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**WARD COMMITTEE OPERATIONAL PLAN**

**NEWCASTLE LOCAL MUNICIPALITY**

**INTRODUCTION AND LEGISLATIVE FRAMEWORK**

1

**1.1 Introduction**

The developmental local government as envisaged by the South African white paper on local government, emphasizes the need to work with local communities in finding sustainable ways to meet their needs and improve the quality of their lives. Amongst other things, the paper discusses the empowerment of the marginalized and excluded groups of the community as important in the municipal operations hence the municipality is expected to establish a system that will involve communities in its operations to ensure the production of the outputs that the communities need to improve their lives. The communities are therefore a critical component of the municipal functioning system as they are the recipients of the outputs produced by the municipality and must be afforded an opportunity to communicate their needs and vent their satisfaction of what they receive.

The public participation system employed by municipalities has identified and prioritized ward committees as a legislated vehicle for communities to communicate their needs, aspirations and inputs into the operations of the municipalities.

As a stakeholder to a much broader public participation system, ward committees are a needed venture for nurturing the country’s democracy since they lay an effective platform for government-society interaction thus improving the effectiveness of policy formulation and implementation and also create an enabling environment for empowerment of the previously marginalised communities as per prescriptions of the white paper on local government.

To ensure that democracy is rooted amongst people, ward committees are expected to be the ultimate community structures to be the link and information base for the municipalities about on the needs, potentials, problems and aspirations of the communities they serve. They are a bridge between local municipalities and communities through the facilitation of proper communication and consultation. They are there to inform the communities of the system of local government. They are also expected to participate in the core municipal business such as Integrated Developmental Plans, Budgeting, and Municipal Performance Management processes. As such having ward committee’s benefits both the community and the municipality, the benefits are demonstrated in the following tabular presentation:

|  |  |
| --- | --- |
| **Benefit** | **Comment** |
| **Consensus building** | The Public participation process is intended to has a synthesize the views from the authorities and ordinary people, thus ensuring a long-term commitment thereof. The municipality IDP is amongst other things expected to be consensus building tool in that the municipality develops a framework to which communities provide inputs thereby ensuring an agreed upon delivery of services. |
| **Avoiding worst case confrontations**: | Public participation provides a platform for both the authorities and the people to peacefuly express their needs, expectations and responsibilities. That creates a sense of ownership for both parties thereby avoiding confronataions at a later stage. Whenever differences arise concerning particular policies, the public would consider the responsibility to improve them as opposed to rejecting them. |
| **Improved quality of decisions** | The inputs made by the ordinary citizens in the making of decisions, ambiguity can be cleared in terms of the needs as required by the citizens, and the working together between the people and the municipality can ensure the achievement of efficiency in the provision of service. When the citizens are involved in the process of making of decisions they own them and are responsible for them even if they are unpopular decisions. |
| **Increased ease of implementation** | Once a decision has been made through the consultation and the involvement of the people, the implementation may be easier. Thus, it is unlikely for the public to reject a policy and/or legislation that they have significantly contributed to. |
| **Minimising cost and delay** | Uncertainty of the required services by the public could lead to the authorities investing money in research on what the public requires, as well as the method to dispense such a service. Instead, public participation will ensure a direct contact between the public and the decision makers thus reducing on such costs. |
| **Anticipating public concerns and attitudes:** | The authorities can utilise the precedent set by the public during previous engagements in making future decisions in cases of similar challenges met. |
| **Maintaining credibility and legitimacy**: | Public participation instills confidence to the public about municiplaities when they are involved in the operations which in turn improves the credibility and legitimacy. |
| **Developing civil society** | One of the unintended effects of public participation is the creation of an educated society. Through public participation processes, the people familiarise themselves with government policies, legislation and institutional processes, resulting in them being articulate in expressing their needs in terms of matters of public interest. |

Reaslising the need of the ward committees and also in compliance with the legislation the Newcastle local municipality also priorites them and had them elected in 2016. These ward committees are led by the ward councilors as elected for a particular term of office. Whenever their term of office expires, so does that of the ward committees. August 2016 marked the beginning of a new terms of office for the councilors to operate for the next five years and that demanded the election of new ward committees to work with the newly elected councilors. All municipalities were then directed to start the process of elections within 90 days from the date of the first council meeting and the municipality complied and elected the ward committees.

The ward committees as established by the Newcastle local municipality are not an exception to the foregoing expected broad roles and benefits and as such a plan to ensure that their operations do feed into these expectations is a necessity. Further to that, ward committees are now expected to compile and submit monthly reports alluding on their performance for the month in question yet there is no guideline at the municipal level that is intended to inform their operations upon which they will report progress. This document is therefore intended to identify the current priority issues of the ward committees and therefore provide a detailed plan for their operations to be at an acceptable standard. The councillors will also use it as the guide on what to prioritise during the opertaions of the ward committees since they are the leaders to these structures. Furthermore, the document will also inform and compel the municipal officilas on when to meet ward committees and what to discuss with them whenever they meet.

**1.2 The legislative framework at a glance**

Various legislations and policies can be utilised as guidelines for the establishment and operation of the ward committees, they include, The Constitution of the Republic of South Africa, the Municipal Structures Act of 1998, the Municipal System Act of 2000, the guidelines for the establishment of municipal ward committees of 2005 and the Newcastle Municipality’s policy on the establishment of ward committees. These documents can be broadly classified as National legislation, Provincial legislation and Local legislation. The following tabular presentation provides a brief comment on each of the foregoing pieces of legislation.

|  |  |
| --- | --- |
| **Legislation** | **Comment** |
| **The Constitution of the Republic of South Africa, 1996** | Section 152 of the South African Constitution requires of a local authority to encourage the involvement of communities and community organizations in matters of local government. This section provides the objectives of the local municipality which simply denote the necessity of public participation in the functioning of the municipality. |
| **The Municipal Structures Act, 1998** | Part 4 of the fourth chapter of this Act is the section that that provides for the establishment of the ward committees. The primary objective of the ward committee is said to be enhancing participatory democracy in local government. In details this section provides the framework for the powers and functions of the ward committee, the term of office, procedures for dealing with vacancies, remuneration and dissolution of the ward committees. |
| **The Municipal Systems Act, 2000** | Chapter four of the act requires the municipality to develop a culture of community participation through, amongst other things, encouraging and creating conditions for the local community to participate in the affairs of the municipality and contributing to building the capacity of the community to participate in the affairs of the municipality. The Act also sets out the mechanisms, procedures and processes for community participation. |
| **Municipality’s policy on the establishment of ward committees** | This policy provides for the powers and functions delegated to the ward committees. It also provides for the composition of the committee as well as the electoral regulations and processes. Furthermore, it states the regulatory procedures, which include, the term of office, vacation of office, filling of vacancies, frequency of meetings, quorum for meetings, decision making, dissolution of committees as well as dispute resolution. |

**1.3 Ward Committee roles and responsibilities**

Section 74 of the Municipal Structures Act provides the powers and functions of the ward committee. The primary function of a ward committee is understood to be a formal communication channel between the community and the council. A ward committee should in a broad sense be a communication channel for the entire ward. It is a proper channel through which communities can lodge their complaints.

From the foregoing primary function, it can be concluded that, the following are the roles and responsibilities of the committee.

