateable property, provided that such property categories exist within the municipal jurisdiction. The provisions of Section 8 of the MPRA must be applied by a municipality within seven years of the date of commencement of this Act. National Treasury MFMA Circular No. 107 requests municipalities to implement the new property categorisation framework by no later than 01 July 2021; hence, the Property Rates Policy is being amended.</p> <p>The amended policy was tabled alongside the 2021/22 Draft MTREF budget on 31 March 2021.</p>	
	<b>Corporate Asset Management</b>	Movable Asset Management Policy	29 May 2015	BCMC 239/15	GM: T. Madikizela	No amendments were made to the policy during policy review. Policy was tabled	Reviewed, and there are no proposed amendments. It was tabled to Council together with the MTREF.	

Directorate Policy owner	and Name of Dept	Policy name	Council Approval	Council Minute No	Responsible Person	Policy Progress Comments by 25 June 2023	Policy Progress Comments Quarter 3 of 2023/2024	Review Date and Status Quo
						with the 2019/20 MTREF budget on 29 May 2019 (Council Minute: BCMC 256/19).		
		Immovable Asset Management Policy	26 May 2017	BCMC 229/17	GM: T. Madikizela	No amendments were made to the policy during policy review. Policy was tabled with the 2019/20 MTREF budget on 29 May 2019 (Council Minute: BCMC 256/19).	Reviewed, and there are no proposed amendments. It was tabled to Council together with the MTREF.	Reviewed on the 31 March 2021.
		Investment and Cash Management Policy	04 June 2009	BCC 161/09	CFO: N. Sigcau	No amendments were made to the policy during policy review. Policy was tabled with the 2019/20 MTREF budget on 29 May 2019 (Council Minute: BCMC 256/19).	No amendments were made to the policy during policy review. Policy was tabled with the 2019/20 MTREF budget on 29 May 2019 (Council Minute: BCMC 256/19).	Reviewed and approved on 29 May 2019, and no new date has been set.
	<b>Revenue Management</b>	Receipting Policy	25 October 2017	BCMC 554/17	CFO / GM: Revenue Management – S. Peter	Policy has been reviewed; however, no amendments were made.	Policy has been reviewed; however, no amendments were made.	No new date has been set for Council approval.

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	Revenue Management	Credit Control and Debt Collection Policy	02 May 2007	BCMC 239/15	General Manager: Revenue Management – Mr. Siya Peter	The Policy is in effect and is being implemented. It is reviewed annually, along with its by-law, in the Budget Approval Process by Council.	The Policy is in effect and is being implemented. It is reviewed annually, along with its by-law, in the Budget Approval Process by Council.	No new date has been set for review.
<b>HUMAN SETTLEMENTS</b>  HoD: Mr. L. Mbula		Housing Allocation Policy	2014/12/11  Effective date 19 November 2014	BCMC 551/14	Mr T. Mjanqeka	The policy is due for review. The Directorate of Human Settlements has issued a tender to solicit the services of a provider to assist with the review of the policy. The next stage of the procurement process is the Bid Evaluation.	Housing allocation policy could not be reviewed due to the budget for this policy being reallocated to Covid-19 pandemic activities; therefore, the ensuing stages could not be fulfilled. The Directorate will continue to request funding/budget for the policy until the request is granted.	No date has been set for review.
		Housing Relocation Policy	2014/12/11  Effective date 19 November 2014	BCMC 551/14	Mr T. Mjanqeka	The policy is due for review. The Directorate of Human Settlements has	Housing allocation policy could not be reviewed due to the budget for this policy being reallocated to Covid-19	<b>No date has been set for the reviewal</b>

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						issued a tender to solicit the services of a provider to assist with the review of the policy. The next stage of the procurement is the Bid Evaluation.	pandemic activities; therefore, the ensuing stages could not be fulfilled. The Directorate will continue to request funding/budget for the policy until the request is granted.	
<b>CORPORATE SERVICES</b>  HoD: Mr. A.S Naidoo								
	<b>Organizational Support</b>	Language Policy	31 August 2010	BCC 263/10  Effective date 2010/08/31	Ms. Sweetness Mxunyelwa	Policy to be reviewed in April 2020, in alignment with Council Standing Rules of Order.	Policy to be reviewed in April 2020, in alignment with Council Standing Rules of Order.	Review was done in April 2020
		Grant-In-Aid Policy	08 May 2000  Effective date 09 May 2000	BCMC 124/15	Ms. Sweetness Mxunyelwa	Policy reviewed in February 2020, to be presented at the Council meeting scheduled for April 2020.	Policy reviewed in February 2020, to be presented at the Council meeting scheduled for April 2020.	Review was done in February 2020.



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		Loss, Theft of Municipal Property Policy	08 December 2009 Effective date 09 December 2009	BCMC 284/15	Ms. Sweetness Mxunyelwa	No review of Policy.	No review of Policy	No review date has been set.
		Records Management Policy	05 December 2007 Effective date 06 December 2007	BCC 320/07	Ms. Sweetness Mxunyelwa	Policy was reviewed in year 2019.	Policy was reviewed in year 2019.	Review was last done in 2019 and no new date has been set for review.
		Cellular Allowance Policy	04 May 2010 Effective date 05 May 2010	BCMC292/10	Ms. Sweetness Mxunyelwa	Review in April 2020 to align with the Councillors' Remuneration.	Review in April 2020 to align with the Councillors' Remuneration.	Review was done in April 2020 and was taken to the last SMT for reviewal.
		Travel and Subsistence Policy	05 October 2010	BCC 333/10	Ms. Sweetness Mxunyelwa	Review in April 2020 to align with Cost Containment Regulations.	Review in April 2020 to align with Cost Containment Regulations.	Review was done in April 2020.No new date has been set
	<b>Human Resources</b>	Discomfort Levels and Heat Stress Policy	05 April 1993	According to HR, the information is not available	Mr. Zolani Ndlala	Policy Reviewed. To be presented to Top Management April 2020.	Policy Reviewed. To be presented to Top Management April 2020.	No new date has been set for Council approval.
		Dress Code Policy	10 May 2000	According to HR, the information is not available	Mr. Zenzile Shweni	Reviewed policy by April 2020.	Reviewed policy by April 2020.	Policy last reviewed in April 2020

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		Employee Performance Policy	21 June 2013	BCC 267/13	Mr. Noel Mboni	No Review	No review	No date set for review
		Employee Wellness Policy	According to HR, the information is not available	According to HR, the information is not available	Mr. Noel Mboni	Policy reviewed. To be presented to Top Management May 2020.	Policy reviewed. To be presented to Top Management May 2020.	Policy was supposed to be tabled in the Top Management in May 2020; no progress submitted.
		Employee/Staff Provisioning Policy	According to HR, the information is not available	According to HR, the information is not available	Mr. Zenzile Shweni	Policy reviewed. Awaiting Top Management Approval.	Policy reviewed by Top Management on 16 February 2021. Will be submitted to the next Local Labour Forum meeting.	Reviewed on 16 February 2021
		Labour Relations Policy	According to HR, the information is not available	According to HR, the information is not available	Mr. Zenzile Shweni	Policy reviewed. Awaiting comments from Management.	The following policies were reviewed and are currently awaiting comments from Management, i.e. Employee Relations & Absenteeism Policy and Sexual Harassment Policy.	Reviewed – Awaiting Council approval.
		Occupational Health and Safety Policy	According to HR, the information is not available	According to HR, the information is not available	Mr. Noel Mboni	Policy reviewed. Awaiting comments from Management.	Policy reviewed. Awaiting comments from Management.	Reviewed – Awaiting Council approval.

Directorate Policy owner	and Name of Dept	Policy name	Council Approval	Council Minute No	Responsible Person	Policy Progress Comments by 25 June 2023	Policy Progress Comments Quarter 3 of 2023/2024	Review Date and Status Quo
		Organizational Design Policy	According to HR, the information is not available	According to HR, the information is not available	Mr. Zenzile Shweni	Draft Reviewed. Policy done. To be presented to Top Management in April 2020.	The policy will be reviewed by December 2021.	December 2021
		Protective Overall and Footwear (Protective) Policy	2002 – According to HR, no further information is available	According to HR, the information is not available	Mr. Noel Mboni	Policy Reviewed awaiting management comments.	Policy reviewed – Awaiting management comments.	Reviewed – Awaiting Council approval.
		Progression Grade	2004 – Day and Month Outstanding	Council Minute Number outstanding	Mr. Zenzile Shweni	Policy to be abolished in compliance with the Collective Agreement.	The policy will be reviewed by December 2021.	December 2021
		Qualification Recognition Policy	1994 – Day and Month outstanding	Council Minute Number Outstanding	Mr. Noel Mboni	Policy to be reviewed in June 2020.	Policy to be reviewed in June 2020	Last reviewed in June 2020.
		Rainy Day Policy	Date Outstanding	Council Minute Number outstanding	Mr. Zenzile Shweni	Policy to be reviewed in May 2020.	Policy to be reviewed in May 2020.	No date has been set for review
		Substance Abuse Policy	2005 – Day and Month Outstanding	Council Minute Number outstanding	Mr. Zolani Ndlela	Policy reviewed. Awaiting Management comments.	Policy reviewed – Awaiting Management comments.	Awaiting Council approval.

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		Leave Policy	Date Outstanding	Council Minute Number Outstanding	Mr. Zenzile Shweni	Policy reviewed. To be presented to Top Management in April 2020.	Conditions of Service - Pending re-negotiation of the main collective agreement by SAGBC central division.	Main collective agreement extended until 2023
		Sewer Allowance Policy	02 March 2016	Council Minute Number outstanding	Mr. Zenzile Shweni	No review.	Condition of Service not for review currently.	Condition of Service not for review currently.
		Permission to Have Second Employment and/or be involved in any Business Venture other than as an Employee Policy	Effective Date: November 2005	Council Minute Number Outstanding	Mr. Zenzile Shweni	No review.	No Review	No date set for review.
		Scarce Skills Policy	05 October 2010	Council Minute Number Outstanding	Mr. Zenzile Shweni	Policy Reviewed. Is currently at the Local Labour Forum for comments	Policy Reviewed. Is currently at the Local Labour Forum for comments	Council approved in 2023.
		Human Resource Development Policy	27 March 2002 (Drafted)	According to HR, Information Not Available	Mr. Zolani Ndlela	Reviewed and Approved by Council in year 2019.	Reviewed and Approved by Council in year 2019.	Last reviewed in 2019

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		Gifts and Benefits Policy	Date Outstanding	Council Minute Number Outstanding	Mr. Zenzile Shweni	No review	No Review	Staff workshops and workshops in 2023.
		Conflict of Interests Policy	Date Outstanding	Council Minute Number Outstanding	Mr. Zenzile Shweni	No Review	No Review	No date has been set for review.
		Long Service Allowance Policy	01 December 2008		Mr. Z Shweni		Reviewed and approved by Council	Approved by Council in 203
		Conditional Donation Scheme Procedure	Draft approved On 29 January 2019		Mr. Zolani Ndlela	No Review	No Review	No Review
		Conditional Donation policy - Study assistance	Draft approved On 29 January 2019		Mr. Zolani Ndlela	No Review	No Review	No Review
<b>DEVELOPMENT PLANNING</b>								
<b>HoD: Mr S Boo</b>								
	<b>Land Administration</b>	Disposal of Immovable Capital Assets by the municipality and its municipal Entities Policy	Date Outstanding	Council Minute Number Outstanding		Disposal and Acquisition policy draft has been circulated to all HoDs for comments on 19 April 2021. Once comments have	Disposal and Acquisition policy draft has been circulated to all HoDs for comments on 19 April 2021. Once comments have been obtained, a report will be prepared for Council consideration and approval.	No date has been set for review.

Directorate Policy owner	and Name of Dept	Policy name	Council Approval	Council Minute No	Responsible Person	Policy Progress Comments by 25 June 2023	Policy Progress Comments Quarter 3 of 2023/2024	Review Date and Status Quo
						been obtained, a report will be prepared for Council consideration and approval.		
		Land Management Policy	20 November 2007	DP 192/07		Land Management policy draft has been circulated to all HoDs for comments on 19 April 2021. Once comments have been obtained, a report will be prepared for Council consideration and approval.	Land Management policy draft has been circulated to all HoDs for comments on 19 April 2021. Once comments have been obtained, a report will be prepared for Council consideration and approval.	Replaced with a By-law in 2023.
	<b>Architecture</b>	Outdoor Advertising Signage Policy	16 August 2010	BCC 211/10	GM: Development Planning (Zabantu Mbulawa/Mbewu Mbolekwa)	Due for review, draft will be submitted to Council during the current financial year.	Due for review, the draft will be submitted to Council during the current financial year. In the process of preparing the memo to be attached to the draft policy to be sent to all Directorates for comments before submitting to Council.	Reviewed – Awaiting Council approval.

Directorate and Policy owner	Name of Dept	Policy name	Council Approval	Council Minute No	Responsible Person	Policy Progress Comments by 25 June 2023	Policy Progress Comments Quarter 3 of 2023/2024	Review Date and Status Quo
<b>ECONOMIC DEVELOPMENT AND AGENCY</b>  HoD: Ms. N. Ncokazi								
		Shipping Container Policy	01 September 1998	CL450/98 (821/98)		No response from this Department	No response from this Department.	No date has been set for the review, and consultation with the relevant departments is still required.
<b>INFRASTRUCTURE SERVICES</b>  HoD: Mr. L Mbula								
	<b>Roads</b>	Provision of Roads Informal Settlements Policy	01 June 2006	Council Minute Number Outstanding		Policy replaced with a by-law in 2023	Policy replaced with a by-law in 2023	The policy was replaced by a by-law in 2023.
	<b>Fleet Management</b>	Fleet Management Policy	22 February 2005	MIN:ES&ID 7/05	Mr Zili Gijana	Draft policy was submitted to Top Management: 15 July 2019	Draft policy was submitted to Top Management: 15 July 2019.	The Fleet Policy has been submitted to the Directorate for benchmarking and cross-referencing.
<b>Health and Public Safety</b>								



Directorate and Policy owner	Name of Dept	Policy name	Council Approval	Council Minute No	Responsible Person	Policy Progress Comments by 25 June 2023	Policy Progress Comments Quarter 3 of 2023/2024	Review Date and Status Quo
HoD: ADV B Mzimba								
	Public Safety	Carrying of Firearms Policy	28 January 1991	CL 27610	Dr N. Stemele	The policy needs to be reviewed and be aligned with the Firearm Control Act [Act no 60 of 2000]	The policy needs to be reviewed and be aligned with the Firearm Control Act [Act no 60 of 2000]	Reviewed on 5 September 2023. Councillors workshop to follow.
	Environmental Health	Pauper Burial	26 June 2002	BCC 119/02	MR A. FALATI	Still busy with the Policy	Still busy with the Policy	Tabled in Council on the 7 December 2023 – Awaiting Council resolution
		Cultural Slaughtering by persons who belong to indigenous religions and the Muslim faith Policy	29 April 2003	BCC 63/03	MR A. FALATI	Still busy with the Policy	Still busy with the Policy	Consultation with other stakeholders.
		Disaster Relief Policy			Mr. O. Bekker		Policy is now called the 'Disaster Risk Management Policy Framework'. The draft policy framework revision has been discussed at workshops with Councillors and other stakeholders; however, the following aspects need to be included in the document to ensure its relevance to the current status of disasters and	March 2022

Directorate Policy owner	and	Name of Dept	Policy name	Council Approval	Council Minute No	Responsible Person	Policy Progress Comments by 25 June 2023	Policy Progress Comments Quarter 3 of 2023/2024	Review Date and Status Quo
								disaster management in Buffalo City: <ul style="list-style-type: none"> <li>• The Sendai Framework 2015–2030.</li> <li>• The DDML in relation to disaster management.</li> <li>• The location of the disaster management centre.</li> <li>• The role of organs of state in terms of the Disaster Management Amendment Act.</li> <li>• The impact of the fourth industrial revolution on disasters and disaster management.</li> <li>• Increased focus on resilience and sustainable development.</li> <li>• The integration of the Expanded Public Works Programme, Ward Based Rapid Response Task Teams, Community Development</li> </ul>	

Directorate Policy owner	and	Name of Dept	Policy name	Council Approval	Council Minute No	Responsible Person	Policy Progress Comments by 25 June 2023	Policy Progress Comments Quarter 3 of 2023/2024	Review Date and Status Quo
								<p>Workers, Ward War Rooms, Ward Committees, and Trained Community Disaster Risk Management Assessors into a unit to support Community Based Risk Reduction and act as first responders.</p> <ul style="list-style-type: none"> <li>• The roll-out of Impact-Based Forecasting and Early Warning Systems.</li> <li>• Disaster management capacity issues.</li> <li>• The lessons learned from COVID-19 include: <ul style="list-style-type: none"> <li>○ The BCMM Command Council.</li> <li>○ The BCMM Multi-Stakeholder Command Centre.</li> <li>○ Technical Workstreams.</li> </ul> </li> </ul>	

Directorate Policy owner	and Name of Dept	Policy name	Council Approval	Council Minute No	Responsible Person	Policy Progress Comments by 25 June 2023	Policy Progress Comments Quarter 3 of 2023/2024	Review Date and Status Quo
							<ul style="list-style-type: none"> <li>○ Disaster-specific risk assessment and planning.</li> <li>○ Multisectoral response.</li> </ul> <p>Further engagement will be required with all stakeholders regarding the reworking of these concepts into the document. This has not been possible during the COVID-19 restrictions.</p> <p><i>Amend Buffalo City Disaster Risk Management Policy Framework as outlined in finding 6 by 31 October 2021.</i></p> <p><i>Conduct stakeholder workshops (virtual platforms if necessary) by 30 November 2021.</i></p> <p><i>Submit revised Buffalo City Disaster Risk Management Policy Framework with workshop input to March 2022 Health, Public safety and Emergency Services Portfolio</i></p>	



**Table 162: Municipal policies**

Directorate	Policy Name	Council Approval	Council Minute No.	Responsible Person
OFFICE OF THE CITY MANAGER	Sponsorship Policy	29 May 2013 Effective date: 13 May 2013	BCMC 63/03	Manager: Compliance Unit
	Knowledge Management Policy	30 August 2013 Effective date: 01 September 2013	BCMC234/13	Head: IKM, Research & Policy
	ICT Disaster Recovery Plan Policy	25 November 2015 Effective date: 26 November 2015	BCMC 611/15	Manager: ICT
	Information and Communication Technology Security Policy	25 November 2015 Effective date: 26 November 2015	BCMC 611/15	Manager: ICT
	User Account Management Policy	25 November 2015 Effective date: 26 November 2015	BCMC 611/15	Manager: ICT
SUPPORT  EXECUTIVE SERVICES	Petition Management Policy	03 May 2012 • Effective date: 1 June 2012	BCC 122/12	Original owner – GM: Public Participation  Office of the Executive Mayor
	Declaration of financial/benefits of Councillors	27 July 2009 Effective date: 01 September 2009	BCC 29/09	Original owner was GM: Organisational Support.  Office of Speaker
	Sanitation Policy	June 2006	According to IEMP, Information not available	Manager: IEMP

Directorate	Policy Name	Council Approval	Council Minute No.	Responsible Person
	GIS Operational Policy	15 September 2013	BCMC 412/13	Manager: GIS
FINANCE DIRECTORATE	Budget Policy	29 May 2019 Effective date: 1 July 2019	BCMC 256/19	GM: Budget & Treasury Management
	Capital Infrastructure Investment Policy	29 May 2019 Effective date: 1 July 2019	BCMC 256/19	CFO
	Funding and Reserves Policy	29 May 2019 Effective date: 1 July 2019	BCMC 256/19	CFO
	Long Term Financial Planning Policy	29 May 2019 Effective date: 1 July 2019	BCMC 256/19	CFO
	Credit Control and Debt Collection Policy	2 May 2007	BCMC 239/15	GM: Revenue Management
	Supply Chain Management Policy	30 October 2013	BCMC 458/13	GM: SCM
	Contractor Development Policy	30 September 2015	BCMC 468/15	GM: SCM
	Tariff Policy	29 May 2019 Effective date: 1 July 2019	BCMC 256/19	GM: Budget & Treasury Management
	Virement Policy	29 May 2019 Effective date: 1 July 2019	BCMC 256/19	GM: Budget & Treasury Management
	Property Rates Policy	28 May 2014	BCMC 239/15	GM: Revenue Management



Directorate	Policy Name	Council Approval	Council Minute No.	Responsible Person
	Indigent Policy	28 May 2014	BCMC 147/14	GM: Revenue Management
	Long-Term Borrowing Policy	29 May 2019 Effective date: 1 July 2019	BCMC 256/19	GM: Budget & Treasury Management
	Asset Management Policy	29 May 2015	BCMC 239/15	GM: Corporate Asset Management
	Investment and Cash Management	29 May 2019 Effective date: 1 July 2019	BCMC 256/19	CFO/GM: Budget & Treasury Management
HUMAN SETTLEMENTS	Housing Allocation Policy	11 December 2014 Effective date: 19 November 2014	BCMC 551/14	HoD: Human Settlements
	Housing Relocation Policy	11 December 2014 Effective date: 19 November 2014	BCMC 551/14	HoD: Human Settlements
CORPORATE SERVICES	Organisational Support			
	Language Policy	31 August 2010	BCC 263/10 Effective date 31 August 2010	GM: Organisational Support
	Grant-In-Aid Policy	8 May 2000 Effective date: 9 May 2000	BCMC 124/15	GM: Organisational Support
	Loss, Theft of Municipal Property	8 December 2009 Effective date: 9 December 2009	BCMC 284/15	GM: Organisational Support

Directorate	Policy Name	Council Approval	Council Minute No.	Responsible Person
	Records Management	5 December 2007 Effective date: 6 December 2007	BCC 320/07	GM: Organisational Support
	Cellular Allowance Policy	04 May 2010 Effective date: 5 May 2010	BCMC292/10	GM: Organisational Support
	Funeral Policy for Councillors or Freemen	25 May 2005	BCC 88/05	Was GM: Organisational Support Now: Office of Executive Mayor
	<b>Human Resources</b>			
	Discomfort Levels and Heat Stress	5 April 1993	30947	Occupational Risk Coordinator
	Dress Code Policy	10 May 2000	N/A	GM: Human Resources
	Employee Performance Policy	21 June 2013	BCC 267/13	GM: Human Resources Performance and Management
	Employee Wellness Policy	N/A	N/A	Occupational Risk Coordinator
	Employee/Staff Provisioning	N/A	N/A	GM: Human Resources
	Employment Relations	N/A	N/A	Manager: Labour Relations
<b>CORPORATE SERVICES</b>	Housing Subsidy Scheme	N/A	N/A	Manager: Remuneration and Benefits
	Occupational Health and Safety	N/A	N/A	Occupational Risk Coordinator
	Organizational Design Policy	N/A	N/A	Organizational Design
	Protective Overall and Footwear (Personal protective attire and equipment policy)	2002	N/A	Occupational Risk Coordinator
	Progression Grade	2004	N/A	GM: Human Resources Performance and Management

Directorate	Policy Name	Council Approval	Council Minute No.	Responsible Person
	Qualification recognition policy	1994	N/A	Manager: Remuneration and Benefits
	Rainy Day Policy	N/A	N/A	Manager: Labour Relations
	Substance Abuse	2005	N/A	Occupational Risk Coordinator
	Leave Policy	N/A	N/A	Manager: Remuneration and Benefits
	Sewer Allowance	20 March 2016	Awaiting final report from Council	Manager: Remuneration and Benefits
	Permission to have second Employment and/or be involved in any Business Venture other than as an employee	Effective Date November 2005	N/A	GM: Human Resources
	Scarce Skills Policy	05 October 2010	BCC 364/10	GM: Human Resources Performance and Management
CORPORATE SERVICES	Travel and Subsistence Policy	05 October 2010	BCC 333/10	GM: Human Resources Performance and Management
	Gifts and Benefits	N/A	N/A	GM: Human Resources
	Conflict of Interests	N/A	N/A	GM: Human Resources
DEVELOPMENT PLANNING	Land Administration			
	Disposal of Immovable Capital Assets by the municipality and its municipal Entities	N/A	N/A	GM: Property Management
	Land Management	20 November 2007	DP 192/07	GM: Property Management
	Architecture			
	Outdoor Advertising Signage Policy	16 August 2010	BCC 211/10	GM: Development Planning
	City Planning			

Directorate	Policy Name	Council Approval	Council Minute No.	Responsible Person
	Shipping Container Policy	01 September 1998	CL450/98 (821/98)	GM: Development Planning
INFRASTRUCTURE SERVICES	<b>Roads</b>			
	Provision of Roads in Informal Settlements	01 June 2006	N/A	GM: Roads
	Expanded Public Works Programme	September 2012	N/A	Manager: PIU
	<b>Fleet Management</b>			
	Fleet Management	February 2005	BCC 15/05	GM: Fleet Management
HEALTH AND PUBLIC SAFETY	<b>Public Safety</b>			
	Carrying of Firearms	28 January 1991	CL 27610	GM: Public Safety
	<b>Environmental Health</b>			
	Cultural Slaughtering by persons who belong to indigenous religions and the Muslim faith	29 April 2003	BCC 63/03	GM: Health

**Table 163: Municipal By-laws**

No.	Title of By-law
<b>BY-LAWS: STILL IN A PROCESS OF PUBLIC PARTICIPATION</b>	
1.	Dilapidated Building and slightly neglected structures
2.	Disaster Management
3.	Installation of Electronic Communication Facilities
4.	Municipal Health and keeping of animals.
<b>BY-LAWS AT STAGE OF PROCLAMATION IN THE PROVINCIAL GOVERNMENT</b>	
5.	Out -Door Advertising
6.	Fresh Produce Market
7.	Arts Culture and Heritage
8.	Cemeteries and Crematorium
9.	Municipal Parks and Conservancy
10.	Events By-law
11.	Informal Trading By-law
<b>OTHER BY-LAWS</b>	
<b>Fire &amp; Rescue Services</b>	
12.	East London Municipality: Regulations for Controlling and Licensing the Storage, Keeping and Having of Inflammable Substances, P.N. 863/1970 dated 30 October 1970
13.	East London Municipality: Regulations for Controlling and Licensing the Storage, Keeping, and Having of Inflammable Substances: Correction Notice P.N. 207/1971 dated 12 February 1971
14.	East London Municipality: Amendment to the By-Law for Controlling, Keeping and Having of Inflammable Substances P.N. 337/1983 dated 17 June 1983
	East London Municipality: Amendment to the By-law for Controlling, Keeping and Having Inflammable Substances, P.N. 246/1991 dated 22 March 1991
15.	Standard By-Law Relating to Fire Brigade Services: Standard
16.	By-law in terms of Section 17 of the Fire Brigade Services Ordinance 14 of 1978
17.	Fire and Emergency Services South African National Standards: <ul style="list-style-type: none"> <li>SANS 332 Fire Detection &amp; Alarm Systems for Hospitals</li> <li>SANS 1128-1 Firefighting equipment Part 1. Components of underground and above ground hydrant systems</li> <li>SANS 1128-2 Firefighting equipment Part 2. Hose couplings connectors and branch pipe &amp; nozzle connections</li> <li>SANS 1253 Fire Doors and Fire Shutters</li> <li>SANS 10087-1 Handling storage distribution and maintenance of liquefied petroleum gas Part 1. 500 litre to 3 000 litre</li> </ul>

No.	Title of By-law
	▪ SANS 10087-4 Handling storage Part 4. Transportation of LPG in bulk by road
<b>Law Enforcement Services &amp; Traffic Services</b>	
18.	Street Trading By-Law
19.	Liquor Trading Hours By-Law
20.	Businesses Littering & Dumping By-Law
21.	Fireworks By-Law
22.	Roads & Street By-Law
23.	Advertising Signs & the Disfigurement of the Front or Frontages of Streets By-Law
24.	Parking Meters By-Law
25.	Control of Dogs By-Law/Keeping of Dogs by-Law
26.	Public Buses and Taxis By-Law
27.	Noise Nuisance By-Law
28.	Removal of illegal bush dwellers by-law (Squatting by-law)
<b>Disaster Management</b>	
29.	Disaster Management By-Law (draft - still to be adopted & confirmed by Council)
<b>Municipal Health Services</b>	
30.	Environmental Health By-Law to be replaced by Municipal Health Services Municipal Health Nuisance & Keeping of Animals By-Law (draft - still to be adopted & confirmed by Council)
31.	Noise Nuisance By-Law

# ANNEXURE A: List of Sector Plans

## 1. OVERVIEW OF DEVELOPMENT SECTORS

Sectors are defined as fields of intervention aimed at specific human needs (such as food, housing, water, health, education, transport, and recreation) or as specific ways of satisfying those needs (such as agriculture, trade, mining, and tourism). As fields of intervention, sectors are frequently associated with specific planning and implementation agencies (departments, ministries) that lead such interventions. A key characteristic of sectors in the IDP process is that they may or may not be considered in the planning process, depending on the specific local needs and resources.

## 2. ROLE OF SECTOR PLANNING IN IDP

Local government powers and functions are outlined in the 1996 Constitution and the MSA. They vary from sector to sector, as well as according to provincial discretion regarding the delegation of functions to municipalities in certain sectors. The principle underlying the role of sector planning in the IDP process can be summarised as follows:

- ❑ Sector planning requirements contained in national sectoral legislation regarding municipal functions, such as water and environment, should be addressed as part of the IDP process where they are relevant to local priority issues.
- ❑ Some sectors that fall outside the ambit of local competencies, such as education, may be directly related to the priority issues identified in a specific municipal area. As the municipality is not the implementation agency, it is important to pay attention to the planning process, from analysis to integration, in order to facilitate alignment and coordination with other spheres of government and institutions during the IDP process. It is proposed that even for sectors without legally prescribed planning requirements, local government can utilise the integrated planning process to leverage national and provincial sectoral contributions (funds and support) for development by ensuring compliance with national and provincial policy principles and sector guidelines. Local government can also use the IDP process to lobby provincial sector departments by involving them in the local planning process at appropriate points.
- ❑ Sector planning and national sector departments have established municipal sector-driven planning requirements to inform their strategic planning, budgetary, and implementation processes. For example, the DWA and Forestry requires municipalities that are Water Services Authorities to formulate Water Services Development Plans, while the Department of Housing requires municipalities to formulate a housing strategy and targets as part of their IDP process. These planning requirements are intended to assist in the process of alignment.

Sector planning requirements vary in nature and status. The following categorisation of requirements can assist municipalities in differentiating between the various kinds of requirements:

- (a) Legal requirements for the formulation of a sector plan;
- (b) A legal compliance requirement;
- (c) A planning requirement to be undertaken as a component of, or part of, the IDP; and
- (d) A recommendation that is deemed to add value to the municipal planning process and product.

Below is a list of BCMM Sector Plans. Full copies of these plans are available upon request.



### 3. LIST OF BCMM SECTOR PLANS

**Table 164: BCMM sector Plans**

SECTOR PLAN / STRATEGIES	PURPOSE OF THE SECTOR PLAN / STRATEGY	LEGAL REQUIREMENT	DATE ADOPTED (Council Resolution Ref.)	DATE/S REVIEWED/AMENDED (Council Resolution Ref.)	DUE DATE FOR NEXT REVIEW / AMENDMENT	CURRENT STATUS COMMENTS/DISCUSSION
Metro Growth and Development Strategy (MGDS)	The MGDS is the City's 15-year economic trajectory towards Vision 2030. The implementation of the MGDS will span the 15-year timeframe across three IDPs (five years each) leading up to 2030. The MGDS will be subject to monitoring and evaluation processes.	NDP 2030	BCMC 685/15	N/A	N/A	The review of the MGDS will take place as and when determined by the Council.
Spatial Development Framework (SDF)	The purpose of the SDF is to provide a spatial analysis of the Municipality and to establish spatial development principles/guidelines, accompanied by maps indicating the spatial objectives and strategies of the Municipality. These include the promotion of spatial restructuring, increased densities, a compact urban environment,	The SDF is a Sectoral Plan of the IDP, as required in terms of Section 26(e) of the MSA (No. 32 of 2000)	Adopted by Council in 2003 in terms of Minute BCC 7/03 dated 9 Dec 2003.	Review adopted by Council in 2013 in terms of Minute BCMC 500/13 dated 22 November 2013. Review adopted by Council on 11 December 2020 in terms of Minute VBCMC 496/20.	The SDF will be reviewed every five years and will therefore be reviewed in 2026 again.	The BCMM SDF Review has been adopted and approved by the Council on 11 December 2020.

SECTOR PLAN / STRATEGIES	PURPOSE OF THE SECTOR PLAN / STRATEGY	LEGAL REQUIREMENT	DATE ADOPTED (Council Resolution Ref.)	DATE/S REVIEWED/AMENDED (Council Resolution Ref.)	DUE DATE FOR NEXT REVIEW / AMENDMENT	CURRENT STATUS COMMENTS/DISCUSSION
	access to infrastructure services, economic opportunities, social facilities, and the protection of agricultural land and natural resources.					
Disaster Management Framework	Risk Policy To promote an integrated and coordinated approach with special emphasis on risk reduction and mitigation in Buffalo City Metropolitan Municipality	Section 42 of Disaster Management Act 57 of 2002	2012	•	The process to review the DMPF is on-going. A Service Provider (SP) has been appointed. The Service Provider is due to submit the signed Service Level Agreement (SLA) in April 2025. The project is expected to be completed in 2025/26.	Disaster Risk Management Policy Framework
Development of a Level 1 Disaster Management Plan.	The Development of a Level 1 Disaster Management Plan, is critical for the municipality, as it focuses primarily on establishing foundational institutional arrangements for disaster risk management, putting in place contingency plans for responding to known priority threats as identified by the municipal disaster risk	Section 52 and 53 of the Disaster Management Act, 57 of 2002	An amount of R500 000 was made available by the municipality to Conduct a Comprehensive Disaster Risk Assessment to inform the development of a Level 1	•	This is a new project plan, hence, there is no Council Resolution, however, the project completion is also expected to be completed in 2025/26, from the date of project award and acceptance. The project has been awarded and the Service Provider is due	Development of a Level 1 Disaster Management Plan.

