



# Chapter 2

### INTRODUCTION TO GOVERNANCE

The Sedibeng District Municipality has an effective governance structures, both political and administrative. A fully representative and highly structure Council, compliant with legislative requirements. Council is led by the Executive Mayor, with the support of the efficient Members of the Mayor Committee (MAYCO), and Councillors. SDM has established all Committees and subcommittees to enhance its all its governance structures. Such committees operate with clearly defined roles and responsibilities. For instance, the Section 79 and 80 Committees are set up to deal with oversight roles, and to provide advisory role to SDM Council. SDM Council convenes without fail on quarterly basis.

SDM has appointed a highly competent and capable administrative leadership led by the Municipal Manager. Administrative wing of governance consists of the Municipal Manger, Chief Operations Officer, 5 Executive Directors and 3 Directors (representing offices of Political Management Team, viz. Mayor, Speaker and Chief Whip). These members constitute a Management Committee (MANCO) which sits on weekly basis to address both strategic and operational issues.

SDM has an active Inter-Governmental Relations functions, which is shared across the entire organization. There are constant engagements with all intra and inter-stakeholders, thus to ascertain that information and updates are communicated on continuous basis. External stakeholders include all spheres of government, and established entities like the office of the Auditor General.

Corporate governance is one central focus that distinguishes SDM. The District Municipality has established important Committees to encourage compliance with all legislation and enhance ethical consideration by all its employees and Councillors. The Risk Management Committee guides to identify all risk and oversee processes to managing such. All Supply Chain Management Bid Committees are set and operational, i.e. Specification Committee, Evaluation Committee and Adjudication Committee. An Audit Committee is also established and held its meeting on quarterly basis, and as the situation so warrant sometimes, they held Special Meetings. This Committee of Council deals with all audits of the municipality, performance issues, risk management, and provide advice and reports to SDM Council.

The municipality ensures constant communication with its stakeholder by continuously uploading information on its website. Such information is related to general information, financial and performance, and some matters on service delivery in the region.

## COMPONENT A

## POLITICAL AND ADMINISTRATIVE GOVERNANCE

### INTRODUCTION TO POLITICAL AND ADMINISTRATIVE GOVERNANCE

The local sphere of government consists of Municipalities, which must be established for the whole of the territory of the Republic. Relationship of all structures of government is regulated by the Constitution of the Republic of South Africa and relevant legislation governing local government, namely:

- The Constitution of the Republic, 118 of 1995
- White Paper on Local Government
- The Local Government: Municipal Structures Act, 117 of 1998.
- The Local Government: Municipal Systems Act, 32 of 2000.
- The Local Government: Municipal Finance Management Act, 56 of 2003.
- The Local Government: Municipal Electoral Act, 27 of 2000.
- The Local Government: Municipal Demarcation Act, 27 of 1998.
- The Local Government: Municipal Property Rates Act, 6 of 2004.

A Municipality has the right to govern, on its own initiatives, the local government affairs of its community subject to national and provincial legislation, as provided for in the Constitution. Sedibeng is governed by Political and Administrative arm.

### **POLITICAL ARM OF THE MUNICIPALITY**

The Political Arm consists of 48 Public elected representatives (Councillors) The elected public representatives represent the view of their political party in Council. The Council is made up of three political parties namely, the African National Congress, Democratic Alliance (DA) and Pan Africanist Congress (PAC)

The Legislative Arm in Council is led by the Speaker of Council who presides as the chair in Council Sitzings. The Executive Arm in Council is led by the Executive Mayor who presides as the Chair in the Mayoral Committee Meetings. Members of the Mayoral Committee are appointed by the Executive Mayor amongst Councillors appointed to serve in the Municipality. There are eight Councillors who are appointed as members of the Mayoral Committee

### **2.1 POLITICAL GOVERNANCE.**

The Executive Mayor has embarked on a quarterly one-on-one sessions with MMCs in an effort to ensure the monitoring of the management of the Municipality's administration in accordance with the directions of the Council and ensure that regard is given to the public views and report on the effect of consultation on the decisions of the Council. This program is supported by spontaneous unannounced visits to service delivery points within the area of jurisdiction of the Municipality.

