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SALGA's role is to represent, support, advise and profile local government. As the voice of local government, SALGA has played a decisive and influential role during the 2009/10 financial year, which proved to be the most challenging year for local government since its establishment in its current form in 2000.

The year under review has been both the most fruitful and the most challenging since the establishment of organised local government in the democratic era. The 2009/10 year commenced with local government increasingly coming under the spotlight due to service delivery protests sweeping the country, the completion of the "State of Local Government" report by COGTA and the concomitant Local Government Turnaround Strategy approved by Cabinet in December 2009.

While these events were unfolding, the political leadership of SALGA sought to influence the national discourse by bringing the concerns of our membership to the fore at key decision-making platforms. These interventions were reinforced by an administration that was vastly more capacitated and better organised than when the incumbent SALGA NEC was elected in 2006. Indeed, SALGA has played a decisive role in creating a balanced perspective of the performance of local government, alongside the obstacles posed by the intergovernmental relations machinery. This was done in Parliament, the National Council of Provinces, Cabinet Makgotla, the President’s Co-ordinating Council and various MINMECs.

I am convinced that SALGA played a decisive role in convincing the other two spheres of government, that both intergovernmental relations and the intergovernmental fiscal framework pose significant obstacles to effective service delivery by municipalities. Both of these issues are now core to the LGTAS, and there is widespread acceptance that local government is “everybody’s business”.

To strengthen developmental local government to implement the 2009 electoral mandate, SALGA incorporated the 2009 Medium-Term Strategic Framework into its 2009/10 business plan. The priorities contained in the new electoral mandate have elevated the role of local government – both as a critical arm of service delivery, and as the sphere of government where local democracy finds expression through public participation – and highlighted the need to better capacitate local government to effectively fulfil this role, both in terms of financial and human resources.

During 2009/10, SALGA exhaustively represented local government in all legislative and policy issues that impact on local government, from the National Non-Motorised Transport Policy to the 18th Constitutional Amendment Bill. From the perspective of the priorities of SALGA's membership, our influence in relation to the Electricity Distribution Industry Restructuring and electricity price hikes is worth noting, alongside the comprehensive and rigorous input we made on behalf of local government at the Budget Forum, in order to address flaws in the intergovernmental fiscal framework.

While much was accomplished during the year under review, two challenges remained: the disengagement of the KZN provincial office from SALGA’s unitary structure and the subsequent creation of KWANALOGA, alongside an inadequate revenue model to implement SALGA's strategic agenda and adequately support its members. The resolution of these issues is a priority for SALGA’s political leadership in 2010/11.

A further priority is providing support to SALGA’s membership in preparing for the local government elections scheduled for 2010/11. In a context where improved capacity of local government to play its developmental role has been highlighted in the LGTAS, the forthcoming elections present a unique opportunity to strengthen and consolidate South Africa's municipalities, alongside restoring stability and institutional integrity.

It remains for me to express my sincere gratitude to all the members of the NEC and PECs of SALGA, whose collective leadership has underpinned SALGA's accomplishments during the year under review. The same sentiment must be extended to SALGA's administration, which under the leadership of the CEO, Xolile George, has achieved the status of a high-performance organisation, as evidenced by the quality and scope of what SALGA delivered during 2009/10.
As recorded in the 2008/9 Annual Report, after implementing a comprehensive change agenda, SALGA was poised at the tipping-point to become a high-performance organisation. I am proud to report that the organisation’s accomplishments during 2009/10 bear testimony to the realisation and consolidation of a high-performance and organised local government association. Local government plays a pivotal role in advancing South Africa's developmental agenda, which finds expression in the 2009 electoral mandate. In a context where South Africa's 283 municipalities are diverse and geographically diffuse, SALGA's role as the voice of local government is critical to ensure that the local sphere is properly represented and capacitated in relation to its role in service delivery, and in fostering local democracy.

SALGA's ability to act as the voice of local government was demonstrated in the influential role the organisation played in relation to the Local Government Turnaround Strategy, which is underpinned by the “State of Local Government Report” championed by the Department of Co-operative Governance and Traditional Affairs. SALGA effectively utilised all available platforms to ensure that the challenges confronting local government were properly understood, and that the measures to address them are appropriate to empower municipalities to discharge their obligations more effectively. This report provides a comprehensive account of the strategic priorities of the organisation and the extent to which they were achieved, in relation to the 2009/10 Business Plan. I therefore highlight only the most important areas in which progress was made in relation to SALGA’s representative, advisory, support and employer mandates.

Representative Role

During the year under review, SALGA represented the perspectives and interests of local government in all the policy and legislative processes that impact on local government. The rebuilding of SALGA's parliamentary office enabled the organisation to engage with legislation both in National Parliament and the National Council of Provinces. Critically, SALGA's voice resulted in favourable outcomes for local government, as evidenced by the impact of the input in various forums. As the main body of the Annual Report provides a comprehensive list of achievements, I wish to highlight only the following:

- SALGA's submission to the Budget Forum resulted in the National Treasury and other stakeholders acknowledging the need for reform of the intergovernmental fiscal framework;
- SALGA's position paper on the Electricity Distribution Restructuring Industry served to both foster consensus in local government on the nature of the relationship between REDs and municipalities, as well as to consolidate a list of issues (together with EDIH) that must be resolved before the restructuring can be implemented.
- SALGA's submission on ward councillors to DPSA resulted in the final policy being reworked, in order to more clearly define the role of CDWs vis-a-vis ward councillors and to clarify the respective roles of DPSA and COGTA.
- The position paper developed on the role of part-time and full-time councillors after the 2011 elections stimulated fresh thinking on this issue, and provided a sound motivation for all councillors to occupy full-time positions.

Advisory Role

In 2009/10, SALGA provided advice to its membership on a wide range of issues central to service delivery. The highlights include:

- Advice on the national response to the Global Economic Crisis, including how municipalities can access the national rescue package. Furthermore, in response to lobbying by SALGA, the Minister of Finance allocated R6.7 billion to municipalities to mitigate the impact of the global economic crisis;
- Advising municipalities on the impact of migration on service delivery and planning;
1.3 OVERVIEW BY THE CEO

- Advice to municipalities on how to implement the Waste-Management Act;
- A study on the poverty line utilised by municipalities as criteria for the provision of Free Basic Services.
- Advice on the role of ICT in local government, emanating from a study on the “State of ICT in Local Government”.

Support Role

During 2009/10, SALGA extended support to a multitude of municipalities on a broad range of issues, including:

- Guidelines were provided to municipalities on how to implement the LGTAS, which resulted in empowering municipalities to draft and submit their strategies;
- Municipalities were supported in understanding the governance framework that determines the role of councillors through the wide dissemination of SALGA’s “Municipal Office-Bearers Handbook”;
- Municipalities were advised on new legislation impacting on local government, resulting in compliance with such legislation;
- SALGA supported municipalities, in partnership with DWA, on drinking-water quality and the blue and green drop certification programme, resulting in all host cities achieving blue drop status certification.
- Hands-on support was provided to 20 municipalities on governance issues, the remuneration of office-bearers and the LGTAS, resulting in them being capacitated on these issues;
- SALGA facilitated the phased provincial roll out of the HIV/Aids Handbook in 30 municipalities in Mpumalanga, Free State and Eastern Cape, resulting in increased co-ordination and efficacy of the municipal HIV/Aids programme implementation.
- Hosted workshops in all provinces (except KZN) on improving the effectiveness of EPWP at municipal and district level, resulting in a substantial increase in the number of municipalities qualifying for EPWP grants during 2010/11;
- Budget Week workshops were conducted in seven provinces, resulting in awareness of the need-to-reform the fiscal framework and improve revenue-management, alongside improving supply-chain management;
- Finally, Financial Improvement Guidelines were circulated to all municipalities to support improved financial-management in local government.

Employer Role

SALGA’s employer role is pivotal to the effective functioning of municipalities. It relieves individual municipalities of the cost and burden of individually negotiating wage agreements, developing HR policies and facilitating training. The employer role includes labour relations, human resources management and capacity-building. The highlights of achievements during the period under review include:

- Concluded a Salary and Wage Collective Agreement for 2009 – 2012, creating predictability in wage increases for a three-year period;
- Introduced a process of benchmarking to ensure that municipalities which have not finalised their job-evaluation processes and/or the development of job descriptions were benchmarked against equivalent municipalities, implementation of the TASK Job Evaluation;
- Developed a HR Policy Handbook, containing 15 critical HR policies and disseminated it to members, resulting in greater compliance with workplace legislation and enhanced corporate governance;
- Workshops were conducted on the implementation of the Organisational Rights Agreement, resulting in improved functionality of Local Labour Forums in municipalities and greater employee participation in decision-making;
- SALGA supported, assisted and represented municipalities in a wide range of dispute-resolution processes, resulting in capacity-building of municipal management/officials in order to optimise workplace discipline and minimise the use of external legal advisors;
- Human Resources Practitioners’ Forums were established in each province (excluding KZN), resulting in greater participation of municipalities in the formulation of human resources policies.
- SALGA facilitated the training of 5 198 councillors and officials across a range of areas, including Executive Leadership, Financial Management, Integrated Development Planning, Local Economic Development, Governance and Gender Mainstreaming.
While much was accomplished, SALGA confronted formidable challenges during 2009/10. Three issues posed particular challenges: the disengagement of the KZN provincial office from SALGA’s unitary structure; a revenue model that is not adequate to enable SALGA to fulfil its mandate (resulting in a number of projects not being completed); and the negative image created of local government as a result of community protests and attacks on councillors and their property. The resolution of the first two issues are priorities in 2010/11. It remains a concern to SALGA that the KZN province has failed to benefit from most of SALGA’s projects, despite the desire for municipalities within the province to do so, in a context where support and advice are urgently needed.

With regard to the negative perception created of the local government sphere, it is cause for concern that it resulted in the loss of institutional integrity in some municipalities. Critically, if “local government is everybody’s business”, as argued in the LGTAS, then more support must be provided to the fledgling institutions that currently comprise SA’s municipalities lest we forget, the erstwhile DPLG made two significant observations after the first term of local government ended in 2006: firstly, that the establishment of developmental local government had been one of the most complex projects of state transformation since 1994; and, secondly, that the tasks of local government transformation proved to be more complex and protracted than initially anticipated.

During the period under review, the process of addressing the structural impediments to high performance in municipalities commenced. SALGA played a central role in balancing a discourse that erred on the side of exaggerating the extent to which municipalities were themselves to blame for this state of affairs because of incompetence, poor corporate governance and rampant corruption. Having highlighted and isolated those structural impediments to the creation of a sustainable and developmental local government sphere – including the fiscal framework, the strangulation of top-down legislation and regulation, and weak intergovernmental co-operation – SALGA has positioned itself to support the creation of sustainable local government.

Aside from preparing and supporting the local sphere for its third democratic elections in 2011, SALGA’s priority for 2010/11 is to support its membership to implement the LGTAS and ensure that the structural impediments to doing so are systematically addressed by the other two spheres of government.

Xolile George
Chief Executive Officer
1.4 FINANCIAL RESULTS AT A GLANCE

Key financial indicators

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership levies</td>
<td>137,507,673</td>
<td>110,166,113</td>
</tr>
<tr>
<td>Government grant</td>
<td>23,302,000</td>
<td>22,058,000</td>
</tr>
<tr>
<td>Provincial government</td>
<td>777,778</td>
<td>500,000</td>
</tr>
<tr>
<td>Government grant</td>
<td>500,000</td>
<td>-</td>
</tr>
<tr>
<td>Government grant</td>
<td>277,778</td>
<td>-</td>
</tr>
<tr>
<td>Government grant</td>
<td>-</td>
<td>500,000</td>
</tr>
<tr>
<td>Donor funding</td>
<td>5,206,963</td>
<td>4,307,059</td>
</tr>
</tbody>
</table>

Key financial ratios

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership levy contribution</td>
<td>68.2%</td>
<td>75.3%</td>
</tr>
<tr>
<td>Government grants contribution</td>
<td>12.2%</td>
<td>15.4%</td>
</tr>
<tr>
<td>Donor funding contribution</td>
<td>2.6%</td>
<td>2.9%</td>
</tr>
<tr>
<td>Other income contribution</td>
<td>17.2%</td>
<td>6.3%</td>
</tr>
<tr>
<td>Current ratio</td>
<td>75.0%</td>
<td>72.5%</td>
</tr>
<tr>
<td>Debt equity ratio</td>
<td>10.3%</td>
<td>34.3%</td>
</tr>
<tr>
<td>Asset coverage rate (times)</td>
<td>11</td>
<td>4</td>
</tr>
<tr>
<td>Debtors collection period</td>
<td>102</td>
<td>89</td>
</tr>
<tr>
<td>Creditors settlement period</td>
<td>36</td>
<td>57</td>
</tr>
</tbody>
</table>
SALGA is an association of South African municipalities established in terms of Section 163 of the Constitution of the Republic of South Africa. In its capacity as a constitutional body, SALGA serves as the representative voice of South Africa’s 283 member-municipalities. In terms of its amended constitution, SALGA is a unitary body that consists of a national association and nine provincial associations. The organisation has four main functions:

For the past 12 years, since its establishment, SALGA has endeavoured to bring focus to its mandate of supporting local government transformation in a complex environment, characterised by a highly diverse and diffuse membership-base of municipalities.

**1.5 SALGA MANDATE**

This includes policy analysis research and monitoring; knowledge exchange and support to municipalities on a range of issues in order to assist them to effectively execute their mandate.

Represent

Refers to stakeholders engagement and lobbying on behalf of local government, in relation to national policies and legislation.

Employer Body

Refers to SALGA’s role as an employer representative body for its members, which includes collective bargaining, capacity building and municipal HR issues.

Strategic Profiling

Refers to building the profile and image of local government within South Africa as well as outside the country.

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**SALGA MANDATE**

- Represent, promote and protect the interests of local government.
- Transform local government to enable it to fulfil its developmental role.
- Enhance the role and stature of its members as provincial representatives and a consultative body in respect of all matters concerning local government, and to make representations to both provincial and national government in respect of any matter concerning local government.
- Ensure full participation by women in local government.
- Act as an employer body representing all municipal members and, by agreement, associate members.
- Regulate the relationship between its members and their employees within the meaning of Section 213 of the Labour Relationship Act 66 of 1995, as amended.
- Provide legal assistance to its members, in its discretion, in connection with matters which affect employer/employee relations.
- Encourage the settlement of disputes among its members and between them, and their employees or trade union through co-operative government or labour law principles.
- Affiliate with, and participate in, the affairs of any international organisation that will serve the interests of members.
- Borrow, invest, lend, subscribe and donate money to further the objectives of the organisation.
- Lobby and advocate for member municipalities.
- Assist in developing the capacity of member municipalities.

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An association of municipalities at the cutting edge of quality and sustainable services.

To be “consultative, informed, mandate, credible and accountable to our membership, and provide value for money”.

* Responsive * Dynamic * Innovative * Excellence
In 2006/7, SALGA initiated a change agenda that reflected on successes and challenges since the organisation was formed. A five-year strategic plan, covering the period 2007-2012, was developed to facilitate the roll-out of a change agenda in a rigorous and systematic manner.

Implementation of the five-year strategic plan finds expression in the annual business plan/s, which aim to build SALGA’s capacity to engage with its membership, as well as national and provincial spheres of government, on policy-formulation in areas that affect developmental local government. In 2009/10, SALGA further consolidated its change agenda by building its capacity to synthesise national and provincial trends, plans and policies into accessible, understandable knowledge products that can assist municipalities in developing and implementing their own policies in the national, continental and global context.

During 2009/10, subsequent to the national/provincial government elections, Cabinet approved a comprehensive Local Government Turnaround Strategy crafted by COGTA on December 2 2009. In January 2010, 12-outcomes were prioritised by Cabinet for the remaining years of the MTSF:

**MTSF OUTCOMES**

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Quality basic education.</td>
</tr>
<tr>
<td>2</td>
<td>A long and healthy life for all South Africans.</td>
</tr>
<tr>
<td>3</td>
<td>All people in South Africa are and feel safe.</td>
</tr>
<tr>
<td>4</td>
<td>Decent employment through inclusive economic growth.</td>
</tr>
<tr>
<td>5</td>
<td>A skilled and capable workforce to support an inclusive growth path.</td>
</tr>
<tr>
<td>6</td>
<td>An efficient, competitive and responsive economic infrastructure network.</td>
</tr>
<tr>
<td>7</td>
<td>Vibrant, equitable and sustainable rural communities contributing towards food security for all.</td>
</tr>
<tr>
<td>8</td>
<td>Sustainable human settlements and improved quality of life for all households.</td>
</tr>
<tr>
<td>9</td>
<td>Responsive, accountable, effective and efficient Local Government.</td>
</tr>
<tr>
<td>10</td>
<td>Protect and enhance our environmental assets and natural resources.</td>
</tr>
<tr>
<td>11</td>
<td>Create a better South Africa, a better Africa and a better world.</td>
</tr>
<tr>
<td>12</td>
<td>An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship.</td>
</tr>
</tbody>
</table>

Outcome 9 specifically addresses local government. It is underpinned by a “10-Point Plan for Local Government”, presented to Cabinet at the January 2010 Lekgotla. The plan seeks to reinforce and support the implementation of the LGTAS. It comprises 10 Local Government Outputs and 44 corresponding performance indicators.

**COGTA 10-POINT PLAN/ LGTAS OUTCOMES**

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Improve the quantity and quality of municipal basic services to the people in terms of access to water, sanitation, electricity, waste-management, roads and disaster-management.</td>
</tr>
<tr>
<td>2</td>
<td>Enhance the municipal contribution to job-creation and sustainable livelihoods through LED.</td>
</tr>
<tr>
<td>3</td>
<td>Ensure the development and adoption of reliable and credible IDPs.</td>
</tr>
<tr>
<td>4</td>
<td>Deepen democracy through a refined Ward Committee model.</td>
</tr>
<tr>
<td>5</td>
<td>Build and strengthen the administrative, institutional and financial capabilities of municipalities.</td>
</tr>
<tr>
<td>6</td>
<td>Create a single window of co-ordination for support, monitoring and intervention in municipalities.</td>
</tr>
<tr>
<td>7</td>
<td>Eradicate fraud, corruption, nepotism and all forms of maladministration affecting Local Government.</td>
</tr>
<tr>
<td>8</td>
<td>Develop a coherent and cohesive system of governance, with a more equitable intergovernmental fiscal system.</td>
</tr>
<tr>
<td>9</td>
<td>Develop and strengthen a politically and administratively stable system of municipalities.</td>
</tr>
<tr>
<td>10</td>
<td>Restore the institutional integrity of municipalities.</td>
</tr>
</tbody>
</table>
Given these changes in the policy landscape – and as the SALGA Five-Year Strategic Plan (2007 – 2012) reached its mid-term – it was deemed essential to update it, to ensure that SALGA’s business plan for 2010/11 is built on a set of strategic priorities that incorporate the new policy imperatives confronting local government.

Alongside this process, SALGA took the decision to align the organisation’s planning methodology with the Presidency’s “outcomes-based” approach. This was necessary to ensure that SALGA remains relevant by aligning its planning practices with key stakeholders in the Local Government sector. The Outcomes-Based methodology for Strategic and Business Planning is a departure from the traditional Input-Output Model, where targets are set at only the output level based on fixed inputs. In the Outcomes-Based approach to planning, outcomes are the epicentre to the planning process and are distilled into priority outputs that have the largest influence on the outcome.

SALGA’s strategic objectives for the July 2007 to March 2012 period were developed at its national conference in April 2007. There are two groups of strategic priorities: the first five strategic objectives give expression to SALGA’s internal change agenda, to enable the organisation to deliver more effectively on its mandate and to address corporate governance problems inherited from preceding years.

The second group of strategic objectives embodies the core activities of the organisation and represents resolutions from the national conference. The latter five KPAs are designed to support the objectives of the 5YLGSA, a focus previously missing in the organisation. SALGA’s 10-core strategic objectives are outlined below:

### STRATEGIC OBJECTIVES FOR SALGA’S CHANGE AGENDA.

- Improve SALGA’s capacity to support and advise its members.
- Improve SALGA’s capacity to engage with stakeholders, and to lobby and advocate them on issues in the interests of member municipalities.
- Improve SALGA’s capacity to effectively represent members as the employer.
- Enhance and maintain a high profile locally, regionally and internationally.
- Improve SALGA’s corporate governance and internal functioning.

### 5YLGSA OBJECTIVES FOR SALGA’S.

- To contribute to municipal transformation and organisational development.
- To contribute to the effective and sustainable delivery of municipal services.
- To contribute to the stimulation of local economies and poverty alleviation.
- To contribute to the strengthening of municipal financial-capacity.
- To contribute to good governance and public participation in municipalities.

At the mid-point of the five year strategy, following a national election, with a new electoral mandate and profound changes in the local government environment, it was deemed imperative that SALGA revised the priorities contained in its Five-Year Strategic Plan.

Informed by the Medium-Term Strategic Framework (MTSF) for 2009-14, the Millennium Development Goals (MDGs) and the Local Government Turnaround Strategy (LGTAS), SALGA’s leadership translated and contextualised these government priorities, and their relevance to local government and SALGA’s mandate, into 10 Priority Outcomes. These 10 strategic outcomes replace the 5YLGSA Priorities, in the same way as COGTA has replaced the 5YLGSA with the LGTAS. The SALGA Change Agenda (Five Objectives) and SALGA Priority Outcomes (10 Outcomes) now become the central components of the revised five-year strategic plan, underpinning all future national business plans, including SALGA’s 2010/11 and 2011/12 Business Plans.

This will give focus to SALGA’s work as the organisation finds it niche in a congested space, in a context where resource-constraints are a considerable challenge. The new strategic priorities are outlined in the table below:
The amended Five-Year Strategic Plan 2007-2012 will enable SALGA to more effectively respond to the opportunities, challenges and imperatives that local government will grapple with over the next two years. It will also enable the organisation to effectively play its role in co-operative governance and in fostering effective partnerships with stakeholders in the local government sector, including other spheres of government. Having laid the strategic foundation to represent, support and advise local government, the 2010/11 Business Plan gives expression to SALGA’s ambition to play a decisive role in the policy discourse, to provide the necessary conditions for local government to effectively deliver on its constitutional mandate.
During the 2009/10 financial year, SALGA put in place a comprehensive and ambitious Business Plan. The organisation was able to substantially improve its performance due to the consolidation of the change agenda implemented in 2007, alongside the population of the new organogram with highly skilled and proficient staff.

A particular accomplishment during the period under review was the robust engagement with stakeholders through the national Cabinet Clusters, Parliament, the National Council of Provinces and provincial legislatures. The revitalisation of SALGA's parliamentary office positioned the organisation as the definitive voice of local government in all the relevant Parliamentary Portfolio Committees and in the National Council of Provinces. This has served to enhance SALGA's influence over policy and legislation that impacts on local government.

The elections in April 2009, ushered in a fresh electoral mandate which SALGA included in its Business Plan during the mid-year adjustment in October 2009. A particular focus was the State of Local Government Report and Local Government Turnaround Strategy, where SALGA played an influential role in articulating the perspectives and interests of its membership.

Representative Role

SALGA played a definitive role in representing the interests of local government in every policy and legislative process impacting on our members. Of particular note are the interventions made by SALGA in relation to the Electricity Distribution Industry Restructuring and the electricity tariff hikes. Indeed, SALGA's submission on the latter resulted in a reduction of the initial price hike proposed by ESKOM.

SALGA made submissions on councillor remuneration, which are currently being considered by the remuneration council. The interests of local government were further represented in submissions regarding the status of part-time and full-time councillors, which stimulated fresh thinking on the issue, and made a cogent argument for all councillors to occupy full-time positions. Furthermore, SALGA played an influential role in defining the role of CDWs vis-a-vis councillors through the submission of a position paper to COGTA.

Profiling Role

During 2009/10, SALGA initiated an INDABA on climate change, which was co-hosted with the DEA and resulted in the development of a LG strategy to address environmental issues and climate change. In addition, SALGA convened an African Road Map Conference, which developed an African position on climate change that was presented at the Copenhagen Summit on Climate Change in December 2009.

SALGA further raised awareness of the importance of the MDGs and the role of local government in their implementation through the MDGs United Nations campaign, which was the central theme in the launch of Local Government Week.

Advisory Role

During the period under review, SALGA disseminated a brochure to all 283 municipalities outlining how they should respond to the Global Economic Crisis, including mechanisms for accessing the national rescue package. This followed extensive lobbying of national government, which resulted in an allocation of R6.7 billion to municipalities in the 2009/10 national budget, to mitigate the impact of the global recession.

SALGA also completed studies on – inter alia – an appropriate poverty line for the provision of Free Basic Services, the impact of migration on service delivery, a survey of the perceptions of municipalities that experienced service-delivery protests, a comprehensive review of the state of IDPs, an analysis of the fiscal framework and a review of the state of ICT in South Africa’s municipalities. This research formed the foundation for providing our members with accurate, evidence-based advice on a range of issues that pose challenges to local government.

Support Role

In terms of providing support to municipalities, SALGA's proudest achievement in 2009/10 was the provision of hands-on support to 20 municipalities (in response to requests) in relation to governance issues, the remuneration of office-bearers and the LGTAS.
SALGA also hosted workshops in all the provinces (with the exception of KZN) on improving the effectiveness of the EPWP at district and local level. This resulted in a substantial increase in the number of municipalities qualifying for EPWP funding during 2010/11.

**Employer Role**

During the period under review, SALGA concluded a Collective Wage Agreement for 2009-2012, with organised labour. A Human Resources Practitioners Forum was established in all the provinces (except KZN), which facilitated the participation of municipalities in HR issues, alongside the dissemination of an HR Policies handbook. Furthermore, SALGA supported and facilitated the process of concluding the task-evaluation process.

**Aggregate Performance**

The graph below provides a “snapshot” of SALGA’s performance during the year under review, in terms of the number of KPIs that were completed, disaggregated by the change agenda and the 5YLGSA.

While performance was substantially better than in 2008/09, financial constraints prevented SALGA from completing a higher proportion of its KPIs. The withdrawal of KZN province from SALGA’s unitary structure meant that SALGA did not receive levies from municipalities in KZN. Alongside the failure of other municipalities to pay their levies timeous, this resulted in a moratorium on project expenditure from November 2009 – a measure deemed to be prudent to safeguard the integrity of SALGA’s financial position.
1.8 ORGANISATIONAL STRUCTURE

Chief Executive Officer

Chief of Operations

Internal Audit

Legal Compliance and Risk

Corporate Secretariat, Governance and Strategic Programmes

Performance Management Unit

Communications and Marketing

Provincial Offices

Governance, IGR & International Relations

Municipal Institutional Development

Municipal Infrastructure and Services

Community Development

Economic Development & Development

Strategy, Policy and Research

Finance and Corporate Services

Eastern Cape

International Relations and Protocol

Inter-Governmental Relations

Advocacy and Lobbying

Governance Support

Parliamentary Affairs and Research

SYLGSA-Co-ordination

Western Cape

Collective Bargaining and Labour Relations

Municipal Human Resources

Support Skills Development and Capacity-Building

Single Public Service Local Government

Northern Cape

Solid-Waste Management

Water and Sanitation

Electricity and Energy

Transportation and Roads

Climate Change and Environmental Management Support Sustainable Human Settlement

North West

Human Development

Safety and Security

Health

Social Cohesion and City Diplomacy

Disaster Management Support Special Programmes Mainstreaming e.g. Youth, Gender, HIV

Limpopo

Development Management

Planning

Economic Development

(ICT, ASGISA, DIPs, PGDS, NSPS, EPWP)

Local Government

Finance

Municipal Entity Oversight

Pe Country Project Management

Mpumalanga

Research Policy

Development and Analysis

Strategy, Business Planning and Organisational Performance Knowledge Hub and Management

Gauteng

Financial Planning and Control

Asset-Management and Reporting Systems

Supply-Chain Management

Human Resources Administration

Information and Communication Technology

Travel Co-ordination and Management

KwaZulu-Natal


Office - Bearers

Cllr A Masondo
Chairperson

Cllr C W Johnson
NEC Member and Chairperson of the Municipal Service and Infrastructure Working Group

Cllr D Masemola
NEC Member and Chairperson of the Governance, Intergovernmental Relations and International Relations Working Group - elected to the Limpopo Provincial Legislature in April 2009

Cllr N Mayathula-Khoza
NEC Member and Chairperson of the Social Development, Health and Safety Working Group - elected to the Gauteng Provincial Legislature in April 2009

Additional Members

Cllr H Jenkins
Deputy Chairperson elected Premier of the N Cape in April 2009

Cllr O Mlaba
Deputy Chairperson

Cllr S Molokoane-Machika
Deputy Chairperson

Cllr Z Capa
Deputy Chairperson June 2009
1.9 NATIONAL EXECUTIVE COMMITTEE OF SALGA

Co-opted Members

- Cllr B Mahlangu
  NEC Member and Chairperson of the Economic Development, Planning and Environment Working Group

- Cllr N Matlou
- Cllr N Hermans

- Cllr Father S Mkhatshwa
  NEC Member

- Cllr M Mogorosi
  NEC Member and Chairperson of the Human Resources Development Working Group

- Cllr S Somyo
  NEC Member and Chairperson of the Human Resources Development Working Group

- Cllr F Mabo Boltman
  NEC Member and Chairperson of the Sub-Committee for the 2010 FIFA World Cup

Co-opted from June 2009

- Cllr B Mahlangu
- NEC Member and Chairperson of the Economic Development, Planning and Environment Working Group

- Cllr S Somyo
  NEC Member and Chairperson of the Human Resources Development Working Group

- Cllr F Mabo Boltman
  NEC Member and Chairperson of the Sub-Committee for the 2010 FIFA World Cup

- Cllr N Matlou
- Cllr N Hermans
Provincial Chairpersons

Cllr W Johnson
Chairperson: SALGA
Northern Cape

Cllr B Moloi
Chairperson: SALGA
North West

Cllr S de Vries
Chairperson: SALGA
Western Cape

Cllr S Mashilo
Chairperson: SALGA
Mpumalanga

Cllr O Mlaba
Chairperson: SALGA
Kwazulu - Natal

Cllr F Mdaka
Chairperson: SALGA
Limpopo

Cllr K Dau
Acting Chairperson: SALGA
Gauteng

Cllr W Johnson
Chairperson: SALGA
Northern Cape

Cllr B Moloi
Chairperson: SALGA
North West

Cllr S de Vries
Chairperson: SALGA
Western Cape
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<tr>
<th>Eastern Cape</th>
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<tr>
<td>Cllr M Mvoko</td>
<td>Cllr S Ngangelizwe</td>
<td>Cllr K Dau</td>
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<td>Cllr M Sigabi</td>
<td>Cllr J Ramokhoase</td>
<td>Cllr M Khumalo</td>
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<td>Cllr BE Mzangwa</td>
<td>Cllr P Tsoetetsi</td>
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<td>Cllr W Tikana</td>
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<td>Cllr K Mogotsi</td>
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<td>Cllr GG Mpumza</td>
<td>Cllr S Mbalo</td>
<td>Cllr T Phakathi</td>
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<td>Cllr J Masango</td>
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<td>Cllr J Sehanka</td>
<td>Cllr S Maphalla</td>
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<tr>
<td>Cllr SV Stuurman</td>
<td>Cllr T Reachable</td>
<td>Cllr L Mtshali</td>
</tr>
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<td>Cllr A Noosi</td>
<td>Cllr SN Mndayi</td>
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<tr>
<td>Cllr O Mlaba</td>
<td>Cllr (Dr) FP Mdaka</td>
<td>Cllr SK Mashilo</td>
</tr>
<tr>
<td>Cllr PM Mbatha</td>
<td>Cllr D Magabe</td>
<td>Cllr LM Malatjie</td>
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<td>Cllr MS Yengwa</td>
<td>Cllr Q Mokhabela</td>
<td>Cllr CN Mkhotso</td>
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<td>Cllr N Gumede</td>
<td>Cllr R Mogotlane</td>
<td>Cllr O Mtswena</td>
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<tr>
<td>Cllr CQ Madlopha</td>
<td>Cllr M Lerule</td>
<td>Cllr D Ndlovu</td>
</tr>
<tr>
<td>Cllr D Mazibuko</td>
<td>Cllr S Ramaremela</td>
<td>Cllr F Maboaboltman (Ex-Officio)</td>
</tr>
<tr>
<td>Cllr N Shusha</td>
<td>Cllr N Sibanda</td>
<td>Cllr A Gamede</td>
</tr>
<tr>
<td>Cllr SW Mdbae</td>
<td>Cllr C Malebane</td>
<td>Cllr BM Khumalo</td>
</tr>
<tr>
<td>Cllr JP Khoza</td>
<td>Cllr N Matlo</td>
<td>Cllr GT Mthimunye</td>
</tr>
<tr>
<td></td>
<td>Cllr M Mokganyetsi</td>
<td>Cllr L Dikgale</td>
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<th>Northern Cape</th>
<th>North West</th>
<th>Western Cape</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cllr W Johnson</td>
<td>Cllr MA Molekwa</td>
<td>Cllr S de Vries</td>
</tr>
<tr>
<td>Cllr D Singh</td>
<td>Cllr BE Moloi</td>
<td>Cllr HP Geyer</td>
</tr>
<tr>
<td>Cllr N Hermans</td>
<td>Cllr KB Diakanyo</td>
<td>Cllr WS Mxolose</td>
</tr>
<tr>
<td>Cllr H Combrink</td>
<td>Cllr J Douw</td>
<td>Cllr GR Wolmarans</td>
</tr>
<tr>
<td>Cllr M Eilerd</td>
<td>Cllr P Mopalam</td>
<td>Cllr C du Plessis</td>
</tr>
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<td>Cllr T Seikaneng</td>
<td>Cllr P Kgosieng</td>
<td>Cllr C Brink</td>
</tr>
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<td>Cllr K Markman</td>
<td>Cllr OR Mochware</td>
<td>Cllr S Piti</td>
</tr>
<tr>
<td>Cllr W Ngobese</td>
<td>Cllr B Moirwagale</td>
<td>Cllr IR Iversen</td>
</tr>
<tr>
<td>Cllr E Drage-Martiz</td>
<td>Cllr B Seokamo</td>
<td>Cllr SW Manual</td>
</tr>
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<td>Cllr G Cloete</td>
<td>Cllr AJ Maphetle</td>
<td>Cllr R September</td>
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<tr>
<td>Cllr L Faber</td>
<td></td>
<td>Cllr E Plaatjies</td>
</tr>
<tr>
<td>Cllr L Letebele</td>
<td></td>
<td>Cllr EC Marthinus</td>
</tr>
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<td>Cllr GCR Haskin</td>
</tr>
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<td></td>
<td></td>
<td>Cllr PJ Roodman</td>
</tr>
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<td>Cllr N Beukes</td>
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</tbody>
</table>
EXECUTIVE MANAGEMENT TEAM

SALGA NATIONAL OFFICE

Xolile George
Chief Executive Officer

Lance Joel
Chief of Operations

Josephine Meyer
Chief Financial Officer

Mzwanene Yawa
Executive Director:
Municipal Institutional Development

Antoinette Richardson
Executive Director:
Community Development

Marina Meyer
Executive Director:
Strategy, Policy and Research

Mayur Maganlal
Executive Director:
Economic Development and Planning

Johan Mettler
Executive Director:
Governance, Intergovernmental Relations and International Relations

Mthobeli Kolisa
Executive Director:
Municipal Infrastructure and Services
SALGA PROVINCIAL OFFICES

Chris Magwangqana
Provincial Executive Officer: Eastern Cape

Lulama Ceba
Provincial Executive Officer: Free State

Tomsie Dlamini
Provincial Executive Officer: Gauteng

Sandile Cele
Provincial Executive Officer: Kwa Zulu Natal

Papo Maloka
Provincial Executive Officer: Limpopo

Gugu Langa
Provincial Executive Officer: Mpumalanga

Gaonyadiwe Mathobela
Provincial Executive Officer: Northern Cape

Nancy Ngwenya
Provincial Executive Officer: North West

Khalli Mullagie
Provincial Executive Officer: Western Cape
The South African Local Government Association (SALGA) would like to thank all its members and stakeholders who contributed to its performance in the 2009/10 financial year. Its key stakeholders being:

- Government (national government departments and provincial government);
- Parastatals and other state-owned enterprises (SOEs);
- Donors (national and international);
- The Institute of Municipal Finance Officers and other professional bodies;
- Non-governmental organisations (NGOs);
- Chapter 9 institutions as designated by the Constitution of the Republic of South Africa; (Act 108 of 1996);
- Parliament and provincial legislatures.
Chapter 2: Organisational Performance
SALGA’s point of departure is to strengthen the local sphere of government in delivering a developmental agenda that is aligned to national strategic priorities, and reinforcing the work of the national and provincial spheres of government. The eradication of poverty and unemployment, alongside the stimulation of growth lies at the heart of local government’s mandate and finds expression in SALGA’s 2009/10 Business Plan. As the front-line of service delivery, local government also plays a pivotal role in consolidating and deepening democracy at grassroots level.

The 2009/10 period was characterised by formidable challenges for local government. Foremost were the service delivery protests that gained momentum in May 2009 and spread across the length and breadth of the country. Between April 2009 and March 2010, 151 service-delivery protests took place in municipalities, more than the aggregate of 106 protests recorded in the entire five years spanning 2004 – 2008.

Unfortunately, until recently, the popular perception of the cause of these protests was that they can be solely attributed to poor service delivery by local government. However, recent media reports have suggested that political dynamics (both intra and inter-party competition and conflict) have been the central cause of the protests, alongside genuine frustration about poor service delivery, but often in services that are not the competence of local government. These findings were supported by a survey undertaken by SALGA in the latter part of 2009, to test the perceptions of municipalities in relation to the protests. An interesting observation made by Municipal IQ – which has been monitoring and analysing the service-delivery protests since 2004 – is that in aggregate there is no correlation between poor service delivery and the protests. On the contrary, it is the better-performing municipalities that have experienced protests.

For SALGA, the imperative is to restore stability and credibility to municipalities. Service-delivery protests not only tarnish the image of local government, they also put the lives of councillors in danger. As a collective, we need to find ways to prevent further protests. The best way to do this is to strengthen communication with communities, particularly disaffected communities, so that their grievances are addressed before they escalate into a protest. Furthermore, it is critical that the causes of the protests are properly communicated to the public in order to restore the reputation of local government.

Municipalities were further put under the spotlight by the “State of Local Government” project, launched by COGTA, which culminated in the implementation of a Local Government Turnaround Strategy. Notably, the other two spheres of government were not subjected to a similar assessment, although inadequate engagement and alignment with local government was identified as an important cause of poor performance in municipalities.

Given that most of South Africa’s municipalities have not achieved sustainability since their establishment in 2000, SALGA welcomed the assessment of the causes of their inability to do so. As the voice of local government, SALGA was vocal in insisting on a balanced assessment of local government, in particular the recognition that while some municipalities have performed very poorly, many municipalities have performed extremely well and have played a pivotal role in driving South Africa’s growth and socio-economic transformation agenda.

While recognising that the inner-workings of many poor-performing municipalities have played a role in their inability to deliver, SALGA welcomed the finding that an inappropriate fiscal framework, alongside weak co-operation among the three spheres of government, has reinforced each other as obstacles to service delivery and the realisation of robust local democracies. SALGA was involved in the development of the LGTAS and will continue to support municipalities in its implementation.

Critically, if “local government is everybody’s business”, as argued in the LGTAS, then more support must be provided to the fledgling institutions currently comprising the municipalities that constitute the local sphere of government. Lest we forget, the erstwhile DPLG made two significant observations after the first term of local government ended in 2006: firstly, that the establishment of developmental local government had been one of the most complex projects of state transformation since 1994; and, secondly, that the tasks of local government transformation proved to be more complex and protracted than initially anticipated.

During the period under review, the process of addressing the structural impediments to high performance in municipalities commenced. SALGA played a central role in balancing a discourse that erred on the side of exaggerating the extent to which municipalities were themselves to blame for this state-of-affairs because of incompetence, poor corporate governance and rampant corruption. Having highlighted and isolated the structural impediments to the creation of a sustainable and developmental local government sphere – including the fiscal framework, the strangulation of top-down legislation and regulation and weak intergovernmental co-operation – SALGA has positioned itself to support the creation of sustainable local government.

For SALGA, 2009/10 marked the consolidation of a high-performance organization. The tipping-point towards
high performance was achieved towards the end of the 2008/09 financial year, when the change agenda was largely implemented and the key positions in the new organogram filled. SALGA developed an ambitious Business Plan for 2009/10, and later incorporated the policy imperatives embodied in the new electoral mandate after the April 2009 elections. Despite inadequate financial resources, in aggregate SALGA achieved 75% of the 333 KPIs during the year under review, as illustrated in the table below. In terms of the 5YLGA, 72% of KPIs were fully-achieved and 15% partially-achieved (i.e. significant progress was made, with the final output/outcome not yet completed). With regard to the change agenda, 81% of the KPIs were fully-achieved and 14% partially-achieved.

<table>
<thead>
<tr>
<th>KPAs</th>
<th>Not Achieved</th>
<th>Partially Achieved</th>
<th>Fully Achieved</th>
<th>Total</th>
</tr>
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<tr>
<td></td>
<td>KPIs</td>
<td>Percent</td>
<td>KPIs</td>
<td>Percent</td>
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<td><strong>Five-Year Local Government Strategic Agenda</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>To contribute to municipal transformation and organisational development:</td>
<td>5</td>
<td>6</td>
<td>15</td>
<td>19</td>
</tr>
<tr>
<td></td>
<td>59</td>
<td>75</td>
<td>75</td>
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<tr>
<td>To contribute to the effective and sustainable delivery of municipal services:</td>
<td>11</td>
<td>19</td>
<td>10</td>
<td>17</td>
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<tr>
<td></td>
<td>38</td>
<td>64</td>
<td>64</td>
<td></td>
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<tr>
<td>To contribute to the stimulation of local economies and poverty alleviation:</td>
<td>4</td>
<td>20</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>15</td>
<td>75</td>
<td>75</td>
<td></td>
</tr>
<tr>
<td>To contribute to the strengthening of municipal financial capacity</td>
<td>2</td>
<td>8</td>
<td>2</td>
<td>8</td>
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<tr>
<td></td>
<td>21</td>
<td>84</td>
<td>84</td>
<td></td>
</tr>
<tr>
<td>To contribute to good governance and public participation in municipalities:</td>
<td>4</td>
<td>19</td>
<td>3</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>14</td>
<td>67</td>
<td>67</td>
<td></td>
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<tr>
<td><strong>Sub Total – Five-Year Local Government Strategic Agenda</strong></td>
<td>26</td>
<td>13</td>
<td>31</td>
<td>15</td>
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<tr>
<td></td>
<td>147</td>
<td>72</td>
<td>204</td>
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<td><strong>SALGA CHANGE AGENDA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve SALGA's capacity to support and advise its members</td>
<td>2</td>
<td>6</td>
<td>5</td>
<td>14</td>
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<tr>
<td></td>
<td>28</td>
<td>80</td>
<td>80</td>
<td></td>
</tr>
<tr>
<td>Improve SALGA's capacity to engage stakeholders and lobby and advocate</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>6</td>
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<tr>
<td></td>
<td>17</td>
<td>94</td>
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<tr>
<td>Improve SALGA's capacity to effectively represent members as the employer</td>
<td>1</td>
<td>6</td>
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<tr>
<td></td>
<td>14</td>
<td>88</td>
<td>88</td>
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<td>Enhance and maintain a high-profile position locally, regionally and internationally</td>
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<td>22</td>
<td>1</td>
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<tr>
<td></td>
<td>6</td>
<td>67</td>
<td>67</td>
<td></td>
</tr>
<tr>
<td>SALGA's corporate governance and internal functioning</td>
<td>4</td>
<td>8</td>
<td>8</td>
<td>16</td>
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<tr>
<td></td>
<td>39</td>
<td>76</td>
<td>76</td>
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<td><strong>Sub Total – SALGA CHANGE AGENDA</strong></td>
<td>9</td>
<td>7</td>
<td>16</td>
<td>12</td>
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<tr>
<td></td>
<td>104</td>
<td>81</td>
<td>129</td>
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<td><strong>Total</strong></td>
<td>35</td>
<td>11</td>
<td>47</td>
<td>14</td>
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<td></td>
<td>251</td>
<td>75</td>
<td>333</td>
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In a context where SALGA faced significant financial constraints during 2009/10, its organisation-wide performance was impressive. These financial constraints arose both because of the withdrawal of KZN from SALGA's unitary structure (resulting in municipalities in KZN not paying their levies to the SALGA national office) and because the funding model is itself inadequate to give effect to SALGA's mandate. Moreover, many of the important posts were filled only during the latter part of the year and many remain vacant because of financial constraints.

The number of KPIs that were effectively completed bears testimony to the hard work and dedication by SALGA’s officials, alongside creative approaches to getting around resource constraints by partnering with donors, the public sector, civil society and the provincial and national spheres of government to deliver critical projects. In many cases, projects that would typically be outsourced to service providers were completed in-house by dedicated teams of SALGA officials.
The table below disaggregates performance by national directorate and provincial offices.

<table>
<thead>
<tr>
<th>Directorate/Province</th>
<th>Not Achieved</th>
<th>Partially Achieved</th>
<th>Fully Achieved</th>
<th>Total</th>
</tr>
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<tr>
<td></td>
<td>KPIs</td>
<td>Percentage</td>
<td>KPIs</td>
<td>Percentage</td>
</tr>
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<td>Community Development</td>
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<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Economic Development and Planning</td>
<td>3</td>
<td>15</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Finance &amp; Corporate Services</td>
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<td>13</td>
<td>3</td>
<td>19</td>
</tr>
<tr>
<td>Governance &amp; IGR</td>
<td>4</td>
<td>25</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Municipal Infrastructure and Services</td>
<td>5</td>
<td>17</td>
<td>7</td>
<td>24</td>
</tr>
<tr>
<td>Office of the CEO</td>
<td>2</td>
<td>15</td>
<td>3</td>
<td>23</td>
</tr>
<tr>
<td>Strategy, Policy &amp; Research</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Municipal Institutional Development</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total National Directorates</strong></td>
<td>19</td>
<td>13</td>
<td>19</td>
<td>13</td>
</tr>
</tbody>
</table>

| Directorate/Province            | Not Achieved | Partially Achieved | Fully Achieved | Total |
|                                | KPIs | Percentage | KPIs | Percentage | KPIs | Percentage |     |
| SALGA EC                        | 1    | 7         | 2    | 14        | 11   | 79         | 14  |
| SALGA GP                        | 2    | 13        | 2    | 13        | 11   | 74         | 15  |
| SALGA LP                        | 1    | 5         | 3    | 14        | 18   | 81         | 22  |
| SALGA MP                        | 5    | 14        | 7    | 20        | 23   | 66         | 35  |
| SALGA NW                        | 7    | 21        | 2    | 7         | 24   | 72         | 33  |
| SALGA NC                        | 0    | 0         | 6    | 19        | 25   | 81         | 31  |
| SALGA FS                        | 1    | 6         | 1    | 6         | 16   | 88         | 18  |
| SALGA WC                        | 2    | 15        | 2    | 15        | 9    | 70         | 13  |
| **Total Provincial Offices**    | 19   | 10        | 25   | 14        | 137  | 76         | 181 |
| **Total**                       | 38   | 12        | 44   | 13        | 251  | 75         | 333 |

This illustrates that performance was uneven across national directorates and provincial offices, largely due to resource-constraints proving to be more important obstacles for some directorates and provincial offices, alongside dependencies on external stakeholders to effectively deliver against KPIs.

The graph below illustrates which directorates performed above and below the aggregate organisation-wide level of 75%.
Given that the national and provincial business plans are aligned in terms of KPAs, KPIs and priority areas, there was cohesion in the work of the organisation during the period under review. A comprehensive account of performance is provided for each national directorate in the remainder of this chapter, alongside highlights of the performance of provincial offices.

Notably (as illustrated in the graph below), SALGA’s performance has improved considerably between 2008/9 and 2009/10 as a consequence of better planning, better resource mobilisation from external stakeholders and the filling of several critical posts. In aggregate, 58% of KPIs were completed in 2008/9 compared to 75% in 2009/10. There is no doubt that if the moratorium on expenditure imposed in November 2009 had not been necessary (to protect the integrity of SALGA’s financial position), the percentage of KPIs achieved would have been much higher. It also explains why some 41 KPIs (13% of SALGA’s total KPIs) were only “partially achieved” in the year under review. Stated differently: projects that were on track could not be completed because the planned and anticipated resources were not forthcoming, due to financial constraints.

While detailed performance information is contained in the report of each directorate, the overview (below) highlights key accomplishments in SALGA’s representative, profiling, support, advisory and employer roles, both in terms of the activities undertaken and the result or outcome for the local government sector.
2.3 HIGHLIGHTS OF ACHIEVEMENTS AND CHALLENGES DURING 2009/10

REPRESENTATIVE ROLE

<table>
<thead>
<tr>
<th>OUTCOME IN 2009/10</th>
<th>IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Represented the interest of LG during development of State of LG Report and LGTAS.</td>
<td>Carved a decisive role for SALGA in implementation of LGTAS and guiding LG until 2011 elections, and beyond.</td>
</tr>
<tr>
<td>SALGA position paper on CDW Policy Framework submitted to DPSA.</td>
<td>Final policy is currently being reworked in accordance with SALGA’s proposals to more clearly define the role of CDWs vis-a-vis ward councillors and clarify the roles of DPSA and CoGTA.</td>
</tr>
<tr>
<td>Represented the interests of LG in Anti-Corruption Co-ordinating Committee.</td>
<td>Committee cognisant that SALGA represents LG (and not CoGTA). Platform for LG’s interests to be included in future strategies.</td>
</tr>
<tr>
<td>Position paper developed for 2011 elections, addressing current model of part-time and full-time councillors.</td>
<td>Stimulated fresh thinking on the issue and provided motivation for all councillors to be full-time.</td>
</tr>
<tr>
<td>LG position paper on Electricity Distribution Industry Restructuring developed.</td>
<td>LG consensus on the nature of the relationship between the REDS and municipalities.</td>
</tr>
<tr>
<td>Actively involved in development of position paper on model of remuneration for councillors as public office-bearers.</td>
<td>Proposals being considered by the Remuneration Commission.</td>
</tr>
<tr>
<td>Actively involved in the development of A training manual and M&amp;E tool on Disability Framework for LG.</td>
<td>Will facilitate monitoring the implementation and impact of the disability framework roll-out.</td>
</tr>
<tr>
<td>Lobbied national government to support LG in responding to the global economic crisis.</td>
<td>The 2009/10 national budget made a dedicated allocation of R6.7 billion to municipalities to mitigate the local impact of the crisis.</td>
</tr>
<tr>
<td>LG position paper on draft Non-Motorised Transport Policy developed and submitted to NDoT.</td>
<td>Department is reworking the policy to incorporate LG perspectives.</td>
</tr>
<tr>
<td>Stakeholder-management strategy developed.</td>
<td>Enhanced relationship between local government, private sector, civil society and donor community.</td>
</tr>
<tr>
<td>LG position paper on bulk water and electricity tariff-adjustments developed, followed by formal submissions made to ESKOM, NERSA and the relevant Water Boards.</td>
<td>ESKOM reduced its price increase proposal from 45% to 35%. Influenced NERSA to approve an even lower increase than proposed by ESKOM.</td>
</tr>
<tr>
<td>LG position paper on the 25 “deal issues” to be resolved for the Electricity Distribution Industry Restructuring.</td>
<td>ESKOM reduced its price increase proposal from 45% to 35%. Influenced NERSA to approve an even lower increase than proposed by ESKOM.</td>
</tr>
<tr>
<td>Draft LG position paper on term limits for mayors, bringing about uniformity of salary structures for councillors and reviewing the full/part-time councillors’ dispensation.</td>
<td>Once LG mandate is obtained for the proposals made in draft position papers, the process to formally address these constraints will commence.</td>
</tr>
<tr>
<td>Stakeholder-management strategy developed.</td>
<td>Resulted in structured relationships with the private sector, civil society and donor community, which have mobilised resources for LG.</td>
</tr>
<tr>
<td>LG position paper on devolution of housing to municipalities.</td>
<td>Resulted in recommendation to MINMEC to accredit all six metros to perform level 2 housing functions in 2010/11. Other municipalities to be evaluated and functions devolved accordingly.</td>
</tr>
<tr>
<td>LG position paper on role of LG in rendering healthcare services and actively lobbied the National Department of Health in this regard.</td>
<td>Resulted in high-level engagements with the Minister of Health to reach agreement on the role of municipalities in the provision of health services.</td>
</tr>
</tbody>
</table>
### 2.3 HIGHLIGHTS OF ACHIEVEMENTS AND CHALLENGES DURING 2009/10

#### OUTCOME IN 2009/10

<table>
<thead>
<tr>
<th>LG position paper on National Planning Commission developed and presented at NCOP Select Committee on Finance.</th>
<th>Resulted in LG representation in the Planning Commission.</th>
</tr>
</thead>
<tbody>
<tr>
<td>LG position paper on LED to lobby for the need for a differentiated approach towards LED, as well as highlighting obstacles to be addressed in order for LED to work at LG level.</td>
<td>Provides direction for municipalities on the positioning and funding of LED with LG structures, a LED (self-) assessment tool, shared LED knowledge and an Information Portal hosted at SALGA.</td>
</tr>
<tr>
<td>Submitted a LG response on Tourism Sector Strategy to National Department of Tourism</td>
<td>LG response resulted in “Capacity-building of Local Government in Tourism” as a key strategic deliverable from NDT. SALGA has also since engaged the NDT on its EPWP initiatives as they relate to Tourism infrastructure at LG level.</td>
</tr>
<tr>
<td>LG position paper National Broadband Strategy and National Radio Frequency policy submitted to the Department of Communication.</td>
<td>Positioning LG for better delivery of services, improved interactions with business and citizen empowerment through access to information.</td>
</tr>
<tr>
<td>Represented LG interests at Budget Forum and submitted position papers on review of LG Equitable Share and Municipal Infrastructure Funding to the National Treasury.</td>
<td>Highlighted the need for fiscal reform.</td>
</tr>
<tr>
<td>Actively lobbied for replacement for RSC-levies through the submission of proposal on a Local Business Tax to the Budget Forum.</td>
<td>Minister requested further engagement with Tax Policy Unit of NT and proposal is being developed.</td>
</tr>
<tr>
<td>Submitted a LG response on Tourism Sector Strategy to National Department of Tourism.</td>
<td>Local Government perspective on Tourism Sector Strategy incorporated.</td>
</tr>
<tr>
<td>LG position paper on Division of Revenue was presented to Select Committee on appropriations.</td>
<td>NT has formally responded to SALGA’s submission generally supporting recommendations</td>
</tr>
</tbody>
</table>

#### PROFILING ROLE

<table>
<thead>
<tr>
<th>Convened Environmental and Climate Change Indaba with DEA.</th>
<th>Crafted a strategic agenda for LG with respect to their responsibilities in environmental sustainability and climate.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partnered with ICLEI, convened An African Road Map Conference on Climate Change for LG.</td>
<td>Unified African LG through the development of a position paper for the African continent for the Copenhagen Summit.</td>
</tr>
<tr>
<td>IBSA LG Forum Memorandum of Co-operation.</td>
<td>Framework in place to commence with engagement with organised LG in India and Brazil.</td>
</tr>
<tr>
<td>Implemented MDGs United Nations Campaigns with Southern Africa Youth Movement (SAYM) and launched SALGA Local Government Week.</td>
<td>Profiled the role and accomplishments of LG in delivery of MDGs.</td>
</tr>
</tbody>
</table>
## 2.3 HIGHLIGHTS OF ACHIEVEMENTS AND CHALLENGES DURING 2009/10

<table>
<thead>
<tr>
<th>ADVISORY ROLE</th>
<th>IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OUTCOME IN 2009/10</strong></td>
<td><strong>IMPACT</strong></td>
</tr>
<tr>
<td>Disseminated information on rental-housing through development of best practice report, alongside bi-monthly newsletters and workshops.</td>
<td>Municipalities are better informed about social and rental-housing.</td>
</tr>
<tr>
<td>Municipal response to the Global Economic Crisis brochure disseminated to all municipalities.</td>
<td>Municipalities have a guideline and the necessary information to access the national rescue package to mitigate local impact of the recession.</td>
</tr>
<tr>
<td>Advisory document developed to support municipalities to implement Waste-Management Act.</td>
<td>Document is being utilised to reach agreement with DWA on the priorities of municipalities in implementing the Act.</td>
</tr>
<tr>
<td>Completed a state of IDPs' report for 2009/10, alongside a draft LG position paper.</td>
<td>State of IDP report being used as a basis for discussion on Rethinking IDPs taking place at NMA.</td>
</tr>
<tr>
<td>Communicated outcomes of January 2010 National Cabinet Lekgotla and its implications for LG (including COGTA's 10-point plan) to all members.</td>
<td>Municipalities informed of the national policy priorities and their implications for LG activities.</td>
</tr>
<tr>
<td>Completed first phase of a study into the impact of migration on municipalities.</td>
<td>Study highlights the importance of planning for migration in service-delivery targets.</td>
</tr>
<tr>
<td>Completed study on an appropriate poverty line for LG.</td>
<td>Highlights the need to address the inequitable treatment of poor households in a context where there is no official national poverty line and where delivery of FBS by municipalities is highly uneven.</td>
</tr>
<tr>
<td>LG discussion paper on challenges relating to business planning and reporting in municipalities. Discussion paper was disseminated and debated through a learning event.</td>
<td>Findings to be utilised to lobby national government to rationalise planning and reporting processes between LG and provincial and national departments, as envisaged in the LGTAS.</td>
</tr>
<tr>
<td>Hosted a Women in Provincial and LG Summit in partnership with CoGT in August 2009 in Bloemfontein.</td>
<td>Resolutions of Summit are being implemented through SALGA’s governance structures.</td>
</tr>
<tr>
<td>Benchmarking Municipal Responses to HIV/Aids project was implemented in five provinces (Limpopo, Mpumalanga, Free State, Eastern Cape and North West)</td>
<td>Enhanced the municipal response to the HIV/Aids epidemic, through improved integration of HIV/Aids in municipal service delivery.</td>
</tr>
<tr>
<td>State of ICT and LG report developed.</td>
<td>Report outlines pre-requisites for ICT success, the current state of ICT in LG, potential of ICT in LG, challenges and recommended approaches for a way forward.</td>
</tr>
<tr>
<td>Comprehensive report (covering 283 members) on the state of Municipalities’ Online Presence.</td>
<td>Outcome of report being discussed at NMA and will inform DoC support for municipalities.</td>
</tr>
</tbody>
</table>
### 2.3 HIGHLIGHTS OF ACHIEVEMENTS AND CHALLENGES DURING 2009/10

#### SUPPORT ROLE

<table>
<thead>
<tr>
<th>OUTCOME IN 2009/10</th>
<th>IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>LGTAS implementation guide drafted for municipalities.</td>
<td>Municipalities capacitated to develop their own turn-around strategies.</td>
</tr>
<tr>
<td>Disseminated information on Municipal Office-Bearers Handbook with emphasis on compliance awareness based on Code of Conduct for councillors and municipal officials.</td>
<td>Improved awareness of the roles of councillors and governance rules that regulate the conduct of councillors.</td>
</tr>
<tr>
<td>Developed model Service Delivery Agreement (SDA).</td>
<td>To regulate the relationship between municipalities and ESKOM in areas where ESKOM is the service provider of electricity.</td>
</tr>
<tr>
<td>Made significant progress in implementation of local government energy efficiency plan (mobilisation of technical and financial resources).</td>
<td>Capacity (R13mn from SDC) in place to roll out energy efficiency programmes in municipalities.</td>
</tr>
<tr>
<td>Municipalities in Provisional Restructuring Zones assisted to draft social housing policies and SLAs with Social Housing Institutions.</td>
<td>Model SLA is assisting municipalities to manage the performance of Social Housing Institutions better.</td>
</tr>
<tr>
<td>Supported municipalities, in partnership with DWA, on drinking-water quality and the blue and green drop certification programme.</td>
<td>All host cities have achieved blue drop status certification.</td>
</tr>
<tr>
<td>Engaged with members in the Free State, North West and Limpopo on the roles and responsibilities of office-bearers and delegations.</td>
<td>Encourage members to adopt draft guideline prepared by SALGA. Ensured that delegations within municipalities are reviewed regularly and are legally compliant.</td>
</tr>
<tr>
<td>Provided hands-on support to municipalities on governance issues, the remuneration of office-bearers and the LGTAS.</td>
<td>Twenty municipalities (who requested support) are capacitated on various governance issues.</td>
</tr>
<tr>
<td>Advised all members of new legislation impacting on local government.</td>
<td>Legislative compliance by municipalities, resulting in good governance.</td>
</tr>
<tr>
<td>Provided hands-on support for merger of Metsweding DM, Kungwini LM and Nokeng Tsa Taemane into the new City of Tshwane.</td>
<td>Supported the development of a best practice methodology to assist in future mergers between municipalities.</td>
</tr>
<tr>
<td>Review of municipal performance.</td>
<td>Grassroots’ perspective of factors that inhibit and enhance municipal performance to lobby government for a more rational IGR and resource allocation framework.</td>
</tr>
<tr>
<td>LG Knowledge-Management Strategy developed.</td>
<td>Enhance capacity in LG through: learning events, district learning network, and knowledge portal. Packaging and dissemination of research outputs as knowledge products to membership.</td>
</tr>
<tr>
<td>Facilitated the phased provincial roll out of the HIV/ Aids Handbook in Mpumalanga, the Free State and Eastern Cape.</td>
<td>Pilot roll-out resulted in increased co-ordination and efficacy of municipal HIV/Aids programme implementation.</td>
</tr>
<tr>
<td>Hosted workshops in all provinces (except KZN) on improving the effectiveness of EPWP at the municipal and district level.</td>
<td>The number of municipalities who qualify for EPWP in 2010/11 increased as a result of the awareness from the provincial workshops.</td>
</tr>
<tr>
<td>Conducted Budget Week workshops in seven provinces. Draft guidelines for establishing complete/correct customer database and property value-chain to improve revenue management.</td>
<td>Budget Week emphasised need to review the Fiscal Framework for local government and the importance of improving revenue management. The challenges to supply-chain regulations were also discussed.</td>
</tr>
<tr>
<td>Developed National State of Municipal Finance Report and nine Provincial State of Municipal Finance reports.</td>
<td>Formed the basis of SALGA’s Budget Forum input.</td>
</tr>
<tr>
<td>Financial Improvement Guidelines circulated to Members.</td>
<td>Facilitated the improvement of Financial management in municipalities.</td>
</tr>
</tbody>
</table>
## EMPLOYER ROLE

### OUTCOME IN 2009/10

<table>
<thead>
<tr>
<th>OUTCOME IN 2009/10</th>
<th>IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduced process of benchmarking to ensure that municipalities which have not finalised their JE processes and/or the development of job descriptions were benchmarked against identified equivalent municipalities.</td>
<td>Supported the conclusion and implementation of the TASK Job-Evaluation.</td>
</tr>
<tr>
<td>HR Policy Handbook containing 15 critical HR policies developed and distributed to members.</td>
<td>Facilitated greater compliance to workplace legislation and enhanced corporate governance.</td>
</tr>
<tr>
<td>Workshops on implementation of Organisational Rights Agreement conducted.</td>
<td>Improved functionality of LLFs in municipalities facilitated collective bargaining and promoted employee participation in decision-making.</td>
</tr>
<tr>
<td>Conducted workshops on Essential Services Agreements.</td>
<td>Mitigated the impact of strike action on municipal service-delivery in terms of essential services.</td>
</tr>
<tr>
<td>Supported, assisted and represented municipalities in a wide range of dispute resolution processes.</td>
<td>Capacity-building of municipal management/officials to optimise workplace discipline and minimise the use of external legal advisors.</td>
</tr>
<tr>
<td>Human Resources Practitioners’ Forum established per province (excluding KZN).</td>
<td>Facilitated greater participation of municipalities in the formulation of human resources policies.</td>
</tr>
<tr>
<td>Facilitated the roll-out of the Executive Leadership Development Programme (ELMDP) with the University of Pretoria’s School of Public Management and Administration (NQF 6).</td>
<td>Building a high calibre professional, competent and ethical LG executive leadership.</td>
</tr>
<tr>
<td>Represented interests of LG in development of Disciplinary dispensation for Section 57 Managers (COGTA).</td>
<td>SALGA inputs have been considered and incorporated into the COGTA policy paper.</td>
</tr>
<tr>
<td>In partnership with PALAMA, facilitated training: Introduction to Monitoring and Evaluation to officials and councillors from municipalities.</td>
<td>Facilitated a better understanding of the use of M&amp;E as a strategic lever, and support for effective decision-making.</td>
</tr>
<tr>
<td>Facilitated the roll-out of the National Certificate in Municipal Governance via the University of Johannesburg.</td>
<td>Councillors/officials expanded and updated their knowledge and skills in local governance to improve the quality of municipal decisions/actions in service delivery.</td>
</tr>
<tr>
<td>Facilitated roll-out of Local Democracy and Local Governance (LODLOG).</td>
<td>Supported the democratic consolidation process in South Africa through improving the competency of politicians in the field of local democracy and local governance.</td>
</tr>
<tr>
<td>Spearheaded human resources situational assessment (in partnership with COGTA and Funded by GTZ). Conducted a Skills Audit of Municipalities (in partnership with COGTA, LGSETA, SAMWU, IMATU)</td>
<td>Once completed, research will advise LG leadership on gaps that exist and mechanisms to close them for improved service-delivery. Identification of skills gaps to build capacity within the sector.</td>
</tr>
<tr>
<td>Represent the interests of LG in review of Vuna Awards model.</td>
<td>Drive better performance through a more relevant recognition and reward framework for municipalities.</td>
</tr>
<tr>
<td>Collective Bargaining Strategy based on Mutual Gains approach developed.</td>
<td>Commencement of the transformation of relations with organised labour away from distributive issues of wages to what can be jointly done by the parties to enhance delivery in municipalities.</td>
</tr>
</tbody>
</table>
**Challenges**

While SALGA has completed its transformation to a high-performance organisation, two challenges remain: the unconstitutional disengagement of the KZN from the unitary organisational structure; and an inadequate revenue model.

With regard to the creation of an independent structure for KZN (Kwanologa – KZN Local Government Association), the primary impact on SALGA has been financial. SALGA has been unable to obtain a clean audit due to the failure of Kwanologa to disclose the financial information required by the Auditor-General, and SALGA's financial resources have been diminished because levies of KZN municipalities were paid to Kwanologa, rather than to SALGA's national office. Ultimately, despite SALGA's best efforts, KZN's 65 municipalities have been deprived of the services that only a unitary organised local government association is able to provide.

Furthermore, after a rigorous analysis that commenced in 2008/9, SALGA has concluded that its revenue model is inadequate (both because the quantum of financial resources is too small and because its collection is unpredictable) to effectively fulfil its constitutional mandate. For that reason, alternative funding models have been explored and will be pursued during 2010/11.
2.4 PROGRAMME-BASED PERFORMANCE INFORMATION

PROGRAMME 1:
MUNICIPAL INFRASTRUCTURE SERVICES

CORE FUNCTIONS:

1. Support
   - Identify common municipal infrastructure service-delivery challenges and find solutions through research (improve Local Government research effort efficiency).
   - Identify specific individual municipal service-delivery challenges and mobilise appropriate support from partners.
   - Facilitate knowledge-sharing and lessons learned from innovations by others and by municipalities themselves.
   - Identify funding and training opportunities to support municipal infrastructure service delivery.
   - Policy lobbying and advocacy to create an environment conducive to municipal infrastructure service delivery.

2. Represent
   - Represent local government in sector IGR structures nationally and provincially, and in the legislature and the executive.
   - Development of local government infrastructure and services policy positions.
   - Knowledge hub on municipal infrastructure services delivery.
   - Profiling municipal infrastructure services delivery nationally and internationally.

3. Advise
   - Inform and advise municipalities on infrastructure and services policies and policy implementation.
   - Inform and advise municipalities on technological innovations and/or advances related to municipal infrastructure services.

PROGRESS MADE DURING THE FINANCIAL YEAR 2009/10

The following provide a quantitative overview of progress achieved by the directorate during the period 2009/10.

As with much of SALGA's agenda, the MIS Directorate's work is substantially influenced by the external environment. The KPIs of the Directorate increased by about one third during the course of the 2009/10 financial year, compared with its planned KPIs at the beginning of the financial year. Despite capacity and budget constraints, the Directorate took on more programmes in response to the demands imposed on the organisation by the external environment.

This external influence also manifests itself in the ability of the Directorate to achieve its planned targets. For example, external dependency accounted for 60% of the targets that were either partially achieved or not achieved by the Directorate. The other 40% was due to capacity constraints, related to the Directorate having to commit itself to undertaking certain initiatives, which the external environment demanded of the organisation, even though it had limited capacity to successfully implement them.

A qualitative overview of progress achieved in priority programmes by the directorate during the period under review is provided below.
1. Climate change and environment

At a national level in 2009/10, SALGA purposefully ensured that local government continued to be recognised as a key roleplayer in the national policy discourse on the response to climate change.

SALGA partnered with DEAT in organising a Climate Change Summit to discuss and agree on the framework for a national Climate Change Response Policy. The Summit resolved that local government, through SALGA, initiate and facilitate the development of the municipal components of the National Climate Change Response Policy that falls within its mandate, jurisdiction or sphere of influence. This includes undertaking vulnerability and risk-assessments and the integration of climate adaptation and mitigation actions into Integrated Development Plans. To give effect to this resolution, climate change workshops were organised with municipalities in all nine provinces. The outcomes of these workshops were used to feed into a local government submission towards the national policy discussion document.

SALGA further partnered with the Department of Environmental Affairs in convening a successful Local Government Environment Indaba, which sought to clarify the role of local government in environmental management and to chart a strategic agenda for local government in this area of responsibility.

SALGA also partnered with ICLEI Africa in convening a preparatory conference of African Local Governments for the 15 Conference of the Parties (COP 15) that was to be held in Copenhagen in December 2009. The aim of the summit was to mobilise and strengthen the involvement of local government in the climate change debate post-2012, climate change agreement and the implementation thereof. The summit was also aimed at taking concrete action, and having a consolidated voice from African Local Government in terms of the United Nations Climate Change Framework (UNCCF).

SALGA formed part of the South African national government delegation to Copenhagen to ensure that the international agreement that was being negotiated recognised the impact of, and the role that will have to be played by local and regional governments in responding to climate change.

At local level, SALGA recognised the need to build capacity to implement a programme to improve the knowledge of local leaders and communities on the subject of climate change, so that appropriate local responses may be developed and implemented. A Local Government Climate Change Champions Committee was established to lead the implementation of a local government climate change response programme, including among others:

- A local government energy efficiency programme;
- Mobilisation of local government to facilitate investment in renewable energy;
- Supporting the participation of municipalities, especially small and medium-size municipalities in the Clean Development Mechanism (CDM) projects;
- A roadshow targeting municipalities so that they understand climate change and the role of local governments and local leaders.

In summary, during the 2009/10 financial year a solid platform was created for local government to act decisively in response to climate change.

2. ELECTRICITY AND ENERGY

2.1. Electricity pricing

In September 2009, SALGA received a proposal from ESKOM in which the utility was proposing to submit an application to NERSA for a 45% increase in electricity prices. SALGA undertook a thorough analysis of the proposal and submitted a response to ESKOM. By ESKOM’s own admission, SALGA’s submission, together with other stakeholders, led them to submitting a revised submission to NERSA by the end of November 2009, in which a 35% increase was proposed. SALGA again did an analysis of this revised application and made a submission to NERSA.

In February 2010, NERSA accepted an average increase of 24.8%, but failed to set specific price increases for bulk-purchases by ESKOM’s big customers, including municipalities, and indicated that it would announce these price increases at a later stage.

The announcement did not only fail in respect of the increase in the price at which municipalities buy electricity from ESKOM, but rather directed the focus towards municipal tariffs by:
- Setting caps for municipal electricity-tariff increases, before making a decision with regard the increase in the price at which municipalities will buy bulk electricity from ESKOM; and
- Introducing an inclining block tariff (IBT) structure at municipal level, without consulting local government. Some in the electricity distribution industry believe this was a strategy to avoid public backlash if a 29% bulk increase for 60% of SA's electricity users had been approved. On March 15 2010, NERSA authorised ESKOM to increase the price at which it sells bulk-electricity to municipalities by 28.9% for 2010/11, compared to 23.5% and 18.7% for non-municipal bulk purchasers, mainly industrial customers. This is despite SALGA warning NERSA that ESKOM, through a “claw-back practice” would implement a bigger price increase to municipalities than had been determined by the NERSA rulings. SALGA implored the regulator to put an end to this practice. In fact, NERSA used the same “claw-back” argument to justify its decision.

The March 15 NERSA decision was disappointing, especially as its February “price cap” decision was based on a 24.8% bulk-price increase. It also threw municipal budgeting processes into disarray, with local authorities having to rework their financial estimates to factor in the higher bulk-electricity price increase.

When questioned by SALGA over its decision to introduce a 4-blocks inclining block tariff (IBT) structure at municipal level, without consulting local government, NERSA acknowledged that the billing systems of most distributors were currently not compatible with NERSA’s IBT structure. NERSA’s response was that its decisions in respect of municipalities were guidelines from which municipalities could deviate.

Whether NERSA may have encroached on the role of municipal councils in determining the electricity tariff structures looms large. Tariff structures should take into account the income distribution of the customer base, which varies on a national scale. This is understood to be the rationale behind the local government legislation which accords municipal councils the responsibility of taking decisions with regard to tariff structures.

There is clearly a need to work with NERSA towards:
- NERSA’s competence versus municipal councils with regard to setting electricity distribution tariff structures.
- The introduction of appropriate IBT structures at local level; and
- Designing an appropriate regulatory process that recognises the prescripts of local government legislation.

These are the priorities for this sector in the next financial year:

2.2. Electricity restructuring
During the year under review, SALGA worked with EDIH to consolidate a list of issues that must be resolved before the restructuring can be implemented. These are referred to as “deal issues”. SALGA then formulated proposals on each of the deal issues, which were presented and approved by the NMA. In this way, SALGA has set the negotiations agenda on EDIR.

2.3. Electricity service provision
A model Service Delivery Agreement (SDA) was developed to assist municipalities enter into agreements with ESKOM, to regulate the relationship between municipalities and ESKOM in areas where ESKOM is the service provider of electricity. It has since been reported by municipalities that ESKOM regions are refusing to sign SDAs with municipalities. This issue will be addressed during the 2010/11 financial year.

2.4. Energy efficiency and renewable energy
SALGA has secured financial support from the Swiss Development Corporation to develop a local government energy efficiency programme, to commence in 2010/11.

The outcomes of this programme include supporting five municipalities to pilot-test institutional arrangements to implement energy-efficiency management and monitoring:
1. King Sabatha Dalindyebo;
2. Mbombela;
3. Polokwane;
4. Rustenburg and
5. Sol Plaatje.

The aim is to build and consolidate institutional capacity and skills to drive implementation of energy efficiency. Municipalities will be expected to develop local implementation plans, communication and
awareness campaigns, best practice examples and monitor local efforts. The focus is to support municipalities to use the energy best practice tools and monitoring systems, and to ensure compliance of buildings within the municipal boundaries. A key outcome will be sharing the experience and results between municipalities to stimulate the use of energy-efficiency management and monitoring tools.

3. WATER SERVICES

3.1. Water Pricing

In December 2009, SALGA received 13 bulk-water tariff increase proposals for the financial year 2010/2011, for comment from various Water Boards in terms of Section 42 of the Municipal Finance Management (MFMA) Act 56 of 2003.

SALGA reviewed each proposal and provided comments to the water boards by January 25 2010 as per the requirements of the National Treasury circular 23 of the MFMA. In the process of engaging water boards over their proposals, it became clear that there is also a need to look at the consolidated picture of the Water Board Sector, in order for SALGA to make better informed comments on the tariff increase proposals. This led to the development of a consolidated report.

Based on this consolidated assessment, SALGA wrote to the Minister of Water Affairs appealing to her to review the proposed tariff increases by water boards and the factors that drive such proposed increases, before deciding on whether to grant them or not. Judging by the submission of the Department in Parliament, this appeal was not heeded.

Water Boards, with support from the Department of Water Affairs, submitted to Parliament tariff increases that range from 6.2% to 43%. Also, the area under the former Albany Coast Water Board is to be incorporated into the jurisdiction of the Amatola Water Board, facing tariff increases of a mammoth 107%! This is within the context of water boards collectively reported to have made profits that were 7% above budgeted profits in the 2008/2009 financial year.

The proposed increases were generally higher than those anticipated in the water boards’ Business Plans. The tariff increases were, in part, driven by a plan to implement capital expenditure of 98.7% of the current fixed-asset value for the period 2010/11 to 2013/14. Concurrent with this huge increase in capital expenditure is a mere 15.2% increase in water volume sales. Therefore, in essence, on the back of these huge tariff increases, a decline in the productivity of water board assets is expected in the future.

Upon hearing SALGA’s view on the matter, the Chairperson of the Parliamentary Portfolio Committee on Water and Environment ruled that the Department and the water boards must negotiate with local government before finalising their tariff increases.

3.2. Water pricing policy and regulation

SALGA’s experience in engaging with DWA as a regulator of water pricing in the past two years, has led the organisation to call for two key interventions in the sector. The first is the development of a sector-wide water pricing policy showing how the Department sets prices for raw water, water boards, bulk-potable water and municipalities’ retail water services. The second is the need for an institutional separation between the Department’s role as a water-resource provider, shareholder of water boards and the water sector regulator role, which make the Department both a referee and a player at the same time. This will be done through the establishment of an independent economic regulator of water services.

DWA has agreed to both these proposals and processes are under way towards implementation of both these decisions.

3.3. Refurbishment of Infrastructure

In the past year, SALGA has emphatically argued in Parliament and in its engagements with the DWA, that when municipalities were established and assigned the water services function, they inherited old infrastructure, some of which was overdue for replacement. This required huge investments. Consequently, municipalities inherited a liability rather an asset because, by taking up the water services authority function, they accepted the inalienable responsibility of replacing and refurbishing old infrastructure.
The policy thrust of the new democratic government was to extend services to the previously unserviced areas, rather than refurbishing and replacing infrastructure that benefited a minority. The effect of this was to postpone investment in infrastructure refurbishment and replacement, and further load the aging or old water and wastewater treatment.

In a sense, an infrastructure replacement liability was transferred to local government without a policy solution as to how this liability was to be financed. The absence of such a policy solution is now playing itself out in the public domain through the spectacular collapse of infrastructure in many municipal areas.

SALGA lobbied for the formulation of a policy solution to the challenge, as this could no longer be postponed or left only to local government.

SALGA also raised the issue of water-services infrastructure that was transferred to municipalities from national government. This infrastructure is predominantly servicing the rural areas with high levels of poverty. When this infrastructure was transferred to municipalities, there were agreements that the operation and maintenance would be financed from the national fiscus for a maximum of three years, and thereafter the receiving municipalities would take over. There are two problems related to the implementation of these agreements: The first is that when the infrastructure was transferred, DWAF transferred mainly unskilled employees which it continued to subsidise. The salaries of the technically-skilled positions that had been transferred were not subsidised. This led to a situation where municipalities did not have the required resources to employ the required skills, in addition to the difficulty of attracting skills even in cases where some municipalities are able to finance these technical positions.

The Department of Water Affairs is currently working with SALGA and other key stakeholders towards the introduction of a refurbishment grant to respond to the refurbishment needs of municipal water-services infrastructure. The main purpose of this grant will be to ensure that infrastructure is refurbished to a functioning state, and where applicable, such infrastructure will be upgraded.

3.4  Water resource mobilisation and bulk infrastructure

Increasingly, municipalities have been facing bulk and raw-water shortages, where their mandate and related financing does not include the construction of dams. As resources were allocated to big national projects, small and medium-sized towns that were dependent on small to medium-size dams experienced water shortages.

SALGA raised this issue through Parliament and with the Department of Water Affairs. The result was that the Department committed itself to spending R30 billion in the next five to eight years to build 15 mega water-resource infrastructures.

3.5  Partnership with Water Research Commission

SALGA engaged the Water Research Commission (WRC) to advance the research needs of municipalities with regard to water services, after SALGA identified municipal infrastructure service-delivery challenges and committed itself to finding solutions through research to enhance service delivery, but more importantly, to improve municipal functioning.

The WRC has agreed in principle, to fund a Local Government research agenda. Already a research study on tariff methodologies has been completed through this partnership.

Local government now needs to carefully identify research topics of common interest to municipalities and package a research agenda that responds to shared research questions.

3.6  Support to municipalities

With regard to support to municipalities, the following was achieved:

- Support on Water Services Development Plans (WSDPs) was provided to municipalities in FS, NW and MP.
- Nine municipalities were identified for provision of support on water conservation and demand;
- The asset management toolkit was rolled out in EC, FS and NW;
4. SUSTAINABLE HUMAN SETTLEMENTS

4.1. Municipal accreditation

As per the 2009 NMA resolution SALGA, through participating in the municipal accreditation and IGR structures, lobbied for all metropolitan municipalities to be granted Level 2 accreditation by June 2010. The process included the establishment of a Municipal Capacity and Compliance-Assessment Panel, which assessed 10 municipalities. The panel recommended to the MINMEC that all metropolitan municipalities are eligible for Level (2) accreditation while four other municipalities, two of which are districts, were recommended for Level 1 accreditation.

The Human Settlements MINMEC has since resolved that all metropolitan municipalities must be given Level 2 accreditation by June 2010. It is hoped that the MECs will duly implement this decision.

4.2. Support to municipalities

SALGA established a partnership with the HDA to guide and assist municipalities on land acquisition and alienation processes for housing development.

The SALGA/VNG partnership was also extended through a SA/Dutch MoU. The value of the partnership between SALGA and VNG through various programmes is valued at € 225 000.

Through the SALGA/VNG partnership, the following was achieved:

4.2.1. LOGO South Programme

The municipalities of Tshwane, Ekurhuleni, Govan Mbeki, Langeberg, Emalahleni, Camdeboo and Oudtshoorn participated in a rental-housing programme in the form of capacity-development through a colleague-to-colleague approach between South African and Dutch partnering municipalities. Municipalities were directly assisted with the planning and implementation of rental-housing projects with a hands-on approach. SA municipal officials and councillors learned from their Dutch counterparts and vice versa. Examples of support provided included:

- Development of rental-housing policies;
- Development of rental-housing project proposals and submission for funding at provincial level;
- Research on the socio-economic situation for rental housing; and
- Engaging the public in rental housing.

Two workshops were held in 2009/10 for all participating municipalities to exchange knowledge and to learn from each other’s projects. Best practices from the programmes were shared with all SA municipalities in newsletters.

4.2.2. VROM – Social Housing

Individual assistance was provided to the 13 municipalities selected by National Government for the implementation of the Interim Social Housing Programme, through:

- Workshops (for politicians and officials);
- Assistance with policy development and planning;
- Provision of information through newsletters, conferences etc; and
- Development of tools and best practices.

A rental-housing roadshow was held in co-operation with the DHS, informing municipalities in eight provinces on rental housing with discussions on several rental-housing issues. A rental-housing good practices brochure was published and distributed to all municipalities.
5. WASTE-MANAGEMENT

This is currently the most poorly profiled basic service at local government level. It is also hugely underfunded with evidence of inadequate thinking by some municipalities regarding the best institutional mechanisms for managing the provision of the service.

Waste-management was one of the key areas of focus of the Local Government Environment Indaba organised by SALGA and the Department of Environmental Affairs. A key outcome of this Indaba was a resolution that called on municipalities to implement Section 78 processes in respect of waste-management services.

SALGA also developed and submitted substantial comments on the Free Basic Refuse-Removal policy.

Recognising the capacity challenges of this sector, a Memorandum of Agreement was signed between SALGA and the Department of Environmental Affairs, which includes support for local government on some key initiatives in the waste-management sector.

A partnership has also been established with the Institute of Waste-Management of Southern Africa to assist local government with regard to waste management.

ROADS AND TRANSPORT

Lack of organisational capacity within SALGA with regard to roads and transport resulted in limited activity in this sector during the year under review.

A LG position on the draft Non-Motorised Transport policy was developed and submitted to the Department of Transport.

While the focus of the sector, as led by DoT, was on infrastructure investment mainly in the cities in preparation for the World Cup, SALGA through IGR structures continuously raised the issue of roads in areas outside the metros, and more specifically rural roads, as a key issue requiring government attention. This issue has since been prioritised by the MINMEC for the term of the current administration.

**PROGRAMME 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT**

**CORE FUNCTIONS:**

The Directorate’s core business covers three areas:

1. **Capacity Building** – through leadership by improving SALGA’s capacity to support and advise its members with regard to:
   - Strengthening policy analysis, research and monitoring;
   - Strengthening the knowledge-sharing programme;
   - Developing guidelines in response to issues being raised by members; and
   - Providing hands-on support to members.

2. **Collective Bargaining** – representing members as the employer body at collective bargaining, and promoting a mutual gains/win-win negotiating approach by:
   - Facilitating the implementation of a Labour and HR dispensation in municipalities that enhances service delivery;
   - Advocating labour peace in this sector by, among others, ensuring municipal compliance with workplace legislation; and
   - Ensuring effective SALGA representation in collective bargaining and dispute resolution processes.

3. **Human Resources Support** – through people-development programmes that contribute to municipal transformation and organisational development by ensuring as these relate to human-capital management through:
   - Effective transfer of primary healthcare services and effective devolution of municipal health services;
   - Effective management of EDI restructuring processes;
   - Contribution to, and support of the government programme of public sector integration; and
   - Effective transfer of water services.
As illustrated in the pie-chart above, the MID Directorate achieved 92% of its KPIs during the period under review, with the remaining 8% partially achieved. Stated differently, progress was made on all the directorates KPIs during 2008/9.

SUMMARY OF PROGRAMME ACHIEVEMENTS AND CHALLENGES BY THE MID DIRECTORATE:

The Directorate revised the teaching materials for councillor induction. Newly-elected councillors were inducted after a large number of by-elections as a consequence of councillors moving into other spheres of government after the elections in April 2009. These induction programmes were completed in Gauteng, the Free State, North West and Northern Cape provinces.

The following programmes were facilitated by SALGA in partnership with other stakeholders:

- Councillor Certificate;
- Executive Leadership and Management Development Programme (ELMDP);
- Local Democracy and Local Governance (LODLOG);
- Gender Mainstreaming for Local Government (GEMLOG); and
- Conflict Management.

Two MOUs were signed between SALGA, SIDA and SKL for rolling out the LODLOG, and GEMLOG programmes, which comprises both local/national and international class and experiential learning in Sweden.

The Directorate, together with COGTA, LGSETA and the two unions in local Government – SAMWU and IMATU – implemented a Skills-Audit programme and succeeded in finalising the audit of Section 57 managers. The Directorate also initiated a Situational Analysis of the state of HR management practices and its impact on local government, and will commence with the implementation of its findings in 2010/11. SALGA has intervened in helping the City of Cape Town in disputes on labour brokers.

After negotiations deadlocked a number of times, a collective agreement on salaries and wages was concluded in August 2009. The categorisation of municipalities for purposes of employee remuneration was finalised in the same wage-curve agreement. In addition, the Rental and Housing Subsidy dispensation in Local Government was reviewed and a report tabled at the SALGBC. Medical Aid accreditation was also finalised.

KEY CHALLENGES FOR THE DIRECTORATE:

The following key challenges were identified during the year under review:

1. While the MID directorate filled two strategic vacant posts (Director Municipal Human Resources and Manager Strategic Support) human resources constraints remain a challenge. The following posts are still vacant: Capacity-Building Specialist, Capacity Building and Director: Labour Relations and Collective Bargaining;
2. Financial resource constraints posed a further challenge, as a large portion of the Directorate’s budget allocation was absorbed by legal costs related to litigation over labour disputes in member municipalities.
LABOUR RELATIONS

An evaluation of the SALGBC was completed, alongside a Remedial Plan to address weaknesses in the SALGBC divisions. Weaknesses in the North West and Mpumalanga divisions will be addressed through interventions by a Task Team appointed by the Executive Committee of the SALGBC in 2010/11.