SECTOR PLAN / STRATEGIES	PURPOSE OF THE SECTOR PLAN / STRATEGY	LEGAL REQUIREMENT	DATE ADOPTED (Council Resolution Ref.)	DATE/S REVIEWED/AMENDED (Council Resolution Ref.)	DUE DATE FOR NEXT REVIEW / AMENDMENT	CURRENT STATUS COMMENTS/DISCUSSION
	assessment, identifying key governmental and other stakeholders, and developing the capacity to generate a Level 2 Disaster Management Plan;		Disaster Management Plan.		to submit a signed Service Level Agreement (SLA) in April 2025.	
Long-Term Financial Plan	The purpose is to outline the comprehensive multi-year financial plan that will ensure long-term financial sustainability for the Municipality.	Section 26(h) of the MSA states that an IDP must include a financial plan, which must encompass a budget projection for at least the next three years.	N/A	N/A	N/A	The NT appointed a service provider to support BCMM with the implementation of the LTFM.
Integrated Sustainable Human Settlements Plan (ISHSP)	Aims to ensure that housing implementation contributes to the creation of vibrant, sustainable and integrated communities in the BCMM.	The Housing Act (No. 107 of 1997)	Adopted by BCMC on the 28 June 2019	Reviewed 28 June 2019	ISHSP is a 5 Year Plan and therefore it is due for review by June 2024	The ISHSP is currently being implemented. More funding is required to implement some of the projects that are expressed in the ISHSP and its implementation plan to address the challenges that were identified during its situation analysis phase. However, the ISHSP is now due for review as it is a five-year plan. By June 2024, the ISHSP will be completing 5 years. The National Department of Human Settlements has pledged to appoint a service provider to

SECTOR PLAN / STRATEGIES	PURPOSE OF THE SECTOR PLAN / STRATEGY	LEGAL REQUIREMENT	DATE ADOPTED (Council Resolution Ref.)	DATE/S REVIEWED/AMENDED (Council Resolution Ref.)	DUE DATE FOR NEXT REVIEW / AMENDMENT	CURRENT STATUS COMMENTS/DISCUSSION
						assist the BCMM in reviewing the ISHSP.
Integrated Public Transport Network	This plan assists the City in planning for public transport services and their various systems.	The Public Transport Plan is a component of the CIP. The National Land Transport Act (NLTA) (No. 5 of 2009), Section 36, is the primary governing legislation for this CIP.	The BCMM Public Transport Framework Plan 2005, the Mdantsane Public Transport Framework Plan 2006, and the Public Transport Plan 2006 were approved as part of the 2008 CIP, which was endorsed by Council in 2008, as per Council Minute BCC 90/08.	The revised Integrated Public Transport Network Business and Operational Plan draft was completed in 2019 but has not yet been adopted, as funding for the programme was withdrawn by the National Treasury and the National Department of Transport in 2019.	BCMM Integrated Public Transport Network Plan 2019 Draft will be finalised once funding arrangements have been finalised with NT and the National DoT.	The Draft IPTN Plan was completed in 2019 and has been put on hold until funding issues are resolved.
Comprehensive Integrated Transport Plan	Deals with an overall perspective of the BCMM transport planning documents.	The NLTA (No. 5 of 2009), as required in terms of Section 36, is the primary governing legislation of this CIP.	Approved by Council in 2008, as per Council Minute BCC 90/08.	2013 Review (2014 to 2017) Adopted by Council in 2013 as per Council Minute BCMC 370/13	The latest review was completed in June 2022	BCMM CIP for the period 2022 - 2027 was updated but has not yet been adopted, as funding for the Integrated Public Transport

SECTOR PLAN / STRATEGIES	PURPOSE OF THE SECTOR PLAN / STRATEGY	LEGAL REQUIREMENT	DATE ADOPTED (Council Resolution Ref.)	DATE/S REVIEWED/AMENDED (Council Resolution Ref.)	DUE DATE FOR NEXT REVIEW / AMENDMENT	CURRENT STATUS COMMENTS/DISCUSSION
				K dated 28 August 2013.		Network Grant programme was withdrawn by National Treasury and the National Department of Transport in 2019 and has yet to be finalised.
Non-Motorised Transport Plan	Deals with the plan for the implementation of priority projects regarding non-motorised transport (sidewalks, bicycle lanes, traffic safety plans).	The Non-Motorised Transport Plan is a strategy plan of the CIP, which is a requirement of the NLTA (No. 5 of 2009) Section 36.	25 June 2014 / BCMC 214/14 I	None	TBC	TBC
Traffic Safety Plan	To reduce the number and severity of collisions and casualties within its area of operations.	The Traffic Safety Plan is a strategy plan of the CIP, which is a requirement of the NLTA (No. 5 of 2009), as well as being governed by the National Road Traffic Act (No. 93 of 1996).	The 2005 Traffic Safety Plan was approved as part of the 2008 CIP, which was also approved by Council in 2008, as per Council Minute BCC 90/08.	<ul style="list-style-type: none"> <li>Was updated in March 2013 by the Traffic Department</li> <li>Was updated on 25 June 2020 by Traffic Engineering</li> <li></li> </ul>	2025/26 financial year	Document still relevant; this is an Opex-funded project through Traffic Engineers.
Transport Register	Must provide a description of all the scheduled and unscheduled services operating in, to, or from the Buffalo City area, as well as	The Transport Register is a requirement for the CIP, which is a requirement of the NLTA (No. 5 of 2009).	The Current Public Transport Record (CPTR) formed part of	Report to Top Management, February 2018.	TBC	TBC

SECTOR PLAN / STRATEGIES	PURPOSE OF THE SECTOR PLAN / STRATEGY	LEGAL REQUIREMENT	DATE ADOPTED (Council Resolution Ref.)	DATE/S REVIEWED/AMENDED (Council Resolution Ref.)	DUE DATE FOR NEXT REVIEW / AMENDMENT	CURRENT STATUS COMMENTS/DISCUSSION
	all public transport facilities and infrastructure in the Buffalo City area. The Transport Register is to include a record of all changes to operating licences and permits in the Buffalo City area, along with any new ones issued.		the 2008 CIP, which was approved by the Council in 2008, as per Council Minute BCC 90/08.			
Freight Plan	To survey the current freight movement and the modes by which such freight is being transported, and which have defined certain strategic freight corridors.	The Freight Plan is a strategic plan of the CIP, which is a requirement of the NLTA (No. 5 of 2009).	25 June 2014 / BCMC 214/14 H	None	TBC	TBC
Arterial Road Network Development Plan	Transport Planning is a dynamic process, as forecasting future needs is dependent upon current priorities, planning, and development. This plan is used to assist in the formulation of an implementation programme for the next five years and as a guide for planning in years beyond.	The Arterial Network Development Plan is a component of the Transport Demand Model Strategy of the CIP, which is a requirement of the NLTA (No. 5 of 2009) Section 36.	2006 – 2023 Arterial Road Network Development Plan was approved as part of the 2008 CIP, which was approved by the Council in 2008 as per Council Minute BCC 90/08.	Was updated in 2015 for the period 2015 to 2035, and a report to Top Management was dated 16 January 2018.	2020	TBC

SECTOR PLAN / STRATEGIES	PURPOSE OF THE SECTOR PLAN / STRATEGY	LEGAL REQUIREMENT	DATE ADOPTED (Council Resolution Ref.)	DATE/S REVIEWED/AMENDED (Council Resolution Ref.)	DUE DATE FOR NEXT REVIEW / AMENDMENT	CURRENT STATUS COMMENTS/DISCUSSION
Business Plan & Operational Plan	This plan assists the City in identifying whether it can operate a viable public transport system and what the associated costs are.	The NLTA (No. 5 of 2009)	None	The revised Integrated Public Transport Network Business and Operational Plan draft was completed in 2019 but has not been adopted as yet, as funding for the programme was withdrawn by the National Treasury and the National Department of Transport in 2019.	BCMM Integrated Public Transport Network Plan 2019 Draft will be finalised once funding arrangements have been finalised with National Treasury and the National Department of Transport.	The Draft IPTN Plan was completed in 2019 and has been put on hold until funding issues are resolved.
State of the Environment Report	<ul style="list-style-type: none"> <li>To provide a baseline assessment of the main environmental issues and challenges facing the BCMM.</li> <li>Reports on the environmental integrity and sustainability of the BCMM.</li> <li>Ensures participative Greener Governance as part of the EMP.</li> </ul>	National Environmental Management Act, 107 of 1998	2015	2025	2030	The State of the Environment Report is incorporated into the Integrated Environmental Management Plan (IEMP) which has been reviewed in the 2024/2025 financial year. The IEMP is awaiting adoption by Council is due for its review. The state of the environment report will be extracted from the IEMP and published as an independent report in the 2025/2026 financial year



SECTOR PLAN / STRATEGIES	PURPOSE OF THE SECTOR PLAN / STRATEGY	LEGAL REQUIREMENT	DATE ADOPTED (Council Resolution Ref.)	DATE/S REVIEWED/AMENDED (Council Resolution Ref.)	DUE DATE FOR NEXT REVIEW / AMENDMENT	CURRENT STATUS COMMENTS/DISCUSSION
Child and Youth Development Strategy	Provides a framework against which the metro can mainstream child and youth development within its core business.	SA Constitution 1996, National Youth Policy 2020, Provincial Youth Strategy 2015, and National Integrated Early Childhood Development Policy 2015	2017	Last reviewed 2017	Document is reviewed as needed in line with the National Youth Policy and Provincial Youth Strategy	Document still relevant
BCMM Disability Strategy	A mainstreaming tool for the inclusion and participation of persons with disabilities within metro processes.	SA Constitution 1996 Promotion Equality & Prevention Unfair Discrimination Act 2000 SALGA Disability Framework for Local Government 2009	2016	Last reviewed 2016	Document is reviewed as needed in line with the National and Provincial legislation and guidelines	Document still relevant
BCMM Metro AIDS Council Implementation Plan HIV, TB and STIs	The Implementation Plan, as devolved from the Provincial Implementation Plan, guides the Metro AIDS Council in its coordination role for the multi-stakeholder response to HIV, TB, and STIs.	SA Constitution 1996 National HIV/AIDS/TB Strategic Plan & Provincial HIV/AIDS/TB and STIs Strategic Plan Eastern Cape AIDS Council Implementation Plan 2017-2022,	2017	Last reviewed 2017	Document is reviewed as needed in line with the National and Provincial HIV/AIDS, TB and STI's Strategic Plans	Document still relevant
BCMM Public Participation Strategy	The Strategy provides mechanisms for public participation in the affairs of the municipality and clarifies the roles and responsibilities of all role players and interested parties.	The South African Constitution of 1996 states: Municipal Structures Act (No. 117 of 1998, as amended in 2000 and 2003) MSA (No. 32 of 2000) National Draft Policy Guideline on Public Participation	2011			

SECTOR PLAN / STRATEGIES	PURPOSE OF THE SECTOR PLAN / STRATEGY	LEGAL REQUIREMENT	DATE ADOPTED (Council Resolution Ref.)	DATE/S REVIEWED/AMENDED (Council Resolution Ref.)	DUE DATE FOR NEXT REVIEW / AMENDMENT	CURRENT STATUS COMMENTS/DISCUSSION
		Municipal Structures Act (No. 117 of 1998) Traditional Leadership and Governance Framework Act (No. 41 of 2003) MFMA (No. 56 of 2003) Municipal Property Rates Act (No. 6 of 2004)				
Integrated Coastal Zone Management Plan (ICZMP)	<ul style="list-style-type: none"> <li>The plan articulates the BCMM's commitment to coastal protection and management.</li> <li>To present the Coastal Zone Protection and Management Policy Framework of the BCMM that needs to be adopted and integrated into the planning and operations of all municipal service sectors.</li> <li>To outline a clear implementation programme for coastal zone management activities and projects, as well as the partnerships that are needed for effective implementation.</li> </ul>	National Environmental Management: Integrated Coastal Management Act (Act 24 of 2008)	2015	2025	2030	The project is complete. The projects and programmes outlined in the plan are currently implemented

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Climate Change Strategy	<ul style="list-style-type: none"> <li>Plays a vital role in addressing the Metro's social, economic and environmental needs that are as a result of Climate Change.</li> <li>To intensify the City's endeavours towards the implementation of Climate Change mitigation and adaptation measures.</li> </ul>	National Environmental Management Act, 107 of 1998	2015	2025	2030	The review of the existing climate change strategy is currently underway. Inception meeting was conducted on the 14 February 2025. The review is to be finalised within the 2024/2025 financial year.
Environmental Education and Awareness Strategy	<ul style="list-style-type: none"> <li>To provide realistic guidance to the effective implementation of the environmental education, training and public awareness programmes and activities within the City</li> </ul>	National Environmental Management Act, 107 of 1998	2010	2025	2030	The strategy was tabled to council and approved in 2021. Programmes outlined in the strategy are currently implemented.
Buffalo River Estuarine Management Plan	<ul style="list-style-type: none"> <li>To ensure that the management of the Buffalo estuarine habitat is executed in a coordinated manner in compliance with necessary legislation is achieved.</li> </ul>	National Environmental Management Act, 107 of 1998	Gazetted in 2018	2018	2025	The Buffalo River Estuarine Management Plan was developed by DEDEAT on behalf of the Municipality. The Municipality is currently implementing the projects within the plan. A Committee to ensure that such actions

SECTOR PLAN / STRATEGIES	PURPOSE OF THE SECTOR PLAN / STRATEGY	LEGAL REQUIREMENT	DATE ADOPTED (Council Resolution Ref.)	DATE/S REVIEWED/AMENDED (Council Resolution Ref.)	DUE DATE FOR NEXT REVIEW / AMENDMENT	CURRENT STATUS COMMENTS/DISCUSSION
	<ul style="list-style-type: none"> <li>To address the ecological functioning, habitat loss and threats to the estuary</li> </ul>					are implemented was established and sits quarterly. The committee consists of both internal and external stakeholders.
Nahoon Estuarine Management Plan	<ul style="list-style-type: none"> <li>To manage the Nahoon estuary cooperatively and in a coordinated manner.</li> </ul> <p>To address the ecological functioning, habitat loss and threats that are facing the estuary.</p>	National Environmental Management Act, 107 of 1998	Gazetted in 2016	2020	2025	The Nahoon Estuarine Management Plan was developed by DEDEAT on behalf of the Municipality. The DEDEAT together with the municipality and other relevant external stakeholders established Buffalo City Estuary Advisory Forum in June 2023 to deal with the implementation of all EMP's including the Nahoon Estuarine Management Plan. In addition to this, The Municipal Coastal Committee which sits on a quarterly basis seeks to implement Integrated Coastal Management and amongst those is the Nahoon Estuarine Management Plan.

SECTOR PLAN / STRATEGIES	PURPOSE OF THE SECTOR PLAN / STRATEGY	LEGAL REQUIREMENT	DATE ADOPTED (Council Resolution Ref.)	DATE/S REVIEWED/AMENDED (Council Resolution Ref.)	DUE DATE FOR NEXT REVIEW / AMENDMENT	CURRENT STATUS COMMENTS/DISCUSSION
Integrated Environmental Management Plan	<ul style="list-style-type: none"> <li>The Integrated Environmental Management Plan gives guidance and determine how Buffalo City Metropolitan Municipality fulfils its responsibility regarding the environmental management and protection of the natural environment.</li> </ul>	National Environmental Management Act, 107 of 1998	2015	2025	2030	The review of the IEMP is complete and is waiting for Council adoption. The projects outlined in the plan are currently being implemented.
Reviewed Communication strategy	<ul style="list-style-type: none"> <li>The communication strategy aims to educate and inform people living in the Metro.</li> <li>It also seeks to reassure the residents of BCMM about the commitment to effective and efficient service delivery.</li> <li>Additionally, it aims to open platforms for receiving feedback on departmental programmes.</li> <li>Finally, it intends to change negative perceptions about the Metro.</li> </ul>	Promotion of Access to Information Act (No. 2 of 2000) Promotion of Administrative Justice Amendment Act (No. 53 of 2002)	January 2019	Expired in December 2016 Reviewed and approved 2019	2023	Currently implementing the Action Plan.

SECTOR PLAN / STRATEGIES	PURPOSE OF THE SECTOR PLAN / STRATEGY	LEGAL REQUIREMENT	DATE ADOPTED (Council Resolution Ref.)	DATE/S REVIEWED/AMENDED (Council Resolution Ref.)	DUE DATE FOR NEXT REVIEW / AMENDMENT	CURRENT STATUS COMMENTS/DISCUSSION
Integrated Waste Management Plan	To address the challenge of Waste Management by improving waste service provision through developing suitable waste management models for various settlements of Buffalo City which are formal, informal as well un-serviced areas in line with the National Waste Management Strategy.	Section 11(4)(a)(ii) NEMA: Waste Act 2008	2014	2022	2027	The IWMP for the period 2022- 2027 has been endorsed by the Council and approved by the MEC for Economic, Environmental Affairs and Tourism.
Air Quality Management Plan	The Air Quality Management Plan (AQMP) is a legislative requirement and forms an input to the Environmental Management Plan (EMP) and other plans, policies and developments. It also protects the integrity and sustainability of the Municipality and the environment. Ensures participative Greener Governance.	National Management Act, 107 of 1998  Air Quality Act 39 of 2005	2017/2018	2025	2030	The department has commenced a review process. A first phase (baseline assessment) planned for 2024/25 has been completed and a report received will form part of the Reviewed AQM plan.
Electricity Master Plan	The master plan was to include the following sub-plans: • Status of the Electricity Network • Infrastructure Refurbishment	Electricity Act (No. 41 of 1987)	2015	None	2020	Document is being prepared for the update to take place in 2022/23

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	Plan • Network Integrity, Strengthening and Development Plan • Electrification Plan • Servitude Plan • Spatial Development Framework Plan • BCM Sector Plans Impact • BCM Local Integrated Resource Plan • Risk Management Plan • Capital Investment Programme • Operational Expenditure Programme • List of Projects The master plan will be presented over the 3, 5, and 20-year planning windows.					
Local Economic Development Strategy	Outlines how the Council can create an enabling environment for economic growth that will benefit all Citizens, especially those who are poor.	Section 26 of the MSA		2006	A new Economic Growth Strategy to be developed in 2023/24	
Tourism Master Plan		Tourism Act (No. 72 of 1993) / Tourism Act (No. 3 of 2014)	2006	2018	To be reviewed in 2024/25	
Integrated Agriculture and Rural Development Strategy	The strategy emphasises an integrated approach to agriculture and rural	EC Agricultural and Rural Development Plan		2006	Due for review	



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	development. It seeks to promote coordination among various role players to avoid duplication.					
SMME Strategy		Small Business Tax Amnesty Act		2014	Due for review	
Cooperative Development Strategy		Cooperatives Act (No. 14 of 2005)		2021	Being monitored on a quarterly basis	
Trade and Investment Strategy		Integrated National Export Strategy		2006	A new Economic Growth Strategy to be developed in 2023/24	
Crime Prevention Strategy	The strategy has formed the basis for the development of an implementation plan towards crime prevention, which is underpinned by a set of measurable objectives, indicators, outputs and activities. The implementation plan, in its format, can be used as a monitoring and evaluation tool. Institutionally, Law Enforcement Services Unit as directly accountable to the Public Safety & Protection Services GM must be the single point of responsibility for the implementation of the activities. The strategy must	<ul style="list-style-type: none"> <li>To enforce Municipal By-Laws and to assist in combating and prevention of crime.</li> <li>To Protect and secure the inhabitants of the metro and their property.</li> <li>To uphold the Constitution and the Law.</li> </ul> <p>To consider the needs of the Community.</p>	August 2012	N/A	30 June 2026	Approved at BSC-1 on the 24th of October 2024 and advertised on 3rd December 2024. Tender Closed 20th of December 2024 with NO tender submissions on the closing date. Memo submitted to CM on 27th of March 2025 for Cancellation & Re-Advertising of Contract CE 3245.

SECTOR PLAN / STRATEGIES	PURPOSE OF THE SECTOR PLAN / STRATEGY	LEGAL REQUIREMENT	DATE ADOPTED (Council Resolution Ref.)	DATE/S REVIEWED/AMENDED (Council Resolution Ref.)	DUE DATE FOR NEXT REVIEW / AMENDMENT	CURRENT STATUS COMMENTS/DISCUSSION
	first be communicated with all the departments earmarked to execute the activities and a Memorandum of Understanding (MOU) must be entered into with such departments. The Law Enforcement Services Unit must, as a way of monitoring and evaluating the strategy, have monthly meetings with the responsible departments to record the progress made in the execution of the activities. Such monthly meetings can also be used as vehicles for contingency planning and adjustment of the implementation plan.					
Water Services Development Plan	Provides a road map for the provision of sustainable and accessible water services to all in the BCMM area of jurisdiction. It also outlines constraints in the current network and proposes priority interventions in both water and sanitation bulk	Section 12 of Water Services Act (No. 30 of 2004)	2017	2019 not been to Council yet	2021	WSDP is the primary instrument for planning water services. A new plan must be developed every five years and should be reviewed or updated as necessary and appropriate in the interim.

SECTOR PLAN / STRATEGIES	PURPOSE OF THE SECTOR PLAN / STRATEGY	LEGAL REQUIREMENT	DATE ADOPTED (Council Resolution Ref.)	DATE/S REVIEWED/AMENDED (Council Resolution Ref.)	DUE DATE FOR NEXT REVIEW / AMENDMENT	CURRENT STATUS COMMENTS/DISCUSSION
	infrastructure services. In response to the SDF, it further provides forecasts for the growth and development of the City, with clear projections for development upgrades and extensions to the network.					The department is beginning the process of updating the Water Services Master Plan, which will be incorporated into the next review of the WSDP.
Crime Prevention Strategy	The strategy has formed the basis for the development of an implementation plan for crime prevention, which is underpinned by a set of measurable objectives, indicators, outputs, and activities. The implementation plan, in its format, can be used as a monitoring and evaluation tool. Institutionally, the Law Enforcement Services Unit, as directly accountable to the Public Health & Safety Portfolio Head, must be the single point of responsibility for the implementation of the activities. The strategy must first be communicated to all	<ul style="list-style-type: none"> <li>• To enforce Municipal By-Laws and assist in the combating and prevention of crime.</li> <li>• To protect and secure the inhabitants of the metro and their property.</li> <li>• To uphold the Constitution and the law.</li> <li>• To consider the needs of the Community.</li> </ul>	August 2012	N/A	30 June 2024	Currently at BSC 1 - SCM

SECTOR PLAN / STRATEGIES	PURPOSE OF THE SECTOR PLAN / STRATEGY	LEGAL REQUIREMENT	DATE ADOPTED (Council Resolution Ref.)	DATE/S REVIEWED/AMENDED (Council Resolution Ref.)	DUE DATE FOR NEXT REVIEW / AMENDMENT	CURRENT STATUS / COMMENTS/DISCUSSION
	the departments earmarked to execute the activities, and a Memorandum of Understanding (MoU) must be entered into with these departments. The Law Enforcement Services Unit must, as a means of monitoring and evaluating the strategy, hold monthly meetings with the responsible departments to record the progress made in executing the activities. Such monthly meetings can also serve as vehicles for contingency planning and adjustment of the implementation plan.					
Employment Equity Plan	To achieve and maintain representation in the workplace by appointing, empowering, and developing competent members of staff who are equipped to implement the strategic plans of the Council.	Employment Equity Act (No. 55 of 1998)	BCMC 371/19	01 July 2019 - 30 June 2021	30 June 2021	The process of reviewing the EEP has been initiated.

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Workplace Skills Plan	Annually, BCMM develops a Workplace Skills Plan (WSP) for the forthcoming year. This plan encompasses a training needs analysis, a training budget, and an implementation plan for the capacitation of employees throughout the year, as well as an Annual Training Report on the implementation of the current WSP. An Annual Implementation Plan, flowing from the WSP, is then drawn up, containing scheduled interventions.	LRA (No. 66 of 1995) Employment Equity Act (No. 55 of 1998) Skills Development Act (No. 97 of 1998) SAQA Act (No. 58 of 1995) National Skills Development Strategy III			25 April 2022	Draft Workplace Skills Plan has been developed and will be presented to the Employment Equity and Training Steering Committee, scheduled for 28 March 2023, for approval.
Human Resource Management Strategy	To ensure that HR serves and supports the Municipality in achieving its strategic objectives through proper HR practices, such as recruitment, training, performance management, health and safety, personnel administration, and labour relations.	Skills Development Facilitation Act Labour Relations Amendment Act (No. 42 of 1996) Basic Conditions of Employment Act (No. 75 of 1997) Employment Equity Act (No. 55 of 1998) MSA (No. 32 of 2000) MFMA (No. 56 of 2003)	The Draft HR Strategy of 2006 was not approved by Council.	The Draft HR Strategy of 2006 has not been reviewed.  The Draft HR Strategy of 2006 was not approved by Council.	The draft Human Resources Management Strategy to be reviewed by 28 February 2021 The Draft HR Strategy will be reviewed in the 2023/24 financial year to ensure alignment with the new Human Resource regulations.	Note: There are two HR Departments, i.e. Human Resources Management and HR Development & Performance. Each department should have its own strategy. Integration and linkages of the two strategies will occur at the operational level.

SECTOR PLAN / STRATEGIES	PURPOSE OF THE SECTOR PLAN / STRATEGY	LEGAL REQUIREMENT	DATE ADOPTED (Council Resolution Ref.)	DATE/S REVIEWED/AMENDED (Council Resolution Ref.)	DUE DATE FOR NEXT REVIEW / AMENDMENT	CURRENT STATUS COMMENTS/DISCUSSION
Municipal Health Services Plan	To provide a framework for the provision of comprehensive and integrated Municipal Health services in BCMM	Municipal Systems Act 32 of 2000 Municipal Structures Act 117 of 1998 National Health Act, 61 of 2003	2014/2015	2025	2030	The review process has commenced and it is underway. It is anticipated that the process will be finalised by end June 2026.
Water and Sewerage Master Plans	The water & sewerage master plans identify and prioritise the required bulk water services infrastructure upgrades and extensions. They provide information on current and future needs regarding the necessary upgrading of the water and sewer infrastructure network.	National Water Act (No. 36 of 1998)				
Storm water Management System	The Storm water Management System addresses priorities in the required maintenance of the system.					
Pavement Management System	The Pavement Management System identifies and prioritises the required maintenance and upgrading of street infrastructure.		2012/13	2019/20		





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# 1 Introduction & Background

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## ■ Rationale for the Process Plan

The IDP is developed in accordance with the requirements set out in the MSA (No. 32 of 2000) and the Local Government Municipal Planning and Performance Management Regulations (2001). The MSA further mandates municipalities to review their IDP annually based on an assessment of their performance measurements.

***The preparation of a Process Plan, which is in essence the IDP Process set out in writing, requires the adoption by Council. This plan has to include the following:***

- *A programme specifying the time frames for the various planning steps;*
- *Appropriate mechanisms, processes, and procedures for the consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process;*
- *An indication of the organisational arrangements for the IDP process;*
- *Binding plans and planning requirements, i.e. policy and legislation; and*
- *Mechanisms and procedures for vertical and horizontal alignment.*

To ensure minimum quality standards for the Integrated Development Plan (IDP) and proper coordination among all stakeholders—including the Council, administration, different spheres of government, institutional structures, ward committees, and various community-based organisations—the preparation of the Process Plan is regulated by the Municipal Systems Act (2000).

## ■ Area of the IDP

The IDP will be applicable to the BCMM Municipal Area, which is situated on the east coast of the EC province, South Africa. BCMM is located relatively centrally in the EC province and is surrounded by the Great Kei Local Municipality, Amahlati Local Municipality, Nkonkobe Local Municipality, and Ngqushwa Local Municipality. It is bounded to the south-east by the long coastline along the Indian Ocean. It includes the towns of East London, Bhisho, and Qonce, as well as the large townships of Mdantsane and Zwelitsha.

The municipality was established as a local municipality in 2000 after South Africa's reorganisation of municipal areas and is named after the Buffalo River, at whose mouth lies the only river port in SA. On 18 May 2011, it was separated from the Amathole District Municipality and converted into a metropolitan municipality.

BCMM is composed of significant portions of two Magisterial Districts, as follows:

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

In line with the local government dispensation in SA, the BCMM is categorised as a Category “A” Municipality.

## ■ Five-year cycle of the IDP

Drafting an IDP requires a comprehensive planning process and the involvement of a wide range of internal and external role players. Such a process must be properly organised and prepared. This preparation is the responsibility of the Municipal Manager and Senior Management. The preparation process will be referred to as the “Process Plan” and should contribute to the institutional readiness of the municipality to draft or review the IDP.

The IDP drives the strategic development of BCMM. The Municipality’s budget is influenced by the strategic objectives identified in the IDP. The Service Delivery and Budget Implementation Plan (SDBIP) ensures that the Municipality implements programmes and projects based on the IDP targets and associated budgets. The performance of the Municipality is reported in the Quarterly and Mid-yearly Performance Assessment Reports, as well as in the Annual Report.

In addition, Risk Management forms an integral part of the internal processes of a municipality. When properly executed, risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives.

## ■ Phases of the annual process

In accordance with the Revised IDP Guidelines issued by the National Minister of Cooperative Governance and Traditional Affairs in 2020, under Section 37 of the Municipal Systems Act, the drafting of the IDP involves five (5) critical phases, namely:

- *Phase 1: Research, Information Collection and Analysis;*
- *Phase 2: Vision, Objectives and Strategies;*
- *Phase 3: Development of Programmes and Projects;*
- *Phase 4: Integration and Consolidation; and*
- *Phase 5: Approval, Adoption and Publication.*

Taking due consideration of these guidelines, the BCMM’s IDP process goes through the following phases over the course of a year:

**Table 165: Phases**

Phase	Tasks	Mechanisms
<b>Phase 1: Research Information Collection and Analysis</b>	<b><i>External analysis:</i></b>	
	<ul style="list-style-type: none"> <li>■ Spatial</li> <li>■ Social</li> <li>■ Economic</li> <li>■ Environmental</li> <li>■ Physical</li> <li>■ Sector and Community needs and issues</li> </ul>	<ul style="list-style-type: none"> <li>■ Sector plans analysis and reviews</li> <li>■ Spatial Development Framework</li> <li>■ Stakeholder discussions</li> <li>■ IGR work sessions</li> </ul>
	<b><i>Compilation of area plans:</i></b>	
	<ul style="list-style-type: none"> <li>■ Ward profiles</li> <li>■ Services backlogs</li> <li>■ Priority issues per ward</li> </ul>	<ul style="list-style-type: none"> <li>■ Ward committee/ ward meetings and workshops</li> <li>■ Inputs by departments</li> </ul>
	<b><i>Internal analysis:</i></b>	
	<ul style="list-style-type: none"> <li>■ Governance and Financial Management Critical issues / challenges</li> <li>■ Minimum service levels</li> </ul>	<ul style="list-style-type: none"> <li>■ In-house exercise by departments and IDP/Budget/PMS Workstreams</li> <li>■ Performance assessment</li> </ul>
	<b><i>Inter-governmental alignment:</i></b>	

Phase	Tasks	Mechanisms
	Align with National and Provincial Policies	In accordance with the 2022 Medium Term Expenditure Framework (MTEF) Guidelines for Provinces, to enhance the integration of policy alignment, planning, budgeting, and implementation, provincial MTECS should be utilised as one of the platforms that encourage joint planning between departments, municipalities, and public entities.
<b>Phase 2: Vision, Objectives and Strategies</b>	Council and Management discuss strategic issues such as vision and mission, future directions, strategic outcomes, and key focus areas, as well as programmes, projects, key initiatives, key performance indicators, and targets for each key focus area. They take cognisance of the need to align all plans with those of provincial and national government sector departments and entities.	<ul style="list-style-type: none"> <li>Strategy workshops (Top Management Technical Strategic Planning Sessions, IDP/Budget/PMS Workstreams)</li> <li>Mayoral Lekgotla</li> <li>Council Lekgotla</li> <li>Stakeholder discussions</li> <li>Three-Spheres Planning Session</li> <li>In-house Top Management Team Session</li> </ul>
<b>Phase 3: Development of Programmes and Projects</b>	Identify programmes, projects, and key initiatives in alignment with Council priorities and Mayoral Lekgotla and Council Lekgotla outcomes. These should be developed with constant reference to the requirements of the NDP, IUDF, DDM, as well as other sectoral policies. During this phase, the metro should strive to obtain input from other spheres of government, state entities, and key sector players regarding the development programmes, projects, or intentions within the city.	<ul style="list-style-type: none"> <li>IDP/Budget Work Sessions for the purpose of Mid-year Budget Adjustments, MTREF Budget Preparation in line with Council Priorities.</li> <li>Internal Transversal discussions as provided for in the BCMM IGR Framework, which also covers the operational system and processes for horizontal planning across the municipality.</li> <li>Combined IDP/SDBIP/Enterprise Risk Review Work Sessions</li> </ul>
<b>Phase 4: Integration and Consolidation</b>	Assess the relevance and interdependence of the programmes and projects to ensure consistency with the identified programmes and projects, as well as with IDP Priorities, MTREF Budget, policy, and legal requirements.	<ul style="list-style-type: none"> <li>Refinement of budget in line with Cabinet-approved division of revenue, MTEF</li> <li>Budget assessment by NT.</li> </ul>
<b>Phase 5: Approval, Adoption and Publication</b>	<p><b>Approval of draft IDP and draft annual budget:</b> Finalise and approve the draft IDP, draft annual budget, and SDF amendments.</p> <p><b>Consultation and Refinement</b></p> <ul style="list-style-type: none"> <li>Make public the draft IDP and draft annual budget for comments and submissions.</li> <li>Submit the draft annual budget to National and Provincial Treasury, prescribed national or provincial organs of state, and to other municipalities affected by the budget.</li> <li>Consult the local community and other stakeholders.</li> </ul> <p><b>Final Adoption</b></p> <ul style="list-style-type: none"> <li>Council approves the final IDP and final annual budget.</li> </ul> <p><b>Publication</b></p> <ul style="list-style-type: none"> <li>Publication and submission of the adopted IDP to the legislative authority.</li> </ul>	<ul style="list-style-type: none"> <li>In-house preparation of the relevant documentation and submission to Council</li> <li>Council workshop</li> <li>In-house exercise by Chief Financial Officer and Manager: IDP/BI</li> <li>Public Meetings &amp; Workshops</li> <li>IDP Representative Forum Meeting</li> <li>In-house preparation of the relevant documentation and submission to the Council</li> <li>Statutory publication and submission as per the prescripts</li> </ul>

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## 2 Preparation for the Process

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The result of the preparation process should not only be a document (the Process Plan), but also a well-prepared council and management, confident in the task ahead.

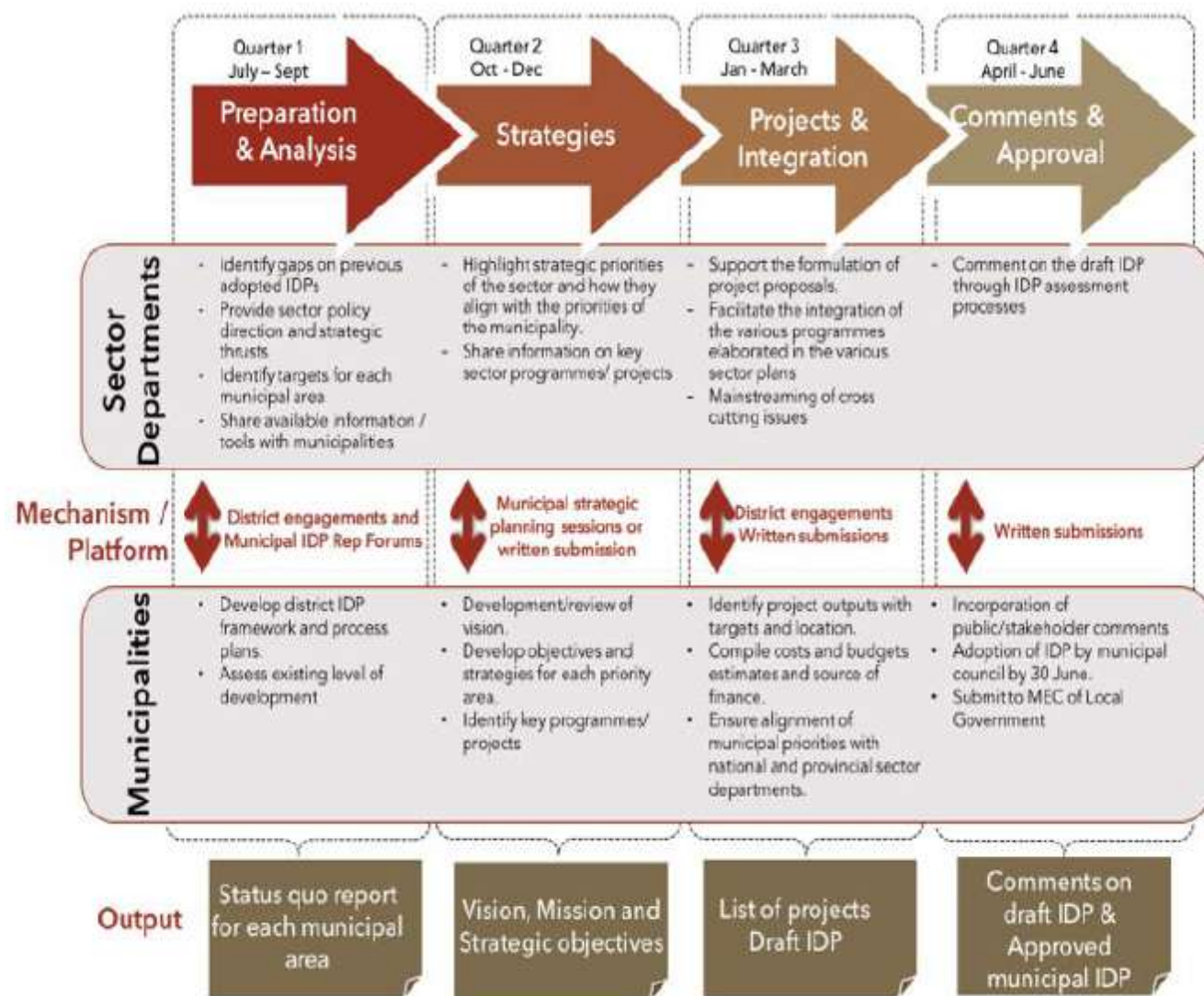
### ***In the Process Plan -***

- *Organisational arrangements are established, and the membership of committees and forums is clarified.*
- *Roles and responsibilities are defined, and internal human resources are allocated accordingly.*
- *The legal requirements, principles, and functions of community and stakeholder participation during the IDP process are outlined.*
- *Mechanisms and procedures for alignment with external stakeholders, such as other municipalities, districts, and other spheres of government, are examined.*
- *Legislation and policy requirements that must be considered during the IDP process are provided. The list includes documents, guidelines, plans, and strategies from the provincial and national spheres of government.*

This preparation for the IDP compilation process is a task of municipal management. Individual tasks may be delegated, but the process remains the accountability of the Management Team.

With the introduction of the MMD, the Metro has had to reflect on the participation of national and provincial government in the planning processes. The Revised IDP Guidelines for municipalities, 2020, clearly indicate that the main purpose of national and provincial participation is to ensure that sector priorities are reflected and development actions are aligned to contribute to the achievement of national development objectives.

The diagram below shows that the participation of all three spheres starts with the preparation activities for the development or review of the IDP. Given that the IDP and DDM processes are linked and aligned in the Buffalo City planning processes, the roles of all three spheres and the mechanisms they use to interact throughout the IDP process are expanded upon in later sections.



**Figure 137: Roles and Responsibilities of sector departments by IDP Phase**

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### 3 Compiling 5<sup>th</sup> Generation IDP (2021/26)

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MFMA Budget Circular 108 of 2021 guided municipalities on how to manage the development and adoption of IDPs during the 2021 Local Government Elections.

MFMA Circular 108 of 2021 advised Councils of their obligation to ensure compliance with the stipulations regarding the review and adoption of the IDP and Budget by 30 June 2022.

*The Council of BCMM, 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, adopted the 2021/26 Integrated Development Plan and its first review for the 2022/23 period during a Council meeting held on 31 May 2022.*

#### ■ Key Elements addressed in this process

The following is a summary of the main activities undertaken during this IDP Process:

##### 3.1.1 Assessment Issues

- The comments on the last adopted IDP provided by the MEC for Local Government in accordance with Sections 31 and 32 of the MSA;
- Findings contained in the National Treasury Benchmarking Report regarding their assessment of the metro's budget during April/May annually;
- Findings contained in the Auditor General's Report from the previous financial year/s; and
- Shortcomings and weaknesses identified through self-assessment.

##### 3.1.2 Review of the Strategic Elements of the IDP in terms of the priorities of Council and the objectives of Management

- Review of the Strategic elements of the IDP and MGDS if required, and integrating the strategic intent throughout the budget process, including mSCOA alignment and finalising the SDBIP;
- Review of elements of the SDF;
- Review of the Disaster Management Plan;
- Update of Master Plans and Sector Plans; and
- Update of the Financial Plan.

