



- 1. SALGA STRATEGIC PLAN 2012/17**
- 2. ANNUAL PERFORMANCE PLAN 2012/13**

Presentation to Portfolio Committee on Co-operative
Governance and Traditional Affairs
28 February 2012



PART 1:

STRATEGIC PLAN

(2012 – 2017)

STRATEGIC PLANNING PROCESS

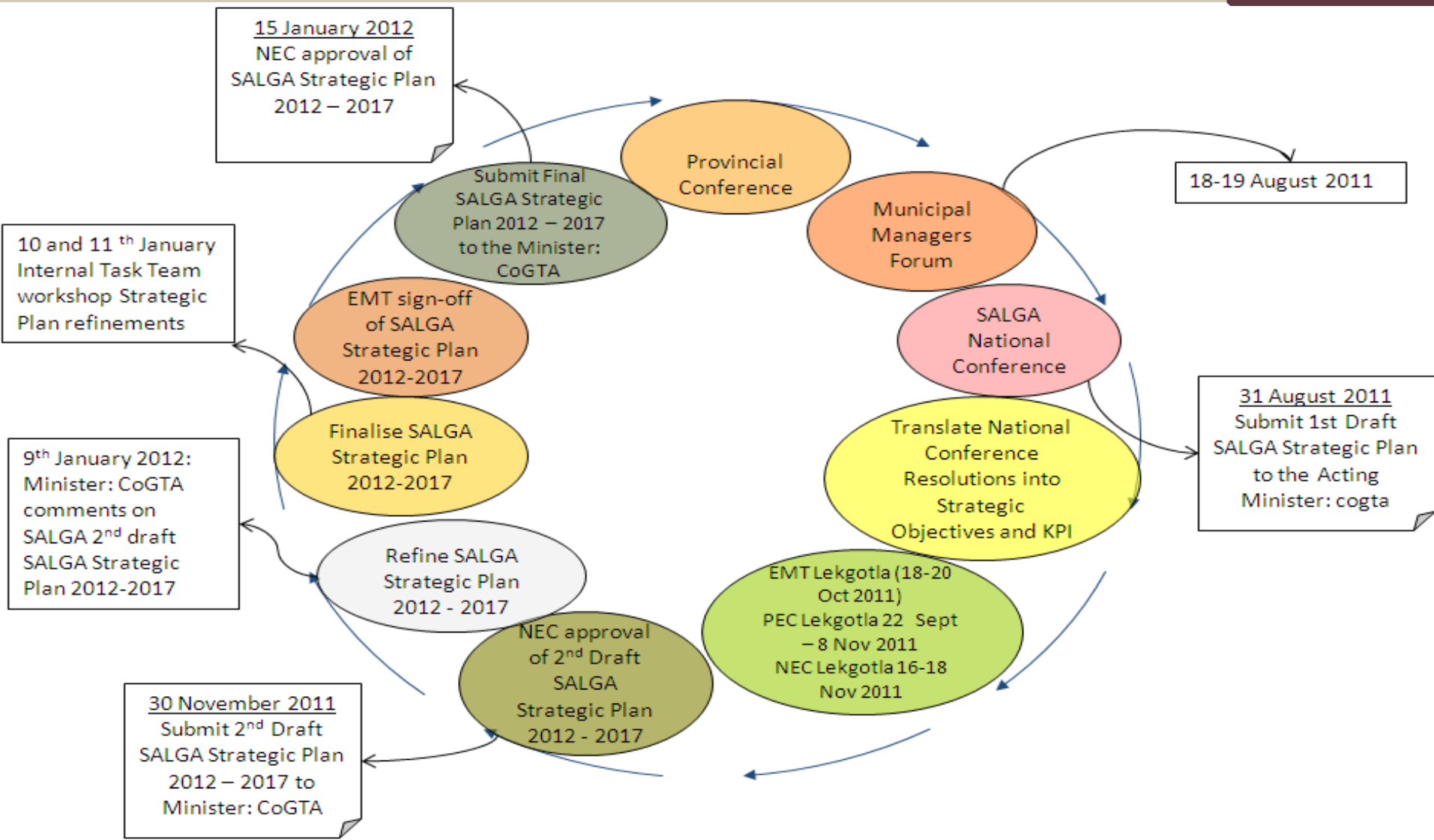
- SALGA as a Schedule 3A Public Entity is governed by the PFMA and related National Treasury Regulations - read in conjunction with the *Framework for Strategic Plans and Annual Performance Plans* set out the legal requirements for the SALGA 5-Year Strategic Plan.
- The SALGA 5-Year Strategic Plan 2012-2017 sets out the new PEC / NEC strategic agenda for the duration of their term of office.

