

## CHAPTER 2: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

### 2.1 OVERVIEW OF THE EXECUTIVE AND COUNCIL FUNCTIONS AND ACHIEVEMENTS

The Directorate: Strategic Management covers the following support departments focusing on the inter-face of administration and political leadership:

- ✓ Offices of the Executive Mayor & Speaker;
- ✓ IDP/Budget/Performance Management & GIS;
- ✓ Communication & Development Cooperation;
- ✓ Public Participation & Special Programmes;
- ✓ Organisational Support;
- ✓ Knowledge Management & Research.

The activities of the Strategic Management Directorate are primarily focused on support for politically driven programmes – in the context of services delivery – and administrative compliance issues that are driven by or delegated through political principles of the municipality.

Strategic Management services are determined at a political level through the Executive - the Executive Mayor and Mayoral Committee; the Office of the Speaker; and administratively through the Office of the Municipal Manager.

### 2.2 KNOWLEDGE MANAGEMENT & RESEARCH UNIT

The Knowledge Management and Research Unit is responsible for the following focal areas at BCMM:

#### 2.2.1 Research Focal Area

- a. Coordinating the research needs of all directorates and departments as well as conducting relevant organization-wide scientific research studies for BCMM;
- b. Facilitating access to BCMM by Honours and Masters Students and Doctoral Candidates wishing to collect data for their research projects, Treatise, Theses, and Dissertations at BCMM. These Candidates and Students are registered at various Academic institutions, where they prepare and complete their research studies, and where they are assisted, promoted and supervised in this regard by appropriate University Academic staff.

As part of the research process, the Candidates and Students are required to collect data for analysis from identified and chosen research sites. In this respect, a number of Candidates and Students have chosen BCMM as either their sole research site or as one of the sites where to obtain the necessary information and data to collate and analyse, from BCMM Officials and Political Office holders, operating in areas of relevance to the topic of their research studies.

- c. To this end, the Knowledge Management and Research Unit has developed Research Guidelines for Candidates and Students to strictly adhere to before being permitted to conduct their scientific data collection for their Academic research studies at BCMM, and to be assisted through provision of the contact details of relevant officials and politicians (in line with international Code of Good Practice for conducting research studies).

As per the BCMM policy and Research Guidelines for on students conducting research at the institution, students are furthermore informed that once their research study has been completed, they are required to provide a copy of the final research product to BCMM, through the Knowledge Management and Research Unit.

In addition, the students are also requested to undertake a presentation after graduation, of the findings of their research study, to BCMM, if possible. Once all the information, as alluded to above, has been received by the Knowledge Management and Research Unit, relevant officials are informed that the student has met all the necessary criteria, the student is provided with the names and contact details of these officials, informed to contact them directly and provided with a letter for his/her academic institution indicating that he/she has met the necessary requirements and been granted permission to conduct the data collection for their research at BCMM.

- d. During the 2011/12 Financial year, the Knowledge and Research Unit has processed a total of 33 requests from primarily Postgraduate Candidates and Students, registered for Honours, Master's and Doctoral degrees, to conduct part of or their entire research study at BCMM.

### **2.2.2 Policy Focal Area**

Assisting the policy owners of various directorates with the development, alignment, review and maintenance of all policies;

- Establish a policy framework that speaks to the needs of the BCMM
  - Coordinate, review and ensure development of applicable policies for BCMM
  - Promote an integrated approach to policy development
  - Manage the process of policy initiation, formulation, implementation, monitoring, evaluation and review
  - Create and maintain a central repository for storage and retrieval of institutional policies; and
  - Coordinate and/or provide ongoing capacity development opportunities around policy enhancement.

### **2.2.3 Knowledge Management & Multi-Media Products Focal Areas**

- a) Coordinating the implementation of a Knowledge Management Strategy organization-wide in order to ensure that:
- i. BCMM institutional memory is captured and shared;
  - ii. Case studies are documented on best practices, lessons learnt, weaknesses and innovative projects for learning and sharing;

- iii. Knowledge assets are stored on a centralised knowledge portal for ease of access; and
  - iv. Creating and nurturing a knowledge sharing culture and environment.
- b) The Unit has knowledge Multi-media functionality (knowledge products), through which various BCMM events, programmes and projects, as identified and requested by individual departments, are captured by means of digital camera, and transformed into DVD productions through the Unit's Multi-media editing equipment.

#### 2.2.4 Strategic External Questionnaire Administration

Administering, coordinating and consolidating of strategic questionnaires and information from external stakeholders (e.g. COGTA, National Treasury, SALGA, SA Cities Network, Academia, NGO's CBO's, National and Provincial Statistics SA) and return of all completed and quality assured questionnaire to respective senders.

#### 2.2.5 Highlights: 2011/2012 Financial Year

During the past year, the Knowledge Management & Research Unit has successfully undertaken numerous activities and tasks surrounding the knowledge management, research and policy functions at BCMM. In this regard, the Unit would like to highlight the following achievements:

##### 2.2.5.1 Research Development:

- (a) The completion of a **Case Study on Lessons Learnt: "The T.A.S.K Job Evaluation Process at BCM"**
- (b) The completion of the research study investigating "*Absenteeism in the Workplace in BCMM*" for the BCMM Absenteeism Committee.
- (c) Active Participation in the **2<sup>nd</sup> Annual International Conference on the Knowledge Economy (ICKE) and Knowledge Management** held at the East London Golf Club from 24-28 October 2011 where the Unit presented two papers, to much acclaim and a Poster session focusing on:
  - i. The IDP Service Delivery Impact Assessment Study (Oral Presentation)
  - ii. Knowledge Management Strategy and Implementation (Oral Presentation)
  - iii. The Knowledge Audit (Poster Presentation)
- d) The processing of a total of **38 research requests** from internal and external Candidates and Students (nationally) for conducting scientific data collection at BCMM.

##### 2.2.5.2 Policy Development, Alignment And Facilitation

With respect to the Policy function, the KM & Research Unit is involved on a daily basis in the development, review and amendment of BCMM policies, in line with the needs of Top Management and Council

- a) **New Policies developed** in conjunction with relevant stakeholders included:

- i. Draft Sponsorship Policy (Office of the City Manager)
- ii. Customer Care Policy (Executive Support Services)

**b) Policies aligned, reviewed and facilitated**

In conjunction with the policy owners, the Unit has also assisted with the drafting, aligning and/or review of the Institution's:

- i. Housing allocation Policy ( Chief Operating Officer)
- ii. Housing Relocation Policy (Chief Operating Officer)
- iii. Aldermanship Policy (Corporate Services)
- iv. Staff Transfer and Migration Policy (Corporate Services)
- v. Petitions Management Policy (Office of the Chief Whip)
- vi. Supply Chain Management Policy (Finance)
- vii. Disaster Management Policy ( Health and Public Safety)
- viii. Pauper Burial Policy (Community Services)
- ix. Travel and Subsistence policy for Councillors and Officials (Corporate Services)
- x. Fleet Management Policy (Engineering)
- xi. Council Standing Rules and Orders By-law (Office of Speaker)
- xii. Ethics Policy for Councillors and Employees (Corporate Services)

**2.2.5.3 Strategic comprehensive Questionnaires**

The Unit has received, processed and administered a total of 11 (eleven) completed strategic external Questionnaires without any negative reports, during the 2011/12 financial year from external stakeholders. These strategic questionnaires have emanated primarily from the Statistics South Africa, Municipal Demarcation Board, Institute of Security Studies, Eastern Cape Provincial Government, and other National Government Departments and Research Companies

A list of administered and completed questionnaires reflected in the Table 5.2 below.

