

Supplementary Guidance Note for the Built Environment Performance Plan (BEPP) 2019/20– 2020/22: Integrating Climate Response Priorities into the BEPP

Title:	Supplementary Guidance Note for the Built Environment Performance Plan (BEPP) 2019/20– 2022/22: Integrating Climate Response Priorities into the BEPP
Purpose:	<p>To guide metropolitan municipalities in the preparation of their BEPPs 2019/20– 2021/22 in terms of the annual Division of Revenue Act (DORA) as it relates to:</p> <ol style="list-style-type: none"> Integrating Climate Response Priorities into the BEPP; Providing the revised weightings in the BEPP Progression Model for the evaluation of the BEPPs for the 2019/20 – 2021/22 MTREF; Providing access to new tools and/or support developed in 2018/19; and Timeframes for the formulation of the BEPPs. <p>Spatial planning and land use management is primarily a municipal function in terms of SPLUMA and the precedent-setting ruling of the Constitutional Court (2010). The BEPP Guidelines do not usurp the municipal function of spatial planning and land use management. They seek to work collaboratively with metropolitan municipalities to share good practice, within the context of efforts by the national government to introduce a more enabling policy and regulatory environment to achieve more compact metropolitan municipalities. The planning alignment and reform advocated by the BEPP Guidelines (and its inherent approach, tools and instruments) are part of package of reforms complemented by national regulatory, fiscal, monitoring and reporting reforms.</p>
Target Audience:	The primary target audience is metropolitan municipalities. A secondary target audience is relevant national and provincial departments and public entities with investment programmes in metropolitan areas.
<p>This BEPP Guidance Note for 2019/20 – 2021/22 must be read with:</p> <ol style="list-style-type: none"> The Guidance Note: Framework for the formulation of Built Environment Performance Plans (September 2017) and the Supplementary Guidance Note (September 2017) The Division of Revenue Act (2018) and the Division of Revenue Bill (2019), including the grant frameworks, related policy documents or guidelines associated with the Integrated City Development Grant (ICDG), the Urban Settlements Development Grant (USDG), the Public Transport Infrastructure Grant (PTIG), the Neighbourhood Development Partnership Grant (NDPG), the Integrated National Electrification Grant (INEP) and the Human Settlements Development Grant (HSDG). The Annual Budget Circulars issued in terms of the MFMA (2003) Circular 88 Rationalising Planning and Reporting Requirements (2017) National Treasury, 2018. Introducing Climate Change Responsiveness into Built Environment Performance Plans (BEPPs) – Background Document, Report – Phase 2, Cities Support Programme 	

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List of Acronyms

AFS	Annual Financial Statements	IPTN	Integrated Public Transit Network
AG	Auditor General	ITP	Integrated Transport Plan
BEPM	Built Environment Progression Model	IUDF	Integrated Urban Development Framework
BEPP	Built Environment Performance Plan	LTFS	Long Term Financial Sustainability
BEVC	Built Environment Value Chain	MSDF	Municipal Spatial Development Framework
CBF	City Budget Forum	MTREF	Medium Term Revenue and Expenditure Framework
CC	Climate Change	NDOT	National Department of Transport
CIDMS	City Infrastructure Delivery Management System	NDPG	Neighbourhood Development Partnership Grant
CIF	Capital Investment Framework	NDPP	Neighbourhood Development Partnership Programme
CR&R	Climate Responsiveness and Resilience	PTNG	Public Transport Infrastructure Grant
CSIP	Capacity Support Implementation Plan	SDBIP	Service Delivery and Budget Implementation Plans
CSP	Cities Support Programme	SDF	Spatial Development Framework
DORA	Division of Revenue Act	SOE	State-owned Enterprise
HSDG	Human Settlements Development Grant	SPLUMA	Spatial Planning and Land Use Management Act 2013
ICDG	Integrated City Development Grant	TOD	Transit-Oriented Development
IDP	Integrated Development Plan	UNS	Urban Network Strategy
INEP	Integrated National Electrification Grant	USDG	Urban Settlements Development Grant

Terminology

For a guide to **BEPP Terminology** please consult the *Guidance Note: Framework for the formulation of Built Environment Performance Plans* that accompanies this Supplementary Guidance Note.

For an **overview of Climate Responsiveness in Metropolitan municipalities**, please refer to *Mainstreaming Climate Responsiveness into City Plans, Budgets and Grant Conditions: Climate Change Responsive Guidance Note*, 31 August 2018, Cities Support Programme, National Treasury that accompanies this Supplementary Guidance Note.

Relevant terms are defined here according to definitions¹ used by the Intergovernmental Panel on Climate Change (IPCC):

Climate Mitigation A human intervention to reduce the sources or enhance the sinks of greenhouse gases (GHGs). This includes human interventions to reduce the sources of other substances which may contribute directly or indirectly to limiting climate change.

Climate Adaptation The process of adjustment to actual or expected climate and its effects. In human systems, adaptation seeks to moderate or avoid harm or exploit beneficial opportunities. In some natural systems, human intervention may facilitate adjustment to expected climate and its effects.

Climate Resilience The capacity of social, economic and environmental systems to cope with a hazardous event or trend or disturbance, responding or reorganizing in ways that maintain their essential function, identity and structure, while also maintaining the capacity for adaptation, learning and transformation.

Being **climate responsive** embraces climate change adaptation and mitigation actions, building resilience, and disaster risk reduction, while also recognizing the complexity of rapidly growing urban areas in the context of the uncertainty associated with what climate change will actually mean in any given region.

¹ IPCC, 2014. Glossary. Synthesis Report of the Fifth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC).

Clarification of Terminology

Please note the following changes to the section on Terminology in the Guidance Note: Framework for the formulation of built environment performance plans issued in September 2017:-

- Confirmation of 800m to be used to determine pedestrian accessibility to transit stations
- Change of word from “urban” to “land” in the terminology regarding the Catalytic Urban Development Programme

Transit-oriented development

The Core Guidance Note (2017) determined pedestrian accessibility within 500 – 800m of transit stations. During the assessment of reporting indicators (Circular 88) in October 2018 it was decided by all metropolitan municipalities that 800m be used rather than a range between 500 -800m.

Catalytic Land Development Programme

Catalytic land development programmes are urban development programmes and associated projects that:-

- a) Enable integration, that is, mixed and intensified land uses where the residential land use caters for people across various income bands and at increased densities that better support the viability of public transport systems;
- b) Are strategically located within integration zones in metropolitan municipalities; and are game changers in that the nature and scope of the projects are likely to have significant impact on spatial form and unlock economic activity.
- c) Involve major infrastructure investment;
- d) Require a blend of finance where a mix of public funds is able to leverage private sector investment as well as unlock household investment;
- e) Require specific skills across a number of professions and have multiple stakeholders.

