SALGA Annual Performance Plan 25/26

for the **Financial Year**
1 April 2025 to
31 March 2026

APPROVED DATE:
06 February 2025
NEC LEKGOTLA

SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
SALGA
Inspiring service delivery

CELEBRATING XXVIII YEARS SALGA EST. 21/11/1996

Registered employer body in terms of the Labour Relations Act, Act no. 66 of 1996 Registration no.: LR/2/6/3/350

Registration date: 22 May 1998

Recognised as the national organisation representing local government through: Government notice no. R. 175 in Government gazette no. 18645 volume 391 Date: 27 January 1998

Listed as a schedule 3A public entity in terms of the Public Finance Management Act, Act no. 1 of 1999

Listing date: 19 July 2002
Government notice no. 1283 in
Government gazette no.: 23619

Delisted as a schedule 3A public entity in terms of the Public Finance Management Act, Act no. 1 of 1999

De-Listing date: 01 October 2024
Government notice no. 5230
Government gazette no.: 5344

General information

Registered name	South African Local Government Association (SALGA)
Registration number	LR/2/6/3/350
Registration date	22 May 1998
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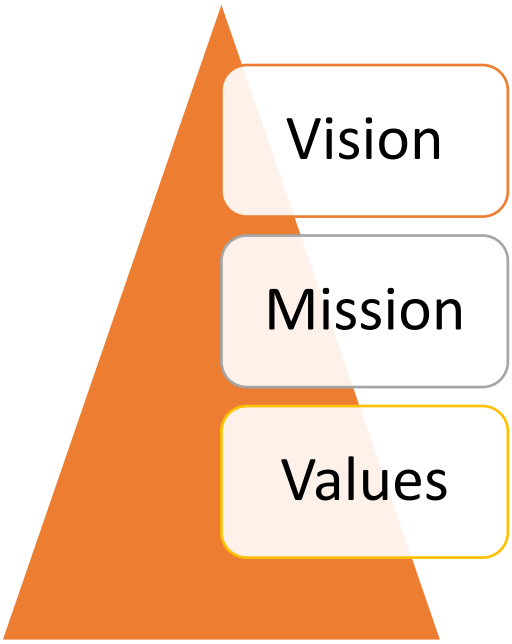
Vision, mission, and values



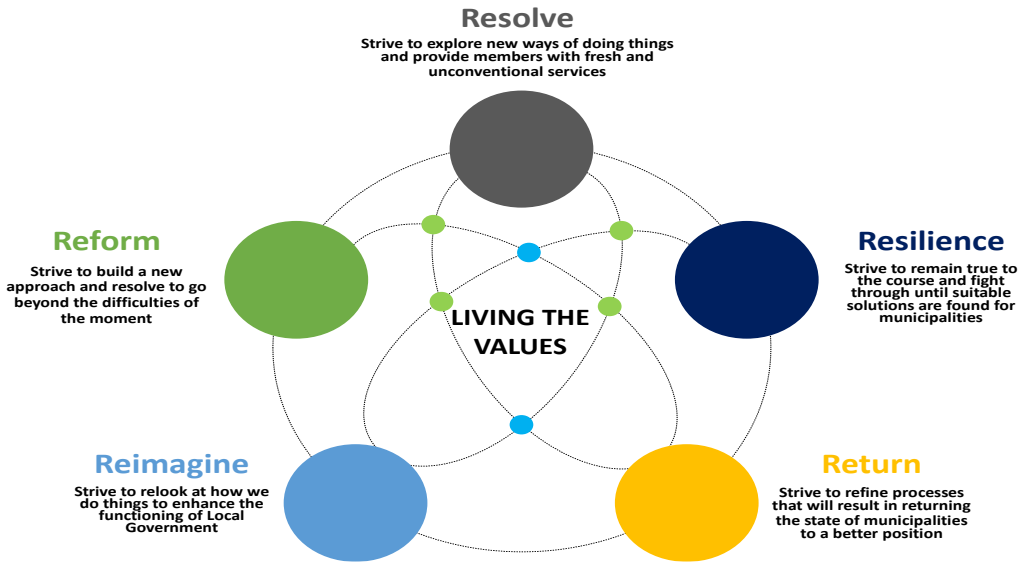
An association that leads innovation through cutting edge quality and sustainable service delivery to our member municipalities for better services to communities

To be consultative, informed, mandated, credible, accountable and protect the interests of our membership and a catalyst for developmental local government.

- **Responsive**: Being quick and flexible in responding to member needs
- **Innovative**: Exploring new ways of doing things and providing members with fresh and unconventional services
- **Dynamic**: Being flexible and adapting to change to service members effectively and efficiently
- **Excellence**: Serving members with pride and excellence.

Principles manifesting values:

The principles that will serve as a vehicle to manifest these values as part of the lived organisational culture, or what defines SALGA's DNA, include the following:



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Acronyms and abbreviations

ACRONYM	FULL DESCRIPTION
AFS	Annual Financial Statement
AGSA	Auditor General South Africa
APP	Annual Performance Plan
ARC	Audit and Risk Committee
AR	Annual Report
ASGISA	Accelerated and Shared Growth Initiative for South Africa
BBBEE	Broad-Based Black Economic Empowerment
BEE	Black Economic Empowerment
BIGM	Building Inclusive Green Municipalities
CAPEX	Capital Expenditure
CBOs	Community Based Organisations
CDP	Councillor Development Programme
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIP	Councillor Induction Programme
CLGF	Local Commonwealth Government Forum
CLLR	Councillor
CoGTA	Department of Cooperative Governance and Traditional Affairs
CO	Chief Officer
COO	Chief Operations Officer
CPD	Continuous Professional Development
CPI	Consumer Price Inflation / Corruption Perception Index
CWP	Community Works Programme
DBSA	Development Bank of Southern Africa
DDM	District Development Model
DEFF	Department of Environment, Forestry and Fisheries
DM	District Municipality
DORA	Division of Revenue Act
DPME	Department of Planning, Monitoring and Evaluation
DRDLR	Department of Rural Development and Land Reform
DTIC	The Department of Trade Industry and Competition
DWS	Department of Water Services
ECD	Early Childhood Development
EMT	Executive Management Team
ENE	Estimates of National Expenditure
EPWP	Expanded Public Works Programme
EU	European Union
FBS	Free Basic Services
FCM	Federation of Canadian Municipalities
FFC	Financial and Fiscal Commission
FSPAPP	Framework for Strategic Plans and Annual Performance Plans
GDP	Gross Domestic Product
HCCS	Human Capital and Corporate Services
HOD	Head of Department
HR	Human Resource
HRD	Human Resource Development
IA	Internal Audit
ICT	Information Communication & Technology
IDC	Industrial Development Corporation of South Africa Ltd
IDIP	Infrastructure Delivery Improvement Programme
IDMS	Infrastructure Delivery Management System
IDP	Integrated Development Plan
IDS	Infrastructure Delivery, Spatial Transformation Services, and Inclusive Communities
IGR	Intergovernmental Relations
ITP	Information Technology Procurement
IUDF	Integrated Urban Development Framework
LED	Local Economic Development
LG	Local Government
LOGIS	Logistical Information System
LUMs	Land Use Management Systems
MoA	Memorandum of Agreement

MCG	Municipal Capabilities and Governance
M&E	Monitoring and Evaluation
MEC	Member of the Executive Committee
MFF	Municipal Finance, Fiscal Policy, and Economic Growth
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MinMEC	Ministers and Members of the Executive Councils
MIS	Management Information System
MISA	Municipal Infrastructure Support Agency
MPAT	Management Performance Assessment Tool
MSA	Municipal Systems Act
MTBPS	Medium Term Budget Policy Statement
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
MoA	Memorandum of Agreement
MoU	Memorandum of Understanding
MuniMEC	Provincial IGR structure established by the Premier for the MEC Local Government
NC	National Conference
NCOP	National Council of Provinces
NDMC	National Disaster Management Centre
NDP	National Development Plan
NEDLAC	National Economic Development and Labour Council
NEMA	National Environmental Management Act, No. 107 van 1998
NGOs	Non-Governmental Organisations
NIMS	National Infrastructure Maintenance Strategy
NPOs	Non-Profit Organisations
NT	National Treasury
OECD	Organisation for Economic Cooperation Development
OLG	Organised Local Government
Ops	Operations
OPEX	Operational Expenditure
PAIA	Promotion of Access to Information Act
PCC	Presidential Coordinating Commission
PDO	Provincial Director of Operations
PFMA	Public Management Finance Act, 1999 (Act No. 1 of 1999) as amended
PH	Portfolio Head
PICC	Presidential Infrastructure Coordinating Commission
PMDS	Performance Management and Development System
RiMCo	Risk Management Committee
PRMG	Provincial Roads Maintenance Grant
SA	South Africa
SADC	Southern African Development Community
SALGA	South African Local Government Association
SCLG	SALGA Centre for Leadership and Governance
SCM	Supply Chain Management
SDF	Spatial Development Framework
SDG	Sustainable Development Goal
SDIP	Service Delivery Improvement Programme
SDS	Service Delivery Standards
SLA	Service Level Agreement
SMME	Small, Medium, and Micro-sized Enterprises
SOE's	State Owned Entities
SONA	State of the Nation Address
SPLUMA	Spatial Planning and Land-Use Management Act
STATS SA	Statistics South Africa
TID	Technical Indicator Description
ToR	Terms of Reference
UCLG	United Cities of Local Government
UN	United Nations
VVSG	Association of Flemish Cities and Municipalities
WSA	Water Service Authority
WSP	Workplace Skills Plan

Executive Authority Statement

Chief Executive Officer's Foreword

As we embark on the 2025/26 fiscal year, I am proud to present the Annual Performance Plan (APP) for the South African Local Government Association (SALGA). This document is a testament to our commitment to inspiring service delivery, enhancing the quality-of-service delivery to our member municipalities and, ultimately, to the communities they serve.

Our vision is to lead innovation through cutting-edge quality and sustainable service delivery. This APP outlines our strategic focus and the measurable performance indicators that will guide us in achieving our outcomes as stating in the 2022 – 2027 five-year strategy. We are dedicated to being consultative, informed, mandated, credible, and accountable, ensuring that we protect the interests of our membership and act as a catalyst for developmental local government.

In the coming year, we will continue to be responsive to the needs of our members, exploring new and innovative ways to provide our members with new and unconventional services. Our dynamic approach will allow us to adapt to changes and serve our members effectively and efficiently. We are committed to excellence, serving our members with pride and dedication.

This APP is not just a plan; it is a promise to our members and the communities they serve. It is a roadmap that will guide us in our mission to improve the lives of South Africans through better local governance.

I invite you to join us on this journey as we work together to achieve our shared vision.

Thank you for your continued support and dedication.

Sincerely,

SITHOLE MBANGA
CEO, SALGA

Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of SALGA under the guidance of the SALGA Chief of Operations.
- Takes into account all relevant policies, legislation and other mandates for which SALGA is responsible; and
- This accurately reflects the outcomes and outputs which SALGA will endeavour to achieve over the 2025/2026 financial year.

MR. LANCE JOEL
CHIEF OF OPERATIONS

MS. THEMBEKA MTHETHWA
CHIEF FINANCIAL OFFICER

MR. SITHOLE MBANGA
CHIEF EXECUTIVE OFFICER

APPROVED BY THE NATIONAL EXECUTIVE COMMITTEE (NEC)

CLLR. BHEKE STOFILE
SALGA PRESIDENT

Part A: Our Mandate

1. SALGA's Constitutional Mandate

SALGA was established at a gathering of municipalities in 1996 and was recognised on 27 January 1998 by the Minister of the erstwhile Department of Provincial Affairs and Constitutional Development, the predecessor to the Department of Provincial and Local Government and current Department for Cooperative Governance and Traditional Affairs (CoGTA), as the national organisation of organised local government, representing South Africa's local government sector through the Government Notice R.175 in the Government Gazette 18645, Vol 391 of 30 January 1998.

SALGA's power over its members stems from its Constitution. However, it does not have statutory executive authority over its members. The organisation was initially registered as a Schedule 3A Public Entity in accordance with the Public Finance Management Act No. 01 of 1999 (PFMA), however, as of 01 October 2024, SALGA was de-listed as a schedule 3A public entity. This delisting therefore removes the Minister of COGTA as the Executive Authority for SALGA. The organisation remains with the Accounting Authority resting with the National Executive Committee; and the Accounting Officer resting with the Chief Executive Officer.

The role and mandate of SALGA is outlined in the SALGA Constitution as follows:

- Represent, promote and protect the interests of local government in the intergovernmental system;
- Transform local government to enable it to fulfil its developmental role.
- Enhance the role and status of its members and be a consultative body of local government.
- Enhance the role and status of municipalities.
- Develop common approaches for local government as a distinct sphere of government.
- Enhance cooperation, mutual assistance and sharing of resources among members.
- Find solutions for problems relating to local government generally.
- Ensure the full participation of women in organised local government, including striving for parity (fifty percent) of representation in SALGA's governance structures;
- Increase knowledge sharing and improve the communications capacity as well as vertical and horizontal connectivity of organised local government and municipalities;
- Be the National Employers' Association 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 Relations Act 66 of 1995, as amended;
- Encourage the settlement of disputes among its members and between them and their employees or trade unions through co-operative governance or labour law principles.
- Affiliate with and participate in the affairs of any international organisation that will serve the interests of the members.
- Ensure that South African local government plays a critical role in furthering Africa's development at regional, continental and international levels; and
- Do such lawful things as may appear to be in the interest of the organisation and its members which are not inconsistent with the objects, or any matter specifically provided for in this Constitution.

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 membership-base of municipalities. In terms of its amended Constitution, SALGA is a unitary body that consists of a national association and nine provincial offices.

SALGA has a clear strategic role to play in representing the interests of local government within the system of government on the one hand, and supporting its members to fulfil their developmental obligations, on the other. As a full partner in government, SALGA is expected to be an active participant in the intergovernmental relations (IGR) system, to provide common policy positions on numerous issues and to voice local government interests, as well

as provide solutions to the challenges facing local government more generally. This can be summarised in the SALGA mandate as per Figure A 1:

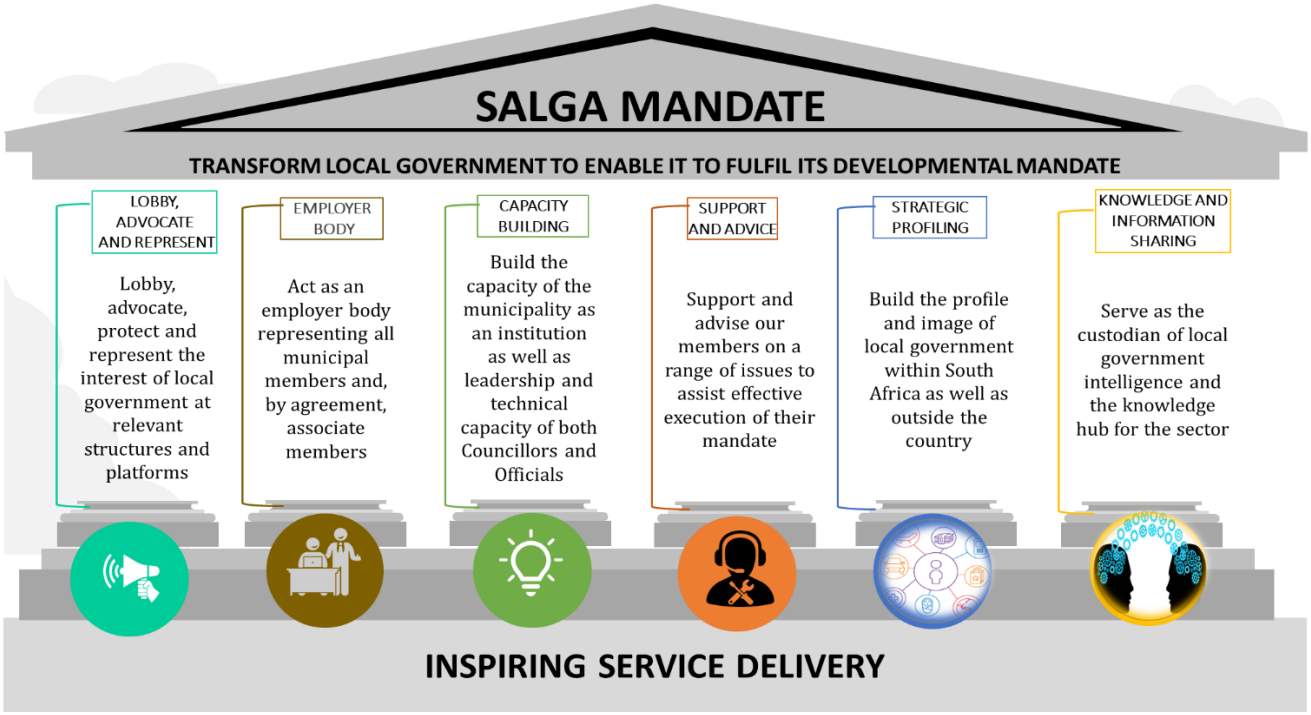


Figure A 1: SALGA Mandate

SALGA has demonstrated a political preference for a unitary structure for organised local government. In terms of the SALGA Constitution as amended at the March 2022 National Conference, it has the following categories of members:

- Municipalities established in terms of the Municipal Structures Act, Act 117 of 1998;
- Provincial associations; and
- Associate members.

2. Constitutional, Legislative and Policy Mandates

There is a clear distinction between the local government constitutional, legislative and policy mandate and the constitutional, legislative and policy mandate obligations for SALGA. This section provides this distinction and explains the different obligations for local government as a sector and SALGA as an association for organised local government.

2.1 The Constitutional Mandate for Local Government

The Constitution of the Republic of South Africa, 1996, envisioned a strong local government and required local government capacity to be built by continuous (systemic) support from National and Provincial Government. It establishes the following categories of municipality:

- **Category (A):** A municipality that has exclusive municipal executive and legislative authority in its area;
- **Category (B):** A municipality that shares municipal executive and legislative authority in its area with a Category (C) municipality within whose area it falls; and
- **Category (C):** A municipality that has municipal executive and legislative authority in an area that includes more than one municipality.

The Constitution determined the objectives of local government as follows:

1. Provide democratic and accountable government for local communities.
2. Ensure the provision of services to communities in a sustainable manner.
3. Promote social and economic development.
4. Promote a safe and healthy environment; and
5. Encourage involvement of communities and community organisations in matters of LG.

2.2 Legislative and Policy Mandate for Local Government

Over and above the legislative and policy mandates for organised local government (OLG), there are legislative mandates that are imposed to Local government that OLG has an obligation in ensuring that local government is supported to give effect to its mandated obligations as raised in the following pieces of legislation in table A 1.

Table A 1: Legislative policy mandate for local government

	LOCAL GOVERNMENT MANDATE AND SALGA ROLE
The White Paper on Local Government (1998)	The vision of the White Paper on Local Government is one of a strong local government, supported by a firm subsidiarity principle and original powers. The White Paper provides that national legislation will provide for a mechanism to facilitate the allocation of powers and functions between the different categories of municipalities. Developmental local government is a local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic, and material needs and improve the quality of their lives. ▪ Maximising social development and economic growth. ▪ Integrating and coordinating. ▪ Democratising development, empowering, and redistributing; and ▪ Leading and learning. Developmental outcomes of local government: ▪ Provision of household infrastructure and services. ▪ Creation of liveable, integrated cities, towns, and rural areas; and ▪ Local economic development.
Municipal Structures Act, 1998	• Section 4: the Demarcation Board may determine that an area must have a category A municipality only after consultation with the Minister, the MEC for local government in the province concerned and SALGA. • Section 12: the MEC for LG must at the commencement of the process to establish a municipality, give written notice of the proposed establishment to organised local government in the province and any existing municipalities that may be affected by the establishment of the municipality and before publishing the section 12 notice, consult organised local government in the province. Likewise, the MEC for local government must at the commencement of the process amend a section 12 notice, give written notice of the proposed amendment to organised local government in the province and any existing municipalities that may be affected by the amendment and before publishing the section 16 notice, consult organised local government in the province.
Municipal Systems Act, 2000	• Section 9: the assignment of a function or power by way of an Act of Parliament to municipalities in general, or any category of municipalities, the organised local government representing local government nationally must be consulted. • Section14: the Minister, at the request of the organised local government representing local government nationally, or after consulting the MECs for local government and organised local government, may make standard draft by-laws concerning any matter, including standard draft rules and orders referred to in section 160 (6) of the Constitution, for which municipal councils may make by-laws. • Section 24: an organ of state initiating national or provincial legislation requiring municipalities to comply with planning requirements, must consult with organised local government before the legislation is introduced in Parliament or a provincial legislature, or, in the case of subordinate legislation, before that legislation is enacted. • Section 43: the Minister, after consultation with the MECs for local government and organised local government, must prescribe general key performance indicators that

	are appropriate and that can be applied to local government generally and to review and adjust those general key performance indicators. • Section 71: municipalities must comply with any collective agreements concluded by organised local government within its mandate on behalf of local government in the bargaining council established for municipalities. • Section 108: the Minister must establish essential national standards and minimum standards for any municipal service or for any matter assigned to municipalities in terms of section 156 (1) of the Constitution, after consulting organised, local government representing local government nationally. • Section 120: the Minister, after consultation with organised local government representing local government nationally, must make regulations or issue guidelines not concerning matters listed in sections 22, 37, 49, 72, 86A and 104 of the Act.
Municipal Finance Management Act (2003)	The Act provides that: • If a national or provincial organ of state which supplies water, electricity or any other bulk resource to a municipality or municipal entity for the provision of a municipal service, intends to increase the price of such resource for the municipality or municipal entity, it must at least 40 days before making a submission to the regulating agency, request organised local government to provide written comments on the proposed increase. • If a municipality encounters a serious financial problem or anticipates problems in meeting its financial commitments, it must immediately notify organised local government. • When preparing a financial recovery plan, the person requested to do so by the provincial executive, or the Municipal Financial Recovery Service must at least 14 days before finalising the Plan, submit the plan for comment to organised local government in the province; • The MEC for local government or the MEC for finance in a province must at least every three months submit progress reports and a final report on an intervention to organised local government in the province; • When a provincial intervention ends, the MEC for local government or the MEC for finance in the province must notify organised local government in the province; • When a municipality is unable to meet its financial commitments, it may apply to the High Court for an order to stay, for a period not exceeding 90 days, all legal proceedings, including the execution of legal process, by persons claiming money from the municipality or a municipal entity under the sole control of the municipality. Notice of an application must be given to the organised local government.
Intergovernmental Fiscal Relations Act (1997)	The IFR Act is one of the critical tools in intergovernmental planning and co-ordination in the public sector budget cycle. It intends to: • Promote co-operation between the national, provincial, and local spheres of government on fiscal, budgetary, and financial matters. • Prescribe a process for determination of an equitable sharing and allocation of revenue raised nationally; and • Provide for matters in connection therewith. SALGA's role is to represent local government through its participation in the Local Government Budget Forum.
Financial and Fiscal Commission Act (1997)	The Act gives effect to the constitutional requirements relating to the Financial and Fiscal Commission. The Financial and Fiscal Commission, established by section 220 of the Constitution, is a juristic person, independent and subject only to the Constitution, this Act, and the law. The Commission acts as a consultative body for, and makes recommendations and gives advice to, organs of state in the national, provincial and local spheres of government on financial and fiscal matters. The Act allows for the nomination of two members to serve on the Commission.
Water Services Act (1997)	The Act provides for: • The rights of access to basic water supply and basic sanitation. • The setting of national standards and of norms and standards for tariffs. • Water services development plans. • A regulatory framework for water services institutions and water services intermediaries. • The establishment and disestablishment of water boards and water services committees and their powers and duties. • The monitoring of water services and intervention by the Minister or by the relevant Province. • Financial assistance to water services institutions. • Certain general powers of the Minister.

	• The gathering of information in a national information system and the distribution of that information. • the Repeal of certain laws; and • Matters connected therewith. SALGA plays a role in: • Water Service Authority (WSA) submission of its development plan to OLG. • Representation of WSAs on a water board must be determined by the Minister after consultation with OLG in the province concerned; and • Consultation regarding promulgation of regulations.
Municipal Demarcation Act (1998)	The Act provides for criteria and procedures for the determination of municipal boundaries by an independent authority. Organised local government must designate one member to the selection panel for the appointment of board members.
Municipal Property Rates Act (2004)	The Act regulates the power of a municipality to impose rates on property; to exclude certain properties from rating in the national interest; to make provision for municipalities to implement a transparent and fair system of exemptions, reductions and rebates through their rating policies; to make provision for fair and equitable valuation methods of properties; to make provision for an objections and appeals process; to amend the Local Government: Municipal Systems Act, 2000, so as to make further provision for the serving of documents by municipalities; to amend or repeal certain legislation. General consultation requirements are imposed throughout the Act where SALGA can play a role.
Municipal Fiscal Powers and Functions Act (2007)	The Act provides that national legislation regulating the imposition of rates on property and surcharges on fees for services provided by or on behalf of the municipality and other taxes, levies, and duties appropriate to local government or to the category of local government into which that municipality falls may only be enacted only after organised local government and the Financial and Fiscal Commission have been consulted.
Disaster Management Act (Act No. 57 of 2002)/ Disaster Management Amendment Act (Act No. 16 of 2015)	The Disaster Management Act provides a platform from which all spheres of government and communities can work together to prevent or reduce the risks of disasters including measures which are aimed at preventing or reducing the risk of disasters; taking measures to reduce the impact or consequences of a disaster; emergency preparedness; rapid and effective responses to disasters; and post-disaster recovery and rehabilitation. The Disaster Management Amendment Act further provides for measures to reduce the risk of disaster through adaptation to climate change and developing of early warning mechanisms; to provide for regulations on disaster management education, training and research matters and declaration and classification of disasters. SALGA plays a role in: • Supporting municipalities through collaboration with the CoGTA. • Implementing advocacy, support, and lobbying interventions for an improved state of disaster preparedness, response and post disaster recovery in municipalities. • Promoting representation of local government interests in the sector including support on sector professionalisation process, capacity building; and • Consultation regarding the promulgation of Disaster Management regulations.
Fire Brigade Services Act (Act No. 99 of 1987)	The Fire Brigade Services Act provides for the establishment, maintenance, employment, coordination, and standardisation of fire brigade services and for matters connected therewith. The White Paper on Fire Services further outlines the establishment of a fire service that is proactive in preventing fires and other risks. SALGA plays a role in: • Implementing advocacy, support, and lobbying interventions for an improved state of emergency preparedness and response in municipalities including amongst others, service level standards for the delivery of fire services. • Promoting representation of local government interests in the sector including support on sector professionalisation process, capacity building; and • Support for introduction of a national uniform Incident Management System (IMS) to improve response to fire incidents
Road Traffic Management	The Road Traffic Management Corporation Act (1999), Section 32(1) stipulates that for the purpose of executing the road traffic law enforcement function, the Chief Executive Officer of the Road Traffic Management Corporation (RTMC) consultation with the

Corporation Act 20 of 1999	National Commissioner of Police and the National Organisation recognised in terms of the Organised Local Government Act (1997) must develop a National Law Enforcement Code. The Act seeks to harmonise the management of traffic law enforcement by local, provincial, and national government through the development of standards and frameworks, ensuring common standards, approaches, and control measures. This is done through ensuring common key performance Indicators as well as monitoring and evaluation systems. SALGA plays a role in: • Representing local government on the RTMC Board and Shareholders Committee and thus playing oversight over the corporation. • Facilitates local government contributions to the development of legislation, regulations, and the code;

2.3 Constitutional Mandate for Organised Local Government (SALGA)

The Constitution of the Republic of South Africa, 1996, entrenched local government as a fully-fledged wall-to-wall sphere of government in a system of cooperative governance in which the three spheres are distinctive, yet interrelated and interdependent. This is against the background that the most pervasive challenge facing our country as a developmental state is the need to redress poverty, inequality, underdevelopment and the marginalisation of people and communities, amongst others.

The constitutional architecture recognises that these challenges can only be addressed through a concerted effort by government in all spheres working together and integrating their actions into the provision of services and development of the country's space. Ultimately, the three spheres must provide effective, transparent, accountable, and coherent government for the Republic as a whole.

Section 163 of the South African Constitution (1996) calls for organised local government (OLG) to represent municipalities in the intergovernmental and cooperative governance system, by making provision for OLG to participate in the National Council of Provinces (NCOP) in section 67 and the IGR system more generally and mandated legislation to set out the processes and procedures for doing so. The Constitution further provides that OLG will have a national organisation and provincial organisation to:

- Consult with the national or provincial government.
- Designate ten representatives to participate in the NCOP.
- Nominate two people to the FFC.

Section 154 further requires that draft legislation that affects the status, institutions, powers, or functions of LG must be published for public comment, in a manner that allows OLG an opportunity to make representations. Section 214 provides that DoRA only be enacted after consultation with organised local government, while section 221 states that the Financial and Fiscal Commission will consist inter alia of two people selected, after consulting organised local government. The Constitution further provides in section 229 that national legislation regulating the imposition of rates on property and surcharges on fees for services provided by or on behalf of the municipality may be enacted only after OLG.

2.4 Legislative and Policy Mandate for Organised Local Government (SALGA)

Table A 2: Legislative policy mandate for organised local government

LEGISLATION	LOCAL GOVERNMENT MANDATE AND SALGA ROLE
Organised Local Government Act (1997)	The Act make provision for the recognition of a national association and provincial associations and established the procedures by which organised local government (OLG) may nominate representatives to the NCOP and the Financial and Fiscal Commission (FFC) and consult with the national and provincial spheres of government. The intergovernmental system has since evolved to specifically include organised local

	government in the key formal structures of the intergovernmental system as outlined in the Intergovernmental Relations Framework Act of 2005.
The White Paper on Local Government (1998)	The White Paper makes a provision for SALGA to play a leading supportive role in the wholesale transformation of LG to be developmentally oriented. The paper provides for SALGA to make a strong contribution to the development of municipalities, through: • Provision of specialised services to strengthen the capacity of local government. • Research and information dissemination. • Facilitate shared learning between municipalities. • HR and leadership development. It provides a framework for the understanding of the philosophy, mission, and role of intelligence in a democratic South Africa. The White Paper suggests that SALGA must: • Develop own policy formulation and advocacy capacity. • Develop strong internal mandating and consultative processes. • Develop expertise in labour relations, bargaining, conflict resolution and HR management and development. • Be funded on an R-for-R basis out of the equitable share of national revenue to which LG is entitled. The White Paper on Local Government confirms that SALGA has a key role to play, not only as an employer in the South African Local Government Bargaining Council, but also in building capacity in labour relations among its membership and maintaining open and constructive relationships with organised labour. It further provides that SALGA also has potential to make a strong contribution to the development of municipalities throughout the country.
Municipal Systems Act (2000)	The Act provides that SALGA must seek to: • Develop common approaches for local government as a distinct sphere. • Find solutions for problems that relate to local government generally. • Enhance co-operation, mutual assistance and sharing of resources between municipalities. • Facilitate compliance with the principles of cooperative governance and IGR.
Intergovernmental Relations (IGR) Framework Act (2005)	The Intergovernmental Relations Framework Act 13 of 2005 intends: • To establish a framework for the national government, provincial governments, and local governments to promote and facilitate intergovernmental relations. • To provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes; and • To provide for matters connected therewith. The Act envisages that in respect of: • Issues and/or forums related to national government, OLG will be represented by the National Body (PCC, MinMEC, etc). • Issues and/or forums related to Provincial government, OLG will be represented by the provincial organisation (PCF, MuniMEC/MayMEC); and • Issues or forums within the district realm, municipalities will represent themselves. With the enactment of the IGR Framework Act, SALGA has seen the establishment of several IGR structures, in line with the provisions of the Act. The IGR Framework Act makes specific provision for organised local government's participation in both national and provincial IGR structures. As such, organised local government participates in many IGR structures, at both provincial and national level.

2.5 Direct Link to Other Policies and Plans

The current strategic plan has taken into consideration global plans and priorities, the National Development Plan (NDP), the Medium-Term Strategic Framework 2019 - 2024, the Monitoring Framework for the NDP five-year implementation plan, spatial development plans, provincial priorities, sector priorities, and local government priorities. Most of these policies and plans/priorities are outlined in Table A 3.

Table A 3: Global and national policies and strategies taken into consideration for the five-year planning period.

Global Agenda	Local government mandate
Sustainable Development Goals (SDGs) Vision 2030	Requires local governments to be inclusive, economically productive, environmentally sustainable, and resilient to climate change and related risks through, inter alia, the use of renewable energy and sustainable provision of water and sanitation for all. SALGA regards Goal 11 as pertinent to the OLG sector and its commitment to addressing South Africa's development challenges.
Africa Agenda 2063 – The Africa we want	Advocates for structural transformation and economic independence for Africa through agro-based industrialisation, innovation, new technologies and partnerships to provide food security, jobs and cultural reorientation and rejuvenation.
Paris Accord on Climate Change	This accord calls for zero net anthropogenic greenhouse gas emissions by the second half of the 21st century and commits signatories to limiting the temperature increase to 1.5 °C, which requires zero emissions between 2030 and 2050 and replacing fossil fuels almost entirely with clean energy in the second half of this century.
Habitat III	The new Urban Agenda reflects political commitment to developing sustainable rural and urban towns, cities, and human settlements.

National Agenda	Local government mandate
National Development Plan (NDP)	The NDP, Our Future Make It Work, sets out a comprehensive plan to eliminate poverty and reduce inequality by 2030 by drawing on the energy of South Africa's people, growing an inclusive economy and building key capabilities, including the necessary skills and infrastructure, building the capacity of the state, and promoting leadership and partnerships throughout society. SALGA, as a state entity, must align its programmes to ensure that it realises the aspects espoused in the NDP.
Medium Term Strategic Framework 2019 - 2024	The MTSF is a high-level strategic document to guide the five-year implementation and monitoring of the NDP 2030. In line with the electoral mandate, the sixth administration identified the priorities to be undertaken during 2019-2024 medium term strategic framework. The MTSF sets targets for implementation of priorities and interventions for the 5-year period and states the outcomes and indicators to be monitored. The seven priorities derived from the 2019 electoral mandate and SONA are: • Priority 1: Building a Capable, Ethical and Developmental State. • Priority 2: Economic Transformation and Job Creation. • Priority 3: Education, Skills, and Health. • Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services. • Priority 5: Spatial Integration, Human Settlements and Local Government. • Priority 6: Social Cohesion and Safe Communities; and • Priority 7: A better Africa and the World.
Spatial Development Plan	All government institutions preparing short- and medium-term plans must reflect the spatial impact of the priorities that will be planned for. This will also facilitate and promote intergovernmental cooperation in respect of spatial development planning and transformation**.**
Integrated Urban Development Framework (IUDF)	Department of Cooperative Governance and Traditional Affairs (CoGTA) coordinates initiatives to manage urbanisation and achieve economic development, job creation and improved living conditions.
District Development Model	For the government to deliver integrated services whilst strengthening monitoring and evaluation and impact at district and local levels, a District Development Model (DDM) was launched by the President of the Republic of South Africa. The DDM provides both an institutional approach and territorial approach (geographic space) focus. The 44 Districts plus eight Metros as developmental spaces (IGR Impact Zones) can be the strategic alignment platforms for all three spheres of government where One Plan for each space guides and directs all strategic investments and projects for transparent accountability. The Plan will harmonise IDPs and create interrelated, interdependent as well as 'independent' development hubs supported by comprehensive detailed plans. SALGA is a partner in the conceptualisation and delivery of this model and will continue to play a huge role in coordination, monitoring and evaluation processes to ensure the programme is a success.

3. Institutional Policies and Strategies Governing the Five-year Planning Period

Emanating from SALGA's strategic planning process, several policies and strategies are identified as critical interventions that will assist SALGA in realising the intended impact and identified outcomes over the five years. Some of the existing legislation, policies and strategies will be reviewed and possibly amended or repealed to address the dynamic environment within which local government operates. These include the obligations placed on the SALGA NEC such as:

- Amend the White Paper on Local Government to assess the effectiveness of existing local government policies and propose necessary changes to legislation or practices to ensure efficient service delivery and community participation at the local level.
- Amend OLGA to make membership and payment of membership fees compulsory in line with SALGA's unitary structure and to repeal the clause on provincial associations;
- Refine and implement SALGA Constitutional amendment adopted by Conference:
    - To strengthen the authoritative relationship between SALGA and members, such as affording SALGA powers to act against failure by a member to uphold SALGA's directive or advice, and
    - To provide for political inclusivity (proportional representation) in all SALGA governance structures;
- Lobbying for the review of applicable legislation to utilise SALGA's developed Coalition Framework as a basis for regulating the formation and functioning of coalition governments in the local government space;
- Lobby political parties to ensure deployment of skilled and competent political leadership;
- Professionalisation of administrative staff including standardisation of recruitment for retirement processes.

4. Relevant Court Rulings

There are no court rulings that have a significant, ongoing impact on operations or service delivery obligations.

MATTER	DESCRIPTION	STATUS
SALGA VS NERSA & OTHERS	SALGA NEC has resolved to challenge the constitutionality of the electricity tariff increase granted by NERSA to Eskom Holdings (Pty) Ltd for the 2022/2023 and 2023/2024 financial year	The High Court application have been consolidated with the DA application. All the applications were set down for hearing from the 11th until the 15th of September 2023 in the North Gauteng Division of the High Court held in Pretoria. Both the SALGA and DA applications were dismissed by the court with each party to pay its own cost. SALGA has filed a notice of intention to appeal the matter on the 22nd of December 2023. The matter has been finalised, and the application was dismissed with no order as to cost. No further action to be taking in this matter
Let's Talk Komani & The Independence vs Premier of the province of the Eastern Cape & The Executive & eleven others	Notice of Motion served on SALGA on Tuesday 18 April 2023. SALGA cited as 1st Respondent and Eskom Holdings Ltd 2nd. High Court Application seeking a declaratory order that: 1) contracts entered by its members with Eskom are valid and enforceable that Eskom had the authority to enter such agreements and will be able to enter future agreements	Matter have been opposed by SALGA. SALGA finalising opposing papers with a condonation application. The main application was dismissed in the Makhana High Court on the 29th of January 2025 with each party to pay its own cost. The interlocutory application for legal cost awarded to SALGA are still to be taxed
South African Municipal Workers Union (SAMWU) vs COGTA & SALGA	Application filed by SAMWU in the Labour Court to challenge the constitutionality and validity of the Municipal System Amendment Bill	The application in the Labour Court is opposed by SALGA and COGTA. The application was granted with legal cost including cost of two counsel awarded to the applicant. The matter was enrolled for hearing in the Constitutional Court on the 10th of September 2024. Argument was presented by all parties and judgment remained reserved. Matter is ongoing

Part B: Our Strategic Focus

Part B: Our Strategic Focus

5. Updated Situational Analysis

5.1. External Environmental Analysis

External analysis relates to how an organisation objectively assesses the changes made to its industry and the broader world that could affect its current business operations. This ensures that organisations can adapt to changes and succeed within an industry (Indeed Editorial Team, 2021). A review of the external environment was conducted following the renowned PESTLE methodology to ensure a complete capture of all factors that affect SALGA's operational environment. The analysis focuses on statistics or trends, followed with an analysis of the national and municipal environmental factors impacting SALGA.

5.1.1. Political Environment-Related Implications

The political landscape in South Africa presents both challenges and opportunities for local governance, directly impacting SALGA's capacity to attain its constitutional mandate. As the acknowledged representative of local government within South Africa's intergovernmental framework, SALGA plays a crucial role in navigating political complexities, fostering cooperation, and driving transformation at the municipal level.

Low voter participation increases the gap between citizens and their local governments, affecting the legitimacy and accountability of municipal leadership. SALGA can address this issue by promoting civic education initiatives that accentuate the importance of electoral participation and democratic governance. Encouraging participatory governance practices, such as public consultations and community forums, aligns with the SALGA mandate of enhancing the role and status of its members and being a consultative body of local government. The promotion of citizen participation will help strengthen relationships between municipalities and their constituents, restoring public trust and supporting the principles of democratic accountability.

The emergence of coalition governance has introduced additional complexities into municipal administration, with many councils facing challenges in achieving cohesion and delivering effective services. This situation frequently results in administrative inefficiencies, delays in decision-making, and fragmented service delivery. As the representative body of organised local government, SALGA must advocate frameworks and best practices that stabilise coalition-led municipalities. This entails promoting solutions that align diverse political agendas, ensure operational coherence, and enhance the governance capacity of coalition councils. Such efforts are crucial to ensuring that municipalities accomplish their developmental roles, which is a fundamental aspect of SALGA's mandate to address issues related to local government, comprehensively.

The frequent interventions under Section 139 indicate systemic governance and financial issues, with municipalities in provinces such as KwaZulu-Natal and the Northwest facing ongoing challenges. SALGA's mandate specifies that it is responsible for representing, protecting, and promoting local government interests and therefore provides targeted support to these municipalities. This support includes governance and financial recovery expertise, capacity-building programs, and ensuring the sustainability of operational reforms. By developing common approaches to local governance issues, SALGA would be arming municipalities with the ability to navigate some of the thorny political issues that they confront. This effort aligns with SALGA's mandate to enhance cooperation, mutual assistance, and resource sharing among its members.

SALGA is uniquely positioned to ensure that local government priorities align with national development goals. The integration of municipal planning with frameworks such as the SDGs, NDP and MTDP enables local governments to make significant contributions to infrastructure development, resource management, and economic growth. Facilitating this alignment allows SALGA to enhance the role of municipalities as active partners in achieving national developmental objectives. Through strategic advocacy, SALGA can also ensure that adequate resources are allocated to municipalities to implement these plans effectively, for the overall improvement of the quality of life of citizens.

The current levels of citizen dissatisfaction with municipal performance signal the importance of SALGA's efforts to promote governance that is responsive to community needs. By improving communication and connectivity between municipalities and their constituents, SALGA can support greater public participation in decision-making processes. This aligns with SALGA's mandate to increase knowledge-sharing and improve the communications

capacity as well as vertical and horizontal connectivity of organised local government and municipalities. Initiatives to improve service delivery, increase transparency, and strengthen accountability structures are crucial for maintaining trust and reinforcing democratic governance. SALGA needs to intensify efforts aimed at supporting independent assurance mechanisms, such as audit committees as this synchronises with its mandate to enhance the status of municipalities and promote mutual assistance among its members.

SALGA's mandate to facilitate relationships between its members and employees, along with its responsibility to foster capacity-building, make it imperative for it to prioritise the enhancement of technical and governance competencies. By implementing targeted training programs stemming from evidence-based needs analysis, SALGA can provide municipal leaders and oversight bodies with the necessary purpose-fit skills to manage risks, ensure accountability, and drive performance improvement.

The prevalence of irregular expenditures and the low rate of clean audits among municipalities as evidenced in the situational analysis of the political environment magnifies the need for strengthened financial practices. SALGA therefore needs to amplify its advocacy for robust accountability frameworks, credible financial statements, and transparent procurement processes which is in line with its mandate to address local government challenges. By enhancing financial governance, SALGA would be equipping municipalities to better realise their service delivery mandates and build public confidence in local government institutions.

Operational inefficiencies and infrastructural deficiencies in WSAs clearly affect service delivery, public health, and environmental sustainability. Against this backdrop, SALGA should advocate for investments in water infrastructure and implement technical training programs for WSA personnel. The act of supporting WSAs in meeting service delivery expectations aligns with SALGA’s mandate to protect local government interests while promoting innovation and resource sharing. The disparities in governance performance across provinces reinforce the necessity for a bespoke approach to municipal support. SALGA has the mandate to foster enhanced cooperation and mutual assistance by promoting knowledge exchange and peer learning among municipalities. High-performing municipalities, such as those in the Western Cape, can act as benchmarks for best practices, allowing underperforming regions to adopt successful governance and service delivery models.

The perception of corruption in local government affects public trust and municipal effectiveness. SALGA's mandate to improve governance frameworks and support dispute resolution through cooperative governance provides a basis for promoting ethical leadership and transparency. Implementing digital tools and enhancing internal controls are important strategies to reduce corruption and restore public confidence in local government. SALGA's mandate includes ensuring the participation of women in organised local government, aiming for parity in governance structures. Therefore, by promoting gender inclusivity and diversity in municipal leadership, SALGA can enhance the ability of municipalities to represent and address the needs of all citizens. Initiatives that support women leaders are imperative and the creation and offering of these would be consistent with SALGA's commitment to transformation and the developmental role of local government.

5.1.2. Economic Environment-Related Implications

The economic sub-environment in South African municipalities presents a set of challenges that make the execution of SALGA’s constitutional mandate critical. To address these challenges effectively, it is necessary to employ strategic, evidence-based, and multidimensional interventions aimed at stabilising municipal finances and enhancing their capacity to deliver essential services.

SALGA’s mandate, as outlined in its Constitution, requires the organisation to protect the interests of local government, transform its operational capacity, and enable municipalities to fulfil their developmental roles. These objectives provide a basis for tackling the economic barriers currently affecting local government performance. The issue of increasing municipal debt is a significant concern. Many municipalities rely on borrowing to finance infrastructure projects and provide essential services. However, this practice can result in financial difficulties that affect creditworthiness, delay infrastructure development, and impact service delivery. The inclination of SALGA towards the promotion of sustainable debt management frameworks would therefore be crucial. This may find expression in the provision of support for financial reforms that offer municipalities favourable borrowing terms while encouraging fiscal discipline through targeted capacity-building programs. Measures such as these align with SALGA’s goal to find solutions for local government challenges and improve the governance capabilities of its members.

Moreover, inefficiencies in capacity-building pose a significant threat to the enhancement of municipal operations. Although investments in training and professional development aim to strengthen governance and service delivery,

they frequently fail to meet their objectives, leaving municipal staff inadequately prepared to tackle critical issues. This stresses the necessity for SALGA to implement targeted and well-designed capacity-building initiatives. By collaborating with academic institutions, professional organisations, and government training agencies, SALGA can develop customised programs that address specific skill gaps.

The persistently high unemployment rate impacts municipal financial stability. Unemployment reduces residents' ability to pay for municipal services, increasing reliance on social assistance programs and weakening municipal revenue collection. This issue is notable in provinces like Northwest and Eastern Cape, which face challenges of poverty, inequality, and fiscal shortfalls. In acknowledgement of this, SALGA needs to strongly advocate for job-creation policies that prioritise local economic development. Additionally, municipalities need support to foster entrepreneurship and create environments conducive to small business growth. By integrating skills development initiatives within local economic frameworks, SALGA can help municipalities address unemployment and improve their revenue streams. This aligns with SALGA's mandate of enhancing the role and status of municipalities.

Revenue collection inefficiencies, compounded by socioeconomic disparities and consumer non-payment, place additional strain on municipal budgets remain prime challenges confronting municipalities. In many instances, the financial pressures from unpaid service bills hinder municipalities' ability to provide essential services. SALGA, therefore, must play a vital role in helping municipalities implement innovative revenue-collection methods, such as prepaid service systems and debt restructuring strategies, among others. These initiatives are in tandem with SALGA's constitutional duty to develop standardised approaches for local government and support sustainable financial practices.

The ethical culture within municipalities is crucial for effective governance and maintaining public trust. Municipalities lacking robust ethical governance frameworks are more susceptible to increased corruption and inefficiency, which subsequently erode public confidence and impede service delivery. It is imperative for SALGA to prioritise the advancement of ethical leadership, transparent decision-making processes, and anti-corruption strategies. By institutionalising pro-integrity policies and offering regular ethics training, SALGA can cultivate a culture of accountability and reinforce governance structures within local government.

The reliance on consultants for areas such as financial management and technical service delivery exacerbates existing skills gaps. While consultants are often brought in to resolve immediate issues, this strategy frequently leads to unsustainable governance outcomes. SALGA should prioritise reducing this dependency by implementing capacity-building initiatives that focus on developing internal staff. Collaborations with universities, the National School of Government and other professional bodies can facilitate knowledge transfer, enabling municipalities to build long-term competencies and manage their operations more effectively. This will serve as proof of the effective execution of SALGA's mandate of enhancing the role and status of municipalities.

5.1.3. Social Environment-Related Implications

Municipalities face a wide range of challenges that hinder their ability to deliver services effectively and equitably. Among these are managerial staff shortages, gender disparities, urbanisation pressures, rural neglect, rising crime rates, and declining voter participation. There is a need for strategic interventions aligned with SALGA’s mandate to transform the local government space, enhance its developmental role of municipalities, foster inclusiveness, and address inefficiencies in service delivery. Addressing these challenges is essential to strengthening the role of municipalities in South Africa’s development.

