



BUFFALO CITY MUNICIPALITY

BCM MUNICIPAL INTERNATIONAL RELATIONS FRAMEWORK

Preamble

“Previously municipal international relations were poorly coordinated and did not maximise the potential benefits from international networks and experiences. This Policy Framework on Municipal International Relations promotes partnerships between South African municipalities and municipalities across the world in ways which will ensure maximum learning, synergy and promotion of our national interest, including investment promotion. Each municipality involved in municipal international relations should follow this policy to ensure cost-effective and co-ordinated approach to international relations and ensure that its own international relations activities support its developmental priorities. In this way we will be able to build collectively on the vast goodwill of the international community, learn from the innovations of other municipalities, and share our unique local government system with the world. Many countries will find much to learn from our experiences and I believe that we can indeed stand proud amongst the world family and international local government associations for the enormous successes we have achieved in building a developmental sphere of local government.”

Honourable Sydney Mufamadi
Minister for Provincial and Local Government

(October 1998)

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1. BACKGROUND

In the period since South Africa's transition to democracy in 1994, local government international relations become an integral factor in the growing contact between South Africa and the rest of the world both at a bilateral and multilateral level.

South Africa local government participates extensively in international associations; and as a result a wide range of international cooperation arrangements between municipalities from South Africa and other countries have been established. These range from twinning agreements to exchange programmes.

Buffalo City Municipality has made a significant footprint in international relations. Some of the more prominent current initiatives include twinning agreements with the Cities of Gävle (Sweden), and Leiden (Netherlands); partnerships with other international local government associations namely VNG (Netherlands) and SALAIDA (Sweden); and ongoing development assistance through donor agencies such as SIDA, EU, GTZ and Kfw.

BCM has however recognised the imperative to ensure that its international relations should not be ad hoc but rather guided by a clear framework recognising the importance of alignment with *inter alia* the priorities of South African foreign policy. In this regard the Directorate Executive Support Services has been charged with the responsibility to come up with a draft Municipal International Relations Policy Framework.

2. PURPOSE AND OBJECTIVES OF THE MUNICIPAL INTERNATIONAL RELATIONS FRAMEWORK (MIRF)

- 2.1 To align BCM international relations and international development cooperation activities as closely to RSA foreign policy as possible;
- 2.2 To position BCM in the ongoing national (e.g SALGA) discussion about the role of local government – and specifically municipalities – in the conduct of international relations, and actively engage with key stakeholders (eg DPLG) in this regard;
- 2.3 To ensure prioritization of BCM's strategic priorities as outlined in the CDS, IDP/Budget and LED strategy;
- 2.4 To promote Buffalo City Municipality as an attractive location for investment and tourism; and

- 2.5 To prepare the ground for a comprehensive BCM IR Strategy that takes all of the above into consideration.

3. SOUTH AFRICAN FOREIGN POLICY PRIORITIES

“South Africa’s foreign policy is informed by its domestic policy and the two are mutually reinforcing. Informed by its domestic policy, South Africa’s foreign policy is guided by the vision of a better South Africa in a better Africa and a better World, that is, better life for all.”

MANDATE OF THE DEPARTMENT OF FOREIGN AFFAIRS:
STRATEGIC PLAN 2006 - 2009

South Africa’s Foreign Policy priorities are as follows:

- 3.1 **Consolidation the African Agenda:** consolidation of the African Agenda by strengthening the African Union (AU) and the implementation of the New Partnership for Africa’s Development (NEPAD), capacitating the South African Customs Union (SACU) as a motivating force for an integrated and effective Southern African Development Community (SADC);
- 3.2 **South – South Cooperation:** this cooperation is of strategic importance in the pursuit of RSA foreign policy objectives of addressing the challenges of economic and political marginalisation emanating from globalisation which favours the countries of the North. Endeavouring to advance the agenda of Africa and the South, South Africa actively engages and cooperates with like-minded countries in regional and sub-regional blocs of the South such as the Non-Aligned Movement (NAM), the G77, China (and the China – Africa Forum), the India-Brazil-South Africa Dialogue Forum (IBSA) and the New Asia-Africa Strategic Partnership (NAASP);
- 3.3 **North – South Dialogue:** South Africa’s engagement with the developed countries of the North is premised on the notion of forging partnerships and bringing about peace, security and development in the South. South Africa together with other leaders of the African continent has systematically engaged leaders of developed countries including those of the most industrialised countries (G8) specifically to secure support for NEPAD. Consequently NEPAD has become a regular item on the agenda of the G8 summits.
- 3.4 **Participation in Global Governance:** meaningful participation in Global Governance, regarding the United Nations (UN), World Trade Organization and the Bretton Wood Institutions (the IMF and World Bank), South Africa strives for fundamental reform in

the governance and management of these institutions with a view to enhancing equity, transparency and efficiency.

4. FOREIGN POLICY IMPLICATIONS FOR LOCAL GOVERNMENT

Current local government conversations are informed to a significant extent by a 2005 SALGA study whose principle objective was to ascertain trends with regard to international activities of municipalities and the subsequent/consequent interaction between DPLG and DFA to produce guidelines on Provincial and Municipal International relations (PMIR).

These discussions resolved *inter alia* that International relations between municipalities should be motivated by the principle that nations learn from each other in the spirit of mutual benefit; that local government international relations should begin at the level of the AU and NEPAD premised on the South African development agenda; and to improve South – South relationships with a specific emphasis on IBSA.

5. SALGA PERSPECTIVE ON INTERNATIONAL RELATIONS FOR LOCAL GOVERNMENT

The role of local government in IR has moved significantly from the symbolism of the past to meaningful interaction of mutual benefit with far reaching implications for the image of South Africa and the development agenda at a local government level i.e attainable economic benefits.

In this regard it has been determined through the SALGA studies that the growing demands and complexity of South African municipal service delivery imperatives has impacted significantly on the range and depth of skills and competencies required from within the RSA economy thereby necessitating serious consideration of municipal international relations as an increasingly viable conduit for scarce skills and resources:

- 5.1. Strengthen institutional capacity for local development;
- 5.2. To secure, in consultation with all non-government/government stakeholders, South African local government access to international aid and support for human resource and technical skills development as well as funding for community development projects and programmes;
- 5.3. To contribute to the sustainable development of Africa through the consolidation of democratic practices, technical excellence, skills, and service delivery by African local government; and

- 5.4. To enhance the profile and image of South African local government continentally and globally.

SALGA raised a few other issues which BCM should consider including questions as to why South African municipalities have not focussed sufficiently on twinning arrangement with each other as a precursor to international twinning arrangements; the limited focus on partnerships on the African continent as a priority especially with regard to capacity building; and a clear need to focus on human resource development.

6. PRINCIPLES AND GUIDELINES FOR MUNICIPAL INTERNATIONAL RELATIONS (MIR) IN SOUTH AFRICA

- 6.1. Engagement in MIR is an important developmental and strategic instrument for the local sphere of government and should be encouraged and supported
- 6.2. MIR should be focussed on supporting the successful implementation of the strategic priorities of the local sphere of government;
- 6.3. MIR should be developmental and outcomes orientated and should add value to municipal programmes;
- 6.4. MIR should be used to develop stronger relationships with developing Southern Hemisphere countries;
- 6.5. MIR should emphasise links between African countries and should support the development of an African Renaissance. In this regards relationships South African municipalities also to be considered;
- 6.6. MIR should help build the influence of developing countries in the global policy making process;
- 6.7. MIR should contribute to an international culture of human rights, global solidarity and understanding.