Catalytic land development programmes are an ensemble of all related projects (public: municipal, public: non-municipal and private [Public Private Partnerships, Special Purpose Vehicles, and pure private development] projects) needed to be implemented within a specific spatial targeted area and from which the total intergovernmental project pipeline is updated for all public sector projects in the programme.

The catalytic land development programme development process delivers a series of built environment projects to be implemented by either national, provincial, municipal or private sector which will progressively put cities on the path to achieving compact cities and transformed urban spaces and are therefore outcomes led. The public sector projects must demonstrate how they leverage private and household investment.

1 INTRODUCTION

This Supplementary Guideline for the Built Environment Performance Plans (BEPPs) for the 2019/20 Medium Term Expenditure and Revenue Framework (MTREF) is part of a continuing process of planning, budgeting and reporting reforms. The process is anchored by the [Guidance Note: Framework for the formulation of Built Environment Performance Plans \(September 2017\)](#). This Guidance Note outlines the core requirements of the BEPP and is complemented annually with a the Supplementary Guidance Note to outline timeframes for the particular MTREF – to date there is a [Supplementary Guidance Note issued in September 2017](#) and this Note.

The requirement for all metropolitan municipalities (hereafter referred to as the metros) to develop a Built Environment Performance Plan (BEPP) is a cornerstone of the support provided by national government to drive an outcomes-led, spatially targeted and implementation focussed planning approach in South Africa’s metropolitan municipalities. A defined set of built environment outcomes of more productive, sustainable, inclusive and well governed metropolitan municipalities lead the formulation of this plan to ensure that our metropolitan municipalities’ urban form contributes to reducing poverty and inequality and enables faster more inclusive urban economic growth.

While South Africa’s economic growth forecast presents significant challenges to metropolitan municipalities, and some more than others, metros can play their part in promoting growth and are engines of growth in the economy. Metros must do all they can to drive economic development and growth and be ready to harness the momentum gained to achieve integrated built environment outcomes. The lead times on transformative investments that catalyse a private sector response, in the right place and in the right form, are long. Many of these investments required will need intergovernmental coordination – this takes time to put in place. Metros must be prepared and clear in the direction they offer and coherent on the benefits following this direction brings. Perhaps most importantly in the short term, in a constrained resource environment brought about by slow economic growth and high demand for social goods, we must make the most of what we have.

To date, the BEPP has supported metros to clarify their spatial and development planning visions and assisted them to initiate practical pipelining and preparation of investment programmes and regulatory reforms to progressively and measurably realise this vision. It has been accompanied by the development of a range of toolkits and technical assistance initiatives, alongside fiscal and regulatory reforms intended to ease constraints to programme and project preparation and implementation. As the BEPP system evolves, greater emphasis is thus placed on institutional and financial arrangements necessary for accelerated implementation.

The BEPP is a plan to achieve urban transformation. This is a long-term process. Once the outcomes-led spatial planning and inter-governmental catalytic urban development programme is in place, to an acceptable standard, these should not be the subject of frequent review but should remain stable, to focus on implementation and track year-on-year

progress. Clearly, regular BEPP reviews should identify any critical shifts in planning and programming and the reasons for these, where they occur. However, the emphasis going forward is for the BEPP to demonstrate:

- progressive short, medium- and long-term resource alignment to the agreed catalytic urban development programme(s) (plan led budgeting),
- progress towards or in implementation
- measures taken to secure the sustainability and leverage of these investments through the alignment of urban and land use management, and
- an established system of monitoring and reporting on the achievement of the agreed stated outcomes

In supporting Metros to advance along the BEPP progression model, the National Treasury's Cities Support Programme will continue to prepare content guidelines for the MTREF BEPP as needed.

The drafting of these Guidelines is framed by the elements set out in the *Guidance Note: Framework for the preparation of Built Environment Performance Frameworks*. It is guided by the findings of the annual evaluation of the current fiscal year's BEPP and prior BEPP's and how these demonstrate progress in terms of the BEPP progression model. These guidelines will:

- Identify any particular focus sought in the BEPP
- Confirm the content structure/ format for the BEPP – the format will follow the BEVC intervention logic in order to be consistent with the purpose of the BEPP
- Set out the progressive minimum content expectations in respect of the upcoming MTREF BEPP, including their rationale, specific requirements and expectations for Draft and Final BEPPs
- Identify complementary support instruments, tools, events and related resources that are available to metropolitan municipalities
- Set the specific timeframes for the submission of draft and final BEPPs and associated engagements aimed at facilitating ongoing integration of the BEPP, IDP, Budgeting processes within the Metros and intergovernmental integration.

The aim is to support Metros to maintain institutional alignment in their spatially targeted and prioritised transit-oriented development planning. This supports progress along the Built Environment Value Chain in pursuit of compact and transformed urban spaces towards the built environment outcomes of productive, inclusive and sustainable metros.

2. 2018/19 – 2020/21 BEPP EVALUATION

The BEPP Evaluation is an assessment of the Council Approved BEPP for a particular MTREF. The purpose is to provide feedback to metropolitan municipalities on the progression of their BEPP. This is done in two ways:

- firstly, assessments using the BEPP Progression Model for that particular financial year dealing with the content and process of the BEPP; and
- secondly a Strategic Assessment that takes into account the Mid-Year Budget Review and Benchmarking results together with the results from the Progression Model and assessing it through an institutional, governance, spatial, service delivery and financial lenses.

The aggregate score in the Progression Model is not as important as the individual section scores. Metropolitan municipalities who score high in a particular section are able to set a standard for other metropolitan municipalities to work towards via peer learning. A low score on a particular section is a yellow or red flag alerting that metropolitan municipality to the need for support from the CSP via the Capacity Support Implementation Plan (CSIP) or the need for peer learning from another metropolitan municipalities.

There could be a case where a metropolitan municipality does really well on all sections of the BEPP but falls short on Strategic Assessment. Taking an extreme case example, if a metropolitan municipality is institutionally dysfunctional (for whatever reason/s), or governance is absent, or spatial considerations are not factored into strategic decision-making, or service delivery performs has broken down and the metropolitan municipality is in financial crisis then a platinum rated BEPP is unlikely to be implemented.

