

## Legislature sector plan



### High level overview

Local government is “the custodian of democratic and accountable government for local communities” (Constitution Section 152, Act 108 of 1996). In Johannesburg the City’s Executive and Legislature have developed a separation of powers to enhance oversight and scrutiny of service provisioning in the City. This unique model will be rolled out in other councils in Gauteng. The focus of much of the work of the Office of the Speaker in 2010/11 will be on raising awareness of the new model and ensuring that legislative changes are in place to formalise the model nationally and bring local government in line with national, provincial and international best practices.

There is a clear commitment to participatory democracy, high ethical standards and the development of a culture of citizenship within Council, the administration and our communities. The Legislature Programme during the previous financial year (2009/10) remained within the final innovative/developmental phase of the life cycle of the pilot and a lot of the work was internally focused around policy development to set the framework for the new term of office. In 2010/11 the focus will be on the growth of operations and a significant increase in the number of participatory opportunities for community members, which will sustain participatory democracy and the process of creating a responsive administration into the next term of office, 2011/2016. The City has consistently met its legal requirements for participation. However, the Legislature wants to ensure that the minimum requirements are significantly exceeded in this financial year.

There is a general recognition that significant improvements have been made in the relevance of the Integrated Development Plan amendments to stakeholders, especially the inclusion of community (ward) based plans. The focus of the community-based plans will be on operational service delivery and preparation for the 2011/2016 Mayoral Term. There will also be a greater emphasis on monthly ward councillor reporting on service delivery challenges identified by the Ward Committee and other stakeholders in each ward. There is a clear commitment to good governance, participatory democracy, high ethical standards and the development of a culture of citizenship within Council, the Administration and our communities.

The Legislature wants to ensure that the minimum legal requirements for participatory opportunities are significantly exceeded in this financial year. The focus of the community-based plans will be on operational service delivery and the development of drafts for 2011 to 2016. There will also be a greater emphasis on the functionality of wards and monthly ward councillor reporting on service delivery challenges identified by the ward committee and other stakeholders in each ward. This policy has already been adopted by Council:

The role of stakeholder relationship management will continue to change in 2010/11 as the Department continues to move away from the innovative developmental phase of the Johannesburg model to an increasing focus on participatory democracy, civic education and the development of more participatory opportunities within the strategic agenda agreed by Council in 2006 and the policies developed in this term of office 2006 to the end of the financial year 2009/10.

### **Making participation relevant**

Historically, the City has consistently met its legal requirements for participation. However, the Legislature is acutely aware of the dangers of what is often referred to as "malicious compliance". In terms of the existing policy Council wants to ensure that the minimum requirements are significantly exceeded in this financial year and the 2010/16 term of office. The critical challenge in terms of the legitimacy of Council and service providers are that communities can clearly see that the Administration is responsive to their perceived articulated needs. There is ongoing effective communications between communities and service providers in the implementation of service provision and the plans of the city.

In line with this, the focus of the community-based plans for 2010/11 will be on the previously submitted Capex projects which have been identified as aligned to the City's strategic agenda and have been identified as priorities for this term of office in terms of the departmental and municipal-owned entities' own plans. Although they may not have been previously clearly articulated in these plans, as should be the case in order to ensure that the agreed projects are completed, it is hoped this will be overcome in the 2010/11 cycle of planning.

The detailed inclusion of the community-based plans within the individual departmental and municipal-owned entities facilitates effective oversight and scrutiny as the scope and scale of the projects are known. Their alignment to the community-based plans in the Integrated Development Plan is confirmed and assists in ensuring the timeframes are clearly articulated and widely understood within communities. It should be noted that whilst the public participation in general and the role of ward councillors and ward committees in the planning process is clearly located in the Legislature, this is not an exclusive role. There is a need for all departments and municipal-owned entities to consistently review their own role in the participatory democracy processes, especially with respect to their own planning processes in the preparation of drafts, communications in terms of participation in the development and the implementation of new service delivery initiatives, CAPEX projects, and their own critical evaluation of community perceptions of their services.

