

# SECTION H

## OPERATIONAL FRAMEWORK & STRATEGIES

### 1. Introduction

BCM was established in terms of the Provincial Gazette Extraordinary 28 February, Notice 22 of 2000 (with a number of subsequent amendments). The establishment brought together the transitional local authorities of East London and KWT, as well as the large rural areas that previously fell under the Representative and Coastal Councils.

Since then, substantial work has been undertaken to structure and re-orientate the municipality on an operational level so as to ensure its effectiveness for delivery on its developmental mandate as outlined in the Constitution and Buffalo City's IDP.

This work is not a static, once-off process, but a continuous process of evaluation and re-orientation to ensure that the organisation remains relevant to the changing situation and the developmental objectives outlined in the IDP.

### 2. Buffalo City Municipality: Political Structure

The section 12 notice published by the M.E.C. for Local Government & Housing determined that Buffalo City Council, in terms of section 9(d) of the Municipal Structures Act 1998, would have an Executive Mayoral System combined with a Ward Participatory System.

The Executive Mayor has a ten-member Executive Mayoral Committee, a Speaker and eighty-nine elected councillors. Forty-four Councillors were elected in terms of the system of proportional representation and forty-five Councillors represent wards.

#### 2.1 Ward Committees

Local Government elections were held on 1 March 2006, which established new ward boundaries and ushered in new ward councillors. Ward Committees have been established, in terms of sections 72-78, of the Municipal Structures Act, for the 45 wards.

Ward committees are chaired by the ward councillors and consist of ten elected members. Ward committees are consultative community structures, whose purposes are to broaden participation in the democratic process of Council and to assist the Ward Councillor with organising consultation, disseminating information and encouraging participation from residents in the ward.

#### 2.2 Standing Committees

In terms of sections 79 & 80 of the Municipal Structures Act (117 of 1998) and Section 160 of the Constitution, Standing Committees have been established to assist the Executive Mayor. In 2002, the Council sought to align the political and administrative structures of Buffalo City. It achieved this through aligning the Standing Committees with the new organisational structures and creating both Operational and Strategic Standing Committees.

The purpose of the Strategic Committees is to deal with issues of a cross-cutting nature that are seen as having particular strategic importance for the municipality. Previous Standing Committees were thus dissolved and the following Operational and Strategic Committees were created:

**Operational Standing Committees:**

- Corporate Services Standing Committee
- Development Planning Standing Committee
- Engineering Services and Infrastructure Standing Committee
- Finance Standing Committee
- Social Services Standing Committee

**Strategic Standing Committees**

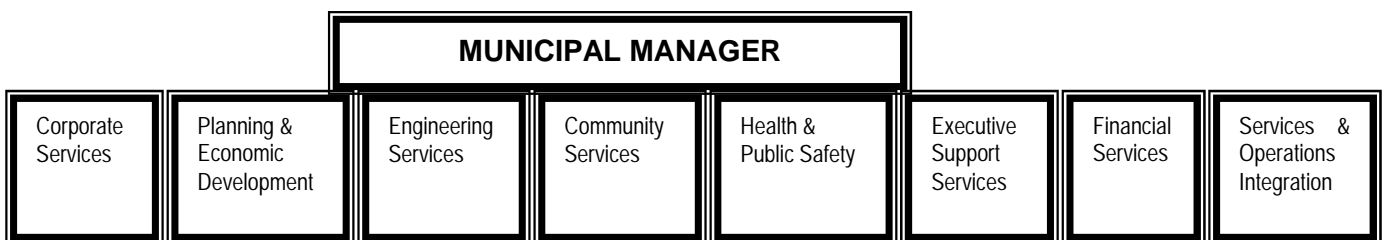
- IDP, Budget Policy, Performance Management and Integrated Environmental Management Committee
- Special Programmes Committee
- Economic Development & Tourism Committee

These Standing Committees are chaired by Mayoral Committee members and have members from all political parties. The Operational Committees are limited to a maximum of 14 members and the Strategic Committees to a maximum of 7 members.