2.1 Range of Assessments

The Evaluation of the BEPPs for the 2018/19 MTREF took the form of self-assessments as well as an evaluation by the National Treasury. All other relevant stakeholders' such as sector departments at the national and provincial spheres, and the relevant State Owned Companies were also invited to participate in the BEPP evaluation process. Four of the five provincial governments which have metros provided evaluations, as did the Housing Development Agency, PRASA and Department of Public Works. A specific evaluation of the progress with the implementation of the Circular 88 indicators was done in early October 2018. The independent evaluation of the BEPPs will be done early in 2019.

Results of the Progression Model and the Strategic Assessment done by the National Treasury are submitted to the metropolitan municipalities, discussed and debated and the areas of weakness are either identified as support projects in the CSIP or peer learning is facilitated between metropolitan municipalities.

Table 1: Results of the Progression Model Assessment of the 2018/19 BEPP

	Intro	Spatial planning	CLDP	Resourcing	Implementation	Urban Management	Reporting & Evaluation
City 1	Platinum	Silver	Silver	Silver	Silver	Tin	Silver
City 2	Gold	Gold	Gold	Gold	Gold	Silver	Gold
City 3	Gold	Gold	Gold	Silver	Gold	Silver	Gold
City 4	Gold	Platinum	Gold	Silver	Gold	Gold	Gold
City 5	Gold	Platinum	Gold	Silver	Silver	Silver	Silver
City 6	Gold	Gold	Silver	Gold	Gold	Gold	Gold
City 7	Gold	Gold	Gold	Silver	Tin	Tin	Tin
City 8	Gold	Silver	Tin	Tin	Tin	Silver	Silver

It is evident from the above results in Table 1 that most metropolitan municipalities are doing well on Spatial Planning and have started doing reasonable well on their Catalytic Land Development Programmes, and that there is room for improvement with Resourcing, Implementation, urban Management and finally Reporting & Evaluation.

Overall there is evident progress and improvements from all metropolitan municipalities with more effort being put into the BEPP process, within the metropolitan municipalities and between the different spheres, rather than simply complying with the formulation of a plan. Resourcing the CLDP seems to be largely internal to the metropolitan municipality rather than unlocking private sector funding or forming partnerships.

More metropolitan municipalities are doing better in Reporting & Evaluation in terms of the implementation of Circular 88: Rationalising Planning and Reporting (Nov 2017). The assessment done in October 2018 reveals that one city did not submit anything on reporting with some metropolitan municipalities not reporting anything on various indicators. What is evident is that most metropolitan municipalities are grappling with the indicators and reporting on some indicators only. Two metropolitan municipalities, Nelson Mandela Bay and Buffalo City, had the most comprehensive responses. It was noted that there are a number of indicators where there was no reporting due either to systems not yet being in place or the unavailability of data, especially with the datasets that the Cities Support Programme were supposed to have been collected at a national level. eThekweni is the only one to have started to reflect their intentions over the five year period as opposed to annual targets.

Most provincial governments have already met with the metros to discuss their assessments and start joint planning for the 2019/20 MTREF. There is common agreement that the sharing of project lists for provincial infrastructure development in metropolitan spaces from the

provincial governments has to proceed to the next step which is joint planning – making informed planning decisions in both spheres that contribute to spatial transformation. There are also issues of unfunded and under-funded mandates that will be put on the table for discussion and this may take a couple of years to resolve.

The Housing Development Agency assessments will be discussed and debated with each metropolitan municipality and this will then set the basis for joint planning thereafter. Similarly for PRASA and the Department of Public Works.

There was a general assessment of Planning Reforms in June 2018, with the BEPP being a key part of the Planning Reforms Agenda. The tangible outputs from the Planning Reforms Seminar, based on the experience of metropolitan municipalities over the last 5 years were a series of seminar papers which are outlined below and may be accessed using this web link [Final Planning Reform Seminar Papers](#):-

- The papers on *Outcomes Led Planning* and *Strategy Led Budgeting* focused on the approach of the BEPPS.
- The paper on *Infrastructure Led Growth through Spatial Targeting* provided the rationale for using spatial targeting to align intergovernmental urban infrastructure planning and delivery.
- The papers on the *Fiscal Impacts Tool* and the *Alignment of Planning, Budgeting and Capital Expenditure* focused on the benefits of tools to assist in planning and decision-making and linking planning priorities to budgeting.

It was decided that BEPPs will be used to strengthen the planning instruments such as the Municipal Spatial Development Frameworks (MSDF), Integrated Development Plans (IDP), and Service Delivery and Budget Implementation Plans (SDBIP). It was noted that progress has already been made with BEPPs being used to fulfil the requirements of SPLUMA in respect of the MSDF Guidelines that requires a Capital Expenditure Framework. The initiative of the Department of Cooperative Governance to review the IDP Guidelines is another opportunity to use the BEPPs to strengthen the planning instruments.

The weaknesses of the BEPP and its related process were identified as items for the Planning Reforms Agenda for CSPII or as actions for other departments or stakeholders.

The BEPP evaluation outlined above provided input into the strategic focus for the BEPPs for the 2019/20 MTREF.

3. STRATEGIC FOCUS OF BEPPS FOR THE 2019/20 MTREF

The strategic focus of the BEPPs for the 2019/20 MTREF will be:-

- Progression along the Built Environment Value Chain (BEVC) from spatial targeting to the formulation of a Catalytic Land Development Programme, Resourcing, Implementation, Urban Management and Reporting and Evaluation.

- Mainstreaming climate responsiveness and resilience in the municipal planning, budgeting and reporting process using the Built Environment Performance Plans (BEPPs).

The two strategic focus areas for the BEPPs for the 2019/20 MTREF are detailed below.

3.1 Progression along the Built Environment Value Chain

The weighting of the sections of the BEPP directly corresponds to the activities of the BEVC. Thus changing the weightings year-on-year will put greater focus on some activities in comparison to other activities as outlined below.