Timeframes for submission and tabling of Strategic Plans and Annual Performance Plans

		31-Aug-11	27-Sep-11	29-Sep-11	31-Oct-11	30-Nov-11	December 2011*	9-Jan-12	31-Jan-12
PUBLIC ENTITIES	Strategic Plans (SP) APP 2012/13	SALGA submit 1st Draft SP & APP to COGTA	COGTA comments finalised & consolidated	Comments on 1st Draft SP & APP sent to Entities		SALGA submit 2nd Draft SP & APP to COGTA	COGTA comments on 2nd Draft SP & APP finalised	Comments on 2nd Draft SP & APP sent to SALGA	SALGA submit final Strategic and Annual Performance Plans to COGTA



STRATEGIC PLANNING PROCESS



SALGA MANDATE

Vision

To be an association of municipalities that is at the cutting edge of quality and sustainable services.

Mission

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

Values

Responsive, Innovative, Dynamic and Excellence.

**SALGA
Mandate**

**Lobby,
Advocate &
Represent**

**Employer
Body**

**Capacity
Building**

**Support &
Advice**

**Strategic
Profiling**

**Knowledge &
Information
Sharing**

Transform local government to enable it to fulfil its developmental mandate.

Lobby, advocate, protect and represent the interest of local government at relevant structures and platforms.

Act as an employer body representing all municipal members and, by agreement, associate members.

Build the capacity of the municipality as an institution as well as leadership and technical capacity of both Councillors and Officials.

Support and advise our members on a range of issues to assist effective execution of their mandate.

Build the profile and image of local government within South Africa as well as outside the country.

Serve as the custodian of local government intelligence and the knowledge hub and centre of local government intelligence for the sector.

The Voice of Local Government

MTSF 2010/11 OUTCOMES	
1	Quality basic education.
2	A long and healthy life for all South Africans.
3	All people in South Africa are and feel safe.
4	Decent employment through inclusive economic growth.
5	Skilled and capable workforce to support an inclusive growth path.
6	An efficient, competitive and responsive economic infrastructure network.
7	Vibrant, equitable, sustainable rural communities contributing towards food security for all.
8	Sustainable human settlements and improved quality of household life.
9	Responsive, accountable, effective and efficient Local Government system.
10	Protect and enhance our environmental assets and natural resources.
11	Create a better South Africa, a better Africa and a better world.
12	An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship.

OUTCOMES	
1	Improve the quantity and quality of municipal basic services to the people in the areas of access to water, sanitation, electricity, waste management, roads and disaster management.
2	Enhance the municipal contribution to job creation and sustainable livelihoods through LED.
3	Ensure the development and adoption of reliable and credible IDP's.
4	Deepen democracy through a refined Ward Committee model.
5	Build and strengthen the administrative, institutional and financial capabilities of municipalities.
6	Create a single window of coordination for support, monitoring and intervention in municipalities.
7	Uproot fraud, corruption, nepotism and all forms of maladministration affecting Local Government.
8	Develop a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system.
9	Develop and strengthen a politically and administratively stable system of municipalities.
10	Restore the institutional integrity of municipalities.