TABLE 5.2: A SUMMARY OF ADMINISTERED AND COMPLETED QUESTIONNAIRES FROM EXTERNAL STAKE HOLDERS FROM JULY 2011 TO JUNE 2012		
ORGANISATION	THEME	YEAR
1. City of Johannesburg	Benchmarking Questionnaire on Gender Mainstreaming	July 2011
2. Statistics South Africa	Non-Financial Census 2010/2011	September 2011
3. Eastern Cape Dept of Local Government & Traditional Affairs	Parliamentary questions concerning Supply Chain Management (SCM) System and financial challenges	September 2011
4. Office of the Eastern Cape Premier	Anti-corruption Assessment Questionnaire	September 2011
5. Institute of Security Studies	Questionnaire on Disclosure of Financial Assets by Councillors	October 2011

6. Water Research Commission	Regulation of Water Services	October 2011
7. Government Printing	GPW Customer Survey	October 2011
8. Municipal Demarcation Board	Municipal Capacity Assessment	November 2011
9. Market Decisions	Municipal Information	December 2011
10. National Dept of Tourism	Extent of Tourism Public Sector Procurement	January 2012
11. Statistics SA	Business Register Quality Improvement Survey	February 2012

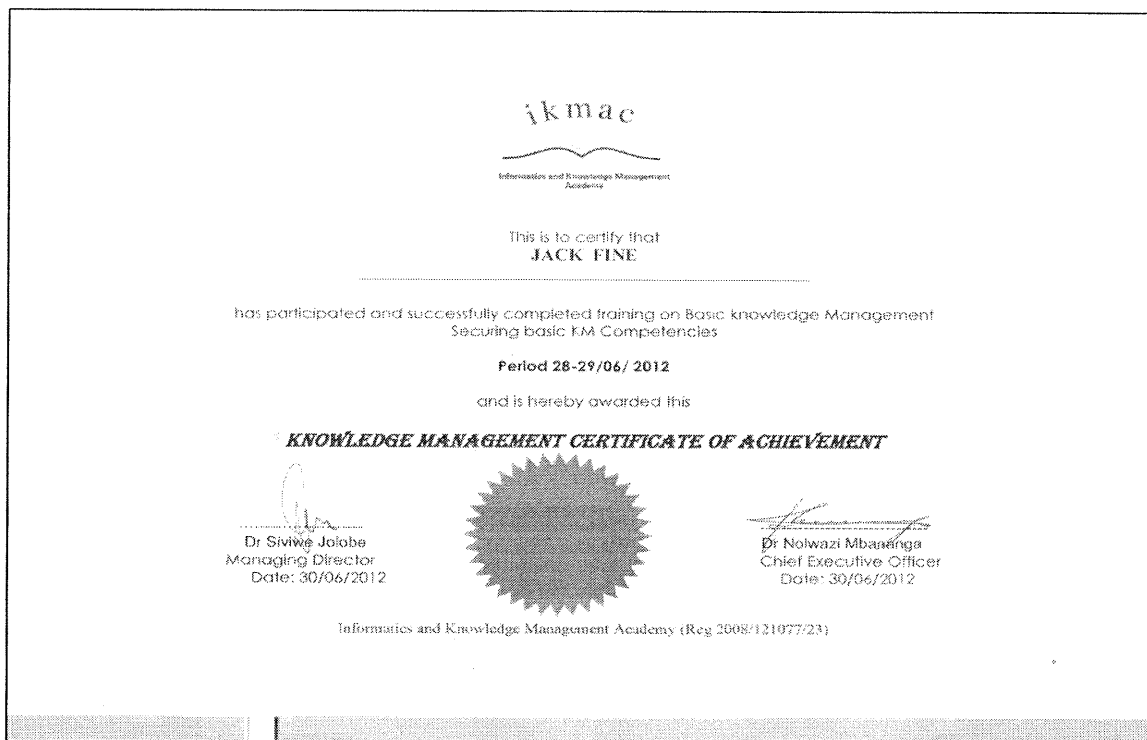
## 2.2.6 Knowledge Management and Training

With respect to the Knowledge Management function, 2011/12 saw the very successful completion of the basic Knowledge Management training for Councillors, Top Management and Middle-Management and Knowledge Management Champions, as aligned with the KM Strategy and Framework.

This basic course was about introducing knowledge management. It dealt with some basic aspects of Knowledge Management. The course began with introduction to Knowledge Management and practicing Knowledge Management and linked these to IDP. The course defined and explained the concept of Knowledge Management and the importance of implementing it in Buffalo City Metropolitan Municipality and how it should support the basic implementation of KM strategy of BCMM towards making the municipality efficient and effective. The course tackled the aspects of how data is collected and transformed into information and utilized in decision making.

Separate training sessions were organised for Councillors, Senior Management and Middle Management and KM Champions respectively. This training was at NQF Level 5. The training led to a new set of KM Champions being chosen, ready and willing to coordinate and facilitate KM institutionalization across all levels. Councillors also chose their own 3 KM Champions.

Participants were provided with good quality certificates of attendance following upon the training sessions, as presented below:



It was decided that when choosing KM Champions the following criteria be used:-

Table 2.3: Qualities of KM Champions

Quality of KM Champions	Qualities of KM Champions Continues
<ul style="list-style-type: none"> <li>• Organised person</li> <li>• Good communication skills</li> <li>• Leadership skills</li> <li>• Informed and a good sharer of knowledge</li> <li>• Flexible</li> <li>• Open-minded</li> <li>• Transparent</li> <li>• Computer literate</li> <li>• Team Player</li> <li>• Innovative and creative</li> </ul>	<ul style="list-style-type: none"> <li>• People's person</li> <li>• Approachable</li> <li>• Passionate about KM</li> <li>• Presentation skills</li> <li>• Assertiveness</li> <li>• Confident</li> <li>• Good listening skills</li> <li>• Sensitive to confidential information</li> <li>• Patience</li> <li>• Ambitious</li> </ul>

The qualities considered in selecting KM champions were based on the roles of the KM champions. A KM champion was described as a people's person because such a person will have to interact with various staff members in an endeavour to institutionalize KM in BCMM.

## **2.2.7 Challenges**

1. While the Knowledge Management Strategy and Framework represents progress in efforts towards the development of a knowledge storing and sharing culture at BCMM, the lack of available funding and insufficient staffing levels from the inception of the Unit in 2005, required for the further implementation of the Knowledge Management Strategy and Framework continue to impede the entrenchment of an organisational culture of sharing and learning, the coordinated and consistent generation, management and dissemination of knowledge, skills and capacity building and transfer, integration of ITC and electronic management systems and networks the capturing of institutional memory, and case studies of best practice, lessons learnt, weaknesses and innovative projects for learning, benchmarking and sharing purposes.
2. Staffing and financial constraints, experienced since 2005, are also preventing the optimal operation of the research and policy arms of the Unit. Of particular concern is the fact that out of the required compliment of six technical staff members (out of a total of 10), the Unit at present comprises only three, meaning that four extremely critical posts are currently not accounted for, leading to serious problems in the functionality of the Unit. Moreover, while the Knowledge Management and Research Unit is well capacitated in terms of multi-media knowledge management equipment, without a multi-media practitioner and other relevant staff, the unit (and thus BCMM) is unable to profit from the multi-media functionality of the Unit.

## **2.3 PUBLIC PARTICIPATION AND CONSULTATION**

### **2.3.1 Public Participation Strategy and Policy**

The BCMM Public Participation Strategy Policy was commissioned during the 2010/2011 financial year as part of the IDP funded projects. The development of Public Participation Strategy was done against the backdrop of the Municipality Legislative obligation on participatory democracy as value content within a municipal development discourse. The strategy offers the Municipality and its service units an opportunity to assess the extent to which we have lived up to the expectations in terms of developmental local government mandate with regards to centrality of the people in determining their own development. The institutionalisation and mainstreaming of Public Participation in BCMM service delivery departments was the result of the recommendations of the strategy.

### **2.3.2 BCMM Public Participation Annual Plan**

The BCMM annual template was developed to maintain a Public Participation system in terms of which the community satisfaction with the Municipal services can be assessed, where the BCMM directorates populated in their programmes needing community interface e.g. Revenue Management Policy consultation, Indigent Policy Campaigns, Air quality Management Plan, Solid Waste

Management Plan with their budget, target group, timeframes and milestones, this is endeavor to institutionalise public participation in BCMM service delivery directorates.