##### 3.1.3 Inclusion of new information where necessary

- Addressing areas requiring additional attention regarding legislative requirements not covered during the compilation of the 2016/17-2021/22 IDP and all subsequent revisions conducted in accordance with the relevant legislation (i.e. MFMA Regulatory Circulars);
- Updating the Socio-Economic Profile;
- Public Participation Input and revision of Ward Plans; and
- The implications of the National Government-led Planning Reforms, with specific emphasis on the development of Metro-Specific IDP Guidelines, the Guidelines for Transitioning out of BEPP, the District/Metro Development Model, and the review of the IDP Assessment Tool, all of which are at different stages of development and implementation.

##### 3.1.4 Municipal Accountability Cycle and mSCOA compliance



The Minister of Finance has, in terms of section 168 of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003), and acting with the concurrence of the Minister of Cooperative Governance and Traditional Affairs, gazetted the Municipal Regulations on Standard Chart of Accounts (mSCOA) into effect on 22 April 2014.

Municipal SCOA provides a uniform and standardised financial transaction classification framework. Essentially, this means that mSCOA prescribes the method (the how) and format (the look) that municipalities and their entities should use to record and classify all expenditure (capital and operating), revenue, assets and liabilities, policy outcomes, and legislative reporting. This is done at the transactional level and ensures that a municipality and its entities have minimum business processes in place. This will result in an improved understanding of the role of local government in the broader national policy framework and its linkage to other government functions. **mSCOA** is a business reform rather than a mere financial reform and requires multi-dimensional recording and reporting of every transaction across 7 segments:

The municipal financial management and accountability cycle consists of:

- **Integrated development plan (IDP):** Sets out the municipality's goals and development plans. Council adopts the IDP and undertakes an annual review and assessment of performance.
- **Budget:** The IDP informs the budget, which sets out the revenue-raising and expenditure plan of the municipality for approval by Council. It is linked to the service delivery and budget implementation plan (SDBIP). The budget and the SDBIP form the basis for the performance agreements of the municipal manager and senior management.
- **In-year reports:** Council monitors financial and non-financial performance through quarterly and mid-year reports produced by the administration and tabled in Council.
- **Annual financial statements:** These are submitted to the Auditor-General, who issues an audit report on the financial and non-financial audits undertaken simultaneously.
- **Annual report:** Reports on implementation performance in relation to the budget and the SDBIP.
- **Oversight report:** Council adopts an oversight report based on outcomes highlighted in the annual report and actual performance.
- **Audit committee:** Provides independent specialist advice on financial and non-financial performance and governance.

Figure 138 below illustrates the Municipal Accountability Cycle in SA and its connection to mSCOA.

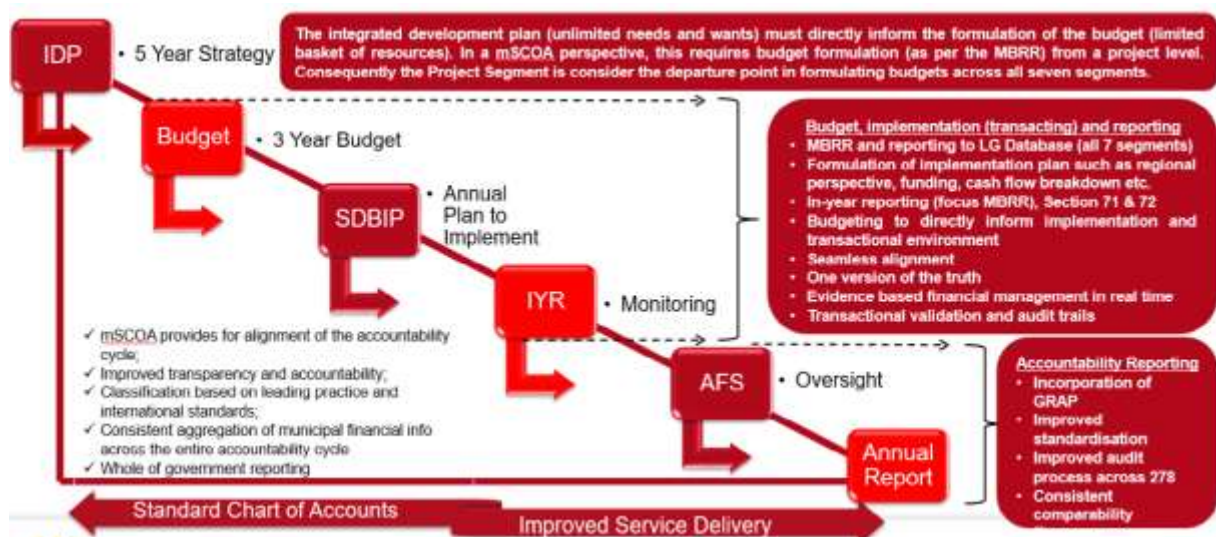


Figure 138: Local Government Financial Management Accountability Cycle and linkage with mSCOA



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## 4 Annual Revision of the IDP

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### ■ Legislative prescripts for annual review of the IDP

**MSA Section 34, Annual review and amendment of integrated development plan determines that-**

*A municipal council:*

- (a) *must review its integrated development plan:*
  - (i) *annually, in accordance with an assessment of its performance measurements in terms of section 41; and*
  - (ii) *to the extent that changing circumstances demand; and*
- (b) *may amend its integrated development plan in accordance with the prescribed process.*

### ■ Purpose of a review

The IDP must be reviewed annually to:

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

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

*If these are minor adjustments, there is no need to formally amend the IDP. However, where significant changes are required with budgetary implications (allocations or projections), this should warrant an amendment of the IDP, as outlined below.*

Ideally, a report to Council should be provided each year when the Annual Report is tabled. This report should indicate areas in which the IDP needs to be amended to accommodate changes in strategy, policy, or where unforeseen circumstances have necessitated a material change to the IDP. The annual review should not be extensive but rather an update of relevant information.

The following are some key questions that should be asked when reviewing the IDP:

- Are there any significant changes in budget availability?
- Are there any significant changes in the spatial layout of the area?
- Are there any significant changes within the specific municipal area that have a reasonable impact on projects, programmes, or livelihoods of the community?

### ■ Amendments

Within the term of office, a municipal IDP may need to be amended when significant unexpected changes occur within the municipality that require a reorganisation of municipal priorities and budgets. IDP amendments should only be undertaken under exceptional circumstances and must be supported by substantial justification.

The process for amending a municipal IDP is outlined in Section 3 of the Municipal Planning and Performance Management Regulations, 2001, and is similar to that of adopting a new IDP:

**Table 166: Process to amend IDP**

Review	
Council will review the IDP based on: <ul style="list-style-type: none"> <li>Assessment of performance measures</li> <li>Demand based on changing circumstances</li> </ul>	Annually
Amendment (if required)	
a) A council member or committee introduces a proposal to amend the IDP	If / when required
b) A memo detailing the reasons for amendment	
c) Give reasonable notice to the members of Council.	
d) Publish the proposed amendment for 21 days.	
e) Consultations between the district and local residents	
f) Council adopts the IDP	

The annual review must inform the Municipality's financial and institutional planning and, most importantly, the drafting of the annual budget. It must be completed in time to properly inform the latter.

The purpose of the annual review is therefore to:

- reflect and report on progress made with respect to the strategy in the five-year IDP;
  - make adjustments to the strategy if necessitated by changing internal and external circumstances that impact the appropriateness of the IDP;
  - determine annual targets and activities for the next financial year in line with the 5-year strategy; and
  - inform the municipality's financial and institutional planning and, most importantly, the drafting of the annual budget.
- What the review is not**
    - The Review is not a replacement for the 5-year IDP.
    - The Review is not intended to interfere with the long-term strategic orientation of the municipality to accommodate new whims and additional demands.

## 5 Legal Requirements

Since the release of the 2001 IDP guideline, there have been significant policy and legislative changes guiding development in SA. The primary policy developments include the following:

- The NDP (2012)
- The Back to Basics Programme for Municipalities (2014)
- The Integrated Urban Development Framework (2016)
- The Development of Built Environment Performance Plans by Metropolitan Municipalities
- The DDM (2019)

Some important legislative developments include:

- SPLUMA (No. 16 of 2013) (SPLUMA)
- National Land Transport Act (No. 5 of 2009)
- Department of Planning, Monitoring and Evaluation (DPME) Draft Planning Framework Bill

On the international front, important developments include the following:

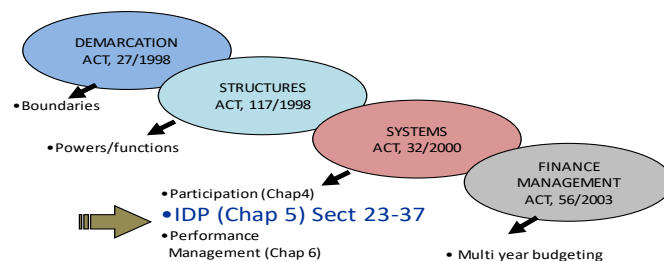
- The African Union launched Africa 2063 in 2014.

- The Sustainable Development Goals replaced the Millennium Development Goals.
- National Urban Agenda.
- The Paris Accord Addressing Climate Change.

The Revised IDP Guidelines, therefore, advise that:

- All municipalities are expected to develop and implement IDPs within the context of the NDP, the IUDF, and other policy imperatives.
- For municipalities to develop credible IDPs, national and provincial departments must meaningfully engage with the local development planning process.
- Other development agents in municipal spaces, such as government entities, traditional leadership, mining companies, and others, should participate in and enrich the local development planning process.

To ensure certain minimum quality standards of the IDP process and proper coordination between and within the spheres of government, the IDP process is regulated by the following legislation:



**Figure 139: Municipal Legislative Background**

## ▪ The Integrated Development Plan (IDP)

### 5.1.1 Chapter 5 and Section 25 (1) of the Municipal Systems Act (2000) indicates that:

*Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all-inclusive, and strategic plan for the development of the municipality which-*

- Links integrates and coordinates plans while considering proposals for the development of the municipality;*
- Aligns the municipality's resources and capacity with the implementation of the plan;*
- Complies with the provisions of this Chapter; and*
- Is compatible with national and provincial development plans, as well as planning requirements that are binding on the municipality in terms of legislation.*

### 5.1.2 In accordance with the Municipal Systems Act, No 32 of 2000 (MSA) Section 28:

- Each municipal council, within a prescribed period after the start of its elected term, must adopt a written process to guide the planning, drafting, adoption, and review of its integrated development plan.*
- The municipality must, through appropriate mechanisms, processes, and procedures established in terms of Chapter 4, consult the local community before adopting the process.*

- c) *A municipality must give notice to the local community of the particulars of the process it intends to follow.*

#### 5.1.3 Section 29(1) of the Municipal Systems Act, No. 32 of 2000 (MSA) instructs that:

*The process must -*

- (a) *be in accordance with a predetermined programme specifying timeframes for the different steps;*
- (b) *through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for -*
  - (i) *the local community to be consulted on its development needs and priorities;*
  - (ii) *the local community to participate in drafting the integrated development plan;*
  - and*
  - (iii) *organs of state, including traditional authorities, and other role players to be identified and consulted in the drafting of the integrated development plan;*
- (c) *provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation; and*
- (d) *be consistent with any other matters that may be prescribed by regulation.*

#### 5.1.4 Section 34 of the Municipal Systems Act (No. 32 of 2000) (MSA) prescribes that:

*A municipal council must*

- (a) *review its Integrated Development Plan*
  - (i) *annually in accordance with an assessment of its performance measurements in terms of section 41; and*
  - (ii) *to the extent that changing circumstances so demand; and*
- (b) *may amend its Integrated Development Plan in accordance with a prescribed process.*

### ■ **The Annual Budget**

The Annual Budget and the IDP are inextricably linked to one another, a connection that has been formalised through the promulgation of the MFMA (2004).

#### 5.1.5 Chapter 4 and Section 21 (1) of the MFMA indicates that:

*The Mayor of a municipality must-*

- (b) *At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for-*
  - i. *The preparation, tabling and approval of the annual budget;*
  - ii. *The annual review of-*
    - aa) *The integrated development plan in terms of section 34 of the Municipal Systems Act; and*
    - bb) *The budget related policies.*
  - iii. *The tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and*
  - iv. *The consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).*

## ■ The Service Delivery and Budget Implementation Plan (SDBIP)

The SDBIP is an implementation plan for the approved IDP and MTREF. Therefore, only budgeted projects are implemented. It aims to address the development objectives derived from the approved IDP.

### 5.1.6 Section 1 of the MFMA defines the SDBIP as:

*“A detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality’s delivery of services and executing its annual budget, which must include(as part of the top layer) the following:”*

- (a) projections for each month of-*
  - (i) revenue to be collected, by source; and*
  - (ii) operational and capital expenditure, by vote;*
- (b) service delivery targets and performance indicators for each quarter*

### 5.1.7 The Spatial Planning and Land Use Management Act (No. 16 of 2013) confirms in Section 20(2):

*“that a municipal SDF must be prepared – “as part of” a municipal IDP.”*

## 6 Institutional Arrangements

### ■ Organisational arrangements

BCMM established a set of organisational arrangements to institutionalise the participation process of all stakeholders, effectively manage outputs, and provide affected parties with access to contribute to the decision-making process. The metro continuously reviews existing arrangements, utilises and adapts them if necessary, and strives to avoid duplication of mechanisms.

This section addresses the organisational structure and the terms of reference for each of the arrangements/structures. It is one of the prerequisites for a smooth and well-organised IDP process that all role players are fully aware of their own responsibilities and those of other role players.

This section deals with:

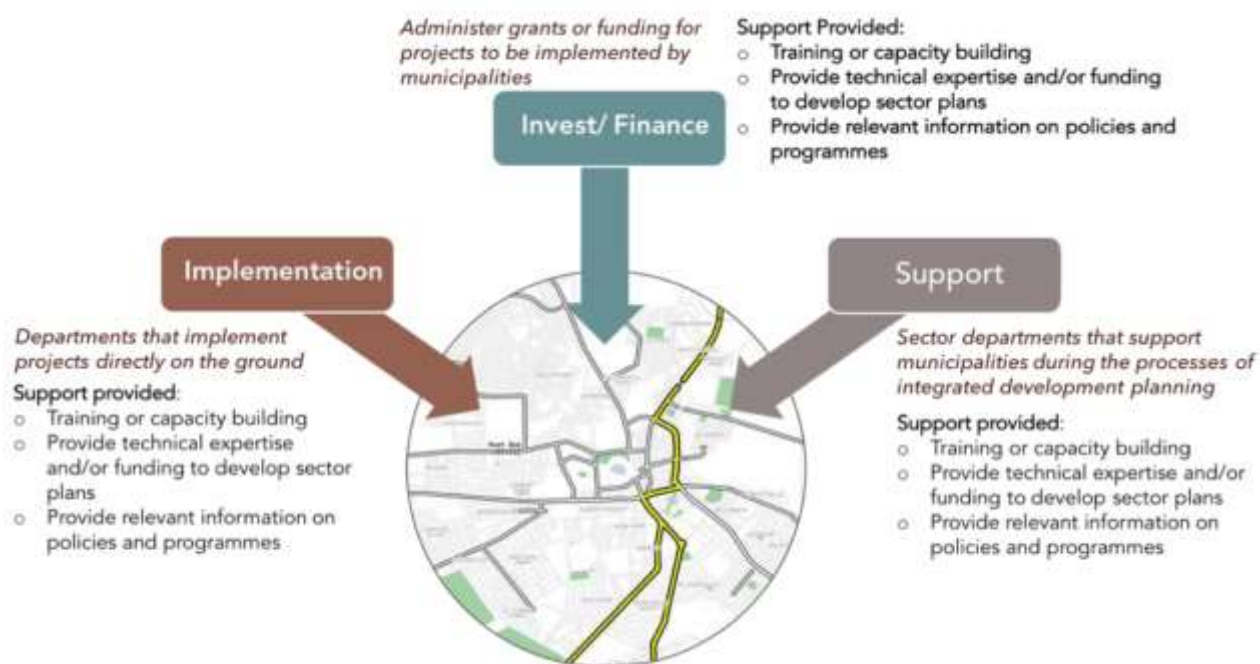
- The roles that the municipality must play in the IDP process, in relation to the roles expected of external role players; and
- The further specification of roles within the Municipality, along with the detailed responsibilities related to those roles.

### 6.1.1 Roles and responsibilities within Government

**Table 167: Roles and Responsibilities within Government**

Role Player	Roles and Responsibilities
Local Municipality	<ul style="list-style-type: none"> <li>■ Prepare and adopt the IDP Process Plan and Budget Time Schedule.</li> <li>■ Undertake the overall management and coordination of the IDP process, which includes ensuring that: <ul style="list-style-type: none"> <li>- All relevant role-players are appropriately involved;</li> <li>- appropriate mechanisms and procedures for community participation are applied;</li> <li>- events are undertaken in accordance with the approved time schedule;</li> <li>- the IDP addresses the real burning issues in the municipality; and</li> </ul> </li> </ul>

Role Player	Roles and Responsibilities
	<ul style="list-style-type: none"> <li>- the sector planning requirements are met.</li> <li>▪ Prepare and adopt the IDP.</li> <li>▪ Adjust the IDP in accordance with the MEC's proposal.</li> <li>▪ Ensure that the annual business plans, budget, and performance management system are linked to and based on the IDP.</li> </ul>
<b>Provincial Government</b>	<ul style="list-style-type: none"> <li>▪ Ensure horizontal alignment of the IDPs of the local municipalities within the province.</li> <li>▪ Ensure vertical/sector alignment between provincial sector departments, provincial strategic plans, and the IDP process at metro level by - <ul style="list-style-type: none"> <li>- guiding the provincial sector departments' participation in and coordinating the required contribution to the municipal IDP process;</li> <li>- guiding them in assessing draft IDPs and aligning their sector programmes and budgets with the IDPs.</li> </ul> </li> <li>▪ Efficient financial management of provincial IDP grants.</li> <li>▪ Monitor the progress of IDP processes.</li> <li>▪ Facilitate the resolution of disputes related to IDPs.</li> <li>▪ Assist municipalities in the IDP drafting process where required.</li> <li>▪ Organise IDP-related training as needed.</li> <li>▪ Co-ordinate and manage the MEC's assessment of IDPs.</li> </ul>
<b>National Government</b>	<ul style="list-style-type: none"> <li>▪ NT assessment of IDP, Budget, SDBIP and BEPP</li> </ul>



**Figure 140: Roles and Responsibilities within Government**

### 6.1.2 Roles and responsibilities – Municipality and Stakeholders

As shown in the table below:

**Table 168: Roles and responsibilities - Municipality and stakeholders**

ROLE PLAYERS	LEGISLATED FUNCTIONS
MUNICIPALITY DEFINED	<p><b>Systems Act Section 2(b)</b> - A municipality consists of -</p> <ul style="list-style-type: none"> <li>(i) the political structures and administration of the municipality; and</li> <li>(ii) the community within the municipality</li> </ul>
POLITICAL STRUCTURES	<p><b>Structures Act Section 56(2)</b> - Functions and powers of executive mayors</p> <p>The executive mayor must –</p> <ul style="list-style-type: none"> <li>(a) identify the needs of the municipality;</li> <li>(b) review and evaluate those needs in order of priority;</li> <li>(c) recommend to the municipal council strategies, programmes and services to address priority needs through the <b>integrated development plan</b>, and the estimates of revenue and expenditure, taking into account any applicable national and provincial development plans; and</li> <li>(d) recommend or determine the best way, including partnerships and other approaches, to deliver those strategies, programmes and services for the maximum benefit of the community.</li> </ul> <p><b>Systems Act Section 30</b> - Management of drafting process</p> <p>The executive mayor of a municipality must, in accordance with section 29-</p> <ul style="list-style-type: none"> <li>(a) manage the drafting of the municipality's integrated development plan;</li> <li>(b) assign responsibilities in this regard to the municipal manager; and</li> <li>(c) submit the draft plan to the municipal council for adoption by the council.</li> </ul>
ADMINISTRATION	<p><b>MSA Section 55(1)</b> - Municipal managers</p> <p>As head of administration, the municipal manager of a municipality is, subject to the policy directions of the municipal council, responsible and accountable for-</p> <ul style="list-style-type: none"> <li>(a) the formation and development of an economical, effective, efficient, and accountable administration - <ul style="list-style-type: none"> <li>(i) equipped to carry out the task of implementing the municipality's <b>IDP</b> in accordance with Chapter 5;</li> <li>(ii) operating in line with the municipality's PMS as outlined in Chapter 6; and</li> <li>(iii) responsive to the needs of the local community to participate in the municipality's affairs;</li> </ul> </li> <li>(b) the management of the municipality's administration in accordance with this Act and other legislation applicable to the municipality;</li> <li>(c) the implementation of the municipality's <b>IDP</b> and the monitoring of progress in implementing the plan</li> </ul>
COMMUNITY	<p><b>MSA Section 29(1)</b> - Process to be followed</p> <p>The process followed by a municipality to draft its Integrated Development Plan, including its consideration and adoption of the draft plan, must -</p> <ul style="list-style-type: none"> <li>(b) through appropriate mechanisms, processes, and procedures established in terms of Chapter 4, to allow for - <ul style="list-style-type: none"> <li>(i) the local community to be consulted on its development needs and priorities</li> <li>(ii) the local community to participate in drafting the integrated development plan.</li> </ul> </li> </ul>

The table below indicates the roles and responsibilities of the various role players.



**Table 169: Roles and Responsibilities of role players**

STRUCTURE	COMPOSITION AND RESPONSIBILITY
<b>The Executive Mayor of BCMM</b>	<p>The Executive Mayor of BCMM has the ultimate responsibility for the preparation and implementation of the IDP, Budget and Performance Management. In their executive capacity, the Executive Mayor must:</p> <ul style="list-style-type: none"> <li>• Be responsible for the overall oversight, development and monitoring of the process, or delegate IDP &amp; PMS responsibilities to the City Manager;</li> <li>• Ensure that the budget, IDP &amp; budget-related policies are mutually consistent and credible;</li> <li>• Approve nominated persons who will be responsible for different roles and activities within the IDP/Budget process; and</li> <li>• Submit the IDP and the Annual Budget to the municipal Council for adoption.</li> </ul>
<b>Buffalo City Municipal Council</b>	<p>The Buffalo City Municipal Council is the ultimate political decision-making body of the municipality, and the Council has the responsibility to:</p> <ul style="list-style-type: none"> <li>• Consider and adopt the IDP Process Plan and time schedule for the preparation, tabling, and approval of the annual budget;</li> <li>• Consider and adopt the IDP and annual budget;</li> <li>• Ensure the municipal budget is coordinated with and based on the IDP;</li> <li>• Adopt a PMS;</li> <li>• Monitor progress regarding IDP implementation.</li> </ul>
<b>Ward Councillors; Ward Committees; Community Development Workers &amp; Traditional Leaders</b>	<p>Ward Councillors, CDWs and Traditional Leaders are the major link between the municipal government and the residents. Their roles and responsibilities are to:</p> <ul style="list-style-type: none"> <li>• Form a link between municipal governance and the community.</li> <li>• Link the planning process to constituencies and/or wards.</li> <li>• Ensure communities understand the purpose and key mechanisms of the IDP, Budget process, and Performance Management, and are motivated to actively participate.</li> <li>• Facilitate public consultation and participation within the wards.</li> <li>• Provide feedback to communities on the adopted IDP, Budget, and SDBIP.</li> </ul>
<b>Strategic Development Portfolio Committee</b>	<p>The Strategic Development Portfolio Committee will provide general political guidance for the IDP/Budget &amp; PMS review process. The Portfolio Committee will be chaired by the Political Head of the Executive Support Services Directorate and will consist of Councillors, with the Executive Mayor serving as an ex-officio member. Key members will also include the Portfolio Councillor for finance, and technical support will be provided by the:</p> <ul style="list-style-type: none"> <li>• HOD: Executive Support Services</li> <li>• GM: IDP/Budget Integration/PMS &amp; GIS</li> <li>• Senior Manager: IDP/Budget Integration</li> <li>• Other relevant officials.</li> </ul>
<b>Budget Steering Committee</b>	<p>The Budget Steering Committee is responsible for recommending the budget document and addressing any other budget-related issues, such as changes in internally funded projects, prior to approval by the council. This committee is chaired by the Executive Mayor or his/her delegated representative, with the chairpersons of the portfolio committees and all section 57 employees serving as members.</p>
<b>City Manager and HoDs</b>	<p>The Municipal Manager has the responsibility to provide guidance and ensure that the administration actively participates in and supports the development and review of the IDP and Budget, working towards their implementation.</p>

STRUCTURE	COMPOSITION AND RESPONSIBILITY
	<p>HoDs are responsible for championing the IDP/Budget processes within their directorates. This is done through:</p> <ul style="list-style-type: none"> <li>• Ensuring understanding of the importance of integrated planning</li> <li>• Ensuring the quality distribution of information related to IDP/Budget processes</li> <li>• Ensuring the timely dissemination of high-quality information for all matters related to IDP/Budget processes</li> </ul>
<b>IDP Steering Committee / Top Management</b>	<p>The IDP Steering Committee is chaired by the City Manager and the Heads of Directorates, who will also serve as the technical leaders of the different Clusters. The tasks of the Steering Committee are to:</p> <ul style="list-style-type: none"> <li>• Provide technical oversight and support to the IDP/Budget review and its implementation;</li> <li>• Consider and advise on IDP/Budget content and process;</li> <li>• Ensure inter-directorate co-operation, co-ordination, communication, and strategic thinking to address priority issues;</li> <li>• Ensure sector and spatial co-ordination and alignment;</li> <li>• Ensure IDP &amp; budget linkage;</li> <li>• Ensure Performance Management is linked to the IDP;</li> <li>• Ensure the organisation is oriented towards implementing the IDP;</li> <li>• Ensure timeframes set for the review are met.</li> </ul>
<b>Directorates &amp; Departments</b>	<p>Directorates and Departments are responsible for sector planning and the implementation of the IDP. The participation of all Departments is therefore critical, and they:</p> <ul style="list-style-type: none"> <li>• Provide technical/sector expertise and information throughout the IDP Budget process; and</li> <li>• Ensure that the review process is participatory, integrated, strategic, implementation-oriented, budget-linked, and aligned with sector planning requirements.</li> </ul>
<b>IDP/Budget/PMS Work Streams</b>	<p>IDP/Budget Work streams are politically led by Mayoral Committee Councillors and technically by HoDs. All Councillors, General Managers, and identified key officials are members of the various working groups. The Work streams are required to:</p> <ul style="list-style-type: none"> <li>• Assist with the identification of key issues, and the development of objectives, strategies, indicators, programmes, projects, and budgets for the relevant themes.</li> <li>• Ensure inter-sectoral co-operation, communication, and strategic thinking to address priority issues.</li> <li>• Consider and incorporate the cross-cutting issues – e.g., HIV/AIDS, climate change, poverty, gender, youth, the elderly, and disabled individuals.</li> <li>• Monitor progress on the implementation of the IDP.</li> </ul>
<b>IDP/Budget/PMS Representative Forum and Community Stakeholders</b>	<p>The IDP/PM/Budget Representative Forum constitutes the structure that institutionalises sectoral participation in the IDP Process. The members of the IDP Representative Forum include the Business, Government, and NGO sectors, as well as the political and technical leaders of the IDP Clusters. The Executive Mayor or his/her nominee chairs the Forum. The Forum has the following functions and duties:</p> <ul style="list-style-type: none"> <li>• represents the interests of their constituents in the IDP process;</li> <li>• provides an organisational mechanism for discussion and consensus-building between the different stakeholders and the Municipal Government;</li> <li>• monitors the performance of the planning, implementation and review process;</li> <li>• ensures an efficient flow of information to and from stakeholder groups.</li> </ul>

STRUCTURE	COMPOSITION AND RESPONSIBILITY
<b>Public Consultation/ Imbizo Preparation Committee</b>	<p>The Public Consultation/Imbizo Preparation Committee is led by the Mayoral Committee Councillors for IDP, Public Participation and Finance. Members of the Technical Committee include:</p> <ul style="list-style-type: none"> <li>• GM IDP/PMS/GIS &amp; IEMP</li> <li>• GM Public Participation &amp; Special Programmes</li> <li>• GM Development Co-operation and Communication</li> <li>• GM Budget &amp; Treasury</li> <li>• GM Organisational Support</li> <li>• GM Public Safety</li> <li>• GM Community Services</li> </ul> <p>The purpose of the Committee is to provide technical guidance and ensure the administrative co-ordination of key public consultations and imbizos.</p>
<b>IDP/PMS/GIS Department</b>	<p>The IDP, Budget Integration, Performance Management, and GIS Department reports to the HoD: Executive Support Services and is required to manage and co-ordinate the IDP review process, ensure IDP/budget integration, roll out the Performance Management System, and monitor the implementation of the IDP, including:</p> <ul style="list-style-type: none"> <li>• preparing the Process Plan for the development of the IDP;</li> <li>• undertaking the overall management and co-ordination of the planning and review process, considering time, resources, and people; and</li> <li>• ensuring that the review process is participatory, strategic, implementation-oriented, integrated with the budget process, horizontally and vertically aligned, and meets sector planning requirements.</li> </ul>

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## 7 Transversal Planning

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The IDP requires alignment with other spheres of government at various stages during the process. Before commencing the IDP process, municipalities need to understand where alignment should occur and through which mechanisms this can be best achieved. Alignment serves as the instrument to synchronise and integrate the IDP process between different spheres of government. The alignment process must demonstrate how National and Provincial Government and SOEs can tangibly assist this Municipality in achieving its developmental objectives.

*The desired outcome of inter-governmental alignment is –*

- *to make government as a whole work together;*
- *to improve the impact of its programmes; and*
- *to work towards achieving common objectives and outcomes, particularly regarding economic growth for job creation and addressing the needs of the poor.*

Efficient performance of government, along with integration and alignment across all spheres of government, can be realised through focused implementation.

### ▪ Integrated Planning across departments (intra-municipal), inter-sphere, and intersectoral

Integrated Planning across departments (intra-municipal), inter-sphere, and intersectoral:

- Housing delivery – The Housing Act (No. 107 of 1997), and the Housing Chapters required to be part of the IDP through the National Housing Code (2009)
- Transport – National Land Transport Act (No. 5 of 2009)
- Water services – Water Services Act (No. 108 of 1997)
- Electricity
- Waste management
- Disaster management
- Climate change – Climate Change Bill, 2018
- Economic development, etc. – Local Economic Development and Inclusive Economic Development (IUDF, 2016)

While legislation makes few specific requirements regarding how planning across municipal departments should occur, it does address what integrated, cohesive planning should encompass. This is partly through the MSA, which outlines what the IDP must cover, and partly through sector legislation that indicates requirements for sector plans.

### ▪ Institutionalising of Planning Reforms

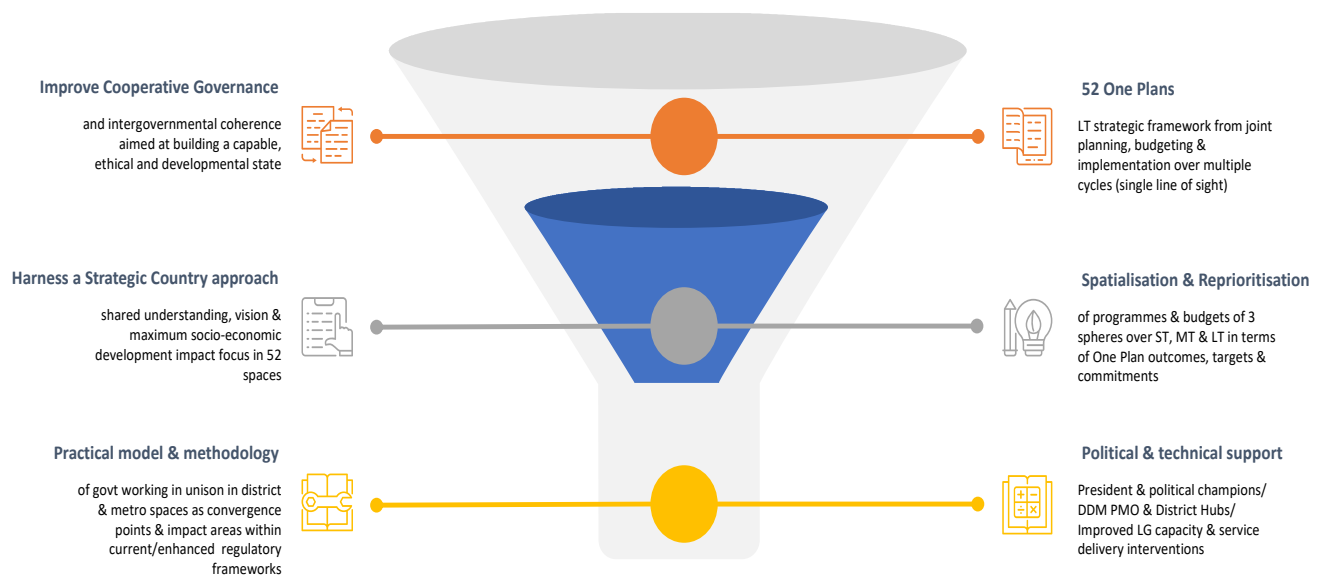
BCMM is a keen participant in the institutionalising of planning reforms processes led by NT, the Department of Planning, Monitoring and Evaluation, the Department of Cooperative Governance, and the DALRRD.

#### 7.1.1 District Development Model

The 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 for 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 operates within a planning environment that already has existing planning instruments at local, provincial, and national levels of government. However, the One Plan is not intended 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. Rather, the One Plan is informed by these plans, and once in place, it will guide the review of these plans and budgets.

The logic of the DDM is illustrated in the following figure:



**Figure 141: Logic of the DDM**

### 7.1.2 One Plan

The One Plan is an intergovernmental initiative that outlines a common vision and desired future outcomes for each of the 44 districts and 8 Metro areas. The objectives of the One Plan are to:

- Address the misalignment caused by a “silo” approach at both horizontal and vertical relationship levels between all spheres of government.
- Maximise impact and align plans and resources through the development of a One Plan, enabling the vision of One Metro, One Plan, and One Budget.
- Narrow the distance between people and government by strengthening coordination roles and capacities at district and local levels.
- Ensure inclusivity through gender-responsive budgeting based on the needs and aspirations of people and communities at a local level.
- Build government capacity to support municipalities.
- Strengthen monitoring and evaluation at district and local levels.
- Implement a balanced approach to development between urban and rural areas.
- Ensure sustainable development while accelerating initiatives to promote poverty eradication, employment, and equality.

The One Plan is the primary tool for realising the strategic objectives of the DDM. It is a Visionary and Transformative framework that addresses each district and metropolitan space. It outlines a rationale for moving from the current situation of operating in silos towards a desired future of joint strategising, planning, and budgeting across three spheres: long-, medium-, and short-term. The One Plan also provides justification for identified interventions and commitments that have a direct correlation to achieving predetermined outcomes.

The development and approval of the One Plan involve a series of collaborative intergovernmental planning sessions among all three spheres of government, reflecting on existing plans, profiles, research, evidence, and solutions pertaining to each of the 52 district and metro spaces. The process of developing the One Plan is integrated with the IDP Process.

**7.1.3 Metro Growth and Development Strategy (MGDS: Vision 2030)**

BCMM adopted the MGDS, which serves as the vision for 2030. The MGDS is the primary foundation for BCMM’s future, enabling collaboration to achieve goals, programmes, and encourage business and investment in a common direction. The strategic outcomes for the long-term development of the City are outlined in the MGDS. The implementation of the MGDS will extend over a 15-year timeframe across three IDPs (5 years each) leading up to 2030. A significant component of the identified programmes and projects requires partnerships between the City and its stakeholders to realise Vision 2030. The implementation plans for MGDS Vision 2030 are encapsulated within the five strategic outcome areas and are aligned with the IDP process.

**7.1.4 Relationship between the ONE PLAN, MGDS and IDP**

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

- a) *the principal strategic planning instrument that guides and informs all planning, development, and decisions regarding planning, management, and development in the municipality*
- b) *binds the municipality in the exercise of its executive authority*

**7.1.5 Metro-Specific Guidelines**

The Metro-Specific Guidelines serve as a reference for reviewing the Fifth-Generation IDP for BCMM. The Guideline is structured around nine priority areas that are key to integrated development planning, as identified by IDP practitioners in cities:

**Table 170: Metro-Specific IDP Guidelines – 9 Focus Areas**

1. Outcomes-led Planning	2. Integrated Planning	3. I
4. Planning Inter-governmentally	5. Planning with the public	6. I
7. Planning and strategy-led budgeting	8. Prioritising programmes and projects in Integrated Development Planning	9. I
10. Monitoring and reporting on implementation	11. Annual reviews of Integrated Development Planning	12. A
13. Assessing the integrated development planning process		14. I

BCMM uses the Metro-Specific IDP Guidelines and Revised IDP Guidelines for Municipalities, 2020, as complementary guidelines to the District Development Model and One Plan Guidelines in designing the IDP Process Plan.

Integrated planning across departments (intra-municipal), inter-sphere, and intersectoral has always been a requirement of the IDP; however, achieving this in practice has proven difficult. The planning of other spheres of government does not consider a municipal or spatial perspective, nor does it take into account the impacts of their plans on land use. Within municipalities, working across silos remains a challenge.