Table 2: Changes to weighting in Progression Model for 2019/20 MTREF

BEPP Component	2018/19 Weighting	2019/20 Weighting	Rationale
BEPP Preparation/ Process	5	3	Most metros have reached acceptable standard.
Section A: Introduction	3	2	Most metros have reached acceptable standard.
Section B: Spatial Planning and Targeting	15	10	Most metros have reached acceptable standard.
Section C: CLDP Preparation	30	35	CLDP Manual completed in July 2018 to support improved programme preparation.
Section D: CLDP Resourcing	20	15	Support projects still in progress.
Section E: Implementation	15	20	No detailed guidance formulated yet.
Section F: Urban Management	5	5	No detailed guidance formulated yet.
Section G: Reporting & Evaluation	5	10	Most metros have implemented Circular 88 and started with population of indicators. Further progress is required.
BEPP Support	2	0	CSPII CSIPs will be formulated and approved.in Jan/Feb 2019
Total Score	100	100	

The weightings for Spatial Planning and Targeting has been drastically reduced while the CLDP Preparation, Implementation and Reporting & Evaluation has been increased. No changes have been made to urban Management and CLDP Resourcing. These changes should motivate metropolitan municipalities to progress along the BEVC.

3.2 Mainstreaming climate responsiveness and resilience in the municipal planning, budgeting and reporting

In support of more sustainable and more resilient metros, the focus for the BEPPs for the 2019/20 MTREF is to mainstream climate responsiveness and resilience in the municipal planning, budgeting and reporting process using the BEPP. This will strengthen the overall application of the BEVC in support of more productive, inclusive and sustainable metros that contribute to economic growth and a reduction in poverty and inequality.

South African metros are vulnerable to the increasing impacts of climate change. If they do not change the ways in which they plan for and finance infrastructure investment and land use needed to adapt to these impacts, citizens will inexorably bear the growing burdens of climate change. The opportunity cost of not adapting to climate change will be an increasing need for limited metro resources to be diverted to responding to the impacts of climate change associated events in place of being invested in meeting basic needs and facilitating economic growth. As a result, National Treasury recognises that metropolitan municipalities have to mainstream climate change in their budgetary processes, especially in the context of maintaining the value-for-money of built infrastructure, protecting investments from risk of climate-change driven damage and loss, and promoting the health of municipal revenue sources. Building resilience and adapting to climate change will enable metropolitan municipalities to adapt to disasters and climate impacts, thereby limiting the magnitude and severity of those impacts.

Responding to the impacts of climate change has financial implications and thus directly affects the financial sustainability of metro planning and investment programmes. Specifically, they will need more finance than they currently have, and funding gaps will be too large to absorb through the revenue streams and capital reserves currently available to metropolitan municipalities. To address these anticipated longer-term funding gaps, metro governments must access alternative funding and/or financing options to cover the gap between current revenue streams and reserves and the investment needed to design and implement climate responsive actions.

For metros to access this finance, however, they need to present portfolios of climate responsive projects, which on the whole, South African metros currently do not do. South Africa must therefore mainstream climate change into the municipal planning system to encourage metros to allow climate change response considerations to inform their planning and projects. By establishing a climate responsiveness project pipeline, these municipalities will be able to secure more finance through climate finance mechanisms.

Being fiscally prudent requires metros to mainstream climate change in their budgetary processes, especially in the context of maintaining the value-for-money of built infrastructure; protecting investments from climate-related risk; and promoting the health of municipal revenue sources. Mainstreaming climate responsiveness into the BEPP will thus contribute towards more climate responsive outcomes from infrastructure expenditure.

The requirements for incorporating climate responsiveness into the BEPP are informed by the following considerations:

- Firstly, the BEPP is increasingly used as the Capital Expenditure Framework for each metro's MSDF. This means that much of the upstream climate responsive planning needs to have been done in the compilation of the MSDF. In that planning process, the specific climate risks and vulnerabilities of each city will have been established, and the mitigation targets for GHG emission reduction in the city identified. The BEPP thus serves as the instrument to concretise the budget priority afforded to particular types of projects in spatially targeted parts of the city.
- Secondly, the outcomes-led planning that has characterised city planning, especially through the BEPP process, over the past five years, with defined outcomes of more productive, sustainable, inclusive and well governed metropolitan municipalities, is inherently supportive of climate responsive planning. There is thus no need to overhaul the entire system in order to achieve positive climate outcomes. Nevertheless, the scale of the increased investment that will be demanded by climate change dictates that concerted changes to metros' planning and budgeting have to be initiated now. The intensity and scale of climate mainstreaming will have to increase over time, but it has to start immediately. This section proposes progressive actions over the next three BEPP cycles, beginning in the 2019/2020 year as initiatives that kick off a long-term programme of climate responsive budgeting, planning and project preparation.
- Thirdly, the BEVC is at the heart of the outcomes-led approach of the BEPP and each step in the value chain has a direct, qualitative impact on the capacity of the Built Environment to meet desired outcomes. To mainstream climate responsiveness into the BEPP process thus requires interventions in each step of the BEVC as articulated in the following sections.

Climate Responsiveness and Resilience Outcomes

This focus area is aligned to the long-term desired outcomes of spatially transformed metropolitan municipalities that are well-governed, inclusive, productive and sustainable is outlined in Table 3 below. The BEPP challenge is to establish a clear line of sight between setting outcomes, knowing how to measure/report these upfront; planning and budgeting for interventions and investments that build towards these transformations, implementing them and managing the product to sustain the result. The integrated outcome areas, together with general results statements in Table 2 below, is the same as appears in the BEPP Core Guidance Note (2017) and has always included the achievement of results that are called an "Environmentally Sustainable City." However the technical design of the indicator development and thus metros are not yet required to report on this outcome area. Work on the technical design of the indicators is planned for 2019.

Table 3: Integrated outcome areas

Integrated Outcome Area	Result Statement
Well-governed city	Vision and leadership to initiate and drive spatial restructuring
	Capability to plan, facilitate, deliver and manage urban spatial transformation
	Partnering with citizens, civil society, private and public sectors
	Delivery of catalytic urban development programmes in spatially targeted areas
Inclusive city	Housing options with social diversity
	Affordable and efficient public transport services
	Integrated public transport system that is used by the majority of city inhabitants
	Social facilities and services
Productive metropolitan municipalities	Growing city economies
	Increased city productivity
	Decoupling of non-renewable energy inputs from economic growth
Environmentally sustainable city**	<i>Integrity of ecosystems</i>
	<i>Climate mitigation and adaptation</i>
	<i>Sustainable resource utilisation</i>

*** These indicators are the subject of review and are currently not required as part of the BEPP. Alternative indicators will be proposed based on the review and city engagement.*

Resources available on Climate Responsiveness and Resilience

Further information on the analyses informing this Supplementary Guideline is available in the following reports on the Cities Support Programme website:

- *Mainstreaming Climate Responsiveness into City Plans, Budgets and Grant Conditions: Climate Change Responsive Guidance Note*, 31 August 2018, Metropolitan municipalities Support Programme, National Treasury [this document]
- *Climate Mainstreaming in South African Metropolitan municipalities: [Report Phase 1a: High-Level Analysis of Key Strategic Planning Documents](#)*, 12 January 2018, Metropolitan municipalities Support Programme, National Treasury
- *Climate Mainstreaming in South African Metropolitan municipalities: [Report Phase 1b: Metropolitan municipalities' capital expenditure and alternative financing analysis](#)*, 10 January 2018, Metropolitan municipalities Support Programme, National Treasury

4. CONTENT GUIDELINES FOR THE 2019/20 BEPP

This section outlines the climate responsiveness and resilience (CR&R) content guidance for the BEPP over a multi-year period to support a progressive introduction of requirements. The content guidance is drawn from findings from metro engagements and the evaluation of prior

BEPPs, in particular, focusing on how these demonstrate opportunities in mainstreaming climate change.