### **2.3.3 IDP/Budget Public Hearings**

IDP/Budget public hearings were convened from 23 April to 3 May 2012 in over thirty venues throughout the length and breadth of the City. The public meetings were well attended with more than 4 500 community members.

### **2.3.4 Council Open Day**

25 May 2012

The purpose of Council Open Day is to present outcomes of the IDP/Budget public hearings to external stakeholders and to outline municipal plans in response to issues raised by members of the community during the consultations.

### **2.3.5 Ward Public Meetings**

These meetings are mainly for the Councillors to report back to their communities on issues from the Council as well as community concerns back to the municipality. According to the BCMM Standing Rules Orders By-Law Rule 10.1. (a) Public meetings were supposed to be held quarterly, but due to vastness of BCMM wards some Councillors were not able to hold their public meetings in one venue as such they opted to hold their public meetings according to their geographical areas.

### **2.3.6 Participation of Ward Committees in the Municipal Activities**

During the year under review Ward Committees participated in the following municipal activities IDP hearings, State of the Metro Address, Revenue Management Policy consultation, Indigent Policy Campaigns, Air Quality Management public meetings, Council Open day and Ward Councillors feedback general meetings.

#### **2.3.6.1 Out of pocket expenditure**

In line with the National Framework BCMM developed a criterion for calculating out of pocket expenses. Starting from March 2012 all BCMM Ward Committees are paid R1000.00 each month based on their performance within the Wards and if a member fails to fulfill his or her duties on a monthly basis without any justification of non-performance the allowance would be forfeited for that month. Out of pocket expenses for Ward Committees was an own funded project. About R6 million has been allocated for this project for 2011/2012 and 2012/2013 financial years.

#### **2.3.6.2 Financial Implications**

During the year under review about R2, 852 370 was used towards establishment of Ward Committees, Ward Committee training programmes and out of pocket of expense. The increase in funding for this financial year was as result of recognizing the importance of participatory governance in terms of Out Of Pocket Expenditure of Ward Committees in enhancing participatory democracy in



local government. Even though this money cannot be said to be enough the Department is confident going forward that the Metro shall invest in community participation in improving its status.

### **2.3.7 Community Development Workers**

#### **2.3.7.1 Monitoring of Community Development Workers Performance (CDW's)**

For 2011/2012 financial year no training provided to CDWs as happened in previous years due to financial constraints. Even though there was no training provided to CDWs was coordination was done effectively.

#### **2.3.7.2 Availability of CDW monthly reports**

CDW's submit their reports quarterly to the Department of Corporate Governance & Traditional Affairs and the role of BCMM is to ensure preparation and co-ordination of such reports.

#### **2.3.7.3 Participation of CDWs in the Municipality activities e.g. IDP**

Apart from focusing around Provincial matters and programmes, CDW's also assisted during IDP processes by supporting mobilization and co-ordinating signing of the attendance registers for communities who attend IDP programmes, Council Open day and State of the City address, door to door campaigns, amongst the other areas they participate on.

### **2.3.8 Ward Committee Establishment And Functionality**

#### **2.3.8.1 Ward Committee Meetings Process Plan**

Ward Councillors and Ward Committees submit an annual schedule of meetings with venues, dates and times at the beginning of each financial year. These Ward Committee meetings are held bi-monthly and minutes are compiled and kept at Public Participation Department.

All Ward Committee minutes & attendance registers were submitted to the relevant community facilitator monthly who in return co-ordinates responses on issues raised in the meetings around service delivery by forwarding those to the relevant Directorates for action and responses for reporting at the next Ward Committee Meeting.

#### **2.3.8.2 Ward Committee Meetings**

During the year under review one hundred and four (104) ward committee meetings were convened in BCMM. Due to activities that occurred in preparation for establishment of Ward Committees i.e. Ward Committee Establishment Awareness Campaigns; distribution of nomination forms; Ward Committee elections and co-options in Ward Committee vacancies, Ward Committee Meetings only started in February 2012.

For the Financial year 2011/2012 about twenty two (22) Ward public meetings were held from March 2012 after the establishment of Ward Committees and amongst the meetings convened, the following consultations were held: IDP/Budget hearings, Revenue Management Consultations, Indigent Policy

Consultations and Ward General meetings. All these meetings were intended to enhance Public Participation as a value within developmental local government.

#### **2.3.11.4 Participation of Ward Committees in the Municipal Activities**

During the year under review Ward Committees participated in the following municipal activities IDP hearings, State of the Metro Address, Revenue Management Policy consultation, Indigent Policy Campaigns, Air Quality Management public meetings, Council Open day and Ward Councilors feedback general meetings.

## **2.4 COMMUNICATION**

The current strategy which was adopted by Council on the 5th October 2010 is under review. In augmenting the channels of communication the Institution has supported the establishment of Mdantsane FM with the view of encouraging public participation. The institution has utilized this communication platform by producing weekly development news which focuses on service delivery issues.

The internal electronic newsletter (BCMM Monthly) is also growing and is very popular with BCMM employees and externally as we also produce a hard copy. The Municipality had also produced Ward Based Newsletters which were focusing mainly on the projects and developments that took place in the wards. Also the production of DVD's that carry educational and informative content for BCMM employees and the public. These DVD's focus on IDP, Municipal Finance, Water Services, Solid Waste and Induction Programme. They are currently shown in all Municipal Service Offices.

The Metro was the only Municipality that produced ward-based newsletters and audio news and that had attracted the attention of Government Communications and Information Systems (GCIS) and the Office of the Premier in the Eastern Cape. The Communications Unit was then invited in Nelson Mandela Bay to share the best practices on communications. The case study was presented to all municipalities during the induction of new communicator.

Above this the Metro now has a fully fledged Metro Communicators Forum (MCF) which meets quarterly. This forum was launched by the Executive Mayor and it has been instrumental in the establishment of MdantsaneFm and input in the new Communications strategy.

The Unit has also developed communication plans for different campaigns within the metro like:

IDP/Budget Road shows

Open Council Day

Waterloss Campaign

Indigent Registration Campaign

Clean-up Campaign

State of the Province Address

State of the Metro Address

Exco-Outreach

Illegal Connections Awareness Campaign

Safety Campaign

Summer Season Campaign

The Municipal Website is updated daily with activities from the different Municipal units, Municipal Tenders, Vacancies. Then monthly updates on Municipal Policies, Strategies and other legislated documents.

## **2.5 INTERGOVERNMENTAL RELATIONS**

BCMM continued to partner with public enterprise, parastatals and other government departments on various projects. Through the Glasgow partnership another 50 000 books were donated the Eastern Cape Department of Education during the financial to schools in Buffalo City area. In addition, through the Swedish partnership BCMM was supporting an Emergency and Ambulance Services project with the Eastern Cape Department of Health which looked at the skilling of paramedics and improving ambulance services to local communities. Other initiatives included the signing of an agreement with BCMM, Department of Cooperative Governance, Eastern Cape Department of Local Government and Traditional Affairs and Mercedes Benz South Africa to address institutional and service delivery challenges; partnership with Eastern Cape Department of Public works, and Department of Correctional Services to support municipal road upgrade and cleanliness. In addition, BCMM had through the Milwaukee County (USA) partnership funded the upgrading and expansion of the Aspiranza Clinic which now falls under the auspices of the Department of Health.

## **2.6 INTERNATIONAL PARTNERSHIPS**

Buffalo City Metropolitan Municipality (BCMM) took its cue on development cooperation and international relations directly from the South African Foreign Policy. The objective was to make a contribution towards strengthening governance and local democracy, and reducing poverty. The partnerships with Gävle - Sweden, Leiden – Netherlands, Milwaukee County- USA, Glasgow – Scotland and Region of Tuscany- Italy through their donor agencies all have the same goal.