In addition to the existing programme of CAPEX projects within the individual ward councillors' community-based plans in the preparation for the 2010/11 plans, there has been a greater focus on operational service delivery challenges by ward councillors. These need to be evaluated and, where appropriate, incorporated in the 2010/11 plans of the City and the community section of the revised Integrated Development Plan 2006/11.

The 2010/11 annual cycle will also require significant initial work by ward councillors within the existing ward boundaries in preparation of the community-based plans for the 2011/16 term of office. However, it should be noted that there will need to be an additional evaluation by incoming councillors after the 2011 elections. This will strain the administrative planning processes and the legislatures own role given both the elections, boundary changes and increase in the number of wards in Johannesburg.

The Legislature will continue to expand the work of the ward committee in its engagements with communities and as an essential support mechanism for ward councillors. Additional resources have been allocated to develop the skills base of ward committee members specifically with respect to the new intake after the 2011 local government elections.

Whilst the ward councillors and ward committees are critical in the creation of local participatory opportunities, it is also recognised that communities and stakeholders have wider interests. Therefore the identification and inclusive engagement with representative structures at a regional level will be expanded. In addition the special interest groups that have cross-cutting interests wider than specific sectors have an important role to play in the development, implementation and oversight of service delivery. Finally, through the Section 79 Portfolio Committees' engagement

with sector-specific stakeholders, an inclusive participatory democratic process can be realised. It is noted that there will be a continued reliance on traditional meetings to engage with communities and other stakeholders and associated networking utilising the normal word of mouth multiplier effect. However, Johannesburg has a very diverse constituency and good quality data on opinion formers in the basis for ongoing communications through the regular newsletters of the Legislature and the effective and expanding use of electronic social networking to an important but rapidly growing minority.

### **Facilitating a responsive administration**

In addition to the term of office and annual cycle of planning, Council has identified a need for ongoing reviews of service delivery performance; and the primary source of this information should be the communities we serve. The support of and role of ward councillors and ward committees and the quality of record keeping has been enhanced by the implementation of monthly reporting in the 2009/10 financial year. Here the major challenges with respect to normal service delivery are formally identified and the requirement that the Administration develops appropriate tracking and report back mechanisms to ensure these identified challenges are prioritised and communities can see that unsatisfactory service delivery is being addressed. The institutionalisation of this monthly reporting system and the associated value chain both within the Legislature and the Administration must be strengthened in the 2010/11 financial year.

In addition, Council identified in 2009/10 that issues raised by individuals and communities through the existing citizen care systems were not being sufficiently scrutinised by the Legislature, primarily:

- Joburg Connect;
- Johannesburg Water and City Power call centres;
- Customer Contact Centres (previously known as People's Centres);
- The City's website and its electronic customer care system; and
- The associated e-mail complaint system.

Council resolved that a sub-committee of the Section 79 Finance Committee be set up specifically to look at citizen relationship management performance and the associated responsiveness of the responsible departments. 2010/11 will be the first full year that this subcommittee will be operational. It is believed it will have an important role to play in assisting the Administration to identify areas of weakness and go some way to overcome the negative perceptions of citizens to our present citizen's relationship management systems and the responsiveness of service providers.

Council also resolved that there was a need for issues identified by councillors or brought to the attention of councillors to receive priority as by definition they have already been escalated. It is too early to evaluate this system and this will be undertaken in 2010/11 as part of the normal quarterly process of evaluation of services provided to councillors by the Administration.

### **Strengthening the role of committees**

The role of the committees is critical to the effective oversight and scrutiny of the reports of the Executive and to make recommendations to Council to inform its final decisions.

The development of an appropriate environment for committees to meet and engage with the Executive, administration and stakeholders is a critical priority for 2010/11. Also required will be the associated audio visual material to assist in these engagements and the development of relevant concise minute taking.

