

National Office
 Unit FFN09, Block 9 Bentley Office Park
 67 Wessels Street, Rivonia, Johannesburg
 P.O. Box 652807, Benmore, 2010
 Tel: 27 11 784-8000/1/2/3 | Fax +27 (0)86 609 8248
 Email: busa@busa.org.za | Website: www.busa.org.za

Parliamentary Office
 9 Church Square, 1st Floor Graaffs Trust Building
 Cape Town CBD
 P.O. Box 3867, Cape Town, 8000
 Tel: +27 21 465 1633 | Fax: +27 21 461 5470
 Email: bpo@busa.org.za

MEMORANDUM

TO	POLICY COMMITTEES
DATE	NOVEMBER 2016
SUBJECT	GUIDELINES FOR BUSA REPRESENTATIVES AT NEDLAC TASK TEAMS, STATUTORY BODIES, WORKING GROUPS AND / OR OTHER REPRESENTATIVE STRUCTURES

This Guideline serves to provide guidance on the protocols and expectations of any individual who takes up a role/nominated position as a representative of business on any external body through a BUSA nomination process.

PROCESS NOMINATION

The BUSA nomination process is guided by key principles of transparency and accountability. Once the BUSA Remuneration, Nominations, Social and Ethics Committee (Remco), on behalf of the Board, has finalised the nominations, the Policy Director will communicate these to the relevant BUSA Policy Standing Committee and submit the final names to the Nedlac convenor or other relevant external body.

REPRESENTATION

BUSA representatives are required at all times to act on behalf of the broad business interest. While sector and company specific input is welcomed, representatives are at all times required to represent a business mandate when representing BUSA.

At any point where the individual representative is no longer able / willing to fulfil their obligations as a nominated industry representative, they should immediately notify BUSA and assist in the process of hand-over of the role, ensuring wherever reasonably possible that there is no break in the representation and achievement of required outputs.

Persons who have been appointed to represent BUSA on outside bodies or structures or at events may not be accompanied and may not nominate a person to attend in their stead. Any additions to, or changes in representation shall be subject to the approval by the relevant BUSA structure.

ROLES AND RESPONSIBILITIES OF REPRESENTATIVES

Every person who represents BUSA on outside bodies / structures must undertake

1. To participate actively in the structure on which he/she represents BUSA;
2. Where applicable, to notify any the relevant BUSA co-ordinator if he/she is not able to attend a meeting of the outside body or structure;
3. Not to create a conflict of interest with BUSA by pursuing their own personal, sectors' or organisation's interest while acting in a representative capacity on behalf of BUSA;
4. To seek mandates from the appropriate structures of BUSA; and
5. To report back regularly to the relevant BUSA structure.

BUSA reserves the right to recall any representative (individual) if they are unable/unwilling to meet the commitments of the role, particularly if such representation and/or forum is deemed critical for business.

COMMITMENT AND ATTENDANCE

Any individual that serves as a representative of BUSA, must ensure that they fully understand the commitment required to fulfil the role, including time, meeting preparation and attendance, mandating, and reporting processes.

Failure to attend regular meetings places BUSA at risk of losing credibility and not being present to influence policy/discussion and to actively participate in the decision-making processes for which the representative role was designed.

It is imperative that official representatives attend all meetings as stipulated, to not only ensure compliance with role requirements, but to ensure effective representation, accurate reporting and formal mandating.

Whilst it is acknowledged that in certain circumstances, e.g. illness or conflicting commitments, meeting attendance may not be possible, formal apologies should be timeously made and all meeting documentation collected for onward distribution and reporting to BUSA.

REPORTING

The BUSA representative is expected to formally report back to BUSA on meetings and any substantial developments within the forum to which they've been nominated. A written report, together with any appropriate documentation should be timeously submitted to BUSA and particularly in advance of the policy committee meeting.

Ideally, the BUSA representative should also attend each BUSA policy committee meeting to provide clarity on their report and/or answer questions from the members present.

MANDATING

The individual holds the position as representative of BUSA and is therefore obligated to take mandate from BUSA on any issues that require their support/vote.