During the year under review South Africa became a member BRICS. The BRIC countries, namely, Brazil, Russia, India and China had been recognized as emerging economies of the future and South Africa's alliance with these emerging economies could auger well for trade and investment opportunities. Realizing that there was potential and benefits that could be derived for BCMM from this country arrangement, (BCMM) resigned an agreement with the city of Qinhuangdao, Hebei Province in China which had a bilateral partnership with the former East London Transitional Local Council and BCMM. The partnership with Francistown, Botswana was still actively being pursued however it had been recognized that funding would be a problem and therefore opportunities for

collaboration would be investigated through the Swedish partnership which made provision for tripartite funding.

In March 2012 BCMM partnered with the Department of International Relations and Cooperation to host an International Relations Seminar termed “Reflection on South Africa’s International Relations Engagements: Implication for National and Regional Development” with the Minister of International Relations, Ms Maite Nkoana-Mashabane.

## **2.7 LEGAL MATTERS**

### **2.7.1 Setting up of Legal Units**

BCMM has legal services spread in three directorates as follows:

- Legal Services Section in the directorate of the Municipal Manager dealing with general litigation and provision of legal advice and legal opinions;
- Human Resources in the directorate of Corporate Services dealing with labour matters; and
- Debt Collection in the directorate of Finance dealing with debt collection matters.

The last two divisions mentioned above, on a constant basis refer to complex matters in their sphere of operation to the Legal Services Section for advice, opinion and implementation and as such also utilise the human capital of the Legal Services Section.

The Human Resources section also utilises the budget allocated to the Legal Services Section for all their labour cases.

The Legal Services Section, in terms of the applicable organogram has only four posts of legal advisors, namely:

1 x Senior Legal Advisor – funded and filled

2 x Legal Advisors – funded and filled

1 x Assistant Legal Advisor – funded and filled.

Due to the amount of work referred, the present structure is miserably inadequate to meet the requirements of the institution. The section has serious human capital challenges. Over and above this shortage, one of the Legal Advisors is also seconded to assist in the Supply Chain Management Unit.

In respect of the administrative support staff, the Legal Services Section has two posts, in terms of the applicable organogram as follows:

1 x Administration Officer – vacant and unfunded

1 x Typist Clerk – funded and filled.

A proposal from the Legal Section was tabled seeking to amend the structure by increasing the personnel in respect of legal advisors as well as administrative support staff. The proposal had been

put in a state of suspension due to the process of developing a new structure after the attainment of a metropolitan status and the Legal Service Section continues to operate in highly unfavourable conditions insofar as staff provisioning was concerned.

## 2.7.2 External Legal Services Providers

The list of external legal service providers engaged in the 2011/2012 financial year are as listed in the table below:

### LIST OF LEGAL SERVICE PROVIDERS IN 2011/2012

NAME OF FIRM/SERVICE PROVIDER	STREET ADDRESS	SURBURB/TOWN	POSTAL CODE
B. Bangani Attorneys	50 St. Georges Street	Southernwood	5201
Bax Kaplan Incorporated Attorneys	2 Clevedon Road, Clevodon House	Selborne	5201
Enzo Meyers Attorneys	16 Smartt Road	Nahoon	5241
Kirchmanns Incorporated	Global House, 3 Pearce Street	Berea	5241
Matyeshana  & Moodley Attorneys	Ground Floor, Pilot Mill House, The Quarry	Selborne	5201
Makhanya Incorporated	Cnr of Argyle & Oxford Street, Werners Building, 2nd Floor	East London	5201
Maseko Tilana Incorporated	Meyers Building, 67 Cambridge Road	East London	5200
Mfazi Kose Incorporated	16 Smartt Road	Nahoon	5241
Matanda & Company	1st Floor, Motorland Building, Cnr Fleet & Oxford Str.	East London	5201

MMV Attorneys	Suite 3, 1st Floor, Sherwood House, 1 Batting Road	Beacon Bay	5205
Niehaus Mc Mahon Attorneys	21 Belgravia Crescent, Southernwood	Southernwood	5201
Nongogo Nuku Inc.	39 Balfour Road	Vincent	5201
Nqoma & Company	No. 7 Union Building, Union Street	East London	5200
Smith Tabata Attorneys	57 Western Avenue, Vincent	Vincent	5213
Tinto Du Plessis & Associates Inc.	32 Tecoma Street	Berea	5247
Wikus van Rensburg Attorneys	36 Western Road, Central	Port Elizabeth	6001
Wesley Pretorius & Associates	Ground Floor, Pilot Mill House, The Quarry	Selborne	5201

A database of External Legal Service Providers were in the process of procurement and will be up and running and being utilised in the next financial year.

### 2.7.3 Legal Outcomes

It was remarkable to note that despite the dire straits under which the Legal Service Section was functioning at one hundred percent (100%) success rate was achieved in the 2011/2012 financial year in cases finalised by the courts.

### 2.7.4 Criminal Matters Emanating from corruption and fraud

Criminal matters emanating from possible or alleged corruption and fraud were still being investigated by the South African Police Services and other state agencies e.g. Waste, Tender Irregularities; Ernst and Young Investigation on Tender Awards during Dr Zitha's tenure as Acting Municipal Manager.

### 2.7.5 Management of Legal Risk

Management of risk involves the engagement of possible exposure to litigation which was an aspect of the broader Institutional Risk Management Framework. Management of risk including the risk of exposure to litigation was cross-cutting and was not confined only to the Legal Services Section but is a responsibility of every official of the municipality.

### **2.7.6 Municipal Courts**

The Legal Services Section was also engaged in the process of establishing municipal courts in the area of jurisdiction of Buffalo City Metropolitan Municipality. To this end, the section is in the process of consultation with various stakeholders necessary for the task to be a success.

## **2.8 SPECIAL PROGRAMMES FOCAL AREAS – MAINSTREAMING CROSS-CUTTING ISSUES**

The Special Programmes Unit in line with its developmental metro trajectory seeks to create an environment within the Integrated Development Plan (IDP) which was responsive and supportive of attaining the 8 Millennium Development Goals (MDGs) by 2015. The 8 goals are to:

- Eradicate extreme poverty and hunger;
- Achieve universal primary education ;
- Promote gender equality and empower women;
- Reduce child mortality;
- Improve maternal health;
- Combat HIV and AIDS, malaria and other disease;
- Ensure environmental sustainability; and
- Develop global partnerships for development.

It was therefore of vital importance that the mainstreaming of vulnerable and marginalized groups within all IDP clusters was prioritized and realized so that the metro considers the vulnerable groups and their needs in planning and delivering services. The 2010 National Antenatal Sentinel HIV & Syphilis Prevalence Survey in SA reveals that the HIV prevalence rate within the Amathole District had increased by nearly 5% since last to a HIV prevalence rate of 31.5% which was higher than the Eastern Cape prevalence rate of 29.9% and the National prevalence rate of 30.2%.

Vulnerability reduction including HIV infection and prevalence rates required to be considered in relation to its drivers namely; informal housing, access to water, sanitation and their role in the health and welfare of specifically vulnerable groups. HIV was therefore no longer a medical health approach but “health” within this context and as defined by the World Health Organization (WHO), “was a state of complete physical, social, economic wellbeing, and not merely the absence of disease or infirmity”.

To this end, mainstreaming seeks to firstly address and redress the challenges faced by the cross-cutting marginalized groups in terms of their susceptibility towards becoming at risk or negatively impacted on due to various factors namely: biological (access to clean water and health services),

behavioural (gender inequality) and social factors (children and women at risk of social violence as a result of unsafe housing and inadequate environmental lighting). Secondly, mainstreaming focuses on vulnerability viz., the consequences and results of being HIV infected, the ability of child headed households, indigents and those living in abject poverty to access livelihood assets and support from the state and other agencies.

Ongoing mainstreaming initiatives were in place within the various IDP clusters and these included the Indigent Policy, SCM's preferential procurement initiatives for women, youth etc, disability friendly primary health clinics and resource centres.