Given that they are part-time the members of the committees and their chairpersons cannot realistically undertake the in-depth engagement to formulate recommendations to Council. The role of the researchers attached to specific councillors is critical in a supporting role. This capacity will be progressively developed in 2010/11 to ensure that the committees are able to apply their minds sufficiently to the quarterly reports and policy recommendations of the Executive.

### **Strengthening the role of Council**

The role of councillors within Council meetings has changed significantly since 2006 with greater time given for questions to the Executive and for debate. The effectiveness of Council is directly related to the quality of the reports that it receives. Such reports have to be received in adequate time for councillors to engage, individually and collectively through the caucus system, with what is often complex documentation. Whilst improvements in the oversight and recommendations of committees releases some of the creative tension within a Council meeting, as differences can often be resolved at a committee level, there will be an increased, ongoing and expanding need for

greater quality assurance by the programming committee and the committees. This is to ensure that the quality of documentation is of the highest standard and is accessible, not only to councillors, but also to community members. Council has already resolved that each report is received with a one page summary that can be utilised by councillors, community and the media in their reporting of the outcomes of Council meetings and the effectiveness of this approach will be evaluated in 2010/11.

### **The annual cycle of Council**

Council has resolved that the draft Integrated Development Plan and associated draft community-based plans be tabled a month earlier than has been the norm. This is to allow for greater engagement by councillors with their:

- Communities;
- Section 79 Portfolio Committees with stakeholders with a sectoral interest; and
- Organisations with a wider interest in the contents of the draft Integrated Development Plan.

It will also allow more time for service providers to review the inputs by stakeholders and ensure that responses are of an adequate and detailed quality which historically has been a challenge.

In addition the creation of public participatory opportunities, which until 2008 focused on the period after the formal tabling of the draft plans, has now been shifted to before the development of the service providers' business plans. This will allow for both greater input by communities and their evaluation by the relevant service providers before the initial drafts are completed.

The new standing orders and policy of Council also provide for additional time for debate within Council over the State of the City address and Integrated Development Plan, tariffs and budget. Sufficient time is given between tabling and said debates to allow councillors to engage with the documentation.

The business plan is informed by the strategy of the Office of the Speaker as determined by Council in 2006, and no amendments to the high-level strategy have been made in this term of office 2006 to 2011.

The institutional design defines three key directorates within the Office of the Speaker:

- The private Office of the Speaker;
- Institutional development – Council and committees, research, monitoring and evaluation;
- Stakeholder relationship management – including ward governance, communications, protocol and petitions; and
- Strategic Support – finance, human resources, legal services and Councillor Affairs and support services.

In addition the Office of the Speaker is responsible for payment of councillors and ward committee members, the cost centres for the political parties and the Office of the Chief Whip.

### **Five-year promise**

In the post-electoral term of 2000 to 2006 the City of Johannesburg initiated reforms aimed at enhancing oversight and scrutiny of the Executive of elected representatives, enhanced public participation and improved local democratic accountability. As a result local legislature was introduced. The Legislature is therefore in an innovative phase of business development.

The Legislature adopted sector plans, informed by the IDP programmes, which are aligned with the components of the growth and development strategy. The Legislature has a clearly defined five-year plan which has been approved by Council. This document details and outlines any revision of the 2009/10 delivery agenda for the IDP, which is aligned to the sector plan.

The need to allow oversight and scrutiny to be effectively utilised to assist in the attainment of the strategic agenda has been recognised by Council.

The implementation of the Johannesburg model requires the effective use of existing scarce resources through a more effective value chain design. However, it is generally accepted that the ability of the Legislature, Executive and Administration to cooperatively attain a design that can be replicated nationally does require appropriate resourcing.

The model is based on the following objectives:

- Strengthen the role of the Council as a Legislature and enhance its role in oversight and ensuring participation;

- Ensure more meaningful debates on local issues that affect the City of Johannesburg and requires the attention of Council;
- Use Council meetings as a platform to improve the quality of debates on critical issues facing Council; and
- Maintain and enhance sound governance.

### Legislature sector indicators

The Legislature sector plan is informed by the IDP objective of ensuring participatory democracy.