A multi-year Salary and Wage Agreement was concluded in 2009, which should create stability in the LG Sector until 2012, when it will be renegotiated. The Wage Curve Collective Agreement will create a uniform pay structure across South Africa’s 283 municipalities. Furthermore, weaknesses in the Local Labour Forums (LLFs) were addressed through training, which was piloted in the Free State during the year under review. The training will be rolled out to other provinces in 2010/11.

Job Evaluation and Wage Curve

In order to expedite the finalisation of the National Job-Evaluation project, SALGA introduced a process of benchmarking to ensure that municipalities which have not finalised their job-evaluation processes and/or the development of job descriptions were benchmarked against identified equivalent municipalities according to the Benchmarking Model Document. However, despite progress, the National Moderation Committee was unable to publish any results at its last meeting in November 2009. The TASK Collective Agreement was terminated on November 30, 2009.

Categorisation of Municipalities and the Wage Curve

As part of the Task Job-Evaluation Collective Agreement, parties were required to agree on a uniform wage curve to be used as a Remuneration Tool in the sector. The process has been deadlocked since 2003/4, when the parties could not reach an agreement on the categorisation of municipalities. The aim of the Wage Curve is to provide a uniform remuneration model across municipalities. SALGA has proposed 10 categories of municipalities and salary scales which the SA Local Government Bargaining Council (SALGBC) parties have agreed to use as a basis for negotiations on the Wage Curve for the sector. The 10 categories were based on factors that SALGA took into consideration: actual income of the municipality, salary bill of the municipality and the equitable share the municipality received. SALGBC parties have in principle agreed to reduce the proposed 10 categories to eight.

Despite initial optimism that agreement could be reached, SAMWU presented new demands that the wage curve must be based on the 60th percentile of the newest market figures and that a ratio of 1:2 should determine the difference between the Municipal Manager and the lowest paid individual in the municipality. Negotiations ended in deadlock as SALGA could not accede to further labour demands. SALGA is therefore considering invoking dispute resolution procedures.

Salary and Wage Collective Agreement 2009/2012

The parties to the SALGBC concluded a multi-year agreement on wage and salary increases for 2009/10. Various consultative meetings were held with municipalities to solicit mandates and provide feedback on salary and wage negotiations for the financial years 2009/10 – 2011/12. Mandates from municipalities in response to the union's demand of 26% ranged from 6% to 12%.

The parties have agreed that:

- All “funded, critical and essential” vacancies are filled by July 1, 2010 after submission to appropriate forums for consultation.
- For the 2009/10 financial year, all employees will receive an across-the-board increase of 13%, of which 2.5% is non-pensionable, for the 2009/10 financial year and will only become part of an employee’s “basic salary” with effect from July 1, 2010.
- For the 2010/11 financial year, salary increases will be informed by the average CPI percentage (February 2009 to January 2010) plus 1.5%, and for the 2011/12 financial year, salary increases will be informed by the average CPI percentage (February 2010 to January 2011) plus 2%.
- The Benefits and Conditions of Service that are linked to employees’ salaries and wages will be increased by 10.5%.
- The Minimum Wage in the sector will be R3 850 effective from July 1, 2009.
The Home-Owner Allowance will be based on a maximum housing bond of R100 000 for the 2009/10 financial year; R110 000 for the 2010/11 financial year; and R135 000 for the 2011/12 financial year.

Any party may request the re-opening of negotiations if the average CPI for 2010/11 and 2011/12 financial years is lower than 5% or above 10%.

Table: 1.1

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Taking into account the above statistics for the eight-month period, the average CPI as published by Stats SA was 7.45%. It therefore appears that the CPI will not easily drop to an average of 5% given the tendencies of movement of the CPI in the past eight months. This means that the Salary and Wage Negotiations will not be re-opened again in 2010.

Functionality of Local Labour Forums

The parties to the SALGBC have entered into a Collective Agreement on Conditions of Service in which Organisational Rights are regulated. The purpose of Organisational Rights is to promote and facilitate collective bargaining and to promote employee participation in decision-making through the establishment of Local Labour Forums (LLFs). Workshops on Implementation of the Organisational Rights Agreement were conducted in 2009. The purpose was to determine the functionality of LLFs in municipalities, to urge municipalities to enter into Essential Services Agreements with trade unions, and to outline the Strike-Management Contingency Plan. A survey was conducted in November 2009 to determine the functionality of LLFs and whether municipalities had concluded their Essential Services Agreements in accordance with guidelines and the new format of the SALGBC.

Essential Services Agreement

As employers, municipalities are required in terms of the Labour Relations Act and the Main Collective Agreement to enter into Minimum Services Agreements. The Main Collective Agreement defines the designated essential services and requires that the Employer and Employee parties conclude Minimum Service Collective Agreements in the LLF. The aim of the Minimum Service Level Agreement is to indicate the occupations and the number of employees within the designated essential services, who are required to maintain the minimum service levels, as well as those occupations and number of employees permitted to participate in a strike. SALGA conducted workshops on Essential Services Agreements with the aim of assisting municipalities to obtain a better understanding of the Guidelines on Essential Services Agreements, including how to compile and negotiate the Minimum Services Agreement in LLFs.

Dispute Resolution

SALGA encounters disputes in the sector from time-to-time, in which SALGA as the employer organisation has to represent municipalities. A number of disputes were handled in the year under review, which include the following:

Fixed-term contract dispute:

SALGA, together with a number of municipalities, applied to the Labour Court seeking an order that the settlement which SALGA and IMATU entered into in 2006, is not binding on the parties. IMATU approached SALGA in June 2009, proposing that parties settle the matter through another settlement agreement. SALGA and the litigating municipalities drafted a proposal for settlement with IMATU. The matter is still pending.
SALA Pension Fund:
As reported earlier, several municipalities received summons for allegedly not complying with the rule amendment by the SALA pension fund for an increased employer contribution. This rule amendment was approved by the Registrar of Pension Funds in 2006, backdated to 2003. SALGA appointed lawyers to defend municipalities in the litigation. Ulundi Municipality recently received a favourable judgment in the High Court, on exception.

The Salary and Wage interpretation dispute:
The trade unions declared a dispute on the interpretation and application of the 2.5% non-pensionable allowance on other benefits in terms of the Salary and Wage Agreements. The dispute was conciliated, but no resolution was found. Consequently, the matter was referred to arbitration. SALA appointed Senior Counsel to represent SALGA at the arbitration.

Ekurhuleni Dispute:
The settlement between Ekurhuleni and SAMWU was challenged on the basis of non-compliance with Collective Agreements. SALGA and the Bargaining Council referred the dispute to the Bargaining Council. SALGA appointed Senior Counsel to deal with the matter on its behalf. The matter was not resolved during the period under review.

Municipal Human Resources
SALGA, together with Strategic Partners, embarked on a National Skills-Audit Project. The main aim is to ensure Continuation of the Local Government Skills Audit to facilitate further development of the adopted baseline methodology and Web tool (Gap Skill), to accommodate changing circumstances in municipalities. During the period under review, the following was achieved:

- Skills Audit completed on Section 57 Managers;
- Skills Audit on employees below Section 57 Managers commenced and will be concluded during 2010/11 financial year;
- First Draft Competency Dictionary for Section 57 Managers drawn and comments submitted to COGTA.
- Skills Audit Competency Assessments and Capacity Building workshops attended by municipalities, SALGA, National and Provincial COGTAs;
- Executive Development Pilot Programme (Project Khaedu) conducted in partnership with PALAMA to equip municipal officials to deal with service-delivery issues;
- Skills Audit Implementation Plan developed and submitted for implementation of the findings and recommendations of the Skills Audit;
- Terms of Reference of a process to cascade the concept of Competency Assessments down to employees below Section 57 Managers;
- Terms of Reference on facilitation of Stakeholder consultation on the mapping of Local Government Job Designation to the Department of Labour’s Organising Framework for Occupations (OFO);
- Terms of Reference to Review and Strengthen baseline research on organising requirements to improve the functionality of municipalities;
- Terms of Reference to review Baseline Research and Strengthen the Research and Proposals on Organisational Development requirements to ensure functional municipalities.

A Steering Committee was appointed to review the current Municipal Performance Excellence Vuna Awards, in order to put in place a revised framework for the implementation of Performance Excellence.

The strategic partnership between SALGA, COGTA and GTZ resulted in the implementation of a situational analysis of the current state of Local Government Human Resources Management Practices and its impact on Developmental Local Government. This represents the first phase towards the development of the Human Resources Management Strategy for the Local Government Sector.
Human Resources Policy Development

SALGA and Human Resources (HR) professionals from municipalities held a two-day workshop to develop HR policies. All inputs were consolidated and a HR policy handbook was developed. The handbook was adopted and approved by the NMA in June 2009. The handbook and a DVD were shared with municipalities countrywide. The policies are generic and the purpose is to provide municipalities with a framework on policy development. Each municipality has the prerogative to customise these policies according to their needs, to consult organised labour and then to have them adopted by their respective councils. The policies include:

- Employment practice;
- Attendance and punctuality;
- HIV/Aids in the workplace;
- Internal bursary;
- Occupational Health and Safety;
- Smoking;
- Employment Equity;
- Incapacity due to ill health;
- Incapacity due to poor work performance;
- Intoxicating substance abuse;
- Private work;
- Succession planning;
- Sexual harassment;
- Whistle-blowing; and
- Training.

Human Resources Practitioners’ Forum

SALGA’s Strategic Agenda has identified a need to enhance its commitment to stakeholder engagement and effective representation of members. To ensure greater participation of municipalities in the formulation of human resources policies, a Human Resources Practitioners’ Forum has been established. The purpose is to strengthen the mandating process so that employer representation in collective bargaining structures is fully empowered. The forum also serves as a knowledge-sharing platform.

CAPACITY BUILDING

During the year under review, 5 117 councillors and officials benefitted from training programmes hosted by SALGA in partnership with a range of stakeholders. In addition, partnership agreements were finalised with the LGSETA, Microsoft, and SAPO. These agreements will ensure that both councillors and municipal officials are provided with opportunities to improve their skills. SALGA also partnered with the LGSETA to develop and disseminate a Councillor Handbook.

Executive Leadership Development Programme (ELMDP)

SALGA has been rolling out the ELMDP for the past three years, with the University of Pretoria’s School of Public Management and Administration. The programme is aimed at local government decision-makers, primarily councillors and officials who have management responsibilities. The purpose of the programme is to equip participants with the necessary competencies to effectively carry out their duties through both theoretical and interactive practical learning programmes. The programme aligns a number of critical local government areas with the formal and non-formal programmes offered on NQF Level 6. Successful participants will receive 25 educational credits at this level.

Local Democracy and Local Governance (LODLOG)

The LODLOG Programme is an initiative of SALGA and the Swedish Association of Local Authorities (SALA-IDA). The overall objective is to support the democratic consolidation process in South Africa and improve the competency of politicians in the field of local democracy and local governance. The programme commenced with the conclusion of a Memorandum of Understanding between SALGA and SALA-IDA. The programme involved training in Port Elizabeth in September 2009, with regard to the design and implementation of micro projects with municipalities, and a study tour to Sweden in March 2010.
National Certificate in Municipal Governance

This local governance capacity-building programme was developed by the SANLAM Centre for Public Management and Governance at the University of Johannesburg, in co-operation with SALGA and the LGSETA. After a comprehensive interactive consultative process, the programme has been fully accredited by SAQA at NQF Level 5 (SAQA QUAL ID: 60529), on the basis of unit standards for local governance registered through the LGSETA. The programme is therefore fully-compliant with the requirements of the Skills Levies Act. Among people targeted are councillors and municipal officials who need to expand or update their knowledge and skills in local governance to improve the quality of municipal decisions and actions involving service delivery.

Monitoring and Evaluation Programme

In partnership with the Public Administration Leadership and Management Academy (PALAMA), SALGA has provided Introduction to Monitoring and Evaluation (M&E) training to officials and councillors from municipalities. The purpose of the programme is to ensure that the users of M&E data within government have an understanding of the way in which these tools support effective decision-making, while taking into account requirements and methods of working in the public sector.

Gender Mainstreaming for Local Government (GEMLOG)

GEMLOG is a practically-oriented training programme to entrench gender-equality and leadership in municipalities in South African.. The programme is a joint-initiative of SALGA and SKL International. The objective is to improve the democratic consolidation in South Africa through gender policies and programmes at local government level. This programme is implemented in two provinces in South Africa, namely: Mpumalanga and North West. Each District Municipality was requested to submit four names preferably the MMC for either Community/Transversal or Corporate Services and three officials from the IDP Unit, Gender/Transversal and Human Resources Division.

Learnership for Junior and Middle-Management Officials

A Memorandum of Understanding (MoU) between SALGA and both the Services Sector Education and Training Authority (SSETA) and the Local Government Sector Education and Training Authority (LGSETA) has been signed to deliver a Learnership Programme for Junior and Middle-Management officials. The programme comprises the following training modules:

- Project Management which is on NQF 5 in terms of SSETA;
- Business Administration services which is on NQF 4 in terms of SSETA;
- Marketing which is on NQF 4 in terms of SSETA; and
- Local Economic Development, which is on NQF 5 in terms of LGSETA.

Resource Mobilisation

During the year under review, the Directorate was able to secure R4.1 million in external funding for capacity-building and human-resources management programmes from the following funders:

- R1.1 million from the South African Post Office;
- R1.5 million from DBSA; and
- R1.5 million from LGSETA.
### 2.4 PROGRAMME-BASED PERFORMANCE INFORMATION

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CHALLENGES DURING 2009/10

The following key challenges were identified:

- Inadequate alignment between the national office and provincial SALGA offices;
- Insufficient funding to roll-out skills development programmes;
- Lack of co-operation from municipalities in terms of supplying necessary information;
- Poor communication between provincial and national offices and between provinces;
- Incompatible units within the function complicate the handover of work within the directorate;
- Many critical posts in the directorate remained vacant, which compromised its capacity to implement the planned KPIs; and
- Wage negotiations with trade unions deadlocked, although a collective agreement was subsequently concluded.

PRIORITIES FOR 2010/11

The MID directorate has identified the following key outcomes for the 2010/11 financial year:

1. Implementation of the Job-Evaluation Wage Curve Collective Agreement and hand-over of job evaluation back to municipalities;
2. Support for municipalities in the litigation of labour disputes;
3. Dissemination of evaluated case-law work in the form of a bulletin;
4. Development of an organogram, design and staffing scheduling methodologies framework;
5. Implementation of a Councillor Induction programme after the LG elections in 2011; and

PROGRAMME 3:
GOVERNANCE, INTERGOVERNMENTAL RELATIONS AND INTERNATIONAL RELATIONS

CORE FUNCTIONS:

- Drive intergovernmental relations (IGR) in order to facilitate the achievement of SALGA’s mandate;
- Provide support to IGR structures in line with the IGR Act;
- Create awareness of SALGA IGR processes;
- Capacitate all representatives on advocacy and lobbying skills;
- Support the establishment of Ward Committees;
- Facilitate implementation of relevant Memoranda of Understanding (MoUs) with regard to traditional leadership, including implementation of relevant legislation;
- Provide effective governance support;
- Provide legal support and advice to members;
- Provide support to Councillors;
- Support and encourage public participation in IDP, budgeting and other legislative processes;
- Ensure effective co-ordination and implementation of the Local Government Turnaround Strategy;
- Co-ordinate SALGA’s participation in all relevant legislative processes;
- Ensure SALGA is represented, and actively participates in International platforms;
- Guide municipalities in their practise of International Relations (IR) and Protocol;
- Lobby for participation in provincial legislatures; and
- Ensure participation in the national legislature.
During the year under review, the G&IGR Directorate achieved 69% of its KPIs and made progress on a further 6%, which were partially achieved. Some 25% of KPIs were not achieved, primarily due to capacity constraints, both financial and human resources.

OVERALL PERFORMANCE AND HIGHLIGHTS

The Governance, IGR and IR Directorate performed well in the context of the resources at its disposal, during the year under review. While it got off to a slow start due to vacancies in the Governance and IGR portfolios, by the second quarter the directorate made substantial progress in influencing policy and legislative initiatives at national level, as well as providing hands-on support to member municipalities on governance and IGR matters. This included representation on a number of influential structures relating to governance and IGR.

While the appointment of Directors in the Governance and IGR portfolios greatly enhanced the performance of the directorate, the lack of research staff and general support significantly impacted on their ability to perform and represent SALGA on all structures requiring the directorate’s input.

During 2009/10, the requirement for good governance in municipalities was brought to the fore with the adoption of the Local Government Turnaround Strategy (LGTAS) by Cabinet on December 2 2009. The LGTAS also advocated for better Intergovernmental Relations between the three spheres of government. The directorate endeavoured to provide the highest level of support to municipalities in these areas, in the year under review.

The Governance Section represented SALGA in the COGTA Intergovernmental Working Group for the LGTAS, where it played a decisive role to ensure that the concerns and interests of municipalities found expression in the final document adopted by Cabinet. A LGTAS Implementation Guide was also prepared and disseminated to municipalities to assist them in the preparation of their individual strategies. A list of specific governance aspects that could be considered in the preparation of the TAS was also included in the Guide. Project managers in SALGA’s provincial offices assisted municipalities with the preparation of their LGTAS. Enquiries from individual municipalities on the LGTAS were received and attended to.

Municipalities were also informed of newly-promulgated legislation that impact on their operations. Comments on new legislation were obtained through the provincial offices, and consolidated by the national office for submission to the relevant national sector departments. Hands-on support was also provided to municipalities on governance issues, with 20 municipalities assisted on governance issues. Workshops were held on local, district and provincial level, dealing with governance issues such as delegations, roles and responsibilities of political office-bearers and the Office-Bearers Handbook.

SALGA represented municipalities on governance and IGR matters at various forums, including IGR forums. The interests of LG were represented at the DPSA’s Anti-Corruption Co-ordinating Committee and its working groups.

The IGR portfolio’s main responsibility is to ensure better co-ordination between National, Provincial and Local Government, alongside representing LG when legislation and policies that impact on municipalities is developed by other spheres of government. Municipalities were represented in the policy-review of CDWs and their future role in municipalities, as well as the green paper on the National Planning Commission.
SALGA also worked closely with the MDB and advised and assisted municipalities with the Ward Demarcation process for the 2011 local government elections. Municipalities were also supported in ensuring active and effective participation in the Premiers Co-ordinating Forums in the various provinces. Support IGR issues were also provided to specific municipalities upon request.

In respect of legal and constitutional matters, SALGA contributed towards the development and submission of a position paper on the Single Public Service, alongside submitting comments on the Public Service Management Bill, and the 17th Constitutional Amendment Bill.

INTERGOVERNMENTAL RELATIONS

Councillor remuneration and the local government equitable share have long represented challenges to municipalities, because they were not represented in the structures that took decisions on these issues. In view of the challenges local government experienced over the years, it was found prudent to ensure that someone with a local government background be appointed to the commission. In this regard former councillors, who have been involved in SALGA and are not currently public office-bearers, have been identified as potential nominees (including all former mayors and SALGA NEC members). With regard to the LGES, SALGA office-bearers have made nominations for appointment to the Fiscal and Finance Commission. The letter confirming the SALGA nominees to the FFC was sent to the Minister: National Treasury on July 1 2009. SALGA also requested the Deputy President to support the SALGA nominees for appointment to the commission.

GOVERNANCE SUPPORT

Members were informed of new legislation to ensure that they were able to implement such legislation. Support was also provided in the preparation of the LGTAS documents. Municipalities were provided with the draft guidelines on the roles and responsibilities of political office-bearers to assist in the clarification of the role of the troika plus one. The guidelines were tabled at the Governance Working Groups in Gauteng and the Western Cape and workshopped in the Free State, Limpopo and Northwest provinces

Assistance and legal advice was provided to members who approached SALGA on specific issues relevant to their municipalities, and circulars were issued on matters of general application, thereby assisting municipalities to improve governance. Support was also provided to municipalities in the implementation of the Determination of Upper Limits of Public Office-Bearers.

ADVOCACY AND LOBBYING

Through its parliamentary office, SALGA was able to prepare submissions and present them to the relevant parliamentary committees on matters affecting local government. SALGA lobbied for the interests of LG in the COGTA legislative review task team on legislation impeding service delivery and performance. SALGA also interacted with the National Treasury, SARS, the MDB and the DBSA.

Municipal Councillors Pension Fund

Following the challenges highlighted within the Councillors Pension Fund, and the unanimous adoption of the June 11 2009 SALGA National Members Assembly (NMA) resolution that “SALGA facilitates the convening of a Special National Meeting of members of the MCPF by the Board of Trustees as a matter of extreme urgency, with the express undertaking that such a meeting take place within 60 days after this NMA”. A formal meeting was held between the SALGA NEC and the Board of Trustees of the Pension Fund, at which it was agreed that the MCPF would, among other undertakings, convene a national meeting on October 30 2009, but the meeting did not take place. After considering correspondence from the MCPF explaining why the meeting did not take place, SALGA’s NEC resolved, on December 9 2009 to withdraw all SALGA representatives from the Board of Trustees.

The national meeting was not convened during the year under review. It took place on May 6 2010 and the challenges remain unresolved.
PUBLIC PARTICIPATION

All members were informed of the publication of the Local Government Municipal Regulations for the term of office of Ward Committee members, as well as the National Framework: Criteria for Determining Out-of-Pocket Expenses for Ward Committee Members, 2009, in order to ensure that Ward Committees are not only effective, but also that they comply with all relevant legislation.

Improving Public Participation and Functioning of Ward Committees

SALGA represented municipalities in relation to the Local Government Laws Amendment Act to introduce improvements to the existing Ward Committee system, during the year under review.

Determination on re-imbursement of Ward Committees

The provision of Section 75 of the Local Government: Municipal Structures Act, 1998 was amended by the Local Government Laws Amendment Act, 2008, to read as follows:

I. The Section 73(2)(b) members of a Ward Committee are elected for a term that corresponds with the term referred to in Section 24 of this Act;
II. The Minister may by notice in the Government Gazette prescribe regulations for the implementation of Subsection (1).

On October 8 2009, the Minister of CoGTA published the Local Government Municipal Regulations for the term of office of Ward Committee members. In terms of these regulations, a municipality must adopt a resolution to align the current term of office of the existing Ward Committees to end on the day preceding the date set by the Minister for the 2011 local government elections. The terms of office for the new Ward Committees will commence on the day following the date set for the 2011 local government elections. Members are therefore, urged to ensure that their councils pass the necessary resolution in this regard.

On November 26 2009, SALGA in partnership with CoGTA, co-ordinated a Provincial Public Participation Forum in Mpumalanga where municipalities were represented by public participation practitioners from the Speakers’ offices. The purpose was to workshop the National Framework on Ward Committees. SALGA made a presentation covering following:

(i) Improving the functionality of Ward Committees by ensuring that members are more active and able to support Ward Councillors;
(ii) Re-imbursement of Ward Committee members with out-of-pocket expense while executing their tasks;
(iii) Guidelines for provinces to develop provincial specific frameworks within which municipalities should set policies for the payment of out-of-pocket expenses or paying out of R1 000 stipends for Ward Committee members as proposed by the regulation of the Minister.

The matter was also presented to the Mpumalanga PEC and the following resolutions were taken:

(i) SALGA should lobby the Minister of CoGTA to make funding available for the reimbursement of Ward Committees, in particular as it relates to the payment of R1 000 stipends.
(ii) Municipalities should develop systems to ensure that payment of out-of-pocket expenses or stipends is monitored, in order to derive value-for-money for the work done by Ward Committees.

Functioning of Ward Committees

SALGA has noted with concern the non-functionality of Ward Committees in some municipalities and thus developed a programme to assist member municipalities. One of the challenges faced by municipalities is that there are no systems to assess the performance and functionality of Ward Committees.

For a Ward Committee to be functional, there should be monthly programme reports on their activities and a schedule of meetings. Both should be submitted to the office of the Speaker.
INTERNATIONAL RELATIONS AND PROTOCOL

SALGA is acknowledged regionally and internationally as a good model for an association of local government. Hence the Chairperson of SALGA serves on the boards of the Commonwealth Local Government Forum (CLGF), International Council for Local Environmental Initiatives (ICLEI), United Cities and Local Governments (UCLG) and UCLGAfrica. Arising out of this recognition, SALGA receives a number of requests annually to participate in knowledge-sharing and overseas conferences/summits/forums. As a relatively small organisation, such requests from international organisations stretches SALGA’s capacity, both in terms of human resources and finance.

Within these constraints, SALGA strives to maintain a high profile and protocol alignment to national policies on all inbound and outbound visits to ensure co-ordination, facilitation and management. The failure of the Department of International Relations and Co-operation (DIRCO) to accord local government a space in IR and Protocol cues and capacity-building remains a challenge.

Despite these constraints, during 2009/10 SALGA approved the signing of Memorandums of Co-operation with India, Brazil, South Africa (IBSA) and the Federation of Argentine Municipalities (FAM). Given that SALGA’s resources do not permit exhaustive consultations with all SALGA provinces and extending such IR and Protocol services to all 283 municipalities, specific provinces and municipalities have been targeted in relation to IR Programmes, including Local Economic Development.

Furthermore, the CLGF supports peer-learning in Local Economic Development programmes in six municipalities. Similarly, the Swedish Association of Local Governments (SALA) supports targeted municipalities on LED. The National Treasury’s International Development Co-operation (IDC) branch has funded a pilot-research programme in three provinces: North West, Free State and Mpumalanga, to enhance G, IGR and IR. This programme will ultimately be rolled out to all the provinces.

PARLIAMENTARY AND LEGISLATIVE AFFAIRS

SALGA’s parliamentary office was capacitated and revitalised in 2009/10. The office ensured that all proposed legislation was brought to the attention of the relevant SALGA structures, alongside utilising parliamentary platforms to ensure that SALGA made submissions on all matters affecting local government. Hence SALGA was able to fulfil its mandate to lobby national and provincial government on issues of critical importance to SALGA and its members.

POLICY REVIEW

The centrepiece of local government policy in 2009/10 was the assessment of the State of Local Government and the subsequent approval of a Local Government Turnaround Strategy (LGTAS) by national government. SALGA participated in the entire process of assessing the state of local government in all the provinces (except KZN), including the development of Municipal Turnaround Strategies based on National and Provincial Guidelines. During this process, a number of provisions in local government laws were identified as being in need of review, and SALGA made submissions on various pieces of legislation. These included the Municipal Property Rates Amendment Act, the Traditional Leadership Governance Framework Act, Local Government General Laws Amendment Act, regulations on disciplinary procedures for municipal managers and Section 57 managers, preferential procurement and the national Fire Services Framework. As an outcome of the local government assessment process, a major local government legislative review process is under way. The process will also cover issues relating to powers and functions.

TRADITIONAL LEADERSHIP

Due to a new administration at the National House of Traditional Leaders, it was a challenge to actively engage the Traditional Leaders in accordance with the national Memorandum of Understanding signed between SALGA and the National House of Traditional Leaders. However, during the period under review, provincial agreements with Traditional Leaders were entered into and Traditional Leaders were invited to workshops in Limpopo, where the roles and responsibilities of political office-bearers and delegations were discussed.
CHALLENGES DURING 2009/10

The Directorate started the 2009/10 year with vacancies in two of the three director-level positions. These vacancies were filled at the end of the second quarter, substantially improving the directorate’s capacity. Although most of the vacant Programme Manager: G&IGR positions in the provinces were filled during the period under review, the position remains vacant in the EC.

While the appointment of Directors in the Governance and IGR portfolios greatly enhanced the performance of the directorate, the lack of research staff and general support significantly impacted on their ability to perform and represent SALGA on all structures requiring the directorate’s input.

The Parliamentary Co-ordinator and Advisor positions remained vacant for most of 2009/10, putting pressure on the Directorate to ensure that SALGA was represented in all parliamentary committees where it had to give input. The absence of researchers in the Parliamentary Office remains a significant constraint.

PRIORITIES FOR 2010/11

In the realm of municipal governance and IGR, a key priority for 2010/11 is the development of a strategy for hands-on support to member municipalities. This is particularly critical in light of the wave of new councillors expected to enter local government after the 2011 elections. The finalisation of the Guidelines on Roles and Responsibilities of Councillors and Officials regarding the roles of the Mayor, Speaker, Whip of the municipal council and the municipal manager is urgent, and would provide much-needed guidance to municipalities.

Furthermore, developing proposals on the professionalisation of the municipal administration and enhancing internal oversight in municipalities, as well as the retention of expertise and experience of municipal councillors is crucial before the 2011 elections.

Of further critical importance to members is the finalisation of the CDW Policy Framework, currently being reworked according to SALGA’s recommendations. This is essential as it would provide clarity on the role, function and accountability of CDWs vis-a-vis Ward Councillors and Ward Committees, which is a considerable source of tension in municipalities.

During 2010/11, SALGA will endeavour to improve its capacity to engage stakeholders and lobby and advocate on LG issues in the interests of member municipalities through effective representation in Parliament and its committees on matters affecting local government. Improving co-operation with the Municipal Demarcation Board in preparation for the 2011 elections and guiding research being undertaken by the MDB, is also vitally important.

On the international relations front, improving the co-ordination of IR within SALGA National, Provincial offices and DIRCO is vital. In this regard, the finalisation of the IR Strategy with a view of promoting alignment and compliance to national and IR policies and guidelines by municipalities is a priority for 2010/11.
PROGRAMME 4: COMMUNITY DEVELOPMENT

OVERALL PERFORMANCE AND HIGHLIGHTS

Community Development achieved an acceptable level of performance against its business plan during the period under review, with 75% of the planned targets being fully-achieved; 19% not achieved; and 6% partially-achieved.

The generally good level of performance was driven by successes in the delivery of key aspects in the business plan; with noted achievements in the Community Development unit, and particularly in the Special Programmes division, which includes programmes on gender; youth; children; and the elderly. In summary, key highlights for the period under review include:

- The Disability Framework and Campaign were presented and endorsed at the Provincial Members Assembly in five provinces (Eastern Cape, Northern Cape, North West, Mpumalanga, and Limpopo) in June 2009 and at the National Members Assembly;
- A draft M&E plan was developed for the Disability Framework;
- A Disability Reference Group was established to garner support and provide strategic guidance and oversight;
- The SALGA Youth-Development Strategy was updated;
- The Women’s Commission was endorsed at five meetings of the Provincial Members Assembly in April and May 2009 (Northern Cape, Mpumalanga, North West, Eastern Cape and Limpopo) and fully-approved at the National Members Assembly in June 2009.
- The “Women in Provincial and Local Government Summit” was held on August 16 – 19 2009 in the Free State, attended by 845 delegates;
- District workshops on gender-based violence were conducted in all the provinces (except Mpumalanga) and served as a platform for preparation for the first annual Southern Africa Local Government and Gender Justice Summit and Awards held from March 22 – 24 2010.
- A draft Monitoring-and-Evaluation Plan was developed on the implementation of the Gender Policy Framework;
- A position paper on the role of local government in rendering healthcare services was developed in June 2009;
The National HIV/Aids Conference 2009: Decentralisation of HIV/Aids in SA was held on September 22–23 2009, where 48 municipalities participated in the learning processes. The 16-days Municipal and Traditional Leaders Handbook was developed, presented and approved at the National and Provincial Working Group meetings and by the NEC.

There were, however, challenges in the delivery of certain aspects of the Business Plan 2009/10, linked specifically to the structural gap in the Directorate, where the Human Development Unit was not resourced. This has resulted in imbalances in overall delivery and performance.

SPECIAL PROGRAMMES (GENDER, YOUTH, CHILDREN AND THE ELDERLY)

Much was achieved in the special programmes portfolio, specifically in the strengthening of transformation initiatives in local government. In this regard, the Women in Provincial and Local Government Summit and the Gender-Based Violence Workshops emerged as key platforms to address transformation; critical resolutions were arrived at and interventions identified in order to address the key drivers of improved transformation in the sector.

These events were thus instrumental in highlighting the following key focus areas that will provide the impetus for engagements in the year ahead:

- Inclusion of men in the women in the Provincial and Local Government Forum to ensure broader attention to gender issues;
- Monitoring of gender mainstreaming processes in local government; and
- Monitoring of gender action plans to ensure a co-ordinated approach to addressing issues and interventions relating to gender-mainstreaming.

In addition, key resolutions were arrived at with regard to the co-ordination of events; as well as participation in events; communication of resolutions and monitoring of actions emanating from events such as the Women in Provincial and Local Government Forum and district workshops.

MAINSTREAMING GENDER

Mainstreaming gender ensures a comprehensive approach to transforming gender relations in the workplace, the community and the home; with the ultimate goal of achieving gender equality. Mainstreaming gender also enhances our country’s compliance with developmental, transformational and policy obligations, as well as enhancing personal and organisational growth by fostering the effective use of human capital.

The Public Administration Leadership and Management Academy (PALAMA) has developed an accredited gender-mainstreaming programme to facilitate the institutionalisation of gender issues in the public service and in service delivery. Training is accredited by the Public Service SETA at NQF Level 5 and it counts for 10 credits.

PALAMA (in partnership with SALGA), through funding assistance from the Canadian International Development Agency has developed a gender-mainstreaming course aimed at building capacity for officials in all spheres of government, and has provided 90 slots for municipalities, which will be shared by all provinces.

WOMEN IN PROVINCIAL AND LOCAL GOVERNMENT SUMMIT

The Seventh Women in Provincial and Local Government Summit was hosted in Bloemfontein on August 17-18 2009 by the Department of Co-operative Governance and Traditional Affairs in collaboration with SALGA.

Two primary resolutions emerged from the Summit. Firstly, it was resolved to transform the Summit from an annual “event” into a forum that would become a meaningful institutional mechanism for advancing the interests of women in provincial and local government. Part of the responsibility of the forum will be to co-ordinate the summit and drive the communication and implementation of the summit resolutions. The forum will have national and provincial representatives to drive the process and will also include men, to ensure that women’s issues are addressed within the broader context of gender issues.
Secondly, the establishment of the Women’s Commission for SALGA as derived from a UCLGA initiative (UCLGA Women’s Commission established in 2008), is aimed at the strengthening gender equality within the local sphere of government across Africa. The proposed roles and responsibilities of the SALGA Women’s Commission will be to monitor the gender-mainstreaming processes in local government, co-ordination and participation in UCLGA gender-mainstreaming processes, the provision of a status report annually at the WIPLG Summit, lobbying and advocacy (the 50/50 campaign and the Millennium Development Goals etc), engagement with the National Gender Machinery and the Women’s Ministry, as well as the promotion of gender-mainstreaming best practice across borders.

**GENDER-BASED VIOLENCE WORKSHOPS**

District workshops on gender-based violence were conducted in eight provinces, except in Mpumalanga. These workshops took place between August and October 2009. In addition, a draft monitoring and evaluation plan has been developed for the implementation of the Gender Policy Framework.

**HEALTH (HIV/AIDS, DISABILITY AND HEALTH)**

Health, as one of the key focus areas of Community Development is underpinned by programmes on HIV/AIDS and disability. Due to the complex nature of HIV/AIDS within societies and the growing need for integration of people with disabilities into interventions addressing community wellbeing. There is a great need for partnership and collaboration at both national and local levels.

Successes in the Health Programme have been achieved largely as a result of partnerships within government (with the Department of Co-operative Governance and Traditional Affairs), as well as external parties, donors and institutions offering research expertise, such as VNG International.

These partnerships have yielded positive results in relation to the objective of integrating approaches to address complex social problems such as HIV/ Aids and disability. These achievements include:

- A collaborative project with the Centre of Municipal Research and Advice (CMRA), to address issues of HIV/AIDS in South Africa. The project addressed various aspects of the complexities of HIV/AIDS in communities. The success factors of this partnership include documenting and sharing of lessons between municipalities;
- The development of a Handbook on Local Government Responses to HIV/AIDS, developed through a partnership between SALGA and the Department of Co-operative Governance and Traditional Affairs (CoGTA); and
- A project by the CMRA on benchmarking municipal responses to HIV/AIDS, aimed at enabling municipalities to improve their responses to the pandemic.

In addition, highlights for the period under review, included the provision of platforms for engagement between municipalities on critical health issues, as well as the production of tools to assist municipalities in addressing HIV/AIDS and disability issues. These achievements include:

- A HIV/AIDS workshop and a lesson-sharing report on the decentralised response to HIV/AIDS in South Africa programme;
- The National Summit on Benchmarking Municipal Responses to HIV/AIDS and a report on good practice in this regard;
- Publication of SALGA’s Country Guidelines on HIV/AIDS for Local Government and workshops for HIV/ Aids co-ordinators and councillors;
- The launch of the Disability Framework for Local Government, aimed at promoting principles and programmes of action on disability in local government; and
- Two provincial orientation sessions within the ambit of Disability roadshows on Reasonable Accommodation.
SALGA-CMRA WORKSHOP: “DECENTRALISED RESPONSE TO HIV/AIDS IN SOUTH AFRICA 2009”

South Africa is among the top five countries with the highest incidence of HIV/AIDS. The rate of infection is rapidly increasing and growing numbers of people are becoming ill and dying of AIDS.

SALGA and VNG International partnered and formed the CMRA as the implementing agency that will be looking at HIV/AIDS programmes in South Africa. The initiative was financed by the Embassy of the Netherlands. CMRA was then tasked with developing and implementing projects such as the decentralised response to HIV/AIDS in South Africa programme.

The project started in 2006, and ran for two years. Due to demand, it was extended by a year to September 2009. During the year under review, the project was piloted in six municipalities with different focuses:

- Ethekwini Metro Municipality: Empowering truck drivers;
- Madibeng Local Municipality: Empowering farm workers;
- Marble Hall Municipality: Disability-friendly library;
- Emalahleni Municipality: Mobile unit for rural areas;
- Buffalo City Municipality: Disability-friendly clinic; and
- Nelson Mandela Bay Municipality: Youth in sport.

The aim of the Decentralised Response to HIV/AIDS is to improve and strengthen municipal capacity to respond to HIV/AIDS; identify best practices and provide guidelines to municipalities not taking part in the project; and to hold a workshop where the outcome of the project will be discussed and shared with other municipalities and stakeholders. With the ending of the project in September 2009, SALGA, in partnership with CMRA, hosted a HIV/AIDS Workshop at which a report was handed over on shared-lessons learned by municipalities.

ROLL-OUT OF THE HANDBOOK ON LOCAL GOVERNMENT RESPONSES TO HIV/AIDS AND SUPPORT PROVIDED TO REVIVE AND STRENGTHEN AIDS COUNCILS

SALGA, in partnership with CoGTA, developed a handbook on Local Government Responses to HIV/AIDS, which is a tool to assist municipalities to facilitate government responses to the pandemic. The handbook also builds on the Framework for Development and Responses to HIV/AIDS.

BENCHMARKING MUNICIPAL RESPONSES TO HIV/AIDS

The CMRA was tasked with a project on “Benchmarking Municipal Responses to HIV/AIDS”. The project assisted municipalities to improve their developmental and governance response to HIV/AIDS through a process of self-assessment, networking, and comparison among peer municipalities. The responses of municipalities to HIV/AIDS are assessed by comparing municipalities’ strengths and weaknesses.

The project came to an end on March 31, 2010. CMRA, in collaboration with SALGA, hosted the National Summit on Benchmarking Municipal Response to HIV/AIDS. The focus on the first day was a round-table meeting with some mayors, municipal managers and participating municipalities. The focus on the second day was around all district municipalities and participating municipalities. A report was compiled on Benchmarking Municipal Responses to HIV/AIDS and Good Practice.

SALGA’S COUNTRY GUIDELINES ON HIV/AIDS FOR LOCAL GOVERNMENT

These guidelines were published as a concerted effort by various stakeholders and roleplayers to foster an effective and credible leadership response to combating the HIV/AIDS pandemic ravaging our country. SALGA’s responsibility is to ensure that municipalities are familiar with the guidelines and are able to adopt and implement them. Workshops targeting HIV/AIDS co-ordinators and councillors responsible for HIV/AIDS initiatives were convened. The objectives were to check progress on municipalities’ implementation of the guidelines and to share lessons learned by them.
**DISABILITY FRAMEWORK**

The Disability Framework was presented and endorsed at the Provincial Members Assembly in five provinces (Eastern Cape, Northern Cape, North West, Mpumalanga and Limpopo) and at the National Members Assembly in June 2009. There were also engagements with COGTA on the roll out of the Disability Framework, which resulted in a letter of commitment from COGTA. Through SALGA’s participation on the tender committee, Regenesys was appointed for the development of a training manual and monitoring and evaluation (M&E) tool for the disability framework. A draft M&E plan has been developed to monitor the implementation of the framework.

Reports on the first phase of the implementation of the disability framework were submitted to the national Community Development Working Group in November 2009; to the NEC in December 2009; and to EMT in February 2010.

**THE KWANDA PROJECT**

In 2007, the Department of Social Development (DSD) partnered with Soul City, Ochre Media Productions and Eventually Africa to create a reality show on community transformation. After a pilot process, the final design for a reality TV show called “Kwanda” was completed.

Kwanda consists of two phases: identification and training of participating communities which started in 2008; and the television series which started in September 2009. Kwanda has four focus areas: care of vulnerable children; reduction of alcohol abuse and the violence stemming from it; prevention of new HIV infections; and strengthening of livelihoods and local economic activity. The reality show format sees teams of 100 people from each community setting out to make their community look better, feel better and work better by addressing these four sets of issues.

The core theme of the show is that when communities get organised, it is possible for local government to deliver services and for other forms of social partnerships to emerge that will improve the quality of life in communities. When Kwanda started, a team from DSD, Eventually Africa and Soul City visited communities around the country, each of which had been recommended by DSD, a Soul City partner or another agency. The team selected communities from five provinces:

- Mpumalanga;
- KwaZulu-Natal;
- Eastern Cape; Free State; and
- Limpopo.

This was then followed by a research process in all the communities short-listed for Kwanda participation. The programme has underlined the importance of community involvement.

**CHALLENGES DURING 2009/10**

The lack of a full complement of staff in the Human Development component, coupled with a slow procurement process for appointing a service provider, has delayed the development of the Human Development Framework. Furthermore, the assessment of municipal approaches to sports, arts, culture and recreation was not conducted due primarily, to the lack of dedicated personnel.

Although a Women’s Commission has been established, as resolved in the community development working group in April 2009, it was not launched at the Women in Provincial and Local Government Summit (WIPLGS), as planned, due to CoGTA’s decision to use the summit to consult on the establishment of their own Gender Structure.

Overall, the most significant hindrance to performance was the operation of the directorate with a staff component at a level of only 33%, where only four of the 12 positions were filled for most of the year. Notwithstanding this incapacity, the directorate managed to perform relatively well and achieved 75% of its targets for the year.
PRIORITIES FOR 2010/11

The top priorities for the year ahead, and their envisaged impacts include the following:

- The establishment of 16 Municipal Aids Councils by March 2011, with two councils established in each of the eight provinces. The establishment of these councils will contribute to improving the co-ordination of interventions and support in municipalities.
- In order to improve the transfer of knowledge and best practices in the mainstreaming of HIV/Aids, children and youth at municipal level, learning events will be held in March 2011 on mainstreaming HIV/Aids, as well as children and youth issues respectively. In addition, four quarterly HIV/Aids articles will be published in the LG Bulletin.
- Three Gender Capacity programmes by Gemlog, Gender Links and Palama respectively, will be facilitated to improve the transfer of knowledge on gender-mainstreaming at municipal level.
- Action plans on sports, arts, culture, public safety and recreation will be developed by March 2011, through national and provincial engagements so that municipalities can embark on an informed approach to these issues.

The following activities will also be prioritised in 2010/11:

- Establishing a Human Development Framework;
- National implementation of the 50/50 Campaign by March 2011;
- Political approval of the SALGA Youth Development Strategy;
- National assessment of the present status of disaster management within all municipalities, including metropolitan municipalities, district municipalities and local municipalities.

2.4 PROGRAMME-BASED PERFORMANCE INFORMATION
PROGRAMME 5:
ECONOMIC DEVELOPMENT AND DEVELOPMENT PLANNING

CORE FUNCTIONS

• Identify best practices in finance and financial management and disseminate these to municipalities to improve municipal performance and management practices;
• Participate in policy-development processes that impact on municipal finances and the broader local government fiscal framework;
• Build capacity of both SALGA and South African municipalities, to deal with
  - Land-use development planning and land-management issues;
  - Local Economic Development;
  - Information Communications Technologies; and
  - Municipal Finance matters.
• Assist municipalities with:
  - Developing LED programmes to ensure that priorities and policies determined at a national level are rolled out at provincial and local level;
  - Promote economic development within poorer and rural municipalities;
  - Develop monitoring and support instruments for local economic development plans and strategies;
  - Disseminate good practice in LED and develop sustainable platforms to share knowledge;
  - Maximise the potential for partnerships in LED;
  - Establish better relationships with established business and other stakeholders, and integrate them into the LED planning and implementation process;
  - Improve capacity, knowledge-sharing and analytical skills at local level;
  - Increasing alignment to national government initiatives and the ability to access Government Funding by Local Government;
  - Consolidating Local Government Policy perspectives on ICT policy matters and lobbying National Government on such issues;
  - Share experiences and provide guidance on good practices on ICT matters;
  - Building capacity and awareness to best leverage ICTs;
  - Develop ICT partnerships within, across, and beyond Government;
  - Facilitate the implementation of the 2005 Land Summit resolutions;
  - Support the development of a Spatial Development Framework and land-management systems.
• Participate in Integrated Development Programme (IDP) structures at municipal level.
• Ensure Local Government participation on Provincial Growth Development Strategy (PGDS)/IDP processes (and other national and provincial planning processes).
• Support municipalities with the application of:
  - Expanded Public Works’ Programme (EPWP) guidelines and principles;
  - Municipal Tourism Development;
  - Informal Trade Management;
  - Access to DTI Incentives and the broader National Stimulus Package;
  - ICTs as an Economic Enabler; and
  - Broad-Based Black Economic Empowerment (BBBEE) guidelines and codes.
• Ensure SALGA has capacity to assist municipalities with:
  - LED Assessments;
  - Development of IDPs and monitoring tools; and
  - In the creation of IDPs and monitoring them.

2.4 PROGRAMME-BASED PERFORMANCE INFORMATION
Analysis of Directorate Performance and key challenges

The Directorate Economic Development and Planning has been able to achieve 80% of its set target for the financial year 2009/10. While there was substantial improvement on performance against KPIs by the directorate, capacity challenges and budget limitations have impacted negatively on the achievement on certain areas of the Business Plan. This has resulted in instances where some key activities could not be rolled out, due to financial constraints and capacity challenges experienced during the last quarter of the financial year.

Partially-Achieved, 5%.
The target set in terms of the LED position paper was partially-achieved due to limited capacity within the provinces.

Not Achieved, 15%
The following KPIs were not achieved by this Directorate:

- Local Government comments on Rural Development Strategy policy paper due to capacity challenges, resignation of the Specialist Development Planner;
- Council Oversight training and booklet – this KPI was postponed for consideration in the 2010/11 financial year due to capacity challenges; and
- Review of design and performance of grant programmes (MSIG and MFG), postponed for consideration in the 2010/11 financial year.

ECONOMIC DEVELOPMENT AND PLANNING — KEY PERFORMANCE AREAS

The key programme areas covered by the Directorate range from Economic Development, Information Communications Technologies (ICTs) to Municipal Finance, Development Planning and key international engagements. Some of the achievements within each programme areas outlined below:

ECONOMIC DEVELOPMENT

In the area of economic development, the directorate engages on issues of promoting EPWP at a local level, engaging the Ministry of Tourism, DTI on incentives, informal trading and support to municipalities on LED implementation. Some of the key highlights of achievements are:

- Development of a SALGA national position paper on LED;
- Workshops convened in all provinces encouraging municipalities to participate in the EPWP programme to increase job creation and take advantage of the wage incentive;
- Engaging key stakeholders to establish a Network of LED stakeholders, officials and decision-makers to share good practice, ideas and approaches on LED;
Engaging support to local municipalities on LED through peer support, international city-to-city support and direct support to municipalities. This is being implemented in partnership with the Commonwealth Local Government Forum (CLGF) and the Swedish Association of Local Authorities and Regions (SALAR);

Submission of a Local Government Chapter in the National Department of Tourism sector strategy outlining a Local Government Tourism Support Strategy; and

Development of a state of informal trading report and the commitment of further drafting of guidelines and model by-laws on informal trading in the next financial year.

Some of the details around the achievements are outlined below:

**Local Economic Development**

A SALGA Local Economic Development position paper was developed and utilised to lobby for the need of a differentiated approach towards LED in local government, as well as highlighting specific obstacles that need to be addressed if LED is to yield results. Throughout 2009/10 the draft position paper was presented to all municipalities through the Provincial Working Groups on Economic Development and Planning. SALGA’s provincial offices were specifically requested, to contextualise the draft position paper in the realities facing the municipalities in their province. All responses from provinces were incorporated into a single document and submitted as a formal response by SALGA to CoGTA (specifically to the Chief Director LED and Infrastructure).

In terms of direction and outputs, the SALGA position paper has clearly laid out a plan of action for SALGA (National and Provincial) in supporting and driving an improved LED agenda. This agenda moves from a definition of a LED approach to a principles-led approach. This plan of action also includes more SALGA direction for municipalities with regard to the position on funding of LED with Local Government structures, a LED self-assessment tool and shared LED Knowledge and Information Portal, hosted at SALGA.

**Tourism**

SALGA submitted a local government position paper to the National Department of Tourism, as an input to the Tourism Sector Strategy. The paper outlined the role of Local Government in Tourism, focusing on the need for a local government tourism awareness and support programme. Particular emphasis was on the responsibility of local authorities in promoting and supporting local tourism products. It appears that SALGA’s role in driving an increased Local Government agenda was successful, as evidenced by the “Capacitating of Local Government in Tourism” as a key strategic deliverable from the newly-formed National Department of Tourism (NDT). SALGA has also since been more widely consulted on various key National Tourism initiatives, including Cruise Liner Tourism, Medical Tourism, Tourism and SMME development, Tourism and Empowerment as well as engaging the NDT on its EPWP initiatives as they relate to Tourism infrastructure at municipal level.

**EPWP**

EPWP workshops were held in all provinces (with the exception of KZN) on improving the effectiveness of the EPWP at municipal and district levels. The workshops were convened by the SALGA provincial offices. The purpose of the workshops was to increase awareness on the implementation of the EPWP and to increase municipal engagement, as well as to provide an overview of Phase 2 of the EPWP programme. Notably, the number of municipalities reporting on EPWP has increased from 68 to over 100 – but it will be critical to ensure that they qualify for the wage incentive in the next financial year.

**CHALLENGES**

The area of Local Economic Development is broadly defined, but is also one of the key National Government priorities. The capacity challenges at provincial and municipal level still pose a challenge if local economic development is to yield jobs and economic growth and reduce poverty. While SALGA provides a good information hub on LED, many municipalities have capacity challenges in the implementation of LED initiatives.
SALGA has defined a strong, simple position on LED to ensure that a common, well-directed approach is taken. Further, strategic partnerships have been developed through the LED Network, CLGF, COGTA and other roleplayers and donors, and have produced good results for our member municipalities. This has also been supported by other programmes such as sharing good practice from the region and internationally.

INFORMATION COMMUNICATION TECHNOLOGY

The Directorate has engaged with key stakeholders, including the Department of Communication, the GITO Council, and PNC on ISAD, the Meraka Institute and an ICT Research Company. SALGA has focused on promoting and creating awareness on ICT at local government level.

The programme:

- Investigated all existing ICT policy and regulations to ensure local government participation in various national ICT forum;
- Developed a SALGA Position on Government’s proposed Broadband Strategy and National Radio Frequency Policy; and
- Engaged in analysis and research on e-Government and the online status of municipalities.

Local municipalities are a fertile ground for the application ICTs. They are in the frontline of government in their service-oriented interaction with the public and business, often in transaction- based systems with many interlinked components. As such, municipalities have considerable potential to assist in the process of integration of ICTs into the daily lives of its citizens. Municipal operations from an information technology perspective can be divided into three areas:

- Internal;
- Interaction across and within government and externally with the public; and
- Beyond, focusing on more equitable access to and spreading the benefits offered by ICT.

A shared-research project was completed together with the Department of Communication on Municipal Websites across all 283 municipalities. The comprehensive report on the state of municipalities online presence with summary findings was drafted and submitted to the EMT for presentation.

State of ICT and Local Government Report

A comprehensive report on the state of ICT in Local Government was developed. The report outlined the pre-requisites for ICT success, the current state of ICT in Local Government, the potential of ICT in Local Government, the challenges and recommended approaches for a way forward. The report was submitted to CoGTA and other National Departments via the office of the CEO. It was also presented at a Local Government Conference in March 2010.

E-Government Research:

SALGA, in partnership with the Department of Communication and the Presidency’s National Commission on Information, Society and Development, produced a comprehensive report (covering all 283 municipalities) on the state of Municipalities’ Online Presence. All partners have a common interest in the state of e-Government at Local Government level.

Broadband Strategy and National Radio Frequency policy:

All responses from provinces and key metros were collated into a single document and submitted to the DOC. The responses were also presented at ED&P NWG as well as the EMT. SALGA’s response to the Broadband Policy acknowledges that in the enabling aspect of broadband, broadband itself should not be the goal; it is the enabling infrastructure which will provide government (both provincial and local) with the means to help improve the economic, social and environmental life of their communities.

In this regard, some provincial and local governments in South Africa have successfully invested significant resources of their own in establishing broadband networks and promoting the uptake of broadband services for economic and social reasons. They have successfully demonstrated their ability to not only successfully manage and deliver on their own constitutional mandate, but have also formed strong partnerships with business, universities and other sectors. Local Government has been involved in many different areas of broadband.
SALGA is expected to be participating in a National Broadband Steering Committee/Forum to be established by the Department of Communication during 2010, to further represent Local Government interests.

CHALLENGES

While SALGA is strategically located in pursuit of this broad mandate, it is clear that accepting and defining the link between ICT and effective administration and economic development becomes one of the major obstacles in achieving the defined objectives. This is exacerbated by the low-levels of ICT literacy and e-skills within communities and the local government sector.

In order to address these challenges, SALGA partnered with strategic players in both government and the private sector to organise, consolidate and share information on best practice that can assist member municipalities.

DEVELOPMENT PLANNING

The Directorate has developed a State of IDP report and will be working on a position paper on IDP that will inform the lobbying in the preparation of the next phase of five-year IDPs. In addition, comments have been made on the Green Papers on National Strategic Planning and the National Planning Commission as tabled by the Minister in the Presidency. The priority for the 2010/11 financial year is for SALGA to lobby for national guidelines for Spatial Development Frameworks and land-use planning at municipal level.

Some of the SALGA offices participated in the provincial IDP assessments. The purpose of these assessments is to obtain sector comments on municipal IDPs, analyse the processes followed and assess the alignment of municipal IDPs to Provincial Growth and Development Strategies, and spatial frameworks. The Directorate then completed a state of IDPs report for 2009/10 and submitted it to SALGA’s NEC. Furthermore, a discussion document has been presented at NMAs and PMAs towards developing a position paper on IDPs.

A SALGA position on the National Planning Commission was drafted. An input to the Green Paper was presented at the NCOP Select Committee on Finance on November 19 2009. Local government comments on the Green Paper were presented to the NEC on December 10 2009. Furthermore, a report on the implications of the revised Green Paper on the National Planning Commission was presented to the NEC in February 2010.

CHALLENGES

The Planning Specialist post was vacant for most of the year, after a newly-appointed staff member resigned shortly after assuming the post. More recently, support has been given to the directorate by the CSIR to develop a discussion document for the PMA. Efforts are being made to fill the specialist position.

MUNICIPAL FINANCE

The Directorate engages on various issues relating to municipal finances ranging from making inputs on behalf of the sector to the Budget Forum annually, inputs on the DORA and FFC recommendations, facilitating training and support on various issues for member municipalities, engaging the MFMA co-ordinating committee and the CoGTA Clean-Audit Campaign. SALGA is also represented in discussions by the Directorate with key stakeholders, namely SAICA, IMFO, NT, CoGTA and Parliament.

The Directorate has completed an annual state of municipal finances report which includes consolidated national and provincial data from the AFS, audit opinions, service delivery and demographic information. Some of the key findings of this report are:

- The need for reviewing the intergovernmental fiscal relations framework;
- Importance of strengthening local revenue raising by improving debtors-collection;
- Identifying alternative sources of revenue;
- Simplifying financial-management systems without reducing accountability and service-delivery requirements;
- Clarifying functions and powers of district and local municipalities;
- Effective implementation of the MPRA;
- Focus on improving Audit Outcomes; and
- Building capacity for financial management.
Annually, a Budget Week programme is convened in each province to engage municipalities on key challenges affecting them, like improving revenue management, implementation of the MPRA and implementation of supply-chain management regulations and MFMA provisions. These events are also a platform where member municipalities can raise key challenges experienced. SALGA also co-ordinates and convenes District Area Finance Forums to facilitate sharing of ideas, challenges and to foster co-ordination between local and district municipalities.

**Budget Week**

SALGA conducted Budget Week workshops in seven provinces. The Budget Week seeks to provide Councillors, Chief Financial Officers, Budget and Treasury officials and interns with valuable insights regarding the challenges facing local government finances. The purpose of Budget Week is to promote proactive learning and knowledge-sharing among municipalities. Guidelines for establishing a complete and correct customer-database and property value-chain to improve revenue-management were presented.

**State of Municipal Finance**

A National State of Municipal Finance report and nine Provincial State of Municipal Finance reports were drafted and approved by the NEC. A draft national report was used to develop the impact of wage negotiations at the SALGA Bargaining Council in July 2009. The report was also used to develop SALGA responses to the 2008/09 local government budget, in particular, the fourth quarter local government Section 71 report issued by the National Treasury. The provincial reports were extensively used in the Budget Weeks as well as to assist SALGA provincial offices to develop improvement plans for municipal finances in their respective provinces.

**Budget Forum**

SALGA represented local government’s position at the Budget Forum, where the challenges confronting municipalities in terms of financial management and accounting standards were highlighted. SALGA actively lobbied for a replacement of the RSC levies through the submission of a proposal on a Local Business Tax. SALGA proposed that the Local Business Tax be introduced as part of a comprehensive package of reforms to the overall local government fiscal framework. A SALGA position on the 2010/11 Division of Revenue was presented to the Select Committee on Appropriations. In addition, position papers on the review of the Local Government Equitable Share and Municipal Infrastructure Funding were submitted to the National Treasury.

**CHALLENGES**

It took a significant amount of time to develop a balanced template between data and the interpretation thereof. A system of classification was introduced after a reference group meeting, which required updating of the data used in the initial analysis. The challenge of resource constraints at the national office was addressed through ongoing engagement with municipalities through SALGA’s provincial offices.

**INTERNATIONAL PROJECTS**

SALGA is involved in a number of international initiatives involving capacity-building and support for local municipalities and to other Local Government Associations in the region.

**United Cities and Local Government (UCLG)**

SALGA, together with the UCLG Commission on Urban Strategic Planning, has been supporting a number of mentoring initiatives between South African Cities and other cities in the region. The City of Johannesburg has over the past two years supported the City of Lilongwe in Malawi with developing a long-term strategy. The Ethekwini Metro has also been active in mentoring cities like Windhoek and Maputo within the SADC region. The UCLG has also received requests from the cities of Mzuzu and Blantyre in Malawi for mentoring. Two South African cities will be requested to support these requests. In addition, the Commission is taking further the mentoring approach between cities to a Local Government Association level. SALGA and the Association of Local Authorities in Namibia will be developing an action plan on the support that ALAN can provide to its members in strategic planning.
SALGA has entered into partnership arrangements with the Swedish Association of Local Authorities and Regions, and the Commonwealth Local Government Forum for support to South African municipalities in Local Economic Development and the promotion of Transparency in Municipal Finance.

**Commonwealth Local Government Forum**

The partnership with the Commonwealth Local Government Forum is known as the Good Practice Scheme and is currently in Phase 3. The Good Practice Scheme identifies key international cities that can use their expertise in supporting South African cities in addressing Local Economic Development priorities. Municipalities like Ethekwini, Swellendam and Ekurhuleni were recipients in the previous phase. In the current phase, support is being provided to the following municipalities: Vhembe and Mopani in Limpopo on promoting rural development; Mbombela on building bridges for economic development and Steve Tshwete on creating support for SMMEs. The GPS is currently being rolled out in other developing countries like India, Ghana, Jamaica, Sierra Leone and Pakistan. The lessons from all the countries participating in the GPS will ultimately be shared by all.

During the 2009 financial year, the programme has broadly achieved outlining key areas of support required and identifying key international partner municipalities.

**SALAR-SIDA (P3)**

The partnership with SALAR is known as the P3 Project and is funded by SIDA and the European Union. It is a unique partnership between four national local government associations – Sweden, Namibia, Botswana and South Africa. The project employs local experts and facilitators within local associations to support member municipalities. In South Africa, the municipalities of Intsika Yethu, Emalahleni, Senqu, Elundini and Lukanj in the Eastern Cape, Kopanong, Mahokare, Naledi and Setsoto in the Free State and Theewaterskloof, Cape Agulus, Hessequa and Mossel Bay in the Western Cape are receiving support.

This support is in the area of testing a number of approaches related to Local Economic Development and Transparency in Municipal Finance. The value to SALGA of this approach is to support those municipalities which need to advance to new levels of operational and developmental efficiency. This approach should be understood in the context of asymmetrical municipal-support based on abandoning the “one-size-fits-all” approach of previous municipal support programmes. The Partner Associations (SA, Botswana and Namibia) will test this model for support in a select number of Partner Municipalities over three years. The results will form the basis for assistance provided by the associations to a wider range of their member municipalities.

The co-operation agreement on this programme is implemented through two projects financed by the European Union and SIDA. The total budget for the projects is €2.8 million. A substantial portion is allocated to providing hands-on assistance in the municipalities, provided by process facilitators and experts. No part of the budget is allocated to passive training of individuals, capital investments or projects.

**PRIORITIES FOR 2010/11**

- LG’s position on Rural Development;
- SALGA’s position on the review of IDPs;
- Position paper on LG support for smaller and emerging stakeholders within the local agricultural sector;
- Tourism Development Support Programme for local municipalities;
- Local government ICT development and implementation strategy;
- SALGA LED Roundtable Report;
- LED Strategy;
- LED Network portal and network of municipal officials/councillors who engage regularly on LED matters.
- Adapted LED assessment tool;
- ICT good practice report and dissemination strategy;
- National guidelines on informal-trading management prepared and disseminated;
- A progress report on the number of municipalities reporting on the EPWP (to ensure more municipalities qualify for the wage incentive) prior to the June 2010 deadline; and
- Municipal Broadband and e-Government models, approaches and good practices.
OVERALL PERFORMANCE AND HIGHLIGHTS

The Strategy, Policy and Research Directorate delivered on all the Key Performance Indicators contained in its 2009/10 Business Plan, with the exception of the development of a position paper on “Policy Instruments for Local Government to Drive Growth and Employment and Alleviate Poverty”. This represents the “partially-completed” project illustrated in the diagram below. Due to resource constraints, this KPI was only partially-completed through the development of a draft paper. Given that the directorate comprises only eight staff members, together with the financial constraints within which SALGA operated in 2009/10, a great deal was accomplished during the year under review.

During 2009/10, the Directorate consolidated its role in the organisation, both in relation to embedding a rigorous and transparent strategic and business planning process, and building a sustainable framework for knowledge-management within the local government sector. Alongside these priorities, the directorate made immense progress in the development of a stakeholder-management strategy and its implementation. Furthermore, a number of critical transversal research projects – including the impact of migration on municipalities, a poverty line for the provision of free basic services, a survey of municipal perceptions of service-delivery protests, and a review of municipal performance since the 2006 elections – were initiated and are at various stages of completion.
2.4 PROGRAMME-BASED PERFORMANCE INFORMATION

STRATEGIC AND BUSINESS PLANNING UNIT

Strategic and Business Planning Policy developed to enhance SALGA’s compliance with the PFMA:
As part of the 2007 SALGA Change Agenda, a strategic objective was adopted which would over a period of time, facilitate greater accountability and compliance to best practice principles related to corporate governance. As part of the robust organisational turnaround strategy embarked on in 2007, numerous initiatives were launched, piloted and implemented simultaneously with the common objective of optimising the internal functioning and accountability of SALGA.

As these processes became embedded in the organisation in isolation from each other over the past two years, SALGA was faced with the challenge of integrating and aligning “siloed” processes into a synergised framework, which would minimise duplication and optimise corporate governance. The SPR Unit developed a Strategic and Business Planning Policy during 2009/10, to synergise and align the following business processes:

- Strategic Planning
- Business Planning
- Budgeting
- Risk Management
- Performance Management
- Risk-Mitigation Reporting
- Compliance
- Financial Reporting
- Performance Reporting

The Strategic and Business Planning Policy was developed though a consultative process with the primary objective of integrating, aligning and leveraging the process steps and benefits of existing business processes into a synergistic framework, where the whole is greater than the sum of the parts. The Strategic and Business Planning Policy was approved by the NEC on December 10 2009.

NEC Lekgotla: September 28-29 2009

The SPR Unit crafted the agenda and key thematic areas for the NEC’s annual lekgotla during the period under review. Following the National Members Assembly held from June 10 – 11 2009, an annual event attended by all member municipalities and the highest decision-making structure within SALGA, in between National Conferences, the SALGA NEC resolved to convene the NEC Lekgotla from September 28 – 30 2009, in Durban, KwaZulu-Natal. SALGA is mid-way through its current term of office and implementing its five-year Strategic Plan (2007-2012). The country has just emerged from National and Provincial Elections that provided government with a fresh electoral mandate, which has ushered in a new political administration with changes to the functioning and structure of government happening as we plan for the next year, as organised local government. The theme of the NEC Lekgotla was therefore: “Reflecting on the mid-term progress and repositioning local government in line with the 2009-2014 mandate”.

Mid-Term Review of SALGA’s Five-Year Strategy

As SALGA passed the key strategic milestones of the NMA in June 2009, the EMT Lekgotla in August 2009 and the NEC Lekgotla in September 2009, Directorates and Provinces were requested to undertake a holistic review of their current Business Plan/s in order to:

- Evaluate and reflect on the first six-months (Q1 and Q2) of the 2009/10 Business Plan implementation, with action plans towards the achievement of set objectives/targets in the next six-month cycle;
- Reflect on the resolutions of the 2009 National Members Assembly and how they impact on the 2009/10 Business Plan – i.e. identification of resolutions that should be included in the current Business Plan for measurement and reporting purposes;
- Evaluate and assess the correlation between O-PMS (organisational PMS) and I-PMS (Individual PMS) over Q1 and Q2, as well as the development of an evidence matrix which will cover the remaining period (as per the Auditor-General’s performance information requirements);
- Evaluate the spending patterns over the past six-months and indicate potential spending in Q3 and Q4;
- Reflect on risk-mitigation over the past six-months and corrective measures for the next six-month cycle.
A panel of internal business process custodians was established, comprising members from Strategy and Business Planning, Risk-Management, Finance/Budget and I-PMS. The panel was chaired by the ED: SPR. During the mid-term Business Plan review sessions, the panel as a collective, advised and supported Provinces and Directorates to review their respective Business Plans in light of the operational realities faced by the organisation. A common challenge that most directorates and provincial offices faced in implementing their Business Plans was the lack of human resources capacity to undertake the activities identified in their business plans.

As a consequence of the review sessions, and the amendments to the individual Business Plans of Directorates and Provincial Offices, the National Business Plan of SALGA for 2009-10 as approved by the NEC in February 2009 and adopted by the NMA in June 2009, had to be amended accordingly. The amended SALGA National and Provincial Business Plan/s 2009-10 that accompanies this report incorporates the changes requested. The last column provides the reasons for the requested changes, which have been categorised as follows:

<table>
<thead>
<tr>
<th>Short Title</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>KPI/Target Poorly Formulated</td>
<td>KPIs and/or targets are poorly formulated when it is not specific, measurable, achievable, reliable and/or time bound.</td>
</tr>
<tr>
<td>Change/Shift in Internal Priority</td>
<td>In order to be responsive to our membership, the Business Plan has to be dynamic/robust/flexible towards the needs of our members and the requirements within the sector.</td>
</tr>
<tr>
<td>Significant Environmental Change</td>
<td>Material changes/shifts in government policy direction (i.e. elections, restructuring of the Administration) requires a Business Plan that is dynamic/robust/flexible/responsive to significant environmental change/s.</td>
</tr>
<tr>
<td>Internal Resource/Capacity Constraints</td>
<td>Organisational constraints could negatively impact on the ability to perform against a particular KPI and/or meet the Target – i.e. expectation of filling vacant post/s not realised.</td>
</tr>
<tr>
<td>Not Strategic in Nature</td>
<td>Business Plans should not contain administrative procedures/activities in areas where it is not the core competency.</td>
</tr>
</tbody>
</table>

The Revised Business Plan/s for 2009/10 had to be approved by the December 2009 NEC meeting. It was also submitted to the Minister: CoGTA and the National Treasury with the Quarter 2 organisational report.

**RESEARCH, POLICY AND KNOWLEDGE-MANAGEMENT UNIT**

By mobilising external resources from a variety of sources, the SPR directorate accomplished a great deal in its research, knowledge-management and stakeholder-management mandates. The highlights are summarised below:

**Comprehensive mid-term review of the performance of municipalities:**

The purpose of the review is to provide a bottom-up “grassroots” perspective of municipal performance from municipalities. This is deemed necessary to balance the current discourse that is dominated by the national perspective embodied in the state of local government report produced by COGTA.

The concept of the review was presented and endorsed at the NMA in June 2009. An entire commission was devoted to this topic during the NEC Lekgotla in September 2009 and the feedback incorporated to strengthen the project. The research is on track, a draft report is in place and primary research, in the form of case studies of 20 municipalities, commenced in the fourth quarter of 2009/10.

Progress was slower than anticipated due to the internal bureaucratic processes associated with transferring external resources from funding partners to SALGA. An experienced and dedicated research team was, however, in place and the findings of the study are expected to have a profound impact on the causes of good and poor performance in municipalities and how to improve service delivery after the 2011 elections.
Review of Progress Cities, Local, District and Sector Learning Networks:
A variety of learning networks have been facilitated with varying degrees of success since the dawn of the new system of Local Government in 2000. A review of these networks was undertaken during the year under review and a plan developed to enhance them. The plan is aimed at sharing information, knowledge and lessons learnt between municipalities and to improved local government.

Comparative analysis of national bodies representing municipalities to identify innovation and best practices:
During 2009/10 the SPR directorate managed the Good Practice Scheme between SALGA and the UK LGA, funded by the CLGF through a DFID grant. In May 2009, the UKLGA provided SALGA with technical support in developing a “Municipal Response to the Global Economic Crisis” by sending a technical expert to SA to engage with SALGA’s membership and national stakeholders. The process culminated in the submission on a memorandum to the LG MINMEC calling for an intergovernmental task team to support LG to access the national rescue package, as well as the establishment of a dedicated “Local Government Rescue Package”. In February 2010, a successful corporate peer review of SALGA was facilitated in collaboration with the UK LGA. This process yielded a report that reflects on SALGA’s positioning, expectations, successes, opportunities and challenges. The report considers the above reflections, draws lessons from the local government sector in the UK and the LGA, and makes recommendations that should enhance SALGA’s position and operations.

Craft and implement SALGA’s research agenda on transversal issues, migration and poverty line:
The transversal issues identified in 2009/10 were related to migration and determination of a poverty line for municipalities. Both studies were concluded using an extensive array of secondary literature to determine the implications for local government in SA. In addition, SPR undertook a survey of “Municipal Perceptions of Service Delivery Protests”, in 55 municipalities that experienced service delivery protests in all nine provinces in 2009/10. The findings of these studies have profound implications for local government policy and planning in relation to migration, the provision of free basic services and the underlying causes of service-delivery protests.

Long-term, SALGA-wide research agenda and strategy in place to underpin the organisation’s representation, support and advisory role:
The Strategy Policy and Research directorate is tasked with both co-ordinating a SALGA-wide research agenda. During 2009/10, a SALGA-wide research agenda was been developed with different directorates having the responsibility of implementing aspects of the agenda that fall within their core mandates. During 2009/10, the research findings were used to inform SALGA’s advisory and advocacy roles.

IT enabled Knowledge Portal:
SALGA, together with CoGTA and LGSETA, entered into a partnership with the DBSA in 2009/10, to develop and manage a Local Government knowledge portal (LGNET). SALGA sits on the steering committee that guides and manages the portal. A decision has been made by the steering committee to transform the portal into a web-based tool to access a wealth of information and knowledge. The tool is currently operating as a combination of a Virtual Private Network (VPN) and a website until the transformation process is complete. Many municipalities still do not have ICT capability, but the VPN will continue to enable them to use the portal until their ICT capability has been adequately developed.

Development and implementation of a donor relations and stakeholder management strategy:
It has been recognised that engagement with stakeholders has been ad hoc, and often ineffective. Consequently, during 2009/10 the SPR directorate developed a stakeholder management strategy that provides national directorates and provincial offices with a strategic framework within which to pursue partnerships with stakeholders. The strategy also focuses on accountability and reporting. Critically, the strategy creates a framework for engaging stakeholders other than national and provincial government departments, with a specific focus on fostering strategic partnerships with the private sector, civil society and donors in order to support the implementation of SALGA’s strategic objectives. The SPR unit initiated these engagements by partnering with Anglo Platinum in relation to community development in host municipalities, and with IBM to support capacity-building in the area of ICT in municipalities. In addition, a donor roundtable was hosted in March 2010 to foster harmonisation in donor funding and familiarise donors with SALGA’s strategic priorities for 2010/11.
Policy briefings on key national policy issues:
Two policy briefs were developed and disseminated to all 283 municipalities during the year under review. The first brief related to the municipal response to the global economic crisis, while the second was based on the outcomes from the 2010 January Cabinet Lekgotla, with specific focus on COGTA’s 10-point plan for the LGTAS.

CHALLENGES DURING 2009/10

The central challenge that the Directorate grappled with in 2009/10 was the lack of internal financial and human resources to implement its Business Plan. The Director: Strategic and Business Planning post was vacant until August 2009, while the Research, Policy and Knowledge Management Unit implemented its programmes with a staff complement of only two – the Director of the Unit and a Senior Researcher. These challenges were addressed through the mobilisation of external resources for many of the Directorate’s KPIs, alongside very hard work and dedication by every member of the unit.

PRIORITIES FOR 2010/11

Building on the accomplishments of 2009/10 and learning from the (organisation-wide) challenges, the priority for 2010/11 is to embed and refine SALGA’s Strategic and Business Planning Policy, which was approved by the NEC in December 2009. This lies at the heart of corporate governance, improved delivery and accountability to our members. Furthermore, the directorate has prioritised the implementation of District Learning Networks, alongside the development of communities of practice that develop mentoring and coaching activities. If municipalities are to meet the challenges currently confronting them, building capacity and solidarity among local government practitioners through the implementation of SALGA’s Knowledge Management Strategy is deemed to be the best way to deploy our resources to serve the agenda of developmental local government in 2010/11.

PROGRAMME 7: OFFICE OF THE CEO

CORE FUNCTIONS:
- Provide overall leadership to the organisation;
- Ensure that SALGA is not exposed to legal risk;
- Ensure that SALGA complies with all relevant laws, regulations and policies;
- Monitor and evaluate risk in the organisation;
- Audit the internal practices of SALGA;
- Provide a secretariat service to SALGA’s governance structures;
- Conduct internal and external communications;
- Market the organisation;
- Manage relationships with donors; and
- Play a role in 2010 – providing support to non-host cities and aiding in ensuring the success of this as a legacy project.

OVERALL PERFORMANCE AND HIGHLIGHTS

In terms of the core functions of the Office of the CEO, the office has provided overall leadership to the organisation, both at an administrative and governance level. The office has instituted a compliance tool to ensure that SALGA reduces the legal risk that the organisation may be exposed to, alongside improving the organisation’s ability to comply with relevant legislation and the requirements of organised local government. OCEO has ensured that all governance structures (including the Audit Committee and Performance Management Panel) convene as required and that decision-making is facilitated through effective and efficient governance structures. OCEO has recently addressed the capacity gap that existed in our communications and marketing functions and are on the path to creating an excellent communications section.

Some challenges remain in the realm of effective co-ordination and management of donors and key stakeholders, and we will be adopting a strategy in this regard, which is currently undergoing a review by members and provincial structures of SALGA.
LEGAL AND COMPLIANCE

Major strides were made in the implementation of SALGA’s compliance framework in 2009/2010. The key achievements in relation to the compliance framework are:

- Providing training to all compliance officers on fundamental principles of compliance;
- Providing practical training to compliance officers on the compliance software programs;
- Considerable progress was made in identifying the different levels of non-compliance in the organisation and addressing these at strategic level;
- A preliminary compliance scorecard was developed, quantifying compliance levels at individual segment levels;
- A Compliance Matrix workshop was rolled out for all compliance officers;
- Endeavours have been made to control compliance by discouraging non-compliant behaviour of employees, through investigative interventions;
- Ongoing assistance to all compliance officers;
- Status reports on compliance can now be compiled for each business unit and provincial office, and may be compared year-on-year;
- More business units and provinces recognise the vital role of compliance within the organisation.

INTERNAL AUDIT

The Audit Committee of SALGA was established in terms of the PFMA and the Treasury Regulations. The Audit Committee’s responsibilities have been determined by the National Executive Committee and its modus operandi is outlined in the Audit Committee Charter which is reviewed annually to ensure its relevance.

In accordance with Treasury Regulations 27.1.3 and 27.1.4, the Audit Committee has been constituted to ensure its independence, with all members and the chairperson outside the Public Service. The composition of the Audit Committee members is such that all Treasury Regulations and the Audit Committee Charter requirements are met in terms of financial and legal literacy, as well as its independence.

Six meetings were held in the 2009/10 financial year. They were attended by external auditors, the Chief Executive Officer, Chief Financial Officer, the Head of Internal Audit and relevant corporate officials. The Chairperson of the Audit Committee reports on the committee’s activities to the National Executive Committee on a regular basis. All members give a declaration at each Audit Committee meeting of any personal or financial interests that may conflict with their duties in this regard. The table below highlights the Audit Committee members and the record of attendance of Audit Committee meetings. For the period under review, the Audit Committee has fulfilled all the requirements in terms of its responsibilities and functions as per the Audit Committee Charter, PFMA and Treasury Regulations.

PERFORMANCE MANAGEMENT UNIT

The Performance Management System (PMS) of SALGA was successfully implemented and institutionalised for staff Levels 1 to 3 in terms of the PMS Policy and the system was further successfully cascaded to staff Level 4. The PMU conducted Provincial visits to inform and induct staff members on PMS programmes, including conducting quality-assurance and reviewing performance information (evidence) for the mid-term. The Performance Management and Remuneration Panel as a sub-committee of the National Executive Committee of SALGA remains fully-functional in terms of its mandate.
INTERNAL GOVERNANCE

As per the SALGA Governance Framework, the schedule of governance meetings at a provincial and national level facilitates the participation of all members in the governance and policy development/mandating processes of the organisation and provides for oversight on the implementation of SALGA’s Business Plan. The successful implementation of the schedule of meetings therefore facilitates the effective, co-ordinated and transparent governance of the organisation.

CHALLENGES DURING 2009/10

Inadequate capacity – human and financial – has hampered the effective execution of the KPIs of the office of the CEO. However, capacity was substantially augmented with the filling of vacancies towards the latter part of 2009/10. This augurs well for improved performance in 2010/11.

The withdrawal of SALGA KZN remains a significant challenge. OCEO applied a great deal of time and effort to re-incorporate the KZN office into the SALGA family. The fruits of these endeavours are likely to be realised in 2010/11.

Changes in the priorities of Government found expression in the adoption of the Local Government Turnaround Strategy by Cabinet in December 2009. Consequently, SALGA and its member municipalities have had to re-align programmes and priorities to ensure alignment between the spheres of government. This process has, however, further exposed the inadequacies of the staggered elections dates and conflicting mandates as a result of the non-alignment of elections between National, Provincial and Local Government.

PRIORITIES FOR 2010/11

The priority of the Office of the CEO as we move towards the Local Government Elections scheduled for 2011 is to further strengthen Organised Local Government through the appropriate legislative changes that will allow SALGA to become self-sustainable and not reliant on grants and membership levies for its effective functioning. OCEO has also prioritised the development of policy positions for local government, which will inform the next term of office of local government and SALGA’s next five-year strategy.
PROGRAMME 8:
FINANCE AND CORPORATE SERVICE

CORE FUNCTIONS:

- Human resources:
  - Recruit and select SALGA employees;
  - Ensure employee wellness;
  - Ensure optimal performance management;
  - Facilitate labour relations;
  - Organise training and development; and
  - Develop talent management with a special focus on retention.

- Finance:
  - Provide financial reports;
  - Develop and ensure implementation of Finance and Corporate Services-related policy, procedures and strategy;
  - Ensure management reporting;
  - Maintain sound financial control;
  - Report on financial performance;
  - Provide effective debt-collection;
  - Control capital and operations expenditure and asset-management; and
  - Ensure compliance i.e. good financial governance.

- Information and Communication Technology (ICT)
  - Develop and standardise ICT policies, procedures and strategy;
  - Develop ICT systems and infrastructure;
  - Provide ICT support; and
  - Create a centre of excellence.

- Administration:
  - Develop and standardise ICT policies, procedures and strategy;
  - Develop communication protocols;
  - Support sound management of records in respect of Board engagements;
  - Ensure sound contract management;
  - Provide frameworks and policies for asset and facility-management (where the link to finance is critical); and
  - Provide support services to the National Executive Committee (NEC) and Provincial Executive Committees (PEC).

OVERALL PERFORMANCE AND HIGHLIGHTS

The Finance & Corporate Services directorate strategic objectives are derived from the Change Agenda with its object being to improve SALGA’s corporate governance and internal functioning. The Directorates key function involves the provision of an efficient and effective support service in the areas of Administration, Finance and Treasury, Human Resources and Information and Communications Technology to all of the organisations business units. To this end, the Directorate has achieved 69% of its targets for the period under review, with 19% of the targets being partially achieved. Two KPI’s representing 12% were not achieved these relate to the (i) Implementation of the approved SALGA funding model; and (ii) Development and implementation of the ICT strategy. Although these KPI’s were subsequently approved by SALGA Governance structures after year-end, the target was not achieved at reporting date. The Funding model was finally approved by the National Members Assembly (NMA) on 10-11 June 2010 in Kimberley and subsequently presented to the Department of CoGTA and National Treasury during July 2010 in preparation for the 2011/12 to 2013.13 MTEF process. The ICT strategy has been endorsed by the EMT and is earmarked for adoption by SALGA Governance structures by June 2010. Amongst the highlights, the Directorate has obtained an unqualified audit opinion from the Auditor-General; and has managed to improve the solvency position of the organisation; and increased human capacity organisation-wide.
In regard, to KPI’s which are partially achieved have been influenced by financial constraints; such as the cash flow that is influenced by the collection levels for membership levies. The funding model is geared towards alleviating the organisations over-reliance on an unreliable funding source, namely, membership levies. Prominent KPI’s include the improving of the organisations current ratio to greater than 1; although the organisation improved the current ratio from 73 cents to 75 cents for each R 1 of current liabilities, the provision for impairment of trade receivables of R 25.7 million, as a direct result of the KwaZulu-Natal impasse, added to the non-attainment of the target.

The organisation managed to leverage about R 5.2 million (2009: R 4.3 million) from the donor community in order to fund specific programmes; sponsorship income of R 4.0 million (2009: R 1.2 million) was also leveraged to fund the hosting of SALGA’s governance structures such as the NMA; and PMA’s.

HUMAN RESOURCES

• Line Functions within SALGA were bolstered with the recruitment of about 72 new employees during the reporting period.
  o The representative and advocacy role SALGA plays can only be realised if the line functions within SALGA are manned by competent and efficient staff members, who are capable of articulating SALGA policy positions. The member municipalities have indeed benefited from the effective partnership SALGA played regarding the various roles.

• SALGA provided training to its employees in the various areas of specialisation.
  o It is fundamental that SALGA invests in the training of its employees so that they are well-informed and can effectively and confidently fulfil their respective roles. SALGA complied with the applicable legislation as the Workplace Skills Plan was submitted, and about 63 (25%) employees were trained accordingly.

• SALGA complied with Workplace Legislation during the reporting period.
  o The functioning of the Employment Equity Consultative Forum was revived, culminating in the submission of the SALGA Employment Equity Report to the EE Registrar of the Department of Labour on October 1 2009, as required by the Employment Equity Act. SALGA reviewed its HR Policy framework and draft HR Policies were sanctioned by the Management Team, but we await final approval by the National Executive Committee. It is fundamental that SALGA, as an Employer Organisation, leads by example regarding the enforcement of discipline and compliance with legislative framework, which is deemed beneficial to the members.

FINANCE

The finance unit has obtained an unqualified audit opinion for the 2009/2010 financial year. The organisation has successfully implemented the revised membership levy in the 2009/2010 financial period. The payment levels for membership levies as at 31 March 2010 (excluding KwaZulu-Natal municipalities) are 83% (2009: 91%). The organisation has fair valued the membership levies collectable from the KwaZulu-Natal province to nil on initial recognition.
In regard to solvency the financial position of the organisation has been improved with an asset coverage rate of 11 times versus 4 times in the previous financial period. In terms of liquidity, although there has been an overall improvement in the organisation's liquidity ratio from 73 cents in 2009 for each R 1 of current liabilities to 75 cents in 2010. This has been affected by the provision for impairment of trade receivables of R 25.7 million as a result of the KwaZulu-Natal impasse and other long outstanding membership levies.

Membership levies have increased by 25% to R 137.5 million, as a result of the membership levy formula review. Sponsorship income has been increased by 228% to R 4.0 million and donor funding has been increased by 21% to R 5.2 million.

The organisation managed to have an operating surplus of R 0.6 million versus the operating deficit of R 10.3 million in the previous year. The operating deficit in 2009 is as a result of the organisation de-recognising assets situated in the KwaZulu-Natal province and subsequently fair valuing this to nil.

**IT**

**ICT Policies, Procedures and Strategy**

Three ICT policies were developed and updated with the latest King III IT governance principles namely:

- ICT Security policy – provides guidelines to secure the ICT infrastructure and system against hackers and malicious viruses.
- Electronic Communication policy – provides guidelines of how internal users can use the communication tools like e-mails effectively in a way that does not congest the system.
- ICT Infrastructure policy – To provide a regulatory framework and guidelines on usage, allocation, handling and managing ICT hardware infrastructure.

**Strategy**

The ICT strategy was developed and is awaiting approval. Management to expedite the process of approval as the document has been outstanding for a long time. DBSA expressed willingness to fund the ICT strategy. SALGA is engaging DBSA on this issue.

**ICT Infrastructure and Systems**

SALGA acquired server infrastructure with an automatic backup. The servers have eased the critical shortage of processing and storage capacity. It has enabled the installation Paper Trail Document and Record-Management System which secures the institutional memory of SALGA and its membership. The hardware capacity of the servers will also assist to consolidate SILGA systems on one server. This will ease administration and data backup. The new Automatic Backup device will reduce the risk of losing essential data. SALGA urgently needs to upgrade its hardware servers in the provincial office. It is a risk that has to be tackled as a matter of urgency, as there is currently no data backup.

The ICT system Delegate Registration system for conferences was upgraded to include new functions. Streamlining the system has enabled SALGA to be more efficient and effective in processing delegates at conferences.

**Hardware Leasing**

Leasing of hardware, particularly for end-users like personal computers and printers, was proposed. Leasing will also help SALGA, not only to reduce capital and operational costs, but to streamline operations and improve productivity on the part of ICT.