Delivery Agreement of Minister COGTA

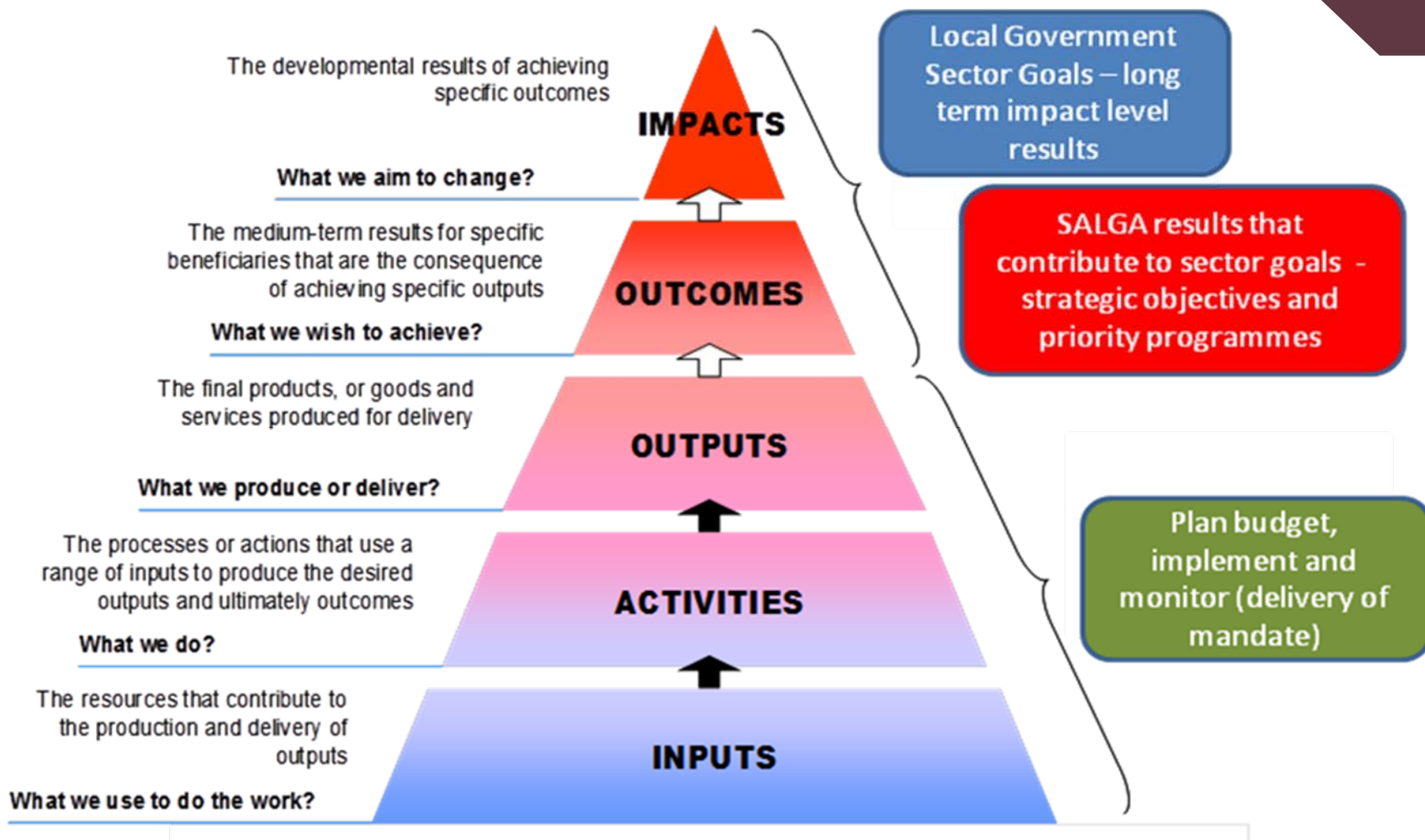
Millennium Development Goals

2011 Local Government Election Manifestos

SALGA 5-YEAR STRATEGIC PLAN 2012-2017

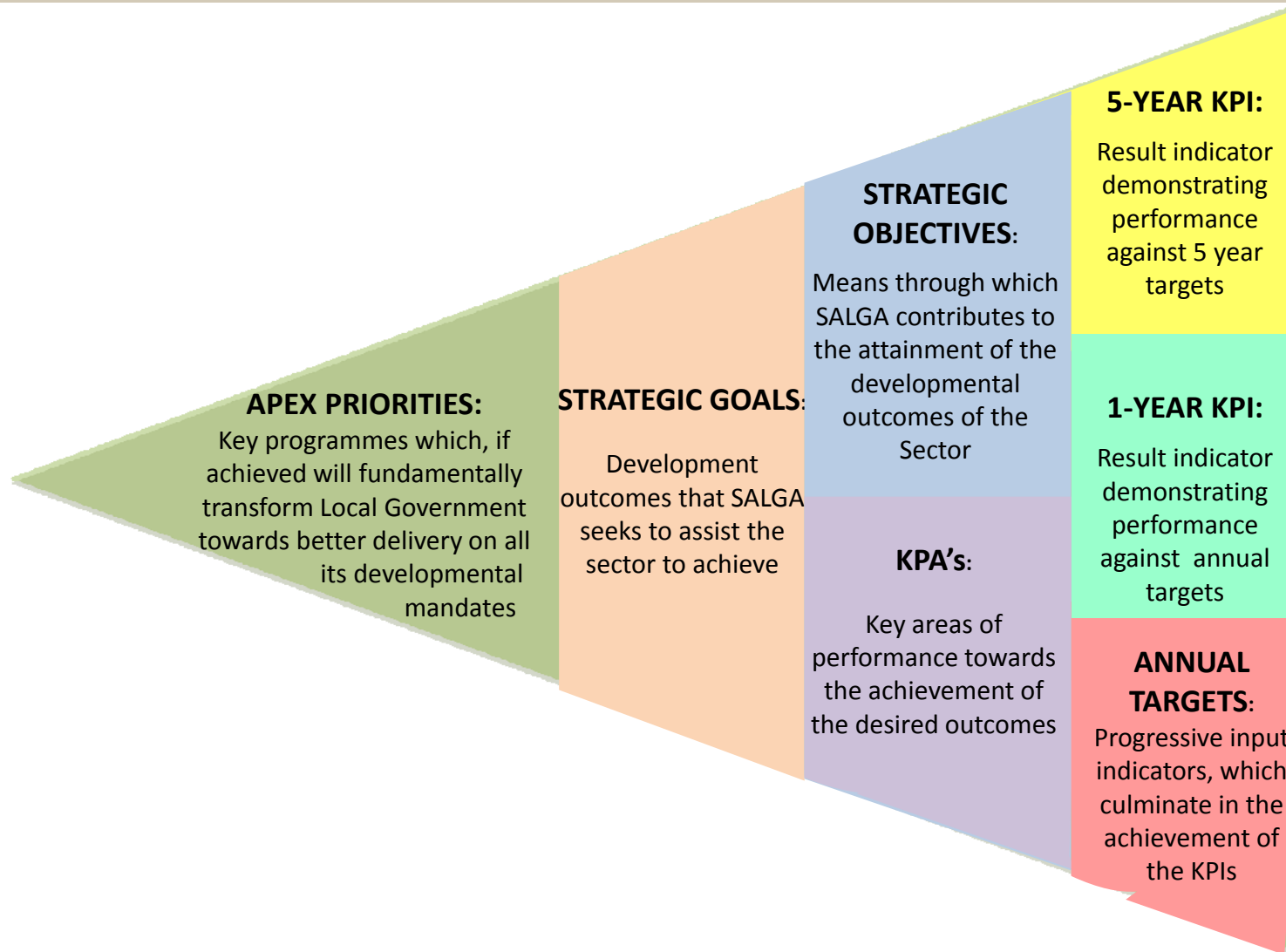


APPROACH TO STRATEGIC PLANNING





SALGA STRATEGIC PLANNING





STRATEGIC GOALS AND PRIORITIES 2012 - 2017

GOALS

1. Local Government delivers equitable and sustainable services
2. Safe and healthy environment and communities
3. Coherent Planning and Socio-economic development at the local level
4. Effective and responsive Local Govt that is accountable to communities
5. Human Capital development in local government
6. Financial and organisationally capacitated municipalities
7. An effective and efficient administration

APEX PRIORITIES

1. Fiscal and Financial Management
2. Legislative and Policy Review
3. Municipal Capacity Building



GOAL 1

ACCESSIBLE, EQUITABLE AND SUSTAINABLE MUNICIPAL SERVICES DELIVERED BY LOCAL GOVERNMENT

Problem Statement

Municipalities can celebrate the provision of basic services to millions of their residents, however some challenges still remain, particularly in terms of access, development and maintenance of infrastructure and the ability to provide these services in an affordable and sustainable manner.

Goal Definition

This goal covers the policies, processes, operations and capacity that ensures that local government is able to provide a comprehensive range of municipal services (legislated and value adding) to communities, organisations and people and a manner that makes its accessible, equitable and sustainable.

Goal Execution

- **Facilitate universal access to sustainable municipal infrastructure and services through:**
 - Facilitate access to bulk infrastructure fund for priority projects
 - Facilitate the establishment of sustainable institutions to manage bulk infrastructure
 - Sustainable pricing and funding of services facilitated
 - Institutional arrangements to render sustainable services facilitated (municipal and social services)
 - Active citizenry for a cleaner environment (waste management promoted)
 - Refurbishment of municipal infrastructure services facilitated
 - Regulatory environment towards sustainable service provision