### 3. Buffalo City Municipality: Administrative Structure

The Buffalo City Municipality implements its Integrated Development Plan through its administrative structures headed by the Municipal Manager with the following Directorates:

- Municipal Manager's Office
- Directorate: Executive Support Services
- Directorate: Corporate Services
- Directorate: Planning & Economic Development
- Directorate: Engineering Services
- Directorate: Community Services
- Directorate: Health & Public Safety
- Directorate: Financial Services
- Directorate: Services & Operations Integration



**Figure H.1: Buffalo City Municipality: Administrative Structure**

The Municipality has an organogram with 9642 posts. However, only 4975 of these are funded positions. These are broken down as follows:

BCM has developed organizational design principles, which are incorporated into an **Organization Design Policy**. This serves as the framework for all future changes to the organisational structure. The key to these design principles is ensuring the allocation and alignment of resources in terms of the IDP objectives.

### 3.1 Directorate: Executive Support Services

The Directorate of Executive Support Services consists of the following Departments, namely:

- Public Participation & Special Programmes
- IDP, Budget Integration & Performance Management
- Development Cooperation & Communications
- Executive Support Services

Figure H.2 details the organogram of the Directorate of Executive Support Services up to Management level.

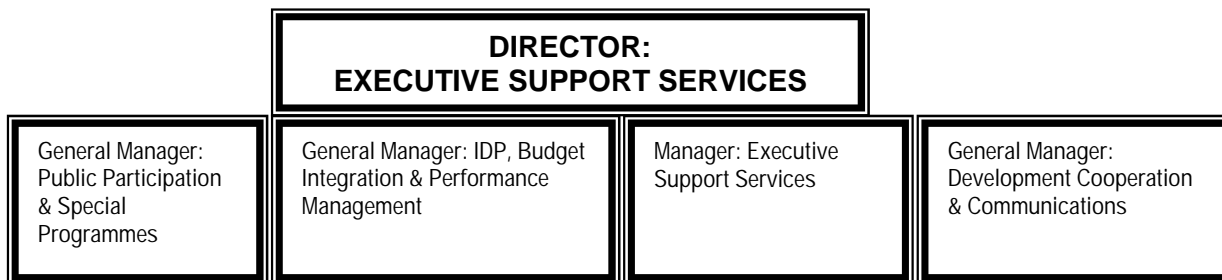


Figure H.2: Executive Support Services

### 3.2 Directorate: Corporate Services

The Directorate of Corporate Services consists of the following Departments, namely:

- Human Resources
- Organisational Support
- Knowledge Management, Policy & Research
- Internal Audit, Compliance & Governance

Figure H.3 details the organogram of the Directorate of Corporate Service up to management level.



Figure H.3: Corporate Services

### 3.3 Directorate: Planning & Economic Development

The Directorate of Planning & Economic Development consists of the following Departments, namely:

- Development Planning
- Transport Planning & Operations
- Economic Development & Tourism

Figure H.4 details the organogram of the Directorate of Development Planning & Economic Development up to management level.



Figure H.4: Planning & Economic Development

### 3.4 Directorate: Engineering Services

The Directorate Engineering Services consists of the following Departments, namely:

- Water & Sanitation
- Construction & Roads
- Electrical & Mechanical Services

Figure H.5 details the organogram of the Directorate of Engineering Services up to management level.