**SALGA Network**

The network has been upgraded nearly three-fold to cater for the new demand of bandwidth. SALGA is experiencing a growth in the number of new employees resulting in demands on the network capacity.
ICT Support

SALGA does not have adequate skilled resources to manage the network, hardware and users. Management should approve the ICT strategy which has all the necessary requirements to address all risk exposures. A decision must be made to address the lack of ICT support in the provinces. To reduce the risk, two system administrators will need to be engaged.

ADMINISTRATION

Office Security and Surveillance System.

The security of SALGA’s assets has always been considered very important. A biometric access-control system linked to an electronic surveillance system has been installed at the Menlyn and Faerie Glen Offices and the provincial office in Mpumalanga. This system controls access, provides CCTV coverage and provides security to SALGA’s staff and assets. The Unit: Administration is responsible for providing weekly printouts of attendance times for all staff at the Pretoria offices to the CFO, which are then forwarded to the heads of Directorates. The original plan was to install the system at all provincial offices. The rolling out to the remaining provinces was put on hold due to budget constraints during the 2009/10 financial year. The intentions are however, to install the system at the remaining provincial offices as a matter of urgency.

Electronic Document and Record Management System (EDRMS)

After approval of the SALGA file plan by the National Archives and Records Services (NARS), the process of setting up a Registry Office and implementing a document-management system was started. Due to serious space restrictions, a complete manual system with all the necessary filing cabinets could not be accommodated in the available space. Due to the retention period as prescribed in the National Archives and Records Service Act of South Africa (Act 43 of 1996), most of the documents may not be destroyed at this stage.

Research was conducted and an Electronic Document and Records Management system (EDRMS) identified as a way of overcoming this challenge. Specifications were drafted and an EDRMS system was procured through a tender process assisted by SITA. The project is being implemented over a three-year period. At this stage, the first year’s phase has been implemented i.e. SALGA National Office and an evaluation process for this phase is under way. Phase 2 will be the implementation at the provincial offices over the remaining two years, starting in the 10/11 financial year. The implementation of this system of electronic storage of documents saves SALGA valuable office space and also allows for the effective retrieval of information.

CHALLENGES DURING 2009/10

The payment levels for membership levies remain a challenge; since the organisation is primarily funded by its members whose membership levies comprise 68% of the total income. The payment levels affect the organisations’ ability to roll-out its programmes and by implication the attainment of its strategic objectives as outlined in the business plan. At 31 March 2010 the organisation had trade receivables of R 34.7 million still outstanding from members.

The organisations funding is inadequate to meet the service delivery expectations of its members and stakeholders; for instance the organisations organograms has 470 positions at current funding levels only 250 posts have been filled i.e. SALGA’s operating capacity is at 53%.

The loss of control of the KwaZulu-Natal operation has been key amongst the challenges experienced by the organisation during the period under review.

The KwaZulu-Natal impasse has had an impact on the organisations cash flows; firstly, in 2009 trade receivables amounting to R 14 million had to be fair valued to nil and in 2010 revenue amounting to R 25.7 million had to be fair valued to nil on initial recognition. The payment levels for membership levies inclusive of those membership levies collectable from KwaZulu-Natal municipalities are 67% (2009: 84%).
2.4 PROGRAMME-BASED PERFORMANCE INFORMATION

PRIORITIES FOR 2010/11

The priorities for 2010/11 include building on the successes attained in 2009/10; and to implement the approved SALGA funding model, To operationalise the limited decentralisation of some functions to provincial offices as approved by the NEC on 28 September 2009. The roll-out of an enterprise resource planning system is also planned for the latter part of 2010 (previously its implementation has been hampered by financial constraints). To improve the collection levels for membership levies to 95% thereby enable to organisation to roll-out its programmes in accordance to its business plan.
SALGA EASTERN CAPE

Water and Sanitation
- SALGA-EC collaborated with the Department of Water Affairs and the Department of Local Government and Traditional Affairs through the Provincial Joint-Response Team (PJRT) to develop s78 Implementation Support Plan for WSAs.
- Creation of a platform for lesson learning and sharing about the s78 process, and at the same time evaluating the current progress made by WSAs.
- Successful identification of training needs for councillors responsible for water services in their respective municipalities.
- Development of Training Modules for Councillor Empowerment Programme to be rolled out in collaboration with the Department of Water Affairs.
- Effective representation of Eastern Cape municipalities in Water Sector Structures, which include the Eastern Cape Water Committee (ECWAC) and Provincial Joint-Response.

Human Settlements
- Provincial Department of Housing, Local Government and Traditional Affairs was engaged at political level, resulting in an agreement to hold a bilateral meeting to deal with some of the housing issues.
- Participation in the capacity assessment of Nelson Mandela Bay Metro and Buffalo City to accelerate the process of accreditation to deliver housing units.
- Solicited municipal input on re-tooling the Social Contract for sustainable Human Settlements, for submission to the Department of Human Settlements.

Waste-Management
- Guidelines were developed and disseminated to municipalities.
- Comments were solicited from municipalities with respect to Free Basic Refuse-Removal policy subsequently submitted to the DEA for consideration.

Climate Change and Environment
- Provincial Climate Changes Workshop held to assess the status quo on the concept.
- Local Government response to climate change was developed.

Roads and Transport
- Engagement with Department of Transport to clarify policy gaps of Non-Motorised Transport.
- Clarity sought from the department with respect to roads classification and final report is awaited.

Electricity and Renewable Energy
- Successful re-establishment of Regional Engagement Forum for RED 3 to prepare municipalities for incorporation to REDS. This was done in collaboration with EDI Holdings, with two quarterly meetings held so far.
- District-wide workshops for Electricity Restructuring were held with the support of EDI Holdings.

Free Basic Energy Unit in DHLG&TA was engaged by SALGA to develop a joint-municipal support strategy for free basic services.

Gender, Youth, People with Disability, the Elderly and Children
- A partnership has been established with the Office of the Premier (Office on the Rights of the Child) and the South African Presidency.
- Another partnership has been established with the Eastern Cape Youth Development Agency (ECYDA).
- SALGA (EC) invited the NYDA/ECYDA to make a presentation on their role, and how municipalities could benefit from their programmes.
- SALGA EC participates in NYDA/ECYDA Local Government Programmes.
- Guidelines for the establishment and role-clarification of the Youth, Gender, and Disability (SPU) Forum have been developed and approved at the 2008 conference.
- SALGA (EC) continues to be actively involved in the annual National Children’s Month.
- Workshops were held on Gender-Based Violence (GBV) and the Eastern Cape Gender Action Plan in all DMs and the metro.
2.5 PERFORMANCE INFORMATION PROVINCIAL HIGHLIGHTS

- SALGA (EC) participated in the development of a concept paper for the Provincial Women’s Month and its activities i.e. the Imbumba Yamakhosikazi AkoMkhulu launch and the Women in Local Government Summit.
- Training workshops were held for members of the W/G on the People Living with Disabilities (PWD) Framework.
- SALGA (EC) participated in the development of the Youth Development Strategy at Cacadu District Municipality.
- Participated and contributed in planning meetings and events for the 16 Days of Activism Campaign.

Health, Human Development, HIV/Aids
- Formation of the Sub-Committee on Health, with maximum participation from the metro, local municipalities and district municipalities.
- The setting-up of a Task Team on the Devolution of Municipal Health Services (MHS) and the matter of the Provincialisation of Primary Healthcare (PHC).

Sports, Arts and Culture, Heritage, Libraries and Information Systems
- SALGA’s participation in the Eastern Cape 2010 Joe Gqabi FIFA World Cup Preparatory Processes to assist municipalities in consolidating Organised Local Government Support for the 2010 FIFA World Cup Programmes.
- SALGA (EC) invited the Department of Arts and Culture to make a presentation.
- Attending and participating in meetings organised by the 2010 FIFA World Cup Provincial Co-ordinating Committee (PCC).

Public Safety
- The participation of SALGA (EC) in the Public Safety Programmes in preparation for the 2010 FIFA World Cup.
- Partnership with the Provincial Departments of Local Government and Traditional Affairs and Safety and Liaison on the matter of Public Safety has been finalised.

Establishment of the ED&DP Unit
- The establishment of the ED&DP Unit in July, with the appointment of an ED&DP Programme Manager.
- The focus of the programme has been on establishing contact and supporting EC municipalities through the effective functioning of the Economic Development and Development Planning (ED&DP) Working Group (WG).

P3 Project
- A P3 Process Facilitator has been appointed to the SALGA EC Office to assist six municipalities in the Eastern Cape (Intsika Yethu, Emalahleni, Senqu, Maletswai, Elundini and Lukhanji).

Ward Committee
- All municipalities have established Ward Committees, with ongoing capacity-building for Ward Committees.
- The number of municipalities that have been assisted with the establishment/guidance on establishing the oversight committees, include the municipalities of KSD, Intsika Yethu, and Tsolwana etc.
SALGA FREE STATE:

Housing Summit
- Hosted Provincial Housing Summit.

Electricity
- Created a platform for discussions on the electricity restructuring and contributed input towards the submission by the National Office to National Parliament.
- Facilitated the Provincial Electricity Summit in collaboration with the Department of Energy, COGTA and the DWA.

Water and Sanitation
- Conducted an assessment of water and sanitation backlogs in the province, quantifying the technical assistance required by municipalities in order to meet the Millennium Development Goals.
- The assessment covered 11 municipalities. The other 14 municipalities will be assessed in the 2010/11 financial year.

District Capacitation Workshops
- Five district capacitation workshops on the following programme areas:
  - National Waste-Management implementation guidelines for municipalities;
  - Landfill compliance and permits;
  - Climate Change Agenda and the readiness for municipalities;
  - Asset-Management toolkit for water services;
  - Infrastructure Grant Funding conditions and allocations for municipalities in 2010/11;
  - EPWP II programme and incentives available to municipalities.
- Provided continued advice and hands-on support to Mohokare and Matjhabeng municipalities on infrastructure grant funding.

Job Evaluation
- There is only one job-evaluation region for all 25 municipalities. Region one, based in Mangaung, is currently performing well, while the Moqhaka region has collapsed.

S57 Vacancies
- There are currently 129 Section 57 Managers in the Province of which 26 are women; and 57 vacancies.

Gender, Youth, People with Disability, the Elderly and Children
- After the launch of the Disability Framework for Local Government 2009-2014, SALGA FS distributed it to all municipalities for presentation and adoption by municipal councils. Only five of the 25 municipalities adopted the framework.
- SALGA FS developed and forwarded the Disability Audit to municipalities to identify achievements, challenges and/or gaps to enable us to assist where the need arises. Only seven municipalities responded to the audit.
- SALGA FS distributed the Gender Policy Framework for Local Government to municipalities, for presentation and adoption by municipal councils.
- SALGA FS hosted the 2009 Women in Provincial and Local Government Summit, as well as the District Gender-Based Violence Workshops.

Disaster Management
- SALGA FS facilitated a workshop through the working group to capacitate municipalities on the implementation of the Disaster-Management Framework.

HIV/Aids
- SALGA FS distributed the Country Guideline on HIV/Aids for Local Government to municipalities for presentation and adoption by the councils.
- SALGA FS also form part of the Provincial Technical Task Team on the roll-out of the HIV/ Aids Handbook.
- The first phase of the roll-out has been introduced in the Lejweleputswa District and its local municipalities. We participated in the alignment of the Free State Provincial HIV/Aids Strategic Plan.
- SALGA FS participated in the development of the Monitoring and Evaluation Tool for the same plan.
2.5 PERFORMANCE INFORMATION PROVINCIAL HIGHLIGHTS

LED
- Developed a province-specific position paper on LED, which serves as our common visionary tool for LED as a concept.
- Hosted a provincial workshop on March 25 2010 which sought to, among others:
  1. Capacitate and raise awareness among various stakeholders as to what is their optimum role with regard to the development of a local economy;
  2. Create a platform for the sharing of best practices and benchmarking in LED;
  3. Assist municipalities in the methods they can apply to leverage funding for LED across the public and private sectors.

Budget Week
- This workshop brought under one roof a host of interested parties to discuss at length issues of municipal financial viability. Emanating from the Workshop, we have developed a programme which will be launched in the 2010/11 financial year. This will go a long way towards improving Audit Outcomes and ensuring Clean Audits and is our commitment to the Operation Clean Audit 2014.

Municipal Intervention
- Three municipalities in the province have been placed under Section 139: Thabo Mofutsanyana, Nala and Masilonyana.
- The PEC received an EXCO Resolution on intervention in the Thabo Mofutsanyana District Municipality and discussed it at the meeting of December 8 2009.
- While the PEC raised its concerns in the manner in which the matter was dealt with, particularly in relation to consultation, the PEC however supported the intervention in the district municipality.

Ad hoc Committee on Co-ordinated Service Delivery
- Participated in the Ad hoc Committee on Co-ordinated Service Delivery and presented a report on the state of local government in the province. The following two municipalities were visited by the Ad hoc Committee: Kopanong and Nala.
- The PEC made an overarching report on co-ordinated service delivery that was also welcomed by the Ad hoc Committee.
- Participated in the NCOP Week in the 2009 financial year.

Turnaround Strategy
- Participated in the roll-out of the LGTAS, particularly in the Provincial Co-ordinating Unit (PCU). Our participation in the actual implementation of the Municipal Turnaround Strategy (MTAS) was hampered by the lack of finances and staff in the provincial office.

District Workshops
- Undertook visits in all the districts of the province where discussions on the roles and responsibilities of councillors and officials were held.
- All District Workshops sat, except in the Fezile Dabi.
- The inputs were incorporated into the draft documents and taken to the national office for modification of the draft Guidelines on the Roles and Responsibilities of Mayors, Speakers, Councillors and Municipal Officials.

SALGA GAUTENG

Input into SALGA position paper/s
- Non-Motorised Transport Policy;
- National Climate Change Response Policy;
- 17th Constitutional Amendment Bill;
- Annual Water Tariff Changes;
- ESKOM’s Multi-Year Price Determination;
- Social Contract Discussion Paper;
- Waste-Management Guidelines;
- Provided inputs on the Division of Revenue Bill for 2010; and
- Made Inputs to the Financial Management Bill and Division of Revenue Bill in the Gauteng Provincial Legislature.
2.5 PERFORMANCE INFORMATION PROVINCIAL HIGHLIGHTS

Water and Sanitation
- Drinking-water quality continues to be monitored and all 11 Water Service Authorities continue to adhere to the DWA standards on drinking-water.
- During the year, Merafong municipality was identified and assisted to draft a water-demand and water-conservation strategy.
- A concept paper was developed for water services councillor induction.
  A workshop on water-conservation and water-demand management was conducted through the provincial WC/WD management task team. All municipalities attended and signed a pledge to contribute towards the saving of at least 15% of water in the province.

Electricity and Energy Efficiency
- Facilitated municipal inputs into the 17th Constitutional Amendment Bill, which has an impact on the EDIR. The comments were presented to the relevant governance structures.
- The Energy-Efficiency and Renewable-Energy Workshop was conducted on December 4 2009. All five municipalities in the West Rand district took part i.e. Randfontein, Merafong, Westonaria, Mogale City and WRDM.
- Participated in the Energy-Saving Awareness Roadshow in Metsweding.

LED
- Hosted LED roundtable discussion with stakeholders on March 30 2010.
- Two engagements were conducted on IDPs: one in May 2009 with DLG&H, sector departments and municipalities; and the second on August 31 2009.
- Hosted provincial LED strategic session on the September 17 and 18 2009; workshops given on public, private partnerships and Expanded Public Works’ Programme Phase II.
- Conducted workshop on co-operatives on February 19 2010.

Municipal Finance
- Provided input on the Division of Revenue Bill for 2010.
- Gave inputs to the Financial Management Bill and Division of Revenue Bill in the Gauteng Provincial Legislature.
- Proposal submitted to DLG&H to provide technical support to municipalities on tax audits. Three of the four municipalities audited resolved all queries raised by SARS.
- A Budget Week was held on September 11 2009, covering the implementation of municipal budget regulations, best practice to achieve clean audits and proposals for the replacement of RSC Levies. The chairperson provided input on the provincial launch of Operation Clean Audit. Participated in the CFOs’ district forums of Sedibeng and Metsweding.
- Conducted training for councillors on Municipal Budget Regulations.
- The Provincial Budget for the 2010/11 financial year was presented to the Budget Forum on January 28 2010.

Job Evaluation
- Job evaluation was fully-completed in three regions. All municipalities were assisted with the signing of Concession Agreements and the process was finalised.

Dispute Resolution
- Represented/supported/advised municipalities to resolve four disputes.

Migration Policy
- A task team was established to assist municipalities to develop migration policies.

Gender, Youth, People with Disability, the Elderly and Children
- A workshop on Gender mainstreaming was conducted in Sedibeng and Merafong was assisted on gender-mainstreaming in the IDPs in May 2009.
- Gender-mainstreaming training was conducted in partnership with Genderlinks.
- The provincial office co-ordinated the implementation of 16 Days of Activism Against Gender-Based Violence.
- A programme for the elderly was implemented in partnership with Mogale City.
- A seminar was held in May 2009 on Child-Headed Households.
SALGA Legacy Framework for 2010 FIFA World Cup
- Stakeholder engagement with hosting cities and base camp hotel-owners for 2010 FIFA World Cup.
- The Inter-Municipal Games were held in Sedibeng District on October 23, 2009. All municipalities participated, except Nokeng Tsa Taemane due to financial difficulties. The Department of Sport, Arts and Culture also participated.

IGR Structures
- Five PEC meetings were held as per provincial year plan.
- PEC lekgotla was held on August 23, 2009. The provincial calendar was developed and aligned with the national calendar, and was circulated to all municipalities.
- Participated in the public hearings on the reincorporation of Merafong to Gauteng.
- Co-ordinated the NCOP visit to the province.
- Facilitated and co-ordinated the convening of the Provincial Intergovernmental Relations Conference.
- Attended the IDP analysis process at the beginning of the municipalities’ financial year. Identified gaps and assisted municipalities. Actively participated in the task team meeting aimed at outlining the 2010/11 IDP programme, during which three task teams were established.
- The provincial office made presentation to the Portfolio Committee on Local Government and Housing on the January 12, 2010.
- Facilitated all municipalities to comply with the Ward Delimitation process requirements.

SALGA LIMPOPO

Water and Sanitation
- A Water and Sanitation Skills Workshop was held on September 1, 2009, as part of the partnership between SALGA Limpopo and the Department of Water Affairs (DWA). This workshop was primarily aimed at supporting the Implementation of Recognition of Prior-Learning Processes and Associated Skills Development for Water and Wastewater Process Control in the Limpopo region.
- Provincial Water Indaba: Hosted by DWA in collaboration with SALGA Limpopo was held on October 1, 2009. SALGA Limpopo presented Institutional and Restructuring Challenges for the Limpopo Water Sector Collaborative Committee.
- The Health and Hygiene and the Free Basic Sanitation Seminar: Held on March 9 and 10, 2010. The main focus was to develop an Action Plan for Health and Hygiene matters in the Water Sector with specific focus on Planning, Funding, Stakeholder Roles and Responsibilities and Technology Options.
- SALGA LP participated in the Limpopo Water Sector Collaborative Committee and in other DWA-led water and sanitation structures and committees, such as the Proposal Development Working Committee.

Energy Efficiency
- Capricorn District Municipality’s draft Energy-Efficiency Plan is currently regarded as the most credible document and has also been endorsed by both the MIS Working Group meeting and the SALGA Provincial Executive Committee, as a model to share with other district and local municipalities in Limpopo.
- SALGA Limpopo engaged the Department of Energy with regard to the co-ordination and funding of the Clean Development Mechanism (CDM) Awareness and Energy-Efficiency Campaign. This culminated in a workshop that was held on November 18, 2009 at Oasis Lodge in Polokwane for all the municipalities in Limpopo.
- Electrification of projects in the municipal programme is implemented by local municipalities within their distribution areas of supply. The total allocation to Limpopo for the municipal programme in the 2009/10 financial year is R139,761,000 for an estimated 16,239 connections.

Job Evaluation
- Attained 100% submission of job descriptions for evaluation and auditing.

S57 Vacancies
- There are currently 185 Section 57 Managers in the Province of which 51 are women; and 23 vacancies as at March 2010.
Towards Functional LLF
• During the LLF workshops, 25 municipalities were found to have fully-functional LLFs and five were struggling to convene LLF meetings. The SALGBC survey showed that LLFs of all but two municipalities are functional, and that only six municipalities have concluded their Essential Services Agreements and referred them to the CCMA for ratification. Following the NEC meeting with municipalities in Limpopo on March 3 2010, SALGA Limpopo will table a motion in the Bargaining Council to review the participation of councillors in the LLFs.
• An audit conducted in January to determine the status of Minimum Services Agreements in municipalities revealed that only six municipalities have concluded their Essential Services Agreements and have referred them to the CCMA for ratification, while 24 are battling with negotiations in their LLFs. On March 5 2010, SALGA conducted a provincial workshop on Essential Services Agreements.

Dispute Resolution
• Represented/supported/advised municipalities to resolve 104 disputes.

Divisional Bargaining
• Divisional Bargaining: Draft Collective Agreement on the Conditions of Service – SALGA submitted a draft agreement with the intention to standardise Conditions of Service (divisional scope) within Mpumalanga, Limpopo and North West provinces.

By-Laws
• With regard to the development of by-laws, SALGA LP worked with the departments of Local Government and Housing (DLGH), Co-operative Governance and Traditional Affairs (CoGTA), Water Affairs and other stakeholders to develop standards and models for the following: advertising signs and hoarding by-Law; building regulations by-law; by-law relating to meeting and processions; by-law relating to streets; cemetery by-Laws; cemeteries and crematoria by-Law; DWAF debt-collection by-Laws; Electricity By-Laws; Hiring of Community Halls, Building and other Facilities By-Laws; Informal Street Trading By-Law; Land Use Application By-Law; Noise Abatement and Prevention of Nuisance By-Law; Public Amenities By-Law; Refuse Removal By-Law; Standard Childcare Facilities By-Law; Traffic By-Law; and Waste By-Laws. Changes still need to be gazetted.

Turnaround Strategy
• SALGA participated in the entire process of assessing the state of local government, including the development of Municipal Turnaround Strategies based on National and Provincial Guidelines. During this process, a number of provisions in local government laws were identified as being in need of review, and SALGA made submissions on various pieces of legislation. These included the Municipal Property Rates Amendment Act, the Traditional Leadership Governance Framework Act, Local Government General Laws Amendment Act, regulations on disciplinary procedures for municipal managers and Section 57 Managers, preferential procurement and the national fire services framework. As an outcome of the local government assessment process, a major local government legislative review process is under way. The process will also cover issues relating to powers and functions. SALGA previously made a submission on these issues during the Policy Review Process on Provincial and Local Government.

Ward Committees
• SALGA participated through the Local Government Laws Amendment Act to introduce improvements to the existing Ward Committee system.
• Regulations were promulgated on the alignment of terms of office of Ward Committees and on the national framework for criteria to determine allowances for “out-of-pocket” expenses of Ward Committee members (excluding ward councillors).
• Together with DLGH, SALGA conducted various induction workshops for Ward Committees in Greater Sekhukhune District and Elias Motsoaledi and Fetakgomo local municipalities.

Traditional Leaders
• Following the signing of a Memorandum of Understanding between SALGA and the House of Traditional Leaders at national level, SALGA Limpopo has been engaging the provincial House of Traditional Leaders to thrash out details of the Provincial Implementation Plan.
Ward-Level Intergovernmental Relations
- SALGA participated in provincial and national processes to develop the Community Development Worker (CDW) Policy Framework.
- This was important to ensure that CDWs, as agents of the State in wards, work harmoniously and closely with Ward Committees and other community structures operating in wards.

Improving Municipal Governance Processes
- Roles and Responsibilities workshops were conducted in the districts of Vhembe in October 2009, Sekhukhune in November 2009, and Waterberg in December 2009. Mayors, Speakers, Chief Whips, Chairpersons of Oversight Committees, Traditional Leaders, Municipal Managers and CDW Co-ordinators participated in the workshops. Roles and responsibilities related to Municipal Public Accounts Committees (MPACs), as well as guidelines contained in the Municipal Financial Management Act.

Improving the Functioning of IGR
- An audit was conducted indicating that most District IGR forums and structures are in place and that regular meetings are being held.
- An IGR Alignment Workshop was held in Modimolle in September 2009 when strategies to improve the functionality of IGR and to ensure successful 2009 national elections, were discussed.
- Attended all the Premier IGR meetings, chaired by the Provincial Chairperson of SALGA. Based on SALGA representations, the Premier IGR adopted various resolutions in favour of developmental local government. Some of these include settlement of government debt owed to municipalities by December 2009. The resolution has not as yet been fully implemented.

Improving Corporate Governance of Municipalities
- In collaboration with DLGH’s Anti-Fraud and Risk-Management Unit, a number of municipalities were assisted with development and implementation of anti-corruption strategies. However, only two district municipalities, Capricorn and Waterberg, have publicised anti-corruption hotlines. It must be noted that district anti-fraud hotlines are designed to address the anti-corruption reporting requirements of their constituent local municipalities. Mogalakwena and Polokwane municipalities have established their own anti-corruption hotlines.

Gender, Youth, People with Disability, the Elderly and Children
- Disability Roadshows on Reasonable Accommodation:
  - SALGA LP, the Office of the Premier and DLGH collaborated in conducting a road-show to municipalities. Five district municipalities and five local municipalities were targeted: Capricorn DM, Mopani DM, Sekhukhune DM, Vhembe DM, Waterberg DM, Aganang LM, Greater Giyani LM, Makhuduthamaga LM, Mookgophong LM and Thulamela LM.

HIV/Aids
- “Benchmarking Municipal Responses to HIV/Aids” – 10 Limpopo municipalities were involved in this project and Greater Tubatse LM, Greater Tzaneen LM and Ba-Phalaborwa LM benefited from it. The project assisted municipalities to improve their developmental and governance response to HIV/Aids through a process of self-assessment, networking, and comparison among peer municipalities.
- CMRA, in collaboration with SALGA, hosted the National Summit on Benchmarking Municipal Response to HIV/Aids. The focus the first day was a roundtable meeting with some Mayors, Municipal Managers and participating municipalities. The focus on the second day was around all district municipalities and participating municipalities. A Main Report on Benchmarking Municipal Responses to HIV/Aids and on Good Practice has been produced. Lessons learned by the three municipalities in the province are:
  - Ba-Phalaborwa LM: established Local Aids Council.
  - Greater Tzaneen LM: developed a HIV/AIDS in the Workplace Strategy.
- Kwanda Project – Lephephane in Greater Tzaneen Municipality was nominated to participate and scooped a R100 000 prize as well as R350 000 for the best HIV Campaign among the participating municipalities.
SALGA Legacy Framework for 2010 FIFA World Cup

- Limpopo as a province and Polokwane as a host city are more than ready for the 2010 FIFA World Cup. In addition to the Peter Mokaba Stadium, there will be one Fan Park and five Public Viewing Areas (one per district). It is estimated that more than half-a-million visitors will descend on the province to watch the games.

Disaster Management

- The Provincial Disaster-Management Centre has developed a plan that will prevent and respond to any disaster that may occur or threaten the World Cup.
- The following structures have been established and will be fully active during the World Cup:
  - The Local Municipal Joint-Operation Centre (JOC);
  - The District Joint-Operation Centre;
  - The Venue Operational Centre (Stadium);
  - The Mobile Disaster Centre at the Fan Park and Public Viewing Areas;
  - The Provincial Joint-Operation Centre.

P3 Project

- Two Limpopo municipalities were selected and partners with similar projects were found in India, which is a member of the Commonwealth. Mopani’s partner is Trivandrum Municipality and the concept behind their relationship is the establishment of a fresh-produce market and creation of a global market for farmers.
- Vhembe has been partnered with Rajkot District (Gondal LM) in an agriculture-based job-creation through rural-development project, Mopani visited its partner in India in December 2009 and Vhembe undertook its visit from February 7-13 2010. Both municipalities are finalising proposals for areas of partnership. Memorandums of Understanding must be signed by April 15 2010.

District Development Planning Forums and IDP Representative Forums

- All district municipalities have established District Development Planning Forums for the purpose of aligning and co-ordinating planning responsibilities, implementing responsibilities (co-implementation of projects), and monitoring and evaluating responsibilities (oversight of programme/project implementation and reporting) of municipalities and sector departments, as well as their parastatals.

IDP

- Provincial IDP Assessment Panelists convened in the Blyde River Canyon from July 27 to 31 to assess IDPs.
- The report provides an assessment of the logical sequencing of IDP activities and content compilation of the IDP documents in accordance with each IDP phase: Preparations, Analysis, Strategies, Projects and Integration. It outlines interventions that need to be implemented during the 2009/10 IDP Review Processes to position municipalities in Limpopo on a sustainable growth path as outlined in spatial terms in the Provincial Spatial Development Framework and as envisaged in economic terms in the Draft Provincial Growth and Development Strategy. All municipalities in Limpopo, with the exception of Polokwane, have submitted their adopted 2009/10 IDPs within the required period for assessment purposes.

Municipal Finance

- Undertook a study of municipal finances in Limpopo for the 2007/2008 financial year. The aim was to provide an analysis of the financing of Limpopo municipalities and to identify matters that SALGA Limpopo and municipalities in the province will need to consider from a policy-and- support perspective. (Findings are available in the report)
SALGA MPUMALANGA

Water and Sanitation

- Gert Sibande District Municipality is in the process of establishing a water-testing and analysis laboratory in Ermelo for the benefit of all seven local municipalities in the district. The building construction has been completed; however, the challenge is the funding that is needed for the purchase of instruments and equipment for the laboratory (about R9 000 000). The District Municipality has already purchased a few instruments to the value of R700 000. SALGA Mpumalanga has engaged the DWA to provide assistance in terms of funding for the instruments and the Department has responded positively by pledging R2 000 000 support.
- From April 7-9 2009, SALGA in collaboration with the DWA conducted sanitation workshops for all the municipalities.
- SALGA MP assisted Bushbuckridge local municipalities in the development of a Sanitation Acceleration Strategy. Other municipalities that were being assisted in collaboration with the DWA to develop sanitation acceleration strategies are Thembisile Hani, Dr JS Moroka, Albert Luthuli, Nkomazi and Mbombela local municipalities. These six municipalities, including Bushbuckridge, were identified as having huge sanitation backlogs and therefore require immediate support.

Mpumalanga Provincial Water Indaba
- The Mpumalanga Water Indaba was held at the Protea Hotel Kruger Gate on October 6 and 7 2009. The theme of the water indaba was a Siswati concept “Emanti etfu sonkhe, asiwongeni”, which can be translated to mean, “Water is for all of us, let us use it wisely”.

Mpumalanga Provincial Energy Forum
- SALGA has provided support to municipalities in the roll-out of their electrification projects through the Mpumalanga Energy Forum. In the 2009/2010 financial year, SALGA supported municipalities in 51 electrification projects in Mpumalanga where at least 20 projects are under the ESKOM Electrification Programme and 23 projects are under the Municipal Electrification Programme. To address the problem of poor attendance by members, the forum resolved that District Energy Forums be established which might increase attendance at district level.

Electricity Distribution Industry Restructuring
- SALGA MP participated in the Regional Electricity Distribution (RED). Six Regional Engagement Forum meetings were held in North West, Gauteng and Limpopo provinces respectively.

Climate Change
- As resolved in the National Summit, SALGA Mpumalanga hosted a Climate Change Workshop in the Crocodile Country Inn hotel in Mbombela local municipality on May 27 2009.

Dispute Resolution
- Represented/supported/advised municipalities to resolve 48 disputes.

Divisional Bargaining
- Draft Collective Agreement on the Conditions of Service – SALGA submitted a draft agreement with the intention to standardise conditions of service (divisional scope) within the Mpumalanga, Limpopo and North West provinces.

Basic Sign Language Training
- From July 6 to 10 2009, SALGA Mpumalanga in partnership with the Office on the Status of the Disabled Person (OSDP) conducted basic sign language training for all municipalities.

Social Development Seminar
- SALGA Mpumalanga social development seminar was planned to take place in the last week of March 2010, however due to challenges, it was held in the Valencia Hall, Mbombela local municipality, on April 8 2010.
2.5 PERFORMANCE INFORMATION PROVINCIAL HIGHLIGHTS

SALGA MP Municipal Games
- SALGA Mpumalanga hosted its third Municipal Games at Thulamahashe Stadium in Bushbuckridge municipality from October 16 to 18 2009. Municipalities competed in soccer, netball, volleyball, rugby and basketball. All 21 municipalities participated in the games and Nkangala District was the overall winner with Ehlanzeni District and Gert Sibande District coming second and third.

SALGA Legacy Framework for 2010 FIFA World Cup
- SALGA Mpumalanga and the Department of Art, Sports and Culture and the Provincial 2010 Office assisted municipalities by availing information on the process to be followed when applying for the volunteer programme.
- SALGA Mpumalanga also attended the meetings during the identification and finalisation of the three public viewing sites in the province, namely: Embalenhle Stadium in Govan Mbeki local municipality, Mkhuhlu Stadium in Bushbuckridge local municipality and Mhluzi Stadium in Steve Tshwete local municipality.

Municipal Accreditation for Housing Delivery
- SALGA MP facilitated the accreditation process of Steve Tshwete and Thaba Chweu local municipalities. These municipalities are not accredited as yet, however, the process has been started through SALGA’s support to these two municipalities and the collaboration between SALGA and the Provincial Department of Human Settlements.

SALGA Mpumalanga 2009 Municipal Excellence Awards

Supporting Municipalities in Mainstreaming Transversal Issues
- During April, May and August 2009, as a way of assisting municipalities to address challenges faced by individual municipalities, SALGA Mpumalanga embarked on one-on-one meetings with the following local authorities: Ehlanzeni and Gert Sibande District Municipalities, Mbombela, Nkomazi, Umjindi, Thaba Chweu, Bushbuckridge and Steve Tshwete local municipalities.
- The aim of the engagements was to discuss the following issues:
  - The Transversal Unit structure;
  - The functionality of HIV/Aids Councils;
  - The development/review of transversal programmes policies;
  - The revival of Disability Forums.

Gender, Youth, People with Disability, the Elderly and Children
- On July 6-10 2009, SALGA Mpumalanga in partnership with the Office on the Status of the Disabled Persons (OSDP) conducted basic sign language training for all municipalities. The aim was for officials and councillors to understand basic sign language, which would enable them to communicate with People with Disabilities especially those with hearing impairments.
- Fifteen municipalities are being assisted and the process involves training of HIV/AIDS co-ordinators, as well as IDP Managers, on how to integrate HIV/Aids into developmental local government by using existing municipal processes, structures and systems.
- During April, May and August 2009, SALGA Mpumalanga embarked on one-on-one meetings with the following municipalities: Ehlanzeni and Gert Sibande District Municipalities, Mbombela, Nkomazi, Umjindi, Thaba Chweu, Bushbuckridge and Steve Tshwete to assist them with any challenges they are experiencing.
- SALGA Mpumalanga participated in the Women in Provincial and Local Government Summit held in Bloemfontein in the Free State from August 16-18 2009.
- On May 20 2009, SALGA Mpumalanga hosted its third Municipal Excellence Awards ceremony as a way of acknowledging and rewarding municipal excellence in service delivery and to further encourage good performance among municipalities, as well as sharing best practices.
EPWP
- On July 18 2009, SALGA Mpumalanga hosted the EPWP Summit in Hermansdal. The summit was an implementation of the declaration adopted at the EPWP Summit held in Gert Sibande District Municipality on October 30-31 2008, whereby it was agreed that SALGA in partnership with the Department of Public Works, Roads and Transport (DPWRT) should annually convene an EPWP Summit.

Spatial Development Planning and Information Summit
- On November 27 2009, SALGA Mpumalanga in partnership with the Department of Rural Development and Land Reform (DRDLR) hosted a Spatial Planning and Information Summit.

IDP
- In March and May 2009, CoGTA convened sessions to analyse Municipal IDPs and giving feedback to municipalities in a form of IDP engagements per district. The IDP engagements were held as follows: at Nkangala, Gert Sibande and Ehlanzeni District Municipalities on February 23-25 2009, May 11-13 2009 and May 14-15 2009 respectively.

SALGA Mpumalanga’s Third Governance Indaba
- The third Governance Indaba was held at Mbombela local municipality on June 5 2009. Out of 21 municipalities, four did not send representatives. They included: Nkangala District Municipality, Steve Tshwete, Mkhondo and Pixley ka Seme local municipalities.

Ward Committees
- On November 26 2009, SALGA in partnership with CoGTA, co-ordinated a Provincial Public Participation Forum where of the 21 municipalities, 14 were represented by public participation practitioners from the Speakers’ offices. The purpose was to workshop the National Framework on Ward Committees.
- SALGA conducted workshops at Ehlanzeni district on October 13-15 2009, with the following objectives:
  - Clarifying the roles and responsibilities of CDWs and Ward Committees;
  - Deepening the understanding of CDWs among stakeholders; and
  - Promoting the involvement, ownership and support of the CDW programme by municipalities.
- SALGA Mpumalanga made a presentation in various provinces through their Budget Week programmes in relation to the political oversight of councillors in terms of Section 79 and 80 committees.

Turnaround Strategy
- A Ministerial Task Team consisting of different stakeholders was established and Programme Managers were part of teams conducting assessments in all three Districts in Mpumalanga. following a spate of community unrests in that province and the rest of the country. The Department of CoGTA conducted an assessment of all municipalities countrywide in August 2009. The assessment was designed to ascertain the root cause of the state of distress in municipalities, to inform the development of the National Local Government Turnaround Strategy (NLGTAS).
- A consolidated report, referred to as the State of Local Government in South Africa was presented at the Local Government Indaba in Birchwood, Boksburg on October 21-22 2009. The report was based on the findings of the assessments conducted in August 2009.

GRAP Training
- SALGA Mpumalanga in partnership with the Mpumalanga Provincial Treasury (PT) Accounting Service Unit, conducted the GRAP training for councillors responsible for municipal finance on November 31 2009. The main focus of the training was to understand and interpret the monthly expenditure reports in terms of Section 71 of the MFMA, AFS and the set of financial statements as per the GRAP.
Budget Week

- The Budget Week was held at Kobwa Community Hall in Nkomazi Local Municipality on March 30-31, 2010. The focus was on the Provincial financial report, the strategies on revenue enhancement, MPRA, Operation Clean-Audit, Municipal Public Accounts Committees and others.

SALGA NORTHERN CAPE

Land-Use Management

- During May 2009, SALGA N/C in partnership with the Department of Land Affairs conducted a successful workshop attended by 22 municipalities. The workshop guided municipalities on the development of municipal land-use management plans.

DWA Water Stakeholder Forum Task Team:

- SALGA N/C continues to actively participate in various technical task teams of the Provincial Water Stakeholders Forum, which include:
  - **Water Quality Task Team**: SALGA NC PEC considers reports on the municipal water quality and takes resolutions on appropriate actions. The last water-quality reports considered by the PEC were reports from the municipalities of Dikgatlong, Gamagara, Ga-Segonyana, Moshaweng, Khai Ma, Emthanjeni, Renosterberg, Siyathemba, Thembelihle, Ubuntu, Kgatelopele and Mier.
  - **Water-Resources Management Task Team**: the task team supports and guides Water-Services Authorities in the management and protection of various water resources in the province.

EDIR Process Compliance

- SALGA N/C continues to update municipalities on the progress of the establishment of REDs 1, 3 and 4 of which all our municipalities are members. Through the support of EDI Holding, seven municipalities also received support with ring-fencing electricity operations for 2009/10. The municipalities include: the Richtersveldt, Namakhoi, Kamiesberg, Hantam, Karoo Hoogland, Siyathemba, and Umsombovu. During July and August 2009, SALGA NC supported EDI Holding to conduct visits to the various municipalities to assess their readiness and update the EDIR process.

Promotion of Alternative Energy Sources

- Informed by Millennium Development Goals targets and ESKOM power-generation challenges, SALGA NC (through the Richtersveldt PEC Lekgotla) worked up 28 municipalities on Climate Change and gave guidance to municipalities on alternative energy sources, using the Sol Plaatje municipality as best practice.

Improve Municipal Infrastructure Grant Expenditure:

- SALGA NC, based on requests for support by CoGHSTA, continued to monitor MIG expenditure trends in municipalities in 2009/10 in which R307 241 000 had been allocated. But, by February 2010, only 38% had been allocated to 28 municipalities, of which 88% had been spent. SALGA N/C is still awaiting response to its PEC enquiry from the following municipalities on non/poor MIG expenditure: the Richtersveldt, Namakwa, Renosterberg, Siyancuma, !Kheis, Magareng, Karoo Hoogland, Khai Mal, Kareeberg, and Mier municipalities. At present, only five municipalities have spent 50% of their allocation. Only Pixley Ka Seme and Tsantsabane municipalities have spent 100% of funds allocated to them.

Job Evaluation

- Job scopes for 31 municipalities in the province have been evaluated and benchmarked by the Provincial Job-Evaluation Committee (PJEC).
S57 Vacancies
- There are three female municipal managers in the 26 municipalities that have appointed municipal managers, with six female Section 57 Managers appointed in the province.

LLF
- Establishing and Training Local Labour Forum (LLF): All 32 municipalities were assisted, but our recent assessment indicates that at least 20 remain operational.

Disaster Management
- In 2008/9, SALGA N/C conducted a provincial workshop for all 32 municipalities to comply with the Disaster-Management Act. For the year under review, and based on requests received, SALGA N/C facilitated support from the Frances Baard District Municipality to assist the Tsantsabane Local Municipality with in-house technical support and assessment towards the establishment of a Disaster, Fire and Emergency Unit.

Gender, Youth, People with Disability, the Elderly and Children
- Through the working group SALGA N/C workshopped municipalities on the establishment of institutional capacity for both the Youth Development Unit and Gender Machinery. Currently SALGA N/C is engaging provincial stakeholders on the best implementation models per municipality, based on the varying capacities, geographic distances, and provincial and district support frameworks in place.

SALGA 2010 Legacy Framework
- During the Mier PMA municipalities were workshopped on the SALGA 2010 Legacy Framework. Taking this further at the Richtersveldt PEC Lekgotla, SALGA N/C launched the Municipal Soccer Friday initiative by providing all delegates with Bafana Bafana soccer shirts. We also facilitated the Department of Sports Arts and Culture (DSAC) to inform municipalities on the provincial 2010 legacy project to be implemented in certain municipal areas, and these include three Artificial Turfs, renovation of two stadiums in the Sol Plaatje Municipality, and five district-based SABC satellite-linked public viewing areas.
- In addition to the above, the PEC Lekgotla endorsed SALGA N/C’s proposal on Municipal Games and the establishment of municipal-owned public-viewing areas in all towns. Thus far, ongoing engagement is taking place with DSAC on both projects, although SALGA N/C is receiving poor response from municipalities on both projects.

IDPs
- Based on the 2009/10 IDP analysis report released by the Provincial Department of Corporate Governance, Human Settlement and Traditional Affairs (CoGHSTA), the SALGA N/C PEC informed by our limited internal financial and technical capacity resolved that hands-on support on credible IDP development be given to Dikgatlong, Kai Ma, and Magareng local municipalities. To date, all the affected municipalities have been informed and the only municipality remaining to accept the support is Dikgatlong.

District Economic Development Agencies
- Conducted an assessment on the institutional capacity of district municipalities to implement local economic development (LED).

LED
- Conducted a workshop with municipalities on the Provincial Draft LED Position Paper developed by the Department of Economic Affairs and Tourism. Despite the difficulty of receiving policy inputs from municipalities, SALGA N/C continues to engage the department on the document through the Provincial Task Team established.
Municipal Finance
- May 25-26 2010: 16 municipalities were guided to review annual financial statements to develop audit-improvement plans through provincial workshops.
- July 3 2010: provided hands on support to Khai Ma local municipality on audit-improvement plan.
- Currently supporting Namakwa district municipalities to establish a shared-service Audit Committee and Internal Audit Unit. To date, we have received letters of commitment to contribute R250 000 to the district municipalities from the Richtersveldt and Namakhoi municipalities.
- Successfully co-ordinated the two quarterly DAFF meetings during May 4-8, and September –October 2009, respectively.

Ward Committees
- Facilitated training programme for Ward Committee in the Pixley Ka Seme and Frances Baard district municipal areas.
- Formed part of Project Steering Committee to roll-out a Ward Committee training programme to benefit more that 250 Ward Committee members.

Turnaround Strategy
- During August to September 2009, and February to March 2010 respectively, SALGA Northern Cape and municipalities were thrust into an intensive and important municipal assessment and municipal turnaround process pioneered by COGTA. SALGA Northern Cape was represented on each of the five district task teams established for both processes. Both processes created a valuable platform through which SALGA Northern Cape gained greater insight into internal and external challenges that member municipalities experience and was part solution development.

IGR Structures
- Through participation in both the Premier’s Intergovernmental Relations Forum (PIGF) and attendance of District IGRF meetings, SALGA N/C continues to monitor the functionality of the District IGR Forum. At present, all DIGF are functional but require PIGF direct support to ensure that sector departments participate effectively.

SALGA NORTH WEST

Water and Sanitation
- Co-hosted the Provincial Water Indaba, leading to adopted Ministerial Action List in terms of Water for Growth and Development;
- SALGA is actively involved on the improvement of drinking-water quality, conservation and demand management; and
- Co-hosted the Provincial Water Week with the Department of Water Affairs.

Electricity
- SALGA is on board on the EDIR process.
- SALGA actively participated in the process of the Bulk Electricity tariff increase.

Infrastructure
- Co-ordinated awareness workshops on roads maintenance and shared-roads responsibilities.

Climate Change
- Co-ordinated awareness workshop on Climate Change in Local Government.

Human Settlements
- Conducted a human settlements workshop on mandated policy (housing code); and
- SALGA submitted inputs on the discussion document on the Re-Tooling Social Contract for Sustainable Human Settlements
2.5 PERFORMANCE INFORMATION PROVINCIAL HIGHLIGHTS

Roads and Transport
• Conducted a Provincial Roads’ Maintenance Seminar.

FBS
• SALGA gave inputs into the discussion document on the Free Basic Refuse-Removal Policy.

Divisional Bargaining
• Divisional bargaining: Draft Collective Agreement on the Conditions of Service – SALGA submitted a draft agreement with the intention to standardise conditions of service (divisional scope) in the Mpumalanga, Limpopo and North West provinces.

Gender, Youth, People with Disability, the Elderly and Children
• SALGA NW has developed implementation guidelines on the Gender Policy Framework – targeted at having at least 14 out of 24 adopting the framework and the guidelines in 2009/10 – 10 municipalities have adopted these guidelines through council resolutions.
• Three municipalities are participating in Gender Mainstream Training. (SALGA partnership with the Swedish International Development Agency.) Kagisano LM, Mafikeng LM and Bojanala Platinum DM).
• SALGA NW played an active role in the 365 Days Campaign of no Violence against Women and Children.

Mainstreaming Disability and HIV/Aids
• Rollout of Disability Framework and training on mainstreaming disability programmes – 14 municipalities participated.

Provincialisation of Primary Healthcare
• The audit was conducted in the province by service providers.
• The decision of the NMA as endorsed by the NEC with regard to PHC was communicated to municipalities.
• The MEC for LG and TA in October 2009 gave a directive to municipalities to submit claims to respective Provincial Departments that may be owing them money.
• A letter was written to municipalities stressing the importance of claiming monies owed for PHC Services.
• SALGA is continuously giving advice to districts with regard to delivery of Municipal Healthcare Services.

Poverty Alleviation
• SALGA NW is a strategic player in the Provincial Poverty War-Room Task Team.

Disaster Management
• Continued participation in the Provincial Disaster-Management Forum.
• Conducted a status quo survey on institutional arrangements for Disaster Management.

Public Safety
• SALGA is a strategic player in the Provincial Operation Safety-Support Forum on matters related to Social Cohesion.

Global Economic Crisis
• SALGA has engaged the Office of the Presidency and developed a LG response to the Global Economic Crisis, which emanated from the framework for South Africa’s response to the International Economic Crisis.

Municipal Finance
• Training on Tax Guidelines for Councillors;
• Budget Month for year 2010/11 was held by in March 2009;
• SALGA NW gave input into the Municipal Public Accounts Committee Draft Framework;
• Workshop held on Municipal Fiscal Powers and Functions Act resulting in all municipalities complying with submission of the Municipal Tax Deadline;
2.5 PERFORMANCE INFORMATION PROVINCIAL HIGHLIGHTS

- District-based workshops on MPRA;
- Implementation in partnership with DLTA; and
- SALGA is a key stakeholder in the Provincial Operation Clean-Audit.

LED
- Audit conducted on Spatial Planning issues in all municipalities.
- Actively participating in the rollout of the LED Strategy in municipalities.
- Development of LED Position Paper.
- Key stakeholder in 2010 FIFA World Cup forums.
- Conducted provincial Economic and Development workshops.
- Actively participated on LGTAS; Key Performance Area Leaders Forum and in the drafting and assessments of municipal IDPs, including the review of the provincial-based IDP.
- Actively participated in the drafting and assessments of municipal IDPs, including the review of the provincial-based IDP Assessment Framework.
- SALGA NW actively participated in municipal IDP feedback sessions.
- Participation in NW Provincial Planning Forum and Provincial LED Task Team Forum, as well as in all PGDS forums.

Capacity Building
- Training on the roles and responsibilities of municipal Councillors (Speakers and Whips), political structures and officials.
- Training for Ward Committees and CDWs – BPDM pilot project.
- Induction programme for newly-elected Councillors.
- Councillor-Support Programme.
- Capacity-Building Programmes for Traditional Leaders.

IGR Structures
- Submission to CDW Policy Framework and policy and legislation documents.
- Through the LTT assisted municipalities with generic by-laws and draft policies.
- Key stakeholder in rollout of Provincial Anti-Corruption Strategy.
- Key stakeholder at the APRM Consultative Conference.
- Workshop held with HTL on implementation of the MoU.

Turnaround Strategy
- Key stakeholder in the implementation of LGTAS.
2.5 PERFORMANCE INFORMATION PROVINCIAL HIGHLIGHTS

SALGA WESTERN CAPE

Climate Change
• Hosted climate change workshops together with the Department of Environmental Affairs and Development Planning’s Strategic Environmental Management. The capacity development workshops (held in March 2010) were conducted to assist municipalities in understanding the consequences of climate change within the Western Cape.
• SALGA WC assisted with the implementation of the Western Cape Climate Change Response Strategy and Action Plan.

EPWP
• Workshop was convened on March 11 2010 by SALGA WC in partnership with the Department of Public Works.
• Key issues presented at the workshop were key roles and responsibilities SALGA/ LGH/ Provincial, EPWP Office, Clarification of Funding Windows, clarification of Support Mechanisms National/Provincial/ SALGA presentation: Municipal Best Practice Western Cape Provincial, presentations on the Infrastructure Sector, Social Sector, Environmental Sector, Non-State Sector, National EPWP/IDT, presentation: Empowerment Impact Assessment. Councillors and officials were invited through notices, the MIS Working Group and the PEC.

Water and Sanitation
• Western Cape Water Indaba took place on November 23, 24 2009.
• Water Week and the two Ministerial events held in Cape Town. (Adopt a River Programme attended by Ms R T Mabudafhasi: Deputy Minister of Water Affairs and Environmental Affairs and the launch of the Bitterfontein Desalination plant by the Minister of Water Affairs and Environment Affairs).
• Provincial rollout for Free Basic-Sanitation also took place on March 17 2010 at 17 Strand Street, Bellville. Western Cape municipalities chosen for the rollout are the City of Cape Town, Drakenstein Municipality, the Breede River Winelands Municipality and George.

Electricity
• A SALGA position on the electricity distribution industry restructuring: A SALGA position on the Electricity Distribution Industry Restructuring was discussed and input was given. Overstrand Municipality, Swartland Municipality and the City of Cape Town opposed the electricity restructuring process. The feedback provided by EDI Holdings at the working group meeting of March 2 2010 was that the process is on hold until the ruling of the Constitutional Amendment Bill has been decided.

Job Evaluation
• Ninety percent of municipalities’ evaluation has been completed as far back as two years ago, but an accompanying wage curve is still not available for implementation of the evaluation results, leading to great frustration in the province.

Dispute Resolution
• Represented/supported/advised municipalities to resolve 173 disputes.

Adoption of the Country Guideline on HIV/Aids for Local Government
• The Country Guideline on HIV/Aids for Local Government was distributed to municipalities. Municipalities were therefore requested to:
  o Adopt the Country Guideline on HIV/Aids for Local Government as a guiding document in the development of municipal response plans.
  o Provide us with a record of council resolutions regarding the adoption of the framework as a guiding document to SALGA.

HIV/Aids (Country Guideline)
• Bitou Municipality in the Eden District approached SALGA Western Cape to assist with providing training around the Country Guideline on HIV/Aids for Local Government. It had recently launched the Bitou Aids Council and required further assistance from SALGA prior to implementation of programmes.
• SALGA WC embarked on a two-day workshop from June 3 -4 2009 in Plettenberg Bay, to initiate the rollout of the Country Guideline on HIV/Aids for Local Government, as we have to fast-track the adoption of the Country Guideline by municipalities in promoting an effective response to HIV/ Aids.

HIV/Aids Learning event: Benchmarking Municipal Response to HIV/Aids
• The “Benchmarking Municipal Responses to HIV/Aids” project, implemented by CMRA in partnership with SALGA, to assist municipalities improve their developmental and governance response to HIV/Aids against the following background:
  o The mandate of developmental local government – to give priority to the basic needs of the community and promote the social and economic development of communities.
  o The competing priorities and numerous challenges facing municipalities, which have implications for the amount of time and resources available for the HIV/Aids response.
• The shared challenges many municipalities experience in developing and implementing an integrated HIV/ Aids response on the one hand, and the benefits of exchanging practical solutions on the other hand.

Gender, Youth, People with Disability, the Elderly and Children
• On July 10 2009, a letter was sent out inviting municipalities to submit feedback on the status of projects and programmes with regard to people with disabilities, as well as provide a council resolution regarding the adoption of the framework.

Human Trafficking
• At the Community Development Working Group meeting held on August 19 2009, a recommendation was made that SALGA send out a circular to all municipalities, addressed to the municipal managers, to create awareness of Human Trafficking and its negative impact on communities. Information was sent to all municipalities to alert them to the potential increase of human trafficking during the upcoming 2010 FIFA World Cup tournament. Information on who to contact was also forwarded to municipalities.

LED
• Matters discussed in the working group included tourism and local government, national broadband strategy, state of ICT within municipalities, impact of local government programmes on small, micro and informal business, red-tape reduction, informal-trading management, climate change and disaster-management.
• Input was given on the IDP third generation, national framework for climate change response strategy, marine aquaculture forum, LED Network and update on the stimulus package response to the economic crisis.

IGR Structures
• In partnership with the Department of Local Government and Housing, held a CDW Summit in Cape Town on September 9 2009, which was followed by a national summit in Johannesburg on November 30 2009.
• Participated in the Inter-Provincial IGR conference, organised by the Office of the Western Cape Premier, with a view to assessing the implementation of the IGR Framework Act, 2005, and the functioning of IGR structures in other provinces.

Ward Committees
• Over the past two years, the Department of Local Government and Housing in collaboration with District and Local Municipalities hosted District Ward Committee Summits across the province in which SALGA participated.

IGR Toolkit
• An IGR Toolkit workshop was held in the Eden District on February 27 2009, at the request of the George Municipality. Following the successful workshop in George, SALGA in conjunction with the Department of Local Government and Housing, urged the Overberg District Municipality to consider holding an IGR Toolkit workshop in the District, with a view to kick-starting the process of the establishment of the intergovernmental structures in the district.
Constitution 17 Amendment Bill
- The working group discussed the Constitution 17th Amendment Bill and SALGA’s draft comments on the Bill. SALGA has developed a position paper at national level as a draft response to the Bill for consideration and adoption by municipalities. The meeting noted the position of the City of Cape Town regarding the REDS, and its request to the working group to de-link the discussion on the Bill with the REDS process.

Municipal Councillors’ Pension Fund (MCPF)
- Following a resolution of the Speakers Forum Meeting in the Cape Winelands District on June 19 2009, the MCPF held meetings in the different districts within the province in the week of September 7-11 2009. The meetings were in response to concerns raised by Speakers in the meeting held in June on the status of the fund and their benefits.

Green Paper on National Strategic Planning
- The working group discussed the Policy Paper on Strategic Planning and the Discussion Document on Monitoring and Evaluation. Both policies will have an impact on the IGR environment and local government planning. SALGA was therefore engaging in the process of consulting municipalities in order to compile a local government position on the papers and to make a submission to the Presidency on behalf of local government, in addition to the individual submissions.

Powers and Functions
- A task team, driven by the Office of the Premier, has been established to assess the powers and functions of provincial and local government. The task team is composed of officials from different provincial government departments and SALGA. Terms of reference and the project plan of the task team were developed. Progress has been made with drafting a blue print on powers and function for the province. Municipalities will be consulted in the assessment process through the PCF.
Chapter 3:
Financial Overview and Annual Financial Statements
3.1.1 OVERVIEW OF OPERATING RESULTS

3.1.1.1 Introduction:

The organisation ended the 2009/2010 financial year with an operating surplus of R 0.6 million (2009: Operating deficit (R 10.3 million).

The total operating income is R 201.5 million (2009: R 146.2 million) and total operating expenditure is R 202.2 million (2009: R 158.0 million). The prominent feature in the 2009/2010 financial year is the 37% growth in operating income; this is primarily due to the organisation having implemented the revised membership levy formula with effect from 1 April 2009; as part of revenue enhancement measures geared towards the improvement of our service offering to our members. The growth in operating revenue is complemented by a corresponding growth in operating expenditure of 27%.

The non-operating income has remained steady in the 2009/2010 financial year with R 1.2 million (2009: R 1.4 million).

The applicable membership levy formula for the 2009/2010 financial year is as follows:

- Metropolitan municipalities; a flat rate of R 8.5 million which is subject to an annual inflationary escalation;
- District municipalities - 0.6% of the municipal annual salary budget with a minimum levy of R 120,000;
- Local municipalities – 0.5% of the municipal annual salary budget with a minimum levy of R 100,000.

The organisation managed to realise an operating surplus in 2009/2010 financial year despite the challenges brought about by the outstanding KwaZulu-Natal impasse.

In regard to the financial health of the organisation; the organisation remains solvent with an adequate asset base to cover liabilities despite the de-recognition of the KwaZulu-Natal component.

3.1.1.2 Operational overview:

The KwaZulu-Natal matter

In July 2008, the SALGA KwaZulu-Natal Daily Management Committee (DMC) unilaterally terminated the Memorandum of Agreement (MoA) it entered with SALGA in February 2005. The Memorandum of Agreement had the effect of creating SALGA as a unitary organisation administratively, i.e. the nine provincial associations were subsumed by SALGA into one administration.

These challenges include the ‘loss’ of revenue of R 25.7 million from KwaZulu-Natal municipalities that had to be valued to nil in the 2009/2010 financial year. In the prior year the organisation had to value trade receivables collectable from KwaZulu-Natal municipalities worth R 14 million as these were collected by SALGA KwaZulu-Natal or Kwanaloga as well as the trade receivables emanating from the de-recognition of assets, these factors contributed to the operating deficit in the comparative financial year.

The termination of the MoA had the effect that SALGA's accounting authority i.e. the National Executive Committee (NEC) lost control of the KwaZulu-Natal operation.

Accounting treatment of the KwaZulu-Natal matter

In order to achieve fair presentation of the financial statements SALGA had in addition to fair valuing the 2009/2010 membership levies collectable from KwaZulu-Natal to nil; also to de-recognised all assets located in the KwaZulu-Natal province.

The approach is informed primarily by the considerations of the applicable accounting standards; namely Generally Recognised Accounting Practice (GRAP). The accounting treatment adopted recognises the substance of the transactions rather than the legal form. In this instance the organisation has applied the applicable accounting standards viz. GRAP 1 – Presentation of Financial Statements which defines an asset as follows:
“Resources controlled by an entity as a result of past events and from which future economic benefits or service potential are expected to flow to the entity.”

Consequently, the organisation could not apply GRAP 17 - Property, plant and equipment in accounting for the assets located in KwaZulu-Natal province since it has lost control. Furthermore, the accounting standard GRAP 9 – Revenue from exchange transactions requires that SALGA fair value its revenue on initial recognition. Hence SALGA has fair valued revenue collectable from the KwaZulu-Natal municipalities to nil for 2009/2010 as a result of the outstanding impasse between SALGA and its SALGA KwaZulu-Natal or Kwanaloga.

This was done also in consideration, of the PFMA in section 55(1)(b) which prescribes framework for accounting treatment.

The accounting treatment does not indicate SALGA’s agreement with the legalities of the unilateral termination of the MoA, rather it is in consideration of reality and the presentation of the financial statements fairly. Political engagement is ongoing to resolve the impasse; in principle, there is general agreement to fully integrate by 2011 in line with the decisions of the SALGA National Executive Committee.

Operating income

Membership levies still remain the main source of revenue for the organisation; with membership levies contributing 68% (2009: 75%) of total operating income.

Unlike other schedule 3A public entities; SALGA is funded primarily by its member municipalities with the government grant contributing 12% (2009: 16%) to total operating income. The organisation also leverages external funding from the donor community in order to run specific programmes in support of municipalities; there is the Masibambane project which is aimed at capacity building, infrastructure development and ensuring viable and sustainable delivery of water and sanitation service and the P3 project with its objective being to provide municipalities with an analytical framework and an organisational set-up that will improve dialogue between the business community and the municipality.

Income derived from sponsorships; capacity building programmes; and governance structures registration fees is categorised as ‘other income’ and contributed 17% (2009: 6%) to total income.

Payment levels

The levying of membership levies requires SALGA to collect these from member municipalities. The Payment levels rate is an important key performance indicator (KPI) for the organisation in that it determines the organisations ability to roll-out its programmes in pursuance of its strategic objectives. Through monitoring of this KPI the organisation revises its budget as well as its business plan in line with payment levels in order to ensure that the organisation is able to honour its obligations in the ordinary course of its operations.
As at 31 March 2010 the payment levels excluding KwaZulu-Natal province are 83% (2009: 91%).

<table>
<thead>
<tr>
<th>Province</th>
<th>Current</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eastern Cape</td>
<td>91%</td>
<td>86%</td>
</tr>
<tr>
<td>Free State</td>
<td>70%</td>
<td>65%</td>
</tr>
<tr>
<td>Gauteng</td>
<td>98%</td>
<td>100%</td>
</tr>
<tr>
<td>Limpopo</td>
<td>101%</td>
<td>99%</td>
</tr>
<tr>
<td>Mpumalanga</td>
<td>87%</td>
<td>85%</td>
</tr>
<tr>
<td>North West</td>
<td>85%</td>
<td>86%</td>
</tr>
<tr>
<td>Northern Cape</td>
<td>86%</td>
<td>77%</td>
</tr>
<tr>
<td>Western Cape</td>
<td>50%</td>
<td>54%</td>
</tr>
<tr>
<td>Total</td>
<td>84%</td>
<td>83%</td>
</tr>
</tbody>
</table>

The payment levels inclusive of the KwaZulu-Natal province are 67% (2009: 84%). The KwaZulu-Natal impasse has an effect of watering down the overall payment levels since the payment levels for KwaZulu-Natal are at 7% (2009: 28%).

**Operating expenditure**

The operating expenditure for the period is R 202.2 million (2009: 158.0 million) and is distributed amongst the programmes as follows:

<table>
<thead>
<tr>
<th>Programme</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Development</td>
<td>3,440,268</td>
<td>1,661,822</td>
</tr>
<tr>
<td>Economic Development and Planning</td>
<td>7,447,457</td>
<td>2,800,355</td>
</tr>
<tr>
<td>Finance &amp; Corporate Services</td>
<td>61,499,949</td>
<td>43,419,612</td>
</tr>
<tr>
<td>Governance, and Inter-Governmental Relations</td>
<td>4,445,082</td>
<td>5,101,661</td>
</tr>
<tr>
<td>Municipal Infrastructure and Services</td>
<td>6,814,472</td>
<td>5,857,784</td>
</tr>
<tr>
<td>Municipal Institutional Development</td>
<td>13,444,987</td>
<td>8,171,722</td>
</tr>
<tr>
<td>Office of the Chief Executive Officer</td>
<td>28,063,825</td>
<td>25,200,701</td>
</tr>
<tr>
<td>Strategy, Policy and Research</td>
<td>5,728,551</td>
<td>4,149,122</td>
</tr>
<tr>
<td>Provinces</td>
<td>71,296,210</td>
<td>61,600,299</td>
</tr>
<tr>
<td><strong>Total operating expenditure</strong></td>
<td><strong>202,180,801</strong></td>
<td><strong>157,963,078</strong></td>
</tr>
</tbody>
</table>

The key activities of the organisation are categorised in terms of SALGA’s core business which are externally focused i.e. fulfilling the employer role for member municipalities; advocate, advise and lobby for member municipalities; as well as provide support. These are:

- Municipal Institutional Development;
- Strategy; Policy and Research;
- Municipal Infrastructure and Services;
- Economic Development and Planning;
- Community Development;
- Governance and Inter-Governmental Relations;
In provincial offices the above mentioned activities/functions are replicated though with a regional and geographic bias.

### Programme 2010 2009

<table>
<thead>
<tr>
<th>Programme</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eastern Cape</td>
<td>11,064,097</td>
<td>7,406,285</td>
</tr>
<tr>
<td>Free State</td>
<td>6,032,448</td>
<td>5,369,103</td>
</tr>
<tr>
<td>Gauteng</td>
<td>10,760,679</td>
<td>8,802,467</td>
</tr>
<tr>
<td>KwaZulu-Natal</td>
<td>-</td>
<td>4,264,407</td>
</tr>
<tr>
<td>Limpopo</td>
<td>8,503,519</td>
<td>6,549,980</td>
</tr>
<tr>
<td>Mpumalanga</td>
<td>9,158,839</td>
<td>8,590,100</td>
</tr>
<tr>
<td>North West</td>
<td>6,660,587</td>
<td>5,545,983</td>
</tr>
<tr>
<td>Northern Cape</td>
<td>8,681,923</td>
<td>5,814,535</td>
</tr>
<tr>
<td>Western Cape</td>
<td>10,434,117</td>
<td>9,257,438</td>
</tr>
<tr>
<td>Provincial programme expenditure</td>
<td>71,296,209</td>
<td>61,600,298</td>
</tr>
</tbody>
</table>

The activities undertaken in the two programmes listed below are focused on the organisational strategic direction; internal governance; and marketing & communications; international relations and organisational support to all business units (programmes) in all facets of their activities – these range from office accommodation; facilities management; ICT infrastructure & services etc. Although activities at provincial offices are primarily focused with programme implementation these also include though to a limited extent, activities focused on strategy and provincial governance functions:

- Office of the CEO;
- Finance & Corporate Services;

In short, the activities that the national office and the provincial offices perform are aligned as follows:

<table>
<thead>
<tr>
<th>SALGA NATIONAL OFFICE</th>
<th>SALGA PROVINCIAL OFFICES</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Organisation-wide strategy development.</td>
<td>• Interpretation of the SALGA strategy and ensuring alignment of provincial tactical and operational plans to the organisation-wide strategy.</td>
</tr>
<tr>
<td>• Function-specific strategic leadership and direction.</td>
<td>• Providing input to the organisational strategic formulation process.</td>
</tr>
<tr>
<td>• Research and policy development.</td>
<td>• Provision of business information based on geographical context.</td>
</tr>
<tr>
<td>• Special projects, such as 2010 and sector-related restructuring (e.g. single public service, electricity, transport).</td>
<td>• Programme execution in the provinces and technical support (e.g. 5 Year Local Government Strategic Agenda – 5YLGSA since superseded by LGTAS).</td>
</tr>
<tr>
<td>• Serving as a sector-wide centre of knowledge and expertise.</td>
<td>• Provincial organisational performance delivery and reporting.</td>
</tr>
<tr>
<td>• Organisational-wide business planning.</td>
<td>• Provision of support to municipalities regarding international relations (e.g. at the level of twinning arrangements in respect of individual municipalities).</td>
</tr>
<tr>
<td>• Organisational-wide performance planning, monitoring and facilitation.</td>
<td>• Management of intergovernmental relations (e.g. at the provincial level).</td>
</tr>
<tr>
<td>• International relations (at a national level).</td>
<td>• Facilitating and promoting knowledge exchange between municipalities.</td>
</tr>
<tr>
<td>• Programme management integration and evaluation.</td>
<td></td>
</tr>
<tr>
<td>• Intergovernmental relations (at a national level).</td>
<td></td>
</tr>
<tr>
<td>• Stakeholder engagement.</td>
<td></td>
</tr>
<tr>
<td>• Driving and co-coordinating programmes with national strategic imperatives.</td>
<td></td>
</tr>
</tbody>
</table>

Operating expenditure distribution per programme is illustrated below:
SALGA’s core functions account for most of the operating expenses at 56% or R 112.6 million, this covers the entire array of the service offering to member municipalities.

The Finance & Corporate services activity is the 2nd highest activity which accounts for 30% or R 61.5 million of the total expenditure. Included in this figure is the non cash flow items such as depreciation on property, plant and equipment; amortisation of intangible assets; the provision for impairment trade receivables; as well as the normal operating expenses incurred in support of the other business units such as rent paid for office accommodation; facilities management; provision of ICT infrastructure & services; human resource functions.

The activities within the Office of the CEO account for 14% or R 28.1 million of the total operating expenditure. This programme is responsible for convening all the SALGA Governance structures such as the NEC meetings; the National Members Assembly etc. The legal and compliance activity also falls within this programme.
Operating expenditure distribution per province is illustrated below:

### Provincial Expenditure Distribution 2010

![Pie chart showing expenditure distribution per province]

#### 3.1.1.3 Donor funded projects

**The Masibambane project**

It is a European Union donor funded programme (funds are channelled through the Department of Water Affairs) aimed at capacity building, infrastructure development and ensuring viable and sustainable delivery of water and sanitation services.

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donor grant received</td>
<td>10,000,000</td>
<td>10,000,000</td>
</tr>
<tr>
<td>Other income</td>
<td>74,742</td>
<td>372,205</td>
</tr>
<tr>
<td>Expenditure</td>
<td>(2,960,472)</td>
<td>(4,679,264)</td>
</tr>
<tr>
<td>Rolled-over</td>
<td>6,673,848</td>
<td>980,906</td>
</tr>
<tr>
<td>Deferred income</td>
<td>13,788,117</td>
<td>6,673,847</td>
</tr>
</tbody>
</table>
The P3 project

The project is funded by the Swedish International Development Agency. The objective of this project is to provide municipalities with an analytical framework and an organisational set up that will improve dialogue between the business community and the municipality and that will also be used to promote strategy development and business related projects during the year of implementation.

<table>
<thead>
<tr>
<th>Movement during the year – P3 project</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
</tr>
<tr>
<td>Donor grant received</td>
</tr>
<tr>
<td>Other income</td>
</tr>
<tr>
<td>Expenditure</td>
</tr>
<tr>
<td>Amount included in Trade and other receivables (prepayment)</td>
</tr>
<tr>
<td>Deferred income</td>
</tr>
</tbody>
</table>

3.1.1.4 Variance analysis

Reconciliation of budget surplus/deficit with the surplus/deficit in the statement of financial performance

<table>
<thead>
<tr>
<th>Rand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net surplus/(deficit) per statement of financial performance</td>
</tr>
</tbody>
</table>

Adjusted for:

<table>
<thead>
<tr>
<th>Rand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Negative variance in revenue</td>
</tr>
<tr>
<td>Positive variance in expenditure</td>
</tr>
<tr>
<td>Positive variance in non-operating income</td>
</tr>
</tbody>
</table>

Net surplus/(deficit) per approved adjustment budget | 1,163,227 |

Revenue

The negative variance in revenue is due to membership levies collectable from the KZN province amounting to R 26 million that have been fair valued to nil on initial recognition. The KZN membership levies have been fair valued to nil due to the outstanding impasse between SALGA and SALGA KZN / Kwanaloga. The latter unilaterally terminated the Memorandum of Agreement entered into in 2005 with SALGA and diverted payment of membership levies to its own bank account.

Expenditure

The positive variance in expenditure is primarily due to a lower provision for impairment of trade receivables, charged to the statement of financial performance than anticipated. Member municipalities gave commitment letters for some of the outstanding membership levies thereby negating the impairment when Management fair valued its trade receivables at year-end.
3.1.1.5 Outlook for the year ahead

The organisational budget for the 2010/2011 financial year excludes the KwaZulu-Natal province. The Medium Term Revenue and Expenditure Framework (MTREF) for 2010/2011 to 2012/2013 also excludes the KwaZulu-Natal component, the ongoing political engagement will determine whether it will be included from 2011/2012 onwards.

During July 2010 the organisation presented its funding model to the Executive Authority, namely, the Department of Co-operative Governance and Traditional Affairs and National Treasury for the 2011/2012 MTREF the outcome of the submission is expected around November 2010. The funding model was developed over the past year and has been adopted by SALGA's Governance structures including the National Members Assembly held on 10-11 May 2010. In the main, the model seeks to eliminate the over-reliance on a single source of revenue viz. membership levies and costs various governance structures and proposes an optimum funding level requested from the Executive Authority.

The organisation had centralised the entire finance function during the 2007/2008 financial period in an effort to strengthen the internal control environment. This was necessitated by the then not fully operationalised unitary structure, hence in an effort to empower provincial offices a roll-out of an enterprise resource planning (ERP) system is planned for the latter part of the 2010 calendar year which will culminate in a limited decentralisation of some functions. The project was previously hampered by financial constraints.

Conclusion

Gratitude is extended to various organisations that sponsored some of SALGA's activities during the period; these are listed at the end of chapter 3 and include international donors for the Masibambane and P3 projects; as well as ESKOM; First National Bank; EDI Holdings; ABSA; Gender Links; VNG International; Old Mutual; Sedibeng Water; Travel with Flair; GTZ; Standard Bank; Nkangala District Municipality; South African Post Office; Namakwa District Municipality; Sustainable Energy Africa; Kwezi V3 Engineers (Pty) Ltd.; KONICA Minolta; who funded the hosting of the National Members Assembly on 12-13 June 2009 and the Provincial Members Assemblies held throughout the provinces.

I express my sincere appreciation to the Chief Executive Officer; Xolile George for his continued support and the National Executive Committee for its strategic direction and leadership.

I also extend my appreciation to the Finance team for the immense contribution during the year and to the Office of the Auditor-General for their co-operation.

Josephine Meyer CA (SA)
Chief Financial Officer
We are pleased to present the report for the financial year ended 31 March 2010.

Audit Committee Members and Attendance

SALGA’s Audit Committee is constituted in terms section 77(a) of the Public Finance Management Act (PFMA) as well per regulations 27.1.1; 3 and 4 of the PFMA Treasury Regulations (2005) and meets as per its approved terms of reference.

Five meetings were held during the 2009/2010 financial year, and were attended by external auditors, the Chief Executive Officer, Chief Financial Officer, the Head of Internal Audit and other relevant corporate officials. The Chairperson of the Audit Committee reports on the committee’s activities to the National Executive Committee on a regular basis. All members give a declaration at each Audit Committee meeting of any personal or financial interests that may conflict with their duties in this regard.

The table below highlights the Audit Committee members and the record of attendance of Audit Committee meetings.

<table>
<thead>
<tr>
<th>Member</th>
<th>Record of Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Temba Zakuza- Chairperson</td>
<td>√</td>
</tr>
<tr>
<td>Ms. Octavia Matshidiso Matloa- Member</td>
<td>√</td>
</tr>
<tr>
<td>Mr. Chose Andrew Kenilworth Choeu- Member</td>
<td>√</td>
</tr>
<tr>
<td>Ms. Phumelele Ndumo-Vilakazi- Member</td>
<td>X</td>
</tr>
<tr>
<td>Mr. Mahlati Phineas Malaka- Member</td>
<td>√</td>
</tr>
<tr>
<td>Mr. Xolile George - Chief Executive Officer (Invitee)</td>
<td>√</td>
</tr>
<tr>
<td>Ms. Josephine Meyer- Chief Financial Officer (invitee)</td>
<td>√</td>
</tr>
</tbody>
</table>

Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from section 51(1) (a)(ii) and 76(4)(d) of the PFMA, and Treasury Regulation 27.1. The Audit Committee has adopted appropriate formal Terms of Reference as its Audit Committee Charter and has regulated its affairs in compliance with these Terms of Reference and has discharged all its responsibilities as contained therein.

The Effectiveness of Internal Controls

Significant weaknesses of controls have been reported from the reports issued by the Internal Audit Function and the Auditor General. These weaknesses continue to be addressed by management.

An organisational risk register that identifies the major risks and potential threats to SALGA’s strategic and directorate/provincial objectives has been developed. These risks are analysed, evaluated and mitigated by means of suitable measures. Management has also developed action plans to reduce the severity of each risk exposure to an acceptable level. On a quarterly basis, Internal Audit reviews management assertions made on the status of implementation of the action plans in the risk register and reports them to the Audit Committee.

The Internal Audit Function followed a risk based Internal Audit Coverage plan in order to provide an assurance on the effectiveness of the risk mitigating measures.
Aspect requiring specific mention

In the previous financial year, the Kwazulu Natal (KZN) Provincial Office of SALGA unilaterally terminated the Memorandum of Understanding entered into between themselves and SALGA in 2005 and resolved to run its own administration independent from SALGA under the name of KWANALOGA. This has resulted in the Auditor-General rendering a Disclaimer Audit Opinion on the financial statements in the 2008/09 financial year because access to the records of Kwazulu Natal Office, including bank accounts, receipts and payments and the related asset and liability accounts was barred to the accounting authority and consequently could not be presented for auditing purposes.

Following the appearance of SALGA before the Standing Committee on Public Accounts (SCOPA) on 13 April 2010 which was attended by SALGA office bearers; SALGA KZN office bearers and the Deputy Minister of Cooperative Governance and Traditional Affairs (CoGTA), SCOPA expressed its disappointment on the state of affairs and requested the Deputy Minister of CoGTA to intervene in the matter.

The process to give SALGA access to SALGA KZN financial information had gone beyond the legislative deadline of 31 May to submit Annual Financial Statements to the Auditor-General (AG) for audit. SALGA managed to complete the re-incorporation of the SALGA KZN financial records into SALGA during July 2010 and presented the same to Auditor-General for audit after having gone through SALGA's governance structures.

Other than the SALGA KZN matter, the Audit Committee recognizes the efforts put by management in addressing issues raised by the Auditor General and strengthening the controls. There has been a marked reduction in the gravity of matters raised by the Auditor General and a significant improvement in the control environment as indicated by the report of the AG to management.

As a result of the ongoing impasse in the KZN matter; the transactions relating to the KZN office have been de-recognised owing to the lack of control as envisaged by the Accounting Standards. A separate Audit is currently underway for the KZN office and will be reported separately once the Auditor General has finalised the Audit.

Evaluation of Financial Statements

The Audit Committee has:

- Evaluated the financial statements of the South African Local Government Association for the period ended 31 March 2010.
- Reviewed the Auditor General’s report to management and management’s response thereto.

The Audit Committee wants to express its delight at the achievement of an unqualified audit report on the SALGA Financial Statements for the year ended 31 March 2010. This is the culmination of the hard work that was put in by the management team under the leadership of the CEO and a dedicated team that worked tirelessly under the trying conditions and maintained a professional approach at all times. We congratulate management for this milestone achievement.

In my capacity as the Chairman of the Committee I also want to convey my sincere gratitude to my fellow Audit Committee members who exercised vigilance and gave their input unreservedly in advising the Finance team.

Finally I thank the NEC for the continuous support and the level of attention that is given to our reports.

Temba Zakuza
Chairperson of the Audit Committee

Pretoria
31 August 2010
REPORT ON THE FINANCIAL STATEMENTS

Introduction

I have audited the accompanying financial statements of the South African Local Government Association (SALGA), which comprise the statement of financial position as at 31 March 2010, and the statements of financial performance, statement of changes in net assets and cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory information, as set out on pages 174 to 225.

Accounting authority’s responsibility for the financial statements

The accounting authority is responsible for the preparation and fair presentation of these financial statements in accordance with South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and in the manner required by the Public Finance Management Act of South Africa. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor-General’s responsibility

As required by section 188 of the Constitution of South Africa and section 4 of the Public Audit Act of South Africa, my responsibility is to express an opinion on these financial statements based on by audit.

I conducted my audit in accordance with International Standards on Auditing and General Notice 1570 of 2009 issued in Government Gazette 32758 of 27 November 2009. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, these financial statements present fairly, in all material respects, the financial position of SALGA as at 31 March 2010 and its financial performance and its cash flows for the year then ended, in accordance with South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and in the manner required by the Public Finance Management Act of South Africa.

Emphasis of matter

I draw attention to the matters below. My opinion is not modified in respect of these matters:

Significant uncertainties

With reference to note 28 to the financial statements, SALGA is a defendant in a number of legal claims. The outcome of these claims cannot be determined at present and no provision has been made for any liability that may result.
Restatement of corresponding figures

As disclosed in note 31 to the financial statements, the corresponding figures for 31 March 2009 have been restated as a result of errors discovered during 2010 in the financial statements of SALGA at, and for the year ended 31 March 2009.

Fruitless and wasteful

As disclosed in note 35 to the financial statements, fruitless and wasteful expenditure to the amount of R888 221 was incurred as a result of interest and penalties due to late payment.

Additional matters

I draw attention to the matter below. My opinion is not modified in respect of this matter:

Unaudited supplementary schedules

The supplementary information set out on pages 226 to 228 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and accordingly I do not express an opinion thereon.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In terms of the Public Audit Act of South Africa and General notice 1570 of 2009, issued in Government Gazette No. 32758 of 27 November 2009 I include below my findings on the report on predetermined objectives, compliance with PFMA and compliance with the SALGA Constitution as required by section 98(2)(b)(i) of the Labour Relations Act, 1995 (Act No. 66 of 1995).

Findings

Predetermined objectives

Non-compliance with regulatory and reporting requirements

- Submission of strategic plan

The accounting authority of SALGA did not submit the proposed strategic plan at least six months before the start of the financial year of the designated department, or another period as agreed to between the executive authority and the public entity, as required by Treasury Regulation 30.1.1

- Inadequate quarterly reporting on performance information

Inspection of SALGA’s quarterly reports revealed the following shortcomings:

- Quarterly reports were not reviewed, monitored and evaluated by senior management and the internal audit function to ensure the validity, accuracy and completeness of progress against predetermined objectives.
- The format and content of the quarterly reports was not consistent with the performance objectives, measures and targets as per the strategic plan and budget of the entity.

Usefulness of reported performance information

The following criteria were used to assess the usefulness of the planned and reported performance:

- Consistency: Has the entity reported on its performance with regard to its objectives, indicators and targets in its approved strategic plan, corporate plan, annual performance plan and integrated development plan, i.e. are the objectives, indicators and targets consistent between planning and reporting documents?
- Relevance: Is there a clear and logical link between the objectives, outcomes, outputs, indicators and performance targets?
- Measurability: Are objectives made measurable by means of indicators and targets? Are indicators well defined and verifiable; and are targets specific, measurable and time bound?
The following audit finding relates to the above criteria:

**Changes to planned performance information not approved**

SALGA reported on objectives, indicators, and targets in addition to or different from, those as per the approved strategic plan. Furthermore, those additional or different objectives, indicators and targets were not approved subsequent to the strategic planning process.

**Compliance with laws and regulations**

**Public Finance Management Act**

- Non-adherence to requirements

Evidence could not be submitted that the members of the accounting authority declared their business interests, as required by section 50(3)(a).

**INTERNAL CONTROL**

I considered internal control relevant to my audit of the financial statements and the report on predetermined objectives and compliance with the PFMA, but not for the purposes of expressing an opinion on the effectiveness of internal control. The matters reported below are limited to the deficiencies identified during the audit.

**Leadership**

- Oversight responsibility – the accounting authority did not exercise adequate oversight responsibility over reporting and compliance with laws and regulations and internal control.

**OTHER REPORTS**

**Investigations**

An investigation is being conducted to probe the possible irregularities over procurement and supply chain management procedures. This investigation was initiated in 2006 and has not yet been concluded on.

Auditor-General

Pretoria
31 August 2010
1. Statement of responsibility by members of the Accounting Authority (NEC)

The maintaining of accounting and other records, as well as an effective system of internal control, is the responsibility of the accounting authority. In the opinion of the accounting authority (NEC) of SALGA this requirement has been complied with.

The preparing of financial statements that fairly present the state of affairs of SALGA as at year-end and the operating results for the year is the responsibility of the accounting authority. The Auditors are expected to report on the Annual Financial Statements. SALGA’s Annual Financial Statements are prepared on the basis of the accounting policies set out therein. These policies have been complied with on a continuous basis.

Approval and post-balance sheet events

The NEC approved the 2009/10-Annual Financial Statements set out on pages 174 to 225 and the performance information set out on pages 132 to 173 on 24 August 2010. In the NEC’s opinion the Annual Financial Statements fairly reflect the financial position of SALGA at 31 March 2010 and the results of its operations for the period then ended. No material facts or circumstances have arisen between the date of the balance sheet and the date of approval, which affect the financial position of SALGA as reflected in these Financial Statements.

The NEC is of the opinion that SALGA is financially sound and operates as a going concern, and it has formally documented the facts and assumptions used in its annual assessment of the organization’s status.

Councillor Amos Masondo  
SALGA Chairperson

31 August 2010  
PRETORIA

Xolile George  
Chief Executive Officer
2. Composition of SALGA’s Accounting Authority (National Executive Committee)

In terms of Section 49 of the PFMA, the governing body of SALGA is the accounting authority of the organisation, also referred to as the National Executive Committee (NEC) in terms of the SALGA constitution.

The accounting authority of SALGA is comprised by the following councillors:

<table>
<thead>
<tr>
<th>Name of member</th>
<th>Role</th>
<th>Provincial chairperson</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Masondo</td>
<td>Chairperson</td>
<td></td>
</tr>
<tr>
<td>O Mlaba</td>
<td>Deputy chairperson</td>
<td>KwaZulu-Natal</td>
</tr>
<tr>
<td>S Molokoane-Machika</td>
<td>Deputy chairperson</td>
<td></td>
</tr>
<tr>
<td>Z Capa</td>
<td>Deputy chairperson (September 2009)</td>
<td></td>
</tr>
<tr>
<td>W Johnson</td>
<td>ex officio member</td>
<td>Northern Cape</td>
</tr>
<tr>
<td>C Johnson</td>
<td>member</td>
<td></td>
</tr>
<tr>
<td>S Somyo</td>
<td>member</td>
<td></td>
</tr>
<tr>
<td>F Maboa-Boltman</td>
<td>member</td>
<td></td>
</tr>
<tr>
<td>B Mahlangu</td>
<td>member</td>
<td></td>
</tr>
<tr>
<td>M Mogorosi</td>
<td>co-opted member</td>
<td></td>
</tr>
<tr>
<td>K Dau</td>
<td>ex officio member</td>
<td>Gauteng</td>
</tr>
<tr>
<td>S Ngangelizwe</td>
<td>ex officio member</td>
<td>Free State</td>
</tr>
<tr>
<td>F Mdaka</td>
<td>ex officio member</td>
<td>Limpopo</td>
</tr>
<tr>
<td>T Gwabeni (replaced by B Moloi)</td>
<td>ex officio member</td>
<td>North-West</td>
</tr>
<tr>
<td>S De Vries</td>
<td>ex officio member</td>
<td>Western Cape</td>
</tr>
<tr>
<td>S Mashilo</td>
<td>ex officio member</td>
<td>Mpumalanga</td>
</tr>
<tr>
<td>S Mkhathsha</td>
<td>co-opted member</td>
<td></td>
</tr>
<tr>
<td>N Hermans</td>
<td>co-opted member (September 2009)</td>
<td></td>
</tr>
<tr>
<td>J Matlou</td>
<td>co-opted member (December 2009)</td>
<td></td>
</tr>
<tr>
<td>R Sigabi</td>
<td>ex officio member (September 2009)</td>
<td>Eastern Cape</td>
</tr>
<tr>
<td>X George</td>
<td>CEO</td>
<td></td>
</tr>
</tbody>
</table>

The current NEC was elected in the last National Conference held in April 2007, in terms of clause 11.1 of the SALGA constitution, where the chairperson; (three) deputy-chairpersons; and 6 additional members were elected.