Municipalities face a lack of skilled managers, and this invariably affects governance and service delivery. To address this, SALGA should enhance municipalities' appeal by advocating for attractive human resource policies, competitive pay, and professional development. Capacity-building programs are vital to equip leaders with necessary skills. Streamlined recruitment and retention processes can also help municipalities fill leadership gaps, especially for important strategic areas.

Gender disparities in municipal leadership hinder inclusive decision-making and governance. Women's under-representation in managerial roles restricts the diversity of perspectives in municipal decision-making. SALGA can address this issue by promoting the formulation of recruitment policies that prioritise female representation and establishing mentorship programs to support women's professional development. Additionally, collaborations with civil society organisations and advocacy groups can increase awareness of the importance of gender-diverse leadership. By promoting inclusivity, SALGA would be discharging its mandate of ensuring full participation of women in local governance structures, thereby fostering a more equitable decision-making framework.

Urbanisation continues to place considerable pressure on urban municipalities, while rural areas experience significant under-development and resource limitations. To address these disparities, SALGA could advocate for balanced development through the implementation of region-specific strategies. In urban settings, efforts should prioritise sustainable urban planning, infrastructure development, and effective resource management to meet the demands of increasing populations. For rural regions, SALGA must promote improved resource allocation, infrastructure development, and stimulation of local economies. These initiatives will ensure equitable development in the polity and help bridge the urban-rural divide, fostering balanced and sustainable development across municipalities.

Service delivery disparities, especially in rural and underserved areas, are a significant issue. Many municipalities encounter difficulties in providing basic services to low-income households due to limited resources and infrastructure challenges. SALGA is tasked with representing and advocating for local government interests by lobbying for fair resource distribution and assisting municipalities in satisfying their service delivery obligations. Implementing innovative practices, such as enhancing indigent registration processes and focusing resource allocation, can aid municipalities in improving access to essential services, thereby fostering social cohesion and decreasing inequality. This is in harmony with SALGA's mandate of developing unified strategies for local government as an independent sphere of government.

Increasing crime rates place additional pressure on municipal resources and diminish public confidence in local government. To address this issue, SALGA should work closely with law enforcement agencies, community organisations, and municipalities to formulate comprehensive crime prevention strategies. Active participation of the citizenry in the war against crime is also critical. To this end, initiatives such as community policing, improved public safety infrastructure, and socio-economic development policies can tackle the underlying causes of crime, such as poverty and unemployment. These measures will promote safer communities and enhance the governance capabilities of municipalities.

By advocating for systemic reforms, enhancing municipal roles, and promoting inclusive governance, SALGA ensures municipalities can fulfil their developmental duties and support national and continental goals. These efforts are bound to improve service delivery and position municipalities as agents of socio-economic transformation.

5.1.4. Technological Sub-Environmental Implications

Any initiatives by SALGA aimed at advancing technological innovation and integration within municipalities are intrinsically aligned with its constitutional mandate. By promoting mutual assistance and resource sharing, SALGA can leverage technology to enhance collaboration among municipalities. Through shared digital platforms, municipalities can exchange knowledge, pool resources, and replicate successful ICT models. This approach will foster efficient resource utilisation and strengthen cooperative governance, which is a cornerstone of SALGA's mandate. Furthermore, by developing common approaches for local government, SALGA can ensure consistency in ICT adoption and management. Frameworks such as the Municipal Innovation Maturity Index (MIMI) exemplify this effort, providing municipalities with standardised methodologies to achieve collective progress in governance practices.

In addition, SALGA's focus on enhancing communication capacity directly supports its objective of improving municipal connectivity, a challenge that persists in various municipalities. Advanced technologies, such as e-Government platforms, streamlined citizen interactions, and enhanced transparency can ensure that municipalities remain integrated within the broader intergovernmental ecosystem. Such initiatives not only align with SALGA's role in transforming local government but also contribute significantly to its goal of enhancing municipal status and operations. Moreover, by encouraging the digitalisation processes and introducing automated systems, SALGA would be enabling better local government administration. Additionally, technology-driven solutions help ensure that management systems are not obsolete but are reflective of the dynamics of the environment and the population that have become increasingly technology-savvy.

Through digitalisation initiatives, SALGA can create opportunities for equitable access to training in digital skills and ensuring inclusivity in ICT programs for designated groups like women, youth and persons living with disability. These efforts can empower this designated cohort of people to occupy leadership roles in the increasingly digital municipal environment, contributing to the achievement of SALGA's mandate for gender equality among others. Simultaneously, SALGA's advocacy for equitable ICT access will address the disparities between urban and rural municipalities. By supporting smaller and under-resourced municipalities in adopting advanced technologies,

SALGA can ensure uniform service delivery and foster balanced development. These measures align with SALGA's objective of ensuring digital equity and inclusivity within the local government sphere.

Furthermore, SALGA's contributions extend beyond South Africa's borders, as it fosters the country's role in Africa's development. By sharing successful ICT models regionally and internationally, SALGA can position South African municipalities as leaders in technological innovation on the continent. This aligns with the mandate of ensuring that South African local government plays a critical role in furthering Africa's development at regional, continental and international levels. Through SALGA's affiliation with global organisations focused on technological advancements, this will ensure that municipalities are well-positioned to adopt international best practices and strengthen their competitiveness on a global scale.

SALGA's dedication to monitoring and evaluating the implementation of ICT initiatives upholds both accountability and transparency. By employing data analytics to track key metrics such as e-Government adoption rates and citizen satisfaction, SALGA can provide actionable insights that enable municipalities to effectively refine their strategies. Through fostering collaboration, promoting inclusivity, advocating for policy reform, and ensuring accountability, SALGA can contribute towards modernising municipal operations while reinforcing local government's transformative role in achieving sustainable development objectives.

5.1.5. Ecological Environment-Related Implications

Challenges such as climate change, resource scarcity, and service delivery inequalities provide SALGA with the much-needed impetus to enhance its efforts in representing, promoting, and protecting the interests of local governments within the intergovernmental system. This entails advocating for increased access to funding and support for sustainable development initiatives, ensuring that municipalities are adequately equipped to manage ecological pressures while delivering their developmental mandates.

Transforming the local government sphere to enable it to meet its developmental objectives is integral to SALGA's mandate. Addressing ecological issues such as energy transitions, water resource management, and urbanisation requires innovative approaches to municipal governance. By promoting transformation through the adoption of sustainable technologies, integrated planning frameworks, and renewable energy initiatives, SALGA can support municipalities to adopt environmentally responsible practices. This transformation will enhance the role and status of SALGA members by providing them with the tools and strategies necessary to effectively address ecological concerns.

SALGA should enhance the representation of municipalities in advocating for policies and funding that address ecological challenges and increase greening. This includes lobbying for access to international climate financing mechanisms, such as the Green Climate Fund, and influencing national policies to support municipal sustainability initiatives. This action aligns directly with SALGA's mandate to represent, promote, and protect the interests of local government within the intergovernmental system, ensuring that municipalities are well-equipped to manage ecological pressures effectively.

To create unified approaches for local government as an independent governance sphere, SALGA can develop standardised policies and frameworks for sustainable municipal operations. These may include climate adaptation plans, green jobs, renewable energy solutions, and water management strategies designed to ensure consistency across municipalities while addressing specific local needs. This method promotes cooperation, mutual assistance, and resource-sharing among SALGA's members, supporting collective efforts to address ecological challenges. By empowering municipalities to diversify revenue streams and minimise dependency on environmentally detrimental practices, SALGA would be discharging its mandate to transform local government to enable it to fulfil its developmental role and enhance the role and status of its members.

SALGA should consider establishing and advocating for unified frameworks for sustainable municipal operations, including green infrastructure strategies, climate adaptation plans, and resource efficiency guidelines. These standardised methodologies ensure that municipalities function cohesively within their distinct sphere of government, in line with SALGA's mandate to develop uniform approaches for local government and to enhance cooperation and resource sharing among its members. Additionally, SALGA must remain alive to the responsibility of mediating disputes including those linked to ecological resource management, land use, and service delivery, thereby promoting cooperative governance and sustainable solutions. This responsibility aligns with SALGA's mandate to facilitate the resolution of disputes through principles of cooperative governance or labour law, ensuring that ecological issues are addressed inclusively and effectively.

5.1.6. Legal Environment-Related Implications

To effectively address the complex challenges within the legal sub-environment of South African local government, SALGA must undertake decisive and strategic actions aligned with its mandate. While SALGA actively fulfils its mandate to support municipalities in navigating the complexities of the legal sub-environment, several challenges influence its effectiveness. SALGA's ability to address systemic issues such as intergovernmental payment arrears and non-compliance is particularly constrained by differing priorities among national, provincial, and municipal stakeholders. For instance, SALGA's efforts to mediate arrears owed by municipalities to Rand Water, which amounted to R4 billion in 2024, illustrate the difficulties in aligning priorities across levels of government (The Citizen, 2024).

Furthermore, SALGA's capacity to monitor and assess the long-term impact of its interventions remains a critical area for development. Although SALGA provides substantial support to municipalities, the absence of robust real-time monitoring systems hampers its ability to measure progress dynamically. For example, while SALGA has initiated various training programs on legal compliance and governance, the lack of data-driven tools to track municipal adoption of these practices limits its ability to adjust strategies and ensure sustainable outcomes (SALGA Bulletin, 2024).

Municipalities themselves face significant governance and operational challenges that impede their ability to fully benefit from SALGA's interventions. Non-compliance with statutory requirements, such as the Municipal Finance Management Act (MFMA) and Labour Relations Act, is a pervasive issue. This non-compliance often results in irregular expenditures, procurement violations, and poor financial management practices, exposing municipalities to litigation and oversight interventions. For example, in 2024, several Free State municipal employees faced court cases for fraudulent salary payments, highlighting widespread governance failures (The Citizen, 2024).

Limited internal capacity within municipalities further exacerbates the ineffectiveness in service delivery. Many municipalities lack adequately skilled personnel to manage legal, financial, and governance matters effectively. This dependency on external support strains resources and limits the sustainability of its interventions. For instance, municipalities without sufficient legal expertise frequently face litigation stemming from poorly drafted contracts or non-compliance with financial obligations (National Treasury Municipal Data Portal, 2024). These recurring legal challenges emphasise the need for SALGA to provide long-term, embedded support to municipalities with chronic capacity deficits.

Political interference within municipal operations is another significant challenge. Indeed, in 2024 a Labour Court ruling declared that politically motivated appointments in municipal roles were unconstitutional. Recruitment processes and procurement practices are often influenced by political considerations, leading to the appointment of individuals without the necessary qualifications or experience. Such practices undermine merit-based systems and create inefficiencies, impeding reform efforts.

Resistance to external oversight also presents a notable challenge. Some municipalities perceive SALGA's interventions as intrusive, leading to resistance in adopting recommended practices. This resistance often stems from a lack of understanding of SALGA's supportive role, exacerbating existing governance gaps. For instance, SALGA's initiatives to enforce compliance with procurement and financial regulations have faced resistance from municipalities that view such oversight as undermining their autonomy (SALGA Legal Advisory Report, 2024).

To enhance its mandate and operational effectiveness, SALGA should emphasise its crucial function as the National Employers' Association representing all municipal members. This designation places SALGA at the forefront of municipal governance, uniquely positioning it to spearhead initiatives aimed at improving labour relations, ensuring legal compliance, and promoting workforce development. In this capacity, SALGA is responsible for facilitating the relationship between municipal members and their employees, as stipulated by the Labour Relations Act 66 of 1995. This oversight function involves ensuring adherence to labour laws, promoting ethical leadership, and integrating sound labour practices within municipal frameworks.

Additionally, SALGA should strengthen its ethical governance to address issues of systemic corruption and financial inefficiencies that impact service delivery. SALGA should advocate for the implementation of anti-corruption measures such as whistleblower protection and transparent procurement practices, SALGA can encourage accountability and public trust. Moreover, partnerships with oversight bodies, such as the PSC, will improve SALGA's ability to maintain higher governance standards in municipalities.

It is crucial for SALGA to proactively support municipalities in addressing the ongoing legal disputes encountered by municipalities. Litigation resulting from service delivery conflicts and contract mismanagement places considerable financial pressure on municipalities. To alleviate this burden, SALGA should advocate for alternative dispute resolution methods, such as mediation and arbitration, which are more cost-effective. Furthermore, enhancing in-house legal capabilities within municipalities will decrease reliance on external legal counsel, thereby promoting more sustainable financial management and efficient dispute resolution.

SALGA has a role in professionalising services, business processes, and human resources among others, by advocating for merit-based recruitment practices and labour law compliance to enhance operational efficiency. By providing specific training programs and encouraging dialogue between municipalities and unions, SALGA can help reduce labour disputes and support workforce stability. In accordance with its constitutional objectives, SALGA should work on facilitating a safe environment and welfare of both municipal office bearers and administrators. Concurrently, SALGA could advocate for better working conditions and competitive remuneration to attract and retain skilled personnel in municipalities.

Additionally, SALGA must ensure its actions align with its objective to undertake lawful activities that benefit the organisation and its members. This includes advocating for policy reforms addressing systemic barriers, such as unfunded mandates and intergovernmental arrears. Engaging with national and provincial governments to resolve these issues would provide municipalities with fiscal relief while promoting cooperative governance.

In alignment with its mandate to enhance knowledge-sharing and promote inter-municipal collaboration, SALGA should prioritise augmenting its data and information generation capabilities. Improved data systems would allow SALGA officials to access reliable, real-time insights and utilise research findings to inform strategic decision-making, reporting, and program development. By providing municipalities with access to comparative data and case studies, SALGA can facilitate peer learning and stimulate innovation. For instance, municipalities that have developed successful revenue collection systems or effective labour dispute resolution mechanisms can share actionable insights with those that are underperforming. With enhanced data and research tools, SALGA is better equipped to guide municipalities in adopting these best practices, ensuring the replication of successful models and accelerating collective progress.

As part of knowledge management endeavours, workshops, conferences, and peer-learning initiatives are likely to improve the collective capacity of municipalities. These initiatives encourage collaboration as well as the sharing of best and innovative practices. Simultaneously, SALGA should continue to promote gender parity within local government structures, ensuring women's participation in governance and leadership roles.

SALGA aims to position the South African local government as an essential participant in regional, continental, and international development means that it must align its approaches with global best practices in governance, fostering cross-border collaborations, and contributing to Africa's development agenda. These efforts spotlight SALGA's dedication to enhancing the role and status of municipalities both locally and globally. By advocating for ethical leadership, playing a crucial role as an employer body representing municipalities in labour-related matters, and championing policy reforms, SALGA is uniquely situated to transform local government into a dynamic and accountable sphere of governance.

5.2. External Environmental Diagnostic Analysis

The Constitution of the Republic devotes a whole Chapter to Cooperative Governance (that is Chapter 3). This is because it was understood that the foundation of the functioning of our nation must include cooperation among the spheres of government. In Section 41, among the principles of co-operative government and intergovernmental relations, the Constitution states that all spheres of government and all organs of state within each sphere **must**, among others, co-operate with one another in mutual trust and good faith by:

(i) fostering friendly relations;
(ii) assisting and supporting one another;
(iii) informing one another of, and consulting one another on, matters of common interest;
(iv) co-ordinating their actions and legislation with one another;

In practice this is not happening. The results of disjointed and parochial actions of the spheres of government through their departments and other organs of state, manifest negatively at a local level. This includes complete suffocation of local government, making it impossible to achieve its objectives.

Recent disturbing developments in the water and electricity distribution space have witnessed national and provincial governments increasingly encroaching into the powers and functions of local government. There have been developments with respect to the reconfiguration of Water Boards, and the proposed amendments to the Water Services Act without meaningful consultation with local government structures. Since municipalities have executive authority for water services, and the proposed amendments directly impact on water services authorities, SALGA is of the view that a formal engagement between the Ministry and SALGA structures was necessary before the amendments were approved by Cabinet.

In the absence of structured engagement with SALGA (and by extension local government) pertaining to the proposed legislative amendments, SALGA as a representative voice of municipalities is unable to: -

- solicit views of Local Government;
- test the financial implications of the proposed amendments on municipalities;
- protect the municipal council who stand the risk of being undermined as DWS intends to effectively dictate which Water Service Provider a municipality can appoint through the licensing regime; and
- stop DWS from removing IGR considerations and accountability that currently exist in Section 63 of the Water Services Act.

Similar challenges are being experienced pertaining to the DWS process to review the Water Boards. No business cases, due diligence reports or the broader financial implications for municipalities arising from these actions have been shared. Where SALGA has submitted written inputs, these remain not responded to at all.

A similar concern was also raised with the process of restructuring Eskom into multiple entities; the Generation entity, the Transmission and System Operation Entity and the Distribution entity. What is of importance to SALGA is the Distribution Entity and its role in relation to municipalities.

The 1998 White Paper on Local Government (The Government of South Africa, 1998) remains a defining policy document that offers insights into the political intentions and thinking around the concept of a “Capable and Developmental State”. The problem trees evaluate the four characteristics of developmental local government as defined in the White Paper:

i. Maximising social development and economic growth: Municipalities will need to have a clear vision for the local economy, and work in partnership with local business to maximise job creation and investment.
ii. Integrating and coordinating: Municipalities will need to work closely with other spheres of government and service providers and play an active integrating and coordinating role;
iii. Democratising development: Municipalities must adopt inclusive approaches to fostering community participation and actively encouraging the participation of marginalised groups in the local community; and
iv. Leading and learning: Local government has a key role to play in building relationships between stakeholders to find local solutions for increased sustainability.

In assessing the role of SALGA towards developmental local government, a diagnostic analysis of local government was done to determine why SALGA’s influence on the external environment is limited and why the local government, after 21-years of democracy, has not established developmental local government.

5.2.1. The core problem – Local Government is inadequately equipped or tooled to fulfil its Developmental Agenda

Legislation has laid out the local government’s decentralised developmental role. Local government delivers essential services as the sphere closest to the people. The Constitution states that the government must take responsible steps within available resources to ensure all South Africans access adequate housing, health care, education, food, water, and social security. The instruments to make local government more responsive include ward committees, integrated development planning (IDP), service delivery through the IDP and the service delivery budget implementation plans (SDBIP), the performance management system, governance, and integrated municipal budgets and finance.

As indicated under the PESTLE analysis, municipalities face significant challenges whereby the core problem of the inequity gap is not addressed and grows wider. Therefore, everything a municipality does should be to impact the level of services that meet the basic needs of the poor in their communities cost-effectively, affordably and

provide economic growth opportunities for residential and businesses to contribute to the revenue of the municipality. To achieve such, the municipality must integrate and co-ordinate service delivery and provide the needed leadership to achieve local prosperity. Municipal councils play a central role in promoting local democracy where the citizens, including all organs of state, are involved in a greater co-ordinated effort.

In analysing why local government does not achieve its developmental role, the analysis identified four root causes, namely:

- Poor political leadership capacity and weak administrative management.
- Ineffective utilisation of financial resources (poor financial administration), inability to collect revenue and insufficient fiscus allocation.
- Inefficient and non-integrated local government delivery mechanisms, systems, and processes to enable service delivery.
- Degenerating infrastructure and non-existent or poor services provided to local communities.

These four root causes, including the resultant effects and interventions, have been identified as the essence of the sector's inability to discharge its mandate and are explained in the following section.

Poor political leadership capacity and weak administrative management

Local ward councillors are the politicians most proximate to the people and communities. The South African government has clear policies guiding the relationship with communities to be responsive and deliver as per the developmental mandate. Several laws, particularly the White Paper on Local Government, outline leadership and strong administration.

The Promise	The White Paper on Local Government outlines the four characteristics of developmental local government, namely exercising municipal powers and functions in a manner that maximizes their impact on social development and economic growth; playing an integrating and coordinating role to ensure alignment between public (including all spheres of government) and private investment within the municipal area; democratizing development; and building social capital through providing community leadership and vision, and seeking to empower marginalized and excluded groups in the community. The emphasis in the White Paper is on the role of leadership and strong administrative management in achieving developmental local government. Developmental local government requires leadership that: • Provides community-wide leadership and vision: By putting forward a vision for the local area, building coalitions of common interest and encouraging the development of a vibrant civil society. • Constantly builds its capacity to make policy judgements: Local political leaders should actively strengthen their ability to make policy judgements through deepening their understanding of the dynamics in the local area, anticipating changes, and learning from past practice; • Is accountable and transparent: Requires political leadership that creates opportunities to account to the community. Increased accountability ensures that the actions of the council reflect the aspirations of the community, increase the legitimacy of the council and deepens local democracy; • Build partnerships and coalitions: Meeting the needs and aspirations of local communities requires a political leadership able to develop partnerships with communities, businesses, labour and other public agencies; • Represents the diversity of interests: Municipalities should take active steps to ensure that representatives from groups that tend to be marginalized are encouraged to stand for elections; • Demonstrates value for money: Local leadership is responsible for ensuring that local taxes are utilized to the maximum benefit of the local community. Local leadership should therefore be concerned with the efficiency and effectiveness of the local administration and constantly seek to enhance performance and service quality.
Root causes	**Poor political leadership capacity and weak administrative management**
	A key outcome of the 2016 municipal elections is that two-thirds of the elected comprised new deployees to the sector. This huge leadership change resulted in a loss of institutional memory and imposed a need for escalated induction and other training/capacity-building programmes. The table below details the education levels of councillors elected in 2016:

	Despite numerous interventions to increase the capacity of councillors in the first four years of the term of office, the gaps are blatant, and the recent developments around Covid-19 have further exposed serious weaknesses in the leadership of many councillors. Every five years, the high turn-around in local government, exacerbated by lack of proper screening of candidates, sets the sector back in terms of leadership, governance, and oversight stability. The Auditor-General's 2018/19 municipal audit outcomes confirm that mayors provide 25 per cent, municipal councils provide 26 per cent, and municipal public accounts committees (MPACs) provide 27 per cent independent assurance and oversight at the municipal level. Apart from the attempts made by opposition parties in councils, mayors have very little oversight over what happens in the municipal administration and, similarly, very little oversight by municipal councils over the mayor and mayoral committee or executive committee exists. Further to this, the need for skilled mayors has become abundantly clear. To perform their function of interfacing with the administration, they must have the necessary knowledge to understand the roles and responsibilities of the municipal manager and the skills to ensure that they are complied with. At a structural level, whereas almost all municipalities have established MPACs, in most instances, under-capacitated, under-resourced, junior councillors are deployed to lead them, and most of their oversight recommendations have no binding effect with very little to no follow-through or execution. The MPACs do not carry the weight of SCOPA, hence they have not been able to refer their findings to investigative agencies, table forensic reports or hold the executive leadership of the municipality accountable. By and large, they have tended to be partisan and have lost their strategic intent and significance. Parliament is currently processing an amendment to the Municipal Structures Act that aims to legislate the role of MPACs. Over the past four years, SALGA has developed and implemented several programmes to capacitate councillors and ensure improved leadership in local government; however, barriers to success remain. These barriers can only be overcome through solid leadership. A collective will should be established to enact moral and intellectual leadership. The political parties are built into the system of local governance as they provide democratic basis and legitimacy for policy choices. The overwhelming majority of councillors are elected on a party-political ticket and municipalities are ultimately led by different political parties. Yet, practice suggests that political parties can also prejudice good governance. The challenge which this poses to develop local government is how to structure the relationship between political parties on the one hand and the council and the administration on the other but likewise the relationship between SALGA and political parties. There is a case to be made out that a line should be drawn between the legitimate exercise of influence by political party structures external to the council, and the proper functioning of the majority party caucus in the council. Theoretically, members of the caucus are accountable to the voters and wards in the municipality who elected them. Yet, party caucuses function within clear party hierarchies. This applies to parties across the board. Unfortunately, political leadership in South Africa is risk-averse which tends to block innovation. The old traditional ways of government leadership were embedded in command and control. In the digitised era, this type of leadership does not hold given the knowledge to which all public actors and communities are exposed. Incremental forms of leadership are associated with knowledge, learning and innovation, emphasising strategic leadership, creative decision-making, performance measurement, and management. This is not held for political leaders only; administrative leaders often hide behind legislation, by-laws, and policies, making developmental local government extremely difficult. Leadership at both ends needs to tap into innovative ideas and different opinions at different levels of the organisation. It is time for leaders to see their role as facilitators instead of sovereign decision-makers. Local government leaders are not the guardians of "scientific" truth (Torfing, 2016) and should allow professional input into these processes. Culture also has surpassed transactional and transformational leadership. Today's effective leaders are co-producers, facilitators, and catalysts in the process of ideation and participation. Ideas are thus created through participation that ensures support in how to get there. Diverse engagement is needed in these times and paces a learning culture. Citizens across the spectrum are losing respect for political leaders as failing their aspirations, as they have lost appetite to participate in public participation processes. Today we need leadership that leads and manages others to lead themselves.

	The Constitution vests legislative and executive authority in the municipal council, and the effective exercise of these functions is crucial for capable and developmental local governance. As the highest decision-making body, the council must steer the municipality, determine its strategic direction, and take crucial decisions. In coalitions, this requires close cooperation between coalition partners to ensure that the responsibilities of the council are carried out effectively. However, in practice, coalition governments have often been unstable and terminated before the end of the council term. Instability in a local coalition can have a severe impact as it may compromise the municipality's ability to adopt policies and by laws, make senior management appointments, or even adopt a budget. Coalition instability ultimately compromises the municipal administration's ability to deliver on its mandate. The first local government elections (LGEs) produced 29 hung councils. This increased to 31 (including the City of Cape Town) in the 2006 LGEs, before peaking at 37 hung councils in the 2011 elections. The 2016 LGEs produced the least (27) hung councils. However, this was the first time that four of the eight metropolitan councils produced hung councils in the cities of Johannesburg, Ekurhuleni, Nelson Mandela Bay, and Tshwane. Coalition governments have often been unstable and terminated before the end of the term (i.e. Nelson Mandela Bay Metro has had three different coalition governments since 2016). The instability in coalition can have a severe impact as it may compromise the municipality's ability to adopt policies and by-laws, make senior management appointments, or even adopt a budget, as well as compromising the municipal administration's ability to deliver services to local communities. The non-standardisation of the recruitment-to-retirement processes for municipal staff continues to project a fragmented approach, leading to insufficient capacity to discharge the mandate of local government. This relates to the pre-recruitment during hiring.
Effects	**Disjuncture between community's expectations and local government leadership** • Poor policy implementation (leadership's inability to balance diverse community aspirations). • Disparate recruitment-to-retirement processes implemented (administrative staff)
Interventions	o Develop and deploy targeted high impact programmes to technically capacitate identified weak municipalities' administration (based on a diagnostic report administered by SALGA). o SALGA to evaluate tailor-made counsellor training programmes (fit-for-purpose). o Develop targeted differentiated training material and tuition methods, based on a clear analysis of needs. o Initiate mentorship programmes to complement the municipal skills development, coaching and capacity building. o Enhance interventions for professionalising the local government sector. o Review current municipal grading system (attract similar skill levels and remuneration across all municipalities). o Conduct an analysis of the extent of engagement between citizens and local government in the development of IDPs. o Analyse trends on voting participation of citizens (local and by-elections) and develop intelligence-driven interventions. o Conduct community education programmes on local government service delivery accountability to citizens, e.g., "did you know" campaigns. o Professionalisation and standardisation of the recruitment-to-retirement processes for municipal staff; o Reinforce advocacy to influence deployment of political leadership against a set of minimum criteria for councillors; o Develop and tighten criteria for deployment of political leadership. o Develop criteria (standardised job requirements) for appointments of officials at identified technical levels, e.g., CFOs, MMs. o Initiate multi-disciplinary programme of support to municipalities with coalition governments/minority governments. o Design and implement a leadership model on personal mastery. o Pilot and roll out the professionalisation model developed by SALGA. o Enhance interventions for professionalising the local government sector. o Introduction of a performance management and accountability-based remuneration regime for councillors (including mayors and speakers) and senior managers; o Introduce local government service commissioners to swiftly investigate allegations levelled against councillors and enforce the code of conduct for councillors.;

	○ Lobby legislature to establish a speakers' forum to empower each other on oversight requirements.; ○ Provide alternative pension fund vehicles that will provide benefits to members and their families equitably.

Ineffective utilisation of financial resources (poor financial administration), inability to collect revenue, and insufficient fiscus allocation.

The Promise	The Constitution addresses intergovernmental fiscal relations in two broad respects: • **Intergovernmental transfers:** Section 227 entitles the local sphere to an "equitable share" of nationally raised revenue so that it may "provide basic services and perform the functions allocated to it". Municipalities may also receive additional grants from the national or provincial government on a conditional or unconditional basis. • **Oversight and regulation of the financial affairs of municipalities:** Sections 139 (1)(a) and (b) and 155 (7) give national and provincial government executive and legislative authority to oversee the performance of municipalities regarding their functions. Sections 229 (1)(b), (2)(b), 230 (1) provide for national regulation over the fiscal powers of a municipality. In addition, sections 215 and 216 and other provisions of Chapter 13 grant powers to the National Treasury to regulate the financial affairs of municipalities. The proposed Treasury Control Act required under Section 216 of the Constitution will set financial controls for all spheres of government and impose responsibilities and penalties on accounting officers and chief executive officers, and intervention in the event of gross financial mismanagement is also allowed in terms of Sections 100 and 139 of the Constitution. Sections 229 and 230 also provide for national regulation over the fiscal (i.e., taxing and borrowing) powers of municipalities. In terms of Section 227(1) of the Constitution, local government is entitled to a share of the income which is raised by the national government. The proportion of nationally generated revenue which goes to local government must be equitable. In other words, nationally generated income must be shared fairly between national, provincial and local government, based on the functions each must fulfil and the amount of revenue they are able to generate on their own. To meet the objectives of the Constitution, the system of municipal finance will need to be restructured in line with a few basic policy principles as described in the White Paper on Local Government (The Government of South Africa, 1998): • **Revenue adequacy and certainty:** Municipalities need to have access to adequate sources of revenue - either their own resources or intergovernmental transfers - to enable them to carry out the functions that have been assigned to them. Municipalities should be encouraged to fully exploit these sources of revenue to meet their developmental objectives. Municipalities should have reasonable certainty of revenue to allow for realistic planning. • **Sustainability:** Financial sustainability requires that municipalities ensure that their budgets are balanced (income should cover expenditure). Given the revenue constraints, this involves ensuring that services are provided at levels which are affordable, and that municipalities can recover the costs of delivery service. No bailout will be provided for a municipality that overspends its budget and/or fails to implement proper financial management controls. It is the responsibility of the political leaders to ensure that they set realistic budgets. However, there is a need for subsidization to ensure that poor households, who are unable to pay even a proportion of service costs, have access to basic services. • **Effective and efficient resource use:** Economic resources are scarce and should be used in the best possible way to reap the maximum benefit for local communities. However, there are no mechanisms available to ensure that municipal decisions will lead to an effective allocation of resources. It is therefore important that residents provide the necessary checks and balances. They can do this by participating in the budgeting process to ensure that resources are being put to their best use. Efficiencies in public spending and resource allocation will ultimately increase the access of the poor to basic services. • **Accountability, transparency and good governance:** Municipalities should be held responsible and accountable to local taxpayers for the use of public funds. Elected representatives should be required to justify their expenditure decisions and explain why and how the revenue necessary to sustain that expenditure is raised. The fiscal system should be designed to encourage accountability. Municipal budgeting and financial affairs

	should be open to public scrutiny, and communities should have a greater voice in ratifying decisions about how revenue is raised and spent. Community participation in budgeting should aim to incorporate those groups in the community, such as women, who face constraints in participating. It should also include a capacity-building component to ensure that people understand the process of prioritization - why resources are allocated to one set of things rather than to another. Accounting and financial reporting procedures should minimize opportunities for corruption and malpractice. • **Equity and redistribution:** Municipalities must treat citizens equitably regarding the provision of services. In turn, national and provincial governments must treat municipalities equitably regarding intergovernmental transfers. Local government cannot be solely responsible for redistribution, and national government has a critical role to play in this regard, particularly with respect to subsidising the provision of basic services. The "equitable share" of national revenue* to which local government is entitled will be directed primarily at this purpose. In addition to targeted subsidies to poor households, funded from the "equitable share," municipalities can cross-subsidize between high- and low-income consumers, both within services and between services. The extent of this cross-subsidy is a local choice that needs to be exercised carefully, in the framework of the municipal integrated development plan. • **Development and investment:** Meeting basic needs in the context of existing service backlogs will require increased investment in municipal infrastructure. Public private partnerships such as leases and concessions, discussed in Section F: Administrative Systems, provide a mechanism for attracting private investment in municipal infrastructure. • **Macroeconomic management:** Municipalities form an integral part of the public sector in South Africa, and their actions can substantially affect national policy. Municipalities need to operate within the national macroeconomic framework, and their financial activities should not be such as destabilizing macro-economic fiscal policy.
Root causes	**Ineffective utilisation of financial resources (poor financial administration), inability to collect revenue and insufficient fiscus allocation**
	Municipalities, as at end September 2023, are owed R306.7 billion, for services already consumed. This situation affects the ability of municipalities to honour obligations towards creditors like Eskom, Water Boards and other creditors (R101.4 billion). The AG further states that 64% of the outstanding debt is irrecoverable and at 69 municipalities over 80% is irrecoverable. Municipal customers do not pay their bills timeously with an average debt collection period of 213 days adversely impacting the financial health of municipalities. This situation is amidst the challenges of unemployment, poverty and inequality as well as covid-19 economic meltdown which are amongst factors that exacerbate the potential collapse of municipalities. The country's fiscal framework further perpetuates the structural factors that continue to impede or weaken municipalities in realising their constitutional mandate. For instance, the chronic underfunding of municipalities where they are allocated a meagre 9.1% of nationally raised revenue meanwhile, they are assigned responsibilities and mandates of approximately 46% of the functions outlined in the Constitution. In addition, municipalities are performing numerous unfunded mandates for which they are not receiving support from other spheres of government. This results in municipalities carrying a heavy financial burden which was not matched by the horizontal allocations to municipalities in terms of Equitable Share as well as own revenue that municipalities raise from levying rates and utility charges. Local government cannot "do more with less" if the finances as input are not aligned to a results-based methodology. If business processes are not re-engineered and projects not prioritised, local government cannot become efficient, effective, and economic. This is the case for all categories of municipalities. Financial accountability to manage the available resources cannot be measured if planning and monitoring principles are not implemented. Proper financial controls, in some instances, do not exist. Rates and taxes continue to increase against the backdrop of declining household income in some serviced communities. This over-reliance on these poor communities' results in growing consumer indebtedness and inability to pay for services leading to a consequent decline in revenue generation for municipalities. Furthermore, the general economic decline, fiscal constraints, and large-scale closure of business in many towns, emerging from the deceleration in the mining, manufacturing and agricultural sector output, is another contributor to the decline in the revenue base. Accordingly, there is a need to implement a differentiated approach and

	advance reforms to the intergovernmental fiscal and grant system to incentive and enable better management of the urban system, rural/regional economies, and targeted infrastructure funding to boost economic growth and competitiveness.
Effects	**Financial instability (revenue uncertainty), economic disparity, accelerated social inequality for local communities.** • Inequitable and inadequate distribution of financial resources to finance programmes; • Unaffordable plans (unrealistic plans) passed.
Interventions	• Review the equitable share formula and review the fiscal architecture of the state, especially in so far as it affects local government. • Review the MPRA to ensure that municipalities can diversify the revenue and customer base for provision to be made to levy property rates and taxes in communal land. • Design and implement innovative measures for restructuring uncollectable historical debts, including write-offs; • Eliminate fiscal leakages and inefficiencies that are undermining fiscal credibility and service delivery**;** • Facilitate infrastructure borrowings and funding (transfers, tariffs and taxes including new money projects). • Design and deploy a performance-oriented system to direct financial allocations across municipalities. • Design strategic profiles (packaging) of municipalities to attract investment (e.g., establish strategic partnerships with mainstream media). • Lobby for a responsive remuneration regime (performance-based allocation of budget to municipalities regardless of type). • Leverage municipal systems improvement grant (MSIG) to support municipalities to embrace e-government (Digitalisation) and diversify their revenue mix; • Utilise capacity building grants for lesser-resourced, poorer, and more rural municipalities (differentiated approach)' • Utilise the Division of Revenue to incentivize consequence management. This will ensure that officials and public office bearers are held legally and personally responsible when they transgress financial management and supply chain management policies. • Eradicate contract mismanagement and procurement irregularities through consequence management and extracting accountability; • Invest in Industrialisation and reindustrialisation as key to improving local economies. • Implement gender-responsive budgeting (GRB) and mainstreaming GRB throughout the entire scope of the budget process as it applies to national, local and provincial governments. • Create regulations to support townships and rural areas to drive the economy (e.g., rezoning).

Inefficient and non-integrated Local Government delivery mechanisms, systems, and processes to enable service delivery.

The Promise	Section 154 of the Constitution supports local government through co-operative governance. The national government and provincial governments, by legislative and other measures, must support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions. Developmental local government must provide a vision and leadership for all those who have a role in achieving local prosperity. Poor co-ordination between service providers could severely undermine the development effort. Municipalities should actively develop ways to leverage resources and investment from both the public and private sectors to meet development targets. Many different agencies contribute to development within any local area, including national and provincial departments, parastatals, trade unions, community groups, and private sector institutions. To achieve developmental outcomes requires significant changes in the way local government works. Section 3 of the White Paper on Local Government put forward three interrelated approaches which can assist municipalities to become more developmental: • Integrated development planning and budgeting • Performance management Integrated development planning is required to overcome the immense challenges and understand the various dynamics operating within their area, develop a concrete vision for the area, and develop strategies for realising and financing that vision in partnership with other

	stakeholders. Integrated development planning is a process through which a municipality can establish a short, medium, and long-term development plan. The main steps in producing an integrated development plan are: • An assessment of the current social, economic, and environmental reality in the municipal area - the current reality. • A determination of community needs through close consultation. • Developing a vision for development in the area. • An audit of available resources, skills, and capacities. • A prioritization of these needs in order of urgency and long-term importance. • The development of integrated frameworks and goals to meet these needs. • The formulation of strategies to achieve the goals within specific time frames. • The implementation of projects and programmes to achieve key goals. • The use of monitoring tools to measure impact and performance. In effect, integrated development plans are planning and strategic frameworks to help. municipalities fulfil their developmental mandate: • They enable municipalities to align their financial and institutional resources behind agreed policy objectives and programmes. • They are a vital tool to ensure the integration of local government activities with other spheres of development planning at provincial, national and international levels by serving as a basis for communication and interaction. • They serve as a basis for engagement between local government and the citizenry at the local level and with various stakeholders and interest groups. Participatory and accountable government only has meaning related to concrete issues, plans and resource allocations. • They enable municipalities to weigh up their obligations and systematically prioritise programmes and resource allocations. In the context of great inequalities, integrated development plans serve as a framework for municipalities to prioritise their actions around meeting urgent needs while maintaining the overall economic, municipal, and social infrastructure already in place. • They assist municipalities to focus on the environmental sustainability of their delivery and development strategies. Sustainable development is development that delivers basic social and economic services to all without threatening the viability of the ecological and community systems upon which these services depend. • They help municipalities to develop a holistic strategy for poverty alleviation. Poverty is not just about low household income. It includes other aspects of deprivation such as a lack of assets to help households cope with shocks and stresses, a lack of the resources or contacts necessary to secure political advantage, a lack of access to education, health care and emergency services, and the lack of safe, secure, and adequately sized housing with basic services. Furthermore, the White Paper on Local Government allocated powers and functions to district municipalities (The South African Government, 1998). As a result, a variable district government system is envisaged in which districts exercise different sets of powers vis-a-vis their areas and the local municipalities that comprise them, depending on local circumstances. It is envisaged that the district governments will fulfil the following key roles: • District government should be reorganized around a set of standard planning and development regions and given key responsibilities for district-wide integrated development planning, including land-use planning, economic planning and development, and transport planning. • The role of district governments as infrastructural development agents should be continued through the retention of Regional Services Council levies. The district government should also provide bulk-services where required. • The ability of the district government to provide on-demand assistance and systematic capacity building to municipalities will be promoted. The capacity-building role of district government should be focused on increasing the capacity of Category (B) municipalities to assume municipal functions. • In areas where municipalities with inadequate administrative capacity are established, the capacity of the district government to provide and maintain appropriate levels of municipal services will be legally permitted and actively fostered. District government provides an appropriate level for vertical integration through district integrated development plans.

Root causes	**Inefficient and non-integrated local government delivery mechanisms, systems, and processes to enable service delivery**
	Local governments do not follow a results-based planning process meaning that systems and processes are non-aligned. The IDPs are seldom developed through a cause-and-effect relationship that is taken through to an ideated plan overcoming constraints within the endeavour to take communities and citizens along. Public participation sessions are held, but the focus is more on the restrictions than on the solutions. Few IDPs have outcome indicators that are then cascaded into outputs into the SDBIP, and a clear linkage to the budget seldom exists. Although a link between Section 56 and 57 has been created into the performance plans, aligning the hierarchical structure is not compulsory. Measurement development is weak as it is merely an obligation instead of a developmental tool to enable creative decision-making. Local government is also directed to by other organs of state instead of developing solutions with local government. Strategic planning sessions are mainly attended only by the Department of Co-operation and Government, where some other provincial departments will present and prescribe where facilities will be developed. Fundamental understanding of the needs is not adequately built into foresight planning. Municipalities often find themselves imposed on where the three spheres of government do not plan together. Institutionalised collaboration has not been transformed into the empowerment of actors into a positive arena of planning, development and implementation. The government is hierarchically organised, rule-governed, and compartmentalised, operated by professionals who subscribe to a particular set of methods and do not wish to be challenged by people with different and allegedly unconstitutional ideas and concepts (Torfing, 2016, p. 4). The adherence to bureaucratic rules and procedures, the lack of competition and bonus payments tend to stifle developmental government. South Africa is over-regulated, where government officials defend the status in fear of action taken against them. Therefore, most actors ignore the aggregate social phenomena that fail to account for the institutional and organisational conditions of socially unacceptable environments. The growth of public bureaucracies and an overload in a welfare state government are contrasted by the increased ungovernability of society. The government needs a de-institutionalisation approach rather than more institutionalised processes. The preamble on the characteristics of developmental local government in the White Paper stipulates that the powers and functions of the municipality should impact social development and economic growth, coordinate alignment between public and private investment, democratise development and empower marginalised communities (The South African Government, 1998) To enable this, integrated planning, performance monitoring and resource planning and implementation is a pre-requisite for successful developmental local government.
Effects	**A weak local government that is incapable of fulfilling its constitutional mandate** • Ineffective/ inefficient/bungled (vertical/horizontal) interventions. • Duplicated and uncoordinated programmes implemented by role-players in the local government sphere.
Interventions	• Develop a SALGA IT strategy to inform the IS and ICT strategy of SALGA and municipalities. • Adoption of the SALGA strategic digital framework in anchoring next generation digital strategies – aligned with IDPs. • Develop standardised processes and protocols to ensure common approaches to developing digital strategies across the sector to advance uniformity across municipalities; • Formulate a funding/financing framework for broadband and internet infrastructure-related projects; • Develop a sector-wide PPP framework through exploring models of participation - wholesale of broadband capacity from telcos, operators, and spectrum holders (replicating the current electricity provision model); • SALGA Digital to develop a platform for data-as-a-service to empower municipalities with *insights*, *analytics*, and *data-sharing* collaboration for enhanced decision making, planning, monitoring, and modelling across municipal functions; • Review and improve the coordinating role of SALGA within the IGR framework; • Generate well-researched documents on SALGA interventions at IGR engagements (SALGA as a catalyst, navigator); • Support implementation of PHDAs and compliance with SPLUMA. • Conduct an analysis of existing legislation, policy, and assumptions to determine and resolve areas of duplication, gaps, and redundancy among the local government sector stakeholders (including by-laws). • Amend OLGA to be in line with the SALGA unitary structure; • Develop barometer to M&E spatial planning initiatives. • Benchmark and share best practices on successful Section 139 interventions;

	• Incorporate DDM in local government planning cycle to fast-track its implementation; • Develop standardised processes and protocols to advance uniformity across municipalities (e.g. Red Book); • Develop scorecard on identified areas and generate periodic reports on key local government indicators – tracker using the performance management system.

Degenerating infrastructure and non-existent or poor services provided to local communities.

The Promise	In choosing the delivery options for their areas, municipalities should be guided by the following principles: • **Accessibility of services**: municipalities must ensure that all citizens – regardless of race, gender or sexual orientation have access to at least a minimum level of services. Imbalances in access to services must be addressed through the development of new infrastructure, and rehabilitation and upgrading of existing infrastructure. The Consolidated Municipal Infrastructure Programme has been established to provide capital grants to assist municipalities in funding bulk and connector infrastructure for low-income households and so extend access to services. Accessibility is not only about making services available but also about making services easy and convenient to use. Municipalities should particularly aim to ensure that people with a disability are able to access municipal services and amenities. • **Affordability of services:** Accessibility of services is closely linked to affordability. Even when service infrastructure is in place, services will remain beyond the reach of many unless they are financially affordable to the municipality. Municipalities can ensure affordability through: o Setting tariffs that balance the economic viability of continued service provision and the ability of the poor to access services. o Determining appropriate service levels. Services levels which are too high may be economically unsustainable and jeopardize continued service provision. o However, inadequate service levels may perpetuate stark spatial divisions between low, middle, or high-income users (particularly in urban areas) and jeopardize the socio-economic objectives of the Council. o Cross-subsidization (between high and low-income and commercial and residential users) within and between services. (See also Section G: Municipal Finance, under Point 1.3 "Equity and redistribution"). • **Quality of products and services**: The quality of services is difficult to define but includes attributes such as suitability for purpose, timeliness, convenience, safety, continuity and responsiveness to service-users. It also includes a professional and respectful relationship between service providers and service users. • **Accountability for services**: Whichever delivery mechanism is adopted; municipal Councils remain accountable for ensuring the provision of quality services that are affordable and accessible. • **Integrated development and services**: Municipalities should adopt an integrated approach to planning and ensuring the provision of municipal services. This means considering the economic and social impacts of service provision in relation to municipal policy objectives such as poverty eradication, spatial integration and job creation through public works. • **Sustainability of services**: Ongoing service provision depends on financial and organisation systems which support sustainability. Sustainability includes both financial viability and the environmentally sound and socially just use of resources. • **Value-for-money**: Value in the public sector is both a matter of the cost of inputs and the quality and value of the outputs. The above principles require that the best possible use be made of public resources to ensure universal access to affordable and sustainable services. • **Ensuring and promoting the competitiveness of local commerce and industry**: The job-generating and competitive nature of commerce and industry must not be adversely affected by higher rates and service charges on industry and commerce to subsidize domestic users. Greater transparency is required to ensure that investors are aware of the full costs of doing business in a local area. • **Promoting democracy**: Local government administration must also promote the democratic values and principles enshrined in the Constitution, including the principles provided by Section 195(1).
Root causes	**Degenerating infrastructure and non-existent or poor services provided to local communities**
	All people should have access to essential services as a minimum condition to ensure social sustainability. The Constitution mandates the local government to ensure services to

	communities in a sustainable manner. Local government is the important point where services must be rendered, as the local municipality is the point of contact between the governor and the governed. The provision of services is thus a cardinal, if not the most important, the function of every municipality. If a municipality cannot or does not perform its service provision obligations, its existence is meaningless. The country continues to witness the alienation of communities from their own assets including councillors, municipal officials, and service infrastructure. The threatening and killing of councillors and municipal officials and looting and vandalism of infrastructure is evidence of this alienation. Communities cannot be wholly blamed for this. However, when communities do not rise against these and the perpetrators, such actions get traction. The current landscape of local government presents a distinct opportunity for moral regeneration. Amid diverse challenges, there is a growing recognition that ethical leadership within local government can catalyse positive change. To effectively play a developmental role and improve performance with respect to service delivery, municipalities will need to develop at least three sets of new capacities: Strategic capacity to assess, plan, and develop innovative programmes to meet local needs. If municipalities are to meet service demands and make a significant contribution to social and economic development, they will have to become far more strategic in orientation. In terms of the Constitution, one of the objects of the exitance of local government as a sphere of government, is to encourage the involvement of communities and community organisations in the matters of local government. This is further reinforced in Chapter 2 of the Municipal Systems Act where the legal nature of a municipality is stipulated to include a community. While SALGA has done well in reflecting the two legs of a municipality in its structures and functioning i.e. the Council and the Administration, the organisation has not done well in incorporating the 3rd element, which is the communities. There are fully established political governance structures, such as NEC, PECs, Working Groups and the SWC. SALGA has also established the Council of Mayors and Council of Speakers. At an administrative level, SALGA have established the National and Provincial Municipal Manager's Fora that provide our administration with a means of interfacing with the administrative leaders of municipalities. However, SALGA has not yet developed an intentional and structured relationship with communities and community organisations.
Effects	**Local government reputational deficit** • Service delivery unrests, lawsuits, and divestments (investors migrating out) • Communities are deciding not to pay for poor services. • poor living conditions • Inequitable or poor access to quality and sustainable basic services
Interventions	• Leverage at scale, private sector capital and technical capacity participation in municipal services delivery through service delivery models that allow private sector to share more of the delivery performance risk. • Establish district level capacity linked to DDM hubs for roads infrastructure development and maintenance as a shared service for the DM and its LMs that do not have requisite capacity. • Collaborate with key stakeholders such as SANTACO, PRASA etc in planning and delivering integrated multi-modal facilities to harness socio-economic opportunities and improved asset management. • Facilitate support for municipalities to comply with SPLUMA and use it to improve planning and development interventions that enhance spatial transformation. • Enhance research-based spatial transformation monitoring, reporting and decision making through appropriate tools e.g. Spatial Transformation Barometer • Utilise accurate indigent registers to influence funding that will facilitate the expansion of universal access to basic services. • Municipalities to develop and maintain accurate assets (including land ownership) registers (GRAP standards) • Implement municipal support and interventions framework (MSIF) on Section 139 and 154. • Prioritise road infrastructure construction and maintenance as local economic growth depends on road networks. • Facilitate improved public participation and regular feedback and consultation engagements between councillors and communities. • Mobilise communities to be guardians of their resources to reduce looting as it impacts service delivery. • Develop and implement a government-wide comprehensive social cohesion strategy and a barometer for social cohesion.

