

report on  
PERFORMANCE



OFFICE OF THE CITY MANAGER  
DIRECTORATE OF CORPORATE SERVICES  
DIRECTORATE OF DEVELOPMENT PLANNING  
DIRECTORATE OF ENGINEERING SERVICES  
DIRETORATE OF MAYORAL SUPPORT  
DIRECTORATE OF SOCIAL SERVICES  
DIRECTORATE OF FINANCE  
CLOSING SUMMARY  
GLOSSARY

# office of the city manager

DEPARTMENT

The following departments are managed by the City Manager:

- Local Economic Development
- Integrated Development Plan, Budget & Institutional Performance Management
- Internal Audit Compliance & Governance
- MURP & Development Co-operation

FOCUS

The primary focus of this office is to:

- To structure and manage its administrative budgeting and planning.
- To give priority to the basic needs of the community.
- To promote social and economic development of the community.
- To participate in provincial and national programmes.

OBJECTIVES

Objectives 2004/05:

- Refinement and implementation of Institutional Performance Management Scorecards and Performance Agreements.
- Establishment of a Database of indicators.
- Development of a monitoring and measurement tool
- Development of an Individual performance appraisal system
- The launch of Buffalo City Municipality's Performance Management system
- Establishment of a Performance Management Audit Committee
- Conducting of Employee and citizen satisfaction surveys
- Monitoring the Change Management process
- Reporting on the National Key performance indicators
- An unqualified Auditor General report
- Establishment of a Performance Management working group

# LOCAL ECONOMIC DEVELOPMENT

## MAJOR PLANS FOR 2004/05

The department has identified three initial priority areas:

- Agriculture and Rural Development
- Small business and
- Tourism

### Overall priorities 2004/05:

- Establish operation of the lead projects
- Learn from experience and incorporate lessons learnt when implementing new programmes and projects
- Develop - City Development Strategy (BCM economic development strategy) and implement programmes and projects on the basis of an informed municipal strategy linked with IDP
- Extend the range of the department's work in other areas, and
- Work with partners on implementing economic projects in the City's Revitalization Plan

### Agriculture

- Expand the projects under the Umqokozo agricultural development plan and bring in new projects
- Completion of 2 large projects in Dikidikana and Ward 11
- Establishment of Umqokozo Agricultural Centre
- Implement the urban and peri-urban programme in cooperation with Duncan Village Nursery and Fresh Produce Market.
- Formulate and implement livestock improvement strategy
- Formulate and implement the Rural Development Strategy

### Small Business

- Develop a comprehensive and interactive database of all SMMEs in BCM area
- Enhance and further capacitate the Mdantsane One-Stop Shop
- Promote linkages (exhibitions/networks/conferences/seminars, etc.)
- Develop the informal sector
- Launch the 'Business Place' support centre in King William's Town in partnership with Investec, the Steve Biko Foundation, Department of Social Development and the Ford Foundation
- Develop plans for resuscitating 4 other business support centres throughout the municipal area in partnership with COMSEC and ECDC.

### Tourism

- Bring Mdantsane Tourism Development Centre up to full operation.
- Establishment of Local Tourism Organization (linked with Community Tourism Organization/s) adhering with tourism policy related main objective - transformation of tourism in South Africa.
- Drive completion of an effective Tourism Master Plan.
- Integrated development – internal and external (Integrated Tourism and Environmental Development Management Programme, KWT – Bisho and surrounding areas development node)

### Other Areas

- Implement database and economic analysis projects to enable evidence – based strategy and policy development
- Formalize partnerships (Memorandum of Understanding – protocols) with programmes and projects implementing agents and
- Strategic programmes initiatives that are of benefit to BCM citizens (ELIDZ, BCDA, MURP, private sector etc) to ensure that the city gains maximum benefit from their development programmes.

# IDP, BUDGET INTEGRATION & PERFORMANCE MANAGEMENT

## Goals

- To ensure the development,
- The effective implementation
- The effective monitoring of a Performance Management System (PMS) in Buffalo City
- In order to measure and evaluate the performance of the Municipality as a whole and that of employees, political office bearers, councillors and service providers.

## Medium Term Objectives:

- Implementation of an Integrated Performance Management System for BCM.