* Ward committees serves as messengers between the community and the council. Similarly ward committee provide communities with a space to lodge or express their views and complaints
* Ward committees also have the responsibility to identify and utilize the skills and resources that exist within communities or group. It is important for them to have a good understanding of what is available in their communities (in terms of finance, expertise, skills, new materials, community facilities, volunteers/ labour and resources)
* Facilitate public participation in the process of development, review and implementation management of the IDP of the municipality.
* Ward committees need to play a role of providing support for the people/groups involved in community structures and activities. This involves affirming people, recognizing and acknowledging the value of their contributions, giving encouragement, being available for people when they need to talk or ask questions.
* A ward committee should also be a strategic mobilizing agent for both the municipality and the community in the planning and implementation of programmes. They can also play an important role in mobilizing partnerships for the development of local projects.
* Ward committees have the role of interacting with external role players on behalf of or for the benefit of their local communities or constituency.
* Networking the ward committee should establish relationships with a variety of people or organizations and be in a position to use them to effect and facilitate change in their local communities.
* The ward committee could also influence decision through lobbying and persuasion
* Disseminate relevant information pertaining to municipal processes, decisions taken and projects.

**(1) The role of ward committees on IDP**

Ward committees are expected to work closely with their ward councilors and other community-based organisations to identify priority needs and ensure that such needs are included in the IDP and budget proposals. In addition to analysing the needs in the areas, ward committee members should contribute in finding solutions to meeting the identified needs of the communities. They should also identify critical needs and ensure that those needs receive the attention of the council. They can also play a role in all the phases of the IDP by ensuring that they are represented in the IDP Forum. Further to playing a role in its development they can also play a role in the monitoring of the IDP implementation.

**(2) The role of ward committees on LED**

The success of LED initiatives relies on all municipal stakeholders being fully involved in the local development process. For successful LED processes to be community driven, a community must have a core of local, capable and respected leaders, who are prepared to commit time, priority and belief to LED. Ward committees as the link between council and communities are already playing leadership role in their areas. They must inform council on economic development status in their areas. They are in a better position to contribute to local economic development initiatives since they know their area’s development challenges and opportunities.

**(3) The role of ward committees on Disaster Management**

The ward committees are expected to be active participants in the disaster prevention programme and should also lead its implementation. The municipality’s IDP must have a Disaster Management Plan and it is the responsibility of the ward committees to get hold of a copy and make sure they understand it. They also need to educate communities so that greater care can be taken to prevent disasters.

**(4) The role of ward committees on Budgeting**

Given that the resources are scarce, community participation in the development of the budget is essential in that it present the opportunity to the community to present its needs and be involved in the process of prioritising and understand the tradeoffs that need to be made between competing demands for resources. Ward committees should therefore request that the ward councilors do not approve the budget until there has been a proper consultation them. They can still observe the council meetings where the budget is debated and voted on.

**(5) The role of ward committees on Performance Management**

Ward committee’s role in the municipality’s performance management system is not only as the audience of the outcome information but they are expected to play a role in planning, monitoring and reviewing the performance of the municipality and provide feedback on municipal performance. Ward committees should insist on regular reports and feedback on municipal projects and services either at their meetings or at public hearings. They can also contribute in improving municipal service delivery by making their perceptions of the service quality know to the council through the ward councilors.

**OUR STRATEGIC DIRECTION**

2

**2.1 Introduction**

Newcastle local municipality does not operate in a silo where it has no relationship with other levels of government hence, the municipality must align its plan for ward committee operations with other prescriptions provided by other government spheres. Regarding that, the municipal plan on the operation ward committees must align itself with national, provincial as well as local provisions.

At a national level, numerous legislations have been passed to give prescriptions regarding ward committees. Details of such legislation has been discussed in details in the previous chapter hence this section will only make reference to the pieces of legislations without providing details. The legislations include, The Constitution of the country, the municipal systems Act and the Municipal structures act. The municipality in developing its plan for operationalizing ward committees, it must align itself with the provisions of the said legislation.

In addition to the provincial guidelines on ward committee establishment and operations, Cogta has also provided guidelines to the development of the ward committee operational plan to which the Newcastle municipality must also align its plan. According to the guidelines provided by Cogta ward committees exist to:

* Increase the participation of local residents in the municipal decision making processes.
* Be the representatives of the local ward without any political allegiance.
* Be involved in the core municipal processes inculuding the IDP, budget, PMS and projects.
* Identify and initiate projects to improve the lives of the people in the ward.
* Support the councilor in dispute resolution.
* Monitor the performance of the municipality and raise concerns where necessary,
* Assist the municipality with community awareness campaigns.

In alignment with the foregoing reasons for existence, Cogta also provided the intended objective of the ward operational plan. The objectives stipulates that the plan should be developed to:

* Ensure structured ward committee operations.
* Provide an enabling environment for the ward committee members to take part in the planning, implementation and monitoring of service delivery at a ward level.
* Outline the involvement and roles of ward committees in core municipal processes.
* Assist with practical implementation of well planned, resourced and structured participation programme.
* Improve the accountability of ward committees and municipal structures to the community they serve.
* Demonstrate and quantify the involvement of ward committees in the affairs of council.

In an ttempt to meet the said objectives and fulfil the foregoing reasons for existence, cogta has further proposed the format of a waard operational plan to which this plan for the Newcastle municipality must attempt to align itself to.

Further to the guidelines of the oprtaional plan Cogta has provided the functionality assessment approach which details amongst other things the functionality indicators and monthly reports contents for ward committee members, the councilors and the municipality.

The ward committte functionality is assessed through the following components:

* Number of ward committee meetings held
* Number of meetings chaired by the ward councilor
* Percentage attendance
* Number of community meetings held
* Number of sectoral reports submitted
* Number of ward reports submitted to the municipality

Ward committee members should report monthly on the following:

* Research undertaken
* Outreach programmes undertaken
* Meetings held with individuals and groups including sectoral meetings
* Forums consulted
* Issues received and addressed
* Municipal programmes coordinated
* Numnber of Sukuma sakhe meetings attended.

Ward councilors are expected to report quarterly on the following:

* Community meetings held
* Sectoral meetings held
* Door to door campaigns or intercations with street committees.
* Complaints, queries and requests registered and attended to
* Distributed information
* Management and updating of ward profile and database of indigent households.

In addition to the national and provincial alignment to be ensured, this paln is also not in isolation to the entire municipal processes and as such it must align to them. Furthermore, the plan must also be considerate of the current approach utilized by the public participation unit.

The public participation unit of the municipality has an approach that they have been using thus far. The approach identifies four pillars of public participation which ward committtes envisages to abide with, they include Partnership, Involvement, consultation and informing. The unit looks and communities as equal partners with the municipality in service delivery. As for the involvement, the unit places emphasis on community input and feedback to influence the municipal processes. Furthermore, the unit sees importance in consultaion whereby communities provide feedback to the municipality. Lastly the unit believes that public participation is also there to achieve the objective of informing the communities of challenges and successes of the municipal programmes. This paln must therefore align itself to these provisions of the departmental approach in order not to reinvent the wheel but be consistent with the good that the unit is currently doing.