***A reasonable response involves designing an operational system and processes that emphasise and implement horizontal planning across the municipality.***

- Clarifying IDP timelines in relation to other plans, strategies and framework

#### 7.1.6 The City Long Term Growth and Development Strategy

The Cities Long-Term Growth and Development Strategy provides the long-term vision on which the IDP is based. It is an institutional and community planning process that contemplates a city's possible futures, resulting in a strategy for the long term (a 10-50-year period), coordinated, cross-sector, multi-issue development of an urban jurisdiction that informs and is informed by shorter-term plans and initiatives (SACN, 2018: 4). The Long-Term Growth and Development Strategy serves to ground medium-term plans, such as the IDP and SDFs. The IDP, specifically, articulates the next five years towards this vision.

City Long-Term Growth and Development Strategies are not a legal requirement for municipalities to draft in SA. The NDP 2030, the IUDF, the SPLUMA (No. 16 of 2013), and the DORA (No. 3 of 2017) (DORA) provide a national policy impetus for drafting the City Long-Term Growth and Development Strategy.

#### 7.1.7 "Khawaleza" One Plan Metro Model

The One Plan will incorporate the City Long-Term Growth and Development Strategy, its Municipal Spatial Development Framework, and its Sector Strategies. Focusing on the metro space, the intent of the One Plan is to enable and enhance integrated planning and improve the coherence of planning and implementation across all spheres of governance. The idea is a spatially integrated single plan that guides and directs a coordinated and collaborative all-of-government approach to strategic planning, investment expenditure, service delivery, inclusive economic growth, and spatial transformation for a metro. The One Plan is not a legal requirement for metros.

#### 7.1.8 The Municipal Spatial Development Framework

The MSDF is the spatial expression of the IDP. It is prepared as part of the IDP and reviewed every five years alongside the introduction of a new IDP, but it serves as a longer-term spatial vision. The SDF is a legal requirement for municipalities.

#### 7.1.9 Sector Strategies

The cities' sector strategies take their cue from the IDP and the long-term growth and development strategy. The programmes and projects of the sector strategies should be reflected in the implementation section of the IDP.

#### 7.1.10 Infrastructure Plans / CIDMS

City infrastructure plans are long-term strategies for the sustainable provision of City infrastructure. Some of these plans are also sectorally legislated. The capital investment aspects should align with the long-term vision outlined in the overarching strategy. The shorter five-year timeframes of these plans should integrate with the IDP and MSDF and be reflected in the IDP.

To address the issues of inadequate capital expenditure and insufficient attention to asset management, a City Infrastructure Delivery and Management System (CIDMS) has been developed, building on the established Infrastructure Delivery Management System (IDMS) for provincial infrastructure. The CIDMS toolkit assists cities in optimising performance across the urban infrastructure value chain by offering best practice processes, techniques, and tools specifically designed to achieve City strategic objectives and desired outcomes related to the built environment. Consultation was held with key stakeholders on all 12 modules and the proposed implementation strategy [1].



#### 7.1.11 Service Delivery and Budget Implementation Plan (SDBIP)

The SDBIP details the implementation of the IDP programme for the budget period. This document contains the specifics of implementation and addresses planning, budgeting, and performance reporting at the output level. These outputs contribute to achieving the outcomes inscribed in the IDP that the City aims to attain.

The development of the SDBIP is a legal requirement for municipalities.

- **Reconfiguring the mechanisms for transversal planning and service delivery**

**BCMM's Draft Intergovernmental Relations Framework Review captures the context and intent of reconfiguring the IGR systems in line with the renewed emphasis on transversal planning as follows:**

*“To enable a performance orientated and responsive Metro, interdepartmental coordination within the Metro requires strengthening and all municipal employees need a better understanding of municipal responsibilities across functions.*

*The **BCMM Intergovernmental Relations Framework Review**, therefore, provides an opportunity for the Metro and its stakeholders to assess and strengthen mechanisms, processes and procedures for cooperation, collaboration and engagement, for improved alignment, coordination and discharging of responsibilities across all spheres, thereby enabling a realistic development of the Integrated Development Plan and One Plan for the Metro. All integrated actions will lead to accelerated socio-economic growth and development, infrastructure planning and expansion, environmental protection and management, improved service delivery and quality of services to local communities and business, thereby enabling a well-functioning and responsive state at the local level.”*

The following diagram illustrates BCMM's logical arrangement of the integrated three spheres delivery logic within the long, medium, and short-term planning, implementation, monitoring, evaluation, research, and learning instruments.

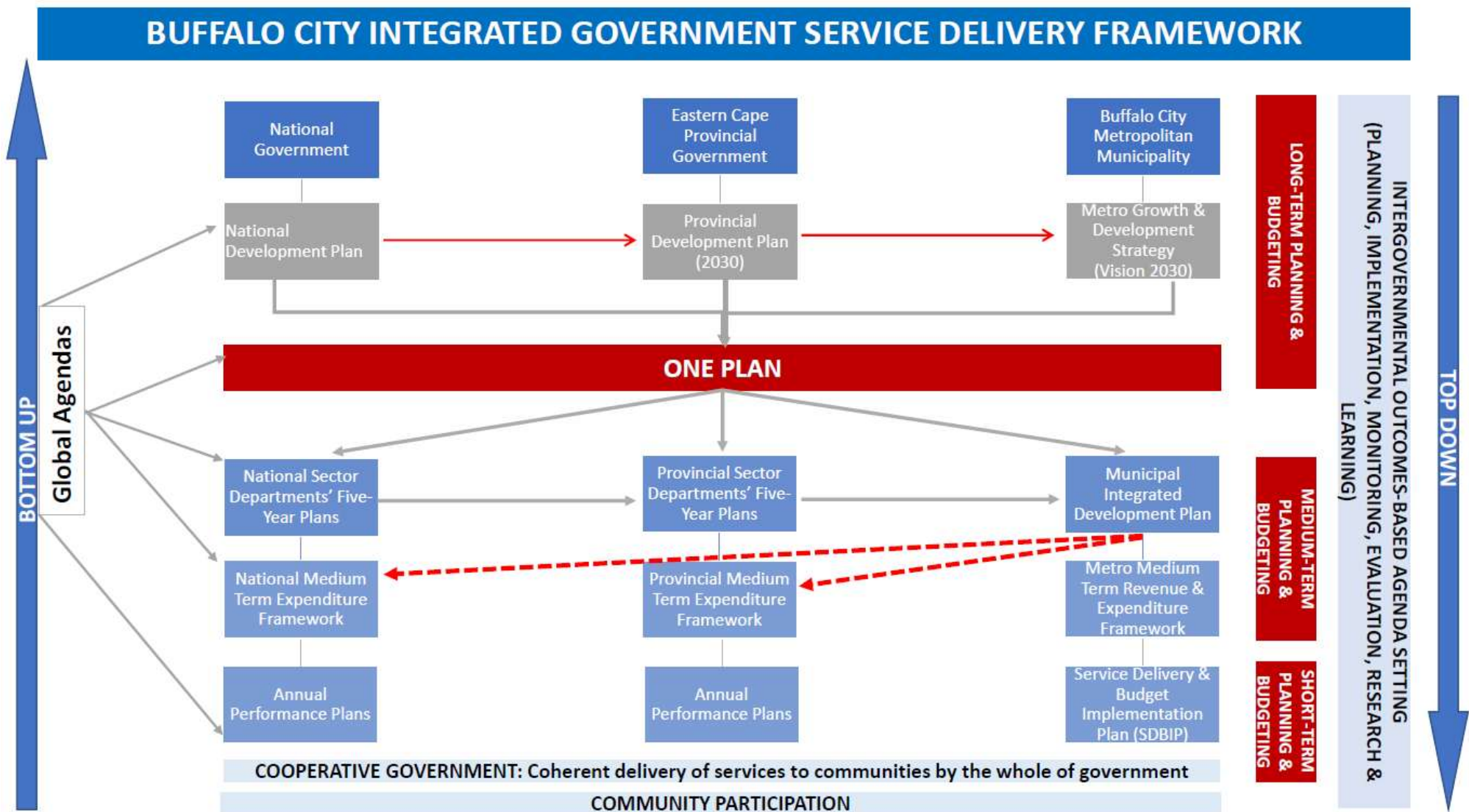


Figure 142: Buffalo City Integrated Government Service Delivery Framework (*draft BCMM IGR Framework Review, 2022*)

- IDP/Budget/PMS Work-streams - an instrument to facilitate intra-municipal alignment

BCMM has introduced the concept of Work-streams as part of the strategic processes of the City during the crafting of the Metro Growth and Development Strategy and has continued this practice during all subsequent Integrated Development Planning Processes. It serves as an instrument to facilitate internal strategic integration between business units and functionaries, assisting the organisation in collectively focusing on achieving shared objectives and goals.

Work-streams are small strategic and operational teams that, at a technical level, are led by HoDs or delegated key officials, and are politically led by Councillors who are Members of the Mayoral Committee. Each political work-stream comprises representatives from all directorates, officials involved in the direct management and implementation of issues linked to themes, and BCMM Councillors. Technical work-streams consist solely of officials and are chaired by technical work-stream leaders, while political work-streams include both officials and councillors, chaired by political work-stream champions.

The role of the work-streams is to ensure inter-directorate coordination, cooperation, and strategic thinking regarding the achievement of the Metro MGDS, the review of the IDP, Budget, and PMS.

# BCMM INTERNAL TRANSVERSAL GOVERNANCE MODEL: Whole Organisational Planning

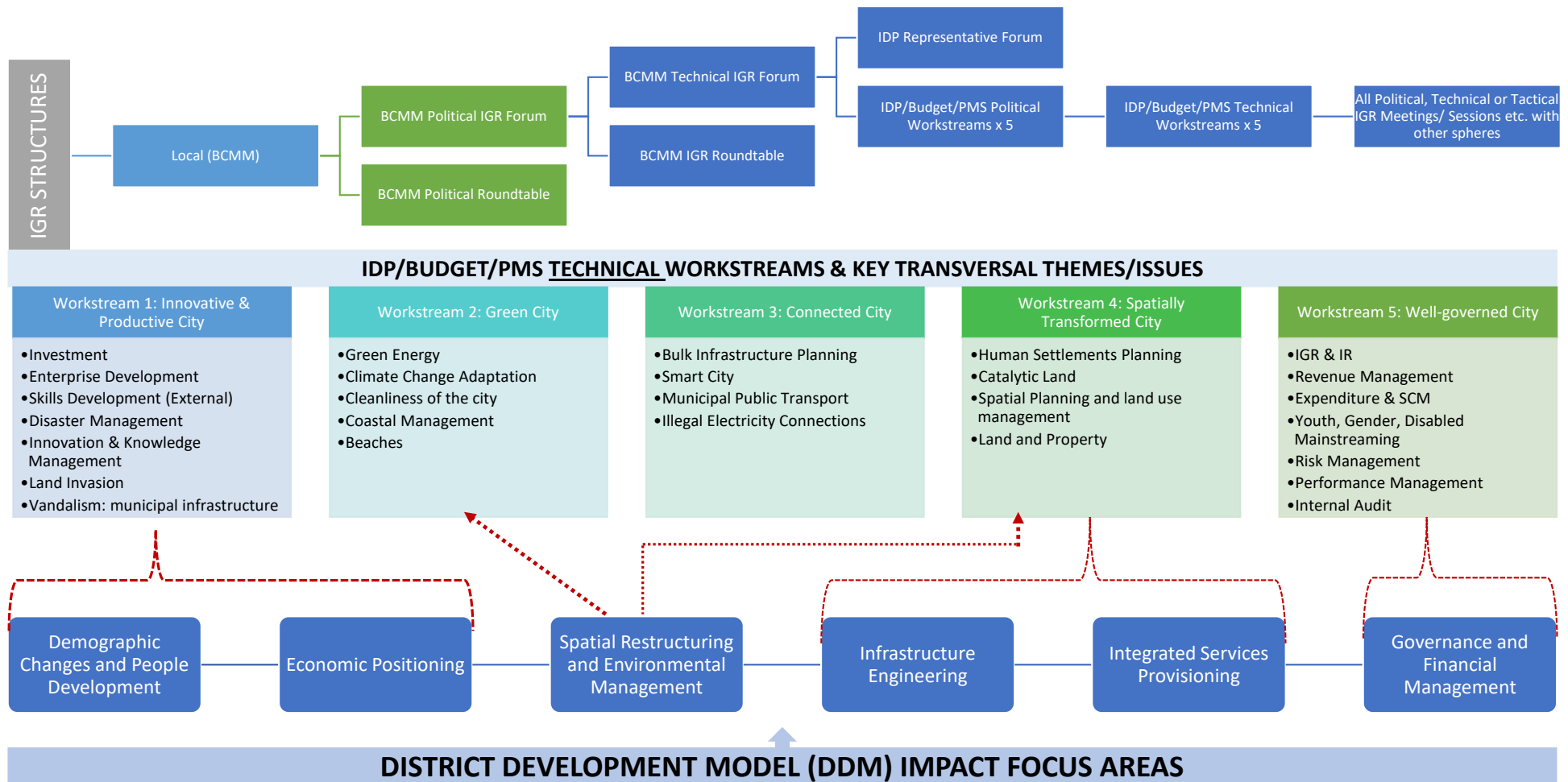


Figure 143: BCMM Internal Transversal Governance Model

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## 8 IDP Content

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- Legally required **Section** content of a five-year IDP

### **26 of the MSA: Core components of integrated development plans**

*An integrated development plan must reflect-*

- (a) the municipal council's vision for the long-term development of the municipality, with special emphasis on the municipality's most critical development and internal transformation needs;*
- (b) an assessment of the existing level of development in the municipality, which must include an identification of communities that do not have access to basic municipal services;*
- (c) the council's development priorities and objectives for its elected term, including local economic development aims and its internal transformation needs;*
- (d) the council's development strategies, which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;*
- (e) a spatial development framework, which must include the provision of basic guidelines for a land use management system for the municipality;*
- (f) the council's operational strategies;*
- (g) applicable disaster management plans;*
- (h) a financial plan, which must include a budget projection for at least the next three years; and*
- (i) the key performance indicators and performance targets determined in terms of section 41.*

### **Regulation 2 of the 2001 Municipal Planning and Performance Management Regulations: Detail of Integrated Development Plan**

- (1) A municipality's integrated development plan must at least identify-*
  - (a) the institutional framework, which must include an organogram, required for-*
    - (i) the implementation of the integrated development plan; and*
    - (ii) addressing the municipality's internal transformation needs, as informed by the strategies and programmes outlined in the integrated development plan;*
  - (b) any investment initiatives in the municipality;*
  - (c) any development initiatives in the municipality, including infrastructure, physical, social, economic, and institutional development;*
  - (d) all known projects, plans, and programmes to be implemented within the municipality by any organ of state; and*
  - (e) the key performance indicators set by the municipality.*
- (2) An integrated development plan may-*
  - (a) have attached to it maps, statistics, and other appropriate documents; or*
  - (b) refer to maps, statistics, and other appropriate documents that are not attached, provided they are open for public inspection at the Offices of the municipality in question.*
- (3) A financial plan reflected in a municipality's integrated development plan must at least-*
  - (a) include the budget projection required by section 26(h) of the Act;*
  - (b) indicate the financial resources that are available for capital project developments and operational expenditure; and*

- (c) *include a financial strategy that defines sound financial management and expenditure control, as well as ways and means of increasing revenues and external funding for the municipality and its development priorities and objectives. This strategy may address the following:*
  - (i) *Revenue raising strategies;*
  - (ii) *asset management strategies;*
  - (iii) *financial management strategies;*
  - (iv) *capital financing strategies;*
  - (v) *operational financing strategies; and*
  - (vi) *strategies that would enhance cost-effectiveness.*
- (4) *A spatial development framework reflected in a municipality's integrated development plan must-*
  - (a) *give effect to the principles contained in Chapter 1 of the Development Facilitation Act, 1995 Act (No. 67 of 1995);*
  - (b) *set out objectives that reflect the desired spatial form of the municipality;*
  - (c) *contain strategies and policies regarding how to achieve the objectives referred to in paragraph (b), which strategies and policies must-*
    - (i) *indicate desired patterns of land use within the municipality;*
    - (ii) *address the spatial reconstruction of the municipality; and*
    - (iii) *provide strategic guidance regarding the location and nature of development within the municipality;*
  - (d) *set out basic guidelines for a land use management system in the municipality;*
  - (e) *set out a capital investment framework for the municipality's development programmes;*
  - (f) *contain a strategic assessment of the environmental impact of the spatial development framework;*
  - (g) *identify programmes and projects for the development of land within the municipality;*
  - (h) *be aligned with the spatial development frameworks reflected in the integrated development plans of neighbouring municipalities; and*
  - (i) *provide a visual representation of the desired spatial form of the municipality, which representation -*
    - (i) *must indicate where public and private land development and infrastructure investment should take place;*
    - (ii) *must indicate desired or undesired utilisation of space in a particular area;*
    - (iii) *may delineate the urban edge;*
    - (iv) *must identify areas where strategic intervention is required; and*
    - (v) *must indicate areas where priority spending is required.*

## 9 IDP Source Documents

The Integrated Development Planning process is guided by a number of legal and policy documents that impose a range of demands and requirements on the Municipality.

National legislation can be distinguished between those that specifically address municipalities, arising from the Local Government White Paper on the one hand, and sector planning legislation on the other.

The Municipal Structures Act (No. 117 of 1998), the MSA (No. 32 of 2000) (as amended), and the MFMA (No. 56 of 2003) are specific to local government. The MSA contains a dedicated chapter on Integrated Development Plans and serves as the overarching piece of legislation regarding the development and review of the IDP. In accordance with the Municipal Systems Act, compliance with the IDP and PMS Regulations is required.

National sector legislation contains various kinds of requirements for municipalities to undertake planning. Sector requirements vary in nature in the following ways:

- Legal requirements for the formulation of a discrete sector plan (e.g. a Water Services Development Plan).
- A requirement that planning be undertaken as a component of, or part of, the IDP (such as a housing strategy and targets).
- Links between the IDP and budget process as outlined in the MFMA (2003).
- Legal compliance requirements (such as principles outlined in the Development Facilitation Act – DFA – and NEMA).
- More a recommendation than a requirement, which is deemed to add value to the municipal planning process and product (in this case, Local Agenda 21).

These are highlighted in the table below:

**Table 171: Legal requirements**

CATEGORY OF REQUIREMENT	SECTOR REQUIREMENT	NATIONAL DEPARTMENT	LEGISLATION/POLICY
Legal requirement for a district/local plan	Water Services Development Plan	Department of Water	Water Services Act (No. 30 of 2004)
	Integrated Transport Plan	DoT	NLTA (No. 5 of 2009)
	Waste Management Plan	Department of Environmental Affairs	White Paper on Waste Management in South Africa, 2000
	Spatial planning requirements	DRDLR	DFA (No. 67 of 1995)
Requirement for sector planning to be incorporated into IDP	Housing strategy and targets	Department of Human Settlements	Housing Act (No. 107 of 1997)
	Coastal management issues	Department of Environmental Affairs	National Environmental Laws Amendment Act (No. 14 of 2009)
	LED	Department of COGTA	MSA (No. 32 of 2000)
	Spatial framework	Department of COGTA	MSA (No. 32 of 2000)
	Integrated Energy Plan	Department of Energy	White Paper on Energy Policy, December 1998
Requirement that IDP complies with	NEMA Principles	Department of Environmental Affairs	NEMA (No. 107 of 1998)
	Development Facilitation Act (DFA) Principles	DRDLR	Development Facilitation Act (No. 67 of 1995)



CATEGORY OF REQUIREMENT	SECTOR REQUIREMENT	NATIONAL DEPARTMENT	LEGISLATION/POLICY
	Environmental Implementation Plans (EIPs)	Department of Environmental Affairs	NEMA (No. 107 of 1998)
	Environmental Management Plans (EMPs)	Department of Environmental Affairs	NEMA (No. 107 of 1998)
	IDB/Budget link	Department of Finance	MFMA (No. 56 of 2003)
	Developmental local government	Department of Provincial and Local Government	White Paper on Local Government, 1998
Value adding contribution	Sustainable Development and Environmental Awareness	Department of Environmental Affairs	Local Agenda 21
	Global Partnership responding to world's main development challenges	Department of Social Development	SDGs
	The continent's strategic framework that aims to deliver on its goal for inclusive and sustainable development	Office of the Presidency	Agenda 2063: The Africa we want
Performance Management	Regulations in terms of SPLUMA (March 2015)	Department of Planning, Monitoring and Evaluation (DPME)	Municipal Planning and Performance Management Regulations (Aug 2001) Municipal Budget and Reporting Regulations (April 2009)
National policy	National Development Planning Imperatives	Office of the Presidency	NDP (2012) Medium-Term Strategic Framework: 2019 – 2024 Government's 12 Outcomes Back to Basics – Serving our Communities Better IUDF
Provincial policy	Provincial Government Development Planning Imperatives	Department of the Premier	Provincial Spatial Development Plan EC Vision 2030 Plan

## 10 Amendment of IDP Process Plan

The following procedures and principles will apply to addressing any departure or amendment to the IDP Process Plan and/or the planning process:

- i. The Budget Steering Committee meets after each phase in the IDP process to evaluate progress and identify where changes, amendments, or departures to/from both the Framework and the planning process are required.
- ii. The Budget Steering Committee must request the Municipal Manager's permission to depart from the Action Plan, particularly if the request may delay the implementation of the IDP/Budget/PMS Process Plan.
- iii. Requests to amend the Process Plan must include: –
  - The wording of the proposed amendment;
  - Motivation for the amendment;
  - Expected implications of the amendment.
- iv. The Manager: IDP/Budget Integration manages the process and ensures that all proposals for departure/amendment are reported to role-players and that their comments are invited.
- v. Where deemed necessary by the City Manager, the HoD: ESS submits a formal request to Council to approve the amendment.

- vi. The Budget and Treasury Office must work closely with the IDP/Budget Integration and Organisational Performance Management Units of the City in planning and executing any technical and public participation tasks related to the compilation of the IDP, Budget, and SDBIP.

## ANNEXURE A: PROGRAMME WITH TIMEFRAMES IN TERMS OF SECTIONS 29 AND 34 OF THE MSA AND SECTION 21(1)(B) OF THE MFMA

### ACRONYMS

MSA	Municipal Systems Act (No. 32 of 2000)
MPPMR	Municipal Planning and Performance Management Regulations, 2001
MFMA	Municipal Finance Management Act (No. 56 of 2003)
MPR	Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006
MPRA	Municipal Property Rates Act (No. 6 of 2004)
MBRR	Municipal Budget and Reporting Regulations, 2009
SPLUMA	Spatial Planning and Land Use Management Act (No. 16 of 2013)

**\*Disclaimer – The BCMM makes no guarantee that the deadlines (excluding those stipulated in law) set out in the Integrated Development Plan (IDP) / Budget / Performance Management System (PMS) Process Plan and Time Schedule will be met meticulously. Except for those specific instances where no exemption from statutory deadlines has been issued, the target dates herein must be understood as a broad framework for compliance.**

### KEY

<b>A</b> = Top Management	<b>B</b> = Strategic Development Portfolio Committee	<b>C</b> = Budget Steering Committee	<b>D</b> = Council	<b>E</b> = Provincial COGTA
<b>F</b> = Provincial Legislature	<b>G</b> = MEC for Local Government	<b>H</b> = Provincial Dept. of Human Settlements	<b>I</b> = Auditor General	<b>J</b> = National Treasury

### ABBREVIATIONS

AFS	Annual Financial Statements	IDP/BI	Integrated Development Plan / Budget Integration
AR	Annual Report	IGR	Intergovernmental Relations
APR	Annual Performance Report	MEC	Member of the Executive Council
BCMM	Buffalo City Metropolitan Municipality	MTREF	Medium Term Revenue and Expenditure Framework
BTO	Budget and Treasury Office	IPMS	Organisational Performance Management System
EPMO	Enterprise Project Management Office	SDBIP	Service Delivery and Budget Implementation Plan

**Table 172: Programmes**

NO	ACTIVITY DESCRIPTION	LEGISLATION	RESPONSIBLE
<b>JUL – AUG:</b>			
<b>Preparing for the IDP, Budget and Performance Management Process</b>			
1.	Make public the projections, targets and indicators as set out in the SDBIP (no later than 14 days after the approval of the SDBIP) and submit them to National and Provincial Treasuries (no later than 10 working days after the approval of the SDBIP)	MFMA Sec 53(3)(a) MBRR Reg 19	OPM
2.	Make public the performance agreements of the City Manager and HoDs (no later than 14 days after the approval of the SDBIP)	MFMA Sec 53(3)(b)	OPM
3.	<b>A, B and C consider and recommend that the IDP/Budget/PMS Process Plan and Time Schedule be approved by the Council (at least 10 months before the start of the budget year)</b>	N/A	IDP/BI
4.	<b>A consideration of the 2023/2024 First Adjustment Budget and the 2022/23 Fourth Adjustment Budget, and a recommendation for their approval by Council</b>	MBRR - Reg 23(5)	BTO
5.	<b>Budget Steering Committee:</b> <ul style="list-style-type: none"> <li>Consider the 2023/24 First Adjustment Budget and the 2022/23 Fourth Adjustment budget and recommend these being approved by Council</li> </ul>	MBRR - Reg 23(5)	BTO
6.	<b>Council:</b> <ul style="list-style-type: none"> <li><u>Approve IDP/Budget/PMS Process Plan and Time Schedule (at least 10 months before the start of the budget year), the 2023/24 First Adjustment Budget (to be tabled before 25 August 2023), and the 2022/23 Fourth Adjustment Budget.</u></li> </ul> <b>AND</b> <ul style="list-style-type: none"> <li><u>Note: SDBIP approved by Executive Mayor, and performance agreements signed by Municipal Manager and Managers directly accountable to the Municipal Manager for notification.</u></li> </ul>	MSA - Sec 28 MFMA - Sec 21(1)(b) MFMA - Sec 28(2)(e) MBRR - Reg 23(5)	IDP/BI, BTO
7.	Submit the adopted IDP/Budget/PMS Process Plan and Time Schedule to the MEC for Local Government and the Provincial Treasury.	MSA - Sec 28 MFMA - Sec 1(1)(b)	IDP/BI
8.	Submit the 2023/24 First Adjustment Budget and the 2022/23 Fourth Adjustment Budget to the National & Provincial Treasury, as well as to the other transferring officers, within ten working days.	MBRR - Reg 24	BTO
9.	Publicise the 2023/2024 First Adjustment Budget and the 2022/23 Fourth Adjustment Budget in the local newspaper and on the BCMM website within ten working days.	MSA – Sec 21A MBRR - Reg 25	BTO

NO	ACTIVITY DESCRIPTION	LEGISLATION	RESPONSIBLE
10.	Submit draft APR, AR and AFS for the previous financial year to I.	MSA - Sec 21, 21A, 28(3) MSA – Sec 46 MFMA - Sec 126	BTO, IPMS
11.	Submit the 4th Quarter Performance Report to D within 30 days of the quarter's end.	MFMA - Sec 52(d)	BTO, IPMS
12.	Submit to National, Provincial Treasury and transferring officers within 5 days of tabling the s52d report to D.	MFMA - Sec 52(d)	BTO, IPMS
13.	Submit SDBIP approved by the Executive Mayor and performance agreements signed by the Municipal Manager and Managers directly accountable to the Municipal Manager to D for notification.	MBRR - Reg 31(c)	IPMS
14.	Place a notice on the website to inform the public of the approved IDP/Budget/PMS Process Plan and Time Schedule.	MFMA - Sec 53(3)(b)	IDP/BI
15.	Publicise in print media a notice to the public regarding the approved IDP/Budget/PMS Process Plan and Time Schedule.	MSA - Sec 21, 21A, 28(3)	IDP/BI
<p style="text-align: center;"><b>SEPT – OCT:</b> <b>PHASE 1: Research Information Collection and Analysis</b></p> <p><b>Key Outputs:</b></p> <ul style="list-style-type: none"> <li>An assessment of existing levels of development within the municipality, including service backlogs, problem areas, opportunities and strengths, as well as key risk areas.</li> <li>An identification of the priority problem areas to be addressed. This should include information on the causes of priority issues/problems.</li> <li>Identification of the key projects and programmes from other spheres of government, state entities, and the private sector that are currently underway or planned for the municipality.</li> <li>Information on available resources.</li> </ul> <p><b>Approach:</b></p> <ul style="list-style-type: none"> <li>Current data is compared to available data from previous years to understand different trends.</li> <li>Stakeholder and community participation is critical in this phase and will provide vital information on the main problems faced within the municipality. Consultation should begin at a neighbourhood or ward level and can also be conducted on a more focused basis around sectors or specific interest groups.</li> <li>This phase allows for the application of gender planning, which stems from the recognition that different groups of women and men have varying needs, levels of access and control over resources, and opportunities and constraints.</li> <li>The metro will use this phase to identify the positive aspects of the municipality, its unique features, and areas of potential and opportunity. These are vital in developing strategies to maximise benefits for the municipality and the country.</li> <li>It is also important to determine the priority issues, as the municipality will not have sufficient resources to address all the concerns identified by different segments of the community.</li> </ul>			

NO	ACTIVITY DESCRIPTION	LEGISLATION	RESPONSIBLE
16.	<b>Conduct IDP/Budget/PMS Workstreams to:</b> <ul style="list-style-type: none"> <li>• Prepare a draft Situational Analysis Report for the Mayoral and Council Lekgotlas; and</li> <li>• 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>	<b>MSA - Sec 21, 21A, 28(3)</b> <b>MSA – Sec 26(b)</b>	IDP/BI, Office of City Manager
17.	<b>Conduct Top Management meeting to consider Ward Priorities and Mayoral Imbizo Progress Report as updated by Senior Management</b>	<b>Chapter 4 MSA</b>	IDP/BI, Office of the City Manager
18.	<b>Conduct Pre-Mayoral Imbizo Sessions to consult Councillors to verify content for the Ward Priorities and Mayoral Imbizo Progress Report as reviewed by Top Management</b>	<b>N/A</b>	IDP/BI, Office of Executive Mayor
19.	<b>Executive Mayoral Imbizo to interact with ward communities, listen to needs and concerns and provide feedback on approved programmes and projects for 2023/2024</b>	<b>MSA – Sec (29)(1)(b)(i) &amp; (ii)</b>	<b>Office of the Executive Mayor</b>
20.	Submit 1 <sup>st</sup> Quarter Performance Report to <b>D</b>	MFMA - Sec 52(d)	BTO, IPMS
21.	Submit to National, Provincial Treasury & transferring officers within 5 days of tabling the s52d report to <b>D</b>	MFMA - Sec 52(d)	BTO, IPMS
22.	Submit draft Annual Report to <b>A</b>	MBRR - Reg 31(c)	IPMS
<b>OCT – DEC:</b> <b>PHASE 2: Vision, Objectives and Strategies</b>			
<ul style="list-style-type: none"> <li>▪ This phase is closely linked to Phase 2 above and involves the identification of programmes and projects that the municipality intends to undertake in the five-year period. These should be developed with constant reference to the requirements of the NDP, IUDF, DDM, as well as other sectoral policies. During this phase, the municipality should strive to obtain input from other spheres of government, state entities, and key private sector players regarding their development programmes, projects, or intentions within the municipality.</li> <li>▪ Once the broad programmes and projects have been identified, they should be articulated in detail, including the nature of the programme/project, its location, duration, cost, and source of funding. In addition, this should provide targets and indicators that can be used to measure the impact of the programme or project.</li> <li>▪ The development of projects should respond to priority issues raised in consultation. They should also take into consideration the projects and initiatives of other organs of state.</li> </ul> <p><b>During Phase 3, Sector Departments must:</b></p> <ul style="list-style-type: none"> <li>▪ Support the formulation of project proposals.</li> <li>▪ Facilitate the integration of the various programmes outlined in the sector plans.</li> <li>▪ Mainstreaming of cross-cutting issues.</li> </ul>			

NO	ACTIVITY DESCRIPTION	LEGISLATION	RESPONSIBLE
23.	<b>Political IDP/Budget/PMS Workstreams:</b> <ul style="list-style-type: none"> <li>Deliberate on Political, Economic, Environmental, Physical, Governance, and other considerations influencing the Council's strategic direction, including community needs expressed</li> <li>Provide a political perspective to Technical IDP/Budget/PMS Workstreams to aid them in preparing for Mayoral and Council Lekgotlas</li> </ul>	N/A	IDP/BI
24.	<b>Technical IDP/Budget/PMS Workstreams:</b> <ul style="list-style-type: none"> <li>Prepare for Mayoral and Council Lekgotla</li> </ul>	N/A	IDP/BI
25.	<b>Three Spheres Joint Planning Session:</b> <ul style="list-style-type: none"> <li>All three spheres reflect on the information available at all levels, conduct joint metro spatial analysis, assess progress on previous commitments, and confirm or change the strategic direction of development in line with the Provincial Growth and Development Strategy and the National Spatial Development Plan.</li> </ul> <b>REF: DISTRICT DEVELOPMENT MODEL - (DDM) / ONE PLAN</b>	MSA - Chapter 5 IGR Framework Act, Sec 30	IDP/BI , IGR
26.	Compile consolidated narrative and data on the planned catalytic investment footprint of other spheres in the metro space	N/A	IDP/BI
27.	<b>Mayoral Lekgotla Session:</b> <ul style="list-style-type: none"> <li>Review strategic objectives for service delivery and development</li> <li>Reflect on progress made with the implementation of strategic priorities during preceding financial years</li> <li>Review SITUATIONAL ANALYSIS of the metro that informs priority choices, including community needs expressed</li> <li>Reflect on the diagnostic analysis emanating from the Three Spheres Joint Planning Session (REF: DISTRICT DEVELOPMENT MODEL/ONE PLAN)</li> </ul>	MSA – Sec 26	IDP/BI, Office of Executive Mayor
28.	<b>Council Lekgotla</b> <ul style="list-style-type: none"> <li>Reflect on the desired key outcomes for the remainder of Council's five-year term, informed by its deep understanding of current and emerging City trends and realities, as consolidated during the Mayoral Lekgotla.</li> <li>Deliberate and confirm the strategic imperatives that should guide the Budget Process, based on a shared understanding of the metro's profile and diagnostic analysis.</li> </ul>	MSA – Sec 26	IDP/BI, Office of Speaker
29.	<b>Political IDP/Budget/PMS Workstreams:</b> <ul style="list-style-type: none"> <li>Deliberate on Political, Economic, Environmental, Physical, Governance, and other considerations influencing the Council's strategic direction, including community needs expressed</li> </ul> <b>Provide a political perspective to Technical IDP/Budget/PMS Workstreams to aid them in preparing for Mayoral and Council Lekgotlas</b>	N/A	BTO



NO	ACTIVITY DESCRIPTION	LEGISLATION	RESPONSIBLE
JAN – FEB:			
<b>PHASE 3: Development of Programmes and Projects</b>			
	<ul style="list-style-type: none"> <li>This phase is closely linked to Phase 2 above and involves the identification of programmes and projects that the municipality intends to undertake during the five-year period. These should be developed with constant reference to the requirements of the NDP, IUDF, DDM, as well as other sectoral policies. During this phase, the Municipality should strive to obtain input from other spheres of government, state entities, and key private sector players regarding their development programmes, projects, or intentions within the municipality.</li> <li>Once the broad programmes and projects have been identified, they should be articulated in detail, including the nature of the programme/project, its location, duration, cost, and source of funding. In addition, this should provide targets and indicators that can be used to measure the impact of the programme or project.</li> <li>The development of projects should respond to priority issues raised during consultations. They should also take into account the projects and initiatives of other organs of state.</li> </ul> <p><b>During Phase 3, Sector Departments must:</b></p> <ul style="list-style-type: none"> <li>Support the formulation of project proposals.</li> <li>Facilitate the integration of the various programmes outlined in the sector plans.</li> <li>Mainstreaming of cross-cutting issues.</li> </ul>		
30.	<b>B to review and update the IDP Vision, Mission, and SOs for recommendation to D</b>	N/A	IDP/BI
31.	Submit 2nd Quarter Performance Report to D within 30 days of the quarter's end.	MSA Section 34 MFMA - Sec 52(d) MBRR - Reg 29	
32.	Submit to National, Provincial Treasury, and transferring officers within 5 days of tabling the s52d report to D.	MBRR - Reg 34	BTO, IPMS
33.	Submit the Mid-year Budget and Performance Assessment Reports by 25 January to the Executive Mayor, National and Provincial Treasury, and transferring officers.	MBRR - Reg 31(c) MFMA - Sec 72(1)(b), Sec 52(d) MBRR - Reg 35	BTO, IPMS
34.	Draft Initial Changes to IDP: Reconcile community, administrative, and political priorities within the context of MGDS and IDP, as well as the last review (if applicable).	N/A	IDP/BI
35.	Submit to National, Provincial Treasury, and transferring officers within 5 days of tabling the Statement of Financial Performance and the Implementation of the 2022/23 budget for the second quarter, as well as the Mid-year budget and Performance Assessment Report ended 31 December 2022, to Council.	MSA - Sec 21, 21A, 28(3) MBRR - Reg 34	BTO, IPMS
36.	Publicise the Mid-Year Budget and Performance Reports in the local newspaper.	MSA - Sec 21, 21A, 28(3)	BTO, IPMS