Indicator	Five-year target (2006/11)	Progress against the five-year target (accumulated)	2010/11 delivery agenda
Number of participants Community mobilisation strategy and plan	Evaluated community mobilisation strategy	Branding communication strategy	Aligned published enhanced public participation policy
Part participation framework	Post-electoral enhanced participation framework	Evaluated framework	Increased public participation and fully represented
Percentage issues of preferred for oversight	Established CFFG and terms of reference enhanced	Terms of reference circulated	Establish CFFG
Score (217) achieved in councillor participating in subsidised education programmes	Councillors productive beyond term of office  Total number of career guidance subsidised education	Ten programmes  100 councillors	Five programmes 120 councillors
50% achieved of councillor citizenship index	Evaluated 100% citizenship index	Percentage on citizenship index	75% citizenship index
Human capital strategy developed	Approved HCD	Implementation of framework	Integrated HCD strategy implemented

### Challenges and opportunities

- The correlation between involvement/participation and actual service delivery. Communities want to see that their participation leads to improvement in their lives;
- Very limited financial resources available to the Legislature means that its capacity to implement its programmes is severely constrained;
- Increased costs of ward committees expenses;
- Inadequacy of committee rooms, chambers and resourcing of PR councillors;
- Likelihood of an increased capacity to 260 members with additional costs;
- The funding and financing of the model has impacted on the Sector;
- Location, physical space and accommodation for the growing Legislature has further put strain and impacted on Sector ability to deliver services;
- Value chain weaknesses within the administration and non-implementation of quality information flows to councillors on activities and benefits specific to individual wards remains a red flag;

- The non-implementation of the associated policy developed and passed in 2007, and the fact that there is no indication of any plans to implement, negatively impacts on community perception of councillors and the legitimacy of Council in general;
- The continued failure to implement a rational Citizen Relationship Management (CRM) system to support councillors is also a red flag; and
- Linked to this, it is possible to track identified service delivery failures that have been reported via the existing citizen relationship management complaints system.

**Strategic priorities**

Overview of Sector Plan including delivery areas (three priorities):

- Recognition of local democratic process by communities through their participation in decision making;
- Ensure Legislature and its role players are fully capacitated and strengthened; and
- Ensure accountability of local government through effective oversight and scrutiny.

Five-year strategic agenda with reference to specific areas of operations:

- Ensure effective and efficient Legislature;
- Ensure accountability and transparency of the Executive to and by local Legislature;
- Model the CoJ Legislature as the best practice model in local government;
- Entrench culture of citizenship in conduct by ward councillors, committees and members of the Legislature in general;
- Capacitated role players in local democratic process; and
- Develop and nurture human capital at all levels.

**Inter-governmental relations**

In terms of the provision of Section 40, Chapter 3 of the RSA Constitution, all spheres of government must observe and adhere to the principles and conduct their activities within the parameters of the chapter.

The Speaker of Council formally participates in the activities of the Gauteng Local Government Speakers Forum to facilitate relations with other municipal council speakers in Gauteng and to share best practice in the area of governance.

The Speaker is also participating in the governance working group of SALGA Gauteng. Officials of the local Legislature also support the Speaker’s participation in these structures by providing technical support to facilitate the programmes of these structures.

*Legislature sector plan*

Five-year strategic objectives	IDP programme and key achievements (accumulated to date)	2010/11 delivery agenda
Ensure that communities are mobilised to participate and engage in collective action towards the achievement of its goals and initiatives	<ul style="list-style-type: none"> <li>• Completion of a replicable public participation model for local government</li> <li>• National conference on participatory democracy</li> <li>• Community mobilisation strategy</li> <li>• Finalisation of the community-based plans in all wards for 2010/11 with a service delivery focus</li> <li>• Monthly service delivery reporting from ward councillors</li> <li>• Increase in number of stakeholders identified and participating in participatory opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Complete the public participation policy for community-based plans, budget and Integrated Development Plan for the term of office 2011 to 2016</li> <li>• Complete the implementation of the programme of public participation activities in the financial year 2010/11 for the development of the draft term of office 2011 to 2016 community based plans, budget and IDP</li> <li>• Complete the elections of ward committee members for the 2011 to 2016 term of office</li> </ul>