Councillors are also appointed to serve in various committees of Council:

- - Municipal Public Accounts Committee
- - Ethics Committee
- - Petitions Committee
- - Gender Committee
- - Rules Committee
- - Elections Committee

**The Municipality has also established Section 79 Oversight Committee, comprised of:**

#### **Municipal Public Accounts Committee (MPAC)**

This Committee exercises oversight responsibilities over the executive obligations of Council. It also assists Council to hold the executive and municipal entities to account, and to ensure the economic, efficient and effective use of municipal resources. By doing so the Committee helps to enhance the public awareness on financial and performance issues of Council and its entities, where applicable.

#### **Gender Committee**

The committee oversee/review the alignment, efficiency and effectiveness of gender policy, mainstreaming strategy to implementation, it also oversee and ensure that civic education/awareness programmes, gender analysis and impact assessments are activated within the municipality and across the district.

**Petitions Management Committee**

The Committee meet regularly or at intervals not exceeding six months to submit to the Council a report indicating all the petitions received, referred and resolved and a summary of the response to the petitioners/community.

**Ethics Committee**

The Ethics committee as mandated by the council in terms of special delegated powers must ensure that issues of councillor's ethical conduct and discipline become key fundamental values that will shape the future of the council.

**Rules Committee**

This Committee exists to create a clear road map in as far as the implementation of rules within the Sedibeng District Municipality. To enforce compliance in all sittings and official gatherings of the council and also to put into place systems that will enhance the development of members of the council in terms of conducting fruitful gatherings within the council.

**Elections Committee**

Sedibeng District Municipality interact with local independent electoral commission pertaining elections matters, the committee operates within the confines of Electoral Act.

**Section 80 (MSA 32 of 2000) Committees**

All 8 Section 80 Committees are established, chaired by relevant Member of Mayoral Council, and fully operational.

**Remunerations Committee**

The Remuneration Committee is established and fully functional. It is chaired by the Executive Mayor, and constitutes other members of Mayoral Council. Corporate Services provides a secretariat service to the Committee, responsible for meeting registers, minutes and all other logistics. The Committee deals with all remuneration matters of the municipality, including the performance bonuses of the Section 56 employees.

**Audit/Performance and Risk Committee**

The Audit/Performance and Risk Committee was functional in the year under review. A total number of ordinary meetings planned were held (4), with 2 special meetings. The Committee approved the Annual Audit Plan and reviewed its Charter. The sub-Committee on Risk Management was established and performed all tasks as expected, i.e. ensuring that organisational risks, both strategic and operational, are identified, captured in the registers, communicated and mitigated, accordingly.

Various reports were tabled before the Committee for noting and approval, as per legislative compliance and directed by the Internal Audit Plan. These reports included all Finance reports, Performance, Risk Management, Internal Audit reports and review of controls. The Committee ascertained that Internal Controls are implemented informed of the Annual Audit Plan.

All Sedibeng Councillors, as elected public representatives provide a link through which the needs of communities and

various stakeholders are channelled into the Council for consideration.

The administration accounts to the political segment of the municipality. The administration is headed by the Municipal Manager, Mr. Yunus Chamda.

#### MAYORAL COMMITTEE/ EXECUTIVE COMMITTEE

POLITICAL STRUCTURE	FUNCTION
<b>EXECUTIVE MAYOR</b> Mahole Simon Mofokeng	Recommends to the municipal council strategies, programmes and services to address priority needs through the IDP, and the estimates of revenue and expenditure, taking into account any applicable national and provincial development plans.
<b>SPEAKER</b> Busisiwe Joyce Modisakeng	Chairs Council meetings, and advice on major legislative compliance issues..
<b>CHIEF WHIP</b> Masabatha Christinah Sale	Oversee that roles and responsibilities of Councillors are implemented, thus provide full councillor support.