	• Analyse trends on voting participation of citizens (local and by-elections) and develop intelligence-driven interventions. • Conduct community education programmes on service delivery accountability to citizens – e.g. “Did you know” campaigns. • Mount a national campaign in building active citizenry in the waste management value chain. • Support municipalities to develop and implement a local government Climate Change Support Programme.

After the successful implementation of the above-mentioned interventions over the five-years, a resultant Solution Tree can be illustrated as follows:

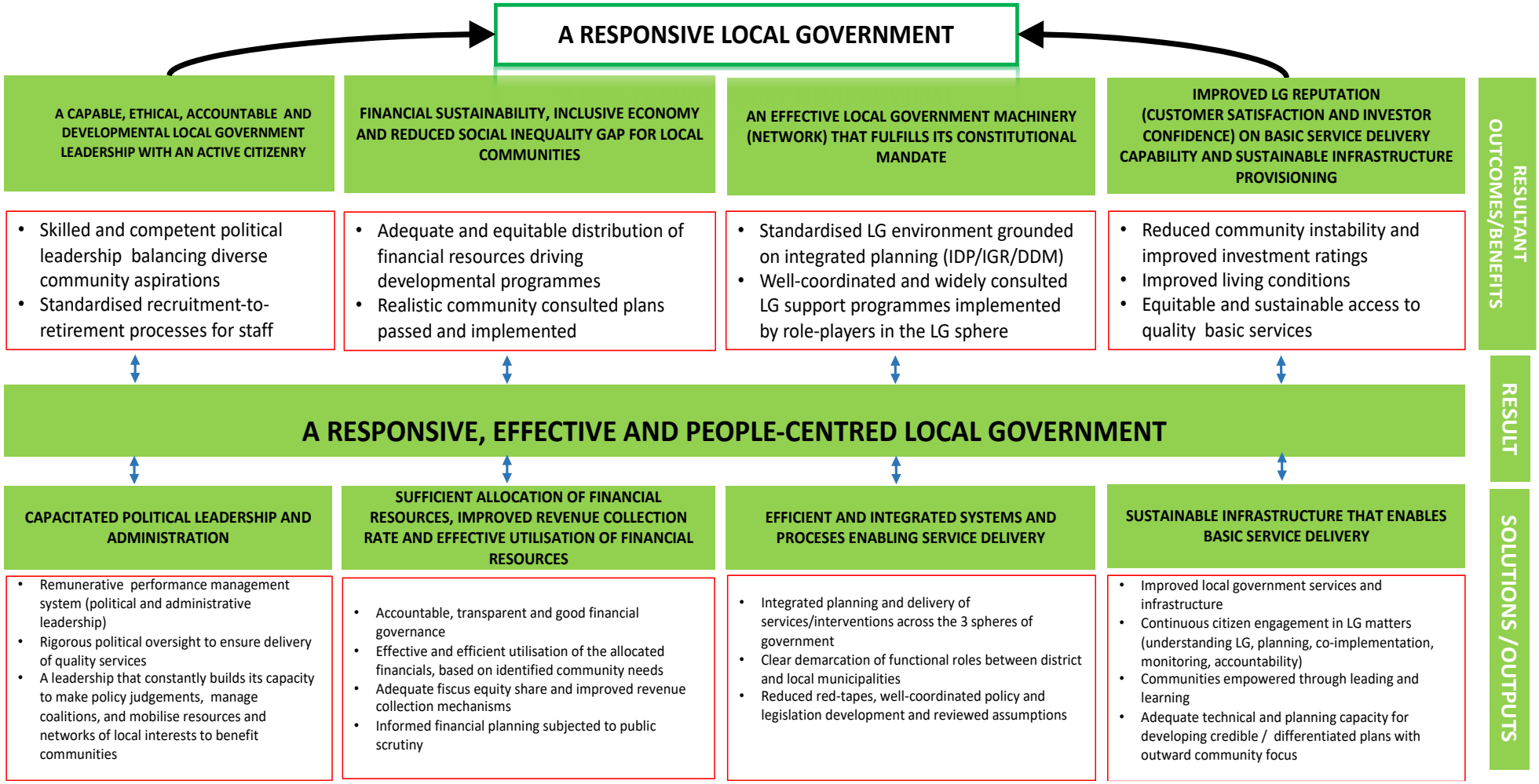


Figure B45: The local government solution tree

5.3. Internal Environmental Analysis – SALGA

The voice of local government has been weak in the development of national and provincial policies, even where these affect local government directly. Therefore, the White Paper for Local Government (1998) (The South African Government, 1998, Section C) determined SALGA's key role as being the effective representation of the local government in the legislative processes of all spheres of government and inter-governmental executive processes. SALGA represents local government interests in forums such as the National Council of Provinces, the Financial and Fiscal Commission, the new Budget Forum dealing with inter-governmental transfers, MinMec, and the drafting of legislation that affects the status of institutions, powers, and functions of municipalities. SALGA had to develop its policy formulation, advocacy capacity, and strong internal mandating and consultative processes to fulfil this representative role effectively.

The organised local government in South Africa is also an employers' organisation and constitutes the South African Local Government Bargaining Council (The South African Government, 1998, Section C). Labour relations is often a neglected area, and the importance of labour matters and their impact on the daily operations of local government is sometimes not fully recognised. SALGA has a key role to play, not only as an employer in the South African Local Government Bargaining Council but also in building capacity in labour relations among its membership and maintaining open and constructive relationships with organised labour. The successful transformation of local government requires that the relations between employer bodies and municipal trade unions are reconstructed around a common commitment to a developmental role for local government (The South African Government, 1998, Section C).

The negotiation of this partnership will require vision and leadership and considerable expertise in labour relations, bargaining, conflict resolution, and human resource management and development. The Department of Labour can play a role in supporting SALGA and developing its capacity as an employer organisation. SALGA also can make a strong contribution to the development of municipalities throughout the country, for example, the provision of specialised services to supplement and strengthen the capacity of municipalities, research, and information dissemination, facilitating shared learning between municipalities, human resource development and councillor training (The South African Government, 1998, Section C).

Organised local government is primarily funded by and dependent on membership fees payable by municipalities. This keeps local government associations accountable to the municipalities that constitute it. However, the functions performed by the organised local government require wide-ranging, high-level, and specialised human resources. Therefore, for an organised local government to be effective, additional funding sources will need to be accessed. The national and provincial governments are committed to assisting organised local government and have made provision for funding organised local government on a rand-for-rand basis out of the equitable share of national revenue to which local government is entitled (The South African Government, 1998, Section C).

5.4. Internal Environmental Diagnostic Analysis

5.4.1. The core problem - Inadequate SALGA influence on Local Government

Diagnostic analysis on SALGA's functional role was conducted and determined that SALGA has an inadequate influence on local government. SALGA is seen as a junior partner by government departments, and civil society viewed SALGA as an administrative extension of local government (National Government of South Africa, 2018). For SALGA to assist municipalities to become developmental, SALGA needs to become an agile force of influence. Inadequate SALGA influence on local government is unpacked into direct and indirect causes contributing to the core problem where interventions have been developed to derive an agile force to influence local government to become developmental.

When delivering training to municipal officials and councillors, the mandate of SALGA was presented first to ensure no over-complication or reductionism in understanding the SALGA mandate. SALGA operates in a contested space with multiple state departments, ranging from the National Treasury, the Department of Water and Sanitation, to Cooperative Governance, working in the sector. The downside of such a structural approach is that most of these agencies do not co-ordinate interventions in the sector. Because the sector operates in a fragmented way, it has impacted on the role of SALGA. The practical issues of representing the sector as a unified voice necessitate a rethink of how the organisation operates.

The leading causes can be determined that SALGA does not fulfil an effective monitoring and evaluation role, inadequate planning and utilisation of financial resources, and inability to enforce legislative compliance.

Ineffective and non-aligned monitoring and evaluation systems and information technology solutions

The promise	The White Paper on Local Government (The Government of South Africa, 1998) allocates the task to SALGA to make a strong contribution to the development of municipalities throughout the country, though, for example: • The provision of specialised services to supplement and strengthen the capacity of municipalities. • Research and information dissemination. • Facilitating shared learning between municipalities. • Human resource development. • Councillor training. In doing so, mechanisms for municipal transformation need to be established. These include: Increasing local government's voice through: • Securing local governments' constitutional rights as a sphere of government. • Supporting SALGA as the representative voice of local government. • Ongoing consultation during policy and legislative processes. The coordinated decentralisation of powers and functions to local government. This will be achieved through: • Avoiding unfunded mandates. • Working through and with local government. • Aligning sectoral service delivery boundaries with municipal boundaries wherever possible. A coherent planning framework for integrated development planning. The integrated development planning process will: • Enable planning around needs prioritized in consultation with community groups. • Facilitate vertical integration with national and provincial policies and programmes. • Gear municipal resources and capacity to meet the objectives identified in integrated development plans; • Support for improved delivery service. This will be achieved through: ○ Capacity-building. ○ “Hands-on” assistance for the transformation of service delivery systems. Developing performance management systems. These systems will be developed in partnership with local government and will have the following aims: • To enable realistic planning. • To allow municipalities to assess the impact of their administrative reorganisation processes and development strategies; • To enhance local government accountability. Training and capacity building. This will be achieved through: • The reorganisation of the local government training system. • Targeted assistance for improved financial and budgeting processes. • Working with SALGA to develop and implement councillor training programmes; • Working with provincial governments to develop ongoing capacitation programmes. Increasing financial certainty. This will be achieved through: • Streamlining intergovernmental grants. • Ensuring that municipal demarcation results in financially viable jurisdictions.

	• Introducing the equitable share of the national fiscus to which local government is constitutionally entitled. Ongoing institutional development. This will be achieved through: • Facilitating shared learning between municipalities. • Supporting provincial institutional development initiatives. • Funding pilot programmes. • Working with the full range of stakeholders who can build municipal sustainability through all the above initiatives. The development of the systems required to support municipal transformation should be managed in partnership with local government: this will both build the capacity of local government and result in effective systems which municipalities can use to lever change in their operations and in their approaches to meeting community needs. Provincial government's monitoring role must be supported by an information system which enables the provincial government to determine where municipal capacity needs to be built and where support is required, and to ascertain whether and which kind of regulation or intervention is necessary. An intervention role: Powers of intervention by provincial government in the affairs of local government provide a safeguard to (The Government of South Africa, 1998): • Protect and promote minimum standards of local government delivery and democracy and ensure that local government fulfils its constitutional mandate. • Restore a municipality to financial health or to ensure financial sustainability; • Promote accountability and public faith in local government institutions. • Prevent corruption and maladministration.
Root causes	To achieve the promise, the SALGA must plan, monitor, and evaluate the local government through digitisation, digitalisation, and research. Unfortunately, SALGA has not succeeded in automating and integrating systems for its organisation and the municipal environment to become the information hub through big data. Digital transformation support to local government will enable results-based planning processes and benchmark municipal performance according to size and capacity. However, non-aligned planning, monitoring and evaluation systems contribute that SALGA cannot profile, harvest, and cross-pollinate knowledge into creative decision-making. • Lack of big data analytical skills and the information hub does not support creative decision-making. Poor decision-making leads to low and declining growth, low investment, and high levels of inequality, poverty, and unemployment. Fundamentally. To generate growth and inclusive development within the context of the South African historical trajectory requires a distinctive form of integrated monitoring and evaluation systems to support decision-making through the evidence-based capability to become a capable state. The absence of effective communication structures through digitalisation and digitisation leads to inefficiencies and missed growth opportunities, both internally and externally. The lack of data intelligence contributes to poor integrated planning, capacity to learn lessons as the strategic profiling for the local government is absent. Because the systems and portal are not in place, the decisions and advisory services level do not address local government's complexity. The absence of tools, handbooks, and information management systems leads to insufficient data intelligence to provide early warning systems for municipalities. Appropriate decisions cannot be taken without these, and partners cannot be lobbied for support. Packaging these can contribute directly to oversight. A digitised monitoring system should support ultimate growth opportunities.
Effects	**Obsolete systems/solutions used by SALGA clients, poor decision-making by SALGA clients (not evidence-based)** • Duplicated innovation efforts and inefficient ICT/knowledge and information generation and sharing at local government level.

Interventions	• Develop a SALGA IT strategy to inform the IS and ICT strategy of SALGA and municipalities. • Review the configuration and functioning of the Local Government Hub. • Develop data analytics capacity. • Develop intelligence products (on identified intervention or decision-making areas) – generate data-driven solutions/interventions. • Review and improve the coordinating role of SALGA within the IGR Framework; • Generate well-researched documents on SALGA interventions at IGR engagements (SALGA as catalyst, navigator); • Facilitate uptake of high impact knowledge and information innovations in the sector; • Locate areas of excellence and build common solutions (partnerships with municipalities and Big Tech) and practice. • Develop barometer to M&E Spatial Planning initiatives. • Develop a "Red Book" for key technical departments to standardise implementation (professional standards) – common solutions for similar problems. • Develop and monitor scorecard on municipal performance (implementation) against SALGA's Snapshot Surveys – finger on pulse (customer of the customer outreach).

Inadequate planning and utilisation of financial resources (balancing surplus and clean audit findings with impactful interventions)

The promise	An intensive support programme including all the elements listed above will be required to develop municipal capacity for delivery and development. The process of establishing the new local government system is likely to result in extraordinary costs, and a special transformation fund may be required to assist municipalities to manage the transformation process. A transformation fund could include capacity-building funds and additional resources from aid agencies. It should be structured to support the capacitation and development of local government (The Government of South Africa, 1998).
Root causes	SALGA continuously performs above average and has achieved clean audits for the past nine years. The local government's performance, on the other hand, continues to deteriorate. Therefore, SALGA's planning and utilisation of resources must balance the SALGA's performance and that of the local government. • Insufficiently explored additional revenue streams and financial growth opportunities. • Dependency on membership fees which strains municipal finances. It has been noted in the SALGA 20 year review report (SALGA, 2016, p. 13) that SALGA has not been able to fully align its structure with its functions, some of which are crucial to the sector but are non-mandated and unfunded or fall under provincial mandates. As a result, mandates delegated to some local government structures without commensurate funding require support from SALGA. This is directly linked to the inability of SALGA to implement the clause in the White Paper that encourages SALGA to raise its funding through paid services due to its registration as a Schedule 3A entity under the Public Finances and Management Act. In addition, challenges around funding have not been constitutionally entirely laid to rest primarily because the right to vote in SALGA structures is tied to paid-up status, but members have never been suspended in terms of the Constitution for not paying (SALGA, 2016). While there was a growth in legislation and an expansion of the roles expected of SALGA, the organisation's ability to align its structure with the needs of the sector was hampered by its financial constraints. The lack of co-ordination between spheres of government as municipalities' revenue is declining is reflected in SALGA's membership income. The membership levy collections have thus been reduced from 80.71 per cent in 2019/20 to 84.9 per cent from the previous year (CFO, 2021, p. 25). Internally, SALGA has not managed to turn ineffective and inefficient processes around as there is still too much paperwork and long leading procurement and reporting with a high reliance on manual processes.

	• Inadequately implemented legislation/policy (white paper provisions on SALGA funding). For organised local government to be effective, additional sources of funding will need to be accessed. The functions performed by the organised local government require wide-ranging, high-level, and specialised human resources and strategic capacity. Strategic capacity means to be open and flexible to new demands (rather than simply ignoring the reality because it does not fit with established plans or patterns of supply), to prioritise the value-add carefully based on a clear understanding of existing resources and medium to long-term objectives, and to move quickly and effectively to meet demands at the highest level of competence as per the requirements. SALGA cannot meet customer demands and mobilise change with the notion of developmental local government with the limited resources at its disposal. Also, the establishment of SALGA to advise and collaborate requires vision and leadership and considerable human capital to contribute to the development of municipalities throughout the country. To provide specialised services by organised local government needs wide-ranging, high-level, and specialised human resources.
Effects	• Curtailed or inefficient value-add to members or business inefficiencies. • Unpredictability of SALGA as a going concern in the foreseeable future
Interventions	• Conduct an analysis of existing legislation, policy, and assumptions to determine and resolve on areas of duplication, gaps and redundance among the sector stakeholders (including by-laws). • Amend OLGA to be in line with the SALGA unitary structure. • Explore/implement White Paper provisions on SALGA funding. • Monetise other services provided to clients. • Adopt a more business-like approach (i.e., SALGA as a local government consulting company). • Package and sell bankable solutions to clients (current product development committee focus). • Monetise other services provided to clients. • Mainstream fundraising strategy.

Insufficient Advisory/Advocacy Services and Interventions, and a Non-receptive Client

The promise	The White Paper on Local Government (The Government of South Africa, 1998). Intergovernmental relations are the set of multiple formal and informal processes, channels, structures, and institutional arrangements for bilateral and multilateral interaction within and between spheres of government. In South Africa, a system of intergovernmental relations is emerging to express the concept of cooperative government contained in the Constitution. A system of intergovernmental relations has the following strategic purposes: • To promote and facilitate cooperative decision-making. • To coordinate and align priorities, budgets, policies and activities across interrelated functions and sectors. • To ensure a smooth flow of information within government and between government and communities, enhance the implementation of policy and programmes; • The prevention and resolution of conflicts and disputes. To date, the development of a framework for intergovernmental relations has focused on the relationship between national and provincial governments. The role of local government is being defined as it develops in practice over time. The establishment and recognition of organised local government structures is an important step in ensuring local government representation in intergovernmental processes and forums. In 1998 local government representatives nominated by the South African Local Government Association (SALGA) took their place in the National Council of Provinces (NCOP) (The Government of South Africa, 1998).

Root causes	**SALGA's inability to enforce legislative compliance and co-facilitate cooperative governance.** • Clients ignore advice and not implementing SALGA interventions and lack of political will. • Below average or unqualified trainees/Staff deployees and inappropriately pitched training material developed by SALGA (not considering different levels of comprehension). • Insufficient advocacy skills, lobbying capacity and expertise in labour relations. As the voice for local government, SALGA thus finds it difficult to provide a framework for developmental local government and adequate support if some municipalities act in their own interests and not from a unilateral perspective. Furthermore, intergovernmental relations become ineffective if both the political and the administrative wings of municipalities do not support the initiatives and policy directions SALGA provides, specifically on appropriate human resource development; service tariffs and credit control and debt collection policies; provision of services, service delivery agreements and municipal district development models; standards-setting by other spheres of government to build local government into an efficient progressively, frontline development agency capable of integrating the activities of all spheres of government for the overall social and economic upliftment of communities in harmony with their local natural environment (The South African Government, 2000). SALGA is an umbrella body, and its mandate reflects the mandates of all government departments and state-owned enterprises working within the sector. In terms of capacity, the organisation has contended with the urgency of assisting members and remaining relevant and visible. At the same time, this urgency has led SALGA to assume more responsibilities than it can credibly sustain in its effort to be "everything to everyone" and satisfy its legislative mandates. For example, housing, water, and electricity are essential universally unfulfilled needs expressed through community protests. Housing, electricity, and water are not exclusive sector mandates. The allocation of personnel to these activity areas does not reflect the urgency of these priorities, which persistently plagued members with structural and capacity challenges (SALGA, 2016, p. 16). The seemingly minor mandated roles to SALGA are highly specialised areas of intervention, and members legitimately expect significant advisory services in these matters, tailored to each member's circumstance, that SALGA may not always provide. Some categories of municipalities often perceived SALGA to neglect their views in the submissions of the organisation. The neglected views happened because of the diverse opinions from different categories of municipalities' (SALGA, 2016, p. 13) capacity, circumstances and resources. The mandate of SALGA persistently came up in various fora, indicating the need to clarify the powers and functions of SALGA and the local government sphere of government. Expectations were created for SALGA to build capacity, to address the delegated roles of members despite not having an active mandate for these expanded roles.
Effects	**Inadequately responsive SALGA (e.g., cannot enforce consequence management on members)** • Underprovided and restrained SALGA interventions or advisory services
Interventions	• Strategic profiling of the implementation environment (customer) and proactive messaging – targeting to attract investment. • Strategic partnerships with mainstream media and deliberate packaging of profiles. • Quarterly reporting on municipal performance – good, bad and progress (SALGATV, mobilised media platforms). • Establish strategic partnerships and engagement platforms for innovation and knowledge sharing (round tables, conferences, etc.). • Re-organisation of current policy assumptions to ensure currency and relevance. • Making clear choices of assumptions, improving solutions (interventions) and providing leadership. • Conduct an audit on interventions made by SALGA (past five years) which have made a high impact on the customer against the cost and determine areas requiring improvement. • Improve the efficacy of SALGA support and advisory services.

	• Customise products against the level of the system being engaged (e.g., products tabled at the Council of Speakers should suit their outfit, etc.) – intervening at the right level.

After the successful implementation of the above-mentioned interventions over the five-years, a resultant Solution Tree can be illustrated as follows:

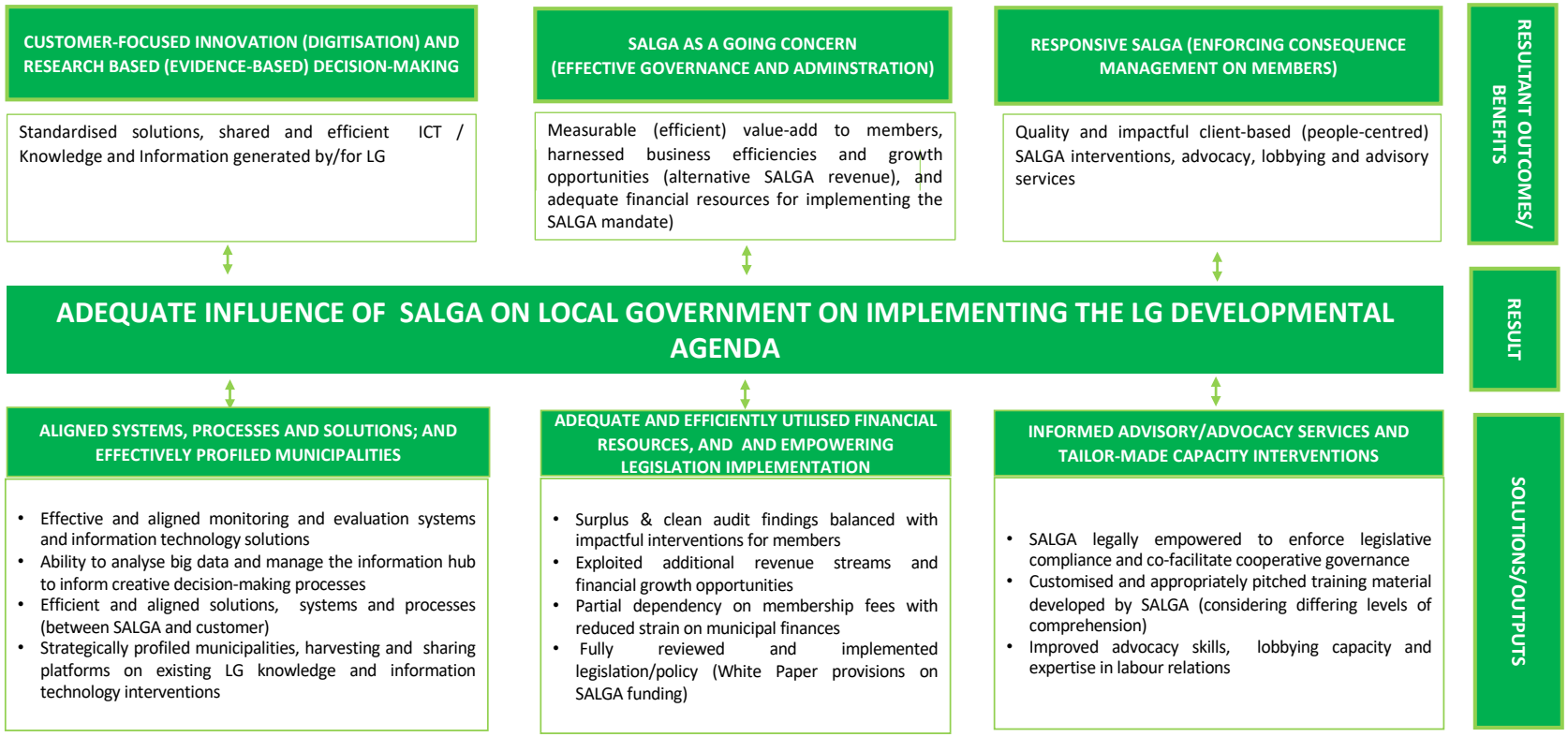


Figure B47: The SALGA solution tree

5.5. Stakeholder Analysis

SALGA has analysed its outcomes and identified the key role-players or stakeholders that will impact on the implementation of these outcomes. In terms of the requirements, interest, and power to influence, Figures B 48 and 49 depicts them as follows:

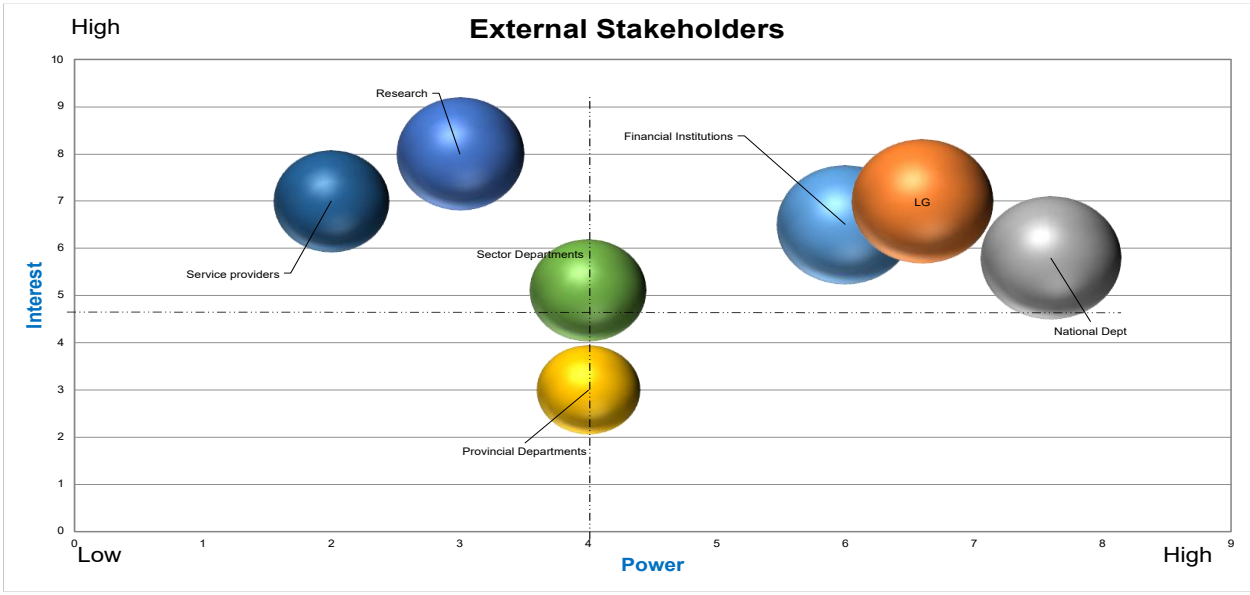


Figure B 1: External Stakeholders

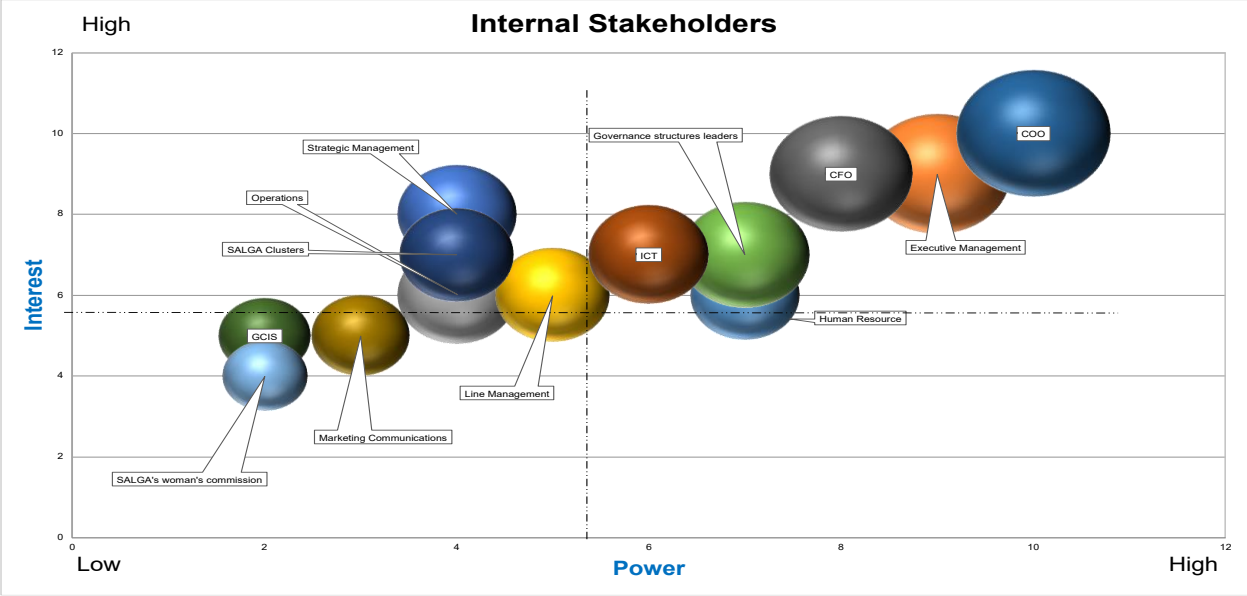


Figure B 2: Internal Stakeholder Analysis

Part C: Measuring Our Performance

Part C: Measuring Our Performance

6. Performance Information

6.1 Planning Process Introduction

The information reflected in the performance information section of the SALGA Annual Performance Plan 2025 -2026 is underpinned by a relevant results-based planning methodology informed by the Problem and Solutions Trees diagnostic analysis which was conducted during the SALGA 2022 – 2027 Strategy development process. The Theory of Change, as well as the Logic Model, used were based on the following approach:

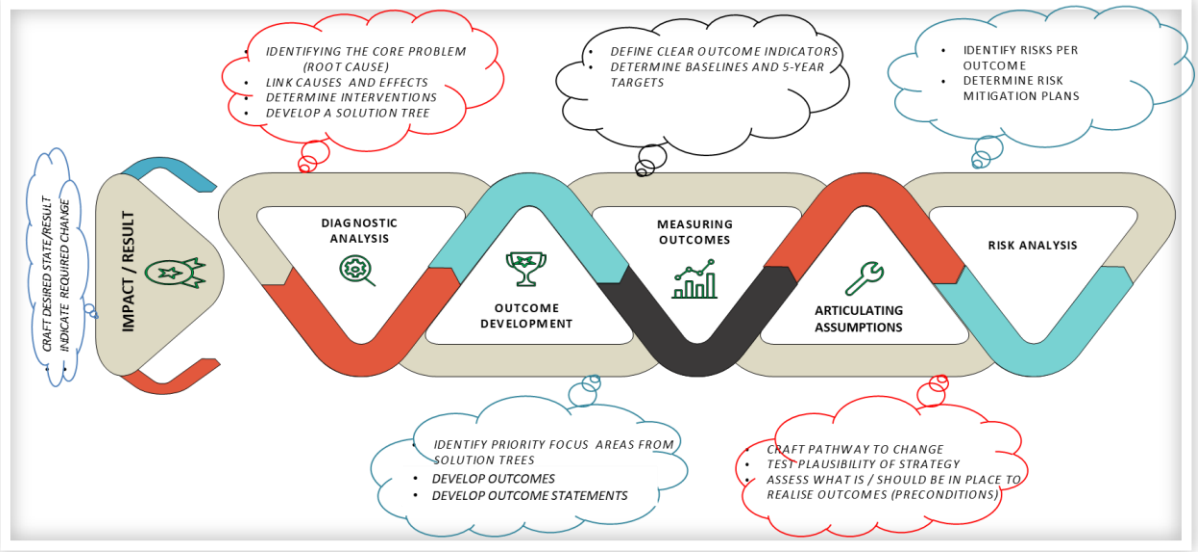


Figure C 1: Methodological Steps

A successful realisation of the intendent results in a strategy relies on extensive consultation with and buy-in from all relevant stakeholders (internal and external). To this end, SALGA embarked on an extensive and inclusive engagement process to deliberate on what needs to be done differently to improve local government as outlined in the strategic plan for the term 2022 -2 2027. Accordingly, inn preparation of the 2025 – 2025 annual performance plan, a thorough internal consultation was embarked on following a process map below:

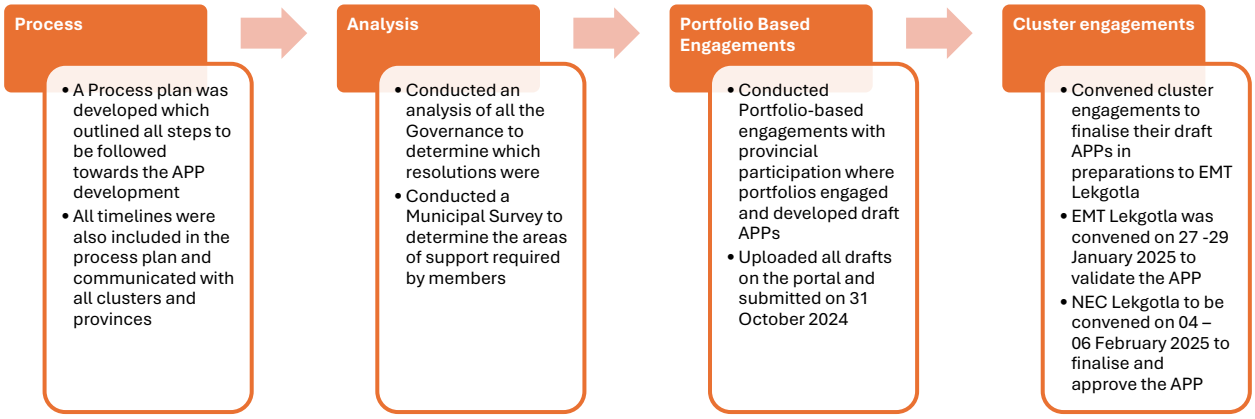


Figure C 2: Annual Performance Plan Process Map

6.2 Impact Statement

The legislative and policy mandates inform SALGA's impact statement. The impact was informed by the Theory of Change used to develop a results-based plan. SALGA's impact is as follows:

Impact Statement:	**An accountable, responsive, and people-centred developmental Local Government that provides quality of life for its citizens and an enabling environment for long-term sustainability.**

6.3 Outcome Statements

The outcomes were crafted as being reflective of the strategic approach SALGA followed towards the development of the 2022-2027 Strategic Plan aligned to the seven priorities identified by the Sixth Administration for the national government. The identified outcomes are for SALGA to create an agile force of change for effective governance and administrative system that is people-centred to drive customised innovative solutions, for a capable and reputable Local Government (LG), where effective networks can be established through strategic engagements, where developmental growth and socio-economic return can be realised to position local government in a global competitive platform. The outcomes are defined in the table below:

Table C 1: Outcome Description

Outcome	Outcome Description	Outcome Result Areas
Outcome 1: *SALGA: An Agile Force of Influence*	SALGA is to strengthen its capacity and unite the political and administrative capabilities through development of leadership to grow the mindset to become a comparative local government advisory body, in a people-centred approach, and build creative decision-making through systems thinking. SALGA provides measurable value-add and balance clean audit findings with impactful and sustainable interventions to the benefit of members. SALGA must harness business efficiencies and growth opportunities as alternative revenue and aggressively pursue the R-to-R funding basis proposed in White Paper on Local Government to augment its current	• Inclusive leadership and team development • Innovative decision-making • SALGA's financial viability

	revenue streams to ensure adequate financial resources for implementing the SALGA mandate. This will ensure partial dependency on membership fees with reduced strain on municipal finance. SALGA must improve its advocacy skills, lobbying capacity and expertise in labour relations to represent municipalities effectively. SALGA should profile themselves as a professional body to advise proactively on validated data and knowledge that LG can follow alternative routes and strategies.	
Outcome 2: *Customised innovative solutions*	SALGA digitises its planning, monitoring and evaluation processes to enhance informed and creative decision-making for themselves and LG. Standards for LG are developed into different technical categories (Redbook). SALGA needs to start to manage and interpret big data to benefit municipalities. Appropriate technology for LG is developed and standardised for LG. Relevant legislation and policies are revised to contribute to becoming a developmental LG where knowledge is archived, managed and shared. The research capability within SALGA is advanced, where a lesson learnt portal can be established.	• Customer-centric digital transformation • Evidence based decision making (Research) • Revised processes and standards (Redbook) • Knowledge sharing
Outcome 3: *Capable and reputable local government*	SALGA builds capacity, provides customised support and advises LG to become skilled and competent leadership that constantly builds its capacity to make policy judgements, manage coalitions, and mobilise resources and networks of local interests to benefit communities. The focus is explicitly on leadership development (both political and administrative) where effective results-based planning and systems thinking for problem-solving and creative decision-making needs to be embedded in LG, ethical leadership is practiced, employer and employee relationship is improved, municipalities become legally compliant, by-laws are enforced. SALGA to further capacitate municipalities to standardise recruitment-to-retirement processes for staff to ensure professionalisation, implement the remunerative performance management system for political and administrative leadership and ensure rigorous political oversight to achieve impactful results to benefit the citizenry. SALGA investigates the powers and functions of municipalities to create a functional municipal model. The assigned functions must support the District Development Model (DDM).	• Capacitated local government. • Skilled and competent leadership • Sound local government decision-making. • Revised legislative frameworks, policies and assumptions. • Clarified powers and functions

Outcome 4: *Effective Networks and IGR*	SALGA plays a mandated role in representing the interests of local government within the cooperative government system and in supporting its members to fulfil their developmental agenda obligations. As a statutory partner in government, SALGA is expected to be an active participant in the inter-governmental relations (IGR) structures and other platforms to provide common policy positions driven by members' mandates and interests. In addition, SALGA needs to provide solutions to the challenges facing local government. Therefore, strategic networks such as public-private partnerships are established and promoted to support the value chain of service delivery, which includes integrated planning (IDP/DDM) and delivery of services/interventions across the three spheres of government, and reduced red-tapes, well-coordinated policy and legislation development and reviewed erstwhile assumptions.	• Functional IGR structures and systems • Coordinated networking and stakeholder relations. • Strategic partnerships • Integrated planning (IDP, DDM) • Municipal legislative compliance enforcement and corporative governance co-facilitation
Outcome 5: *Inclusive socio-economic return*	SALGA supports municipalities in appropriate financial planning, sourcing equitable and adequate share distribution from intergovernmental transfers in a differentiated approach, effective revenue collection instruments and alternative revenue streams (e.g., funding infrastructure project through infrastructure borrowings and funding). SALGA empowers municipalities to ensure effective and efficient utilisation of the allocated financials (including eliminating fiscal leakages and inefficiencies that are undermining fiscal credibility and service delivery), based on identified community needs and to be accountable, transparent and practice good financial governance. Municipalities are supported to achieve spatial justice through their aligned municipal spatial development plans that respond to the municipal infrastructure plans including maintenance, resulting in improved local government services and infrastructure, improved community stability, equitable and sustainable access to quality basic services, and improved living conditions.	• Spatial justice • Improved access to reliable and quality services • Social cohesion and active citizenry • Financially viable Local Government
Outcome 6: *Developmental growth for global competitiveness*	SALGA supports municipalities to create a conducive business climate to attract and retain investments in municipal areas, revive existing industrial infrastructure (reindustrialisation) for economic viability and competitiveness and placing local government as a global investment destination. SALGA assists municipalities to identify, package and develop strategies for deliberately advancing rural, township and regional economies. SALGA to develop a strategy to guide municipalities to replicate Building Inclusive Green Municipalities (BIGM) project in their municipalities and to advise on and accelerate Green Economy initiatives as an alternative revenue generation stream.	• Global economic Investment in municipal areas • Improved business climate • Improved Local Economic Development • Green economy

6.4 Pathway of Change

Accordingly, the pathway has been mapped out in accordance with the six outcomes that resulted from several stakeholder engagements held for the development of the 2022-2027 Strategic Plan. The pathway to change provides a definition of how the intended outcomes can lead to the results as depicted below:

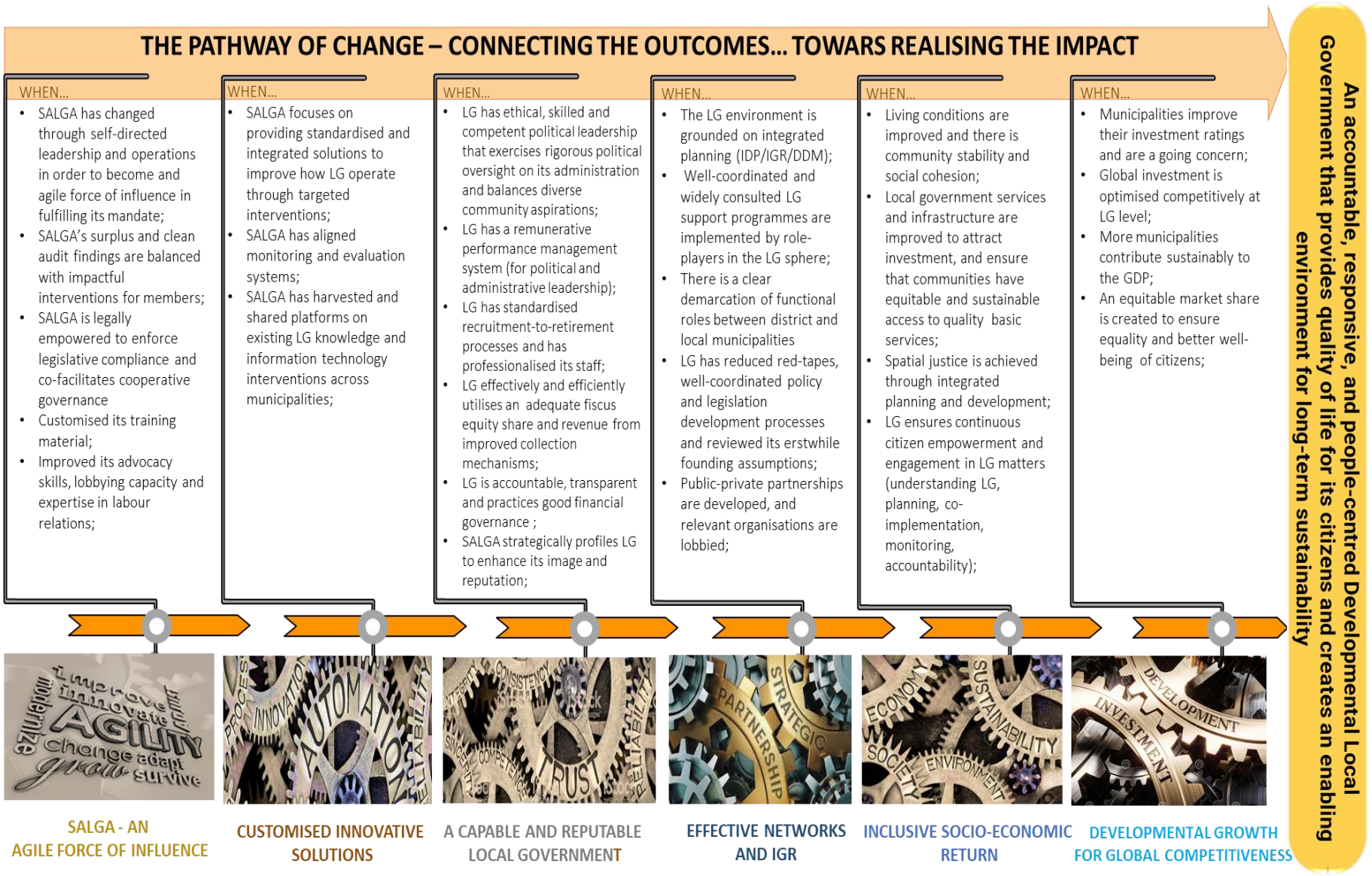


Figure C 3: SALGA Change through Outcomes

6.5 The Outcomes' contribution to the Medium-Term Strategic Framework (MTSF)

The National Development Plan (NDP) and MTSF aim to eliminate poverty and reduce inequality by 2030. According to the NDP, South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society. President Cyril Ramaphosa has announced seven priorities that will fast track South Africa's path to prosperity and realise the vision of the NDP and MTSF. SALGA has aligned its 2022 – 2027 Strategic Plan to the priorities and outcomes of the MTSF as shown below:

Table C 2: Outcomes Contribution to MTSF Priorities

SALGA IMPACT: An accountable, responsive, and people-centred developmental LG that provides quality of life for its citizens and creates an enabling environment for long-term sustainability.		
SALGA OUTCOMES	MTSF PRIORITY	MTSF OUTCOME
Outcome 1: SALGA: An Agile Force of Influence	Priority 1: A capable, ethical, and developmental state	• Improved leadership, governance, and accountability • Mainstreaming of gender, youth and disability empowerment and development institutionalised • Functional, efficient, and integrated government
Outcome 2: Customised Innovative Solutions	Priority 1: A capable, ethical, and developmental state	• Functional, efficient, and integrated government
	Priority 2: Economic transformation and job creation	• Improve competitiveness through ICT adoption. • Innovation
Outcome 3: Capable and Reputable Local Government	Priority 1: A capable, ethical, and developmental state	• Improved leadership, governance, and accountability • Functional, efficient, and integrated development • Professional, meritocratic, and ethical public administration
	Priority 6: Social cohesion and safer communities	• Promoting active citizenry and leadership • Improvement in corruption perception
Outcome 4: Effective Networks and IGR	Priority 1: A capable, ethical, and developmental state	• Social compact and engagement with key stakeholders
	Priority 7: A better Africa and world	• Equitable multilateral institutions and enhanced global governance
Outcome 5: Inclusive Socio-Economic Return	Priority 4: Consolidating the social wage through reliable and qualitative basic services	• Community development interventions
	Priority 5: Spatial integration, human settlements, and local government	• Improved access to basic services • Shared national spatial vision and frames to support integration between sector departments, Provinces, and regions. • Functional sub-national regional development in urban and rural spaces

	Priority 6: Social cohesion and safer communities	• Fostering constitutional value • Equal opportunities, inclusion, and redress • Promoting social cohesion through increased interaction across space and class
Outcome 6: Developmental Local Government for Global Competitiveness	Priority 2: Economic transformation and job creation	• More decent jobs created and sustained. • Investing for accelerated inclusive growth • Competitive and accessible markets Improve the quality and quantum of investment to support growth and job creation
	Priority 2: Economic transformation and job creation	• Functional sub-national regional development in urban and rural spaces
	Priority 5: Spatial integration, human settlements, and local government	• Community development interventions
	Priority 5: Spatial integration, human settlements, and local government	• Greenhouse Gas Emission reduction • Municipalities prepared to deal with climate change. • State of ecological infrastructure improved
	Priority 7: A better Africa and World	• Increased foreign direct investment into South Africa

7. Institutional Indicators per Programme

During the strategy defining process, six outcomes and five programmes emerged and were subsequently approved.