Five-year strategic objectives	IDP programme and key achievements (accumulated to date)	2010/11 delivery agenda
Ensure communities experience that their voice is heard and heeded by Council	<ul style="list-style-type: none"> <li>• Review of present data base and inclusion of 20 000 stakeholders</li> <li>• Completion of a representivity index to ensure participation is inclusive of the City's diverse communities</li> <li>• Annual report of the Legislature for 2008/09</li> </ul>	<ul style="list-style-type: none"> <li>• Implement a service delivery monitoring barometer</li> <li>• Implement a service delivery monitoring tool for ward committee structures</li> <li>• Ensure 50 000 stakeholders and key opinion formers are identified and contacted on a regular basis (24 engagements per annum)</li> <li>• Implement partnerships with Chapter 9 institutions to increase access to social justice</li> <li>• Produce an annual report of the Legislature for 2009/10</li> </ul>
Ensure that the Legislature of the City is regarded as the benchmark in local government development	<ul style="list-style-type: none"> <li>• Document the development of the model</li> <li>• Develop a manual on the model for use by Councils</li> <li>• Develop a policy on the functionality of ward committees</li> <li>• Engage with key stakeholders</li> <li>• Implement the culture of citizenship policy</li> <li>• Identify the possible legislative changes with specific reference to public participation</li> <li>• Local government protocol manual</li> </ul>	<ul style="list-style-type: none"> <li>• Produce a final report on the Johannesburg model</li> <li>• Complete the proposed legislative changes or effective implementation of the Johannesburg model</li> <li>• Ensure a representative sample of councils, SALGA and national and provincial government and other key role players are engaged on the model</li> <li>• Undertake training workshops on the model</li> <li>• Develop and distribute multimedia materials for national stakeholders</li> </ul>
Ensure the legislative arm of Council and its role players are fully capacitated to ensure their effective and qualitative participation in the legislative processes		<ul style="list-style-type: none"> <li>• Develop a programme of induction for councillors after the election 2011</li> <li>• Develop a term of office training programme for 2011 to 2016 for councillors and ward committee members</li> <li>• Conduct five-year strategic review for the new term</li> <li>• Transitional arrangements of winding up of current Council term and preparation for the establishment of the incoming new Council</li> </ul>
Ensure that the Local Democratic Process (LDP) is recognised as legitimate by communities of Johannesburg through their ongoing participation	<ul style="list-style-type: none"> <li>• Critically evaluate participatory opportunities 2006 to 2009</li> <li>• Development of an annual cycle model of participation</li> <li>• Development of a by-law on public participation</li> <li>• Development of communications targets</li> <li>• Development of a communications model for replication</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of the communications strategy</li> <li>• Implementation of the Civic Education Programme</li> </ul>