The municipality sees the public as being partners to delivering services and as such this plan should identify that which the municipality is intending to do and requires partnership from the communities in order to achieve. The municipality would from time to time review its IDP in consultaion and with involvement from the communities. These reviews are intended to identify projects and programmes that will take the municipality closer and closer to the realsition of its vision. As such, the municipality has a vision to realize and requires communities to be their partners in their endervours to get closer to the vision. This plan should therefore align itself to the municipal vision in order to ensure that what the ward committes to is in total agreement with the municipal activities intended for the realization of the vision. It is critical that at this stsge of the cocument, the knoweldege of the municipal vision is provided with an intention to ensure that the forthcoming phases of the document are considerate of it. The municipal vision is that **“By 2030 Newcastle municipality will be a sustainable and economically vibrant city-region that affords its citizens a high quality of life”.**

**2.2 The vision**

**Every ward committee member a capacitated municipal partner in designing and developing a sustainable and economically vibrant city.**

A ward committee member is an accountable community messenger for aspirations, inputs, concerns and compliments and a partner to be informed, consulted and involved in the municipal decision making processes towards a high quality of life for its citizens.

**2.3 The Mission**

The Newcastle ward committees exist to communicate people’s aspirations, inputs, concerns and compliments through programmes and activities aimed at developing and capacitating them to be municipal partners in planning, executing and monitoring service delivery in all 34 wards of the Newcastle Local Municipality.

**2.4 The goals**

1. Adequate capacitation of ward committee members for maximum performance
2. Gathering of accurate people’s aspirations for inclusion in the long, medium and short term planning processes of the municipality
3. Timely inputs of communities for improved municipal performance.
4. Constructive criticism and concerns from the communities for improved performance.

**2.5 Key performance Areas**

1. Governance and capacity building
2. Research and profiling
3. Community outreach and consultation
4. Municipal programmes co-ordination

**2.6 Strategic objectives**

1.1 Improve ward committee governance

2.1 Involve the communities in the municipal planning

3.1 Create a conducive environment for communities to communicate their inputs and concerns

4.1 Encourage constructive criticism from the communities.

4.2 Encourage communities to present their queries and complaints

4.3 Acknowledgement of people’s compliments for exceptional municipal performance

**2.7 Strategies, measurable objectives and projects**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Goal** | **Key performance Area** | **Strategic objective** | **Strategy** | **Measurable objective** | **Project** |
| 1. Adequate capacitation of ward committee members for maximum performance | **Governance and capacity building** | 1.1 Improve ward committee governance and operations | 1.1.1 Ensure existence of operating structures | 1.1.1.1 Develop/ review the ward committee establishment guideline document | Revise and adopt the ward committee policy |
| Revise and adopt the ward committee code conduct |
| 1.1.1.2 Establish ward committees as per the policy and legislation | Develop and publish the ward committee meetings schedule |
| Establish 4 zones |
| Develop and publish the zones meetings schedule |
| Establish the ward forum |
| Develop and publish the ward forum meetings schedule |
| 1.1.1.3 Allocate members into portfolio committees | Identify portfolios for the ward committees and allocate members to them. |
| Identify council portfolio committees requiring ward committee representatives and allocate members to them |
| 1.1.1.4 Identify, document and operationalize ward committee sub-committees | Create a database/register for all community organizations and stakeholders at a ward level |
| Allocate relevant organisations and stakeholders into portfolios |
| Develop and publish the schedule of meetings for the subcommittees |
| 1.1.1.5 Develop councilor consultaion structures at ward street levels | Establish street committees |
| 1.1.2 Report on performance | 1.1.2.1 Report on individual member performance | Develop and submit monthly reports to the committee secretariat |
| Hold monthly ward committee reporting meetings |
| 1.1.2.2 Report on ward committee performance | Develop and submit consolidated ward committee monthly reports to the municipal official |
| Develop and submit consolidated quarterly reports to council and Cogta on ward committees |
| 1.1.2.3 Report on ward forum performance | Develop and submit quarterly ward forum meetings |
|  | 1.1.2.4 Report on municipal programmes coordination | Report on Sukuma Sakhe meetings and issues raised. |
| Report on project steering committees |
| 1.1.2.5 Report on councilor performance | Develop quarterly reports for submission to the office of the speaker |
| 1.1.3 Capacitate and develop ward committee members on areas relevant for performing their duties. | 1.1.3.1 Facilitate the training and development of ward committee members | Conduct the skills audit for ward committee members |
| Design the training programme for ward committees guided by the audit report |
| Implement the training programme for ward committees |
| 1. Gathering of accurate people’s aspirations for inclusion in the long, medium and short term planning processes of the municipality | **Research and profiling** | 2.1 involve the communities in the municipal planning | 2.1.1 Facilitate the process of conducting research at ward level by the ward committee members. | 2.1.1.1 Facilitate the development of ward profiles through research conducted by the ward committee members. | Develop the research template for each ward committee portfolio |
| Facilitate the collating of ward data |
| Compile ward profiles |
| 2.1.1.3 Facilitate the process of ward profiling by ward councilors | Manage and facilitate ward profiling process by ward committees |
| Develop and update the indigent household register for a ward |
| 2.1.1.2 Facilitate the prioritization of people’s aspirations and concerns | Prioritise ward needs and concerns |
| Prioritize people’s needs and concerns at a municipal level the ward forum priotitisation meeting |
| 1. Timely inputs of communities for improved municipal performance. | **Community outreach and consultation** | 3.1 Create a conducive environment for communities to communicate their inputs and concerns | 3.1.1 Gathering of the people’s inputs and urgent issues for attention | 3.1.1.1 Receive and report issues raised by the community | Hold community meetings |
| Attend to individual community members concerns |
| 3.1.1.2 Consult with the community organization on issues relevant to their operations. | Undertake community outreach programmes |
| Hold sub-committee meetings |
|  |  |  | 3.1.2 Empowering communities with knowledge on municipal operations | 3.1.2.1 Inform and update communities on municipal programmes and operations | Distribute information to the communities through ward community meetings |
| 1. Constructive criticism and concerns from the communities for improved performance. | **Municipal programmes co-ordination** | 4.1 Encourage constructive criticism from the communities. | 4.1.1 Involve the ward committees in the municipal programmes implementation for positive inputs | 4.1.1.1 Ensure participation of ward committees in the operation Sukuma Sakhe Programe | Develop and adopt the operation Sukuma Sakhe meetings schedule |
| Attend all Sukuma Sakhe meetings |
| Report to council on ward issues raised in the operation Sukuma Sakhe programme |
| 4.1.1.2 Participate in the co-ordination of municipal programmes | Establish project steering committees and ensure ward committee representation |
|  |  | 4.1.1.3 Participate in the implementation of the public participation forums | Hold councillor meetings with the street commitees |
| Participate in the ward indaba |
| Participate in the ward committee zones |
| Participate in the ward forums |
| Participate in the IDPRF |
| 4.2 Encourage communities to present their queries and complaints | 4.2.1 Systematise the receipt and attendance to complaints, concenrs and queries raised by the community. | 4.2.1.1 Develop and establish the complaints management system | Design and implement the complaints management system for ward committees |
| Design and implement the complaints management systems for councillors |
| 4.3 Acknowledgement of peoples compliments for exceptional municipal performance | 4.3.1 Encourage compliments by communities where the municipality has done well. | 4.3.1.1 Develop and establish a complimenting system | Design and implement the **# Siyaqhuba** campaign. |