Representatives are expressly prohibited from acting without, or outside agreed, mandates.

Representatives of the BUSA shall work within the framework of the mandates of BUSA as follows –

1. If a position mandated by BUSA has already been developed, a copy must be made available to the representative(s) of BUSA. Should they find it necessary to seek any changes to the mandate, the onus will be on them to notify the relevant policy committee forthwith;
2. In instances when a mandate has not yet been developed (or where it proves necessary to seek a new mandate), the policy committee, shall decide on the most appropriate structure to prepare a draft position of BUSA for mandating through the normal BUSA structures. Irrespective of the

- decision, the representatives of BUSA on the relevant outside body or structure will be expected to play a direct and active role in developing BUSA's position; and
3. Mandating may be supported through a number of mechanisms including: submission of a position for consideration; provision of any background or relevant information or documentation; or the recommendation of subject-matter expert.

LEAD REPRESENTATIVE

In the event of a team being appointed to serve on Nedlac Task Teams, Statutory Bodies, working groups and / or other representative structures, a meeting of the delegation will be convened prior to the first meeting of the external body to clarify the guidelines outlined herein. Further, the Policy Director in consultation with the Policy Standing Committee Chairperson will nominate and appoint the lead representative from the delegation to lead the team. The functions of the lead representative are to:

1. Engage with delegation in all caucus sessions prior to a meeting to confirm whether the agenda and all supporting documents for the meeting are in order;
2. Engage with the delegation on the position that will be taken on matters that are up for discussion at the meeting;
3. Be the lead spokesperson and represent the delegation in a fair, transparent and non-partial manner;
4. Maintain the mandated position throughout all deliberations;
5. Alert BUSA of any challenges experienced; and
6. Act as the link between the BUSA delegation and BUSA.

NEDLAC COORDINATION PROCESSES

Nedlac activities constitute a significant portion of our work, where BUSA plays a constructive role in ensuring an economic and socio-economic policy environment that is conducive to inclusive economic growth, development and transformation.

The BUSA participation in Nedlac is coordinated by the Business Constituency Coordinator, who is based at the Nedlac offices. The function of this role primarily is to:

- Provide support to Nedlac Secretariats with meeting coordination;
- Be the link between BUSA and Nedlac Chamber Structures;
- Oversee and ensure that the Business delegation is sufficiently constituted at all Nedlac Chamber structures; and
- Document and attendance management on Nedlac processes

Representatives of BUSA must be cognisant of the following coordination procedures:

1. Notifications of Nedlac meetings and all supporting documentation are sent from the Nedlac Administration Pool, Nedlac Secretariats or the Business Constituency Coordinator.
2. Acceptance of the meetings requests for business will be managed by the Business Constituency Coordinator who will follow up with members on their availability (in conjunction with any confirmations received by the Nedlac Admin Pool).
3. The Business Constituency Coordinator will communicate the Business delegations attendance with the relevant Administrator from the Nedlac Admin Pool after checking that there is sufficient availability of Business representatives and the lead spokesperson.
4. The Business Constituency Coordinator will monitor attendance of all Nedlac Chamber Structures and report to the Convenors on a regular basis.

5. The Business Constituency Coordinator may attend meetings as and when required by the overall Convenor, and then provide a written report.
6. The Business Constituency Coordinator will facilitate that the Business Constituency submit their inputs or comments to the relevant Nedlac Chamber Secretariat timeously.
7. The Business Constituency Coordinator will coordinate and administer all Business Constituency's activities at NEDLAC.

AGREEMENT TO SERVE AS BUSA REPRESENTATIVE

I, the undersigned agree that I have read and accepted the GUIDELINES FOR BUSA REPRESENTATIVES AT NEDLAC TASK TEAMS, STATUTORY BODIES, WORKING GROUPS AND / OR OTHER REPRESENTATIVE STRUCTURES (November 2016).

Name of Representative _____

Organisation _____

Signature _____

Date _____

Name of Structure _____

Commencement date _____

Expiry date (if applicable) _____