4.1 Sequencing Interventions

As a means of progressively moving towards an increasing consideration of CR&R in the BEPP, interventions are necessary over a multi-year period. The approach is therefore one of phased implementation of inter-related interventions, with each successive year's interventions applying in addition to, not to replace, the preceding year's intervention(s).

With an initial set of requirements for the 2019/20 BEPP (detailed below in section 4.2), the following sub-sections provide a summary of the sequencing of the interventions from 2019/20 until 2021/22. These will be evaluated and reviewed with city feedback on an annual basis, which will inform any amendments to the nature and timing of interventions.

4.1.1 Requirements for Year 1 (2019/2020)

All metropolitan municipalities must have completed and/or updated their Climate Risk and Vulnerability Assessments to inform further interventions. This is a priority, as there is currently inconsistency across the metropolitan municipalities in terms of understanding the risks associated with climate change. In addition, climate change cannot be mainstreamed unless there is a solid base understanding of the context specific climate threats and impacts that each city faces. Findings from these assessments should then be incorporated into relevant aspects of the BEVC, as a basis to target climate finance for CR&R investment.

From an institutional perspective, the initial interventions are aimed at including climate change expertise into the necessary structures responsible for infrastructure planning to ensure CR&R is immediately considered in any future planning decisions. A process will also be initiated with metropolitan municipalities to workshop indicator amendments in order to strengthen CR&R aspects of the transformational and functional indicators (as per MFMA Circular 88).

As the focus of the initial set of interventions is on upscaling the focus of CR&R in Metropolitan municipalities and ensuring the relevant climate change assessments are completed, no scoring or weighting of CR&R in 2019/20 is proposed.

Sections of the BEPP which include CR&R requirements in 2019/20 include:

- **Section A: Introduction**
- **Section B.1: Spatial Targeting**
- **Section B.4: Institutional Arrangements**

CR&R requirements will be progressively integrated into the BEVC in subsequent years based on the 2019/20 foundations.

4.1.2 Requirements for Year 2 (2020/2021)

Building on the interventions undertaken in Year 1, the scaling up of sector support to metropolitan municipalities is envisaged in year 2. This includes sector departments participating in BEPP evaluations and engaging with National Treasury on the relative weightings given to CR&R dimensions of the BEPP; providing criteria and guidelines for the identification of climate risk zones and for applying risk and vulnerability assessment findings to Spatial Targeting Areas; workshopping the draft toolkit for the design and implementation of climate resilient infrastructure projects; and lastly, monitoring the performance and inclusion of CR&R indicators into city reporting. National Treasury support will be focussed on providing training and technical assistance to metropolitan municipalities for the implementation of the CR&R inclusive CLDP guidelines.

From a city perspective, in order to integrate climate responsiveness into the development of the BEPP, it is essential that the necessary institutional arrangements are in place to foster transversal planning and management in this regard. This follow on set of interventions is focussed on embedding relevant city resources/officials thus bringing climate change expertise into the BEPP development process. In addition, metropolitan municipalities will need to compile the necessary baseline information to facilitate the identification of climate risk zones and develop a multi-year strategy for increasing access to climate financing.

4.1.3 Requirements for Year 3 (2021/2022)

Year 1 and 2 interventions are focussed on building the necessary CR&R baseline information, preparing supportive guidelines and tools, and institutionalising CR&R into city and BEPP structures and forums. Year 3 interventions are focussed on metropolitan municipalities' as the custodians of their respective BEPPs and relate to demonstrating the application of the guidelines to Spatial Targeting Areas and the resultant identification of CR&R projects stemming from this application. There is also a focus on metropolitan municipalities demonstrating organisational changes that will facilitate the application of the proposed CR&R toolkit to the city project pipeline. Lastly, metropolitan municipalities will need to provide evidence that CR&R has been incorporated as per the relevant guidelines and tools. Guidelines and systems will be updated, drawing on the outcomes of the review of the integration of CR&R in BEPPs.

4.2 2019/20 Climate Resilience & Responsiveness Minimum Requirements

As a means of progressively moving towards and increasing consideration of CR&R in the BEPP, a set of interventions is proposed over the next three years. The sections below identify requirements for interventions for the 2019/20 MTREF in relation to the currently identified sections of the BEPP. The full set of intervention requirements (as currently envisaged) are set out in Section 0. The guideline and requirements will be iterated based on a review of city implementation, experience, learning and engagement.

As requirements progressively increase each year, there are associated expectations for support, as has been the case with previous BEPP Guidance. These support offerings will be put forward out on an annual basis to the metros. The degree to which climate responsive

requirements are incorporated into BEPPs, will be determined by the extent to which National Government, represented by the Department of Environment Affairs as custodian for climate change adaptation and mitigation, supports, monitors and guides metropolitan municipalities' actions. In addition, there are roles for the National Treasury to perform as custodian of the BEPP process.

4.2.1 Institutionalising CR&R in the BEPP Process

As a first step towards the progressive integration of CR&R into the BEPP process and the BEPP itself, metros are asked to include in the introduction to their 2019/20 BEPPs a short section that draws on existing metro level climate assessments and summarises the metro's response to its climate risks. Metros are also asked to reference (and include web links) to any strategies and plans they have on climate change.

Given that the impacts of and response to climate change has a bearing on departments across the municipality, effectively addressing climate change requires that climate change is strategically and transversally institutionalised within the organisation, and also incorporated in the drafting of the BEPP. This may be in the form of a centrally located team, or a cross-cutting structure, which enables effective collaboration between line functions towards strengthening climate response and resilience in the metro. Metros should determine, based on their own organisational functions and structures, how best to ensure how climate change is effectively transversally integrated across the organisation.