GOAL 2

SAFE AND HEALTHY ENVIRONMENT AND COMMUNITIES

Problem Statement

A remnant of South Africa's past is high levels of disparity and inequity, in particular, disadvantaged communities have been subject to poor conditions in terms of health, housing, social and economic development. Given this the key priority for local government is the development of sustainable human settlements where social, health, economic and environmental factors are addressed in an integrated manner.

Goal Definition

This goal encapsulates the various social, health, economic and environment interventions that are implemented to build safe communities (crime and disaster), healthy communities (health status, socio-psychological wellbeing, functional communities), and environmentally aware and active communities (improved environment management). It also incorporates a specific focus on eradicating poverty, inequality, marginalisation and xenophobia at a municipal level.

Goal Execution

Facilitate coherent and effective environmental management through:

- Facilitated municipal development management that responds to climate change including mitigation and adaptation
- Integrated Environmental management facilitated
- Improved & coherent municipal planning for disaster management and risk reduction

Facilitate safer communities through:

- Adequately capacitated and funded role for Local Government on Migration and related Public Safety

Facilitate healthier communities through:

- Well defined and funded Local Government role in District Health System (DHS)
- Model for the development of sustainable community services, facilities and healthy lifestyles developed and implemented

GOAL 3

PLANNING AND ECONOMIC DEVELOPMENT AT A LOCAL LEVEL

Problem Statement

The history of municipal planning in South Africa has contributed to inappropriate and undesirable patterns of development in municipalities characterised inefficiency, inequality and segregation. Planning under a democratic dispensation has not significantly challenged or re-moulded these patterns. There is an urgency to address planning and economic development at a local level as it will serve as a critical foundation for the development and viability of municipalities.