Five-year strategic objectives	IDP programme and key achievements (accumulated to date)	2010/11 delivery agenda
<p>Ensure the accountability of government through effective oversight and scrutiny</p> <p>Ensure the accountability and transparency of the Executive to and by the legislative arm of Council</p> <p>Enable the accountability and transparency of the Legislature to and by the public</p>	<ul style="list-style-type: none"> <li>• Developed transparency and accessibility framework</li> <li>• Framework presented to Rules Committee, PPP Committee</li> <li>• Process for simplification of reports referred to the August 2009 Mayoral Committee meeting</li> <li>• Presented action plan for transparency and accessibility of information to August 2009 LMT</li> <li>• Included the simplification of reports as a requirement in the amendments to the standing rules and format for simplification of reports added as an addendum to the standing rules</li> </ul>	<ul style="list-style-type: none"> <li>• Functional records/information management system</li> <li>• Electronic archiving system <ul style="list-style-type: none"> <li>– Hardcopies/journals</li> <li>– Electronic screens for Council Chamber and committee rooms</li> </ul> </li> <li>• Functional legislature information service centre</li> <li>• Implement action plan for transparency and accessibility of information</li> <li>• Implementation of an electronic correspondence and archiving system which facilitates the transparency and accessibility framework and alignment to the promotion of Access to Information Act and the National Archives act</li> </ul>
<p>Ensure the accountability of government through effective oversight and scrutiny</p>	<ul style="list-style-type: none"> <li>• Oversight and scrutiny framework developed</li> <li>• Framework presented to Rules Committee and chairpersons meeting</li> <li>• Workshop held for all councillors on action plan to implement framework developed and presented to Rules Committee and chairpersons meeting</li> <li>• Framework and action plan referred to 23 July 2009 Mayoral Committee meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Oversight programmes of Section 79 committees</li> <li>• By-law making and reviews</li> <li>• Inter-institutional relations (local and international study tours)</li> <li>• Conferences and seminars</li> <li>• Inter-governmental relations (ward-based oversight)</li> <li>• Business planning session Section 79 committees</li> <li>• Resolutions tracking for Council and Section 79 committees</li> <li>• Consideration of CoJ annual reports by all Section 79 committees</li> </ul>
<p>Transform the government model to incorporate best practices with respect to separation of powers, public participation, accountability and transparency and protocol</p>	<ul style="list-style-type: none"> <li>• Developed protocol framework</li> <li>• Identified and evaluated local government benchmarks</li> <li>• Johannesburg model reviewed and tracked status of implementation</li> <li>• Established Legislative Framework baseline</li> <li>• Engagement and presentation of the JHB model with visiting councils both national and international</li> </ul>	<ul style="list-style-type: none"> <li>• Business of Council: <ul style="list-style-type: none"> <li>– Development of year planner</li> <li>– Coordination of Council meetings</li> <li>– Opening/budget day and closing of Council</li> <li>– Taking Council to the people</li> </ul> </li> </ul>



Five-year strategic objectives	IDP programme and key achievements (accumulated to date)	2010/11 delivery agenda
	<ul style="list-style-type: none"> <li>• Participated in Gauteng DLG evaluation study of the JHB model</li> <li>• Evaluation study presented to Mayoral Committee</li> <li>• Model presented and update provided to the Gauteng Speakers Forum</li> <li>• Model promoted through articles in the Legislative newsletter, web dialogue, CoJ website and community media</li> </ul>	<ul style="list-style-type: none"> <li>• Transition to the third Legislature: <ul style="list-style-type: none"> <li>– Introduction</li> <li>– Composition of Section 79 Committees</li> <li>– Rulings booklet</li> <li>– Infrastructure capacity (additional 43 councillors)</li> <li>– Research seminar series</li> <li>– Focus intervention enquiries quarterly oversight reports</li> <li>– Expanded Legislature support (Chief Whip, Chair of Chairs, Chairpersons of Section 79 Committees)</li> </ul> </li> <li>• Evaluate and document the Johannesburg government model and package for replication</li> <li>• Twinning agreements</li> <li>• Evaluated framework results implemented and approved</li> </ul>
<p>Strengthen the capability of the Office of the Speaker and its staff to deliver exceptional value to their internal and external customers</p>	<ul style="list-style-type: none"> <li>• Develop and nurture human capital at all levels within the Legislature</li> <li>• Establish and implement reviewed organisational structure</li> <li>• Implement Human Resources Sub-Directorate</li> <li>• Establish a Finance Sub-Directorate</li> <li>• Establish Legal Sub-Directorate</li> <li>• Ensure councillor affairs and support services is optimally functional</li> <li>• Allocate the financial and procurement requirements for existing/new positions</li> <li>• Identify planned projects in IDP and business plan and implementation plan drawn out</li> <li>• Seek agreement on a budget costing model and implement the OOS budget process plan</li> <li>• Inform and train employees.</li> <li>• Identify information and records that are to be handed over from Corporate and Shared Services</li> <li>• Conduct needs analysis survey (implementation recommendation – combine with wellness needs analysis)</li> <li>• Identify potential learning programmes (ideally at NQF level 5)</li> <li>• Conduct skills gap analysis (includes budget training)</li> <li>• Design programme, roll-out training (including all administration)</li> </ul>	<ul style="list-style-type: none"> <li>• Status review of human capital strategy and refinement going forward</li> <li>• Status and review of implementation of the high-performance culture. Performance management alignment</li> <li>• Strengthening of capability of Legislature and its employees to deliver exceptional value</li> <li>• Conduct benchmark study on councillor performance evaluation system</li> <li>• Implementation of WSP and training plan activities as outlined in Department of Labour submission</li> <li>• Establish a workplace committee to evaluate job profiles, address job evaluation and parity issues with assistance of a specialist</li> <li>• Recommend and establish an appropriate internal structure to streamline and improve business planning, Sector Plan and budget development coordination activities of the Legislature</li> <li>• Draft second proposal on Legislature finance model funded by Council and framework benchmarked against Financial Management of Parliament Act</li> <li>• Implement the newly established human resources policies</li> <li>• Draft employee annual awards proposal</li> </ul>