The requirement for the 2019/20 BEPP is to include a short summary in the introductory sections dealing with institutional arrangements on how the metro has, or intends to, ensure the transversality of climate change within the organisation, including in relation to the drafting of the BEPP. (Subsequent year's BEPPs will require official documentation, such as the inclusion of Terms of Reference, to support this requirement.)

Minimum expectations for the 2019/20 BEPP:

Draft BEPP	<ul style="list-style-type: none"> • A paragraph that succinctly sets out the city's whole-city climate change profile and risks, and where in the BEPP these risks are addressed. • Statement on how climate change is strategically and transversally institutionalised within the organisation and incorporated into the drafting of the BEPP. • Insert weblink in BEPP to the metro's Climate Risk and Vulnerability Assessment or similar/related metro climate studies
Approved BEPP	As above
This content should appear in Section A of the BEPP.	

Support available in 2019/20

Metropolitan municipalities interested in receiving support from the Metropolitan municipalities Support Programme in piloting these CR&R requirements for the BEPP should request such support from their CSP City Coordinator. The outcome of such support offerings will be tools that are made available to all metros to support the integration of CR&R into municipal plans, budgets and projects.

4.2.2 CR&R in Spatial Planning and Spatial Targeting

Once metros are clear on their outcomes for spatial and economic transformation, the starting premise of the BEPP is that spatial targeting of investment is necessary to achieve coordinated public intervention that maximises the leverage of limited public resources. Starting with an urban network plan, the BEPP identifies spatial targeting areas that are the optimal locations for integrated, transit-oriented development (TOD). Metros must identify, quantify, plan, budget and coordinate implementation within spatially targeted areas, including prioritised Integration Zones, precincts within these zones, marginalised residential areas including informal settlements, and economic nodes.

The impacts of climate change on the spatial targeting areas identified in the metro's urban network plan needs to be considered. Furthermore, metropolitan municipalities need to articulate how climate risks are being factored into decision making within the city and how this is informing the drafting of the BEPP. The intention is not to widen or dilute the focus of the BEPP, but to ensure that climate change impacts are considered in the identification of projects and that CR&R investment requirements are highlighted.

A starting point to integrating CR&R into the BEPP is the application of each city's existing climate risk and vulnerability assessment (or comparative study) to its urban network plan, to understand the climate risks faced by the city and to review the responses required to address this risk. A starting point for mainstreaming CR&R into the BEPP is therefore the completion of this assessment across all metros. **An initial assessment is required for 2019/20, which should be taken further in subsequent year's BEPPs.**

From 2021/22 onwards, building on the analysis commenced in 2019/20 of the spatial targeting areas against the metros' climate risk and vulnerability assessment, **the next step would be to identify climate risk zones that impact the spatial targeting areas.** The aim of these zones would be to highlight areas at highest risk from climate change impacts and to inform the required investment to adapt to these risks. Climate risk zones should inform the prioritisation of areas to ensure that areas at highest risk from climate change impacts receive the necessary investment to adapt to these risks. In addition to informing the prioritisation of spatial targeted areas, there may be a need to identify additional areas for intervention as a result of the identification of the climate risk zones.

It is important to note that metropolitan municipalities are required by the Disaster Management Act, 2002 (Act No. 57 of 2002) to prepare Disaster Management Plans (DMPs). DMPs are required to include sections on risk assessment, disaster risk reduction and preparedness planning, which by their nature will address aspects of CR&R. The BEPP should reference relevant baseline information, sections and proposals of the DMP to ensure consistency and that relevant proposals in the DMP are incorporated in the BEPP. Climate related interventions and projects stemming from the DMP that impact the spatial targeting areas should be include in the catalytic land development programme (CLDP).

Minimum expectations for the 2019/20 BEPP:

There are initial requirements for the 2019/20 BEPP for metros to initiate a process to analyse their urban network plans against existing municipal climate risk and vulnerability (or similar) analyses. Findings from this analysis should result in climate change considerations featuring in the identification and prioritisation of spatial targeting areas.

In support of this requirement, metros should identify and or confirm the incorporation of relevant expertise, including CR&R and disaster risk management within transversal arrangements for planning and implementation in the priority spatial targeting areas.

(In later years, CR&R considerations will be used to inform the identification of climate risk zones, and in later sections of the BEPP, these considerations should inform the detailed plans and investment programmes for these areas.)

Draft BEPP	<ul style="list-style-type: none"> • Incorporate a short analysis that demonstrates and summarises how the metro has applied the findings of its Climate Risk and Vulnerability Assessment (or similar/related studies) to its spatially targeted areas, including Integration Zones, Precincts, Marginalised Areas including Informal Settlements and Economic Nodes. • Indicate the role of officials with climate change expertise in infrastructure investment planning • Amend Terms of Reference of relevant structures as required to make provision for the inclusion of climate change expertise.
Approved BEPP	As above
This content should appear in Section B of the BEPP.	

Support available in 2019/20

Templates and guidelines for metropolitan municipalities to use to report on the application of their Climate Risk and Vulnerability Assessments to their spatially targeted areas will be developed based on the experience of metros who express interest in piloting these guidelines. Metropolitan municipalities interested in receiving support from the Cities Support Programme to pilot these CR&R requirements for the BEPP should request such support from their CSP City Coordinator.

4.2.3 Catalytic Urban Development Programme & Preparation

Catalytic land development programmes (CLDP) are designed to influence the location of investment by the private and public sector to support the spatial transformation agenda at the heart of the BEVC. Catalytic programmes that are designed to reflect and apply climate responsiveness will improve the longevity and resilience of urban infrastructure specifically and the urban environment as a whole. It is thus important for a city to ensure that catalytic programmes consider the range of climate risks, as well as the possible contributions to reducing GHG emissions.

The incorporation of a city's climate risk and vulnerability assessment findings and the identification of associated climate risk zones into the BEPP will inform the catalytic programme and associated resource planning incrementally over time. ***No changes in regard to the catalytic programme and resource planning are proposed until the baseline information, as articulated in the above outcome indicators and spatial targeting sections, is established.***

There are no CR&R requirements for section C in the 2019/20 BEPP.

Box: Opportunities to address climate response priorities in CLDPs

In 2018, the CSP completed a **draft Catalytic Land Development Guideline** – a comprehensive guideline supporting metropolitan municipalities to conceptualise and implement CLDPs. There are a number of lifecycle phases and associated preparation stages that form part of the CLDP and which should take CR&R into account to ensure the project programmes factor climate change into decision making and prioritisation. The draft guideline offers an opportunity to incorporate CR&R considerations into the development of CLDPs and associated projects and requires finalisation before its requirements are included in the BEPPs.