Goal Definition

This goal encapsulates the various planning and economic development initiatives that are implemented to build safer communities (crime and disaster), healthier communities (health status, socio-psychological wellbeing, functional communities), and environmentally aware and active communities (improved environment management at a local). It also incorporates a specific focus on eradicating poverty and inequality at a municipal level.

Goal Execution

Lead the fight against poverty, poverty, inequality and marginalization through:

- Improved municipal capacity towards LED for the creation of new and better jobs
- Improved access of Local Government to knowledge and information on transversal issues and poverty eradication
- Engage with national policy, industry or ICT agency structures to better enhance a local government ICT position.

Promote Local Government as a centre of Development and Planning through:

- Represent the interest of LG in the review of national and provincial policies to improve the ability of municipalities to manage development planning
- Support Municipalities to reverse the apartheid spatial planning and development patterns
- Support municipalities to increase to the number of those producing credible IDP's
- Lobby for support of municipalities in rural development and agriculture by National Depts

GOAL 4

EFFECTIVE, RESPONSIVE AND ACCOUNTABLE LOCAL GOVERNANCE FOR COMMUNITIES

Problem Statement

The country, in its ambitious agenda to establish a developmental state and developmental local government has implemented a range of legislation, policy and institutional arrangements to deliver democratic governance to its people. The current legislation, policy and intergovernmental structures and practices do not always work in the interest of local government and in some instances, they work against it. Of particular concern are instances where the constitutional status of local government as an independent sphere of government has been negatively impacted.

Goal Definition

This goal encapsulates the various governance and intergovernmental issues from legislation and policy, to funding and institutional arrangements. It covers issue across all spheres of government and specific issues in relation to the local sphere of government.

Goal Execution

Effective IGR Support and International Relations through:

- Structured engagements between LG and executive at provincial and national level
- Sustainable & self-sufficient municipalities - able to deliver effective and accountable governance
- Effective participation of SALGA in National and Provincial legislatures

Cultivate good corporate governance and leadership

- Good governance in municipalities through effective internal governance structures and systems
- Improved and uniform system of support for public office bearers

Strengthened community participation in municipal governance through:

- Innovative and Effective Public Participation in municipalities
- Functional municipal boundaries and ward delimitation

Support Local Government to lead the fight against corruption

- A well coordinated Local Government fight against corruption

Facilitate an enabling environment for the functioning of developmental local government

- Comprehensive review of legislation and policy framework impacting on municipalities

GOAL 5

HUMAN CAPITAL DEVELOPMENT IN LOCAL GOVERNMENT

Problem Statement

While the relevant local government legislation and policy addresses issues relating to HRM&D there is no comprehensive and coherent dispensation for the sector as a whole which causes challenges in terms of implementing effective HRM&D policies and strategies. This scenario makes it difficult for SALGA to effectively perform its mandate as the employer representative for local government. The above scenario is further exacerbated by the challenging labour relations environment. Addressing the HRM&D and labour relations challenges is therefore critical in building stability in the sector and ensuring that the sector is appropriately resourced and capacitated to fulfill its mandate.

Goal Definition

This goal encapsulates the various policy, strategy and support initiatives that are required to establish a comprehensive HRM&D dispensation for LG. It also focuses specifically on labour relations as a key factor of productivity and service delivery. The goal places particular emphasis on achieving HRM&D stability and growth in sector and supporting skills development and optimal human resourcing for local government.

Goal Execution

Facilitate sound and stable labour relations through:

- A mutual gains approach to collective bargaining facilitated
- Review of existing collective agreements framework
- SALGA position on amendments to the LRA incorporated in the Amendment Act
- Represent the interest of Local Government at NEDLAC and ILO

Facilitate empowered leadership and workforce through :

- Implementation Framework for professionalization of LG HR developed and implemented
- Systems, structures and partnerships for enhanced capacity building programmes established
- Enhanced peer learning and knowledge sharing within and between municipalities

Facilitate improved Human Management through:

- Local Government Human Resource Policy and Strategy developed and rolled out

GOAL 6

FINANCIALLY AND ORGANISATIONALLY CAPACITATED MUNICIPALITIES

Problem Statement

The financial challenges faced by municipalities have been well documented, with some municipalities demonstrating a lack of financial viability. This has an obvious impact on the ability of municipalities to be fully functional and perform on its mandate. This is firstly due the challenges in the current fiscal framework and the processes associated with fiscal transfers and the equitable share model. It is also linked to a broader policy that does not differentiate in the definition or categorisation of municipalities. The reality is that many municipalities face significant challenges in financial and organisational viability. This problem has persisted since the establishment of democratic local government. Hence there is a need to address some the fundamental difficulties associated with the fiscal framework for local government.