3

**THE FOUR YEAR KEY PERFORMANCE INDICATORS AND TARGETS**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Goal** | **Key performance Area** | **Strategic objective** | **Strategy** | **Measurable objective** | **Project** | **Key performance indicator** | **Targets** | | | | |
| **4 year target** | **Year 1 (17/18)** | **Year 2 (18/19)** | **Year 3 (19/20)** | **Year 4 (20/21)** |
| 1. Adequate capacitation of ward committee members for maximum performance | **Governance and capacity building** | 1.1 Improve ward committee governance and operations | 1.1.1 Ensure existence of operating structures | 1.1.1.1 Develop/ review the ward committee establishment guideline document | Revise and adopt the ward committee policy | Date of adopting the revised ward committee policy | 31 October 2017 | 31 October 2017 | None | None | None |
| Revise and adopt the ward committee code conduct | Date of adopting the revised ward committee code of conduct | 31 October 2017 | 31 October 2017 | None | None | None |
| 1.1.1.2 Establish ward committees as per the policy and legislation | Develop and publish the ward committee meetings schedule | Date of publishing the ward committee meetings schedule | 01 July 2017-20 | 30 September 2017 | 01 July 2018 | 01 July 2019 | 01 July 2020 |
| Establish 4 zones | Date of establishing the 4 ward committee zones | 30 September 2017 | 30 September 2017 | None | None | None |
| Develop and publish the zones meetings schedule | Date of publishing the 4 ward committee zones meetings schedule | 01 July 2017-20 | 30 September 2017 | 01 July 2018 | 01 July 2019 | 01 July 2020 |
| Establish the ward forum | Date of establishing the ward forum | 30 September 2017 | 30 September 2017 | None | None | None |
| Develop and publish the ward forum meetings schedule | Date of publishing the ward forum meetings | 01 July 2017-20 | 30 September 2017 | 01 July 2018 | 01 July 2019 | 01 July 2020 |
| 1.1.1.3 Allocate members into portfolio committees | Identify portfolios for the ward committees and allocate members to them. | Date of completing the process of allocating ward committee members into portfolios | 30 September 2017 | 30 September 2017 | None | None | None |
| Identify council portfolio committees requiring ward committee representatives and allocate members to them | Date of completing the process of allocating ward committee members into council portfolios | 30 September 2017 | 30 September 2017 | None | None | None |
| 1.1.1.4 Identify, document and operationalize ward committee sub-committees | Create a database/register for all community organizations and stakeholders at a ward level | Date of finalizing the community organisations register for each ward | 01 July 2017-20 | 30 September 2017 | 01 July 2018 | 01 July 2019 | 01 July 2020 |
| Allocate relevant organisations and stakeholders into portfolios | Date of completing the process of allocating community organisations into portfolios for each ward | 01 July 2017-20 | 30 September 2017 | 01 July 2018 | 01 July 2019 | 01 July 2020 |
| Develop and publish the schedule of meetings for the subcommittees | Date of publishing the meetings schedule for ward committee sub-committees for each ward. | 01 July 2017-20 | 30 September 2017 | 01 July 2018 | 01 July 2019 | 01 July 2020 |
| 1.1.1.5 Develop councilor consultaion structures at ward street levels | Establish street committees | Date of completing the process of establishing street committees for each ward | 30 September 2017 | 30 September 2017 | None | None | None |
| 1.1.2 Report on performance | 1.1.2.1 Report on individual member performance | Develop and submit monthly reports to the committee secretariat | Number of monthly reports to be submitted by individual members to the secretariat | 48 | 12 | 12 | 12 | 12 |
| Hold monthly ward committee reporting meetings | Number of monthly reporting meetings to be held by each ward committee | 48 | 12 | 12 | 12 | 12 |
| 1.1.2.2 Report on ward committee performance | Develop and submit consolidated ward committee monthly reports to the municipal official | Number of monthly consolidated reports to be submitted to the municipal official by each ward committee secretariat | 48 | 12 | 12 | 12 | 12 |
| Develop and submit consolidated quarterly reports to council and Cogta on ward committees | Number of ward committee quarterly reports to be submitted to council and Cogta | 16 | 4 | 4 | 4 | 4 |
| 1.1.2.3 Report on ward forum performance | Develop and submit quarterly ward forum meetings | Number of ward forum quarterly reports to be submitted to council and Cogta | 16 | 4 | 4 | 4 | 4 |
|  | 1.1.2.4 Report on municipal programmes coordination | Report on Sukuma Sakhe meetings and issues raised. | Number of monthly Sukuma sakhe reports to be submitted by the ward committee to the municipal official | 48 | 12 | 12 | 12 | 12 |
| Report on project steering committees | Number of monthly project steering committee reports to be submitted by each ward committee to the municipal official | 48 | 12 | 12 | 12 | 12 |
| 1.1.2.5 Report on councilor performance | Develop quarterly reports for submission to the office of the speaker | Number of quarterly reports submitted by the councilors to the office of the speaker | 16 | 4 | 4 | 4 | 4 |
| 1.1.3 Capacitate and develop ward committee members on areas relevant for performing their duties. | 1.1.3.1 Facilitate the training and development of ward committee members | Conduct the skills audit for ward committee members | Date of completing the ward committee members skills audit report | 31 October 2017 | 31 October 2017 | None | None | None |
| Design the training programme for ward committees guided by the audit report | Date of completing the ward committee training programme | 01 July 2017-20 | 30 November 2017 | 01 July 2018 | 01 July 2019 | 01 July 2020 |
| Implement the training programme for ward committees | Percentage of training sessions to be held as per the adopted training programme | 100% | 100% | 100% | 100% | 100% |
| 1. Gathering of accurate people’s aspirations for inclusion in the long, medium and short term planning processes of the municipality | **Research and profiling** | 2.1 involve the communities in the municipal planning | 2.1.1 Facilitate the process of conducting research at ward level by the ward committee members. | 2.1.1.1 Facilitate the development of ward profiles through research conducted by the ward committee members. | Develop the research template for each ward committee portfolio | Date of completing the ward research template for each ward portfolio committee | 31 October 2017 | 31 October 2017 | None | None | None |
| Facilitate the collating of ward data | Date of completing the process of collecting data for each ward | 30 September 2017-20 | 31 December 2017 | 30 September 2018 | 30 September 2019 | 30 September 2020 |
| Compile ward profiles | Date of completing the ward profiles for each ward | 31 December 2018-20 | 30 March 2018 | 31 December 2018 | 31 December 2019 | 31 December 2020 |
| 2.1.1.3 Facilitate the process of ward profiling by ward councilors | Manage and facilitate ward profiling process by ward committees | Date of completing the ward profiles for each ward | 31 December 2018-20 | 30 March 2018 | 31 December 2018 | 31 December 2019 | 31 December 2020 |
| Develop and update the indigent household register for a ward | Date of submitting the updated indigent household register for a ward | 31 December 2018-20 | 30 March 2018 | 31 December 2018 | 31 December 2019 | 31 December 2020 |
| 2.1.1.2 Facilitate the prioritization of people’s aspirations and concerns | Prioritise ward needs and concerns | Number of ward Indaba sessions to be held | 4 | 1 | 1 | 1 | 1 |
| Prioritize people’s needs and concerns at a municipal level the ward forum priotitisation meeting | Number of ward forum sessions to be held | 8 | 2 | 2 | 2 | 2 |
| 1. Timely inputs of communities for improved municipal performance. | **Community outreach and consultation** | 3.1 Create a conducive environment for communities to communicate their inputs and concerns | 3.1.1 Gathering of the people’s inputs and urgent issues for attention | 3.1.1.1 Receive and report issues raised by the community | Hold community meetings | Number of community meetings to be held | 16 | 4 | 4 | 4 | 4 |
| Attend to individual community members concerns | Number of monthly reports to be submitted by individual members to the secretariat on individual community members concerns | 48 | 12 | 12 | 12 | 12 |
| 3.1.1.2 Consult with the community organization on issues relevant to their operations. | Undertake community outreach programmes | Number of community outreach programmes to be held | 24 | 6 | 6 | 6 | 6 |
| Hold sub-committee meetings | Number of sub-committee meetings to be held | 16 | 4 | 4 | 4 | 4 |
|  |  |  | 3.1.2 Empowering communities with knowledge on municipal operations | 3.1.2.1 Inform and update communities on municipal programmes and operations | Distribute information to the communities through ward community meetings | Number of community meetings to be held specifically for the purpose of information dissemination | 16 | 4 | 4 | 4 | 4 |
| 1. Constructive criticism and concerns from the communities for improved performance. | **Municipal programmes co-ordination** | 4.1 Encourage constructive criticism from the communities. | 4.1.1 Involve the ward committees in the municipal programmes implementation for positive inputs | 4.1.1.1 Ensure participation of ward committees in the operation Sukuma Sakhe Programe | Develop and adopt the operation Sukuma Sakhe meetings schedule | Date of publishing the operation Sukuma sakhe meetings schedule | 01 July 2017-20 | 30 September 2017 | 01 July 2018 | 01 July 2019 | 01 July 2020 |
| Attend all Sukuma Sakhe meetings | Number of Sukuma sakhe meetings to be attended by each ward committee member | 48 | 12 | 12 | 12 | 12 |
| Report to council on ward issues raised in the operation Sukuma Sakhe programme | Number of reports to be submitted to the municipality on Operation Sukuma Sakhe | 48 | 12 | 12 | 12 | 12 |
| 4.1.1.2 Participate in the co-ordination of municipal programmes | Establish project steering committees and ensure ward committee representation | Percentage of projects to have project steering committees | 100% | 100% | 100% | 100% | 100% |
|  |  | 4.1.1.3 Participate in the implementation of the public participation forums | Hold councillor meetings with the street commitees | Number of councillor street committee meetings to be held | 16 | 4 | 4 | 4 | 4 |
| Participate in the ward indaba | Number of ward Indaba sessions to be attended by each ward committee member | 4 | 1 | 1 | 1 | 1 |
| Participate in the ward committee zones | Number of ward committee zones meetings to be attended by each ward committee member | 16 | 4 | 4 | 4 | 4 |
| Participate in the ward forums | Number of ward forum sessions to be attended by each ward committee member | 8 | 2 | 2 | 2 | 2 |
| Participate in the IDPRF | % of IDPRF meetings to be attended by ward committee members | 100% | 100% | 100% | 100% | 100% |
| 4.2 Encourage communities to present their queries and complaints | 4.2.1 Systematise the receipt and attendance to complaints, concenrs and queries raised by the community. | 4.2.1.1 Develop and establish the complaints management system | Design and implement the complaints management system for ward committees | Number of reports to be submitted by ward committee members on community complaints and response progress. | 48 | 12 | 12 | 12 | 12 |
| Design and implement the complaints management systems for councillors | Number of reports to be submitted by councilors on community complaints and response progress. | 48 | 12 | 12 | 12 | 12 |
| 4.3 Acknowledgement of peoples compliments for exceptional municipal performance | 4.3.1 Encourage compliments by communities where the municipality has done well. | 4.3.1.1 Develop and establish a complimenting system | Design and implement the **# Siyaqhuba** campaign. | Date of launching the **# Siyaqhuba campaign** | 30 June 2018 | 30 June 2018 | None | None | None |