PROGRAMME 1: ADVOCACY AND STRATEGIC PROFILING

Purpose: This programme will lead to the profiling of municipalities and engagements with relevant IGR structures on development and review of policies and legislation to enable local government to deliver on its mandate under the following sub-programmes:

1. **Sub-Programme: Intergovernmental Relations (IGR) & Partnership/Stakeholder Management**
   Purpose: Ensure effective local government machinery (network) through the implementation of well-coordinated and widely consulted programmes.

2. **Sub-Programme: Policy development**
   Purpose: Influence and drive enabling policy and legislation to the benefit of local government

3. **Sub-Programme: Marketing and communication**
   Purpose: To profile and create awareness on the transformative work of municipalities and to educate the public on developmental local government and their role in it.

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
4. Effective Networks and IGR	Assessment report on the effectiveness of SALGA's participation in the IGR structures	Multi-sectoral lobby & advocacy programme implemented that facilitates SALGA's position on LG matters	Assessment conducted on SALGA's influence in IGR by 31 March 2023	Multi-Sectoral Lobby & Advocacy Programme implemented by 31 March 2024	Lobby and advocacy agenda developed to facilitate engagements to represent LG in the relevant IGR structures by 31 March 2025	OCE.05. Lobby and advocacy agenda developed to facilitate engagements to represent LG in the relevant IGR structures by 31 March 2026	Lobby and advocacy agenda developed to facilitate engagements with relevant structures in representation of local government's interest by 31 March 2027	Lobby and advocacy agenda developed to facilitate engagements with relevant structures in representation of local government's interest by 31 March 2028	Lobby and advocacy agenda developed to facilitate engagements with relevant structures in representation of local government's interest by 31 March 2029
4. Effective Networks and IGR	Assessment report on the effectiveness of SALGA's participation in the IGR structures	SALGA position on the overhaul of the Disaster Management System lobbied at relevant IGR Structures	Assessment conducted on SALGA's influence in IGR by 31 March 2023	Position Restructuring Disaster Management Institutional & Funding Arrangements developed by 31 March 2024	Lobby & Advocacy programme on disaster management institutional and funding arrangements developed and implemented by 31 March 2025	IDS.01. SALGA position on the overhaul of the Disaster Management System lobbied at relevant IGR Structures by 31 March 2026	9 Provincial Municipal Consultation sessions on the new Disaster Management System implemented by 31 March 2027	Lobby IGR partners to capacitate Municipalities on the New Disaster Management System by 31 March 2028	Lobby IGR partners to capacitate Municipalities on the New Disaster Management System by March 2029

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
4. Effective Networks and IGR	SALGA Position on Raw Water Tariffs Application	SALGA Position on Raw Water Tariffs Application finalised	Assessment conducted on SALGA's influence in IGR	Multisectoral Lobby & advocacy programme implemented	Develop the SALGA position on proposed municipal price increases on bulk water and electricity tariffs developed 31 March 2025	MFF.06. SALGA position on bulk water tariffs lobbied at relevant IGR Structures by 31 March 2026	Lobby & advocacy programme implemented by 31 March 2027	Lobby & advocacy programme implemented by 31 March 2028	Lobby & advocacy programme implemented by 31 March 2029
4. Effective Networks and IGR	Report on the effectiveness of SALGA's engagement in the IGR structures on Devolution Framework for Urban Rail	SALGA position on Devolution Framework for Urban Rail and influencing the City of Cape Town Urban Rail Feasibility Study and eThekwini Study	N/A	N/A	Lobby for the inclusion of the SALGA position into the Devolution Framework for Urban Rail and influencing the CoCT Urban Rail Feasibility Study by 31 March 2025	IDS.10. Engage CoCT, eThekwini and DOT on SALGA position on Devolution Framework for Urban Rail by March 2026	Engage in the implementation of the DoT Devolution Framework	Engage in the implementation of the DoT Devolution Framework	Engage in the implementation of the DoT Devolution Framework

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
4. Effective Networks and IGR	Report on the successes of SALGA's IGR engagement for the improvement of Local Government Fiscal Allocation	SALGA's Position on Local Government Fiscal Allocation lobbied	Assessment conducted on SALGA's influence in IGR	Multisectoral Lobby & advocacy programme implemented	Develop position on Improved Fiscal Allocation for municipalities by 31 March 2025	MFF.05. Lobby relevant structures for improved Fiscal Allocation for municipalities by 31 March 2026	% increase in fiscal allocation to local government by March 2027	% increase in fiscal allocation to local government by March 2028	% increase in fiscal allocation to local government by March 2029
4. Effective Networks and IGR	EDI reform strategy	Local government EDI Reform strategy lobbied in the IGR structures	EDI reform roadmap work with GIZ	EDI reform roadmap document	EDI reform strategy developed and lobbied at NEC by March 2025	MFF.14. Lobbying the local government EDI reform strategy to IGR structures by 31 March 2026	Implementation of the Electricity Distribution Reform Roadmap by 31 March 2027	Implementation of the Electricity Distribution Reform Roadmap by 31 March 2028	Implementation of the Electricity Distribution Reform Roadmap by 31 March 2029
4. Effective Networks and IGR	Review of Funding & Legislation to strengthen Fire Services in Local Government	Review of Funding & Legislation to strengthen Fire Services in Local Government conducted	SALGA Position Papers submitted for engagements to IGR structure and or Legislatures	Multisectoral Lobby & advocacy programme implemented by 31 March 2024	09 Provincial Multi stakeholder consultations on fire services in Local Government conducted on fire services by 31 March 2025	IDS.02. Review of Funding & Legislation to strengthen Fire Services in Local Government conducted by 31 March 2026	9 Provincial Multistakeholder Consultation sessions on the Review of Legislation and funding model for Fire Services in Local Government implemented by 31 March 2027	Lobby stakeholders to capacitate Municipalities on the Local Government Implications on the Revised Legislation for Fire Services by 31 March 2028	Lobby stakeholders to support Municipalities to comply with the Revised Legislation relating to Fire Services by 31 March 2029

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
4. Effective Networks and IGR	Report on the effectiveness of SALGA's engagement in the IGR structures on the review of land transport system	Lobbying for the review of the land transport system and the establishment of a transport data bank	N/A	N/A	Lobby for the adoption of the SALGA position on Roads Funding by DoT and National Treasury by 31 March 2025	IDS.12. Lobby the Department of Transport (DoT) for the review of the land transport system and the establishment of a transport data bank by 31 March 2026	Position on review of funding model for South African road network developed by 31 March 2027	Position on review of funding model for South African road network developed by 31 March 2028	Position on review of funding model for South African road network developed by 31 March 2029
6. Developmental Local Government for Global Competitiveness	An assessment Report of municipal funding and expenditure for environmental management functions.	Assessment Report on the Status of Municipal Funding and Expenditure for Environmental Management functions produced by 31 March 2026	N/A	N/A	N/A	IDS.03. Assessment on the Status of Municipal Funding and Expenditure for Environmental Management functions conducted by 31 March 2026	Lobbying and Advocacy for the Review on Funding of environmental management functions In Local Government implemented by 31 March 2027	Lobby & advocacy for sustainable land use management, policies, framework and tools to support climate resilience by 31 March 2028	Lobby & advocacy for sustainable land use management, policies, framework and tools to support climate resilience by 31 March 2029
6. Developmental Local Government for Global Competitiveness	Strengthening the role of SALGA through participation in SARO, UCLG, UCLGA and other relevant regional and internationals associations by 31 March 2025	Number of International engagements participated in by SALGA and Municipal Representatives.	N/A	Participation of SALGA in 25 UCLF and other international events by 31 March 2024	Facilitate and coordinate SALGA's Participation in international structures (UCLG, UCLGA, SARO, BRICKS, CLGF & other forums) to strengthen SALGA's development	OCE.01. Participate and facilitate local government's participation in international engagements related to SDGs, G20, SARO, UCLG and other international programmes by 31 March 2026	Participation of SALGA in 35 UCLG and other International Events by 31 March 2027	Participation of SALGA in 40 UCLG and other International Events by 31 March 2028	Participation of SALGA in 40 UCLG and other International Events by 31 March 2029

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
					cooperation agenda and profiling by 31 March 2025				
6. Developmental Local Government for Global Competitiveness	Municipal Voluntary Local Reviews and SALGA Voluntary Subnational Review reports	Number of Municipalities Implementing SDG-aligned Integrated Development Plans	N/A	N/A	Support 15 municipalities to conduct the Voluntary Subnational Reviews (VSR) by 31 March 2025	OCE.03. 30 Municipalities participating in the implementation of the SDG programme by March 2026	Support municipalities and SALGA to conduct the Voluntary Subnational Reviews (VSR) by 31 March 2027	Support municipalities and SALGA to conduct the Voluntary Subnational Reviews (VSR) by 31 March 2028	Support municipalities and SALGA to conduct the Voluntary Subnational Reviews (VSR) by 31 March 2029
6. Developmental Local Government for Global Competitiveness	COMPACT Project implemented	Number of municipalities participating in the Compact project	COMPACT Annual Narrative report and Expenditure verification report	COMPACT Annual Narrative report and Expenditure verification report	Facilitate and coordinate the implementation of the Compact project to selected municipalities by 31 March 2025	OCE.04. 12 Municipalities participating in the Compact project by 31 March 2026	Coordinate the implementation of COMPACT project by 31 March 2027	Coordinate the implementation of COMPACT project by 31 March 2028	Coordinate the implementation of COMPACT project by 31 March 2029
6. Developmental Local Government for Global Competitiveness	Facilitate organisation-wide partnerships for overall improved strategic relations	Funds raised from international donors for municipal projects.	N/A	12 value-based partnerships and sponsorships secured by 31 March 2024	Mobilise donor funding from local and international donor organisations for local government programmes	OCE.02. Secure R20 million in funding from international donors for municipal projects by March 2026	Mobilise donor funding from local and international donor organisations for local government programmes by 31 March 2027	Mobilise donor funding from local and international donor organisations for local government programmes by 31 March 2028	Mobilise donor funding from local and international donor organisations for local government programmes by 31 March 2029

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
					by 31 March 2025				
4. Effective Networks and IGR	Resources (in kind and cash) leveraged from strategic partnerships to support identified SALGA programmes	Engage strategic partners to Leverage resources from the private sector (in-kind and cash) to support identified SALGA programmes	12 value-based partnerships and sponsorships secured by 31 March 2023	12 value-based partnerships and sponsorships secured by 31 March 2024	Quarterly engagements with strategic partners to leverage resources from the private sector (in-kind and cash) to support identified municipal programmes by 31 March 2025	OPS.05. Leverage resources in cash or in-kind for SALGA programmes and events to the value of R3000,000.00 by 31 March 2026	Leverage resources in cash or in-kind for SALGA municipal programmes and events to the value of R3,2 000,000.00 by 31 March 2027	Leverage resources in cash or in-kind for SALGA municipal programmes and events to the value of R3,4000,000.00 by 31 March 2028	Leverage resources in cash or in-kind for SALGA municipal programmes and events to the value of R2,700,000.00 by 31 March 2029
4. Effective Networks and IGR	Assessment report on the effectiveness of SALGA partnerships	Assessment of the implementation of MOUs signed to support SALGAs programmes	N/A	12 value-based partnerships and sponsorships secured by 31 March 2024	Develop a scorecard on the implementation of MOUs by 31 March 2025	OCE.07. Conduct an assessment of all MOUs signed to support SALGA's programmes to determine the effectiveness of the partnership arrangement by 31 March 2026.	Develop a bi-annual scorecard on the implementation of MOUs by 31 March 2027	Develop a bi-annual scorecard on the implementation of MOUs by 31 March 2028	Develop a bi-annual scorecard on the implementation of MOUs by 31 March 2029

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
1. An Agile Force of Influence	Legal advisory services and opinions provided to municipalities and clusters	Number of legal best practice engagements focusing on knowledge exchange and peer learning for Municipal Legal Practitioners convened	N/A	4 legal opinions produced	Four (4) Capacity Building sessions on legal best practices and management of legal services for Municipal Legal Practitioners implemented by 31 March 2025	OPS.02. Six (6) Legal Best Practice engagements focusing on knowledge exchange and peer learning for Municipal Legal Practitioners convened by 31 March 2026	Eight (8) Legal Best Practice engagements by 31 March 2027	Ten (10) Legal Best Practice engagements by 31 March 2028	Twelve (12) Legal Best Practice engagements by 31 March 2029
4. Effective Networks and IGR	District Development/Joint District Metro Approach Municipal Support Plan implemented	% implementation of District Development Model /Joint District Metro Approach Municipal Annual Support Plan	N/A	New Indicator	SALGA's position on the District Development Model (DDM/JDMA) developed by 31 March 2025	OPS.04. 100% implementation of District Development Model /Joint District Metro Approach Municipal Annual Support Plan by 31 March 2026	100% implementation of District Development Model /Joint District Metro Approach Municipal Annual Support Plan by 31 March 2027	100% implementation of District Development Model /Joint District Metro Approach Municipal Annual Support Plan by 31 March 2028	100% implementation of District Development Model /Joint District Metro Approach Municipal Annual Support Plan by 31 March 2029

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
1. An Agile Force of Influence	Integrated marketing and communication support provided to municipalities	Integrated marketing and communication support provided to municipalities to create awareness of municipal debt and encourage payment	Multisectoral profiling programme	Multisectoral profiling programme	80% multi-media campaign plan for municipal debt collection implemented by 31 March 2025	OPS.10. Quarterly Integrated marketing and communication support provided to municipalities implemented by 31 March 2026	Quarterly multi-media campaign plan for municipal debt collection rolled out by 31 March 2027	Quarterly multi-media campaign plan for municipal debt collection rolled out by 31 March 2028	Quarterly multi-media campaign plan for municipal debt collection rolled out by 31 March 2029
1. An Agile Force of Influence	Municipalities supported through marcomms interventions to improve municipal communication	Municipalities supported with targeted Marketing and Communication interventions	Municipalities supported through marcomms interventions	Multisectoral profiling programme	54 municipalities supported on interventions to improve municipal communications by 31 March 2025	OPS.11. Targeted marketing and communication interventions implemented to 63 municipalities to improve municipal communications by 31 March 2026	64 municipalities supported on the five (05) Marketing and Communication interventions to improve municipal communications by 31 March 2027	65 municipalities supported on the five (05) Marketing and Communication interventions to improve municipal communications by 31 March 2028	66 municipalities supported on the five (05) Marketing and Communication interventions to improve municipal communications by 31 March 2029
1. An Agile Force of Influence	SALGA programmes profiled.	Internal and external profiling programme developed and implemented to enhance local government, SALGA's visibility, and	Multisectoral profiling programme	Multisectoral profiling programme	SALGA profiling programme rolled out by 31 March 2025	OPS.12. SALGA internal and external profiling activities implemented by 31 March 2026	SALGA internal and external profiling activities implemented by 31 March 2027	SALGA internal and external profiling activities implemented by 31 March 2028	SALGA internal and external profiling activities implemented by 31 March 2029

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
		stakeholder engagement.							
5. Inclusive socio-economic return	Report on the Exploration of SALGA as a Local Government Funding Agency	Lobby for the approval of the recommendations on exploration of SALGA as a Local Government Funding Agency	N/A	N/A	Conduct a feasibility study to explore SALGA as a Local Government Funding Agency by 31 March 2025	MFF.07. Lobby SALGA Governance structures for the approval of the recommendations on exploration of SALGA as a Local Government Funding Agency by 31 March 2026	Implement resolutions to Positioning SALGA as a Local Government Funding Agency by 31 March 2027	Implement resolutions to Positioning SALGA as a Local Government Funding Agency by 31 March 2028	Implement resolutions to Positioning SALGA as a Local Government Funding Agency by 31 March 2029

Quarterly Targets

Output Indicator	Annual Performance Target 2025 - 2026	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
Multi-sectoral lobby & advocacy programme implemented that facilitates SALGA's position on LG matters	OCE.05. Lobby and advocacy agenda developed to facilitate engagements to represent LG in the relevant IGR structures by 31 March 2026	OCE.05. Q1. a) Review, finalise and implement the 2015-2026 lobby and advocacy plan	OCE.05. Q2. Implement lobby and advocacy plan	OCE.05. Q3. Conduct an assessment of SALGA's influence in the IGR structures	OCE.05. Q4. Implement lobby and advocacy plan
SALGA position on the overhaul of the Disaster Management System lobbied at relevant IGR Structures	IDS.01. SALGA position on the overhaul of the Disaster Management System lobbied at relevant IGR Structures by 31 March 2026	IDS.01. Q1. 2 Provincial Stakeholder Engagements on the SALGA's Position on the overhaul of the Disaster Management System conducted	IDS.01. Q2. 4 Provincial Stakeholders Engagements on the SALGA's Position on the overhaul of the Disaster Management System conducted	IDS.01. Q3. 3 Provincial Stakeholder Engagements on the SALGA's Position on the overhaul of the Disaster Management System conducted	IDS.01. Q4. SALGA's Position on the overhaul of the Disaster Management System presented to IGR Structures
SALGA Position on Raw Water Tariffs Application finalised	MFF.06. Multisectoral Lobby and Advocacy Programme implemented that facilitates SALGA's position on local government matters (bulk water tariffs) by 31 March 2026	MFF.06. Q1. No Target	MFF.06. Q2. SALGA draft position on Raw Water Tariffs process by 31 July 2025	MFF.06. Q3. No Target	MFF.06. Q4. SALGA final position on Raw Water Tariffs applications
SALGA position on Devolution Framework for Urban Rail and influencing the City of Cape Town Urban Rail Feasibility Study and eThekwini Study	IDS.10. Engage CoCT, eThekwini and DOT on SALGA position on Devolution Framework for Urban Rail by March 2026	IDS.10. Q1. SALGA position presented to the CoCT Feasibility Study process	IDS.10. Q2. SALGA position presented to the eThekwini Corridor Development and Urban Rail Devolution Study	IDS.10. Q3. SALGA position presented at the DoT Devolution Framework	IDS.10. Q4. Convene a workshop on the devolution of urban rail based on the experiences of CoCT, eThekwini and engagements with DOT

Output Indicator	Annual Performance Target 2025 - 2026	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
SALGA's Position on Local Government Fiscal Allocation lobbied	MFF.05. Lobby and Advocacy improved Fiscal Allocation for municipalities by 31 March 2026	MFF.05. Q1. No target	MFF.05. Q2. Consolidate and submit SALGA's position on the 1st draft consultation on the DORB.	MFF.05. Q3. Consolidate and present SALGA'S position in response to the Budget Speech, Tabled Budget, DORA,	MFF.05. Q4. Consolidate and present SALGA's position in response to the Medium-Term Budget Policy Statement.
Local government EDI Reform strategy lobbied in the IGR structures	MFF.14. Lobbying the local government EDI reform strategy to IGR structures by 31 March 2026	MFF.14. Q1. Lobby LG EDI reform strategy with the NECOM process	MFF.14. Q2. Lobby LG EDI reform strategy with the NECOM process	MFF.14. Q3. Support municipalities to implement cost reflective tariffs as part of EDI reform strategy	MFF.14. Q4. Outcome report on the lobbying of the EDI reform strategy and implementation of cost reflective strategy
Review of Funding & Legislation to strengthen Fire Services in Local Government conducted	IDS.02. Review of Funding & Legislation to strengthen Fire Services in Local Government conducted by 31 March 2026	IDS.02. Q1. 2 Provincial Stakeholder Engagements on SALGA's Position on the Review of Funding & Legislation to strengthen Fire Services in Local Government implemented	IDS.02. Q2. 4 Provincial Stakeholder Engagements on SALGA's Position on the Review of Funding & Legislation to strengthen Fire Services in Local Government implemented	IDS.02. Q3. 3 Provincial Stakeholder Engagement held, and 3 provincial Forums engaged on SALGA's Position on the Review of Funding & Legislation to strengthen Fire Services in Local Government	IDS.02. Q4. SALGA's Position on the Review of Funding & Legislation to strengthen Fire Services in Local Government presented to IGR structures.
Lobbying for the review of the land transport system and the establishment of a transport data bank	IDS.12. Lobby the Department of Transport (DoT) for the review of the land transport system and the establishment of a transport data bank by 31 March 2026	IDS.12. Q1. Engage the DoT on the results of the SALGA Land Transport System research and data bank establishment	IDS.12. Q2. Present SALGA's Report on the Land Transport System to the DoT's IGR structures	IDS.12. Q3. Engage the DoT on the review of the land transport system and the establishment of a transport data bank	IDS.12. Q4. Engage the DoT on the review of the land transport system and the establishment of a transport data bank and consolidate a report on the outcomes of engagements for SALGA Governance structures
Assessment Report on the Status of Municipal Funding and Expenditure for Environmental Management functions produced by 31 March 2026	IDS.03. Assessment on the Status of Municipal Funding and Expenditure for Environmental Management functions conducted by 31 March 2026	IDS.03. Q1. Collect data on municipal funding and budgets for environmental management functions collected for 9 districts and 8 metros	IDS.03. Q2. Analyse data collected on municipal funding and budgets for environmental management functions analysed for 9 districts and 8 metros	IDS.03. Q3. Develop a draft assessment report on the status of funding and budgets for environmental management functions	IDS.03. Q4. Assessment report on the status of municipal funding and expenditure for environmental management functions finalised and presented

Output Indicator	Annual Performance Target 2025 - 2026	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
					to SALGA governance structures.
Number of International engagements participated in by SALGA and Municipal Representatives.	OCE.01. Participate and facilitate local government's participation in international engagements related to SDGs, G20, SARO, UCLG and other international programmes by 31 March 2026	OCE.01. Q1. Participate and facilitate local government's participation in international programmes relevant for the quarter	OCE.01. Q2. Q2: Participate in UCLG, CLGF, BRICS, UN HLPF, COP30, WUF & Host International Relations Conference	OCE.01. Q3. Host and participate in G20, U20, Participate in UCLG, SARO, CLGF, UN & other forums.	OCE.01. Q4. Participate in UCLG, SARO, CLGF, UN & other Global Forums
Number of Municipalities Implementing SDG-aligned Integrated Development Plans	OCE.03. 30 Municipalities participating in the implementation of the SDG programme by March 2026	OCE.03. Q1. 10 municipalities participating in the SDGs programme	OCE.03. Q2. Conduct 2 capacity-building sessions for 30 municipal staff on SDG integration & Present SDG to UN HLPF	OCE.03. Q3. Participate in SDG awareness campaigns	OCE.03. Q4. Host 2 advanced workshops focusing on SDGs (Master Classes)
Number of municipalities participating in the Compact project	OCE.04. 12 Municipalities participating in the Compact project by 31 March 2026	OCE.04. Q1. Facilitate and coordinate the implementation of the Compact project in the 12 selected municipalities.	OCE.04. Q2. Facilitate and coordinate the implementation of the Compact project in the 12 selected municipalities	OCE.04. Q3. Facilitate and coordinate the implementation of the Compact project in the 12 selected municipalities	OCE.04. Q4. Facilitate and coordinate the implementation of the Compact project in the 12 selected municipalities
Funds raised from international donors for municipal projects.	OCE.02. Secure R20 million in funding from international donors for municipal projects by March 2026	OCE.02. Q1. Engage with International Donors to explore funding opportunities.	OCE.02. Q2. Developing and submitting Project Proposals	OCE.02. Q3. Developing and submitting project proposals	OCE.02. Q4. Monitoring and reporting on donor-funded projects
Engage strategic partners to Leverage resources from the private sector (in-kind and cash) to support identified SALGA programmes	OPS.05. Leverage resources in cash or in-kind for SALGA programmes and events to the value of R3000,000.00 by 31 March 2026	OPS.05. Q1. Leverage resources in-kind or in cash for identified events and programmes	OPS.05. Q2. Leverage resources in-kind or in cash for identified events and programmes	OPS.05. Q3. Leverage resources in-kind or in cash for identified events and programmes	OPS.05. Q4. Leverage resources in-kind or in cash for identified events and programmes to the value of R3,000 000

Output Indicator	Annual Performance Target 2025 - 2026	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
Assessment of the implementation of MOUs signed to support SALGAs programmes	OCE.07. Conduct an assessment of all MOUs signed to support SALGA's programmes to determine the effectiveness of the partnership arrangement by 31 March 2026.	OCE.07. Q1. Q1-Q4. Structured engagements with stakeholders in government (executive and legislature), civil society, private sector and political parties on key local government issues.	OCE.07. Q2. Q1. Map and Segment all the stakeholders, Facilitate and coordinate engagements with stakeholders, Source sponsorships with key stakeholders, Report on the status of MoUs	OCE.07. Q3. Q2. Develop a report on the implementation of MOUs by 31 March 2026	OCE.07. Q4. Q2 &Q4 Host a stakeholder workshop
Number of legal best practice engagements focusing on knowledge exchange and peer learning for Municipal Legal Practitioners convened	OPS.02. Six (6) Legal Best Practice engagements focusing on knowledge exchange and peer learning for Municipal Legal Practitioners convened by 31 March 2026	OPS.02. Q1. One (1) Legal Best Practice Engagement convened	OPS.02. Q2. Two (2) Legal Best Practice Engagement convened	OPS.02. Q3. Two (2) Legal Best Practice Engagement convened	OPS.02. Q4. One (1) Legal Best Practice Engagement convened
% implementation of District Development Model /Joint District Metro Approach Municipal Annual Support Plan	OPS.04. 100% implementation of District Development Model /Joint District Metro Approach Municipal Annual Support Plan by 31 March 2026	OPS.04. Q1. 20% DDM/JDMA Annual Support Plan Projects implemented	OPS.04. Q2. 50% DDM/JDMA Annual Support Plan Projects implemented	OPS.04. Q3. 80% DDM/JDMA Annual Support Plan Projects implemented	OPS.04. Q4. 100% DDM/JDMA Annual Support Plan Projects implemented
Integrated marketing and communication support provided to municipalities to create awareness of municipal debt and encourage payment	OPS.10. Quarterly Integrated marketing and communication support provided to municipalities implemented by 31 March 2026	OPS.10. Q1. Integrated marketing and communication support plan developed, approved and implemented	OPS.10. Q2. Integrated marketing and communication activities to support municipal debt collection implemented quarterly	OPS.10. Q3. Integrated marketing and communication activities to support municipal debt collection implemented quarterly	OPS.10. Q4. Integrated marketing and communication activities to support municipal debt collection implemented quarterly

Output Indicator	Annual Performance Target 2025 - 2026	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
Municipalities supported with targeted Marketing and Communication interventions	OPS.11. Targeted marketing and communication interventions implemented to 63 municipalities to improve municipal communications by 31 March 2026	OPS.11. Q1. 9 municipalities supported on the five (05) Marketing and Communication interventions	OPS.11. Q2. 18 municipalities supported on the five (05) Marketing and Communication interventions	OPS.11. Q3. 18 municipalities supported on the five (05) Marketing and Communication interventions	OPS.11. Q4. 18 municipalities supported on the five (05) Marketing and Communication interventions
Internal and external profiling programme developed and implemented to enhance local government, SALGA's visibility, and stakeholder engagement.	OPS.12. SALGA internal and external profiling activities implemented by 31 March 2026	OPS.12. Q1. Quarterly implementation of external and internal profiling programme	OPS.12. Q2. Quarterly implementation of external and internal profiling programme	OPS.12. Q3. Quarterly implementation of external and internal profiling programme	OPS.12. Q4. Quarterly implementation of external and internal profiling programme
Lobby for the approval of the recommendations on exploration of SALGA as a Local Government Funding Agency	MFF.07. Lobby SALGA Governance structures for the approval of the recommendations on exploration of SALGA as a Local Government Funding Agency by 31 March 2026	MFF.07. Q1. No Target	MFF.07. Q2. Quarterly report on the progress made lobbying for the approval of the recommendations on exploration of SALGA as a Local Government Funding Agency	MFF.07. Q3. Quarterly report on the progress made lobbying for the approval of the recommendations on exploration of SALGA as a Local Government Funding Agency	MFF.07. Q4. Final report on the progress made lobbying for the approval of the recommendations on exploration of SALGA as a Local Government Funding Agency

PROGRAMME 2: MULTISECTORAL SUPPORT

Purpose: This programme will facilitate a support programme for municipalities on a range of issues that pertain to municipal development.
The implementation of sub-programmes include:

1. Sub-Programme: Municipal Finance

Purpose: Strengthen financial resilience and sustainability of municipalities, influence fiscal policy frameworks, and provide advice and innovative solutions to challenges in regional and local economies

2. Sub-Programme: Municipal Infrastructure and Service Delivery

Purpose: Build planning capacity and enhance the delivery of infrastructure services

3. Sub-Programme: Socio-economic Development and Spatial Transformation

Purpose: Support the implementation of sustainable rural and urban development, enable inclusive spatial transformation and social cohesion, and promote trade and investment for economic growth and development

4. Sub-Programme: Municipal Governance

Purpose: Re-position SALGA's support role in enhancing leadership effectiveness in municipalities and playing a significant role in strengthening oversight, accountability and transparency as well as constantly promoting inclusive governance mechanisms whilst extracting accountability and consequence management outcomes.

5. Sub-Programme: Digital Maturity

Purpose: Continuously simplify, enable, and augment municipal use cases and customer experiences/journeys through scalable and fit-for-purpose digital technology, data solutions, and informed advisory.

6. Sub-Programme: Professionalisation of Local Government

Purpose: Continuously simplify, enable, and augment municipal use cases and customer experiences/journeys through scalable and fit-for-purpose digital technology, data solutions, and informed advisory.

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
6. Developmental Local Government for Global Competitiveness	Municipal Business Climate Improvement Report	Number of municipalities supported to improve their business climate	Municipal Investment Profiles developed	Municipal Investment Profiles developed	Twelve (12) Municipalities supported with improving their business climate by 31 March 2025	MFF.01. Twelve (12) Municipalities supported with improving their business climate by 31 March 2026	Twelve (12) Municipalities supported with improving their business climate by 31 March 2027	Twelve (12) Municipalities supported with improving their business climate by 31 March 2028	Twelve (12) Municipalities supported with improving their business climate by 31 March 2029
6. Developmental Local Government for Global Competitiveness	Outcome report on municipalities supported on small business, informal economy, township and rural economies	Number of Municipalities supported on small business development	Capacity Building initiatives implemented in selected municipalities	Municipalities supported on the informal economy	Six (6) municipalities supported on small business development by 31 March 2025	MFF.02. Twenty (20) Municipalities supported on small business development by 31 March 2026	Twenty (20) Municipalities supported on small business development by 31 March 2027	Twenty (20) Municipalities supported on small business development by 31 March 2028	Twenty (20) Municipalities supported on small business development by 31 March 2029
6. Developmental Local Government for Global Competitiveness	Regional Economic Development Programme implemented in support of economic integration and inclusive growth	Number of regions supported with regional economic development	Regional Economic Development programme implemented	SALGA Regional Economic Development Programme implemented in selected regions	Regional Economic Development programme implemented in four (04) Regions by 31 March 2025	MFF.03. Regional Economic Development programme facilitated by 31 March 2026	Regional Economic Development programme facilitated by 31 March 2027	Regional Economic Development programme facilitated by 31 March 2028	Regional Economic Development programme facilitated by 31 March 2029

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
6. Developmental Local Government for Global Competitiveness	Regional Economic Development Programme implemented in support of economic integration and inclusive growth	Number of regions supported through the Small-Town Regeneration Programme	STR Municipalities identified	STR programme rolled out in two (2) municipalities	Small Town Regeneration (STR) Programme rolled in two (2) Regions by March 2025	MFF.04. Small Town Regeneration (STR) Programme rolled in two (2) Regions by March 2026	Small Town Regeneration (STR) Programme rolled in two (2) Regions by March 2027	Small Town Regeneration (STR) Programme rolled in two (2) Regions by March 2028	Small Town Regeneration (STR) Programme rolled in two (2) Regions by March 2029
4. Effective Networks and IGR	Report on Financial Sustainability interventions implemented in municipalities	Number of Municipalities provided with Municipal Financial Sustainability Support	N/A	N/A	Support 23 municipalities with implementation of the financial sustainability interventions by 31 March 2025	MFF.09. 18 Municipalities provided with financial sustainability support by 31 March 2026	22 Municipalities provided with Municipal Financial Sustainability Support by 31 March 2027	24 Municipalities provided with Municipal Financial Sustainability Support by 31 March 2028	26 Municipalities provided with Municipal Financial Sustainability Support by 31 March 2029
5. Inclusive socio-economic return	Report on Municipal Audit Support interventions implemented in municipalities	Number of municipalities and Municipal Entities provided with Audit Support	N/A	N/A	18 municipalities and 2 municipal entities supported with municipal audit support by 31 March 2025	MFF.08. 18 Municipalities and 2 Municipal Entities supported with audit support initiatives by 31 March 2026	22 Municipalities and 3 Municipal Entities supported by 31 March 2027	24 Municipalities and 4 Municipal Entities supported by 31 March 2028	26 Municipalities and 4 Municipal Entities supported by 31 March 2029

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
5. Inclusive socio-economic return	Report on revenue management interventions implemented in municipalities	18 Municipalities provided with revenue management & enhancement support by 31 March 2026	N/A	N/A	40 Municipalities supported through Revenue Management interventions by 31 March 2025	MFF.10. 18 Municipalities provided with revenue management & enhancement support by 31 March 2026	22 Municipalities provided with revenue management & enhancement support by 31 March 2027	24 Municipalities provided with revenue management & enhancement support by 31 March 2028	26 Municipalities provided with revenue management & enhancement support by 31 March 2029
4. Effective Networks and IGR	Assessment report on the effectiveness of SALGA's participation in the IGR structures	Municipalities supported on Councillor Welfare and Support	N/A	Multisectoral Lobby & advocacy programme implemented by 31 March 2024	Lobby the Commission for the implementation of the SALGA position on the Councillor welfare and support recommendations by 31 March 2025	MCG.10. Councillor welfare support implemented by 31 March 2026	Support on councillor welfare implemented by 31st March 2027	Support on councillor welfare implemented by 31st March 2028	Support on councillor welfare implemented by 31st March 2029
5. Inclusive socio-economic return	Support to Municipalities in Negotiating Service Level Agreements (SLA) on Vehicle Licensing	Municipalities supported to negotiate Service Level Agreement (SLA) on Vehicle Licensing.	N/A	N/A	N/A	IDS.11. 20 municipalities supported to negotiate Service Level Agreement (SLA) on Vehicle Licensing by 31 March 2026.	Assist a further 20 municipalities with negotiating the SLA	Assist a further 20 municipalities with negotiating the SLA	Assist a further 20 municipalities with negotiating the SLA

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
1. An Agile Force of Influence	Legal advisory services and opinions provided to municipalities and clusters	% internal legal processes of registered (litigious and non-litigious) matters completed as per the Standard Operating Procedure (SOP)	80% of legal matters finalised as per the legal register of cases by 31 March 2023	90% of legal matters finalised as per the legal register of cases by 31 March 2024	90% internal legal processes of registered (litigious and non-litigious) matters in the legal register completed as per the Standard Operating Procedure (SOP) by 31 March 2025	OPS.01. 90% of internal legal processes of registered (litigious and non-litigious) matters in the legal register completed as per the standard operating procedure by 31 March 2026	90% of internal legal processes of registered (litigious and non-litigious) matters in the legal register completed as per the standard operating procedure by 31 March 2027	90% of internal legal processes of registered (litigious and non-litigious) matters in the legal register completed as per the standard operating procedure by 31 March 2028	90% of internal legal processes of registered (litigious and non-litigious) matters in the legal register completed as per the standard operating procedure by 31 March 2029
3. Capable and reputable local government	Framework to support municipalities to address the impact of Just Transition on the Workforce	Framework for Municipalities to lessen the Impact of the Just Transition on the Municipal Workforce developed	N/A	N/A	15 municipalities supported on the Just Transition awareness & potential solutions relating to workforce by 31 March 2025	MCG.04. Develop a Framework for Municipalities on the Impact of the Just Transition on the Municipal Workforce and potential solutions by 31 March 2026	Support municipalities using the framework developed with a potential Solutions for municipalities to lessen the Impact of the Just Transition on the Municipal Workforce	Support municipalities using the framework developed with a potential Solutions for municipalities to lessen the Impact of the Just Transition on the Municipal Workforce	Support municipalities using the framework developed with a potential Solutions for municipalities to lessen the Impact of the Just Transition on the Municipal Workforce

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
2. Customised innovative solutions	Municipal support on waste management solutions (e.g. separation at source, Waste to Energy, Mobile Waste Apps)	Number of Municipalities supported waste management solutions (e.g. separation at source, Waste to Energy, Mobile Waste Apps)	3 municipalities supported on alternative and workable waste management solutions	5 municipalities supported on alternative and workable waste management solutions	10 municipalities supported in waste management solutions by 31 March 2025	MFF.11. 15 Municipalities supported in waste management solutions by March 2026	16 municipalities supported in waste management solutions by 31 March 2027	20 municipalities supported in waste management solutions by 31 March 2028	22 municipalities supported in waste management solutions by 31 March 2029
3. Capable and reputable local government	Report on Municipalities supported with development of draft Municipal Priority Action Plans (MPAPs)	Number of Municipalities supported with the development of Municipal Priority Action Plans (MPAPs)	4 municipalities supported on water services collaborative programme by 31 March 2023	5 municipalities supported on water services collaborative programme by 31 March 2024	12 municipalities supported on water services collaborative programme by 31 March 2025	MFF.12. 12 Municipalities supported with draft MPAPs by 31 March 2026	14 Municipalities supported with draft MPAPs by 31 March 2027	16 Municipalities supported with draft MPAPs by 31 March 2028	18 Municipalities supported with draft MPAPs by 31 March 2027
3. Capable and reputable local government	Report on Energy transition support package (including the power procurement)	Energy transition support package (including the power procurement) developed	N/A	20 municipalities supported under a call for participation or expression of interest	Support package for municipalities on the energy transition developed by 31 March 2025	MFF.13. Support package for municipalities on the energy transition developed and implemented by 31 March 2026	Municipalities supported on energy transition by 31 March 2027	Municipalities supported on energy transition by 31 March 2028	Municipalities supported on energy transition by 31 March 2029

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
5. Inclusive socio-economic return	Support Programme towards improving municipal health function implemented	municipalities supported to Perform Municipal Health function	18 District Municipalities	18 District Municipalities	33 municipalities supported to improve performance of Municipal Health function by 31 March 2025.	IDS.15. 36 municipalities supported to improve performance of Municipal Health function by 31 March 2026	36 municipalities supported to improve performance of Municipal Health function by 31 March 2027	36 municipalities supported to improve performance of Municipal Health function by 31 March 2028	36 municipalities supported to improve performance of Municipal Health function by 31 March 2029
6. Developmental Local Government for Global Competitiveness	District Municipalities supported on environmental management, climate change, disaster management and fire services functions	District Municipalities supported on environmental management, climate change, disaster management and fire services functions	Study on the provision of Free Basic Services by municipalities conducted by 31 March 2023	18 Municipalities supported through the implementation of the Municipal Environmental Management Support Programme by 31 March 2024	44 District Municipalities supported on environmental management, climate change, disaster management and fire services functions by 31 March 2025	IDS.04. 28 district municipalities supported to implement the various components of the environmental sustainability and resilience programme by 31 March 2026	44 district Municipalities supported on the environmental management, climate change, disaster management and fire services functions by 31 March 2027	44 district Municipalities supported on the environmental management, climate change, disaster management and fire services functions by 31 March 2028	44 district Municipalities supported on the environmental management, climate change, disaster management and fire services functions by 31 March 2029
6. Developmental Local Government for Global Competitiveness	Report of City Sustainability Support Programme	Cities and Metros supported through the implementation of the City Sustainability Support Programme	90% of SALGA deliverables in the City Sustainability Support Programme implemented by 31 March 2023	Cities supported through the implementation of the City Sustainability Support Programme by 31 March 2024	36 Cities and 8 Metros supported through the implementation of the City Sustainability Support Programme on Environment, Climate Change,	IDS.05. 29 Cities and 8 Metros supported to implement various components of the City Sustainability Support Programme by 31 March 2026	29 Cities and 8 Metros supported through the implementation of the City Sustainability Support Programme on Environment, Climate Change,	39 Cities and 8 Metros supported through the implementation of the City Sustainability Support Programme on Environment, Climate Change,	39 Cities and 8 Metros supported through the implementation of the City Sustainability Support Programme on Environment, Climate Change,

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
					Disaster Management & Human Settlements by 31 March 2025		Disaster Management & Fire Services by 31 March 2027	Disaster Management & Fire Services by 31 March 2028	Disaster Management & Fire Services by 31 March 2029
6. Developmental Local Government for Global Competitiveness	Spatial Transformation Report	Spatial Transformation Report produced	Spatial Transformation Indicators developed and Annual Publication on monitoring of spatial Transformation in selected municipalities	Annual Outcomes report tabled to NWG & Publication	Four (4) spatial transformation knowledge exchange sessions coordinated to share experiences between municipalities by 31 March 2025	IDS.06. Annual spatial transformation barometer report produced. by 31 March 2026	Populated SALGA Spatial Transformation Data hub with municipal data from 8 metros by 31 March 2027	Developed state of municipal spatial planning and land use management report by 31 March 2028	Developed state of municipal spatial planning and land use management report by 31 March 2028
6. Developmental Local Government for Global Competitiveness	Spatial Planning and Land Use Management Support	Number of municipalities supported on Spatial Planning and Land Use Management (SPLUM).	20 Municipalities supported on SPLUM and compliance with SPLUMA	36 Municipalities supported on SPLUM and compliance with SPLUMA	Twenty (20) Municipalities supported and capacitated to undertake spatial planning and land use management by 31 March 2025	IDS.07. Twenty (20) Municipalities supported and capacitated to undertake spatial planning and land use management by 31 March 2026	Twenty (20) Municipalities supported and capacitated to undertake spatial planning and land use management by 31 March 2027	Twenty (20) Municipalities supported and capacitated to undertake spatial planning and land use management by 31 March 2029	Twenty (20) Municipalities supported and capacitated to undertake spatial planning and land use management by 31 March 2029

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
6. Developmental Local Government for Global Competitiveness	Unlawful Land occupation support	Municipalities supported on Unlawful Land and property occupation	Develop and share tools to capacitate municipalities to manage unlawful land and property occupation	Developed and share tools and legal opinion to capacitate municipalities to manage unlawful land property occupation	Ten (10) municipalities supported and capacitated to manage unlawful land and property occupation by 31 March 2025.	IDS.08. Ten (10) municipalities supported and capacitated to manage unlawful land and property occupation by 31 March 2026	Ten (10) municipalities supported and capacitated to manage unlawful land and property occupation by 31 March 2027	Ten (10) municipalities supported and capacitated to manage unlawful land and property occupation by 31 March 2028	Ten (10) municipalities supported and capacitated to manage unlawful land and property occupation by 31 March 2029
6. Developmental Local Government for Global Competitiveness	District Rural Development Plans Support	District Municipalities supported to develop and implement rural development plans	SALGA support plan for municipal land audits and MoU with BANK SETA implemented	Trained 2000 rural enterprise beneficiaries and mentored 15 selected rural enterprises by March 2024	Twelve (12) District Municipalities supported to develop and implement regional (district) rural development plans by 31 March 2025	IDS.09. Twelve (12) District Municipalities supported to develop and implement rural development plans by 31 March 2026	Twelve (12) District Municipalities supported to develop and implement regional (district) rural development plans by 31 March 2027	Twelve (12) District Municipalities supported to develop and implement regional (district) rural development plans by 31 March 2028	Eight (8) District Municipalities supported to develop and implement regional (district) rural development plans by 31 March 2029
5. Inclusive socio-economic return	Local Government Support Programme on Human Settlements (including Accreditation, PHSHDAs, USDG, ISUPG, Backyard Dwelling etc)	Municipal Human Settlements Support Programme implemented.	Municipalities Supported on Accreditation and PHSHDA	Municipalities Supported on Accreditation and PHSHDA	70% Implementation of the Local Government Human Settlements Support Plan by 31 March 2025	IDS.13. Local Government Human Settlements Support Programme implemented by 31 March 2026	70% Implementation of the Local Government Human Settlements Support Programme for 2025/26 Financial by 31 March 2027	Development on the LG Human Settlements Support Programme for the next 3 years and its implementation for the 2027/28 financial year	70% Implementation of the Local Government Human Settlements Support Programme for 2028/29 Financial by 31 March 2029

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
5. Inclusive socio-economic return	Support to improve delivery of FBS through assessment of indigent policies	Municipalities supported to improve delivery of FBS through assessment of their indigent policies	Assessment Tool for mainstreaming of vulnerable groups developed.	27 Municipalities supported on the implementation of the integrated framework on the inclusion of vulnerable groups by 31 March 2024	SALGA Youth Commission and 9 provincial chapters established by 31 March 2025	IDS.14. 27 Municipalities supported to improve delivery of FBS through assessment of their indigent policies by 31 March 2026	27 Municipalities supported to improve delivery of FBS through assessment of their indigent policies by 31 March 2027	27 Municipalities supported to improve delivery of FBS through assessment of their indigent policies by 31 March 2028	27 Municipalities supported to improve delivery of FBS through assessment of their indigent policies by 31 March 2029
5. Inclusive socio-economic return	Municipalities supported on mainstreaming vulnerable groups	Number of Municipalities supported on mainstreaming vulnerable groups	18 District Municipalities	18 District Municipalities	27 Municipalities supported on mainstreaming vulnerable groups by 31 March 2025	IDS.16. 30 Municipalities supported on mainstreaming vulnerable groups by 31 March 2026	Thirty (30) Municipalities supported on mainstreaming vulnerable groups by 31 March 2027	Thirty (30) Municipalities supported on mainstreaming vulnerable groups by 31 March 2028	Thirty (30) Municipalities supported on mainstreaming vulnerable groups by 31 March 2029
5. Inclusive socio-economic return	SWC Annual Plan of action to support municipalities implemented	SWC supported with implementation on the SWC annual plan	SALGA Women's Commission	SALGA Women's Commission	SWC programme of action implemented by 31 March 2025	IDS.17. SWC programme of action implemented by 31 March 2026	SWC programme of action implemented by 31 March 2027	SWC programme of action implemented by 31 March 2028	SWC programme of action implemented by 31 March 2029

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
4. Effective Networks and IGR	Municipalities supported to manage the effects of migration	Number of Municipalities supported to manage the effects of migration	N/A	Multisectoral Lobby & advocacy programme implemented by 31 March 2024	27 municipalities supported to effectively manage migration by 31 March 2025	IDS.18. 30 municipalities supported to manage the effects of migration by 31 March 2026	35 municipalities supported to manage the effects migration by 31 March 2027	40 municipalities supported to effectively manage migration by 31 March 2028	45 municipalities supported to effectively manage migration by 31 March 2029
5. Inclusive socio-economic return	Municipalities supported to develop and implement programmes to promote social cohesion	Number of municipalities supported to develop and implement programmes to promote social cohesion	Local government social cohesion strategy developed.	18 Municipalities supported to develop and implement programs of building social cohesion by 31 March 2024	27 Municipalities supported to develop and implement programmes to promote social cohesion by 31 March 2025	IDS.19. 35 Municipalities supported to develop and implement programmes of building social cohesion by 31 March 2026	40 Municipalities supported to develop programmes to promote social cohesion by 31 March 2027	45 Municipalities supported to develop programmes to promote social cohesion by 31 March 2028	45 Municipalities supported to develop programmes to promote social cohesion by 31 March 2029
5. Inclusive socio-economic return	Municipal community safety function strengthened	Institutional model for by-law enforcement and infrastructure protection at local government developed	38 municipalities supported to perform the community safety function	45 municipalities supported to perform the community safety function	42 municipalities supported to perform the community safety function by 31 March 2025	IDS.20. An institutional model for by law enforcement and infrastructure protection at local government developed by 31 March 2026.	41 municipalities supported with the implementation of community safety functions by 31 March 2027.	41 municipalities supported with the implementation of community safety functions by 31 March 2027.	41 municipalities supported with the implementation of community safety functions by 31 March 2027.