#### MEMBERS OF THE MAYORAL COMMITTEE

##### COUNCILLORS

Councillor S. Maphalla: Roads and Infrastructure.  
 Councillor Y. Mahomed: Environment and Clean Energy.  
 Councillor S.A. Mushudulu: Development Planning & Housing  
 Councillor M.E. Tsokolibane: Economic Development & Communication  
 Councillor B. Mncube: Administration  
 Councillor Z. Raikane: Sport, Arts, Culture and Heritage  
 Councillor P.B. Tsotetsi: Finance  
 Councillor M. M. Gomba: Social Development

##### COUNCILLORS

The Sedibeng District Municipality (SDM) consists of directly elected proportional representatives as well as seconded Councillors from local municipalities constituting members of the district municipality. In this current term SDM consists of 48 councillors elected as follows: 19 Proportional Representatives (PR Councillors) and 29 Seconded (23 Emfuleni Local Municipality, 3 Midvaal Local Municipality and 3 Lesedi Local Municipality).

##### Political Parties Representation in Council is as follows:

- African National Congress
- Democratic Alliance
- Pan-Africanist Congress

##### POLITICAL DECISION-TAKING

The Administration develops report based on requests from Councillors, communities, individuals, and various stakeholders. These reports are then submitted firstly to various committees of the Council such as the committees established under Section 80 of the Local Government: Municipal Structures Act, 1998 (as amended). These Committees after extensive consideration of the reports recommended to the Mayoral Committee and referred to Council for final decision (resolution). It sometimes happens that Councillors submit motions for consideration by full Council.

## 2.2 ADMINISTRATIVE GOVERNANCE

### INTRODUCTION TO ADMINISTRATIVE GOVERNANCE

The administrative arm of the municipality is headed by the Municipal Manager as the Accounting Officer. The Accounting Officer in fulfilling his responsibilities is assisted by six senior managers directly accounting to the position of the Municipal Manager. In order to assure alignment of duties with the political management team, all 3 Directors in political offices are incorporated into the management committee, thus forming a strong team of 10 Management Committee (MANCO).

#### **MUNICIPAL MANAGER**

Mr Y. Chamda

#### **CHIEF OPERATIONS OFFICER**

Mr T.L. Mkaza

#### **CHIEF FINANCIAL OFFICER**

Mr B. Scholtz

#### **EXECUTIVE DIRECTOR: CORPORATE SERVICES**

Mrs M. Phiri-Khaole

#### **EXECUTIVE DIRECTOR: COMMUNITY SERVICES**

Mrs M. Mazibuko

#### **EXECUTIVE DIRECTOR: STRATEGIC PLANNING AND ECONOMIC DEVELOPMENT**

Mr R. Netshivhale (Acting)

#### **EXECUTIVE DIRECTOR: TRANSPORT, INFRASTRUCTURE AND ENVIRONMENT**

Mr S. Manele

The Sedibeng District Municipality established functional structures to undertake its objectives on Inter – Governmental Relations

The IGR Unit, located in the Office of the Municipal Manager, was capacitated with staff in order to fulfill its objective of close interaction with all spheres of Government, thus play a demanding coordination role. The 'clean audit' status of the Sedibeng District Municipality has encouraged constant engagement with other municipalities, entities and government departments on learning, networking and benchmarking. The Unit still sits actively in all District, Provincial and National Forums.

## 2.3 INTERGOVERNMENTAL RELATIONS

### **NATIONAL INTERGOVERNMENTAL STRUCTURES**

The Sedibeng District Municipality actively participates in various key forums at a national level. The key ones are the South African Local Government Association (SALGA) and the National Anti - Fraud & Corruption, IGR Forum. In SALGA, the Directorate of Community Safety represents SDM at the Civilian Secretariat for Police Working Group and Plenary Forums. These platforms are responsible for policy development and reviews related to the Community Policing Forums, Community Safety Forums, Green Paper on Policing, Rural Safety, etc.

Participation at this level enables the Municipality to expand and further build its strategic networks, with further impact positively in terms of acquisition of best models for the benefit communities within Sedibeng. Such learning attained from such forums assist the Municipality during its policies and procedures undertaken mainly on annual basis.

### **PROVINCIAL INTERGOVERNMENTAL STRUCTURE**

SDM also participates in various structures at Provincial level, namely the Gauteng Inter-governmental safety Coordinating Committee, MEC/Mayoral Committee Forum, Gauteng Speaker Forum, Premier's Coordinating Forum, and SALGA Working Groups & Functional Areas. SDM is fully represented by the relevant Clusters and members of the Political Management Team. Their participation and continuous feedback keep the municipality informed of current issues related to amendments in legislation and new developments in municipal management and strategies.