4

**2017/18 IMPLEMENTATION PLAN**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Goal** | **Key performance Area** | **Strategic objective** | **Strategy** | **Measurable objective** | **Project** | **Key performance indicator** | **Annual target**  **Year 1 (17/18)** | **Quartely targets** | | | | | | | | | | | | **Responsible person/s** |
| **Quarter 1** | | | **Quarter 2** | | | **Quarter 3** | | | **Quarter 4** | | |
|  |  |  |  |  |  |  | **Jul** | **Aug** | **Sep** | **Oct** | **Nov** | **Dec** | **Jan** | **Feb** | **Mar** | **Apr** | **May** | **Jun** |
| 1. Adequate capacitation of ward committee members for maximum performance | **Governance and capacity building** | 1.1 Improve ward committee governance and operations | 1.1.1 Ensure existence of operating structures | 1.1.1.1 Develop/ review the ward committee establishment guideline document | Revise and adopt the ward committee policy | Date of adopting the revised ward committee policy | 31 October 2017 |  |  |  |  |  |  |  |  |  |  |  |  | Public participation unit |
| Revise and adopt the ward committee code conduct | Date of adopting the revised ward committee code of conduct | 31 October 2017 |  |  |  |  |  |  |  |  |  |  |  |  | Public participation unit |
| 1.1.1.2 Establish ward committees as per the policy and legislation | Develop and publish the ward committee meetings schedule | Date of publishing the ward committee meetings schedule | 30 September 2017 |  |  |  |  |  |  |  |  |  |  |  |  | Public participation unit |
| Establish 4 zones | Date of establishing the 4 ward committee zones | 30 September 2017 |  |  |  |  |  |  |  |  |  |  |  |  | Public participation unit |
| Develop and publish the zones meetings schedule | Date of publishing the 4 ward committee zones meetings schedule | 30 September 2017 |  |  |  |  |  |  |  |  |  |  |  |  | Public participation unit |
| Establish the ward forum | Date of establishing the ward forum | 30 September 2017 |  |  |  |  |  |  |  |  |  |  |  |  | Public participation unit |
| Develop and publish the ward forum meetings schedule | Date of publishing the ward forum meetings | 30 September 2017 |  |  |  |  |  |  |  |  |  |  |  |  | Public participation unit |
| 1.1.1.3 Allocate members into portfolio committees | Identify portfolios for the ward committees and allocate members to them. | Date of completing the process of allocating ward committee members into portfolios | 30 September 2017 |  |  |  |  |  |  |  |  |  |  |  |  | Public participation unit |
| Identify council portfolio committees requiring ward committee representatives and allocate members to them | Date of completing the process of allocating ward committee members into council portfolios | 30 September 2017 |  |  |  |  |  |  |  |  |  |  |  |  | Public participation unit |
| 1.1.1.4 Identify, document and operationalize ward committee sub-committees | Create a database/register for all community organizations and stakeholders at a ward level | Date of finalizing the community organisations register for each ward | 30 September 2017 |  |  |  |  |  |  |  |  |  |  |  |  | Public participation unit |
| Allocate relevant organisations and stakeholders into portfolios | Date of completing the process of allocating community organisations into portfolios for each ward | 30 September 2017 |  |  |  |  |  |  |  |  |  |  |  |  | Public participation unit and WC secretaries |
| Develop and publish the schedule of meetings for the subcommittees | Date of publishing the meetings schedule for ward committee sub-committees for each ward. | 30 September 2017 |  |  |  |  |  |  |  |  |  |  |  |  | Public participation unit and WC secretaries |
| 1.1.1.5 Develop councilor consultaion structures at ward street levels | Establish street committees | Date of completing the process of establishing street committees for each ward | 30 September 2017 |  |  |  |  |  |  |  |  |  |  |  |  | Ward councillors |
| 1.1.2 Report on performance | 1.1.2.1 Report on individual member performance | Develop and submit monthly reports to the committee secretariat | Number of monthly reports to be submitted by individual members to the secretariat | 12 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committee members |
| Hold monthly ward committee reporting meetings | Number of monthly reporting meetings to be attended by each ward committee | 12 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committee members |
| 1.1.2.2 Report on ward committee performance | Develop and submit consolidated ward committee monthly reports to the municipal official | Number of monthly consolidated reports to be submitted to the municipal official by each ward committee secretariat | 12 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committee secretary |
| Develop and submit consolidated quarterly reports to council and Cogta on ward committees | Number of ward committee quarterly reports to be submitted to council and Cogta | 4 |  |  |  |  |  |  |  |  |  |  |  |  | Public participation unit |
| Develop and and submit reports to municipal departments on issues raised by ward committees requiring their responses and actions | Number of reports sent to departments for responses and actions to ward committee reports | 12 |  |  |  |  |  |  |  |  |  |  |  |  | Public participation unit |
|  | Establish and convene public participation forum meetings where the public participation discusses and respond to ward committee reports | Number of public participation forum meetings held | 12 |  |  |  |  |  |  |  |  |  |  |  |  | Public participation and all municipal depertments |
|  | Establish and convene public participation portfolio committee forums where the municipal officials and council portfolio heads meet with ward committee members | Number of public participation portfolio committee meetings held | 12 |  |  |  |  |  |  |  |  |  |  |  |  | Public participation unit, council portfolio heads and ward committee members |
| 1.1.2.3 Report on ward forum performance | Develop and submit quarterly ward forum meetings | Number of ward forum quarterly reports to be submitted to council and Cogta | 4 |  |  |  |  |  |  |  |  |  |  |  |  | Public participation unit |
|  | 1.1.2.4 Report on municipal programmes coordination | Report on Sukuma Sakhe meetings and issues raised. | Number of monthly Sukuma sakhe reports to be submitted by the ward committee to the municipal official | 12 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committee members |
| Report on project steering committees | Number of monthly project steering committee reports to be submitted by each ward committee to the municipal official | 12 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committee members |
| 1.1.2.5 Report on councilor performance | Develop quarterly reports for submission to the office of the speaker | Number of quarterly reports submitted by the councilors to the office of the speaker | 4 |  |  |  |  |  |  |  |  |  |  |  |  | Ward councillors |
| 1.1.3 Capacitate and develop ward committee members on areas relevant for performing their duties. | 1.1.3.1 Facilitate the training and development of ward committee members | Conduct the skills audit for ward committee members | Date of completing the ward committee members skills audit report | 31 October 2017 |  |  |  |  |  |  |  |  |  |  |  |  | Public participation unit |