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
3. Capable and reputable local government	Support on oversight, accountability, anti-corruption, ethics, and integrity management provided to municipalities.	Municipalities supported on oversight, accountability, anti-corruption and integrity management	N/A	N/A	63 municipalities supported oversight, accountability, anti-corruption and integrity management by 31 March 2025	MCG.11. 70 municipalities supported oversight, accountability, anti-corruption and integrity management by 31 March 2026	70 municipalities supported oversight, accountability, anti-corruption and integrity management by 31 March 2027	70 municipalities supported oversight, accountability, anti-corruption and integrity management by 31 March 2028	70 municipalities supported oversight, accountability, anti-corruption and integrity management by 31 March 2029
3. Capable and reputable local government	Support provided to municipalities on roles and responsibilities of the internal structures and functionaries	Municipalities supported on roles and responsibilities for the internal structures and functionaries	N/A	Multisectoral Lobby & advocacy programme implemented by 31 March 2024	30 Municipalities capacitated on the roles and responsibilities of the internal structures and functionaries by 31 March 2025	MCG.12. 45 Municipalities supported on roles and responsibilities of the internal structures and functionaries by March 2026	45 Municipalities supported on roles and responsibilities of the internal structures and functionaries by March 2027	45 Municipalities supported on roles and responsibilities of the internal structures and functionaries by March 2028	45 Municipalities supported on roles and responsibilities of the internal structures and functionaries by March 2029
3. Capable and reputable local government	Support provided to municipalities on Inclusive governance and public participation	Municipalities supported on public participation, inclusive governance and active citizenry	N/A	50 municipalities supported to enhance inclusive governance, public participation and active citizenry engagements	50 Municipalities supported to enhance inclusive governance, public participation and active citizenry engagements by 31 March 2025	MCG.13. 50 Municipalities supported to enhance inclusive governance, public participation and active citizenry engagements by March 2026	50 Municipalities supported to enhance inclusive governance, public participation and active citizenry engagements by 31 March 2027	50 Municipalities supported to enhance inclusive governance, public participation and active citizenry engagements by 31 March 2028	50 Municipalities supported to enhance inclusive governance, public participation and active citizenry engagements by 31 March 2029

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
				by 31 March 2024					
3. Capable and reputable local government	Report on the implementation of Performance Management Digitization Solution for Municipalities (PERFORMA) in municipalities	Pilot the introduction of the PERFORMA (Performance Management Digitization Solution for Municipalities)	N/A	N/A	Pilot Implementation of the Performance Management Digitization Solution in five (5) Municipalities by 31 March 2025.	MCG.14. Pilot the automated performance management system for selected five (5) municipalities by 31 March 2026	Review and maintain the Performa for five (5) Municipalities by 31 March 2027	Review and maintain the Performa for five (5) Municipalities by 31 March 2028	Review and maintain the Performa for five (5) Municipalities by 31 March 2029
3. Capable and reputable local government	Report on support provided to municipalities on Performance Management processes	Number of municipalities supported with municipal Performance Management.	Performance management support interventions for 40 selected municipalities	Performance management support interventions for 40 selected municipalities	Performance management support interventions implemented in forty-five (45) selected municipalities by 31 March 2025	MCG.15. Thirty (30) municipalities supported on Performance Management Processes by 31 March 2026	Performance Management Support implemented in Sixty (60) municipalities by 31 March 2027	Performance Management Support implemented in Seventy (70) municipalities by 31 March 2028	Performance Management Support implemented in Eighty (80) municipalities by 31 March 2029
2. Customised innovative solutions	Empirical Research & Outcomes Reports	Research products that contribute to the development of knowledge in Local Government produced	Research conducted to support SALGA's advocacy programme	Five (5) research products and activities aligned to SALGA's research priorities conducted by	Six (6) research products aligned to SALGA's research priorities conducted by 31 March 2025	MCG.16. Five (5) research products and activities aligned to SALGA's research priorities conducted by 31 March 2026.	Seven (7) research products and activities aligned to SALGA's research priorities conducted by 31 March 2027.	Eight (8) research products and activities aligned to SALGA's research priorities conducted by 31 March 2028.	N/A

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
				31 March 2024					
6. Developmental Local Government for Global Competitiveness	Digital solutions deployed to municipalities	Municipalities supported to promote digital maturity progression levels	55 Municipalities Assessed & 47 Municipalities Supported	40 municipalities supported for the 2023-2024 financial year	50% of municipalities that were previously assessed moved to level 2 maturity by 31 March 2025.	CDO.02. 50% of municipalities that were previously assessed moved to level 2 or 3 maturity by 31 March 2026	50% of municipalities that were previously assessed moved to level 3 maturity by 31 March 2027	50% of municipalities that were previously assessed moved to level 2 or 3 maturity by 31 March 2028	50% of municipalities that were previously assessed moved to level 2 or 3 maturity by 31 March 2029
3. Capable and reputable local government	Municipalities and MoEs supported on Innovation programme	Municipalities supported to develop the innovation maturity	2 Municipalities supported on the development and/or implementation of innovation programmes	8 Municipalities supported on technological and Innovative Solutions	20 Municipalities/MOE supported with the development of the innovation maturity by 31 March 2025	CDO.03. 30 municipalities/MoEs supported on the development and/or implementation of innovation programmes by 31 March 2026	35 municipalities/MoEs supported on the development and/or implementation of innovation programmes by 31 March 2027	40 municipalities/MoEs supported on the development and/or implementation of innovation programmes by 31 March 2028	45 municipalities/MoEs supported on the development and/or implementation of innovation programmes by 31 March 2029

Quarterly Targets

Output Indicator	Annual Performance Target 2025 - 2026	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
Number of municipalities supported to improve their business climate	MFF.01. Twelve (12) Municipalities supported with improving their business climate by 31 March 2026	MFF.01. Q1. No Target	MFF.01. Q2. No Target	MFF.01. Q3. No Target	MFF.01. Q4. Twelve (12) Municipalities supported with improving their business climate
Number of Municipalities supported on small business development	MFF.02. Twenty (20) Municipalities supported on small business development by 31 March 2026	MFF.02. Q1. No target	MFF.02. Q2. Six (6) municipalities supported on local procurement for LED	MFF.02. Q3. Fourteen (14) municipalities capacitated on small business development National Funding Opportunities Seminar convened	MFF.02. Q4. LG Pitch Deck convened
Number of regions supported with regional economic development	MFF.03. Regional Economic Development programme facilitated by 31 March 2026	MFF.03. Q1. No Target	MFF.03. Q2. No Target	MFF.03. Q3. LG AfCFTA Dialogue convened	MFF.03. Q4. Four (4) regions supported with facilitation of the Regional Economic Development Programme initiatives
Number of regions supported through the Small-Town Regeneration Programme	MFF.04. Small Town Regeneration (STR) Programme rolled in two (2) Regions by March 2026	MFF.04. Q1. Regionalist approach to STR in the Waterberg Region developed	MFF.04. Q2. Karoo IGR Management Committee supported	MFF.04. Q3. 1. Karoo Region STR Conference convened 2. Amsterdam Investment Summit convened	MFF.04. Q4. Waterberg STR Regional Development Conference convened
Number of Municipalities provided with Municipal Financial Sustainability Support	MFF.09. 18 Municipalities provided with financial sustainability support by 31 March 2026	MFF.09. Q1. No target	MFF.09. Q2. 7 Municipalities Supported	MFF.09. Q3. 7 Municipalities Supported	MFF.09. Q4. 4 Municipalities Supported

Output Indicator	Annual Performance Target 2025 - 2026	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
Number of municipalities and Municipal Entities provided with Audit Support	MFF.08. 18 Municipalities and 2 Municipal Entities supported with audit support initiatives by 31 March 2026	MFF.08. Q1. No target	MFF.08. Q2. 7 Municipalities and 1 Municipal Entity Supported	MFF.08. Q3. 7 Municipalities and 1 Municipal Entity Supported	MFF.08. Q4. 4 Municipalities Supported
18 Municipalities provided with revenue management & enhancement support by 31 March 2026	MFF.10. 18 Municipalities provided with revenue management & enhancement support by 31 March 2026	MFF.10. Q1. No Target	MFF.10. Q2. 7 municipalities supported through revenue management interventions by 30 Sep 2025	MFF.10. Q3. 7 municipalities supported through revenue management interventions by 31 Dec 2025	MFF.10. Q4. 4 Municipalities Supported through revenue management interventions by 31 Mar 2026
Municipalities supported on Councillor Welfare and Support	MCG.10. Councillor welfare support implemented by 31 March 2026	MCG.10. Q1. Engage with key stakeholders, identify key issues, and initiate lobbying efforts for the welfare of councillors	MCG.10. Q2. Engage with key stakeholders, identify key issues, and initiate lobbying efforts for the welfare of councillors	MCG.10. Q3. Engage with key stakeholders, identify key issues, and initiate lobbying efforts for the welfare of councillors	MCG.10. Q4. Engage with key stakeholders, identify key issues, and initiate lobbying efforts for the welfare of councillors
Municipalities supported to negotiate Service Level Agreement (SLA) on Vehicle Licensing.	IDS.11. 20 municipalities supported to negotiate Service Level Agreement (SLA) on Vehicle Licensing by 31 March 2026.	IDS.11. Q1. Municipal workshop on Vehicle licensing convened	IDS.11. Q2. Support 5 Municipalities to negotiate SLAs based on the Model SLA	IDS.11. Q3. Support 10 Municipalities to negotiate SLAs based on Model SLA	IDS.11. Q4. Support 5 Municipalities to negotiate SLAs based on Model SLA
% internal legal processes of registered (litigious and non-litigious) matters completed as per the Standard Operating Procedure (SOP)	OPS.01. 90% of internal legal processes of registered (litigious and non- litigious) matters in the legal register completed as per the standard operating procedure by 31 March 2026	OPS.01. Q1. 30% completion of legal matters registered (litigious and non-litigious) as per the Standard Operating Procedure	OPS.01. Q2. 50% completion of legal matters registered (litigious and non-litigious) as per the Standard Operating Procedure	OPS.01. Q3. 70% completion of legal matters registered (litigious and non-litigious) as per the Standard Operating Procedure	OPS.01. Q4. 90% completion of legal matters registered (litigious and non-litigious) as per the Standard Operating Procedure

Output Indicator	Annual Performance Target 2025 - 2026	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
Framework for Municipalities to lessen the Impact of the Just Transition on the Municipal Workforce developed	MCG.04. Develop a Framework for Municipalities on the Impact of the Just Transition on the Municipal Workforce and potential solutions by 31 March 2026	MCG.04. Q1. Identify key workforce challenges related to the Just Transition and explore potential solutions	MCG.04. Q2. Engage 10 identified municipalities on the proposed solutions offering	MCG.04. Q3. Coordinate a webinar with the pilot municipalities to validate and discuss the practical implementation of proposed solution	MCG.04. Q4. Finalise and Produce the Framework to support municipalities to manage the impact of Just Transition on Municipal workforce.
Number of Municipalities supported waste management solutions (e.g. separation at source, Waste to Energy, Mobile Waste Apps)	MFF.11. 15 Municipalities supported in waste management solutions by March 2026	MFF.11. Q1. 3 municipalities supported	MFF.11. Q2. 6 municipalities supported	MFF.11. Q3. 6 municipalities supported	MFF.11. Q4. 2 municipalities supported
Number of Municipalities supported with the development of Municipal Priority Action Plans (MPAPs)	MFF.12. 12 Municipalities supported with draft MPAPs by 31 March 2026	MFF.12. Q1. 3 municipalities supported with MPAPs	MFF.12. Q2. 3 municipalities supported with MPAPs	MFF.12. Q3. 3 municipalities supported with MPAPs	MFF.12. Q4. 3 municipalities supported with MPAPs
Energy transition support package (including the power procurement) developed	MFF.13. Support package for municipalities on the energy transition developed and implemented by 31 March 2026	MFF.13. Q1. Development of the support programme plan for energy transition	MFF.13. Q2. Support programme for energy transition implemented in selected municipalities	MFF.13. Q3. Support programme for energy transition implemented in selected municipalities	MFF.13. Q4. Final report on the energy transition support programme
municipalities supported to Perform Municipal Health function	IDS.15. 36 municipalities supported to improve performance of Municipal Health function by 31 March 2026	IDS.15. Q1. 36 municipalities engaged to contract on the support to be provided.	IDS.15. Q2. 15 municipalities supported through the assessment of their IDPS and SDBPS and engaged on how to improve their performance.	IDS.15. Q3. 15 municipalities supported through the assessment of their IDPs and SDBIPS and engaged on how to improve their performance	IDS.15. Q4. 6 municipalities supported through the assessment of their IDPs and SDBIPS and engaged on how to improve their performance

Output Indicator	Annual Performance Target 2025 - 2026	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
District Municipalities supported on environmental management, climate change, disaster management and fire services functions	IDS.04. 28 district municipalities supported to implement the various components of the environmental sustainability and resilience programme by 31 March 2026	IDS.04. Q1. Quarterly report on 10 district municipalities supported on the environmental sustainability and resilience program	IDS.04. Q2. Quarterly report on 10 district municipalities supported on the environmental sustainability and resilience programme	IDS.04. Q3. Quarterly report on 8 district municipalities supported on the environmental sustainability and resilience programme	IDS.04. Q4. One (1) knowledge exchange and peer learning on best practices on the environmental sustainability convened.
Cities and Metros supported through the implementation of the City Sustainability Support Programme	IDS.05. 29 Cities and 8 Metros supported to implement various components of the City Sustainability Support Programme by 31 March 2026	IDS.05. Q1. 10 cities and 2 metros supported through the City Sustainability Support Programme	IDS.05. Q2. 10 cities and 4 metros supported through the City Sustainability Support Programme	IDS.05. Q3. 9 cities and 2 metros supported through the City Sustainability Support Programme	IDS.05. Q4. One (1) knowledge exchange and peer learning on Cities Sustainability best practices convened.
Spatial Transformation Report produced	IDS.06. Annual spatial transformation barometer report produced. by 31 March 2026	IDS.06. Q1. Engage and submit Terms of Reference to SALGA digital services for development of Spatial Transformation Data Hub	IDS.06. Q2. One (1) Spatial Transformation Tour & webinar	IDS.06. Q3. Spatial Transformation Data Hub loaded with preliminary data	IDS.06. Q4. Annual spatial transformation barometer report produced
Number of municipalities supported on Spatial Planning and Land Use Management (SPLUM).	IDS.07. Twenty (20) Municipalities supported and capacitated to undertake spatial planning and land use management by 31 March 2026	IDS.07. Q1. Contract with 20 municipalities to be supported on SPLUM	IDS.07. Q2. Five (5) Municipalities engaged to address SPLUM challenges as identified	IDS.07. Q3. Ten (10) Municipalities engaged to address SPLUM challenges as identified	IDS.07. Q4. Five (5) Municipalities engaged to address SPLUM challenges as identified and knowledge sharing on technologies and innovations in processing development applications

Output Indicator	Annual Performance Target 2025 - 2026	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
Municipalities supported on Unlawful Land and property occupation	IDS.08. Ten (10) municipalities supported and capacitated to manage unlawful land and property occupation by 31 March 2026	IDS.08. Q1. Contract with 10 municipalities to be supported on unlawful occupation	IDS.08. Q2. No target	IDS.08. Q3. Five (5) Municipalities engaged to address challenges with unlawful occupation of land	IDS.08. Q4. One (1) knowledge exchange and peer learning on strategies tools and innovations on management of unlawful occupation of land convened
District Municipalities supported to develop and implement rural development plans	IDS.09. Twelve (12) District Municipalities supported to develop and implement rural development plans by 31 March 2026	IDS.09. Q1. Rural Development Support plan and Terms of Reference for procurement and 12 municipalities to be supported contracted.	IDS.09. Q2. Five (4) District Municipalities supported to develop and implement Rural Development Plans.	IDS.09. Q3. Five (8) District Municipalities supported to develop and implement Rural Development Plans.	IDS.09. Q4. One (1) knowledge exchange and peer learning on strategies rural development strategies.
Municipal Human Settlements Support Programme implemented.	IDS.13. Local Government Human Settlements Support Programme implemented by 31 March 2026	IDS.13. Q1. Develop the quarterly LG Human Settlement support plan and implement Q1 activities of support plan	IDS.13. Q2. Implementation of the Q2 activities of the LG Human Settlements support programme	IDS.13. Q3. Implementation of the Q3 activities of the LG Human Settlements Support Programme	IDS.13. Q4. Implementation of the Q4 activities of the LG Human Settlements Support Programme
Municipalities supported to improve delivery of FBS through assessment of their indigent policies	IDS.14. 27 Municipalities supported to improve delivery of FBS through assessment of their indigent policies by 31 March 2026	IDS.14. Q1. Assessment of policies 27 municipalities conducted	IDS.14. Q2. 11 Municipalities engaged on the outcomes of the assessment of their policies	IDS.14. Q3. 10 Municipalities engaged on the outcomes of the assessment of their policies	IDS.14. Q4. 6 Municipalities engaged on the outcomes of the assessment of their policies

Output Indicator	Annual Performance Target 2025 - 2026	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
Number of Municipalities supported on mainstreaming vulnerable groups	IDS.16. 30 Municipalities supported on mainstreaming vulnerable groups by 31 March 2026	IDS.16. Q1. 30 municipalities engaged to contract on the support to be provided	IDS.16. Q2. 10 Municipalities engaged using the SALGA framework to guide on how to improve mainstreaming of vulnerable groups	IDS.16. Q3. 10 Municipalities engaged using the SALGA framework to guide on how to improve mainstreaming of vulnerable groups	IDS.16. Q4. 10 Municipalities engaged using the SALGA framework to guide on how to improve mainstreaming of vulnerable groups
SWC supported with implementation on the SWC annual plan	IDS.17. SWC programme of action implemented by 31 March 2026	IDS.17. Q1. SWC annual plan of action developed and Q1 activities of the plan implemented.	IDS.17. Q2. SWC Q2 activities of the plan implemented.	IDS.17. Q3. SWC Q3 activities of the plan implemented	IDS.17. Q4. SWC Q4 activities of the plan implemented.
Number of Municipalities supported to manage the effects of migration	IDS.18. 30 municipalities supported to manage the effects of migration by 31 March 2026	IDS.18. Q1. 3 municipalities engaged to identify challenges and develop solutions to manage the effects migration	IDS.18. Q2. 13 municipalities engaged to identify challenges and develop solutions to manage the effects migration	IDS.18. Q3. 8 municipalities engaged to identify challenges and develop solutions to manage the effects migration	IDS.18. Q4. 6 municipalities engaged to identify challenges and develop solutions to manage the effects migration
Number of municipalities supported to develop and implement programmes to promote social cohesion	IDS.19. 35 Municipalities supported to develop and implement programmes of building social cohesion by 31 March 2026	IDS.19. Q1. 1 Municipality engaged to identify challenges of and develop programs to promote social cohesion	IDS.19. Q2. 14 municipalities engaged to identify challenges of and develop programs to promote social cohesion	IDS.19. Q3. 12 municipalities engaged to identify challenges of and develop programs to promote social cohesion	IDS.19. Q4. 8 municipalities engaged to identify challenges of and develop programs to promote social cohesion
Institutional model for by-law enforcement and infrastructure protection at local government developed	IDS.20. An institutional model for by law enforcement and infrastructure protection at local government developed by 31 March 2026.	IDS.20. Q1. Appointment of service provider	IDS.20. Q2. Research conducted	IDS.20. Q3. Options of institutional model produced and discussed with municipalities	IDS.20. Q4. Institutional model for by law enforcement and infrastructure protection at local government finalised.

Output Indicator	Annual Performance Target 2025 - 2026	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
Municipalities supported on oversight, accountability, anti-corruption and integrity management	MCG.11. 70 municipalities supported oversight, accountability, anti-corruption and integrity management by 31 March 2026	MCG.11. Q1. 20 municipalities supported on oversight, accountability, anti-corruption and integrity management	MCG.11. Q2. 20 municipalities supported on oversight, accountability, anti-corruption and integrity management.	MCG.11. Q3. 20 municipalities supported on oversight, accountability, anti-corruption and integrity management.	MCG.11. Q4. 10 municipalities supported on oversight, accountability, anti-corruption and integrity management
Municipalities supported on roles and responsibilities for the internal structures and functionaries	MCG.12. 45 Municipalities supported on roles and responsibilities of the internal structures and functionaries by March 2026	MCG.12. Q1. 10 Municipalities supported on roles and responsibilities of the internal structures and functionaries	MCG.12. Q2. 10 Municipalities supported on roles and responsibilities of the internal structures and functionaries	MCG.12. Q3. 10 Municipalities supported on roles and responsibilities of the internal structures and functionaries	MCG.12. Q4. 15 Municipalities supported on roles and responsibilities of the internal structures and functionaries
Municipalities supported on public participation, inclusive governance and active citizenry	MCG.13. 50 Municipalities supported to enhance inclusive governance, public participation and active citizenry engagements by March 2026	MCG.13. Q1. Draft Collaborative Governance Model	MCG.13. Q2. 20 Municipalities supported to enhance inclusive governance, public participation and active citizenry engagements	MCG.13. Q3. 20 Municipalities supported to enhance inclusive governance, public participation and active citizenry engagements	MCG.13. Q4. 10 Municipalities supported to enhance inclusive governance, public participation and active citizenry engagements
Pilot the introduction of the PERFORMA (Performance Management Digitization Solution for Municipalities)	MCG.14. Pilot the automated performance management system for selected five (5) municipalities by 31 March 2026	MCG.14. Q1. Solicit Buy-in from municipalities	MCG.14. Q2. Profiling of the System within the Sector	MCG.14. Q3. Training of Municipalities (Users)	MCG.14. Q4. Issuing of the System Licensing

Output Indicator	Annual Performance Target 2025 - 2026	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
Number of municipalities supported with municipal Performance Management.	MCG.15. Thirty (30) municipalities supported on Performance Management Processes by 31 March 2026	MCG.15. Q1. Contracting the identified 30 municipalities and provide support to 5 municipalities on Performance management	MCG.15. Q2. 10 municipalities supported on Performance management	MCG.15. Q3. 10 municipalities supported on Performance management	MCG.15. Q4. 05 municipalities support and consolidate outcome report of support provided to all 30 municipalities on Performance management
Research products that contribute to the development of knowledge in Local Government produced	MCG.16. Five (5) research products and activities aligned to SALGA's research priorities conducted by 31 March 2026.	MCG.16. Q1. Annual Research Agenda Approved	MCG.16. Q2. No target	MCG.16. Q3. 3 draft research products produced	MCG.16. Q4. 5 research products produced
Municipalities supported to promote digital maturity progression levels	CDO.02. 50% of municipalities that were previously assessed moved to level 2 or 3 maturity by 31 March 2026	CDO.02. Q1. Conducted 10 Digital Maturity Assessments and provided support to 10 municipalities for the quarter.	CDO.02. Q2. Conducted 10 Digital Maturity Assessments and provided support to 10 municipalities for the quarter.	CDO.02. Q3. Conducted 10 Digital Maturity Assessments and provided support to 10 municipalities for the quarter.	CDO.02. Q4. Conducted 10 Digital Maturity Assessments and provided support to 10 municipalities for the quarter.
Municipalities supported to develop the innovation maturity	CDO.03. 30 municipalities/MoEs supported on the development and/or implementation of innovation programmes by 31 March 2026	CDO.03. Q1. 0 Municipalities supported with the development of the innovation programme	CDO.03. Q2. 10 Municipalities supported with the development of the innovation programme	CDO.03. Q3. 10 Municipalities supported with the development of the innovation programme	CDO.03. Q4. 10 Municipalities supported with the development of the innovation programme

PROGRAMME 3: EMPLOYMENT RELATIONS AND CAPACITY BUILDING

Purpose: This programme will ensure municipalities (Councillors and Administration) are capacitated to deliver on their Constitutional Mandate and represented in arbitrations, coalitions, and bargaining council. This will be implemented through the following sub-programmes:

1. **Sub-Programme: Employment Relations**
   Purpose: Contribute to enhancing the role of SALGA as both an employer body and as an organized formation in institutionalized collective bargaining/labour relations.
2. **Sub-Programme: Induction Programme**
   Purpose: Strengthen oversight and accountability for effective, accountable, and transparent leadership of municipalities
3. **Sub-Programme: Human Capital Development**
   Purpose: Build a competent, capable, and professionalised sector

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
3. Capable and reputable local governme nt	Represent Municipalities in Disciplinary Matters, Conciliation, Arbitration and Labour Court	% success rate on cases where municipalities were represented in Disciplinary Hearings, Conciliations and Arbitrations and other Labour Relations Support matter	Consolidated Report on Representation	Consolidated Report on Representation	Outcome Report on municipalities represented in Disciplinary Matters, Conciliation, Arbitration and Labour Court, where possible by 31 March 2025.	MCG.01. A consolidated report of all municipalities that have been represented in Disciplinary hearings, conciliations and arbitration and Labour Court with at least a 60% success rate by 31 March 2026	% success rate on cases where municipalities were represented in Disciplinary Hearings, Conciliations and Arbitrations and other Labour Relations Support matter	% success rate on cases where municipalities were represented in Disciplinary Hearings, Conciliations and Arbitrations and other Labour Relations Support matter	% success rate on cases where municipalities were represented in Disciplinary Hearings, Conciliations and Arbitrations and other Labour Relations Support matter
3. Capable and reputable local governme nt	Collective Bargaining Agenda	Collective Bargaining Agenda concluded	Signed Collective Agreements	Bargaining Strategy on Salary and Wages developed.	Facilitator Report on the collective bargaining negotiations developed by 31 March 2025	MCG.02. Conclusion of Collective Bargaining Agenda by 31 March 2026	Represent Municipalities in Collective Bargaining matters by 31 March 2027	Represent Municipalities in Collective Bargaining matters by 31 March 2028	Represent Municipalities in Collective Bargaining matters by 31 March 2029
3. Capable and reputable local governme nt	TASK Job Evaluation Master List	TASK Job Evaluation Master list updated	N/A	N/A	N/A	MCG.03. The TASK Job Evaluation Master list updated by 31 March 2026	Assist municipalities to apply TASK Job Evaluation	Assist municipalities to apply TASK Job Evaluation	Assist municipalities to apply TASK Job Evaluation

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
3. Capable and reputable local governme nt	Local government Professionalisati on Programme	Local Government Professionalisati on - IGR Social Compact implementation facilitated	Institutionalisati on of the SALGA 2022 National Conference Resolutions and repurposing of the LG Professionalisati on Implementation Model	Implementation of the repurposed LG Professionalisati on implementation model and the LG Professionalisati on Social Compact concluded.	Implementation of Local Government Professionalizati on Programme Priority Areas by 31 March 2025	MCG.05. Facilitate the implementation of the LG Professionalisati on IGR Social Compact by 31 March 2026.	Facilitate the implementation of the LG Professionalisati on IGR Social Compact by 31 March 2027.	Facilitate the implementation of the LG Professionalisati on IGR Social Compact by 31 March 2028.	Facilitate the implementation of the LG Professionalisati on IGR Social Compact by 31 March 2029.
3. Capable and reputable local governme nt	Local government Professionalisati on Programme	Municipalities supported on Personal Credentials Verification and Competency Assessment Services	Transition to the current operating model	Partnership in place with two service providers. MLCAC service rendered to approximately 69 municipalities for 700 candidates to date. NEC Approved practice protocol.	Implement the 3rd Generation Components of the Municipal Competency Assessment Sustainability Model by March 2025.	MCG.06. Support municipalities with Personal Credentials Verification and Competency Assessment Services upon request by 31 March 2026.	Implement the 5th Generation Components of the Municipal Competency Assessment Sustainability Model by March 2027.	Monitor and evaluate the feasibility of the 5th Generation Components of the Municipal Competency Assessment Sustainability Model by March 2028.	Competency Assessment

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
3. Capable and reputable local governme nt	Local government Professionalisati on Programme	Municipalities Supported in Implementing Organisational Development Initiatives	N/A	N/A	N/A	MCG.07. 16 Municipalities supported on Organisational Development initiatives by 31 March 2026.	16 Municipalities supported on Organisational Development Programme by 31 March 2027.	16 Municipalities supported on Organisational Development Programme by 31 March 2028.	16 Municipalities supported on Organisational Development Programme by 31 March 2029.
3. Capable and reputable local governme nt	Talent Management Seminar	The 7th Annual Talent Management Seminar - ICMA Global Exchange hosted.	The 4th Annual Talent Management Seminar	The 5th Annual Talent Management Seminar	The 6th Annual Talent Management Seminar	MCG.08. The 7th Annual Talent Management Seminar - ICMA Global Exchange hosted by 31 March 2026.	The 8th Annual Talent Management Seminar - ICMA Global Exchange hosted by 31 March 2027.	The 9th Annual Talent Management Seminar - ICMA Global Exchange hosted by 31 March 2028.	The 10th Annual Talent Management Seminar - ICMA Global Exchange hosted by 31 March 2029.
3. Capable and reputable local governme nt	Councillors and municipal officials trained on local government policies and relevant legislative frameworks	Number of capacity building programmes on local government policies and relevant legislative rolled out to councillors and municipal officials	5883 municipal councillors and officials trained	3000 councillors trained	Twelve (12) Capacity building Programmes on local government policies and relevant legislative frameworks rolled to municipalities by 31 March 2025	MCG.09. Seven (7) Capacity building Programmes on local government policies and relevant legislative frameworks rolled to municipalities for councillors and municipal officials by 31 March 2026	Two (2) Capacity building Programmes delivered on local government policies and relevant legislative frameworks rolled to municipalities by 31 March 2027	Roll out of the ICIP and portfolio-based inductions programmes to all newly elected councillors by 31 March 2028	Four (4) Capacity building Programmes delivered on local government policies and relevant legislative frameworks rolled to municipalities by 31 March 202

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
3. Capable and reputable local governme nt	Municipal Capabilities Assessment	Number of municipalities monitored on Municipal Capabilities Assessment outcomes	N/A	N/A	Municipal Capabilities Assessment conducted by 21 March 2025	MCG.17. 54 municipalities monitored on Municipal Capabilities Assessment outcomes by 31 March 2026	Municipalities monitored on Municipal Capabilities Assessment outcomes by 31 March 2027	Municipalities monitored on Municipal Capabilities Assessment outcomes by 31 March 2028	Municipalities monitored on Municipal Capabilities Assessment outcomes by 31 March 2029
2. Customise d innovative solutions	Knowledge Products and Forums	Knowledge products and activities that contribute to the development of knowledge in Local Government produced	10 Knowledge Products and activities conducted by 31 March 2023	12 Knowledge Products and activities conducted by 31 March 2024	Fourteen (14) Knowledge Products and activities conducted by 31 March 2025	MCG.18. 10 Knowledge Products and activities developed by 31 March 2026	12 Knowledge Products and activities conducted by 31 March 2027	14 Knowledge Products and activities conducted by 31 March 2028	N/A
3. Capable and reputable local governme nt	Local government Professionalisati on Programme	Municipalities evaluated against Local Government Professionalisati on Metrics	N/A	N/A	New Indicator	MCG.19. Conduct the evaluation of the Local Government professionalisati on programme in nine (9) municipalities by 31 March 2026	Local Government professionalisati on evaluated through established metrics in 18 municipalities by 31 March 2027	Local Government professionalisati on evaluated through established metrics in 18 municipalities by 31 March 2028	Local Government professionalisati on evaluated through established metrics in 18 municipalities by 31 March 2029

Quarterly Targets

Output Indicator	Annual Performance Target 2025 - 2026	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
% success rate on cases where municipalities were represented in Disciplinary Hearings, Conciliations and Arbitrations and other Labour Relations Support matter	MCG.01. A consolidated report of all municipalities that have been represented in Disciplinary hearings, conciliations and arbitration and Labour Court with at least a 60% success rate by 31 March 2026	MCG.01. Q1. Quarterly consolidated report of all municipalities represented in disciplinary hearings, conciliations, arbitrations and Labour Court with at least a 60% success	MCG.01. Q2. Quarterly consolidated report of all municipalities represented in disciplinary hearings, conciliations, arbitrations and Labour Court with at least a 60% success	MCG.01. Q3. Quarterly consolidated report of all municipalities represented in disciplinary hearings, conciliations, arbitrations and Labour Court with at least a 60% success	MCG.01. Q4. Quarterly consolidated report of all municipalities represented in disciplinary hearings, conciliations, arbitrations and Labour Court with at least a 60% success
Collective Bargaining Agenda concluded	MCG.02. Conclusion of Collective Bargaining Agenda by 31 March 2025	MCG.02. Q1. SALGA to represent municipalities in collective bargaining matters at the SALGBC (Centrally, divisionally on delegated matters).	MCG.02. Q2. SALGA to represent municipalities in collective bargaining matters at the SALGBC (Centrally, divisionally on delegated matters).	MCG.02. Q3. SALGA to represent municipalities in collective bargaining matters at the SALGBC (Centrally, divisionally on delegated matters).	MCG.02. Q4. Collective Bargaining Agenda concluded
TASK Job Evaluation Master list updated	MCG.03. The TASK Job Evaluation Master list updated by 31 March 2026	MCG.03. Q1. Establish a TASK team to collect data	MCG.03. Q2. Develop recommendations for a standardized job evaluation approach, focusing on unique municipal job roles.	MCG.03. Q3. Lobby municipalities for the establishment of TASK Job Evaluation structures and a review of municipal policies based on the recommendations	MCG.03. Q4. Lobby municipalities for the establishment of TASK Job Evaluation structures and a review of municipal policies based on the recommendations
Local Government Professionalisation - IGR Social Compact implementation facilitated	MCG.05. Facilitate the implementation of the LG Professionalisation IGR Social Compact by 31 March 2026.	MCG.05. Q1. Facilitate the implementation of the LG Professionalisation IGR Social Compact and provide quarterly progress report on the review of SALGA's position on applicable legislation	MCG.05. Q2. Facilitate the implementation of the LG Professionalisation IGR Social Compact and provide quarterly progress report to SALGA governance structure	MCG.05. Q3. Facilitate the implementation of the LG Professionalisation IGR Social Compact and provide quarterly progress report	MCG.05. Q4. Facilitate the implementation of the LG Professionalisation IGR Social Compact and provide quarterly progress report

Output Indicator	Annual Performance Target 2025 - 2026	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
Municipalities supported on Personal Credentials Verification and Competency Assessment Services	MCG.06. Support municipalities with Personal Credentials Verification and Competency Assessment Services upon request by 31 March 2026.	MCG.06. Q1. Provide personal credential verification and competency assessment services to municipalities as and when requested	MCG.06. Q2. Provide personal credential verification and competency assessment services to municipalities as and when requested	MCG.06. Q3. Provide personal credential verification and competency assessment services to municipalities as and when requested	MCG.06. Q4. Provide personal credential verification and competency assessment services to municipalities as and when requested
Municipalities Supported in Implementing Organisational Development Initiatives	MCG.07. 16 Municipalities supported on Organisational Development initiatives by 31 March 2026.	MCG.07. Q1. 4 Municipalities supported on Organisational Development initiatives	MCG.07. Q2. 4 Municipalities supported on Organisational Development initiatives	MCG.07. Q3. 4 Municipalities supported on Organisational Development initiatives	MCG.07. Q4. 4 Municipalities supported on Organisational Development initiatives
The 7th Annual Talent Management Seminar - ICMA Global Exchange hosted.	MCG.08. The 7th Annual Talent Management Seminar - ICMA Global Exchange hosted by 31 March 2026.	MCG.08. Q1. A concept pater for the ALGTMS / ICMA Global Exchange developed	MCG.08. Q2. The 7th Annual Local Government Talent Seminar – Global Exchange hosted	MCG.08. Q3. Compile a close-out report and document key takeaways for future improvements.	MCG.08. Q4. No target
Number of capacity building programmes on local government policies and relevant legislative rolled out to councillors and municipal officials	MCG.09. Seven (7) Capacity building Programmes on local government policies and relevant legislative frameworks rolled to municipalities for councillors and municipal officials by 31 March 2026	MCG.09. Q1. Conduct a Skills and capacity gaps to inform SALGA Capacity Building Agenda for 2025-2026	MCG.09. Q2. Implement the Capacity building programmes to councillors and municipal officials	MCG.09. Q3. Implement the Capacity building programmes to councillors and municipal officials	MCG.09. Q4. Implement the Capacity building programmes to councillors and municipal officials
Number of municipalities monitored on Municipal Capabilities Assessment outcomes	MCG.17. 54 municipalities monitored on Municipal Capabilities Assessment outcomes by 31 March 2026	MCG.17. Q1. Monitoring tool for Municipal Capabilities Assessment outcomes developed	MCG.17. Q2. MCA outcomes monitored in 18 municipalities	MCG.17. Q3. MCA outcomes monitored in 18 municipalities	MCG.17. Q4. MCA outcomes monitored in 18 municipalities

Output Indicator	Annual Performance Target 2025 - 2026	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
Knowledge products and activities that contribute to the development of knowledge in Local Government produced	MCG.18. 10 Knowledge Products and activities developed by 31 March 2026	MCG.18. Q1. 1 Knowledge Products Developed	MCG.18. Q2. 3 Knowledge Products Developed	MCG.18. Q3. 3 Knowledge Products Developed	MCG.18. Q4. 3 Knowledge Products Developed
Municipalities evaluated against Local Government Professionalisation Metrics	MCG.19. Conduct the evaluation of the Local Government professionalisation programme in nine (9) municipalities by 31 March 2026	MCG.19. Q1. Develop data collection tools and finalize methods for evaluating municipalities	MCG.19. Q2. Engage with the selected municipalities, finalize evaluation frameworks for data collection.	MCG.19. Q3. Conduct the evaluation in the selected municipalities using the local government Professionalisation Metrics	MCG.19. Q4. Compile the evaluation report on the local government Professionalisation Programme

PROGRAMME 4: BUSINESS AND PRODUCT DEVELOPMENT

Purpose: This programme will lead product development to enhance and diversify SALGA revenue streams. The programme will also support municipal alternative revenue generation streams through the following sub-programmes:

1. **Sub-Programme: Product Development**
   Purpose: Exploit additional revenue streams for both SALGA and its members, harness financial growth opportunities and reduce municipal cost through the identification and development of new products (including digital factory products) and services.

2. **Sub-Programme: Broadband as a 5th utility**
   Purpose: Develop sector wide PPP framework and formulate a funding/financing framework for broadband and internet infrastructure-related projects.

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
2. Customised innovative solutions	Digital solutions deployed to municipalities	Number of Digital Solutions deployed to municipalities	4 Digital Products and 4 Data Services/Use-Cases Enabled (8 Solutions)	8 Solutions deployed/enabled (Digital Products and Data Services/Use Cases)	9 data solutions deployed/enabled to municipalities by 31 March 2026	CDO.04. 9 Solutions deployed/enabled to municipalities by 31 March 2026	10 data solutions deployed/enabled to municipalities by 31 March 2027	11 data solutions deployed/enabled to municipalities by 31 March 2028	12 data solutions deployed/enabled to municipalities by 31 March 2029
5. Inclusive socio-economic return	Municipalities supported to conclude and utilise the PPP Agreements with operators/spectrum holders	Municipalities utilizing signed PPP agreements with operators/spectrum-holders	Broadband Framework Approved	2% municipal utilisation by 31 March 2024	Four (04) municipalities utilising the signed PPP agreements with operators/spectrum holders by 31 March 2025	CDO.05. 4 municipalities utilising signed PPP agreements with operators/spectrum holders by 31 March 2026	6% municipal utilisation of the signed PPP agreements with operators/spectrum holders by 31 March 2027	10% municipal utilisation of the signed PPP agreements with operators/spectrum holders by 31 March 2028	10% municipal utilisation of the signed PPP agreements with operators/spectrum holders by 31 March 2029
1. An Agile Force of Influence	Products and or services catalogue	Number of Sales at Municipalities Out of the Product and Services Catalogue	1 Product completed	2 products finalised and packaged	Products and services catalogue developed by 31 March 2025	CFO.04. 3 (Three) Sales at Municipality(ies) out of the Product and Services Catalogue by 31 March 2026	3 (Three) Sales at Municipalities Out of the Product and Services Catalogue by 31 March 2027	3 (Three) Sales at Municipalities Out of the Product and Services Catalogue by 31 March 2028	3 (Three) Sales at Municipalities Out of the Product and Services Catalogue by 31 March 2029

Quarterly Targets

Output Indicator	Annual Performance Target 2025 - 2026	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
Number of Digital Solutions deployed to municipalities	CDO.04. 9 Solutions deployed/enabled to municipalities by 31 March 2026	CDO.04. Q1. Produce 10 problem and opportunity statement reports and requirements pipeline	CDO.04. Q2. Produce 8 market and product research report, solution evaluation outcomes and ideation document	CDO.04. Q3. Develop / Construct/ Build / Customise and Test 5 Solutions	CDO.04. Q4. Deploy/Pilot 3 Solutions
Municipalities utilizing signed PPP agreements with operators/spectrum-holders	CDO.05. 4 municipalities utilising signed PPP agreements with operators/spectrum holders by 31 March 2026	CDO.05. Q1. Identify municipalities for supports	CDO.05. Q2. Support identified municipalities sign PPP agreements and/or collaboration agreements	CDO.05. Q3. Support identified municipalities sign PPP agreements and/or collaboration agreements	CDO.05. Q4. Support identified municipalities sign PPP agreements and/or collaboration agreements
Number of Sales at Municipalities Out of the Product and Services Catalogue	CFO.04. 3 (Three) Sales at Municipality(ies) out of the Product and Services Catalogue by 31 March 2026	CFO.04. Q1. No target	CFO.04. Q2. No target	CFO.04. Q3. No target	CFO.04. Q4. 3 Sales to municipality(ies) out of the product/services catalogue

PROGRAMME 5: ADMINISTRATION

Purpose: Lead and direct the SALGA administrative and operations to become more member-centric and relevant to the sector by strengthening vertical and horizontal linkages and ensuring programme and service delivery standards. This will also include overall administration of the organisation. The programme will be delivered according to the following sub-programmes:

1. Sub-Programme: Strategic Operations

Purpose: Lead and direct the SALGA Operations to become more member-centric and relevant to the sector by strengthening vertical and horizontal linkages and ensuring programme and service delivery standards.

2. Sub-Programme: Human Capital & Corporate Services

Purpose: Enable strategically relevant and solution-driven Human Capital and Corporate Services for a high performing and responsive organisation

3. Sub-Programme: Finance and Supply Chain Management

Purpose: Enable strategically relevant and solution-driven financial services for a high-performing and responsive organisation

4. Sub-Programme: Digital & Data Services

Purpose: Continuously simplify, enable, and augment organisational use cases through scalable and fit-for-purpose digital technology and data solutions.

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
2. Customised innovative solutions	Stable ICT environment and secure digital environment	Innovative Digital Stability and Productivity Enhancement	N/A	N/A	Enhanced Productivity, and Digital Environment Stability, and Security	CDO.01. Provision of a Stable and Digitally Secure ICT Environment by 31 March 2026	Provision of a Stable and Digitally Secure ICT Environment by 31 March 2027	Provision of a Stable and Digitally Secure ICT Environment by 31 March 2028	Provision of a Stable and Digitally Secure ICT Environment by 31 March 2029
1. An Agile Force of Influence	Multisectoral municipal support programme Report on support provided to the registered projects	Project Management support to registered project through the Multisectoral municipal support programme	100% compliance with the SALGA governance framework by 31 March 2023	100% compliance with the SALGA governance framework by 31 March 2024	Project management support provided to 35 registered projects through the multisectoral municipal support programme (MMSP) by 31 March 2025	OPS.03. 100% project management support provided to the multidisciplinary teams for registered projects by 31 March 2026.	100% project management support provided to the multidisciplinary teams for registered projects by 31 March 2027.	100% project management support provided to the multidisciplinary teams for registered projects by 31 March 2028.	100% Project management support provided to the multidisciplinary teams as per registered projects by 31 March 2029
1. An Agile Force of Influence	2025-2026 Strategic risk profile	SALGA Strategic risk profile monitored	100% implementation status	80% implementation status	80% implementation of the Strategic risk action plans by 31 March 2025	OCE.06. Monitor the implementation of the Risk Management Plan by 31 Match 2026	100% performance against the 2026-2027 Risk Management Implementation plan by 31 March 2027.	100% performance against the 2026-2027 Risk Management Implementation plan by 31 March 2028.	100% performance against the 2026-2027 Risk Management Implementation plan by 31 March 2029.

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
1. An Agile Force of Influence	Performance against the Annual Performance Plan	Quarterly Reports on SALGA performance	98% Performance achieved by 31 March 2023	90% Performance against the APP by 31 March 2024	Quarterly Reports developed on the Performance against the 2024 - 2025 Annual Performance Plan	OPS.06. Quarterly Reports developed on the Performance against the SALGA Annual Performance Plan	Quarterly Reports developed on the Performance against the 2026 - 2027 Annual Performance Plan	Quarterly Reports developed on the Performance against the 2027 - 2028 Annual Performance Plan	Quarterly Reports developed on the Performance against the 2027 - 2028 Annual Performance Plan
1. An Agile Force of Influence	Performance against the Annual Performance Plan	Development of 2024-2025 Annual Report	2021-2022 Annual Report	2022-2023 Annual Report	Development of 2023-2024 Annual Report by 30 September 2024	OPS.07. Development of 2025-2026 Annual Report by 30 September 2026	Development of 2026-2027 Annual Report by 30 September 2027	Development of 2027-2028 Annual Report by 30 September 2028	Development of 2028-2029 Annual Report by 30 September 2029
1. An Agile Force of Influence	2025-2026 Internal Audit Plan	% Implementation of the 2025-2026 Internal Audit Plan	100% Implementation of the 2022-2023 Internal Audit Plan by 31 March 2023	100% Implementation of the 2023-2024 Internal Audit Plan by 31 March 2024	100% Implementation of the 2024-2025 Internal Audit Plan by 31 March 2025	OCE.08. 100% Implementation of the 2025-2026 Internal Audit Plan by 31 March 2026	100% Implementation of the 2025-2026 Internal Audit Plan by 31 March 2027	100% Implementation of the 2027-2028 Internal Audit Plan by 31 March 2028	100% Implementation of the 2027-2028 Internal Audit Plan by 31 March 2029
1. An Agile Force of Influence	SALGA Annual Performance Plan for the year 2026-2027	Annual Performance Plan developed	2023-2024 Annual Performance Plan developed by 31 March 2023	2024-2025 Annual Performance Plan developed by 31 March 2024	2025-2026 Annual Performance Plan developed by 31 March 2025	OPS.08. 2026-2027 Annual Performance Plan developed by 31 March 2026	2027-2028 Annual Performance Plan developed by 31 March 2027	2028-2029 Annual Performance Plan developed by 31 March 2028	2029-2030 Annual Performance Plan developed by 31 March 2029

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
1. An Agile Force of Influence	An assessment report on the effectiveness of SALGA Governance Structures Governance Structures	% of SALGA governance structures convened.	90% performance against implementation of the convening of the SALGA's governance structures as per the corporate calendar	% performance against implementation of the convening of the SALGA's governance structures as per the corporate calendar	90% of governance structures convened as per the corporate calendar of events by March 2026	OPS.09. 90% of SALGA governance structures convened as per the corporate calendar of events by 31 March 2026	50% of governance structures convened as per the corporate calendar of events by March 2027	50% of governance structures convened as per the corporate calendar of events by March 2028	50% of governance structures convened as per the corporate calendar of events by March 2029
1. An Agile Force of Influence	Workforce Productivity Assessment Report	Organisational Culture Index	Productivity Assessment Report by 31 March 2023	Workforce Productivity assessment report by 31 March 2024	Workforce Productivity assessment conducted by 31 March 2025	HCC.01. Workforce Productivity assessment report developed by 31 March 2026.	Workforce Productivity assessment report by 31 March 2027	Workforce Productivity assessment report by 31 March 2028	Workforce Productivity assessment report by 31 March 2029
1. An Agile Force of Influence	Organisational Culture report	Organisational Culture Index	Establish a baseline for Net Engagement Score by 31 March 2023	Organisational Culture Survey report by 31 March 2024	Two (02) Leadership engagements convened by 31 March 2025	HCC.02. Culture transformation initiatives implemented by 31 March 2026.	Culture transformation initiatives implemented by 31 March 2027.	Culture transformation initiatives implemented by 31 March 2028.	Culture transformation initiatives implemented by 31 March 2029.