### **RELATIONSHIPS WITH MUNICIPAL ENTITIES**

NB! The Sedibeng District Municipality has no entities.

### **DISTRICT INTERGOVERNMENTAL STRUCTURES**

SDM, in consultation with all Local Municipalities in its municipal area, has set up relevant IGR forums to advance cooperation and consultation towards coordinated development and advancement of the region. These structures meet on monthly, quarterly and bi-annual basis. SDM and three Local Municipalities, namely Emfuleni, Lesedi and Midvaal Local Municipalities, are fully represented in these Forums. Some of these are aligned to both National and Provincial Structures for direct implementation of plans as designated at higher levels. SDM has set up these Forums and Committees to advise on and direct operationalization of policies, systems, projects and programmes as discussed. They advocate synergy in the region, thus curb duplications and possible waste of time and public resources. Various Forums like the CFOs Forum, Safety Management Forum, Municipal Environmental Health Forum, Transport and Roads Forum, IDP Task Team Forum, IDP Steering Committee, IDP District-wide Lekgotla, and many more. These structures advance district-wide delivery of desired services towards realization of the growth and development strategy.

The Sedibeng District Municipality rolled out various public engagements such as programmes, projects and activities in the form of Summits and Stakeholder Participation to ensure public accountability and participation in governance issues. These engagements were very successful and adequately attended and became fruitful as they assured expected outcomes were reasonably achieved.

## 2.4 PUBLIC MEETINGS

### COMMUNICATION, PARTICIPATION AND FORUMS

The District Municipality held public engagements, including meetings, events and consultations led by both political and administration principals. These occasions were organised according to SDM plans as aligned to legislative requirements and annual plans. Although stakeholders were reached as planned, the critical focus was mainly on the organised ones, thus to encourage local municipalities to pay attention on general communities. SDM's Communication Directorate also played a major role to reach all stakeholders, physically and through electronic media, including website information.

### WARD COMMITTEES

The Sedibeng District Municipality has no Ward Committees. However, through the Office of Speaker and in collaboration with local municipalities, it provides oversight, capacity building and support to all Ward Committees.

Nature and purpose of meeting	Date of events	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Issue addressed (Yes/No)	Dates and manner of feedback given to community
IDP Review Analysis Public Participation	15Nov 2013	10	7	118	Yes	IDP Review Analysis May 2013
IDP Cllrs workshop	15Nov 2013	19	10	N/A	Yes	Council approval of IDP draft
IDP Sectoral Engagement Public Participation	30April 2014	9	16	181	Yes	State of the District Address May 2014
IDP Business Breakfast Public Participation	30April 2014	12	11	70	Yes	State of the District Address May 2014
SODA	May 2014	2	11	1. Main Venue (800+-) 2. Ratanda MPPC (213+-) 3. Sicele stadium(400+-) 4. Evaton Mafatsana (950+-) 5. VUT Desmond Tutu hall(400+-)	Yes	Feedback
MRM Consultation	9 June 2014	1	3	45	Yes	MRM launches (Midvaal and Emfuleni)



**COMMENT ON THE EFFECTIVENESS OF THE PUBLIC MEETINGS HELD:**

SDM's planning, implementation and monitoring processes of programmes and projects benefit significantly from this public meetings. All public participation and commemorative events are publicized in various media to maximise attendance, thus used as means of educating and informing stakeholders about their rights, roles and sign significance of all municipal service delivery programmes and events.

**2.5 IDP PARTICIPATION AND ALIGNMENT**

IDP Participation and Alignment Criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Are the above aligned and can they calculate into a score?	Yes
Are the above aligned and can they calculate into a score?	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes
* Section 26 Municipal Systems Act 2000	

The Sedibeng District Municipality and its Local Municipalities prepared an Integrated Process Plan within the adopted IDP Framework. The Process Plan outlined all events and activities involved leading to the drafting and completion of the annual IDP Review processes. The IDP, Performance Management Systems (PMS) and Budget are all components of one overall development planning and management system of SDM. Since the integrated development planning is an inter-governmental system of planning which requires involvement of all three spheres of government, the Sedibeng District engaged all government departments and other stakeholders like Stats SA and Provincial Treasury (State of Economic Review and Outlook -SERO) to put together its final IDP document, which was successfully approved by Council in May 2014.