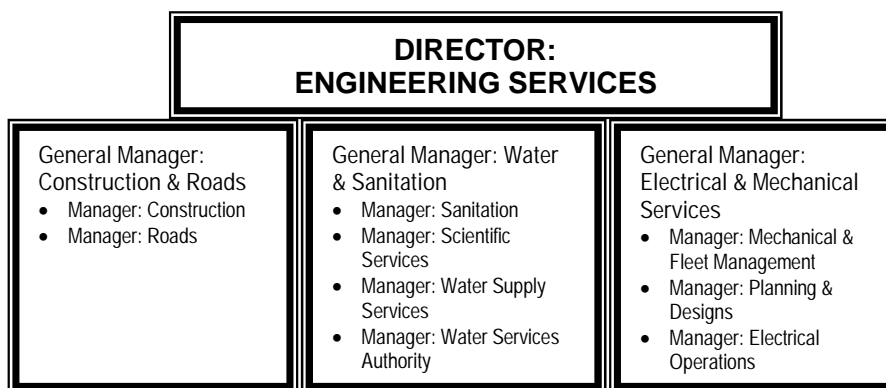


Figure H.5: Engineering Services

### 3.5 Directorate: Community Services

The Directorate Community Services only has the following Departments, namely:

- Solid Waste Management
- Environmental, Amenities & Arts & Cultural Services
- IEMP & Sustainable Development

Figure H.6 details the organogram of the Directorate of Community Services up to management level.



Figure H.6: Community Services

### 3.6 Directorate: Health & Public Safety

The Directorate Health & Public Safety has the following Departments, namely:

- Public Safety
- Health Services

Figure H.7 details the organogram of the Directorate of Health & Public Safety up to management level.

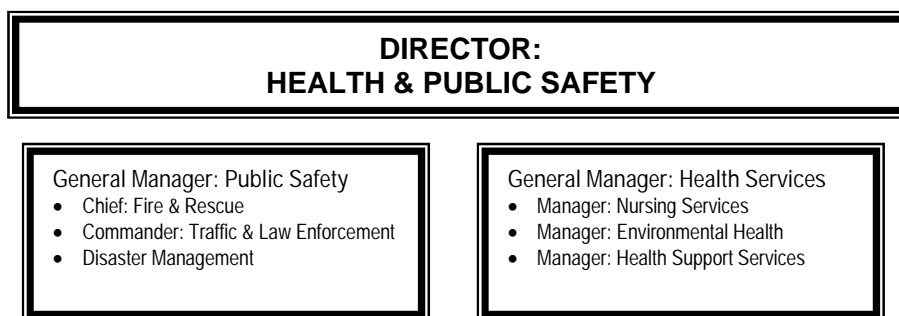


Figure H.6: Health & Public Safety

### 3.7 Directorate: Financial Services

The Directorate Financial Services consists of the following departments, namely:

- Asset & Risk Management
- Revenue Management
- Budget & Treasury
- Supply Chain Management

Figure H.8 details the organogram of the Directorate of Financial Services up to management level.

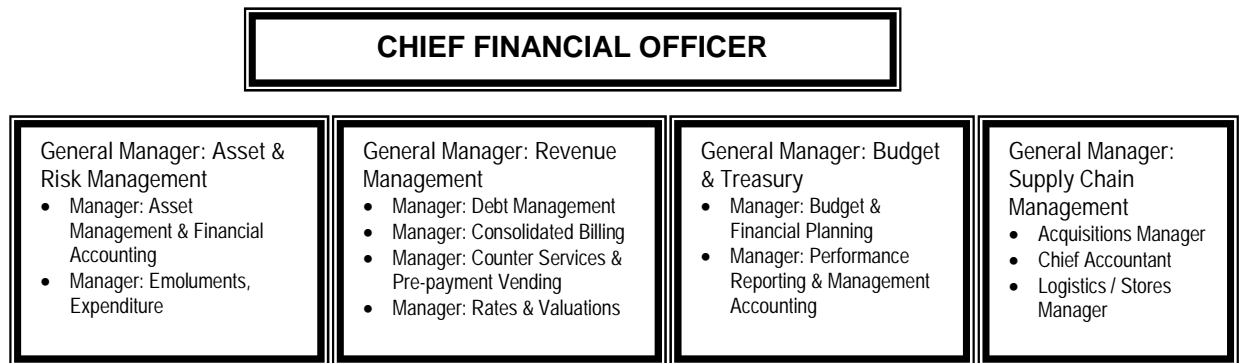


FIGURE H.8: FINANCIAL SERVICES

### 3.8 Directorate: Services & Operations Integration

The Directorate: Services & Operations Integration consists of the following departments, namely:

- Housing
- Duncan Village Re-development Initiative (still in proposal stage)
- Mdantsane Urban Renewal Programme
- Special Projects

Figure H.9 details the organogram of the Directorate: Services & Operations Integration up to management level.