NO	ACTIVITY DESCRIPTION	LEGISLATION	RESPONSIBLE
37.	<b>Council:</b> <ul style="list-style-type: none"> <li>To table and adopt the Statement of Financial Performance and the Implementation of the 2023/24 budget for the second quarter &amp; Mid-year budget and Performance Assessment Report ended 31 December 2023</li> <li>To consider the Municipal entity's proposed budget, priorities, and objectives for 2024/25, along with proposed budget adjustments for 2023/24</li> <li>To table the Draft Annual Report within seven months after the end of the financial year to which the report relates</li> </ul>	<b>MFMA - Section 72(1)(b), Section 52(d)</b> <b>MBRR - Reg 35</b> <b>MFMA - Sec 75 (2) MSA - Sec 21(b)</b> <b>MFMA - Sec 127</b>	BTO, IPMS
38.	Make public the Mid-Year Budget and Performance Reports in the local newspaper and on the municipal website.	MFMA - Section 75 (2) MSA - Sec 21(b)	BTO, IPMS
39.	Send the Draft AR within five (5) days via e-mail and hard copy to the National Treasury, the Eastern Cape COGTA, the Eastern Cape Provincial Treasury, and the Auditor General.	MFMA - Section 127(5)(b)	IPMS
40.	Publicise the draft AR and notify the public and other stakeholders to submit written comments on the Draft AR.	MFMA – Sec 127(5)(b) MFMA – Sec 127 (5)(a) MSA – Sec 21A	IPMS
41.	<b>Work sessions to estimate the costs of prioritised projects and programmes for CAPEX and OPEX 2023/26 MTREF Budget</b>	N/A	BTO
42.	<b>IDP Technical Work Sessions (per Directorate):</b> <ul style="list-style-type: none"> <li>Review 2023/24 service delivery key performance indicators and targets after adjustments to the budget</li> <li>Set Key Performance Indicators and Targets for the draft Revised 2024/25 IDP and SDBIP</li> <li>Align IDP, Budget, Risk, and performance indicators</li> </ul>	<b>MSA - Sec 26, Ch 6</b> <b>MFMA – Sec 53(1)(c)(ii)</b> <b>MFMA - Sec 54</b>	IDP, BTO, IPMS, Risk Management
43.	<b>Three Spheres Joint Planning Session:</b> <ul style="list-style-type: none"> <li>Align municipal priorities with the plans of national and provincial sector departments and state entities</li> </ul>	MSA - Chapter 5	IDP/BI, IGR
44.	<b>Top Management:</b> <ul style="list-style-type: none"> <li>Consult on Draft Revised SDBIP for 2023/24</li> </ul>	MFMA - Sec 54	IPMS
45.	<b>Council:</b> <ul style="list-style-type: none"> <li>Submit Draft Revised SDBIP to D for noting</li> </ul>	MFMA - Sec 54(1)(c)	IPMS
46.	Publicise the revised SDBIP within 10 working days of adoption in the local newspaper and BCMM website.	MFMA - Sec 54(3) MSA - Sec 21A	IPMS
47.	Submit the revised SDBIP within 10 working days after adoption by the council to the National & Provincial Treasury, as well as to the other transferring officers.	N/A	IPMS
<b>FEB:</b> <b>PHASE 4: Integration and Consolidation</b>			

NO	ACTIVITY DESCRIPTION	LEGISLATION	RESPONSIBLE
	<ul style="list-style-type: none"> <li>Once the programmes and projects have been articulated, there is a need to step back and assess their relevance and interdependence.</li> <li>During this phase, intensive consultations should take place. This includes engaging with communities and organised civil societies through workshops, meetings, and other available methods.</li> <li>This phase is an opportunity for the municipality to harmonise the programmes and projects in terms of content, location, and timing in order to arrive at a consolidated and integrated strategy. Here, it is vital for the municipality to ensure that the programmes and projects being implemented by 'external' non-municipal role players are harmonised with the municipality's own programmes, and to ensure that they gain maximum benefit from each other.</li> </ul> <p><b>During Phase 4, Sector Departments must:</b></p> <ul style="list-style-type: none"> <li>Support the formulation of project proposals.</li> <li>Facilitate the integration of the various programmes outlined in the sector plans.</li> <li>Mainstream cross-cutting issues.</li> <li>Mechanism: Metro engagements or written submissions.</li> <li>Output: List of projects, draft IDP.</li> </ul>		
48.	Incorporate improvements as recommended by the MEC for Local Government in the IDP document.	MSA - Sec 31 and 32	IDP/BI
49.	Integrate and align sector plans with the IDP.	N/A	IDP/BI
50.	Integrate and align operational strategies with the IDP.	N/A	IDP/BI
51.	<b>Top Management:</b> <ul style="list-style-type: none"> <li>Consider 2023/24 Mid-Year Adjustment Budget</li> </ul>	MFMA - Sec 28 MBRR - Part 4	BTO
52.	<b>Budget Steering Committee:</b> <ul style="list-style-type: none"> <li>Consider 2023/24 Mid-Year Adjustment Budget for Recommendation to Council</li> </ul>	MFMA - Sec 28 MBRR - Part 4	BTO
53.	<b>Councillors and Traditional Leaders' Workshop:</b> <ul style="list-style-type: none"> <li>Deliberate on the Proposed 2023/24 Mid-Year Adjustment Budget</li> </ul>	MFMA - Sec 28 MBRR - Part 4	BTO
54.	<b>Council:</b> <ul style="list-style-type: none"> <li>Deliberate on the Proposed 2023/24 Mid-Year Adjustment Budget</li> </ul>	MFMA - Sec 28 MBRR - Part 4	BTO
55.	Submit the 2023/24 Mid-year Adjustment Budget within 10 working days of its adoption by the council to the National & Provincial Treasury, as well as to the other transferring officers.	MBRR – Part 4 MSA – Sec 21A	
56.	National Treasury Mid-Year Budget and Performance Assessment Review	MSA - Chapter 5	BTO, IDP/BI
57.	Integrate ward priorities with IDP, MTREF budget, and performance management system.	N/A	EPMO, IDP/BI
<p style="text-align: center;"><b>MAR:</b> <b>PHASE 5: Approval, Adoption and Publication</b></p>			

NO	ACTIVITY DESCRIPTION	LEGISLATION	RESPONSIBLE
	<ul style="list-style-type: none"> <li>Before the approval of the IDP, the municipality must provide the public with an opportunity to comment on the draft. The Municipality is required to publish the draft IDP for public comments for a minimum of 21 days.</li> <li>This period provides an opportunity for the municipality to engage key stakeholders, including sector departments, traditional leaders, and the business sector, to solicit inputs on the draft IDP, together with the draft budget.</li> <li>Municipalities are expected to consider all comments and inputs received and to revise the IDP where necessary.</li> </ul> <p><b>During Phase 5 Sector Departments must:</b></p> <ul style="list-style-type: none"> <li>Comment on the draft IDP through IDP assessment processes</li> </ul>		
<b>Approval of draft IDP</b>			
58.	<b>IDP/Budget/PMS Workstreams (Political and Technical):</b> <ul style="list-style-type: none"> <li>Consider and recommend the draft IDP, MTREF Budget, and SDBIP.</li> <li>Deliberate on IDP/Budget Roadshows and other engagements with stakeholders to consult on the draft IDP, MTREF Budget, and SDBIP.</li> </ul>	<b>MFMA - Sec 16(2)</b> <b>MSA - Sec 25</b> <b>MBRR - Part 3</b>	IDP/BI, IPMS, BTO
59.	<b>Top Management Technical Planning Session:</b> <ul style="list-style-type: none"> <li>Consider and recommend the draft IDP, MTREF Budget, and SDBIP</li> <li>Consult on proposed consultations with councillors regarding IDP/Budget Roadshows and other stakeholder engagements</li> </ul>	N/A	IDP/BI, Office of the City Manager
60.	<b>Budget Steering Committee:</b> <ul style="list-style-type: none"> <li>Consider and recommend the draft IDP, MTREF Budget, and SDBIP</li> </ul>	<b>MFMA - Sec 16</b> <b>MBRR - Part 3</b>	BTO
61.	<b>Councillors and Traditional Leaders' Workshop:</b> <ul style="list-style-type: none"> <li>Consult draft IDP, MTREF Budget, and budget-related policies with leadership</li> <li></li> </ul>	<b>MFMA - Sec 16(2)</b> <b>MFMA - Sec 21</b> <b>MSA - Sec 25</b> <b>MBRR - Part 3</b>	IDP/BI, IPMS, BTO
62.	<b>External IDP/Budget/PMS Representative Forum</b> <ul style="list-style-type: none"> <li>Consult the draft IDP, MTREF Budget, and budget-related policies with external stakeholders and other spheres of government</li> </ul>	<b>MSA - Sec 29(1)(b)(i) &amp; (ii)</b>	IDP, IPMS, BTO
63.	<b>Council:</b> <ul style="list-style-type: none"> <li>To approve the draft IDP, MTREF Budget and draft policies (at least 90 days before the start of the budget year)</li> <li>To consider the proposed budget of the entity, assess the entity's (BCMDA) priorities and objectives, and make recommendations. The Board of Directors will consider the recommendations and, if necessary, submit a revised budget.</li> </ul>	<b>MFMA - Sec 16(2)</b> <b>MSA - Sec 25</b> <b>MBRR - Part 3</b> <b>MFMA - Sec 129</b> <b>MSA - Sec 26(e), 34</b> <b>SPLUMA Sec 20 (2)</b> <b>MFMA - Sec 127</b>	IDP, BTO, EDA, BCMDA

NO	ACTIVITY DESCRIPTION	LEGISLATION	RESPONSIBLE
<b>APR – MAY:</b> <b>PHASE 5: Approval, Adoption and Publication</b> <b>Consultation and refinement</b>			
64.	Publicise the draft IDP, MTREF Budget, and draft policies in the local newspaper and on the BCMM website, and provide at least 21 days (for the IDP) and 30 days (for the draft Rates Policy) for public comments and submissions.	MFMA - Sec 16(2) MSA - Sec 25 MBRR - Part 3 MFMA - Sec 22(a) MSA - Sec 21A MPPMR - Reg 15(3) MPRA – Sec 4(2) DORA Regulations	IDP, BTO
65.	Submit to National & Provincial Treasury, as well as to the other transferring officers, copies of the Draft IDP, Tabled MTREF Budget, and draft policies.	MFMA - Sec 22(a) MSA - Sec 21A MPPMR - Reg 15(3) MPRA – Sec 4(2) DORA Regulations	IDP, BTO
66.	<b>Council:</b> <ul style="list-style-type: none"> <li>• <b>Submit Oversight Report and Annual Report for approval to D</b></li> </ul>	<b>MFMA - Sec 22(a)</b> <b>MSA - Sec 21A</b> <b>MPPMR - Reg 15(3)</b> <b>MPRA – Sec 4(2)</b> <b>DORA Regulations</b>	<b>MPAC, IPMS</b>
67.	Place OR and AR on the municipal website within five (5) days of approval by Council.	MFMA - Sec 127 MFMA - Sec 129(3)	IPMS
68.	Make OR and AR available at all municipal offices and libraries for information.	MFMA - Sec 127 MFMA - Sec 129(3)	IPMS
69.	Submit the Annual Report and Oversight Report to the provincial legislature as per the circular.	MFMA - Sec 129	IPMS
70.	<b>IDP/Budget Roadshow</b> <ul style="list-style-type: none"> <li>• <b>Conduct IDP/Budget Road Show to consult on the Draft IDP, Tabled MTREF Budget, and draft policies</b></li> <li>• </li> </ul>	<b>MFMA - Sec 22(a)</b> <b>MSA - Sec 21A, Sec 29(1)(b)(i) &amp; (ii)</b> <b>MPPMR - Reg 15(3)</b>	<b>IDP/BI, BTO</b>
71.	<b>Sector-based Engagements (Roundtables, Summits, Workshops, etc.)</b> <ul style="list-style-type: none"> <li>• <b>Consult sector stakeholders (e.g. Women, Youth, Business) on the Draft IDP, Tabled MTREF Budget, and draft policies</b></li> </ul>	<b>MFMA - Sec 22(a)</b> <b>MSA - Sec 21A, Sec 29(1)(b)(i) &amp; (ii)</b>	<b>Portfolio Heads and relevant HoDs</b>

NO	ACTIVITY DESCRIPTION	LEGISLATION	RESPONSIBLE
	•	MPPMR - Reg 15(3)	
72.	Submit 3rd Quarter Performance Report to D within 30 days of the end of the quarter. • Submit 3rd Quarter Performance Report to D within 30 days of the end of the quarter.	MFMA - Sec 52(d)	IPMS
73.	Submit to National, Provincial Treasury, and transferring officers within 5 days of tabling the s52d report to D.	MFMA - Sec 52(d)	IPMS
74.	Municipal Budget and Benchmark Engagement by National Treasury: • Assess BCMM Draft MTREF Budget	MBRR - Reg 31(c)	BTO
APR – MAY: PHASE 5: Approval, Adoption and Publication			
Final Adoption			
75.	A and B to consider and recommend the Final IDP, MTREF Budget and SDBIP, after reviewing the submissions made by the local community, National or Provincial Treasury, national or provincial organs of state, or neighbouring municipalities.	MFMA - Sec 23	BTO, IDP/BI, IPMS
76.	Budget Steering Committee • Consider and recommend the Final IDP, MTREF Budget, and SDBIP after taking into account the submissions made by the local community, National or Provincial Treasury, national or provincial organs of state, or neighbouring municipalities.	MFMA - Sec 24 MBRR - Part 3	BTO
77.	Council Open Day: • Inform stakeholders of the issues raised during the consultative meetings held on the Draft IDP, Budget, and SDBIP	MFMA - Sec 24	Office of the Speaker
78.	Councillors and Traditional Leaders' Workshop: • Interrogate Final IDP, MTREF Budget and budget-related policies before formal submission to Council for adoption	MFMA - Sec 16(2) MSA - Sec 25 MBRR - Part 3	IDP/BI, BTO
79.	Council: • Submit Final IDP to Council 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)	MFMA - Sec 16(2) MSA - Sec 25 MBRR - Part 3	IDP/BI, BTO, IPMS
APR – MAY: PHASE 5: Approval, Adoption and Publication			
Publication			
80.	Place the IDP, multi-year budget, all budget-related documents, and all budget-related policies on the website within five (5) days of approval by Council.	MFMA - Sec 24 MFMA - Sec 22 and 75 MSA - Sec 21A and 21B	IDP/BI, BTO
81.	Submit a copy of the IDP to the MEC for LG within 10 days of the plan's adoption.	MSA - Section 32	IDP/BI

NO	ACTIVITY DESCRIPTION	LEGISLATION	RESPONSIBLE
82.	Submit the approved budget to National and Provincial Treasuries (both printed and electronic formats) within 10 working days of the annual budget's approval.	MFMA - Sec 24(3) MBRR - Reg 20	BTO
83.	Give notice to the public of the adoption of the IDP and Budget (within 14 days of the adoption of the plan) and the budget (within 10 working days).	MBRR - Reg 18 MSA - Sec 25(4)(a)(b)	IDP/BI, BTO



The following figure presents a graphic representation of the process flow of key activities throughout the IDP Process:

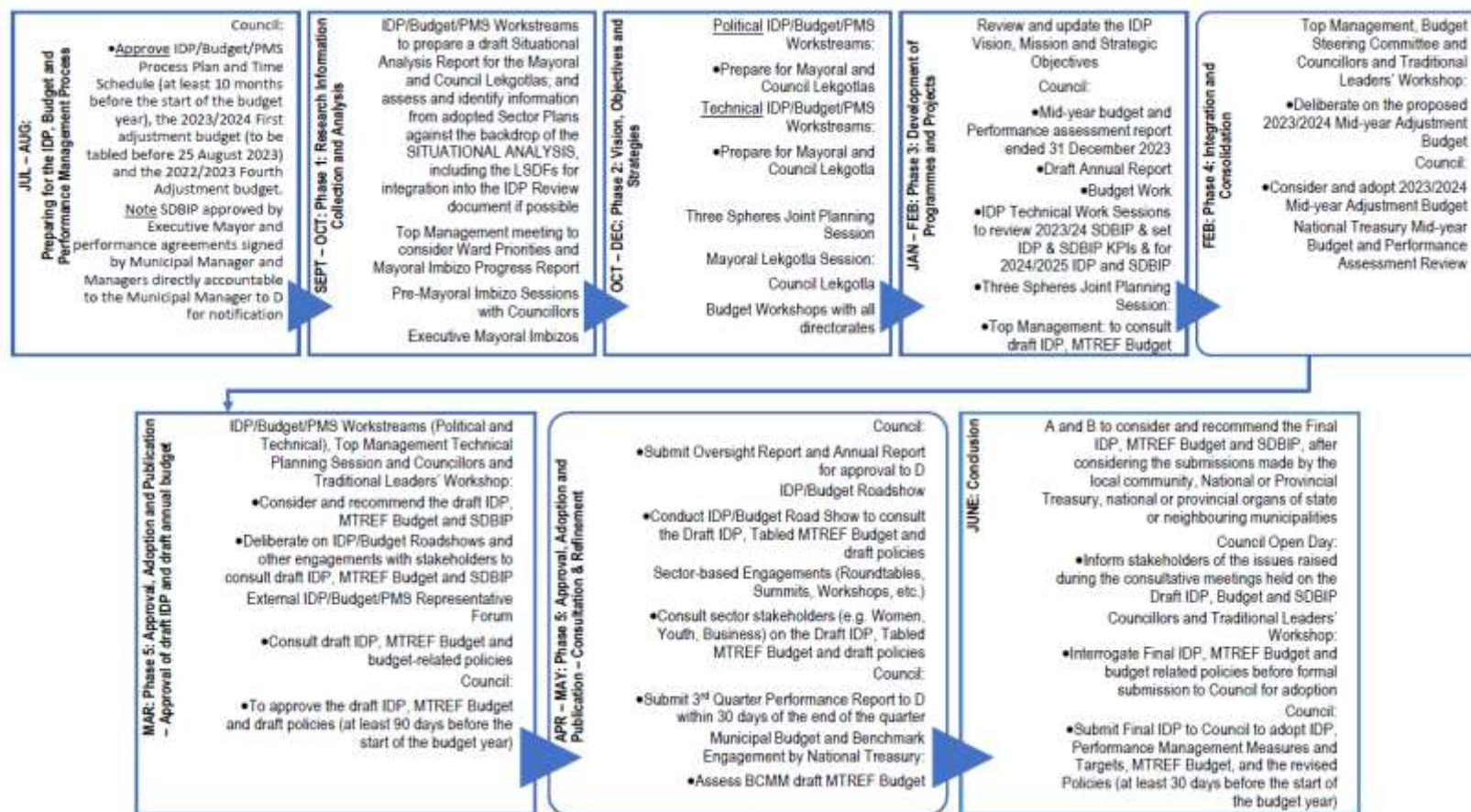


Figure 144: IDP Process flow

# ANNEXURE C: Community and Stakeholder Issues/Priorities Raised

## A. WARD PRIORITIES

Ward Priorities are considered a very significant barometer for gauging how well BCMM integrates and responds to the concerns and needs shared by residents during the IDP/Budget Roadshows and Mayoral Imbizo meetings convened by the Municipality as part of the participatory democracy outreach agenda.

The following table reflects the development priorities identified by communities and stakeholders residing in the 50 wards of the Metro, under the leadership and guidance of the Ward Councillors. Ward Committees played an important role in supporting the Ward Councillors and providing insight into the state of development in the wards. This occurred through broader community meetings and Ward Committee meetings held from September to December 2023 as part of the IDP Review Process.

Ward Councillors were given the opportunity to review their Ward Priorities in consultation with the residents in the Ward and the elected Ward Committee. Three written submissions from Wards 18, 29, and 31 were received as required, after which Ward Priorities were adjusted accordingly.

**Table 173: Ward development priorities**

Ward	Community need/Issue	Location
1	Roads and Bridges	Braelyn and Duncan Village
1	Community Hall	Pefferville and Duncan Village
1	Recreational Park and Sports field	Braelyn, Stoney Drift, Pefferville and Duncan Village
1	Rectification of houses	Mekeni Street houses in Duncan Village
1	Construction of houses in the competition sites	Duncan Village competition site
1	Transfer of ownership of properties for housing rental units	Pefferville
1	89 beneficiaries whose houses were invaded in Reeston	Duncan Village
1	High mast light	Braelyn and Pefferville
2	Registration of Houses	Bebelele, Holomisa, Area 10, Dunga Street, Ndlovini, Squatter Camp, Area 7B
2	Changing of Old Infrastructure - Sewer system	Hostel, Dunga, Meki, C Section, Toilet City, Zakhele Squatter Camp, Holomisa Squatter Camp
2	Maintenance of Roads	C Section area 15, Mahlangeni, Mzonyana, Toilet City, Mbeki
2	Job creation and Skills Development Programmes	Duncan Village, Ward 2
2	Electrification of Informal Settlements	C Section, Bebelele, Back yard informal settlement, Zakhele Squatter Camp
3	Multi-purpose centre with: Community Hall, Indoor sports facility, Library, Computer centre, Art centre, Clinic & Offices	St James Public open space, Southernwood, next to Melville Heights residence.
3	Roads need to be resurfaced	Selborne & Berea: The following roads need resurfacing: Methuen Road, Western Avenue, Greenwood Rd, Tyrell Rd,

Ward	Community need/Issue	Location
		Berea Terrace, Davidson Red, Ashley Rd, Osbourne Rd, Bright Street, Halstead Rd, Haig, Clevedon Rd, Lincoln, Beatty, and Athlone.
3	Bush clearing/grass cutting	Selborne: At the bottom of Lincoln Road towards the Centre of Excellence. <b>BEREA:</b> Chamberlain Road; it is bushy at the bottom of Tindale Road. <b>SOUTHERNWOOD:</b> Ndosi Site, Thorburn Terrace, Weaver Terrace, Valley Road.
3	Recreational communal park for leisure	Renovations to St George's Park, Southernwood. Gates to all entrances, playground and outdoor gym, basketball and netball court.
3	High mast light	Communal park
3	Stormwater drains	St Georges, Nahoon view Road, Gladstone Road (Berea)
4	Houses	Cambridge Location
4	Garcia Flats	Cunningham Avenue, Cambridge
4	Roads/Speedhumps	All the roads in Cambridge, Cambridge West, Highgate, Chislehurst, and Cambridge Location need to be resurfaced, such as in Cambridge Kipling Street, Willowglen Road, Cambridge West Seven Oaks, Colley Avenue, Taylor Road, Dutton Road, Fuller Street, and Sonop Roads, such as in Highgate Heath Road, Butler Road, Meier Road, and Baden Powell, such as in Chislehurst, Garvin Road, Geoff Nettleton, Olympic Avenue, and Orpen Road, such as in Cambridge Location: Madolwana Street. Speed humps are needed on the following roads: Dutton Road, Strathmore Avenue, Cunningham Avenue, Mayfair Avenue, Elizabeth Road, French Street, Hebbes Street, Olympic Avenue, and Armist Road.
4	Electrification /High mast lights	Cambridge Location
4	Environmental issues	Grass cutting on a regular basis on BCMM open spaces, parks and islands in the entire ward is urgently needed. Grass cutting is required in Glenside Avenue, Montgomery Avenue, Montgomery Drive, Belvoir Road, Armist Road, Garvin Road, Geoff Nettleton, Moorshead Road, Horseshoe Valley Road, Butler Road, and Chislehurst location. Bush clearing/tree felling is needed at Green Park, Derwent Avenue, the whole of Chislehurst, Olympic Avenue, Scholl Place, Vian Avenue, Montgomery Drive, Churchill Avenue, Belvoir Road, and the whole of Highgate and Cambridge location.
5	Tarring of roads, Paving of side walks	Main road, Dorah, Tamana, Msauli Cr, Andile Matshoba
5	Free quality houses	Manto Squatter camp, Joe Slovo, kwaNobhetele, Eskom
5	Temporary electrification provision	Manto, Airport, Joe Slovo, John Dube, Nobhetele, Eskom
5	Upgrade of sports field, grandstand, security	Scenery Park
6	Housing	There are many informal settlements in each voting district in Ward 6 which seem to spring up and expand most frequently.
6	Community Hall at Eluxolweni	Eluxolweni, CC Lloyd township, eDukashe
6	Sewerage/water leaks	All voting districts, specifically CC Lloyd township extensions (Eluxolweni) and Jamaica informal settlement.
6	Electrification of informal settlements	All voting districts in the ward

Ward	Community need/Issue	Location
7	Community Hall	Inyathi Public Primary School grounds, Griffith Mxenge Avenue, Gompo Town
7	Roads and fixing of potholes	Entire ward
7	Electrification of Bhebhelele	Steve Tshwete and Giza Areas
7		
7	Housing (Reeston 2500 housing project)	Entire ward
8	Community Hall	Siya Street
8	Community Swimming pool	Within Gompo stadium
8	Electrification of Informal Settlement	All squatter camps (Moscow, Mzamo, Khayelitsha, Siya, Fynbos area B & A)
8	Housing	Gatvol
8	Renovation of rundown Sports fields	kwaSoga
8	Renovation of rundown recreational parks	All existing recreational parks
8	Roads and drainage system	<b>Road maintenance:</b> Pagoda Street, Arendse Street, Bhomela Street, Kwinana Street, Siya Street, and Greenpoint Road. <b>Drainage system:</b> Fynbos area and D Hostel.
9	Community Hall	Braelyn Ext 10 near ERF 45725
9	Eco Park	Braelyn Ext 10 near ERF 45725
9	Taxi Rank	Ward 9
9	Road markings	All Roads in the ward
9	Housing	Braelyn EXT 10 RDP Houses
10	Bridge	Between East Bank and Muvhango informal settlements on Ziphunzana bypass
10	Community Hall	Old Farmhouse in Egoli
10	Library and Satellite Police station	Old Farmhouse in Egoli
10	High mast lights	Scenery Park just after the bridge
10	Housing for backyard dwellers, Informal Settlements and Shelters	Vergenoeg, Egoli, East Bank, 7 de Laan, Scenery Park, Muvhango, Inkandla, Amalinda
11	Multi-Purpose Centre/ Community Hall	NU 2 and NU 5 Rent Office
11	Skills Development	Entire ward
11	Electrification of Informal settlements	All informal settlements in the Ward, i.e., Dumanokwe A, B & C; Ekuphumleni; Nkandla; Elukhanyisweni; Sonwabile A & B; Gugulethu; Daluxolo; Koyoyo City.
11	Housing	Backyard Dwellers of ward 11 (Cluster 2) Sisulu, Winnie and Daluxolo Hlalani, Hani Park and Phola Park
11	Sports Field	NU 2 & NU 5 Rent Office
11	Roads	NU 5 A,B,C
11	Outdoor Gym & Fencing	NU 5
12	Rezoning & Sub-division) of ERF 356 (GP no. 10630) EXT of 19 776 m2	At Gqozo Village at NU 1 (Emivundleni) (131 shacks)
12	Rezoning & Sub-division) of 2019 (GP no. 6082/1998 with EXT of 32 704 m2	Nkomponi NU 1 Mdantsane (266 shacks to date)
12	Rezoning & Sub-division) of ERF 404. GP no. 6082/1998	Mdantsane East Ext NU 1 (Gqozo Village))

Ward	Community need/Issue	Location
12	No. of serviced sites that have title deeds (133 sites) GP no. 10630c	NU 1 Mdantsane
12	Toilet pit; Small business centre	Smiling Valley
12	Rezoning & Sub-division of ERF 2021 (Khayaletu)	Khayaletu at NU 1 has 220 shacks to date
12	Rezoning & Sub-division of 9945, 9946, 907, 908, 909, 910, 911, 921, 9941 and 10114	Masizakhe at NU 1 has 334 shacks to date
12	Proposal for rezoning of 972 (Mtsotso South)	Mtsotso South at NU 1 has 49 shacks to date
12	Electrification	Masibambane, Marikana, Mark Makhlima, Thafalofefe, Snake Park, Smiling Valley
12	Roads	All areas in the ward
13	Tarred Roads and inner Streets	Khayelitsha, Thembaletu, Border, Reenas, Dice, Chicken Farm
13	Electrification of Informal settlements	All Reeston areas
13	Rectification of houses with cracks	Reenas, Thembaletu, Khayelitsha, Border, Dice, Chicken Farm, Bhakana
13	Recreational Park	Khayelitsha next to ERF 55110
13	Sports fields	All Reeston areas
14	Roads	Around the ward
14	Pedestrian Bridge	Area 71-74
14	Grass Cutting	Around the ward
14	Community Hall	Behind Rent Office
14	Housing delivery	Duma Nokwe, Potsdam, Unit P
14	Electrification of Informal settlements	Duma Nokwe informal settlements
15	Housing (Land, Destitute and Temporary shelters)	Quenera
15	Gravel Roads	Ducats, Nompumelelo and Northen area
15	High mast lights	Nompumelelo, Ducats
15	Sports field	Nompumelelo, Ducats
16	Electrification of Informal Settlement	Amalinda Forest
16	Roads maintenance	Pat Kamp area
16	High mast light	Highway Gardens, Babb Street open space
16	Taxi embayment	Robbie de Lange road entrance from the robots at the black road
16	Maintenance of Amalinda stadium	Amalinda
17	Roads	NU 4, NU 9 (area 9, 11, 12, 13, 20)
17	Toilets Project	One toilet must be built in Gwentsha informal settlement, also near Vukuhambe Informal Settlement in NU 9. There should also be 50 toilets that should be built in Cuba Ntente.
17	Installation of Electricity and Hygiene water systems	In Cuba and Eluxolweni locations. This should be dealt with as a matter of urgency, as these areas are without these resources.
17	Community Hall	Cuba Freeway
17	Housing	Cuba, Ramaphosa, Eluxolweni, Ekuphumleni Informal Settlements, Zola Par 1, 2 & 3.



Ward	Community need/Issue	Location
18	Sewerage spills into natural watercourses	Nahoon and Ihlanza River
18	Proclamation of Nahoon Point Nature Reserve	Nahoon Point Nature Reserve
18	Firefighting water systems	Entire ward
18	Water pressure and reticulation	Whole ward 18, especially Bunkers Hill, Vincent and Bonnie Doon.
18	Stormwater Management	Entire ward
18	Signage (Trading sign) Limited parking time and no taxi sign No Hooting & 40 km/h	Corner of Gleneagles and Old Transkei Road. Around Nahoon Spar and Drake Road Clinic. Around Hudson Park Primary and High School, Stirling Primary and High School, and Stirling Lodge Old Age Home.
18	Roads surfacing	Bunkers Hill – The Drive from John Bailie Road to No.6, Hope Drive from Turnberry Road to Ainslie Road <b>Stirling</b> – Epsom Road opposite Peter Pan Pre-school, the road is collapsing, Berensford Road, Nahoon Reef Drive <b>Nahoon – Stanmore</b> Road from Kenyn Crescent to Crosbie Road, Crosbie Road between Beach and Galway Road <b>Woodleigh</b> – Bottom end of Kennington Road <b>Nahoon Valley - Repairs</b> need to be done to the road near 3 Ashrove Road, the whole cul-de-sac needs to be surfaced. <b>Bonnie Doon</b> – 31 to 53 Irvine Road, Kenyon Crescent into Sheemess Road, 12 Utrecht Avenue, Cairns Road to Tainton Road, four-way crossing, Drake and Beach Road (outside Nahoon Spar), Vogelsang Place into Vogelsang Road intersection <b>Vincent – Dorset</b> Road near intersection of Brownlee and Dorset Road, Bauhinia Drive - parts of the road from Linaria Drive entrance to Bougainvillea Road, Rosemead Road, Gloucester Road, Buckingham, Surrey Road, Bucholtz Road, Donald Road, Dorset Place, Feb Street, Lee Street, Pryce Street, Western Avenue from fire department up until the N2 bridge
19	Road resurfacing, signs, markings Speed humps	Baaitjies Place, Julian Place, Narvik Road, Devonshire Road, Abbey Road, Gatwick, Cardiff, Pepper, Adderly, Bruce Street, Canterbury, Chadwick, Liverpool Road, from Corner Woodstock Road towards the AW Barnes School, Theunis Avenue, Hampstead Avenue, Solway Ave, Hatfield Ave, Ripple Avenue, Wessels Avenue, Belmont, R J Masters, Nightingale, Trent Ave, Thorncliff Ave, in front of Westbank School, Hallett, Dale <b>Street name signs:</b> Entire ward <b>Road Markings:</b> Entire ward <b>Speed Humps:</b> Greenpoint Road, Devonshire Road, Abbey Street, Gatwick, Second Creek, West Bank School, Hallett Street, Dale, Aldred Street
19	Bush clearing and grass cutting	Corner Allby & Buffalo View, Corner Thorncliff & Nightingale, Westbank, Library Robbie De Lange Hall, Fire Station in Greenfields, from corner Duke Cres & Greenpoint up towards the Buffalo Flats Police Station.
19	Storm water upgrades	20 Charles Avenue Greenfields, Ghost Town, whole Westbank Storm water system Corner Observatory Place

Ward	Community need/Issue	Location
19	Upgrading of parks – equipment and fencing	Corner Catto Road & Kingsley Road, Corner Bruce Street & Port Rex Road, Freemantle Road, Nightingale Avenue & Corner Hood & Dallas Street, Monument on Corner Bank and Hood Street.
19	High mast lights in parks	Erected in all playparks in the ward
20	Upgrading of NU 8 Bridge	Mvalo Road NU 8
20	Roads	All roads in the ward
20	Housing and electrification of informal settlements	Endlovini Squatter, Ramaphosa Squatter, Ngidi Park and Vukani Squatter
20	Community centre with library	NU 7 Utilised site
20	Electrification of informal settlements	Endlovini Informal Settlement, Ramaphosa Informal Settlement, Ngidi Park, and Vukani Informal Settlement
20	NU 7 Sport Ground	NU 7 next to Philani High School
21	Renovation of NU 15 Rent Office	Adjacent to NU 15 Caltex garage
21	Four play areas: two at NU 15 and two at NU 13.	One at NU 13, adjacent to 1040 NU 13. One at Golden Highway
21	Paving of footpaths, leading to Industrial areas	In between Fort Jackson Industrial Zone and NU 15, and between NU 13 and NU 18 and Golden Highway.
21	Maintenance of the two existing stadiums at NU 15 and Winter Rose Stadium	Adjacent to Micano Market, NU 15 sportsground and NU 13 Winter Rose stadium.
21	Installation of speed humps, sidewalks and guard rails	NU 15 (400 area), NU 15 (1700 area), NU 13 (100 area) , NU 15 (Thambo Park area)
21	Roads	NU 15
22	Construction of Community Hall	NU 17
22	Construction of housing	Potsdam Village: Luxhomo, Mncotsho, Mbholompeni, Mabaleni, Mntlabathi, and NU 17.
22	Regravelling and refurbishment of Roads	Mncotsho village Potsdam village
	Patching and overlay of surfaced roads.	NU 17 next to house No 1500
22	Construction of housing	Rent Office NU 17
22	Fixation of water standpipes	Mntlabathi, Mbolompeni Luxomo, Mncotsho, Mabaleni
23	Ablution facilities	NU 14 Sports fields
23	Community Hall	Ward 23
23	Electrification of informal settlements	Sinethemba Village NU 14, Mandela Village NU 14, Silver Town NU 14, Winnie Village NU 14, New Life NU 14, Khululekani Village NU 14, New Rest NU 16, Cosovo Village NU 16, New Beginnings NU 16, Nkanini Village NU 18, Mpolweni Village NU 18, and installation of High Mast Poles at NU 14 and NU 18, and streetlights in dark areas at NU 16.
23	Roads	All Ward 23 roads
23	Demand to fast-track top structures at NU 18 and new application of backyard shacks.	NU 18
23	Rent Office	NU 14
24	Roads	Tarred roads and streets at Unit P, Khayelitsha, and gravel roads in rural areas



Ward	Community need/Issue	Location
24	Water and sanitation	Nxamnkwana, Msintsi, Kanana, and Khayelitsha
24	Electricity	Nxamnkwana, Msintsi, Kanana, and Khayelitsha
24	Sports field	Unit P, Khayelitsha, Msintsi, and Nxamnkwana
24	Housing	Ikhwezi Block 1 and 2, Kanana, Khayelitsha, and Nxamnkwana
25	Roads	Zwelitsha Zone 8 & 9, Phakamisa, Kliff & Tshatshu
25	Houses	Kliff and Tshatshu for rural housing. Zwelitsha & Phakamisa.
25	Sports Fields and Recreational Park	Phakamisa Sports Field & Zwelitsha Recreational Park
25	Community Hall	Kliff Location
25	Business Centre for Old Age, Disability and Vulnerable Groups	Phakamisa, Tshatshu, Zwelitsha, and Kliff
26	Rural RDP Houses	The entire ward
26	Sports Ground Facilities	All our teams in Mpundu and Zikhwabe
26	High Mast Lights (2 per village)	All villages
26	Youth Centre, including library	Entire Ward
26	Water	Mpundu, Kwetyane, Macleantown
26	Electricity & Roads and Bridges	All villages. Nonqwelo bridge
27	Housing for Mzamomhle	A-section and H-section in Phase 3
27	Site & Service & Church Sites	All Informal areas of Mzamomhle
27	Sport field	Mzamomhle
27	Roads and storm water	Mzamomhle
27	New cemetery/graveyard	Reigerton Park
28	Tarring Street, proper stormwater drainage	Block G Phase 2 Mzamomhle Gonubie
28	Electrification of houses handed over in 2021 to beneficiaries in Block G, Phase 2, Mzamomhle.	Block G Phase 2 Mzamomhle Gonubie
28	Expansion of the capacity and improvement of the sewerage infrastructure in Beacon Bay. Upgrading of all the sewerage pump stations along the Quenera Estuary and Nahoon River.	Quenera Estuary
28	Erecting Traffic Circles	Crossing Bonza Bay Road, Lagoon View Drive
28	Resurfacing of streets	Parts of Blackburn Street, Elf Street, Cooper Crescent, Pell Street, Rustic Road, Avalon Street, Junction Road, Lagoon View Drive, Beaconhurst Drive, Hillcrest Drive, lower part Bonza Bay Road, below Beaconhurst Drive crossing.
28	Rebuilding of public toilets	Bonza Bay beach and Nahoon Picnic site
28	Replacement of old electrical poles	Across Beacon Bay
28	Replacement of all asbestos water reticulation pipes.	Beacon Bay North, Beaconhurst and Bluebend
28	Completion of the link road between Gonubie and Beacon Bay, at least up to Quenera Mouth Road, to serve the development of houses in this area.	Gonubie, Beacon Bay up to Quenera Mouth
28	Tarring of Quenera Mouth Road	From Gonubie Main Road to Quenera Mouth
29	Speedhumps	Gonubie Main Road, Smith Street/Recreation
29	Signage and Markings. Avenues & Streets	Whole of Gonubie. Street names and painting of stop signs.