7. GUIDELINES FOR MUNICIPALITIES ENGAGING IN INTERNATIONAL CO-OPERATION

- 7.1. The impact and sustainability of municipal international co-operation are enhanced where they are based on shared issues and commitments;
- 7.2. Care should be taken to establish strategic relationships with municipalities offering leadership in the field of effective municipal governance and local development
- 7.3. Municipal international co-operation projects should be framed in such a way as to be of mutual benefit to the participating municipalities;
- 7.4. International Co-operation programmes should be used to foster common purposes within municipality;
- 7.5. International co-operation programmes should be used to build and expand a culture of learning;

- 7.6. Successful international co-operation projects require strong management and adequate resourcing;
- 7.7. Other local stakeholders should be involved in municipal international co-operation arrangement where appropriate;

8. KEY ELEMENTS OF INTERNATIONAL RELATIONS SUPPORT PROGRAMME

- 8.1. Priority setting and direction
- 8.2. Resource Mobilisation
- 8.3. Facilitating relationships between South African and International partners
- 8.4. Information Provision
- 8.5. Co-ordination
- 8.6. Training
- 8.7. Ensuring accountability
- 8.8. Research, evaluation and monitoring

9. ROLES OF RESPECTIVE SPHERES OF GOVERNMENT

9.1. Department of Provincial and Local Government

- 9.1.1. To establish a policy, framework to support municipal international relations;
- 9.1.2. To ensure that municipalities engage in municipal international relations in a manner that is accountable and transparent and that public funds are utilised productively;
- 9.1.3. To remove legal and administrative constraints that impede municipal international co-operation;
- 9.1.4. To collaborate with organised local government, provincial government and other relevant national government departments in setting municipal international relations priorities, raising funds, facilitating relationships providing information, co-ordination and research.

9.2. Department of Foreign Affairs

- 9.2.1. To ensure that municipal international relations programmes are carried out in a manner that supports and enhances South Africa's Foreign Relations and associated strategies;
- 9.2.2. To assist municipalities in establishing international relationships with appropriate partners and to provide support to official municipal international visits;
- 9.2.3. To provide protocol and diplomacy training for local government;
- 9.2.4. To provide information and guidance on partner municipalities, host countries and other relevant information;
- 9.2.5. To collaborate with organised local government, provincial government and other relevant national government departments in setting

municipal international relations priority, raising funds, facilitating relationships, providing information, co-ordination and research.

9.3. Ministry of Finance and National Treasury

- 9.3.1. Political responsibility for overall management of official development assistance (ODA);
- 9.3.2. Interpretation and articulation of overall development priorities;
- 9.3.3. Consolidation and articulation of core priority framework for ODA;
- 9.3.4. Overall/macro management of ODA (including policies and procedures);
- 9.3.5. Co-ordination of consultation and decision making about ODA;
- 9.3.6. Co-ordination of medium-term expenditure planning/ prioritisation;
- 9.3.7. Provision of financial management regulations pertaining to ODA funds;
- 9.3.8. Accountable for RDP Fund;
- 9.3.9. Transfer of RDP funds to implementing agencies as per agreement.

9.4. Provincial Government

Since provincial governments have a responsibility for local government, it is important that they be involved in the facilitation of municipal international relations. Through their respective departments responsible for local government, provincial governments can act as a conduit for information and as a facilitator of international contact. They should also collaborate with organised local government and other relevant national government departments in setting municipal international relations priorities, raising funds, facilitating relationships, providing information, co-ordination and research. Since provincial governments do not have a definite international relations function, their role is limited.

9.5. Municipalities

The role of municipalities should include:

- 9.5.1. Investigate and explore the prospects of partnerships/relationships and their developmental impact on the municipality.
- 9.5.2. Identify and initiate international agreements and relationships in line with South Africa's Foreign Policy.
- 9.5.3. To prepare a plan for municipal international relations to support their municipal priorities as part of the IDP process;
- 9.5.4. To submit this plan and details of any official international visit or agreement to a designated Municipal International Relations Committee/task group;
- 9.5.5. To prepare an annual record and evaluation of all international co-operation arrangements and events they have been involved in for public scrutiny and for submission to national, provincial government and organised local government.