The Sedibeng District Municipality established governance systems as prescribed by relevant legislation. The Local Municipal OVERVIEW Finance Management Act, 56 of 2003, highlights that: "The accounting officer ...has and maintains:

1. Effective, efficient and transparent systems of financial and risk management and internal control
2. A system of internal audit under the control and direction of an Audit Committee.."

The District has a functional IGR Committees, interacting with all stakeholders at local, provincial and national levels. The Audit Committee is effective, thus provide oversight on all issues within its mandate. SDM outsourced its Internal Audit function to Grant Thornton, which implement its total audit operations managed and supervised by SDM's Internal Audit personnel. Fraud and Corruption issues detected and reported were prevented and managed accordingly. MPAC exercised oversight and provided Council with assurance on the acceptance of the prior year's annual report.

It is compulsory that a Local Labour Forum must be established at each municipality (if not established then it is non compliance with collective agreement and this could lead to compliance order by South African Local Government Bargaining Council (SALGBC) and a possible fine).

Matters currently discussed at Local Labour Forums includes, but not limited to Job evaluation, Employment Equity, Training and development of staff, Skills Development, filling of vacancies, Occupational Health & Safety, Employee benefits, Policies – formulation, interpretation and enforcement, Conditions of service and Collective agreement interpretation, enforcements and exemptions. This continuous consultation enriches management processes and systems in order to minimise workplace conflicts between the employer and employees.

## 2.6 RISK MANAGEMENT

The Risk Management Unit provides specialist expertise in providing a comprehensive support service to ensure systematic, uniform and effective Enterprise Risk Management (ERM). The Risk Management Unit plays a vital communication link between operational level management, senior and executive management, risk management committee and other relevant stakeholders. The Risk Management Unit is the custodian of the ERM framework, the co-ordinator of the risk management processes throughout the institution and the institutional advisor on all risk management matters.

### Top 5 Strategic Risks of Sedibeng District Municipality are:

1. Procurement Fraud;
2. Abuse of Council Vehicles;
3. Non-compliance to terms and conditions of some SLAs;
4. Loss of cash revenue- fake notes; and
5. Payroll Fraud (Ghost Employees, overtime Manipulation, etc.).

## 2.7 ANTI-CORRUPTION AND FRAUD

### FRAUD AND ANTI-CORRUPTION STRATEGY

Sedibeng District Municipality (SDM) subscribes to the principles of good corporate governance, which requires conducting business in an honest and transparent fashion. Consequently SDM is committed to fighting fraudulent behaviour at all levels within the organisation. The Municipal Manager bears the ultimate responsibility for fraud and corruption risk management within the Municipality. This includes the coordination of fraud risk assessment,

overseeing the investigation of suspected fraud corruption, and facilitation of the reported employees or other parties

In SDM, there is an Anti-Fraud and Corruption Unit which comprises of 2 Internal Investigators who report directly to the Chief Operations Officer and the Municipal Manager. Sedibeng District Municipality currently reviewed their Fraud Prevention Plan, together with the Fraud Policy & Response Plan.

The plan is premised on the organisations core ethical values driving the business of, the development of its systems, policies and procedures, interactions with its constituencies the public and other stakeholders, and even decision-making by individual managers representing the organisation. The Plan is also intended to assist in preventing, detecting, investigating and resolution of fraud and corruption. During the year under review, only two (2) cases were reported and dealt with accordingly.

Key focus areas based on the recent fraud risk assessment were Supply Chain Management Unit, Licensing Department, Payroll Unit, Information Management Unit and Human Resources Department.

Top 5 Fraud Risks are as follows:

## 2.8 SUPPLY CHAIN MANAGEMENT

The Supply Chain Management Unit resides within the Finance Cluster.