| Design the training programme for ward committees guided by the audit report | Date of completing the ward committee training programme | 30 November 2017 |  |  |  |  |  |  |  |  |  |  |  |  | Public participation unit |
| Implement the training programme for ward committees | Percentage of training sessions to be held as per the adopted training programme | 100% |  |  |  |  |  |  |  |  |  |  |  |  | Public participation unit |
| 1. Gathering of accurate people’s aspirations for inclusion in the long, medium and short term planning processes of the municipality | **Research and profiling** | 2.1 involve the communities in the municipal planning | 2.1.1 Facilitate the process of conducting research at ward level by the ward committee members. | 2.1.1.1 Facilitate the development of ward profiles through research conducted by the ward committee members. | Develop the research template for each ward committee portfolio | Date of completing the ward research template for each ward portfolio committee | 31 October 2017 |  |  |  |  |  |  |  |  |  |  |  |  | Public participation unit |
| Facilitate the collating of ward data | Date of completing the process of collecting data for each ward | 31 December 2017 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committee members |
| Compile ward profiles | Date of completing the ward profiles for each ward | 30 March 2018 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committee members |
| 2.1.1.3 Facilitate the process of ward profiling by ward councilors | Manage and facilitate ward profiling process by ward committees | Date of completing the ward profiles for each ward | 30 March 2018 |  |  |  |  |  |  |  |  |  |  |  |  | Ward councillors |
| Develop and update the indigent household register for a ward | Date of submitting the updated indigent household register for a ward | 30 March 2018 |  |  |  |  |  |  |  |  |  |  |  |  | Ward councillors |
| 2.1.1.2 Facilitate the prioritization of people’s aspirations and concerns | Prioritise ward needs and concerns | Number of ward Indaba sessions to be held | 1 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committee members |
| Prioritize people’s needs and concerns at a municipal level the ward forum priotitisation meeting | Number of ward forum sessions to be held | 2 |  |  |  |  |  |  |  |  |  |  |  |  | Public participation unit |
| 1. Timely inputs of communities for improved municipal performance. | **Community outreach and consultation** | 3.1 Create a conducive environment for communities to communicate their inputs and concerns | 3.1.1 Gathering of the people’s inputs and urgent issues for attention | 3.1.1.1 Receive and report issues raised by the community | Hold community meetings | Number of community meetings to be held | 4 |  |  |  |  |  |  |  |  |  |  |  |  | Ward councillors |
| Attend to individual community members concerns | Number of monthly reports to be submitted by individual members to the secretariat on individual community members concerns | 12 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committee members |
| 3.1.1.2 Consult with the community organization on issues relevant to their operations. | Undertake community outreach programmes | Number of community outreach programmes to be held | 6 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committee members |
| Hold sub-committee meetings | Number of sub-committee meetings to be held | 4 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committee members |
|  |  |  | 3.1.2 Empowering communities with knowledge on municipal operations | 3.1.2.1 Inform and update communities on municipal programmes and operations | Distribute information to the communities through ward community meetings | Number of community meetings to be held specifically for the purpose of information dissemination | 4 |  |  |  |  |  |  |  |  |  |  |  |  | Ward councillors |
| 1. Constructive criticism and concerns from the communities for improved performance. | **Municipal programmes co-ordination** | 4.1 Encourage constructive criticism from the communities. | 4.1.1 Involve the ward committees in the municipal programmes implementation for positive inputs | 4.1.1.1 Ensure participation of ward committees in the operation Sukuma Sakhe Programe | Develop and adopt the operation Sukuma Sakhe meetings schedule | Date of publishing the operation Sukuma sakhe meetings schedule | 30 September 2017 |  |  |  |  |  |  |  |  |  |  |  |  | Public participation unit |
| Attend all Sukuma Sakhe meetings | Number of Sukuma sakhe meetings to be attended by each ward committee member | 12 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committee members |
| Report to council on ward issues raised in the operation Sukuma Sakhe programme | Number of reports to be submitted to the municipality on Operation Sukuma Sakhe | 12 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committee members |
| 4.1.1.2 Participate in the co-ordination of municipal programmes | Establish project steering committees and ensure ward committee representation | Percentage of projects to have project steering committees | 100% |  |  |  |  |  |  |  |  |  |  |  |  | Ward councillor |
|  |  | 4.1.1.3 Participate in the implementation of the public participation forums | Hold councillor meetings with the street commitees | Number of councillor street committee meetings to be held | 4 |  |  |  |  |  |  |  |  |  |  |  |  | Ward councillors |
| Participate in the ward indaba | Number of ward Indaba sessions to be attended by each ward committee member | 1 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committees |
| Participate in the ward committee zones | Number of ward committee zones meetings to be attended by each ward committee member | 4 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committees |
| Participate in the ward forums | Number of ward forum sessions to be attended by each ward committee member | 2 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committees |
| Participate in the IDPRF | % of IDPRF meetings to be attended by ward committee members | 100% |  |  |  |  |  |  |  |  |  |  |  |  | Ward committees |
| 4.2 Encourage communities to present their queries and complaints | 4.2.1 Systematise the receipt and attendance to complaints, concenrs and queries raised by the community. | 4.2.1.1 Develop and establish the complaints management system | Design and implement the complaints management system for ward committees | Number of reports to be submitted by ward committee members on community complaints and response progress. | 12 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committees |
| Design and implement the complaints management systems for councillors | Number of reports to be submitted by councilors on community complaints and response progress. | 12 |  |  |  |  |  |  |  |  |  |  |  |  | Ward councillors |
| 4.3 Acknowledgement of peoples compliments for exceptional municipal performance | 4.3.1 Encourage compliments by communities where the municipality has done well. | 4.3.1.1 Develop and establish a complimenting system | Design and implement the **# Siyaqhuba** campaign. | Date of launching the **# Siyaqhuba campaign** | 30 June 2018 |  |  |  |  |  |  |  |  |  |  |  |  | Public participation unit |