The term of the SALGA NEC is 5 years; the current term is due to end in 2011 in the next national conference due to be held in 2011 in line with the local government elections.

The NEC has exercised its powers as conferred by the SALGA constitution in filling any vacancies in between National Conference in terms of clause 11.3 of the SALGA constitution.

With the exception of Xolile George who serves as an ex officio member in his capacity as CEO of the NEC, all other NEC members are councillors and are deemed to be ‘independent non-executive directors’ of SALGA as defined for state-owned enterprises (SOEs) in the September 2002 Protocol on Corporate Governance in the Public Sector. A non-executive director is a person who has not been employed by the SOE in any executive capacity for the preceding three financial years; and is (in relation to the SOE) not a significant supplier or customer, has no significant contractual relationship and is not a professional advisor, other than in his or her capacity as a director.

2.1 NEC members’ interest in contracts

All NEC members are required to complete a register of interests. This register is updated on an annual basis.
Refer to Note 29 which contains full disclosure on related parties.

2.2 Remuneration of NEC members and NEC subcommittees

Members of the NEC are not remunerated for the office they occupy.

Non-NEC members of the audit committee and the performance and remuneration committee are reimbursed on an hourly claims basis according to professional fee schedules.

3. Oversight committees of SALGA

The NEC has established sub-committees in accordance with the requirements of the King II Report. These governance committees discharge their role as oversight committees and report to the NEC.

3.1 Audit Committee

The organizations audit committee is constituted in terms of section 77(a) of the Public Finance Management Act (PFMA); as well as per regulation 27.1.1; and 27.1.4 of the PFMA Treasury Regulations (2005).

The audit committee is constituted as follows:

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Temba Zakuza</td>
<td>Chairperson</td>
</tr>
<tr>
<td>Octavia Matloa</td>
<td>Member</td>
</tr>
<tr>
<td>Phineas Malaka</td>
<td>Member</td>
</tr>
<tr>
<td>Chose Choeu</td>
<td>Member</td>
</tr>
<tr>
<td>Phumelele Ndumo-Vilakazi</td>
<td>Member</td>
</tr>
</tbody>
</table>

The members of the audit committee have been remunerated as follows, for the year under review:

<table>
<thead>
<tr>
<th>Name</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Temba Zakuza</td>
<td>67,698.77</td>
</tr>
<tr>
<td>Octavia Matloa</td>
<td>57,482.35</td>
</tr>
<tr>
<td>Phineas Malaka</td>
<td>43,171.02</td>
</tr>
<tr>
<td>Chose Choeu</td>
<td>34,033.40</td>
</tr>
<tr>
<td>Phumelele Ndumo-Vilakazi</td>
<td>21,343.08</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>223,728.62</strong></td>
</tr>
</tbody>
</table>

3.2 Performance and Remuneration Committee

The organization has a performance and remuneration committee that supports implementation and institutionalization of performance management within the organization. The Panel is an advisory body to the NEC authorized to review, guide and support SALGA in the proper implementation and strategic alignment of the organizational performance management policy and procedures, remuneration philosophy and strategy.
The performance and remuneration committee is constituted as follows:

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michael J Olivier</td>
<td>Chairperson</td>
</tr>
<tr>
<td>Elizabeth Dlamini-Khumalo</td>
<td>Member</td>
</tr>
<tr>
<td>Blake Mosley-Lefatole</td>
<td>Member</td>
</tr>
<tr>
<td>Faizel Randera</td>
<td>Member joined December 2009</td>
</tr>
<tr>
<td>Zwelibanzi Mntambo</td>
<td>Member</td>
</tr>
<tr>
<td>Cllr A Masondo</td>
<td>Chairperson of SALGA.</td>
</tr>
<tr>
<td>Cllr R Z N Capa</td>
<td>Deputy-Chairperson of SALGA.</td>
</tr>
<tr>
<td>Cllr M Mogorosi</td>
<td>Member of SALGA NEC.</td>
</tr>
<tr>
<td>Cllr B Mahlangu</td>
<td>Member of SALGA NEC.</td>
</tr>
</tbody>
</table>

The members of the performance and remuneration committee have been remunerated as follows, for the year under review:

NEC members are not remunerated for the office they occupy.

<table>
<thead>
<tr>
<th>Name</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michael J Olivier</td>
<td>70,327.92</td>
</tr>
<tr>
<td>Elizabeth Dlamini-Khumalo</td>
<td>30,774.00</td>
</tr>
<tr>
<td>Blake Mosley-Lefatole</td>
<td>31,773.20</td>
</tr>
<tr>
<td>Faizel Randera</td>
<td>33,682.60 joined December 2009</td>
</tr>
<tr>
<td>Zwelibanzi Mntambo</td>
<td>36,665.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>203,222.72</strong></td>
</tr>
</tbody>
</table>

4. Remuneration of Senior Management

Senior Management includes the Chief Executive Officer, Executive Directors and Provincial Executive Officers. The breakdown of Senior Management Remuneration forms part of the Accounting Officers Report. Senior Management is regarded as related parties (note 28)

<table>
<thead>
<tr>
<th>Annual Remuneration</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Remuneration</td>
<td>15,118,683</td>
<td>10,052,239</td>
</tr>
<tr>
<td>Subsistence and Travel Allowance</td>
<td>530,768</td>
<td>1,664,951</td>
</tr>
<tr>
<td>Bonuses and performance related payments</td>
<td>823,523</td>
<td>1,136,597</td>
</tr>
<tr>
<td>Contribution to UIF, Medical and Pension</td>
<td>352,750</td>
<td>347,743</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>16,825,724</strong></td>
<td><strong>13,201,530</strong></td>
</tr>
</tbody>
</table>

5. Going-concern considerations

The SALGA NEC reviewed the annual financial statements for 2009/10 financial year and information regarding the forthcoming financial year, to assess the going concern status of SALGA. Based on this information, the NEC has every reason to believe that SALGA will remain a going concern:

- SALGA continues to receive Parliamentary grant funding. The total Parliamentary allocation for 2010/11 is R 24.6 million. The projected MTEF allocation for 2011/12 and 2012/13 is R 26.1 million and R 27.4 million respectively.
- In terms of other funding SALGA has succeeded in raising R 4.0 million in sponsorship income (representing 228% increase); as well as R 5.2 million in donor funding (representing 21% increase) for the 2009/10 financial year.
- At 31 March 2010, the statement of financial position shows that it has already secured R 6.4 million as
‘income received in advance’. The amount represents membership levies paid in advance by member municipalities.

- The statement of financial position reflects total assets of the organisation at 31 March 2010 at R 58.9 million. This represents an increase on the asset value of R 52.9 million as at 31 March 2009.
- The organisation is solvent with total assets exceeding total liabilities. Net assets of the organization stabilised over the period with net assets at 31 March 2010 at R 5.9 million versus R 5.4 million on 31 March 2009.
- The debt to asset ratio is 1.11, this means that SALGA had a liability of 100 cents for each 111 cents it holds in total assets.
- Total currents assets at R 39.3 million were less than the current liabilities of R 52.3 million. The current ratio is then 0.75 which means that SALGA had 75 cents in current assets to cover every 100 cents of current liabilities. However, the organisation had fair valued current assets amounting to R 25.8 million to nil in order to fairly present its current liabilities, hence the unfavourable ratio.
- Once work has been performed, the liability relating to rolled-over funds will reduce and result in a favourable current ratio.

Other aspects considered in assessing the organisation’s going-concern are the following:

The Constitution of the Republic of South Africa in section 163 envisages an important role for organised local government and provides that an Act of Parliament must cater for the recognition of national and provincial organizations representing municipalities, and determine procedures by which local government may consult the national and provincial government, designate representatives to participate in the National Council of Provinces (NCOP) and nominate persons to the Financial and Fiscal Commission (FFC).

Hence the organisations’ existence is as a result of the Organised Local Government Act, 1997 (OLGA) that was enacted by Parliament. SALGA is recognised as the sole voice of organised local government in the Republic of South Africa.

There is no indication in the foreseeable future that the recognition granted by the Minister may be revoked, thus the NEC came to the conclusion that SALGA will be in existence for the next 12 months.

SALGA is constituted by its member municipalities that cover the entire land surface area of the Republic. In terms of the governance model of the Republic which creates the three spheres of government namely Local; Provincial and National there is no indication in the near future of a change in the governance model. Although the KwaZulu-Natal province has instructed the 61 member municipalities from the province to no longer remit membership levies to SALGA, up to now none of the 61 municipalities have indicated their intention to withdraw from SALGA. Therefore, it is SALGA’s submission that it will be in existence in the next 12 months.

Though the non-receipt of membership levies from the KwaZulu-Natal province has an impact on the organisations’ liquidity, in terms of going-concern considerations the organization is not affected in terms of its existence within the next 12 months.

The organisation has submitted the outcome of its revenue enhancement model to the Executive Authority (Department of Co-operative Governance and Traditional Affairs) as part of the MTEF submission for the 2011/12 to 2013/14 planning cycle, and made necessary representations relating to the adequacy of the SALGA funding from the national fiscas. Though the organization awaits the outcome of its submission, the NEC is reasonably confident that the MTEF allocation for the 2011/12 financial year shall take into account the costing performed by the organization.

6. Losses, irregularities and other matters

Losses or irregularities are referred to in Section 55(2)(b) of the PFMA. The organisations Materiality and Significance Framework was developed and agreed to in terms of PFMA Treasury Regulation 28.3.1.

In terms of Section 55, the following are specified as matters that must be reported on in the annual report and financial statements:

(i) any material losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year;
(ii) any criminal or disciplinary steps taken as a consequence of such losses or irregular expenditure or fruitless
(iii) and wasteful expenditure;
(iv) any losses recovered or written off;
(v) any financial assistance received from the State and commitments made by the State on its behalf;
and
(vi) any other matters that may be prescribed.

6.1 Fruitless and wasteful expenditure; and irregular expenditure

Irregular expenditure

The organisation did not incur any irregular expenditure in the 2009/2010 financial year (see note 36 to the financial statements). The register has an opening balance of irregular expenditure incurred in prior periods amounting to R 16.8 million. Pursuant to the appearance of the organisation before SCOPA on 13 April 2010, where it was reported, in some instances, that the affected employees were placed on suspension and disciplinary hearings instituted and the employees subsequently left the employ of the organisation. A process is underway in consultation with our legal advisors to bring these matters to finality; in pursuance of criminal proceedings or otherwise. These were recorded in the register as a result of a forensic investigation instituted by the organisation, focusing on the supply chain processes. Also included in the opening balance is a matter pertaining to the item disclosed as item 9 in note 28 to the financial statements, which has been referred to the National Prosecuting Authority.

The opening balance also includes instances of non adherence to the organisation’s policies; and after the training interventions identified; awareness workshops of the organisations policies and procedures; and disciplinary proceedings; a process is underway for condement of the irregular expenditure falling into this category.

Fruitless and wasteful expenditure

On 26 July 2010, the NEC considered the fruitless and wasteful expenditure incurred by the organisation during the year under review (see note 35 to the financial statements), and noted that the fruitless and wasteful expenditure was incurred as a direct result of cash constraints experienced by the organisation due the KwaZulu-Natal withdrawal; and the payment levels for membership levies that are affected by the misaligned financial years between SALGA and member municipalities. It was resolved that no disciplinary action be taken against the employees; and that the expenditure be condoned.

6.2 Materiality and significance framework

The organisation has developed and the NEC approved the materiality and significance framework; developed in terms of the PFMA Treasury Regulation 28.3.1. The framework defines aspects of significance and materiality in terms of sections 54(2) and 55(2)(b)(i) of the PFMA.

The framework, has been agreed to with the Executive Authority as required by the PFMA Treasury Regulation 28.3.1.

6.3 Legal proceedings

The organisation is involved in a number of litigation matters disclosed in note 28 to the financial statements. These matters range from those where dismissed former employees have referred the cases to the Labour court / CCMA as well as matters civil matters.

7. KwaZulu-Natal Matter

SALGA’s operating results for the 2009/10 financial year exclude the operating results for the SALGA KwaZulu-Natal / Kwanaloga component for which the organisation has lost control since 2008.

7.1 Background

SALGA was established in 1996 and was recognised by the Minister as the national organisation representing local government from January 1997. At the time of its establishment and recognition by the Minister SALGA was a voluntary body representing all 9 provincial local government associations. SALGA’s official status stems from its recognition by the Minister.
SALGA is a Schedule 3A Public Entity, recognized in terms of the Public Finance Management Act of 1999, and as such reports to the Minister of Cooperative Governance and Traditional Affairs (CoGTA). SALGA is funded through a combination of sources including a national government grant, membership fees from municipalities that are voluntary members, and donations from the donor community for specific projects.

From as far back as 1999, SALGA has demonstrated a political preference for a unitary structure for organised local government, i.e. one structure that is governed through a constitution as one unit. Principal power rests in the national organisation who can then determine the powers that can be transferred to the provincial associations.

The thinking and deliberation within SALGA has been that for organised local government to be representative of local government, it needs to speak with one voice. The SALGA National Conference held from 4 to 7 April 2001 resolved, inter alia, to realign the priorities and structures of Organised Local Government to reflect the day-to-day challenges of its member municipalities and to develop Organised Local Government's capacity to intervene and capacitate its municipal membership. For reasons of improved efficiencies, uniformity and effectiveness in 2002, SALGA began this process whereby provincial associations transferred their administrative components into one SALGA administration.

An agreement was drafted and considered by both the national and provincial leadership to formally resolve to conclude the agreement, followed by conclusion of the agreement by the relevant parties.

In 2002, SALGA began this process by subsuming the administration of the 9 provincial associations into its own administration. SALGA entered into Memorandums of Understandings with all these associations, whereby the assets, staff and liabilities of these associations were transferred to SALGA. The effective date for this transfer was July 2002. In terms of this agreement, the annual membership levies of the municipalities would then be levied by SALGA and paid directly to SALGA by the affected municipalities.

By 1 July 2006 all of the 9 provincial local government associations had transferred their administration to SALGA national resulting in one set of policies that apply to the entire organization; all books of SALGA are audited centrally and SALGA reporting for all provinces. Provincial strategies and organograms are aligned to that of SALGA national. Political governance structures are also aligned to national structures. The constitution of SALGA has been amended accordingly to provide for this alignment.

The net effect of this therefore is that SALGA is a unitary structure representing Organised Local Government in South Africa. It consists of SALGA as the national body and its 9 provincial associations as the provincial arms of SALGA. The whole of SALGA is bound by one constitution. All membership levies are paid to SALGA directly. Accordingly, SALGA as a public entity recognised in terms of Schedule 3A of the PFMA, is audited as one entity (inclusive of the 9 provincial associations). The internal governance arrangement changes outlined above do not necessary change the concept of organised local government as foreseen in the Constitution or the Organised Local Government Act. This was done within the principle that as an association SALGA has the ability to determine its own internal structures.

7.2 The development of the SALGA KwaZulu-Natal impasse

The SALGA KwaZulu-Natal Daily Management Committee (DMC) at its meeting on 17 July 2008 had resolved as follows:

1. The Memorandum of Agreement entered into between Kwanaloga and SALGA National pertaining to the transfer of the Kwanaloga administration, including staff, assets, liabilities etc. is cancelled with immediate effect.
2. The administration, including staff, assets, liabilities etc. is administered in terms of the Kwanaloga Constitution.
3. All member municipalities in KwaZulu-Natal are requested to pay their membership subscriptions to Kwanaloga until further notice.
4. The Kwanaloga Bank account is re-opened with immediate effect.

A communication dated 22 August 2008 with the above mentioned resolutions was sent to Mayors; Municipal Managers for all municipalities in the KwaZulu-Natal Province.
A further communication dated 9 September 2008 was sent to Mayors; Municipal Managers for all municipalities in the KwaZulu-Natal Province under the KWANALOGA letterhead informing member municipalities to deposit payments of membership levies to another bank account other than the SALGA official bank account.

7.3 Re-incorporation SALGA KwaZulu-Natal/ Kwanaloga into the SALGA fold

Various political engagements had continued between SALGA’s NEC and the political leadership of SALGA KZN, during the joint sitting of the office bearers of SALGA and SALGA KZN / Kwanaloga on 28 September 2009, at Elangeni Hotel, Durban, KwaZulu-Natal province, where it was resolved the Kwanaloga be re-incorporated into the unitary structure.

On 13th April 2010 the Standing Committee on Public Accounts (SCOPA) considered the report of the Auditor-General (AG) on the audit outcomes for SALGA for the 08/09 financial year. SCOPA expressed concern with the disclaimer audit opinion caused, in the main, by SALGA’s inability to account for transactions of its KZN provincial office (KWANALOGA) after the latter unilaterally withdrew from the unitary structure of SALGA. In light of this, SCOPA gave both parties eight (8) weeks to resolve the matter and tasked the Deputy Minister for Cooperative Governance and Traditional Affairs to oversee talks between the parties with a specific view to:

- Ensure that SALGA and KWANALOGA account for the public funds they collect from municipalities.
- KWANALOGA to cooperate with SALGA by allowing the AG access to its financial records and thereby ensuring that SALGA is able to close off its books for the financial period ending 08/09 respectively.

The committee also requested the Deputy Minister (DM) to assist the parties to resolve their disputes over unification as part of an overall strategy to avoid future disclaimer audit opinion. The DM’s office has subsequently facilitated various meetings and substantial progress has been made in getting the parties to work towards the finalization of the 08/09 financial year audit and the process towards the integration of KWANALOGA into SALGA. In principle, there is general agreement to fully integrate by 2011 in line with the decisions of the SALGA National Executive Committee. With regard to the outstanding Audit queries, the parties have agreed on the process for exchanging information required by both side to complete reports to the AG.

The aforementioned processes and intervention of the Minister have led to SALGA securing an unqualified audit opinion for the 2009/2010 financial year.

8. Post balance sheet events

The matter disclosed in note 28 – Contingencies numbered item 2 in regard to the matter that SALGA is defending an alleged breach of agreement against K Nicol and others; has been withdrawn by the plaintiffs on 30 August 2010 on the basis that each party pay their own legal costs. The case has been removed from the roll of the High Court of South Africa, Western Cape, Cape Town.

No material facts or circumstances have arisen between the date of the balance sheet and the date of approval, which affect the financial position of SALGA as reflected in these Financial Statements

9. Progress made with the implementation of the 2009/10 SALGA Business Plan (Performance against predetermined objectives)

The NEC received and reviewed quarterly reports providing an overview of organisational developments that had specific relevance to the strategic business objectives listed in the 2009/10 business plan. These reports complemented the quantitative indicators of performance associated with each of the strategic business objectives, as reviewed quarterly and submitted to the Executive Authority - the Department of Co-operative Governance and Traditional Affairs, in accordance with PFMA Treasury regulations.

The following provides a high-level overview of progress made in relation of each of the strategic business objectives during 2009/10:
<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATORS (KPIs) / (MEASURABLE OUTPUT)</th>
<th>BASELINE (AS PER YEAR ENDING 2008/9)</th>
<th>GOAL</th>
<th>DIRECTORATE</th>
<th>PERFORMANCE RESULTS</th>
<th>REASON FOR VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>The development of a model for SALGA to function more effectively by March 2010</td>
<td>100% development of a report on binding constraints faced by SALGA</td>
<td>New SALGA model developed by March 2010</td>
<td>04. Governance, IGR and IR</td>
<td>Partially achieved: NEC lekgotla, PEC makgotla identified issues relating to WGs, PECs and NEC. Draft TOR for research under discussion with funder, CLC.</td>
<td>The document was developed but the decision to implement to be considered by NEC and National Conference.</td>
</tr>
<tr>
<td>Development and implementation of a methodology to support restructuring of municipalities</td>
<td>New indicators</td>
<td>Approved methodology; pilot implementation in one municipality</td>
<td>04. Governance, IGR and IR</td>
<td>Partially achieved.</td>
<td>SALGA was involved in the preparational work for the merger of the City of Tshwane, Metsweding District Municipality, Kungwini Local Municipality and Nokeng Tsa Taeman into the new City of Tshwane. SALGA will develop a methodology to assist in future mergers between municipalities.</td>
</tr>
<tr>
<td>Strategy to support and advise municipalities on the roles and responsibilities of office-bearers</td>
<td>Implementation programme rolled out in one pilot municipality per province</td>
<td>Draft research paper developed by March 2010</td>
<td>04. Governance, IGR and IR</td>
<td>Fully achieved: Provided hands-on support to eight municipalities on governance issues, as well as a number of municipalities on the TAS and councillor remuneration, drafted TAS implementation model for municipalities and list of governance aspects to be considered in TAS.</td>
<td>None</td>
</tr>
<tr>
<td>To produce timely OLG positions on bulk-water and electricity tariff adjustment proposals.</td>
<td>No capacity</td>
<td>Design and funding model complete</td>
<td>06. Municipal Infrastructure and Services</td>
<td>Fully achieved: Design and funding models developed.</td>
<td>None</td>
</tr>
<tr>
<td>KEY PERFORMANCE INDICATORS (KPIs) / (MEASURABLE OUTPUT)</td>
<td>BASELINE (AS PER YEAR ENDING 2008/9)</td>
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<td>--------------------------------------------------------</td>
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</tr>
<tr>
<td>To work with the cities network to develop a national shared-capacity</td>
<td>No capacity</td>
<td>Design and funding model complete</td>
<td>06. Municipal Infrastructure and Services</td>
<td>Fully achieved: Design and funding model developed.</td>
<td>None</td>
</tr>
<tr>
<td>Convene a workshop to assess infrastructure management tools for local government</td>
<td>Support needs of municipalities on CIPs not understood</td>
<td>Produced a report of the support needs of various categories of municipalities with regard to implementation of CIPs</td>
<td>06. Municipal Infrastructure and Services</td>
<td>Not achieved</td>
<td>Capacity constraints - ED overstretched acting in various Specialist positions</td>
</tr>
<tr>
<td>Capacity building through sector specific seminars/ workshops on theories and policies on infrastructure services for working group councillors.</td>
<td>No training programme</td>
<td>Training program complete</td>
<td>06. Municipal Infrastructure and Services</td>
<td>Partially Achieved: Training on housing was held for a special working group workshop.</td>
<td>The training could not take place on other sectors because the programme was supposed to be linked with MID councillor capacity building programme</td>
</tr>
<tr>
<td>Number of selected and agreed upon municipalities trained in conjunction with SALGBC and LGSETA to enhance their capacity to deal with disciplinary cases.</td>
<td>Conflict Resolution Training agreed to by SALGBC parties and LG-Seta instrumental in the project.</td>
<td>Conflict Resolution Training implemented</td>
<td>05. Municipal Institutional Development</td>
<td>Fully Achieved: The Conflict Resolution Training was conducted and implemented in all provinces wherein there has been an improved capacity to deal with cases and the municipalities were able to save costs as they use internal capacity.</td>
<td>None</td>
</tr>
</tbody>
</table>
# SALGA Change Agenda: Objective 1

**Improve SALGA’s Capacity to Support and Advise Its Members**

<table>
<thead>
<tr>
<th>Key Performance Indicators (KPIs) / (Measurable Output)</th>
<th>Baseline (as per year ending 2008/9)</th>
<th>Goal</th>
<th>Directorate</th>
<th>Performance Results</th>
<th>Reason for Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development and piloting of a tracking system on service requests by member municipalities</td>
<td>New Indicator</td>
<td>Development and Implementation of a pilot tracking system</td>
<td>02. Office of the CEO</td>
<td>Target Partly Achieved: The anticipated piloting of the system was only piloted in the OCEO. The electronic system has however been tested and implemented and some of the shortcomings have been identified and addressed.</td>
<td>1. Staff turnaround - requiring new personnel to be trained and run the system. 2. Buy-in and commitment to make the system work has been lacking.</td>
</tr>
<tr>
<td>Craft and implement SALGA’s research agenda on transversal issues: migration and poverty line</td>
<td>Draft research agenda (March 2009)</td>
<td>Implementation of research agenda and dissemination of findings</td>
<td>09. Strategy, Policy and Research</td>
<td>Fully Achieved: The Migration and Poverty line studies were concluded using an extensive array of secondary literature to determine implications for local government in SA.</td>
<td>None</td>
</tr>
<tr>
<td>Review progress to date in terms of Cities, Local, District and Sector Learning Networks</td>
<td>New indicator</td>
<td>Report and revitalisation plan</td>
<td>09. Strategy, Policy and Research</td>
<td>Fully Achieved: A review of learning networks has been undertaken and a plan developed to enhance them.</td>
<td>None</td>
</tr>
<tr>
<td>Long-term SALGA-wide research agenda and strategy in place to underpin the organisation’s representative, support and advisory role</td>
<td>Preliminary research agenda developed</td>
<td>SALGA-wide research agenda and strategy in place by September 2009</td>
<td>09. Strategy, Policy and Research</td>
<td>Fully Achieved: A SALGA wide research agenda has been developed with different directorates having the responsibility to implement various aspects of the agenda relevant to their areas of interest and specialty. Some of the research has been used to inform SALGA’s advisory and advocacy roles.</td>
<td>None</td>
</tr>
<tr>
<td>KEY PERFORMANCE INDICATORS (KPIs) / (MEASURABLE OUTPUT)</td>
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</tr>
<tr>
<td>Comparative analysis of national bodies representing municipalities to identify innovation and best practice through Good Practice Scheme with the UK LGA</td>
<td>New indicator</td>
<td>Two engagements with the UK LGA</td>
<td>09. Strategy, Policy and Research</td>
<td>Fully achieved: Two engagements with UL LGA were conducted in May 2009 and February 2010.</td>
<td>None</td>
</tr>
<tr>
<td>IT enabled Knowledge Portal established by March 2010</td>
<td>New indicator</td>
<td>To update the knowledge portal with all available information</td>
<td>09. Strategy, Policy and Research</td>
<td>Fully achieved: SALGA together with COGTA and LGSETA have entered into a partnership with the DBSA to develop and manage a Local Government knowledge portal (LGNET). The tool is currently operating as a combination of a Virtual Private Network (VPN) and a website until the transformation process is complete.</td>
<td>None</td>
</tr>
<tr>
<td>Identify four municipalities and conduct status quo analysis of their performance-management systems</td>
<td>New Indicator</td>
<td>Four municipalities identified and status quo analysis conducted and workshoped with respective municipalities</td>
<td>02. Office of the CEO</td>
<td>Target Achieved: Municipalities identified and assessment done on requirements regarding their performance-management system.</td>
<td>None</td>
</tr>
</tbody>
</table>
## SALGA CHANGE AGENDA: OBJECTIVE 2

**IMPROVE SALGA’S CAPACITY TO ENGAGE STAKEHOLDERS AND LOBBY AND ADVOCATE THEM ON ISSUES IN THE INTERESTS OF MEMBER MUNICIPALITIES**

<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATOR (KPI) (MEASURABLE OUTPUT)</th>
<th>PERFORMANCE RESULTS</th>
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<tr>
<td><strong>BASELINE (AS PER YEAR ENDING 2008/9)</strong></td>
<td><strong>DIRECTORATE</strong></td>
<td><strong>GOAL</strong></td>
</tr>
<tr>
<td>Establishment of a SALGA Gender Women’s Commission</td>
<td>08. Community Development</td>
<td>Partially achieved</td>
</tr>
<tr>
<td>Promotion of SALGA’s position on Provincialisation of PHC</td>
<td>08. Community Development</td>
<td>Fully achieved</td>
</tr>
<tr>
<td>Development of a position paper on the role of local government in rendering healthcare services</td>
<td>08. Community Development</td>
<td>Partially achieved</td>
</tr>
<tr>
<td>SALGA report on provincialisation of Primary Healthcare services</td>
<td>08. Community Development</td>
<td>Fully achieved</td>
</tr>
<tr>
<td>Promotion of Salga’s position on Provincialisation of PHC</td>
<td>08. Community Development</td>
<td>Fully achieved</td>
</tr>
<tr>
<td>Development of a SALGA position paper for the 2011 elections on efficiency, disability, or otherwise of the current model of part-time and full-time councillors</td>
<td>10. Governance, IGR and IR</td>
<td>Fully achieved</td>
</tr>
<tr>
<td>Position papers on the topics listed have been prepared for consideration by PMAs and NMA of 2010, where a mandate on proposals dealing with, inter alia, the terms of mayors and the councillor dispensation will be obtained, and the process to formally addressing the constraints can begin.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Position paper on funding of political parties at local government level</td>
<td>04. Governance, IGR and IR</td>
<td>Fully achieved</td>
</tr>
<tr>
<td>Review of Organised LG, with the lines of responsibility not always clear.</td>
<td>04. Governance, IGR and IR</td>
<td>None.</td>
</tr>
<tr>
<td>Development of a position paper on the role of local government in rendering healthcare services</td>
<td>08. Community Development</td>
<td>Fully achieved</td>
</tr>
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<td>SALGA report on provincialisation of Primary Healthcare services</td>
<td>08. Community Development</td>
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<tr>
<td>Development of a SALGA position paper for the 2011 elections on efficiency, disability, or otherwise of the current model of part-time and full-time councillors</td>
<td>10. Governance, IGR and IR</td>
<td>Fully achieved</td>
</tr>
<tr>
<td>Position papers on the topics listed have been prepared for consideration by PMAs and NMA of 2010, where a mandate on proposals dealing with, inter alia, the terms of mayors and the councillor dispensation will be obtained, and the process to formally addressing the constraints can begin.</td>
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<tr>
<td>Position paper on funding of political parties at local government level</td>
<td>04. Governance, IGR and IR</td>
<td>Fully achieved</td>
</tr>
<tr>
<td>Review of Organised LG, with the lines of responsibility not always clear.</td>
<td>04. Governance, IGR and IR</td>
<td>None.</td>
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</table>
## SALGA CHANGE AGENDA: OBJECTIVE 2
### IMPROVE SALGA’S CAPACITY TO ENGAGE STAKEHOLDERS AND LOBBY AND ADVOCATE THEM ON ISSUES IN THE INTERESTS OF MEMBER MUNICIPALITIES

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<tr>
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<th>PERFORMANCE RESULTS</th>
<th>REASON FOR VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilitate and co-ordinate representation of SALGA in all IGR structures with emphasis on parliamentary processes</td>
<td>Post implementation report by March 2009</td>
<td>Identify, mobilise, invite SALGA representatives at all relevant parliamentary forums</td>
<td>04. Governance, IGR and IR</td>
<td>Fully achieved: SALGA has participated in all IGR Structures it is mandated to with mandated positions developed for councillors. SALGA representatives, <em>inter alia</em>, made submissions to parliamentary committees, and the directorate served on the IGWG for the LGTAS, the Policy review Task Team for CDW, COGTA Minmec and the Legislative Review Task Team to present the view of local government on matters affecting municipalities.</td>
<td>Lack of consistency in representation resulting in lack of continuity – lack of capacity at Parliamentary office due to loss of co-ordinator and researcher</td>
</tr>
<tr>
<td>Established and/or maintained relationships/partnerships in each sector: Government Departments and other e.g. WRC, SAAWU, DBSA, and Cities Network, strategic output identified with each partner that is not a government department.</td>
<td>No formalised partnerships except with Departments</td>
<td>Two Partnership relationships established and/or maintained in each sector: Government Departments and other e.g. WRC, SAAWU, DBSA, and Cities Network</td>
<td>06. Municipal Infrastructure and Services</td>
<td>Fully achieved: Strategic issues identified in a concept document with IWMSA, met with SHF and NASHO and identified programmes to co-operate on. Identified and consulted DBSA, SAAWU and CESA to establish partnerships with clear goals. The partnership was triggered by the strategic objective of SALGA.</td>
<td>None</td>
</tr>
<tr>
<td>Develop an implementation plan to register associate members</td>
<td>Criteria developed</td>
<td>Development and implementation of the plan</td>
<td>02. Office of the CEO</td>
<td>Target not achieved</td>
<td>In the absence of a stakeholder management strategy, the process of identifying and registering associate membership has not been implemented.</td>
</tr>
<tr>
<td>Conduct assessment on the implementation of SALGA’s Deployment, Mandating and Reporting Frameworks</td>
<td>Approved Deployment, Mandating and Reporting Frameworks</td>
<td>Completion of two assessment reports, in Q2 &amp; Q4</td>
<td>02. Office of the CEO</td>
<td>Target achieved: Two assessments conducted (quarter 2 and 4) and processed through provincial members assemblies before proceeding to the NMA for consideration.</td>
<td>None</td>
</tr>
</tbody>
</table>
## SALGA Change Agenda: Objective 2

**Improve SALGA’s Capacity to Engage Stakeholders and Lobby and Advocate Them on Issues in the Interests of Member Municipalities**

<table>
<thead>
<tr>
<th>Key Performance Indicator (KPI) / (Measurable Output)</th>
<th>Baseline (As Per Year Ending 2008/9)</th>
<th>Goal</th>
<th>Directorate</th>
<th>Performance Results</th>
<th>Reason for Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development and implementation of a donor relations and stakeholder-management strategy.</td>
<td>New Indicator</td>
<td>Development and implementation of the strategy</td>
<td>09. Strategy, Policy and Research</td>
<td>Fully achieved: Strategy developed to give directorates and provinces flexibility to pursue partnerships with strategic partners in structured and co-ordinated manner.</td>
<td>None</td>
</tr>
</tbody>
</table>
### SALGA Change Agenda: Objective 3

**Improve SALGA’s capacity to effectively represent members as the employer.**

<table>
<thead>
<tr>
<th>Key Performance Indicator (KPI)</th>
<th>Baseline (as per year ending 2008/9)</th>
<th>Goal</th>
<th>Directorate</th>
<th>Performance Results</th>
<th>Reason for Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR Strategy Developed for LG Sector: 2010-2015</td>
<td>New Indicator</td>
<td>Improvement of performance of Section 57 Managers</td>
<td>05. Municipal Institutional Development</td>
<td>Partially achieved: Circular issued on March 15 2010 to all SALGA Provincial Offices for all municipalities to submit quarterly Section 57 Managers Staffing Status Quo Report, as such a Status Quo Report is necessary for Risk-Management purposes and in order for SALGA to devise an intervention plan to assist municipalities.</td>
<td>None and late submission of required information by municipalities and SALGA provincial offices.</td>
</tr>
<tr>
<td>Database of all relevant HR and Payroll information established.</td>
<td>Obtain baseline information from municipalities</td>
<td>HR database created</td>
<td>05. Municipal Institutional Development</td>
<td>Fully achieved; HR data collected</td>
<td>Database not created due to funding constraints.</td>
</tr>
<tr>
<td>Municipal excellence and innovation recognised and rewarded via the Vuna Awards.</td>
<td>Participated in VUNA Awards for delivery by December 2008</td>
<td>Participated in VUNA Awards for delivery by December 2009</td>
<td>05. Municipal Institutional Development</td>
<td>Fully achieved; A policy decision has been taken to reposition and review the Municipal Performance Excellence (VUNA) awards. All relevant documents were developed.</td>
<td>1) Approval of the Revised 2009 Vuna Awards Model; 2) Implementing the 2009 Revised Vuna Awards Model.</td>
</tr>
<tr>
<td>Greater compliance to workplace-related legislation facilitated.</td>
<td>9 Roadshows</td>
<td>1) Institutionalise HR Policy Handbook. 2) HR Policy Conference.</td>
<td>05. Municipal Institutional Development</td>
<td>Fully achieved; A Human Resource Management Policy Handbook, containing 18 critical HR Policies has been developed and distributed to all municipalities.</td>
<td>The NEC at its meeting held on November 10 2009 approved the convening of the HR Policy conference which is now due to be held in September 2010.</td>
</tr>
<tr>
<td>KEY PERFORMANCE INDICATOR (KPI) / (MEASURABLE OUTPUT)</td>
<td>BASELINE (AS PER YEAR ENDING 2008/9)</td>
<td>GOAL</td>
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</tr>
<tr>
<td>HIV/Aids Portal PPP via the National Treasury, established.</td>
<td>Development of Draft Feasibility Study.</td>
<td>Rollout the HIV/ Aids portal by the end of the 2009/10 financial year</td>
<td>05. Municipal Institutional Development</td>
<td>Partially achieved: Portal developed, but not rolled out.</td>
<td>This tool is now awaiting funding. A service provider (Health InSite), drew up a SALGA Wellness Network document which is a comprehensive Local Government Strategic Wellness Support and advisory tool for municipalities, to solicit donor funding from various financial institutions.</td>
</tr>
<tr>
<td>National Skills Audit conducted.</td>
<td>8 Municipalities</td>
<td>Continuation of skills audit</td>
<td>05. Municipal Institutional Development</td>
<td>Fully achieved: Subsequent to the completion of the current phase of the National Skills Project for the Local Government sector, a draft Skills Audit Implementation Plan (SAIP) was devised and tabled for discussion.</td>
<td>• Availability of municipalities and poor participation in the Skills Audit Process; •Low level positioning of Skills Development Facilitators inhibits their role; •Completion of Skills Audit of employees below Section 57 Managers; •Implementing Skills Audit Recommendations.</td>
</tr>
<tr>
<td>Local Government position/s incorporated into DPSA SPS strategies/documents.</td>
<td>Position paper developed by November 2008</td>
<td>Ensure incorporation of SALGA position/s on Legislation, HR Norms and Standards and Costing in DPSA processes/papers.</td>
<td>05. Municipal Institutional Development</td>
<td>Fully achieved: The position paper was developed and presented to the NEC</td>
<td>None</td>
</tr>
<tr>
<td>KEY PERFORMANCE INDICATOR (KPI) / (MEASURABLE OUTPUT)</td>
<td>BASELINE (AS PER YEAR ENDING 2008/9)</td>
<td>GOAL</td>
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<tr>
<td>Support and strengthen UCLGA</td>
<td>Structured Programme of Support developed</td>
<td>Active participation in UCLGA support programme (Gaddeppa)</td>
<td>04. Governance, IGR and IR</td>
<td>Fully achieved: All UCLGA Executive Meetings and Southern Africa Regional Meetings are supported by SALGA Executives.</td>
<td>None</td>
</tr>
<tr>
<td>Development and implementation of an International Relations Policy</td>
<td>Fully-developed International Relations Strategy</td>
<td>Revised IR Strategy tabled by March 2010</td>
<td>04. Governance, IGR and IR</td>
<td>Not achieved</td>
<td>Very slow progress due to resource constraints.</td>
</tr>
<tr>
<td>Concluded MoUs for support with Government Departments and related institutions.</td>
<td></td>
<td></td>
<td>06. Municipal Infrastructure and Services</td>
<td>Fully achieved: MoU concluded with Department of Environmental Affairs (DEA), and proposals submitted to Department of Public Works (DPW) and Electricity Distribution Industry Holding (EDIH).</td>
<td>None</td>
</tr>
<tr>
<td>Concluded MoUs for support with Government Departments and related institutions.</td>
<td></td>
<td></td>
<td>06. Municipal Infrastructure and Services</td>
<td>Fully achieved: MoU concluded with Department of Environmental Affairs (DEA), and proposals submitted to Department of Public Works (DPW) and Electricity Distribution Industry Holding (EDIH).</td>
<td>None</td>
</tr>
<tr>
<td>Development of SALGA position on the model of remuneration for councillors as public office-bearers.</td>
<td>Guide for promoting compliance developed</td>
<td>Response to Commission for the Remuneration of public office-bearers report by December 2009</td>
<td>04. Governance, IGR and IR</td>
<td>Fully achieved: SALGA position paper developed in accordance with the mandate of members, and submitted.</td>
<td>The concerns of councillors were reflected in the document. Further progress is dependent on Commission’s recommendations and the final notice published by the Minister. Comments were submitted on the December 2009 notice.</td>
</tr>
<tr>
<td>KEY PERFORMANCE INDICATOR (KPI) / MEASURABLE OUTPUT</td>
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<tr>
<td>Develop MIS-related programmes based on SALGA MoUs with LG associations in Namibia and Mozambique, Zimbabwe and the Netherlands.</td>
<td>The partnership was triggered by the MoUs signed between the three sister associations. A follow-up meeting was held to finalise the MoUs, and more importantly, the definition of challenges between the parties to the MoUs. A draft concept paper for a joint programme with Namibia, Zimbabwe and Mozambique was developed.</td>
<td>06. Municipal Infrastructure and Services</td>
<td>SALGA concluded various international MoUs.</td>
<td></td>
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</tbody>
</table>

**Baseline (as per year ending 2008/9)**

- SALGA
- Concluded various international MoUs.
<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATOR (KPI)</th>
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<th>PERFORMANCE RESULTS</th>
<th>REASON FOR VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development of a turnaround strategy for facility management and maintenance services.</td>
<td>Approved facility-management strategy.</td>
<td>Quarterly facilities management reports</td>
<td>03. Finance and Corporate Services</td>
<td>Fully achieved: This is ongoing activity where all existing contracts and SLAs are being closely-monitored and evaluated quarterly to ensure that the terms and conditions are correctly implemented. Expired contracts had been either renewed or terminated.</td>
<td>None</td>
</tr>
<tr>
<td>Implementation of Electronic-Filing System for SALGA.</td>
<td>Implementation of the e-filing system is in progress. Trials are currently being conducted.</td>
<td>Phased implementation of the Electronic Filing System between National and Provincial Offices.</td>
<td>03. Finance and Corporate Services</td>
<td>Fully achieved: Implementation was achieved at Finance and Corporate Services and all Directorates at the national office. Provinces still pending.</td>
<td>None</td>
</tr>
<tr>
<td>Completion and grading of job profiles for all positions of senior management within SALGA.</td>
<td>100% completion by June 2008.</td>
<td>Fully operational system of job profiles and grading by March 31 2010</td>
<td>03. Finance and Corporate Services</td>
<td>Partially achieved: Job profiles for all SALGA positions were developed and completed. These were submitted to the contracted service provider on the evaluation and grading of SALGA positions. Final report on the job evaluation and grading was developed and presented to the Performance and Remuneration Panel. Final NEC approval is still awaited on the matter.</td>
<td>None</td>
</tr>
<tr>
<td>KEY PERFORMANCE INDICATOR (KPI) / (MEASURABLE OUTPUT)</td>
<td>BASELINE (AS PER YEAR ENDING 2008/9)</td>
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</tr>
<tr>
<td>Development and implementation of Employee Wellness Plan.</td>
<td>Number of campaigns conducted on Employee Wellness, HIV/AIDS.</td>
<td>Improved knowledge on employee wellness</td>
<td>03. Finance and Corporate Services</td>
<td>Fully achieved: Continuous information sharing on employee wellness matters through electronic communication. Employee bereavements were also facilitated during the reporting period. Relevant dates per the wellness calendar were observed (these included Aids Day, STI Week, etc).</td>
<td>None</td>
</tr>
<tr>
<td>Compliance with relevant SCM policies, procedures and other legislations/regulations.</td>
<td>End of year procurement report.</td>
<td>Reporting on SCM affirmative procurement (BEEs and SMMEs) of the total procurement value and compliance reports to the National Treasury</td>
<td>03. Finance and Corporate Services</td>
<td>Fully achieved: Quarterly report prepared and procurements over R100 000 reported to the National Treasury. To be presented in the next EMT.</td>
<td>None</td>
</tr>
<tr>
<td>Improved SCM quality of support to all directorates and provinces.</td>
<td>Draft Customer Care Charter</td>
<td>Implementation of the directorates Customer Care Charter.</td>
<td>03. Finance and Corporate Services</td>
<td>Partially achieved</td>
<td>Procurement register not fully updated. Procurement of goods and services for the month of December still being captured.</td>
</tr>
<tr>
<td>Implement sound financial management practices i.e. applicable legislation and financial management principles.</td>
<td></td>
<td>Improve liquidity ratio of the organisation to greater than 1</td>
<td>03. Finance and Corporate Services</td>
<td>Partially achieved: Continuous monitoring and assessment of liquidity ratio.</td>
<td>The liquidity ratio has been improved from that of the prior year from 73 cents for each R 1 of current liabilities to 75 cents. The KZN impasse contributed to non achievement due to KZN debtors having been impaired to nil.</td>
</tr>
</tbody>
</table>
### SALGA CHANGE AGENDA: OBJECTIVE 5

**SALGA'S CORPORATE GOVERNANCE AND INTERNAL FUNCTIONING**

<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATOR (KPI) / (MEASURABLE OUTPUT)</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Implement sound financial management practices i.o. applicable legislation and financial management principles.</td>
<td>Maintain or improve the solvency of the organisation.</td>
<td>03. Finance and Corporate Services</td>
<td>Fully achieved: Continuous monitoring and assessment of liquidity ratio.</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>Implement sound financial management practices i.o. applicable legislation and financial management principles.</td>
<td>Produce quarterly financial management reports for the executive authority; all directorates; and provincials offices.</td>
<td>03. Finance and Corporate Services</td>
<td>Fully achieved: Report produced and to be submitted to relevant structures.</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>To enhance HR compliance to relevant legislations, regulations and internal HR policies.</td>
<td>Existing policies and regulations</td>
<td>03. Finance and Corporate Services</td>
<td>Fully achieved: SALGA finalised the outstanding cases of employees, who were not adequately placed after the &quot;restructuring&quot; process. All were issued with placement letters and the concerns around their job designations resolved.</td>
<td>None</td>
<td></td>
</tr>
</tbody>
</table>

SALGA handled about 33 employee terminations during the reporting period and their varying reasons are outlined below:

- 21 – Resignations from SALGA;
- 6 – Employment contracts lapsed and were not renewed;
- 2 – Deceased;
- 1 – Absconded from duty;
- 3 – Dismissed for misconduct.
## SALGA CHANGE AGENDA: OBJECTIVE 5

### SALGA’S CORPORATE GOVERNANCE AND INTERNAL FUNCTIONING

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<tr>
<td>To enhance HR compliance to relevant legislations, regulations and internal HR policies.</td>
<td>Existing conditions of service and administration policies</td>
<td>Rationalisation and review of conditions of service and administrative policies.</td>
<td>03. Finance and Corporate Services</td>
<td>Fully achieved: Policy on the conditions of service was also developed with a view to ensuring alignment of employment standards within SALGA and elimination of disparities caused by the previous dispensation and administration. This awaits NEC approval as indicated.</td>
<td>None</td>
</tr>
<tr>
<td>Strategic and Business Planning Policy developed to enhance SALGA’s compliance with the PFMA.</td>
<td>New indicator</td>
<td>Strategic and Business Planning Policy submitted to NEC in December 2009.</td>
<td>09. Strategy, Policy and Research.</td>
<td>Fully achieved: The Strategic and Business Planning Policy was approved by the NEC of December 10 2009.</td>
<td>None</td>
</tr>
<tr>
<td>Convene national working group bi-monthly and provide input in other governance structures (e.g. NMA)</td>
<td>Submissions made by national for last two quarters.</td>
<td>NEC lekgotla climate change input. Two working groups.</td>
<td>06. Municipal Infrastructure and Services.</td>
<td>Fully achieved: Four national working groups were convened and submissions were made to NEC, PMAs and NMA.</td>
<td>None</td>
</tr>
<tr>
<td>Development and implementation of the employee performance recognition system (non-financial rewards system).</td>
<td>New Indicator</td>
<td>Non-financial rewards policy and system developed and implemented by December 2009.</td>
<td>02. Office of the CEO.</td>
<td>Target partly-achieved: Internal research completed and terms of reference on the proposed system approved by the Panel.</td>
<td>Cash-flow challenges.</td>
</tr>
<tr>
<td>Discussion Paper on legislation, guidelines and templates utilised by municipalities for business planning and performance monitoring.</td>
<td>New indicator</td>
<td>Learning event by March 2010</td>
<td>09. Strategy, Policy and Research.</td>
<td>Fully achieved: A discussion paper was developed, which outlines challenges relating to business planning and reporting in municipalities. The discussion paper was disseminated and debated through a learning event held on March 17 2010.</td>
<td>None</td>
</tr>
<tr>
<td>KEY PERFORMANCE INDICATOR (KPI) / (MEASURABLE OUTPUT)</td>
<td>BASELINE (AS PER YEAR ENDING 2008/9)</td>
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<tr>
<td>Policy briefings on key national policy issues.</td>
<td>New indicator</td>
<td>Two briefings</td>
<td>09. Strategy, Policy and Research.</td>
<td>Fully achieved: Two policy briefs have been developed and disseminated by e-mail and website, respectively. The first brief related to the municipal response to the global economic crisis while the second was based on the outcomes from the 2010 January Cabinet Lekgotla and COGTAs 10 point plan.</td>
<td>None</td>
</tr>
<tr>
<td>Lead the production of the 2008/2009 Annual Report</td>
<td>2007/8 Annual Report</td>
<td>2008/9 Annual Report</td>
<td>09. Strategy, Policy and Research.</td>
<td>Fully achieved: On November 3 2009, the Annual Report was formally presented to the Parliamentary Portfolio Committee for Co-operative Governance and Traditional Affairs, and was launched at an event which will draw together stakeholders in the local government sector.</td>
<td>None</td>
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<tr>
<td>PERFORMANCE AGAINST PREDETERMINED OBJECTIVES</td>
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<td><strong>SALGA CHANGE AGENDA: OBJECTIVE 5</strong></td>
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<td><strong>BASELINE (AS PER YEAR ENDING 2008/9)</strong></td>
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<tr>
<td><strong>GOAL</strong></td>
<td><strong>DIRECTORATE PERFORMANCE RESULTS</strong></td>
<td><strong>REASON FOR VARIANCE</strong></td>
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</tr>
<tr>
<td><strong>Lead, manage and monitor strategy and business planning for SALGA.</strong></td>
<td>Through a series of strategic planning engagements involving the EMT and NEC, between August 2009 and March 2010, the 2010/11 Business Plan was developed. The SALGA Business Plan 2010/11 was approved by NEC on March 2, 2010 for adoption by the NMA scheduled for May 2010.</td>
<td>None</td>
<td></td>
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<tr>
<td><strong>Fully achieved:</strong> Through a series of strategic planning engagements involving the EMT and NEC, between August 2009 and March 2010, the 2010/11 Business Plan was developed. The SALGA Business Plan 2010/11 was approved by NEC on March 2, 2010 for adoption by the NMA scheduled for May 2010.</td>
<td><strong>Develop and implement ICT strategy aligned to SALGA Strategic plan.</strong></td>
<td><strong>Not achieved:</strong> SALGA EMT has endorsed the ICT strategy document and has circulated it to the PEC for endorsement before presentation to the Audit Committee and NEC.</td>
<td>The initial total lack of personnel to conduct the work, however with the appointment of managers for these functions there should be progress on this matter early in the next financial year.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Develop and implement ICT strategy aligned to SALGA Strategic plan.</strong></td>
<td>Developed ICT strategy approved by SALGA EMT and NEC by March 31, 2010</td>
<td><strong>Not achieved:</strong> SALGA EMT has endorsed the ICT strategy document and has circulated it to the PEC for endorsement before presentation to the Audit Committee and NEC.</td>
<td>The initial total lack of personnel to conduct the work, however with the appointment of managers for these functions there should be progress on this matter early in the next financial year.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Develop and implement ICT strategy aligned to SALGA Strategic plan.</strong></td>
<td>Developed ICT strategy approved by SALGA EMT and NEC by March 31, 2010</td>
<td><strong>Target partly-achieved:</strong> While the strategy has been reviewed, it has not been processed through SALGA’s governance structures for final sign-off.</td>
<td>The initial total lack of personnel to conduct the work, however with the appointment of managers for these functions there should be progress on this matter early in the next financial year.</td>
<td></td>
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</tr>
<tr>
<td><strong>Develop and implement ICT strategy aligned to SALGA Strategic plan.</strong></td>
<td>Developed ICT strategy approved by SALGA EMT and NEC by March 31, 2010</td>
<td><strong>Target partly-achieved:</strong> While the strategy has been reviewed, it has not been processed through SALGA’s governance structures for final sign-off.</td>
<td>The initial total lack of personnel to conduct the work, however with the appointment of managers for these functions there should be progress on this matter early in the next financial year.</td>
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<tr>
<td>Implementation of the 2010 Legacy Framework</td>
<td>2010 Legacy Framework</td>
<td>Implementation of the Framework</td>
<td>02. Office of the CEO</td>
<td>Target not achieved.</td>
<td>With approach of the LOC and FIFA to communicate and work directly with host municipalities on the preparations for the World Cup, it has not been easy to effectively include non-host municipalities in the actual planning and preparations for the event.</td>
</tr>
<tr>
<td>Conduct assessment on the implementation of SALGA’s 2010 Legacy Framework</td>
<td>SALGA 2010 FIFA World Cup Legacy Framework</td>
<td>Bi-annual assessment reports</td>
<td>02. Office of the CEO</td>
<td>Target not achieved.</td>
<td>The funding model has not yet been approved by the NEC.</td>
</tr>
<tr>
<td>Implementation of approved SALGA’s funding model</td>
<td>Approved budgeting and funding models</td>
<td>Improvement in SALGA’s financial viability through the implementation of the Funding Model by March 2010.</td>
<td>03. Finance and Corporate Services</td>
<td>Not achieved: The draft funding model has not yet been approved by the NEC.</td>
<td></td>
</tr>
<tr>
<td>Provide an enabling ICT infrastructure capacity to enhance operational efficiency and effectiveness of SALGA.</td>
<td>ICT infrastructure not geared towards enhancing the research and knowledge management needs of the organisation.</td>
<td>Quarterly progress report on ICT infrastructure capacity and improvements.</td>
<td>03. Finance and Corporate Services</td>
<td>Fully achieved: Management approved the acquisition of new ICT infrastructure namely servers, backup devices as well as the upgrading of data lines. The equipment has now been delivered.</td>
<td>ICT Strategy is not yet approved, hence the unit does not have a long-term master plan, inadequate server hardware, backup facilities, ICT support personnel in the SALGA provinces</td>
</tr>
<tr>
<td>Capacitation of the organisation as per the approved organogram.</td>
<td>All prioritised positions filled</td>
<td>Filling of all vacant funded posts by March 31 2010</td>
<td>03. Finance and Corporate Services</td>
<td>Partially achieved: Approximately 72 new employees joined SALGA during the 2009/10 financial year and this ensured effective line functions.</td>
<td>Financial constraints (funding) remain a challenge with certain vacant posts.</td>
</tr>
</tbody>
</table>
### SALGA Change Agenda: Objective 5

**Salga’s Corporate Governance and Internal Functioning**

<table>
<thead>
<tr>
<th>Key Performance Indicator (KPI) / (Measurable Output)</th>
<th>Baseline (as per Year Ending 2008/9)</th>
<th>Goal</th>
<th>Directorate</th>
<th>Performance Results</th>
<th>Reason for Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation of compliance strategy.</td>
<td>Compliance strategy</td>
<td>Implementation of the strategy</td>
<td>02. Office of the CEO</td>
<td>Target achieved: The introduction of the compliance database, training of compliance officers to populate the database and regular updating of information has been achieved.</td>
<td>None</td>
</tr>
<tr>
<td>Co-ordination of the SALGA Governance Structures</td>
<td>Governance Framework</td>
<td>Convening meetings as per the SALGA schedule of meetings</td>
<td>02. Office of the CEO</td>
<td>Target partly-achieved: Two assessments conducted (quarter 2 and 4) and processed through provincial members assemblies before it proceeds to the NMA for consideration.</td>
<td>Effective co-ordination of meetings of governance structures still not at the level of performance that is required and the level of communication from provinces is still not consistent from all provinces.</td>
</tr>
<tr>
<td>Institutionalisation of Performance Management throughout SALGA.</td>
<td>Performance-Management System implemented for staff levels 1 to 3</td>
<td>Performance-Management System cascaded to staff level 4 and management of staff levels (1-3) within the organisation in 2009/10</td>
<td>02. Office of the CEO</td>
<td>Target achieved: Performance-Management System further rolled-out to employee level 4; covering staff levels 1 to 4.</td>
<td>None</td>
</tr>
<tr>
<td>KEY PERFORMANCE INDICATOR (KPI) / (MEASURABLE OUTPUT)</td>
<td>BASELINE (AS PER YEAR ENDING 2008/9)</td>
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<tr>
<td>Advocacy Campaign to encourage people with disabilities to participate in the 2011 elections.</td>
<td>New Indicator</td>
<td>Campaign Action Plan developed by March 2010.</td>
<td>08. Community Development</td>
<td>Fully achieved: Disability Campaign endorsed at five PMAs (Eastern Cape, Northern Cape, North West, Mpumalanga, Limpopo) and NMA (June 2009).</td>
<td></td>
</tr>
<tr>
<td>Annual Women in Provincial and Local Government Summit.</td>
<td>WILGS held in August 2008.</td>
<td>WILGS to be held in August 2009 (province to be determined).</td>
<td>08. Community Development</td>
<td>Fully achieved: Women in Provincial and Local Government Summit was held on August 16 – 19 2009 in the Free State.</td>
<td></td>
</tr>
<tr>
<td>Promotion of mainstreaming of Gender Policy Framework within Municipalities.</td>
<td>Promotion of Gender Policy Framework within Municipalities.</td>
<td>Monitoring of the provincial roll-out of the Local Government Gender Policy Framework.</td>
<td>08. Community Development</td>
<td>Fully achieved: District workshops on gender-based violence were conducted in all provinces except Mpumalanga.</td>
<td>Mpumalanga training workshops were deferred due to the Gender Links Regional Summit being held during the last quarter.</td>
</tr>
</tbody>
</table>
## 5YLGSA: OBJECTIVE 1
TO CONTRIBUTE TO MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

<table>
<thead>
<tr>
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<tr>
<td>Promote 16 Days of Activism Campaign toolkit.</td>
<td>New Indicator</td>
<td>Launch of toolkit by December 2009.</td>
<td>08. Community Development.</td>
<td>Not achieved</td>
<td>Uneven provincial progress and understanding on the Women’s Commission. Lack of funding for the launch of the commission in the final quarter.</td>
</tr>
<tr>
<td>Facilitate the phased provincial roll-out of the handbook which facilitated the implementation of the framework for an Integrated Local Government response to HIV/AIDS</td>
<td>Pilot in three provinces (Mpumalanga, Eastern Cape, and Free State) under way in 2008/2009</td>
<td>Status quo report on the roll-out by March 2010.</td>
<td>08. Community Development</td>
<td>Fully achieved: Handbook launched on April 2 2009 in Durban. Roll-out completed in Mpumalanga, Free State and Eastern Cape has started.</td>
<td></td>
</tr>
<tr>
<td>Facilitate the revival and strengthening of Aids Councils at District and Local level.</td>
<td>Baseline (as per year ending 2008/9)</td>
<td>1. Develop strategy to revive and strengthen municipal AIDS Councils. 2. Supported 87 Municipal AIDS Councils.</td>
<td>08. Community Development</td>
<td>Fully achieved: Decentralisation of HIV/AIDS Councils in SA was held on September 22-23 2009. One of the key objectives of the conference was to support the functioning of Municipal AIDS Councils. A total of 48 municipalities participated in the learning processes.</td>
<td>The audit analysis took longer than anticipated due to lack of capacity.</td>
</tr>
<tr>
<td>Knowledge sharing on HIV/AIDS.</td>
<td>Webpage updated monthly during August 2009.</td>
<td>Webpage updated monthly.</td>
<td>08. Community Development</td>
<td>Fully achieved: Webpage updated as planned, with the exception of quarter 4, due to revamping of the website.</td>
<td></td>
</tr>
<tr>
<td>Represent LG in the development and implementation of CGTA turnaround strategy.</td>
<td>Active participation and lobbying at all forums, processes and events.</td>
<td></td>
<td>04. Governance, IGR and IR</td>
<td>Fully achieved: Attended to all meetings arranged by CGTA on implementation of the LG Turnaround Strategy</td>
<td></td>
</tr>
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<tr>
<td>Development of a guideline/concept paper on the meaning of the municipal authority function vis-a-vis the role of national sector departments and regulators.</td>
<td>New indicator</td>
<td>Manage the development of the Position papers/models up to approval by respective governance structures.</td>
<td>06. Municipal Infrastructure and Services</td>
<td>Target not achieved.</td>
<td>Delays in turnaround time of SCM.</td>
</tr>
<tr>
<td>Completed model SDA.</td>
<td>Draft Model SDA developed</td>
<td>All municipalities with external mechanisms concluded SDAs.</td>
<td>06. Municipal Infrastructure and Services</td>
<td>Target partially-achieved. A model Service Delivery Agreement (SDA) was developed.</td>
<td>Capacity constraints.</td>
</tr>
<tr>
<td>Finalisation of the job evaluation and wage curve projects and implementation thereof in the Local Government sector.</td>
<td>100% refined remuneration tool and implementation guidelines developed by, or before June 2009.</td>
<td>Remuneration tool (Wage Curve) and implementation guidelines developed and maintained.</td>
<td>05. Municipal Institutional Development</td>
<td>Partially achieved. Parties to SALGBC entered into MoU on the Wage Curve.</td>
<td>1) TASK Collective agreement expired in November 2009. 2) SAMWU refusal to agree to the publishing of results led to results not being published. Negotiations on wage curve deadlocked and SALGA was not in a position to agree to the extension of TASK agreement. 3) Agreement will be signed in the next financial year.</td>
</tr>
<tr>
<td>Percentage representation of SALGA at relevant IGR structures (i.e. EDI Restructuring and SALGBC).</td>
<td>Approved SALGA Governance Frameworks.</td>
<td>Representation at relevant IGR structures (i.e. EDI, SALGBC)</td>
<td>05. Municipal Institutional Development</td>
<td>Fully achieved: The final draft agreements for the management of employee transfers from municipalities to the REDs were presented to the NEC on June 2 2009. A draft “Due Diligence Document” was also presented for signature by the CEO, as well as a draft MoU between SALGA and EDI on the Section 197 transfers of employees from municipalities to the REDS.</td>
<td>Resistance by Western Cape and KZN provinces caused SALGA not to sign agreements.</td>
</tr>
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<tr>
<td>Disputes in the sector prevented and/or resolved.</td>
<td>Labour Court applications and impending Arbitration Awards and/or Rulings</td>
<td>Facilitate the handling of Conciliation, Arbitration and Labour Court matters. Develop the dispute prevention strategy (i.e.)/ interventions/ resolution processes within municipalities.</td>
<td>05. Municipal Institutional Development</td>
<td>Fully achieved: A number of disputes were handled during the course of the year. While a number of them had been resolved, a few are still pending decisions from the courts.</td>
<td></td>
</tr>
<tr>
<td>Facilitate and coordinate capacity building for new Councillors to clarify different roles and responsibilities.</td>
<td>7 000 Councillors trained after 2006 elections.</td>
<td>This is part of the Councillor certificate modules.</td>
<td>05. Municipal Institutional Development.</td>
<td>Fully achieved: SALGA partnered with LGSETA to develop a practical Councillor Handbook and printing of 1 000 copies. The material is being couriered to provinces still to have induction of councillors.</td>
<td></td>
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### 5YLGSA: OBJECTIVE 1
TO CONTRIBUTE TO MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

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<tr>
<td>To facilitate and co-ordinate the credibility and impact of training in the local government sector on improving service delivery</td>
<td>500 participants from municipalities trained.</td>
<td>5 000 Councillors and officials capacitated.</td>
<td>05. Municipal Institutional Development.</td>
<td>Fully achieved; SALGA has initiated training programmes that are aimed at appropriately equipping councillors with the required knowledge and expertise. 5419 councillors benefitted from those programmes during the current financial year. The following programmes were offered: Financial Training = 143 Labour Relations/HR = 149 PMS Training = 43 IDP Training = 72 LGNET Training = 110 LED Training = 132 ELMDP = 743 LG Law and administration NQF6 = 131 LODLOG = 34 GEMLOG = 24 National Certificate in Municipal Governance NQF5 = 524 Ward Committee Training = 727 Health and Safety Training NQF2 = 45 Sanitation and Water Workshop = 233 Councillor Induction = 1660</td>
<td></td>
</tr>
<tr>
<td>Strengthen partnership with institutions of higher learning and research signed to enhance its support to member-municipalities by 2012</td>
<td>At least 2 MoUs by February 2009</td>
<td>3 MoUs signed with institutions of higher learning and/or organisations.</td>
<td>05. Municipal Institutional Development.</td>
<td>Partially achieved; 2 x MoUs were signed with institutions of higher learning and/or organisations: 1) Microsoft SA, SALGA and DBSA 2) SALGA and Training Outside Professional Practice (TOPP) 3) University of Johannesburg and LGSETA</td>
<td>The MoU between SALGA and UNISA has not being concluded. As a result, SALGA was advised to raise funds for the programme before finalising the memorandum with UNISA.</td>
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<tr>
<td>Rolled-out ELMDP (third intake).</td>
<td>450 Participants enrolled</td>
<td>350 Participants</td>
<td>05. Municipal Institutional Development</td>
<td>Fully achieved: A total of 441 Councillors and Municipal Officials enrolled in the ELMDP and a total of 292 participants graduated from the programme</td>
<td>Some participants dropped out of the year while others take longer to graduate.</td>
</tr>
<tr>
<td>Established Cllr Practices Qualification</td>
<td>500 Ward Councillors across the nine provinces</td>
<td>1000 ward Councillors across the nine provinces (Not the same as 31 below)</td>
<td>05. Municipal Institutional Development</td>
<td>Fully achieved: Councillor Certificate Programme is funded by LGSETA and Councillor inductions implemented</td>
<td></td>
</tr>
<tr>
<td>Finalised registration of Municipal Governance Certificate NQFL5.</td>
<td>Registered qualification</td>
<td>The qualification registered and delivered through the University of Johannesburg – 100 participants</td>
<td>05. Municipal Institutional Development</td>
<td>Fully achieved: SALGA had successfully recruited 472 participants in this programme.</td>
<td></td>
</tr>
<tr>
<td>Review and implementation of the current capacity-building programme (1) in collaboration with LGSETA, SAMDI, DPLG, DBSA, the Treasury, etc.</td>
<td>100% completion by January 2009</td>
<td>Stakeholder engagement for buy-in on capacity-building strategy</td>
<td>05. Municipal Institutional Development</td>
<td>Fully achieved: All stakeholders (COGTA, PALAMA, DBSA, LDSETA and GTZ) were convened to unpack the strategy, and the strategy was accepted wherein the stakeholders will support areas of their institutional areas as reflected in the strategy. Only few stakeholders confirmed their support in their strategic priorities as reflected in the strategy.</td>
<td></td>
</tr>
<tr>
<td>Representation of SALGA at LGSETA.</td>
<td>100% representation at all scheduled meetings and official engagements.</td>
<td>100% representation of SALGA position at all scheduled meetings and official engagements.</td>
<td>05. Municipal Institutional Development</td>
<td>Fully achieved: Attendance of meeting at LGSETA board meetings taking place and NEC apprised at strategic intervals.</td>
<td></td>
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<tr>
<td>Advice of the framework for municipalities to develop the Workplace Skill Plans incorporating objectives of JIPSA and ASGISA.</td>
<td>100% by June 2008</td>
<td>Completed WSP submitted by municipalities.</td>
<td>05. Municipal Institutional Development.</td>
<td>Fully achieved: Advice was given to all municipalities on the compliance template with the Skills Development Act or the WSP. All participating municipalities were advised to reclaim their training levies whereby a total of R127 103 852.01 has been claimed as at March 31 2010.</td>
<td>Not all municipalities are responding in terms of submitting their WSP.</td>
</tr>
<tr>
<td>Facilitate takeover and lead the LODLOG and GEMLOG programme roll-out</td>
<td>32 x 3 LODLOG 30 x 3 GEMLOG =186 for three-year cycle as per signed MoU on February 13 2008.</td>
<td>Roll-out LODLOG=32 Participants and GEMLOG=24 Participants.</td>
<td>05. Municipal Institutional Development.</td>
<td>Fully achieved: A total of 34 participants were enrolled for the LODLOG programme. A total of 24 participants enrolled for the GEMLOG programme.</td>
<td></td>
</tr>
<tr>
<td>Co-ordinate the implementation of the LGNET Training.</td>
<td>46 District Municipalities</td>
<td>46 District Municipalities in partnership with DBSA.</td>
<td>05. Municipal Institutional Development.</td>
<td>Fully achieved: 1. Letters of intent were submitted to all municipalities; 2. Steering committee meetings attended and feedback given.</td>
<td></td>
</tr>
<tr>
<td>Training of traditional leaders in collaboration with DPLG and LGSETA.</td>
<td>Seven Provincial Houses of Traditional Leaders in partnership with DPLG and LGSETA.</td>
<td>50% of Provincial Houses of Traditional Leaders.</td>
<td>05. Municipal Institutional Development.</td>
<td>Fully achieved: Training has been rolled-out to provinces with the Provincial Houses of TL. (LGSETA/COGTA)</td>
<td></td>
</tr>
<tr>
<td>Medical Aid Restructuring process for the sector handled at SALGBC level.</td>
<td>Five Medical Schemes accredited in the sector.</td>
<td>Annual accreditation process implemented.</td>
<td>05. Municipal Institutional Development</td>
<td>Fully achieved: Five medical schemes, namely: Bonitas, SAMWUMED, Key Health, LAHealth and Hosmed were accredited for 2009-2010.</td>
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**TO CONTRIBUTE TO MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT**

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<tr>
<td>Effective functioning of HR Forums for information sharing on developments at SALGBC level and provision of advice.</td>
<td>100% established and functional by March 2008.</td>
<td>Facilitate and convene the HR Forum on quarterly basis.</td>
<td>05. Municipal Institutional Development.</td>
<td>Fully achieved: To date, the HR forums were conducted throughout all the provinces and are functional on a needs basis.</td>
<td>Inadequate budget</td>
</tr>
<tr>
<td>Completion of assessment and appraisal of current divisional and national bargaining structures and implementation of remedial steps.</td>
<td>100% completed by April 2009.</td>
<td>Finalise the SALGBC Evaluative Report and Developed Remedial Plan to identify weaknesses.</td>
<td>05. Municipal Institutional Development.</td>
<td>Fully achieved: Parties to the SALGBC conducted an evaluation of the functioning of the divisions, and an evaluation report was developed.</td>
<td></td>
</tr>
<tr>
<td>Number of Collective Agreements proposed and resolutions presented to the SALGBC and relevant IGR structures to advocate labour peace in the sector and represent the employer at the SALGBC. (i.e. Disciplinary code, retirement funding etc).</td>
<td>Collective agreements proposed and resolutions presented to the SALGBC by May 2008.</td>
<td>Collective agreements proposed and resolutions presented to the SALGBC in an ongoing basis, including and up to March 2010.</td>
<td>05. Municipal Institutional Development.</td>
<td>Partially achieved: The parties to the SALGBC entered into a Salary and Wage Collective Agreement for the period 2009-2012. Parties to SALGBC entered into MoU. On the wage curve, a Collective Agreement has been entered into between the parties and will be implemented in July 2010.</td>
<td>Negotiations on wage curve deadlocked.</td>
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<tr>
<td>Information on developments at a Bargaining Council level shared with municipalities.</td>
<td>Regular reports and circulars sent to municipalities.</td>
<td>Regular reports and circulars sent to municipalities.</td>
<td>05. Municipal Institutional Development.</td>
<td>Fully achieved: Reports were presented to the Bargaining Council and circulars were communicated to the municipalities; Progress made on the Job Evaluation; SALGA position regarding the Divisional Collective Agreement on the conditions of service; salary and wage negotiations, as well as lessons learned.</td>
<td></td>
</tr>
<tr>
<td>Development of bargaining mandate for the next round of wage and salary negotiations at the Local Government Bargaining Council.</td>
<td>Refined bargaining mandate developed by or before February/March 2009 and negotiated on at SALGBC.</td>
<td>Overall Bargaining Strategy developed and approved by the NEC. Annual revision of bargaining mandate.</td>
<td>05. Municipal Institutional Development.</td>
<td>Fully achieved: Developed a Bargaining Strategy to engage on a mutual gains basis/approach with trade unions.</td>
<td></td>
</tr>
<tr>
<td>Comprehensive mid-term review of the performance of municipalities.</td>
<td>Initiated and have structures and funding in place by March 2009.</td>
<td>Draft Review Completed in March 2010.</td>
<td>09. Strategy, Policy and Research.</td>
<td>Fully achieved: The research is on track, a draft report is in place and a final report should be ready by end of June 2010.</td>
<td>Progress was slower than anticipated due to negotiations with the DBSA for a technical assistance grant, and with the GTZ for technical support in the form of co-ordination. The bureaucratic processes associated with transferring the technical grant from the DBSA to SALGA were onerous, particularly because there was a disagreement about which municipalities should be used as case studies.</td>
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<tr>
<td>Paper detailing policy instruments, programmes and projects for municipalities to address key development targets associated with poverty reduction and job creation.</td>
<td>New indicator</td>
<td>Position paper on the programmes and projects municipalities can implement (with support from other spheres of government) to: - Reduce poverty - Create employment - Facilitate and drive an inclusive growth path.</td>
<td>09. Strategy, Policy and Research.</td>
<td>Partially achieved: The target of a “position paper” was not fully-achieved. But a draft position paper had been developed.</td>
<td>Due to lack of resources and the inability to mobilise external resources for the project.</td>
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<tr>
<td>Audit on Disaster Management by municipalities</td>
<td>New Indicator</td>
<td>Position paper drafted by March 2010.</td>
<td>08. Community Development.</td>
<td>Partially achieved: SALGA requested suitable service providers to submit proposals to perform a national assessment of all municipalities’ status on disaster management.</td>
<td>The process has been deferred to 2010/2011 by the CFO due to financial constraints experienced in the last quarter of the financial year.</td>
</tr>
<tr>
<td>Assessment on public safety policies and programmes</td>
<td>New Indicator</td>
<td>Assessment conducted by March 2010.</td>
<td>08. Community Development.</td>
<td>Not achieved.</td>
<td>Lack of human development personnel within the directorate prevented progress on related areas of work.</td>
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### Key Performance Indicator (KPI) / (Measurable Output)

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<th>Objective Description</th>
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<th>Performance Results</th>
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<td>Promotion of municipal best practice approaches to sports, arts, culture and recreation.</td>
<td>New Indicator</td>
<td>Assessment of municipal approaches to sports, arts, culture and recreation by March 2010 in partnership with the Department of Arts and Culture.</td>
<td>08. Community Development.</td>
<td>Not achieved.</td>
<td>Lack of human development personnel within the directorate has prevented progress on related areas of work.</td>
</tr>
<tr>
<td>Co-ordination of implementation of medium to long-term activities of the local government energy efficiency plan.</td>
<td>Co-ordinated implementation of short term activities.</td>
<td>Co-ordinated implementation of medium-term targets.</td>
<td>06. Municipal Infrastructure and Services.</td>
<td>Fully achieved: A plan has also been developed and a funding commitment of R13 million has been secured from the Swiss Development Corporation to fund the extension of this support to other municipalities.</td>
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<tr>
<td>Developed a guideline on municipal management level of public works.</td>
<td>No guidelines</td>
<td>Guidelines submitted to EMT.</td>
<td>06. Municipal Infrastructure and Services.</td>
<td>Fully achieved: Concept paper on co-operation between SALGA and DPW presented at MINMEC and an in principle, there is an agreement to conclude an MoU between SALGA and DPW.</td>
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<tr>
<td>Produced a draft issues document on management and maintenance of roads infrastructure outside the metropolitan areas.</td>
<td>No position paper</td>
<td>Position paper approved by the NEC.</td>
<td>06. Municipal Infrastructure and Services.</td>
<td>Not achieved</td>
<td>The area of roads and transport is still experiencing a lack of capacity. The vacancy of a roads and transport specialist was not filled until the end of the financial year.</td>
</tr>
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<tr>
<td>Approved reviewed SALGA position on EDIR and discussions on DEAL issues initiated.</td>
<td>Reviewed position approved by the NEC</td>
<td>SALGA's reviewed position largely accepted in the EDIR process.</td>
<td>06. Municipal Infrastructure and Services.</td>
<td>Fully achieved: SALGA position on EDIR largely accepted by the NEC. SALGA convened the electricity forum workshop with municipalities to discuss the 23 &quot;deal issues&quot; which have been identified as key for the restructuring of the electricity distribution industry. The objective of the workshop was to develop a draft LG position regarding the 23 deal issues. A discussion document has been prepared for the NMAs.</td>
<td></td>
</tr>
<tr>
<td>Development of a concept document on the role of LG in renewable energy.</td>
<td>No guideline</td>
<td>Concept document submitted to EMT.</td>
<td>06. Municipal Infrastructure and Services</td>
<td>Fully achieved: Concept paper/proposal submitted to donors and working with the Cities Network to pilot practical approaches.</td>
<td></td>
</tr>
<tr>
<td>Facilitate engagement with municipalities on (rental) housing.</td>
<td>Policies and legislation in place</td>
<td>Provide hands-on support to the 13 municipalities that are part of the national restructuring zones.</td>
<td>06. Municipal Infrastructure and Services</td>
<td>Fully achieved: 13 municipalities in the Provisional Restructuring Zones assisted to draft social housing policies and SLA with SHIs.</td>
<td></td>
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<tr>
<td>Facilitate engagement with municipalities on (rental) housing.</td>
<td></td>
<td>Produce a best practice report on rental housing.</td>
<td>06. Municipal Infrastructure and Services</td>
<td>Fully achieved: Produce a best practice report on rental housing published.</td>
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### 5YLGA: OBJECTIVE 2
TO CONTRIBUTE TO THE EFFECTIVE AND SUSTAINABLE DELIVERY OF MUNICIPAL SERVICES:

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<td>Facilitate engagement with municipalities on (rental) housing.</td>
<td></td>
<td>Produce a bimonthly newsletter on rental housing.</td>
<td>06. Municipal Infrastructure and Services.</td>
<td>Fully achieved: Under the VROM programme bimonthly newsletters were developed and communicated to municipalities to keep them informed on social and rental housing developments nationally. Under the LOGO South programme, bimonthly newsletters were developed to inform the participating municipalities about the progress in the programme and to share and exchange knowledge and experience.</td>
<td></td>
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<tr>
<td>Facilitate engagement with municipalities on (rental) housing.</td>
<td></td>
<td>Convene two logo south workshops.</td>
<td>06. Municipal Infrastructure and Services.</td>
<td>Fully achieved: Two workshops were conducted; one in the second quarter and the other in the third quarter. The first workshop focused on the Community Residential Units, while the second focused on planning of the projects for the LOGO South programme for 2010, and the continuation of the programme after 2010.</td>
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<tr>
<td>5YLGSA: OBJECTIVE 2</td>
<td>TO CONTRIBUTE TO THE EFFECTIVE AND SUSTAINABLE DELIVERY OF MUNICIPAL SERVICES:</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>---------------------</td>
<td>--------------------------------------------------------------------------</td>
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<td></td>
</tr>
<tr>
<td>KEY PERFORMANCE INDICATOR (KPI)</td>
<td>PERFORMANCE AGAINST PREDETERMINED OBJECTIVES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Approved SALGA position on Housing devolution.</td>
<td>To implement Masibambane BP.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SALGA reviewed position largely accepted by Cabinet.</td>
<td>Support and facilitate the registration of water and waste-water treatment plant with regulation 2894.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Target not achieved.</td>
<td>Support municipalities on the development of WDM strategies and programmes.</td>
<td></td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DIRECTORATE</th>
<th>GOAL</th>
<th>PERFORMANCE RESULTS</th>
<th>REASON FOR VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal Infrastructure and Services</td>
<td>06. Municipal Infrastructure and Services.</td>
<td>SALGA reviewed position largely accepted by Cabinet.</td>
<td>Approved SALGA position on Housing devolution.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Target not achieved.</td>
<td></td>
</tr>
</tbody>
</table>

| BASELINE (AS PER YEAR ENDING 2008/9) | |
|-------------------------------------| |

| 06. Municipal Infrastructure and Services. | |
|-------------------------------------| |

<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATOR (KPI)</th>
<th>PERFORMANCE AGAINST PREDETERMINED OBJECTIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal delays in the procurement of the service provider due to an internal investigation.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TARGET ACHIEVEMENT</th>
<th>REASON FOR VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target partially-achieved.</td>
<td>Internal delays in the procurement of the service provider due to an internal investigation.</td>
</tr>
<tr>
<td>Target not achieved.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TARGET ACHIEVEMENT</th>
<th>REASON FOR VARIANCE</th>
</tr>
</thead>
<tbody>
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</table>

<table>
<thead>
<tr>
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<th>REASON FOR VARIANCE</th>
</tr>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>TARGET ACHIEVEMENT</th>
<th>REASON FOR VARIANCE</th>
</tr>
</thead>
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</table>

<table>
<thead>
<tr>
<th>TARGET ACHIEVEMENT</th>
<th>REASON FOR VARIANCE</th>
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</table>

<table>
<thead>
<tr>
<th>TARGET ACHIEVEMENT</th>
<th>REASON FOR VARIANCE</th>
</tr>
</thead>
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</tbody>
</table>
## 5YLGSA: OBJECTIVE 2

TO CONTRIBUTE TO THE EFFECTIVE AND SUSTAINABLE DELIVERY OF MUNICIPAL SERVICES:

<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATOR (KPI) / (MEASURABLE OUTPUT)</th>
<th>BASELINE (AS PER YEAR ENDING 2008/9)</th>
<th>GOAL</th>
<th>DIRECTORATE</th>
<th>PERFORMANCE RESULTS</th>
<th>REASON FOR VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>To implement Masibambane BP</td>
<td>Support municipalities on drinking water quality and blue and green drop certification programmes.</td>
<td>06. Municipal Infrastructure and Services.</td>
<td>Fully achieved: SALGA partnered with the DWA in rolling out the programme and the assessment report on the rolled-out programme was compiled by SALGA. All host cities have achieved blue drop status certification.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To implement Masibambane BP</td>
<td>Evaluate the National Benchmarking Programme.</td>
<td>06. Municipal Infrastructure and Services.</td>
<td>Target partially-achieved. The PSP was appointed to undertake the benchmarking evaluation process.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To implement Masibambane BP</td>
<td>Investigate service delivery arrangements decision-making processes and implementation (Section 78 processes).</td>
<td>06. Municipal Infrastructure and Services.</td>
<td>Target partially-achieved. Terms of reference were approved and tender advertised according to the SCM requirements. Briefing session was held and tender evaluated in February 2010 and submitted to the BAC for final recommendation to the CEO. Slow turnaround time with SCM.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To implement Masibambane BP</td>
<td>Research on sanitation technology options.</td>
<td>06. Municipal Infrastructure and Services.</td>
<td>Fully achieved: Draft research booklet is ready for engagement with municipalities and publication.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATOR (KPI) / (MEASURABLE OUTPUT)</th>
<th>BASELINE (AS PER YEAR ENDING 2008/9)</th>
<th>GOAL</th>
<th>DIRECTORATE</th>
<th>PERFORMANCE RESULTS</th>
<th>REASON FOR VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Produce a position paper on IDPs (To be presented at NMA).</td>
<td>New indicator</td>
<td>Position papers on IDPs.</td>
<td>07. Economic Development and Development Planning.</td>
<td>Fully achieved: State of IDPs report for 2009/10 completed and submitted to NEC.</td>
<td>There was no incumbent in place to support the Unit on Development Planning – a person was appointed, but resigned after three months. More recently, support has been given to the unit by the CSIR on developing a discussion document for the PMA.</td>
</tr>
<tr>
<td>Lobby for a local government position on the role of planning in the intergovernmental context (strategic and land-use planning).</td>
<td>New indicator</td>
<td>Regular engagement and presentation of a SALGA position paper on the role of planning in the intergovernmental context.</td>
<td>07. Economic Development and Development Planning.</td>
<td>Fully achieved: SALGA position on National Planning Commission was drafted. A report on the implications of revised Green Paper on the National Planning Commission was presented to the NEC.</td>
<td>There was no incumbent in place to support the Unit on Development Planning – a person was appointed, but resigned after three months.</td>
</tr>
<tr>
<td>Development of an overall SALGA LED position paper and lobby DPLG to revise the current policy guidelines contributing to a better understanding of government's LED role.</td>
<td>New indicator</td>
<td>Develop position paper on LED (introducing the principle of differentiation).</td>
<td>07. Economic Development and Development Planning.</td>
<td>Fully achieved: SALGA LED Position Paper developed and presented.</td>
<td>None</td>
</tr>
<tr>
<td>KEY PERFORMANCE INDICATOR (KPI) / (MEASURABLE OUTPUT)</td>
<td>BASELINE (AS PER YEAR ENDING 2008/9)</td>
<td>GOAL</td>
<td>DIRECTORATE</td>
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</tr>
<tr>
<td>-----------------------------------------------------</td>
<td>--------------------------------------</td>
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</tr>
<tr>
<td>Facilitating workshops within provinces.</td>
<td>2007/8: 70 Municipalities Reported to EPWP Unit.</td>
<td>EPWP workshops in all provinces and through provincial working groups in year monitoring report.</td>
<td>07. Economic Development and Development Planning</td>
<td>Fully achieved: SALGA hosted workshops in all the provinces, except KZN. The number of municipalities that qualify for EPWP in 2010/11 increased from 68 to more than 100.</td>
<td>None</td>
</tr>
<tr>
<td>Submission of a local Government Chapter in the National Department of Tourism Sector strategy outlining a Local Government Tourism Support Strategy.</td>
<td>New indicator</td>
<td>Presentation of local government charter presented to the NEC.</td>
<td>07. Economic Development and Development Planning</td>
<td>Fully achieved: The SALGA response was presented at ED&amp;P National Working Group as well as EMT. A response was prepared for the National Department of Tourism and submitted to the department.</td>
<td>Due to the deadline, the presentation was not presented to the SALGA NEC.</td>
</tr>
<tr>
<td>KEY PERFORMANCE INDICATOR (KPI) / (MEASURABLE OUTPUT)</td>
<td>BASELINE (AS PER YEAR ENDING 2008/9)</td>
<td>GOAL</td>
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<td>PERFORMANCE RESULTS</td>
<td>REASON FOR VARIANCE</td>
</tr>
<tr>
<td>-----------------------------------------------------</td>
<td>--------------------------------------</td>
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<td>-------------</td>
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<td>---------------------</td>
</tr>
<tr>
<td>Development of SALGA Position to Government’s proposed Broadband Strategy.</td>
<td>New indicator</td>
<td>Formulates a response to the DoCs National Broadband Strategy.</td>
<td>07. Economic Development and Development Planning.</td>
<td>Fully achieved: SALGA response to the National Broadband Strategy and National Radio Frequency policy drafted and submitted to the DOC, Manco, EXCO and were all noted by the NEC.</td>
<td>None</td>
</tr>
</tbody>
</table>
### 5YLGSA: OBJECTIVE 4
TO CONTRIBUTE TO THE STRENGTHENING OF MUNICIPAL FINANCIAL CAPACITY

<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATOR (KPI) / (MEASURABLE OUTPUT)</th>
<th>BASELINE (AS PER YEAR ENDING 2008/9)</th>
<th>GOAL</th>
<th>DIRECTORATE</th>
<th>PERFORMANCE RESULTS</th>
<th>REASON FOR VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analysis of local government finances, including financial statements and audit opinions 2007/8.</td>
<td>New indicator</td>
<td>State of local finances analysis report for 2007/8.</td>
<td>07. Economic Development and Development Planning.</td>
<td>Fully achieved: National State of Municipal Finance report. Nine Provincial State of Municipal Finance reports were drafted.</td>
<td>Delay in collecting AFS and Audit reports from municipalities; It has taken a significant amount of time to develop a balanced template between data and the interpretation thereof; System of classification was introduced after the reference group meeting, and data analysed had to be updated.</td>
</tr>
<tr>
<td>Review Local Government Equitable Share formula to ensure effective implementation of differentiated approach.</td>
<td>New indicator</td>
<td>Position paper on the review of Local Government Equitable Share and Municipal Infrastructure Funding by quarter 4.</td>
<td>07. Economic Development and Development Planning.</td>
<td>Fully achieved: Position papers on the review of Local Government Equitable Share and Municipal Infrastructure Funding were developed and submitted to the National Treasury, as an addendum to SALGA’s Budget Forum submission.</td>
<td>None</td>
</tr>
</tbody>
</table>
### 5YLGSA: OBJECTIVE 4
**TO CONTRIBUTE TO THE STRENGTHENING OF MUNICIPAL FINANCIAL CAPACITY**