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
1. An Agile Force of Influence	Talent strategies	Organisational Culture Index	Talent mapping of Level 2 (excluding EXCO) and Level 3 by 31 March 2023	Talent mapping for Portfolio Heads and Senior Managers by 31 March 2024	Develop targeted strategies for different talent segments by 31 March 2025	HCC.03. Development paths for different talent segments created by 31 March 2026.	Talent mapping involves finding the right talent, where applicable, putting talent in the right roles, developing talent, and retaining top talent through career pathing.	Develop targeted strategies for different talent segments by 31 March 2028	Develop targeted strategies for different talent segments by 31 March 2029
1. An Agile Force of Influence	Annual financial statements	Unqualified Audit Opinion	Unqualified audit opinion	Unqualified audit opinion	Annual and quarterly Financial Statements developed and submitted by 31 March 2025	CFO.01. Unqualified audit opinion with no material findings by 31 March 2026	Procurement plan developed and submitted to Exco by 31 March 2027	Procurement plan developed and submitted to Exco by 31 March 2028	Procurement plan developed and submitted to Exco by 31 March 2029
1. An Agile Force of Influence	Annual financial statements	Unqualified Audit Opinion	Unqualified audit opinion	Unqualified audit opinion	Submission of MTEF by 30th September in line with MTEF guidelines and timelines	CFO.02. An approved 2026-2027 budget by 31st March 2026.	An approved 2027-2028 budget by 31 March 2027.	An approved 2027-2028 budget by 31 March 2028.	An approved 2027-2028 budget by 31 March 2029.

Outcome Name	Output	Output Indicator	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022 - 2023	2023 - 2024	Un-Audited 2024-2025	Annual Performance Target 2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
1. An Agile Force of Influence	Membership Levies collected	Percentage collection of membership levies	91% collection on current levies	80% collection on current levies	90% levies collection for current year by 31 March 2025	CFO.03. 80% Percent collection of membership levies for 2025/2026 by 31 March 2026	90% levies collection for current year by 31 March 2027	90% levies collection for current year by 31 March 2028	90% levies collection for current year by 31 March 2029
1. An Agile Force of Influence	Annual financial statements	Procurement Plan finalised	Unqualified audit opinion	Unqualified audit opinion	Procurement plan developed and submitted to National Treasury by 31 March 2025	CFO.05. Procurement plan developed and submitted to Exco by 31 March 2026	Procurement plan developed and submitted to Exco	Procurement plan developed and submitted to Exco	Procurement plan developed and submitted to Exco
1. An Agile Force of Influence	Automated and integrated Systems	Launch of the SCM Automated System	N/A	N/A	Project Plan for the SCM automation system developed by 31 March 2025.	CFO.06. SCM Automated System by 31 March 2026	Implementation and maintenance of the SCM system	Implementation of the system	Utilisation and maintenance of the system

Quarterly Targets

Output Indicator	Annual Performance Target 2025 - 2026	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
Innovative Digital Stability and Productivity Enhancement	CDO.01. Provision of a Stable and Digitally Secure ICT Environment by 31 March 2026	CDO.01. Q1. Provide support, enhance business systems and productivity suite, monitor security and network performance	CDO.01. Q2. Provide support, enhance business systems and productivity suite, monitor security and network performance	CDO.01. Q3. Provide support, enhance business systems and productivity suite, monitor security and network performance	CDO.01. Q4. Provide support, enhance business systems and productivity suite, monitor security and network performance
Project Management support to registered project through the Multisectoral municipal support programme	OPS.03. 100% project management support provided to the multidisciplinary teams for registered projects by 31 March 2026.	OPS.03. Q1. 40% Project management support provided to the multidisciplinary teams as per registered annual projects with the PMO	OPS.03. Q2. 60% Project management support provided to the multidisciplinary teams as per registered annual projects with the PMO	OPS.03. Q3. 80% Project management support provided to the multidisciplinary teams as per registered annual projects with the PMO	OPS.03. Q4. 100% Project management support provided to the multidisciplinary teams as per registered annual projects with the PMO
SALGA Strategic risk profile monitored	OCE.06. Monitor the implementation of the Risk Management Plan by 31 Match 2026	OCE.06. Q1. Monitor the implementation of the Strategic risk action plans	OCE.06. Q2. Monitor the implementation of the Strategic risk action plans.	OCE.06. Q3. Monitor the implementation of the Strategic risk action plans	OCE.06. Q4. Monitor the implementation of the Strategic risk action plans
Quarterly Reports on SALGA performance	OPS.06. Quarterly Reports developed on the Performance against the SALGA Annual Performance Plan	OPS.06. Q1. Quarter 4 Performance Report Developed (previous year)	OPS.06. Q2. Quarter 1 Performance Report Developed	OPS.06. Q3. Quarter 2 Performance Report Developed	OPS.06. Q4. Quarter 3 Performance Report Developed
Development of 2024-2025 Annual Report	OPS.07. Development of 2025-2026 Annual Report by 30 September 2026	OPS.07. Q1. Draft 2024-2025 Annual Performance submitted for Auditing	OPS.07. Q2. 2024-2025 Annual Report developed and submitted to Parliament for tabling	OPS.07. Q3. Submission of Annual Report	OPS.07. Q4. No Target

% Implementation of the 2025-2026 Internal Audit Plan	OCE.08. 100% Implementation of the 2025-2026 Internal Audit Plan by 31 March 2026	OCE.08. Q1. 5% Implementation of the 2025-2026 Internal Audit Plan by 30 June 2025	OCE.08. Q2. 30% Implementation of the 2025-2026 Internal Audit Plan by 30 September 2025	OCE.08. Q3. 70% Implementation of the 2025-2026 Internal Audit Plan by 31 December 2025	OCE.08. Q4. 100% Implementation of the 2025-2026 Internal Audit Plan by 31 March 2026
Annual Performance Plan developed	OPS.08. 2026-2027 Annual Performance Plan developed by 31 March 2026	OPS.08. Q1. Process Plan developed	OPS.08. Q2. Coordinate planning engagements	OPS.08. Q3. Draft Annual Report developed and submitted	OPS.08. Q4. Annual Performance Plan developed and Submitted to Parliament for Tabling
% of SALGA governance structures convened.	OPS.09. 90% of SALGA governance structures convened as per the corporate calendar of events by 31 March 2026	OPS.09. Q1. At least 90% of governance structures convened as per the corporate calendar of events	OPS.09. Q2. At least 90% of governance structures convened as per the corporate calendar of events	OPS.09. Q3. At least 90% of governance structures convened as per the corporate calendar of events	OPS.09. Q4. At least 90% of governance structures convened as per the corporate calendar of events
Organisational Culture Index	HCC.01. Workforce Productivity assessment report developed by 31 March 2026.	HCC.01. Q1. Q4 2024-25 Workforce Productivity assessment report	HCC.01. Q2. Q1 2025-26 Workforce Productivity assessment report	HCC.01. Q3. Q2 2025-26 Workforce Productivity assessment report	HCC.01. Q4. Q3 2025-26 Workforce Productivity assessment report
Organisational Culture Index	HCC.02. Culture transformation initiatives implemented by 31 March 2026.	HCC.02. Q1. 2025 culture survey results presented and impact of the initiatives that have already been implemented evaluated	HCC.02. Q2. Implementation of culture plans monitored.	HCC.02. Q3. Culture transformation initiatives monitored and implemented.	HCC.02. Q4. Culture transformation initiatives monitored and implemented.
Organisational Culture Index	HCC.03. Development paths for different talent segments created by 31 March 2026.	HCC.03. Q1. Present job family talent outcomes at Exco	HCC.03. Q2. Engage cluster and provincial leaders on job family paths	HCC.03. Q3. Development path compiled	HCC.03. Q4. Development path compiled

Unqualified Audit Opinion	CFO.01. Unqualified audit opinion with no material findings by 31 March 2026	CFO.01. Q1. Draft Annual Financial Statement for the year 2024-2025 submitted by 31 May 2025	CFO.01. Q2. Annual Financial Statement for the year 2024-2025 submitted by 31 July 2025	CFO.01. Q3. Annual reports on compliance with the B-BBEE requirements	CFO.01. Q4. Annual reports on compliance with the LRA requirements
Unqualified Audit Opinion	CFO.02. An approved 2026-2027 budget by 31st March 2026.	CFO.02. Q1. Approved budget and quarter 4 financial Report.	CFO.02. Q2. Q1 Financial Report & Draft budgets submitted for 2026/27 financial year.	CFO.02. Q3. Q2 Financial Report & Issued preliminary budget allocation for clusters/provinces for 2026/27 financial year.	CFO.02. Q4. Q3 Financial Report & Approved budget for 2026/27 financial year.
Percentage collection of membership levies	CFO.03. 80% Percent collection of membership levies for 2025/2026 by 31 March 2026	CFO.03. Q1. 20% Membership levies collected	CFO.03. Q2. 40% Membership levies collected	CFO.03. Q3. 20% Membership levies collected	CFO.03. Q4. 20% Membership levies collected
Procurement Plan finalised	CFO.05. Procurement plan developed and submitted to Exco by 31 March 2026	CFO.05. Q1. Quarterly report to EXCO on the movement of the projects in the procurement plan.	CFO.05. Q2. Quarterly report to EXCO on the movement of the projects in the procurement plan & Review of an existing procurement plan.	CFO.05. Q3. Quarterly report to EXCO on the movement of the projects in the procurement plan.	CFO.05. Q4. Population and submission of the procurement plan template by the given time frames & Consolidation into integrated procurement plan
Launch of the SCM Automated System	CFO.06. SCM Automated System by 31 March 2026	CFO.06. Q1. Appointment of a service provider via a RFQ and/ or Tender process or any relevant alternate procurement basis.	CFO.06. Q2. Project Plan and the kick-off of the automation project	CFO.06. Q3. Sign off of the completion of the project.	CFO.06. Q4. Post implementation review and feedback on the system implementation by the user.

Explanation of planned performance over the medium-term period

Programme one is internally focused and aims to reconfigure SALGA systems and processes to better deliver on its Mandate. Over the MTEF, more focus will be on the following areas:

- Digitalisation of SALGA environment
- Improved Human Resource Strategy
- Enhanced Operating Model and introducing project management approach and methodology.
- Strengthening SALGA's controls to maintain SALGA's clean audit.

Programme 2 to 5, which are more externally focused, aims at implementing several programmes and targeted interventions outlined in the planning information above towards ensuring a responsive, effective, and people-centred local government.

8. Financing the Plan

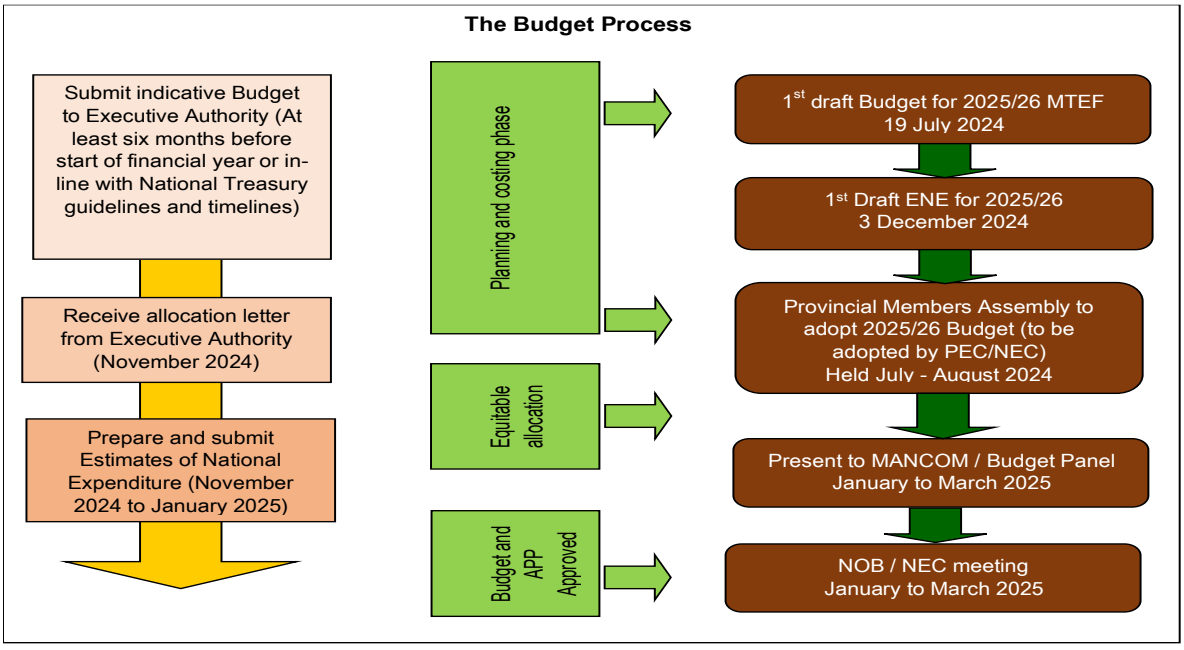
Overview

The organisation's budget is informed primarily by the organisational 5-year strategic plan 2022 – 2027 and the Annual performance for 2025/2026 together with the Budget management policy and the MTEF guidelines. Budget parameters were set based on prevailing and projected economic conditions as well as available resources for 2025/26. This represents the second year of the new 5-year strategy. 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 priority areas for a specific planning year.

The budget has taken into account the published cost control measures as outlined on all National Treasury Instructions in respect of Cost Containment Measures. In order to deal equitably with competing demands from various business units for resources, the organisation's budget management policy established a "Budget Panel". The "Budget Panel" is rescheduled to be held on 10 February 2025, and the SALGA Executive Committee (MANCOM) interrogate the Budget and ensure the various competing needs are weighed against realistic available resources; and organisational priorities as informed by Annual Performance Plan - 2025/26 and the Strategic Plan 2022 - 2027. The *"Budget Panel" and SALGA Executive Management* ensures **an equitable allocation of budget**.

Budget Process

The process to develop the budget is protracted and robust, which is best described diagrammatically below (highlighting the critical governance and administrative structures).



Key highlights

Projected revenue over the MTEF period are as follows:

Operating Revenue (Incl. Interest received)	2025/26	2026/27	2027/28
Total Revenue	**R 983 460 430**	**R 1 024 621 988**	**R 1 070 976 963**

The costs per Cluster/Objective are tabulated below:

PER OBJECTIVE R thousand	2025/26	2026/27	2027/28
Administration	775,154	805,540	840,734
Infrastructure delivery, spatial transformation services and inclusive communities	63,388	66,675	70,115
Municipal capabilities and governance	88,559	93,010	97,658
Municipal finance, fiscal policy and economic growth	56,244	59,209	62,314
Total expense	**983,345**	**1,024,434**	**1,070,821**

Budget parameters

R thousand	Medium Term Estimates		
Budget Parameters	**2025/26**	**2026/27**	**2027/28**
Administrative Costs Growth Rate - Projected Consumer Price Index (CPI)	4.61%	4.55%	4.52%
Employee Costs Growth Rate - Projected Consumer Price Index (CPI plus 100 basis points)	5.61%	5.55%	5.52%
Direct Expenditure (Programme cost)	R 491,018	R 516,568	R 543,304
Operating Expenditure	R 492,108	R 508,996	R 529,638
Total Revenue	R 983,460	R 1,024,622	R 1,070,977
Early Settlement Discount - Estimation based on prior year take up	R 11,000	R 11,000	R 11,000
Net Membership Levies	R 892,400	R 935,186	R 979,728
Government Grant - Executive Authority	R 38,440	R 40,116	R 41,929
Membership Levy Formula (Proposed)	**2025/26**	**2026/27**	**2027/28**
Metropolitan Municipalities	Flat Rate plus CPI plus 1% using 2024/25 base year	Flat Rate plus CPI plus 1% using 2025/26 base year	Flat Rate plus CPI plus 1% using 2026/27 base year
Districts & Local Municipalities	Final prior year Salary Budget plus CPI using 2024/25 base year	Final prior year Salary Budget plus CPI using 2025/26 base year	Final prior year Salary Budget plus CPI using 2026/27 base year

Statement of financial performance

The Statement of Financial Performance sometimes referred to as an Income statement provides information on the financial performance of the entity during a specified period. Users of the statement use historic information to predict future trends, while investment and credit decisions are based on the particular parties' prediction of future events, such as the ability to generate cash flows from an existing resources base, an entity's historic performance is also used for these decisions. The table below depicts the projected financial performance for the 2025/26 MTEF.

Statement of Financial Performance

Statement of financial performance	Medium-term estimate		
R thousand	2025/26	2026/27	2027/28
Revenue			
Tax revenue	–	–	–
Non-tax revenue	**945,020**	**984,506**	**1,029,048**
Sale of goods and services other than capital assets	893,200	935,386	979,928
Sales of goods and services produced by entity of which:	893,200	935,386	979,928
of which:			
Administrative fees	–	–	–
Sales by market establishment	893,200	935,386	979,928
Other sales	–	–	–
Sales of scrap, waste, arms and other used current goods	–	–	–
Other non-tax revenue	51,820	49,120	49,120
Transfers received	**38,440**	**40,116**	**41,929**
Total revenue	**983,460**	**1,024,622**	**1,070,977**
Expenses			
Current expenses	**983,345**	**1,024,434**	**1,070,821**
Compensation of employees	570,611	602,280	635,526
Goods and services	403,145	412,839	425,800
Depreciation	8,375	8,756	9,151
Interest, dividends and rent on land	1,214	559	344
Transfers and subsidies	**–**	**–**	**–**
Total expenses	**983,345**	**1,024,434**	**1,070,821**
Surplus	**115**	**188**	**156**

Revenue trends

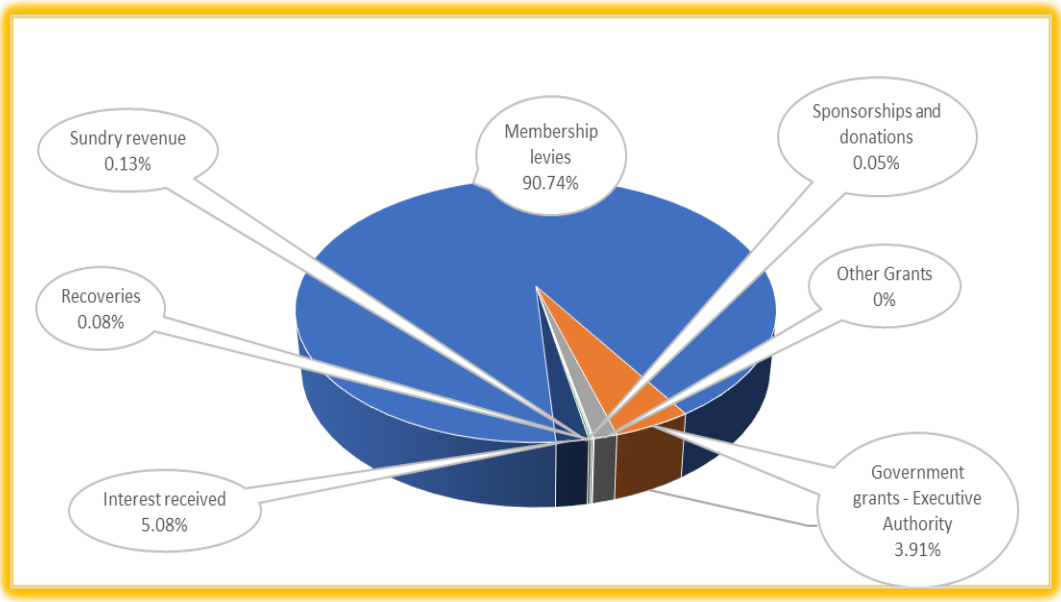
Revenue from levies remains the major contributor to the organisation's total income comprising 91 percent of total revenue in the 2025/2026 financial year amounting to a total of R893 million; the trend stabilizes over the MTEF period with levies comprising an average 91 percent of total revenue over the MTEF period. Membership levies growth rate in the 2025/2026 financial year is 4.5 percent; and growth for the two outer years 2026/27 and 2027/28 is 4.7 percent, respectively. The membership levy formula has been kept the same as prior years. The organisation is compelled to maximize the membership levy revenue stream in

order to continue fulfilling its legislative mandate of representing the local government sphere at inter-governmental fora.

Revenue distribution (by revenue type)

SALGA's main source of revenue is levies amounting to R892 million and they contribute 91 percent to total income in 2025/26 financial year. The distribution of other revenue streams is illustrated on the graphic below.

Revenue distribution 2025/26:

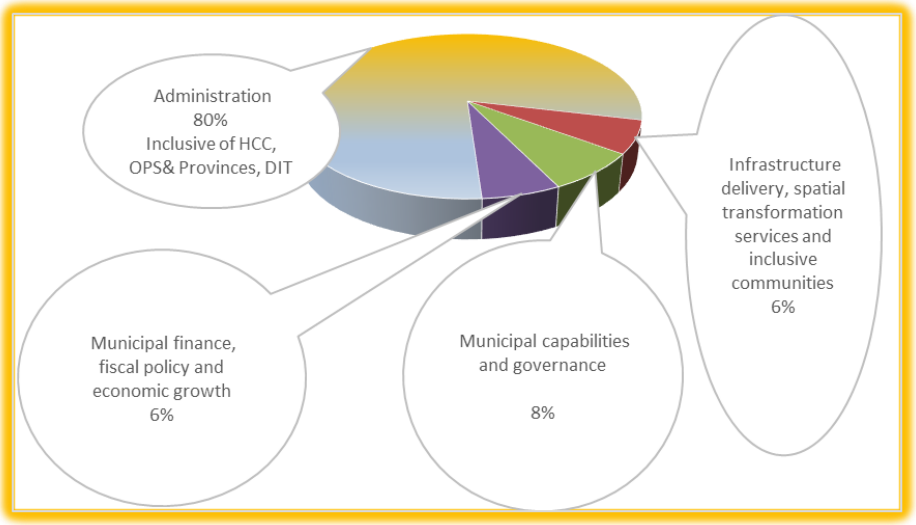


Expenditure trends

The total projected operating expenditure for 2025/26 is R983 million with the main focus of the following goals:

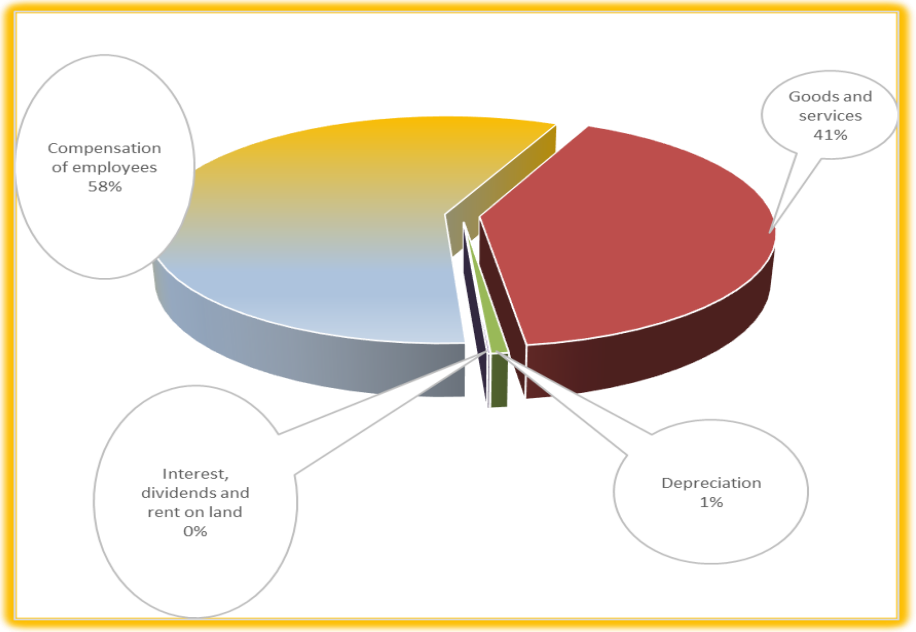
- Administration
- Infrastructure delivery, spatial transformation services and inclusive communities;
- Municipal capabilities and Governance;
- Municipal finance, Fiscal policy and Economic growth.

Expenditure distribution 2025/26 per Goal / Objective:



The distribution of operating expenditure by economic classification is illustrated on the graphic below.

Expenditure distribution 2025/26 per classification:



Capital expenditure.

R thousand	**2025/26**	**2026/27**	**2027/28**
Acquisition of assets	27,408	30,148	33,163
Acquisition of properties (CAAS)	110,000	0	0

The projected capital acquisitions for 2025/26 amount to R27 million are based on the estimated replacement of equipment including personnel growth/requirements. The nature of SALGA's capital acquisitions is operating capital such as furniture & fittings, IT equipment; and office equipment. New headcount additions to SALGA's establishment attract these capital items since they are required as tools of trade for personnel.
Provision has been made for the acquisition of SALGA offices in line with the approved Capital Acquisition Strategy for an amount of R110m for the 2025/26 financial year. These costs shall be taken from the accumulated surpluses.

Statement of financial position

The Statement of Financial Position portrays the economic resources of an entity, the claims against these resources and the impact of transactions, events and circumstances on these resources and claims against resources, as well as the liquidity and solvency of the entity.

This information is useful for the prediction of the ability of the entity to generate cash and cash equivalents and the amounts, timing, and uncertainty of its future cash flows, as well as how successful the entity is likely to be in raising of funds. Information on liquidity and solvency is used to predict the ability of the entity to meet its commitments when they become due. Such information helps investors, creditors and others to identify the entity's financial strengths and weaknesses and indicates the cash flow potentials of some economic resources and the cash needed to satisfy most claims of creditors.

Financial position	Medium-term estimate		
	2025/26	2026/27	2027/28
Carrying value of assets	69,007	75,907	80,500
of which:			
Acquisition of assets	(27,408)	(30,148)	(33,163)
Investments	1,700	1,870	2,880
Receivables and prepayments	202,690	222,959	94,983
Cash and cash equivalents	510,000	561,000	837,226
Total assets	**783,397**	**861,736**	**1,015,589**
Accumulated surplus/(deficit)	683,500	691,150	848,579
Capital and reserves	–	–	–
Capital reserve fund	–	–	–
Finance lease	3,716	3,700	11,210
Deferred income	2,500	3,000	3,500
Trade and other payables	92,981	163,161	151,800
Provisions	700	725	500
Total equity and liabilities	**783,397**	**861,736**	**1,015,589**
Contingent liabilities	–	–	–

The projected statement of financial position reflects a financially stable organisation over the MTEF period with positive reserves at R684 million in 2025/26 and the outer years to R691 million and R849 million for 2026/27 and 2027/28, respectively. The outlook remains consistent for both outer years, indicating that the organisation will be liquid over the MTEF cycle. The positive liquidity ratio also addresses the going-concern issue as previously raised by the Auditor-General. The organisation is projecting to generate positive cash-backed reserves, to manage the misaligned financial years with its members and eliminate the cash flow risk as a result of dependency on a single source of revenue.

Operational and financial sustainability

Organised Local Government is primarily funded by membership fees from municipalities. This keeps it accountable to the municipalities that constitute it. However, the functions performed by local government require wide-ranging, high-level and specialised human resources. For it to be effective, additional sources of funding will need to be accessed and more attention must be paid to account for donor funding. To this end, the organisation has developed a comprehensive 'Funding model' and presented the same to the Executive Authority and National Treasury over the past few years. However, to date the model has not been implemented despite the White Paper on Local Government providing that "National and provincial government are committed to assisting organised local government and have made provision for funding organised local government on a rand-for-rand basis out of the equitable share of national revenue to which local government is entitled". SALGA's leadership is continually engaging with other spheres of government, for organised local government to be effective its activities as mandated by its members it must be adequately funded. Hence, the need for the review of the membership levy formula. SALGA recognises that the current funding model, which places heavy reliance on member municipalities to fund the organisation's operations and programmes, is not optimal in light of the existing burden on municipalities to provide quality services with limited resources. However, in the interim, the status quo remains, with the organisation's resource generating capacity being limited to what it can raise in membership levies. The purpose of

developing the Funding model was to analyse the various activities currently performed by SALGA with specific reference to the relevant legislation and to determine a funding model that will enhance revenue thereby ensuring the sustainability of SALGA in future years. In analysing the activities undertaken by SALGA, cost drivers were identified. The funding model, has determined scientifically the following cost components that must be funded from the national budget; these are:

- Mandatory governance costs;
- Legislated inter-governmental relations participation; and
- Restructuring and transformation of Local Government sector.

Cost Component	2024/25	2025/26	2026/27	2027/28
Mandatory Governance costs	R 7,350,897	R 7,689,774	R 8,039,658	R 8,403,051
Legislated IGR participation	R 135,172,209	R 141,403,647	R 147,837,513	R 154,519,769
Transformation /Restructuring	R 0	R 0	R 0	R 0
TOTAL	**R 142,523,106**	**R 149,093,421**	**R 155,877,172**	**R 162,922,820**
Less: Current government grant in financial model	(R 36,949,000)	(R 38,440,000)	(R 40,116,000)	(R 41,929,243)
TOTAL INCREASE REQUIRED	**R 105,574,106**	**R 110,653,421**	**R 115,761,172**	**R 120,993,577**

9. Materiality Significance Framework

BACKGROUND

SALGA, as a schedule 3A public entity in terms of the Public Finance Management Act, 1999 (PFMA) is required to develop a "Materiality and Significance Framework". The PFMA under section 54(2) provides that:

> *Before a public entity concludes any of the following transactions, the accounting authority for the public entity must promptly and in writing inform the relevant treasury of the transaction and submit relevant particulars of the transaction to its executive authority for approval of the transaction:*
>
> *(a) establishment or participation in the establishment of a company;*
> *(b) participation in a **significant** partnership, trust, unincorporated joint venture or similar arrangement;*
> *(c) acquisition or disposal of a **significant** shareholding in a company;*
> *(d) acquisition or disposal of a **significant** asset;*
> *(e) commencement or cessation of a **significant** business activity; and*
> *(f) a **significant** change in the nature or extent of its interest in a significant partnership, trust, unincorporated joint venture or similar arrangement.*

Section 55(2(b)(i) of the PFMA provides that the annual report and financial statements of the public entity must:

> *Include particulars of-*
>
> *(i) any **material** losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year;*

Furthermore, the National Treasury PFMA regulations provide the following;

Section / Part	Content / Regulation
28.3.1	For purposes of material [section 55(2) of the Act] and significant [section 54(2) of the Act], the accounting authority must develop and agree **a framework of acceptable levels of materiality and significance** with the relevant executive authority.
29.1.1	The corporate plan must cover a period of three years and must include – a **materiality/significant framework**, referred to in Treasury Regulation 28.3.1
30.1.3	The strategic plan must include the **materiality/significance framework**, referred to in Treasury Regulation 28.3.1

Having considered the legislative background for the development and adoption of a *"Materiality and Significance Framework",* such framework is to be used by SALGA to assess the materiality and significance of any transaction. The framework shall also form part of the Organisational Annual Performance Plan for the 2025/26 financial year although SALGA was delisted from the PFMA as from 1st October 2024.

Below is a brief discussion on the factors considered to arrive at the determined level of materiality and significance deemed appropriate or acceptable to SALGA as an organisation.

Discussion

As the legislation does not define the words "materiality" or "significance" various sources have been used to arrive at a universal meaning of the terminologies.

a. Materiality

The statements of Generally Accepted Accounting Practice (GAAP) and the statements of Generally Recognised Accounting Practice (GRAP) on *'Presentation of Financial Statements'* (IAS 1) par. 11 defines ***material*** as follows:

> *Material omissions or misstatements of items are material if they could, individually or collectively, influence the economic decisions of users taken on the basis of the financial statements. Materiality depends on the size and nature of the omission or misstatement judged in the surrounding circumstances. The size or nature of the item, or a combination of both, could be the determining factor.*

Paragraph 12 goes on further to elucidate that; "Assessing whether an omission or misstatement could influence economic decisions of users, and so be material, requires consideration of the characteristics of those users. *The Framework for the Preparation of Financial Statements* states in par. 25 that 'users are assumed to have a reasonable knowledge of business and economic activities and accounting and a willingness to study the information with reasonable diligence. Therefore, the assessment needs to take into account how users with such attributes could reasonably be expected to be influenced in making economic decisions.

Information may be both quantitatively and qualitatively material. Both the amount (quantity) and nature (quality) of information should be considered in setting the materiality figure.

b. Significance

The Concise Oxford dictionary defines *"significant"* as *"extensive or important enough to merit attention"*. The Oxford Advance Learner's Dictionary defines *"significant"* as *"in a way that has special importance and to an important or considerable degree"*. The term is not explained in the accounting standards.

"Significant" could therefore be interpreted as of relative importance to the public entity as a whole. Thus, a transaction will be significant if conducting the transaction is vitally important in order to fulfil the public entity's mandate and for it to operate effectively.

As with "material" there is no set rule for calculating a "significant" monetary value. The importance of the transaction i.e. the transaction's impact on the public entity as a whole, as well as any possible impact the transaction could have on a decision or action taken by the public entity's executive authority should be considered in the development of the materiality and significance framework.

c. Factors considered to determine the materiality and significance framework.

The following factors have been considered by SALGA when setting the materiality and significance levels:

i. Nature of the public entity's business

The nature of the public entity's business may have an impact on the materiality and significance framework. The public entity should be guided by its public accountability and the sensitivity of the public entity's accounts, activities and functions regarding matters of public interest. The public entity should also consider the impact of its materiality and significance framework, and therefore the

information reported to its executive authority could have on decisions and actions taken by its executive authority.

ii. Statutory requirements

Non-compliance with laws and regulations is considered material (qualitative and quantitative).

iii. Risk associated with the public entity's business.

There is an inverse relationship between materiality / significance and the level of risk. The lower the risk the higher the materiality / significance level and vice versa. The public entity needs to take into account various risks when developing a significance and materiality framework. These risks include:

- Operational risk – risks arising from the day-to-day operational activities which may result in a direct or indirect loss.
- Liquidity risk – risk that the organization may not be able to honour its obligations as they become due in the ordinary course of its business.
- Credit risk – risk that the credit advanced to our debtors might not be collectable.
- Human resource risk – risk to attract and retain scarce skills to enable the organization to deliver on its mandate.
- Legal and compliance risk – these risks include significant contractual relationships that the organization enters into such as lease contracts for office accommodation etc.
- Regulatory and compliance risk – the risk of incurring penalties or restrictions as a result of non-compliance with legal requirements.
- Information risk – the risk that confidentiality may be breached or the availability of information when required.
- Insurance risk – the risk that the entity is not adequately insured against losses and damage to property and equipment as well as claims against the organization.
- Technology risk – the risk that systems are not adequately monitored, accounted or serviced to deliver a service.
- Reputation risk – the risk of damaging the public entity's image.

iv. Quantitative and qualitative factors

When setting the materiality and significance framework, the organization must consider both the quantitative (amount) and qualitative (nature) factors that include:

Quantitative factors:

- Amount or extent of the item in relation to the financial information as a whole; and
- Special characteristics of the item;

Qualitative materiality focuses on the inherent nature of the item under consideration. These items do not necessarily influence the reasonableness of the financial information, but due to their nature they are of importance to the users of the financial information.

Qualitative factors:

- Statutory requirements; compliance with legislation, regulations, policy, internal control measures.
- Degree of estimation; the risk of material misstatement;
- Disclosure requirement; deviations from Generally Accepted Accounting Practice (GAAP), Generally Recognised Accounting Practice (GRAP) and International Financial Reporting Standards (IFRS).

v. Nature of the transactions

The public entity should consider the importance of the transaction, i.e. the transaction's impact on the public entity as a whole, as well as any possible impact the transaction could have on a decision or action taken by the public entity's executive authority in the development of the materiality and significance framework.

A distinction should be made between transactions that are operational in nature and transactions that are approved within a very specific framework, i.e. the annual budget, the public entity's corporate plan or strategic plan.

d. Determined level of Materiality and Significance

For the 2025/26 financial year the determined levels of materiality and significance are as follows:

i. Nature of the public entity's business

This aspect has been considered INSIGNIFICANT, as the nature of SALGA's business is not about to change in the foreseeable future.

ii. Statutory requirements

From prior year audit outcomes, a "***clean audit***" in 2023/24 was obtained, for the twelve consecutive year or "***unqualified audit opinion***", which has reduced significantly from 2007/08 financial year onwards. Consequently, this aspect is considered SIGNIFICANT and does not matter on the audit outcomes. However, on another front such as the enabling legislation viz. the Organised Local Government Act the considerations are INSIGNIFICANT.

iii. Risks associated with the public entity's business.

The determination in respect of risks is as follows:

- Operational risk – SIGNIFICANT due to likelihood of the incidence of fraud. None reported during the 2023/24 financial year audit, and none expected for during the 2024/25 financial year.
- Liquidity risk – INSIGNIFICANT due to the past twelve financial years from 2012/13 improvements of collection levels of membership levies in comparison to prior years.
- Revenue risk – SIGNIFICANT due the change in political landscape and economic pressure faced by our member municipalities through the reduction of the Local Government equitable share.
- Credit risk – SIGNIFICANT due to the extent of outstanding membership levies for periods longer than 12 months were 28% 2022/23 and 13% 2023/24, in relation to total membership levies invoiced. The increase in percentage clearly shows that the credit risk of the organization needs to be addressed by introducing alternative revenue streams which the organisation has been focusing on to mitigate this risk. The high percentage over the years relates to the policy decision taken by the NEC not to write-off any debt i.r.o the membership levies.
- Human resource risk – SIGNIFICANT due to the high employee turnover rate, and the specialist nature of SALGA's work. The introduction of employee benefits conversion of contracts from a five-year contract to permanent to all staff up to manager level during the 2014/15 financial year, has reduced the turnover rate. To continue to ensure imperative roles are retained during 2023/24 financial year certain level of Senior Management were approved to be permanent contracts.

  A new Human Resources strategy has been developed to improve the impact of human resources within the organisation.

- Legal and compliance risk – INSIGNIFICANT due to the nature of contractual agreements that SALGA normally enters into. These are normal lease agreements for office accommodation and use of office equipment.
- Regulatory and compliance risk – SIGNIFICANT as the compliance culture needs to be maintained from the 2012/13, 2013/14, 2014/15, 2015/16, 2016/17, 2017/18, 2018/19, 2019/20, 2020/21, 2021/2022, 2022/23 and 2023/24 achievements, "***clean audit***". Improvements are always necessary with regards to compliance.
- Information risk – SIGIFICANT as institutional memory is at risk as a result of the high staff turnover rate. The staff turnover rate has been reduced with the implementation of employee benefits and conversion of contracts during the 2014/15 and permanent contract for some Senior Management during 2022/23 financial year.
- Insurance risk – INSIGNIFICANT as the organisation insures all its assets and risk of losses have been transferred. Internal control measures have been introduced through the loss control policy to limit the losses incurred.
- Technology risk – SIGNIFICANT as the ICT staff are not security cleared although there were no reportable findings reported during the past fourteen years, since 2010/11 ICT audit.
- Reputational risk – INSIGINIFICANT as the organization has a capable management team and roadmap in the form of the Strategic Plan.

iv. Quantitative and Qualitative factors

The quantitative level of materiality and significance for the 2024/25 financial year is based on the following:

Amount of the item to the financial information

The materiality is set at 0.5% of the total original operational expenditure budget. Therefore, the materiality level for the 2025/26 financial year is set at **R 4 917 300** (being R983 460 000-00 X 0.5%).

Special characteristics of the item

The following are considered material due to their nature:

- Fruitless and wasteful expenditure;
- Irregular expenditure; and
- Losses of any form.

v. Nature of the transactions

In terms of the transactions per the annual budget for the 2025/26 financial year the determination is INSIGNIFICANT.

Statement of Financial Performance

Statement of financial performance	Medium-term estimate		
R thousand	2025/26	2026/27	2027/28
Revenue			
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Other sales	–	–	–
Sales of scrap, waste, arms and other used current goods	–	–	–
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Depreciation	8,375	8,756	9,151
Interest, dividends and rent on land	1,214	559	344
Transfers and subsidies	**–**	**–**	**–**
Total expenses	**983,345**	**1,024,434**	**1,070,821**
Surplus	**115**	**188**	**156**

10. Key Risks

SALGA has identified the following key risks in addition to those reflected in the Strategic Plan which can impact on the achievement of output, as well as risk mitigation factors.

NO	STRATEGIC OUTCOME	RISK	ROOT CAUSE	CONSEQUENCE	CURRENT CONTROLS	RISK APPETITE	CONTROL EFFECTIVENESS
1	**OUTCOME 1: SALGA – AN AGILE FORCE OF INFLUENCE**	**Compromised SALGA service offering**	• Inappropriately geared Organisational structure • External dependency • Inability to fund the service offering. • Inadequate political leadership (NEC, PEC, and Working Groups) • Poor/ Inadequate/ Impactful planning • Lack of SALGA's strategic impact on the Municipal functionality	Inability to deliver on the APP Low Customer confidence	• The performance management system is structured. • Approved Organisational structure. • All governance structures established. • Approved Corporate Calendar • Approved Process plans • Project management approach • Municipal Support Framework and Programme • Budget Policy • Engagement framework	Financial impact is likely to exceed R5 000 000	Partially Ineffective → The controls are partially effective; implementation is at an advanced stage but not fully implemented.
2	**OUTCOME 1: SALGA – AN AGILE FORCE OF INFLUENCE**	**Inability to fund SALGA Operations**	• Exacerbated reliance on the single source of income being levies. • Structure is delinked from the structure (structure addressing the previous strategy and not current strategy) • Not drawing lessons from COVID-19 to reduce operational costs	Withholding payment of levies by Municipalities	• Servicing of members • Positive Audit outcomes • Timeous invoice • Cost containment measures • Application of the SALGA Constitution (not in good standing) • Use of virtual platforms • Remote and flexible working capabilities	Financial impact is likely to exceed R50 000 000	Ineffective → The controls are inadequate and therefore cannot be tested, review and improvement of controls is required.
3	**OUTCOME 1: SALGA – AN AGILE FORCE OF INFLUENCE**	**Lack of sustainable participation of members in SALGA**	• Municipal cash flow/ financial constraints • No Value for money - expectation gap • Political influence	Withholding payment of levies by Municipalities	• Ongoing engagement with the members on the value of SALGA as they relate to the levies. • Early settlement discount • Political inclusivity	Financial impact is likely to exceed R50 000 000	Ineffective → The controls are inadequate and therefore cannot be tested, review and improvement of controls is required.
5	**OUTCOME 4: EFFECTIVE NETWORKS AND IGR**	**Uncoordinated IGR structures and sub-standard systems**	• Weak coordination of IGR structures • Ineffective participation at Provincial level in relation to MEC's, provincial legislatures and SALGA provincial leadership	• Loss of Customer confidence • Possible withdrawal around the payment of Levies by Municipalities	• All stakeholders understand the role of SALGA and are willing to engage. • IGR structures are functional. • SALGA has got appropriate advocacy capacity to engage in IGR structures meaningfully. • Stakeholders understand their mandates and obligations. • Political harmony within the IGR space • All stakeholders are aligned and integrated in terms of agenda and priorities. • IGR Framework Act,1995 • Decisions are taken to translate tasks and specific outputs. • Efficient internal IGR coordination system • Adequate capacity to implement requirement s of the MOU. • Cohesive support and thinking of municipalities. • Adequate capacity to implement requirements of the MOU. • IGR structures are not duplicated. • Buy-in and high participation are created	Financial impact is likely to exceed R50 000 000	Ineffective → The controls are inadequate and therefore cannot be tested, review and improvement of controls is required.

Part D: Technical Indicator Description

Part D: Technical Indicator Description (TID)

Technical Indicator Descriptions provide more clarity for each indicator as outlined in section C: measuring performance.