Goal Definition

This goal encapsulates the various policy, strategy and support initiatives that are required to build and enabling fiscal framework and adequate local government capacity to deal with financial management. The ultimate focus of this goal is build long term financial viability and broader sustainability of municipalities.

Goal Execution

Efficient and effective municipal finance management and an Equitable intergovernmental fiscal system through:

- Lobby National Treasury, Parliament and other stakeholders for an equitable intergovernmental fiscal system
- Review Legislations and policy framework for efficient budgeting, revenue and expenditure management in LG
- Improved financial governance and audit outcomes
- Recognition of a differentiated financial support for municipalities

GOAL 7

EFFECTIVE AND EFFICIENT ADMINISTRATION

Problem Statement

Through its recent history SALGA as organisation have implemented various initiatives to position the organisation to effective deliver on its mandate. These initiative broadly have sought to ensure that strategy, structure, systems, processes, staff and style of organisation are aligned and functional. Given the significant pressure that will be placed on SALGA to deliver is strategy, it is critical that it has an effective and efficient administration.

Goal Definition

This goal encapsulates the various interventions that SALGA will implement to ensure that its administration functions effectively and efficiently. These interventions will cover areas of governance, products and services, performance management, people development and marketing and communication. In particular the goal will also focus on consolidating SALGA as a unitary structure with national footprint. Part of the process of consolidation will include a bolstering of SALGA's financial and organisation viability.

Goal Execution

Develop SALGA as a centre of excellence

- Operational excellence model developed and implemented
- Improved stakeholder relations and cooperation
- Marketing and communication plan implemented
- Good Business Governance and knowledge management
- Financial management and sustainability
- Human resources management and building capacity building
- Compliance with legislative environment

APEX PRIORITIES

APEX PRIORITY 1

REVIEW OF THE LEGISLATIVE AND POLICY FRAMEWORK

- **Comprehensive review of legislation and policy framework impacting on municipalities**
 - SALGA to participate more effectively in national and provincial legislatures
 - Review regulatory environment towards sustainable service provision
 - Represent the interest of local government in the review of national and provincial policy to improve the ability of municipalities to manage development planning
 - Review legislation and policy framework for efficient budgeting, revenue and expenditure management in local government
 - Lobby for well defined powers and functions for local government

APEX PRIORITY 2

REVIEW OF LG FISCAL AND FINANCIAL MANAGEMENT FRAMEWORK

- **Lobby NT, Parliament & other stakeholder for equitable intergovernmental fiscal system**
 - Recognition of differentiated approach to financial support to municipalities
 - Facilitated access to Bulk Infrastructure Fund for priority projects
 - Lobby and support municipalities for a sustainable Pricing and funding of services facilitated
 - Lobby for a well defined and funded local government role in District Health System

APEX PRIORITY 3

IMPROVED MUNICIPAL CAPACITY

- **Local government human resources policy and strategy developed and rolled out**
 - Advocate institutional arrangements to render sustainable services facilitated
 - Adequately capacitated and funded role for local government on migration and related public safety
 - Systems, structures and partnerships for enhanced capacity building programmes established
 - Enhanced peer learning and knowledge sharing within and between municipalities



PART 2:

PROGRESS OF ISSUES RAISED IN LAST APPEARANCE BEFORE PC

(APRIL 2011)



PC CoGTA: 19th APRIL 2011 COMMITTEE OBSERVATIONS

- 1) Assistance to municipalities where disasters occurred, moves at a slow pace
- 2) Compliance with the Disaster Management Act, No 57 2002 has been poor, eg not all provinces and districts have disaster management centres.
- 3) Senior Management level in the Department of Co-operative Governance was not gender representative.
- 4) The management and treatment of the Khoi-san community by the Department of Traditional Affairs has not been decided upon.
- 5) Some of the policy that they want to make an input on, like ukuthwala and initiation, is within the scope of other departments like the Department of Home Affairs and the Department of Health.
- 6) Funding allocation to the CRL Commission is not sufficient even for basic resources.
- 7) The committee notes that Kwanaloga operates as a separate entity from SALGA.
- 8) The committee notes that amongst the huge amounts of outstanding monies owed to municipalities, there are debts by government departments (inter-governmental debt)
- 9) The committee also notes that some of the infrastructure constructed is of poor quality as a result of poor supervision and monitoring.