10. INTERNATIONAL RELATIONS FROM BUFFALO CITY'S PERSPECTIVE

BCM Vision: "A people-centred place of opportunity where the basic needs of all are met in a safe, healthy and sustainable environment."

The purpose of this document is to provide an overview of the many components of international relations, objectives and priorities from the South African Government perspective on a national level and how these objectives and priorities align to Buffalo City in a localized perspective.

In aligning to South Foreign Africa's policy initiatives it is proposed that the International Relations Framework and Policy for Buffalo City should be modest and not overly ambitious. It would therefore be appropriate to shape a pro-active framework and policy in keeping with Buffalo City's resources and commensurate with its international position. It is also important that economic imperatives and political realities be seen from a country perspective.

Buffalo City is committed to promoting international relations and fostering partnerships with cities, municipalities and other institutions thereby aligning to national planning and policy imperatives, and consistent with the vision and goals of the municipality.

Buffalo City's engagement with international relations is guided by the political will and guidance to ensure that the vision of Buffalo City being "a people-centred place of opportunity where the basic needs of all are met in a safe, healthy and sustainable environment," is realised.

In pursuit of coherent, value-adding, and strategic international relations and partnerships, there is a need to put in place a regulatory framework that orientates, coordinates and directs all Buffalo City international activities, partnerships and cooperation.

A further need is to prevent duplication and overlap of efforts. Such a framework will seek to harmonise existing policies and practices to ensure an integrated and coordinated approach. The coherence envisioned is also aimed at ensuring effective and efficient utilisation of resources.

International Relations is a catalyst that enables a municipality to gain competitive advantage, for economic growth and development so that the municipality can improve the quality of life of its citizens. The International Relations framework and policy therefore needs to be focused in a very real way on interactions that yield measurable results subjected to regular performance measurement and review.

The municipality's involvement in establishing and maintaining international relationships should therefore contribute to:

- 10.1.1 Economic development of the area including, but not limited to, tourism, investment and trade;
- 10.1.2 Cultural development of the area including, but not limited to, respect for different cultures and artistic pursuits;
- 10.1.3 Social development including, but not limited to, sporting exchanges, social upliftment, HIV & Aids, and horticultural interests;
- 10.1.4 Educational development including, but not limited to links between NGO's, CBO's, the business community and other areas of exchange.
- 10.1.5 Knowledge sharing and skills transfer, not limited to Buffalo City municipality recipients but also ensure direct benefits for international partners as well.

11. KEY BENEFITS

Effective international relations contribute significantly to the city in all of the following areas:

- 11.1. Knowledge and Skills transfer;
- 11.2. The economy;
- 11.3. The community;
- 11.4. The arts;
- 11.5. Raising the profile of Buffalo City internationally;
- 11.6. Promoting Buffalo City as an attractive city for migration, investment, and to live and do business in;
- 11.7. Promoting the city as a tourist destination;
- 11.8. Providing business with access to new markets;
- 11.9. Developing offshore contacts and networks;
- 11.10. Sports (note 2010 as catalyst);
- 11.11. Education.

International Relations require consistency and proper management so that any international partnership or twinning agreement can expand and evolve in order to benefit more stakeholders.

In order to ensure that Municipal International Relations result in net socio-economic benefit to council, any agreement signed needs to be needs rather than demand driven. This means that it will be a proactive approach whereby the relationships will be based on clear and specific initiatives, projects and programmes that will assist in meeting Buffalo City Municipality's strategic priorities as outlined in the IDP rather than one where applications from foreign entities demand the conclusion of an agreement for mutual benefit, rather than be vaguely defined.

Appropriate international relations contact and co-operative arrangements can generate considerable benefits for municipalities and the communities they

serve. They can provide access to knowledge and information and can be a source of innovation and creativity. In addition, they can market and promote our municipality as an attractive tourist and investment location. They can serve to create economic, technological, and cultural partnerships between municipalities.