<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATOR (KPI) / (MEASURABLE OUTPUT)</th>
<th>BASELINE (AS PER YEAR ENDING 2008/9)</th>
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<th>DIRECTORATE</th>
<th>PERFORMANCE RESULTS</th>
<th>REASON FOR VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discuss options for replacement of RSC levy with member municipalities (SALGA mandating process).</td>
<td>New indicator</td>
<td>Workshops or seminars in four provinces.</td>
<td>07. Economic Development and Development Planning.</td>
<td>Fully achieved: Local Business Tax proposal was presented and discussed at SALGA Budget Week Workshop in four provinces in terms of the SALGA Mandating Framework.</td>
<td>Lack of Provincial input.</td>
</tr>
<tr>
<td>Presentations, reports and position papers at Budget Forum.</td>
<td>Presentation to BF and NCOP on 2009/10 Budget.</td>
<td>Presentation to Budget Forum.</td>
<td>07. Economic Development and Development Planning.</td>
<td>Fully achieved: SALGA position on Division of Revenue was presented to the Select Committee on Appropriations.</td>
<td>Lack of Provincial input.</td>
</tr>
<tr>
<td>Support identified municipalities to implement MPRA with key stakeholders.</td>
<td>New indicator</td>
<td>Support programme.</td>
<td>07. Economic Development and Development Planning.</td>
<td>Fully achieved: MPRA workshop was held in February 2010 in partnership with the Institute of Municipal Finance Officers to identify challenges experienced by municipalities, to share best practices and provide and/or lobby support for municipalities. Report outlining MPRA implementation challenges drafted.</td>
<td>Lack of Provincial input.</td>
</tr>
<tr>
<td>Co-ordination of Budget Week</td>
<td>New indicator</td>
<td>Co-ordination of Budget Week programme on all provinces.</td>
<td>07. Economic Development and Development Planning.</td>
<td>Fully achieved: Budget Week concept paper was drafted. Seven provinces conducted Budget Week workshops.</td>
<td>None</td>
</tr>
</tbody>
</table>

**Performance Against Predetermined Objectives**
## SYLGSA: OBJECTIVE 5
**TO CONTRIBUTE TO GOOD GOVERNANCE AND PUBLIC PARTICIPATION IN MUNICIPALITIES**

<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATOR (KPI) / (MEASURABLE OUTPUT)</th>
<th>BASELINE (AS PER YEAR ENDING 2008/9)</th>
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<th>DIRECTORATE</th>
<th>PERFORMANCE RESULTS</th>
<th>REASON FOR VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improvement in the functioning of Ward Committees.</td>
<td>60% of municipalities adopted the guidelines on Ward Committees.</td>
<td>Roll-out of appropriate guidelines at six provincial workshops (one workshop in each province for awareness purposes), guidelines implemented in at least three municipalities.</td>
<td>04. Governance, IGR and IR</td>
<td>Not achieved: No progress</td>
<td>The Research Committee has only met once due to project only recently beginning. SALGA continued to play an advisory role on how to improve public participation at local level, thereby strengthening democracy in local government.</td>
</tr>
<tr>
<td>Facilitate the role clarification between CDWs and Ward Committee members.</td>
<td>100% guideline document.</td>
<td>Promote the interests of LG in structures dealing with review of CDWs.</td>
<td>04. Governance, IGR and IR</td>
<td>Fully achieved: SALGA’s proposal for a revised version was developed and accepted by DPSA. Final version being reworked in accordance with SALGA’s proposals.</td>
<td>None</td>
</tr>
<tr>
<td>Support in rolling out the anti-corruption strategy in municipalities.</td>
<td>100% support to DPLG in rolling out the anti-corruption strategy per province.</td>
<td>Facilitate the adoption of anti-corruption strategy in at least three municipalities.</td>
<td>04. Governance, IGR and IR</td>
<td>No progress. No new anti-corruption programmes have been identified by CoGTA. SALGA also involved in the Anti-corruption Co-ordinating Committee to represent the interest of municipalities.</td>
<td>SALGA had discussions with CoGTA, who indicated that it will inform SALGA of further programmes planned.</td>
</tr>
<tr>
<td>Alignment of the Risk-Management Process with the Strategy and Business Planning by March 2010.</td>
<td>New indicator</td>
<td>Sample audit on mid-term performance information of three provinces and three directorates.</td>
<td>02. Office of the CEO.</td>
<td>Target achieved: Sample audit on mid-term performance information of three provinces and three directorates was conducted in quarter three.</td>
<td>None</td>
</tr>
</tbody>
</table>
## 5YLGSA: OBJECTIVE 5
TO CONTRIBUTE TO GOOD GOVERNANCE AND PUBLIC PARTICIPATION IN MUNICIPALITIES

<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATOR (KPI) / (MEASURABLE OUTPUT)</th>
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<th>DIRECTORATE</th>
<th>PERFORMANCE RESULTS</th>
<th>REASON FOR VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation of the Municipal Office-Bearers Handbook with emphasis on compliance awareness based on the Code of Conduct for councillors and municipal officials.</td>
<td>100% guideline document.</td>
<td>Six provincial workshops on implementation of handbook by December 2009.</td>
<td>04. Governance, IGR and IR</td>
<td>Fully achieved: The handbook was workshopped with the new guide on the roles and responsibilities of political structures and office-bearers in three provinces, and dealt with in the Governance Working Groups of other provinces.</td>
<td>The development of the new roles and responsibility guide to an extent negated certain parts of the handbook, but the purpose of the guidelines and handbook is to improve internal governance in municipalities.</td>
</tr>
<tr>
<td>Monitoring Implementation of the 5YLGSA.</td>
<td>5YLGSA and SALGA Implementation Plan.</td>
<td>Implementation of the plan.</td>
<td>02. Office of the CEO.</td>
<td>Target achieved. For the period ending December 2009, the focus of government and SALGA has been the implementation of the 5YLGSA, however, with the introduction of the Local Government turnaround strategy, the focus has shifted and the 5YLGSA may not be relevant any more.</td>
<td>The shift in focus and priorities LG government, post the national elections held in 2009.</td>
</tr>
</tbody>
</table>
### SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
(Recognised in terms of section 2 of the Organised Local Government Act, 1997)

#### Statement of Financial Position

<table>
<thead>
<tr>
<th>Assets</th>
<th>Note(s)</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other receivables - exchange transactions</td>
<td>8</td>
<td>38,640,576</td>
<td>26,835,115</td>
</tr>
<tr>
<td>VAT receivable</td>
<td>9</td>
<td>-</td>
<td>2,190,516</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>10</td>
<td>609,900</td>
<td>4,088,800</td>
</tr>
<tr>
<td><strong>Non-current Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment property</td>
<td>2</td>
<td>3,000,000</td>
<td>2,700,000</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>3</td>
<td>16,589,770</td>
<td>16,954,863</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>4</td>
<td>67,610</td>
<td>178,700</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td></td>
<td><strong>58,907,856</strong></td>
<td><strong>52,947,994</strong></td>
</tr>
</tbody>
</table>

| Liabilities | | | |
| **Current Liabilities** | | | |
| Finance lease liability - exchange transactions | 12 | 1,489,320 | 1,719,766 |
| Operating lease liability - exchange transactions | 6 | 1,598,495 | 1,746,411 |
| Trade and other payables - exchange transactions | 15 | 29,357,016 | 34,155,854 |
| Retirement benefit obligation | 7 | 356,963 | 375,928 |
| Deferred income - exchange transactions | 13 | 13,788,117 | 6,673,847 |
| Unspent conditional grants and receipts | 14 | 5,722,222 | 1,000,000 |
| **Total Liabilities** | | **52,311,863** | **45,671,806** |

| Non-Current Liabilities | | | |
| Finance lease liability - exchange transactions | 12 | 614,824 | 1,856,725 |
| **Total Liabilities** | | **52,926,687** | **47,528,531** |
| **Net Assets** | | **5,981,169** | **5,419,463** |

| Net Assets | | | |
| Reserves - Investment Property | 11 | 2,259,566 | 2,259,566 |
| Accumulated surplus | | 3,721,603 | 3,159,897 |
| **Total Net Assets** | | **5,981,169** | **5,419,463** |
### Statement of Financial Performance

<table>
<thead>
<tr>
<th>Figures in Rand</th>
<th>Note(s)</th>
<th>for the 12 months ended 31 March 2010</th>
<th>for the 12 months ended 31 March 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue from exchange transactions</td>
<td>17</td>
<td>161,587,451</td>
<td>132,724,113</td>
</tr>
<tr>
<td>Other operating revenue</td>
<td>18</td>
<td>39,934,129</td>
<td>13,510,921</td>
</tr>
<tr>
<td>Operating expenses</td>
<td></td>
<td>(202,180,801)</td>
<td>(157,963,079)</td>
</tr>
<tr>
<td><strong>Operating deficit</strong></td>
<td>19</td>
<td>(659,221)</td>
<td>(11,728,045)</td>
</tr>
<tr>
<td>Investment income</td>
<td>21</td>
<td>2,083,245</td>
<td>3,928,179</td>
</tr>
<tr>
<td>Finance costs</td>
<td>23</td>
<td>(862,318)</td>
<td>(2,490,201)</td>
</tr>
<tr>
<td><strong>Surplus / (deficit) for the year</strong></td>
<td></td>
<td>561,706</td>
<td>(10,290,067)</td>
</tr>
</tbody>
</table>
### SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
(Recognised in terms of section 2 of the Organised Local Government Act, 1997)

#### Statement of Changes in Net Assets

<table>
<thead>
<tr>
<th>Figures in Rand</th>
<th>Revaluation reserve - Property, plant &amp; equipment</th>
<th>Revaluation reserve – Investment Property</th>
<th>Total reserves</th>
<th>Accumulated surplus</th>
<th>Total net assets</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Opening balance as previously reported</strong></td>
<td>6,553,062</td>
<td>-</td>
<td>6,553,062</td>
<td>11,453,502</td>
<td>18,003,564</td>
</tr>
<tr>
<td><strong>Adjustments</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prior year adjustments Note 31</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,977,885</td>
<td>1,977,885</td>
</tr>
<tr>
<td><strong>Balance at 1 April 2008</strong></td>
<td>6,553,062</td>
<td>-</td>
<td>6,553,062</td>
<td>13,431,387</td>
<td>19,984,449</td>
</tr>
<tr>
<td><strong>Changes in net assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revaluation of land and buildings</td>
<td>(1,817,201)</td>
<td>-</td>
<td>(1,817,201)</td>
<td>-</td>
<td>(1,817,201)</td>
</tr>
<tr>
<td>Transfer to investment property</td>
<td>(2,259,566)</td>
<td>2,259,566</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Realisation of revaluation surplus</td>
<td>(18,577)</td>
<td>-</td>
<td>(18,577)</td>
<td>18,577</td>
<td>-</td>
</tr>
<tr>
<td>De-recognition of assets</td>
<td>(2,457,718)</td>
<td>-</td>
<td>(2,457,718)</td>
<td>-</td>
<td>(2,457,718)</td>
</tr>
<tr>
<td><strong>Net income (losses) recognised directly in net assets</strong></td>
<td>(6,553,062)</td>
<td>2,259,566</td>
<td>(4,293,496)</td>
<td>18,577</td>
<td>(4,274,919)</td>
</tr>
<tr>
<td>Surplus for the year</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>(10,290,067)</td>
<td>(10,290,067)</td>
</tr>
<tr>
<td>Total recognised income and expenses for the year</td>
<td>(6,553,062)</td>
<td>2,259,566</td>
<td>(4,293,496)</td>
<td>(10,271,490)</td>
<td>(14,564,986)</td>
</tr>
<tr>
<td><strong>Total changes</strong></td>
<td>(6,553,062)</td>
<td>2,259,566</td>
<td>(4,293,496)</td>
<td>(10,271,490)</td>
<td>(14,564,986)</td>
</tr>
<tr>
<td>Opening balance as previously reported</td>
<td>-</td>
<td>2,259,566</td>
<td>2,259,566</td>
<td>5,276,343</td>
<td>7,535,909</td>
</tr>
<tr>
<td><strong>Adjustments</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prior year adjustments Note 31</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(2,116,446)</td>
<td>(2,116,446)</td>
</tr>
<tr>
<td><strong>Balance at 1 April 2009 as restated</strong></td>
<td>-</td>
<td>2,259,566</td>
<td>2,259,566</td>
<td>3,159,897</td>
<td>5,419,463</td>
</tr>
<tr>
<td><strong>Changes in net assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surplus for the year</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>561,706</td>
<td>561,706</td>
</tr>
<tr>
<td>Total changes</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>561,706</td>
<td>561,706</td>
</tr>
<tr>
<td><strong>Balance at 31 March 2010</strong></td>
<td>-</td>
<td>2,259,566</td>
<td>2,259,566</td>
<td>3,721,603</td>
<td>5,981,169</td>
</tr>
</tbody>
</table>

Note(s) 11 11

---

**3.5 FINANCIAL STATEMENTS**

---
## Cash flow Statement

<table>
<thead>
<tr>
<th>Figures in Rand</th>
<th>Note(s)</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flows from operating activities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Receipts</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash receipts from CoGTA and members</td>
<td>191,906,634</td>
<td>169,536,011</td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>2,083,245</td>
<td>3,928,179</td>
<td></td>
</tr>
<tr>
<td><strong>Total Receipts</strong></td>
<td></td>
<td><strong>193,989,879</strong></td>
<td><strong>173,464,190</strong></td>
</tr>
<tr>
<td><strong>Payments</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash paid to suppliers and employees</td>
<td>(191,895,749)</td>
<td>(166,758,653)</td>
<td></td>
</tr>
<tr>
<td>Finance costs</td>
<td>(862,318)</td>
<td>(2,490,201)</td>
<td></td>
</tr>
<tr>
<td><strong>Total Payments</strong></td>
<td></td>
<td><strong>(192,758,067)</strong></td>
<td><strong>(169,248,854)</strong></td>
</tr>
<tr>
<td><strong>Net cash flows from operating activities</strong></td>
<td>27</td>
<td><strong>1,231,812</strong></td>
<td><strong>4,215,336</strong></td>
</tr>
</tbody>
</table>

| **Cash flows from investing activities** |         |            |            |
| Purchase of property, plant and equipment | 3 | (3,469,398) | (4,815,670) |
| Proceeds from sale of property, plant and equipment | 3 | 231,033 | 30,539 |
| Purchase of intangible assets | 4 | - | (266,019) |
| **Net cash flows from investing activities** |         | **(3,238,365)** | **(5,051,150)** |

| **Cash flows from financing activities** |         |            |            |
| Finance lease payments | | (1,472,347) | (1,276,450) |

| **Net increase / (decrease) in cash and cash equivalents** | | (3,478,900) | (2,112,264) |
| **Cash and cash equivalents at the beginning of the year** | 4,088,800 | 6,201,064 |
| **Cash and cash equivalents at the end of the year** | 10 | 609,900 | 4,088,800 |
SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
(Recognised in terms of section 2 of the Organised Local Government Act, 1997)

Accounting Policies

1. Presentation of Annual Financial Statements

The annual financial statements have been prepared in accordance with South African Statements of Generally Accepted Accounting Practice (GRAP) issued by the Accounting Standards Board in accordance with the Public Finance Management Act (Act 1 of 1999). These annual financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention unless specified otherwise. They are presented in South African Rand.

The financial statements have been prepared in accordance with the effective Standards of Generally Recognised Accounting Practices (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board.

A summary of the significant accounting policies, which have been consistently applied, are disclosed below.

These accounting policies are consistent with the previous period.

1.1 Significant judgements and sources of estimation uncertainty

In preparing the annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the annual financial statements and related disclosures. Use of available information and the application of judgement is inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the annual financial statements. Significant judgements include:

Trade receivables

SALGA assesses its trade receivables for impairment at the end of each reporting period. In determining whether an impairment loss should be recorded in the Statement of Financial Performance, SALGA makes judgements as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from a financial asset.

The impairment for loans and receivables is calculated on a portfolio basis, based on historical loss ratios, adjusted for national and industry-specific economic conditions and other indicators present at the reporting date that correlate with defaults on the portfolio. These annual loss ratios are applied to loan balances in the portfolio and scaled to the estimated loss emergence period.

Fair value estimation

The carrying value less impairment provision of trade receivables and payables are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the entity for similar financial instruments.

The fair value of financial instruments that are not traded in an active market (for example, over-the counter derivatives) is determined by using valuation techniques. The entity uses a variety of methods and makes assumptions that are based on market conditions existing at the end of each reporting period. Quoted market prices or dealer quotes for similar instruments are used for long-term debt. Other techniques, such as estimated discounted cash flows, are used to determine fair value for the remaining financial instruments. The fair value of interest rate swaps is calculated as the present value of the estimated future cash flows. The fair value of forward foreign exchange contracts is determined using quoted forward exchange rates at the end of the reporting period.

The carrying value less impairment provision of trade receivables and payables are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the
Accounting Policies

future contractual cash flows at the current market interest rate that is available to the entity for similar financial instruments.

The carrying amount of available-for-sale financial assets would be an estimated R - lower or R - higher were the discounted rate used in the discount cash flow analysis to differ by 10% from management’s estimates.

Impairment testing

The recoverable amounts of cash-generating units and individual assets have been determined based on the higher of value-in-use calculations and fair values less costs to sell. These calculations require the use of estimates and assumptions. It is reasonably possible that the [name a key assumption] assumption may change which may then impact our estimations and may then require a material adjustment to the carrying value of goodwill and tangible assets.

SALGA reviews and tests the carrying value of assets when events or changes in circumstances suggest that the carrying amount may not be recoverable.

In addition, goodwill is tested on an annual basis for impairment. Assets are grouped at the lowest level for which identifiable cash flows are largely independent of cash flows of other assets and liabilities. If there are indications that impairment may have occurred, estimates are prepared of expected future cash flows for each group of assets. Expected future cash flows used to determine the value in use of goodwill and tangible assets are inherently uncertain and could materially change over time. They are significantly affected by a number of factors including [list entity specific variables, i.e. production estimates, supply demand], together with economic factors such as [list economic factors such as exchange rates inflation interest].

Provisions for impairment of trade receivables

Provisions for impairment of trade receivables were raised and management determined an estimate based on the information available.

Additional disclosure of these estimates of provisions are included in note - Provisions.

Effective interest rate

SALGA used the prime interest rate to discount future cash flows.

SALGA used the prime rate to discount future cash flows for creditors / expenditure and to discount the future cash flows in debtors / revenue.

Allowance for doubtful debts

An impairment loss in respect of trade debtors measured at amortised cost is calculated as the difference between its carrying amount, and the present value of the estimated future cash flows discounted at the original effective interest rate.

On debtors an impairment loss is recognised in surplus and deficit when there is objective evidence that it is impaired. The impairment is measured as the difference between the debtors carrying amount and the present value of estimated future cash flows discounted at the effective interest rate, computed at initial recognition.
1.2 Investment property

Investment property is property (land or a building - or part of a building - or both) held to earn rentals or for capital appreciation or both, rather than for:

- use in the production or supply of goods or services or for administrative purposes, or
- sale in the ordinary course of operations.

Owner-occupied property is property held for use in the production or supply of goods or services or for administrative purposes.

Investment property is recognised as an asset when, it is probable that the future economic benefits or service potential that are associated with the investment property will flow to the entity, and the cost or fair value of the investment property can be measured reliably.

Investment property is initially recognised at cost. Transaction costs are included in the initial measurement.

Where investment property is acquired at no cost or for a nominal cost, its cost is its fair value as at the date of acquisition.

Costs include costs incurred initially and costs incurred subsequently to add to, or to replace a part of, or service a property. If a replacement part is recognised in the carrying amount of the investment property, the carrying amount of the replaced part is derecognised.

**Fair value**

Subsequent to initial measurement investment property is measured at fair value.

The fair value of investment property reflects market conditions at the reporting date.

A gain or loss arising from a change in fair value is included in net surplus or deficit for the period in which it arises.

If the fair value of investment property under construction is not determinable, it is measured at cost until the earlier of the date it becomes determinable or construction is complete.

Compensation from third parties for investment property that was impaired, lost or given up is recognised in surplus or deficit when the compensation becomes receivable.

Property interests held under operating leases are classified and accounted for as investment property in the following circumstances:

- The property meets the definition of investment property and
- The lessee uses the fair value method for asset recognition.

When classification is difficult, the criteria used to distinguish investment property from owner-occupied property and from property held for sale in the ordinary course of business, are as follows:

- Investment property is held to earn rental or for capital appreciation or both
- Investment property generates cashflow largely independently of the other assets held by SALGA.
1.3 Property, plant and equipment

**Owned assets**

Property, plant and equipment is stated at historical cost less accumulated depreciation and accumulated impairment losses. Land and buildings are measured at revalued amounts less accumulated depreciation on buildings and impairment losses charged subsequent to the date of the revaluation.

**Initial recognition of property, plant and equipment**

Property, plant and equipment is recognised only if it is probable that future economic benefits associated with the item will flow to the entity and its cost can be measured reliably.

Property, plant and equipment is initially recognised at cost.

Cost includes all expenditure directly attributable to bringing the asset to a working condition for its intended use.

The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Trade discounts and rebates are deducted in arriving at the cost.

Where an asset is acquired at no cost, or for a nominal cost, its cost is its fair value as at date of acquisition.

Where an item of property, plant and equipment is acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets, the asset acquired is initially measured at fair value (the cost). If the acquired item’s fair value was not determinable, it’s deemed cost is the carrying amount of the asset(s) given up.

When significant components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

Property, plant and equipment is carried at cost less accumulated depreciation and any impairment losses.

Property, plant and equipment is carried at cost less accumulated depreciation and any impairment losses except for land and buildings which is carried at revalued amount being the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Revaluations are made with sufficient regularity such that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting period. Any increase in an asset’s carrying amount, as a result of a revaluation, is credited directly to a revaluation surplus. The increase is recognised in surplus or deficit to the extent that it reverses a revaluation decrease of the same asset previously recognised in surplus or deficit.

Any decrease in an asset’s carrying amount, as a result of a revaluation, is recognised in surplus or deficit in the current period. The decrease is debited directly to a revaluation surplus to the extent of any credit balance existing in the revaluation surplus in respect of that asset.
SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
(Recognised in terms of section 2 of the Organised Local Government Act, 1997)

Accounting Policies

1.3 Property, plant and equipment (continued)

Subsequent expenditure

Subsequent expenditure of an item of property, plant and equipment is recognised as part of its cost only if it meets the general recognition criteria:
- It is probable that future economic benefits associated with the item will flow to the entity; and
- The cost of the item can be measured reliably.

Cost of day-to-day servicing are recognised in surplus and deficit as incurred.

Depreciation is calculated on the straight line basis over the useful life of the assets starting at date of first use until date of recognition. Land is not depreciated.

The estimated useful lives of items of property, plant and equipment have been assessed as follows:

<table>
<thead>
<tr>
<th>Item</th>
<th>Useful life</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>Indefinite</td>
</tr>
<tr>
<td>Buildings</td>
<td>20 to 75 years</td>
</tr>
<tr>
<td>Furniture and fixtures</td>
<td>3 to 20 years</td>
</tr>
<tr>
<td>Motor vehicles</td>
<td>15 years</td>
</tr>
<tr>
<td>Office equipment</td>
<td>3 to 20 years</td>
</tr>
<tr>
<td>IT equipment</td>
<td>9 to 12 years</td>
</tr>
<tr>
<td>Leased assets</td>
<td>Lease term</td>
</tr>
</tbody>
</table>

The depreciation charge for each period is recognised in surplus or deficit unless it is included in the carrying amount of another asset.

Items of property, plant and equipment are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use of the asset.

The gain or loss arising from the de-recognition of an item of property, plant and equipment is included in surplus or deficit when the item is derecognised. The gain or loss arising from the de-recognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

Assets which the entity holds for rentals to others and subsequently routinely sell as part of the ordinary course of activities, are transferred to inventories when the rentals end and the assets are available-for-sale. These assets are not accounted for as non-current assets held for sale. Proceeds from sales of these assets are recognised as revenue. All cash flows on these assets are included in cash flows from operating activities in the cash flow statement.

The carrying amount of plant and equipment is reviewed for impairment when events or changes in the circumstances indicate that the carrying amount may not be recoverable.

Following initial recognition cost, land and buildings are carried at a revalued amount, which is the fair value at the date of the revaluation less any subsequent accumulated depreciation on buildings and subsequent accumulated impairment losses.

Valuations are performed yearly, at the beginning of the year, to ensure that the fair value of a revalued asset does not differ materially from its carrying amount.
3.5 FINANCIAL STATEMENTS

SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
(Recognised in terms of section 2 of the Organised Local Government Act, 1997)

Accounting Policies

1.3 Property, plant and equipment (continued)

Any revaluation surplus is credited to the asset revaluation reserve included in the net assets section of the statement of financial position except to the extent that it reverses a revaluation decrease of the same asset previously recognised in surplus or deficit. A revaluation decrease is recognised in surplus and deficit, except if that deficit directly offsets a previous surplus on the same asset, it will be directly offset against the surplus in the asset revaluation reserve.

An annual transfer from the asset revaluation reserve to retained earnings is made for the difference between depreciation based on the revalued carrying amount of the assets and depreciation based on the assets original cost. Accumulated depreciation at the revaluation date is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset. Upon disposal, any revaluation reserve relating to the particular asset being sold is transferred to accumulated surplus.

Any items of property, plant and equipment is derecognised upon disposal of or when no future economic benefits are expected from its use or disposal. Any surplus or deficit arising on de-recognition of the asset is included in the statement of financial performance in the year the asset is derecognised.

Residual values

The depreciable amount of an asset is determined by deducting the residual value of an asset from its original cost (or revalued amount, where applicable).

No residual value is assessed for assets where the value of the residual is considered immaterial in relation to the cost of the asset. Management intends using the assets shown in the Statement of Financial Position over their entire economic life. An asset will be derecognised at the end of its life.

Residual values are reassessed annually.

The residual values of motor vehicles are set as determined by market forces. When setting a residual value for a motor vehicle consideration is given to the expected useful life and expected proceeds that could be received today if the same vehicle at the end of its useful life were to be sold.

Specific categories of property, plant and equipment

Land and buildings

Land and buildings are separable assets and are accounted for separately, even when they are acquired together.

Land has an unlimited useful life and therefore is not depreciated.

Buildings have a limited useful life and therefore are depreciable assets.

The useful lives of the land and buildings are re-assessed annually.

Furniture and fitting and office equipment

Office equipment and furniture and fittings are not currently componentised as no component accounting is considered necessary due to the nature of office furniture and fittings and office equipment, namely, that the useful lives of individual components do no differ from the whole.

Estimated useful lives are based on past experience and historical information.
Accounting Policies

1.3 Property, plant and equipment (continued)

At each reporting date, these useful lives are re-assessed for appropriateness per category of office furniture and fittings and office equipment, to assess whether the item will still be in use for the remaining useful life or alternatively if it is expected to be used for a period beyond these suggestions. Should a change in the original useful life be required, the necessary accounting entries are raised, in line with the accounting treatment for changes in estimates.

Office furniture and fittings and office equipment is derecognised when it is disposed of or when no future economic benefits are expected from its use or disposal.

IT Equipment

IT Equipment can be separated into the following components:
- Computer hardware
- Computer software (integral part and embedded into hardware)

IT equipment is not currently componentised as no component accounting is considered necessary due to the nature of the computer information.

At each reporting date, these useful lives are re-assessed for appropriateness per category of IT equipment, to assess whether the item will still be in use for the remaining useful life or alternatively if it is expected to be used for a period beyond these suggestions. Should a change in the original useful life be required, the necessary accounting entries are raised, in line with the accounting treatment for changes in estimates.

IT equipment is derecognised when it is disposed of or when no future economic benefits are expected from its use or disposal.

Expenditure relating to ongoing maintenance (which does not meet the recognition criteria), IT support and customisation is expensed in the Statement of financial performance as and when incurred.

Purchased software is recognised at cost, including all direct costs associated with the customisation and installation thereof.

Motor Vehicles

Where there is an indicator of impairment, the recoverable amount of the individual asset is estimated. When the residual values are re-assessed annually, the carrying amount is compared to the resale value of the specific vehicle taking into consideration its age and condition.

Vehicles are derecognised when it is disposed of or when no future economic benefits are expected from its use or disposal.
Accounting Policies

1.3 Property, plant and equipment (continued)

Gains and losses

The gains and losses arising from de-recognition or disposal of an item of property, plant and equipment is included in surplus and deficit when the item is derecognised. The gains and losses arising from de-recognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

Leased assets

Leases in terms of which SALGA assumes substantially all the risks and rewards on the ownership are classified as finance leases.

Capitalised leased assets are depreciated over the shorter of the estimated useful life of the asset and the lease term, if there is no reasonable certainty that SALGA will obtain ownership by the end of the lease term.

1.4 Intangible assets

An intangible asset is recognised when:

- it is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to the entity; and
- the cost or fair value of the asset can be measured reliably.

Intangible assets are initially recognised at cost.

An intangible asset acquired at no or nominal cost, the cost shall be its fair value as at the date of acquisition.

Expenditure on research (or on the research phase of an internal project) is recognised as an expense when it is incurred.

Intangible assets are carried at cost less any accumulated amortisation and any impairment losses from date of first use to date of de-recognition.

An intangible asset is regarded as having an indefinite useful life when, based on all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows or service potential. Amortisation is not provided for these intangible assets, but they are tested for impairment annually and whenever there is an indication that the asset may be impaired. For all other intangible assets amortisation is provided on a straight line basis over their useful life.

The amortisation period and the amortisation method for intangible assets (computer software) are reviewed at each reporting date.

Computer software (not integral part and embedded in system)

<table>
<thead>
<tr>
<th>Item</th>
<th>Useful life</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer software, internally generated</td>
<td>2 - 5 years</td>
</tr>
</tbody>
</table>

1.5 Financial instruments

Initial recognition and measurement

Financial instruments are recognised initially when the entity becomes a party to the contractual provisions of the instruments.
1.5 Financial instruments (continued)

The entity classifies financial instruments, or their component parts, on initial recognition as a financial asset, a financial liability or an equity instrument in accordance with the substance of the contractual arrangement.

Financial instruments are measured initially at fair value, except for equity investments for which a fair value is not determinable, which are measured at cost and are classified as available-for-sale financial assets.

For financial instruments which are not at fair value through surplus or deficit, transaction costs are included in the initial measurement of the instrument. Financial instruments are derecognised upon settlement.

Regular way purchases of financial assets are accounted for at trade date.

Trade and other receivables

Trade receivables are measured at initial recognition at fair value, and are subsequently measured at amortised cost using the effective interest rate method. Appropriate allowances for estimated irrecoverable amounts are recognised in surplus or deficit when there is objective evidence that the asset is impaired. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 120 days overdue) are considered indicators that the trade receivable is impaired. The allowance recognised is measured as the difference between the asset’s carrying amount and the present value of estimated future cash flows discounted at the effective interest rate computed at initial recognition.

The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the deficit is recognised in surplus or deficit within operating expenses. When a trade receivable is uncollectible, it is written off against the allowance account for trade receivables. Subsequent recoveries of amounts previously written off are credited against operating expenses in surplus or deficit.

Interest is charged on a discretionary basis on receivables.

Trade and other receivables are classified as loans and receivables.

Trade and other payables

Trade payables are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method. Trade and other payables are classified as financial liabilities at amortised cost.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. These are initially and subsequently recorded at fair value. Cash and cash equivalents are classified as loans and other receivables.

The credit quality of cash and cash equivalents that are neither past due nor impaired are assessed / monitored by reference to historical information about counterparty default rates. The following are the criteria and indicators that are applied to assess whether or not cash and cash equivalents are impaired:

- counter party has evidenced a trend of defaults that indicates that the recoverability of the outstanding balance of cash and cash equivalents are doubtful.
- financial difficulties identified from an analysis of the counter party’s financial position that would indicate that the recoverability of the outstanding balance of cash and cash equivalents are doubtful.

Bank overdraft and borrowings
SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
(Recognised in terms of section 2 of the Organised Local Government Act, 1997)

Accounting Policies

1.5 Financial instruments (continued)

Bank overdrafts and borrowings are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method. Any difference between the proceeds (net of transaction costs) and the settlement or redemption of borrowings is recognised over the term of the borrowings in accordance with the entity’s accounting policy for borrowing costs.

1.6 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

Whether a lease is a finance lease or an operating lease depends on the substance of the transaction rather than the form of the contract. Situations that individually or in combination would normally lead to a lease being classified as a finance lease are:

- the lease transfers ownership of the asset to SALGA by the end of the lease term;
- SALGA has the option to purchase the asset at a price that is expected to be sufficiently lower than the fair value at the date the option becomes exercisable for it to be reasonably certain, at the inception of the lease, that the option will be exercised;
- the lease terms is for the major part of the economic life of the asset even if title is not transferred;
- at the inception of the lease the present value of the minimum lease payments amounts to at least substantially all of the fair value of the leased assets;
- the leased assets are of such a specialised nature that only the lessee can use them without major modifications;
- if SALGA can cancel the lease, the lessor’s losses associated with the cancellation are borne by SALGA;
- gains or losses from the fluctuation in the fair value of the residual accrue to SALGA (for example, in the form of a rent rebate equalling most of the sales proceeds at the end of the lease); and
- the lessee has the ability to continue the lease for a secondary period at a rent that is substantially lower than market value.

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership.

Finance leases - lessee

Finance leases are recognised as assets and liabilities in the statement of financial position at amounts equal to the fair value of the leased property or, if lower, the present value of the minimum lease payments. The corresponding liability to the lessor is included in the statement of financial position as a finance lease obligation.

The discount rate used in calculating the present value of the minimum lease payments is the interest rate implicit in the lease.

The lease payments are apportioned between the finance charge and reduction of the outstanding liability. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate of on the remaining balance of the liability.

Any contingent rents are expensed in the period in which they are incurred.

Operating leases - lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset or liability.
1.7 Impairment of assets

Cash-generating assets are those assets held by the entity with the primary objective of generating a commercial return. When an asset is deployed in a manner consistent with that adopted by a profit-orientated entity, it generates a commercial return.

Impairment is a loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset’s future economic benefits or service potential through depreciation (amortisation).

Carrying amount is the amount at which an asset is recognised in the statement of financial position after deducting any accumulated depreciation and accumulated impairment losses thereon.

A cash-generating unit is the smallest identifiable group of assets held with the primary objective of generating a commercial return that generates cash inflows from continuing use that are largely independent of the cash inflows from other assets or groups of assets.

Costs of disposal are incremental costs directly attributable to the disposal of an asset, excluding finance costs and income tax expense.

Depreciation (Amortisation) is the systematic allocation of the depreciable amount of an asset over its useful life. Fair value less costs to sell is the amount obtainable from the sale of an asset in an arm’s length transaction between knowledgeable, willing parties, less the costs of disposal.

Recoverable amount of an asset or a cash-generating unit is the higher its fair value less costs to sell and its value in use.

Useful life is either:

(a) the period of time over which an asset is expected to be used by the entity; or
(b) the number of production or similar units expected to be obtained from the asset by the entity.

Criteria developed by the entity to distinguish cash-generating assets from non-cash-generating assets are as follow:

SALGA assesses annually whether there is any indication that an asset may be impairment. If any such indication exists, SALGA estimates the recoverable amount of the asset.

If there is any indication that an asset may be impaired, the recoverable amount is estimated for the individual asset.

The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use.

If the recoverable amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. That reduction is an impairment loss.

An impairment loss of assets carried at cost less any accumulated depreciation or amortisation is recognised immediately in surplus or deficit. Any impairment loss of a revalued asset is treated as a revaluation decrease to the extent of a previous revaluation surplus, and subsequently to surplus or deficit.

Any entity assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for assets that exist may have decreased. If any such indication exists, the recoverable amounts of those assets are estimated.
Accounting Policies

1.7 Impairment of assets (continued)

The increased carrying amount of an asset attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss of assets carried at cost less accumulated depreciation or amortisation is recognised immediately in surplus and deficit. Any reversal of an impairment loss of a revalued asset is treated as a revaluation increase to the extent that the impairment previously reversed a revaluation surplus on the same asset.

1.8 Employee benefits

Short-term employee benefits
The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as paid vacation leave and sick leave, bonuses, and non-monetary benefits such as medical care), are recognised in the period in which the service is rendered and are not discounted. The organisation remunerates its employees on a total cost to company basis. This package includes the organisation’s portion of contribution in respect of retirement benefits and encourages the staff to invest in the retirement benefits and to invest in retirement funds and annuities.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs.

The expected cost of surplus sharing and bonus payments is recognised as an expense when there is a legal or constructive obligation to make such payments as a result of past performance.

Defined contribution plans

SALGA remunerates its employees on a total cost to company basis. This package includes the association’s portion of contribution in respect of retirement benefit funds or annuities.

Payments made to industry-managed (or state plans) retirement benefit schemes are dealt with as defined contribution plans where the entity’s obligation under the schemes is equivalent to those arising in a defined contribution retirement benefit plan.

Defined benefit plans

The entity provides post-retirement health care benefits upon retirement to some retirees.

The three former retirees taking part in this plan were employed by the then Western Cape Local Government Organisation (WECLOGO). When SALGA became a unitary structure, one of the conditions of the ‘amalgamating’ was that the conditions of service of employee in the employment of provincial associations, conditions of service would not be affected in terms of the Labour Relations Act. SALGA contributes to the medical aid of these employees.

The expected costs of these benefits are accrued over the period of employment. Independent qualified actuaries carry out valuations of these obligations.

The entity also provides a gratuity and housing subsidy on retirement to certain employees. An annual charge to income is made to cover both these liabilities.
Accounting Policies

1.9 Provisions and contingencies

Provisions are recognised when:

- the entity has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date.

Where the effect of time value of money is material, the amount of a provision is the present value of the expenditures expected to be required to settle the obligation.

The discount rate is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement is recognised when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation. The reimbursement is treated as a separate asset. The amount recognised for the reimbursement does not exceed the amount of the provision.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Provisions are reversed if it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required, to settle the obligation.

Where discounting is used, the carrying amount of a provision increases in each period to reflect the passage of time. This increase is recognised as an interest expense.

A provision is used only for expenditures for which the provision was originally recognised.

Provisions are not recognised for future operating deficits.

If an entity has a contract that is onerous, the present obligation (net of recoveries) under the contract is recognised and measured as a provision.

A constructive obligation to restructure arises only when an entity:

- has a detailed formal plan for the restructuring, identifying at least:
  - the activity/operating unit or part of a activity/operating unit concerned;
  - the principal locations affected;
  - the location, function, and approximate number of employees who will be compensated for services being terminated;
  - the expenditures that will be undertaken; and
  - when the plan will be implemented; and
- has raised a valid expectation in those affected that it will carry out the restructuring by starting to implement that plan or announcing its main features to those affected by it.

A restructuring provision includes only the direct expenditures arising from the restructuring, which are those that are both:

- necessarily entailed by the restructuring; and
- not associated with the ongoing activities of the entity

No obligation arises as a consequence of the sale or transfer of an operation until the entity is committed to the sale or transfer, that is, there is a binding agreement.
SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
(Recognised in terms of section 2 of the Organised Local Government Act, 1997)

Accounting Policies

1.9 Provisions and contingencies (continued)

After their initial recognition contingent liabilities recognised in business combinations that are recognised separately are subsequently measured at the higher of:
- the amount that would be recognised as a provision; and
- the amount initially recognised less cumulative amortisation.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 28.

1.10 Revenue

Revenue is recognised when it is probable that future economic benefits will flow to SALGA and these benefits can be measured reliably. Revenue from municipal levies is recognised in accordance with the agreed upon formulae. Interest income is accrued on a time proportion basis, taking into account the principal outstanding and effective interest rates over the period to maturity. Income received in advance is reflected as deferred income.

Revenue is measured at the fair value of the consideration received or receivable and represents the amounts receivable for goods and services provided in the normal course of business.

A distinction is made between exchange and non-exchange revenues; substance rather than the form of the transaction is considered. Example of non-exchange transaction include revenue from the use of sovereign powers (for example, direct and indirect taxes, duties, and fines), grants and donations.

Interest is recognised, in surplus and deficit, using the effective interest rate method.

Revenue is the gross inflow of economic benefits or service potential during the reporting period when those inflows result in an increase in net assets, other than increases relating to contributions from owners.

An exchange transaction is one in which the entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of goods, services or use of assets) to the other party in exchange.

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm’s length transaction.

Interest income

Revenue arising from the use by others of entity assets yielding interest, royalties and dividends is recognised when:
- It is probable that the economic benefits or service potential associated with the transaction will flow to the entity, and
- The amount of the revenue can be measured reliably.

Interest is recognised, in surplus or deficit, using the effective interest rate method.

Government Grants

Government Grants are recognised as revenue when there is reasonable assurance that:
- SALGA will comply with the conditions attaching to them; and
- the grants will be received.
1.10 Revenue (continue)

A government grant that becomes receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs is recognised as income of the period in which it becomes receivable. SALGA derives its revenue from the government grants receivable from the Department of Cooperative Governance and Traditional Affairs (CoGTA) and municipal levies.

Royalties are recognised as they are earned in accordance with the substance of the relevant agreements.

Dividends, or their equivalents are recognised, in surplus or deficit, when the entity’s right to receive payment has been established.

Service fees included in the price of the product are recognised as revenue over the period during which the service is performed.

1.11 Translation of foreign currencies

Foreign currency transactions

A foreign currency transaction is recorded, on initial recognition in Rands, by applying to the foreign currency amount the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

At each reporting date:

- foreign currency monetary items are translated using the closing rate;
- non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction; and
- non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined.

The extent of SALGA’s exposure in terms of foreign exchange relates to payment of membership fees to International Local Government Associations as well as payment of Subsistence and Travel to employees for International Travel.

Exchange differences arising on the settlement of monetary items or on translating monetary items at rates different from those at which they were translated on initial recognition during the period or in previous annual financial statements are recognised in surplus or deficit in the period in which they arise.

When a gain or loss on a non-monetary item is recognised directly in net assets, any exchange component of that gain or loss is recognised directly in net assets.

When a gain or loss on a non-monetary item is recognised in surplus or deficit, any exchange component of that gain or loss is recognised in surplus or deficit.

Cash flows arising from transactions in a foreign currency are recorded in Rands by applying to the foreign currency amount the exchange rate between the Rand and the foreign currency at the date of the cash flow.

1.12 Fruitless and wasteful expenditure

Fruitless expenditure means expenditure which was made in vain and would have been avoided had reasonable care been exercised.

All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the statement of financial performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.
Accounting Policies

1.13 Irregular expenditure

Irregular expenditure as defined in section 1 of the PFMA is expenditure other than unauthorised expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation, including-

(a) this Act; or

(b) the State Tender Board Act, 1968 (Act No. 86 of 1968), or any regulations made in terms of the Act; or

(c) any provincial legislation providing for procurement procedures in that provincial government.

National Treasury practice note no. 4 of 2008/2009 which was issued in terms of sections 76(1) to 76(4) of the PFMA requires the following (effective from 1 April 2008):

Irregular expenditure that was incurred and identified during the current financial and which was condoned before year end and/or before finalisation of the financial statements must also be recorded appropriately in the irregular expenditure register. In such an instance, no further action is also required with the exception of updating the note to the financial statements.

Irregular expenditure that was incurred and identified during the current financial year and for which condenement is being awaited at year end must be recorded in the irregular expenditure register. No further action is required with the exception of updating the note to the financial statements.

Where irregular expenditure was incurred in the previous financial year and is only condoned in the following financial year, the register and the disclosure note to the financial statements must be updated with the amount condoned.

Irregular expenditure that was incurred and identified during the current financial year and which was not condoned by the National Treasury or the relevant authority must be recorded appropriately in the irregular expenditure register. If liability for the irregular expenditure can be attributed to a person, a debt account must be created if such a person is liable in law. Immediate steps must thereafter be taken to recover the amount from the person concerned. If recovery is not possible, the accounting officer or accounting authority may write off the amount as debt impairment and disclose such in the relevant note to the financial statements. The irregular expenditure register must also be updated accordingly. If the irregular expenditure has not been condoned and no person is liable in law, the expenditure related thereto must remain against the relevant programme/expenditure item, be disclosed as such in the note to the financial statements and updated accordingly in the irregular expenditure register.

1.14 Deferred income

Income is recognised to the extent that it has been expended for the specific purpose. The unexpected portion is rolled over into the following reporting period and it is disclosed as or recognised as deferred income.

1.15 Related parties

Related party – parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions or if the related party entity and another entity are subject to common control.

Transactions
Specific information with regards to related party transactions is included in the disclosure notes.

Key Management Personnel
Compensation paid to key management personnel including their family members where relevant, is included in the disclosure notes.
SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
(Recognised in terms of section 2 of the Organised Local Government Act, 1997)

Notes to the Annual Financial Statements

Figures in Rand

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2. Investment property</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Cost / Valuation</strong></td>
<td><strong>Accumulated depreciation</strong></td>
</tr>
<tr>
<td>Investment property</td>
<td>3,000,000</td>
<td>-</td>
</tr>
</tbody>
</table>

Reconciliation of investment property - 2010

<table>
<thead>
<tr>
<th></th>
<th>Opening balance</th>
<th>Fair value adjustment</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment property</td>
<td>2,700,000</td>
<td>300,000</td>
<td>3,000,000</td>
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</table>

Reconciliation of investment property - 2009

<table>
<thead>
<tr>
<th></th>
<th>Opening balance</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment property</td>
<td>2,700,000</td>
<td>2,700,000</td>
</tr>
</tbody>
</table>

1. Stand 750, Kimberley, Northern Cape
2. Stand 3278, Johannesburg, Gauteng

Details of valuation

The effective date of the revaluations was 31 March 2010. Revaluations were performed by an independent valuer, Mr W J Hewitt, NDPV, C.I.E.A., FIV (SA) (under the name of Mills Fitchet). Mills Fitchet is not connected to SALGA.

Land and buildings are re-valued independently every year.

The capitalisation of the “Nett Annual Income" method was used to determine the market value. This method is generally considered to determine the market value of an income producing property such as shopping centres, offices and industrial or commercial properties where the building has an earning potential.

These assumptions were based on current market conditions.

Amounts recognised in surplus and deficit for the year.

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rental revenue from investment property</td>
<td>36,000</td>
<td>36,000</td>
</tr>
<tr>
<td>Direct operating expenses from non-rental generating property (security costs)</td>
<td>374,954</td>
<td>366,808</td>
</tr>
<tr>
<td>Direct operating expenses from non-rental generating property (repairs and maintenance)</td>
<td>22,556</td>
<td>46,179</td>
</tr>
</tbody>
</table>
## 3. Property, plant and equipment

<table>
<thead>
<tr>
<th></th>
<th>Cost / Valuation</th>
<th>Accumulated depreciation</th>
<th>Carrying value</th>
<th>Cost / Valuation</th>
<th>Accumulated depreciation</th>
<th>Carrying value</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Furniture and fixtures</strong></td>
<td>8,465,784</td>
<td>(1,949,779)</td>
<td>6,516,005</td>
<td>8,074,349</td>
<td>(1,485,809)</td>
<td>6,588,540</td>
</tr>
<tr>
<td><strong>Motor vehicles</strong></td>
<td>940,919</td>
<td>(264,574)</td>
<td>676,345</td>
<td>940,919</td>
<td>(205,046)</td>
<td>735,873</td>
</tr>
<tr>
<td><strong>Office equipment</strong></td>
<td>3,577,738</td>
<td>(938,996)</td>
<td>2,638,742</td>
<td>3,043,441</td>
<td>(461,821)</td>
<td>2,581,620</td>
</tr>
<tr>
<td><strong>IT equipment</strong></td>
<td>7,076,566</td>
<td>(1,871,721)</td>
<td>5,204,845</td>
<td>5,635,063</td>
<td>(1,314,744)</td>
<td>4,320,319</td>
</tr>
<tr>
<td><strong>Leased assets</strong></td>
<td>9,142,815</td>
<td>(7,588,982)</td>
<td>1,553,833</td>
<td>8,794,477</td>
<td>(6,065,966)</td>
<td>2,728,511</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>29,203,822</td>
<td>(12,614,052)</td>
<td>16,589,770</td>
<td>26,488,249</td>
<td>(9,533,386)</td>
<td>16,954,863</td>
</tr>
</tbody>
</table>
### SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION

(Recognised in terms of section 2 of the Organised Local Government Act, 1997)

#### Notes to the Annual Financial Statements

**Figures in Rand**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>3. Property, plant and equipment (continued)</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Reconciliation of property, plant and equipment - 2010

<table>
<thead>
<tr>
<th></th>
<th>Opening balance</th>
<th>Additions</th>
<th>Disposals</th>
<th>Depreciation</th>
<th>Impairment loss</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Furniture and fixtures</td>
<td>6,588,540</td>
<td>622,484</td>
<td>(172,944)</td>
<td>(522,075)</td>
<td></td>
<td>6,516,005</td>
</tr>
<tr>
<td>Motor vehicles</td>
<td>735,873</td>
<td>-</td>
<td>-</td>
<td>(59,528)</td>
<td></td>
<td>676,345</td>
</tr>
<tr>
<td>Office equipment</td>
<td>2,581,620</td>
<td>640,035</td>
<td>(72,902)</td>
<td>(495,051)</td>
<td>(14,960)</td>
<td>2,638,742</td>
</tr>
<tr>
<td>IT equipment</td>
<td>4,320,319</td>
<td>2,206,877</td>
<td>(184,941)</td>
<td>(829,001)</td>
<td>(308,409)</td>
<td>5,204,845</td>
</tr>
<tr>
<td>Leased assets</td>
<td>2,728,511</td>
<td>348,338</td>
<td>-</td>
<td>(1,523,016)</td>
<td></td>
<td>1,553,833</td>
</tr>
</tbody>
</table>

**Total** | **16,954,863** | **3,817,734** | **(430,787)** | **(3,428,671)** | **(323,369)** | **16,589,770** |

#### Reconciliation of property, plant and equipment - 2009

<table>
<thead>
<tr>
<th></th>
<th>Opening balance</th>
<th>Additions</th>
<th>Disposals</th>
<th>De-recognition</th>
<th>Revaluations</th>
<th>Depreciation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>1,000,000</td>
<td>-</td>
<td>-</td>
<td>(1,000,000)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Buildings</td>
<td>4,923,750</td>
<td>-</td>
<td>-</td>
<td>(3,470,347)</td>
<td>(1,427,505)</td>
<td>(29,653)</td>
<td>-</td>
</tr>
<tr>
<td>Furniture and fixtures</td>
<td>6,094,042</td>
<td>1,377,996</td>
<td>-</td>
<td>(421,434)</td>
<td>-</td>
<td>(462,064)</td>
<td>6,588,540</td>
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<tr>
<td>Motor vehicles</td>
<td>795,897</td>
<td>159,888</td>
<td>-</td>
<td>(158,142)</td>
<td>-</td>
<td>(61,770)</td>
<td>735,873</td>
</tr>
<tr>
<td>Office equipment</td>
<td>942,128</td>
<td>1,878,306</td>
<td>(22,014)</td>
<td>(28,137)</td>
<td>-</td>
<td>(188,663)</td>
<td>2,581,620</td>
</tr>
<tr>
<td>IT equipment</td>
<td>3,660,619</td>
<td>1,399,480</td>
<td>(34,726)</td>
<td>(171,415)</td>
<td>-</td>
<td>(533,639)</td>
<td>4,320,319</td>
</tr>
<tr>
<td>Leased assets</td>
<td>6,740,591</td>
<td>572,044</td>
<td>-</td>
<td>(2,751,919)</td>
<td>-</td>
<td>(1,832,205)</td>
<td>2,728,511</td>
</tr>
</tbody>
</table>

**Total** | **24,157,027** | **5,387,714** | **(56,740)** | **(8,001,394)** | **(1,423,750)** | **(3,107,994)** | **16,954,863** |
SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
(Recognised in terms of section 2 of the Organised Local Government Act, 1997)

Notes to the Annual Financial Statements

<table>
<thead>
<tr>
<th>Figures in Rand</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Pledged as security</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carrying value of assets pledged as security:</td>
</tr>
<tr>
<td>Leased assets - Office Equipment</td>
</tr>
<tr>
<td>Terms and conditions are set out in note 12.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Assets subject to finance lease (Net carrying amount)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leased assets</td>
</tr>
</tbody>
</table>

Revaluations

The effective date of the revaluations was 01 April 2009. Revaluations were performed by independent valuer, Mr WJ Hewitt, NDPV, C.I.E.A., FIV (SA) (under the name of Mills Fitchet). Mills Fitchet is not connected to SALGA.

Land and buildings are re-valued independently every year.

The capitalisation of the “Nett Annual Income” method was used to determine the market value. This method is generally considered to determine the market value of an income producing property such as shopping centres, offices and industrial or commercial properties where the building has an earning potential.

These assumptions were based on current market conditions.

The carrying value of the revalued assets under the cost model would have been:

- Erf 654, Farm Albinia: Land - Cost | 774,000 | 774,000 |
- Erf 654, Farm Albinia: Buildings - Cost | 1,026,000 | 1,026,000 |
- Erf 654, Farm Albinia: Buildings - Accumulated depreciation | (728,794) | (712,634) |
### 4. Intangible assets

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cost /</td>
<td>Valuation</td>
</tr>
<tr>
<td></td>
<td>Accumulated</td>
<td>amortisation</td>
</tr>
<tr>
<td>Computer software,</td>
<td>397,537</td>
<td>(329,927)</td>
</tr>
<tr>
<td>internally generated</td>
<td>67,610</td>
<td></td>
</tr>
</tbody>
</table>

#### Reconciliation of intangible assets - 2010

<table>
<thead>
<tr>
<th></th>
<th>Opening balance</th>
<th>Amortisation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer software,</td>
<td>178,700</td>
<td>(111,090)</td>
<td>67,610</td>
</tr>
<tr>
<td>internally generated</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Reconciliation of intangible assets - 2009

<table>
<thead>
<tr>
<th></th>
<th>Opening balance</th>
<th>Additions</th>
<th>Amortisation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer software,</td>
<td>54,799</td>
<td>266,019</td>
<td>(142,118)</td>
<td>178,700</td>
</tr>
<tr>
<td>internally generated</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Other information

The intangible assets consist of software and intranet software, internally generated. When performing the assessment of useful lives in the current year, the entity found that the useful live needs to be extended for an additional 24 months.
### SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION

(Recognised in terms of section 2 of the Organised Local Government Act, 1997)

#### Notes to the Annual Financial Statements

Figures in Rand \[ \begin{array}{l|c|c}
 & 2010 & 2009 \\
\hline
5. Financial assets by category & & \\
The accounting policies for financial instruments have been applied to the line items below: & & \\
2010 & & \\
| Loans and receivables & Fair value through surplus or deficit - held for trading & Fair value through surplus or deficit - designated & Held to maturity investments & Available-for sale & Total |
|-----------------|--------------------------------------------------|---------------------------------|---------------------------------|----------------|-------------|
| Trade and other receivables & 34,704,978 & - & - & - & 34,704,978 |
| Cash and cash equivalents & 609,900 & - & - & - & 609,900 |

2009 & & \\
| Loans and receivables & Fair value through surplus or deficit - held for trading & Fair value through surplus or deficit - designated & Held to maturity investments & Available-for sale & Total |
|-----------------|--------------------------------------------------|---------------------------------|---------------------------------|----------------|-------------|
| Cash and cash equivalents & 4,088,800 & - & - & - & 4,088,800 |
| Total & 27,404,693 & - & - & - & 27,404,693 |

6. Operating lease asset (accrual)

Current liabilities \( (1,598,495) \) \( (1,746,411) \)

Operating lease liability arose due to the straight-lining of operating lease payments in accordance with GRAP 13. Refer to note 24 for detail on the non-cancellable operating lease rentals payable in the future.

SALGA leases a number of office equipment and furniture under operating leases. The leases average period is 55 months and the average yearly escalation is 1%. The average remaining rental period is 18 months.

SALGA also leases premises which have an average lease period of 49 months. The average yearly escalation is 8% and the average remaining terms is 20 months.
7. Retirement benefits

Defined benefit plan

The plan is a post employment medical benefit plan.

Post retirement medical aid plan

When the then Western Cape Local Government Organisation (WECLOGO) was incorporated into SALGA, forming a unitary structure, it had three employees for which it contributed towards a medical aid, post retirement. One of the conditions of the unitary structure was that the conditions of service of any employee, in the employ of the provincial association at that date would not be affected. SALGA therefore inherited these cases.

SALGA requested Jacques Malan Consultants and Actuaries, an independent firm of actuaries, to determine the value of the post retirement fund obligation as at 31 March 2010. The report given by the actuaries valued the obligation at R356,689 (2009: R375,928) at year end.

The following assumptions were taken into account in determining the value at year end:

- Contributions are discounted at an interest rate of 10%
- Medical inflation = 9% per annum
- Mortality according to the a(m) & a(f) tables
- Marital status and children dependants
- Medical aid option remains unchanged for the future

Movements for the year

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening balance</td>
<td>24,683</td>
<td>-</td>
</tr>
<tr>
<td>Contributions by members</td>
<td>25,427</td>
<td>24,683</td>
</tr>
<tr>
<td></td>
<td>50,110</td>
<td>24,683</td>
</tr>
</tbody>
</table>

8. Trade and other receivables from exchange transactions

<table>
<thead>
<tr>
<th>Description</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade debtors</td>
<td>34,704,978</td>
<td>23,315,893</td>
</tr>
<tr>
<td>Prepayments</td>
<td>438,775</td>
<td>3,251,543</td>
</tr>
<tr>
<td>Deposits</td>
<td>328,154</td>
<td>328,154</td>
</tr>
<tr>
<td>Sundry debtors</td>
<td>3,168,669</td>
<td>(60,475)</td>
</tr>
<tr>
<td></td>
<td>38,640,576</td>
<td>26,835,115</td>
</tr>
</tbody>
</table>

Credit quality of trade and other receivables

SALGA's management considers that all the financial assets that are not impaired for each of the reporting dates under review are of a good credit quality. Management considered the fact that these are municipalities, their financial viability and continued existence is assured by the governance model of the Republic. In assessing whether or not to impair management considers the stage of the engagement between SALGA and the municipality, depending on the stage of the engagement management is able to determine the collectability of those current assets. SALGA continuously monitors defaults of customers and other counterparties, identified either individually or by group, and incorporates this information into its credit risk controls.
8. Trade and other receivables from exchange transactions (continued)

The credit quality of trade and other receivables that are neither due nor impaired are assessed / monitored by reference to historical information about counterparty default rates. The credit quality rating of each of these financial instruments are as follows:

Low credit grade - The counter party has evidenced high occurrences of defaults and / or re-negotiations of contractual terms in prior periods. Furthermore an assessment of the financial position and liquidity position of the party has provided evidence of financial difficulties that may impede the recoverability of the outstanding amounts. As such the counter parties included in the low credit grade category pose a high credit risk to the entity.

Medium credit grade - The counter party has evidenced instances of defaults and / or re-negotiations of contractual terms in prior periods on the repayment of outstanding amounts (and / or). An assessment of the financial position and liquidity positions of the party has provided evidence of financial difficulties that may impede the recoverability of the outstanding amounts. (and / or) The counter parties included in this credit grade category are active in a industry that is highly sensitive to market fluctuations and volatility in the international economies. As such the counter parties in the medium credit grade category pose a medium credit grade pose a medium credit risk to the company.

High credit grade - The counter party has evidenced no instances of defaults and / or re-negotiations of contractual terms in prior periods.

Furthermore an assessment of the financial position of the entity has not evidenced a weakening in either the financial position or liquidity of the entity. As such the counter parties included in the high credit grade category pose a low credit risk to the entity with the recoverability of the outstanding amounts being almost certain.

### Trade and other receivables past due but not impaired

The ageing of amounts past due but not impaired is as follows:

<table>
<thead>
<tr>
<th>Ageing</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not more than 30 days</td>
<td>-</td>
<td>6,176,221</td>
</tr>
<tr>
<td>More than 30 days but not more than 60 days</td>
<td>7,203,614</td>
<td>-</td>
</tr>
<tr>
<td>More than 60 days but not more than 90 days</td>
<td>35,583</td>
<td>2,341,253</td>
</tr>
<tr>
<td>More than 120 days</td>
<td>27,465,781</td>
<td>14,798,419</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>34,704,978</td>
<td>23,315,893</td>
</tr>
</tbody>
</table>

### Trade and other receivables impaired

All of the entity’s trade and other receivables have been reviewed for indicators of impairment. Certain trade receivables were found to be impaired and a provision of R25,756,939 (2009: R23,611,518) has been recorded accordingly. The impaired trade receivables are mostly due from municipalities that have failed to pay their membership levies. Refer below included in this note for the provision for impairment of trade receivables reconciliation.

As of 31 March 2010, trade and other receivables of R25,756,939 (2009: R23,611,518) were impaired and provided for.

The terms and conditions attached to the instruments included in loans and receivables have not been re-negotiated during the period.

None of the instruments included in the receivables were pledged as security for any financial obligations.
SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
(Recognised in terms of section 2 of the Organised Local Government Act, 1997)

Notes to the Annual Financial Statements

<table>
<thead>
<tr>
<th>Figures in Rand</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
</table>

8. Trade and other receivables from exchange transactions (continued)

The ageing of these trade debtors are as follows:

- Not more than 30 days (credit rating: High) - 552,443
- More than 30 days but not more than 60 days (credit rating: Medium) 106,794 148,058
- More than 120 days (Credit rating: Low) 25,650,145 22,911,017

Reconciliation of provision for impairment of trade and other receivables

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening balance</td>
<td>23,611,518</td>
<td>44,732,646</td>
</tr>
<tr>
<td>Provision for impairment</td>
<td>(2,006,095)</td>
<td>(21,121,128)</td>
</tr>
<tr>
<td>Amounts written off as uncollectible</td>
<td>4,151,506</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>25,756,929</td>
<td>23,611,518</td>
</tr>
</tbody>
</table>

The maximum exposure to credit risk at the reporting date is the fair value of each class of loan mentioned above. SALGA entity does not hold any collateral as security. SALGA is exposed to credit risk as a result of the following: Transactions entered into with customers on extended payment terms of cash and cash equivalents held with commercial banks that may not be able to produce cash on demand. SALGA manages these risks by independent checks. No changes occurred in the management of these risks from the prior year.

9. VAT receivable

VAT - 2,190,516

Before the 2005 change in the Revenue Amendments Bill, SALGA was registered as a VAT Vendor. In 2006/07, SALGA issued a credit note in favour of the municipality which included Value Added Tax (VAT) amounting to R2,190,516. When SALGA requested a refund from the South African Revenue Service (SARS), the response received from the Legal Department of SARS, indicated that the entity had six (6) months after deregistration to request any refunds. As the credit note was issued a year after de-registration, SALGA was unable to obtain the refund, therefore the amount was written off.

10. Cash and cash equivalents

The carrying value of cash and cash equivalents approximates the fair value thereof.

None of the instruments included in the cash and cash equivalents were pledged as security for any financial obligations.

No restrictions have been imposed on the entity with regards to the extent to which the bank and cash balances of the entity may be used.

Cash and cash equivalents consist of:

- Cash on hand (Credit rating: High) 9,291 53,177
- Bank balances (Credit rating: High) 600,609 4,035,618
- Short-term deposits (Credit rating: High) - 5

609,900 4,088,800
10. Cash and cash equivalents (continued)

Credit quality of cash at bank and short term deposits, excluding cash on hand

The credit quality of cash and cash equivalents that are neither past due nor impaired are assessed / monitored by reference to historical information about counterparty default rates. Furthermore the credit quality of cash and cash equivalents are ensured by only contracting with highly reputable financial institutions registered in terms of the Bank Act of South Africa and endorsed by National Treasury.

Low credit grade - The counter party has evidenced high occurrences of defaults and / or re-negotiations of contractual terms of prior periods. Furthermore an assessment of the financial position and liquidity position of the party had provided evidence of financial difficulties that may impede the recoverability of the outstanding amounts. As such the counter parties included in the low credit grade category pose a high credit risk to the entity.

Medium credit grade - The counter party has evidenced instances of defaults and / or re-negotiations of contractual terms of prior periods on the repayment of outstanding amounts. (and/or) An assessment of the financial position and liquidity position of the party has provided evidence of financial difficulties that may impede the recoverability of the outstanding amounts. (and/or) The counter parties included in this credit grade category are active in a industry that is highly sensitive to market fluctuations and volatility in the international economies. As such the counter parties included in the medium credit grade category pose a medium credit risk to the entity.

High credit grade - The counter party has evidenced no instances of defaults and / or re-negotiations of contractual terms in prior periods. Furthermore an assessment of the financial position of the entity has not evidenced a weakening in either the financial position or liquidity of the entity. As such the counter parties included in the high credit grade category pose a low risk to the entity with the recoverability of the outstanding amounts being almost certain.

11. Revaluation reserve

The revaluation reserve is as result of land and buildings revaluation.

<table>
<thead>
<tr>
<th>Description</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening balance</td>
<td>-</td>
<td>6,553,062</td>
</tr>
<tr>
<td>Change during the year - Property, plant and equipment</td>
<td>-</td>
<td>(1,817,201)</td>
</tr>
<tr>
<td>Transfer to Investment Property</td>
<td>-</td>
<td>(2,259,566)</td>
</tr>
<tr>
<td>Realisation of Revaluation Reserve</td>
<td>-</td>
<td>(18,577)</td>
</tr>
<tr>
<td>De-recognition of revaluation reserve - KZN</td>
<td>-</td>
<td>(2,457,718)</td>
</tr>
</tbody>
</table>

Revaluation surplus relating to Investment Property

<table>
<thead>
<tr>
<th>Description</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revaluation surplus beginning of period</td>
<td>2,259,566</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from Property, plant and equipment</td>
<td>-</td>
<td>2,259,566</td>
</tr>
</tbody>
</table>

| | 2,259,566 | 2,259,566 |
SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
(Recognised in terms of section 2 of the Organised Local Government Act, 1997)

Notes to the Annual Financial Statements

Figures in Rand | 2010 | 2009
12. Finance lease obligation

Minimum lease payments due
- within one year 1,649,763 2,043,046
- in second to fifth year inclusive 655,731 2,021,792

2,305,494 4,064,838

less: future finance charges (201,350) (488,347)

Present value of minimum lease payments 2,104,144 3,576,491

Present value of minimum lease payments due
- within one year 1,489,320 1,719,766
- in second to fifth year inclusive 614,824 1,856,725

2,104,144 3,576,491

Non-current liabilities 614,824 1,856,725
Current liabilities 1,489,320 1,719,766

2,104,144 3,576,491

It is SALGA’s policy to lease equipment under finance leases. Obligations under finance leases are secured by the lessor’s title to the leased assets.

The average lease term is 5 years and a varying average effective borrowing rate of 11% (2009: 11%).

Interest rates are fixed at the contract date. All leases have fixed repayments and no arrangements have been entered into for contingent rent.

The entity’s obligations under finance leases are secured by the lessor’s charge over the leased assets. Refer note 2.

The terms and conditions attached to the instruments included in trade and other payables have not been renegotiated during the period.

13. Deferred income - exchange transactions

Unspent conditional grants and receipts comprises of:

Unspent conditional grants and receipts

Deferred Income – Masibambane and P3 13,788,117 6,673,847

Movement during the year – Masibambane project

| Grant received | 10,000,000 | 10,000,000 |
| Other income   | 74,742     | 372,205   |
| Expenditure    | (2,960,472) | (4,679,264) |
| Rolled-over    | 6,673,847  | 980,906   |

13,788,117 6,673,847
13. Deferred income - exchange transactions (continued)

Movement during the year – P3 project

<table>
<thead>
<tr>
<th>Description</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant received</td>
<td>2,321,233</td>
<td>-</td>
</tr>
<tr>
<td>Other income</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>Expenditure</td>
<td>(2,406,591)</td>
<td>-</td>
</tr>
<tr>
<td>Amount included in Trade and other receivables – refer Note 8</td>
<td>85,357</td>
<td>-</td>
</tr>
</tbody>
</table>

Current liabilities

<table>
<thead>
<tr>
<th>Year</th>
<th>Notes in Rand</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>13,788,117</td>
</tr>
<tr>
<td>2009</td>
<td>6,673,847</td>
</tr>
</tbody>
</table>

SALGA has two donor funded projects namely Masibambane and P3.

Masibambane is an European Union donor funded programme (funds are channelled through DWA) aimed at capacity building, infrastructure development and ensuring viable and sustainable delivery of water and sanitation services.

P3 is a new project entered into in the 2009/10 financial year funded by the Swedish International Development Agency. The objective of this project is to provide municipalities with an analytical framework and an organisational set up that will improve dialogue between the business community and the municipality and that will also be used to promote strategy development and business related projects during the year of implementation. This project has a 24 month duration.

14. Unspent conditional grants and receipts

SALGA engaged the Provincial Department of Cooperative Governance and Traditional Affairs for assistance in terms of building capacity in the respective provinces and funding certain programmes. The Table below reflects the unspent portion of the grant assistance.

In terms of Western Cape, the funding is towards training of Councillors on the Executive Leadership Management Development Programme. The Free State funding is split between programme support (40%) and building internal capacity in the province (60%). The Gauteng funding is for internal capacity building for LED and municipal finance.

<table>
<thead>
<tr>
<th>Grant Assistance</th>
<th>Notes in Rand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Grant - Free State CoGTA</td>
<td>5,000,000</td>
</tr>
<tr>
<td>Government Grant - Gauteng CoGTA</td>
<td>722,222</td>
</tr>
</tbody>
</table>

15. Trade and other payables from exchange transactions

<table>
<thead>
<tr>
<th>Description</th>
<th>Notes in Rand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade payables</td>
<td>11,277,978</td>
</tr>
<tr>
<td>Payments received</td>
<td>6,569,876</td>
</tr>
<tr>
<td>Sundry creditors</td>
<td>3,679,535</td>
</tr>
<tr>
<td>Accrued leave pay</td>
<td>4,850,423</td>
</tr>
<tr>
<td>Accrued bonus</td>
<td>560,033</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>705,317</td>
</tr>
<tr>
<td>Lodge Card</td>
<td>1,920,854</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total</th>
<th>Notes in Rand</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>29,357,016</td>
</tr>
</tbody>
</table>
### SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
(Recognised in terms of section 2 of the Organised Local Government Act, 1997)

**Notes to the Annual Financial Statements**

**Figures in Rand**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>16. Financial liabilities by category</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The accounting policies for financial instruments have been applied to the line items below:

#### 2010

<table>
<thead>
<tr>
<th>Financial liabilities at amortised cost</th>
<th>Fair value through surplus or deficit – held for trading</th>
<th>Fair value through surplus or deficit - designated</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade and other payables</td>
<td>11,277,977</td>
<td>-</td>
<td>11,277,977</td>
</tr>
<tr>
<td>Payments received in advance</td>
<td>6,362,876</td>
<td>-</td>
<td>6,362,876</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>21,320,388</td>
</tr>
</tbody>
</table>

#### 2009

<table>
<thead>
<tr>
<th>Financial liabilities at amortised cost</th>
<th>Fair value through surplus or deficit – held for trading</th>
<th>Fair value through surplus or deficit - designated</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade and other payables</td>
<td>14,759,388</td>
<td>-</td>
<td>14,759,388</td>
</tr>
<tr>
<td>Payments received in advance</td>
<td>4,460,785</td>
<td>-</td>
<td>4,460,785</td>
</tr>
<tr>
<td>Sundry creditors</td>
<td>3,311,382</td>
<td>-</td>
<td>3,311,382</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>22,531,555</td>
</tr>
</tbody>
</table>

#### 17. Revenue from exchange transactions

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership levies</td>
<td>137,507,673</td>
<td>110,166,113</td>
</tr>
<tr>
<td>Transfers and subsidies received - Executive Authority</td>
<td>23,302,000</td>
<td>22,058,000</td>
</tr>
<tr>
<td>Transfers and subsidies received - Western Cape CoGTA</td>
<td>500,000</td>
<td>-</td>
</tr>
<tr>
<td>Transfers and subsidies received - Northern Cape CoGTA</td>
<td>-</td>
<td>500,000</td>
</tr>
<tr>
<td>Transfers and subsidies received - Gauteng CoGTA</td>
<td>277,778</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td><strong>161,587,451</strong></td>
<td><strong>132,724,113</strong></td>
</tr>
</tbody>
</table>
SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
(Recognised in terms of section 2 of the Organised Local Government Act, 1997)

Notes to the Annual Financial Statements

Figures in Rand | 2010 | 2009
---|---|---
18. Other income
Income from Capacity Building Programmes | 7,046,900 | 5,274,753
Sundry income | 21,210,865 | 68,240
Delegate Fees - National and Provincial Members Assembly | 2,301,000 | -
Sponsorship Received | 4,027,055 | 1,229,279
Commission Received | - | 23,260
Rent Received | 141,346 | 150,612
Gain on de-recognition of revaluation reserve | - | 2,457,718
Income from Donor | 5,206,963 | 4,307,059
---|---|---
39,934,129 | 13,510,921

19. Operating deficit
Operating deficit for the year is stated after accounting for the following:

Operating lease charges
Premises
- Contractual amounts | 13,789,585 | 11,060,483
Loss on sale of property, plant and equipment | (199,754) | (4,187)
Legal fees | 2,298,673 | 2,974,101
Amortisation of intangible assets | 111,090 | 142,118
Depreciation on property, plant and equipment | 3,428,670 | 3,107,995
Employee costs | 91,591,142 | 70,685,063
Amount expensed in respect of retirement benefit plans:
- Defined benefit funds | (19,239) | 375,928
- (19,239) | 375,928

20. Employee related costs

Basic | 88,830,639 | 69,159,649
UIF | 357,173 | 259,496
SDL | 899,148 | 604,622
Other payroll levies | 2,449,121 | 1,038,361
Leave pay provision charge | (944,939) | (377,065)
---|---|---
91,591,142 | 70,685,063

Remuneration of senior management

Annual Remuneration | 15,118,683 | 10,052,239
Subsistence and Travel Allowances | 530,768 | 1,664,951
Bonuses and performance related payments | 823,523 | 1,136,597
Contributions to UIF, Medical and Pension Funds | 352,750 | 347,743
---|---|---
16,825,724 | 13,201,530
SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
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Notes to the Annual Financial Statements

<table>
<thead>
<tr>
<th>Figures in Rand</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
</table>

20. Employee related costs (continued)

Senior Management include the Chief Executive Officer, Executive Directors and Provincial Executive Officers. The breakdown of Senior Management Remuneration forms part of the Accounting Officers Report. Senior Management is regarded as related parties (note 29)

21. Investment revenue

Interest revenue

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank</td>
<td>282,592</td>
<td>937,287</td>
</tr>
<tr>
<td>Fair value adjustment on trade and other receivables</td>
<td>1,800,653</td>
<td>2,990,892</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,083,245</strong></td>
<td><strong>3,928,179</strong></td>
</tr>
</tbody>
</table>

22. Impairment of assets

Impairments

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property, plant and equipment</td>
<td>324,818</td>
<td>112,858</td>
</tr>
</tbody>
</table>

23. Finance costs

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade and other payables</td>
<td>180,797</td>
<td>719,651</td>
</tr>
<tr>
<td>Finance leases</td>
<td>343,137</td>
<td>619,757</td>
</tr>
<tr>
<td>Bank</td>
<td>74,029</td>
<td>1,150,793</td>
</tr>
<tr>
<td>Fair value adjustments on trade and other payables</td>
<td>264,355</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>862,318</strong></td>
<td><strong>2,490,201</strong></td>
</tr>
</tbody>
</table>

24. Taxation

No provision has been made for 2010 tax year as SALGA is exempt from Income Tax in terms of section 10(1) of the Income Tax Act.

No Value Added Tax was applicable to SALGA as it is exempted from complying with the Value-added Tax Act.

25. Auditor’s remuneration

Fees

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,979,159</td>
<td>5,181,041</td>
</tr>
</tbody>
</table>

26. Operating lease

Non-cancellable operating lease rentals are payable as follows:

Minimum payments

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Future payments</td>
<td>18,195,074</td>
<td>31,924,708</td>
</tr>
<tr>
<td>Up to 1 year</td>
<td>9,313,317</td>
<td>13,236,921</td>
</tr>
<tr>
<td>1 to 5 years</td>
<td>8,881,757</td>
<td>18,687,787</td>
</tr>
<tr>
<td>More than 5 years</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Operating leases entered into ranges from 30 to 120 months with an average escalation of 9% per annum and no arrangements have been entered into for contingent rent.
### SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
(Recognised in terms of section 2 of the Organised Local Government Act, 1997)

#### Notes to the Annual Financial Statements

<table>
<thead>
<tr>
<th>Figures in Rand</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>27. Cash generated from operations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surplus (deficit)</td>
<td>561,706</td>
<td>(10,290,067)</td>
</tr>
<tr>
<td><strong>Adjustments for:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation and amortisation</td>
<td>3,428,670</td>
<td>3,107,995</td>
</tr>
<tr>
<td>Gain / loss on sale of assets and liabilities</td>
<td>199,754</td>
<td>4,187</td>
</tr>
<tr>
<td>Amortisation</td>
<td>111,090</td>
<td>142,118</td>
</tr>
<tr>
<td>Fair value adjustment to investment property</td>
<td>(300,000)</td>
<td>-</td>
</tr>
<tr>
<td>Impairment deficit</td>
<td>324,818</td>
<td>112,858</td>
</tr>
<tr>
<td>Movement in operating lease assets and accruals</td>
<td>(147,916)</td>
<td>624,863</td>
</tr>
<tr>
<td>Movement in retirement benefit assets and liabilities</td>
<td>(19,235)</td>
<td>375,928</td>
</tr>
<tr>
<td>Gain on de-recognition of revaluation reserve (non-cash item)</td>
<td>-</td>
<td>(2,457,718)</td>
</tr>
<tr>
<td>Movement in de-recognition of leased assets (non-cash item)</td>
<td>-</td>
<td>2,751,919</td>
</tr>
<tr>
<td>Donation of assets (non-cash item)</td>
<td>-</td>
<td>22,015</td>
</tr>
<tr>
<td>Leased asset liability de-recognition (non-cash item)</td>
<td>-</td>
<td>(3,237,475)</td>
</tr>
<tr>
<td>Movement in de-recognition of owned assets (non-cash item)</td>
<td>-</td>
<td>5,249,475</td>
</tr>
<tr>
<td>Leased asset additions (non-cash item)</td>
<td>(348,338)</td>
<td>(572,044)</td>
</tr>
<tr>
<td><strong>Changes in working capital:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other receivables from exchange transactions</td>
<td>(11,805,461)</td>
<td>(2,039,417)</td>
</tr>
<tr>
<td>Trade and other payables from exchange transactions</td>
<td>(4,800,284)</td>
<td>2,719,200</td>
</tr>
<tr>
<td>VAT</td>
<td>2,190,516</td>
<td>-</td>
</tr>
<tr>
<td>Deferred income</td>
<td>7,114,270</td>
<td>6,701,499</td>
</tr>
<tr>
<td>Unspent conditional grants</td>
<td>4,722,222</td>
<td>1,000,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,231,812</strong></td>
<td><strong>4,215,336</strong></td>
</tr>
</tbody>
</table>

#### 28. Contingencies

1. **SALGA** is defending a matter of alleged breach of agreement against the plaintiff Altron One Finance Solutions (Pty) Limited t/a Gestetner Finance in the amount of R94,691 in respect of rental goods with an interest rate of 2.5% per month from 17 August 2001 to date of payment, payment of VAT of R13,257, payment of damages of R298,358.23 and cost of suit at the Cape bar tariff. SALGA has incurred legal costs defending the matter and a trial date is awaited. The expected outcome is unknown and the legal costs incurred thus far in defending the matter forms part of legal costs as disclosed in note 19.

2. **SALGA** is defending a matter of alleged breach of agreement against the plaintiff K Nicol and others. The claim against WECLOGO, the predecessor to SALGA, is in respect of damages amounting to R7,444,468, interest tempore more and legal costs. SALGA incurred legal costs defending the matter and a trial date is awaited. The expected outcome is unknown and the legal costs incurred thus far in defending the matter forms part of legal costs as disclosed in note 19.

3. **SALGA** is a respondent on a matter where the KwaZulu-Natal Agricultural Union is the applicant. The expected outcome is unknown and the legal costs incurred thus far in defending the matter forms part of legal costs as disclosed in note 19.
28. Contingencies (continued)

4. SALGA is defending a claim for alleged defamation which has been instituted by Akani Retirement Fund Administrators. The plaintiff claims payment of R500 000, interest at a rate of 15.5% and cost of suit. The expected outcome is unknown and the legal costs incurred thus far in defending the matter forms part of legal costs as disclosed in note 19.

5. SALGA is defending a matter at the CCMA in Gauteng in respect of an employee which has been dismissed. The employee sought re-instatement and / or unknown amount for compensation. The expected outcome is unknown and the legal costs incurred thus far in defending the matter forms part of legal costs as disclosed in note 19.

6. SALGA is defending a matter at the CCMA in Mpumalanga in respect of an employee which has been dismissed. The employee sought re-instatement and / or approximately R200 000 and legal costs amounting to approximately R100 000. The expected outcome is unknown and the legal costs incurred thus far in defending the matter forms part of legal costs as disclosed in note 19.

7. SALGA is defending a matter at the CCMA in Free State in respect of an employee which has been dismissed. The employee sought R50 931 in respect of alleged settlement and legal costs. The expected outcome is unknown and the legal costs incurred thus far in defending the matter forms part of legal costs as disclosed in note 19.

8. SALGA is an applicant on a matter relating to the review and setting aside of an award by the CCMA in respect of a former employee, who was dismissed. The relief sought is that the applicant did not commit an act of unfair dismissal against the said employee. The exposure to SALGA is in the amount of R130,752 being the original CCMA award, interest, and taxed costs. The expected outcome is unknown and the legal costs incurred thus far in defending the matter forms part of legal costs as disclosed in note 19.

9. SALGA is defending a matter against alleged breach of contract which was instituted by Millionsure Insurance Brokers (Pty) Limited. The plaintiff claims payment of R8 336 250, interest at a rate of 15.5% from 31 July 2004. SALGA has lodged a counter-claim of R6 840 000. The expected outcome is unknown and the legal costs incurred thus far in defending the matter forms part of legal costs as disclosed in note 19.
29. Related parties

Relationships

Major Public Entity (Schedule 2 of the PFMA) | South African Revenue Services
---|---
Major Public Entity (Schedule 2 of the PFMA) | South African Broadcasting Corporation
Major Public Entity (Schedule 2 of the PFMA) | Telkom SA Limited
Chairperson of SALGA | Cllr A Masondo - Executive Mayor: City of Johannesburg Metropolitan Municipality
Deputy Chairpersons of SALGA | Cllr Z Capa - Executive Mayor: OR Tambo District Municipality
Deputy Chairpersons of SALGA | Cllr O Mlaba - Executive Mayor: eThekwini Metropolitan Municipality
Deputy Chairpersons of SALGA | Cllr S Molokoane- Machika - Executive Mayor: Madibeng Local Municipality
Member of the National Executive Committee of SALGA | Cllr S Somyo - Executive Mayor: Amathole District Municipality
Member of the National Executive Committee of SALGA | Cllr C Johnson - Deputy Mayor: Cape Winelands District Municipality
Member of the National Executive Committee of SALGA | Cllr M Mogorosi - Executive Mayor: Nala Local Municipality
Member of the National Executive Committee of SALGA | Cllr F Maboa-Boltman - Speaker: Gert Sibande District Municipality
Member of the National Executive Committee of SALGA | Cllr N Hermans - Executive Mayor: Umsombomvu Local Municipality
Member of the National Executive Committee of SALGA | Cllr B Mahlangu - Executive Mayor: Greater Taung Municipality
Member of the National Executive Committee of SALGA | Cllr S Sigabi - Executive Mayor: Chris Hani District Municipality
Member of the National Executive Committee of SALGA | Cllr S Ngangelizwe - Councillor: Lejweleputwa District Municipality
Member of the National Executive Committee of SALGA | Cllr T Dau - Councillor: City of Tshwane Metropolitan Municipality
Member of the National Executive Committee of SALGA | Cllr Mdaka - Vhembe District Municipality
Member of the National Executive Committee of SALGA | Cllr S Mashilo - Executive Mayor: Nkangala District Municipality
Member of the National Executive Committee of SALGA | Cllr F Mkhatshwa - Speaker: City of Tshwane Metropolitan Municipality
Member of the National Executive Committee of SALGA | Cllr W Johnson - Councillor: Frances Baard District Municipality
Member of the National Executive Committee of SALGA | Cllr P Moloi - Executive Mayor: Dr Kenneth Kaunda District Municipality
Member of the National Executive Committee of SALGA | Cllr S de Vries - Councillor: Eden District Municipality

Related party transactions and balances

Refer to Annexure A for details.
SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
(Recognised in terms of section 2 of the Organised Local Government Act, 1997)

Notes to the Annual Financial Statements

<table>
<thead>
<tr>
<th>Figures in Rand</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
</table>

30. Change in estimate

Intangible assets

The useful life of intangible assets was estimated in 2009 to be 24 months. In the current period management have revised their estimate to 60 months. The effect of this revision has decreased the depreciation charges for the current and future periods by R 21,920

31. Prior period errors

During the 2009/10 financial year, various matters were raised and upon investigation it was found that significant items were incorrectly accounted for in the prior year or were merely omitted. The correction of the error(s) results in adjustments as follows:

Statement of financial position

Effect in 2009

1. Finance Lease Liability - 156,241
2. Trade and other receivables (Debtors) - 169,902
3. Cash and cash equivalents (Free State Savings Account) - 169,902
4. Property, plant and equipment - Office Equipment @ Cost - 15,000
5. Property, plant and equipment - Office Equipment Accumulated Depreciation - 9,293
6. Property, plant and equipment - Ofice Equipment @ Cost - 26,984
7. Property, plant and equipment - Ofice Equipment Accumulated Depreciation - 4,947
8. Property, plant and equipment - Land & Buildings @ Cost - 375,928
9. Property, plant and equipment - Leased Assets @ Cost - 141,087
12. Property, plant and equipment - Computer Equipment @ Cost - 38,633
13. Property, plant and equipment - Computer Equipment Accumulated Depreciation - 22,984
14. Property, plant and equipment - Office Equipment @ Cost - 14,147
15. Property, plant and equipment - Office Equipment Accumulated Depreciation - 38,108
16. Property, plant and equipment - Furniture and Fittings @ Cost - 118,218
17. Property, plant and equipment - Furniture and Fittings Accumulated Depreciation - 72,662
18. Property, plant and equipment - Land & Buildings @ Cost - 2,700,000
19. Property, plant and equipment - Land & Buildings Accumulated Depreciation - 342,249
20. Property, plant and equipment - Investment Property @ Cost - 2,700,000
21. Property, plant and equipment - Investment Property Accumulated Depreciation - 98,279
22. Intangible assets @ Cost - 266,019
23. Intangible assets - Accumulated Depreciation - 266,019
3.5 FINANCIAL STATEMENTS

SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
(Recognised in terms of section 2 of the Organised Local Government Act, 1997)

Notes to the Annual Financial Statements

<table>
<thead>
<tr>
<th>Figures in Rand</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
</table>

31. Prior period errors (continued)

Effect on periods prior to 2009

1. Property, plant and equipment - Leased Assets @ Cost - (3,359,661)
1. Property, plant and equipment - Leased Assets Accumulated Depreciation - 854,173
6. Property, plant and equipment - Leased Assets @ Cost - 701,992
6. Finance Lease Liability - 665,950
6. Property, plant and equipment - Leased Assets Accumulated Depreciation - (63,786)
6. Property, plant and equipment - Computer Equipment @ Cost - 258,728
6. Property, plant and equipment - Computer Equipment Accumulated Depreciation - (36,889)
6. Property, plant and equipment - Office Equipment @ Cost - 367,373
6. Property, plant and equipment - Office Equipment Accumulated Depreciation - (74,327)
6. Property, plant and equipment - Furniture and Fittings @ Cost - 1,056,904
6. Property, plant and equipment - Furniture and Fittings Accumulated Depreciation - (136,464)

Statement of financial performance

Effect in 2009 - (2,116,446)
1. Accumulated surplus (expenses) - 331,135
2. Accumulated surplus (income) - 15,000
3. Accumulated surplus (opening balance) - 9,293
4. Accumulated surplus (expenses) - (22,037)
5. Accumulated surplus (expenses) - (375,928)
6. Accumulated surplus (expenses) - (5,830)
7. Accumulated surplus (opening balance) - 37,243
8. Accumulated surplus (expenses) - 342,249
8. Accumulated surplus (opening balance) - (139,141)
9. Accumulated surplus (expenses) - (10,803,715)
9. Accumulated surplus (expenses) - 8,420,061
9. Accumulated surplus (expenses) - 75,224
10. Accumulated surplus (income) - 4,329,509
10. Accumulated surplus (interest income) - 349,755
10. Accumulated surplus (expenses) - (4,679,264)
31. Prior period errors (continued)

<table>
<thead>
<tr>
<th>Effect on prior period to 2009</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Accumulated surplus (Opening balances)</td>
<td>570,304</td>
<td>(27,745)</td>
</tr>
<tr>
<td>6. Accumulated surplus (Opening balances)</td>
<td></td>
<td>1,435,325</td>
</tr>
<tr>
<td>7. Accumulated surplus (Opening balances)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. SALGA had duplicated some of the finance leases when it capitalised these in the asset register. The duplication came about as some of the lessors’ changed names but the asset (contract) remained the same e.g. Canon referred to Automated Office Technology (AOT).