Ward	Community need/Issue	Location
29	Lighting on the boardwalk - Beachfront	Boardwalk Cement Road, Oceanway
29	Infrastructure - Sewage	Sewage flows from the traffic dept to the golf course to the sea.
29	Fencing of bird Sanctuary	Bird Sanctuary
30	Roads	NU 9, 12 and 11 most affected
30	Survey to be conducted in informal settlements.	Z. Soga, Chris Hani, Holomisa, Winnie Village, and JF Mati
30	Sports field to be established	NU 9 Nkomponi
30	Issue of title deeds	Butter strip
30	Graveyard	Chris Hani Park
31	Electricity	Fort Grey, Mdudura, Bhongweni, Airport Park
31	Community Halls	Jiff, Ntenti, Bhongweni, Airport Park, Ncerha Village 9
31	Sport field	Fort Grey, Village 3 and 8
31	Road maintenance	Mdudurha, Magqazeni, Jiff, Fort Grey, Bhongweni, Villages 1, 2, 3, 4, 6, 7, 8 & 9
31	Rural sanitation	All villages in the Ward
31	Boxing ring	All villages in the ward
31	Housing	All areas in the ward
32	Fencing of sports fields, ablution facilities, standpipes, benches in the field.	Mpongo Sports Field
32	Bridges (walkways/ small access)	Mpongo & Tsaba Zikhova & Ngqinisa Kampini & Zikhova
32	Building of Community Halls	Ngqinisa, Tsaba and Kiwane Villages
32	Road maintenance	<b>PROVINCIAL ROADS</b> Mr 00500 and Old Chalumba Road Road DR 07511 access route from R72 to Kiwane Resort
32	Dipping tanks	Dyam Dyam location, Mpongo, and Kalkeni
32	Electricity	Lilyvale and surrounding areas in the ward
32	Housing (internal roads)	Housing programme on internal roads at Kaysers Beach Ext 5
32	Housing for Destitute	Lilyvale
32	Rural sanitation	All villages in the ward
32	Boxing Ring	All villages in the ward
32	Standpipes	Sandile, Mpongo, Xhama
32	Water (bulk water supply)	Xhamini Reservoir and Tsaba Village
33	Municipal and Provincial roads	Needs Camp Sections A BCF, Fusini Main Street Santini, Zigodweni Main Street, New Rest Biza and extension streets, Kuni2 Maweni and Thintela Streets, Thembisa Main and Ntara Street, Qhukru Farms Sakathi, Potsina Street, Gwiliwili, Gxethu Streets, Twecu Connecting Route and Cwecweni Main Route. <b>PROVINCIAL ROADS:</b> Tarred roads that run between Need Camp and Mdantsane through to R347 that leads to Qonce. The gravel road between R72 and R347 needs to be regravelled as a matter of urgency. The bridge connecting Gwiliwili and Gxethu villages needs to be repaired.
33	Electricity	Zigayi Ext, E Section area, Zigodweni, Kalkeni, Khayelitsha, Thembisa Ext., Twecwana, Twecu, Qukru Farms, and Welcomewood

Ward	Community need/Issue	Location
33	Water	Kalkeni, Kuni, Gxethu, Cornfields, Gwiligwili, Bhulurha, Twecwana, Twecu, Moni, Cwecweni, Khayelitsha, and Hill Altile.
33	Housing and Infrastructure	Remaining part of wards without housing
33	Community Hall	Gxetu, Gwiligwili, Twecu, Moni, Kalkeni, Cwecweni, Hili, Altile, Twecana, Kuni, Kalkeni, and Zigodweni halls.
33	Boxing ring	All areas in the ward
34	Roads and Stormwater	Across the Ward
34	Job creation	Across the ward
34	Water and Ablution facilities	Dimbaza Cemetery
34	Sports fields and multi-purpose centre	Phola Park
34	Housing	Dimbaza Shutter and Wooden Houses
35	Roads	Across the Ward
35	Water	Balasi Location, Tyutyu Village, Balasi Valley, <b><u>Amahlathi Areas:</u></b> 1. Motel 2. Mzontsundu 3. Lukhanyisweni 4. Kuwait Settlement 5. Luytville 6. Ramnyiba 7. Mbashane 8. Silositsha 9. Lumphondweni 10. Cwengcwe 11. Magqobhokeni 12. Zinyoka 13. Nkandla
35	Sanitation	Across the Ward
35	Youth Skills Development and Employment	Across the Ward
35	Electricity	Qayini, Zinyoka, Bhalasi Extension, Luxolweni, Nkandla, Mafusini, Tyutyu Village, Motel Park Extension, Mzontsundu, Kuwait Settlement, Luytvill, Rhamnyiba, Mbashane, Lumphondweni, and Cwengcwe.
36	Water Supply: Stormwater, water pipes (aging infrastructure)	Dimbaza and 20 rural villages of Ward 36
36	Fencing of all grave sites	Dimbaza and 20 rural villages of Ward 36
36	Dipping tanks	Between Nakani and Nkosiyan, between Mzintshane and Pirrie Mission
36	Maintenance of all rural villages sports fields	All rural villages in the Ward
37	Community Hall/ Multi-purpose centre	Masingata, Tolofiyeni, Mxaxo, Westbank, and West Drive
37	Destitute Houses	Rural areas, Masingata, Mdingi, and Tolofiyeni
37	Fencing of Cemeteries, Sports Fields and Key Points	Civic Centre, Danger boxes
37	Bridge	Masingata, Tolofiyeni, Mxaxo, Westbank, Mdingi
37	Roads and side walks	Westbank, West Drive Central, Daleview, Fort Hill, and rural areas
38	Rural Roads refurbishment	Lieveltd, Tyusha, Dikidikana, Rhythm City, Mxaxo, Kwelerhana, and Noncampa
38	Sanitation	Noncampa, Dikidikana, Lieveltd, Lenge, Mantlaneni, Rhythm City, and Mngqesha,
38	Electricity	Bulembu, Gwaba, Mamata, Mngqesha, Mxhalanga, Mzantsi, Lieveltd, Mxaxo, Noncampa and Mngqusha
38	Destitute Houses	Mxaxo, Mamata, Lieveltd, Mzantsi, Mngesha, and Mantlaneni
38	Water	Kwelerhana

Ward	Community need/Issue	Location
38	RDP Houses	Ginsberg and Schornville
39	Community Halls	Kwalini, Ngxwalane, Rhayi, and Bonke
39	Tar Roads	Juliwe and Lipota roads
39	Water Pipes: Pipes are old and leak	Ginsberg
39	RDP Houses for Rural Areas	Kwalini, Ngxwalane, Rhayi, and Bonke
40	Water	Extensions
40	Community Halls	Mount Coke, Ndileka, Qonqgotha, Mlakalaka, Godidi, Zimbaba, Mimosa, Tshabo 3, Nonibe, Ezixhotyeni, and Fort Murray
40	Fencing of Graveyards	All 17 areas
40	Installation of Dipping tank	Tshabo
40	Sport Fields	All 17 areas. Renovation of Jubisa
40	Destitute Houses	All areas
41	Tar Roads	Zwelitsha Zone 6, Thembalabantu S.S.S., and Hector Peterson, Zone 4
41	Cameras in Zone 5 and Zone 7	Zone 5 (Rent Office and Magistrates' Office)
41	Houses in Zwelitsha	Zwelitsha
41	Renovation of Zone 4 Stadium	Zwelitsha Zone 4
41	Street lights	Zwelitsha
41	Waste management facilities	Zwelitsha
42	Sport Field/Facilities Upgrading	Old tennis court
42	Rent office	Use the existing Rent office
42	Housing development	Ward 42 informal settlements
42	NU 2 Clinic	The closed clinic of NU 2
42	Bridge between 36&38 area	In the river that divides areas 36 and 38
42	Completion of NU 2 Swimming Pool	Ward 42 and the entire Mdantsane
43	Regravelling and resurfacing of roads, potholes. Roads must be built	Peelton, Tyutyu, Bhisho, Kaffarian Heights, and Clubview
43	Clinic	Majali
43	Billing and rates	Bhisho, Tyutyu, Kaffarian Heights, and Clubview
43	Electrification	Ezizeni (Tyutyu)
43	Blockage of draining system	Bhisho, Tyutyu, Kaffarian Heights
44	Tarring and regravelling of Roads	Sweetwaters needs tarring. Tshatshu, Siyathemba, and Qalashe need regravelling
44	Houses	Tshatshu and Sweetwaters
44	Community Hall	Siyathemba Location
44	Sport Fields	Tshatshu, Sweetwaters and Siyathemba
44	Water and Sanitation	Water for Tshatshu and Siyathemba. Toilets for Tshatshu, Qalashe, and Siyathemba
45	New Grave Site	Ilitha
45	Land for houses	Ilitha and Berlin
45	Road surfacing and blading	Blading: Hanover, Tshabo, Dongwe, Nkqonkweni, Skhobeni, and some parts of Ilitha
45	Electrification	Kwa Swekile in Berlin, Tshabo new sites, and Ezikhobeni
45	Housing	Majorantiya & Wooden Houses. Tshabo RDP not finalised.
45	Waste Management Facilities	Berlin
46	Tarring of Roads and potholes	Sunset Bay, Sunnyridge Park, Sunnyridge Extension, Willowpark, Rosemount, Santa, Orange Grove and Leaches Bay

Ward	Community need/Issue	Location
46	Housing	Majarantiya & Wooden houses. Tshabo RDP not finalized
46	Bush clearing	Sunset Bay, Sunnyridge Park, Sunnyridge Extension, Willowpark, Rosemount, Santa, Orange Grove and Leaches Bay
46	Health facilities	Area between Santa, Orange Grove, and Leaches Bay
46	Ailing Infrastructure - is very old. (sewer spillage, blocked storm water drains. Water meters are very old)	All areas
46	Housing for Informal settlements	Orange Grove, Leaches Bay, and Santa
47	Bush clearing and bush fencing	Baysville, Quigney, Arcadia
47	Road maintenance	Arcadia, CBD - North End, Baysville, and Quigney
47	Toilets in C2 (East Bank) and water facilities	East Bank squatter camp, Beachfront Quigney
47	Change of sewage lines	Quigney and other affected areas
47	Housing	Quigney (Eastbank)
48	Refurbishment of the NU 10 sport ground	NU 10 Sports field
48	Installation of High Mass Lights	Main roads, access roads throughout the ward
48	Electrification of all informal settlements in the ward	Lilian Ngoyi, Francis Meyi, Sihlangene, Gomora, Masibambane, and Joe Slovo
48	Road construction	Nobhotwe V.D in the 23 area, Assemblies of Christ V.D 500, 600 area, R62 to 367, Phumelelani V.D 504 area
48	Pedestrian Bridge	NU 11B – NU 12
48	Recreational Parks on identified areas in the ward	400 area, NU 10, NU 8, Rent Office
49	Gravel roads with curves & drainage system.	All roads in the ward
49	Taxi Rank	Ezintenteni
49	Electrification & High Mast Poles	In all the VDs within the Ward, Ndevana HP, Mpumelelo, Enoch Sontonga, Simzamile, and Ekuphumleni
49	Sport Complex	Emthonjeni.
49	Walkway bridge	At Velwano, Highway, Gugulethu, and Bhongweni in those areas.
50	Piped water and sanitation plant	All villages and informal settlements Sanitation plant for Coastal area of Sunrise On-Seas and Crossways area
50	Roads	Tuba, Jongilanga, Ntomboshana (Tikinini & Emagalini), Sunrise On-Seas and kwaBhota Construction and maintenance of roads include main roads, access roads and internal streets.
50	Land acquisition	kwaBhota and Ntomboshana (Tikinini and emagalini)
50	Fencing, renovating and security provisions of public facilities	Kwelerha Community Hall at Jongilanga Location, Mzwakhe Mkhokheli Community Hall at Tuba Location, Khonziswa Sportfield near Zozo Location, Imidushane Sports field at Jongilanga Location, and all graveyards with Jongilanga and Tuba prioritised.
50	Rural housing	All villages

# ANNEXURE D: Programmes by Buffalo City Metro Development Agency

## Legislative Mandate

The BCMDA is a municipal entity that is wholly owned by Buffalo City Metropolitan Municipality, established as a for-profit company in 2016, in terms of the Companies Act, 1973 (as amended.) The Agency transacts, generates funds and has a borrowing capacity to carry out its mandate to increase economic growth through tourism, economic and social development as well as property management and commercialisation.

The BCMDA is a juristic person operating as a municipal entity, which has been classified as such in terms of the Municipal Finance Management Act. As an entity of BCMM, BCMDA extends the BCMM's capability with respect to the identification, planning and implementation of development projects for the benefit of the entire municipal area.

The primary mandate of BCMDA is to:

- Attract investors into Buffalo City,
- Increase economic growth through tourism, economic and social development, as well as property management and commercialisation.

The Agency's mandate was approved by the Council on 11 December, 2015 and is summarised below:

- a. **Property Development** – regeneration of the city through the effective acquisition and management of land and buildings;
- b. **Tourism Development** – act as a tourism agency and promote tourism within Buffalo City;
- c. **Investment Promotion** – promotion and facilitation of investment in the City, and
- d. **Socio-economic Development** – the facilitation of programmes and projects geared towards socio-economic development within the City.

In approving the mandate of BCMDA on 11 December 2015, the Buffalo City Metropolitan Municipality Council also resolved that the Agency should be empowered to take any such actions within its scope of authority to further its mandate, including, but not limited to:

- Conducting regular communications with all stakeholders;
- Launching, managing and/or monitoring any study that may be necessary to further the objectives of the Agency;
- Negotiating, entering into and administering contracts in furtherance of its objectives;
- Collecting income, raising, receiving, and holding funds, or receiving guarantees, from any lawful source, for the purposes of BCMDA and administering and disbursing those funds in pursuance of the objects of the Agency and for administrative purposes in accordance with the terms and conditions determined by BCMDA, and
- Conducting and operating any financial assistance, subsidy, or incentive programme necessary to ensure that the Municipality derives the utmost advantage from development projects.

# Strategic Framework

The core ideology of the BCMDA is captured in its **Vision**, **Mission**, and **Core Values**, as detailed below.







## Vision

An innovative agency that catalyses investment opportunities for a vibrant, integrated, and inclusive city.

## Mission

To build a vibrant, integrated, and inclusive city through promoting investment in property, tourism, and socio-economic development for the benefit of citizens.

## Values

BCMDA values		What it means to us
	Agility	It means that we are able to change and adapt in response to changes in environment.
	Innovation	It means that we are resilient providing cutting edge solutions to meet customer, stakeholders, and workplace challenges
	Integration and alignment	It means we have the same vision, mission, impact statement and values with those we serve.
	Efficiency and effectiveness	It means we are stewards, always prudent yet balanced in our delivery
	Accessible	It means we are always available to fulfil our vision.
	Professional and accountable	It means we have integrity, honesty, open and fair with all our dealings

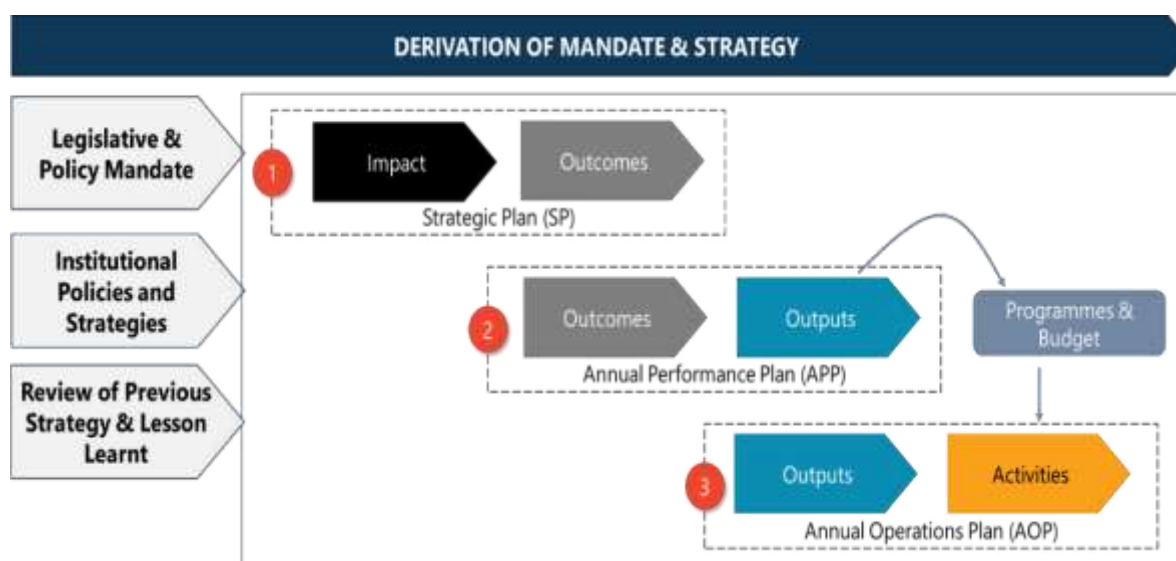
## BCMDA Core Values

## Strategic Outcomes

As part of reviewing its 2023/2024 APP, the BCMDA adopted the new strategic framework, which followed a structured approach in developing the present strategy and annual performance plan. This process is highlighted in the image below:



**Figure 145: BCMDA Strategic Planning Process Followed, 2024**



The legislative and policy mandates of the BCMDA were examined, together with the identification and review of institutional policies and strategies, as well as a review of previous strategies and lessons learnt. Applying the new DPME revised FSAPP framework, these served as inputs into deriving the new impacts, outcomes, outputs, and activities linked to existing programmes of the organisation.

The impact statement sets the direction for the strategic term within which the annual performance plan falls.

The impact statement is a clear long-term objective that an institution seeks to realize through the achievement of its outcomes. The statement thus guides the development of the required outcomes that will be monitored and evaluated. The impact statement is characterized by the following:

- It clarifies what the institution holds itself accountable to in terms of service delivery,
- Is aligned to the vision and mission of the organization, and
- Must be aligned to the BCMDA's legislative and policy mandate.

The BCMDA impact statement for the 5-year strategic period is shown below.

### **IMPACT STATEMENT**

#### ***"Economic Development for Sustainable Growth"***

Following from the impact statement, the organisation set five strategic outcomes, which will be measured over the five (5) year period, forming part of the 5-year strategy. These five outcomes remain largely unchanged from the previous year, except for outcome 5 which has been updated to reflect the need for a *sustainable* agency. The strategic outcomes for the organisation over the term are:

1. dynamic tourist destination,
2. attractive city for global investments,
3. vibrant and attractive local spaces,
4. inclusive and resilient economy, and
5. an efficient, compliant, well-governed and *viable* agency.

Each of the strategic outcomes have a set of outputs that need to be produced and monitored on a yearly basis. These outputs form the basis for the formulation of the APP. The APP hence gives details on the outputs, a set of output indicators that will be measured on a quarterly as well as annual basis, within the MTEF. A summary of the outputs under each outcome are shown below, with further detail and targets outlined.

**Table 174: BCMDA Strategic Outcomes and Outputs, 2024**

#	OUTCOMES	OUTPUTS
1	Dynamic tourist destination	Create an enabling environment for tourism product development and hosting events.
		Implementation of TIM
2	Attractive city for global investments	Identify and package land parcels for investment opportunities.
		Investment secured into BCMM
		Facilitate inbound investment
3	Inclusive and resilient economy	Facilitate economic diversification and expansion in the BCMM
4	Vibrant and attractive local spaces	To revitalize local [both urban and rural] spaces within the Metro.
		Number of properties under design
		To implement integrated initiatives to beachfront development.
		To develop acquired land.
		To facilitate the development of strategic projects through partnerships.
5	An efficient, compliant, well governed and viable agency	Financial sustainability
		Effective Corporate Services to support the mandate of the Agency
		Efficient and effective Information on Technology and Knowledge Management capability to support the mandate of the Agency.

## Key Risks, Fraud and Ethics Management

Risk, fraud and compliance management underpin the BCMDA operational and governance arrangements. It is an important internal control framework that supports good governance by providing reasonable assurance that a business will meet its objectives without exceeding its ability to accept or tolerate risk which Management aims to achieve.

**Table 175: BCMDA BCMDA Strategic Risks (BCMDA 2024-2025 Annual Performance Plan)**

Outcome	Risk Name/Description
Dynamic Tourist attraction	1. Inability to implement the Tourism Infrastructure Master Plan (TIM)
Attractive home for global investments and sustainable economic development	2. Failure to create an enabling environment to foster economic development and attract new investment to the City
	3. Withdrawal of investors on Mega Projects
	4. Inability to promote investment
A robust property market	5. Delays in project implementation
	6. Poor quality assurance of newly constructed property
	7. Identification of land parcels for future development
Delivered Socio-Economic development programs	8. Inability to implement projects due to capacity challenges.
A well governed and sustainable agency	9. Lack of financial sustainability
	10. Inability to deliver on the mandate
	11. Cybersecurity attacks
	12. Inability to act in the event of Disputes & Litigation
	13. Non-Compliance with the POPI Act

## Key BCMDA projects and project pipeline for 2025/26

The following projects are in the pipeline:

Strategic Objective (SO) and related projects		Type/ sector	Estimated Budget (25/26) requirement	Source of Funding/ funder/ stakeholders	Status
<b>SO 1: Dynamic tourist destination</b>					
1	Create an enabling environment for tourism product development and hosting of events a. Three (3) Tourism routes supported with content development. b. Three (3) Tourism routes supported with interpretive boards	Tourism	R 1 000 000	Buffalo City Metropolitan Municipality	Existing
2	Facilitation, Promotion, Co-ordination, and Support of the Tourism Sector a. Two (2) Tourism sector development interventions initiated	Tourism	R 1 000 000	Buffalo City Metropolitan Municipality	New
<b>SO 2: Attractive City for global investments</b>					
1	Sector Development Programme a. One (1) Economic and Investment Framework planning document developed.	Multi-sectoral	R 1 500 000	Buffalo City Municipality	New
2	Property Development and Investment Programme: a. Construction preparation for : • Sleeper Site • Seaview Terrace • Marina Glen A b. 4 new land parcels identified and packaged for investment.	Multi-sectoral	R 300 000	Property investors	Existing  New
<b>SO3: Building an inclusive and resilient economy</b>					
1	Facilitate socio-economic diversification and expansion in the BCMM through the Environmental Management Programme a. Duncan Village Waste Management Programme.	Waste management	R 26 700 000	National Treasury	Existing
<b>SO 4: Vibrant and attractive local spaces</b>					
1	Properties under design a. One (1) Precinct concept developed (Quigney)	Infrastructure	R 2 500 000	Buffalo City Municipality	New
2	To implement integrated initiatives to beachfront development. a. Two (2) beach sites renovation concepts developed	Infrastructure	R 1 500 000	Buffalo City Municipality	New
3	To develop acquired land. a. One (1) project reactivated ( Water World)	Infrastructure	R 60 000 000	Buffalo City Municipality	New

Strategic Objective (SO) and related projects		Type/ sector	Estimated Budget (25/26) requirement	Source of Funding/ funder/ stakeholders	Status
<b>Office of the CEO (investment partnership drive)</b>					
1	Strategic Investments and Partnerships Programme: a. Annual investment Conference b. Strategic Investment Partnerships programme	Multi-sectoral	R 1 500 000	SOEs, Private Sector and National and International investors	Existing
2	Strategic Infrastructure projects-Implementing Agent Programme in partnership with, DOE, DOH and BFI.	Multi-sectoral	To be confirmed	National and Provincial Government	New
<b>Estimated budget to implement the above:</b>			<b>R 96 000 000</b>		

# ANNEXURE E: Top Layer Service Delivery and Budget Implementation Plan (SDBIP) 2025/2026

BCMM TOP LAYER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN: 2025/2026 FINANCIAL YEAR																		
KFA No.	National Treasury Reference/ BCMM Code.	Key Performance Indicator	Project/ Programme	Baseline (Annual Performance of 2024/25)	Annual target for 2025/26	Target for 2025/2026 SDBIP per Quarter								Resources Allocated for 2025/2026 SDBIP per Quarter				
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STRATEGIC OUTCOME 1: AN INNOVATIVE AND PRODUCTIVE CITY																		
NATIONAL PRESCRIBED INDICATORS																		
KFA5	LED 1.21	Number of work opportunities created by the municipality through Public Employment Programmes (Incl. EPWP, CWP and other related employment programmes)	N/A	5621	3370	842	Contractors labourers Register with Employee Names	842	Contractors labourers Register with Employee Names	843	Contractors labourers Register with Employee Names	843	Contractors labourers Register with Employee Names	N/A	N/A	N/A	N/A	R2434000
KFA 11	FD 1.11	Percentage compliance with the required attendance time for structural firefighting incidents (formal & informal areas)	Fire Incidents Response Times	45%	65% - Percentage compliance with the required attendance time for structural firefighting incidents (formal & informal areas) per quarter	65% Percentage compliance with the required attendance time for structural firefighting incidents (formal & informal areas)	News of The Day (Incident Reports) extracted from the Emergency Service System (ESS) - Fire Call Logging System	65% Percentage compliance with the required attendance time for structural firefighting incidents (formal & informal areas)	News of The Day (Incident Reports) extracted from the Emergency Service System (ESS) - Fire Call Logging System	65% Percentage compliance with the required attendance time for structural firefighting incidents (formal & informal areas)	News of The Day (Incident Reports) extracted from the Emergency Service System (ESS) - Fire Call Logging System	65% Percentage compliance with the required attendance time for structural firefighting incidents (formal & informal areas)	News of The Day (Incident Reports) extracted from the Emergency Service System (ESS) - Fire Call Logging System	R -	R -	R -	R10,500,000	R10,500,000
KFA2	LED3.11	Average time taken to finalise business license applications.	BCMM Business Licence process	12 working days	12 working days	12 working days	Quarterly report License register	12 working days	Quarterly report & License register	12 working days	Quarterly report & License register	12 working days	Quarterly report & License register	N/A	N/A	N/A	N/A	N/A
KFA2	LED3.12	Average time taken to finalise informal trading permits	BCMM informal trading permits for Informal Traders	12 working days	12 working days	12 working days	Quarterly report & License register	12 working days	Quarterly report & License register	12 working days	Quarterly report & License register	12 working days	Quarterly report & License register	N/A	N/A	N/A	N/A	N/A
BCMM INDICATORS																		
KFA5	IPC5	Number of direct and indirect job opportunities created through Economic Development Projects	Job opportunities created through Economic Development projects, initiatives and partnerships	700	600	73	List of Names with ID numbers	200	List of names with ID numbers	177	List of names with ID numbers	150	List of Names with ID numbers	Operationa l Budget	Operationa l Budget	Operationa l Budget	Operationa l Budget	Operational Budget

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		initiatives and partnerships																
KFA 5	IPC 22	Number of bursaries awarded	Bursaries Non - Employee	81 Bursaries Awarded	70 Bursaries Awarded	Call for applications	Copy of advert and communication plan	0	N/A	70 Bursaries Awarded	Bursary Fund award letters	0	N/A	300000	0	4m	4,7m	9m
KFA5	IPC60	Number of youth development programmes supported	New indicator	5 Youth Development programmes	5 Youth Development programmes	1 (Heritage Day Celebration)	Newsflash & Attendance Register	1 (Substance abuse Awareness programme)	Newsflash & Attendance Register	2 (1. Back to School Drive 2. School Debate)	Newsflash & Attendance Register	1 (Youth Commemoration)	Newsflash & Attendance Register	500 000	550 000	550 000	835 000	2.5m
KFA 8	IPC 21	Number of sport development programmes supported	N/A	4 (Sports Development courses)	4 (Sport Development Courses).	Cricket Coaching Course	News Flash and Attendance Register	Rugby Coaching Course	News Flash and Attendance Register	Netball Coaching Course	News Flash and Attendance Register	Soccer Coaching Course	News Flash and Attendance Register	R150,000.00	R150,000.00	R150,000.00	R150,000.00	R600,000.00
KFA 2	IPC8	Number of interventions supported to retain existing investors and promote attraction of new investment into Buffalo City	Invest Buffalo City, Dimbaza Industrial area, Scoping study for Industrial areas	3 (i) Revitalization of Industrial park Dimbaza , (ii) Invest Buffalo City (iii) Support of other industrial parks	4 (i) Support of initiatives within the Industrial Parks (NAM Cluster) , (ii) Invest Buffalo City (iii) Revitalization of industrial parks (Wilsonia); (iv) Support Marine Cluster	Attend & participate in the RISP Annual Regional Innovation Forum	Quarterly report from implementing agent	Invest Buffalo City	Quarterly report from implementing agent & invoices	Support Wilsonia Industrial Park	Quarterly report & Invoices	Support Maritime Initiatives	Quarterly report & report from implementing agent	R0,00	400 000	250 000	R250 000,00	R900 000,00



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KFA 1	IPC3	Number of infrastructure projects for informal traders implemented	Infrastructure Project Implemented for informal traders	Ndevana, Ilitha, Duncan Village Hawker Stalls	(5) (1) NU 16 & Ward 9, (2) Ward 6 & (3) , (4) Ward 1 & ward 13 Hawker Stalls , Fort Jackson Junction	Finalise procurement processes & consultations	Specifications / Appointment letters for SPs, Registers with meeting minutes	NU 16 & Ward 9 Hawker Stalls	Quarterly report, invoices completion certificate	ward 13 ( Reeston) & Ward 1	Quarterly report, invoices completion certificate	Ward 6 & Fort Jackson Junction	Quarterly report, invoices completion certificate	0	5 000 000			##### #

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KFA 1	IPC 4	Number of interventions implemented to support SMMEs and Cooperatives	Training, Procurement of equipment and machinery for SMMEs and Cooperatives	(Trainings, machinery and equipment, SMME Roadshows, Workshops, Incubation programme)	(11) Trainings; Workshops x2; Summits / Exhibitions / Fashion Show x2; Seminars x3; Cooperatives Indaba; Incubation programme; Procurement of equipment	(1) Specifications; Consultative sessions; Women in business seminar (linked to women's month)	Quarterly report, attendance registers, pictures	(4) Trainings; Youth workshop; Cooperatives workshop; SMME Fair Summit (linked to Global Entrepreneurship week)	Quarterly report, attendance register, pictures	(4) Procurement of equipment & machinery; Youth seminar; SMME Seminar; Cooperatives Indaba	Quarterly report, acknowledgment letters, pictures	(2) Culinary Incubator; Youth in business summit / exhibition & Fashion show (linked to youth month)	Quarterly report, Invoices, Attendance register, pictures					

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KFA 7	IPC6	Number of Creative industries support projects / programmes implemented	Creative industries support projects / programmes	(5) (4) Quartely Creative industries support Programmes/Pr ojects (1 per quarter), -(1) Extension and Upgrading of Mdantsane Arts Centre (Phase 1)	10 (4x quartely market access support programme), 4 x quartely artist development programme) and (2 x quartelty artists training and capacity building programme	2 (1 quarterly artists market access support programme) and (1 quarterly artists development programme)		3 (1 quarterly artists market access support programme), (1 quarterly artists development programme) and 1 quarterly training and capacity building programme		3 (1 quarterly artists market access support programme), (1 quarterly artists development programme) and 1 quarterly training and capacity building programme		2 (1 quarterly artists market access support programme) and (1 quarterly artists development programme)	Letter of requests, invoices, approval memo and quartley reports	350 000	300 000	350 000	300 000	1 300 000
							Letter of requests, invoices, approval memo and quartley reports		Letter of requests, invoices, approval memo, registers, and quartley reports		Letter of requests, invoices, approval memo, registers, and quartley reports							

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KFA 4	IPC7	Number of initiatives (programmes) implemented to develop, market and promote Buffalo City as a tourist destination of choice	Tourism Projects/ Programmes	14 ( 4 x Quartely destination marketing programmes , 4 x quartely tourism awareness and capacity building programmes , 2 x quartely tourism recovery support programmes and 4 x quartely tourism events programmes )	14 ( 4 x Quartely destination marketing programmes , 4 x quartely tourism awareness and capacity building programmes , 2 x quartely tourism recovery support programmes and 4 x quartely tourism events programmes )	3 (1 quarterly destination marketing programme, 1 quarterly Tourism Awareness and capacity building programme, and 1 quarterly events support programme)	quarterly reports, invoices, and attendance register for tourism awareness programme	4 (1 quarterly destination marketing programme, 1 quarterly Tourism Awareness and capacity building programme, 1 quarterly events support programme), and 1 quarterly tourism recovery support programme	quarterly reports, invoices, and attendance register for tourism awareness programme, letters of requests and application forms	3 (1 quarterly destination marketing programme, 1 quarterly Tourism Awareness and capacity building programme, and 1 quarterly events support programme)	quarterly reports, invoices, and attendance register for tourism awareness programme	4 (1 quarterly destination marketing programme, 1 quarterly Tourism Awareness and capacity building programme, 1 quarterly events support programme), and 1 quarterly tourism recovery support programme	quarterly reports, invoices, and attendance register for tourism awareness programme, letters of requests and application forms	9700000	2 100 000	1 500 000	1 780 000	6 350 000
KFA 6	IPC11 (a)	Number of Agricultural Farmer support programmes implemented	Farmer Support Programmes/ projects	(6) (1) Food Security, (2) Hydroponics programme, (3) Fencing of Arable Land, ,(4) Agri-village, (5) Food gardens - Public Employment Programme),(6) Dipping Tank	(11) (1) Food Security; (2) Hydroponics programme; (3) Fencing of Arable Land; (4) Agri-village; (5) Livestock equipment; (6) Dipping Tank (7) Scooping Dams (8) Irrigation Scheme; (9) Aquaponics; (10)Cropping programme; (11)Piggery & poultry	(1) Fencing of Arable Land	Quarterly report, invoice & completion certificate, pictures	(3) , Hydroponics; Food Security; Cropping programme	Quarterly report, invoice & completion certificates, pictures	(3) Irrigation Schemes, Livestock Equipment; Piggery & poultry	Quarterly report, invoice & Completion certificate, pictures	(4) Agri-village; Dipping tank; Scooping Dams; Aquaponics	Quarterly report, invoice & Completion certificate, pictures	700 000	8 257 571	1 700 000	10 869 568	21 527 139
KFA 6	IPC	Metres of access road upgraded to surface standards (Khiwane Resort)	Upgrading of access road (Khiwane Resort)	New Indicator	700m	0	N/A	Base and placement of portal culvert and foundation layers	Construction Progress report	Construction of road layerworks and kerbing	Construction Progress report	700m	Practical completion cert	0	2 000 000	1 500 000	1 000 000	4 500 000
KFA 6	IPC	Milestones achieved towards the upgrading and extension of	Upgrading and extension of Mdantasne Arts	New Indicator	100 % completion of Mdantsane Art Centre as	Appointment of the service provider	Award letter	30%	Invoices, progress report, Pictures	60%	Invoices and progress report and pictures	100 % completion of Mdantsane Art Centre as per the approved	Completion certificates for the mdantsane	3 000 000	3 000 000	3 000 000	4 000 000	13 000 000

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		Mdantasne Arts Centre	Centre phase one		per the approved architectural drawings of phase one							architectural drawings of phase one	Arts Centre Project, Closeout and Invoices.					
KFA 6	IPC	Milestones achieved towards the upgrading of Fresh Produce Market	Upgrading of Fresh Produce Market	New Indicator	1. Appointment of service provider 2. Upgrading of Pack House for dry goods 3. Upgrading of Pack House for Wholesalers	Appointment of the service provider	Award letter	Upgrading of Pack House for dry goods	Invoices	Upgrading of Pack House for Wholesalers	Invoices	0	N/A					
KFA 6	IPC	Milestones achieved towards the upgrading of Sekunjalo Training Centre	Upgrading of Sekunjalo Training Centre (Water connection)	New Indicator	1. Storage Water Tank installation 2. Pipeline testing 3. Vegetation cutting	1. Storage Water Tank installation 2. Pipeline testing 3. Vegetation cutting	Invoices, Progress Report from the service provider	0	N/A	0	N/A	0	N/A	2 000 000	N/A	N/A	N/A	2 000 000
KFA 10	HS 3.2/IPC17	Number of Community Halls Constructed (Phase 3)	Continuation of Development of Nompumelelo Community Hall - Phase 3	1 (Nompumelelo Community Hall - Office Space and Meeting Room)	1 (Nompumelelo Community Hall - Office Space and Meeting Room)	1	Photos, Completion Certificate, Invoices	0	N/A	0	N/A	0	N/A	600 000	0	0	0	R600.000
KFA1 0	HS 3.2/IPC54	Number of Community Halls Upgraded	Upgrading of Community Halls	5	10 (War Memorial Hall, Orient theatre, NU1 Hall, Roji Skenjana Hall, NU15 Hall, Brealyn Hall, NU7 Hall, Breidbach Hall, Cambridge Hall, Carnegie Hall)	0	N/A	6 (Orient theatre, Roji Skenjana Hall, Brealyn Hall, NU7 Hall, Breidbach Hall, Cambridge Hall)	Photos, Completion Certificate, Invoices	3 (War Memorial Hall, NU15 Hall, Carnegie Hall)	Photos, Completion Certificate, Invoices	1 (NU1 Hall)	Photos, Completion Certificate, Invoices	0	11 250 000	3 750 000	2 611 639	R15.611.639
KFA1 0	HS 3.2/IPC18	Number of Libraries Upgraded	Upgrading of Libraries	6	10 (Brealyn Library, Kidds Beach Library, Vincent Library, Central Library, Beacon Bay Library, Cambridge Library)	0	N/A	6 (Brealyn Library, Kidds Beach Library, Vincent Library, Green Fields Library, Schornville Library, Breidbach Library)	Photos, Completion Certificate, Invoices	3 (Vincent Library, Beacon Bay Library)	Photos, Completion Certificate, Invoices	1 (Central Library)	Photos, Completion Certificate, Invoices	0	4 250 000	4 750 000	3 932 639	R12.932.639