Our policy should therefore take place within the parameters set by such a policy. There is a need for a Development Cooperation and International Relations Unit whose responsibility will be to develop, co-ordinate, monitor, and evaluate the Buffalo City international relations policy as guided by the South African Foreign Policy, at the same time ensuring co-ordination and integration of the Buffalo City Municipality international relations.

12. PRINCIPLE FOR ESTABLISHMENT OF FORMAL RELATIONS

Four Pillars of Good Governance:

- | |
|---|
| <ul style="list-style-type: none">• Well governed city;• Inclusive city;• Productive; and• Sustainable city. |
|---|

The Buffalo City Municipality recognizes the importance of international relations and that these relations should be encouraged and supported. The principles for the establishment of formal relations are as follows:-

- 12.1. The primary focus of international relations should be on the strategic priorities of Council as reflected in the IDP;
- 12.2. International relations should be the medium through which the municipality and its partner's co-operate for purposes of good governance.
- 12.3. International relations should therefore be to the benefit of all and should aspire to the four pillars of good governance namely well governed, inclusive, productive and sustainable city;
- 12.4. To promote economic growth and development through Trade, Investment and Tourism;
- 12.5. To enhance social development, poverty alleviation and environmental sustainability;
- 12.6. To mutually build technical and managerial capacity and expand the culture of learning.

The international relations program should be conducted by taking into account the foreign policy initiatives by both Provincial and National Governments, namely:

- 12.7. Location of pre-defined geographic spheres of influence;
- 12.8. Potential for comprehensive network relations;
- 12.9. Focus areas for relationship;

- 12.10. Management of each relationship to ensure sustainability and coordination;
- 12.11. Proper monitoring, co-ordination and evaluation of visits;
- 12.12. Continuous audit of relationship for benefit;
- 12.13. Possibility of other forms of relationship e.g. economic, trade missions etc;
- 12.14. To develop a global strategy in relation to countries, and Provinces when entering into agreement;
- 12.15. It should be developmental and outcomes orientated and should add value to municipal programs;
- 12.16. An international relations technical work group is established in order to enable proper co-ordination;
- 12.17. It should be used to develop stronger relationships with developing Southern hemisphere countries;
- 12.18. It should emphasize links between African countries and should support the development of the African Agenda.

13. MECHANISMS FOR EFFECTIVE MUNICIPAL RELATIONS

The Buffalo City Municipality can use a variety of mechanisms to ensure effective international relations. Mechanisms can include:

- 13.1. Engaging in city-to-city relationships;
- 13.2. Hosting international delegations;
- 13.3. Visiting foreign cities and attending international forums;
- 13.4. Promoting the city as a destination for international investment, tourism, trade, and migration;
- 13.5. Marketing education services to foreign fee-paying students;
- 13.6. Negotiating memorandums of economic understanding;
- 13.7. Supporting community groups involved in international cultural, sporting and educational exchange.

Municipal international co-operation projects should be framed in such a way as to be mutual benefit to the participating municipality. International co-operation programmes should be used to offer common purpose within the municipality.

Programs should be used to build and expand a culture of learning. International co-operation to be successful therefore requires strong management and co-ordination. It is also critical that that the municipality can research, evaluate and monitor international relations activities. For purposes of effective planning and coordination Buffalo City will require to prepare a plan on international relations activities in order to support municipal priorities as part of the IDP Process. For transparency purposes an annual record and evaluation of all international cooperation arrangements and events the municipality has been involved in has to prepare for public scrutiny and for submission to other government levels. For sustainability purposes MIR activities need to be adequately managed and resourced and both Councillors

and Officials participating in MIR activities are to be properly briefed and trained.