2. An unidentified deposit was received in the prior year and was recorded as a current liability. The income was subsequently identified and re-allocated from current liabilities to sponsorship income in 2009.

3. SALGA used to maintain a separate set of books for its provincial offices. During the audit of 2008/09, the bank confirmation reflected a bank account that was not recorded in the books of the provincial association, before amalgamation. This account was closed during the year and the error relates to the opening balances.

4. This entry related to an asset (office equipment) that was donated but not retired from the fixed asset register.

5. One of the conditions of the memorandum of agreement signed by provincial associations was that the conditions of services of its employees will not be affected by the memorandum of agreement. Some of the conditions of services included post retirement benefits for retirees of the Western Cape Local Government Organisation (WECLOGO). The extent of the post retirement benefits was not considered as SALGA deals with its employees on a cost to company basis.

6. Certain finance leases were incorrectly classified as operating leases, thus were not capitalised.

7. SALGA undertook an asset verification exercise to ascertain the completeness of its asset register. The outcome of the exercise resulted in assets being found that were not recorded in the asset register.

8. Reclassification of premises situated in Gauteng and Northern Cape provinces, previously classified as Property, Plant & Equipment. The said premises are vacant and have been reclassified as investment property whilst the organisation is exploring measures to dispose of the buildings.

9. In 2008/2009 SALGA KwaZulu-Natal (KZN) unilaterally terminated the memorandum of agreement (MoA) between KWANALOGA and SALGA and refused SALGA access to records thereby preventing the recording of transactions for the 2008/2009 financial year. SALGA de-recognised all assets that it has since lost control due to SALGA KZN / KWANALOGA unilaterally terminating MoA, in order to achieve fair presentation (see also note 38).

10. The Masibambane project revenue & expenditure were previously disclosed as a single item, thereby netting to nil. For purposes of fair disclosure the revenue and expenditure of the Masibambane project is disclosed separately under each line item.

11. Intangible assets were incorrectly classified as computer equipment, on review these were re-classified as intangible assets.

32. Comparative figures

Certain comparative figures have been restated to achieve fair presentation of the financial statements.
33. Risk management

Financial risk management
The entity’s activities expose it to a variety of financial risks: market risk (including currency risk, fair value interest rate risk, cash flow interest rate risk and price risk), credit risk and liquidity risk.

Liquidity risk
Prudent liquidity risk management implies maintaining sufficient cash. SALGA receives cash in the form of levies from customers and grants from government. SALGA maintains liquidity by limiting capital and operational expenditure within the preapproved budget.

The entity’s risk to liquidity is a result of the funds available to cover future commitments. The entity manages liquidity risk through an ongoing review of future commitments and credit facilities.

<table>
<thead>
<tr>
<th>Maturity analysis</th>
<th>Trade payables</th>
<th>Other payables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not later than one month</td>
<td>13,883,113</td>
<td>27,261,920</td>
</tr>
<tr>
<td>later than one month and not later than three months</td>
<td>457,677</td>
<td>-</td>
</tr>
<tr>
<td>later than three months and not later than one year; and</td>
<td>1,595,879</td>
<td>-</td>
</tr>
<tr>
<td>later than one year and not later than five years</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>15,936,669</strong></td>
<td><strong>27,261,920</strong></td>
</tr>
</tbody>
</table>

Values presented in the maturity analysis are undiscounted according to the terms of the instrument. These amounts will all be settled in cash. Trade payables are considered to mature in 30 days after year end as these suppliers require 30 days settlement terms. No changes between the current and prior year assumptions have been made.

Interest rate risk
SALGA’s interest rate risk arises from market and economic factors, loans and other payables, cash and cash equivalents and loans and other receivables. SALGA’s exposure to interest rate risk is minimal due to the following factors:
- no interest is levied on overdue trade receivables;
- interest not paid on trade payables is limited as it is the policy of the entity to settle within the credit terms, cash flow allowing in order to comply with the Public Finance Management Act (PFMA) requirements; and
- the PFMA does not allow for the entity to utilise bank overdrafts.

Based on the activities of SALGA the only area effected by interest rate risk is finance leases and investment income earned on call deposits.

At 31 March 2010, if interest rates at that date had been 200 basis points lower with all other variables held constant, surplus for the year would have been R24,419 (2009: R28,760) higher, arising mainly as a result of lower interest expense on variable payables and receivables. If interest rates had been 200 basis points higher, with all other variables held constant, surplus would have been R24,419 (2009: R28,760) lower, arising mainly as a result of higher interest expense on variable payables and receivables. Surplus is more sensitive to interest rate decreases than increases because of borrowings with capped interest rates.
33. Risk management (continued)

Cash flow interest rate risk

SALGA’s exposure to this type of risk arises when the organisation has a financial instrument with a floating interest rate. The organisation is seldom exposed to this type of risk. When the need arises management employs conservative approaches with a limited risk exposure such as Call Accounts or limit the risk completely by employing fixed deposits. The following credit facilities are available, which is payable 30 days from statement date:

- Lodge cards R2 800 000
- Business credit cards R400 000
- Fleet cards R50 000

Fair Value interest rate risk

SALGA’s exposure to this type of risk is slightly higher than the cash flow interest rate risk, primarily due to the conservative investment philosophy.

Ordinarily fixed deposits exposes the organisation to this type of risk. SALGA manages this risk by keeping fixed investments on a short-term to mitigate the impact that this type of risk might have on the organisation.

Credit risk

Credit risk consists mainly of cash deposits, cash equivalents and trade debtors. SALGA only deposits cash with major banks with high quality credit standing and limit exposure to any one counter-party.

Trade receivables comprise of municipalities which are invoiced once a year based on their budgeted salary cost. There is no independent rating, therefore management assesses the credit quality of the customer, taking into account its financial position, past experience and other factors. SALGA establishes an impairment that represents its estimate of incurred losses in respect of trade receivables.

Currency risk

SALGA is seldom exposed to this type of risk, whenever it arises it is normally for Subsistence Allowance outside the Republic. SALGA’s Travel, Accommodation and Subsistence Policy provides for a subsistence allowance of USD 190 per day for each day the official is outside of the Republic on SALGA’s business. Since the allowance amount is denominated in a foreign currency SALGA is exposed to currency fluctuations since these are paid on spot rate due to their infrequency.

Due to the infrequent nature of the transaction management does not employ any hedging mechanism against this risk.

Price risk

SALGA’s exposure to price risk is limited to the effect that inflation has on the market prices for goods and services ordinarily procured by the organisation. The risk arises when SALGA’s revenue does not escalate at a similar or better rate that the prevailing market conditions, which is rare since the organisation’s major source of revenue is its membership levies which due to the basis of deriving the levy amount normally escalates at a rate higher or equivalent to the prevailing inflationary trends.

There are no special mechanisms employed by management to manage this kind of risk other than pursuing the fair market value/price through a ‘dip stick’ in the market viz. quotations and open tenders.
34. Events after the reporting date

The matter disclosed in note 28 – Contingencies numbered item 2 in regard to the matter that SALGA is defending an alleged breach of agreement against K Nicol and others; has been withdrawn by the plaintiffs on 30 August 2010 on the basis that each party pay their own legal costs. The case has been removed from the roll of the High Court of South Africa, Western Cape, Cape Town.

No significant events affecting the balance sheet occurred after year-end.

35. Fruitless and wasteful expenditure

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fruitless and wasteful expenditure - current year</td>
<td>888,221</td>
<td>289,139</td>
</tr>
<tr>
<td>Fruitless and wasteful expenditure - current year - (384,713)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Opening balance</td>
<td>384,713</td>
<td>95,574</td>
</tr>
<tr>
<td></td>
<td>888,221</td>
<td>384,713</td>
</tr>
</tbody>
</table>

Interest and penalties levies by the South African Revenue Services due to late payment of PAYE, SDL and UIF as a result of cash flow constraints (R875,102). No disciplinary action has been taken thus far as the matter that led to poor cash flow namely, the KZN province withdrawal has not been resolved.

Interest levies on late payment to creditors (R13,119).

36. Irregular expenditure

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening balance</td>
<td>25,072,214</td>
<td>20,270,225</td>
</tr>
<tr>
<td>Add: Irregular Expenditure - current year</td>
<td>-</td>
<td>2,970,869</td>
</tr>
<tr>
<td>Add: Irregular Expenditure - (non-compliance to SCM)</td>
<td>-</td>
<td>83,539</td>
</tr>
<tr>
<td>Add: Irregular Expenditure - prior year (identified in current year)</td>
<td>-</td>
<td>1,747,581</td>
</tr>
<tr>
<td>Less: Amount condoned</td>
<td>(8,241,822)</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>16,830,392</td>
<td>25,072,214</td>
</tr>
</tbody>
</table>

Details of irregular expenditure condoned

<table>
<thead>
<tr>
<th>Irregular expenditure for finance lease payments were incurred by SALGA by virtue of practice note 5 of 2006/2007 - Finance lease transactions in that lease agreements which is substance and therefore accounting treatment are finance leases and National Treasury approval has been obtained.</th>
<th>Condoned by (condoning authority)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>National Treasury</td>
</tr>
<tr>
<td></td>
<td>8,241,822</td>
</tr>
</tbody>
</table>
37. Reconciliation between budget and statement of financial performance

SALGA compiles its budget on an accrual basis.

The SALGA original budget for the period April 2009 to March 2010 was approved by the Accounting Authority on 27 March 2009, and the Adjusted Budget was approved by the Accounting Authority on 2 March 2010. The changes to the original budget were necessitated by the ongoing monitoring of budget implementation and changing conditions and circumstances experienced during the reporting period. The final adjusted budget is the result of Review 1 undertaken at the end of the 1st quarter; Review 2 and the end of the 2nd quarter and Review 3 at the end of the 3rd quarter of the budget implementation plan.

<table>
<thead>
<tr>
<th>Actual 31-Mar-2009 (Figures in Rand)</th>
<th>Notes</th>
<th>Actual 31-Mar-2010</th>
<th>Approved Budget 31-Mar-2010</th>
<th>Adjustments</th>
<th>Final Budget 31-Mar-2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue 132,724,113</td>
<td>17</td>
<td>161,587,451</td>
<td>179,939,499</td>
<td>10,902,749</td>
<td>190,842,248</td>
</tr>
<tr>
<td>Revenue from exchange transactions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other income 13,510,921</td>
<td>18</td>
<td>39,934,129</td>
<td>25,859,125</td>
<td>10,762,783</td>
<td>36,621,908</td>
</tr>
<tr>
<td>Total revenue 146,235,034</td>
<td></td>
<td>201,521,580</td>
<td>205,798,624</td>
<td>21,665,532</td>
<td>227,464,155</td>
</tr>
<tr>
<td>Expenses (157,963,079)</td>
<td></td>
<td>(202,180,801)</td>
<td>(202,055,861)</td>
<td>(23,787,120)</td>
<td>(225,842,981)</td>
</tr>
<tr>
<td>Operating expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Expenses (157,963,079)</td>
<td></td>
<td>(202,180,801)</td>
<td>(202,055,861)</td>
<td>(23,787,120)</td>
<td>(225,842,981)</td>
</tr>
<tr>
<td>Investment revenue 3,928,179</td>
<td>21</td>
<td>2,083,245</td>
<td>442,332</td>
<td>1,499,418</td>
<td>1,941,750</td>
</tr>
<tr>
<td>(2,490,201)</td>
<td></td>
<td>(862,318)</td>
<td>(27,607)</td>
<td>(2,372,090)</td>
<td>(2,399,697)</td>
</tr>
<tr>
<td>Surplus/(Deficit) for the period</td>
<td></td>
<td>561,706</td>
<td>4,157,488</td>
<td>(2,994,261)</td>
<td>1,163,227</td>
</tr>
</tbody>
</table>

Explanation of differences between Actual and Final Budget

Revenue

The negative variance in revenue is due to membership levies collectable from the KZN province amounting to R 26 million that have been fair valued to nil on initial recognition. The KZN membership levies have been fair valued to nil due to the outstanding impasse between SALGA and SALGA KZN / Kwanaloga. The latter unilaterally terminated the Memorandum of Agreement entered into in 2005 with SALGA and diverted payment of membership levies to its own bank account.

Expenditure

The positive variance in expenditure is primarily due to a lower provision for impairment of trade receivables, charged to the statement of financial performance than anticipated. Member municipalities gave commitment letters for some of the outstanding membership levies thereby negating the impairment when Management fair valued its trade receivables at year-end.

Net surplus (deficit) per the statement of financial performance 561,706 (10,290,067)
38. KwaZulu-Natal matter

In July 2008, SALGA KwaZulu-Natal (SALGA KZN) unilaterally terminated the memorandum of agreement it had concluded with SALGA in February 2005, thus effectively terminating the NEC’s control over SALGA KZN. The agreement transferred all assets and liabilities to SALGA as a going-concern and enabled SALGA to operate as a unitary structure. SALGA operated as a unitary organisation till 2008 when SALGA KZN unilaterally terminated the agreement:

SALGA de-recognised all assets situated in the KwaZulu-Natal province, with effect from 1 September 2008, for which the NEC has lost control. This was done in order to achieve fair presentation of the financial statements.

The approach adopted is also in consideration of the NEC decision of 26 July 2010, where the NEC resolved amongst others, that the SALGA KZN Daily Management Committee must account for transactions that happened under its control.

39. Key sources of estimation uncertainty

Key sources of estimation uncertainty are as follows:

(i) Property, plant and equipment of R 16,589,770 (2009: R 16,954,863) at 31 March 2010 were stated at cost (valuation) less accumulated depreciation and impairment losses. Estimates are used in the determination of the useful lives, residual values and the expected pattern of consumption of the future economic benefits embodied in the assets.

(ii) Trade receivables of R34,704,978 (2009: R23,315,893) at 31 March 2010 were initially recognised at fair value and subsequently carried at amortised cost, less allowance for impairment. Estimates are made in the determination of the initial fair value of the transaction. Revenue of R161,587,451 (2009: R132,724,113) is recognised at the fair value of the consideration receivable. Estimates were also used in the determination of this fair value, the corresponding adjustments to interest and the effect thereof on the Statement of Financial Performance for the year.

Based on existing knowledge, it is reasonably possible that outcomes within the next financial that are different from assumptions made could require a material adjustment to the carrying amount of these assets or liabilities.
40. Any other material matter – Soccer World Cup related expenditure (Post-year-end)

In terms of the National Treasury circular dated 16 July 2010, the organisation is required to disclose on Soccer World Cup related expenditure. The organisation acquired Soccer World Cup apparel worth R 29,892 in May 2010. The apparel was distributed to all of the organisation offices for display in the spirit of the World Cup.

<table>
<thead>
<tr>
<th>Tickets acquired after year-end (30 June 2010)</th>
<th>Quantity</th>
<th>R'000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Distribution of tickets acquired after year-end</th>
<th>Quantity</th>
<th>R'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clients/Stakeholders</td>
<td>-</td>
<td>0</td>
</tr>
<tr>
<td>Accounting Authority</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Executive</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Non-executive</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Accounting Officer</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Senior Management</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other employees</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Family members of officials</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other government entities</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Audit Committee members</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Purchase of other world cup apparel</th>
<th>Quantity</th>
<th>R'000</th>
<th>R'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Big Jabulani soccer balls</td>
<td>22</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Makarapa - South Africa</td>
<td>11</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Zakumi</td>
<td>22</td>
<td>7</td>
<td>0</td>
</tr>
<tr>
<td>South African Flag Vuvuzelas’</td>
<td>55</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>South African Flags (90 cm X 150cm)</td>
<td>11</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Flags for countries that will be playing on the world cup</td>
<td>64</td>
<td>11</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total world cup expenditure</strong></td>
<td>185</td>
<td>30</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2010/11</th>
<th>2009/10</th>
</tr>
</thead>
<tbody>
<tr>
<td>30</td>
<td>-</td>
</tr>
</tbody>
</table>
41. Standards issued but not yet effective

The following GRAP standards have been approved but are not yet effective:

- GRAP 18 - Segment Reporting
- GRAP 21 – Impairment on non cash generating assets
- GRAP 23 - Revenue from Non-exchange Transactions (Taxes and Transfers)
- GRAP 24 – Budget information
- GRAP 25 – Employee benefits
- GRAP 26 – Impairment of cash generating assets

The effective dates of the above standards are not yet known. The effect of adopting these GRAP Standards when they become effective is not expected to have a significant impact on the financial statements as the principles are similar to those already applied under the equivalent Statement of SA GAAP.
<table>
<thead>
<tr>
<th>Name of entity</th>
<th>Nature of the relationship</th>
<th>Transaction Type</th>
<th>Amount of Transactions</th>
<th>Amount outstanding</th>
<th>Secured</th>
<th>Guarantees</th>
<th>Provision raised</th>
<th>Expense relating to bad debts</th>
</tr>
</thead>
<tbody>
<tr>
<td>South African Post Office</td>
<td>Major Public Entity (Schedule 2 of PFMA)</td>
<td>Postage and Rental of Post Box</td>
<td>2,050</td>
<td>420</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Telkom SA Limited</td>
<td>Major Public Entity (Schedule 2 of PFMA)</td>
<td>Usage of telephone lines</td>
<td>1,840,950</td>
<td>302,371</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>South African Revenue Services</td>
<td>National Public Entity (Schedule 3A of PFMA)</td>
<td>Statutory Salary Deductions: PAYE, SDL, UIF as well as VAT</td>
<td></td>
<td></td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>State Information Technology Agency</td>
<td>National Public Entity (Schedule 3A of PFMA)</td>
<td>Software Licences and IT related support</td>
<td>808,237</td>
<td>15,459</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>City of Johannesburg</td>
<td>The Executive Mayor of the Metropolitan is the Chairperson of SALGA</td>
<td>Accommodation and flight costs paid on behalf of municipality - 2006/2007</td>
<td>-</td>
<td>16,775</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>City of Johannesburg</td>
<td>The Executive Mayor of the Metropolitan is the Chairperson of SALGA</td>
<td>Accommodation and flight costs paid on behalf of municipality - 2008/2009</td>
<td></td>
<td>56,966</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>City of Johannesburg</td>
<td>The Executive Mayor of the Metropolitan is the Chairperson of SALGA</td>
<td>Membership levies - 2009/2010</td>
<td>8,500,000</td>
<td></td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>City of Johannesburg</td>
<td>The Executive Mayor of the Metropolitan is the Chairperson of SALGA</td>
<td>Attendance fees - National Members Assembly - 2009</td>
<td>18,800</td>
<td>18,800</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>eThekwini Metropolitan</td>
<td>The Executive Mayor of the Metropolitan is the Deputy Chairperson of SALGA</td>
<td>Membership levies - 2009/2010</td>
<td>8,500,000</td>
<td>2,500,000</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>eThekwini Metropolitan</td>
<td>The Executive Mayor of the Metropolitan is the Deputy Chairperson of SALGA</td>
<td>Attendance fees - National Members Assembly - 2009</td>
<td>2,000</td>
<td>2,000</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>eThekwini Metropolitan</td>
<td>The Executive Mayor of the Metropolitan is the Deputy Chairperson of SALGA</td>
<td>Course fees - Executive Leadership Management Programme - 2008/2009</td>
<td>420,000</td>
<td>420,000</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Madibeng Local Municipality</td>
<td>The Executive Mayor of the Local Municipality is the Deputy Chairperson of SALGA</td>
<td>Course fees - Executive Leadership Management Programme - 2006/2007</td>
<td>105,000</td>
<td></td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Madibeng Local Municipality</td>
<td>The Executive Mayor of the Local Municipality is the Deputy Chairperson of SALGA</td>
<td>Membership levies - under invoiced in 2007/2008</td>
<td>98,289</td>
<td></td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
</tbody>
</table>

3.5 FINANCIAL STATEMENTS ANNEXURES A RELATED PARTY TRANSACTIONS AND BALANCES
<table>
<thead>
<tr>
<th>Name of entity</th>
<th>Nature of the relationship</th>
<th>Transaction Type</th>
<th>Amount of Transactions</th>
<th>Amount outstanding</th>
<th>Secured</th>
<th>Guarantees</th>
<th>Provision raised</th>
<th>Expense relating to bad debts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Madibeng Local Municipality</td>
<td>The Executive Mayor of the Local Municipality is the Deputy Chairperson of SALGA</td>
<td>Membership levies - 2008/2009</td>
<td>752,652</td>
<td>60,332</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Madibeng Local Municipality</td>
<td>The Executive Mayor of the Local Municipality is the Deputy Chairperson of SALGA</td>
<td>Course fees - Executive Leadership Management Programme - 2008/2009</td>
<td>150,000</td>
<td>135,000</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Madibeng Local Municipality</td>
<td>The Executive Mayor of the Local Municipality is the Deputy Chairperson of SALGA</td>
<td>Membership levies - 2009/2010</td>
<td>1,020,785</td>
<td>1,020,785</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Madibeng Local Municipality</td>
<td>The Executive Mayor of the Local Municipality is the Deputy Chairperson of SALGA</td>
<td>Attendance fees - National Members Assembly - 2009</td>
<td>6,800</td>
<td>-</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Madibeng Local Municipality</td>
<td>The Executive Mayor of the Local Municipality is the Deputy Chairperson of SALGA</td>
<td>Membership levies - under invoiced in 2009/2010</td>
<td>180,930</td>
<td>180,930</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>OR Tambo District Municipality</td>
<td>The Executive Mayor of the District Municipality is a member of the National Executive Committee of SALGA</td>
<td>Membership levies - 2009/2010</td>
<td>900,816</td>
<td>-</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>OR Tambo District Municipality</td>
<td>The Executive Mayor of the District Municipality is a member of the National Executive Committee of SALGA</td>
<td>Attendance fees - National Members Assembly - 2009</td>
<td>5,300</td>
<td>-</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>OR Tambo District Municipality</td>
<td>The Executive Mayor of the District Municipality is a member of the National Executive Committee of SALGA</td>
<td>Registration fees - Eastern Cape Provincial Members Assembly</td>
<td>6,000</td>
<td>6,000</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>OR Tambo District Municipality</td>
<td>The Executive Mayor of the District Municipality is a member of the National Executive Committee of SALGA</td>
<td>Course fees - Executive Leadership Management Programme - 2009/2010</td>
<td>135,000</td>
<td>-</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>OR Tambo District Municipality</td>
<td>The Executive Mayor of the District Municipality is a member of the National Executive Committee of SALGA</td>
<td>Course fees - Advanced Diploma in Local Govt Law and Admin - 2009/2010</td>
<td>45,000</td>
<td>-</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Name of entity</td>
<td>Nature of the relationship</td>
<td>Transaction Type</td>
<td>Amount of Transactions</td>
<td>Amount outstanding</td>
<td>Secured</td>
<td>Guarantees</td>
<td>Provision raised</td>
<td>Expense relating to bad debts</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>---------------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------</td>
<td>------------------------</td>
<td>--------------------</td>
<td>---------</td>
<td>------------</td>
<td>------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>OR Tambo District Municipality</td>
<td>The Executive Mayor of the District Municipality is a member of the National Executive Committee of SALGA</td>
<td>Membership levies - under invoiced in 2009/2010</td>
<td>189,498</td>
<td>18,498</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Cape Winelands District Municipality</td>
<td>The Executive Mayor of the District Municipality is a member of the National Executive Committee of SALGA</td>
<td>Sponsorship - Western Cape Provincial Conference (2007/2008)</td>
<td>-</td>
<td>20,000</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Cape Winelands District Municipality</td>
<td>The Executive Mayor of the District Municipality is a member of the National Executive Committee of SALGA</td>
<td>Membership levies - under invoiced in 2007/2008</td>
<td>-</td>
<td>-49,963</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Cape Winelands District Municipality</td>
<td>The Executive Mayor of the District Municipality is a member of the National Executive Committee of SALGA</td>
<td>Membership levies - 2009/2010</td>
<td>801,653</td>
<td>-</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Cape Winelands District Municipality</td>
<td>The Executive Mayor of the District Municipality is a member of the National Executive Committee of SALGA</td>
<td>Attendance fees - National Members Assembly - 2009</td>
<td>6,800</td>
<td></td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Cape Winelands District Municipality</td>
<td>The Executive Mayor of the District Municipality is a member of the National Executive Committee of SALGA</td>
<td>Course fees - Executive Leadership Management Programme - 2008/2009</td>
<td>1,000</td>
<td>500</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Gert Sibande District Municipality</td>
<td>The Speaker is a member of the National Executive Committee of SALGA</td>
<td>Attendance fees - National Members Assembly - 2009</td>
<td>2,000</td>
<td></td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Gert Sibande District Municipality</td>
<td>The Speaker is a member of the National Executive Committee of SALGA</td>
<td>Membership levies - 2009/2010</td>
<td>336,199</td>
<td></td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Gert Sibande District Municipality</td>
<td>The Speaker is a member of the National Executive Committee of SALGA</td>
<td>Membership levies - under invoiced in 2009/2010</td>
<td>86,627</td>
<td>86,627</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Greater Taung Municipality</td>
<td>The Executive Mayor is a member of the National Executive Committee of SALGA</td>
<td>Membership levies - 2009/2010</td>
<td>192,120</td>
<td></td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Greater Taung Municipality</td>
<td>The Executive Mayor is a member of the National Executive Committee of SALGA</td>
<td>Attendance fees - National Members Assembly - 2009</td>
<td>5,300</td>
<td></td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Name of entity</td>
<td>Nature of the relationship</td>
<td>Transaction Type</td>
<td>Amount of Transactions</td>
<td>Amount outstanding</td>
<td>Secured</td>
<td>Guarantees</td>
<td>Provision raised</td>
<td>Expense relating to bad debts</td>
</tr>
<tr>
<td>---------------</td>
<td>---------------------------</td>
<td>------------------</td>
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<td>15,000</td>
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<td>Expense relating to bad debts</td>
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<tr>
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<td>Guarantees</td>
<td>Provision raised</td>
<td>Expense relating to bad debts</td>
</tr>
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<td>The Executive Mayor of the District Municipality is a member of the National Executive Committee of SALGA</td>
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<td>-</td>
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<td>Guarantees</td>
<td>Provision raised</td>
<td>Expense relating to bad debts</td>
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<tr>
<td>City of Tshwane</td>
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<td>-</td>
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<td>Dr Kenneth Kaunda District Municipality</td>
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<td>Membership levies - 2009/2010</td>
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### 3.5 FINANCIAL STATEMENTS ANNEXURES A
**RELATED PARTY TRANSACTIONS AND BALANCES**

<table>
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<th>Nature of the relationship</th>
<th>Transaction Type</th>
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<th>Amount outstanding</th>
<th>Secured</th>
<th>Guarantees</th>
<th>Provision raised</th>
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## 3.7 STATEMENTS OF GIFTS, DONATIONS OR SPONSORSHIPS

### SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
(Recognised in terms of section 2 of the Organised Local Government Act, 1997)

#### Statement of Gifts, Donations and Sponsorships

**Gifts, Donations or Sponsorships received in Cash**

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<th>Name of donor</th>
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<th>2010 actual</th>
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<td>CCRE-CEMR</td>
<td>Cllr. Mayathula-Khoza travel expenses</td>
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<td>ESKOM</td>
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<td>Gender Links</td>
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<td>Old Mutual – Retail Mass Market</td>
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<tr>
<td>First National Bank</td>
<td>Eastern Cape Budget Week</td>
<td>10,000</td>
</tr>
<tr>
<td>Sedibeng Water</td>
<td>National Members Assembly</td>
<td>10,000</td>
</tr>
<tr>
<td>ABSA</td>
<td>Mpumalanga Budget Week</td>
<td>40,000</td>
</tr>
<tr>
<td>Department of CoGTA (Eastern Cape)</td>
<td>ELMDP tuition fees for Eastern Cape councillors</td>
<td>450,000</td>
</tr>
</tbody>
</table>

**Total**                                                                                     4,027,055

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### 3.7 STATEMENTS OF GIFTS, DONATIONS OR SPONSORSHIPS

**SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION**  
(Recognised in terms of section 2 of the Organised Local Government Act, 1997)

**Statement of Gifts, Donations and Sponsorships**

**Gifts, Donations or Sponsorships received in Kind**

<table>
<thead>
<tr>
<th>Name of donor</th>
<th>Nature of gift, donation or sponsorship</th>
<th>2010 actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ingwe Waste management</td>
<td>Limpopo PMA - 2009</td>
<td>10,000</td>
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<tr>
<td>Dept of Local Government and Housing</td>
<td>Limpopo PMA - 2009</td>
<td>50,000</td>
</tr>
<tr>
<td>Lepelle Northern Water</td>
<td>Limpopo PMA - 2009</td>
<td>40,000</td>
</tr>
<tr>
<td>Munman Consulting</td>
<td>PEC Lekgotla Oct 2009</td>
<td>13,315</td>
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<tr>
<td>Sekhukhune District Municipality</td>
<td>Trolley bags for budget week March 2010</td>
<td>-</td>
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<tr>
<td>Ngaka Modiri Molema DM</td>
<td>Usage of Council Chamber for NIA Workshop / Anti Corruption</td>
<td>1,000</td>
</tr>
<tr>
<td>Matlosana City Council</td>
<td>Usage of Western Hall for Benchmarking Process</td>
<td>480</td>
</tr>
<tr>
<td>Ngaka Modiri Molema DM</td>
<td>Usage of Council Chamber for PEC</td>
<td>500</td>
</tr>
<tr>
<td>DDLG&amp;H</td>
<td>Catering for IRM Training</td>
<td>25,000</td>
</tr>
<tr>
<td>Dep LG &amp; Inwest</td>
<td>Partnership - German funded Programme for Disaster Man Workshop</td>
<td>100,000</td>
</tr>
<tr>
<td>Sedibeng Water Board</td>
<td>150 Bags for delegates for Provincial Members Assembly</td>
<td>24,816</td>
</tr>
<tr>
<td>Rand Water</td>
<td>300 Bottled water for Provincial Members Assembly</td>
<td>1,500</td>
</tr>
<tr>
<td>Midvaal Water</td>
<td>Business Card Holders for Provincial Members Assembly</td>
<td>1,000</td>
</tr>
<tr>
<td>Tlokwe City Council</td>
<td>Usage of Council Chamber for Salary and Wage Neg Meeting</td>
<td>500</td>
</tr>
<tr>
<td>Ngaka Modiri Molema DM</td>
<td>Usage of Council Chamber for Implementation of MPRA</td>
<td>500</td>
</tr>
<tr>
<td>Bojanala District Municipality</td>
<td>Usage of Board Room for Implementation of MPRA</td>
<td>500</td>
</tr>
<tr>
<td>Dr Rush S Mompati District</td>
<td>Usage of Disaster Boardr for Implementation of MPRA</td>
<td>500</td>
</tr>
<tr>
<td>Tlokwe City Council</td>
<td>Usage of Caucus Room &amp; Dam hall for Ec Dev Working Group</td>
<td>1,000</td>
</tr>
<tr>
<td>Dr Kenneth Kaunda</td>
<td>Usage of Disaster Boardr for Meeting Comm Development</td>
<td>500</td>
</tr>
<tr>
<td>Tlokwe City Council</td>
<td>Usage of Caucus Room for Special Meeting Econ Dev Meeting</td>
<td>500</td>
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<tr>
<td>Rustenburg City Council</td>
<td>Usage of Civic Centre for HIV/AIDS in the Workplace Training</td>
<td>4,400</td>
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<tr>
<td>Co-funded by Office Premier</td>
<td>Co-funding for Disability Workshop</td>
<td>6,630</td>
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<tr>
<td>City of Matlosana</td>
<td>Usage of Council Chamber and Mayors Hall for PEC</td>
<td>1,000</td>
</tr>
<tr>
<td>City of Matlosana</td>
<td>Usage of Recreation Centre for Salary &amp; Wage Neg Meeting</td>
<td>530</td>
</tr>
<tr>
<td>City of Matlosana</td>
<td>Usage of Recreation Centre for Workshop on Cllrs Handbook</td>
<td>530</td>
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<tr>
<td>City of Matlosana</td>
<td>Usage of Recreation Centre for Workshop on Mun Fiscal Powers &amp; Functions Act</td>
<td>530</td>
</tr>
<tr>
<td>Rustenburg Municipality</td>
<td>Usage of Council Chamber &amp; area for lunch for Workshop for Mun Speakers/Whips</td>
<td>1,000</td>
</tr>
<tr>
<td>City of Tlokwe</td>
<td>Usage of Clibrary Auditorium for Workshop on HIV/AIDS Mainstr</td>
<td>1,000</td>
</tr>
</tbody>
</table>

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# 3.7 Statements of Gifts, Donations or Sponsorships

**South African Local Government Association**
(Recognised in terms of section 2 of the Organised Local Government Act, 1997)

## Statement of Gifts, Donations and Sponsorships

### Gifts, Donations or Sponsorships received in Kind

<table>
<thead>
<tr>
<th>Name of donor</th>
<th>Nature of gift, donation or sponsorship</th>
<th>2010 actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Matlosana</td>
<td>Usage of Recreation Centre for Roads Seminar</td>
<td>530</td>
</tr>
<tr>
<td>Sabita</td>
<td>Catering, Folders, Booklets for Roads Seminar</td>
<td>27,120</td>
</tr>
<tr>
<td>Dr Ruth S Mompati DM</td>
<td>Catering and usage of Municipal Hall for Genderlinks Workshop</td>
<td>8,900</td>
</tr>
<tr>
<td>Dr Kenneth Kaunda DM</td>
<td>Catering for Genderlinks Workshop</td>
<td>9,884</td>
</tr>
<tr>
<td>City of Matlosana</td>
<td>Usage of Recreation Centre for Genderlinks Workshop</td>
<td>1,000</td>
</tr>
<tr>
<td>Bojanala Platinum DM</td>
<td>Catering for Genderlinks Workshop</td>
<td>9,200</td>
</tr>
<tr>
<td>Madibeng Training Hall</td>
<td>Usage of Training Hall for Genderlinks Workshop</td>
<td>1,000</td>
</tr>
<tr>
<td>Ngaka Modiri Molema DM</td>
<td>Catering for Genderlinks Workshop</td>
<td>9,150</td>
</tr>
<tr>
<td>Mafikeng Municipality</td>
<td>Usage of hall for Genderlinks Workshop</td>
<td>1,000</td>
</tr>
<tr>
<td>Ngaka Modiri Molema</td>
<td>Usage of Council Chamber and Mayors Hall for Workshops Tax Guideline for Cllrs</td>
<td>1,000</td>
</tr>
<tr>
<td>Bojanala Platinum DM</td>
<td>Usage of Council Chamber &amp; adjacent are for lunch for Workshop Tax Guideline for Cllrs</td>
<td>1,000</td>
</tr>
<tr>
<td>Dr Ruth S Mompati DM</td>
<td>Usage of Council Chamber &amp; Hall for lunch for Provincial Executive Committee</td>
<td>1,000</td>
</tr>
<tr>
<td>Dr Kenneth Kaunda DM</td>
<td>Gala Dinner @ PEC Lekgotla for Gala Dinner @ PEC Lekgotla</td>
<td>25,878</td>
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<tr>
<td>InWent</td>
<td>Training for IRM Training</td>
<td>150,000</td>
</tr>
<tr>
<td>Rustenburg Municipality</td>
<td>Tea, refreshments, lunch for PEC meeting</td>
<td>3,615</td>
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<tr>
<td>Rustenburg Municipality</td>
<td>Usage of Caucus Room for PEC meeting</td>
<td>500</td>
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<tr>
<td>Mafikeng Local Municipality</td>
<td>Arrival tea and snacks for PEC Meeting</td>
<td>2,250</td>
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<tr>
<td>Ngaka Modiri Molema</td>
<td>Usage of Council Chamber and Mayors Hall for PEC Meeting</td>
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<tr>
<td>Palama</td>
<td>Gender mainstreaming</td>
<td>639,000</td>
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<tr>
<td>Gender links</td>
<td>Gender based violence action plans</td>
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<td>Embassy of the Kingdom of the Netherland (CMRA)</td>
<td>Decentralised response to HIV/AIDS in SA</td>
<td>5,404,808</td>
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<tr>
<td>CoGTA</td>
<td>WIPLGS HIV/AIDS Learning event</td>
<td>884,000</td>
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<tr>
<td>Anglo Coal</td>
<td>WIPLGS</td>
<td>85,000</td>
</tr>
<tr>
<td>Embassy of the Kingdom of the Netherland (CMRA)</td>
<td>Benchmarking of municipal HIV/AIDS response in SA</td>
<td>3,240,822</td>
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<tr>
<td>GTZ</td>
<td>Benchmarking Conference</td>
<td>350,000</td>
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<tr>
<td>Anglo Platinum</td>
<td>Trolley bags for NMA 2009</td>
<td>20,000</td>
</tr>
<tr>
<td>IMFO</td>
<td>Venue facilities for convening Municipal Finance &amp; Corporate Administration Working Group</td>
<td>-</td>
</tr>
</tbody>
</table>

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<th>Nature of gift, donation or sponsorship</th>
<th>2010 actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kai Garib Local Municipality</td>
<td>Council Chambers for Siyanda DAFF Meeting</td>
<td>300</td>
</tr>
<tr>
<td>John Taolo District Municipality</td>
<td>Finance Committee Boardroom for John Taolo DAFFF Meeting</td>
<td>300</td>
</tr>
<tr>
<td>John Taolo District Municipality</td>
<td>Catering for John Taolo DAFFF Meeting</td>
<td>1,260</td>
</tr>
<tr>
<td>Siyancuma Local Municipality</td>
<td>Council Chambers for Pixley Ka Seme DAFF Meeting</td>
<td>400</td>
</tr>
<tr>
<td>EDI Holdings</td>
<td>Caps, Food Parcel Bags, Note pads &amp; pens for Provincial Members Assembly</td>
<td>15,000</td>
</tr>
<tr>
<td>Mier Local Municipality</td>
<td>Council’s Community Hall for Provincial Members Assembly</td>
<td>500</td>
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<tr>
<td>Mier Local Municipality</td>
<td>Dinner &amp; Game visit for Provincial Members Assembly</td>
<td>10,000</td>
</tr>
<tr>
<td>PricewaterhouseCoopers</td>
<td>Workshop facilitation costs, travelling and accommodation and Development of CD’s (presentation material) own costs for Provincial Internal Audit Workshop for Audit Committees</td>
<td>75,000</td>
</tr>
<tr>
<td>Provincial Treasury (Financial Governance Unit)</td>
<td>Catering, Venue &amp; Travelling costs of PWC’s presenter (R10 000,00) and Naba Lodge payment (R21 000, 00) for Provincial Internal Audit Workshop for Audit Committees</td>
<td>31,000</td>
</tr>
<tr>
<td>John Taolo Gaetsewe District Municipality</td>
<td>Travelling, accommodation, car hire and audit fees (for their two audit members present) for Provincial Internal Audit Workshop for Audit Committees</td>
<td>12,000</td>
</tr>
<tr>
<td>Pixley Ka Seme District Municipality</td>
<td>Travelling, accommodation, car hire and audit fees (for their audit members present) for Provincial Internal Audit Workshop for Audit Committees</td>
<td>12,000</td>
</tr>
<tr>
<td>Nama Khoi Local Municipality</td>
<td>Travelling, accommodation and audit fees (this includes internal audit’s Head Costs) for Provincial Internal Audit Workshop for Audit Committees</td>
<td>15,000</td>
</tr>
<tr>
<td>Tsantsabane, Namakwa, Dikgatlong, Frances Baard District Municipality, Mier, Kheis, Khara Hais, Siyanda &amp; Hantam Municipalities</td>
<td>These municipalities paid their own - Travelling &amp; accommodation of Internal Audit Personnel / Staff for Provincial Internal Audit Workshop for Audit Committees</td>
<td>35,000</td>
</tr>
<tr>
<td>Kai Garib Local Municipality</td>
<td>Usage of the Council Chamber, payment of S &amp; T &amp; Accom for Jarvis Modise (Risk Manager - JT Gaetsewe) and payment for Catering for Kai - Garib Local Municipality’s - Internal Audit and Audit Committee Training / Workshop as per municipal request</td>
<td>4,029</td>
</tr>
<tr>
<td>National Treasury</td>
<td>Payment of their Travelling and Accommodation (Flight from JHB to Upington) Car Hire for two days and Accommodation for Kai - Garib Local Municipality’s - Internal Audit and Audit Committee Training / Workshop as per municipal request</td>
<td>6,000</td>
</tr>
<tr>
<td>Khara Hais Local Municipality</td>
<td>Committee Room for Provincial Municipal Finance and Corporate Administration WG Meeting</td>
<td>500</td>
</tr>
</tbody>
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</tr>
</thead>
<tbody>
<tr>
<td>COGSHTA - S/Bok building</td>
<td>Boardroom for DAFF Meeting</td>
<td>500</td>
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<tr>
<td>Khara Hais Local Municipality</td>
<td>Committee Room for DAFF Meeting</td>
<td>500</td>
</tr>
<tr>
<td>Gamagara Local Municipality</td>
<td>Council Chamber for DAFF Meeting</td>
<td>500</td>
</tr>
<tr>
<td>Emthanjeni Local Municipality</td>
<td>Council Chamber for DAFF Meeting</td>
<td>500</td>
</tr>
<tr>
<td>COGSHTA - Upington building</td>
<td>Boardroom for EDP Working Group Meeting</td>
<td>500</td>
</tr>
<tr>
<td>Khara Hais Local Municipality</td>
<td>Committee Room for Provincial Municipal Finance and Corporate Administration WG Meeting</td>
<td>500</td>
</tr>
<tr>
<td>Sustainable Energy Africa</td>
<td>Payment of Travelling and Accommodation expenses for Sol Plaatje's delegate to the PEC Lekgotla in Port Nollorth for PEC Lekgotla</td>
<td>3,000</td>
</tr>
<tr>
<td>Mjila and Partners</td>
<td>Payment for the Bafana Bafana T/Shirts for Lekgotla delegates in Port Nolloth. for PEC Lekgotla</td>
<td>13,500</td>
</tr>
<tr>
<td>M &amp; AR</td>
<td>Payment for the Bafana Bafana T/Shirts for Lekgotla delegates in Port Nolloth. for PEC Lekgotla</td>
<td>10,000</td>
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<tr>
<td>Kwezi V3 Engineers</td>
<td>Sponsorship for the SALGA Northern Cape PEC Lekgotla Expenses for PEC Lekgotla</td>
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<tr>
<td>Namakwa District Municipality</td>
<td>Sponsorship for the Gala Dinner - SALGA NC PEC Lekgotla for PEC Lekgotla</td>
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<tr>
<td>Overberg DM</td>
<td>6 working group meetings in May</td>
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</tr>
<tr>
<td>Stellenbosch</td>
<td>Budget Week in May 2009</td>
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</tr>
<tr>
<td>West Coast DM</td>
<td>4 working group meetings in August</td>
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<tr>
<td>Drakenstein</td>
<td>2 working group meetings in August</td>
<td>-</td>
</tr>
<tr>
<td>Central Karoo DM</td>
<td>6 working group meetings in Sept</td>
<td>-</td>
</tr>
<tr>
<td>City of Cape Town</td>
<td>Budget Week in March 2010</td>
<td>-</td>
</tr>
<tr>
<td>City of Cape Town</td>
<td>6 working group meetings in March</td>
<td>-</td>
</tr>
<tr>
<td>Twizza</td>
<td>Cool drinks for PMA</td>
<td>918</td>
</tr>
<tr>
<td>PWHCoopers</td>
<td>Binding Docs &amp; Minutes for PMA</td>
<td>2,000</td>
</tr>
<tr>
<td>Amatole Waterboard</td>
<td>Water, Notebooks &amp; pens for PMA</td>
<td>2,000</td>
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<tr>
<td>Lukhanji Municipality</td>
<td>Use of indoor centre for venue for PMA</td>
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<tr>
<td>Lukhanji Municipality</td>
<td>Coctail evening for PMA</td>
<td>6,000</td>
</tr>
<tr>
<td>Chris Hani DM</td>
<td>Jazz Band for Gala Dinner for PMA</td>
<td>6,500</td>
</tr>
</tbody>
</table>

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SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
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<th>Name of donor</th>
<th>Nature of gift, donation or sponsorship</th>
<th>2010 actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Johannesburg</td>
<td>HRM Working meeting</td>
<td>6,787</td>
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<tr>
<td>Metsweding District Municipality</td>
<td>365 days of Activism</td>
<td>55,790</td>
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<tr>
<td>City of Tshwane</td>
<td>Housing meeting</td>
<td>3,105</td>
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<tr>
<td>Southern Sun</td>
<td>Sponsored Telefax printer</td>
<td>1,200</td>
</tr>
<tr>
<td>Sedibeng District Municipality</td>
<td>OR Tambo preparatory meeting</td>
<td>2,880</td>
</tr>
<tr>
<td>Rand Water</td>
<td>T-Shirts for cleaning campaign</td>
<td>6,000</td>
</tr>
<tr>
<td>Kungwini Local Municipality</td>
<td>Finance Technical meeting</td>
<td>941</td>
</tr>
<tr>
<td>DBSA</td>
<td>IDP meeting</td>
<td>124,500</td>
</tr>
<tr>
<td>Randwater</td>
<td>MIS meeting</td>
<td>1,665</td>
</tr>
<tr>
<td>City of Ekurhuleni</td>
<td>PEC Lekgotla</td>
<td>5,171</td>
</tr>
<tr>
<td>Merafong Local Municipality</td>
<td>Finance Working Group</td>
<td>3,940</td>
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<tr>
<td>DBSA</td>
<td>LGRC Training</td>
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<td>DBSA</td>
<td>LGRC Training</td>
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<tr>
<td>DBSA</td>
<td>Project Management</td>
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</tr>
<tr>
<td>City of Johannesburg</td>
<td>Meeting with Speakers office</td>
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<tr>
<td>DBSA</td>
<td>LGRC Training</td>
<td>36,000</td>
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<td>DBSA</td>
<td>LGRC Training</td>
<td>8,000</td>
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<tr>
<td>DBSA</td>
<td>LGRC Training</td>
<td>18,000</td>
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<td>DBSA</td>
<td>LGRC Training</td>
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<td>DBSA</td>
<td>LGRC Training</td>
<td>18,000</td>
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<td>DBSA</td>
<td>LGRC Training</td>
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<tr>
<td>DBSA</td>
<td>LGRC Training</td>
<td>12,000</td>
</tr>
<tr>
<td>DBSA</td>
<td>LGRC Training</td>
<td>12,000</td>
</tr>
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<td>Mohlomi Technologies</td>
<td>Provincial IGR Conference</td>
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<td>Mohlomi Technologies</td>
<td>Provincial IGR Conference</td>
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<tr>
<td>Gauteng Provincial Government</td>
<td>Provincial IGR Conference</td>
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<tr>
<td>DBSA</td>
<td>LGRC Training</td>
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<td>West Rand District Municipality</td>
<td>De-Briefing Session</td>
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<td>Catering-Energy Renewal</td>
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<tr>
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<td>Workshop on Fraud Prevention plan</td>
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<tr>
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<td>Workshop on Fraud Prevention plan</td>
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<tr>
<td>Gauteng Provincial Government</td>
<td>Workshop on Fraud Prevention plan</td>
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<tr>
<td>Metsweding District Municipality</td>
<td>Roads and Infrastructure meeting</td>
<td>2,550</td>
</tr>
</tbody>
</table>

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Chapter 4:
Corporate Governance and Human Resources Oversight Report
4.1 INTRODUCTION

The imperative of stabilising the organisation, in a context where essential corporate governance systems and procedures were not in place, has found expression in the development of new policies. These will guide the development and implementation of appropriate tools to cement organisational stability and promote good corporate governance. Consequently, a number of corporate governance policy frameworks were implemented during the reporting period, including:

- SALGA strategic plan (2007-12);
- SALGA business planning template;
- SALGA legal compliance policy;
- SALGA budgeting policy;
- SALGA internal audit and risk-management policy; and
- SALGA performance-management policy and procedure;
- SALGA Governance Structures/Mandating Framework; and
- Human Resources Management.

4.2 BUSINESS PLANNING AND PERFORMANCE INFORMATION

4.2.1 Business Planning:

As part of the 2007 SALGA Change Agenda, a strategic objective was adopted, to over a period of time, facilitate greater accountability and compliance to best practice principles related to corporate governance. As part of the robust organisational turnaround strategy embarked on in 2007, numerous initiatives were launched, piloted and implemented simultaneously with the common objective of optimising the internal functioning and accountability of SALGA.

As these processes became embedded in the organisation, in isolation from each other over the past two years, we were inevitably faced with the challenge of integrating and aligning “siloed” processes into a synergised framework to minimise duplication and optimise corporate governance. The Strategic and Business Planning Policy aims to synergise and align the following business processes:

- Strategic Planning
- Business Planning
- Budgeting
- Risk Management
- Performance Management
- Risk Mitigation Reporting
- Compliance
- Financial Reporting
- Performance Reporting.

The draft Strategic and Business Planning Policy was developed though a consultative workshop held on July 15-16 2009. Workshop delegates (comprising both SALGA’s National and Provincial Offices) had the opportunity to reflect on the successes, failures, challenges and opportunities of the current system/cycle of internal business processes. From this discussion, the abovementioned processes were mapped in parallel to each other, with integration points identified. The draft Strategic and Business Planning Policy has been developed with the primary objective of integrating, aligning and leveraging the process steps and benefits of individual business processes into a synergistic framework where the whole is greater than the sum of the parts.

Consultation on the draft policy was extensive and included:

- The draft policy was submitted to the Audit Committee on September 18 2009 and November 20 2009.
- The draft policy was distributed to all SALGA staff for input and comments on September 23 2009.
- To deepen consultation on the draft Strategic and Business Planning Policy, workshops were held on September 15 2009 and October 20 2009 with all provinces and SALGA National taking part.
- The draft policy was circulated for comment to MANCOM on November 9 2009.
- EMT on November 12 2009.
The draft Strategic and Business Planning Policy is based on the following assumptions:

- The presence of Manager/s: Strategic Support for the implementation of the policy – both at national (each ED should have one) and provincial (each PEO should have one) levels.
- Manager/s: Strategic Support trained, inducted and orientated on the Strategic and Business Planning Policy.
- Full alignment between strategy, business planning, risk management, legal and compliance, budget and I-PMS processes.
- The policy to form part of the SALGA induction pack and induction training.
- Annual revision of the policy.
- The policy needs to be rigid in terms of conforming to the PFMA and the National Treasury’s requirements, but should simultaneously provide sufficient flexibility to allow for national and provincial innovation and uniqueness.

To facilitate smooth implementation, the following transitional measures have been included as part of the draft policy:

- During the first year of implementation, SPR reserve the right to alter, change or tweak any part of this policy to ensure smooth implementation;
- Operational Planning will not be compulsory during 2010/11, but will be phased in during 2011/12; and
- Standardised KPIs will be phased in from 2011/12 to facilitate greater alignment between national and provincial Business Plans.

The Strategic and Business Planning Policy was approved by the NEC on December 10 2009.

4.2.2 Performance Information:

The Performance Information is under the administration of the Strategy, Policy and Research Directorate. SALGA has started to implement a more systematic and integrated approach to Business Planning. The Business Planning has been institutionally aligned in all SALGA’s high-level Business Units. The Business plan is used as systematic framework to provide strategic clarity, direction and purposeful execution of SALGA’s mandate.

The SALGA Business Plan 2009/10 is informed by key priorities and objectives that resonate in the SALGA Five-Year Strategic Plan 2007/2012. As per the PFMA requirements, directorates/provinces submit quarterly progress reports to the Strategy, Policy and Research Directorate. During the second quarter, Internal Audit completed their audit of Midterm Performance Information. The scope of work covered the verification of the existence of the evidence supporting the Business Plan Performance Information reported in the Midterm ending September 30 2009. The scope of the audit did not duplicate the review conducted by the Midterm Performance Information Review Panel. The following directorates/provinces formed part of the sample:

- Strategy, Policy and Research
- Community Development
- MIS
- Economic Development and Planning
- Northern Cape
- Gauteng
- Free State
- Eastern Cape

The audit commenced on and was completed on October 30 2009. The period of review will cover the period April 1 2009 to September 31 2009. The objective of the audit was to verify the authenticity of the audit evidence supporting the Midterm Performance Information reported. On the basis of the audit tests performed, Internal Audit was of the opinion that controls designed are partly adequate and effective. This conclusion is based on the controls’ weaknesses pointed out in this report, which need attention from management. The recommendations in this report address the weaknesses found, as well as the root causes identified for such weaknesses.

Management response: The implementation and rollout of the NEC approved (December 10 2009) Strategic and Business Planning Policy will facilitate greater compliance with PFMA requirements, as well as enhance accountability through practical experience over a period of time.
Recommended remedial action:

1) A comprehensive training/capacity-building drive is being planned as part of the 2010/11 Business Plan to build capacity in SALGA regarding Organisational-PMS in relation to the PFMA and the requirements in terms of the National Treasury as used by the Auditor-General for performance purposes.

2) A quality-assurance control sheet for the signature of the ED/PEO will be developed. This will ensure that EDs/PEOs sign-off the file prior to submission.

4.3 SALGA’S LEGISLATIVE COMPLIANCE FRAMEWORK

Introduction

Since 2007, SALGA has taken proactive steps to ensure that appropriate and adequate compliance principles are implemented. For that reason, a Compliance Unit was established in 2007. The unit is responsible for ensuring that SALGA acts in accordance with good corporate governance principles and that it complies with all applicable laws, regulations, policies and procedures.

SALGA is a Schedule 3A entity in terms of the Public Finance Management Act (PFMA) and is obliged to comply with all regulatory provisions in the PFMA. The provisions of the PFMA are both financial and non-financial and both should be adhered to at all times. Non-compliance with the PFMA is misconduct that could amount to criminal sanctions for the accounting authority. Non-compliance therefore has adverse implications.

The improvement of compliance is vital to SALGA operating optimally. The goal of the Compliance Unit is to enhance compliance levels of individual units and to ensure that every manager and employee fully meet their official obligations.

During 2009/2010, the Compliance Unit appointed a dedicated Compliance Co-ordinator. The appointment has substantially deepened SALGA’s ability to implement and monitor compliance throughout the organisation.

Major strides were made in the implementation of SALGA’s compliance framework in 2009/2010. The key achievements in relation to the compliance framework are summarised below:

- Providing training to all compliance officers on fundamental principles of compliance;
- Providing practical training to compliance officers on the compliance software program;
- Identifying the different levels of non-compliance in the organisation and addressing non-compliance at strategic level;
- Development of a preliminary compliance scorecard, quantifying compliance levels at individual segment levels;
- A Compliance Matrix workshop was rolled out for all compliance officers;
- Investigative interventions have been undertaken to discourage non-compliant behaviour;
- Ongoing assistance to all compliance officers and interested parties on compliance;
- Status reports on compliance can now be drawn and compared year-on-year;
- Status reports can be drawn for each Business Unit, Provincial Office and SALGA overall; and
- More Business Units and Provinces have begun to recognise the vital role of compliance within the organisation.

Challenges

While much had been accomplished in relation to rolling out the compliance framework across SALGA, a number of challenges were experienced during the year under review. The most critical challenges faced by the Compliance Unit are listed below:

- Limited budget for 2009/2010 has impacted on the ability to provide PFMA training to SALGA employees;
- Capacitating the central Compliance Unit;
- Recruitment of critical specialist compliance officers is hindered by resource constraints;
- Provision of sufficient funding for ongoing training of all legislation applicable to SALGA;
• Risk of non-compliance of legislation, leading to poor reputation; and
• Formal skills development programmes are not yet in place for SALGA employees.

The future – predetermined goals and planned activities

Building on the substantial progress made during the period under review, the Compliance Unit has prioritised certain activities for the 2010/2011 financial year. These can be summarised as follows:
1. Ongoing rollout of compliance training and education programmes;
2. Continuous development and maintenance of the compliance database;
3. Identifying, assessing and monitoring compliance risks faced by SALGA; and
4. Supporting and advising management in fulfilling its compliance responsibilities.

4.4 BUDGETING PROCESS

The SALGA Budgeting Policy was developed in 2007 as part of SALGA’s Change Agenda. The administration of the policy is run by the Finance unit within the Finance & Corporate Services Directorate in close collaboration with the Strategy, Policy and Research Directorate.

The close ties with the Strategy, Policy and Research Directorate is a necessity since the budget merely costs and translates the organisational business plan in terms of figures.

The organisation’s budget is informed primarily by the organisational Business Plan together with the budget policy and the MTEF guidelines.

The organisational business plan 2010/11 is informed, inter alia, by:
1. The local government environment
2. National and global issues and trends and their implications for local governance,
3. 5YLGSA
4. The Local Government Turnaround Strategy,
5. The MTSF
6. The MGDs
7. The COGTA Ten Point Plan and
8. SALGA’s revised 5 Year Strategic Plan 2007- 2012

Budget parameters are set based on available resources and circulated to all business units i.e. provinces and directorates. These budget parameters are designed to ensure that the organisational budget is affordable; sustainable; realistic; and credible. SALGA is not immune to budgetary constraints that dictate the priority areas for a specific planning year. In order to deal equitably with competing demands from various business units for resources, the organisations budget policy established a “Budget Panel” a governance structure where the various competing needs are weighed against available resources; and organisational priorities as informed by the annual business plan.

The Finance unit is responsible for setting annual budget parameters; budgeting templates that are sent to all business units for budget requests. Besides the budget preparation the Finance unit is also responsible for budget monitoring and evaluation. The monitoring and evaluation function is key in that it informs the quarterly budget reviews that enable the organisation to reposition and priorities its budget implementation plan / business plan in view of developments in the environment.

When setting the annual budget parameters, cognisance of the following is taken into account:

• Prevailing market conditions in relation to inflation targeting, interest rates;
• Membership levies formula;
• Sustainability considerations;
• National treasury guidelines; and
• SALGA’s Performance Management Policy.
SALGA’s budgeting approach is a hybrid of incremental budgeting as well as zero base budgeting.

It is SALGA’s policy to utilize an incremental cost approach when budgeting for “administrative expenses” such as rental costs for premises used for office accommodation. Employee costs are also budgeted on an incremental basis, except for additional increases in base cost, which shall adopt the zero base budgeting approach.

Departing from the incremental cost approach for administrative expenses, is allowable, where a policy, or agreement exists that uses a pre-determined multiplier for costing purposes such policy shall formulate the basis for budgeting for such administrative expenses.

There are constant challenges, with limited resources versus the competing demands for resources being the only constant. In order to ensure that the resource allocation process is fair, equitable; and transparent a Budget Panel is established in terms of the policy.

The Panel considers the budget requests from all business units and evaluates each request based on the organisational business plan; strategic objectives; and any other imperatives that affect the local government sector e.g. LGTAS.

Since SALGA is a schedule 3A public entity the legislative environment also influences the timing and format of the budget.

The PFMA is requires SALGA to prepare its “Annual Budget” and “Corporate Plan”. The Annual Budget which is an annexure to the organizational Corporate Plan shall include a projection of revenue, expenditure and borrowings for that financial year in the prescribed format (section 53 of the PFMA).

Furthermore, PFMA Treasury Regulation 29.1.1(g) stipulates that an annual budget must include:

- projections of revenue, expenditure and borrowings;
- asset and liability management;
- cash flow projections;
- capital expenditure programmes; and
- dividend policies.

The annual plan shall constitute a basis for the evaluation of the organisational financial performance as envisaged in the PFMA treasury regulation 29.3. The financial KPI’s derived from the annual budget shall facilitate an effective performance monitoring, evaluation and where necessary corrective action.

Consequently, the financial ratios determined during the budget formulation process form key operational indicators for the organisation performance monitoring and evaluation. Hence, the organisational business plan and budget were reviewed half-way through the year under review due to the KZN matter impact on revenue and payment levels.

Challenges

SALGA is reliant on a single source of revenue, namely, membership levies which their collection thereof is unreliable and often leads to a delay and at times non implementation of approved programmes due to budget cuts being introduced as a result of cash flow constraints.

Way forward

- The implementation of the revenue enhancement model has begun in earnest with presentations having been made to CoGTA and National Treasury during July 2010.
- The organisation has set targets to maximise the leveraging of external funding from the donor community.
- Limited resources requires that the organisation continue implementing its cost curtailment measures.
- De-centralisation of the budget management function to all provinces and directorates, though budget control shall remain with the Finance unit.

The SALGA original budget for the 2009/10 financial year was approved by the NEC on 27 March 2009, and the final adjusted budget was approved by the NEC on 2 March 2010.
4.5 AUDIT COMMITTEE

The Audit Committee of SALGA was established in terms of the PFMA and the Treasury Regulations. The Audit Committee’s responsibilities have been determined by the National Executive Committee, and its modus operandi is outlined in the Audit Committee Charter that is reviewed annually to ensure its relevance.

In accordance with the Treasury Regulations 27.1.3 and 27.1.4, the Audit Committee has been constituted to ensure its independence, with all members and the chairperson outside the public service. The composition of the Audit Committee members is such that all Treasury Regulations and the Audit Committee Charter requirements are met in terms of financial and legal literacy, as well as its independence.

Five meetings were held during the 2009/2010 financial year. They were attended by external auditors, the Chief Executive Officer, the Chief Financial Officer, the Head of Internal Audit and relevant corporate officials. The chairperson of the Audit Committee reports on the committee’s activities to the National Executive Committee on a regular basis. All members give a declaration at each Audit Committee meeting of any personal or financial interests that may conflict with their duties in this regard. The table below highlights the Audit Committee members and attendees, as well as the record of attendance of Audit Committee meetings.

For the period under review, the Audit Committee has fulfilled all the requirements in terms of its responsibilities and functions as per the Audit Committee Charter, PFMA and Treasury Regulations.

4.6 INTERNAL AUDIT

The Internal Audit Function of SALGA was established in terms of the PFMA and the Treasury Regulations. The organisation has made tangible progress in building the capacity of its Internal Audit function. The head of the Internal Audit function reports administratively to the Chief Executive Officer and functionally to the Audit Committee to ensure its independence. The purpose, authority and the responsibilities of the Internal Audit function are formally defined in the Internal Audit Charter. The Charter grants the Internal Audit function access to the records, personnel and physical properties relevant to the operations of the organisation, as appropriate and as required.

In terms of the charter, Internal Audit is responsible for developing and executing the internal audit plans in order to provide assurance to management and the Audit Committee on the systems of internal control, risk management and governance. The purpose is to assist management to identify weaknesses in the aforementioned systems within SALGA, and to provide recommendations on how to deal with these weaknesses. This is done primarily by auditing systems and processes, as per the internal audit plan, and issuing reports detailing the results of the audits to management and the Audit Committee. The audit approach and the methodology are based on the International Standards of the Professional Practice of Internal Auditing and are in accordance with the Treasury Regulation 27.2.6.

A risk-based three-year rolling strategic plan and annual internal audit plans for the period 2009/10-2011/12 were reviewed and approved by the Audit Committee during May 2009. Input from management and the Auditor-General were considered during the compilation of the audit plans to ensure a buy-in from management and to facilitate the co-ordination of audit work. The Annual Audit Plan for the period ending March 31, 2010 was not fully executed due to resource constraints and outstanding audits were carried forward to the next year, in consultation with the Audit Committee.

4.7 RISK MANAGEMENT

SALGA is progressively embedding risk management as an integral part of the organisation’s activities. Risk Management has been integrated in the business planning process. An organisational risk register that identifies the major risks and potential threats to SALGA’s strategic and directorate/provincial objectives has been developed. These risks are analysed, evaluated and mitigated by means of suitable measures.
Management has also developed action plans to reduce the severity of each risk exposure to an acceptable level. On a quarterly basis, Internal Audit reviews management assertions made on the status of implementation of the action plans in the risk register, and reports them to the Audit Committee. In the coming year, a risk specialist will be appointed to co-ordinate the risk-management processes. This is to ensure that Internal Audit is relieved from the responsibilities of Risk Management and maintains its role of providing assurance with respect to the effectiveness of Risk-Management processes.

A Risk-Management Committee has been constituted and its role is to ensure that SALGA has implemented an effective policy and plan for risk management that will enhance SALGA’s ability to achieve its strategic objectives and that the disclosure regarding risk is comprehensive, timely and relevant.

### 4.8 INDIVIDUAL PERFORMANCE MANAGEMENT

The National Executive Committee of SALGA decided on October 5 2007 to establish the Performance Management and Remuneration Panel (The Panel):

1. The Panel is required to review and ensure the proper application of organisational performance-management policy and procedures, remuneration philosophies, strategies and other policies aligned to the approved organisational strategy and objectives of SALGA. In so doing, the aim is to ensure Good Governance and Compliance with the Constitution of the Republic of South Africa, Section 169 (Act 108 of 1996); Constitution of SALGA (as amended in April 2007); Organised Local Government Act, Section 2(1) (Act 52 of 1997); White Paper on Local Government of 1998; Municipal Systems Act (Act 32 of 2000) and the Public Finance Management Act of 2003.

2. The Panel must ensure that the purpose of the SALGA Constitution; Five-Year Strategic Plan; Business Plans and Institutional Scorecard, which is to attract, retain, improve performance, assess performance, motivate and reward SALGA staff by the application of Good Human Resource Practices, Performance Management System, Policy and Procedures, the payment of fair, competitive and appropriately-structured remuneration is achieved on a consistent basis.

3. The Panel is empowered to consider and make recommendations to the National Executive Committee on all matters relating to performance management and remuneration. All decision-making powers with regard to performance management and remuneration vest with the National Executive Committee.

4. The Panel has oversight over the Performance-Management Unit on the implementation of the Performance-Management System, Policy and Procedures, as well as the remuneration policies and practices of SALGA. In this context, policy frameworks and policy decisions taken by Performance-Management Panel and Remuneration Committee shall be binding to all administrative structures of SALGA.

The Panel consists of nine members, including four Councillors elected by the National Executive Committee and five independent members, as follows:
## MEMBER NAME AND ROLE ON THE PANEL

<table>
<thead>
<tr>
<th>Member Name</th>
<th>Role</th>
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<tbody>
<tr>
<td>Cllr A Masondo</td>
<td>Chairperson of SALGA</td>
</tr>
<tr>
<td>Cllr R N Capa</td>
<td>Deputy-Chairperson of SALGA</td>
</tr>
<tr>
<td>Cllr M Mogorosi</td>
<td>Member of SALGA NEC</td>
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<tr>
<td>Cllr B Mahlangu</td>
<td>Member of SALGA NEC</td>
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<tr>
<td>Mr Michael Olivier</td>
<td>Chairperson of the Panel</td>
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<tr>
<td>Mr Zwelibanzi Mntambo</td>
<td>Chair of SALGA Performance-Management and Remuneration Panel</td>
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<tr>
<td>Ms Elizabeth Dhlamini-Kumalo</td>
<td>Independent Member</td>
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<tr>
<td>Mr Blake Mosley-Lefatola</td>
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<tr>
<td>Dr Fazel Randera</td>
<td>Independent Member</td>
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### BACKGROUND

Since the inception of the Panel and its first orientation and induction workshops in March 2008, the Panel has addressed the following priorities:

**CORPORATE GOVERNANCE**

- **Chairperson of SALGA:** Cllr A Masondo; member (as Chairperson of SALGA)
- **Deputy-Chairperson of SALGA:** Cllr R N Capa; member
- **Member of SALGA NEC:** Cllr M Mogorosi; member
- **Member of SALGA NEC:** Cllr B Mahlangu; member
- **Mr Michael Olivier:** Chairperson of the Panel
- **Mr Zwelibanzi Mntambo:** Independent Member
- **Ms Elizabeth Dhlamini-Kumalo:** Independent Member
- **Mr Blake Mosley-Lefatola:** Independent Member
- **Dr Fazel Randera:** Independent Member
A. Overall Reviews:

The Panel conducted the following:

1. A review of the Performance-Management Policy, Procedure and Application Framework at SALGA;
2. A review of SALGA's Remuneration Philosophy, Policy and detailed structure;
3. A review of SALGA’s five-year strategy (as updated from time-to-time) and related annual business plans;

In all of the above, the Panel provided considerable input and coaching of the CEO and the executive team to ensure that SALGA's approach to, and execution of Performance Management reflects:

- Strategic rigour in line with best practice in both the public and private sector;
- Clear Alignment of Key Performance Areas and Performance Indicators from the Strategy through to the individual performance scorecards of the CEO and all of his direct reports.

B. Performance

The Panel has reviewed (and frequently suggested improvements) to the performance scorecards at the Corporate, CEO and Senior Executive levels. The Panel has then signed off on these for submission to the CEO and the NEC, respectively.

The Panel oversees the Performance-Assessment Process for all direct reports to the CEO and monitors this: (a) as input to annual reward decisions and (b) as learning and coaching for the individuals concerned in aligning performance with strategy.

The Panel directs the Performance Assessment of the CEO by reviewing evidence and submissions relating to all of the CEO’s Key Performance Areas and related KPIs, and by interviewing and coaching the CEO in intensive sessions. These reviews are done mid-term and at year-end.

In all cases, the Panel assesses any requests for deviation and makes its recommendations regarding these to the NEC through the chairperson of SALGA.

C. Remuneration

The Panel conducts an annual review of all salary adjustments and the overall increase budget and makes recommendations to the CEO regarding the final outcome thereof. In so doing, the Panel reviewed the integrity of the Remuneration Policy and Framework, and has monitored the application thereof.

The Panel reviews all annual performance bonus recommendations and calculations and submits its final recommendations to the CEO for lower-levels and to the NEC via the Chairperson of SALGA for the CEO himself, and his direct reports. In all cases, the Panel assesses these in the light of:

- Affordability;
- Overall assessment of organisational performance;
- Consistency of adherence to approved policy; and
- Managing of anomalies and requests for interim increases.

D Final Assessment

The Panel has felt that there has been a need for intensive coaching and oversight in the areas relating to the development of performance scorecards that genuinely reflect SALGA's strategic objectives. This has in fact been the Panel’s main task over the past two years. Implementing Performance Management in any organisation is a journey. SALGA has progressed well in this regard.

We believe that SALGA's leadership has demonstrated a marked improvement in strategic alignment at senior levels, as well as in the integrity of performance assessments and outcomes.
There is still work to be done in improving internal processes relating to the management of guaranteed remuneration within the organisation, and in ensuring that the links between performance assessments and final rewards are logical and in accordance with policy. We are working with management to ensure a review of the remuneration Policy and Framework.

The continued issues relating to the Kwazulu-Natal region have of course impacted on organisational performance and on the effective cascading of performance management within the organisation. We believe that management has dealt with these impacts well under difficult circumstances.

We are however, confident and satisfied that the governance and discipline of performance management and remuneration management is of a high level and that the efforts of management in this regard can in fact serve as an example to many other organisations in both the public and private sector.

**4.9 SALGA GOVERNANCE STRUCTURES/MANDATING FRAMEWORK**

In consideration of the institutional arrangements of South Africa’s IGR landscape; the challenges and constraints faced with SALGA’s deployment to IGR structures and critically assessed SALGA’s IGR representation and participation, the SALGA National Members Assembly of March 2008 adopted the SALGA Governance Framework. As an ongoing mechanism to monitor and evaluate, and in an attempt to assess the functionality and effectiveness of SALGA’s internal governance, provincial assessments of internal governance arrangements within SALGA was conducted in February and March 2010. This report will therefore give an overview and analysis of both national and provincial governance structures.

The following Governance Structures were assessed:

- National Executive Committee (NEC);
- Provincial Executive Committees (PEC);
- National Working Groups;
- Provincial Working Groups.

**4.9.1 NATIONAL EXECUTIVE COMMITTEE**

The SALGA NEC has met regularly on a bi-monthly basis, as per the requirements of the SALGA constitution, with the venue of the meetings rotating from province-to-province. The NEC also uses the opportunity to interact with member municipalities in that particular province. This interaction is as a result of a SALGA NEC decision which directed that the entire leadership must intensify regular interaction between the organisation and its member municipalities. A system of rotating meetings among provinces for NEC meetings has been adopted and has to date been rolled out in all provinces, with the exception of the Eastern Cape, since October 2007. Equally, the NEC has encouraged SALGA Provincial Executive Committees to rotate their meetings in all Districts in their respective provinces to maximise the interface of SALGA with its members.

During the period under review, in addition to developing and reviewing the organisation’s strategic priorities and activities, the NEC also considered SALGA’s administrative policies. The NEC exclusively determines SALGA’s representation in all Intergovernmental Relations (IGR) structures and other forums. Certain powers and functions of the NEC have been extended to Provincial Executive Committees (PECs), which are also mandated to table quarterly reports to the NEC.

During the period, January 2009 to March 2010, the organisation duly complied with the SALGA constitution by convening NEC meetings as follows:
Meetings and Attendance

<table>
<thead>
<tr>
<th>Name of NEC Member (Councillor)</th>
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<td>S Mhatshwa</td>
<td></td>
<td>x</td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td>4/7 57%</td>
</tr>
<tr>
<td>N Hermans (co-opted September 2009)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td>x</td>
<td>x</td>
<td>2/4</td>
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</tr>
<tr>
<td>J Matlou (Co-opted December 2009)</td>
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<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td>2/2</td>
<td>100%</td>
</tr>
<tr>
<td>R Sigabi</td>
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<td>N/A</td>
<td>N/A</td>
<td></td>
<td>x</td>
<td></td>
<td>3/4</td>
<td>75%</td>
</tr>
<tr>
<td>Quorum (11)</td>
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<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
</tr>
</tbody>
</table>

NEC CLUSTERS

The NEC had previously established three working group clusters, namely:-

- Social;
- Economic; and
- Governance and Administration.

These structures were to be chaired by the SALGA Deputy Chairperson with the specific purpose to:

- Enhance synergy and integration in all aspects of planning and implementation;
- Co-ordinate the function of the working groups in terms of the approved clustering;
- Ensure that all major policy pronouncements of SALGA and other spheres of government are considered when decisions/recommendations are made; and
- To provide decision-makers with a bigger scenario when discussing or debating issues to further facilitate decision-making.

Analysis of Attendance

- Out of 20 NEC members only 3 attended all NEC meetings (100%);
- Members attended 6/7 meetings (86%);
- Two members attended less than half the meetings (less than 50%);
- All meetings had quorums, with an average of 70% attendance at NEC meetings.
Challenges

- Time allocated to items on the agenda.

4.9.2 PROVINCIAL EXECUTIVE COMMITTEES

Generic Challenges

Political:
- While in some provinces PECs meet as scheduled per the SALGA year planner, in other provinces PEC meetings change due to other clashing strategic events;
- Not all meetings form a quorum due to lack of attendance —while some meetings do form quorums, attendance is below average;
- Confirmations are received from attendees but then they don’t attend the meetings;
- Role of the Office-Bearers vis-a-vis PEC vis-a-vis Provincial Working Groups not fully understood;
- Lack of OB meetings and its impact on the finalisation of agendas;
- Working Group Chairpersons do not take ownership of Working Group reports in PEC meetings;
- Time-allocation to items on the agenda not sufficient to deal with all matters, resulting in a number of items deferred to following meetings;
- Lack of preparation for meetings by PEC members impacting negatively on the level of participation and level of interaction;
- Level of interaction a challenge in that only a few PEC members participate actively in meetings;
- Late adding of agenda items also impacting negatively on the level of discussions;
- Lack of political ownership of PEC-decisions, while issues are processed, the political components are not implemented.

Administrative:
- Agendas and supporting documentation dispatched late resulting in lack of preparation by PEC members and impacts on level of discussion;
- Non-adherence to deadlines for submission of reports;
- Quality of reports remains poor, and the non-adherence to standard reporting formats;
- Still need to work on the quality of packaging of agendas and supporting documentation;
- Capacity constraints – relevant support staff and printing and binding facilities;
- Couriers a challenge – takes much longer to deliver documentation in certain areas;
- Quality of record of meetings (minutes) not up to standard and the tracking of decisions, resolutions almost non-existent;
- Reports sometimes updated during the meetings.

4.9.3 WORKING GROUPS

The SALGA national and provincial Working Groups form a critical component of the SALGA governance structures. The Working Groups (national and provincial) are established by national and provincial Executive Committees respectively, with the chairperson of the Working Groups appointed from among the additional and co-opted members. The number of Working Groups is determined by the National Executive Committee based on, inter alia, the key functional areas of local government.

Having considered the key functional areas of local government and to facilitate strategic alignment with the SALGA Business Plan, the NEC resolved that the following National Working Groups be established, and also be replicated in provinces:
- Economic Development, Planning and Environment;
- Municipal Finance and Corporate Administration;
- Social Development, Health and Safety;
- Municipal Services and Infrastructure;
- Human Resources Development; and
- Governance and Intergovernmental Relations and International relations.

In addition, the NEC clusters the areas of responsibility of the Working Groups at national and provincial level to facilitate strategic alignment.
Composition of the National and Provincial Working Groups:

Each of the National Working Groups comprised the Chairperson, as appointed by the NEC, and one political representative per province appointed by the respective Provincial Executive Committee. To ensure structural conformity and a semblance of continuity, provinces appoint the Provincial Chairpersons of the related Working Groups at provincial level to the National Working Groups. Provincial Working Groups are generally composed of representatives of each member municipality in the province, with alternatives generally being an official of the municipality. The term of office of Working Group members coincide with that of SALGA elected office-bearers (five years).

Competencies of Working Groups

The role of the Working Groups is limited to:

- Providing ideas, advice, political insight and support on the assigned areas of focus to SALGA’s political governance structures, both provincially (PEC) and nationally (NEC);
- Making policy recommendations to the PEC/NEC;
- Monitoring the process of policy conceptualisation, design and implementation;
- Effect meaningful participation of Working Group members in political and intergovernmental structures as mandated by SALGA;
- Identify any potential problems and conflict with the intention of finding acceptable and lasting solutions; and
- Facilitate the determination of local government priorities, which should be addressed in the short, medium and long term.

Functional Areas of Working Groups

Economic Development Working Group

- Integrated development planning
- Town planning and land-use management
- Environmental and Tourism
- Air pollution
- Local economic development

Municipal Finance and Administration Working Group

- Intergovernmental fiscal policies
- Municipal finance:
  - Credit control
  - Revenue generation
  - Municipal finance management
- Municipal capital projects
- Infrastructure investment

Social Development; Health and Safety Working Group

- HIV/AIDS awareness
- Poverty Alleviation
- Sports and Recreation
- Arts and Culture
- Community Participation
- Public Safety
  - Local crime prevention;
  - Disaster management;
  - Policing and law enforcement;
  - Emergency and fire services
- Youth development programmes
- Gender mainstreaming
- Disability
Municipal Services Working Group

- Water and Sanitation Services
- Energy and Electricity
- Municipal/Environmental Health Services
- Basic Service Provision and Infrastructure
- Municipal Public Transport
- Housing
- Environmental Management
- Sustainable Development
- Local Economic Development
- Tourism Development
- Development Planning
- Libraries
- Cemeteries

Human Resources Development Working Group

- HIV/Aids policy in the workplace
- Labour-relations matters
- Capacity development
- LGWSETA
- Organisational development: LR Implications
- Restructuring of municipalities
- Institutional issues relating to Municipal Service Partnerships

Governance and International Relations Working Group

- Constitutional matters
- Local Government legislation
- Powers and functions of municipalities
- Traditional leaders
- Intergovernmental relations policy issues
- Demarcation issues
- Elections
- Municipal by-laws
- Municipal International Relations
- Public participation
- Roles of elected municipal representatives.

Assessment of Current Working Groups

While all provinces have established Working Groups in terms of the SALGA constitution, some provinces have not been able to convene working group meetings. The assessment of current structure and functioning of Working Groups indicates that the following challenges are coming to the fore:

Structure and Composition

- Limited participation from provinces in the national Working Groups largely due to the composition of the national Working Group (one member per province and in his/her absence no alternate political attendance);
- The composition of provincial Working Groups differs from province-to-province with the following prevalent:
  - All municipalities are invited to attend the Working Groups with specific representation from each municipality; or
  - Municipalities determine representation at a District level and through that district representation attends Working Group meetings; or
  - After nominations from municipalities, the Provincial Executive Committee determines municipal representation in the Working Groups.
- The aforementioned differing practices, give rise to the question of uniformity in the composition of Working Groups across provinces;
- Municipalities have raised concerns with the number of Working Groups at a provincial level and the consequent expectation that they have to attend all Working Group meetings (affordability);
In the absence of structured municipal participation through appropriately delegated municipal representatives, representation from municipalities changes with every meeting; resulting in delays in the meetings as issues already resolved in previous meetings are raised again.

Lack of relevant expertise through the participation of external stakeholders in Working Groups;

Perceived lack of participation and representation of opposition parties in municipalities in SALGA structures due to the determination of municipal delegations by municipalities run by the national ruling party.

Functional Areas

The following duplications still exists across Working Groups' functional areas;

- Community/Public Participation (both Social Development and Governance Working Groups);
- Local Economic Development; Tourism and Development Planning (both Economic Development and Municipal Services Working Groups).

Cross-cutting areas not specifically provided for (EDI Restructuring, Single Public Service, Provincialisation of Health, Support Interventions);

Some critical relevant areas not specifically provided for (ICT, municipal airports, trading regulations, trading, street lighting and licensing); and

Some functional areas are wrongly allocated (libraries to be with Community Development instead of Municipal Services Working Group).

Functionality

Provincial issues not finding their way into the national discourse through the National Working Group and vice versa; similarly at times no alignment as to what is discussed at provincial Working Groups vis-à-vis discussions at national Working Groups;

Lack of commitment and poor and inconsistent attendance by the Working Group members e.g. confirmation of attendance, but do not attend meetings on the day;

Working Group meetings often do not have quorums with more officials present than politicians;

Lack of understanding by Chairpersons, as well as members of Working Groups of the role and mandate of the Working Groups;

Attendance at meeting, but municipal representatives leave the meeting early impacting negatively on the functionality of the Working Groups;

The lack of proper mandating by municipalities of its representatives and lack of reporting back to municipalities by municipal representatives;

Lack of political participation in Working Groups largely due to language barrier, and at times technical complexity of matters under discussion;

Municipalities raising financial constraints due to number of meetings and the small number of councillors in municipalities;

Last-minute convening of Working Group meetings to give input to critical policy processes;

National Working Group reports are not processed as per the governance framework – do not start with provincial engagements by provincial Working Groups;

Non-convening of meetings of PEC in between provincial and national Working Groups, impacting on provincial submissions to the national Working Group;

The sending out of agendas timeous affects attendance, in that municipalities determine attendance based on the agenda;

Working Groups are used to criticise SALGA;

Working groups (national and provincial) not sticking to year-planner;

Lack of political ownership by Chairpersons of Working Groups and Working Group business;

Attendance by members of Working Groups without documentation packs and therefore not prepared to meaningfully participate in discussions;

Sometimes Working Groups are merely meeting as per the year-planner with no real value-add for those attending.

Administration (in addition to similar challenges as with PECs)

Invitations and documentation sent to municipalities, but do not reach the municipal representative timeous; resulting in members either arriving at meetings without documentation or alternatively not fully prepared;

Lack of technical preparation that feeds into the Working Group;

Poor structure of minutes and recording of outcomes.
4.10 HUMAN RESOURCES OVERSIGHT REPORT

HR SERVICE DELIVERY OUTLOOK

In line with the strategic objective of “ensuring SALGA’s Corporate Governance and Internal Functioning”, during the 2009/2010 financial year, the HR Unit had prioritised the following key service delivery areas:

- To capacitate the organisation (line functions) as per the approved organogram;
- To enhance HR compliance to the relevant legislation, regulations and internal HR policies;
- To complete and grade the job profiles for all positions at senior management-level within SALGA; and
- To develop and implement the Employee Wellness Plan.

Filling vacancies and thereby putting the required HR capacity in the line functions had to be prioritised. This exercise had to be guided by the approved organisational structure. The table below summarises the posts on the total SALGA establishment as approved by the CEO:
<table>
<thead>
<tr>
<th>Occupational Levels</th>
<th>SALGA Occupational Categories</th>
<th>Male</th>
<th>Female</th>
<th>Foreign Nationals</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management</td>
<td>CEO, COO, CFO, Executive Directors, PEOs</td>
<td>6</td>
<td>2</td>
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<td>17</td>
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<tr>
<td>Senior management</td>
<td>Directors, Specialists</td>
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<tr>
<td>Professionally- qualified and experienced specialists and mid-management</td>
<td>Programme Manager, Managers, Specialists</td>
<td>31</td>
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<td>1</td>
<td>59</td>
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<tr>
<td>Skilled technical and academically-qualified workers, junior management, supervisors, foremen, and superintendents</td>
<td>Advisors, Consultants, Practitioners, Coordinators, PAs, Officers and Specialists</td>
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<td>1</td>
<td>1</td>
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<td>66</td>
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<tr>
<td>Unskilled and defined decision-making</td>
<td>Messengers, Drivers, Cleaners</td>
<td>3</td>
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<td>4</td>
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<tr>
<td>Temporary employees</td>
<td></td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>10</td>
</tr>
</tbody>
</table>

| Approved staff establishment | 470 |
| Vacancies                  | 220 |
| Percentage of vacancies    | 47% |
STAFF COMPLEMENT CATEGORISED

SALGA operates from the National Office in Pretoria, with offices in all the provinces. All these offices had to be capacitated during the reporting period. The tables below summarise the breakdown of filled positions per office (National Office and eight provinces, excluding KwaZulu-Natal) as at the March 31, 2010.