The metro was approached by South African Medical Research Council (MRC) and the Centre for Health Policy, School of Public Health (University of the Witwatersrand) to participate in a pilot project titled *Mainstreaming of the Millennium Development Goals within the metro's Integrated Development Plan*.

The metro would be the first local authority to have such a mainstreaming implementation plan with emphasis on vulnerable groups.

## **2.9 BCMM Mainstreaming Mechanisms**

### **2.9.1 BCMM Women's Caucus**

On the 16<sup>th</sup> March 2012 the metro launched the Women's Caucus. The Caucus seeks to rally all women Councillors towards one common goal of ensuring involvement of women in all decision making structures of Council, and advocating gender equality within the metro's structures and processes.

### **2.9.2 Buffalo City Disability Forum**

The est while BCM established and launched its Disability forums in December 2010 and members of this forum were nominated from the disability sector. The forum serves as a platform for persons with disability to participate and input on municipal programmes. To this end forum had developed its action plan for current year and this plan is on the implementation phase.

In addition to an external stakeholder's Disability Forum, the metro had established and launched an Interim *Disability Employee Committee* in April 2012. The Committee serves as an advisory and consultative body engaging in advocacy and diversity awareness raising and representing disabled employee's interests and concerns within Buffalo City Metropolitan Municipality Council structures and as the metro addresses Employee Equity within the workplace.

### **2.9.3 Metro AIDS Council**

BCMM established and launched its AIDS Council in December 10 and it was known as the Local AIDS Council. This council was comprised of different sectors i.e. Government Departments, NGOs, Traditional leaders, Disability forum etc. In June 2012 the LAC was formerly launched as Metro AIDS Council and Members of the Council signed a pledge as a symbol of their commitment and



dedication. The MAC was further inducted on its mandate by BCMM under the technical guidance of the Eastern Cape AIDS Council. Currently the MAC is in a process of rolling out its Action plan for the current year which includes the School behavioural change programme.



Figure... BCMM City Manager and MAC Members with the signed pledge during candle light (Re - launch of MAC)

#### **2.9.4 Buffalo City Metropolitan Youth Flagship programmes**

BCMM has two youth development flagship programmes namely; BCMM Bursary Fund and Youth Advisory centers.

##### **2.9.4.1 The Buffalo City Metropolitan Municipality Bursary Fund**

The Buffalo City Metropolitan Municipality Bursary Fund had been operational since 2008. The Fund provided financial assistance to applicants from historically disadvantaged backgrounds who were studying in the scarce skills fields of *Engineering, Finance, Information Technology / Computer Sciences, Agriculture, Health and Environmental Sciences, as well as Planning and Economic Services.*

In addition to the Bursary Fund providing financial assistance, the Fund also provided beneficiaries with an opportunity to participate in experiential learning placements and or internships within the metro without creating an expectation that said beneficiaries will be absorbed as employees within the metro.

The Bursary Fund is a concerted human capital initiative to address the scarce skills shortage within the metro's geographical area. To this end, Bursary Fund graduates would ideally find meaningful employment locally versus being attracted to other metros.

When the Fund was initiated in 2008, ten (10) beneficiaries were enrolled and currently there are twenty eight (28) beneficiaries within the 2012 academic year. The Fund caters each year for both new beneficiaries and for those existing beneficiaries who have performed

academically satisfactorily within their current academic year, to reapply for the next academic year. A snapshot of the Bursary Fund to date is reflected below:

Academic Year 2011

No of Beneficiaries:	25 – Beneficiaries (12 new beneficiaries and 13 carry forward beneficiaries)
Outcomes:	2 – Graduates
	17 – Pass and qualify for 2012 Bursary Fund
	4 – Continue studies without assistance Bursary Fund
	2 – Failures
Project Budget :	R1 100 000

Academic Year 2012

No of Beneficiaries:	28 – Beneficiaries (11 new beneficiaries and 17 carry forward beneficiaries)
Project Budget :	R1 400 000

Within 2011 the following beneficiaries have graduated and are in internships within the metro as follows:

Beneficiary Name	Tertiary Qualification	Year of Graduation	Outcomes post-Graduation
Ms X Mblashwa	Bachelor of Social Science	2011	BCMM intern Local Economic Development for 12 months from May 2012
Ms N Jamangile	Bachelor of Agriculture Extension / Production	2011	BCMM intern Local Economic Development for 12 months from May 2012
Ms A Janbos	Bachelor of Science - Biochemistry	2011	BCMM intern Scientific Services for 12 months from May 2012
Ms P Nqaba	Bachelor of Science - Economics	2011	Pursuing her studies at own expense

It is estimated that at least five (5) beneficiaries will graduate following the 2012 academic year and will embark on internships within the metro as follows:

Envisaged Bursary Fund Internships for 2013	Field of Study
2	Information Technology

1	Business Management and Economics
1	Electrical Engineering
1	Environmental Services

### Experiential Learning Placements

The following experiential learning placements have been facilitated for Bursary Fund beneficiaries as part of their pre-graduation requirements.

Beneficiary Name	Field of Study	Year of Study	Experiential Learning Placement
Mr A Ketelo	Mechanical Engineering	3 <sup>rd</sup> year	BCMM Mechanical Workshops for 12 months from March 2012
Mr A Bhomiseni	Engineering	3 <sup>rd</sup> year	BCMM Engineering Directorate for 6 months from November 2012

Figure.. Experiential Learning Placements

#### 2.9.4.2 Youth Advisory Centre

BCMM in partnership with National Youth Development Agency (NYDA) has established three Youth Advisory Centers which operate from Mdantsane, King Williams Town and Trust Centre. The centers cover mainly 5 key main streams:

- ✓ Employment
- ✓ Self-employment
- ✓ Education
- ✓ Health and well being
- ✓ Citizenship

These Centers provide both Career Guidance and Outreach Services to both in and out school youth including internet access and life skills initiatives.

#### 2.9.5 Life Skills Programme

Schools with performance challenges were identified at Mdantsane and the life skills programme was introduced by Youth Advisories to guide and assist learners with their Study plans and study strategies.

#### 2.9.6 Database for unemployed youth

Each center has developed its database for unemployed youth. External stakeholders are able access the database through Youth Advisors for instance,

- ✓ 12 young people were selected from the database for learnership programme and they were given stipend.
- ✓ Volunteers were selected from the data base for Phelophepha job opportunities and they were given stipend.

### 2.9.7 Information Sharing Session

In fulfilling the youth advisory mandate, a number of information sharing sessions were held by Youth Advisors in partnership with other stakeholders' i.e.

- Job Summit which was held at East London ICC.
- Port Festival at East London Port.
- Adopt-a- Child session held at Orient Theatre.
- Youth celebrations held at Home Affairs and at City Hall.
- The one we recently held at Ncera Village 2
- Luniko Productions expo – career guidance
- Nompendulo High – career guidance
- Forbes Grant School – career guidance
- Expo by the Department of Local Government and Traditional Affairs SPU

### 2.9.8 Training Opportunities for Youth

Through Youth Advisors a number of young people including the following were trained on different areas:

- ✓ Young people from Mdantsane N.U. 3 were trained by MERSETA and Border Training Center on Motor Mechanic and Welding.
- ✓ Young people from ward 7 were trained by Buyisa – E- bag on recycling.
- ✓ Community member from ward 33 attended entrepreneurial skills workshop offered by Kakgiso Trust and MBSA.
- ✓ Care givers from King Williams Town were trained by Sakhisizwe and the Department of Social Development.

### 2.9.9 Registration of Non Profit Organizations and Co- operatives

Young people are assisted with the registration of their non- profit organizations e.g. Ikakha lesizwe Support Center and Women's co- operative.

### 2.9.10 Access to Funding

The following individuals and organization were assisted and guided by Youth Advisors to identify funding sources and access funding.