**2017/18 WARD COMMITTEE MEMBERS IMPLEMENTATION PLAN**

5

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Goal** | **Key performance Area** | **Strategic objective** | **Strategy** | **Measurable objective** | **Project** | **Key performance indicator** | **Annual target**  **Year 1 (17/18)** | **Quartely targets** | | | | | | | | | | | | **Responsible person/s** |
| **Quarter 1** | | | **Quarter 2** | | | **Quarter 3** | | | **Quarter 4** | | |
|  |  |  |  |  |  |  | **Jul** | **Aug** | **Sep** | **Oct** | **Nov** | **Dec** | **Jan** | **Feb** | **Mar** | **Apr** | **May** | **Jun** |
| 1. Adequate capacitation of ward committee members for maximum performance | **Governance and capacity building** | 1.1 Improve ward committee governance and operations | 1.1.1 Ensure existence of operating structures | 1.1.1.4 Identify, document and operationalize ward committee sub-committees | Allocate relevant organisations and stakeholders into portfolios | Date of completing the process of allocating community organisations into portfolios for each ward | 30 September 2017 |  |  |  |  |  |  |  |  |  |  |  |  | Public participation unit and WC secretaries |
| Develop and publish the schedule of meetings for the subcommittees | Date of publishing the meetings schedule for ward committee sub-committees for each ward. | 30 September 2017 |  |  |  |  |  |  |  |  |  |  |  |  | Public participation unit and WC secretaries |
| 1.1.1.5 Develop councilor consultaion structures at ward street levels | Establish street committees | Date of completing the process of establishing street committees for each ward | 30 September 2017 |  |  |  |  |  |  |  |  |  |  |  |  | Ward councillors |
| 1.1.2 Report on performance | 1.1.2.1 Report on individual member performance | Develop and submit monthly reports to the committee secretariat | Number of monthly reports to be submitted by individual members to the secretariat | 12 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committee members |
|  | Hold monthly ward committee reporting meetings | Number of monthly reporting meetings to be attended by each ward committee | 12 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committee members |
| 1.1.2.2 Report on ward committee performance | Develop and submit consolidated ward committee monthly reports to the municipal official | Number of monthly consolidated reports to be submitted to the municipal official by each ward committee secretariat | 12 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committee secretary |
| 1.1.2.4 Report on municipal programmes coordination | Report on Sukuma Sakhe meetings and issues raised. | Number of monthly Sukuma sakhe reports to be submitted by the ward committee to the municipal official | 12 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committee members |
| Report on project steering committees | Number of monthly project steering committee reports to be submitted by each ward committee to the municipal official | 12 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committee members |
| 1.1.2.5 Report on councilor performance | Develop quarterly reports for submission to the office of the speaker | Number of quarterly reports submitted by the councilors to the office of the speaker | 4 |  |  |  |  |  |  |  |  |  |  |  |  | Ward councillors |
| 1. Gathering of accurate people’s aspirations for inclusion in the long, medium and short term planning processes of the municipality | **Research and profiling** | 2.1 involve the communities in the municipal planning | 2.1.1 Facilitate the process of conducting research at ward level by the ward committee members. | 2.1.1.1 Facilitate the development of ward profiles through research conducted by the ward committee members. | Facilitate the collating of ward data | Date of completing the process of collecting data for each ward | 31 December 2017 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committee members |
| Compile ward profiles | Date of completing the ward profiles for each ward | 30 March 2018 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committee members |
| 2.1.1.3 Facilitate the process of ward profiling by ward councilors | Manage and facilitate ward profiling process by ward committees | Date of completing the ward profiles for each ward | 30 March 2018 |  |  |  |  |  |  |  |  |  |  |  |  | Ward councillors |
| Develop and update the indigent household register for a ward | Date of submitting the updated indigent household register for a ward | 30 March 2018 |  |  |  |  |  |  |  |  |  |  |  |  | Ward councillors |
| 2.1.1.2 Facilitate the prioritization of people’s aspirations and concerns | Prioritise ward needs and concerns | Number of ward Indaba sessions to be held | 1 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committee members |
|  | Prioritize people’s needs and concerns at a municipal level the ward forum priotitisation meeting | Number of ward forum sessions to be held | 2 |  |  |  |  |  |  |  |  |  |  |  |  | Public participation unit and ward committee members |
| 1. Timely inputs of communities for improved municipal performance. | **Community outreach and consultation** | 3.1 Create a conducive environment for communities to communicate their inputs and concerns | 3.1.1 Gathering of the people’s inputs and urgent issues for attention | 3.1.1.1 Receive and report issues raised by the community | Hold community meetings | Number of community meetings to be held | 4 |  |  |  |  |  |  |  |  |  |  |  |  | Ward councillors |
| Attend to individual community members concerns | Number of monthly reports to be submitted by individual members to the secretariat on individual community members concerns | 12 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committee members |
| 3.1.1.2 Consult with the community organization on issues relevant to their operations. | Undertake community outreach programmes | Number of community outreach programmes to be held | 6 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committee members |
| Hold sub-committee meetings | Number of sub-committee meetings to be held | 4 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committee members |
| 3.1.2 Empowering communities with knowledge on municipal operations | 3.1.2.1 Inform and update communities on municipal programmes and operations | Distribute information to the communities through ward community meetings | Number of community meetings to be held specifically for the purpose of information dissemination | 4 |  |  |  |  |  |  |  |  |  |  |  |  | Ward councillors |
| 1. Constructive criticism and concerns from the communities for improved performance. | **Municipal programmes co-ordination** | 4.1 Encourage constructive criticism from the communities. | 4.1.1 Involve the ward committees in the municipal programmes implementation for positive inputs | 4.1.1.1 Ensure participation of ward committees in the operation Sukuma Sakhe Programe | Attend all Sukuma Sakhe meetings | Number of Sukuma sakhe meetings to be attended by each ward committee member | 12 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committee members |
| Report to council on ward issues raised in the operation Sukuma Sakhe programme | Number of reports to be submitted to the municipality on Operation Sukuma Sakhe | 12 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committee members |
| 4.1.1.2 Participate in the co-ordination of municipal programmes | Establish project steering committees and ensure ward committee representation | Percentage of projects to have project steering committees | 100% |  |  |  |  |  |  |  |  |  |  |  |  | Ward councillor |
| 4.1.1.3 Participate in the implementation of the public participation forums | Hold councillor meetings with the street commitees | Number of councillor street committee meetings to be held | 4 |  |  |  |  |  |  |  |  |  |  |  |  | Ward councillors |
| Participate in the ward indaba | Number of ward Indaba sessions to be attended by each ward committee member | 1 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committees |
| Participate in the ward committee zones | Number of ward committee zones meetings to be attended by each ward committee member | 4 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committees |
| Participate in the ward forums | Number of ward forum sessions to be attended by each ward committee member | 2 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committees |
| Participate in the IDPRF | % of IDPRF meetings to be attended by ward committee members | 100% |  |  |  |  |  |  |  |  |  |  |  |  | Ward committees |
| 4.2 Encourage communities to present their queries and complaints | 4.2.1 Systematise the receipt and attendance to complaints, concenrs and queries raised by the community. | 4.2.1.1 Develop and establish the complaints management system | Design and implement the complaints management system for ward committees | Number of reports to be submitted by ward committee members on community complaints and response progress. | 12 |  |  |  |  |  |  |  |  |  |  |  |  | Ward committees |
|  |  |  | Design and implement the complaints management systems for councillors | Number of reports to be submitted by councilors on community complaints and response progress. | 12 |  |  |  |  |  |  |  |  |  |  |  |  | Ward councillors |