## Performance Indicators:

- Development and implementation on an Integrated Performance Management System in terms of the Performance Management Process Plan.
- Establishment of Buffalo City Municipality's Performance Management Technical Project team.
- Development of a Data Base for Baseline Data.
- Development of an IT Application to support the Integrated Performance Management system.
- Budget spent on as per Process Plan.

## Integrated Environmental Unit

### Nature of Services

- To minimize environment risk for Buffalo City Municipality by keeping it in compliance with legislation.
- Monitoring environmental impacts and activities within Buffalo City.
- To co-ordinate the Climate of Change Programme.
- Initiating of the Environmental Management Plan for Buffalo City Municipality.
- Development and review of Policies and By-laws.
- Development and implementation of a Coastal Management Programme in conjunction with the I.E.M.P.

## Objectives 2004/05

- To implement the Policy in Buffalo City Municipality through developing appropriate structures and procedures.
- To enable ongoing improvement in the management, protection and quality of Buffalo City's environment.
- To develop an Environmental Information System that can be regularly updated to enable informed decisions on issues affecting the environment.
- To integrate the goals of the Policy effectively into the Integrated Development Planning processes of Buffalo City (Local Government) so that the Policy should add value and enrich the process of the IDP.
- To ensure that spatial planning in Buffalo City Municipality maximizes environmental opportunities and minimizes threats.
- To promote economic activity that maximizes job opportunities, which do not have a negative impact on the environment or on human health within Buffalo City Municipality.
- To improve the effectiveness of pollution and waste management activities in Buffalo City Municipality in order to improve the quality of the environment and human health.
- To improve the quality of the environment through effective sanitation, noise, air and water management.

## Medium Term Objectives

- Finalize the State of Environment Report.
- Finalize and implement the Integrated Environmental Management Plan and Policy.
- Complete Coastal Zone Management Plan.

## INTEGRATED DEVELOPMENT PLAN & BUDGET INTEGRATION:

### Nature of Services

Developing, facilitating & co-ordinating municipal strategic planning and ensuring the effective implementation thereof.  
Objectives 2004/2005

- Review of the IDP, ensuring co-ordination and linkage to the budget, the organisational structure and performance management.
- Monitor & support the implementation of the IDP.
- Expanding the vision of the IDP – developing a “City Development Strategy”.

### Medium Term Objectives

- Continuous improvement of the IDP process & content - improving co-ordination and integration.
- Monitoring & Supporting the implementation of the IDP

### Performance Indicators

- The adoption of the IDP Process Plan by Council.
- The adoption of the Reviewed IDP by Council.
- Quarterly reports to the IDP, budget policy & PMS Standing Committee on progress with IDP implementation

## INTERNAL AUDIT, COMPLIANCE & GOVERNANCE

### ROLE

- The role of the Department is to cover internal audit, including advice to officials, assistance with compliance with legislation, including legal advisory services and the promotion of good corporate governance through the facilitation of policies to promote a positive control environment. This will include educational seminars for staff.

### OBJECTIVES 2004/05

- Capacitate the Internal Audit Department in order to have meaningfully impact and added value to the processes, systems and controls of the municipality.
- Internal audit reviews in the short to medium term to focus on system reviews in order to control gaps.
- To get the Internal Audit Department functioning at a level where full reliance can be placed thereon by the Auditor-General, with positive impact on the external audit.
- Prepare Terms of Reference for conducting an audit of the Performance Management System.
- Conduct an audit of the Performance Management system based on a reduced scope of work.
- Engage KMPG to facilitate an institutional risk assessment in conjunction with the Internal Audit Department. The objective was to properly inform future audit planning as well as inculcate the concept of sound risk management principles with senior officials of the municipality. The outcome of this process will assist the department to focus on areas of greater risk exposure in its audit work.
- To deal with a number of complex legal advisory issues. Due to the challenges of capacity many matters are outsourced.
- Buffalo City Municipality Procurement Policy revised in order to comply with the Local Government: Municipal Finance Management Act. This entailed an overhaul of many of the current policies and procedures.
- An Audit Committee Charter, which complies with the provisions of the Municipal Systems Act as well as the Local Government :Municipal Planning and Performance Management Regulations, has been approved by Council. This Charter, as well as the approved Internal Audit Charter, have been revised to comply with the Local Government: Municipal Finance Management Act for submission to Council for adoption.
- A Department, styled Internal Audit, Compliance and Governance, has been established.