14. POLICY OBJECTIVES FOR BUFFALO CITY

- 14.1. Strategic focus** – international relations will support the Council’s strategic vision and goals;
- 14.2. Economic development** - international relations will focus on realising opportunities for growing and developing the city’s, and the regions economy;
- 14.3. Sense of place-** international relations will add to our sense of place, in the political, arts and cultural centre of South Africa; and to the vitality and diversity of the city;
- 14.4. Consistency with Government foreign policy** - Council’s international relations policy will be consistent with the Government’s foreign policy;
- 14.5. Productive relationships** – the Council will have a portfolio of city-to-city relationships which provide positive tangible results for the city;
- 14.6. Fostering linkages-** international relations will provide the community and business with opportunities to connect with international cities;
- 14.7. Enhancing understanding-** international relations will create opportunities for residents of Buffalo City to experience, explore, and understand other cultures, and will enhance goodwill and understanding;
- 14.8. Promotion of the city** – international relations will promote Buffalo City on the international stage as an excellent place to live, do business, and visit.

15. PRINCIPLES DEFINING THE PORTFOLIO OF RELATIONSHIPS

Principles that define the portfolio of relationships are:

- 15.1. Relationships will be formed with cities that present Buffalo City with opportunity for achieving its international relations objectives;
- 15.2. The council may have any number of international relationships however for purposes of proper coordination and sound relations the council should have no more than two partnerships per country.

16. PROCESS AND CRITERIA FOR CONSIDERING POTENTIAL PARTNERS

Potential international partners are identified through three main routes:

- 16.1. The Development Cooperation and International Relations unit proactively identifying cities that present Buffalo City with good opportunities; and
- 16.2. Cities expressing an interest in partnering with Buffalo City.

16.3. Decisions to enter to a relationship are to be made through sound investigations, negotiations and after following due process.

16.4. A report to be tabled to Council on all partnerships entered into.

17. REVIEW OF RELATIONSHIPS/PARTNERSHIPS

Relationships or partnerships should be reviewed on an annual basis. The purpose of the review will be to ensure the relationship is realising the desired outcomes, agreed to for the relationship. The annual review will also enable changing priorities and opportunities to be reflected in the relationship, and will also keep the relationships refreshed and focussed on creating benefits for both cities.

If the relationship is not achieving the desired outcomes, each party will have the opportunity to terminate the relationship. The criteria on which the annual review will be based will be negotiated at the start of the relationship, and will then be reviewed annually. The criteria will vary – reflecting the unique nature of each relationship.

18. TYPE OF INTERNATIONAL RELATIONS

In order to meet our objectives, various types of international relations can be pursued, namely:

18.1. Twinning Or Co-Operative Relationship Agreement

Twinning or cooperative relationship agreements should be aimed at specific functional relationship with specific objectives. The twinning of cities and towns across international boundaries to support cultural, friendship, and economic exchanges and partnerships has traditionally been the major mechanism for inter-municipal relations.

18.2. Participation In International Associations

These can be generic.

Example:

United Cities and Local Government Association (UCLG)

International Union of Local Authorities

International Mayor's Association (Functions specific)

Example:

International Mayor's Association for municipal engineers

These provide essential networking opportunities to enable us to keep abreast of technical, professional and international trends in developmental local government.

18.3. Study Tours

These can be extremely valuable, but only if they are clearly focused on specific objectives. They should not be made for the sake of a tour they should be strategic and meaningful.

18.4. Municipal Marketing

These are aimed at marketing a city for international investment, trade missions and tourism promotion.

18.5. Co-Operation With International Funding Agencies

International funding agencies, such as DIFID (UK), USAID and NZAid are increasingly linking with cities, to fund projects that assist a city / municipality in meeting its financial or any other objectives.

18.6. Membership Of International Network

The global trend is gradually shifting away from twinning of cities, towards membership of networks, in which cities with common problems form a network to share information and solutions. The value of these networks however still needs to be assessed but definitely provides opportunity to share municipal knowledge and experiences as well as strengthen municipal learning networks.

Example:

Association of International conventions centers.
Municipal Learning Networks

18.7. Internal Municipal Arrangement

The Intergovernmental Framework Act, 2005 has primarily focus on the following outcomes:

- a) Coherent government;
- b) Effective provision of services
- c) Monitoring implementation of policy and legislation; and
- d) Realisation of national priorities.