Output Indicator Title:	**SALGA position on the overhaul of the Disaster Management System lobbied at relevant IGR Structures**
Definition:	Cabinet made a decision on the 4th October 2023 for the National Disaster Management Centre (NDMC) SALGA to overhaul the disaster management system of the country following the devastating floods in the province of KwaZulu Natal. SALGA has also been lobbying for the same after it conducted an assessment on the ability of municipalities to perform disaster management and fire services. The assessment indicated that the disaster management function was devolved to local government without funding. It was also highlighted that the South African disaster management system is not geared to reduce the likelihood of loss of life and destruction of infrastructure. In 2023/2024 SALGA invited the NMDC to undertake a benchmarking study tour in Malawi and Brazil to inform the process to overhaul the disaster management in South Africa. The outcomes of this study tour were used to inform SALGA's submission to the NDMC on the Overhaul process. This included a detailed prresearcgresearchoposal on what the system could look like. This proposal was taken to the various SALGA Provincial Members' Assemblies to see support from the members. This target is about lobbying for SALGA's proposal on the Overhaul of the Disaster Management System to be considered by the NDMC as they put together a new system for the country. It will involve lobbying the IGR partners including NDMC to ensure that the Overhaul of the Disaster Management System in the country in a manner that enables municipalities to fulfil their mandate.
Source of Data:	• Municipal reports • National Disaster Management Act • National Disaster Management Framework • SALGA Assessment Report on Disaster Management & Fire Services in LG • International Best Practice Research Report on Disaster Management Best Practices • SALGA Assessment Report on Disaster Management & Fire Services in LG • COGTA proposal for the overhaul of the Disaster Management System.
Method of Calculation / Assessment:	Qualitative
Means of Verification:	Outcomes reports; Agenda, Minutes, invitations and Attendance Registers
Assumptions:	• That the National Disaster Management Centre (NDMC) will continue with the process to overhaul the disaster management system as mandated by Cabinet. • That the NDMC and all relevant IGR partners and stakeholders will be open to SALGA's proposals on the new disaster management system of the country
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)

Reporting Cycle:	Quarterly
Desired Performance:	That SALGA's position is considered by the NDMC when they put together the new disaster management system for the country.
Indicator Owners:	Mthobeli Kolisa (CO)

Output Indicator Title:	**Review of Funding & Legislation to strengthen Fire Services In Local Government conducted**
Definition:	In 2021, SALGA conducted a study to determine the ability of municipalities – across all municipal categories – to perform functions in relation to disaster risk management and fire services, reflecting on, but not limited to effectiveness of the institutional arrangements; systems and procedures (ability to respond); and the adequacy of funding arrangements (sources of funding). In this study, SALGA, in consultation with member municipalities argues for increased allocation of resources to the local government sphere for effective performance of the function. As a result, in the 2024/2205 financial year, SALGA conducted work to investigate the Funding Options for Municipal Fire Services. This comprises the investigation of funding options, including feasibility of revenue generating activities related to municipal fire services. The outcomes of this investigation will be utilized to lobby COGTA, the National Disaster Management Centre, National Treasury and other IGR partners to advocate for the review the Fire Services funding model and the legislation governing Fire Services (Fire Brigade Services Act managed by COGTA and the National Veld & Forest Fire Act managed by DFFE) with the aim of optimizing the performance of this function by municipalities.
Source of Data:	• SALGA Report on Funding Options for Municipal Fire Services • National Veld and Forest Fires Act • Fire Brigade Services Act • White Paper on Fire Services • SALGA Assessment Report on Disaster Management & Fire Services in LG
Method of Calculation / Assessment:	Qualitative
Means of Verification:	Outcomes reports; Agenda, Minutes, invitations and Attendance Registers
Assumptions:	That COGTA, NDMC, DFFE, National Treasury and all relevant IGR partners and stakeholders will cooperate with SALGA.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly

Desired Performance:	SALGA's Position Paper on the Review of Funding & Legislation to strengthen Fire Services In Local Government presented and engaged in provincial and national IGR for a for consideration.
Indicator Owners:	Mthobeli Kolisa (CO)

Output Indicator Title:	**An assessment on the Status of Municipal Funding and Expenditure for Environmental Management functions conducted**
Definition:	The National Environmental Municipal Capacity Analysis (NEMCA) Report produced by DFFE indicates that a number of municipalities are struggling to perform their environmental management functions. At the heart of this underperformance of by municipalities is lack of resources (financial, human and technical). On the other hand, it has not been possible to identify and consolidate municipal allocations to the environmental management from their own revenue. However, there are no specific transfers (direct or indirect) to municipal environmental management function from national budget. There are also no known resource that consolidates the country environmental management human resources and provides an analysis of how these are allocated between public and private sector, between government and other public institutions and among spheres of government. This target seeks to sample 8 metros and 9 district municipalities, collate data on their budgets and expenditure on environmental management, analyse it and produce a report that will indicate how much they are budgeting and how much they are spending. Once this report has been produced, it will be used in 2025/2026 financial year to lobby National Treasury in partnership with DFFE to review and increase funding on the Environmental Management and Climate Change functions for municipalities to fulfil their mandate.
Source of Data:	• Municipal reports • National Environmental Municipal Capacity Analysis (NEMCA) Report • National Environmental Management Act (NEMA) • NEM Air Quality Management Act • NEM Biodiversity Act • NEM Protected Areas Act • NEM Waste Management Act • NEM Integrated Coastal Management Act • Climate Change Act • Service Delivery and Budget Implementation Plans (SDBIPs)
Method of Calculation / Assessment:	Qualitative
Means of Verification:	Letters to Municipalities, Assessment Report, Outcomes reports; Agenda, Minutes, invitations and Attendance Registers
Assumptions:	• The sampled municipalities (9 districts and 8 metros) and relevant IGR partners and stakeholders will cooperate with SALGA to conduct the assessment • Data on municipal budgets and expenditure on environmental management will be available and accessible to SALGA • The SALGA Municipal Sustainability team will have the capacity to collate and analyse data from the sampled 9 districts and 8

	metros
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly
Desired Performance:	Assessment Report on the Status of funding and expenditure on Environmental Management functions In Local Government produced.
Indicator Owners:	Mthobeli Kolisa (CO)

Output Indicator Title:	**District Municipalities supported on environmental management, climate change, disaster management and fire services functions**
Definition:	A total of 28 district municipalities will be supported to perform and enforce various environmental management, climate change, disaster management and fire services functions. The targeted district municipalities have been selected utilizing the National Environmental Municipal Capacity Analysis (NEMCA) report produced by Department of Fisheries, Forestry and Environment (DFFE) and the National Disaster management Centre (NDMC)'s Municipal Competence Assessment Report on Disaster Management and Fire Services. For environmental management and climate change, SALGA will continue to partner with the Department of Fisheries, Forestry and Environment (DFFE) and other sector partners who are jointly implementing a Local Government Support Strategy (LGSS) and Implementation Plan. This is to ensure improved environmental management and climate change, including biodiversity and conservation, ecosystem rehabilitation, climate change response, and air quality management in municipalities. For the disaster management and fire services, SALGA is partnering with the NDMC and PDMCs as well as the private sector partners to support 28 district municipalities to perform disaster management and fire services by local municipalities must comply with the applicable regulatory framework. The 28 districts will be supported through a differentiated and customised basket of interventions in various provinces. These interventions will be collated into a Support Plan **on environmental management, climate change, disaster management and fire services** that will be rolled through the 9 provincial offices of SALGA and the national office. Letters will be sent to all the 28 districts to communicate their nomination and the support plan. This will be followed by engagements and contracting with these selected districts.
Source of Data:	• Local Government Support Strategy and Plan • DFFE MTSF Priorities and Workplans

	• National Environmental Municipal Capacity Analysis (NEMCA) report • Municipal Bylaws • Municipal IDPs, SDFs, etc. • Municipal Competence Assessment Reports from NDMC • SALGA Environmental Function Benchmarking Report • Environmental Legislation • Disaster Management and Fire Services related legislation • 2020/2021 SALGA Disaster Management & Fire Services Assessment Report, • Service level agreements between districts and local municipalities Stakeholder engagements (Municipalities, Sector Departmental budgets, DDM one plans; NDMC)
Method of Calculation / Assessment:	Qualitative= Reports that will be produced on the support Quantitative= Number of municipalities supported.
Means of Verification:	• A Municipal environmental management, climate change, disaster management & fire services support program • Quarterly Progress Reports on the implementation of the program • Agendas, Circulars, Invitations, Attendance Registers, Meeting Minutes and Presentations
Assumptions:	• DFFE, COGTA, NDMC, PDMCs, private sector and all sectors' departments will participate on the program and there will be enough resources to support municipalities. • The Service Level Agreement signed by both SALGA and identified municipalities to be supported. • Municipal willingness and participation on support program • There will be cooperation from the identified municipalities.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly
Desired Performance:	100% implementation of the planned support to all the 28 district municipalities
Indicator Owners:	Mthobeli Kolisa (Chief Officer)

Output Indicator Title:	**Cities and Metros supported through the implementation of the City Sustainability Support Programme**
Definition:	The Cities Sustainability Support Programme is coordinated by SALGA and SACN and it aims to support 29 intermediate cities and 8 metros in advancing efforts on Environment Management, Climate Change, Disaster Management and Fire Services. The programme

	seeks to accelerate sustainability transitions in these cities. However, several challenges hinder progress, including the inability to mainstream sustainability practices into city planning, development processes and operations. This requires an integrated, cross-sectoral, inter- and multi-disciplinary, all-of-society approach. Additionally, cities are not leveraging opportunities to share knowledge, expertise, research and best practices on various sectoral issues, which could significantly enhance their sustainability transitions. SALGA will coordinate the implementation of the City Sustainability Support Programme, focusing on environmental management, climate change, fire services and disaster management with partners such as COGTA, NDMC, PDMCs, DFFE, SACN, Department of Human Settlements and NT-CSP.
Source of Data:	State of Cities Report; State of Climate Action in SA (PCC); National Environment Municipal Capacity Analysis report, Cities Support Programme (National Treasury).
Method of Calculation / Assessment:	Qualitative= Reports that will be produced on the support Quantitative= Number of municipalities supported.
Means of Verification:	Cities Sustainability Support Programme Outcomes report on the Implementation of the Cities Sustainability Support Programme Invitations: Attendance registers, Outcomes report on the peer-to-peer learning Guidelines on climate proofing infrastructure
Assumptions:	SACN, NT-CSP, DFFE, DHS, COGTA and other partners will be keen to work with SALGA to develop a Cities Sustainability Support Programme Metros as well as intermediate cities will participate in the programme and take up the support interventions.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly
Desired Performance:	100% implementation of the planned support to all Metros and Secondary Cities
Indicator Owners:	Mthobeli Kolisa (Chief Officer)

Output Indicator Title:	**Spatial Transformation Report produced**
Definition:	This indicator measures the facilitation of knowledge exchange among municipalities on spatial transformation through structured platforms. This includes: 1. The development of the SALGA Spatial Transformation Data Hub in collaboration with SALGA Digital.

	2. Convening **Spatial Transformation Knowledge Exchange** sessions such as webinars and study tours, and 3. Producing an **annual Spatial Transformation Baseline (STB) Report** These initiatives aim to enhance municipal capacity, promote best practices, and support evidence-based decision-making in spatial transformation.
Source of Data:	1. Municipal Profile
Method of Calculation / Assessment:	Qualitative
Means of Verification:	1. Quarterly progress report 2. Annual Outcomes Report 3. Agenda/Programme, attendance registers, presentations 4. Post Listing 5. STB report 6. Confirmation that Hub is developed.
Assumptions:	1. Municipal officials, planners, and key stakeholders engage in knowledge exchange sessions, share best practices, and implement learnings in their spatial planning processes. 2. Sufficient financial and technical resources, including collaboration with SALGA Digital, are in place to develop the Spatial Transformation Data Hub and facilitate knowledge exchange sessions. 3. Spatial transformation initiatives align with national and municipal planning frameworks, such as SPLUMA, IUDF, and NSDF, ensuring buy-in from relevant authorities.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year to date)
Reporting Cycle:	Quarterly and annually
Desired Performance:	100% achievement of the target
Indicator Owners:	Mthobeli Kolisa (Chief Officer)

Output Indicator Title:	**Number of municipalities supported on Spatial Planning and Land Use Management (SPLUM).**
Definition:	This indicator measures the extent to which 20 municipalities are supported in strengthening **Spatial Planning and Land Use**

	Management (SPLUM) functions. Support includes: 1. Collaborative support to enhance municipal spatial planning and land use management, 2. Capacity-building initiatives for municipal officials and Traditional Community Structures. 3. Technical assistance to municipalities in effectively executing their spatial planning and land use management function.
Source of Data:	SPLUM Forums
Method of Calculation / Assessment:	Quantitative and qualitative report
Means of Verification:	1. Quarterly progress report 2. Annual Outcomes Report 3. Programme/Agenda, attendance registers, presentations
Assumptions:	1. Strong cooperation and collaboration between SALGA, DALRRD, municipalities, and Traditional Community Structures to enhance spatial planning and land use management. 2. Adequate funding and resources are leveraged across IGR partners to effectively implement support programs. 3. Successful delivery of support initiatives is enabled through strategic partnerships, coordinated platforms, and collaborative efforts among stakeholders.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year to date)
Reporting Cycle:	Quarterly
Desired Performance:	Successful support provided to 20 municipalities on Spatial Planning and Land Use Management.
Indicator Owners:	Mthobeli Kolisa (CO)

Output Indicator Title:	**Municipalities supported on Unlawful Land and property occupation**
Definition:	This indicator measures the support provided to 10 municipalities in managing unlawful land and property occupation. It includes 1. capacity-building initiatives, knowledge-sharing sessions, and the facilitation of peer learning on effective land management tools and strategies. 2. Engagement with Traditional Community Structures to strengthen their role in addressing unlawful land occupation in

	alignment with legal frameworks and sustainable land use planning
Source of Data:	Municipal profiles
Method of Calculation / Assessment:	Qualitative – and quantitative
Means of Verification:	1. Quarterly progress report 2. Annual Outcomes Report 3. Programme/Agenda, attendance registers, presentations
Assumptions:	1. Municipalities will express need and acceptance of SALGA support tools. 2. There will be heightened levels of unlawful land and property occupation in periods leading to National or Local Government General Elections, such as LGE 2026. 3. Strong collaboration and coordination between SALGA, municipalities, and Traditional Community Structures in addressing unlawful land and property occupation. 4. Sufficient financial and human resources are allocated for capacity-building programs and support initiatives.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year to date)
Reporting Cycle:	Quarterly and annually
Desired Performance:	10 Municipalities supported on Unlawful Land and Property Occupation Management
Indicator Owners:	Mthobeli Kolisa (CO)

Output Indicator Title:	**District Municipalities supported to develop and implement rural development plans**
Definition:	This indicator measures SALGA's role in supporting twelve (12) district municipalities in developing and implementing regional (district) rural development plans. 1. SALGA will facilitate coordination and capacity building for rural development by leveraging support and resources from relevant stakeholders, including the Department of Rural Development, Department of Transport, and COGTA. 2. The selected municipalities will be chosen based on their unique rural development challenges. 3. The indicator also emphasizes aligning rural development efforts with the District Development Plans and integrating these efforts with SALGA's Small-Town Regeneration (STR) and Regional Development initiatives to ensure comprehensive and sustainable rural growth.

Source of Data:	Municipal Reports
Method of Calculation / Assessment:	Qualitative and quantitative
Means of Verification:	1. Quarterly progress report 2. Annual Outcomes Report 3. Programme/Agenda, attendance registers, presentations
Assumptions:	1. Funding and support resources will be effectively leveraged from IGR partners to ensure successful implementation of the rural development plans. 2. Frameworks and guidelines for coordinating rural development will be developed, workshopped, and understood by municipalities to facilitate effective planning and execution. 3. The active participation and commitment of selected municipalities will be ensured, with their full commitment in the development and implementation of the regional rural development plans. 4. Municipalities will effectively utilize the resources and knowledge gained through the support process to address their specific rural development challenges.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year to date)
Reporting Cycle:	Quarterly and annually
Desired Performance:	Municipalities supported and capacitated to develop and implement rural development.
Indicator Owners:	Mthobeli Kolisa (CO)

Output Indicator Title:	**SALGA position on Devolution Framework for Urban Rail and influencing the City of Cape Town Urban Rail feasibility Study and eThekwini Study**
Definition:	The indicator tracks the development of a SALGA position paper on urban rail devolution and its engagement within the Devolution Framework for Urban Rail, as well as the influence exerted on the Cape Town Urban Rail Feasibility Study and eThekwini Urban Rail Study. The intention is to achieve advocacy alignment for municipalities, influencing policy frameworks and ensuring municipalities' priorities are incorporated into urban rail planning.

Source of Data:	Reports from SALGA internal working groups on transport and urban mobility. Devolution Framework for Urban Rail documentation. Cape Town Urban Rail Feasibility Study and eThekwini Urban Rail Study reports. Feedback from SALGA's engagements with municipalities and stakeholders.
Method of Calculation / Assessment:	Quantitative Assessment: Evaluates the quality of inputs and alignment of SALGA's position paper with urban rail devolution frameworks and studies.
Means of Verification:	1. Approved SALGA position paper on urban rail devolution. 2. Minutes and attendance registers of meetings with stakeholders. 3. Official correspondence confirming SALGA's contribution to the Devolution Framework for Urban Rail and urban rail feasibility studies. 4. Draft or final versions of the Cape Town and eThekwini Urban Rail Studies reflecting SALGA's inputs.
Assumptions:	1. SALGA's continued engagement with relevant stakeholders, such as national and local government entities, transportation authorities, and urban planning bodies, is essential to ensure active collaboration and alignment on urban rail planning. 2. Sufficient data, research, and resources are made available to support the development of the position paper and related studies, enabling informed decision-making and effective advocacy. 3. Strong political backing and institutional support from municipalities, national departments, and other stakeholders are crucial for the successful implementation of the urban rail devolution framework and integration of municipal priorities into urban rail planning. 4. Agreement among stakeholders on the importance of urban rail devolution and the prioritization of municipalities needs in rail development processes, ensuring the influence of the position paper is impactful. 5. Stakeholders and municipalities demonstrate commitment to timely action and implementation, ensuring alignment with the goals of the urban rail feasibility studies and the devolution framework.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly and annually
Desired Performance:	Highest Acceptable Performance: A fully developed and approved position paper, engaged within the Devolution Framework and referenced in both feasibility studies. Lowest Acceptable Performance: Development of the position paper with limited engagement in frameworks or studies.
Indicator Owners:	Mthobeli Kolisa (CO)

Output Indicator Title:	**Municipalities supported to negotiate Service Level Agreement (SLA) on Vehicle Licensing.**
Definition:	This indicator measures the support provided to 20 municipalities in negotiating effective Service Level Agreements (SLAs) for vehicle licensing. The initiative involves: 1. Engaging municipalities to assist them in negotiating improved SLAs vehicle licensing. 2. Equip municipal officials with the necessary skills to develop structured and effective SLAs that can be efficiently implemented, ensuring improved service delivery and compliance.
Source of Data:	Municipal status on vehicle licensing
Method of Calculation / Assessment:	Quantitative and qualitative
Means of Verification:	1. Quarterly progress report 2. Annual Outcomes Report 3. Programme/Agenda, attendance registers, presentations 4. model SLA presented to municipalities 5. Finalized Service Level Agreements (SLAs) of 20 municipalities
Assumptions:	Participation: Municipal officials might not be willing to engage in this new model SLA
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly and annually
Desired Performance:	At least 20 municipalities successfully negotiated and sign improved Service Level Agreements (SLAs) on vehicle licensing.
Indicator Owners:	Mthobeli Kolisa (CO)

Output Indicator Title:	**Lobbying for the review of the land transport system and the establishment of a transport data bank**
Definition:	Rural Road Asset Management Systems (RRAMS) are frameworks or tools used by local governments or agencies to oversee and maintain rural road networks. These systems assist in the planning, assessment, and upkeep of roads in rural areas, ensuring they are safe, accessible, and adequately maintained. The indicator measures the support provided to district municipalities to establish and maintain up-to-date road asset management systems,

	enabling better decision-making regarding rural road infrastructure. SALGA will engage with the DoT on the results of the SALGA Land Transport System research, focusing on performance and data bank establishment.
Source of Data:	Reports from the Department of Transport on Rural Road Asset Management Systems(RRAMS) RAMS framework
Method of Calculation / Assessment:	Qualitative and quantitative
Means of Verification:	1. Quarterly progress report 2. Annual Outcomes Report 3. Programme/Agenda, attendance registers, presentations 4. RAMS Framework 5. Minutes from IGR engagements with DoT
Assumptions:	1. There will be sustained funding for the implementation and maintenance of Rural Road Asset Management Systems (RRAMS), ensuring the continuation of the support provided to district municipalities. 2. SALGA will continue to collaborate effectively with the Department of Transport (DoT) to align efforts on rural road asset management and the establishment of transport data banks. 3. District municipalities will have the necessary technical and managerial capacity to implement and manage the Rural Road Asset Management Systems effectively, ensuring successful project outcomes.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly and Annually
Desired Performance:	Supported district municipalities have updated RRAMS according to the DoT target
Indicator Owners:	Mthobeli Kolisa (CO)

Output Indicator Title:	**Municipal Human Settlements Support Programme implemented.**
Definition:	Municipal Human Settlements refer to the planning, development, and management of housing and related infrastructure within municipalities, focusing on creating sustainable, accessible, and livable communities. This includes ensuring adequate housing, safe environments, and the provision of essential services such as water, sanitation, roads, and electricity. Municipalities are responsible for implementing housing policies, managing urban and rural planning, ensuring compliance with regulations, addressing informal settlements, and tackling challenges like overcrowding and limited access to basic services. The goal is to promote integrated communities that support social cohesion, economic growth, and environmental sustainability. In South Africa, the Department of Human Settlements works in close collaboration with local governments to support efforts, particularly in affordable housing, rural and urban planning. This indicator measures the implementation of SALGA's Human Settlements Support Programme, which focuses on support provided to municipalities: 1. on human settlements grants spending. 2. to receive and to implement housing accreditation. 3. on backyard housing. 4. on title deed restoration. 5. on spatial targeting and priority development areas. 6. towards unlocking blocked projects. 7. to enable partnership on property development and management.
Source of Data:	Municipal Human Settlement Reports
Method of Calculation / Assessment:	Qualitative and quantitative
Means of Verification:	**1. Human Settlements Programme to be rolled out** 2. Quarterly progress report 3. Annual Outcomes Report 4. Event programme: Agenda, attendance registers, presentations
Assumptions:	1. The Accreditation Framework for municipalities is effectively implemented and adhered to, enabling municipalities to qualify for housing accreditation. 2. There is strong collaboration between SALGA, government departments, civic bodies, and traditional institutions to ensure effective support for municipalities in human settlements development. 3. Capacity building initiatives are extended to municipalities, focusing on capital expenditure management, ensuring municipalities can efficiently utilize resources for housing projects and infrastructure development. 4. Municipal engagement and commitment to implementing human settlement projects and addressing key challenges such as informal settlements and overcrowding.

Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year to date)
Reporting Cycle:	Quarterly and Annually
Desired Performance:	100% implementation of the Human Settlements Program
Indicator Owners:	Mthobeli Kolisa (CO)

Output Indicator Title:	**Municipalities supported to improve delivery of FBS through assessment of their indigent policies**
Definition:	This indicator tracks SALGA's efforts to support municipalities in improving their Free Basic Services (FBS) delivery by assessing and enhancing their indigent policies There is a significant discrepancy between the number of poor citizens captured in State social grant beneficiaries and the number of FBS beneficiaries in municipalities. There is also a lack of alignment in the database of beneficiaries of the general social package. The objective is to identify gaps and areas of improvement in the Local Government approach to Free Basic Service provision that may significantly improve access for the poor and vulnerable people. SALGA will support municipalities to improve the development and implementation of Indigent Policies, with the objective of improving the inclusion of vulnerable groups
Source of Data:	SALGA 2022/23 Study on the provision of FBS by municipalities, Public Affairs Research Institute (PARI) report, Statistics South Africa Non-Financial Census of Municipalities, DPLG (now CoGTA) National Framework for Municipal Indigent Policies and Guidelines (2005) and the DPLG Guidelines for the Implementation of the National Indigent Policy (2006), Municipal Indigent policies
Method of Calculation / Assessment:	Quantitative – Number of municipalities supported
Means of Verification:	1. Indicator report 2. Assessment report on indigent policies 3. Quarterly progress report 4. Annual Outcomes Report 5. Support to municipalities: Agenda, attendance registers, presentations
Assumptions:	1. Municipalities will cooperate by providing accurate and timely information on the implementation of Free Basic Services for vulnerable

	groups and will actively support interventions to address challenges and gaps within their indigent policies. 2. All relevant policies will be made available by both provincial and municipal authorities to facilitate the assessment and improvement process. 3. It is anticipated that some municipalities may not fully embrace the initiative due to various reasons; in such cases, alternative municipalities will be identified to ensure the gaps are filled. 4. There will be seamless cooperation and collaboration across different portfolios and clusters within SALGA to provide comprehensive support to municipalities. 5. Relevant stakeholders, including government departments and partners, will be available and engaged to support the successful rollout and implementation of the program.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly and Annually
Desired Performance:	Support will be provided to 27 municipalities, with at least 3 municipalities per province, though the total number may increase based on interest from municipalities across various provinces. The goal is to ensure comprehensive support across all provinces, depending on the readiness and willingness of municipalities. Municipalities that are identified but choose not to participate will be replaced with another municipality. While 100% participation from prelisted municipalities is ideal, 80% participation will be considered acceptable, recognizing that not all municipalities may opt to receive support.
Indicator Owners:	Mthobeli Kolisa (CO)

Output Indicator Title:	**Municipalities supported to Perform Municipal Health function**
Definition:	This indicator measures the support provided to municipalities to improve their municipal health functions, which are often hindered by factors such as inadequate funding, staff shortages, and poor planning. SALGA will support 36 municipalities by assessing their planning instruments, including Integrated Development Plans (IDPs) and Service Delivery and Budget Implementation Plans (SDBIPs). SALGA will facilitate platforms for municipalities to share best practices, exchange knowledge, and collaborate to address common challenges and improve the overall effectiveness of municipal health services.

Source of Data:	Municipal Capacity Assessment report, Municipal IDPs, SDBIPs, Assessment Tools, Local Government Equitable Share Formula, NSP 2023-2028 and Report on functionality of AIDS Councils
Method of Calculation / Assessment:	Qualitative and quantitative
Means of Verification:	1. Assessment report 2. Quarterly progress report 3. Annual Outcomes Report 4. Support to municipalities: Agenda, attendance registers, presentations
Assumptions:	1. Municipalities will cooperate fully and embrace the support initiatives provided by SALGA. 2. Municipalities will submit the necessary information and documentation as required for the assessment and support process. 3. Relevant stakeholders, including local health departments and planning units, will be available and actively participate in the rollout of the support programme. 4. It is anticipated that some municipalities may not be willing or ready to receive support due to internal challenges or other reasons; in such cases, alternative municipalities will be identified to fill the gaps. 5. Changes in political leadership within municipalities will not disrupt or delay the planned programs and initiatives. 6. Municipalities will demonstrate a commitment to improving municipal health services through active participation in best practices sharing and collaborative efforts
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly and Annually
Desired Performance:	100 percent performance is desired however more municipalities could be accommodated should they express interest in the support programme. Less than 100% performance is not desired because municipalities could be replaced with others.
Indicator Owners:	Mthobeli Kolisa (CO)

Output Indicator Title:	**Number of Municipalities supported on mainstreaming vulnerable groups**
Definition:	The indicator measures SALGA's support to 30 municipalities in mainstreaming vulnerable groups, defined as populations that face higher risks of poverty and social exclusion compared to the general population. These groups include children, youth, women, older persons, and persons with

	disabilities. SALGA's support will focus on empowering municipalities to effectively include these groups in planning, service delivery, and community development. The support will involve: 1. Capacity building, guided by the Framework on the Inclusion of Vulnerable Groups, through workshops and webinars to equip municipal officials with the skills and knowledge required for effective inclusion. 2. Facilitating peer learning sessions and knowledge-sharing platforms for municipalities to exchange best practices, innovative solutions, and successful approaches to mainstreaming vulnerable groups. 3. Partnering with national sector departments and other key stakeholders to provide further **capacity building**, ensuring municipalities have the necessary resources and support for effective integration of vulnerable groups into local governance.
Source of Data:	SALGA framework on the inclusion of vulnerable groups, National Legislation, Frameworks and Policies on Vulnerable Group in South Africa, information from Municipalities (IDPs, programmes, budget).
Method of Calculation / Assessment:	Quantitative – Number of municipalities supported
Means of Verification:	1. Quarterly progress report 2. Annual Outcomes Report 3. Capacity Building: Agenda, attendance registers, presentations 4. Peer learning sessions: Agenda, attendance registers, presentations
Assumptions:	1. Municipalities will cooperate and actively engage with the support initiatives. 2. Some municipalities may not embrace the initiative due to various reasons. In such cases, alternative municipalities will be identified to fill the gaps. 3. Relevant stakeholders, including national departments and local government partners, will be available and committed to supporting the successful rollout of the program. 4. Municipalities will provide necessary information and access to key officials for training and capacity-building sessions.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly and Annually
Desired Performance:	1. Thirty (30) municipalities will be supported, with at least 3 or 4 municipalities per province. However, the number may increase based on the level of interest shown by municipalities in each province. 2. The goal is to spread support to all provinces, depending on the readiness and willingness of municipalities to engage. 3. Full participation (100%) by the prelisted municipalities is ideal. If municipalities are unwilling or unable to participate, they may be replaced

	with other municipalities to ensure comprehensive support across the provinces.
Indicator Owners:	Mthobeli Kolisa (CO)

Output Indicator Title:	**SWC supported with implementation on the SWC annual plan**
Definition:	The SWC (Social Women's Commission) is a key mechanism to institutionalize advocacy processes, ensuring that the voice of women in local government is heard and integrated into policies and actions. Its mission is to promote gender equality, equity, and women empowerment at local, national, regional, and global levels. The strategic objective of the Women's Commission is to achieve gender parity in the representation and participation of women in local government, beyond mere numbers, by addressing systemic issues that hinder effective inclusion. Municipalities often face challenges in implementing gender policies and strategies that ensure the full participation of women in local governance. This results in: • Underrepresentation of women in political and administrative decision-making positions. • Budgets that do not adequately respond to gender-specific needs and imperatives. **The indicator will measure** the extent to which SALGA supports municipalities in implementing the **SWC's program of action**. This includes providing capacity building, fostering advocacy, and ensuring the integration of gender-responsive policies into municipal planning, decision-making, and budgeting processes to address the underrepresentation of women in local governance and promote gender.
Source of Data:	SWC Terms of Reference, SALGA Constitution as amended, National Development Plan (2030); Women's Charter for Effective Equality (1994); National Policy Framework for Women Empowerment and Gender quality (2000); National Gender-Based Violence and Femicide Strategic Plan 2020 – 2030, SALGA Constitution, SALGA framework on the inclusion of vulnerable groups
Method of Calculation / Assessment:	Qualitative and Quantitative
Means of Verification:	1. SWC annual plan (inc. provincial chapters) 2. Quarterly progress report 3. Annual Outcomes Report 4. Workshop: Agenda, attendance registers, presentations
Assumptions:	1. Municipalities will cooperate and embrace support initiatives. 2. Budget and other resources will be available for the implementation of the plan of action 3. There is an anticipation that some will not embrace the initiative due to various reasons. In such cases alternative municipalities will be identified to fill the gaps. 4. Relevant stakeholders will be available to support the rollout of the programme.

Disaggregation of Beneficiaries:	Female Cllrs including the MPWC in municipalities
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly
Desired Performance:	• SWC Chapters in all provinces will be able to implement the resolutions of the SWC and activities in the programme of action. • Desiring to spread the support to all provinces but depends on the readiness and willingness of municipalities.
Indicator Owners:	Mthobeli Kolisa (CO)

Output Indicator Title:	**Number of Municipalities supported to manage the effects of migration**
Definition:	The indicator measures the support provided by SALGA to municipalities in effectively managing the impacts of local and international migration. SALGA will assist municipalities by: 1. Participating in IGR forums on migration to ensure a coordinated government approach. 2. Hosting webinars to share best practices on migration management. 3. Facilitating workshops to address migration challenges. 4. Analysing municipal policies and IDPs, 5. Facilitating cross-border engagements with municipalities along international borders. 6. Providing information through municipal briefs. The aim is to enhance municipality's ability to manage migration-related issues through integrated strategies and knowledge sharing.
Source of Data:	Invitations/Notices of engagements, Resolutions of various IGR engagements, Municipal reports, Stats SA Census Report on Migration
Method of Calculation / Assessment:	Quantitative – number of municipalities supported.
Means of Verification:	1. Pre-Post listing 2. Quarterly progress report 3. Annual Outcomes Report 4. IGR forums: minutes, Agenda, attendance registers 5. Analysis reports for IDP /By-Law/ Policy analysis 6. Workshop: Agenda, invitations, attendance registers, presentations 7. Webinar: Agenda, invitations, attendance registers, presentations

	8. cross-border engagements: Agenda, invitations, attendance registers, presentations 9. Municipal Briefs
Assumptions:	1. There will be a cooperation between the different portfolio in the organisation in developing support programmes for municipalities. 2. Financial resources will be made available to fully implement the Programme. 3. Municipalities will cooperate and be able to manage challenges posed by migration in their spaces. 4. Political changes will not impact on the support programme. 5. There is an anticipation that some municipalities might not be willing nor ready to receive the support due to various reasons. In such cases alternative municipalities will be identified to fill the gaps.
Disaggregation of Beneficiaries:	All municipalities
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly
Desired Performance:	Supporting 30 municipalities in the financial year. Desiring to spread the programme to all provinces but depends on the readiness and willingness of municipalities and IGR stakeholders. More than 30 municipalities can be supported if there are requests of support from members. Less than 30 municipalities will be unacceptable because uninterested municipalities will be replaced.
Indicator Owners:	Mthobeli Kolisa (CO)

Output Indicator Title:	**Number of municipalities supported to develop and implement programmes to promote social cohesion**
Definition:	The indicator measures SALGA's support to thirty-five (35) municipalities in developing and implementing programmes aimed at promoting social cohesion. SALGA will assist selected municipalities in their role of fostering socially cohesive communities through various activities, including 1. Conduct workshops/webinars to raise awareness of social cohesion principles, guided by the strategic framework. 2. profiling or facilitating the sharing of best practices and innovations. 3. Analyzing IDPs and municipal policies. 4. integrating various functions that promote social cohesion, and 5. providing capacitation in specific thematic areas that contribute to building social cohesion
Source of Data:	Social cohesion strategy, IDP's, Social cohesion barometer
Method of Calculation /	Quantitative – number of municipalities supported.

Assessment:	
Means of Verification:	1. Pre-Post listing 2. Quarterly progress report 3. Annual Outcomes Report 4. IGR forums: minutes, Agenda, attendance registers 5. Analysis reports for IDP and policies 6. Workshop/Webinar: Agenda, invitations, attendance registers, presentations 7. Capacity building: Agenda, invitations, attendance registers, presentations 8. Profiling municipalities
Assumptions:	1. There will be a cooperation between the different portfolio in the organisation in developing support programmes for municipalities. 2. Financial resources will be made available to fully implement the Programme. 3. Municipalities are ready and willing to accept the assistance and implementation. 4. Political changes will not impact on the support programme. 5. There is an anticipation that some municipalities might not be willing nor ready to receive the support due to various reasons. In such cases alternative municipalities will be identified to fill the gaps.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly
Desired Performance:	Supporting 35 municipalities in the financial year. Desiring to spread the programme to all provinces but depends on the readiness and willingness of municipalities and IGR stakeholders. More than 35 municipalities can be supported if there are requests of support from members. Less than 35 municipalities will be unacceptable because uninterested municipalities will be replaced.
Indicator Owners:	Mthobeli Kolisa (CO)

Output Indicator Title:	**Institutional model for by-law enforcement and infrastructure protection at local government developed**
Definition:	SALGA has identified the need for the existence of Community Safety Business units in municipalities that are responsible for By-law enforcement, assets protection and traffic management as a minimum requirement of community safety, while facilitating the mainstreaming of community safety across municipality.

	41 municipalities will be supported on the functions. To ensure a transversal approach to community safety is achieved, it is necessary to liaise with relevant clusters and portfolios on issues that will impact on the programmes developed for community safety and by-laws. Through the SALGA Position Paper on the Role of Local Government in Enhancing Community Safety, the methodology and framework for the institutionalization of community safety becomes specific and measurable. SALGA seeks to develop and implement support programmes for targeted municipalities in the implementation of Community Safety; and, in the promulgation, implementation and enforcement of by-laws.
Source of Data:	• The SALGA Position Paper on The Role of LG in Enhancing Community Safety • The Support Programme and roll-out plan • Consultations with the identified municipalities and municipal IDPs • The LGSETA accredited training programme • Invitations/Notices of engagements • The Integrated Crime and Violence Prevention Strategy (ICVPS) • The Councillor Pocketbook • The National Strategic Hub (COGTA) • The SALGA Social Cohesion Strategy
Method of Calculation / Assessment:	Quantitative – the number of the pre-listed municipalities supported with the implementation of community safety functions.
Means of Verification:	1. Programmes/Interventions scheduled that will include Workshops / Capacity enhancements where need is identified; 2. Support to Community Safety Forums (in partnership with the Civilian Secretariat for Police Services); and any additional/ad hoc support to provincial engagements 3. Invitations/Agendas 4. Attendance Register(s) 5. Quarterly reports on SALGA community safety engagements 6. Annual Outcomes Report 7. Pre-Post listing
Assumptions:	1. Municipalities are ready and willing to accept the assistance from SALGA and its partners in capacitating them to have functional and effective Community Safety units; and effective by-law enforcement and compliance within municipal structures. 2. There will be co-operation between the different portfolios and clusters within SALGA to develop a transversal and integrated approach in addressing community safety agenda. 3. Political changes will not impact on the support programmes.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)

Reporting Cycle:	Quarterly
Desired Performance:	Of the 41 municipalities identified for the Community Safety related programmes, the desired performance would be 100% of the targeted municipalities and not less than 90% of the targeted municipalities.
Indicator Owners:	Mthobeli Kolisa (CO)

Output Indicator Title:	**Number of municipalities supported to improve their business climate**
Definition:	Municipalities are required by section 152 (1) of the Constitution to (b) ensure provision of services to communities in a sustainable manner and (c) to promote social and economic development. Furthermore, the 1998 White Paper of Local Government provides further clarity on the role of LG with respect to economic development: "Local Government is NOT directly responsible for creating jobs. Rather, it is responsible for taking active steps to ensure that the overall economic and social conditions of the locality are conducive to the creation of employment opportunities" As the single voice of local government, SALGA is mandated through section 3(c) of the Municipal Systems Act (32 of 2000) to, amongst others, find solutions for problems relating to local government. Measurement: This indicator is therefore twofold, in that (1) it is about SALGA fulfilling its legislative obligation of being a thought leader and solution provider to municipalities, and (2) about supporting municipalities to create an enabling environment for economic development to flourish as mandated by the Constitution. The indicator is to be divided into the following: -Supporting twelve (12) municipalities with the investment value chain elements, LED and investment strategies. For the 2025/26 financial year, the target will focus on the following: • Investment and LED strategy support • Capacity Building • Investment promotion and attraction; facilitation; business retention • Red Tape Reduction & ease of doing business • Respond to economic data needs
Source of Data:	• Investment Strategies • Municipal Local Economic Development (LED) Strategies • Municipal Investment Competitive Index (MICI) • Department of Small Business Development (DSDB) • National Treasury • National Planning Commission • Department of Tourism • Presidency • Statistics SA • SARS • Department of Trade Industry and Competition (DTIC) • Municipalities • Spatial Economic Activity Data (SEAD)

	• Provincial, District and Municipal Investment Agencies
Method of Calculation / Assessment:	Quantitative
Means of Verification:	1. Attendance registers 2. Outcomes report on the support provided 3. Invites 4. Agenda 5. Economic data shared with municipalities
Assumptions:	• Full cooperation from all identified and pre-listed municipalities • Stable political / administrative environment • Cooperation from stakeholders and sector partners • Availability of financial and human resources
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly and Annually
Desired Performance:	Minimum of twelve (12) municipalities supported to improve their business climate
Indicator Owners:	Acting Chief Officer: Municipal Finance, Fiscal Policy

Output Indicator Title:	**Municipalities supported on small business development**
Definition:	The systemic challenge of racial inequality has led to skewed human development patterns, particularly affecting the black majority. Persistent issues of unemployment and poverty disproportionately impact this demographic. South Africa's unemployment rate currently ranks among the highest globally. Faced with economic hardships, many South Africans turn to self-employment, engaging in small business ventures and participating in the informal economy. Against this backdrop, local government plays a crucial role in addressing socio-economic challenges, as mandated by Section 152 of the Constitution. Recognizing the importance of supporting small businesses and informal traders, the South African Local Government Association (SALGA) collaborates with various stakeholders on multifaceted initiatives. Firstly, SALGA is actively involved in capacity building for municipal officials responsible for engaging with Small, Medium, and Micro Enterprises (SMMEs). This capacity-building effort aims to enhance the skills and

	knowledge of municipal officials, equipping them to effectively support and collaborate with small businesses within their jurisdictions. Secondly, SALGA is at the forefront of facilitating regulatory reforms within local government. The objective is to create an enabling environment for small businesses and informal traders, streamlining regulatory processes and reducing barriers to entry. By championing these reforms, SALGA aims to foster a business-friendly environment that encourages entrepreneurship, stimulates economic growth, and uplifts communities grappling with unemployment and poverty. The indicator relates to supporting municipalities with small business development. This will be undertaken through a range of interventions, including: • • Supporting selected municipalities with the review of their Informal Trading By-Laws • Employing local procurement to stimulate Local Economic Development (LED) • Funding opportunities Seminar • Capacity Building • LG Pitch Deck Facilitation of the institutionalisation of the township economy
Source of Data:	• National Treasury • Public Space Trading Guidelines • Department of Small Business Development Publications • Department Trade Industry and Competition (DTIC) • The Presidency
Method of Calculation / Assessment:	Quantitative
Means of Verification:	1. Local procurement best practice guide 2. Attendance registers 3. Outcomes report on the support provided
Assumptions:	• Availability of local procurement data from the identified municipalities • Full cooperation from identified and pre-listed municipalities • Continuity of existing capacity building partnerships / collaborations
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A

Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly
Desired Performance:	Twenty (20) municipalities supported on small business development by 31 March 2026
Indicator Owners:	Acting Chief Officer: Municipal Finance, Fiscal Policy

Output Indicator Title:	**Number of regions supported with regional economic development**
Definition:	The responsibility for municipal planning is firmly vested in local government, a mandate explicitly outlined in Schedule 4 Part B of the Constitution. This constitutional allocation was reaffirmed in a pivotal 2010 judgment, underscoring local government's exclusive role in municipal planning. Despite this clear delineation of responsibilities, Section 41 of the Constitution emphasizes the imperative of cooperative governance, urging all spheres of government to collaborate harmoniously. In adherence to the spirit of cooperative governance, planning processes are expected to be integrated across the three government spheres—national, provincial, and local. This collaborative approach seeks to optimize the benefits of coordinated planning efforts. SALGA, aligning with this constitutional principle, has been at the forefront of implementing the Regional Economic Development Programme since the 2017-2022 strategy cycle. At the core of this program is the commitment to integrated management of space, economies, and people across functional economic regions. A pivotal concept within the program is inter-municipal planning and cooperation, encouraging municipalities to transcend local boundaries and adopt a regional economic development perspective. This approach advocates for a paradigm where municipalities not only think locally but also act regionally, recognizing the interconnectedness of local and regional dynamics. The call for inter-municipal planning and cooperation is particularly relevant when addressing large-scale projects that extend beyond the confines of individual municipalities and carry regional implications. The essence is collaboration: municipalities collaborating with one another to collectively plan and strategize for projects that have a broader impact on the regional landscape. For the current financial year, the programme will seek to support in the following areas (pillars): • Regional economic cluster development partnerships for local government inclusion • Oceans Economy Programme Facilitation • African Continental Free Trade Area (AfCFTA) The implementation of the Regional Economic Development programmes will take place under the parameters articulated above (pillars). It must also be stated that the target is non-cumulative, meaning there will be instances where the same regions are supported in different quarters. While two (2) regions have been earmarked for each quarter, it does not necessarily mean the cumulative number at the end of the financial year will be eight (8). The number will remain as four (4) on the basis that the work to be done is intensive and will transcend quarterly. The specific regions in the … **Note**: It is important to note that for M&E purposes the implementation of the Regional Economic Development Programme entails the facilitation of various activities that are related to the five main programme sub-components listed above that are broken down as quarterly activities.

Source of Data:	• District Development Profiles • Oceans Economy Localisation Plans for Target Regions x 4 Coastal Provinces (developed in 2024/25) • SEAD-SA Spatial Tax Data Portal • Municipal Economic Review Outlook (MERO) reports • Stats SA • Eastern Seaboard Regional Spatial Development Framework (RSDF) • Karoo Regional Spatial Development Framework (RSDF) • Research reports • AfCFTA Publications
Method of Calculation / Assessment:	Quantitative
Means of Verification:	1. Outcomes Reports of support provided. 2. Engagement Programmes 3. Attendance registers
Assumptions:	• Successful political / administrative interface • Full cooperation from identified municipalities / regions
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly
Desired Performance:	Regional Economic Development Programme facilitated in minimum four (4) regions.
Indicator Owners:	Acting Chief Officer: Municipal Finance, Fiscal Policy

Output Indicator Title:	**Number of regions supported through the Small-Town Regeneration Programme**
Definition:	Once the epicentre of social and cultural life, small towns have, over the years, experienced a change in fortunes, which have put them on a downward trajectory – with exceptions being far and few. The decline of small towns can be attributed to a combination of economic, social, and demographic factors. While the specific reasons can vary from one town to another, several common trends contribute to the decline of small

	towns. Front and centre to the decline of small towns are economic shifts. Many small towns historically relied on industries such as manufacturing, agriculture, or mining. Changes in the global economy, including the shift towards service-based industries and the decline of traditional sectors, have led to job losses and economic downturns in these towns. South African towns have not been spared, with most in a state of perennial decline. In the South African context, there's an added dimension: a sizeable number of small towns served as administrative centres for local government Councils. Following the amalgamation of local government in 2000, these towns lost their administrative function to bigger centres, and this marked the beginning of a downward spire for these towns. Since 2014, SALGA has been leading in the regeneration of these towns through its flagship Small Town Regeneration (STR) Programme. The Small-Town Regeneration (STR) programme is an initiative by the South African Local Government Association (SALGA) that is aimed at the regeneration, restoration and fulfilling the economic potential of underperforming small towns. The programme embraces the significance of small towns and their role in a larger hierarchy of settlements. Succinctly put, the STR programme looks for ways and means to: strengthen small town economies, provide a better quality of life, build and leverage on the town's local assets. For the current financial year, SALGA will be providing support to two (2) regions, that being the Karoo and Waterberg Regions respectively.
Source of Data:	• Karoo Regional Spatial Development Framework (KRSDF) • Waterberg District Profile / Regional Guide and SDF • STR Strategy and implementation plan
Method of Calculation / Assessment:	Quantitative
Means of Verification:	1. Karoo Institutional model 2. Attendance registers 3. Agendas 4. Outcomes report
Assumptions:	Full cooperation from the identified municipalities
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	Yes
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly and Annually
Desired Performance:	Small Town Regeneration implemented in two (2) Regions

Indicator Owners:	Acting Chief Officer: Municipal Finance, Fiscal Policy

Output Indicator Title:	**SALGA's Position on Local Government Fiscal Allocation lobbied**
Definition:	**Defining the Indicator** The indicator aims to ensure that SALGA effectively advocates for the review of the Local Government Fiscal Framework that will provide municipalities with adequate, equitable and increased fiscal vertical allocation. The vertical allocation of nationally raised revenue to local government is currently at 9.7% while national and provincial spheres government get 48% and 42% respectively. The goal is to support the financial sustainability of municipalities by ensuring the municipalities are adequately and equitable funded by the fiscus according to the powers and functions to enable them to continue providing essential services to their communities in a sustainable manner. **Measurement**: 1. Advocacy Success: The formal evidence-based comments submitted by SALGA on fiscal framework & vertical fiscal allocation. 2. Increased fiscal allocation: The percentage of vertical allocation to municipalities. 3. Impact on Municipalities: Adequate transfers from the national fiscus to enable municipalities to fulfil their service delivery mandate 4. Timeliness of Submission: SALGA's ability to meet the deadlines for submitting comments as per National Government Budget cycle. **What is intended to be achieved?** Increased vertical allocation of nationally raised revenue to local government and improved financial position of municipalities. **How will the indicator be measured?** 1. % Increase in fiscal allocation to the local government sphere. 2. Acceptance of SALGA's position on local government funding**.** 3. Participation in all IGR structures dealing with local government funding.
Source of Data:	1. Division of Revenue Act 2. National Treasury Budget Document. 3. Minister of Finance Budget and MTBPS Speech. 4. Outcomes of the Technical Budget Forum and Minister of Finance Budget Forum.
Method of Calculation / Assessment:	Quantitative - % increase in fiscal allocation to local government sphere.
Means of Verification:	1. Presentations 2. Briefing notes 3. Correspondence to National Treasury and Financial and Fiscal Commissions
Assumptions:	1. The Local Government Fiscal Framework is reviewed

	2. Current socio-economic, economic growth and latest data is used 3. Acceptance of SALGA's report on the Review of the Local Government Fiscal Framework by DCOG and National Treasury.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly
Desired Performance:	Vertical allocation of nationally raised revenue to local government is increased to a minimum of 13.5% and a maximum of 17.5% as per SALGA's report on the Review of Local Government Funding Model.
Indicator Owners:	Acting Chief Officer: Municipal Finance, Fiscal Policy

Output Indicator Title:	**SALGA Position on Raw Water Tariffs Application finalised**
Definition:	**Defining the indicator:** The indicator aims to ensure that SALGA effectively advocates for bulk water tariffs that are affordable, reasonable, and aligned with inflationary expectations. The goal is to support the financial sustainability of municipalities by minimizing the negative impact of bulk tariff increases on municipal revenues, ensuring that municipalities can continue providing essential services to their communities without facing undue financial strain. **Measurement**: 1. Advocacy Success: The number and quality of formal comments submitted by SALGA on tariff proposals to water boards, which align with advocating for inflation-linked increases. 2. Tariff Outcome: The percentage of tariff proposals that are either adjusted, negotiated, or finalized within the inflation rate as a result of SALGA's comments and interventions. 3. Impact on Municipalities: A qualitative assessment of the financial impact on municipalities following the tariff decisions, measured through feedback from member municipalities on whether the tariffs are affordable and sustainable for their budgets. 4. Timeliness of Submission: SALGA's ability to meet the deadlines for submitting comments as per the Section 42 MFMA requirements, ensuring timely input into the tariff decision-making process.
Source of Data:	Tariff proposals from the Water Boards
Method of Calculation / Assessment:	Quantitative

Means of Verification:	1. Consolidated report of SALGA Comments on Raw, Bulk Water Tariff submission. 2. Annual financial statements 3. Annual reports
Assumptions:	SALGA will successfully lobby for within inflation bulk tariffs
Disaggregation of Beneficiaries:	None
Spatial Transformation:	None
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly
Desired Performance:	SALGA will present a sector position on bulk water tariffs, proposing tariffs that are affordable or within inflation.
Indicator Owners:	Acting Chief Officer: Municipal Finance, Fiscal Policy

Output Indicator Title:	**Lobby SALGA Governance structures for the approval of the recommendation of the assessment conducted on exploration of SALGA as a Local Government Funding Agency**
Definition:	**Defining the Indicator** The intended outcome is to expand infrastructure financing options for small and medium-sized municipalities by institutionalizing the Municipal Pooled Finance Mechanism (MPFM). The aim is to provide these municipalities with access to capital markets, reduce borrowing and administrative costs, diversify risks, enhance creditworthiness, and promote transparency. SALGA's objective is to create a sustainable financing mechanism that supports infrastructure development through the establishment of a local government funding agency as a special purpose vehicle (SPV) for pooled finance. **Measurement:** 1. Feasibility Study Completion: Completion of a feasibility study assessing the viability of establishing a local government funding agency to facilitate MPFM. This can be measured by the publication and dissemination of the study results. 2. Stakeholder Engagement: The number of consultations, workshops, and engagements SALGA conducts with municipalities, financial institutions, and other stakeholders regarding the establishment of the MPFM and the SPV. Success can be tracked through meeting minutes, participant feedback, and commitment levels from key stakeholders. 3. Proposal Development: Development of a formal proposal or business case for the creation of the local government funding agency, outlining its structure, governance, and operational framework. 4. SPV Establishment: Measurement of progress in establishing the special purpose vehicle (SPV) by tracking key milestones such as approval by

	relevant authorities, registration of the SPV, and initial operationalization steps.
Source of Data:	International literature on the Local Government Funding Agency. Literature Review
Method of Calculation / Assessment:	Qualitative = intergovernmental engagements Quantitative = Business case
Means of Verification:	A proposal and establishment of an SPV on the local government funding agency options for the South African municipal market
Assumptions:	A successful business case for SALGA as a LGFA
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly
Desired Performance:	SALGA can provide specialised services to municipalities by pooling their infrastructure investment requirements.
Indicator Owners:	Acting Chief Officer: Municipal Finance, Fiscal Policy

Output Indicator Title:	**Number of municipalities and Municipal Entities provided with Audit Support**
Definition:	**Defining the indicator:** SALGA aims to assist and support municipalities to improve their audit outcomes, financial health and sustainability through focusing on their financial management, governance, institutional capacity and leadership. **Measurement:** The identification and number of municipalities to be supported is based on assessments of support undertaken by Provincial Offices (through consultation with member municipalities based on their AG audit outcomes/reports) and the support required is confirmed with the identified municipalities. The support required is broken down into thematic areas such as Financial Management and Reporting, Asset Management, Supply Chain Management, Risk Management and Internal Audit, Records Management and Oversight effectiveness. The support is provided throughout the financial year and is aligned to the audit process as follows: pre-audit support, during Audit support and post-audit support. Support is provided by means of hands-on support, capacity building and advisory support.