**Table 2**

<table>
<thead>
<tr>
<th>Occupational Levels</th>
<th>SALGA Occupational Categories</th>
<th>Male</th>
<th>Female</th>
<th>Foreign Nationals</th>
<th>Total</th>
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<td></td>
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<td>A</td>
<td>C</td>
<td>I</td>
<td>W</td>
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<tr>
<td>Top Management</td>
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<td>0</td>
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<tr>
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<tr>
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### SALGA EASTERN CAPE

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<td>1</td>
<td>0</td>
<td>16</td>
<td></td>
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</table>

| Semi-Skilled and Discretionary Decision-Making | 0    | 0      | 0                 | 0     |
| Unskilled and Defined Decision-Making          | 0    | 0      | 0                 | 0     |
| TOTAL PERMANENT                               | 0    | 0      | 0                 | 0     |

| GRAND TOTAL                              | 8    | 1      | 0                 | 16    |

HUMAN RESOURCE OVERSIGHT REPORT
### SALGA North West

#### Human Resource Oversight Report

<table>
<thead>
<tr>
<th>SALGA Occupational Categories</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Top Management</strong></td>
<td>CEO, COO, CFO, Executive Directors, PEOs</td>
<td>0</td>
<td>0</td>
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<tr>
<td><strong>Senior Management</strong></td>
<td>Directors, Specialists</td>
<td>0</td>
<td>0</td>
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<tr>
<td><strong>Professionally-Qualified and Experienced Specialist and Middle-Management</strong></td>
<td>Programme Managers, Managers, Specialists</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td><strong>Skilled Technical and Academically-Qualified Workers, Junior Management, Supervisors, Foremen and Superintendents</strong></td>
<td>Advisors, Consultants, Practitioners, Coordinators, PAs, Officers and Specialists</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td><strong>Semi-Skilled and Discretionary Decision-Making</strong></td>
<td>Executive Secretaries, Admin Assistants</td>
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</tr>
<tr>
<td><strong>Unskilled and Defined Decision-Making</strong></td>
<td>Executive Secretaries, Admin Assistants</td>
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</tr>
<tr>
<td><strong>Total Permanent</strong></td>
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</tbody>
</table>

**Note:** The table summarizes the occupational levels and gender distribution within the SALGA North West organization. It details the number of employees in each category, differentiated by gender and foreign nationals status. The total number of permanent employees is 15, with an equal distribution between male and female.
<table>
<thead>
<tr>
<th>Occupational Levels</th>
<th>SALGA Occupational Categories</th>
<th>Male</th>
<th>Female</th>
<th>Foreign Nationals</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>CEO, COO, CFO, Executive Directors, PEO’s</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Senior Management</td>
<td>Directors, Specialists</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Professionally-Qualified and Experienced Specialists</td>
<td>Programme Managers, Managers, Specialists</td>
<td>3</td>
<td>0</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Middle-Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skilled Technical and Academically-Qualified Workers</td>
<td>Advisors, Consultants, Practitioners, Co-</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Junior Management, Supervisors, Foremen and Superinten-</td>
<td>ordinators, PAs, Officers and Specialists</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Semiskilled and Discretionary Decision-Making</td>
<td>Executive Secretaries, Admin Assistants</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Unskilled and Defined Decision-Making</td>
<td>Messengers, Drivers, Cleaners</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL PERMANENT</td>
<td></td>
<td>5</td>
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<td>10</td>
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</tr>
<tr>
<td>Temporary employees</td>
<td></td>
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<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td></td>
<td>5</td>
<td>0</td>
<td>10</td>
<td>16</td>
</tr>
</tbody>
</table>
### SALGA FREE STATE

<table>
<thead>
<tr>
<th>Occupational Levels</th>
<th>SALGA Occupational Categories</th>
<th>Male</th>
<th>Female</th>
<th>Foreign Nationals</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>A</td>
<td>C</td>
<td>I</td>
<td>W</td>
</tr>
<tr>
<td>Top Management</td>
<td>CEO, COO, CFO, Executive Directors, PEOs</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Senior Management</td>
<td>Directors, Specialists</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Professionally- Qualified and Experienced Specialists and Middle-Management</td>
<td>Programme Managers, Managers, Specialists</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Skilled Technical and Academically-Qualified Workers, Junior Management, Supervisors, Foremen and Superintendents</td>
<td>Advisors, Consultants, Practitioners, Coordinators, PAs, Officers and Specialists</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Semi-Skilled and Discretionary Decision-Making</td>
<td>Executive Secretaries, Admin Assistants</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Unskilled and Defined Decision-Making</td>
<td>Messengers, Drivers, Cleaners</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL PERMANENT</td>
<td></td>
<td>6</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Temporary employees</td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td></td>
<td>6</td>
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</tr>
</tbody>
</table>
## SALGA LIMPOPO

### Occupational Levels

<table>
<thead>
<tr>
<th>Occupational Levels</th>
<th>SALGA Occupational Categories</th>
<th>Male</th>
<th>Female</th>
<th>Foreign Nationals</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>A</td>
<td>C</td>
<td>I</td>
<td>W</td>
</tr>
<tr>
<td>Top Management</td>
<td>CEO, COO, CFO, Executive Directors, PEOs</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Senior Management</td>
<td>Directors, Specialists</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Programmes Managers, Managers, Specialists</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Advisors, Consultants, Practitioners, Coordinators, PAs, Officers and Specialists</td>
<td>3</td>
<td>0</td>
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<td>0</td>
</tr>
<tr>
<td></td>
<td>Executive Secretaries, Admin Assistants</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Messengers, Drivers, Cleaners</td>
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<tr>
<td><strong>TOTAL PERMANENT</strong></td>
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<td>0</td>
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## Occupational Levels

### SALGA Occupational Categories

<table>
<thead>
<tr>
<th>Occupational Levels</th>
<th>SALGA Occupational Categories</th>
<th>Male</th>
<th>A</th>
<th>C</th>
<th>I</th>
<th>W</th>
<th>Female</th>
<th>A</th>
<th>C</th>
<th>I</th>
<th>W</th>
<th>Foreign Nationals</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>CEO, COO, CFO, Executive Directors, PEOs</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Senior Management</td>
<td>Directors, Specialists</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Professionally-Qualified and Experienced Specialists and Middle-Management</td>
<td>Programme Managers, Managers, Specialists</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Skilled Technical and Academically-Qualified Workers, Junior Management, Supervisors, Foremen and Superintendents</td>
<td>Advisors, Consultants, Practitioners, Coordinators, PAs, Officers and Specialists</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Semi-Skilled and Discretionary Decision-Making</td>
<td>Executive Secretaries, Admin Assistants</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Unskilled and Defined Decision-Making</td>
<td>Messengers, Drivers, Cleaners</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>2</td>
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<tr>
<td><strong>TOTAL PERMANENT</strong></td>
<td></td>
<td>9</td>
<td>0</td>
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<td>12</td>
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<td>0</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td></td>
<td>9</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>12</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>22</td>
<td>22</td>
</tr>
</tbody>
</table>
NEW APPOINTMENTS

A total of 72 employees, to ensure capacity of the line functions, joined SALGA during the 2009/10 financial year. SALGA conducted a fair and transparent recruitment process, attracting the required talent from external candidates, while also recognising its internal employees in whom it has invested through the skills-development programmes. The table below shows the new appointments made per the relevant occupational categories:

### TABLE ON APPOINTMENTS

<table>
<thead>
<tr>
<th>Occupational Levels</th>
<th>SALGA Occupational Categories</th>
<th>Male</th>
<th>Female</th>
<th>Foreign Nationals</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>A</td>
<td>C</td>
<td>I</td>
<td>W</td>
</tr>
<tr>
<td>Top Management</td>
<td>CEO, COO, CFO, Executive Directors, PEOs</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Directors, Specialists</td>
<td>5</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Senior Management</td>
<td>Programme Managers, Managers, Specialists</td>
<td>11</td>
<td>1</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>Prof. Qual. &amp; Exp.</td>
<td>Advisors, Consultants, Practitioners, Co-ordinators, PAs, Officers and Specialists</td>
<td>8</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Middle Management</td>
<td>Executive Secretaries, Admin Assistants</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td>Skilled Tech.</td>
<td>Messengers, Drivers, Cleaners</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Semi-Skilled</td>
<td></td>
<td>25</td>
<td>4</td>
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<td>1</td>
</tr>
<tr>
<td>Defined Decision</td>
<td></td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Making</td>
<td></td>
<td>26</td>
<td>4</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

**TOTAL PERMANENT**

**Temporary employees**

**GRAND TOTAL**
TERMINATIONS

A total of 33 employees left SALGA during the year under review. This figure constitutes about 6.2% of SALGA’s total establishment. The reasons for the termination of the services for the said employees varied as shown in the table below:

<table>
<thead>
<tr>
<th>REASONS FOR TERMINATIONS</th>
<th>NO. OF EMPLOYEE TERMINATIONS</th>
<th>AVERAGE PERCENTAGE (OF TOTAL TERMINATIONS)</th>
<th>AVERAGE PERCENTAGE (OF TOTAL ESTABLISHMENT)</th>
<th>TOTAL STAFF ESTABLISHMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resignations from SALGA</td>
<td>21</td>
<td>64%</td>
<td>4%</td>
<td>470</td>
</tr>
<tr>
<td>Contracts Lapsed and NOT Renewed</td>
<td>6</td>
<td>18%</td>
<td>1%</td>
<td>470</td>
</tr>
<tr>
<td>Deceased</td>
<td>2</td>
<td>6%</td>
<td>0.4%</td>
<td>470</td>
</tr>
<tr>
<td>Absconded</td>
<td>1</td>
<td>3%</td>
<td>0.2%</td>
<td>470</td>
</tr>
<tr>
<td>Dismissed for Misconduct</td>
<td>3</td>
<td>9%</td>
<td>0.6%</td>
<td>470</td>
</tr>
<tr>
<td>TOTAL</td>
<td>33</td>
<td>100%</td>
<td>6.2%</td>
<td>470</td>
</tr>
</tbody>
</table>

The most common reason, as reflected above (4%), has been resignations by employees opting for better benefits. In some instances, exit interviews were conducted with the employees leaving the employ of SALGA, but this was dependent on the willingness of the employees concerned, as their termination reasons varied. There are employees who showed no interest in completing the exit questionnaire that would inform SALGA of any areas of improvement. Where questionnaires were completed, those were utilised to inform the HR strategy going forward. SALGA employs its employees on a five year fixed term contract. The renewal of the employment contract is solely at the discretion of the employer (SALGA) and this is informed by the value-add of the employee concerned. SALGA had to release about 1% of its employees through non-renewal of their employment contracts. Two fellow employees at SALGA passed away during the reporting period while four employees’ services were terminated after disciplinary measures following acts of misconduct and/or absconding from duty. The table below shows the equity distribution of the terminations per the employees’ occupational categories and as informed by the reasons stated above:

TERMINATIONS PER OCCUPATIONAL CATEGORY:

<table>
<thead>
<tr>
<th>Occupational Levels</th>
<th>SALGA Occupational Categories</th>
<th>Male</th>
<th>Female</th>
<th>Foreign Nationals</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>A</td>
<td>C</td>
<td>I</td>
<td>W</td>
</tr>
<tr>
<td>Top Management</td>
<td>CEO, COO, CFO, Executive Directors, PEOs</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Senior Management</td>
<td>Directors, Specialists</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Professionally-Qualified and Experienced Specialists and Middle-Management</td>
<td>Programme Managers, Managers, Specialists</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Skilled Technical and Academically-Qualified Workers, Junior Management, Supervisors, Foremen and Superintendents</td>
<td>Advisors, Consultants, Practitioners, Co-ordinators, PAs, Officers and Specialists</td>
<td>7</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Semi-Skilled and Discretionary Decision-Making</td>
<td>Executive Secretaries, Admin Assistants</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
NEW APPOINTMENTS

A total of 72 employees, to ensure capacity of the line-functions, joined SALGA during the 2009/10 financial year. SALGA conducted a fair and transparent recruitment process, attracting the required talent from external candidates while also recognising its internal employees on whom it has invested through the skills-development programmes. The table below shows the new appointments made per the relevant occupational categories:

<table>
<thead>
<tr>
<th>Occupational Levels</th>
<th>SALGA Occupational Categories</th>
<th>Male</th>
<th>Female</th>
<th>Foreign Nationals</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>CEO, COO, CFO, Executive Directors, PEOs</td>
<td>100</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Senior Management</td>
<td>Directors, Specialists</td>
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<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Professionally-Qualified and Experienced Specialists and Middle-Management</td>
<td>Programme Managers, Managers, Specialists</td>
<td>110</td>
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<td>0</td>
</tr>
<tr>
<td>Skilled Technical and Academically-Qualified Workers, Junior Management, Supervisors, Foremen and Superintendents</td>
<td>Advisors, Consultants, Practitioners, Co-ordinators, PAs, Officers and Specialists</td>
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<tr>
<td>Semi-Skilled and Discretionary Decision-Making</td>
<td>Executive Secretaries, Admin Assistants</td>
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<td>1</td>
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<td>12</td>
</tr>
<tr>
<td>Unskilled and Defined Decision-Making</td>
<td>Messengers, Drivers, Cleaners</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL PERMANENT</td>
<td></td>
<td>25</td>
<td>4</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Temporary employees</td>
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<td>1</td>
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<tr>
<td>GRAND TOTAL</td>
<td></td>
<td>26</td>
<td>4</td>
<td>1</td>
<td>7</td>
</tr>
</tbody>
</table>
SKILLS DEVELOPMENT

SALGA is also expected to adhere to the provisions of the Skills-Development Act and its subsequent strategies. SALGA submitted the consolidated Workplace Skills Plan for the 2009/10 financial year as required. Approximately 61 employees were trained during the reporting period. In line with SALGA’s policy, proper consideration was made to ensure the training received is SAQA-accredited and/or at least, the training provider is accredited. The table below highlights the efforts of SALGA with regard to Skills Development:

### Table 5
**Accredited Training**

<table>
<thead>
<tr>
<th>Occupational Levels</th>
<th>SALGA Occupational Categories</th>
<th>Male</th>
<th>A</th>
<th>C</th>
<th>I</th>
<th>W</th>
<th>Female</th>
<th>A</th>
<th>C</th>
<th>I</th>
<th>W</th>
<th>Foreign Nationals</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>CEO, COO, CFO, Executive Directors, PEOs</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>9</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Management</td>
<td>Directors, Specialists</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td></td>
<td></td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professionally-Qualified and Experienced Specialists and Middle-Management</td>
<td>Programme Managers, Managers, Specialists</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td></td>
<td>7</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skilled Technical and Academically-Qualified Workers, Junior Management, Supervisors, Foremen and Superintendents</td>
<td>Advisors, Consultants, Practitioners, Co-ordinators, PAs, Officers, and Specialists</td>
<td>19</td>
<td>3</td>
<td>1</td>
<td></td>
<td>26</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Semi-Skilled and Discretionary Decision-Making</td>
<td>Executive Secretaries, Admin Assistants</td>
<td>1</td>
<td>1</td>
<td>13</td>
<td>1</td>
<td>1</td>
<td>17</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unskilled and Defined Decision-Making</td>
<td>Messengers, Drivers, Cleaners</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL PERMANENT</td>
<td></td>
<td>10</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>37</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>6</td>
<td>0</td>
<td>0</td>
<td>61</td>
</tr>
<tr>
<td>Temporary employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>61</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td></td>
<td>10</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>37</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>6</td>
<td>0</td>
<td>0</td>
<td>61</td>
</tr>
</tbody>
</table>

It is evident from the above table that the skills development at SALGA took place across all occupational levels. The training programmes were all accredited by SAQA at NQF levels 1, 2, 3 and 4.
JOBS EVALUATION AND GRADING OF POSTS WITHIN SALGA

The Job-Evaluation method applicable to SALGA is the Hay Method. During the reporting period, an external service-provider was procured to evaluate the jobs, which may have been affected by the restructuring process which took place. This process was finalised and the results presented to the Remuneration Panel for endorsement. The breakdown of evaluated positions per level is shown in the table below:

<table>
<thead>
<tr>
<th>Occupational Levels</th>
<th>SALGA Occupational Categories</th>
<th>Total Positions Evaluated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>CEO, COO, CFO, Executive Directors, PEOs</td>
<td>11</td>
</tr>
<tr>
<td>Senior Management</td>
<td>Directors, Senior Specialists</td>
<td>26</td>
</tr>
<tr>
<td>Prof Q &amp; Exp Spec</td>
<td>Programme Managers, Managers, Middle Specialists</td>
<td>25</td>
</tr>
<tr>
<td>Ska &amp; Acad Spec</td>
<td>Advisors, Consultants, Practitioners, Coordinators, PAs, Officers and Junior Specialists</td>
<td>59</td>
</tr>
<tr>
<td>Semi Q &amp; Dec M</td>
<td>Executive Secretaries, Admin Assistants</td>
<td>8</td>
</tr>
<tr>
<td>Unskilled &amp; Dec M</td>
<td>Messengers, Drivers, Cleaners</td>
<td>2</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td></td>
<td><strong>131</strong></td>
</tr>
</tbody>
</table>

The majority of the jobs that exist within the SALGA structure were grouped under the appropriate family of jobs per categorisation in the table above. The implementation of the results of the job evaluation shall be dependent on the resources availability and determined by SALGA’s CEO.

LEAVE MANAGEMENT FOR SALGA EMPLOYEES

SALGA, during the reporting period, had to manage the issue of excessive leave days for certain employees which had been accumulated for a number of reasons, and over years. Some employees could not take their leave due to the exigencies of their jobs, as well as the lack of staff-capacity in their respective offices. The NEC of SALGA resolved that the Chief Executive Officer should manage the situation and allow employees to take their leave with due regard to not crippling the operations. The strategy adopted was to subject all employees to compulsory leave as they did not want to take their leave days and/or the circumstances did not permit. Consultations took place through written communication to the effect that all employees must have taken their leave days by the end of March 2010, failing which they would forfeit them. At the beginning of April, SALGA adjusted all its employees’ leave days to reflect only credits pertaining to the current annual leave-cycle.

The excessive leave days as at the 31 March 2010 can be categorized as follows:

<table>
<thead>
<tr>
<th>ACCUMULATED NUMBER OF DAYS IN EXCESS OF 22 DAYS</th>
<th>NUMBER OF EMPLOYEES WITH ACCUMULATED DAYS</th>
<th>POSSIBLE FINANCIAL IMPLICATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>23 – 30 Days</td>
<td>26</td>
<td>R1 014 345.84</td>
</tr>
<tr>
<td>31 – 40 Days</td>
<td>14</td>
<td>R535 325.78</td>
</tr>
<tr>
<td>41 – 50 Days</td>
<td>8</td>
<td>R418 192.80</td>
</tr>
<tr>
<td>51 – 60 Days</td>
<td>5</td>
<td>R794 010.01</td>
</tr>
<tr>
<td>61 Days and Above</td>
<td>6</td>
<td>R1 063 133.20</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>59</strong></td>
<td><strong>R3 825 007.63</strong></td>
</tr>
</tbody>
</table>

IMPLEMENTATION OF WELLNESS PROGRAMMES FOR ALL SALGA EMPLOYEES

SALGA conducted an extensive awareness drive regarding employee wellness, which cut across employee well-being to areas of financial well-being. Greater effort was exerted on the diseases and pandemics like TB, heart attacks, HIV/AIDS, etc. Most importantly and as part of heeding national government’s call on HIV/AIDS, SALGA managed to get all its top management to sign a “Pledge”, a copy of which has been laminated.
and is available throughout all SALGA offices. SALGA also provided professional assistance to some needy employees. These were referred for counselling within the confines of ethical codes attached to the employees’ rights to confidentiality. The table below outlines the cases in this regard:

<table>
<thead>
<tr>
<th>Occupational Levels</th>
<th>SALGA Occupational Categories</th>
<th>Total Number of Employees Referred for Professional Assistance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>CEO, COO, CFO, Executive Directors, PEOs</td>
<td>0</td>
</tr>
<tr>
<td>Senior Management</td>
<td>Directors, Senior Specialists</td>
<td>1 (3)</td>
</tr>
<tr>
<td>Professionally-Qualified and Experienced Specialists and Middle-Management</td>
<td>Programme Managers, Managers, Middle Specialists</td>
<td>0</td>
</tr>
<tr>
<td>Skilled Technical and Academically-Qualified Workers, Junior Management, Supervisors, Foremen and Superintendents</td>
<td>Advisors, Consultants, Practitioners, Co-ordinators, PAs, Officers and Junior Specialists</td>
<td>2 (1)</td>
</tr>
<tr>
<td>Semi-Skilled and Discretionary Decision-Making</td>
<td>Executive Secretaries, Admin Assistants</td>
<td>0</td>
</tr>
<tr>
<td>Unskilled and Defined Decision-Making</td>
<td>Messengers, Drivers, Cleaners</td>
<td>0</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td></td>
<td><strong>3 (4)</strong></td>
</tr>
</tbody>
</table>

During the year under review, a total of seven people were referred for professional assistance. Of the seven people referred, three were SALGA employees and the remaining four were close family members of the employees. Factors affecting the employees had an adverse effect on the family members.

**COMPLIANCE WITH WORKPLACE LEGISLATION**

**INTRODUCTION OF A NEW HR POLICY REGIME AT SALGA**

The current HR Policies of SALGA have been reviewed with a view to providing greater efficiency to the HR processes and procedures, while making the organisation more competitive. Extensive consultation took place with employees within SALGA, as well as the relevant mandating structures like the Provincial Executive Committees and the Working Groups. The final drafts are awaiting final approval and determination by the National Executive Committee (NEC), which deferred them during the last NEC meeting of March 3 2010 due to the hectic agenda. The HR policies that have been developed and/or reviewed include the following:

- Recruitment and Selection Policy;
- Employment Equity Policy;
- Human Resources Development Policy;
- Talent Management and Retention Policy;
- Acting Policy;
- Job-Evaluation Policy;
- Employee Health and Wellness Policy;
- Leave Policy;
- Grievance Procedure policy;
- Disciplinary Procedure Policy;
- Code of Ethics Policy;
- Conditions of Services Policy;
- Whistle-Blowing Policy;
- Occupational Health and Safety Policy;
- Harassment and Intimidation Policy; and
- Bereavement Policy.

All the afore-stated policies are expected to be implemented during the next financial year.
IMPLEMENTATION OF EMPLOYMENT EQUITY ACT WITHIN SALGA

SALGA is required to adhere to the provisions of the Employment Equity Act, 1998, as amended. By October 1 every year, SALGA is expected to submit the Employment Equity report to the EE Registrar at the Department of Labour. The SALGA EE report was submitted to the Department of Labour during the reporting period as required, and confirmation of receipt and acknowledgement of compliance was received.

The current Employment Equity Plan for SALGA will lapse at the end of September 2010. The Employment Equity Consultative Forum for SALGA has already developed a new “draft” EE Plan, which was circulated to all staff members and the relevant structures of SALGA, as part of the “consultation” process. Input on the draft EE Plan has been received and the finalisation thereof will take place in the next financial year. The EE Plan has retained the same objectives as in the current EE plan, save for the new numerical targets which have been developed, as shown in the table below:

<table>
<thead>
<tr>
<th>Occupational Levels</th>
<th>SALGA Occupational Categories</th>
<th>Male</th>
<th>Female</th>
<th>Foreign Nationals</th>
<th>Total</th>
<th>Approved Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>A</td>
<td>C</td>
<td>I</td>
<td>W</td>
<td>A</td>
</tr>
<tr>
<td>Top management (filled positions)</td>
<td>CEO, COO, CFO, Executive Directors, PEOs</td>
<td>6</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Actual (%)</td>
<td></td>
<td>35</td>
<td>12</td>
<td>12</td>
<td>0</td>
<td>24</td>
</tr>
<tr>
<td>Target (%)</td>
<td></td>
<td>35</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>30</td>
</tr>
<tr>
<td>Warm Bodies (total required)</td>
<td></td>
<td>6</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>14</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>Senior management (filled positions)</td>
<td>Directors, Specialists</td>
<td>9</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Actual (%)</td>
<td></td>
<td>43</td>
<td>10</td>
<td>0</td>
<td>10</td>
<td>19</td>
</tr>
<tr>
<td>Target (%)</td>
<td></td>
<td>43</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>26</td>
</tr>
<tr>
<td>Warm Bodies (total required)</td>
<td></td>
<td>14</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>Professionally-qualified and experienced specialists and mid-management (filled positions)</td>
<td>Programme Manager, Managers and Specialists</td>
<td>31</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>17</td>
</tr>
<tr>
<td>Actual (%)</td>
<td></td>
<td>53</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>29</td>
</tr>
<tr>
<td>Target (%)</td>
<td></td>
<td>44</td>
<td>5</td>
<td>2</td>
<td>5</td>
<td>31</td>
</tr>
<tr>
<td>Warm Bodies (total required)</td>
<td></td>
<td>40</td>
<td>5</td>
<td>2</td>
<td>5</td>
<td>28</td>
</tr>
<tr>
<td>Occupational Levels</td>
<td>SALGA Occupational Categories</td>
<td>Male</td>
<td>Female</td>
<td>Foreign Nationals</td>
<td>Total</td>
<td>Approved Positions</td>
</tr>
<tr>
<td>---------------------</td>
<td>--------------------------------</td>
<td>------</td>
<td>--------</td>
<td>------------------</td>
<td>-------</td>
<td>-------------------</td>
</tr>
<tr>
<td></td>
<td>Skilled technical and academically-qualified workers, junior management, supervisors, foremen and superintendents (filled positions)</td>
<td>25</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>34</td>
</tr>
<tr>
<td></td>
<td>Advisors, Consultants, Practitioners, Co-ordinators, PAs, Officers and Specialists</td>
<td>34</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>47</td>
</tr>
<tr>
<td></td>
<td>Actual (%)</td>
<td>34</td>
<td>4</td>
<td>3</td>
<td>4</td>
<td>44</td>
</tr>
<tr>
<td></td>
<td>Warm Bodies (total required)</td>
<td>71</td>
<td>8</td>
<td>5</td>
<td>8</td>
<td>92</td>
</tr>
<tr>
<td></td>
<td>Semi-skilled and discretionary decision-making (filled positions)</td>
<td>7</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>45</td>
</tr>
<tr>
<td></td>
<td>Executive Secretaries, Admin Assistants</td>
<td>11</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>68</td>
</tr>
<tr>
<td></td>
<td>Actual (%)</td>
<td>32</td>
<td>5</td>
<td>3</td>
<td>9</td>
<td>37</td>
</tr>
<tr>
<td></td>
<td>Target (%)</td>
<td>37</td>
<td>6</td>
<td>4</td>
<td>11</td>
<td>43</td>
</tr>
<tr>
<td></td>
<td>Warm Bodies (total required)</td>
<td>30</td>
<td>0</td>
<td>0</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Unskilled and defined decision-making (filled positions)</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Messengers, Drivers, Cleaners</td>
<td>75</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>Actual (%)</td>
<td>50</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>Target (%)</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Warm Bodies (total required)</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>TOTAL PERMANENT</td>
<td>81</td>
<td>7</td>
<td>4</td>
<td>6</td>
<td>105</td>
</tr>
</tbody>
</table>

Approved staff establishment
IMPLEMENTATION OF THE OCCUPATIONAL HEALTH AND SAFETY ACT WITHIN SALGA

Owing to the nature of the business model of SALGA having a National Office, as well as operations in each province, it became imperative that the Chief Executive Officer assign the Provincial Executive Officers and the Chief Operations Officer the responsibilities as contemplated in Section 16 (1) of the Act. They were all officially appointed during the 2009/10 financial year. The training, offered by the SAQA accredited provider, was also facilitated for all the Section 16 Managers.

The Health and Safety representatives were also appointed as required by Section 17 of the OHS Act. The training of the Health and Safety representatives and the establishment of the Health and Safety Committee will take place during the 2010/11 financial year. Laminated copies of the Act are displayed accordingly.
Chapter 5: SALGA Offices and list of SALGA Member Municipalities
<table>
<thead>
<tr>
<th>OFFICE</th>
<th>TELEPHONE</th>
<th>FAX</th>
<th>PHYSICAL ADDRESS</th>
<th>POSTAL ADDRESS</th>
</tr>
</thead>
</table>
| NATIONAL OFFICE       | (012) 369 8000 | (012) 369 8001 | 83 Lois Avenue  
Cnr Atterbury & Lois, Menlyn  
Pretoria  
0181  
Menlyn Corporate Park  
Block 13  
175 Corobay Avenue  
Cnr Garsfontein & Corobay Avenue  
Waterkloof Glen  
Ext 11  
Pretoria | P.O.Box 2094  
Pretoria  
0001 |
| EASTERN CAPE          | (043) 727 1150 | (043) 7271156/67 | First Floor,3 Berea Terrace  
Berea  
East London  
5214 | P.O Box 19511  
East London5214 |
| FREE STATE            | (051) 447 1960  
3426/5824  
0027/5202 | (051) 430 8250 | SALGA House  
cnr.Nelson Mandela Drive & East Burger Str  
Bloemfontein  
9300 | P.O Box 14  
Bloemfontein  
9300 |
| GAUTENG              | (011) 276 1150 | (011) 276 3636/7 | 3rd Floor Braampark  
Forum 2, 33 Hoofd Street  
Braamfontein  
2017 | P.O Box 32161  
Braamfontein  
2017 |
| KWAZULU NATAL        | (031) 361 1236 | (031) 361 1234 | 202 Transnet Building 3rd Floor Smith Street  
Durban  
4000 | P.O Box 1525  
Durban  
4000 |
| LIMPOEMPO            | (015) 291 1400 | (015) 291 1414 | 2nd Floor,49 Standard Bank Bldg  
cnr.Landros Mare and Thabo Mbeki Str  
Polokwane  
0699 | Private Bag  
X 9523  
Polokwane  
0700 |
| MPUMALANGA           | (013) 752 1200 | (013) 752 5595 | Salga House  
11 van Rensburg Str  
Nelspruit  
1200 | P.O Box 1693  
Nelspruit  
1200 |
| NORTH WEST            | (018) 462 5290 | (018) 462 4662 | Jade Square, Suite 400  
cnr OR Thambo & Margaretha Prinsloo  
Street  
Klerksdorp  
2570 | P.O Box 1286  
Klerksdorp  
2570 |
| NORTHERN CAPE        | (053) 833 2505 | (053) 833 3828 | Crescent House  
1&2 D’ Arcy Street  
Kimberley  
8300 | P.O Box 3183  
Kimberley  
8300 |
| WESTERN CAPE         | (021) 469 9800 | (021) 461 1936 | SALGA Western Cape & Parliamentary Offices  
11 Adderley Street  
7th Floor  
Cape Town  
8000 | P.O Box 185  
Cape Town  
8000 |
LIST OF SALGA MEMBER MUNICIPALITIES

Eastern Cape Municipalities

Alfred Nzo District Municipality
Website: www.andm.gov.za
E-mail: info@andm.gov.za
Mail: Private Bag X511, MOUNT AYLIF, 4735
Street: Alfred Nzo Municipality, Erf 1400, Ntsizwa Street, MOUNT AYLIFF
Tel: (039) 254 5000
Fax: (039) 254 0343

Executive Mayor
Mr Gcinikhaya Gideon Mpumza
Mail: Private Bag X511, MOUNT AYLIF, 4735
Street: Alfred Nzo Municipality, Erf 1400, Ntsizwa Street, MOUNT AYLIFF
Tel: (039) 254 5001
Fax: (039) 254 0818

Municipal Manager
Mr Maxwell Moyo
Mail: Private Bag X511, MOUNT AYLIF, 4735
Street: Alfred Nzo Municipality, Erf 1400, Ntsizwa Street, MOUNT AYLIFF
Tel: (039) 254 5002
Fax: (039) 254 0343 / 0818

Media Liaison Officer
Mr Mphumzi Zuzile
Mail: Private Bag X511, MOUNT AYLIF, 4735
Street: Alfred Nzo Municipality, Erf 1400, Ntsizwa Street, MOUNT AYLIFF
Tel: (039) 254 5028
Fax: (039) 254 0343
Cell: 082 449 5149

Information Officer (PAIA)
Mr Maxwell Moyo
Mail: Private Bag X511, MOUNT AYLIF, 4735
Street: Alfred Nzo Municipality, Erf 1400, Ntsizwa Street, MOUNT AYLIFF
Tel: (039) 254 5002
Fax: (039) 254 0343 / 0818

Amahlathi Local Municipality
Website: www.amahlathi.co.za
E-mail: manager@amahlathi.co.za
Mail: Private Bag X2, STUTTERHEIM, 4930
Street: Cnr Hill and Maclean Street, STUTTERHEIM
Tel: (043) 683 1100
Fax: (043) 683 1127

Head of Communications
Mr Bantu Ondala
Mail: Private Bag X2, STUTTERHEIM, 4930
Street: Cnr Hill and Maclean Street, STUTTERHEIM
Tel: (043) 683 1100
Fax: (043) 683 1127

Information Officer (PAIA)
Ms Feziwe Martha Shoba
Mail: Private Bag X2, STUTTERHEIM, 4930
Street: Cnr Hill and Maclean Street, STUTTERHEIM
Tel: (043) 683 1100
Fax: (043) 683 1127

Amathole District Municipality
Website: www.amathole.gov.za
E-mail: info@amathole.gov.za
Mail: PO Box 320, EAST LONDON, 5200
Street: 40 Cambridge Street, EAST LONDON
Tel: (043) 701 4000
Fax: (043) 742 0337

Executive Mayor
Mr Sakhumzi Somyo
Mail: PO Box 320, EAST LONDON, 5200
Street: 40 Cambridge Street, EAST LONDON
Tel: (043) 701 4161
Fax: (043) 742 2656

Municipal Manager
Mr Mvuyo Molokoti
Mail: PO Box 320, EAST LONDON, 5200
Street: 40 Cambridge Street, EAST LONDON
Tel: (043) 701 5157
Fax: (043) 742 0337

Head: Communications
Ms Gail Pullen
Mail: PO Box 320, EAST LONDON, 5200
Street: 40 Cambridge Street, EAST LONDON
Tel: (043) 701 4127
Fax: (043) 742 1831
E-mail: gailp@amatholedm.co.za

Information Officer (PAIA)
Mr Mvuyo Molokoti
Mail: PO Box 320, EAST LONDON, 5200
Street: 40 Cambridge Street, EAST LONDON
Tel: (043) 701 5157
Fax: (043) 701 0337
<table>
<thead>
<tr>
<th>Municipality</th>
<th>Website</th>
<th>E-mail</th>
<th>Mail: PO Box 15, WILLOWMORE, 6445</th>
<th>Street: 42 Wehmeyer Street, WILLOWMORE</th>
<th>Tel: (044) 923 1004</th>
<th>Fax: (044) 923 1122</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Baviaans Local Municipality</strong></td>
<td></td>
<td></td>
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<td><strong>Executive Mayor</strong></td>
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<td>Mr Martin Lotter</td>
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</table>
LIST OF SALGA MEMBER MUNICIPALITIES

Chris Hani District Municipality
Website: www.chrishanidm.gov.za
Mail: PO Box 7121, QUEENSTOWN, 5320
Street: 15 Bells Road, QUEENSTOWN
Tel: (045) 808 4600
Fax: (045) 838 1556

Executive Mayor
Mr Mafuza Sigabi
Mail: PO Box 7121, QUEENSTOWN, 5320
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Municipal Manager
Mr Mpilo Mbambisa
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Head of Communications
Ms Thobeka Mqamelo
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Elundini Local Municipality
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Fax: (045) 932 1094 / 1777

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Municipial Manager
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Fax: (049) 892 4319

Executive Mayor
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Fax: (049) 892 4319

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E-mail: danielse@camdeboo.gov.za

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E-mail: lnieman@cacadu.co.za

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E-mail: tpillay@cacadu.co.za
LIST OF SALGA MEMBER MUNICIPALITIES

Engcobo Local Municipality

Mail: PO Box 24, ENGCOBO, 5050
Street: 58 Union Street, ENGCOBO
Tel: (047) 548 1078
Fax: (047) 548 1078

Executive Mayor
Mr Lamla Miyose
Mail: PO Box 24, ENGCOBO, 5050
Street: 58 Union Street, ENGCOBO
Tel: (047) 548 1221
Fax: (047) 548 1078

Municipal Manager
Mr Mandlonke Jiqo (Acting)
Mail: PO Box 24, ENGCOBO, 5050
Street: 58 Union Street, ENGCOBO
Tel: (047) 548 5601
Fax: (047) 548 1078

Head of Communications
Ms Sivuyile Yeko
Mail: PO Box 24, ENGCOBO, 5050
Street: 58 Union Street, ENGCOBO
Tel: (047) 548 1221
Fax: (047) 548 1078

Information Officer (PAIA)
Mr Mandlonke Jiqo (Acting)
Mail: PO Box 24, ENGCOBO, 5050
Street: 58 Union Street, ENGCOBO
Tel: (047) 548 1221
Fax: (047) 548 1078

Gariep Local Municipality

Mail: PO Box 13, BURGERSDORP, 9744
Street: Jan Greyling Street, BURGERSDORP
Tel: (051) 653 1777
Fax: (051) 653 0006

Executive Mayor
Mr Ncedo Ngoqo
Mail: PO Box 13, BURGERSDORP, 9744
Street: Jan Greyling Street, BURGERSDORP
Tel: (051) 653 0595
Fax: (051) 653 0742

Municipal Manager
Mr Thembinkosi Mawonga
Mail: PO Box 13, BURGERSDORP, 9744
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Tel: (051) 653 0595
Fax: (051) 653 0742

Information Officer (PAIA)
Mr Nicholas Mkohlakali (Acting)
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Street: Jan Greyling Street, BURGERSDORP
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Fax: (051) 653 0742

Greater Kei Local Municipality

Website: www.greatkeilim.gov.za

Mail: Private Bag X2, KOMGA, 4950
Street: Opposite Engine Garage, 17 Main Street, KOMGA
Tel: (043) 831 1028
Fax: (043) 831 1306

Executive Mayor
Mr Ngenisile Tekile
Mail: Private Bag X2, KOMGA, 4950
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Fax: (043) 831 1483 / 1306

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Ikwezi Local Municipality

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Mail: PO Box 12, JANSENVILLE, 6265
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Fax: (049) 836 0106

Executive Mayor
LIST OF SALGA MEMBER MUNICIPALITIES

E-mail: sivenkosi@iym.co.za

Information Officer (PAIA)
Mr Mzwandile Sydney Tantsi
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Fax: (048) 881 1421

Mr Mzwandile Sydney Tantsi
Information Officer (PAIA)
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King Sabatha Dalindyebo Local Municipality
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Mail: PO Box 24, CRADOCK, 5880
Street: 1 J.A Calata Street, CRADOCK
Tel: (048) 801 5000
Fax: (048) 881 1421

Executive Mayor
Mr Mzwandile Sydney Tantsi
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Fax: (048) 881 1421

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Mr Mzwandile Sydney Tantsi
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Fax: (048) 881 1421

Head of Communications
Mr Mzwandile Sydney Tantsi
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Fax: (048) 881 1421

Information Officer (PAIA)
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Tel: (048) 801 5000
Fax: (048) 881 1421

Kou-Kamma Local Municipality
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E-mail: admin@kou-kamma.gov.za
Mail: Private Bag X011, KAREEDOUW, 6400
Street: 5 Keet Street, KAREEDOUW
Tel: (042) 288 7200
Fax: (042) 288 0797

Executive Mayor
Mr Noel O’Connel
Mail: Private Bag X011, KAREEDOUW, 6400
Street: 5 Keet Street, KAREEDOUW
Tel: (042) 288 7201
Fax: (042) 288 0090

Municipal Manager
Mr Thandolwakhe Tubani (Acting)
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Fax: (042) 288 0090

Information Officer (PAIA)
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Tel: (042) 288 7247
Fax: (042) 288 0090

Kouga Local Municipality
Mail: PO Box 21, JEFFERY’S BAY, 6330
Street: 33 Da Gama Road, Kouga, JEFFERY’S BAY
Tel: (042) 200 2200
Fax: (042) 293 1114

Executive Mayor
Mr Robert Hitzeroth Dennis
Mail: PO Box 21, JEFFERY’S BAY, 6330
Street: 33 Da Gama Road, Kouga, JEFFERY’S BAY
Tel: (042) 200 2200
Fax: (042) 293 1114

Municipal Manager
Dr Edwid Rankwana
Mail: PO Box 21, JEFFERY’S BAY, 6330
Street: 33 Da Gama Road, Kouga, JEFFERY’S BAY
Tel: (042) 200 2200
Fax: (042) 293 1114
E-mail: registry@ec108.org.za

Head of Communications
Ms Lora Legh-Randal
Mail: PO Box 21, JEFFERY’S BAY, 6330
Street: 33 Da Gama Road, Kouga, JEFFERY’S BAY
Tel: (042) 200 2200
Fax: (042) 293 3606 / 1114

Information Officer (PAIA)
Dr Edwid Rankwana
Mail: PO Box 21, JEFFERY’S BAY, 6330
Street: 33 Da Gama Road, Kouga, JEFFERY’S BAY
Tel: (042) 200 2200
Fax: (042) 293 3606 / 1114

Lukhanji Local Municipality
Website: www.lukhanji.co.za
E-mail: registry@ec108.org.za
Mail: Private Bag X7111, QUEENSTOWN, 5320
Street: 70 Cathcart Road, QUEENSTOWN
Tel: (045) 807 2600
Fax: (045) 807 2733
**LIST OF SALGA MEMBER MUNICIPALITIES**

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<th>Municipality</th>
<th>Website</th>
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<td><strong>Maletsawai Local Municipality</strong></td>
<td><a href="http://www.maletsawai.gov.za">www.maletsawai.gov.za</a></td>
<td><a href="mailto:bishopg@maletsawai.gov.za">bishopg@maletsawai.gov.za</a></td>
<td>Private Bag X1011, ALIWAL NORTH, 9750</td>
<td>cnr Buckly and Somerset Street, ALIWAL NORTH</td>
<td>(051) 633 2441</td>
<td>(051) 634 1307</td>
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<tr>
<td><strong>Makana Local Municipality</strong></td>
<td><a href="http://www.makana.gov.za">www.makana.gov.za</a></td>
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<td><a href="http://www.matatiele.co.za">www.matatiele.co.za</a></td>
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**Executive Mayor**
Mr Mcedisi Nontsele
Mail: Private Bag X7111, QUEENSTOWN, 5320
Street: 70 Cathcart Road, QUEENSTOWN
Tel: (045) 807 2600
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**Municipal Manager**
Mr Professor Bacela
Mail: Private Bag X7111, QUEENSTOWN, 5320
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**Information Officer (PAIA)**
Mr Professor Bacela
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**Executive Mayor**
Mr Vumile Lwana
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**Municipal Manager**
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**Head of Communications**
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E-mail: bishopg@maletsawai.gov.za

**Information Officer (PAIA)**
Mr Patrick Nonjola
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Street: cnr Buckly and Somerset Street, ALIWAL NORTH
Tel: (051) 634 1739
Fax: (051) 634 1504

**Executive Mayor**
Mr Ntae Samuel Sello
Mail: PO Box 35, MATATIELE, 4730
Street: 102 Main Street, MATATIELE
Tel: (039) 737 3135
Fax: (039) 737 3611

**Municipal Manager**
Dr Tshepang Nakin
Mail: PO Box 35, MATATIELE, 4730
Street: 102 Main Street, MATATIELE
Tel: (039) 737 3135
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**Information Officer (PAIA)**
Ms Ntombi Baart
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**E-mail:** matebeset@makana.gov.za
**Mbhashhe Local Municipality**

Website: [www.mbhashemun.gov.za](http://www.mbhashemun.gov.za)

Mail: PO Box 25, INDUTYWA, 5000
Street: 3 Kiddley Street, INDUTYWA
Tel: (047) 489 5800
Fax: (047) 489 1137

Executive Mayor
Dr Phumza Dyantyi
Mail: PO Box 25, INDUTYWA, 5000
Street: 3 Kiddley Street, INDUTYWA
Tel: (047) 489 5800
Fax: (047) 489 1137

Municipal Manager
Mr Sabelo Dumezweni (Acting)
Mail: PO Box 25, INDUTYWA, 5000
Street: 3 Kiddley Street, INDUTYWA
Tel: (047) 489 5800
Fax: (047) 489 1137

Head of Communications
Mr Sipeto Gada
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Tel: (047) 489 5800
Fax: (047) 489 1137

Information Officer (PAIA)
Mr Sabelo Dumezweni (Acting)
Mail: PO Box 25, INDUTYWA, 5000
Street: 3 Kiddley Street, INDUTYWA
Tel: (047) 489 5800
Fax: (047) 489 1137

**Mhlontlo Local Municipality**

Website: [www.mhlontlomun.co.za](http://www.mhlontlomun.co.za)

Mail: PO Box 31, QUMBU, 5180
Street: 96 Church Street, QUMBU
Tel: (047) 553 7000
Fax: (047) 553 0189

Executive Mayor
Mr Madodana Socikwa
Mail: PO Box 31, QUMBU, 5180
Street: 96 Church Street, QUMBU
Tel: (047) 553 7021
Fax: (047) 553 0189

Municipal Manager
Mr Monde Sondaba
Mail: PO Box 31, QUMBU, 5180
Street: 96 Church Street, QUMBU
Tel: (047) 553 0243
Fax: (047) 553 0189

Head of Communications
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Fax: (047) 553 0189

Information Officer (PAIA)
Mr Monde Sondaba
Mail: PO Box 31, QUMBU, 5180
Street: 96 Church Street, QUMBU
LIST OF SALGA MEMBER MUNICIPALITIES

Mnquma Local Municipality

Website: www.mnquma.gov.za
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Street: Topblyth Street, BUTTERWORTH
Tel: (047) 491 4286
Fax: (047) 491 3587

Executive Mayor
Mr Webster Ntongana
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Tel: (047) 491 4286
Fax: (047) 491 3587

Municipal Manager
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Fax: (047) 491 3587

Head of Communications
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Fax: (047) 491 3587
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Information Officer (PAIA)
Mr Ngamela Pakade
Mail: PO Box 36, BUTTERWORTH, 4960
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Tel: (047) 491 4286
Fax: (047) 491 3587

Ndlambe Local Municipality

Website: www.portalfred.ndlambe.co.za
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Fax: (046) 624 2669

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Tel: (046) 624 1140
Fax: (046) 624 2669

Municipal Manager
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Nelson Mandela Bay Metropolitan Municipality

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Tel: (041) 506 3267 / 1911
Fax: (041) 506 3431

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Mr Zanoxolo Wayile
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Fax: (041) 506 3431
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Information Officer (PAIA)
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Tel: (041) 506 3404
Fax: (041) 506 3424

Ngqushwa Local Municipality

Website: www.ngqushwamun.gov.za
Mail: PO Box 539, PEDDIE, 5640
Street: Erf 313 Main Road, PEDDIE
LIST OF SALGA MEMBER MUNICIPALITIES

Nkonkobe Local Municipality

Website: www.nkonkobe.co.za

Executive Mayor
Mr Bongani Ntonteba
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Fax: (040) 673 3771 / 086 556 5779

Municipal Manager
Ms Nomhle Yvonne Zongo
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Fax: (040) 673 3771 / 086 556 5779

Head of Communications
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Tel: (040) 673 3095
Fax: (040) 673 3771

Ntabankulu Local Municipality

Executive Mayor
Ms Pumzile Sakhumzi Matshoba
Mail: PO Box 234, NTABANKULU, 5130
Street: 85 Main Street, NTABANKULU
Tel: (039) 258 0056
Fax: (039) 258 0173

Municipal Manager
Mr Thandolwethu Manda
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Tel: (039) 258 0056
Fax: (039) 258 0173

Head of Communications
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E-mail: loctour@yahoo.com

Nxuba Local Municipality

Website: www.nxuba.co.za/index1.htm

Executive Mayor
Mr Makhaya Mana
Mail: Private Bag X350, ADELAIDE, 5760
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Tel: (046) 684 0034
Fax: (046) 684 1931

Municipal Manager
Mr Mlamli Bongco
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Street: Market Square, ADELAIDE
Tel: (046) 684 0034
Fax: (046) 684 1931

Executive Secretary
Ms Janine De Klerk
Mail: Private Bag X350, ADELAIDE, 5760
Street: Market Square, ADELAIDE
### Nyandeni Local Municipality

**Website:** [www.nyandenilm.gov.za](http://www.nyandenilm.gov.za)

- **Information Officer (PAIA):**
  - Mr Mlamli Bongco
  - Tel.: (046) 684 0034
  - Fax.: (046) 684 1931

- **Executive Mayor:**
  - Ms Thokozile Sokhanyile
  - Tel.: (047) 555 5000 / 0161
  - Fax.: (047) 555 0202

- **Municipal Manager:**
  - Mr Mandlenkosi Zide (Acting)
  - Tel.: (047) 555 0271
  - Fax.: (047) 555 0293

- **Head of Communications:**
  - Mr Mvakaliseni Kencane
  - Tel.: (047) 555 0280
  - Fax.: (047) 555 0280
  - Cell.: 083 514 5244
  - E-mail: kencanem@nyandenilm.gov.za

- **Information Officer (PAIA):**
  - Mr Mlamli Bongco
  - Tel.: (046) 684 0034
  - Fax.: (046) 684 1931

### OR Tambo District Municipality

**Website:** [www.ortambodm.org.za](http://www.ortambodm.org.za)

- **Information Officer (PAIA):**
  - Mr Bruce Kannemer
  - Tel.: (047) 501 6460
  - Fax.: (047) 531 1764

- **Executive Mayor:**
  - Ms Zoleka Capa
  - Tel.: (047) 564 1207 / 1208
  - Fax.: (047) 564 1206

- **Municipal Manager:**
  - Mr Bruce Kannemer
  - Tel.: (047) 501 7050
  - Fax.: (047) 532 6518

### Port St Johns Local Municipality

- **Information Officer (PAIA):**
  - Mr Zola Hewu
  - Tel.: (047) 564 1207 / 1208
  - Fax.: (047) 564 1206

### Qaukeni Local Municipality

- **Information Officer (PAIA):**
  - Mr Zola Hewu
  - Tel.: (047) 564 1207 / 1208
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---

#### Nyandeni Local Municipality

- **Website:** [www.nyandenilm.gov.za](http://www.nyandenilm.gov.za)
- **Information Officer (PAIA):**
  - Mr Mlamli Bongco
  - Tel.: (046) 684 0034
  - Fax.: (046) 684 1931
- **Executive Mayor:**
  - Ms Thokozile Sokhanyile
  - Tel.: (047) 555 5000 / 0161
  - Fax.: (047) 555 0202
- **Municipal Manager:**
  - Mr Mandlenkosi Zide (Acting)
  - Tel.: (047) 555 0271
  - Fax.: (047) 555 0293
- **Head of Communications:**
  - Mr Mvakaliseni Kencane
  - Tel.: (047) 555 0280
  - Fax.: (047) 555 0280
  - Cell.: 083 514 5244
  - E-mail: kencanem@nyandenilm.gov.za
- **Information Officer (PAIA):**
  - Mr Mlamli Bongco
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---

#### OR Tambo District Municipality

- **Information Officer (PAIA):**
  - Mr Bruce Kannemer
  - Tel.: (047) 501 6460
  - Fax.: (047) 531 1764
- **Executive Mayor:**
  - Ms Zoleka Capa
  - Tel.: (047) 564 1207 / 1208
  - Fax.: (047) 564 1206
- **Municipal Manager:**
  - Mr Bruce Kannemer
  - Tel.: (047) 501 7050
  - Fax.: (047) 532 6518

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#### Port St Johns Local Municipality

- **Information Officer (PAIA):**
  - Mr Zola Hewu
  - Tel.: (047) 564 1207 / 1208
  - Fax.: (047) 564 1206

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#### Qaukeni Local Municipality

- **Information Officer (PAIA):**
  - Mr Zola Hewu
  - Tel.: (047) 564 1207 / 1208
  - Fax.: (047) 564 1206
LIST OF SALGA MEMBER MUNICIPALITIES

Senqu Local Municipality
Website: www.senqumunicipality.co.za
Mail: PO Box 18, LADY GREY, 9755
Street: 19 Murray Street, LADY GREY
Tel: (051) 603 0012
Fax: (051) 603 0445

Executive Mayor
Mr Zibonele Isaac Dumzela
Mail: PO Box 18, LADY GREY, 9755
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Tel: (051) 603 0012
Fax: (051) 603 0445

Municipal Manager
Mr Mxolisi Yowa
Mail: PO Box 18, LADY GREY, 9755
Street: 19 Murray Street, LADY GREY
Tel: (051) 603 0012
Fax: (051) 603 0445

Communications Officer
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Fax: (051) 603 0445
E-mail: kwenat@senqu.gov.za

Information Officer (PAIA)
Mr Mxolisi Yowa
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Street: 19 Murray Street, LADY GREY
Tel: (051) 603 0012
Fax: (051) 603 0445

Sunday’s River Valley Local Municipality
Website: www.srvm.gov.za
Mail: PO Box 47, KIRKWOOD, 6120
Street: 23 Middle Street, Sunday’s River Valley, KIRKWOOD
Tel: (042) 230 7700
Fax: (042) 230 1799

Executive Mayor
Ms Siphokazi Hilda Matinise
Mail: PO Box 47, KIRKWOOD, 6120
Street: 23 Middle Street, Sunday’s River Valley, KIRKWOOD
Tel: (042) 230 7725
Fax: (042) 230 0069

Municipal Manager
Ms Vuyo Zitumane
Mail: PO Box 47, KIRKWOOD, 6120
Street: 23 Middle Street, Sunday’s River Valley, KIRKWOOD
Tel: (042) 230 7750
Fax: (042) 230 0069

Executive Secretary
# LIST OF SALGA MEMBER MUNICIPALITIES

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Website</th>
<th>Executive Mayor</th>
<th>Municipal Manager</th>
<th>Information Officer (PAIA)</th>
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<tr>
<td>Tsolwana Local Municipality</td>
<td><a href="http://www.tsolwana.co.za">www.tsolwana.co.za</a></td>
<td>Mrs Marina Bennet</td>
<td>Mr Similo Dayi</td>
<td>Ms Vuyo Zitumane</td>
</tr>
<tr>
<td>Umzimvubu Local Municipality</td>
<td><a href="http://www.umzimvubu.gov.za">www.umzimvubu.gov.za</a></td>
<td>Ms Bulelwa Mabhengu</td>
<td>Mr Thobela Gladstone Notha</td>
<td>Mr Similo Dayi</td>
</tr>
<tr>
<td>Ukhahlamba District Municipality</td>
<td><a href="http://www.ukhahlamba.gov.za">www.ukhahlamba.gov.za</a></td>
<td>Ms Thandiswa Lynette Marawu</td>
<td>Mr Simthembile Kulu</td>
<td>Mr Similo Dayi</td>
</tr>
</tbody>
</table>
### Free State Municipalities

**Dihlabeng Local Municipality**
- **Website:** www.dihlabeng.org.za
- **Mail:** PO Box 551, BETHLEHEM, 9700
- **Street:** 9 Muller Street, BETHLEHEM
- **Tel:** (058) 303 5732
- **Fax:** (058) 303 4703
- **Executive Mayor**
  - Mr Tjhetane Mofokeng
  - **Mail:** PO Box 551, BETHLEHEM, 9700
  - **Street:** 9 Muller Street, BETHLEHEM
  - **Tel:** (058) 303 5732
  - **Fax:** (058) 303 2170
- **Municipal Manager**
  - Mr Thabiso Tsoaedi
  - **Mail:** PO Box 551, BETHLEHEM, 9700
  - **Street:** 9 Muller Street, BETHLEHEM
  - **Tel:** (058) 303 5732
  - **Fax:** (058) 303 4703
- **Head of Communications**
  - Ms Motshewa Mahlatsi-Mabuza
  - **Mail:** PO Box 551, BETHLEHEM, 9700
  - **Street:** 9 Muller Street, BETHLEHEM
  - **Tel:** (058) 303 5732
  - **Fax:** (058) 303 4703
- **Information Officer (PAIA)**
  - Mr Thabiso Tsoaedi
  - **Mail:** PO Box 551, BETHLEHEM, 9700
  - **Street:** 9 Muller Street, BETHLEHEM
  - **Tel:** (058) 303 5732
  - **Fax:** (058) 303 4703

**Fezile Dabi District Municipality**
- **Website:** www.feziledabi.gov.za
- **E-mail:** info@nfsdc.co.za
- **Mail:** PO Box 10, SASOLBURG, 1947
- **Street:** John Vorster Road, SASOLBURG
- **Tel:** (016) 970 8620
- **Fax:** (016) 970 8620
- **Executive Mayor**
  - Mr Jonas Ramokhoase
  - **Mail:** PO Box 10, SASOLBURG, 1947
  - **Street:** John Vorster Road, SASOLBURG
  - **Tel:** (016) 970 8620
  - **Fax:** (016) 970 8620
- **Municipal Manager**
  - Mr Ernest Mohlahlo
  - **Mail:** PO Box 10, SASOLBURG, 1947
  - **Street:** John Vorster Road, SASOLBURG
  - **Tel:** (016) 970 8620
  - **Fax:** (016) 970 8620
- **Head of Communications**
  - Mr Thomas Nopeche
  - **Mail:** PO Box 10, SASOLBURG, 1947
  - **Street:** John Vorster Road, SASOLBURG
  - **Tel:** (016) 970 8620
  - **Fax:** (016) 970 8620
  - **Cell:** 076 138 0216
  - **E-mail:** thomasn@nfsdc.co.za
- **Information Officer (PAIA)**
  - Mr Ernest Mohlahlo
  - **Mail:** PO Box 10, SASOLBURG, 1947
  - **Street:** John Vorster Road, SASOLBURG
  - **Tel:** (016) 970 8620
  - **Fax:** (016) 970 8620

**Kopanong Local Municipality**
- **Website:** www.kopanong.gov.za
- **Mail:** PO Box 23, TROMPSBURG, 9913
- **Street:** 20 Louw Street, TROMPSBURG
- **Tel:** (051) 713 9200
- **Fax:** (051) 713 0292
- **Executive Mayor**
  - Mr Xolile Mathwa
  - **Mail:** PO Box 23, TROMPSBURG, 9913
  - **Street:** 20 Louw Street, TROMPSBURG
  - **Tel:** (051) 713 9200
  - **Fax:** (051) 713 0292
- **Municipal Manager**
  - Ms Lebohang Moletsane
  - **Mail:** PO Box 23, TROMPSBURG, 9913
  - **Street:** 20 Louw Street, TROMPSBURG
  - **Tel:** (051) 713 9200
  - **Fax:** (051) 713 0292
- **Head of Communications**
  - Ms Cicilia Manzane
  - **Mail:** PO Box 23, TROMPSBURG, 9913
  - **Street:** 20 Louw Street, TROMPSBURG
  - **Tel:** (051) 713 9200
  - **Fax:** (051) 713 0292
- **Information Officer (PAIA)**
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  - **Street:** 20 Louw Street, TROMPSBURG
  - **Tel:** (051) 713 9200
  - **Fax:** (051) 713 0292

**Lejweleputswa District Municipality**
- **Website:** www.lejwe.co.za
- **Mail:** PO Box 2163, WELKOM, 9460
- **Street:** John Vorster Road, WELKOM
- **Tel:** (057) 353 3094
- **Fax:** (057) 353 3382
- **Executive Mayor**
  - Ms Mathabo Leeto
  - **Mail:** PO Box 2163, WELKOM, 9460
  - **Street:** John Vorster Road, WELKOM
  - **Tel:** (057) 353 3094
  - **Fax:** (057) 353 3382
LIST OF SALGA MEMBER MUNICIPALITIES

Letsemeng Local Municipality
Website: www.letsemengmunicipality.co.za
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Fax: (053) 205 0144
Tel: (057) 391 8911
Fax: (057) 353 1213
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Ms Nontsikelelo Aaron
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Fax: (057) 391 8970
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Fax: (057) 391 8970

Mafube Local Municipality
Website: www.mafubemoon.org
E-mail: info@mafube.org
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Tel: (058) 813 9715
Fax: (058) 813 3072
Executive Mayor
Mr Madala Lewis Ntombela
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Fax: (058) 813 9702
Municipal Manager
Mr Isaac Radebe (Acting)
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Cell: 082 496 7529
Information Officer (PAIA)
Mr Isaac Radebe (Acting)
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Street: 64 JJ Hadebe Street, FRANKFORT
Tel: (058) 813 9702
Fax: (058) 813 9702

Maluti a Phofong Local Municipality
Website: www.map.fs.gov.za
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Street: Moremoholo and Motloung Street, Setsing Complex, PHUTHADITJHABA
Tel: (058) 718 3700
Fax: (058) 713 3777
Executive Mayor
Dr Balekile Edward Mzangwa
Mail: Private Bag X805, WITSIESHOEK, 9870
Street: Moremoholo and Motloung Street, Setsing Complex, PHUTHADITJHABA
Tel: (058) 718 4265
Fax: (058) 713 6706
Municipal Manager
Mr Ratolo Stephen Kau
Mail: Private Bag X805, WITSIESHOEK, 9870
Street: Moremoholo and Motloung Street,
LIST OF SALGA MEMBER MUNICIPALITIES

Setsing Complex, PHUTHADITJHABA
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Communications Officer
Mr Matefu Mokoena
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Tel: (058) 718 3761
Fax: (058) 713 0812

Information Officer (PAIA)
Mr Ratolo Stephen Kau
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Street: Moremoholo and Motloung Street, Setsing Complex, PHUTHADITJHABA
Tel: (058) 718 3762
Fax: (058) 713 0812

Mangaung Local Municipality
Website: www.mangaung.co.za
Mail: PO Box 3704, BLOEMFONTEIN, 9300
Street: Bram Fischer Building, 2nd Floor, Nelson Mandela Drive and Markgraaf Street, BLOEMFONTEIN
Tel: (051) 405 8101 / 8621
Fax: (051) 405 8663

Executive Mayor
Mr Kosinyane Frans Morule
Mail: PO Box 3704, BLOEMFONTEIN, 9300
Street: Bram Fischer Building, 2nd Floor, Nelson Mandela Drive and Markgraaf Street, BLOEMFONTEIN
Tel: (051) 405 8494
Fax: (051) 405 8663

Municipal Manager
Mr Sandile Joseph Msibi
Mail: PO Box 3704, BLOEMFONTEIN, 9300
Street: Bram Fischer Building, 2nd Floor, Nelson Mandela Drive and Markgraaf Street, BLOEMFONTEIN
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Fax: (051) 405 8101
E-mail: nthabiseng.matsoake@mangaung.co.za

Head of Communications
Mr Qondile Khedama
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Fax: (051) 405 8707

Information Officer (PAIA)
Mr Sandile Joseph Msibi
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E-mail: nthabiseng.matsoake@mangaung.co.za

Mantsopa Local Municipality
Website: www.mantsopa.com
Mail: PO Box 64, LADYBRAND, 9745
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Fax: (051) 924 0020

Executive Mayor
Mr Sello Dennis Ntsepe
Mail: PO Box 64, LADYBRAND, 9745
Street: 38 Joubert Street, LADYBRAND
Tel: (051) 924 0654
Fax: (051) 924 0020

Municipal Manager
Ms Constance Rampai
Mail: PO Box 64, LADYBRAND, 9745
Street: 38 Joubert Street, LADYBRAND
Tel: (051) 924 0654
Fax: (051) 924 0020

Head of Communications
Mr Tshidi Lesoetsa
Mail: PO Box 64, LADYBRAND, 9745
Street: 38 Joubert Street, LADYBRAND
Tel: (051) 924 0654
Fax: (051) 924 0020

Information Officer (PAIA)
Ms Constance Rampai
Mail: PO Box 64, LADYBRAND, 9745
Street: 38 Joubert Street, LADYBRAND
Tel: (051) 924 0654
Fax: (051) 924 0020

Masilonyana Local Municipality
Website: www.masilonyana.local.gov.za
Mail: PO Box 8, THEUNISSEN, 9410
Street: Cnr Theron and Le Roux Street, THEUNISSEN
Tel: (057) 733 0106
Fax: (057) 733 1942

Executive Mayor
Mr Kunatu Steve Koalane
Mail: PO Box 8, THEUNISSEN, 9410
Street: Cnr Theron and Le Roux Street, THEUNISSEN
Tel: (057) 733 0106
Fax: (057) 733 2417

Municipal Manager
Mr Mohanwe Mpakane
Mail: PO Box 8, THEUNISSEN, 9410
Street: Cnr Theron and Le Roux Street, THEUNISSEN
Tel: (057) 733 2842
Fax: (057) 733 2856

Head of Communications

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LIST OF SALGA MEMBER MUNICIPALITIES

**Matjhabeng Local Municipality**

Website: www.matjhabeng.co.za/

Mail: PO Box 708, WELKOM, 9460
Street: 319 Stateway, WELKOM
Tel: (057) 391 3237
Fax: (057) 357 4393

Executive Mayor
Mr Sebenzile Ngangelizwe
Mail: PO Box 708, WELKOM, 9460
Street: 319 Stateway, WELKOM
Tel: (057) 391 3231
Fax: 086 536 0833

Municipal Manager
Mr Thabo Petersen
Mail: PO Box 708, WELKOM, 9460
Street: 319 Stateway, WELKOM
Tel: (057) 391 3359
Fax: (057) 357 4393

Head of Communications
Mr Modise Mahlatsane
Mail: PO Box 708, WELKOM, 9460
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Tel: (057) 391 3237
Fax: (057) 357 4393
E-mail: modise.mahlatsane@matjhabeng.co.za

Information Officer (PAIA)
Mr Thabo Petersen
Mail: PO Box 708, WELKOM, 9460
Street: 319 Stateway, WELKOM
Tel: (057) 391 3359
Fax: (057) 357 4393

**Mohokare Local Municipality**

Website: www.mohokare.gov.za

Mail: PO Box 20, ZASTRON, 9950
Street: Hooftd Street, ZASTRON
Tel: (051) 673 9600
Fax: (051) 673 1550

Executive Mayor
Ms Motshewa Julia Sehanka
Mail: PO Box 20, ZASTRON, 9950
Street: Hooftd Street, ZASTRON
Tel: (051) 673 9600
Fax: (051) 673 1550

Municipal Manager
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Street: Hooftd Street, ZASTRON
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Fax: (051) 673 1550

Head of Communications
Mr Lethogonolo Mafatman
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Tel: (051) 673 9600
Fax: (051) 673 1550
Cell: 078 493 9433
E-mail: website@mohokare.co.za

Information Officer (PAIA)
Mr Kato Simon Motsoeneng
Mail: PO Box 20, ZASTRON, 9950
Street: Hooftd Street, ZASTRON
Tel: (051) 673 9600
Fax: (051) 673 1550

**Metsimaholo Local Municipality**

Website: www.metsimaholo.gov.za

Mail: PO Box 60, SASOLBURG, 1947
Street: Civic Centre, Fishardt Street, SASOLBURG
Tel: (016) 973 8315
Fax: (016) 976 2817

Executive Mayor
Mr Tshepo Brutus Mahlaku
Mail: PO Box 60, SASOLBURG, 1947
Street: Civic Centre, Fishardt Street, SASOLBURG
Tel: (016) 973 8315
Fax: (016) 976 5205

Municipal Manager
Mr Xolela Walter Msweli
Mail: PO Box 60, SASOLBURG, 1947
Street: Civic Centre, Fishardt Street, SASOLBURG
Tel: (016) 973 8313
Fax: (016) 976 2191
E-mail: gino.albert@metsimaholo.gov.za

Head of Communications
Mr Gino Albert
Mail: PO Box 60, SASOLBURG, 1947
Street: Civic Centre, Fishardt Street, SASOLBURG
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Fax: (016) 976 5205

Information Officer (PAIA)
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Tel: (016) 973 8313
Fax: (016) 976 5205

**SASOLBURG**

Executive Mayor
Mr Sebenzile Ngangelizwe
Mail: PO Box 708, WELKOM, 9460
Street: 319 Stateway, WELKOM
Tel: (057) 391 3231
Fax: 086 536 0833

Municipal Manager
Mr Thabo Petersen
Mail: PO Box 708, WELKOM, 9460
Street: 319 Stateway, WELKOM
Tel: (057) 391 3359
Fax: (057) 357 4393

Head of Communications
Mr Modise Mahlatsane
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Street: 319 Stateway, WELKOM
Tel: (057) 391 3237
Fax: (057) 357 4393
E-mail: modise.mahlatsane@matjhabeng.co.za

Information Officer (PAIA)
Mr Thabo Petersen
Mail: PO Box 708, WELKOM, 9460
Street: 319 Stateway, WELKOM
Tel: (057) 391 3359
Fax: (057) 357 4393
<table>
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<tr>
<th>Municipality</th>
<th>Website</th>
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<td>Moqhaka Local Municipality</td>
<td><a href="http://www.moqhaka.co.za">www.moqhaka.co.za</a></td>
<td>PO Box 302, KROONSTAD, 9500</td>
<td>Hill Street, KROONSTAD</td>
<td>(056) 216 9115 / 9100</td>
<td>(056) 216 9122</td>
<td>Executive Mayor: Ms Mantebo Mokgosi</td>
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<td>E-mail: <a href="mailto:info@motha.co.za">info@motha.co.za</a></td>
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<td><a href="http://www.motheco.co.za">www.motheco.co.za</a></td>
<td>PO Box 3667, BLOMFONTEIN, 9300</td>
<td>Provideaumus Building, 184 Nelson Mandela Drive, BLOMFONTEIN</td>
<td>(051) 407 3200</td>
<td>086 536 3027</td>
<td>Executive Mayor: Ms Evah Moilwa</td>
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<td>Communications Officer: Ms Buyiswa Ngqumzayo</td>
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<td>Information Officer (PAIA): Mr David Shongwe</td>
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<tr>
<th>Naledi Local Municipality</th>
<th></th>
<th>Private Bag X1, DEWETS DORP, 9940</th>
<th>13 Brand Street, DEWETS DORP</th>
<th>(051) 541 0012</th>
<th>(051) 541 0556</th>
<th>Administrator: Mr Nceba Tukane</th>
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<td>Fax: (051) 541 0556</td>
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</table>
Ngwathe Local Municipality

Website: www.ngwathe.co.za

Mail: PO Box 359, PARYS, 9585
Street: Liebenburg Street, PARYS
Tel: (056) 816 2700
Fax: (056) 817 6343

Executive Mayor
Mr Moeketsi Mofhodi
Mail: PO Box 359, PARYS, 9585
Street: Liebenburg Street, PARYS
Tel: (056) 816 2706
Fax: (056) 817 7131

Municipal Manager
Mr Norman Selai (Acting)
Mail: PO Box 359, PARYS, 9585
Street: Liebenburg Street, PARYS
Tel: (056) 816 2703
Fax: (056) 811 2046

Head of Communications
Mr Steve Nale
Mail: PO Box 359, PARYS, 9585
Street: Liebenburg Street, PARYS
Tel: (056) 816 2700
Fax: (056) 817 6343

Information Officer (PAIA)
Mr Norman Selai (Acting)
Mail: PO Box 359, PARYS, 9585
Street: Liebenburg Street, PARYS
Tel: (056) 816 2703
Fax: (056) 811 2046

Nketoana Local Municipality

Website: www.nketoanafs.gov.za

Mail: PO Box 155, VREDE, 9835
Street: 52 Kuhn Street, VREDE
Tel: (058) 913 8300
Fax: (058) 913 2317

Executive Mayor
Mr Tlokotsi John Motaung
Mail: PO Box 155, VREDE, 9835
Street: 52 Kuhn Street, VREDE
Tel: (058) 913 8313
Fax: (058) 913 2317

Municipal Manager
Ms Muhle Joyce Mthembu
Mail: PO Box 155, VREDE, 9835
Street: 52 Kuhn Street, VREDE
Tel: (058) 913 8314
Fax: (058) 913 3601

Head of Communications
Mr Lepolesa Josie Ralebenya
Mail: PO Box 155, VREDE, 9835
Street: 52 Kuhn Street, VREDE
Tel: (058) 913 8315
Fax: (058) 913 2317

Information Officer (PAIA)
Ms Muhle Joyce Mthembu
Mail: PO Box 155, VREDE, 9835
Street: 52 Kuhn Street, VREDE
Tel: (058) 913 8314
Fax: (058) 913 3601

Setsoto Local Municipality

Website: www.setsoto.co.za

Mail: PO Box 116, FICKSBURG, 9730
Street: 27 Voortrekker Street, FICKSBURG

Phumelela Local Municipality

Mail: PO Box 155, VREDE, 9835
Street: 52 Kuhn Street, VREDE
Tel: (058) 913 8300
Fax: (058) 913 2317

Executive Mayor
Mr Tlokotsi John Motaung
Mail: PO Box 155, VREDE, 9835
Street: 52 Kuhn Street, VREDE
Tel: (058) 913 8313
Fax: (058) 913 2317

Municipal Manager
Ms Muhle Joyce Mthembu
Mail: PO Box 155, VREDE, 9835
Street: 52 Kuhn Street, VREDE
Tel: (058) 913 8314
Fax: (058) 913 3601

Head of Communications
Mr Lepolesa Josie Ralebenya
Mail: PO Box 155, VREDE, 9835
Street: 52 Kuhn Street, VREDE
Tel: (058) 913 8315
Fax: (058) 913 2317

Information Officer (PAIA)
Ms Muhle Joyce Mthembu
Mail: PO Box 155, VREDE, 9835
Street: 52 Kuhn Street, VREDE
Tel: (058) 913 8314
Fax: (058) 913 3601
LIST OF SALGA MEMBER MUNICIPALITIES

**Thabo Mofutsanyane District Municipality**

Website: [www.thabomofutsanyanedm.co.za](http://www.thabomofutsanyanedm.co.za)

Executive Mayor
Mr Mbothoma Solomon Maduna
Mail: PO Box 116, FICKSBURG, 9730
Street: 27 Voortrekker Street, FICKSBURG
Tel: (051) 933 9395 / 9396
Fax: (051) 933 9398

Municipal Manager
Mr Bafana Mthembu
Mail: PO Box 116, FICKSBURG, 9730
Street: 27 Voortrekker Street, FICKSBURG
Tel: (051) 933 9302
Fax: (051) 933 9363

Head of Communications
Adv Thabo Mokoena
Mail: PO Box 116, FICKSBURG, 9730
Street: 27 Voortrekker Street, FICKSBURG
Tel: (051) 933 9362
Fax: (051) 933 3321

Information Officer (PAIA)
Mr Bafana Mthembu
Mail: PO Box 116, FICKSBURG, 9730
Street: 27 Voortrekker Street, FICKSBURG
Tel: (051) 933 9302
Fax: (051) 933 9363

**Tokologo Local Municipality**

Executive Mayor
Mr Boikie David Obotseng
Mail: Private Bag X46, BOSHOFF, 8340
Street: Market Square, Voortrekker Street, BOSHOFF
Tel: (053) 541 0014
Fax: (053) 541 0360

Municipal Manager
Mr Lewa Mofokeng
Mail: Private Bag X46, BOSHOFF, 8340
Street: Market Square, Voortrekker Street, BOSHOFF
Tel: (053) 541 0014
Fax: (053) 541 0360

Head of Communications
Mr Hans Setlhare
Mail: Private Bag X46, BOSHOFF, 8340
Street: Market Square, Voortrekker Street, BOSHOFF
Tel: (053) 541 0014
Fax: (053) 541 0360

Information Officer (PAIA)
Mr Lewa Mofokeng
Mail: Private Bag X46, BOSHOFF, 8340
Street: Market Square, Voortrekker Street, BOSHOFF
Tel: (053) 541 0014
Fax: (053) 541 0360

**Tswelopele Local Municipality**

Website: [www.tswelopele.org.za](http://www.tswelopele.org.za)

Executive Mayor
Ms Rosy Phukuntse
Mail: PO Box 3, BULTFONTEIN, 9670
Street: 3 Bosman Street, BULTFONTEIN
Tel: (051) 853 1111
Fax: (051) 853 1332
LIST OF SALGA MEMBER MUNICIPALITIES

Xhariep District Municipality
Website: www.xhariep.gov.za
Mail: Private Bag X136, TROMPSBURG, 9913
Street: 20 Louw Street, TROMPSBURG
Tel: (051) 713 9300
Fax: (051) 713 0461

Executive Mayor
Mr Mongi Ntwanambi
Mail: Private Bag X136, TROMPSBURG, 9913
Street: 20 Louw Street, TROMPSBURG
Tel: (051) 713 9301
Fax: (051) 713 0229

Municipal Manager
Mr Lucas Mkhwale
Mail: Private Bag X136, TROMPSBURG, 9913
Street: 20 Louw Street, TROMPSBURG
Tel: (051) 713 9304
Fax: (051) 713 0461

Head of Communications
Mr Walter Sedia
Mail: Private Bag X136, TROMPSBURG, 9913
Street: 20 Louw Street, TROMPSBURG
Tel: (051) 713 9325
Fax: (051) 713 0461

Information Officer (PAIA)
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Mail: Private Bag X308, PAULPIETERSBURG, 3180
Street: 10 Hoog Street, PAULPIETERSBURG
Tel: (034) 995 1650
Fax: (034) 995 1192

Executive Mayor
Mr Alsine Hlatshwayo
Mail: Private Bag X308,
Street: 10 Hoog Street, PAULPIETERSBURG
Tel: (034) 995 1650
Fax: (034) 995 1192

Municipal Manager
Mr Thabo Phuthini
Mail: Private Bag X308, PAULPIETERSBURG, 3180
Street: 10 Hoog Street, PAULPIETERSBURG
Tel: (034) 995 1650
Fax: (034) 995 1192

Information Officer (PAIA)
Mr Thabo Phuthini
Mail: Private Bag X308, PAULPIETERSBURG, 3180
Street: 10 Hoog Street, PAULPIETERSBURG
Tel: (034) 995 1650
Fax: (034) 995 1192

E-mail: edumbekz261@mweb.org.za

Head of Communications
Ms Mpumi Jwara
Mail: Private Bag X308, PAULPIETERSBURG, 3180
Street: 10 Hoog Street, PAULPIETERSBURG
Tel: (034) 995 1650
Fax: (034) 995 1192

Information Officer (PAIA)
Mr Thabo Phuthini
Mail: Private Bag X308, PAULPIETERSBURG, 3180
Street: 10 Hoog Street, PAULPIETERSBURG
Tel: (034) 995 1650
Fax: (034) 995 1192

E-mail: edumbekz261@edumbe.org.za

Fax: (035) 562 0988
Cell: 083 632 0188
E-mail: barnie@big5falsebay.co.za

Information Officer (PAIA)
Mr Mfundiso Archie Mngadi
Mail: PO Box 88, HLUHLUWE, 3960
Street: 163 Zebra Street, Library Building, HLUHLUWE
Tel: (035) 562 0040
Fax: (035) 562 0988

Municipal Manager
Mr Thabo Phuthini
Mail: Private Bag X308, PAULPIETERSBURG, 3180
Street: 10 Hoog Street, PAULPIETERSBURG
Tel: (034) 995 1650
Fax: (034) 995 1192

E-mail: edumbekz261@mweb.org.za

Edumbe Local Municipality
Website: www.edumbe.gov.za
Mail: Private Bag X308, PAULPIETERSBURG, 3180
Street: 10 Hoog Street, PAULPIETERSBURG
Tel: (034) 995 1650
Fax: (034) 995 0077

Municipal Manager
Mr Thabo Phuthini
Mail: Private Bag X308, PAULPIETERSBURG, 3180
Street: 10 Hoog Street, PAULPIETERSBURG
Tel: (034) 995 1650
Fax: (034) 995 1192

E-mail: edumbekz261@mweb.org.za
LIST OF SALGA MEMBER MUNICIPALITIES

Emnambithi - Ladysmith Local Municipality
Website: www.ladysmith.co.za
E-mail: anetb@endumeni.gov.za
Information Officer (PAIA)
Mr Bhekinkosi David Cebekhulu
Mail: Private Bag X2024, DUNDEE, 3000
Street: 64 Victoria Street, DUNDEE
Tel: (034) 212 2121
Fax: (034) 212 3856

Executive Mayor
Ms Dudu Mazibuko
Mail: PO Box 29, LADYSMITH, 3370
Street: 221 Murchison Street, LADYSMITH
Tel: (036) 637 2231
Fax: (036) 631 0415 / 0416

Municipal Manager
Mr Nhlanhla Joshua Mdekhane
Mail: PO Box 29, LADYSMITH, 3370
Street: 221 Murchison Street, LADYSMITH
Tel: (036) 631 4812
Fax: (036) 631 4920

Head of Communications
Mr Hugo Van Zyl
Mail: PO Box 29, LADYSMITH, 3370
Street: 221 Murchison Street, LADYSMITH
Tel: (036) 631 4812
Fax: (036) 631 4920
E-mail: hvanzyl@ladysmith.co.za

Endumeni Local Municipality
Website: www.endumeni.gov.za
E-mail: anetb@endumeni.gov.za
Information Officer (PAIA)
Mr Bhekinkosi David Cebekhulu
Mail: Private Bag X2024, DUNDEE, 3000
Street: 64 Victoria Street, DUNDEE
Tel: (034) 212 2121
Fax: (034) 212 3856

Executive Mayor
Ms Winfreda Mbatha
Mail: Private Bag X2024, DUNDEE, 3000
Street: 64 Victoria Street, DUNDEE
Tel: (034) 212 2121
Fax: (034) 212 3856

Municipal Manager
Mr Bhekinkosi David Cebekhulu
Mail: Private Bag X2024, DUNDEE, 3000
Street: 64 Victoria Street, DUNDEE
Tel: (034) 212 2121
Fax: (034) 212 3856

Head of Communications
Mr Sham Perumall
Mail: Private Bag X2024, DUNDEE, 3000
Street: 64 Victoria Street, DUNDEE
Tel: (034) 212 2121
Fax: (034) 212 3856

Ethekwini Metropolitan Municipality
Website: www.durban.gov.za
E-mail: metroceo@durban.gov.za
Information Officer (PAIA)
Dr Michael Oliver Sutcliffe
Mail: PO Box 1014, DURBAN, 4000
Street: 251 Anton Lembede Road, City Hall, West Street, DURBAN
Tel: (031) 311 2110
Fax: (031) 311 2032
E-mail: nxumaloJ@durban.gov.za

Executive Mayor
Mr Obed Mlaba
Mail: PO Box 1014, DURBAN, 4000
Street: 251 Anton Lembede Road, City Hall, West Street, DURBAN
Tel: (031) 311 2110
Fax: (031) 311 2032
E-mail: mayorspa@durban.gov.za

Municipal Manager
Dr Michael Oliver Sutcliffe
Mail: PO Box 1014, DURBAN, 4000
Street: 251 Anton Lembede Road, City Hall, West Street, DURBAN
Tel: (031) 311 2130 / 2132
Fax: (031) 306 4603
E-mail: metroceo@durban.gov.za

Head of Communications
Ms Ntsiki Magwaza
Mail: PO Box 1014, DURBAN, 4000
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Tel: (031) 311 2386
Fax: (031) 306 4603

Information Officer (PAIA)
Dr Michael Oliver Sutcliffe
Mail: PO Box 1014, DURBAN, 4000
Street: 251 Anton Lembede Road, City Hall, West Street, DURBAN
Tel: (031) 311 2130 / 2132
Fax: (031) 311 2170
E-mail: metroceo@durban.gov.za

Greater Kokstad Local Municipality
Website: www.kokstad.org.za
LIST OF SALGA MEMBER MUNICIPALITIES

Hibiscus Coast Local Municipality
Website: www.hcm.gov.za
Mail: PO Box 5, PORT SHEPSTONE, 4240
Street: 10 Corner Street, PORT SHEPSTONE
Tel: (039) 688 2000
Fax: (039) 682 0327

Executive Mayor
Ms Nolwazi Florence Shusha
Mail: PO Box 5, PORT SHEPSTONE, 4240
Street: 10 Corner Street, PORT SHEPSTONE
Tel: (039) 688 2002
Fax: (039) 682 0327

Municipal Manager
Mr Sibusiso Wycliff Mkhize
Mail: PO Box 5, PORT SHEPSTONE, 4240
Street: 10 Corner Street, PORT SHEPSTONE
Tel: (039) 688 2021
Fax: (039) 688 2103

Head of Communications
Mr Xolani Dlangalala
Mail: PO Box 5, PORT SHEPSTONE, 4240
Street: 10 Corner Street, PORT SHEPSTONE
Tel: (039) 688 2033
Fax: (039) 682 0327
Cell: 082 833 3084
E-mail: xolani@hcm.gov.za

Information Officer (PAIA)
Mr Themba Vusumuzi Mkhize
Mail: PO Box 387, HLABISA, 3937
Street: Lot 808 Off-Masson Street, HLABISA
Tel: (035) 838 8500
Fax: (035) 838 1944

Hlabisa Local Municipality
Website: www.hlabisa.org.za
Mail: PO Box 387, HLABISA, 3937
Street: Lot 808 Off-Masson Street, HLABISA
Tel: (035) 838 8500
Fax: (035) 838 1944

Executive Mayor
Mr Bhekinkosi Ntombela
Mail: PO Box 387, HLABISA, 3937
Street: Lot 808 Off-Masson Street, HLABISA
Tel: (035) 838 8524
Fax: (035) 838 1944

Municipal Manager
Mr Themba Vusumuzi Mkhize
Mail: PO Box 387, HLABISA, 3937
Street: Lot 808 Off-Masson Street, HLABISA
Tel: (035) 838 8540
Fax: (035) 838 1944

Head of Communications
Mr Khulumokwakhe Elliot Gamede
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Tel: (035) 838 8517
Fax: (035) 838 1015
Cell: 083 991 9066
E-mail: kegamede@hlabisa.org.za

Information Officer (PAIA)
Mr Themba Vusumuzi Mkhize
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Street: 10 Corner Street, PORT SHEPSTONE
Tel: (039) 688 2021
Fax: (039) 688 2103

Ilembe District Municipality
Website: www.ilembe.gov.za
Mail: PO Box 1788, KWADUKUZA, 4450
Street: Ilembe House, 59-61 Mahatma Ghandi Street, KWADUKUZA
Tel: (032) 437 9300
Fax: (032) 437 9589

Executive Mayor
Mr Sibusiso Welcome Mdabe
Mail: PO Box 1788, KWADUKUZA, 4450
Street: Ilembe House, 59-61 Mahatma Ghandi Street, KWADUKUZA
Tel: (032) 437 9401
Fax: (032) 437 9587

Municipal Manager
Mr Mike Newton
Mail: PO Box 1788, KWADUKUZA, 4450
Street: Ilembe House, 59-61 Mahatma Ghandi Street, KWADUKUZA

Head of Communications
Mr Xolani Dlangalala
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Street: 10 Corner Street, PORT SHEPSTONE
Tel: (039) 688 2033
Fax: (039) 682 0327
Cell: 082 833 3084
E-mail: xolani@hcm.gov.za

Information Officer (PAIA)
LIST OF SALGA MEMBER MUNICIPALITIES

Impendle Local Municipality

Website: www.impendle.local.gov.za
Mail: Private Bag X512, IMPENDLE, 3227
Street: 21 Masahleni Street, IMPENDLE
Tel: (033) 996 0771
Fax: (033) 996 0852

Executive Mayor
Ms Sizakele Meriam Makhaye
Mail: Private Bag X512, IMPENDLE, 3227
Street: 21 Masahleni Street, IMPENDLE
Tel: (033) 996 0771
Fax: (033) 996 0852

Municipal Manager
Mr Sicelo Duma
Mail: Private Bag X512, IMPENDLE, 3227
Street: 21 Masahleni Street, IMPENDLE
Tel: (033) 996 0771
Fax: (033) 996 0852

Information Officer (PAIA)
Mr Sicelo Duma
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Street: 21 Masahleni Street, IMPENDLE
Tel: (033) 996 0771
Fax: (033) 996 0852

Head of Communications
Mr Sibusiso Ngcobo
Mail: Private Bag X512, IMPENDLE, 3227
Street: 21 Masahleni Street, IMPENDLE
Tel: (033) 996 0771
Fax: (033) 996 0852
Cell: 082 954 3500
E-mail: sibusiso.ngcobo@lgnet.org.za