The Local Government: Municipal Finance Management Act (Act 56 of 2003) requires the municipality to have and implement a Supply Chain Management Policy (SCM Policy) which gives effect to the provisions of Part 1 of Chapter 11 of the Act that deals with 'Supply Chain Management'.

In addition, the Preferential Procurement Policy Framework Act (Act5 of 2000) requires an organ of state to determine its Preferential Procurement Policy and to implement it within the framework prescribed.

The following bid committees were established and are fully functional:

- Bid Specification Committee;
- Bid Evaluation Committee; and
- Bid Adjudication Committee.

The municipality has developed and established the supplier database. Adverts are placed annually in the newspapers circulating locally to invite potential suppliers to be registered on the supplier database. Service providers may however register at any time. The supplier database is used to request quotations for all purchases up to R30 000 (VAT inclusive) and for formal written quotations (R30 000 to R200 000).

SDM issued an advert inviting companies owned by people with disabilities to register on the supplier database for specific commodities.

The Executive Mayor provided general political guidance over fiscal and financial affairs of the SDM. He also monitored and oversaw the exercising of responsibilities assigned to the Accounting Officer and the Chief Financial Officer. As SDM policy prescribes, Councillors are not permitted to serve as members in any bid committee or participate in the supply chain management processes.

SDM has established Contracts Management Committee which meets on monthly basis to monitor progress on implementation of all available contracts within the municipality. The Committee is coordinated by Corporate Services,

and resides in the Directorate: Legal Services. The challenge uncovered is that some service providers do not rollout programmes as per Service Level Agreement, and required tough intervention by the municipality to enforce such maladjustments.

## 2.9 BY-LAWS

The administering and control of Atmospheric Emissions Licences and the rendering of Municipal Health Services are Category A and C functions.

The SDM Draft Air Quality By-laws were developed through a consultative process that involved all stakeholders, including the Department of Environmental Affairs. The Draft By-laws were submitted to Council for approval and eventually approved. The intentions of these by-laws are to control all the activities within the region that directly impact on the air quality which are not sufficiently regulated by the national legislation. The public participation process will be undertaken in the next financial year.

The Draft by law development process on Municipal Health Services has been overtaken following the publication of the draft Norms and Standards on Environmental Health by the National Department of Health and which was published for public comment recently. The process will gain momentum again once the Norms and Standards are gazetted by the Minister in the first quarter of the next financial year. The current draft by law will then be revised in the next financial year and brought in line with the national norms and standards.

*Note: MSA 2000 s11 (3) (m) provides municipal councils with the legislative authority to pass and implement by-laws for the betterment of the community within the terms of the legislation.*

## 2.10 WEBSITES

### Municipal Website: Content and Currency of Material

Documents published on the Municipality's / Entity's Website	Yes/No	Publishing Date
Current annual and adjustments budgets and all budget-related documents	Yes	Jun-14
All current budget-related policies	Yes	Jun-14
The previous annual report (Year -1)	Yes	Jun-14
The annual report (Year 0) published/to be published	Yes	Jun-14
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (Year 0) and resulting scorecards	Yes	Jun-14
All service delivery agreements (Year 0)	Yes	Jun-14
All long-term borrowing contracts (Year 0)	Yes	Jun-14
All supply chain management contracts above a prescribed value (give value) for Year 0	Yes	Jun-14
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during Year 1	No	
Contracts agreed in Year 0 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	Yes	On going
Public-private partnership agreements referred to in section 120 made in Year 0	No	
All quarterly reports tabled in the council in terms of section 52 (d) during Year 0	Yes	Jun-14

**COMMENT MUNICIPAL WEBSITE CONTENT AND ACCESS:**

SDM uses its website as a communication and information sharing tool between itself and all its stakeholders. Communication Directorate has assigned a specific official to upload, manage and update all data onto the website, thus continuous compliance with legislative requirements. The layout is designed to be user friendly and accessible by all potential users of the system.

**2.11 PUBLIC SATISFACTION ON MUNICIPAL SERVICES****PUBLIC SATISFACTION LEVELS**

SDM did not undertake any public service satisfaction survey on municipal service delivery. It placed dependence on the continuous positive feedback shared by stakeholders and community members during public engagement sessions, such as events and meetings.