These overall focus areas can be achieved by an intergovernmental system that ensures mutual consultation and sharing of knowledge and expertise.

Internal Municipal arrangements from an IGR perspective refer to arrangements between municipalities to share knowledge and expertise as per the priority areas of the municipalities. This is largely dependent on expertise and competencies of municipalities who are prepared to share with other municipalities, even internally.

19. KEY STAKEHOLDERS FOR BUFFALO CITY

The Buffalo City Municipality should strengthen intergovernmental relations and endorse the following as the key role players, namely:

19.1. International Local Government Forum / Authorities

- 19.1.1. To promote developmental local government as a cornerstone of democracy.
- 19.1.2. To represent and defend the interest of Local Government at the national and international level.
- 19.1.3. To foster improvement in decision making and service provision.
- 19.1.4. To strengthen local government and its institutions as instruments for socio-economic development.
- 19.1.5. To promote and encourage international information exchange and co- operation between local governments.

19.2. South African Local Government Association (SALGA)

- 19.2.1. To represent South Africa Local Governmental in IVIA and other relevant international forums.
- 19.2.2. To act as an initiator, intermediary and facilitator for municipal international co-operation programmes;
- 19.2.3. To research and evaluate municipal international co-operation programmes.
- 19.2.4. Make information more accessible and widely available.

19.3. DEPARTMENT OF FOREIGN AFFAIRS

- 19.3.1. Ensure that MIR programmes are carried out in a manner that supports and enhances South Africa Foreign Relations;
- 19.3.2. Assist municipalities in establishing international relations with appropriate partners and to provide support to official municipal international visits;
- 19.3.3. To provide information and guidance on municipal partners, host countries and other relevant information;
- 19.3.4. Collaborate with organized local government, provincial government and other relevant national government departments in setting MIR priorities, raising funds, facilitating relationship, providing information, co-ordination and research.

19.4. DEPARTMENT OF PROVINCIAL AND LOCAL GOVERNMENT

- 19.4.1. Establish a policy framework to support municipal international relations;
- 19.4.2. Ensure that municipalities engage in international relations in a manner that is accountable and transparent and that public money is used in productive way;

- 19.4.3. Removal legal and administrative constraints that impede municipal international co-operation;
- 19.4.4. Collaborate with organized local government, provincial government and other relevant national government departments in setting MIR priorities, raising funds, facilitating relationship, providing information, co-ordination and research.

19.5. BUFFALO CITY MUNICIPALITY

The function of international relations should be seen in the broader context of the city development strategy guided by the IDP.

International relations and more especially development cooperation is one of the priority needs of the Buffalo City Municipality and in terms of the Local Government Municipal Structures Act. 117, 1998, 56. (2); the Executive Mayor must:-

- a) identify the needs of the municipality;
- b) review and evaluate those needs in order of priority;
- c) recommend to the municipal council strategies, programmes and services to address priority needs through the integrated development plan, and the estimates of revenue and expenditure, taking into account any applicable national and provincial development plans and;
- d) recommend or determine the best way including partnership and other approaches to deliver those strategies, programmes and services to the maximum benefit of the community.

International relations will be led by the Executive Mayor for purposes of diplomatic protocol, ceremonial obligations and strategic direction. The Executive Mayor will ensure that the lessons and experiences learnt from each study tours and or international contact are shared throughout the municipality where it is appropriate or viable to do so.

The development cooperation and international relations unit will develop and maintain relations with strategic cities internationally. The unit will be the location for the planning and co- ordination of all official international relations and carries out the following tasks:

- 19.5.1. Ensures that the municipality has a relevant and advanced International Relations Framework Policy that enables it to establish meaningful co-ordinated sustainable international linkages;
- 19.5.2. Co-ordinates the drafting of an annual MIR strategic plan in consultation with relevant portfolio councilors, officials within the framework of the IDP and MIR policy;
- 19.5.3. Plans and co-ordinates the hosting of visits from international colleagues;
- 19.5.4. Monitors, evaluate, review developments regarding municipality twinning and or international agreements;

- 19.5.5. Ensures the lessons, experienced learnt from each study tours and or international contact are shared throughout the municipality where it is appropriate or viable to do so;
- 19.5.6. Functions as a resource.