Intaka Local Municipality

Website: www.indaka.org.za
Mail: Private Bag X70113, WASBANK, 2920
Street: 2748 A Section, Ekuvukeni, WASBANK
Tel: (034) 261 1000
Fax: (034) 261 2035

Executive Mayor
Mr Nkosinathi Berrington Mchunu
Mail: Private Bag X70113, WASBANK, 2920
Street: 2748 A Section, Ekuvukeni, WASBANK
Tel: (034) 261 1000
Fax: (034) 261 2035

Municipal Manager
Mr Sicelo Maphanga (Acting)
Mail: Private Bag X70113, WASBANK, 2920
Street: 2748 A Section, Ekuvukeni, WASBANK
Tel: (034) 261 1000
Fax: (034) 261 2035

Information Officer (PAIA)
Mr Zwelakhe Mchunu
Mail: Private Bag X70113, WASBANK, 2920
Street: 2748 A Section, Ekuvukeni, WASBANK
Tel: (034) 261 1000
Fax: (034) 261 2035

Head of Communications
Mr Zwelakhe Mchunu
Mail: Private Bag X70113, WASBANK, 2920
Street: 2748 A Section, Ekuvukeni, WASBANK
Tel: (034) 261 1000
Fax: (034) 261 2035

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<tr>
<td>KwaDukuza</td>
<td><a href="http://www.kwadukuza.gov.za">www.kwadukuza.gov.za</a></td>
<td>PO Box 72, KwaDukuza, 4450</td>
<td>14 Chief Albert Luthuli Street, KwaDukuza</td>
<td>(032) 437 5000</td>
<td>(032) 437 5098</td>
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Executive Mayor
Mr Thulani Khuluse

Municipal Manager
Mr Mduduzi Zungu

Head of Communications
Mr Sifiso Zulu

Information Officer (PAIA)
Mr Sifiso Zundu

KwaSani Local Municipality
Website: www.kwasani.co.za

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<tr>
<td>Himeville</td>
<td><a href="http://www.mandeni.gov.za">www.mandeni.gov.za</a></td>
<td>PO Box 144, Mandeni, 4490</td>
<td>2 King Fisher Road, Mandeni</td>
<td>(032) 456 8200</td>
<td>(032) 456 2504</td>
</tr>
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</table>

Executive Mayor
Mr Bhekithemb Magwaza

Municipal Manager
Dr Mpilo Ngubane

Head of Communications
Mr Ntlakanipho Khumalo

Information Officer (PAIA)
Dr Mpilo Ngubane

List of SALGA Member Municipalities

<table>
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<tr>
<th>Location</th>
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<td>Maphumulo</td>
<td><a href="http://www.maphumulo.co.za">www.maphumulo.co.za</a></td>
<td>Private Bag X9205, Maphumulo, 4470</td>
<td>R74 Sakhuxolo Skills Centre, Maphumulo</td>
<td>(032) 481 2047</td>
<td>(032) 481 2068</td>
</tr>
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Executive Mayor
Mr Musawenkosi Ngidi

Head of Communications
Mr Sifiso Zondi

Maphumulo Local Municipality
Website: www.maphumulo.co.za

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<tr>
<th>Location</th>
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<td>R74 Sakhuxolo Skills Centre, Maphumulo</td>
<td>(032) 481 2047</td>
<td>(032) 481 2068</td>
</tr>
</tbody>
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Executive Mayor
Mr Musawenkosi Ngidi

Head of Communications
Mr Sifiso Zondi
<table>
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<th>Municipality</th>
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<th>Tel</th>
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<tr>
<td>Maphumulo</td>
<td><a href="http://www.maphumulo.org.za">www.maphumulo.org.za</a></td>
<td>(032) 481 2047</td>
<td>(032) 481 2211</td>
</tr>
<tr>
<td>Municipal Manager</td>
<td>Mr Vusumuzi Welcome Mhlongo</td>
<td>Private Bag X9205, MAPHUMULO, 4470</td>
<td>R74 Sakhuxolo Skills Centre, MAPHUMULO</td>
</tr>
<tr>
<td>Mail</td>
<td>(032) 481 2047</td>
<td>(032) 481 2047</td>
<td>(032) 481 2053</td>
</tr>
<tr>
<td>Street</td>
<td></td>
<td>Tel: (032) 481 2047</td>
<td>Fax: (032) 481 2053</td>
</tr>
<tr>
<td>Head of Communications</td>
<td>Mr Jabulani Mhlongo</td>
<td>Private Bag X9205, MAPHUMULO, 4470</td>
<td>R74 Sakhuxolo Skills Centre, MAPHUMULO</td>
</tr>
<tr>
<td>Mail</td>
<td>(032) 481 2047</td>
<td>(032) 481 2047</td>
<td>(032) 481 2053 / 2068</td>
</tr>
<tr>
<td>Cell</td>
<td>083 295 4149</td>
<td>083 295 4149</td>
<td>083 295 4149</td>
</tr>
<tr>
<td>Information Officer (PAIA)</td>
<td>Mr Vusumuzi Welcome Mhlongo</td>
<td>Private Bag X9205, MAPHUMULO, 4470</td>
<td>R74 Sakhuxolo Skills Centre, MAPHUMULO</td>
</tr>
<tr>
<td>Mail</td>
<td>(032) 481 2047</td>
<td>(032) 481 2047</td>
<td>(032) 481 2053</td>
</tr>
<tr>
<td>Street</td>
<td></td>
<td>Tel: (032) 481 2047</td>
<td>Fax: (032) 481 2053</td>
</tr>
<tr>
<td>Mbonambi Local Municipality</td>
<td><a href="http://www.mbonambi.org.za">www.mbonambi.org.za</a></td>
<td>(035) 580 1421</td>
<td>(035) 580 1141</td>
</tr>
<tr>
<td>Executive Mayor</td>
<td>Mr Timothy Biyela</td>
<td>PO Box 96, KwaMBONAMBI, 3915</td>
<td>25 Bredelie Street, KwaMBONAMBI</td>
</tr>
<tr>
<td>Mail</td>
<td>(035) 580 1421</td>
<td>(035) 580 1421</td>
<td>(035) 580 1496</td>
</tr>
<tr>
<td>Street</td>
<td></td>
<td>Tel: (035) 580 1421</td>
<td>Fax: (035) 580 1496</td>
</tr>
<tr>
<td>Municipal Manager</td>
<td>Mr Mandla Hendrick Nkosi</td>
<td>PO Box 96, KwaMBONAMBI, 3915</td>
<td>25 Bredelie Street, KwaMBONAMBI</td>
</tr>
<tr>
<td>Mail</td>
<td>(035) 580 1421</td>
<td>(035) 580 1421</td>
<td>(035) 580 1141</td>
</tr>
<tr>
<td>Street</td>
<td></td>
<td>Tel: (035) 580 1421</td>
<td>Fax: (035) 580 1141</td>
</tr>
<tr>
<td>Head of Communications</td>
<td>Ms Meriam Lubbe</td>
<td>PO Box 96, KwaMBONAMBI, 3915</td>
<td>25 Bredelie Street, KwaMBONAMBI</td>
</tr>
<tr>
<td>Mail</td>
<td>(035) 580 1421</td>
<td>(035) 580 1421</td>
<td>(035) 580 1980 / 1141</td>
</tr>
<tr>
<td>Cell</td>
<td>083 637 0641</td>
<td>083 637 0641</td>
<td>083 637 0641</td>
</tr>
<tr>
<td>E-mail</td>
<td><a href="mailto:lubbea@mbonambi.co.za">lubbea@mbonambi.co.za</a></td>
<td><a href="mailto:lubbea@mbonambi.co.za">lubbea@mbonambi.co.za</a></td>
<td><a href="mailto:lubbea@mbonambi.co.za">lubbea@mbonambi.co.za</a></td>
</tr>
<tr>
<td>Information Officer (PAIA)</td>
<td>Mr Mandla Hendrick Nkosi</td>
<td>PO Box 96, KwaMBONAMBI, 3915</td>
<td>25 Bredelie Street, KwaMBONAMBI</td>
</tr>
<tr>
<td>Mail</td>
<td>(035) 580 1421</td>
<td>(035) 580 1421</td>
<td>(035) 580 1141</td>
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<tr>
<td>Street</td>
<td></td>
<td>Tel: (035) 580 1421</td>
<td>Fax: (035) 580 1141</td>
</tr>
</tbody>
</table>

| Mkambathini Local Municipality       | [www.mkhambathini.org.za](http://www.mkhambathini.org.za) | (031) 785 9307 / 06 | (031) 785 2121 |
| Website                              | Private Bag X04, CAMPERDOWN, 3720 | 18 Old Main Road, CAMPERDOWN |
| Mail                                 | (031) 785 9307 / 06 | (031) 785 9307 / 06 | (031) 785 2121 |
| Street                               | 18 Old Main Road, CAMPERDOWN | 18 Old Main Road, CAMPERDOWN |
| Executive Mayor                      | Ms Thobekile Maphumulo | Private Bag X04, CAMPERDOWN, 3720 | 18 Old Main Road, CAMPERDOWN |
| Mail                                 | (031) 785 9315          | (031) 785 9315 | (031) 785 2121 |
| Street                               |                         | Tel: (031) 785 9315 | Fax: (031) 785 2121 |
| Municipal Manager                    | Mr Deven Pillay        | Private Bag X04, CAMPERDOWN, 3720 | 18 Old Main Road, CAMPERDOWN |
| Mail                                 | (031) 785 9307 / 06 | (031) 785 9307 / 06 | (031) 785 2121 |
| Street                               | 18 Old Main Road, CAMPERDOWN | 18 Old Main Road, CAMPERDOWN |
| Information Officer (PAIA)           | Mr Deven Pillay        | Private Bag X04, CAMPERDOWN, 3720 | 18 Old Main Road, CAMPERDOWN |
| Mail                                 | (031) 785 9307 / 06 | (031) 785 9307 / 06 | (031) 785 2121 |
| Street                               | 18 Old Main Road, CAMPERDOWN | 18 Old Main Road, CAMPERDOWN |

| Mooi Mpofana Local Municipality      | [www.mpofoana.co.za](http://www.mpofoana.co.za) | (033) 263 7730 | (033) 263 1127 |
| Website                              | PO Box 47, MOOI RIVER, 3300 | 10 Clanghton Terrace, MOOI RIVER |
| Mail                                 | (033) 263 7730 | (033) 263 7730 | (033) 263 1127 |
| Street                               | 10 Clanghton Terrace, MOOI RIVER | 10 Clanghton Terrace, MOOI RIVER |
| Executive Mayor                      | Mr Mcedisi Mthethwa    | PO Box 47, MOOI RIVER, 3300 | 10 Clanghton Terrace, MOOI RIVER |
| Mail                                 | (033) 263 7730 | (033) 263 7730 | (033) 263 1127 |
| Street                               | 10 Clanghton Terrace, MOOI RIVER | 10 Clanghton Terrace, MOOI RIVER |
| Municipal Manager                    | Mr Mzi Madlala        | PO Box 47, MOOI RIVER, 3300 | 10 Clanghton Terrace, MOOI RIVER |
| Mail                                 | (033) 263 7740 | (033) 263 7740 | (033) 263 1127 |
| Street                               | 10 Clanghton Terrace, MOOI RIVER | 10 Clanghton Terrace, MOOI RIVER |
| Information Officer (PAIA)           | Mr Rashamt Brijraj    | PO Box 47, MOOI RIVER, 3300 | 10 Clanghton Terrace, MOOI RIVER |
| Mail                                 | (033) 263 7740 | (033) 263 7740 | (033) 263 1127 |
| Street                               | 10 Clanghton Terrace, MOOI RIVER | 10 Clanghton Terrace, MOOI RIVER |
| Head of Communications               | Mr Rashamt Brijraj    | PO Box 47, MOOI RIVER, 3300 | 10 Clanghton Terrace, MOOI RIVER |
| Mail                                 | (033) 263 7740 | (033) 263 7740 | (033) 263 1127 |
| Street                               | 10 Clanghton Terrace, MOOI RIVER | 10 Clanghton Terrace, MOOI RIVER |

**LIST OF SALGA MEMBER MUNICIPALITIES**
### MTUBATUBA

**Executive Mayor**
Mr Christopher George Swartz

**Mail:** PO Box 52, MTUBATUBA, 3935
**Street:** Inkosi Mtubatuba Road, Lodge 105, MTUBATUBA
**Tel:** (035) 550 0069
**Fax:** (035) 550 0060

**Municipal Spokesperson**
Mr Senzo Masuku

**Mail:** PO Box 52, MTUBATUBA, 3935
**Street:** Inkosi Mtubatuba Road, Lodge 105, MTUBATUBA
**Tel:** (035) 550 0069
**Fax:** (035) 550 0060

**Municipal Manager**
Dr Sibusiso Michael Ntombela

**Mail:** PO Box 52, MTUBATUBA, 3935
**Street:** Inkosi Mtubatuba Road, Lodge 105, MTUBATUBA
**Tel:** (035) 550 0069
**Fax:** (035) 550 0060

**Head of Communications**
Ms Ncami Zwane

**Mail:** PO Box X503, NDWEDWE, 4342
**Street:** P100 Road, NDWEDWE
**Tel:** (032) 532 1089
**Fax:** (032) 532 1071 / 1234

**Information Officer (PAIA)**
Ms Jabu Majola

**Mail:** PO Box X503, NDWEDWE, 4342
**Street:** P100 Road, NDWEDWE
**Tel:** (032) 532 1089
**Fax:** (032) 532 1071 / 1234

### Newcastle Local Municipality

**Website:** www.newcastle.gov.za
**E-mail:** mm@newcastle.gov.za

**Executive Mayor**
Mr Aszul Rehman

**Mail:** Private Bag X6621, NEWCASTLE, 2940
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### Ndwedwe Local Municipality

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**Fax:** (032) 532 1071 / 1234

**Executive Mayor**
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### Nkandla Local Municipality

**Website:** www.nkandla.gov.za

**Mail:** Private Bag X161, NKANDLA, 3855
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**Fax:** (035) 833 0920

**Executive Mayor**
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Nkuthu Local Municipality
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Mr Vikizitha Richard Mlotshwa

Municipal Manager
Ms Zakhona Margaret Ndlela

Information Officer (PAIA)
Ms Zakhona Margaret Ndlela

Head of Communications
Mr Skhombiso Mthembu

Information Officer (PAIA)
Mr Sbu Sithole

Richmond Local Municipality

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Ms Nomasomi Khoathane

Information Officer (PAIA)
Mr Nhlanhla Maxwell Mabaso

Ubulhebezwe Local Municipality
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Street: cnr Airth and Williamson Streets, SCOTTBURGH
Tel: (039) 976 1202
<table>
<thead>
<tr>
<th>Name</th>
<th>Designation</th>
<th>Contact Information</th>
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<tr>
<td><strong>Municipal Manager</strong></td>
<td></td>
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</tr>
<tr>
<td>Mr Dhanpalan Naidoo</td>
<td>PO Box 19, SCOTTBURGH, 4180</td>
<td>Tel: (039) 976 1202 / 2194</td>
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<tr>
<td><strong>Head of Communications</strong></td>
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<tr>
<td>Ms Silindile Zama</td>
<td></td>
<td>Tel: (039) 976 1202 / 2194</td>
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<tr>
<td><strong>Information Officer (PAIA)</strong></td>
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<tr>
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<tr>
<td><strong>Executive Mayor</strong></td>
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<tr>
<td>Mr Yusuf Bhamjee</td>
<td></td>
<td>Tel: (039) 976 1202 / 2194</td>
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<tr>
<td><strong>Municipal Manager</strong></td>
<td></td>
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<tr>
<td>Mr Sibusiso Khuzwayo</td>
<td>Private Bag X901, KWANGWANASE, 3973</td>
<td>Tel: (035) 592 0665 / 0672</td>
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<tr>
<td><strong>Head of Communications</strong></td>
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<tr>
<td>Ms Sihle Zikhali</td>
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<tr>
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<tr>
<td><strong>Urban Manager</strong></td>
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<td>Mr Dhanpalan Naidoo</td>
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<td>Mr Zakhele Amos Mqayi</td>
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<td>Tel: (035) 592 0665 / 0672</td>
</tr>
</tbody>
</table>
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Umzimkhulu Local Municipality

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Information Officer (PAIA)
### Umzinyathi District Municipality

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**E-mail:** rc3@umzinyathi.gov.za

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Address</th>
<th>Tel.</th>
<th>Fax</th>
</tr>
</thead>
<tbody>
<tr>
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<td>PO Box 1965, DUNDEE, 3000</td>
<td>(034) 219 1502</td>
<td>(034) 218 1940</td>
<td></td>
</tr>
<tr>
<td>Street</td>
<td>39 Victoria Street, Princess Magogo Building, DUNDEE</td>
<td></td>
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<td>Tel.</td>
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</tr>
</tbody>
</table>

**Executive Mayor**

Mr Mbangiseni Shadrack Yengwa

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### Umzumbe Local Municipality

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**Executive Mayor**

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**Executive Mayor**

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## Limpopo Municipalities

### Aganang Local Municipality

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**Tel:** (015) 295 1400

**Fax:** (015) 295 1447 / 1401

**Executive Mayor**

Ms Mmanoko Elizabeth Masehela

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**Fax:** (015) 295 1401 / 1447

**Municipal Manager**

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**Information Officer (PAIA)**

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<table>
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<tr>
<th>Blouberg Local Municipality</th>
<th>Bushbuckridge Local Municipality</th>
</tr>
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<tbody>
<tr>
<td><strong>Website:</strong> <a href="http://www.blouberg.gov.za">www.blouberg.gov.za</a></td>
<td><strong>Website:</strong> <a href="http://www.bushbuckridge.gov.za">www.bushbuckridge.gov.za</a></td>
</tr>
<tr>
<td><strong>E-mail:</strong> <a href="mailto:info@blouberg.gov.za">info@blouberg.gov.za</a></td>
<td><strong>E-mail:</strong> <a href="mailto:info@bushbuckridge.gov.za">info@bushbuckridge.gov.za</a></td>
</tr>
<tr>
<td><strong>Mail:</strong> PO Box 1593, SENWABARANWA, 0790</td>
<td><strong>Mail:</strong> Private Bag X9308, BUSHBUCKRIDGE, 1280</td>
</tr>
<tr>
<td><strong>Street:</strong> 2nd Building Mogwadi, Bochum Road, SENWABARANWA</td>
<td><strong>Street:</strong> R40 Graskop Road, Opposite ANC Regional Office, BUSHBUCKRIDGE</td>
</tr>
<tr>
<td><strong>Tel:</strong> (015) 505 7100</td>
<td><strong>Tel:</strong> (013) 799 1857</td>
</tr>
<tr>
<td><strong>Fax:</strong> (015) 505 0296</td>
<td><strong>Fax:</strong> (013) 799 2107</td>
</tr>
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**Executive Mayor**  
Mr Serite Emmanuel Sekgoloane  
**Municipal Manager**  
Mr Kenny Machovani (Acting)  
**Head of Communications**  
Ms Nonhlanhla Mashele  
**Information Officer (PAIA)**  
Mr Kenny Machovani (Acting)  

<table>
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<th>Capricorn District Municipality</th>
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<tbody>
<tr>
<td><strong>Website:</strong> <a href="http://www.cdm.org.za">www.cdm.org.za</a></td>
</tr>
<tr>
<td><strong>E-mail:</strong> <a href="mailto:communications@cdm.org.za">communications@cdm.org.za</a></td>
</tr>
<tr>
<td><strong>Mail:</strong> PO Box 4100, POLOKWANE, 0700</td>
</tr>
<tr>
<td><strong>Street:</strong> 41 Biccard Street, POLOKWANE</td>
</tr>
<tr>
<td><strong>Tel:</strong> (015) 294 1000</td>
</tr>
<tr>
<td><strong>Fax:</strong> (015) 295 5346</td>
</tr>
</tbody>
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**Executive Mayor**  
Mr Motalane Dewet Monakedi  
**Municipal Manager**  
Ms Meriam Molala  
**Communications Manager**  
Mr Jabu Masondo  
**Information Officer (PAIA)**  
Mr Canzi Jabez Lisa
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Fax: (015) 307 8049

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Fax: (015) 633 6896

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Fax: (015) 516 5084 / 1195
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Fax: (015) 516 4392
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Fax: (013) 265 1076
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Tel: (013) 265 1262
Fax: (013) 265 1076
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Maruleng Local Municipality
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Tel: (015) 793 2409
Fax: (015) 793 2341
Executive Mayor
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Street: Stand 1 Groblersdal Road, JANE FURSE
Tel: (013) 265 1177 / 1262
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**Polokwane Local Municipality**
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### Nkangala Distrct Municipality

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**Executive Mayor**

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**Municipal Manager**

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Steve Tshwete Local Municipality

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Pixley Ka Seme Local Municipality

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Northern Cape Municipalities

**Dikgatlong Local Municipality**

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**Frances Baard District Municipality**

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- **Tel**: (053) 838 0911
- **Fax**: (053) 861 1538

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**Ga-segonyana Local Municipality**
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Karoo District Municipality
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# LIST OF SALGA MEMBER MUNICIPALITIES

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Website</th>
<th>E-mail</th>
<th>Mail:</th>
<th>Street:</th>
<th>Tel:</th>
<th>Fax:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Karoo Hoogland Local Municipality</td>
<td><a href="http://www.karoohoogland.co.za">www.karoohoogland.co.za</a></td>
<td><a href="mailto:karoohoogwil@telkomsa.net">karoohoogwil@telkomsa.net</a></td>
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<td>(053) 391 3294</td>
</tr>
<tr>
<td>Kgalagadi District Municipality</td>
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<td><a href="mailto:kaldc@mweb.co.za">kaldc@mweb.co.za</a></td>
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<tr>
<td>Gateropolo Local Municipality</td>
<td><a href="mailto:mayor@gatelopele.gov.za">mayor@gatelopele.gov.za</a></td>
<td><a href="mailto:korooadmin@telkomsa.net">korooadmin@telkomsa.net</a></td>
<td>PO Box 43, DANIELSKUIL, 8405</td>
<td>Barker Street 222, DANIELSKUIL</td>
<td>(053) 384 8600</td>
<td>(053) 384 0326</td>
</tr>
<tr>
<td>Khai Ma Local Municipality</td>
<td><a href="mailto:mayor@khai-ma.gov.za">mayor@khai-ma.gov.za</a></td>
<td><a href="mailto:korooadmin@telkomsa.net">korooadmin@telkomsa.net</a></td>
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<td>4 Federal Mynbou Street, KURUMAN</td>
<td>(053) 712 1001</td>
<td>(053) 712 2502</td>
</tr>
</tbody>
</table>

**Karoo Hoogland Local Municipality**

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Executive Mayor  
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### LIST OF SALGA MEMBER MUNICIPALITIES

#### Khara Hais Local Municipality

**Website:** [www.kharahais.gov.za](http://www.kharahais.gov.za)

<table>
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<th>Role</th>
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<tbody>
<tr>
<td>Executive Mayor</td>
<td>Ms Lindie Bruintjies-Groenewald</td>
<td>PO Box 108, POFADDER, 8890</td>
<td>Khai Ma Local Municipality, New Street, POFADDER</td>
<td>(054) 933 0066</td>
<td>(054) 933 0252</td>
<td><a href="mailto:mayor@khaima.gov.za">mayor@khaima.gov.za</a></td>
</tr>
<tr>
<td>Municipal Manager</td>
<td>Mr Petrus Jacobus Baker</td>
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<td>Khai Ma Local Municipality, New Street, POFADDER</td>
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<td>(054) 933 0252</td>
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</tr>
<tr>
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<tr>
<td>Information Officer (PAIA)</td>
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<td>Khai Ma Local Municipality, New Street, POFADDER</td>
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<td><a href="mailto:boet@khaima.gov.za">boet@khaima.gov.za</a></td>
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#### Kheis Local Municipality

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<th>Role</th>
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<tbody>
<tr>
<td>Executive Mayor</td>
<td>Ms Serena Johnson</td>
<td>Private Bag X2, GROBLERSHOOP, 8850</td>
<td>Orania Street, GROBLERSHOOP</td>
<td>(054) 833 9500</td>
<td>(054) 833 9509</td>
<td><a href="mailto:mayor@kharahais.gov.za">mayor@kharahais.gov.za</a></td>
</tr>
<tr>
<td>Municipal Manager</td>
<td>Ms Peresa Scheepers (Acting)</td>
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<td>Orania Street, GROBLERSHOOP</td>
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</tr>
<tr>
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<td>(054) 833 9509</td>
<td></td>
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<td>(054) 833 9500</td>
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#### Magareng Local Municipality

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<tr>
<td>Executive Mayor</td>
<td>Mr Gift van Staden</td>
<td>Private Bag X6003, UPINGTON, 8800</td>
<td>Khara Huis Local Municipality, Market Street, UPINGTON</td>
<td>(054) 338 7023</td>
<td>(054) 338 7352</td>
<td><a href="mailto:mayor@kharahais.gov.za">mayor@kharahais.gov.za</a></td>
</tr>
<tr>
<td>Municipal Manager</td>
<td>Mr Willem Jacobus Benjamin Engelbrecht</td>
<td>Private Bag X6003, UPINGTON, 8800</td>
<td>Khara Huis Local Municipality, Market Street, UPINGTON</td>
<td>(054) 338 7001</td>
<td>(054) 338 7351</td>
<td><a href="mailto:manager@kharahais.gov.za">manager@kharahais.gov.za</a></td>
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#### Kheis Local Municipality

**Website:** [www.kharahais.gov.za](http://www.kharahais.gov.za)

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<td>(054) 338 7351</td>
<td><a href="mailto:manager@kharahais.gov.za">manager@kharahais.gov.za</a></td>
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LIST OF SALGA MEMBER MUNICIPALITIES

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Fax: (053) 663 0180
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## LIST OF SALGA MEMBER MUNICIPALITIES

### Richtersveld Local Municipality

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**Mail:** Private Bag X113, PORT NOLOTH, 8280

**Street:** Main Road, PORT NOLOTH

**Tel:** (027) 851 1111

**Fax:** (027) 851 1101

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Mr Richard Leon Ambrosini

**Mail:** Private Bag X113, PORT NOLOTH, 8280

**Street:** Main Road, PORT NOLOTH

**Tel:** (027) 851 1111

**Fax:** (027) 851 1101

**E-mail:** sureta@richtersveld.gov.za

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Mr Joseph Joe Cloete

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**Street:** Main Road, PORT NOLOTH

**Tel:** (027) 851 1111

**Fax:** (027) 851 1101

**E-mail:** joecloete@richterveld.gov.za

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**Street:** Civic Centre, Charlcilliers Street, DOUGLAS

**Tel:** (053) 298 1810

**Fax:** (053) 298 3141

**Executive Mayor**

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**Tel:** (053) 298 1810

**Fax:** (053) 298 3141

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**Information Officer (PAIA)**

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**Mail:** Private Bag X 6039, UPINGTON, 8800

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**Tel:** (054) 337 2800

**Fax:** (054) 337 2888

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**Street:** cnr Hill and Le Roux Street, UPINGTON

**Tel:** (054) 337 2800

**Fax:** (054) 337 2888

**Municipal Manager**

Mr Eric Ngxanga

**Mail:** Private Bag X 6039, UPINGTON, 8800

**Street:** cnr Hill and Le Roux Street, UPINGTON

**Tel:** (054) 337 2800

**Fax:** (054) 337 2888

**E-mail:** gil@siyanda.gov.za

**Information Officer (PAIA)**

Mr Eric Ngxanga

**Mail:** Private Bag X 6039, UPINGTON, 8800

**Street:** cnr Hill and Le Roux Street, UPINGTON

**Tel:** (054) 337 2800

**Fax:** (054) 337 2888
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<td><a href="http://www.siyathemba.co.za">www.siyathemba.co.za</a></td>
<td><a href="mailto:psk.muni@prieska.co.za">psk.muni@prieska.co.za</a></td>
<td>(053) 353 5300</td>
<td>(053) 353 1386</td>
<td><a href="mailto:smatsie@solplaattjie.org.za">smatsie@solplaattjie.org.za</a></td>
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<tr>
<td>Mail:</td>
<td>PO Box 16, PRIESKA, 8940</td>
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<td>(053) 353 5300</td>
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<tr>
<td><strong>Thembelihle Local Municipality</strong></td>
<td>Private Bag X3, HOPETOWN, 8750</td>
<td></td>
<td>(053) 203 0005 / 0008</td>
<td>(053) 203 0490</td>
<td><a href="mailto:gladwin.nieuwenhyizen@ignet.org.za">gladwin.nieuwenhyizen@ignet.org.za</a></td>
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<td><strong>Sol Plaatjie Local Municipality</strong></td>
<td>Private Bag X5030, KIMBERLEY, 8300</td>
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<td><a href="mailto:tanya@ignet.org.za">tanya@ignet.org.za</a></td>
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<td>Fax:</td>
<td>(053) 833 1005</td>
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<tr>
<td><strong>Tsantsabane Local Municipality</strong></td>
<td>PO Box 5, POSTMASBURG, 8420</td>
<td></td>
<td>(053) 313 7300</td>
<td>(053) 313 1602</td>
<td><a href="mailto:tsantsabane.mm@ignet.org.za">tsantsabane.mm@ignet.org.za</a></td>
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<tr>
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<tr>
<td>Street:</td>
<td>13 Springbok Street, POSTMASBURG</td>
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<tr>
<td>Tel:</td>
<td>(053) 313 7300</td>
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<td>Fax:</td>
<td>(053) 313 1602</td>
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</table>
**LIST OF SALGA MEMBER MUNICIPALITIES**

**Ubuntu Local Municipality**

Municipal Manager  
Rev Moses Moshiya Moselane  
Mail: PO Box 5, POSTMASBURG, 8420  
Street: 13 Springbok Street, POSTMASBURG  
Tel: (053) 313 7300  
Fax: (053) 313 1602  
E-mail: tsantsabane.mm@lgnet.org.za

Head of Communications  
Mr Julius Theuns  
Mail: PO Box 5, POSTMASBURG, 8420  
Street: 13 Springbok Street, POSTMASBURG  
Tel: (053) 313 7300  
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E-mail: julius.theuns@lgnet.org.za

Information Officer (PAIA)  
Rev Moses Moshiya Moselane  
Mail: PO Box 5, POSTMASBURG, 8420  
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Fax: (053) 313 1602

Executive Mayor  
Mr Christian Arens  
Mail: Private Bag X329, VICTORIA WEST, 7070  
Street: 78 Church Street, VICTORIA WEST  
Tel: (053) 621 0026  
Fax: (053) 621 0368

Municipal Manager  
Mr Martin Fillis  
Mail: Private Bag X329, VICTORIA WEST, 7070  
Street: 78 Church Street, VICTORIA WEST  
Tel: (053) 621 0026  
Fax: (053) 621 0368  
E-mail: mfillis@mweb.co.za

Head of Communications  
Mr Hendry Jacobs  
Mail: Private Bag X329, VICTORIA WEST, 7070  
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Information Officer (PAIA)  
Mr Martin Fillis  
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Street: 78 Church Street, VICTORIA WEST  
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**Umsobomvu Local Municipality**

Executive Mayor  
Ms Nombulelo Lilian Hermans  
Mail: Private Bag X6, COLESBERG, 9795  
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Fax: (051) 753 1756  
E-mail: nombulelo@umsobomvumun.co.za

Municipal Manager  
Mr Amos China Mpela  
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Fax: (051) 753 1918  
E-mail: mpela@umsobomvumun.co.za

Head of Communications  
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Information Officer (PAIA)  
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Fax: (051) 753 1918  
E-mail: mpela@umsobomvumun.co.za
LIST OF SALGA MEMBER MUNICIPALITIES

North West Municipalities

**Bojanala Platinum District Municipality**

Website: www.bojanala.gov.za  
Mail: PO Box 1993, RUSTENBURG, 0300  
Street: cnr Beyers Naude and Fatima Bhayat Drive, RUSTENBURG  
Tel: (014) 590 4500  
Fax: (014) 597 0306  

Executive Mayor  
Mr Raymond Motsepe  
Mail: PO Box 1993, RUSTENBURG, 0300  
Street: cnr Beyers Naude and Fatima Bhayat Drive, RUSTENBURG  
Tel: (014) 590 4507  
Fax: (014) 592 6085  
E-mail: thesecretary@bojanala.gov.za  

Municipal Manager  
Mr Ashmar Khuduge (Acting)  
Mail: PO Box 1993, RUSTENBURG, 0300  
Street: cnr Beyers Naude and Fatima Bhayat Drive, RUSTENBURG  
Tel: (014) 590 4502  
Fax: (014) 597 0306  
E-mail: ingridk@bojanala.gov.za  

Head of Communications  
Ms Mapaseka Williams  
Mail: PO Box 1993, RUSTENBURG, 0300  
Street: cnr Beyers Naude and Fatima Bhayat Drive, RUSTENBURG  
Tel: (014) 590 4513  
Fax: (014) 592 6085  

Information Officer (PAIA)  
Mr Ashmar Khuduge (Acting)  
Mail: PO Box 1993, RUSTENBURG, 0300  
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Tel: (014) 590 4502  
Fax: (014) 597 0306  
E-mail: ingridk@bojanala.gov.za  

**Bophirima District Municipality**

Mail: PO Box 21, VRYBURG, 8600  
Street: 21 De Kok Street, VRYBURG  
Tel: (053) 927 2222  
Fax: (053) 927 2401  

Executive Mayor  
Mr Govan Lobelo  
Mail: PO Box 21, VRYBURG, 8600  
Street: 21 De Kok Street, VRYBURG  
Tel: (053) 928 1404  
Fax: (053) 927 2401  
E-mail: fouriem@bophirima.co.za  

Municipal Manager  
Mr Albert Kekesi  
Mail: PO Box 21, VRYBURG, 8600  
Street: 21 De Kok Street, VRYBURG  
Tel: (053) 927 2401  
Fax: (053) 927 2401  
E-mail: kekesia@bophirima.co.za  

City of Matlosana Local Municipality

Website: www.matlosana.org  
E-mail: communications@klerksdorp.org  
Mail: PO Box 99, KLERKSDORP, 2570  
Street: cnr Braamfisher and OR Tambo Streets, KLERKSDORP  
Tel: (018) 487 8000  
Fax: (018) 464 1780  

Executive Mayor  
Mr Ofentse Mogale  
Mail: PO Box 99, KLERKSDORP, 2570  
Street: cnr Braamfisher and OR Tambo Streets, KLERKSDORP  
Tel: (018) 487 8002  
Fax: (018) 462 3420  

Municipal Manager  
Mr Matshe'disho Moadina  
Mail: PO Box 99, KLERKSDORP, 2570  
Street: cnr Braamfisher and OR Tambo Streets, KLERKSDORP  
Tel: (018) 487 8009  
Fax: (018) 464 1780  
E-mail: confidence@klerksdorp.org  

Head of Communications  
Ms Ntswaki Makgetha  
Mail: PO Box 99, KLERKSDORP, 2570  
Street: cnr Braamfisher and OR Tambo Streets, KLERKSDORP  
Tel: (018) 487 8567  
Fax: (018) 464 1780  
E-mail: ntswaki@klerksdorp.org  

Information Officer (PAIA)  
Ms Matshe'disho Moadina  
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Street: cnr Braamfisher and OR Tambo Streets, KLERKSDORP  
Tel: (018) 487 8009  
Fax: (018) 464 1780  
E-mail: confidence@klerksdorp.org
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<tr>
<td><strong>Ditsobotla Local Municipality</strong></td>
<td>PO Box 7, LITCHTENBURG, 2740</td>
<td>cnr Nelson Mandela Drive and Transvaal Street, LITCHTENBURG</td>
<td>(018) 632 5051</td>
<td>(018) 632 5247</td>
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<tr>
<td>Executive Mayor</td>
<td>Ms Itumeleng Elizabeth Lethoko</td>
<td>cnr Nelson Mandela Drive and Transvaal Street, LITCHTENBURG</td>
<td>(018) 632 5051</td>
<td>(018) 632 5247</td>
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<tr>
<td>Municipal Manager</td>
<td>Mr Tshiamo Letlhogile</td>
<td>cnr Nelson Mandela Drive and Transvaal Street, LITCHTENBURG</td>
<td>(018) 632 5051</td>
<td>(018) 632 5247</td>
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<tr>
<td>Information Officer (PAIA)</td>
<td>Mr Tshiamo Letlhogile</td>
<td>cnr Nelson Mandela Drive and Transvaal Street, LITCHTENBURG</td>
<td>(018) 632 5051</td>
<td>(018) 632 5247</td>
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| **Greater Taung Local Municipality** | Private Bag X1048, TAUNG, 8580 | Taung Main Road, opposite Taxi Rank, TAUNG | (053) 994 9400 | (053) 994 3917 |
| Executive Mayor            | Mr Itumeleng Makgalemane            | Taung Main Road, opposite Taxi Rank, TAUNG | (053) 994 9600 | (053) 994 9611 |
| Municipal Manager          | Mr Mpho Mofokeng (Acting)           | Taung Main Road, opposite Taxi Rank, TAUNG | (053) 994 9405 | (053) 994 2248 |
| Head of Communications     | Ms Gontse Metswi                    | Taung Main Road, opposite Taxi Rank, TAUNG | (053) 994 9600 | (053) 994 9611 |
| Information Officer (PAIA) | Mr Mpho Mofokeng (Acting)           | Taung Main Road, opposite Taxi Rank, TAUNG | (053) 994 9405 | (053) 994 2248 |

| **Kagisano Local Municipality** | Private Bag X522, GANYESA, 8613 | Chief Block Section, Next to Ganyesa Clinic, GANYESA | (053) 998 3346 / 3286 | (053) 998 3369 / 3711 |
| Executive Mayor            | Ms Ontlametse Regina Mochware       | Chief Block Section, Next to Ganyesa Clinic, GANYESA | (053) 998 3346 / 3286 | (053) 998 3369 / 3711 |
| Municipal Manager          | Mr Mathusi Oagile                   | Chief Block Section, Next to Ganyesa Clinic, GANYESA | (053) 998 3346 / 3286 | (053) 998 3369 / 3711 |
| Information Officer (PAIA) | Mr Mathusi Oagile                   | Chief Block Section, Next to Ganyesa Clinic, GANYESA | (053) 998 3346 / 3286 | (053) 998 3369 / 3711 |

| **Kgetleng Rivier Local Municipality** | PO Box 66, KOSTER, 0348 | cnr Smuts and De vet, KOSTER | (014) 543 2004 | (014) 543 2480 |
| Executive Mayor            | Ms Willemina Moleko                | cnr Smuts and De vet, KOSTER | (014) 543 2004 | (014) 543 2480 |
| Municipal Manager          | Mr Mpho Mofokeng (Acting)           | cnr Smuts and De vet, KOSTER | (014) 543 2004 | (014) 543 2480 |

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**LIST OF SALGA MEMBER MUNICIPALITIES**
LIST OF SALGA MEMBER MUNICIPALITIES

Lekwa-teemane Local Municipality
E-mail: registry@lekwa-teemane.co.za
Mail: PO Box 13, CHRISTIANA, 2680
Street: cnr Robyn and Dirkie Street, CHRISTIANA
Tel: (053) 441 2206
Fax: (053) 441 3735

Executive Mayor
Ms Rebecca Makodi
Mail: PO Box 13, CHRISTIANA, 2680
Street: cnr Robyn and Dirkie Street, CHRISTIANA
Tel: (053) 433 2206
Fax: (053) 441 3735

Municipal Manager
Mr Motlaletsemang Andrew Makuapane
Mail: PO Box 13, CHRISTIANA, 2680
Street: cnr Robyn and Dirkie Street, CHRISTIANA
Tel: (053) 441 2206
Fax: (053) 441 3735

Head of Communications
Mr Maxwel Dithejane
Mail: PO Box 13, CHRISTIANA, 2680
Street: cnr Robyn and Dirkie Street, CHRISTIANA
Tel: (053) 441 2206
Fax: (053) 441 3735
E-mail: dithejanem@lekwa-teemane.co.za

Information Officer (PAIA)
Mr Motlaletsemang Andrew Makuapane
Mail: PO Box 13, CHRISTIANA, 2680
Street: cnr Robyn and Dirkie Street, CHRISTIANA
Tel: (053) 441 2206
Fax: (053) 441 3735

Mafikeng Local Municipality
Website: www.mafikeng.gov.za
Mail: Private Bag X63, MMABATHO, 2735
Street: cnr University Drive and Hector Peterson Street, MAFIKENG
Tel: (018) 389 0111
Fax: (018) 384 4830

Executive Mayor
Mr Moretsi Desmond Jabanyane
Mail: Private Bag X63, MMABATHO, 2735
Street: cnr University Drive and Hector Peterson Street, MAFIKENG
Tel: (018) 389 0253
Fax: (018) 384 9593

Municipal Manager
Mr Keabaka Boikanyo (Acting)
Mail: Private Bag X63, MMABATHO, 2735
Street: cnr University Drive and Hector Peterson Street, MAFIKENG
Tel: (018) 389 0111
Fax: (018) 384 4830

Head of Communications
Mr Tiro Mathakoleng
Mail: Private Bag X63, MMABATHO, 2735
Street: cnr University Drive and Hector Peterson Street, MAFIKENG
Tel: (018) 389 0111
### Mamusa Local Municipality

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<tbody>
<tr>
<td>Executive Mayor</td>
<td>Mr Kenneth Tshipopo</td>
<td>PO Box 5, SCHWEIZER-RENEKE, 2780</td>
<td>19A Kruger Street, WOLMARANSSTAD</td>
<td>(018) 596 1067</td>
<td>(018) 596 1555</td>
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<tr>
<td>Head of Communications</td>
<td>Mr Meshack Mokgatsi</td>
<td>Private Bag X3, WOLMARANSSTAD</td>
<td>2630</td>
<td>(018) 596 1067</td>
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<tr>
<td>Information Officer (PAIA)</td>
<td>Mr Lebo Ralekgetho</td>
<td>Private Bag X3, WOLMARANSSTAD</td>
<td>2630</td>
<td>(018) 596 1067</td>
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### Maquassi Hills Local Municipality

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<tr>
<td>Executive Mayor</td>
<td>Mr Zandisile Mweli</td>
<td>Private Bag X3, WOLMARANSSTAD</td>
<td>2630</td>
<td>(018) 596 1067</td>
<td>(018) 596 1555</td>
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<tr>
<td>Head of Communications</td>
<td>Mr Lebo Ralekgetho</td>
<td>Private Bag X3, WOLMARANSSTAD</td>
<td>2630</td>
<td>(018) 596 1067</td>
<td>(018) 596 1555</td>
</tr>
<tr>
<td>Information Officer (PAIA)</td>
<td>Mr Lebo Ralekgetho</td>
<td>Private Bag X3, WOLMARANSSTAD</td>
<td>2630</td>
<td>(018) 596 1067</td>
<td>(018) 596 1555</td>
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### Merafong Local Municipality

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<tbody>
<tr>
<td>Executive Mayor</td>
<td>Mr Papi Molokwane</td>
<td>PO Box 3, CARLETONVILLE, 2500</td>
<td>2499</td>
<td>(018) 788 9546</td>
<td>(018) 788 3727</td>
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<tr>
<td>Municipal Manager</td>
<td>Mr Elias Leseane</td>
<td>PO Box 3, CARLETONVILLE, 2500</td>
<td>2499</td>
<td>(018) 788 9506</td>
<td>(018) 787 1105</td>
</tr>
<tr>
<td>Head of Communications</td>
<td>Mr Chris Spies</td>
<td>PO Box 3, CARLETONVILLE, 2500</td>
<td>2499</td>
<td>(018) 788 9692</td>
<td>(018) 787 1105</td>
</tr>
<tr>
<td>Municipality</td>
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<tr>
<td>Modiri Molema District Municipality</td>
<td>Private Bag X2167, MAFIKENG, 2745</td>
<td>Tel: (018) 381 9400, Fax: (018) 381 0561</td>
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</tr>
<tr>
<td></td>
<td>cnr Carroton street and first Avenue, Industrial Site, MAFIKENG</td>
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</tr>
<tr>
<td>Information Officer (PAIA)</td>
<td>Mr Oduetse Boitseng</td>
<td>Tel: (053) 933 0029, Fax: (053) 933 0035</td>
<td></td>
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</tr>
<tr>
<td></td>
<td><a href="mailto:sboitseng@molopolm.co.za">sboitseng@molopolm.co.za</a></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Executive Mayor</td>
<td>Mr Stevens Abram Kutumela</td>
<td>Tel: (012) 716 1300, Fax: (012) 716 9999</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Private Bag X 367, MAKAPANSTAD, 0404</td>
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</tr>
<tr>
<td>Moretele Local Municipality</td>
<td>4065 B, Mathibestad, MAKAPANSTAD</td>
<td></td>
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</tr>
<tr>
<td>Municipal Manager</td>
<td>Mr David Mfolo</td>
<td>Tel: (012) 716 1300, Fax: (012) 716 9999</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Private Bag X 367, MAKAPANSTAD, 0404</td>
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</tr>
<tr>
<td>Head of Communications</td>
<td>Mr Abel Malebye</td>
<td>Tel: (012) 716 1300, Fax: (012) 716 9999</td>
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<tr>
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<td>Private Bag X 367, MAKAPANSTAD, 0404</td>
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<tr>
<td>Information Officer (PAIA)</td>
<td>Mr David Mfolo</td>
<td>Tel: (012) 716 1300, Fax: (012) 716 9999</td>
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</table>

| Molopo Local Municipality                        | PO Box 101, TOSCA, 8618                                               | Tel: (053) 933 0029, Fax: (053) 933 0035          |

| Municipal Manager                                | Mr Oduetse Boitseng                                                   | Tel: (053) 933 0029, Fax: (053) 933 0035          |

| Head of Communications                           | Mr Stevens Abram Kutumela                                               | Tel: (012) 716 1300, Fax: (012) 716 9999         |

| Moses Kotane Local Municipality                  | Private Bag X 367, MAKAPANSTAD, 0404                                   |                                                   |

| Execution Mayor                                  | Mr David Mfolo                                                         | Tel: (012) 716 1300, Fax: (012) 716 9999         |

| Moretele Local Municipality                      | Private Bag X 367, MAKAPANSTAD, 0404                                   |                                                   |

| Municipal Manager                                | Mr David Mfolo                                                         | Tel: (012) 716 1300, Fax: (012) 716 9999         |

| Head of Communications                           | Mr Abel Malebye                                                        | Tel: (012) 716 1300, Fax: (012) 716 9999         |

| Information Officer (PAIA)                       | Mr David Mfolo                                                         | Tel: (012) 716 1300, Fax: (012) 716 9999         |
### LIST OF SALGA MEMBER MUNICIPALITIES

#### Naledi Local Municipality

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Contact Information</th>
</tr>
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</table>
| Executive Mayor     | Mr Peter Molelekeng   | Mail: PO Box 1011, MOGWASE, 0314  
Tel: (014) 555 1305  
Fax: (014) 555 7064  
E-mail: mayorsecretary@moseskotane.gov.za |
| Municipal Manager   | Mr Gobakuang Moatshe | Mail: PO Box 1011, MOGWASE, 0314  
Tel: (014) 555 1307  
Fax: (086 654 5962  
E-mail: municipalmanager@moseskotane.gov.za |
| Head of Communications | Mr Obakeng Mathube    | Mail: PO Box 35, VRYBURG, 8600  
Street: Market Street, VRYBURG  
Tel: (053) 928 2200  
Fax: (053) 927 3482 |
| Information Officer (PAIA) | Mr George Mthimunye | Mail: PO Box 35, VRYBURG, 8600  
Street: Market Street, VRYBURG  
Tel: (053) 928 2200  
Fax: (053) 927 3482 |

#### Ramotshere Molaoa Local Municipality

<table>
<thead>
<tr>
<th>Position</th>
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<th>Contact Information</th>
</tr>
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</table>
| Executive Mayor     | Ms Rose Mompati       | Mail: PO Box 35, VRYBURG, 8600  
Tel: (053) 928 2200  
Fax: (053) 927 3482  
E-mail: council@potche.co.za |
| Municipal Manager   | Mr Babirwang Moumakwe (Acting) | Mail: PO Box 113, POTCHEFSTROOM, 2520  
Street: cnr of Sol Plaatie and Wolmarans  
Tel: (018) 299 5009  
Fax: (018) 299 5555  
E-mail: moumakbg@potche.co.za |
| Head of Communications | Mr Andrew John Maphetle | Mail: PO Box 113, POTCHEFSTROOM, 2520  
Street: cnr of Sol Plaatie and Wolmarans  
Tel: (018) 299 5288  
Fax: (018) 299 5976  
E-mail: andrewm@potche.co.za |
| Information Officer (PAIA) | Mr Babirwang Moumakwe (Acting) | Mail: PO Box 113, POTCHEFSTROOM, 2520  
Street: cnr of Sol Plaatie and Wolmarans  
Tel: (018) 299 5009  
Fax: (018) 299 5555  
E-mail: moumakbg@potche.co.za |

#### Potchefstroom Local Municipality

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
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| Executive Mayor     | Mr Andrew John Maphetle | Mail: PO Box 113, POTCHEFSTROOM, 2520  
Street: cnr of Sol Plaatie and Wolmarans  
Tel: (018) 299 5009  
Fax: (018) 299 5555  
E-mail: andrewm@potche.co.za |
| Municipal Manager   | Mr Babirwang Moumakwe (Acting) | Mail: PO Box 113, POTCHEFSTROOM, 2520  
Street: cnr of Sol Plaatie and Wolmarans  
Tel: (018) 299 5288  
Fax: (018) 299 5976  
E-mail: council@potche.co.za |
| Head of Communications | Mr Andrew John Maphetle | Mail: PO Box 113, POTCHEFSTROOM, 2520  
Street: cnr of Sol Plaatie and Wolmarans  
Tel: (018) 299 5009  
Fax: (018) 299 5555  
E-mail: andrewm@potche.co.za |
| Information Officer (PAIA) | Mr Babirwang Moumakwe (Acting) | Mail: PO Box 113, POTCHEFSTROOM, 2520  
Street: cnr of Sol Plaatie and Wolmarans  
Tel: (018) 299 5009  
Fax: (018) 299 5555  
E-mail: moumakbg@potche.co.za |

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Fax: (018) 299 5555  
E-mail: andrewm@potche.co.za |
| Municipal Manager   | Mr Babirwang Moumakwe (Acting) | Mail: PO Box 113, POTCHEFSTROOM, 2520  
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Fax: (018) 299 5555  
E-mail: andrewm@potche.co.za |
| Information Officer (PAIA) | Mr Babirwang Moumakwe (Acting) | Mail: PO Box 113, POTCHEFSTROOM, 2520  
Street: cnr of Sol Plaatie and Wolmarans  
Tel: (018) 299 5009  
Fax: (018) 299 5555  
E-mail: moumakbg@potche.co.za |
LIST OF SALGA MEMBER MUNICIPALITIES

Ratlou Local Municipality
Mail: PO Box 92, ZEERUST, 2865
Street: cnr President and Coetzee Street, ZEERUST
Tel: (018) 642 1081
Fax: (018) 642 3586

Executive Mayor
Mr Moji Peter Pilane
Mail: PO Box 92, ZEERUST, 2865
Street: cnr President and Coetzee Street, ZEERUST
Tel: (018) 642 1081
Fax: (018) 642 3586

Municipal Manager
Ms Kelly Chauke
Mail: PO Box 92, ZEERUST, 2865
Street: cnr President and Coetzee Street, ZEERUST
Tel: (018) 642 1081
Fax: (018) 642 3586

Head of Communications
Ms Belinda Seabi
Mail: PO Box 92, ZEERUST, 2865
Street: cnr President and Coetzee Street, ZEERUST
Tel: (018) 642 1081
Fax: (018) 642 3586

Information Officer (PAIA)
Ms Boitumelo Moloi
Mail: PO Box 92, ZEERUST, 2865
Street: cnr President and Coetzee Street, ZEERUST
Tel: (018) 642 1081
Fax: (018) 642 3586

Southern District Municipality
Mail: Private Bag X5017, KLERKSDORP, 2570
Street: Dr. Kenneth Kaunda District
Municipality, Civic Centre, Patmore Road, Okney, KLERKSDORP
Tel: (018) 473 8000
Fax: (018) 473 2523

Executive Mayor
Ms Boitumelo Moloi
Mail: Private Bag X5017, KLERKSDORP,
### Tswaing Local Municipality

<table>
<thead>
<tr>
<th>Street:</th>
<th>Dr. Kenneth Kaunda District Municipality, Civic Centre, Patmore Road, Okney, KLERKSDORP</th>
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<tbody>
<tr>
<td>Tel:</td>
<td>(018) 473 6099</td>
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<tr>
<td>Fax:</td>
<td>(018) 473 2561</td>
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</table>

**Municipal Manager**  
Mr Simon Sebolai (Acting)  
**Mail:**  
Private Bag X5017, KLERKSDORP, 2570  
**Street:**  
Dr. Kenneth Kaunda District Municipality, Civic Centre, Patmore Road, Okney, KLERKSDORP  
**Tel:** (018) 473 6016  
**Fax:** (018) 473 2938

**Head of Communications**  
Ms Wendy Sokupa  
**Mail:**  
Private Bag X5017, KLERKSDORP, 2570  
**Street:**  
Dr. Kenneth Kaunda District Municipality, Civic Centre, Patmore Road, Okney, KLERKSDORP  
**Tel:** (018) 473 6086  
**Fax:** (018) 473 2938  
**E-mail:** sokupha@sdm.org.za

**Information Officer (PAIA)**  
Mr Simon Sebolai (Acting)  
**Mail:**  
Private Bag X5017, KLERKSDORP, 2570  
**Street:**  
Dr. Kenneth Kaunda District Municipality, Civic Centre, Patmore Road, Okney, KLERKSDORP  
**Tel:** (018) 473 6016  
**Fax:** (018) 473 2938

### Venterdorp Local Municipality

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<th>Street:</th>
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<tbody>
<tr>
<td>Tel:</td>
<td>(053) 948 0074</td>
</tr>
<tr>
<td>Fax:</td>
<td>(053) 948 1500</td>
</tr>
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</table>

**Information Officer (PAIA)**  
Mr David Legoete  
**Mail:**  
PO Box 24, DELAREYVILLE, 2770  
**Street:**  
Cnr General delarey and Government Street, DELAREYVILLE  
**Tel:** (053) 948 0900  
**Fax:** (053) 948 1500

### Tswaing Local Municipality

<table>
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<th>Mail:</th>
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<td>Street:</td>
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<tr>
<td>Tel:</td>
<td>(018) 473 6016</td>
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</table>

**Head of Communications**  
Ms Wendy Sokupa  
**Mail:**  
Private Bag X5017, KLERKSDORP, 2570  
**Street:**  
Dr. Kenneth Kaunda District Municipality, Civic Centre, Patmore Road, Okney, KLERKSDORP  
**Tel:** (018) 473 6086  
**Fax:** (018) 473 2938  
**E-mail:** sokupha@sdm.org.za

**Information Officer (PAIA)**  
Mr Simon Sebolai (Acting)  
**Mail:**  
Private Bag X5017, KLERKSDORP, 2570  
**Street:**  
Dr. Kenneth Kaunda District Municipality, Civic Centre, Patmore Road, Okney, KLERKSDORP  
**Tel:** (018) 473 6016  
**Fax:** (018) 473 2938

### Venterdorp Local Municipality

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<th>Mail:</th>
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<tbody>
<tr>
<td>Street:</td>
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<tr>
<td>Tel:</td>
<td>(018) 264 8500</td>
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<tr>
<td>Fax:</td>
<td>(018) 264 8567</td>
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</table>

**Executive Mayor**  
Ms Nontetho Cilia Phayane  
**Mail:**  
Private Bag X1010, VENTERDORP, 2710  
**Street:**  
No 1 Vantonder Crescent, VENTERDORP  
**Tel:** (018) 264 8500  
**Fax:** (018) 264 8567  
**E-mail:** cilia@ventersdorp.co.za

**Municipal Manager**  
Mr Kenneth Leluma (Acting)  
**Mail:**  
Private Bag X1010, VENTERDORP, 2710  
**Street:**  
No 1 Vantonder Crescent, VENTERDORP  
**Tel:** (018) 264 8500  
**Fax:** (018) 264 8567

**Head of Communications**  
Ms Bojele Mosipele  
**Mail:**  
Private Bag X1010, VENTERDORP, 2710  
**Street:**  
No 1 Vantonder Crescent, VENTERDORP  
**Tel:** (018) 264 8500  
**Fax:** (018) 264 8567  
**Cell:** 082 882 6096

**Information Officer (PAIA)**  
Mr Kenneth Leluma (Acting)  
**Mail:**  
Private Bag X1010, VENTERDORP, 2710  
**Street:**  
No 1 Vantonder Crescent, VENTERDORP  
**Tel:** (018) 264 8500  
**Fax:** (018) 264 8567
Western Cape Municipalities

Beaufort West Local Municipality
Website: www.beaufortwestmun.co.za
E-mail: admin@beaufortwestmun.co.za
Mail: Private Bag X582, BEAUFORT WEST, 6970
Street: 15 Church Street, BEAUFORT WEST
Tel: (023) 414 8100
Fax: (023) 414 8105

Executive Mayor
Ms Juliet Jonas
Mail: Private Bag X582, BEAUFORT WEST, 6970
Street: 15 Church Street, BEAUFORT WEST
Tel: (023) 414 8100
Fax: (023) 414 8105

Municipal Manager
Mr Jaffa Booyse
Mail: Private Bag X582, BEAUFORT WEST, 6970
Street: 15 Church Street, BEAUFORT WEST
Tel: (023) 414 8100
Fax: (023) 414 8105
E-mail: jaffie@beaufortwestmun.co.za

Head of Communications
Mr Jacobus van Wyk
Mail: Private Bag X582, BEAUFORT WEST, 6970
Street: 15 Church Street, BEAUFORT WEST
Tel: (023) 414 8100
Fax: (023) 414 8105
E-mail: speaker@beaufortwestmun.co.za

Information Officer (PAIA)
Mr Jafta Booysen
Mail: Private Bag X582, BEAUFORT WEST, 6970
Street: 15 Church Street, BEAUFORT WEST
Tel: (023) 414 8100
Fax: (023) 414 8105
E-mail: jaffie@beaufortwestmun.co.za

Bitou Local Municipality
Website: seitisho@plett.gov.za
E-mail: seitisho@plett.gov.za
Mail: Private Bag X1002, PLETTENBERG BAY, 6600
Street: 1 Fewell Street, PLETTENBERG BAY
Tel: (044) 501 3000
Fax: (044) 533 6161

Executive Mayor
Mr Lulama Mvimbi
Mail: Private Bag X1002, PLETTENBERG BAY, 6600
Street: 1 Fewell Street, PLETTENBERG BAY
Tel: (044) 501 3000
Fax: (044) 533 6161

Municipal Manager
Mr Lonwabo Ngoqho
Mail: Private Bag X1002, PLETTENBERG BAY, 6600
Street: 1 Fewell Street, PLETTENBERG BAY
Tel: (044) 501 3000
Fax: (044) 533 6161
E-mail: dmartin@plett.gov.za

Head of Communications
Ms Diana Martin
Mail: Private Bag X1002, PLETTENBERG BAY, 6600
Street: 1 Fewell Street, PLETTENBERG BAY
Tel: (044) 501 3000
Fax: (044) 533 6161

Information Officer (PAIA)
Mr Lonwabo Ngoqho
Mail: Private Bag X1002, PLETTENBERG BAY, 6600
Street: 1 Fewell Street, PLETTENBERG BAY
Tel: (044) 501 3000
Fax: (044) 533 6161

Breede Valley Local Municipality
Website: www.bvm.gov.za

LIST OF SALGA MEMBER MUNICIPALITIES
<table>
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<tr>
<th>Municipality</th>
<th>Website</th>
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<th>Mail:</th>
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<td>Cape Agulhas Local Municipality</td>
<td></td>
<td></td>
<td>Private Bag X3046, WORCESTER, 6849</td>
<td>Baring Street, WORCESTER</td>
<td>(023) 348 2600</td>
<td>(023) 347 3671</td>
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<tr>
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<tr>
<td>Mr Charles Ntsomi</td>
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<td>Mr Allen Paulse</td>
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<td>Mr Michael Mgajo</td>
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<td>E-mail:</td>
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<tr>
<td>Mail:</td>
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<td>PO Box 51, BREDASDORP, 7280</td>
<td>1 Birkie Street, BREDASDORP</td>
<td>(028) 425 5500</td>
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<tr>
<td>Executive Mayor</td>
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<td>(023) 347 3671</td>
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<tr>
<td>Mr Richard Mitchell</td>
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<tr>
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<tr>
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<td>Private Bag X2, CLANWILLIAM, 8135</td>
<td>2A Voortrekker Street, CLANWILLIAM</td>
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<td>(027) 482 1933</td>
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<td>Executive Mayor</td>
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<td>Private Bag X2, CLANWILLIAM, 8135</td>
<td>2A Voortrekker Street, CLANWILLIAM</td>
<td>(027) 482 8000</td>
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<td>Mr Badih Chaaban</td>
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<td>Municipal Manager</td>
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<td>Mr Michael Mgajo</td>
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<tr>
<td>Cape Wineland District Municipality</td>
<td><a href="http://www.capewinelands.gov.za">www.capewinelands.gov.za</a></td>
<td><a href="mailto:admin@capewinelands.gov.za">admin@capewinelands.gov.za</a></td>
<td>PO Box 100, STELLENBOSCH, 7599</td>
<td>46 Alexander Street, STELLENBOSCH</td>
<td>(021) 888 5100 / 086 126 5263</td>
<td>(021) 887 2271</td>
</tr>
<tr>
<td>Website:</td>
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<tr>
<td>Executive Mayor</td>
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<td>1 Birkie Street, BREDASDORP</td>
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<td>(028) 425 1019</td>
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<td>Municipal Manager</td>
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<td>Mr Michael Mgajo</td>
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<td>Ms Roeena Kellies</td>
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<td>Mr Reynald Stevens</td>
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<td>Cape Wineland District Municipality</td>
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<td></td>
<td>PO Box 100, STELLENBOSCH, 7599</td>
<td>46 Alexander Street, STELLENBOSCH</td>
<td>(021) 888 5100 / 086 126 5263</td>
<td>(021) 887 2271</td>
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<td>Website:</td>
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<tr>
<td>Executive Mayor</td>
<td><a href="mailto:info@capeagulhas.com">info@capeagulhas.com</a></td>
<td></td>
<td>PO Box 51, BREDASDORP, 7280</td>
<td>1 Birkie Street, BREDASDORP</td>
<td>(028) 425 5500</td>
<td>(028) 425 1019</td>
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<tr>
<td>Mr Badih Chaaban</td>
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<tr>
<td>Municipal Manager</td>
<td></td>
<td></td>
<td>Private Bag X3046, WORCESTER, 6849</td>
<td>Baring Street, WORCESTER</td>
<td>(023) 348 2600</td>
<td>(023) 347 3671</td>
</tr>
<tr>
<td>Mr Michael Mgajo</td>
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<td>Head of Communications</td>
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<tr>
<td>Mr Reynald Stevens</td>
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<tr>
<td>Cederberg Local Municipality</td>
<td></td>
<td></td>
<td>Private Bag X2, CLANWILLIAM, 8135</td>
<td>2A Voortrekker Street, CLANWILLIAM</td>
<td>(027) 482 8000</td>
<td>(027) 482 1933</td>
</tr>
<tr>
<td>Website:</td>
<td><a href="http://www.cederbergmunicipality.co.za">www.cederbergmunicipality.co.za</a></td>
<td><a href="mailto:admin@cederbergraad.co.za">admin@cederbergraad.co.za</a></td>
<td>PO Box 100, STELLENBOSCH, 7599</td>
<td>46 Alexander Street, STELLENBOSCH</td>
<td>(021) 888 5100 / 086 126 5263</td>
<td>(021) 887 2271</td>
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<td>2A Voortrekker Street, CLANWILLIAM</td>
<td>(027) 482 8000</td>
<td>(027) 482 1933</td>
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<tr>
<td>Executive Mayor</td>
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<td>Private Bag X2, CLANWILLIAM, 8135</td>
<td>2A Voortrekker Street, CLANWILLIAM</td>
<td>(027) 482 8000</td>
<td>(027) 482 1933</td>
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<tr>
<td>Ms Judy Mouton</td>
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<td>Mr Reynald Stevens</td>
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<tr>
<td>Mr Oscar January</td>
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</tbody>
</table>
LIST OF SALGA MEMBER MUNICIPALITIES

City of Cape Town Metropolitan Municipality
Website: www.capetown.gov.za
Mail: Private Bag X9181, CAPE TOWN, 8000
Street: Civic Centre, Podium Block, 6th Floor, 12 Hertzog Boulevard, CAPE TOWN
Tel: (021) 400 1300 / 1111
Fax: (021) 400 1313
Executive Mayor
Mr Dan Plato
Mail: Private Bag X9181, CAPE TOWN, 8000
Street: Civic Centre, Podium Block, 6th Floor, 12 Hertzog Boulevard, CAPE TOWN
Tel: (021) 400 1300 / 1111
Fax: (021) 400 1313
E-mail: mayor.mayor@capetown.gov.za

Municipal Manager
Mr Achmat Ebrahim
Mail: Private Bag X9181, CAPE TOWN, 8000
Street: Civic Centre, Podium Block, 6th Floor, 12 Hertzog Boulevard, CAPE TOWN
Tel: (021) 400 4592
Fax: (021) 419 1929
E-mail: pieter.cronje@capetown.gov.za

Head of Communications
Mr Pieter Cronje
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Fax: (021) 419 1929
E-mail: pieter.cronje@capetown.gov.za

Information Officer (PAIA)
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Fax: (021) 419 1929
E-mail: achmat.ebrahim@capetown.gov.za

Drakenstein Local Municipality
Website: www.drakenstein.gov.za
Mail: PO Box 1, PAARL, 7622
Street: Berg Boulevard, PAARL
Tel: (021) 807 4500 / 4615
Fax: (021) 872 8054
Executive Mayor
Ms Charmaine Manuel
Mail: PO Box 1, PAARL, 7622
Street: Berg Boulevard, PAARL
Tel: (021) 807 4500 / 4615
Fax: (021) 872 8054

Municipal Manager

Central Karoo District Municipality
Website: www.centralkaroo.co.za
E-mail: manager@skdm.co.za
Mail: Private Bag X560, BEAUFORT WEST, 6970
Street: 63 Donkin Street, BEAUFORT WEST
Tel: (023) 449 1000
Fax: (023) 415 1253
Executive Mayor
Mr Truman Prins
Mail: Private Bag X560, BEAUFORT WEST, 6970
Street: 63 Donkin Street, BEAUFORT WEST
Tel: (023) 449 1000
Fax: (023) 415 1253

Municipal Manager
Mr Stefanas Jooste (Acting)
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Fax: (023) 415 1253

Head of Communications
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Fax: (023) 415 1253

Information Officer (PAIA)
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Tel: (023) 449 1000
Fax: (023) 415 1253

City of Cape Town Metropolitan Municipality
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Tel: (021) 400 1300 / 1111
Fax: (021) 400 1313
Executive Mayor
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Fax: (021) 400 1313
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Fax: (021) 419 1929
E-mail: pieter.cronje@capetown.gov.za

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Tel: (021) 400 4592
Fax: (021) 419 1929
E-mail: achmat.ebrahim@capetown.gov.za

Drakenstein Local Municipality
Website: www.drakenstein.gov.za
Mail: PO Box 1, PAARL, 7622
Street: Berg Boulevard, PAARL
Tel: (021) 807 4500 / 4615
Fax: (021) 872 8054
Executive Mayor
Ms Charmaine Manuel
Mail: PO Box 1, PAARL, 7622
Street: Berg Boulevard, PAARL
Tel: (021) 807 4500 / 4615
Fax: (021) 872 8054

Municipal Manager

Central Karoo District Municipality
Website: www.centralkaroo.co.za
E-mail: manager@skdm.co.za
Mail: Private Bag X560, BEAUFORT WEST, 6970
Street: 63 Donkin Street, BEAUFORT WEST
Tel: (023) 449 1000
Fax: (023) 415 1253
Executive Mayor
Mr Truman Prins
Mail: Private Bag X560, BEAUFORT WEST, 6970
Street: 63 Donkin Street, BEAUFORT WEST
Tel: (023) 449 1000
Fax: (023) 415 1253

Municipal Manager
Mr Stefanas Jooste (Acting)
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Tel: (023) 449 1000
Fax: (023) 415 1253

Head of Communications
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Tel: (023) 449 1000
Fax: (023) 415 1253

Information Officer (PAIA)
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Mail: Private Bag X560, BEAUFORT WEST, 6970
Street: 63 Donkin Street, BEAUFORT WEST
Tel: (023) 449 1000
Fax: (023) 415 1253
## LIST OF SALGA MEMBER MUNICIPALITIES

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Website</th>
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<th>Mail:</th>
<th>Street:</th>
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<tr>
<td>Eden District Municipality</td>
<td><a href="http://www.edendm.co.za">www.edendm.co.za</a></td>
<td><a href="mailto:anthonyfs@drankenstein.gov.za">anthonyfs@drankenstein.gov.za</a></td>
<td>PO Box 12, GEORGE, 6530</td>
<td>The Old Town Hall Building, cnr York and Victoria Street, GEORGE</td>
<td>(044) 803 1300</td>
<td>(044) 873 7515 / 086 568 6164</td>
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<tr>
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<td><a href="http://www.george.org.za">www.george.org.za</a></td>
<td><a href="mailto:cathy@george.org.za">cathy@george.org.za</a></td>
<td>PO Box 12, GEORGE, 6530</td>
<td>The Old Town Hall Building, cnr York and Victoria Street, GEORGE</td>
<td>(044) 803 1300</td>
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<tr>
<td>Hessequa Local Municipality</td>
<td><a href="http://www.hessequa.gov.za">www.hessequa.gov.za</a></td>
<td><a href="mailto:info@hessequa.gov.za">info@hessequa.gov.za</a></td>
<td>PO Box 29, RIVERSDALE, 6670</td>
<td>Van den Berg Street, RIVERSDALE</td>
<td>(028) 713 8000 / 2418</td>
<td>(028) 713 3146</td>
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**Eden District Municipality**

- **Website:** [www.edendm.co.za](http://www.edendm.co.za)
- **E-mail:** anthonyfs@drankenstein.gov.za
- **Mail:** PO Box 12, GEORGE, 6530  
  Street: The Old Town Hall Building, cnr York and Victoria Street, GEORGE  
  Tel: (044) 803 1300  
  Fax: (044) 873 7515 / 086 568 6164

**George Local Municipality**

- **Website:** [www.george.org.za](http://www.george.org.za)
- **E-mail:** cathy@george.org.za
- **Mail:** PO Box 12, GEORGE, 6530  
  Street: The Old Town Hall Building, cnr York and Victoria Street, GEORGE  
  Tel: (044) 803 1300  
  Fax: (044) 873 7515 / 086 568 6164

**Hessequa Local Municipality**

- **Website:** [www.hessequa.gov.za](http://www.hessequa.gov.za)
- **E-mail:** info@hessequa.gov.za
- **Mail:** PO Box 29, RIVERSDALE, 6670  
  Street: Van den Berg Street, RIVERSDALE  
  Tel: (028) 713 8000 / 2418  
  Fax: (028) 713 3146

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**Municipality**

- **Executive Mayor**
- **Municipal Manager**
- **Head of Communications**
- **Information Officer (PAIA)**
Kannaland Local Municipality

Website: www.kannaland.co.za
E-mail: info@kannaland.co.za
Mail: PO Box 30, LADISMITH, 6655
Street: 32 Church Street, LADISMITH
Tel: (028) 551 1023
Fax: (028) 551 1766
E-mail: charese@kannaland.co.za

Executive Mayor
Mr Nicky Valentine
Mail: PO Box 30, LADISMITH, 6655
Street: 32 Church Street, LADISMITH
Tel: (028) 551 1023
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Information Officer (PAIA)
Mr Kenneth Ronnie de Lange
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E-mail: charese@kannaland.co.za

Municipal Manager
Mr Kenneth Ronnie de Lange
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Street: 32 Church Street, LADISMITH
Tel: (028) 551 1023
Fax: (028) 551 1766
E-mail: hendrik@kannaland.co.za

Information Officer (PAIA)
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Mail: PO Box 30, LADISMITH, 6655
Street: 32 Church Street, LADISMITH
Tel: (028) 551 1023
Fax: (028) 551 1766
E-mail: charese@kannaland.co.za

Knysna Local Municipality

Website: www.knysnamunicipality.co.za
E-mail: knysna@knysna.gov.za
Mail: Private Bag X4, LAINGSBURG, 6900
Street: 2 Van Riebeck Street, LAINGSBURG
Tel: (023) 551 1019
Fax: (023) 551 1019

Executive Mayor
Ms Rokaya Meyer
Mail: Private Bag X4, LAINGSBURG, 6900
Street: 2 Van Riebeck Street, LAINGSBURG
Tel: (023) 551 1019
Fax: (023) 551 1019

Municipal Manager
Mr Pedro Williams
Mail: Private Bag X4, LAINGSBURG, 6900
Street: 2 Van Riebeck Street, LAINGSBURG
Tel: (023) 551 1019
Fax: (023) 551 1019

Head of Communications
Ms Alida Groenwald
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Tel: (023) 551 1019
Fax: (023) 551 1019

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Street: 2 Van Riebeck Street, LAINGSBURG
Tel: (023) 551 1019
Fax: (023) 551 1019

Laingsburg Local Municipality

Website: www.laingsburg.gov.za
E-mail: laingsburg@xsinep.co.za
Mail: Private Bag X4, LAINGSBURG, 6900
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Tel: (023) 551 1019
Fax: (023) 551 1019

Executive Mayor
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Street: 2 Van Riebeck Street, LAINGSBURG
Tel: (023) 551 1019
Fax: (023) 551 1019

Municipal Manager
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Tel: (023) 551 1019
Fax: (023) 551 1019

Langeberg Local Municipality

Information Officer (PAIA)
Mr Pedro Williams
Mail: Private Bag X4, LAINGSBURG, 6900
Street: 2 Van Riebeck Street, LAINGSBURG
Tel: (023) 551 1019
Fax: (023) 551 1019
# LIST OF SALGA MEMBER MUNICIPALITIES

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<thead>
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<th>Matzikama Local Municipality</th>
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<td>Website: <strong><a href="http://www.mosselbaymun.co.za">www.mosselbaymun.co.za</a></strong></td>
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<tr>
<td>Mail: Private Bag X2, ASHTON, 6715</td>
<td>E-mail: <a href="mailto:admin@mosselbaymun.co.za">admin@mosselbaymun.co.za</a></td>
</tr>
<tr>
<td>Street: 28 Main Street, ASHTON</td>
<td>Mail: Private Bag X29, MOSSELBAY, 6500</td>
</tr>
<tr>
<td>Tel: (023) 615 8000</td>
<td>Street: 101 Marsh Street, MOSSEL BAY</td>
</tr>
<tr>
<td>Fax: (023) 615 1563</td>
<td>Tel: (044) 606 5000</td>
</tr>
<tr>
<td>Executive Mayor</td>
<td>Fax: (044) 606 5062</td>
</tr>
<tr>
<td>Mr Soyisile Andreas Mokweni</td>
<td></td>
</tr>
<tr>
<td>Mail: Private Bag X2, ASHTON, 6715</td>
<td>Head of Communications</td>
</tr>
<tr>
<td>Street: 28 Main Street, ASHTON</td>
<td>Mr Harry Hill</td>
</tr>
<tr>
<td>Tel: (023) 615 8000</td>
<td>Mail: Private Bag X29, MOSSELBAY, 6500</td>
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<tr>
<td>Fax: (023) 615 1563</td>
<td>Street: 101 Marsh Street, MOSSEL BAY</td>
</tr>
<tr>
<td>E-mail: <a href="mailto:sposthumuf@langeberg.gov.za">sposthumuf@langeberg.gov.za</a></td>
<td>Tel: (044) 606 5000</td>
</tr>
<tr>
<td>Information Officer (PAIA)</td>
<td>Fax: (044) 606 5062</td>
</tr>
<tr>
<td>Mr Soyisile Andreas Mokweni</td>
<td>E-mail: <a href="mailto:hhill@mosselbaymun.co.za">hhill@mosselbaymun.co.za</a></td>
</tr>
<tr>
<td>Mail: Private Bag X2, ASHTON, 6715</td>
<td>Information Officer (PAIA)</td>
</tr>
<tr>
<td>Street: 28 Main Street, ASHTON</td>
<td>Dr Michelle Gratz</td>
</tr>
<tr>
<td>Tel: (023) 615 8000</td>
<td>Mail: Private Bag X29, MOSSELBAY, 6500</td>
</tr>
<tr>
<td>Fax: (023) 615 1563</td>
<td>Street: 101 Marsh Street, MOSSEL BAY</td>
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<tr>
<td>Matzikama Local Municipality</td>
<td>Tel: (044) 606 5000</td>
</tr>
<tr>
<td>Website: <strong><a href="http://www.matzikamamun.co.za">www.matzikamamun.co.za</a></strong></td>
<td>Fax: (044) 606 5062</td>
</tr>
<tr>
<td>Mail: PO Box 98, VREDENDAL, 8160</td>
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</tr>
<tr>
<td>Street: 37 Church Street, VREDENDAL</td>
<td>Information Officer (PAIA)</td>
</tr>
<tr>
<td>Tel: (027) 201 3300</td>
<td>Dr Michelle Gratz</td>
</tr>
<tr>
<td>Fax: (027) 213 3238</td>
<td>Mail: Private Bag X29, MOSSELBAY, 6500</td>
</tr>
<tr>
<td>Executive Mayor</td>
<td>Street: 101 Marsh Street, MOSSEL BAY</td>
</tr>
<tr>
<td>Mr Patric Bok</td>
<td>Tel: (044) 606 5000</td>
</tr>
<tr>
<td>Mail: PO Box 98, VREDENDAL, 8160</td>
<td>Fax: (044) 606 5062</td>
</tr>
<tr>
<td>Street: 37 Church Street, VREDENDAL</td>
<td>E-mail: <a href="mailto:hhill@mosselbaymun.co.za">hhill@mosselbaymun.co.za</a></td>
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<tr>
<td>Tel: (027) 201 3300</td>
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<tr>
<td>Fax: (027) 213 3238</td>
<td>Head of Communications</td>
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<tr>
<td>Cell: 082 612 4619</td>
<td>Mr Patric Bok</td>
</tr>
<tr>
<td>E-mail: <a href="mailto:patricb@matzikamamun.co.za">patricb@matzikamamun.co.za</a></td>
<td>Mail: Private Bag X29, MOSSELBAY, 6500</td>
</tr>
<tr>
<td>Oudtshoorn Local Municipality</td>
<td>Street: 101 Marsh Street, MOSSEL BAY</td>
</tr>
<tr>
<td>Website: <strong><a href="http://www.oudtmun.gov.za">www.oudtmun.gov.za</a></strong></td>
<td>Tel: (044) 606 5000</td>
</tr>
<tr>
<td>Mail: PO Box 255, OUDTSHOORN, 6620</td>
<td>Fax: (044) 606 5062</td>
</tr>
<tr>
<td>Street: 69 Voortrekker Road, OUDTSHOORN</td>
<td></td>
</tr>
<tr>
<td>Tel: (044) 203 3000</td>
<td>Information Officer (PAIA)</td>
</tr>
<tr>
<td>Fax: (044) 203 3104</td>
<td></td>
</tr>
<tr>
<td>Executive Mayor</td>
<td>Municipal Manager</td>
</tr>
<tr>
<td>Ms Diana de Jager</td>
<td>Mail: PO Box 255, OUDTSHOORN, 6620</td>
</tr>
<tr>
<td>Mail: PO Box 255, OUDTSHOORN, 6620</td>
<td>Street: 69 Voortrekker Road, OUDTSHOORN</td>
</tr>
<tr>
<td>Street: 69 Voortrekker Road, OUDTSHOORN</td>
<td>Tel: (044) 203 3000</td>
</tr>
<tr>
<td>Tel: (044) 203 3104</td>
<td>Fax: (044) 203 3042</td>
</tr>
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</table>
### LIST OF SALGA MEMBER MUNICIPALITIES

**Overberg District Municipality**

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Title</th>
<th>Mail</th>
<th>Street</th>
<th>Tel</th>
<th>Fax</th>
<th>E-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head of Communications</td>
<td>Mr Ntobeko Mangqwengwe</td>
<td></td>
<td>PO Box 255, OUDTSHOORN, 6620</td>
<td>69 Voortrekker Road, OUDTSHOORN</td>
<td>(044) 203 3000</td>
<td>(044) 203 3042</td>
<td><a href="mailto:ntobeko@oudtmun.gov.za">ntobeko@oudtmun.gov.za</a></td>
</tr>
<tr>
<td>Information Officer (PAIA)</td>
<td>Mr Trevor Botha (Acting)</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Executive Mayor</td>
<td>Ms Maurenthia Gillion</td>
<td></td>
<td>Private Bag X22, BREDASDORP, 7280</td>
<td>26 Long Street, BREDASDORP</td>
<td>(028) 425 1157</td>
<td>(028) 425 1014</td>
<td><a href="mailto:dkapot@odm.org.za">dkapot@odm.org.za</a></td>
</tr>
<tr>
<td>Municipal Manager</td>
<td>Mr Werner Zybrands</td>
<td></td>
<td>Private Bag X22, BREDASDORP, 7280</td>
<td>26 Long Street, BREDASDORP</td>
<td>(028) 425 1157</td>
<td>(028) 425 1014</td>
<td></td>
</tr>
<tr>
<td>Head of Communications</td>
<td>Mr Winston October (Acting)</td>
<td></td>
<td>Private Bag X22, BREDASDORP, 7280</td>
<td>26 Long Street, BREDASDORP</td>
<td>(028) 425 1157</td>
<td>(028) 425 1014</td>
<td><a href="mailto:woctober@odm.org.za">woctober@odm.org.za</a></td>
</tr>
<tr>
<td>Information Officer (PAIA)</td>
<td>Mr Trevor Botha (Acting)</td>
<td></td>
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**Overstrand Local Municipality**

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
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<th>Mail</th>
<th>Street</th>
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<tbody>
<tr>
<td>Information Officer (PAIA)</td>
<td>Mr Coerie Groenewald</td>
<td></td>
<td>Private Bag X22, BREDASDORP, 7280</td>
<td>26 Long Street, BREDASDORP</td>
<td>(028) 425 1157</td>
<td>(028) 425 1014</td>
<td><a href="mailto:pamun@xsinep.co.za">pamun@xsinep.co.za</a></td>
</tr>
<tr>
<td>Executive Mayor</td>
<td>Ms Magdalene Benjamin</td>
<td></td>
<td>Private Bag X53, PRINCE ALBERT, 6930</td>
<td>33 Church Street, PRINCE ALBERT</td>
<td>(023) 541 1320</td>
<td>(023) 541 1321</td>
<td></td>
</tr>
<tr>
<td>Municipal Manager</td>
<td>Ms Yolita Fortuin</td>
<td></td>
<td>Private Bag X53, PRINCE ALBERT, 6930</td>
<td>33 Church Street, PRINCE ALBERT</td>
<td>(023) 541 1320</td>
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**Prince Albert Local Municipality**

<table>
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<th>Mail</th>
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<tr>
<td>Information Officer (PAIA)</td>
<td>Mr Trevor Botha (Acting)</td>
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<tr>
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<tr>
<td>Information Officer (PAIA)</td>
<td>Mr Trevor Botha (Acting)</td>
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</tbody>
</table>
LIST OF SALGA MEMBER MUNICIPALITIES

Saldanha Bay Local Municipality
Website: www.saldanhabay.co.za
Mail: Private Bag X53, PRINCE ALBERT, 6930
Street: 33 Church Street, PRINCE ALBERT
Tel: (023) 541 1320
Fax: (023) 541 1321

Executive Mayor
Mr Yolita Fortuin
Mail: Private Bag X53, PRINCE ALBERT, 6930
Street: 33 Church Street, PRINCE ALBERT
Tel: (023) 541 1320
Fax: (023) 541 1321

Head of Communications
Mr Vernon Bowers (Acting)
Mail: PO Box 17, STELLENBOSCH, 7599
Street: Plein Street, STELLENBOSCH
Tel: (021) 808 8172
Fax: 086 644 9528

Information Officer (PAIA)
Mr Marthinus du Plessis
Mail: PO Box 17, STELLENBOSCH, 7599
Street: Plein Street, STELLENBOSCH
Tel: (021) 808 8025
Fax: (021) 808 8026

Stellenbosch Local Municipality
Website: www.stellenbosch.gov.za
Mail: PO Box 17, STELLENBOSCH, 7599
Street: Plein Street, STELLENBOSCH
Tel: (021) 808 8890 / 8111 / 8025
Fax: (021) 808 8026

Executive Mayor
Mr Cyril Jooste
Mail: PO Box 17, STELLENBOSCH, 7599
Street: Plein Street, STELLENBOSCH
Tel: (021) 808 8004
Fax: (021) 808 8026

Municipal Manager
Mr Marthinus du Plessis
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Fax: (021) 808 8026

Information Officer (PAIA)
Mr Job Joggie Scholtz
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Fax: (021) 808 9440
E-mail: terreblanchm@swartland.org.za

Swartland Local Municipality
Website: www.swartland.org.za
E-mail: swartlandmun@swartland.org.za
Mail: Private Bag X52, MALMESBURY, 7299
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Tel: (022) 487 9400
Fax: (022) 487 9440

Executive Mayor
Mr Tijmen van Essen
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Fax: (022) 487 9440
E-mail: vanessent@swartland.org.za

Municipal Manager
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Information Officer (PAIA)
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Fax: (022) 487 9440

Swellendam Local Municipality
Website: www.swellenmun.co.za
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Tel: (028) 514 8500
Fax: (028) 514 2694

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Mr Jan Jansen
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LIST OF SALGA MEMBER MUNICIPALITIES

Theewaterskloof Local Municipality

E-mail: twkmun@twkmun.org.za
Mail: PO Box 24, CALEDON, 7230
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Tel: (028) 214 3300
Fax: (028) 214 1289

Executive Mayor
Mr Chris Punt
Mail: PO Box 24, CALEDON, 7230
Street: 6 Plain Street, CALEDON
Tel: (028) 214 3300
Fax: (028) 214 1289

Municipal Manager
Mr Stan Wallace
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Street: 6 Plain Street, CALEDON
Tel: (028) 214 3300
Fax: (028) 214 1289

Head of Communications
Mr Honey Gxoyiya
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Street: 6 Plain Street, CALEDON
Tel: (028) 214 3300
Fax: (028) 214 1289

Information Officer (PAIA)
Mr Stan Wallace
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Tel: (028) 214 3300
Fax: (028) 214 1289

Witzenberg Local Municipality

Website: www.witzenberg.gov.za

E-mail: westcoastdm@wcdm.co.za
Mail: PO Box 24, MORREESBURG, 7310
Street: 58 Long Street, MORREESBURG
Tel: (022) 433 8400
Fax: 086 692 6113

Executive Mayor
Ms Herbrecht Kittshoff
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Street: 58 Long Street, MORREESBURG
Tel: (022) 433 8400
Fax: 086 692 6113

Municipal Manager
Mr Henry Prins
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Fax: 086 692 6113
E-mail: hfprins@wcdm.co.za

General Manager: Communication
Mr Wilhelm Markus
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Fax: 086 692 6113
E-mail: wmarkus@wcdm.co.za

Information Officer (PAIA)
Mr Henry Prins
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Street: 58 Long Street, MORREESBURG
Tel: (022) 433 8400
Fax: 086 692 6113
E-mail: hfprins@wcdm.co.za

West Coast District Municipality

Website: www.westcoastdm.co.za
LIST OF SALGA MEMBER MUNICIPALITIES

Information Officer (PAIA)
Mr David Masson
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Street: 50 Voortrekker Road, CERES
Tel: (023) 316 1854
Fax: (023) 316 1877
E-mail: david@witzenberg.gov.za