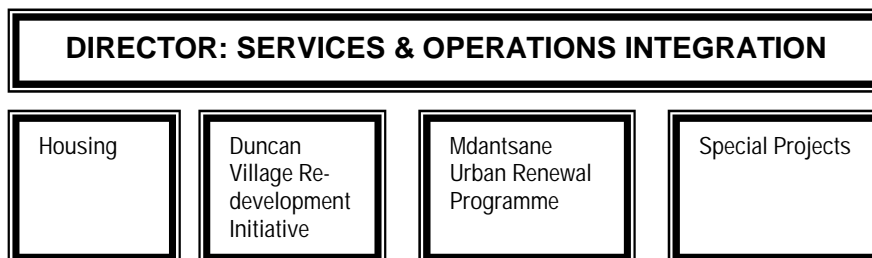


Figure H.8: Financial Services

## 4. Integration & Coordination: Political & Administrative

The political and administrative structures work closely together to achieve the objectives of the Municipality as set out in the IDP. Strategies used to ensure alignment between the political and administrative arms of the Municipality include: the structuring of the Standing Committees linked to the Directorates, the placement of Mayoral Portfolio Committee Members within the offices of the relevant Directorates and Departments and through the workings of the IDP Cluster Working Groups and the IDP/Budget & Performance Management Representative Forum.

To implement the IDP, it is critical that all the Directorates and Departments co-ordinate and work together. This co-ordination is an on-going process that takes

place through formal and informal means. Some of the formal structures include the Cluster Working Groups, the IDP, Budget and Performance Management Technical Steering Committee, the Municipal Manager's & Directors' Meeting, the General Managers' Forum and integrated project working groups.

#### **4.1 IDP Cluster Working Groups**

As noted above, the IDP was developed and has been reviewed using Thematic Integrated Working Groups or Clusters. The themes of these working groups or clusters include:

- Social
- Spatial & Infrastructure
- Finance & Institutional
- Economic
- Environmental
- Cross-Cutting

These clusters are small strategic and operational teams led by directors or relevant key officials and Mayoral Committee members. Each of these teams is composed of representatives from all Directorates, officials who are involved in the direct management and implementation of issues linked to themes and all BCM Councillors.

The role of these Clusters is to ensure inter-directorate coordination, cooperation and strategic thinking with regard to the development and review of the IDP, Budget and Performance Management System.

The *Revitalization Plan* and the *Spatial Development Framework* highlight the need for integration and co-ordination in implementation. The *SDF* emphasises spatial integration whilst the *Revitalization Plan* describes a 'programming & priorities team' working across all the main services, drawing together the plans and maintenance programmes for each.

The integrated cluster working groups should be utilised for this purpose, with clusters meeting on a quarterly basis to ensure continued co-ordination during implementation, to assess progress with IDP implementation, budget expenditure and to agree on any adjustments to the cluster budget.

An IDP/Budget and Performance Management Technical Steering Committee has been established. One of the key objectives of this Committee is to ensure integration and co-ordination.

#### **4.2 Municipal Manager & Directors' Committee Meeting**

The Municipal Manager meets with the Directors and Strategic Advisors on a weekly basis to discuss and make decisions on issues of strategic and operational importance, thereby contributing towards inter-directorate co-ordination.

#### **4.3 Integrated Project Working Groups**

Many of the IDP projects are implemented by inter-departmental project steering committees thus ensuring integration, not only in the planning phase, but also during implementation.