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					library, Green Fields Library, Schornville Library, Breidbach Library, KWT Library)													
KFA9	HS 3.1/IPC16	Number of Swimming Pools upgraded	Upgrading of swimming pools	3	4 (Joan Harrison Pool, Orient pool, Mdantsane pool and King Williams Town Pool)	0	N/A	KWT Pool - refurbishment of ablutions both males and females, Upgrading of baby pool, installation of buglars in the plant room windows and installation of gate motto in the main gate. ORIENT POOL - Refurbishment of underground piping at Quanza Pool.	Pictures and invoices	0	N/A	Joan Harrison Pool - Re - tiling of the main Swimming Pool. MDANTSANE POOL - Demolish one cubicle and construct a strong room in ticket office.	Pictures and Invoices	N/A	R1 100 000	N/A	#####	R3 200 000,00
KFA9	IPC 50	Number of resorts upgraded	Upgrading of resorts	1 Gonubie Resort	2 Gonubie Resort and Nahoon Caravan Park	N/A	N/A	Gonubie Resort - Refurbishment of Kiosk at King Fisher Ablution and electrical boxes in some sites,Refurbishment of entrance in the chalets, Installation of wardrobes in some chalets, refurbishment of roofs in some chalets Nahoon Caravan Park - Installation of play ground at Nahoon Caravan Park and Gonubie Resort. Construction of Disabled toilets	Pictures and invoices	Nahoon Caravan Park and Gonubie Caravan Park - Construction of Resort Main Entrance - Fencing at Nahoon Caravan Park, Installation of CCTV Cameras at Nahoon Caravan Park, Refurbishment of back packers at Gonubie Resort	Pictures and invoices	Gonubie Resort - Building of baby pool at Gonubie Resort.	Pictures and Invoices	N/A	#####	#####	R800 000,00	R5 900 000,00
KFA9	HS 3.1/IPC14	Number of Zoo facilities upgraded	Upgrading of Zoo Facilities	1 (Zoo facility)	2 (1. Zoo Main office refurbishment 2. Small cat enclosure upgrades)	0	N/A	appointment of Service providers	Letters of award	1 (Zoo Main office refurbishment)	Invoices and Photos	1 (Small cat enclosure upgrades)	Invoices photos completion certificates	0	0	R200.000,00	R200.000,00	R400.000,00

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KFA4	IPC13	Number of Aquarium facilities upgraded	Refurbishment of Aquarium	1 (Refurbish of Aquarium Exhibit)	2	0	N/A	0	N/A	1	Invoices Photos	1	Invoices photos completion certificates	0	0	R200 000	R200 000	R400.000
KFA9	HS 3.4/IPC12	Number of sports facilities upgraded	sports facilities upgraded	2 (Sisa Dukashe Stadium, Gomo Stadium)	5 (Phillip Kahts Softball Stadium,Ncer ha sportsfield, Mdantsane NU1 Tennis Complex, Selborne Tennis Park, Ducats sportsfield)	N/A	N/A	N/A	N/A	5 (Phillip Kahts Softball Stadium,Ncer ha sportsfield, Mdantsane NU1 Tennis Complex, Selborne Tennis Park, Ducats sportsfield)	Invoice and photos	N/A	N/A	0	0	4 911 994	0	R4.911.994
KFA 7	IPC 30	Number of Arts, Culture and Heritage projects/ programmes implemented	Arts, Culture and Heritage projects/ programmes	3(Restoration of Mzukisi Sikhweyiya, Restoration of Zola Brian Mjo burial site, Landscaping of Rharhabe Burial site)	6 Land scaping of Rharhabe Burial site, Restoration of Ngidi burial site, restoration of multi cultural statue, Restoration of Zola Brian Mjo Burial Site, Restoration of Mzukisi Skweyiya, Restoration of Maqxala Burial Site.	Landscaping of Rharhabe burial site. Gxasheka Memorial. Commemoration of National Days & special occasions. Geographical Name Change .	invoices & photos	Improve access roads and signage ( gravelling & tarring ) . Sax- Wheels Mbali memorial. Commemoration of National Days & special occasions.Geogr aphical Name Change.	Invoices & photos.	Ngcooba family memorial.Res toration work on Multicultural Man Status Sculptor,Com memoration of National Days & Special occasions.Geogr aphical Name Change	invoices. & photos.	Eric Mtonga Memorial.Restoratio n of heritage buidling (St Lukes Church).Commemor ation of National Days & Special Occassions.Geogra phical Name Change.	invoices. & photos.	Operationa l Budget	Operationa l Budget	Operationa l Budget	Operationa l Budget	Operational Budget
KFA 12	IPC20	% Reduction in road traffic fatalities on BCMM roads	Reduction in road fatalities on BCMM roads	5% Reduction	5% Reduction	1.25% Reduction in road traffic fatalities on BCMM roads	SAP statistics of fatalities and departmentme ntal operational plans	1.25% Reduction in road traffic fatalities on BCMM roads	SAP statistics of fatalities and departmentme ntal operational plans	1.25% Reduction in road traffic fatalities on BCMM roads	SAP statistics of fatalities and departmentme ntal operational plans	1.25% Reduction in road traffic fatalities on BCMM roads	SAP statistics of fatalities and departmentme ntal operational plans	Operationa l Budget	Operationa l Budget	Operationa l Budget	Operationa l Budget	Operational Budget
KFA 12	IPC 19	Number of Areas covered by surveillance cameras	Roll out of CCTV cameras in BCMM	0	(3 Areas) - KWT Traffic Dept & Cambridge Pump Station & Zwelitsha Cash Office	0	N/A	0	N/A	1 (area) - Cambridge Pump Station	Letter of Award, invoices, progress reports, completion certificates for the 3 areas	2 (Areas) - KWT Traffic Dept & Zwelitsha Cash Office	Letter of Award, invoices, progress reports, completion certificates for the 3 areas	R 0,00	R 0,00	R600,000	R600,000	R1,200,000
KFA 12	IPC 51	Review of Crime Prevention Strategy	Review of Crime Prevention Strategy	0	Final Draft Crime Prevention Strategy, Report to Council	Prepare and Submit RFQ, RFQ advertised on BCM website	Copy of RFQ and tender advertised	0	N/A	Draft revised Crime Prevention Strategy presented to BCMM DPS & ES Management	Copy of draft revised Crime Prevention Strategy	Final Draft Crime Prevention Strategy submitted to Council	Copy of the Final Draft Crime Prevention Strategy, Report to Council	R 0,00	R 0,00	R500,000	R250,000	R 750 000,00



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KFA 12	IPC 52	Development of BCMM Security Risk Analysis	Development of BCMM Security Risk Analysis	0	Final Draft BCMM Risk Analysis Document submitted to Council	Completion of phase 1 - Inception meeting held, Approved Implementation Plan presented, signing of SLA	Minutes of inception meeting, Copy of Implementation Plan, Signed SLA	Completion of Phase 2 - Identification of all BCMM facilities and assets, conduct physical security and risk assessment	Copy of assets identified for BCMM, copy of sites/facilities/ assets visited and security risk assessment undertaken	Completion of Phase 3 - Draft assessment summary of BCMM facilities & assets, Draft Security Risk Analysis Report presented to BCMM DPS & ES Management	Copy of the draft assessment summary of all BCMM facilities & assets, copy draft Security Risk Analysis Report presented to BCMM DPS & ES Management	Final Draft BCMM Security Risk Analysis Document submitted to Council	Copy of the Final Draft BCMM Security Risk Analysis Document, Report to Council	R 332 333,33	R 166 166,67	R 249 250.00	R 41 666,40	R750,000.00
KFA 11	FE1.1/IPC2	Number of fire stations refurbished	Refurbishment of Fire Stations	1 (Mdantsane Fire Station)	1 (King Williams Town Fire Station - Roof Refurbished)	0	N/A	0	N/A	Appointment of service provider to replace section of roof at KWT Fire Station	Award Letter Photographic evidence of work in progress; copies of payments processed	1 (King Williams Town Fire Station - Roof Refurbished)	Photographic evidence (before & after) of all work completed as per scope of works, Invoices, Completion Certificate	R -	R -	R 600 000	R 300 000	R 900 000
KFA 11	FE1.1/IPC3	Milestones achieved towards the completion of the Berlin Fire Station	New Fire Station Berlin Ward 45	0	Berlin Fire Station Completed	Re-instatement of orders for Awarded Contracts (Professional Consultants & Construction). Continuation of construction as per scope of works: Erection of roof trusses and roof sheeting, erection of perimeter fence.	Copy of: Reinstated orders; payments processed; progress reports photographic evidence of construction progress	Continuation of construction as per scope of works: Installation of building & site services, Completion of portal frame structure, Completion of internal roadway and tarring.	Copy of: Payments processed; progress reports, photographic evidence of construction progress	Practical completion of construction works: Installation of plumbing & electrical fittings, painting, tiling, telephone and landscaping: Attending works completion list.	Copy of: Payments processed; progress reports, photographic evidence of construction progress; Practical completion certificate	Berlin Fire Station Completed	Final completion certificate, Invoices, Progress Reports & Handover of asset	R 600 000	R 600 000	R 600 000	R -	R1,800,000
KFA 11	IPC 53	Review of the Disaster Management Policy Framework	Review of the Disaster Management Policy Framework	0	Draft Disaster Management Policy Framework submitted to Council	Project plan signed, SLA signed, Interviews conducted with key senior staff of DMC	Copy of approved project plan, copy of SLA, copies of interviews conducted	Workshop to present and clarify gap analysis, conduct three consultation sessions with stakeholders, 1st draft of revised DMPF	Attendance register and minutes of workshop and three consultation sessions with stakeholders, copy of 1st draft of the revised DMPF	Revised gap analysis report, incorporation of amendments made to the draft DMPF as recommended, final draft of the revised DMPF submitted to BCMM DPS & ES Management	Copy of revised gap analysis report, copy of amendments made to the draft DMPF, final draft revised DMPF submitted to BCMM DPS & ES Management	Final Draft Disaster Management Policy Framework submitted to Council	Final Draft Disaster Management Policy Framework completed, Report to Council	R 200 000	R 200 000	R 100 000	R -	R 500 000

BCMM TOP LAYER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN: 2025/2026 FINANCIAL YEAR																		
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						1st Quarter Planned Target- ending September 2025	Portfolio of evidence	2nd Quarter Planned Target- ending December 2025	Portfolio of evidence	3rd Quarter Planned Target- ending March 2026	Portfolio of evidence	4th Quarter Planned Target- ending June 2026	Portfolio of evidence	1st Quarter Planned Budget	2nd Quarter Planned Budget	3rd Quarter Planned Budget	4th Quarter Planned Budget	Total Budget allocated
KFA 11	IPC 54	Milestones achieved towards the Establishment of the New Disaster Management Centre (Phase 1)	Establishment of the New Disaster Management Centre	0	Appointment of a Professional Planning Team	0	N/A	0	N/A	0	N/A	Appointment of a Professional Planning Team	Letter of Award; Official Order; Copy of Signed SLA	R -	R -	#####	R -	R 9 000 000
STRATEGIC OUTCOME 2: A GREEN CITY																		
NATIONAL PRESCRIBED INDICATORS																		
KFA1 8	ENV 3.11	Percentage of known informal settlements receiving basic refuse removal services	Waste handling	100% of known informal settlements receiving basic refuse removal services	100% of known informal settlements receiving basic refuse removal services	100% of known informal settlements receiving basic refuse removal services	List of known informal settlements that received basic refuse removal services (Signed and date of collection)	100% of known informal settlements receiving basic refuse removal services	List of known informal settlements that received basic refuse removal services (Signed and date of collection)	100% of known informal settlements receiving basic refuse removal services	List of known informal settlements that received basic refuse removal services (Signed and date of collection)	100% of known informal settlements receiving basic refuse removal services	List of known informal settlements that received basic refuse removal services (Signed and date of collection)	Linked to municipal running costs	Linked to municipal running costs	Linked to municipal running costs	Linked to municipal running costs	Linked to municipal running costs
KFA1 8	ENV 5.12	Number of coastal water samples taken for monitoring purposes	Water Quality Monitoring	400 coastal water samples taken for monitoring purposes	400 coastal water samples taken for monitoring purposes	100 coastal water samples taken for monitoring purposes	Laboratory reports (NHLS excel customer detailed schedule, request forms & lab reports)	100 coastal water samples taken for monitoring purposes	Laboratory reports (NHLS excel customer detailed schedule, request forms & lab reports)	100 coastal water samples taken for monitoring purposes	Laboratory reports (NHLS excel customer detailed schedule, request forms & lab reports)	100 coastal water samples taken for monitoring purposes	Laboratory reports (NHLS excel customer detailed schedule, request forms & lab reports)	Operational Budget	Operational Budget	Operational Budget	Operational Budget	Operational Budget
KFA1 8	ENV 5.21	Number of inland water samples taken for monitoring purposes	Water Quality Monitoring	400 inland water samples taken for monitoring purposes	400 inland water samples taken for monitoring purposes	100 inlandwater samplestaken formonitoringpurp oses	Laboratoryrep orts (NHLSexcel customerdetai ledschedule,r equest forms& lab reports)	100 inlandwater samplestaken formonitoringpurp oses	Laboratoryrep orts (NHLSexcel customerdetai ledschedule,r equest forms& lab reports)	100 inlandwater samplestaken formonitoringpurp oses	Laboratoryrep orts (NHLSexcel customerdetai ledschedule,r equest forms& lab reports)	100 inlandwater samplestaken formonitoringpurpos es	Laboratoryrep orts (NHLSexcel customerdetai ledschedule,r equest forms& lab reports)	Operational Budget	Operational Budget	Operational Budget	Operational Budget	Operational Budget
KFA1 8	ENV 5.11	Percentage of coastline with protection measures in place	Coastline Protection	73.2% of coastline with protection measures in place	73.2% of coastline with protection measures in place	N/A	N/A	N/A	N/A	N/A	N/A	73.2% of coastline with protection measures in place	GIS Spatial Map; Report on Coastline Protection Measures	N/A	N/A	N/A	N/A	N/A
KFA1 6	ENV4.21	Percentage of biodiversity priority areas protected	Biodiversity priority areas protected	69.97% of biodiversity priority areas protected	69.97% of biodiversity priority areas protected	N/A	N/A	N/A	N/A	N/A	N/A	69.97% of biodiversity priority areas protected	GIS Spatial Map; Report on Coastline Protection Measures	N/A	N/A	N/A	N/A	N/A
KFA1 6	ENV4.11	Percentage of biodiversity priority area within the municipality	Biodiversity priority area within the municipality	5,17% of biodiversity priority area within the municipality	5,17% of biodiversity priority area within the municipality	N/A	N/A	N/A	N/A	N/A	N/A	5,17% of biodiversity priority area within the municipality	GIS Spatial Map; Report on Coastline Protection Measures	N/A	N/A	N/A	N/A	N/A
KFA1 4	ENV1.12	Percentage of Air Quality (AQ) monitoring stations providing adequate data over a reporting year	Functionality of Air Quality Monitoring Stations	0%	75% of Air Quality (AQ) monitoring stations providing adequate data	N/A	N/A	N/A	N/A	N/A	N/A	75% of Air Quality (AQ) monitoring stations providing adequate data	Print out - data recovery from three air quality monitoring stations.	Operational Budget	Operational Budget	Operational Budget	Operational Budget	Operational Budget

BCMM TOP LAYER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN: 2025/2026 FINANCIAL YEAR																		
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						1st Quarter Planned Target- ending September 2025	Portfolio of evidence	2nd Quarter Planned Target- ending December 2025	Portfolio of evidence	3rd Quarter Planned Target- ending March 2026	Portfolio of evidence	4th Quarter Planned Target- ending June 2026	Portfolio of evidence	1st Quarter Planned Budget	2nd Quarter Planned Budget	3rd Quarter Planned Budget	4th Quarter Planned Budget	Total Budget allocated
BCMM INDICATORS																		
KFA1 8	ENV 5.21(a)	Number of midland water samples taken for monitoring purposes	Water Quality Monitoring	200 midland water samples taken for monitoring purposes	200 midland water samples taken for monitoring purposes	50 midland water samples taken for monitoring purposes	Laboratory reports (NHLS excel customer detailed schedule, request forms & lab reports)	50 midland water samples taken for monitoring purposes	Laboratory reports (NHLS excel customer detailed schedule, request forms & lab reports)	50 midland water samples taken for monitoring purposes	Laboratory reports (NHLS excel customer detailed schedule, request forms & lab reports)	50 midland water samples taken for monitoring purposes	Laboratory reports (NHLS excel customer detailed schedule, request forms & lab reports)	Operationa l Budget	Operationa l Budget	Operationa l Budget	Operationa l Budget	Operational Budget
KFA1 8	GC12	Number of Waste Diversion Garden Transfer Stations established	Establishment of Waste Diversion Garden Transfer Stations	2 Waste Diversion Garden Transfer Stations established	1 Waste Diversion Garden Transfer Station established	N/A	N/A	N/A	N/A	Appointment of a service provider/s for establishment of Waste Diversion Garden Transfer Stations	Award letter/s for the Service providers appointed for establishment of Waste Diversion Garden Transfer Stations	1 Waste Diversion Garden Transfer Station established	Progress report on Waste Diversion Garden Transfer Stations established	N/A	N/A	N/A	R4 350 000	R4 350 000
KFA1 8	GC101	Number of kilograms (kgs) of recycleables diverted to Buy-Back Centres	Implementation of waste diversion initiatives	800 000 kg of recycleables diverted to Buy-Back Centres	600 000 kg of recycleables diverted to Buy-Back Centres	150 000kg of recycleables diverted to Buy-Back Centres	Buyback Centre Data of Recycleables	150 000kg of recycleables diverted to Buy-Back Centres	Buy-Back Centres Data of Recycleables	150 000kg of recycleables diverted to Buy-Back Centres	Buy-Back Centres Data of Recycleables	150 000kg of recycleables diverted to Buy-Back Centres	Buy-Back Centre Data of Recycleables	2 757 000	2 757 000	2 757 000	2 757 000	10 300 000
KFA1 5	GC 10	Number of Community Parks Upgraded	Upgrading and Development of Community Parks	3	3 (Ward 1, 22 & 44)	3 (Ward 1, 22 & 44)	Photos	NA	NA	NA	NA	NA	NA	R900,000	0	0	0	R900.000
KFA GC 11	GC 11	Milestones achieved towards the establishment of recreational parks	Establishment of recreational parks	3 (Ward 7,8, 13,24 & 45)	4 (Ward 6,8,20 &48)	0	N/A	2 (Ward 6 & 20)	Photos, Completion Certificate, Invoices	2 (Ward 8 & 48)	Photos, Completion Certificate, Invoices	0	N/A	0	R2 611 994.00	R2 611 994.00	0	R5 223 988.00
STRATEGIC OUTCOME 3: A CONNECTED CITY																		
NATIONAL PRESCRIBED INDICATORS																		
KFA2 2	EE1.11	Number of dwellings provided with connections to the mains electricity supply by the municipality	Electrification of formal and informal dwellings	250	500	20	Progress Report or Completion Certificate	120(100)	Progress Report or Completion Certificate	350(230)	Progress Report or Completion Certificate	500(150)	Progress Report or Completion Certificate	R3 000 000	R3 000 000	R3 537 596	R3 000 000	R12 537 596
KFA2 2	EE3.11	Percentage of unplanned outages that are restored to supply within industry standard timeframes	Operations	100%	75%	75% of normal network outages returned to service within 24 hrs ( will exclude calls caused by illegal connections)	Log sheets from control centre	75% of normal network outages returned to service within 24 hrs ( will exclude calls caused by illegal connections)	Log sheets from control centre	75% of normal network outages returned to service within 24 hrs ( will exclude calls caused by illegal connections)	Log sheets from control centre	75% of normal network outages returned to service within 24 hrs ( will exclude calls caused by illegal connections)	Log sheets from control centre	Operationa l Budget	Operationa l Budget	Operationa l Budget	Operationa l Budget	Operational Budget
KFA2 2	EE3.21	Percentage of Planned	Operations	Complete 70% or more of planned maintenance	Complete 70% or more	Complete 70% or more of planned maintenance	Maintanance schedule with calculations	Complete 70% or more of planned maintenance	Maintanance schedule with calculations	Complete 70% or more	Maintanance schedule with calculations	Complete 70% or more of planned maintenance	Maintanance schedule with calculations	Operationa l Budget	Operationa l Budget	Operationa l Budget	Operationa l Budget	Operational Budget

BCMM TOP LAYER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN: 2025/2026 FINANCIAL YEAR																		
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						1st Quarter Planned Target- ending September 2025	Portfolio of evidence	2nd Quarter Planned Target- ending December 2025	Portfolio of evidence	3rd Quarter Planned Target- ending March 2026	Portfolio of evidence	4th Quarter Planned Target- ending June 2026	Portfolio of evidence	1st Quarter Planned Budget	2nd Quarter Planned Budget	3rd Quarter Planned Budget	4th Quarter Planned Budget	Total Budget allocated
		Maintenance Performed			of planned maintenance					of planned maintenance								
KFA1 9	TR6.11	Percentage of unsurfaced road graded	Rural Roads	4,48% (62km)	1,85% (25km)	0% (0km)	Internal reports and Completion certificates	0,85%(11,5km)	Internal reports and Completion certificates	1%(13,5km)	Internal reports and Completion certificates	0,00%	Internal reports and Completion certificates	R0,00	##### ##	##### ##	R 0,00	##### #
KFA1 9	TR6.12	Percentage of surfaced municipal road lanes which has been resurfaced and resealed	Urban Roads Programme	0.5% (8km)	0.5% (8km)	0,1% (1,6km)	Completion Certificates	0,15% (2,4Km)	Completion Certificates	0,15% (2,4Km)	Completion Certificates	0.1% (1,6km)	Completion Certificates	##### ##	##### ##	##### ##	##### #	##### #
KFA2 2	EE1.13	Percentage of valid customer application for new electricity connections processed in terms of municipal service standards	N/A	90% ( NRS 047)	90% ( NRS 047)	90% ( NRS 047)	Signed off Job Master	90% ( NRS 047)	Signed off Job Master	90% ( NRS 047)	Signed off Job Master	90% ( NRS 047)	Signed off Job Master	N/A	N/A	N/A	N/A	N/A
KFA1 9	TR6.13	KMs of new municipal road network	Urban & Rural Roads Programme	0km	0km	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
KFA2 2	EE4.12	Installed capacity of embedded generators on the municipal distribution network	N/A	0 ( As per AG this is an accumitalive figure based of applications received)	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0	N/A	N/A	N/A	N/A	N/A
BCMM INDICATORS																		
KFA 20	CC 4	Number of Municipal Offices and Halls with Wi-Fi hotspots installed	Wifi	1 (WiFi Controller)	3 (City Hall, Reserve Bank, HR)	0	N/A	1 (City Hall)	Invoices Close out report	1 (Reserve Bank)	Invoices Close out report	1 (HR)	Invoices Close out report	N/A	N/A	R600 000-00	N/A	R600 000-00
KFA 20	CC 201	Number of Servers procured for Disaster Recovery	Disaster Recovery Enhancement	1	1(Server storage)	0	N/A	1(Server storage)	Invoices Close out report	0	N/A	0	N/A	N/A	R600 000-00	N/A	N/A	R600 000-00
KFA 20	CC250	Installation of Fibre network (from Clements Kadalie to Mdantsane Nu 6 mains)	Fiber Network installation	0	Fibre network installed from Clements Kadalie to Mdantsane Nu 6 mains	0	N/A	Fibre network installed from Clements Kadalie to Mdantsane Nu 6 mains	Invoices Close out report	0	N/A	0	N/A	N/A	R600 000-00	N/A	N/A	R600 000-00
KFA2 2	EE1.1/CC20	Number of new high mast lights installed	Streetlights or highmasts within BCMM area of supply	16	16	0	N/A	6	Completion certificate	12(6)	Completion certificate	16(4)	Completion certificate	R 0,00	4 000 000	4 000 000	3 612 710	11 612 710
KFA1 9	CC115	Milestones towards the construction of the Harbour Arterial Road (Detail Design)	Planning and Design of the Harbour Arterial Road	Design report, Environmental impact study, Socio Economic Benefit analysis,	Approved Detailed Design and environmental authorisation / approval (1)	0	Progress report	0	Progress report	0	Progress report	Approved Detailed Design and environmental authorisation / approval (1)	Copy of the Approved Detailed Design and environmental	R 0,00	R 0,00	##### ##	R 500 000,00	R 1 000 000,00

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				Final Detail design,									authorisation / approval (1)					
KFA19	CC116	Number of Kilometers constructed for the Quenera Road	Upgrading of the Quenera Road	New Indicator	0,8Km	Base and placement of portal culvert and foundation layers	Construction Progress report	Construction of road layerworks and kerbing	Construction Progress report	0,8Km	Practical completion cert and snag list	0	N/A	##### ##	##### ##	##### ##	##### #	##### #
KFA19	CC117	Milestones achieved towards the Construction of the Gonubie Link Road Phase 3	Planning and Design of the Gonubie Link Road	New Indicator	Approved designs for the construction of the Gonubie Link Road Phase 3	Project overview and phasing review	Minutes of Project design meeting	Review of preliminary designs and drawings	Minutes of design review meeting	Submission of Designs to the service department for approval	Copy of Submission letter of Designs to the service department for approval	Approved designs for the construction of the Gonubie Link Road Phase 3	Copy of the approved Designs for the Gonubie Link Road Phase 3	R 0,00	R 200 000,00	##### ##	R 400 000,00	R 800 000,00
KFA19	TR 6.1/CC6	Km of gravel Roads upgraded to Surfaced Standard	Roads Upgrade	8 km	3km	-	Completion certificates/pr ogress reports	1	Completion certificates/pr ogress reports	1	Completion certificates/pr ogress reports	1	Completion certificates/pr ogress reports	##### ##	##### ##	##### ##	##### #	##### #
KFA19	CC19	Number of bridges rehabilitated	Bridge Refurbishment Programme	6	4	0	Completion Certificates	1	Completion Certificates	2	Completion Certificates	1	Completion Certificates	R 0,00	##### ##	##### ##	##### #	##### #
KFA21	TR1.1/CC15	Number of public transport facilities rehabilitated	Construction of Public Transport Facility	2 (Complete Loading Areas for Ducats & Nompumelelo Taxi Rank Asphalt Layers Completed )	1 (Dimbaza Taxi Rank)	Complete Building Works	Progress Report	1 (Dimbaza Taxi Rank)	Completion Certificate	N/A	N/A	N/A	N/A	R1 250 000	R1 250 000	R0	R0	R2 500 000
KFA21	TR1.21	Number of Pedestrian Bridges constructed	Construction of Stormwater Crossing/Pedestrian Bridge and footpaths at Sithembiso School Mdantsane	2 Pedestrian Bridges constructed (Ward 14 & 48)	2 Pedestrian Bridges constructed (Ward 14 & 48)	Complete foundations and bridge columns	Progress meetings	2 Pedestrian Bridges constructed (Ward 14 & 48)	Completion Certificate	N/A	N/A	N/A	N/A	R1 500 000	R1 500 000	R0	R0	R3 000 000
KFA21	CC25	Kms of sidewalks constructed	Construction of sidewalks	0.5Km	3 Km	0	N/A	Complete 0,25km	Invoice	Complete 0,75km (0,5km)	Invoice	Complete 3km (2,25km)	Completion Certificate	R0	R850 000	R1 850 000	R3 300 000	R6 000 000
KFA21	TR7.1/CC11	Number of speed humps constructed	Construction of speed humps	30	80	10	Completion Certificate	30 (20)	Completion Certificate	55 (25)	Completion Certificate	80 (25)	Completion Certificate	R550 000	R1 050 000	R1 450 000	R1 450 000	R4 500 000
STRATEGIC OUTCOME 4: A SPATIALLY TRANSFORMED CITY																		
NATIONAL PRESCRIBED INDICATORS																		
KFA23	WS1.11	Number of new sewer connections meeting minimum standards.	N/A	250	250	N/A	N/A	N/A	N/A	N/A	N/A	250	Report with Completion Certificates for New Connections	R0	R3 000 000	R5 000 000	R2 447 975	R10 447 975
KFA23	WS2.11	Number of new water connections meeting minimum standards.	N/A	300	300	N/A	N/A	N/A	N/A	N/A	N/A	300	Report with Completion Certificates for New Connections	R0	R0	R0	R0	R0

BCMM TOP LAYER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN: 2025/2026 FINANCIAL YEAR																		
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						1st Quarter Planned Target- ending September 2025	Portfolio of evidence	2nd Quarter Planned Target- ending December 2025	Portfolio of evidence	3rd Quarter Planned Target- ending March 2026	Portfolio of evidence	4th Quarter Planned Target- ending June 2026	Portfolio of evidence	1st Quarter Planned Budget	2nd Quarter Planned Budget	3rd Quarter Planned Budget	4th Quarter Planned Budget	Total Budget allocated
KFA2 3	WS5.31	Percentage of total water connections metered	N/A	92%	92%	0	N/A	0	N/A	0	N/A	0	BP 92 report.	N/A	N/A	N/A	N/A	N/A
KFA2 5	HS1.11	Number of subsidised housing units constructed using various Human Settlements Programmes	CNIP Cambridge (100) Reeston Phase 3 stage2 (100) Peeltontyutyu ( 225) Mdantsane zone 18 cc( 220) &cluster 2( 100) Potsdam Ikwezi ( 100 ) Ilitha North ( 25 )Gompo Military Veteran ( 30 )	800	900	150	Performance certificate, construction programme and layout plan	350 (200)	Performance certificate, construction programme and layout plan	600 (250)	Performance certificate, construction programme and layout plan	900 (300)	Performance certificate, construction programme and layout plan	46 216 454	77 027 423	92 432 907	92 432 907	308 109 690
KFA2 5	HS1.12	Number of serviced sites	Reeston Phase 3 stage 2 ( 200 ) West bank Restitutio ( 200) CNIP Cambridge ( 200) Mdantsane Cluster 2 ( 50) Amalinda - Junction ( 50) Farm 924 ( 100 )	700	800	150	Performance certificate, construction programme and layout plan	350 (200)	Performance certificate, construction programme and layout plan	600 (250)	Performance certificate, construction programme and layout plan	800 (200)	Performance certificate, construction programme and layout plan	27 301 189	45 501 864	54 602 237	54 602 237	182 007 457
KFA2 5	HS1.31	Number of informal settlements assesed (enumerated and classified)	Informal settlements upgrade	4 Informal settlements assessed (enumerated and classified)	10 Informal settlements assessed (enumerated and classified)	0	N/A	0	N/A	0	N/A	10 Informal settlements assessed (enumerated and classified)	Progress Report Signed by HOD submitted to Portfolio Committee	N/A	N/A	N/A	N/A	N/A
KFA2 5	HS1.32	Number of informal settlements upgraded to Phase 2	Informal settlements upgrade	4 Informal settlements upgraded to Phase 2	8 Informal settlements upgraded to Phase 2	0	N/A	0	N/A	0	N/A	8 Informal settlements upgraded to Phase 2	Progress Report Signed by HOD submitted to Portfolio Committee	N/A	N/A	N/A	N/A	N/A
KFA 28	HS2.22	Average Number of days taken to process Building applications of less than 500 square meters	Building Plan approval	116.81 Days	30 Days	30 Days	BPS Printout and Excel Spreadsheet	30 Days	BPS Printout and Excel Spreadsheet	30 Days	BPS Printout and Excel Spreadsheet	30 Days	BPS Printout and Excel Spreadsheet	N/A	N/A	N/A	N/A	N/A
KFA 28	LED3.13	Average Number of days taken to process Building applications of more than 500 square meters or more.	Building Plan approval	187.81 Days	60 Days	60 Days	BPS Printout and Excel Spreadsheet	60 Days	BPS Printout and Excel Spreadsheet	60 Days	BPS Printout and Excel Spreadsheet	60 Days	BPS Printout and Excel Spreadsheet	N/A	N/A	N/A	N/A	N/A
KFA 28	HS1.13	Hectares of land acquired for human	Hectares of Land Acquired	0	0	0	N/A	0	N/A	0	N/A	0	Prop Viewer system(Deeds Registry	0	0	7 835 982	7 835 981	15 671 963

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						1st Quarter Planned Target- ending September 2025	Portfolio of evidence	2nd Quarter Planned Target- ending December 2025	Portfolio of evidence	3rd Quarter Planned Target- ending March 2026	Portfolio of evidence	4th Quarter Planned Target- ending June 2026	Portfolio of evidence	1st Quarter Planned Budget	2nd Quarter Planned Budget	3rd Quarter Planned Budget	4th Quarter Planned Budget	Total Budget allocated
		settlements in the municipal area											Information System)					
BCMM INDICATORS																		
KFA2 3	WS1.1/STC 2	Number of ablution facilities constructed (seats)	Ablution Facilities	120	120	0	N/A	0	N/A	50	Report with Completion Certificates completed ablution facilities	70	Report with Completion Certificates completed ablution facilities	R0	R3 000 000	R5 000 000	R2 447 975	R10 447 975
KFA 28	STC 9	Number of BCMM owned buildings upgraded	Upgrading of BCMM owned buildings	16	16	4	Invoice and Completion Certificate.	4	Invoice and Completion Certificate.	4	Invoice and Completion Certificate.	4	Invoice and Completion Certificate.	3 166 018	3 166 018	3 166 018	3 166 018	12 664 072
KFA2 9	STC 3	Number of cemeteries upgraded	Development and Upgrading of Cemeteries	3 (Cambridge, Fort Jackson & Ilitha cemetery)	4 Cambridge Ext, Ilitha, Heroes & Rural	0	NA	2 (Cambridge Ext & Heroes Acre)	Photos, completion Certificate & Invoice	2 (Ilitha & Rural)	Photos, completion Certificate & Invoice	0	N/A	R1,500,00 0	1,500,000	R1,570,00 0	0	0
KFA 28	STC 13	Number of Parks Depot upgraded	Upgrading of Parks Depots	0	2 (Meadow Road & James Pearce Park)	1 (Meadow Road)	Photos, completion Certificate & Invoice	1 (James Pearce Park)	Photos, completion Certificate & Invoice	0	NA	0	N/A	R400.000	R400.000	0	0	R800.000
KFA2 5	STC 15	Number of beneficiaries registered on NHNR	Registration of Beneficiaries	2030	2040	400	Proof of National Housing Needs Register	900 (500)	Proof of National Housing Needs Register	1450 (550)	Proof of National Housing Needs Register	2040 (590)	Proof of National Housing Needs Register	N/A	N/A	N/A	N/A	N/A
STRATEGIC OUTCOME 5: A WELL GOVERNED CITY																		
NATIONAL PRESCRIBED INDICATORS																		
KFA 41	LED 1.31	Number of individuals connected to apprenticeships and learnerships through municipal interventions	Skills Development for unemployed local youth (Implementation of FRP)	40 learners	40	10 learners	Appointment letters	20 learners (10)	Appointment letters	30 learners (10)	Appointment letters	40 learners (10)	Appointment letters	operational Cost	operational Cost	operational Cost	operational Cost	operational Cost
KFA 46	GG 1.21	Staff Vacancy Rate	Filling of vacant funded posts	13%	13%	16%	Staff Complement and Vacant funded posts reports	15%	Staff Complement and Vacant funded posts reports	14%	Staff Complement and Vacant funded posts reports	13%	Staff Complement and Vacant funded posts reports	N/A	N/A	N/A	N/A	N/A
KFA 46	GG 1.22	Percentage of vacant posts filled within 3 months -	Filling of vacant funded posts within 3 months	(30% of all vacant funded post where the recruitment process has been initiated per quarter)	30%	0%	N/A	30%	approved requests to advertise, adverts and appointment letters	30%	approved requests to advertise, adverts and appointment letters	30%	approved requests to advertise, adverts and appointment letters	N/A	N/A	N/A	N/A	N/A
KFA 46	GG 5.11	Number of active suspensions longer than three months	Finalisation of all outstanding suspensions that are longer 3 months	18 (Suspensions longer than 3 months not to exceed 18 per quarter)	18	18	Attach suspension statistics	18	Attach suspension statistics	18	Attach suspension statistics	18	Attach suspension statistics	N/A	N/A	N/A	N/A	N/A
KFA 30	GG2.11	Percentage of ward committees with 6 or more ward committee	N/A	100% Ward Committee members	100% Ward Committee members	100% Ward Committee members	List of Ward Committee Members with their	100% Ward Committee members	List of Ward Committee Members with their	100% Ward Committee members	List of Ward Committee Members with their	100% Ward Committee members	List of Ward Committee Members with their	R2 334 816.25	R2 334 816.25	R2 334 816.25	R2 334 816.25	R9 339 265.00