Example:

- a) Office of the Executive Mayor is responsible for providing political guidance and direction with respect to international relations.
- b) Compile a database for all International Municipal Relations;
- c) Develop a guide to useful websites;
- d) Compile database of all international municipal related organizations;
- e) Compile a database of all MIR Initiatives involving South Africa Municipalities;
- f) Relevant publications / documents;
- g) Compile a Directory of South Africa consulates and High Commissions or embassies across the world;
- h) The Development Cooperation and International Relations Unit compiles international relations programmes in accordance with the principles and objectives as outlined in this framework;
- i) The Development Cooperation and international relations unit is responsible for management and co-ordination;
- j) The conducting of international relations must be subject to; monitoring, evaluation, performance measurement and review;
- k) Manage ceremonial, reception and protocol aspects of international delegations with the Executive Mayor;
- l) A firm funding proposal be presented to Council for consideration should any individual be invited to attend international programmes;
- m) The Development Cooperation and international relations unit should look at all international trips;
- n) All delegates of the Buffalo City Municipality; that is Councillors, Officials, Staff or Personnel who attends international programmes or events will be covered by the Municipality or donor funding, and this includes sponsorships;
- o) The Buffalo City Municipality should look at a maximum number of delegates for all international trips.

20. GUIDELINES FOR TWINNING

A twinning agreement should not be confused with the so-called international agreement. A twinning agreement is an informal arrangement, indicating mutual intentions and goodwill but which does not entail a legally binding agreement. An international agreement on the other hand can be defined as a written agreement between states and or international organization and

therefore governed by international law whatever its particular destination. The basic purpose of a twinning agreement should be to provide an opportunity for a contract on as wide a scale as possible with local communities of other countries.

The following objectives should be considered before signing a twinning agreement namely:

- 20.1. The agreement must be aimed at real socio-economic interaction;
- 20.2. The agreement should promote good relations between local authorities;
- 20.3. The agreement should promote good relations between local authorities;
- 20.4. The agreement must not be cosmetic;
- 20.5. The agreement should create opportunities for the extension of mutual understanding, visits, contact and co-operation, as well as exchange of knowledge and information concerning the various activities of the respective municipalities;
- 20.6. Funding must be available as this increases effectiveness of projects arising from such an arrangement;
- 20.7. The eventual agreement between the two municipalities should benefit the community and the municipality;
- 20.8. The choice of a municipality should be financially viable to ascertain the different goals.

Future international relationships must be established with partners who have:

- 20.9. A compatible economic base to that of Buffalo City Municipal area with the potential to bring mutual; economic, social and cultural benefits to the areas;
- 20.10. A desire to build links between education providers;
- 20.11. A pre-existing links on which to build the relationship;
- 20.12. A core of persons or organisations committed to driving the relationship;
- 20.13. Ideally some expertise with international relationships;
- 20.14. A genuine interest for a long-term commitment;
- 20.15. Financial support for exchanges and maintenance of the relationship.

21. CONCLUSION

Further discussion on international relations should be guided by this Draft framework. However, this Draft framework serves more as discussion document for alignment of purpose and in preparation for an in depth workshop before the final document can be adopted as a policy and a strategy. The municipality should commence with the establishment of co-operation and working agreements around specific areas of mutual interest. These areas of common interest should expand in such a way that twinning relationship and other partnerships becomes a logical outcome.

The current international relations framework makes way for an international relations etiquette and protocol policy so that Buffalo City upholds and promotes the critical elements of the Foreign Policy thereby strengthening South Africa's foreign relations.

22. REFERENCES

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