The following should be considered when finalising the CLDP Guideline to address CR&R considerations:

- Stage 2.1 incorporates the **identification of key risks** linked to the desired outcomes of the CLDP and mitigation thereof. This stage should include the identification of any climate risks that could impact the CLDP and which should be included in the risk management plan.
- Stage 2.2 is the **pre-feasibility stage** of the CLDP and is focussed on preparing a set of development options and then selecting a preferred option. It identifies the critical issues and risks of the preferred option, which should inform the feasibility stage. A CR&R analysis at this stage should consider the climate risks impacting the development options, as well as any contributions the options will make to climate adaptation/mitigation. Should the preferred option include a climate response component, the project could be packaged to obtain climate finance as part of the financial and funding of the CLDP. Climate criteria should be incorporated into the appraisal of options to ensure CR&R is factored into the selection of a preferred development option.
- The **feasibility stage** (stage 2.3) takes the preferred option through a number of detailed investigations to develop a feasible development offering. This should include a rigorous analysis of the climate risks associated with the project. Relevant projects incorporated as part of the CLDP master programme should be highlighted at this stage and packaged to access climate finance

4.2.4 Reporting & Evaluation

The Department of Environmental Affairs (DEA) is developing a series of sector specific mitigation M&E guidelines to enable various stakeholders to quantify emissions reductions and other sustainable development indicators, programmes and projects to support implementation of the M&E system. The guidelines are comprehensive and provide worked examples applied to mitigation measures, technologies and processes prioritised in various climate change policy and strategy documents.

In addition, the [Municipal Financial Management Act \(MFMA\) Circular No. 88: Rationalising Planning and Reporting Requirements for the 2018/19 Medium Term Revenue and Expenditure Framework \(MTREF\)](#) guides metropolitan municipalities on the preparation of statutory planning and reporting documents required for the 2018/19 MTREF and requires the alignment of planning and reporting instruments for a prescribed set of municipal performance indicators.

Circular 88 proposes a set of City Transformational and Reporting Reforms Sector Indicators for inclusion in city BEPPs, as per the National Treasury BEPP Supplementary Guidance note for 2018/2019-2020/21. The achievement of these outcomes is monitored through outcome and output indicators allocated to each outcome area. Reporting on these indicators is an important mechanism for measuring the performance of Metropolitan municipalities in relation to CR&R.

A review of Circular 88 suggests that there is room for more robust development of climate change focused targets (notwithstanding that many of the outcome and output indicators already contain inherent climate mitigation and adaptation elements through the promotion of increased efficiency, reliability, affordability and safety of city services and assets, as well as improved densification, adaptation of low-carbon solutions and optimisation of natural infrastructure spaces). ***However, any proposals for amendments will be workshopped between National Treasury and DEA, as well as with the Metropolitan municipalities before being implemented in a manner that aligns with the periodic reviews of Circular 88. This will involve a workshop on the proposed amendments and additional CR&R related indicators with Metropolitan municipalities in 2019/20.***

Further detail on the recent CR&R review of Circular 88 is available in [National Treasury, 2018. Introducing Climate Change Responsiveness into Built Environment Performance Plans \(BEPPs\) – Background Document, Report – Phase 2, Cities Support Programme](#) Note however the **existing content of Circular 88 still applies** as this review has not informed an update of Circular 88.

There are no CR&R requirements for section G in the 2019/20 BEPP.

BEPP PROCESS & TIMEFRAMES

The timeframes have been designed to align planning and co-ordination between the spheres of government to promote cooperative governance that results in effective city-level outcomes. Key timeframes for the BEPP 2019/20 MTREF are summarised in Diagram 1 and outlined in detailed below.

Joint planning between metros and Provincial Governments will take place between July 2018 to March 2019 using the existing planning and budgeting process for Provinces through Provincial Infrastructure MTECs and general MTECs during September – October 2018, as well as during the Provincial Benchmarking process in December 2018 – January 2019. The annual allocations to Provinces will be detailed in the Division of Revenue Bill (DORB) 2019 on Budget Day in Feb 2019 and gazetted thereafter in the Provincial Gazettes. Thus final provincial allocations including project lists (based on joint planning) should be transparent and available to metros by the time the Draft BEPP is required to be submitted on 29 March 2019.

Similarly allocations from the national sphere including State Owned Enterprises should be available to metros by late February/early March 2019 with the grant frameworks available on Budget Day in February 2019 in the DORB 2019. The process leading up the DORB 2019 involves national sector departments preparing preliminary conditional grant frameworks and submitting such to National Treasury at the beginning of October 2018 with the Draft Estimates of National Expenditure (ENE) submitted to National Treasury in mid-November 2018, and all of this being finalised by 30 November 2018.

All municipalities should receive their Allocation Letters in March 2019, and Draft BEPPs are due to be submitted on 29 March 2019 together with the Tabled Budget and IDP. The submission of a Draft BEPP allows for oversight and support to be provided to a metro before the Council Approval of the BEPP with the IDP and Budget by 31 May 2019. Note that the deadlines of 29 March and 31 May 2019 are the outer most dates for compliance with the legislation and regulations and should not be interpreted as the earliest dates for submission of the BEPP, especially the Draft BEPP.

To close off the annual cycle of the BEPPs, the Workshop on the Annual Evaluation of the BEPPs for the 2019/20 MTREF will take place on 3 July 2019, with the report of the workshop finalised by 17 July 2019. This Evaluation of the BEPPs inform the Supplementary Guidance Note for the BEPPs for the 2020/21 MTREF.