Organization	Source of Funding	Project Name	Funding

Berlin Football association	Mr. Kumbanca and Soccer Legend Jomo Sono	Soccer Tournament	R 10 000
Weza Cane Waving	National Arts Council	Cane Waving	R20 000
		Catering	Container
Women's co- op Youth Co-op Youth c- op Person's with Disability co- op	Department of Economic Development Tourism co –operative unit	Brick Making Grass Cutting Sewing Brail	Mentorship programme

### 2.9.11 Referrals

As part of health and well-being youth advisory stream, psycho support services are also rendered to young people in a form of referrals.

### 2.9.12 Days of Importance

#### 2.9.12.1 Days of Activism – Against Women and Child Abuse

Under the theme Don't look back fight against crime BCMM in partnership with Gender Commission conducted awareness campaigns on Gender based violence, Human trafficking and HIV and AIDS at Reeston and Nxarhuni.

#### 2.9.12.2 World AIDS Day

In co-ordinating BCMM HIV and AIDS related activities BCMM SPU Unit, in partnership with BCMM Health Support and Wellness Centre hosted a World AIDS Day event for BCMM employees and communities and the event was in two phases.

Improvising on the normal annual traditional World AIDS day events, the first phase of hosted event was intended to benefit and make a difference in BCMM community as such Heaven Wellness centres benefited in this event. A number of items for the smooth running of the center were presented to the center by the Community Services Portfolio Holder Councillor; T Zantsi on behalf of BCMM Executive Mayor. The second phase was the normal event which was intended to raise HIV and AID awareness for BCMM employees.

#### 2.9.12.3 Candle Light Memorial



Figure, BCMM Candle light memorial

Under the theme *Promoting Health and Dignity Together*, Buffalo City Metropolitan Municipality Special Programmes Unit in conjunction with Buffalo City Employee Wellness centre hosted a candle light memorial event in June 2012 at East London City Hall. The purpose of the event was twofold that is the Candle Light memorial and the launch of the Buffalo City Metropolitan AIDS Council. BCMM Local AIDS Council was formally given the name status of a Metro AIDS Council. Members of the Metro AIDS Council led by the Deputy Mayor and the City Manager signed a pledge as a symbol of their commitment and dedication on the fight against AIDS. Lastly the Deputy Mayor led the candle light

### 2.9.13 Mayoral Project

The following Mayoral projects are facilitated and co- ordinate within Special Programmes Unit with the technical guidance of Mayors office.

The annual Mayoral Older Persons Christmas lunches were hosted in EL at Amalinda Old age home and KWT at Dimbaza and visits to hospitalized children were undertaken to spread some goodwill and cheer to those less fortunate over the festive season

## 2.10 INTERNATIONAL PARTNERSHIPS

BCMM has formed partnerships with a number of international organisations which includes among others Youth Brigade, School twinning programmes and Isibindi/ Safe Park Project.

### 2.10.1 Isibindi Safe Park Project

BCMM had recently signed a Memorandum of understanding with the Dutch Foundation Stitching Stendbend and East London high transmission area for the realisation of the Isibindi/ Safe Park project. The projects seek to improve the lives of Orphans and Vulnerable Children fr.om Duncan Village.

## 2.11 OVERVIEW OF THE EXECUTIVE AND COUNCIL FUNCTIONS AND ACHIEVEMENTS

### 2.11.1 Highlights On Organizational Support Achievements

#### STATISTICS FOR JULY 2010 TO JUNE 2011

The Organisation Support Department forms an integrated part of the Corporate Services Directorate and plays a vital role in fulfillments of the IDP principles taking into consideration its priority issues, objectives and strategies.

Organizational Support department consist of three divisions which are as follows:-

- ✓ Auxiliary and Records Management unit which provide office administration and Records Management;
- ✓ Administrative and Council Support unit which provide secretarial duties to Council and Committees; and
- ✓ ICT unit, this unit is responsible for providing information management and technology support services to the entire Buffalo City Metropolitan Municipality.

The following items are regarded as highlights or achievements of this department during the period July 2010 to June 2011.

## 2.12 STANDING COMMITTEES AND COUNCIL MEETINGS

The Buffalo City Council consists of 89 Councillors with Executive Mayor at the helm of the Executive Mayoral Committee and Council Speaker who is the Chairperson of the Council. It should be noted that Council amongst other things is responsible for policy making and approval of by-laws for Buffalo City Metropolitan Municipality. The Council appointed members from its ranks to serve as Committees and to operate in terms of the delegated powers vested on them by the Council. They are accountable to the Council and the Council is accountable to the electorate and the public in general.

The Municipal Structures Act and Municipal Systems Act emphasizes that Council must encourage and develop mechanism for community participation in the affairs of the Municipality to ensure that the general welfare of all communities is catered for. Buffalo City Metropolitan Municipality created various platforms for community participation.

The following are some of the forms:-

- ✓ Ordinary open Council meetings,
- ✓ Standing Committee meetings;
- ✓ Ward Committee Meetings are open to the public to come and view Council deliberations.

Public maybe permitted through the office of the Speaker to make presentations provided that a motion for such presentation was submitted on the stipulated time frames.Council through the establishment of Ward Committees consisting of various interest bodies and chaired by a Ward Councillor allows for public participation and their needs are channelled through to Council by the Ward Councillors and affected Directors by means of written reports and minutes of meetings.

In order for Councillors to familiarize themselves with the operations of the Municipality, the Committees led by Portfolio Councillors work closer with the City Manager, Directors. The following are statistic and achievements of Committees and Council meetings held during the period July 2009 to June 2010, it being noted that these statistic include July 2010 to October 2010.

**Table 36 STATISTICS ON COUNCIL AND MAYORAL AND STANDING COMMITTEE MEETINGS:  
July 2010 to June 2011**

Name of Committees	Ordinary Meetings 2009/10	Special Meetings 2009/10	Ordinary Meetings 2010/11	Special Meetings 2010/11
Council	12	8	13	10
Mayoral Committee	18	6	14	3
Constituency, Community Participation and Special Programmes Strategic Committee	7		7	
Community Services Standing Committee	6		5	
Corporate Services Standing Committee	9		5	
Development Planning Standing Committee	10		6	
Engineering Services and Infrastructure Development Standing Committee	5		5	
Finance Standing Committee	11		9	
Health and Public Safety Standing Committee	9		6	
Housing, MURP and DVRI Standing Committee	8		3	
IDP, Budget Policy and Performance Management Strategic Committee	6		8	
LED, Tourism and Rural Development Strategic Committee	6		6	
Sub-committees such as Audit Committee, Employment Equity and Training, Political Multi-party, Restructuring Grant etc.	41		62	
<b>TOTAL NUMBER</b>	<b>148</b>	<b>14</b>	<b>149</b>	<b>13</b>



Table 37 TERMS OF REFERENCE FOR STANDING / STRATEGIC COMMITTEES

Corporate Services

Membership	Quorum
14 members, representatives as proposed by all parties represented on the Council, provided a member does not serve on more than 1 operational standing committee.	7 (50% of the members, including the chairperson)

Terms of Reference

- ✓ To consider and to make recommendations to the Council on the measures necessary in respect of the recruitment, selection and remuneration of all employees with particular reference to the application of Council policies in relation to affirmative action;
- ✓ to consider industrial relations matters;
- ✓ to consider the conduct of negotiations in respect of salary increases and fringe benefits; to supervise measures generally in respect of the avoidance of strike and other conflict actions;
- ✓ to investigate questions relating to job evaluations and the submission thereof to the Bargaining Council;
- ✓ to consider measures relating to Bargaining Council, CCMA and Labour Court hearings;
- ✓ to consider manpower planning;
- ✓ to consider measures relative to personnel administration, salaries and payrolls;
- ✓ to consider and make recommendations relating to financial aspects on matters relating to staff policy, including general conditions of service and the recruitment, utilization and development of staff;
- ✓ to advise the Council on policy regarding the appointment of Directors, General Managers and Heads of Departments and confirmation of their appointments;
- ✓ To consider measures relative to the Workmens' Compensation claims;
- ✓ to consider measures to ensure safe working conditions in terms of the Occupational Health and Safety Act;
- ✓ to consider measures for the provision of the Occupational Health services;
- ✓ to consider measures for the provision of safety training;
- ✓ to consider measures for the provision of services for investigations relating to accidents;
- ✓ To consider and recommend such measures as may be necessary from time to time relative to the provision of Work study facilities to improve productivity in the municipal workforce;