PC CoGTA: 19th APRIL 2011 COMMITTEE RECOMMENDATIONS

- 1) Steps should be taken to speed up post-disaster assessment processes, so that resources are speedily sent to disaster areas to avoid the late disbursement of resources. The question of outstanding disaster management funding should be resolved within three months.
- 2) After completion of the report of the commission dealing with traditional leadership, the committee must be briefed on the commissions' findings.
- 3) The role and effectiveness of the CRL Commission, and its funding, must be reviewed.
- 4) The matter of Kwanaloga's relationship with SALGA should be resolved by September 2011.
- 5) Debts owed to municipalities by government should be paid in the first year of the new councils' existence. New councils should sort out the billing systems, etc., and a progress report should be submitted to the committee by October 2011.
- 6) The monitoring and supervision of infrastructure rolled out must be monitored more robustly and on a regular basis. Proactive planning on where people should reside when moving from rural areas to cities must be done. Areas identified must be people sensitive.

PC Recommendation

Steps should be taken to speed up post-disaster assessment processes, so that resources are speedily sent to disaster areas to avoid the late disbursement of resources. The question of outstanding disaster management funding should be resolved within three months.

STRATEGIC GOAL 2		SAFE AND HEALTHY ENVIRONMENT AND COMMUNITIES					
Strategic Objective 2.1		COHERENT AND EFFECTIVE ENVIRONMENTAL MANAGEMENT					
KPA	5-Year KPI	Baseline (2011/12)	Annual Targets (Outputs)				
KPA Statement (Outcome)			2012/13	2013/14	2014/15	2015/16	2016/17
Effective local government responses to disasters	Improved & coherent municipal planning for disaster management and risk reduction LR	Status Assessment of DRM in Local Government; and Guidelines for DRM in Local Government	Local Government position paper for amendment of the DRM Act developed Capacity building programme on scenario-based planning developed and implemented	Stakeholders lobbied on LG position Capacity building programme on scenario-based planning developed and implemented	Stakeholders lobbied on LG position M&E framework for municipal compliance to DRM requirements developed	Advocacy for funding for volunteer units conducted	Assessment of municipal state of Readiness for disasters conducted
			Guideline for Disaster Risk Management in local government implemented	Assessment Report on municipal state of financial and HR capacity, based on M&E Framework, developed	Policy reform to facilitate funded role for local municipalities lobbied for	Capacity building programme on scenario-based planning developed and implemented	Assessment report on municipal state of readiness for disaster responses and risk reduction developed

PC Recommendation

The matter of Kwanaloga's relationship with SALGA should be resolved by September 2011.

Following the Provincial Conference of KZN held from 4 – 5 August 2011 it resolved that:-

- The Kwanaloga constitution is hereby rescinded and the Salga constitution which is currently applicable to Salga and the Provincial Associations is hereby adopted
- The Association will henceforth be known as “The South African Local Government Association – Kwazulu-Natal” (“Salga KZN”)
- Governance and all other related matters, including those relating to staff, assets and liabilities will be subject to negotiation and agreement between Salga National and Salga KZN.
- The election of office bearers and the provincial executive committee shall be conducted in terms of the current Salga constitution

The matter was also tabled and considered by the National Conference, which amongst others resolved that:

- It must be acknowledged that the migration is not an overnight process. However, the need to expedite the resolution of the matter cannot be overemphasized given the imperative of restoring a single and unified organisation.

PC Recommendation

The matter of Kwanaloga's relationship with SALGA should be resolved by September 2011.

The SALGA National Executive Committee (NEC) at its meeting held on 20 September 2011 resolved that:-

- The political decision to reintegrate SALGA KZN has been taken by both the Provincial as well as the National Conference and what remains outstanding is the administrative reintegration.
- The detailed proposed approach to reintegrate the administration be adopted.
- A Political Reintegration Committee comprising of the two SALGA deputy Chairpersons (Cllrs M Nawa and N Sihlwayi) and two SALGA KZN PEC members supported by the heads of the administration of SALGA and SALGA KZN, is established to oversee the administrative reintegration process.
- The Political Reintegration Committee to report regularly to the NEC on progress in finalizing the matter.
- The reintegration process be completed within three months from the date of the National Conference in accordance with the Conference resolution.

Progress to date:

- SALGA KZN has participated in the development of the SALGA Strategic Plan 2012-2017.
- SALGA KZN APP 2012/13 has been incorporated into the SALGA APP 2012/13
- Staff at SALGA KZN has been inducted on all HR, Finance and Corporate Governance related policies of the public Entity.

PC Recommendation

Debts owed to municipalities by government should be paid in the first year of the new councils' existence. New councils should sort out the billing systems, etc., and a progress report should be submitted to the committee by October 2011.