BCMM TOP LAYER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN: 2025/2026 FINANCIAL YEAR																		
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						1st Quarter Planned Target- ending September 2025	Portfolio of evidence	2nd Quarter Planned Target- ending December 2025	Portfolio of evidence	3rd Quarter Planned Target- ending March 2026	Portfolio of evidence	4th Quarter Planned Target- ending June 2026	Portfolio of evidence	1st Quarter Planned Budget	2nd Quarter Planned Budget	3rd Quarter Planned Budget	4th Quarter Planned Budget	Total Budget allocated
		members (excluding ward councillors)					personal details including their Identity Numbers.		personal details including their Identity Numbers.		personal details including their Identity Numbers.		personal details including their Identity Numbers.					
KFA 30	GG 2.12	Percentage of wards that have held at least one councillor-convened community meeting	N/A	100% (1 Public Meeting Convened per ward each quarter = 50 Public meetings for 50 wards, and 50 times 4 quarters = 200)	100% (1 Public Meeting Convened per ward each quarter = 50 Public meetings for 50 wards, and 50 times 4 quarters = 200)	100% (1 Public Meeting Convened per ward = 50 Public meetings for 50 wards)	Attendance Registers and Minutes of the meetings convened.	100% (1 Public Meeting Convened per ward = 50 Public meetings for 50 wards)	Attendance Registers and Minutes of the meetings convened.	100% (1 Public Meeting Convened per ward = 50 Public meetings for 50 wards)	Attendance Registers and Minutes of the meetings convened.	100% (1 Public Meeting Convened per ward = 50 Public meetings for 50 wards)	Attendance Registers and Minutes of the meetings convened.	N/A	N/A	N/A	N/A	N/A
KFA 30	GG3.12	Percentage of councillors who have declared their financial interests	N/A	100%	100%	100%	Declaration Forms	0%	N/A	0%	N/A	0%	N/A	N/A	N/A	N/A	N/A	N/A
KFA 30	GG2.31	Percentage of official complaints responded to through the municipal complaint management system	N/A	100%	100%	100%	Acknowledgement of receipt register	100%	Acknowledgement of receipt register	100%	Acknowledgement of receipt register	100%	Acknowledgement of receipt register	N/A	N/A	N/A	N/A	N/A
KFA 37	HS2.21	Number of rateable residential properties in the subsidy housing market entering the municipal valuation roll	Annual Supplementary Valuation Roll	400	400	N/A	N/A	N/A	N/A	N/A	N/A	400	N/A	N/A	N/A	N/A	N/A	N/A
KFA3 7	LED 3.31	Average number of days from the point of advertising to the letter of award per 80/20 procurement process	N/A	210 days	210 days	210 days	Quarterly awards report	210 days	Quarterly awards report	210 days	Quarterly awards report	210 days	Quarterly awards report	N/A	N/A	N/A	N/A	N/A
KFA 37	LED 1.11	Percentage of total municipal operating expenditure spent on contracted services physically residing within	N/A	95%	95%	80%	Operating Expenditure report	85%	Operating Expenditure report	90%	Operating Expenditure report	95%	Operating Expenditure report	N/A	N/A	N/A	N/A	N/A

BCMM TOP LAYER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN: 2025/2026 FINANCIAL YEAR																		
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		the municipal area																
KFA3 7	LED 2.11	Percentage of budgeted rates revenue collected	N/A	78%	77%	60%	Rates Report	65%	Rates Report	70%	Rates Report	77%	Rates Report	N/A	N/A	N/A	N/A	N/A
KFA3 7	LED 2.12	Percentage of the municipality/s operating budget spent on free basic services to indigent households	Free Basic Services to Indigent households	5%	5%	5%	1. Annual Budget Schedule 2. General Ledger Expenditure per free basic services vote 3. Excel Spreadsheet Calculation	5%	1. Annual Budget Schedule 2. General Ledger Expenditure per free basic services vote 3. Excel Spreadsheet Calculation	5%	1. Annual Budget Schedule 2. General Ledger Expenditure per free basic services vote 3. Excel Spreadsheet Calculation	5%	1. Annual Budget Schedule 2. General Ledger Expenditure per free basic services vote 3. Excel Spreadsheet Calculation	N/A	N/A	N/A	N/A	N/A
KFA3 7	EE2.11	Percentage of total residential electricity provision allocated as Free Basic Electricity (FBE)	Free Basic Electricity to Indigent households	10%	10%	10%	1. BS512 report 2. Daily Sales Report 3. Excel Spreadsheet Calculation	10%	1. BS512 report 2. Daily Sales Report 3. Excel Spreadsheet Calculation	10%	1. BS512 report 2. Daily Sales Report 3. Excel Spreadsheet Calculation	10%	1. BS512 report 2. Daily Sales Report 3. Excel Spreadsheet Calculation	N/A	N/A	N/A	N/A	N/A
KFA3 7	LED 3.32	Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission	N/A	100%	100%	100%	HR 994	100%	HR 994	100%	HR 994	100%	HR 994	N/A	N/A	N/A	N/A	N/A
KFA3 7	FM1.11	Total Capital Expenditure as a percentage of Total Capital Budget	N/A	New indicator	100%	5%	Section 52(d) Report	20%	Section 52(d) Report	40%	Section 52(d) Report	100%	Section 52(d) Report	57 985 426	231 941 706	##### ##	##### #	##### #
KFA3 7	FM1.12	Total Operating Expenditure as a percentage of Total Operating Expenditure Budget	N/A	New indicator	100%	23%	Section 52(d) Report	46%	Section 52(d) Report	68%	Section 52(d) Report	100%	Section 52(d) Report	##### ##	##### ##	##### ##	##### #	##### #
KFA3 7	FM1.13	Total Operating Revenue as a percentage of Total Operating Revenue Budget	N/A	New indicator	100%	23%	Section 52(d) Report	44%	Section 52(d) Report	65%	Section 52(d) Report	100%	Section 52(d) Report	##### ##	##### ##	##### ##	##### #	##### #
KFA3 7	FM1.14	Service Charges and Property Rates Revenue as a percentage of Service Charges and Property Rates Revenue Budget	N/A	New indicator	100%	23%	Section 52(d) Report	44%	Section 52(d) Report	65%	Section 52(d) Report	100%	Section 52(d) Report	##### ##	##### ##	##### ##	##### #	##### #

BCMM TOP LAYER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN: 2025/2026 FINANCIAL YEAR																		
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KFA3 7	FM2.21	Cash backed reserves reconciliation at year end	N/A	Reconciliation report	Reconciliation report	N/A	N/A	N/A	N/A	N/A	N/A	Yes	Table A8 on Approved MTREF	N/A	N/A	N/A	N/A	N/A
KFA3 7	FM3.11	Cash/Cost coverage ratio	N/A	1-2 x fixed operating expenditure	1-2 x fixed operating expenditure	1-2 x fixed operating expenditure	S71 Report	1-2 x fixed operating expenditure	S71 Report	1-2 x fixed operating expenditure	S71 Report	1-2 x fixed operating expenditure	S71 Report	N/A	N/A	N/A	N/A	N/A
KFA3 7	FM3.12	Current ratio (current asset/current liabilities)	N/A	1.5:1	1.5:1	N/A	N/A	N/A	N/A	N/A	N/A	1.5:1	S71 Report	N/A	N/A	N/A	N/A	N/A
KFA3 7	FM3.13	Trade payables to cash ratio	N/A	>1:1	>1:1	>1:1	S71 Report	>1:1	S71 Report	>1:1	S71 Report	>1:1	S71 Report	N/A	N/A	N/A	N/A	N/A
KFA3 7	FM3.14	Liquidity ratio	N/A	>1.5:1	>1.5:1	>0.26:1	>1.5:1	>1.5:1	S71 Report	>1.5:1	S71 Report	>1.5:1	S71 Report	N/A	N/A	N/A	N/A	N/A
KFA3 7	FM4.31	Creditors payment period	N/A	30 days	30 days	30 days	Section 52(d) Report	30 days	Section 52(d) Report	30 days	Section 52(d) Report	30 days	Section 52(d) Report	N/A	N/A	N/A	N/A	N/A
KFA3 7	FM5.11	Percentage of total capital expenditure funded from own funding (Internally generated funds + Borrowings)	N/A	36%	30%	13%	Section 52(d) Report	20%	Section 52(d) Report	25%	Section 52(d) Report	30%	Section 52(d) Report	50 000 000	57 985 426	101 474 496	350 908 477	350 908 477
KFA3 7	FM5.12	Percentage of total capital expenditure funded from capital conditional grants	N/A	64%	70%	N/A	N/A	N/A	N/A	N/A	N/A	70%	Section 52(d) Report	N/A	N/A	570 775 108	808 800 052	808 800 052
KFA3 7	FM5.21	Percentage of total capital expenditure on renewal/upgradin g of existing assets	N/A	70%	70%	N/A		N/A		N/A	N/A	70%	Section 52(d) Report	N/A	N/A	N/A	N/A	N/A
KFA3 7	FM5.22	Renewal/Upgradi ng of Existing Assets as a percentage of Depreciation/Ass et impairment	N/A	55%	55%	N/A		N/A		N/A	N/A	55%	Section 52(d) Report	N/A	N/A	N/A	N/A	N/A
KFA3 7	FM5.31	Repairs and Maintenance as a percentage of property, plant, equipment and investment property		4%	4%	n/a	N/A	N/A	N/A	N/A	N/A	4%	Section 52(d) Report	N/A	N/A	N/A	N/A	N/A
KFA3 7	FM6.12	Percentage of awarded tenders [over R200k], published on the municipality's website	N/A	100%	100%	100%	Quarterly Awards reports	100%	Quarterly Awards reports	100%	Quarterly Awards reports	100%	Quarterly Awards reports	N/A	N/A	N/A	N/A	N/A

BCMM TOP LAYER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN: 2025/2026 FINANCIAL YEAR																		
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KFA3 7	FM7.11	Debtors payment period	Implementation of Revenue Enhancement Strategy and Credit Control Policy	'680	'680	800 DAYS	1.BP135 TIAL BALANCE BILLING REPORT 2.DEBT IMPAIRMENT CALCULATION SCHEDULE	760 DAYS	1.BP135 TIAL BALANCE BILLING REPORT 2.DEBT IMPAIRMENT CALCULATION SCHEDULE	700 DAYS	1.BP135 TIAL BALANCE BILLING REPORT 2.DEBT IMPAIRMENT CALCULATION SCHEDULE	680 DAYS	1.BP135 TIAL BALANCE BILLING REPORT 2.DEBT IMPAIRMENT CALCULATION SCHEDULE	N/A	N/A	N/A	N/A	N/A
KFA3 7	FM7.12	Collection Rate ratio	Implementation of Revenue Enhancement Strategy and Credit Control Policy	77%	77%	60%	1.BP135 TRIAL BALANCE BILLING REPORT 2.NT COLLECTION RATIO FORMULA	65%	1.BP135 TRIAL BALANCE BILLING REPORT 2.NT COLLECTION RATIO FORMULA	70%	1.BP135 TRIAL BALANCE BILLING REPORT 2.NT COLLECTION RATIO FORMULA	77%	1.BP135 TRIAL BALANCE BILLING REPORT 2.NT COLLECTION RATIO FORMULA	N/A	N/A	N/A	N/A	N/A
KFA3 7	FM7.31	Net Surplus/Deficit Margin for Electricity	N/A	-30%	-30%	N/A	N/A	N/A	N/A	N/A	N/A	-30%	Section 52(d) Report	N/A	N/A	N/A	N/A	N/A
KFA 37	FM7.32	Net Surplus/Deficit Margin for Water	N/A	15%	15%	N/A	N/A	N/A	N/A	N/A	N/A	15%	Section 52(d) Report	N/A	N/A	N/A	N/A	N/A
KFA3 7	FM7.33	Net Surplus/Deficit Margin for Wastewater	N/A	35%	35%	N/A	N/A	N/A	N/A	N/A	N/A	35%	Section 52(d) Report	N/A	N/A	N/A	N/A	N/A
KFA 37	FM7.34	Net Surplus/Deficit Margin for Refuse	N/A	25%	25%	N/A	N/A	N/A	N/A	N/A	N/A	25%	Section 52(d) Report	N/A	N/A	N/A	N/A	N/A
KFA3 2	WS3.11	Percent of Complaints/Callo uts responded to within 48 hours (Sanitation/Wast ewater)	#REF!	100%	95%	Water Management Information System Report or Copies of Job Cards	95%	Water Management Information System Report or Copies of Job Cards	95%	Water Management Information System Report or Copies of Job Cards	N/A	95%	Water Management Information System Report or Copies of Job Cards	N/A	N/A	N/A	N/A	Approx. R 70 million of O&M Budget
KFA3 2	WS3.21	Percentage of complaints/Callo uts responded to within 48 hours. (Water)	#REF!	Respond to 100% of water outages and burst pipe complaints/querie s within 48 hours.(Exclude completion of repairs)	Respond to 92% of water outages and burst pipe complaints/qu eries within 48 hours.(Exclud e completion of repairs)	Water management report	Respond to 92% of water outages and burst pipe complaints/qu eries within 48 hours.(Exclud e completion of repairs)	Water management report	Respond to 92% of water outages and burst pipe complaints/qu eries within 48 hours.(Exclud e completion of repairs)	Water management report	N/A	Respond to 92% of water outages and burst pipe complaints/queries within 48 hours.(Exclude completion of repairs)	Water management report	N/A	N/A	N/A	N/A	Approx. R 90 million of O&M Budget
KFA2 3	WS4.21	Percentage of industries with trade effluentinspected for compliance	Inspection of trade effluent producers on trade effluent database (20% annually over a 5 year cycle)	20%	20%	5%	Tarriff Letters submitted to Each Assessed Industry	5%	Tarriff Letters submitted to Each Assessed Industry	5%	Tarriff Letters submitted to Each Assessed Industry	20% (5%)	Tarriff Letters submitted to Each Assessed Industry	Employee Costs	Employee Costs	Employee Costs	Employee Costs	Employee Costs

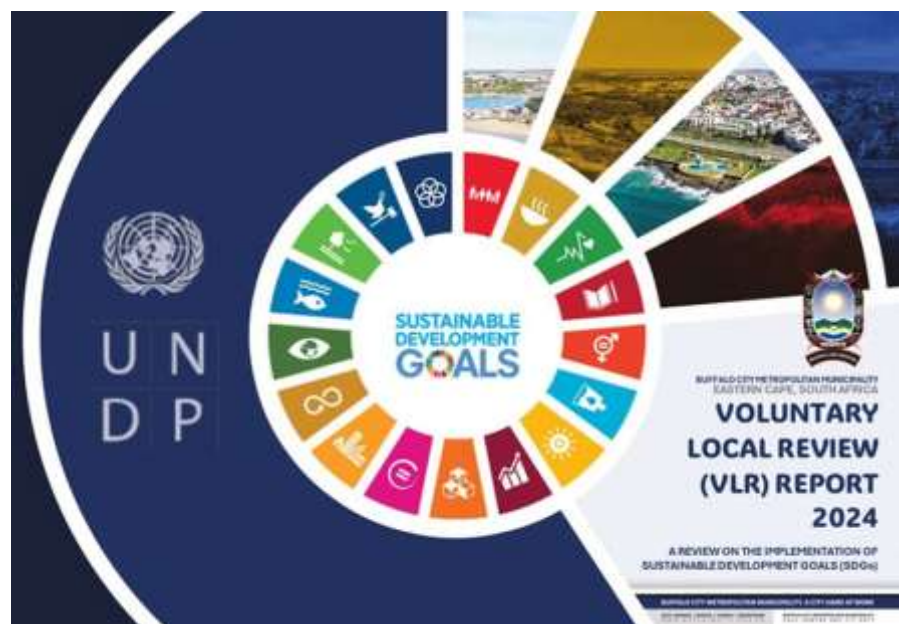
BCMM TOP LAYER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN: 2025/2026 FINANCIAL YEAR																		
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KFA2 5	TR6.21	Percentage of reported pothole complaints resolved within standard municipal response time	Pothole Patching	60%	60%	60%	Pothole complaints register	60%	Pothole complaints register	60%	Pothole complaints register	60%	Pothole complaints register	R10 000 000	R10 000 000	R10 000 000	R10 000 000	R40 000 000
KFA2 5	WS4.11	Percentage of water treatment capacity unused	UMZONYANA DAM AND EAST COAST WATER SUPPLY UPGRADE	10%	7%	N/A	N/A	N/A	N/A	N/A	N/A	7%	Water production figures	R0,00	##### ##	##### ##	##### #	R31 139 714
KFA2 5	W4.31	Percentage of waste water treatment capacity unused	N/A	40%	40%	N/A	N/A	N/A	N/A	N/A	N/A	40%	Montly Flow Records to Wastewater Treatment Works Against Design Capacities	0	R4 488 159	R13 464 476	R26 928 952	R44 881 586
KFA2 5	WS5.21	Infrastructure leakage index	W/DEMAND MANGM - WATER CONSERV - PRV STA	<7.3	<9.1	N/A	N/A	N/A	N/A	N/A	N/A	<9.1	Water balance report	N/A	N/A	N/A	N/A	N/A
KFA3 7	GG3.11	Number of repeat audit findings	Audit	43	0	N/A	N/A	N/A	N/A	N/A	N/A	0	Auditor-General's report	N/A	N/A	N/A	N/A	N/A
BCMM INDICATORS																		
KFA 37	WGC22	Total increase in the amount of revenue collected for traffic fines	Collection of traffic fines	R8 000 000	R8 500 000	0	N/A	0	N/A	0	N/A	R8 500 000	Solar Income Report, TCS roadblock report and department operational plan	Operationa l Budget	Operationa l Budget	Operationa l Budget	Operationa l Budget	R8 500 000
KFA 41	C9/WGC 27	% of the municipality's budget actual spent on implementing its workplace skills plan (LGSETA Grant only).	HUMAN Resource Development	100%	100% (R2,4 Million)	20%	Solar Printout	40% (20%)	Solar printout	70% (30%)	Solar printout	100%(30%)	Solar printout	600000	600000	600000	600000	R2,4 Million
KFA 41	WGC 150	% of grant spent on implementing ISDG Program.	ISDG	100%	100% (11 million)	20%	Solar Printout	40% (20%)	Solar printout	70% (30%)	Solar printout	100% (30%)	Solar printout	2500000	2500000	3000000	3000000	R11 Million
KFA 39	WGC14	Credit Rating Maintained at A	Appointment of a Credit Rating Institution	A	A	N/A	N/A	N/A	N/A	N/A	N/A	A	Credit Rating Report	N/A	N/A	N/A	N/A	N/A
KFA 39	WGC 16	Debt to revenue percentage (the extent of Total Borrowings in relation to Total Operating Revenue).	N/A	1,10%	0.85%	0,89%	S71 Report	0.85%	S71 Report	0,85%	S71 Report	0,85%	S71 Report	N/A	N/A	N/A	N/A	N/A

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KFA3 7	WGC 31	Percentage of registered billing queries	Accurate Billing of accounts	3.5%	3.5%	3.5%	1. IVR Register2. Report on Accounts Issued	3.5%	1. IVR Register2. Report on Accounts Issued	3.5%	1. IVR Register2. Report on Accounts Issued	3.5%	1. IVR Register2. Report on Accounts Issued	N/ANormal Operational Budget	N/ANormal Operational Budget	N/ANormal Operational Budget	N/ANormal Operational Budget	N/ANormal Operational Budget
KFA3 7	WGC24	Number of kilo-litres reduced (physical water losses in terms of system losses)	W/DEMAND MANGM - WATER CONSERV - PRV STA	850 000kl	850 000kl	N/A	N/A	N/A	N/A	N/A	N/A	850 000kl	water conservation and water demand management report	N/A	N/A	N/A	N/A	Approx. R 90 million of O&M Budget
KFA 46	WGC 1	Number of people from employment equity target groups (females) employed in the 3 highest levels of Management	Implementation of Employment Equity Plan	2 (Female) employed in the 3 highest levels of Management	2	0	N/A	1	Letter of appointment	0	N/A	1	Letter of appointment	N/A	N/A	N/A	N/A	N/A
KFA 20	WGC 205	Milestones towards implementation of Automated Performance Management System (Phase 2)	Implementation of electronic Performance Management System with Task Grade Levels 16-20	Implementation of Automated Performance Management System (Phase 1)	Milestones towards implementation of Automated Performance Management System (Phase 2) to all 183 employees between Task Grade 14-20 (100%)	25% (45 employees between task grade levels 14-20 to sign performance Agreements through Automated PMS)	PMS-Logic Report	25% (45 employees between task grade levels 14-20 to sign performance Agreements through Automated PMS)	PMS-Logic Report	25% (45 employees between task grade levels 14-20 to sign performance Agreements through Automated PMS)	PMS-Logic Report	25% (45 employees between task grade levels 14-20 to sign performance Agreements through Automated PMS)	PMS-Logic Report	R1 400 000-00	R600 000-00	R500 000-00	R500 000-00	R3 million
KFA 46	WGC 206	Milestones towards reviewing the BCMM Micro Organisational structure.	Review of the BCMM Micro Organisational structure	Existing BCMM Organisational structure.	1.Develop Draft reviewed BCMM organisational structure 2.Consultation with stakeholders about Draft Reviewed BCMM Organisational Structure submitted to Council for approval 3. Draft Reviewed Organisational Structure submitted to Council for approval 4. Submission of the BCMM Organisational Structure to	Develop Draft reviewed BCMM organisational structure	Copy of Draft reviewed BCMM Organisational structure per Directorate.	Consultation with stakeholders about Draft Reviewed BCMM Organisational Structure	Copy of the Report of Consultation with stakeholders about Draft Reviewed BCMM Organisational Structure	Draft Reviewed Organisational Structure submitted to Council for approval	Copy of the Draft Reviewed Organisational Structure submitted to Council for approval	Submission of the BCMM Organisational Structure to MEC COGTA for inputs.	1.Copy of the submission letter and acknowledgement letter from MEC COGTA 2. Copy of the responses received from the MEC.	N/A	N/A	N/A	N/A	N/A

BCMM TOP LAYER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN: 2025/2026 FINANCIAL YEAR																		
KFA No.	National Treasury Reference/ BCMM Code.	Key Performance Indicator	Project/ Programme	Baseline (Annual Performance of 2024/25)	Annual target for 2025/26	Target for 2025/2026 SDBIP per Quarter								Resources Allocated for 2025/2026 SDBIP per Quarter				
						1st Quarter Planned Target- ending September 2025	Portfolio of evidence	2nd Quarter Planned Target- ending December 2025	Portfolio of evidence	3rd Quarter Planned Target- ending March 2026	Portfolio of evidence	4th Quarter Planned Target- ending June 2026	Portfolio of evidence	1st Quarter Planned Budget	2nd Quarter Planned Budget	3rd Quarter Planned Budget	4th Quarter Planned Budget	Total Budget allocated
					MEC COGTA for inputs.													



# ANNEXURE F: Voluntary Local Review (VLR): A Review on the Implementation of Sustainable Development Goals (Summary)



## 1. INTRODUCTION

This VLR report offers a comprehensive overview of BCMM's implementation of the SDGs. It serves as a localised counterpart to the National SDG Review produced by the Republic of South Africa (RSA). Readers should approach this report with the understanding that certain global targets may not directly apply to the Municipality.

Against this backdrop, in SA, municipal developmental projects and priorities ideally align with the goals of the National Development Plan, which are designed to be in harmony with the UN's SDGs. This report thus reflects BCMM's efforts to align its programmes with the SDGs, outlining successes, shortcomings, and areas where development assistance and partnerships are needed.

## 2. PROCESS, INSTITUTIONAL AND STAKEHOLDER PARTICIPATION

### ■ Call to municipalities to localise the SDGs

In March 2023, BCMM participated in a 3-day Capacity Building Workshop with UNDESA, SALGA, and the South African NPC on the localisation of the SDGs and the need to initiate reporting through the VLR process into the VNR for SA. Following the workshop, a report was drafted in May 2023 for the BCMM Council to localise the SDGs, and approval was granted in July 2023.

In August 2023, BCMM responded to a call issued by SALGA to municipalities to apply for support for the "Localisation of the SDGs through the VLRs." In September 2023, BCMM was selected as one of four metropolitan municipalities and one secondary City tasked with localising the SDGs through the VLRs. Following this selection, workshops were conducted from 25 to 27 October 2023 in Gauteng, from 28 to 30 November 2023 in eThekweni, and on 29 March 2024 in Johannesburg.

These workshops aimed to aid, support, and guide municipalities in preparing their VLR submissions.

- **Institutional Arrangements**

As of August 2023, BCMM kickstarted several processes to encourage support towards the localisation of the SDGs.

In terms of institutional arrangements, the Executive Mayor serves as the political champion, providing guidance and leadership to the Mayoral Committee and Councillors in their efforts to achieve the SDGs. The City Manager acts as the Technical Champion, supported by the HoD: Executive Support Services, overseeing International Relations, the Integrated Development Planning Unit, and the Strategy and Transformation Unit. Together, they ensure alignment and offer guidance and support to departments and units in their pursuit of the SDGs and the drafting of the VLR Report.

The Municipality established an SDG Core Group consisting of representatives from key departments, including the International Relations Unit, Integrated Planning Unit, and Water and Sanitation Department, all of which had already been involved in some capacity with the SDGs. In September 2023, the SDG Core Group identified additional representatives from various departments who could contribute significantly to the localisation process.

These included Special Programmes, focusing on vulnerable groups; Integrated Environmental Management, addressing Climate Change; Strategy and Transformation, overseeing strategic direction from the Office of the City Manager; Knowledge Management, responsible for research and data collection; and Spatial Planning, overseeing the Spatial Development Framework of the Municipality. This collective was established as the Technical SDG Working Group.

**SDG Core Group** members (officials identified for technical responsibilities) will, in future, be assigned to each of the Political and Technical Workstreams to enhance the transversal planning efforts of the Municipality.

The SDG Core Group convened regular meetings from October 2023 to March 2024 to prepare for the VLR. During these sessions, the group identified writers and contributors for each of the SDGs and provided guidance and support to the appointed writers.

- **Communication and Advocacy**

Communication and advocacy for the SDGs were seen as very important for BCMM, as many of the political leaders and officials in the Municipality had not been directly involved with the SDGs. Communication and advocacy were advanced through meetings, workshops, reports, the BCMM electronic newsletter, and promotional material.

Consequently, several small online and in-person meetings were held with managers in the Municipality who were required to contribute to the VLR report. The report was tabled through Council processes in May 2023 to the Strategic Development Portfolio Committee, followed by the Mayoral Committee and the BCMM Council, to approve the SDG localisation in the Municipality. This encouraged political and technical representatives to understand the SDGs and their alignment with the functions of the Municipality. The BCMM Council's approval of the localisation of the SDGs through the VLRS in July 2023 kickstarted a chain reaction within the Municipality, establishing the necessary Core and Steering Committees, initiating communication and advocacy programmes, and conducting manager meetings. This demonstrated the importance the Municipality placed on participating in the SDG localisation and VLR process.

The two-stakeholder workshop was also used to advocate to internal and external stakeholders to support the localisation process and embrace the SDGs.

Furthermore, marketing and communication materials were developed, including SDG boxes, screens, and pins.

### 3. EXECUTIVE SUMMARY

#### ▪ *SDG Alignment in BCMM*

The MGDS: Vision 2030 outlines BCMM's aspirational vision and strategic intent. Broadly speaking, it aligns with the SDGs through direct reference to them and its alignment with SA's NDP: Vision 2030.

The MGDS adheres to City development best practices by emphasising the importance of inclusive growth, innovation, spatial transformation, densification, environmental sustainability, financial sustainability, and good governance for the city. Moreover, it aligns with the SDGs and the NDP by emphasising multi-agency partnerships with the private sector, universities, and civil society as a central mechanism for implementation. Any development project undertaken in BCMM must demonstrate clear alignment with the MGDS and thus the SDGs.

This report is therefore a VLR of the SDGs, with significant reflection on the implementation of the MGDS in Buffalo City, as the SDG location and mainstreaming in BCMM is actioned through the MGDS. The BCMM One Plan and the IDP serve as planning and implementation documents for all development projects in BCMM in accordance with the SDGs and community aspirations.

#### ▪ *BCMM Overview and Report Contextualisation*

Before delving into the focus of the report, an overview of BCMM is provided, including its geographical location in SA. The Municipality is bordered by a pristine

Indian Ocean coastline and by municipalities such as Nkonkobe, Great Kei, Ngqushwa, and Amahlathi. BCMM is the second largest municipality in the EC province, and its central location makes it a crucial City for the entire eastern region, often referred to as the former Transkei, and the central region areas, often referred to as the former Ciskei. The population dynamics and economic performance provide the local context of the city, particularly its approach to sustainable development.

This section also illustrates the Municipality's adherence to various global frameworks governing sustainable development, such as the New Urban Agenda, the Sendai Framework, and the African Agenda. This sets the stage for a detailed outline of how the City has localised and implemented the SDGs.

#### ▪ *The VLR Report Focus*

As the Inaugural VLR Report of BCMM, it was deemed essential for the Municipality to realistically consider time and other factors in delivering a well-documented and credible report. Therefore, instead of addressing all 17 SDGs, six (6) were carefully selected. These six (6) SDGs are applicable to BCMM and demonstrate interlinkages and interconnectedness with the other 11 SDGs. We view this not as a limitation of the report, but rather as its strength, as it allows for a sharp focus on the selected SDGs. Thus, the focus of this VLR Report will be on the following six SDGs:



## **SDG 1: End poverty in all its forms everywhere**

SDG 1 details all measures undertaken by BCMM to combat poverty. A municipality is regarded as a primary facilitator for numerous poverty-alleviation endeavours, one of which involves fostering a conducive environment for businesses to thrive.

This, in turn, facilitates job creation, significantly contributing to poverty alleviation. This section of the report outlines the development projects and initiatives pursued to make Buffalo City conducive to business. Notably, the City allocated land for the construction of ELIDZ, now designated as a special economic zone.

BCMM holds a 26% stake in this special economic zone, which accommodates companies that offer crucial employment opportunities to City residents. Poverty-fighting measures funded through our budget have also been delineated, encompassing initiatives such as the municipal rates indigent subsidy for impoverished consumers, support provided to NGOs through the Grants-in-Aid programme, the Municipal Bursary Programme, and the EPWP.





## **SDG 5: Achieve gender equality and empower all women and girls.**


The assessment presented in this report indicates a lack of sufficient integration of SDG 5 within the Municipality, a challenge also observed in other state entities.

While the leadership and management of the Municipality demonstrate a commitment to women's empowerment and transformation, it is challenging to determine whether this has led to tangible contributions in development budgeting and project implementation that prioritise women and vulnerable groups.

This section concludes by stating that the ongoing VLR and localisation of the SDGs will help institutionalise disaggregated indicators and targets. This will better reflect the inclusion and advancement of vulnerable groups within the Municipality's planning and budgeting processes, as well as improve their access to basic services.

		<b>SDG 6: Ensure availability and sustainable management of water and sanitation for all</b>
<p>BCMM has made significant strides in providing water and sanitation services to all its residents. It is acknowledged that water and sanitation are inherently reflected and/or implied in all the other goals, as this is essential for the sustainable development of cities.</p> <p>BCMM is implementing efforts to achieve SDG 6, recognising its pivotal role in driving progress across all other SDGs, and vice versa. Sustainable management of water and sanitation underpins wider efforts to end poverty, advance sustainable development, and sustain peace and stability.</p> <p>The report shows that at least 97,3% of BCMM's population has access to a clean and safe water supply (StatsSA, 2022a). The City has been applauded for the high quality of water produced and supplied to the community.</p> <p>In compliance with national statutory mandates, the City provided better quality sanitation services to approximately 97,9% of the population (StatsSA, 2022a).</p>		
		<b>SDG 11: Make cities and human settlements inclusive, safe, resilient, and sustainable</b>

<p>The VLR Report offers further insights into the Municipality's strides towards achieving the targets outlined in SDG 11: 'Sustainable Cities and Communities', which seeks to "Make cities and human settlements inclusive, safe, resilient, and sustainable".</p> <p>The report details progress and challenges related to nine of the ten targets of SDG 11, reflecting the city's performance in institutionalising SDG 11 and its related targets. While SDG 11 has not been entirely realised in Buffalo City, notable efforts are underway to meet its targets, signalling visible progress in this regard.</p>
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	<b>SDG 13: Take urgent action to combat climate change and its impacts</b>
<p>Across the globe, numerous extreme weather events have underscored the urgency for municipalities to prioritise SDG 13: Climate Action. Climate change is an undeniable reality, with cities and towns bearing the brunt of its impacts. In BCMM, threats such as rising sea levels, drought, flooding, and extreme heat events have already been observed.</p> <p>To mitigate these effects and bolster resilience, the Municipality recognises the imperative for enhanced planning and preparedness. It has earnestly addressed the issue of climate change through its Climate Change Strategy, which entails an action programme aimed at raising awareness, guiding development, integrating climate change into planning and infrastructure</p>	



cycles, and implementing initiatives for environmental protection and long-term sustainability.

Additionally, the Municipality has introduced the Greenbook MetroView and is actively exploring adaptation projects in alternative energy, water quality enhancement, and waste management, with a focus on collection, recycling, or upcycling.



### **SDG 17: Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development**

In this concluding section, the VLR Report acknowledges the pivotal role that local government international relations have played since SA's transition to democracy. These relations have significantly contributed to the increasing interaction between SA and the global community, both bilaterally and multilaterally, guided by the principles of South African Foreign Policy. Municipalities across SA, including BCMM, have actively participated in a wide range of activities with international associations and cities, including twinning agreements, exchange programmes, and conferences. This section serves as a positive reflection on the achievements in international relations activities while also alluding to possible future cooperation and partnerships.

Furthermore, the Municipality's partnerships with businesses, civil society organisations, NGOs, other government departments, and religious

organisations demonstrate its recognition that achieving sustainable development requires a collective effort.

The Municipality understands that it cannot embark on this journey alone; it needs the involvement of all stakeholders, including residents and communities, to align with the developmental trajectory and take ownership of the city's growth and development.

## **4. CONCLUSION & NEXT STEPS**

The 17 SDGs are integrated and indivisible, balancing the three dimensions of sustainable development: economic, social, and environmental. From the perspective of the Municipality, the SDGs present an opportunity to approach development in a more conscious and deliberate manner, taking into consideration the needs, challenges, growth path, and expectations of the people living in the Municipality. This enables a focus on setting a long-term trajectory for sustainable development and making a meaningful impact on people's lives, ensuring that no one or place is left behind.

The promotion of VLRs in SA is seen as a powerful tool to advance the localisation of the SDGs, stimulating and driving local action for their implementation. This process also strengthens coordination, cooperation, and institutional interaction between different levels of government, as encouraged by the DDM and One Plan processes. Through collaboration between national government and local authorities, the exchange of data, practices, and techniques for the implementation of the SDGs is encouraged.

BCMM is fortunate to have high-level political and administrative support for the localisation of the SDGs through VLRs, which will propel the Agenda 2030 forward.

During the report writing process, the core team recognised the importance of data gathering, recording, analysis, and presentation for prioritising and decision-making by political and administrative representatives in the Municipality. However, it was found that local government data was limited from a qualitative perspective. The localisation of the SDGs by the Municipality is viewed as an opportunity to collect and analyse timely, accurate, and disaggregated data on SDG implementation.

Bridging the gap between stakeholders, including those in vulnerable situations, and decision-making processes is a challenge at the local level. Strengthening multilevel governance and informing VNRs are necessary steps. Therefore, it is important to integrate the SDGs into local planning processes, as well as to work with the private sector, especially MBSA, towards a roadmap for sustainability.

In the localisation process, BCMM is exploring the incorporation of SDGs into the PMS and Financial System of the Municipality. This alignment will facilitate planning, implementation, monitoring, and evaluation in line with the SDGs. By institutionalising the SDGs into the mSCOA, the Municipality will be closer to achieving an acceptable level of uniformity and quality in the collection of municipal data, which is the primary objective of mSCOA. Capacitating municipalities to collect, process, and analyse data is vital for the success of SDG localisation, empowering the Municipality with local ownership of the SDGs and the advancement of local priorities.

The VLRs will enhance awareness of the goals and greatly strengthen BCMM's capacity to address urgent local issues, foster partnerships, and advance priorities related to equity and sustainability. Therefore, continuous communication and advocacy of the SDGs are crucial for the Municipality to ensure that no one is left behind and to encourage internal and external stakeholders to embrace an "all of society" approach to sustainability.

In addition, the Municipality is actively engaged in multiple initiatives with international, regional, and local partners that align with the principles of people, planet, prosperity, peace, and partnership.

Moreover, the VLRs will not only bring numerous benefits to BCMM but also complement and contribute to the national VNRs that SA will present at the High-level Political Forum. BCMM considers it essential to join forces with SALGA, the NPC, and the UN to support the localisation of the SDGs. This long-term commitment will enable the Municipality to cultivate a performance-driven culture by establishing a dashboard for key deliverables and setting measurable indicators and targets in collaboration with all BCMM stakeholders. Ultimately, it will contribute to realising the Municipality's vision of becoming innovative and productive, spatially transformed, green, connected, and well-governed.

As the Municipality and the City at large continue to embrace the localisation of the SDGs, this baseline report will serve as a foundational resource, guiding and fortifying the content of all future VLR Reports. More importantly, for a better Buffalo City, **People, Planet, Prosperity, Peace, and Partnership** must become central to the sustainable development agenda of the city.





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