Diagram 1: BEPP Process Timeframes

	2018			2019								
National & Provincial	Q3 Planning & Budgeting			Q4 Finalise Planning & Budgeting			Q1 Reporting & Evaluation			Q2 Planning & Budgeting		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
Local Government	Q2 Planning & Budgeting 2019/20			Q3 Planning & Budgeting 2019/20			Q4 Finalise Planning & Budgeting 2019/20			Q1 Reporting & Evaluation 2018/19		

Nat and Prov Elections:
Political Term 2019-2024

★ Outcomes;
MTSF; NDP
Impl Plan

Prov MTECs	PTs submit 2nd Draft 2019 Budgets for Prov BenchM	Prov BenchM 1st Round	Prov BenchM 2nd Round									Prov MTECs
			TCF							TCFL		TCF
			BC									BF
MTBPS				Budget Day	Allocation Letters submitted to munics							BC
Prelim grant f/w & allocations submitted to NT by nat depts	Draft ENES submitted to NT mid Nov											
	Final ENES submitted to NT end Nov											

Loc Govt Elections: Political Term 2016 - 2021

Loc Govt Planning, Budgeting Reporting

			MYBBR	MYBBR	Draft BEPP; Tabled IDP & Budget	BenchM	Concil Approve d BEPP, IDP, Budget		Annual Eval of BEPPs	Supp BEPP Guidelines 2020/21	
	CBF				CBF				CBF		
SACN SoCF	CIDMS Launch										
Urban Conf	GTAC/GCRO/LSE/C SP Seminar										

Mid-Year Budget Reviews:

24 January – 19 Feb 2019

- CPT 24-25 Jan 2019
- TSH 28-29 Jan 2019
- COJ 31 Jan – 1 Feb 2019
- EKU 4-5 Feb 2019
- NMB 7-8 Feb 2019
- BCM 11-12 Feb 2019
- ETK 14-15 Feb 2019
- MAN 18-19 Feb 2019

Budget Benchmarking Meetings

15 April – 23 May 2019

- COJ 15-16 April 2019
- TSH 18-19 April 2019
- NMB 24-25 April 2019
- MAN 29-30 April 2019
- BCM 6-7 May 2019
- CPT 13-14 May 2019
- EKU 20-21 May 2019
- ETK 22-23 May 2019

5. GUIDELINES FOR CR&R CONTENT & FORMAT REQUIREMENTS OVER 2019/20-2021/22 MTREF

The table below identifies interventions in relation to the sections of the BEPP defined in the [Framework for the formulation of Built Environment Performance Plans \(September 2017\)](#) and the [Supplementary Guidance Note \(September 2017\)](#). This table proposes a progressive implementation of CR&R inter-related interventions and requirements, with each successive year's designated interventions applying in addition to, not to replace, the preceding year's intervention(s).

As the support and guidance from the sector strengthens, so the table can be further populated, with more detail, covering more of the BEPP sections. Thus, the sections of the BEPP for which there are no currently recommended interventions are retained blank in this table for later completion, as and when appropriate.

		Progressive Focus for MTREF		
Sub-Section of BEPP	CR&R Content Requirement	2019/2020	2020/2021	2021/2022
A. Introduction				
	Standardised section on metropolitan municipalities' response to its climate risks, including reference to strategies and plans, and how climate change is strategically and transversally institutionalised within the organisation and incorporated into the drafting of the BEPP	Insert a paragraph that succinctly sets out the City's whole-city climate change profile and risks, and where in the BEPP these risks are addressed.		
B. Spatial Planning and Targeting				
B1 Spatial Targeting	Incorporate CR&R into the identification and prioritisation of spatial targeting areas through climate risk and vulnerability assessment and identification of associated climate risk zones	Insert weblink in BEPP to the City's Climate Risk and Vulnerability Assessment Incorporate a paragraph in the section that demonstrates how the City has applied the findings of its Climate Risk and Vulnerability Assessment to its spatial targeting	Compilation of necessary baseline information (GIS layers) to inform the identification of climate risk zones within spatial targeting areas	Identification and mapping of climate risk zones Consideration of climate risk criteria in the prioritisation of projects in spatial targeting areas

		Progressive Focus for MTREF		
Sub-Section of BEPP	CR&R Content Requirement	2019/2020	2020/2021	2021/2022
B2 Planning for priority spatial targeting areas	Incorporate CR&R into the identification and prioritisation of spatial targeting areas through climate risk and vulnerability assessment and application of the findings from this assessment to the priority spatial targeting areas (integration zones, marginalised residential areas, economic nodes, prioritised precincts etc)			Demonstrate how the guidelines have been applied to the planning for priority spatial targeting areas
B4 Institutional Arrangements	Identify/confirm incorporation of CR&R and Disaster Risk Management experts within transversal arrangements for planning and implementation in the priority spatial targeting areas	Indicate the role of officials with climate change expertise in infrastructure investment planning Amend ToRs of relevant structures as required to make provision for the inclusion of climate change experts	Demonstrate extent of CR&R personnel and expertise in the city's BEPP Forum (or similar structure) Identify mechanisms that have been set up at city level to institutionalise CR&R. Include terms of reference of relevant mechanisms	Attach minutes and key decision from relevant mechanisms reflecting the institutionalisation of CR&R in spatial targeting
C. Catalytic Urban Development Programme & Preparation				
C1 Catalytic Urban Development Programme Preparation	Incorporation of CR&R considerations into the identification and prioritisation of the CLDP		Demonstrate how the City will integrate CR&R concerns in its implementation of the CLDP	Identification of CR&R related projects stemming from the implementation of the CLDP
C2 Intergovernmental Project Pipeline				
C3 Institutional Arrangements	Incorporation of climate change experts into relevant forums and decision-making structures responsible for city's project pipeline			Demonstrate specifically the institutional changes effected to prepare for the application of the CR&R Project Toolkit to the City's pipeline
D. Catalytic Urban Development Programme Resourcing				
D1. Catalytic Urban Development Programme Resourcing	Identify and package projects to facilitate access to climate finance		Describe the city's multi-year strategy for progressively increasing access to climate finance	Demonstrate the City's multi-year strategy to initiating or increasing access to climate finance to expand the resources available to

		Progressive Focus for MTREF		
Sub-Section of BEPP	CR&R Content Requirement	2019/2020	2020/2021	2021/2022
				the City to invest in CR&R infrastructure
D2 Resourcing the Metro's Project Pipeline/Spatial Budget Mix				
D3 Institutional Arrangements				
E. Implementation				
E1 Land Release Strategy				
E2 Procurement Approach				
E3 Regulatory Reform Programme				
E4 Institutional Arrangements				
F. Urban Management				
F1 Urban Management	Link precinct management with existing and relevant disaster management planning			
F2 Institutional Arrangements and Operating Budget				
G. Reporting & Evaluation				
G1 Reporting	Incorporate CR&R considerations into city transformational and reporting reform indicators		Incorporate agreed CR&R indicators into City reporting, noting that the timing of this intervention would need to align with the review of Circular 88	
G2 Evaluation	Review and evaluate how mainstreaming is being implemented in order to learn lessons to further institutionalise the system			Institutionalise outcomes from BEPP evaluation