STRATEGIC GOAL 6		FINANCIALLY AND ORGANISATIONALLY CAPACITATED MUNICIPALITIES					
Strategic Objective 6.1		EFFICIENT AND EFFECTIVE MUNICIPAL FINANCE MANAGEMENT AND EQUITABLE IG FISCAL SYSTEM					
KPA Statement	5-Year KPI	Baseline (2011/12)	2012/13	2013/14	2014/15	2015/16	2016/17
Integrated approach to revenue management (Efficient budgeting, revenue and expenditure management in Local Government)	Review Legislations and policy framework for efficient budgeting, revenue and expenditure management in LG	SALGA's submission to Budget Forum for 2011	Produce an annual Municipal Finance legislation and policy barometer Develop guidelines on credit control and outstanding debtors	Produce an annual Municipal Finance legislation and policy barometer Support and advise municipalities on improving revenue management, credit control and outstanding debtors	Produce an annual Municipal Finance legislation and policy barometer Support and advise municipalities on improving revenue management, credit control and outstanding debtors	Produce an annual Municipal Finance legislation and policy barometer Assess the impact of support and advise provided to municipalities on improving revenue management, credit control and outstanding debtors	Produce an annual Municipal Finance legislation and policy barometer Revise the support and advise provided to municipalities on improving revenue management, credit control and outstanding debtors

PC Recommendation

The monitoring and supervision of infrastructure rolled out must be monitored more robustly and on a regular basis. Proactive planning on where people should reside when moving from rural areas to cities must be done. Areas identified must be people sensitive.

STRATEGIC GOAL 3		PLANNING AND SOCIO-ECONOMIC DEVELOPMENT AT LOCAL GOVERNMENT LEVEL					
Strategic Objective 3.1		LEADING THE FIGHT AGAINST POVERTY, INEQUALITY AND MARGINALIZATION (SOCIO-ECONOMIC DEVELOPMENT)					
LOCAL GOVERNMENT AS THE CENTRE OF DEVELOPMENT AND INTEGRATED PLANNING							
KPA	5-Year KPI	Baseline (2011/12)	Annual Targets				
KPA Statement			2012/13	2013/14	2014/15	2015/16	2016/17
Improved participation of municipalities in Comprehensive Rural Development Programme and Agricultural support	Lobby for support of municipalities in rural development and agriculture by National Departments	Position paper on the role of LG in Rural Development & Agricultural support	Engage and lobby DRDLF on defining the role of municipalities in rural development	Implementation of a programme for Municipal support on Rural Development and Agriculture	Implementation of a programme for Municipal support on Rural Development and Agriculture	Implementation of a programme for Municipal support on Rural Development and Agriculture	Evaluate the implementation of Municipal support on Rural Development and Agriculture



PC CoGTA: 12th October 2011: COMMENTS/QUESTIONS

PC Recommendation

Water: The availability of and the quality of water appears to be a real challenge facing many of our municipalities, impacting negatively on their ability to develop the local economy at times. SALGA should engage the Department of Water Affairs quite aggressively to jointly come to an amicable solution to this potential disaster. In the same breath, SALGA must ensure that in a comprehensive way, it presents a compelling case for the water green economy issues.

Update: SALGA has conducted an Section 78 assessment on water, and all municipalities that have not undertaken S78 processes are supported to do so. Using water services as a pioneer, SALGA produced a guide on local regulation of water services. SALGA is supporting the piloting the implementation of the Water Services Guide in municipalities.

PC Recommendation

Statistics: With census being conducted once a decade, it creates a number of difficulties for municipalities that are forced to use this outdated information to provide services but also to receive funding from the national fiscus. There is a need to come up with a creative way of using data collected by municipalities in the day to day delivery of their services to update the official statistics.

Update: The Municipal Barometer established and updated through local data program as part of SALGA's knowledge sharing and peer learning programme.



PC CoGTA: 12th October 2011: COMMENTS/QUESTIONS

PC Recommendation

Local Government Fiscal Review: The Committee received a report from National Treasury earlier in the week and would like to engage SALGA further on the report. Salga needs to make it's views clear on the forthcoming conference or summit on the local government fiscal review.

Update: SALGA to Lobby National Treasury, Parliament and other stakeholders for an equitable intergovernmental fiscal system. Submission to be made on fiscal framework to the Budget Forum, FFC, Parliament and other Stakeholders during 2012/13. This has been identified as one of SALGA's APEX priorities.

PC Recommendation

Organised Local Government: The funding of SALGA has previously been made known to the Committee what are the latest developments including proposals for legislative amendments?

Update: SALGA continues to explore alternative sources of revenue, but no solution has been identified yet. SALGA has, however introduced a robust stakeholder management system to harness the goodwill and funding from stakeholders to the benefit of our members.



SALGA
South African Local Government Association

THE END

THANK YOU