- ✓ To consider such measures as may be taken in respect of the training and staff development of municipal personnel of various levels together with the provision of such services as may be desirable to other local authorities or regional authorities in respect of training;
- ✓ To consider and recommend matters pertaining to Employment equity and Skills development;
- ✓ To recommend policy guide-lines and strategy for the Institutional Cluster in respect of services, programmes and plans, to provide the broad framework for Councillors and officials concerned with the preparation of a single, inclusive and strategic Integrated Development Plan for Buffalo City;
- ✓ To consider any particular item or any matter of policy referred to it by the Executive Mayor, Mayoral Committee, the Municipal Manager or relevant Director;
- ✓ To formulate and recommend proposals on priorities and policy objectives over the whole range of the Council's activities and make recommendations to the Council with particular reference to Administrative, Management Information, Tele-communication systems and procedures;
- ✓ To review and comment on the effectiveness and appropriacy of the Council's policies in relation to Administrative matters, Management Information Systems and Tele-communications Systems;
- ✓ To inform the Council on legal matters, appropriate legislation and its promulgation as well as provide advice on matters such as rules of order, standing orders and the terms of reference of Committees; and
- ✓ To ensure that effective Committee support services are rendered to the Council, the Mayoral and all Operational and Strategic Standing Committees.

**Table 38 Development Planning Standing Committee**

Membership	Quorum
14 members, representatives as proposed by all parties represented on the Council, provided a member does not serve on more than 1 operational standing committee.	7 (50% of the members, including the chairperson)

**Terms of Reference**

- ✓ To make recommendations to the Mayoral Committee and Council on transportation, town and regional planning, architectural, land survey and land administration matters allocated to it and to report and make recommendations thereon to the Council and to investigate strategic land and property use;

- ✓ To recommend policy guide-lines and strategy for the Spatial Cluster in respect of services, programmes and plans, to provide the broad framework for Councillors and officials concerned with the preparation of a single, inclusive and strategic Integrated Development Plan for Buffalo City;
- ✓ To consider any particular item or any matter of policy referred to it by the Executive Mayor, Mayoral Committee, the Municipal Manager or relevant Director;
- ✓ To advise the Council on the overall management, allocation, alienation and control of land, resources and buildings owned by the Council; and
- ✓ To advise the Council on policy and procedures in regard to Transport Planning, Transport Operations and Traffic Engineering;

**Table 39 ENGINEERING SERVICES AND INFRASTRUCTURE DEVELOPMENT STANDING COMMITTEE**

Membership	Quorum
14 members, representatives as proposed by all parties represented on the Council, provided a member does not serve on more than 1 operational standing committee.	7 (50% of the members, including the chairperson)

**Terms of Reference**

- ✓ To consider and to make recommendations on all matters affecting the civil engineering and electrical infrastructure, associated designs and mechanical and scientific services with particular reference to roads construction and maintenance, stormwater drainage, wastewater and water services, electrification and distribution thereof, mechanical and scientific services;
- ✓ To consider all matters affecting the built environment with the exception of town planning building control and metropolitan transportation matters falling under the jurisdiction of the Development Planning Standing Committee;
- ✓ To consider nuisances relating in particular to the safety of persons in or about public streets and places but with the exception of those matters under the jurisdiction of the Social Services Standing Committee;
- ✓ To consider and make recommendations on fleet management and mechanical undertaking and other matters falling within the Committee's terms of reference and all matters incidental to the above;
- ✓ To recommend policy guide-lines and strategy for the Infrastructure Cluster in respect of services, programmes and plans, to provide the broad framework for Councillors

and officials concerned with the preparation of a single, inclusive and strategic Integrated Development Plan for Buffalo City; and

- ✓ To consider any particular item or any matter of policy referred to it by the Executive Mayor, Mayoral Committee, the Municipal Manager or relevant Director.

**Table 40 FINANCE STANDING COMMITTEE**

Membership	Quorum
14 members, representatives as proposed by all parties represented on the Council, provided a member does not serve on more than 1 operational standing committee.	7 (50% of the members, including the Chairperson)

**Terms of Reference**

- ✓ To formulate recommendations to the Executive Mayor (Mayoral Committee) on financial matters. As an Operational Committee the scope of these financial matters would include considerations of the financial position of Council in terms of the budget from an accrual as well as a cash flow perspective;
- ✓ To make recommendations to the Mayoral Committee and Council on appropriate actions to be taken to achieve Budgetary objectives;
- ✓ To report monthly to the Mayoral Committee and Council on the financial position of the Municipality; and
- ✓ To make recommendations to the Mayoral Committee and Council.

**Financial matters within the ambit of this Committee include:**

- ✓ Asset and Risk Management;
- ✓ Revenue Management and Treasury Management;
- ✓ Credit Control;
- ✓ Income and Expenditure on Revenue and Capital Accounts;
- ✓ Writing off of Arrears;
- ✓ Adjustments and Virements;
- ✓ Claims by and to Council;
- ✓ Dog Tax;
- ✓ Fund Transfers and Investments;
- ✓ Raising and Repayment of Loans;

- ✓ Refunds and Compensation;
- ✓ Remuneration Staff and Councillors;
- ✓ The Municipal Market;
- ✓ Trade and Road Traffic Licences;
- ✓ Assessment of Rates;
- ✓ Valuation of Properties and Maintenance of Valuation Roll; and
- ✓ Financial Matters pertaining to Housing.

#### THE FINANCE BUDGET COMMITTEE

The Finance Budget Committee will fulfil the following Operational functions. It must be emphasized that the interface with the IDP, Budget Strategy and Performance Management Committee is central to the achievement of delivery objectives and must be closely monitored.

#### FUNCTIONS OF THE FINANCE BUDGET COMMITTEE

- ✓ Budget Implementation
- ✓ Monitoring and Budget Progress
- ✓ Control Measures of Budget Implementation
- ✓ In-year Financial Reporting

#### INTERACTION WITH OTHER COMMITTEES OF COUNCIL

##### AUDIT COMMITTEE

To receive reports from the Audit Committee and formulate recommendations to the Mayoral Committee and Council of action to be taken on the basis of the report.

##### IDP, BUDGET POLICY AND PERFORMANCE MANAGEMENT COMMITTEE

- ✓ To provide the IDP, Budget Policy and Performance Management Committee with information regarding tariff performance and revenue performance with the purpose of establishing the quantum of the Budget;
- ✓ Budget Issues being dealt with by the IDP, Budget Strategy and Performance Management Committee regarding the Budget;
- ✓ Budget and IDP alignment;
- ✓ Budget Policy formulation;
- ✓ Service levels;
- ✓ Rural / urban issues;
- ✓ Roll-out of services plan;
- ✓ Capital projects for delivery; and

- ✓ To consider any particular item or any matter of policy referred to it by the Executive Mayor, Mayoral Committee, the Municipal Manager or relevant Director.