6

**THE INSTITUTIONAL ARRANGEMENT**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **LEVEL** | **STRUCTURE** | **MEMBERSHIP** | **ROLE** | **MEETING FREQUENCY** |
| MUNICIPALITY | PUBLIC PARTICIPATION UNIT | The unit is composed of officials employed by the municipality to work with the office of the Honourable Speaker of council to attend to all matters of public participation including ward commitees. | The major role for the unit with regards to ward commites is to provide administrative support to the ward committees and facilitate their capacitation. | Daily |
| PUBLIC PARTICIPATION FORUM | -Public participation unit  -Delegates from all municipal departments | The primary role of this forum is to ensure that matters from monthly ward committee reports requiring departmental attention are discussed, attended to and responses provided to ward committee members. | Monthly |
| MUNICIPALITY AND WARD COMMITTEES | PUBLIC PARTICIPATION PORTFOLIO COMMITTEE FORUMS | -Public participation unit  -Council portfolio committee members  -Departmental heads  -Ward committee members serving in the respective portfolios | This forum is intended to create a direct communication between the council portfolio committees and the ward committee operations portfolios. This will assist in ensuring that ward committee views, aspirations and inputs are considered by the council portfolio committees and the reports on the implementation progress are presented to ward committees. | Quartely |
| REGIONAL | WARD FORUM | -Public participation unit  -Office of the speaker  -All ward committee members | This forum exists to attend to all operational matters requiring attention at a regional level. Furthermore it seeks to prioritise and consolidate community inputs at a regional level for submission to council for consideration in the IDP. | Twice a year |
| ZONAL | OSIZWENI ZONE | All Ward committee members from Osizweni | This forum exists to attend to all operational matters requiring attention at a zonal level. Furthermore it seeks to prioritise and consolidate community inputs at a zonal level for submission to the ward forum for consideration in the IDP. | Twice a year |
| BLAWBOSCH ZONE | All ward committee members from Blaubosch | Twice a year |
| MADADENI ZONE | All ward committee members from Madadeni | Twice a year |
| TOWN ZONE | All ward committee members from town and surroundings | Twice a year |
| WARD BASED | COMMUNITY MEETINGS | Community members who are bona fide residents of the ward | Provide inputs to the ward committee and recive reports from the ward councilor, ward committee and the municipality. | Quartely |
| WARD COMMITTEE | -Chairperson  -Secretary  -3x Infrastructure and services members  -3x Local Economic development members  -3x Social services members | Implement the ward committee operational plan | Monthly |
| WARD INDABA | -All ward committee members  -All ward committee sub-committee members  -Street committee members  -Public participation unit |  | Twice a year |
| WARD COMMITTEE SUB STRUCTURES | -Infrastructure and services sub-committee comprised of all community organizations operating in this sector  -Local economic development subcommittee comprised of all community organisations operating in this sector  -Social services sub-committee comprised of all community organisations operating in this sector. | Provide sector-based inputs and receive reports thereof. | Quartely |
| STREET COMMITTEES | -Household members from specific streets identified by the ward councillor | Identify and assist in resolving street based community challenges. | Quartely |

**PUBLIC PARTCIPATION UNIT**

**MUNICIPALITYSTRUCTURES**

**PUBLIC PARTCIPATION FORUM**

**PUBLIC PARTCIPATION PORTFOLIO COMMITTEES FORUM**

**COMMUNITY AND MUNICIPALITYSTRUCTURES**

**CHAIRPERSON**

**SOCIAL SERVICES PORTFOLIO**

**(3 MEMBERS)**

-Health

-Education

-Safety and security

-Social services

-Disaster

-Environmental protection

**SECRETARIAT**

-Planning and convening meetings in consultation with the chairperson

-Minute taking

-Record keeping

-Monthly report compilation

**INFRASTRUCTURE AND SERVICES PORTFOLIO**

**( 3 MEMBERS)**

-Water

-Sanitation

-Waste removal

-Roads

-Electricity

-Housing

**LOCAL ECONOMIC DEVELOPMENT PORTFOLIO**

**( 3 MEMBERS)**

-Poverty alleviation

-LED projects

-Small business development

-Agriculture development

-Mining

-Tourism

**COMMUNITY STRUCTURES**

**WARD FORUM**

**OSIZWENI**

**ZONE**

**BLAUBOSCH**

**ZONE**

**MADADENI**

**ZONE**

**TOWN**

**ZONE**

**WARD COMMITEES**

**WARD COMMITTEE SUB-COMMITTEES**

**STREET COMMITTEES**

**COMMUNITY MEMBERS**