Five-year strategic objectives	IDP programme and key achievements (accumulated to date)	2010/11 delivery agenda
<p>Transform the government model to incorporate best practices in Legislature administration and systems</p>	<ul style="list-style-type: none"> <li>• Ensure effective and efficient corporate systems to enable accelerated delivery by the Legislature</li> <li>• Supply chain management</li> <li>• Performance management</li> <li>• Change management</li> <li>• Service Charter</li> <li>• Finance structure</li> </ul>	<ul style="list-style-type: none"> <li>• Convene institutional value chain development workshop and role clarification coordinate activities</li> <li>• Conduct road show on supply chain management and establish routine SAP refresher courses</li> <li>• Provide adequate IDP, business plan and medium-term budget information in appropriate regulated new Treasury formats</li> <li>• Conduct business process workshop by all directorates to augment service improvement and support function</li> <li>• Conduct annual one-day workshops for instilling values and culture and diversity management as per change management</li> <li>• Conduct framework and review of organisation value system and strategic review of five-year objectives by Vortex</li> <li>• Ensure audit risk report is tabled</li> </ul>

## Conclusion

The department's core business is good governance, accountability, oversight, scrutiny and enhancement of the local democratic process.

The principal aim of the Legislature therefore is to ensure that oversight and scrutiny are exercised by elected public representatives of the Executive and administration, thereby ensuring effective public participation.

It is widely accepted that the community has somewhat alienated itself from government institutions, and have been reluctant to become involved in public participatory processes as service delivery is perceived as unresponsive to articulated community needs.

The Legislature is tasked with legislative accountability to ensure Council structures function according to plan, and to monitor implementation of service delivery and the promotion of community-based planning. The major risks identified relate to adequate funding for existing and new responsibilities, including:

- The ability to implement a critical and meaningful engagement with communities on by-laws especially the improvement and rationalisation of existing ones;
- The ability to manage Section 79 oversight and scrutiny of sectoral plans and the associated engagement with specialists and other interested parties;
- Participatory opportunities with traditional stakeholders, labour, business, women, disabled, non-governmental organisations and youth;
- Implementation of increased scale of petition opportunities;
- Implementation of civic education; and
- Awareness and buy into the Johannesburg model to external stakeholders.

Actions to improve management of the risk

- Urgent implementation of policies and associated value chains relating to CBP, IDP process and related business planning of departments and MEs, as well as monthly councillor reporting and CRM;
- Ensure relevance of processes to local communities through roll-out of community-based planning and associated administrative initiatives, aligned to ward planning;
- Develop interactive communication channels with key opinion formers and stakeholders;
- Request for additional funds for effective inclusive participation in the development of By-law within legislative process;
- Implement the Human Capital Development Strategy; and
- Implementation of the Critical Friends' Focus Group Strategy.