**Table 41 COMMUNITY SERVICES STANDING COMMITTEE**

Membership	Quorum
14 members, representatives as proposed by all parties represented on the Council, provided a member does not serve on more than 1 operational standing committee	7 (50% of the members, including the chairperson)

- ✓ To consider and make recommendations to the Mayoral Committee and Council in respect of all environmental services matters as provided for in any relevant legislation; to consider all matters relating to the natural environment, horticulture, parks and recreation and related amenities under the control of the Director of Community Services; to consider and make recommendations on matters relating to the regulation and control of sanitary and cleansing matters, cemeteries and health.
- ✓ To consider and make recommendations to the Council in respect of all matters related to libraries, art galleries and matters relating to music, to consider and make recommendations on matters relating to entertainment and other cultural activities; the regulation and control of sporting facilities and activities.
- ✓ To recommend policy guide-lines and strategy for the Social Cluster in respect of services, programmes and plans, to provide the broad framework for Councillors and officials concerned with the preparation of a single, inclusive and strategic Integrated Development Plan for Buffalo City.
- ✓ To consider any particular item or any matter of policy referred to it by the Executive Mayor, Mayoral Committee, the Municipal Manager or relevant Director.

**Table 42 IDP, BUDGET POLICY, PERFORMANCE MANAGEMENT AND INTEGRATED ENVIRONMENTAL MANAGEMENT**

Membership	Quorum

7 representatives as resolved by Council.	4 (50% of the members, including the chairperson). Councillors who are not members of the standing committee are not counted towards a quorum.
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- ✓ To oversee on behalf of the Executive Mayor the process of integrated development planning (strategic planning) in Buffalo City, including annual reviews of the IDP, and to make recommendations to the Executive Mayor in this regard in terms of chapter 5 of the Municipal Systems Act and section 56 of the Municipal Structures Act;
- ✓ To assist the Executive Mayor to ensure that municipal strategic planning is aligned with constitutional values and oriented towards the progressive achievement of equity in Buffalo City in terms of section 23 of the Municipal Systems Act;
- ✓ To make recommendations to the Executive Mayor that aim to ensure that the resources and capacity of the municipality are mobilized to achieve the strategic developmental priorities and objectives as reflected in the IDP;
- ✓ To make recommendations to the Executive Mayor on all aspects of the performance management systems in terms of chapter 6 of the Municipal Systems Act;
- ✓ To make recommendations to the Executive Mayor aimed at ensuring an acceptable level and quality of public participation in municipal strategic planning, budgeting and institutional performance management in terms of section 16 of the Municipal Systems Act;
- ✓ To make recommendations to the Executive Mayor aimed at ensuring that the municipality gives effect to, and conducts its affairs in a manner which is consistent with its IDP (section 36, Municipal Systems Act);
- ✓ To assist the Executive Mayor in promoting the sustainable utilisation, development and protection of Buffalo City's natural, social, cultural and economic resources throughout all sectors of the municipal community [section 4(2)(d) of the Municipal Systems Act];
- ✓ To oversee on behalf of the Executive Mayor the process of preparing and implementing integrated environmental management policies and plans for Buffalo City, including regular reviews, and to make recommendations to the Executive Mayor in this regard;

- ✓ To make recommendations to the Executive Mayor on modes of service delivery that are equitable, affordable and sustainable;
- ✓ To make recommendations to the Executive Mayor on budget policies and processes; and
- ✓ To make recommendations to the Executive Mayor that aim to ensure that the budget is in line with the IDP.

**Table 43 CONSTITUENCY, COMMUNITY PARTICIPATION AND SPECIAL PROGRAMMES STANDING COMMITTEE**

Membership	Quorum
7 representatives as resolved by Council	4 (50% of the members, including the chairperson). Councillors who are not members of the standing committee are not counted towards a quorum.

**Terms of Reference**

To make recommendations to the Executive Mayor pertaining to the formulation of policies, strategies and programmes aimed at increasing equity for vulnerable, marginalized or special interest groups, with specific focus on:

- ✓ Young people;
- ✓ The aged;
- ✓ The disabled;
- ✓ Gender-related issues (including women and children); and
- ✓ Special projects.
- ✓ To oversee on behalf of the Executive Mayor the implementation of such strategies and programmes
- ✓ To make recommendations to the Executive Mayor on corporate strategies and programmes and the development of partnerships to address the challenge of HIV/AIDS in Buffalo City;
- ✓ To provide guidelines and policies in relation to community participation and Ward Committees;
- ✓ To ensure that effective support services are rendered to the offices of the Executive Mayor, the Speaker, the Mayoral Committee members and all other Councillors;



- ✓ To recommend policy guide-lines and strategy for the relevant Cluster in respect of services, programmes and plans, to provide the broad framework for Councillors and officials concerned with the preparation of a single, inclusive and strategic Integrated Development Plan for Buffalo City;
- ✓ To consider any particular item or any matter of policy referred to it by the Executive Mayor, Mayoral Committee, the Municipal Manager or relevant Directors;
- ✓ To make recommendations to the Executive Mayor aimed at empowering the Buffalo City public, communities and organizations through participation, environmental education, capacity building, research and information services; and
- ✓ To formulate and recommend proposals to the Executive Mayor aimed at ensuring an acceptable level and quality of public participation in matters related to the sustainability of development strategies, programmes and projects.

**Table 44 LOCAL ECONOMIC DEVELOPMENT, TOURISM AND RURAL DEVELOPMENT COMMITTEE**

Membership	Quorum
7 representatives as resolved by Council.	4 (50% of the members, including the Chairperson).

**Terms of Reference**

- ✓ To assist the Executive Mayor in ensuring that the economic development including rural development of the whole community of Buffalo City is promoted (sections 152 & 153 of the Constitution);
- ✓ To make recommendations to the Executive Mayor aimed at ensuring that local economic development, including rural development is sustainable and contributes to job creation and a better quality of life for all;
- ✓ To assist the Executive Mayor to formulate appropriate and feasible local economic and rural development aims, priorities and objectives in terms of section 26(c) of the Municipal Systems Act;
- ✓ To make recommendations to the Executive Mayor relating to Council's policy on the procurement of goods and services;
- ✓ To make recommendations to the Executive Mayor on strategies to:

- Facilitate job creation
  - Stimulate local markets
  - Promote the development of small, medium and micro-enterprises
  - Market the municipality holistically
  - Promote tourism
  - Promote industrial and commercial activities
  - Attract foreign or domestic capital investments
  - Increase the mobility of people, goods and services in Buffalo City.
  - Promote and facilitate rural development.
- ✓ To consider any matter referred to it by the Executive Mayor, the Municipal Manager or relevant Director that has a bearing on the economic development of Buffalo City; and
  - ✓ To recommend policy guide-lines and strategy for the Economic Cluster in respect of services, programmes and plans, to provide the broad framework for Councillors and officials concerned with the preparation of a single, inclusive and strategic Integrated Development Plan for Buffalo City.

**Table 45 HOUSING, MURP and DVRI STANDING COMMITTEE**

Membership	Quorum
14 representatives as resolved by Council	7 (50% of the members, including the chairperson)

**Terms of Reference**

- ✓ To make recommendations to the Mayoral Committee and Council on housing matters allocated to it and to report and make recommendations thereon to the Council and to investigate strategic use of housing resources;
- ✓ To recommend policy guide-lines and strategy in respect of housing services, MURP and DVRI programmes and plans, to provide the broad framework for Councillors and officials concerned with the preparation of a single, inclusive and strategic Integrated Development Plan for Buffalo City;
- ✓ To consider any particular item or any matter of policy referred to it by the Executive Mayor, Mayoral Committee, the Municipal Manager or relevant Director;
- ✓ To advise the Council on the overall management, allocation, alienation and control of housing owned by the Council; and

- ✓ To advise the Council on policy and procedures in regard to housing issues, MURP and DVRI.

**DEVELOPED POLICIES AND PROCEDURES:**

During the financial 2010/11 the following policies and procedures were developed to guide the operations of the Organisational Support.

- ✓ Review Records /Archives Management Policy and procedures;
- ✓ Review section 14 Manual (PAIA);
- ✓ Review File Plan;
- ✓ Review Grant-in –aid policy;
- ✓ Review Standing Rules and Orders at Council Meetings By-law;
- ✓ Developed draft policy on Closure of Council and Committee meetings and marking of confidential items;
- ✓ Language policy;
- ✓ Reviewed 3G Card policy; and
- ✓ 16 ICT Management and Security Policies.