Source of Data:	MFMA General Report from AGSA, Provincial engagements with member municipalities and partners, Governance structure engagements, Assessment report from supported municipalities, Report on support provided by SALGA
Method of Calculation / Assessment:	Quantitative – Number of municipalities and municipal entities supported
Means of Verification:	1. Report on support per municipality 2. Report on overall support provided 3. Feedback assessment from supported municipalities on support received 4. Municipal support plans
Assumptions:	The responsiveness of selected municipalities Co-operation from selected municipalities Support programmes yielding intended results
Disaggregation of Beneficiaries:	18 Municipalities 2 Municipal Entities
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly and Annually
Desired Performance:	100% implementation of the planned support to all identified Municipalities and Municipal Entities
Indicator Owners:	Acting Chief Officer: Municipal Finance, Fiscal Policy

Output Indicator Title:	**Number of Municipalities provided with Municipal Financial Sustainability Support**
Definition:	**Defining the indicator:** SALGA's Municipal Finance Sustainability Programme ("MFSP") works with municipalities to **identify problems and challenges** in order to find solutions to address them. As part of identification, various processes are followed, this includes initial **analysis of the municipal finances to assess financial stability**. This process contributes to the evaluation of Municipal Financial Sustainability and **can assist municipalities with a holistic** analysis and **assessment of internal strengths and weaknesses as well as external opportunities and threats** that affect a municipality's financial health, viability and sustainability. The analysis also focuses on revenue trends, socio-economic factors, infrastructure, benchmarking, credit worthiness, budgeting and forecasting, fiscal policy and other related policy decision impacting on municipal finances. Develop and design customized solutions in collaboration with municipalities and other key stakeholders based on the analysis and assessment outcomes.

	What is intended to be achieved: The MFSP aims to help municipalities identify key strengths and opportunities that will enable them to minimize their weaknesses and to reduce the incidence of risks in order to improve their financial sustainability. **How the Indicator will be measured** Number of municipalities participated and responded to the report.
Source of Data:	Audited Financial statements Annual reports Municipal budgets Local Economic development Integrated Development Plan Information from Statistics SA and National Treasury Credit Rating Reports
Method of Calculation / Assessment:	Qualitative – Engagement outcomes with municipalities and other stakeholders Quantitative – Number of municipalities supported
Means of Verification:	1. Outcome Report on support per municipality 2. Outcome Report on overall support provided 3. Feedback received from supported municipalities
Assumptions:	1. The responsiveness from selected municipalities 2. Co-operation from selected municipalities 3. Support programmes yielding intended results 4. Municipalities are capacitated to analyse, develop and implement solutions
Disaggregation of Beneficiaries:	Pre-listed municipalities
Spatial Transformation:	Pre-listed municipalities
Calculation Type:	Cumulative (year to date)
Reporting Cycle:	Quarterly
Desired Performance:	Improved financial sustainability
Indicator Owners:	Acting Chief Officer: Municipal Finance, Fiscal Policy

Output Indicator Title:	**18 Municipalities provided with revenue management & enhancement support**
Definition:	**Defining the indicator** SALGA aims to support municipalities with revenue management & enhancement to improving on municipal financial health and sustainability. These interventions include but are not limited to strategies, mechanisms, solutions to reduce the growing municipal debt book, tariffs, property rating as well as protecting and enhancing the municipality's revenue collection, revenue base, revenue value chain. **What is intended to be achieved** Improved and enhanced revenue collection and base **How the indicator will be measured** 1. Number of municipalities supported & participating in revenue management & enhancement initiatives
Source of Data:	Auditor General Report Section 71 Reports Municipal Reports (quarterly reports & AFS)
Method of Calculation / Assessment:	Qualitative = Engagement with municipalities and stakeholders on revenue & debt management & enhancement initiatives Quantitative = Number of municipalities supported & participating in revenue management & debt & enhancement initiatives
Means of Verification:	1. Outcomes report on revenue management & debt & enhancement initiatives 2. Outcomes report on capacity building on revenue management interventions
Assumptions:	1. Municipality staff are capacitated to implement revenue enhancement and debt management. 2. External economic conditions, such as inflation, unemployment, or economic downturns, are addressed to unlock municipalities' ability to collect revenue from residents, even with improved systems. 3. Municipalities will provide affordable and cost-effective basic services and enable economic growth 4. Political stability and leadership setting the right tone to promote revenue enhancement and collection 5. The responsiveness from selected municipalities 6. Co-operation from selected municipalities 7. Support programmes yielding intended results
Disaggregation of Beneficiaries:	Pre-listed municipalities
Spatial Transformation:	Pre-listed municipalities
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly

Desired Performance:	Improvement in the revenue collection of municipalities and ultimately the financial sustainability of municipalities.
Indicator Owners:	Acting Chief Officer: Municipal Finance, Fiscal Policy

Output Indicator Title:	**Number of Municipalities supported waste management solutions (e.g. separation at source, Waste to Energy, Mobile Waste Apps)**
Definition:	This indicator reflects the inadequate level of waste management services in the country and the need to adopt innovative and suitable waste management practices more urgently in order to enhance waste management services. The census report (StatsSA, 2022) indicates that approximately 66.3% of households in South Africa had their refuse removed weekly or less regularly. The data shows that urban areas have much higher rates of refuse removal compared to rural areas (85.4% vs. 11.8%), with 86.3% of households in metropolitan areas having access to these services. Providing universal waste collection services is an integral element of modern society hence urgency on the need to extend waste collection services to areas that are currently not serviced. Maintaining a good quality of the services provided is also important. The delivery of waste management services, generally, is facing many challenges in the country and this ranges from inadequate infrastructure, waste management function not being prioritized, low uptake of innovations and technologies, lack of adequate specialized waste vehicles, etc. The indicator prioritizes the following interventions in order to improve waste management services: • Implementation of Extended Producer Responsibility • Initiatives for turning waste into energy • Training of municipalities to use Mobile Waste Apps • Hands on Support on the development of authority function tools (By-laws and IWMPs) • The use of MIG and other grants to procure waste specialize vehicles for waste collection and landfill operations • Lobby for the national awareness campaign for antilittering and illegal dumping All these initiatives combined will be provided as a package of support to the prelisted municipalities, which will be identified in collaboration with provinces. It is important to note that due to potential subsequent requests, the number of municipalities supported by this initiative may exceed those that are prelisted.
Source of Data:	The source of data for the implementation will be from the Department of Forestry Fisheries and Environment, CSIR, StatsSA, municipalities and Producer Responsibility Organizations
Method of Calculation / Assessment:	Qualitative – Progress report on the support provided to municipalities Quantitative – number of IGR engagements that SALGA participated in throughout the year representing the interest of local government
Means of Verification:	1. Quarterly reports on support provided 2. Presentation, Impact Assessment Report on IGR Engagements
Assumptions:	Positive uptake of the support by municipalities – participation by municipalities in the proactive support provided by SALGA. Partners will be available to collaborate with SALGA and Municipalities

Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly
Desired Performance:	An increase in the number of households who are receiving environmentally responsible waste management services, as well as an improvement in the level of coordination between municipalities and producers as a result of the adoption of Extended Producer Responsibility
Indicator Owners:	Acting Chief Officer: Municipal Finance, Fiscal Policy

Output Indicator Title:	**Number of Municipalities supported with development and implementation of Draft MPAPs**
Definition:	Water Services Authorities are not fully supported in providing sustainable and reliable water services to all. The challenges are multi-dimensional and complex and therefore require a programmatic and collaborative approach as agreed with DWS, MISA and CoGTA in engagements in the 2022/23 Financial Year. This target seeks to provide support to municipalities in terms of their services (as measured through assessment programmes, e.g. MUSSA or blue / green / no-drop) The collaborative programme will therefore address relevant components that seek to improve status quo; with differentiated roles and responsibilities for each of the partners (in line with their mandate, resourcing, and priorities). SALGA does not have control over the actual uptake of the support or guidance given (thus any support plans or other deliverables developed by SALGA are drafts, which constitute final versions by SALGA for reporting purposes). Collaboration is a key aspect since national and provincial government departments have the constitutional responsibility to support municipalities (section 154 of the Constitution), especially where they are failing to achieve sustainable service provision. SALGA therefore has a key role to ensure that the support needs of municipalities are addressed through the various departments and other agencies such as MISA. SALGA must also ensure an enabling environment for municipal services provision which includes lobbying and advocating for enabling policy, legislation, regulations, fiscal frameworks, institutional arrangements, and so on. Strategic enabling environmental issues will be identified at the end of each financial year as appropriate based on issues taking place in the sector. It is not possible for SALGA to always anticipate in advance what the strategic enabling issues are. In addition to SALGA's advocacy role, SALGA has a role to advise and support municipalities. Mostly this work will be undertaken to benefit as many municipalities as possible, collectively, through lesson learning, forums, guidelines, research, tools, sector engagements, workshops, and multi-stakeholder collaborative programmes, etc. In some cases, hands-on support to individual municipalities will be provided through SALGA Provincial offices. Support may be responsive (based on a request for support from a municipality/municipalities) or pro-active, where SALGA provides support on key issues that threaten sustainability. The Annual Water Services Collaborative Programme Report will describe the work undertaken to implement the collaborative programme for the financial year. The key aspect will be to support municipalities with the development and implementation of their Municipal Priority Action Plans (MPAPs).

Source of Data:	Data will be collected from: Stats SA, DWS, NT, CoGTA, MISA, CSIR, WRC and Municipalities as and when required.
Method of Calculation / Assessment:	Quantitative – number of Draft Municipal Priority Action Plans developed
Means of Verification:	Municipal Priority Action Plan (MPAP) for each municipality that is supported or benefiting from the programme (note that the terminology used in describing plans changes from time to time).
Assumptions:	That municipalities require support from SALGA, and/or respond to support provided by SALGA, and/or participate in SALGA support. In terms of broader sector work it is assumed that there will be ongoing matters within the Water and Sanitation Sector whereby SALGA is required to influence the Water and Sanitation Agenda and policy, legislative, institutional, regulatory, fiscal, and service delivery agenda. That SALGA continues to participate in water related IGR forums and parliamentary structures and is given the opportunity to lobby and advocate local government positions. The broader sector is receptive and responsive to the issues SALGA lobbies for.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly and Annually
Desired Performance:	The desired performance is increased support to municipal water services authorities. The desired performance will vary from municipality to municipality based on the specific problems that are addressed within the targeted municipalities. Since the outcomes are long-term and dependent upon many variables and not only SALGA support, but it is also not possible to measure impact. In terms of the lobbying and advocacy work within the programme, the desired performance is for the positions to have a positive Impact on the enabling environment for water and sanitation services for municipalities (such as changes to policy, legislation, regulations, etc. as appropriate, as a result of SALGA interventions) The final outcome of the interventions is dependent on the response of the sector department and or other relevant authorities – e.g. parliament in the case of legislation.
Indicator Owners:	Acting Chief Officer: Municipal Finance, Fiscal Policy

Output Indicator Title:	**Energy transition support package (including the power procurement) developed**
Definition:	The energy sector is undergoing a major transition both globally and nationally as renewable energy takes centre stage year-on-year. The electricity supply landscape is increasingly becoming decentralized and competitive. The country has gone through generation and supply challenges over the past number of years that have resulted in load-shedding, and the legislation were amended to allow municipalities to procure or buy electricity from the IPPs. Moreover, the Electricity Regulation Act Amendment (ERAA) No. 38, 2024 provides for an open market platform that allows for

	competitive electricity trading. Furthermore, SALGA will be hosting the JET Municipal Secretariat, which will provide support to the work of the JET Municipal Council that includes providing support to the JET workstreams. The Secretariat role that SALGA will be playing is a pivotal one in managing and coordinating initiatives aiming at facilitating a fair and inclusive transition to renewable energy sources. SALGA will be working closely with wide range of stakeholders, including JET PMU, community groups, government agencies, and industry partners, to ensure that the transition to a sustainable energy system is just, equitable and benefits all sectors of society Given this major shift in the sector nationally and internationally. Thus, SALGA provides support on energy transition through JET Municipal Portfolio Secretariat, UKPACT, and PCC programmes to the municipalities. Given this background, SALGA will be supporting municipalities through developing a support package (including toolkits such as municipal power procurement process and template, Power Purchase agreement template) to address energy transition including increasing their ability to procure power independently. The support package includes provision of an on-going support to municipalities, especially those that illustrate readiness and willingness for the energy transition. The beneficiaries for this support programme are municipalities. Therefore, the measure on this indicator is the energy transition support and capacity building provided to municipalities, SALGA will send out an expression of interest to municipalities for them to participate in the support and capacity building initiatives provided, no pre-listing of the municipalities. SALGA will develop the support programme implementation plan on how the afore-mentioned activities will be implemented. SALGA does not have control on the municipal Council to develop and implement new generation capacity, therefore the measure on this indicator is the support provided to municipalities. Once municipalities have received SALGA's support such as training, it will be up to the specific municipal Council to procure new generation capacity from the IPPs or seek further assistance and hands-on support from SALGA.
Source of Data:	Department of Electricity and Energy, NERSA, National Treasury, Cogta, StatsSA, Municipalities, SEA, GIZ, SA Cities Network, USAID-SAEP, PCC
Method of Calculation / Assessment:	Qualitative – Outcome report on the energy transition support programme
Means of Verification:	Quarterly reports
Assumptions:	Municipalities have noted the substantial transformation of energy sector in South Africa, the energy landscape has changed, the recent ERAA was testimony to the changed energy landscape. Moreover, municipalities are geared up to explore and implement new generation capacity to align with the energy transition - and for this they need tools and capacity building programmes that SALGA offers. SALGA will provide energy transition support with strategic partners that are involved in implementing the programme.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly
Desired Performance:	Increase ability and capability for municipalities to procure power from IPPs

Indicator Owners:	Acting Chief Officer: Municipal Finance, Fiscal Policy

Output Indicator Title:	**Local government EDI Reform strategy lobbied in the IGR structures**
Definition:	During the financial year 2024/25, an Electricity Distribution Industry Reform Strategy will be delivered. The strategy will comprise of a new possible dispensation for the Electricity Distribution Industry, some of the outcomes of the strategy will be a new operating model for the sector, the structural and institutional reforms, including an alternative revenue model for distribution, as well as various service delivery models for electricity. The objective of the Inception Phase of the EDI Reform Strategy is to lobby for strategy buy in, consult and prepare municipalities for the possible restructuring initiatives that will be proposed under the strategy, this will include an assessment of readiness of municipalities to shift from the current dispensation. Some of the recommendations if implemented would mean some municipalities would have to revisit their positions around internal and external mechanisms for service their customers. This plan will also be to prepare municipalities who have the executive authority over Electricity Reticulation, for the reform itself, and to outline the due diligence that may be needed for their readiness of the necessary reforms. Therefore, in the financial year 2025/25, SALGA will be engaging on the process of challenging discussions with municipalities to achieve support and buy it for the possible reforms.
Source of Data:	Department of Electricity and Energy, NERSA, National Treasury, COGTA, Stats SA, Municipalities, SEA, GIZ, SA Cities Network, USAID-SAEP, PCC, SANEDI, CSIR, Previous Consultants' Reports
Method of Calculation / Assessment:	Qualitative – SALGA EDI Reformed Strategy / Outcomes Report on the implementation of the Inception plan of the EDI strategy
Means of Verification:	1. Quarterly progress reports on implementation of the inception plan of the EDI Reform Strategy 2. Outcomes report 3. Presentations 4. Programme 5. Invite 6. Agenda 7.Attendance register
Assumptions:	With the new EDI Strategy will come some uncertainty and resistance because it will be proposing a shift from the current to a new dispensation. There may be knew structural changes, new service delivery models imposed to the Municipalities, and these changes may be met with resistance which may risk the project from being successful
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)

Reporting Cycle:	Quarterly
Desired Performance:	Buy in from Municipalities on the proposed reforms, and by the end of the financial year SALGA will have a picture on the Municipal readiness for the commencement of the reform initiatives
Indicator Owners:	Acting Chief Officer: Municipal Finance, Fiscal Policy

Output Indicator Title:	**% Internal legal processes of registered (litigious and non-litigious) matters completed as per the Standard Operating Procedure (SOP)**
Definition:	This indicator measures the completion rate of internal legal processes in handling litigious and non-litigious matters as per SALGA's established Standard Operating Procedure (SOP). SALGA maintains a legal register to track external legal advisory services for municipalities and clusters, recording all legal support required. Litigious matters involve active legal defense through court processes, while non-litigious matters cover legal advisory services that do not involve court proceedings, such as drafting legal opinions or identifying legal issues affecting local government. SALGA's SOP outlines the required steps to ensure legal matters are processed efficiently. The eight steps are: ▪ **STEP 1:** Legal matter received and captured. Internal consultation held with colleagues (key stakeholders). ▪ **STEP 2:** Preliminary investigation undertaken and a formal submission is prepared for the COO's attention. ▪ **STEP 3:** Matter referred to the COO to confirm legal strategy whether SALGA should file a notice to oppose or abide to the decision of the Court or provide technical support to member municipality or cluster. ▪ **STEP 4:** Feedback provided back to the cluster, litigant and the municipality (where applicable) on the approach adopted. This can also be done by filing the papers or relevant notice. ▪ **STEP 5:** Prepare a brief and appoint the attorneys or SALGA continues to provide a strategic role and support if not directly involved. Furthermore, providing continuous feedback to the cluster/ municipality. ▪ **STEP 6:** Matter attended to in terms of the Standard Operating Procedure. ▪ **STEP 7:** The legal team monitors the matter and reports to governance structures Litigated matters in court are excluded from the SOP once they enter the court system, but SALGA continues to monitor them as per Step 7. This indicator **tracks the percentage** of legal matters completed per financial year in accordance with the SOP, including both litigious and non-litigious matters, compared to the total number of registered legal matters for the year.
Source of Data:	1. SALGA External Legal Services Case Register 2. Governance structures resolutions
Method of Calculation / Assessment:	Quantitative
Means of Verification:	1. SALGA External Legal Services Case Register 2**. Legal opinions finalised** 3. Report to governance structures 4. Municipal Legal Practitioners' Forum annual plan and outcomes report

	5. Quarterly Outcomes Report
Assumptions:	1. Internal cooperation from all SALGA clusters to support and collaborate on external legal advisory services. 2. Subject matter experts within SALGA will ensure strict adherence to applicable policies and legislation within their specific areas of jurisdiction. 3. Legal opinions will only be sought when deemed necessary to address specific legal matters or potential risks. 4. Legal cases will be promptly received, processed, and managed to ensure the protection of local government mandates and interests. 5. Sufficient financial resources will be available to fund all legal proceedings, including litigations. 6. Legal matters will be concluded within a reasonable timeframe, ensuring timely resolution. 7. Municipalities and clusters will accept and implement the legal advice or opinions provided, including alternative dispute resolution options where applicable. 8. SALGA will be able to successfully defend litigations, ensuring a positive outcome for the organization and municipalities.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly
Desired Performance:	90% completion of internal legal processes (litigious and non-litigious matters) as per the Standard Operating Procedure (SOP).
Indicator Owners:	Chief of Operations

Output Indicator Title:	**Number of legal best practice engagements focusing on knowledge exchange and peer learning for Municipal Legal Practitioners convened**
Definition:	This indicator tracks the number of Municipal Legal Practitioner Forum engagements held within a given financial year, which focuses on the exchange of the best legal practices. The Legal Best Practice Programme (LBPP) is designed to facilitate knowledge exchange and peer learning among Municipal Legal Practitioners. This will be achieved through various platforms, such as: 1. the Municipal Legal Practitioners Bulletin and 2. the hosting of Municipal Legal Practitioners Forums. The programme covers key areas such as changes in legislation, policy positions on legal matters affecting local government, and effective litigation management in the local government sector. It aims to create a collaborative space where Municipal Legal Practitioners can discuss and engage on relevant legal matters, leveraging insights from other spheres of government and stakeholders. The LBPP serves as a vital tool for empowering Municipal Legal Practitioners, keeping them informed about the evolving legal landscape and

	enhancing their capacity to address legal challenges within the local government sector.
Source of Data:	1. National Municipal Legal Practitioners Annual Outcomes Report 2. Legal Register 3. Legislative Matrix 4. Court Judgments 5. Customised Briefing Notes
Method of Calculation / Assessment:	Quantitative
Means of Verification:	National Municipal Legal Practitioners Forum ▪ Planning Report ▪ Agenda ▪ attendance registers ▪ Outcomes reports Municipal Legal Practitioners Bulletin
Assumptions:	1. Municipal Legal Practitioners will attend and actively engage in the Legal Best Practice engagements. They will also take the necessary steps to implement the recommendations provided during these engagements within their respective municipalities to improve the management and effectiveness of municipal legal services. 2. SALGA will have the necessary capacity, resources, and organizational support to effectively implement the Legal Best Practice Programme (LBPP) and ensure its success. 3. The implementation of the LBPP will not face conflicts with other established or overlapping forums in the Municipal Legal space, ensuring that the programme complements and enhances current initiatives rather than duplicating them. 4. SALGA will be able to successfully collaborate with other spheres of government, municipalities, and relevant stakeholders to facilitate knowledge exchange and legal best practice sharing. 5. Municipal Legal Practitioners will be committed to continuously engaging with the programme and exchanging knowledge, ensuring the programme's impact on improving municipal legal services and addressing legal challenges.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)

Reporting Cycle:	Quarterly and annually
Desired Performance:	The successful convening of Municipal Legal Practitioners Forums and the distribution of the Municipal Legal Practitioners Bulletin under the Legal Best Practice Programme.
Indicator Owners:	Chief of Operations

Output Indicator Title:	**Project Management support to registered projects through the Multisectoral municipal support programme**
Definition:	This indicator tracks the technical project management support provided by the Project Management Office (PMO) for registered multidisciplinary and special projects that focus on assisting municipalities. These projects are aligned with the Annual Performance Plan (APP) and include partnership special projects with external stakeholders. The PMO offers technical support while clusters and partners are responsible for project implementation. The support is delivered through a structured, step-by-step process outlined for each registered project, which is categorized under 1. multisectoral municipal support programmes, 2. special projects, 3. international relations projects, 4. District Development Model (DDM) catalytic projects, and 5. cities support projects. The six steps in the process are as follows: **STEP 1: Registration of projects:** Receive the list of projects from the planning team and through stakeholder engagements based on the APP and concluded partnerships with external stakeholders, create a template for the different projects and register projects on the system – project world landscape and create project numbers according to geographical distribution. **STEP 2: Development of project plans:** Manage the development of integrated project support plans/project plans per prioritised municipality in terms of registered projects. **STEP 3: Progress Reporting by producing consolidated project intelligence report:** Develop and produce progress reports on the projects implementation modalities inclusive of progress report, challenges, quality assurance, e-project system updates, etc. **STEP 4: Customer feedback:** coordinate customer feedback using random sampling method for identified support projects/programmes. This will allow beneficiaries to evaluate the impact and relevance of the project and in return assist SALGA to continuously improve its service offerings. **STEP 5: Consolidated annual closeout and outcomes report:** Produce consolidated annual closeout and outcomes report of registered projects supported by the PMO and outline aftercare methodology where applicable. **STEP 6: Project aftercare (step 6 is optional based on cluster or partner requirements):** coordinate and develop project aftercare plans in consultation with the cluster/partner to ensure sustainability of support projects/programmes and value for money.

	Formula: This is the total number of registered projects/programmes supported in terms of the six (6) project life cycle steps at the end of a financial year divided by the total number of projects registered on the project management system at the end of the financial year multiplied by 100 (% = T-Supported Projects in term of project life cycle steps / T-Registered Projects x 100).
Source of Data:	1. PMO register of projects. 2. APP 2025-2026 3. Concluded partnerships with stakeholders
Method of Calculation / Assessment:	Quantitative
Means of Verification:	1. PMO Register of Projects/Programmes 2. Project Plans 3. Progress Reports 4. Consolidated closeout and outcomes report 5. Extracts of e-project management system updates 6. Customer feedback
Assumptions:	1. SALGA has a clear understanding of the project delivery mechanisms. 2. SALGA project leaders will adhere to the institutionalized project management methodology and approach. 3. Multidisciplinary teams from various clusters will collaborate effectively in the planning and execution of projects. 4. A comprehensive list of projects will be provided for registration in the project management system. 5. The PMO has the necessary capacity to coordinate and manage the registered projects. 6. Contractual agreements with clusters will be finalized and integrated into the project management system. 7. Municipalities will provide necessary support and buy-in for the successful implementation of the projects.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly
Desired Performance:	100% of registered projects successfully supported through the six project life cycle steps, ensuring that projects meet their planned objectives and outcomes as per the project management system, with municipalities fully engaged and benefiting from the projects.
Indicator Owners:	Chief of Operations

Output Indicator Title:	**% implementation of District Development Model /Joint District Metro Approach Municipal Annual Support Plan**
Definition:	This indicator measures the implementation of the District Development Model (DDM) and Joint District Metro Approach (JDMA) **Municipal Annual Support Plan.** The annual support plan outlines the specific activities, programmes, and projects aimed at enhancing the successful execution of the DDM/JDMA. The plan focuses on strengthening intergovernmental relations platforms as a key element of SALGA's advocacy and lobbying efforts. It is shaped by SALGA's stance on the DDM/JDMA and defines the **role SALGA plays** in supporting municipalities to effectively implement the model. The indicator calculates the percentage of planned DDM/JDMA Annual Support Plan projects that were successfully completed by the end of the financial year. It is determined by dividing the total number of completed projects by the total number of planned projects, then multiplying by 100 to get the percentage of implementation. **Formula:** % Implementation = (Total Completed Support Projects / Total Planned Support Projects) x 100
Source of Data:	DDM/JDMA SALGA Position DDM/JDMA Annual Support Plan APP
Method of Calculation / Assessment:	Quantitative and Qualitative
Means of Verification:	1. DDM/JDMA Annual Support Plan 2. SALGA's Deliverables of the DDM/JDMA support plan 3. Quarterly progress report 4. Annual Outcomes report
Assumptions:	1. SALGA's support plan will be embraced and endorsed by key stakeholders within the intergovernmental relations space. 2. SALGA has the necessary capacity and resources to support all 52 districts and metro municipalities. 3. The DDM/JDMA is fully institutionalized in all 52 districts and metro municipalities. 4. SALGA will be successful in lobbying other spheres of government for collaboration and support. 5. The National Executive Committee (NEC) will approve the DDM implementation plan.
Disaggregation of Beneficiaries:	N/A

Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly
Desired Performance:	Successful implementation of the DDM/JDMA **Municipal Annual Support Plan**, with a target of achieving 100% of the planned projects within the set timelines and resource allocations.
Indicator Owners:	Chief of Operations

Output Indicator Title:	**Engage strategic partners to Leverage resources from the private sector (in-kind and cash) to support identified municipal programmes**
Definition:	SALGA will embark on a drive to identify suitable strategic partners to collaborate with to implement the APP 2025-2026 This will be driven through value-based partnerships to support identified SALGA events and municipal programmes. Strategic partners will be approached through coordination of stakeholder engagements supported by collateral outlining SALGA's objectives and municipal service delivery priorities. Support will be solicited in-kind where a partner can pledge support by paying for goods and services directly and through cash where money is paid to SALGA to fund events or municipal programmes. The events and programmes will be identified in partnership with clusters and provincial offices who will give input on programmes that can be supported. Additionally, some of the events to be supported will be identified using SALGA corporate calendar of events. A database base of potential partners will be kept and updated regularly.
Source of Data:	SALGA corporate calendar of events Database of potential sponsors 2025-2026 APP
Method of Calculation / Assessment:	Qualitative and Quantitative
Means of Verification:	1. Confirmation Letters 2. Partnership/ Sponsorship Agreements 3. Invoices 4. Payment confirmations 5. Outcomes report

Assumptions:	1. Stakeholders are willing to partner with SALGA and municipalities 2. SALGA and Sponsors adhere to the sponsorship's agreement terms 3. SALGA events requiring sponsorship will be on the corporate calendar prior to the event 4. The organisation has the capacity for sponsorship mobilization to develop appropriate and relevant business cases
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly and Annually
Desired Performance:	To establish and successfully secure partnerships with private sector entities that result in substantial support for identified municipal programmes and SALGA events. This support should be both in-kind (goods and services) and in cash (funding).
Indicator Owners:	Chief of Operations

Output Indicator Title:	**Quarterly Reports on SALGA performance**
Definition:	This indicator measures SALGA's organizational performance in relation to its Annual Performance Plan (APP) and Strategic Plan. The quarterly performance reports assess SALGA's progress toward achieving the outcomes, targets, and deliverables outlined in the APP, providing critical updates to the Executive team on the status of key programmes and initiatives. These reports highlight any challenges, successes, and adjustments necessary to ensure alignment with SALGA's mandate and strategic goals.
Source of Data:	• Strategic Plan • Annual Performance Plan • Annual Operational Plan • Cluster Quarterly Reports
Method of Calculation / Assessment:	The performance on this indicator is calculated as a percentage of the number of targets that have been achieved against the number of set targets for the quarter (in case of quarterly reporting) and annual targets (in case of annual reporting)
Means of Verification:	Quarterly Performance Reports
Assumptions:	1. The Annual Performance Plan (APP) has clearly defined and approved quarterly and annual targets for performance measurement.

	2. All clusters will align their activities and initiatives with the targets set in the approved Annual Performance Plan. 3. Performance will be consistently measured and tracked according to the approved targets outlined in the APP 4. The Executive team will regularly monitor progress against these quarterly and annual targets to ensure strategic objectives are met. 5. Sufficient resources and capacity will be allocated to support the achievement of the quarterly and annual targets. 6. Evidence for measuring progress will be collected systematically and accurately to ensure reliable performance monitoring against the targets. 7. Evidence will be correctly packaged, labelled and uploaded to SharePoint folder 8. MSSA will provide the necessary support and cooperation to ensure the quality assurance of evidence, enabling accurate reporting of progress and the achievement of targets.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly and Annually
Desired Performance:	Enhanced organizational performance in line with the Strategic Plan and Annual Performance Plan through the timely submission of quarterly reports that accurately reflect progress against targets, accompanied by quality-assured supporting evidence.
Indicator Owners:	Chief of Operations

Output Indicator Title:	**Development of 2024-2025 Annual Report**
Definition:	Annual reports are an integral part of public entities' reporting. The achievements, performance information, outlook, financial position and human resources information of public entities for each reporting period are reported in the annual report. The information reported in the annual report includes the actual achievements for the reporting period in relation to the planned targets and budgets as published in the strategic plan, annual performance plan and budget documents. Annual reports are tabled in Parliament and are available to the general public. The publishing of financial and non-financial information of public entities is essential for accountability and transparency and to improve trust and confidence in government service delivery. The reported information must be accurate and balanced, reporting both the successes and explaining the shortcomings. Ultimately the characteristics of a quality annual report are that it: • complies with statutory and policy requirements. • presents information (both positive and negative) in an understandable and concise manner.
Source of Data:	1. Quarterly Performance Report

	2. Financial Report 3. Human Resource Report 4. Governance Report
Method of Calculation / Assessment:	The performance of this indicator is measured by the Annual Report being developed and submitted timeously.
Means of Verification:	1. Annual Report 2. Abridge Version 3. Presentation 4. Proof of submission.
Assumptions:	1. All necessary information, both financial and non-financial, is available and collected in a timely manner. 2. Relevant business units/clusters will collaborate and provide necessary inputs for the report. 3. The report will comply with statutory requirements and relevant frameworks, ensuring transparency and accountability. 4. The Information provided is accurate, reliable, and subject to quality assurance processes. 5. The report will go through internal approval processes before submission or publication. 6. Sufficient resources (financial and human) are available to finalize and publish the report. 7. Information is presented in a manner that is clear, concise, and easily understood by stakeholders, while covering both successes and challenges.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly and Annually
Desired Performance:	The Annual Report that encapsulate all the achievements of the organisation highlighting challenges faced during implementation, emerging issues and impact of SALGA's programmes. The Annual Report must be developed and made available by end of May for auditing purposes and the final report must be finalised and submitted five month after the end of the financial year.
Indicator Owners:	Chief of Operations

Output Indicator Title:	**Annual Performance Plan developed**
Definition:	SALGA as a public entity, must develop and submit its Annual Performance Plan (APP) to COGTA, National Treasury and Parliament. The Framework

	for planning provides timelines for the submission of the APP. This KPI intends to provide a coordinated process where the APP will be developed which include the coordination of stakeholder engagements for both internal and external stakeholders and use the inputs from the engagements to consolidate a draft and final APP for submission. The Annual Performance Plan (APP) is essential for aligning an organisation's activities with its strategic objectives, offering clear guidance on priorities, targets, and resource allocation. It promotes transparency, accountability, and effective performance monitoring by setting measurable targets and tracking progress. The APP also ensures compliance with regulatory requirements, facilitates risk management, and strengthens stakeholder trust by demonstrating structured planning and commitment to achieving goals. This indicator focuses on the coordinated development process of the 2026-2027 APP, incorporating engagement with stakeholders. The process involves collecting input from various stakeholders to draft and finalize the 2026-2027 APP, ensuring alignment with SALGA's 5-year strategic plan.
Source of Data:	Clusters draft Annual Performance Plans 5-year strategic plan
Method of Calculation / Assessment:	Qualitative
Means of Verification:	Annual Performance Plan and Proof of submission
Assumptions:	1. Clusters will prepare their inputs to the APP based on their respective mandates and activities. 2. Management will provide clear guidelines and oversight to ensure alignment with the overall strategic objectives. 3. Drafting the APP based on these inputs, ensuring all priorities, targets, and resource allocations are clearly defined and aligned with strategic outcomes.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Non-cumulative
Reporting Cycle:	Annually
Desired Performance:	The Annual Performance Plan (APP) is developed and submitted
Indicator Owners:	Chief of Operations

Output Indicator Title:	**% of SALGA governance structures convened.**
Definition:	SALGA's programs are driven through its governance structures (National/Provincial Conferences, Provincial/National Working Groups, National/Provincial Executive Committees, Presidency and Provincial Office Bearers and Provincial/National Members Assembly, National/Provincial SWC) whilst the National Executive Committee (NEC) plays a crucial role in overseeing the overall activities of the organization. The governance structures act as the policy and strategic engine of the organization and serve as an important platform for the communication and coordination between SALGA and municipalities. The main purpose of these structures is to encourage, ensure and promote local government matters which, include Cooperative governance; Consultation and coordination; and Participative decision-making. SALGA develops an annual corporate calendar of meetings/events in accordance with the SALGA Governance Framework which outlines the timelines or dates for all the governance structure for the financial year. on a quarterly basis the structures are convened accordingly. In anticipating high attendance of the meetings: • Notice is sent 21 days prior to the meeting and an agenda pack is sent out 7 days before the meeting • Minutes of the meeting are drafted 7 days after the meeting. • The resolutions of the meetings are captured on the resolutions tracking matrix • Secretariat unit also provides logistical support for governance structures members. Logistics incorporates travel and accommodate, and venue hire where applicable. • The secretariat service coordinates the payments of siting allowances by administering the members claim forms • The Secretariat Unit is responsible to monitor compliance with the SALGA Constitution and other relevant legislation e.g., quorum, assessment of attendance, gender representativity and declarations of interests.
Source of Data:	Corporate Calendar of Events/Meetings SALGA constitution Governance Framework
Method of Calculation / Assessment:	Qualitative and Quantitative
Means of Verification:	1. Notice of Meeting 2. Agenda Packs 3. Attendance Register 4. Minutes of meeting 5. Resolution Tracking matrix
Assumptions:	• Meetings will be convened as per the calendar of events • Suitable venues are available to host the events • Strategic guests are available to attend the meeting • Members of the governance structures are available to attend scheduled meetings • Meetings are not rescheduled or postponed to another quarter • Standardised resolutions matrix will be developed

	• Budget availability for convening of all governance structures • There will be no clashing national and provincial government activities
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly
Desired Performance:	100% of meetings convened as per the calendar of events/meetings with the required quorum
Indicator Owners:	Chief of Operations

Output Indicator Title:	**Integrated marketing and communication support provided to municipalities to create awareness of municipal debt and encourage payment**
Definition:	In response to the Auditor General's 2020-21 report, which highlighted the need for municipalities to improve credit control and debt collection mechanisms, SALGA initiated a nationwide awareness campaign. This campaign, called *Asisho! Let's Say It*, was designed to foster dialogue between citizens, businesses, and local government, urging citizens and stakeholders to engage with municipal service delivery and take responsibility for paying for services. By the end of December 2023, municipal debt exceeded R300bn, comprising debt owed by households, businesses, and organs of state. SALGA's Marketing and Communications strategy aims to utilize *Asisho! Let's Say It* as a platform to **support municipalities** in their debt collection efforts. This includes: 1. provincial engagements to assess support needs and identify communication platforms for debt collection. 2. Collaboration with SALGA's Municipal Finance and Fiscal (MFF) cluster ensures alignment on municipalities to be supported and the targeted actions needed to address outstanding debts. 3. Conduct a series of targeted campaigns and engagements aimed at fostering a culture of payment among citizens and businesses, including educational initiatives and communication platforms that encourage the payment of municipal debts. This will support municipalities in their efforts to sustain and enhance service delivery through improved debt collection.
Source of Data:	Municipalities, SALGA Municipal Finance and Provincial Offices, Media Stats, Media Monitoring
Method of Calculation / Assessment:	Qualitative & Quantitative
Means of Verification:	1. Media Monitoring Reports

	2. Media Campaign Reports (Proof of flight), 3. Marketing and Communications Plan 4. Quarterly Report
Assumptions:	1. Budget availability will be ensured to carry out the activities and campaigns effectively. 2. No unforeseen natural disasters or other unpredicted events will disrupt the execution or progress of the campaigns. 3. Municipalities will cooperate and actively participate in the awareness campaigns and debt collection initiatives. 4. There is sufficient support and alignment from SALGA's MFF cluster and provincial offices to effectively implement the campaigns. 5. Adequate resources and platforms are available to reach the target audience (citizens, businesses, etc.) 6. Municipalities have or will establish effective debt collection mechanisms that complement the awareness campaign. 7. Stakeholders, including citizens and businesses, will be receptive to the campaigns and motivated to change their payment behavior. 8. The media and communication platforms will be effectively utilized to disseminate information and engage the public. 9. Data and evidence from previous engagements are available to guide the design and implementation of the campaigns.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly
Desired Performance:	Successful implementation of the campaign across selected municipalities, with a measurable increase in debt recovery and a significant improvement in the culture of payment within the target communities.
Indicator Owners:	Chief of Operations

Output Indicator Title:	**Municipalities supported with targeted Marketing and Communication interventions**
Definition:	This indicator tracks the support provided to municipalities through targeted marketing and communication interventions. Based on a needs analysis survey conducted in May 2024, SALGA has identified key interventions grouped into annual action targets to help municipal communicators strengthen their communication and marketing capabilities. 1. **Branding and Digital Solutions:** ○ Develop a Corporate Identity (CI) Manual, providing guidelines on branding elements such as logos, color schemes, and typography. ○ Create standardized templates for various media such as PowerPoint presentations, newsletters, letterheads, and email signatures to ensure consistent branding.

	○ Support website, intranet, and app design and development for municipalities. 2. **Media and Communication Training:** ○ Facilitate media training sessions for communicators and key stakeholders, focusing on media engagement, interview techniques, and crisis communication. ○ Provide social media training to enhance municipal staff's digital presence and content creation skills. ○ Offer communication and media training to improve the overall effectiveness of municipal communicators. 3. **Marketing and Communication:** ○ Implement media monitoring and analysis to track media coverage and provide insights into public perception and trends. ○ Support marketing strategies to promote local government initiatives and increase public engagement. ○ Conduct policy training sessions to ensure adherence to communication standards and regulations. 4. **Communication Planning:** ○ Assist municipalities in developing comprehensive communication plans, including strategic objectives, target audiences, and key messages. ○ Develop crisis communication plans to manage risks during emergencies and ensure effective communication with stakeholders. ○ Support the creation of clear communication policies to maintain consistency and clarity in municipal communication. ○ Provide assistance in designing, producing, and distributing newsletters to keep communities informed about local developments. ○ Aid municipalities in drafting and disseminating press releases to ensure timely communication of important news and events. Through these interventions, SALGA aims to enhance municipal communication capabilities, improve public engagement, and ensure more effective communication management, contributing to the successful implementation of the 2025/26 Integrated Marketing and Communication plan.
Source of Data:	• 2024 Municipal Needs Analysis Survey report • 2024/25 IMC Plan • NCF Outcomes report
Method of Calculation / Assessment:	Qualitative (actual implementation) and quantitative (number of municipalities / number of interventions)
Means of Verification:	• 2025/26 IMC Plan • 2024 Municipal Needs Analysis Survey report • Quarterly implementation reports
Assumptions:	1. Marketing and communication plans for municipalities will be approved and aligned with strategic goals. 2. Adequate human and financial resources will be available to support the implementation of marketing and communication interventions. 3. Distressed and dysfunctional municipalities will be open to receiving and participating in support interventions. 4. Municipalities will be receptive to the support provided by SALGA and commit to implementing the recommendations from the interventions effectively. 5. Municipalities will provide timely feedback and inputs to ensure interventions are tailored to their specific needs. 6. Municipalities will have access to the necessary technology and digital platforms to implement digital solutions, such as websites, apps, and social media strategies. 7. Collaboration with external partners (media agencies, trainers, etc.) will be available to enhance the effectiveness of the communication

	interventions. 8. The interventions implemented will be sustained beyond the initial training and support phase through ongoing capacity-building efforts
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly
Desired Performance:	Successful Implementation of Marketing and Communication Plans
Indicator Owners:	Chief of Operations

Output Indicator Title:	**Internal and external profiling programme developed and implemented to enhance local government , SALGA's visibility, and stakeholder engagement.**
Definition:	As part of the Strategic Profiling Mandate, SALGA has developed an Integrated Marketing and Communication (IMC) plan which outlines the following: • How the organization profiles itself to stakeholders • How the organization profiles its activities which give effect to its mandate • How the organization profiles local government locally and internationally To give effect to the profiling programme, the IMC Plan outlines all planned activities for the year which is deduced from the 5-year communication strategy. The profiling programme is developed to guide SALGA's Marketing and Communication programs aimed at boosting awareness of the organisation and its activities, along with those of the local government. The profiling programme uses multi-pronged marketing and communication platforms to communicate with an array of stakeholders and target audiences with the aim of building a responsive SALGA Brand. By creating a brand experience through these Marketing and communication activities, the goal is to build brand consumption through deploying efforts that build awareness, educate, and inform stakeholders about the role and function of SALGA and local government and their responsibilities.
Source of Data:	Organisational strategy SALGA APP IMC Plan 2025-2026

Method of Calculation / Assessment:	Qualitative - The indicator measures the implementation of the profiling programme
Means of Verification:	1. 2025 -2026 IMC Plan 2. Quarterly implementation reports 3. Annual Outcomes Report
Assumptions:	1. Marketing and Communications (MarComms) plans are approved on time to ensure the alignment of activities with strategic goals. 2. Profiling budgets for Marketing and Communications are approved in a timely manner to facilitate the efficient execution of profiling activities. 3. Adequate resources, both human and financial, are available to implement the profiling programme effectively. 4. Consultations with relevant clusters are conducted in advance to align on annual plans and ensure that the programme meets local government needs. 5. Municipalities actively participate in the Integrated Marketing and Communication (IMC) programmes and engage in the planned initiatives to promote local government and SALGA's activities.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly
Desired Performance:	Successfully execute the Integrated Marketing and Communication (IMC) profiling programme that increases SALGA's visibility and enhances stakeholder engagement, achieving a measurable increase in awareness of SALGA's role and activities, as well as improved engagement with municipalities and key stakeholders across various communication platforms.
Indicator Owners:	Chief of Operations

Output Indicator Title:	**% success rate on cases where municipalities were represented in Disciplinary Hearings, Conciliations and Arbitrations and other Labour Relations Support matter**
Definition:	The indicator measures the extent to which SALGA provides labour relations support to municipalities. This includes: 1. **Representation** – Providing representation to municipalities in disciplinary hearings, dispute resolution processes at SALGBC/CCMA (conciliation and arbitration), and Labour Court proceedings where applicable. 2. **Advisory Support** – Offering written and oral labour relations advice to municipalities. 3. **Capacity Building** – Facilitating labour relations training and development through initiatives such as the Annual Local Government Labour Law Seminar, Labour Relations Symposiums/Indabas/Workshops, and Local Labour Forum (LLF) training for employer delegates upon request.

Source of Data:	1. Research Reports like the Municipal Capabilities Index (MCI) 2. Dispute Resolution Reports
Method of Calculation / Assessment:	Qualitative & Quantitative
Means of Verification:	1. Post listing of municipalities represented 2. Notice from municipality, attendance registers and all relevant documents for representation **3. List/Spreadsheet of all Labour Relations matters** 4. Quarterly progress reports 5. Consolidated Annual Report 6. Approved Programmes for the Capacity Building matters 7. National Working Group reports.
Assumptions:	1. Municipalities will request SALGA's labour relations support, indicating a need for representation, advice, or capacity-building interventions. 2. SALGA has the legal authority and institutional capacity to provide representation and advisory services. 3. Municipalities will provide the necessary documentation, information, and access required for effective representation and support. 4. SALGA has the expertise, financial resources, and personnel to provide labour relations support at a level that ensures a 60% success rate in representation outcomes. 5. All labour relations interventions will align with relevant legislative frameworks, including the Labour Relations Act, SALGBC agreements, and CCMA procedures. 6. Key stakeholders, such as municipal employer representatives, trade unions, and relevant government entities, will engage constructively in dispute resolution processes and capacity-building initiatives. 7. Training sessions, workshops, and advisory services will contribute to improved municipal labour relations management, indirectly supporting the target success rate in representation cases.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly
Desired Performance:	60% success rate on representation
Indicator Owners:	Pindiwe Gida (Acting - CO)

Output Indicator Title:	**Collective Bargaining Agenda concluded**

Definition:	The indicator measures the extent to which SALGA represents municipalities in collective bargaining matters across the three levels of bargaining—central, divisional, and local (on delegated matters). This includes: 1. **Representation in Collective Bargaining** – Engaging in negotiations and representing municipalities in key collective bargaining matters such as the Main Collective Agreement review, Wage Curve implementation, Compensatory Framework, and Divisional Collective Agreements in line with the MCA Levels of Bargaining. 2. **Mandate Facilitation** – Conducting mandate sessions with municipalities to ensure alignment on collective bargaining positions and compliance with legislative requirements. 3. **Compliance Monitoring** – Overseeing and ensuring that municipalities comply with the provisions of collective agreements. 4. **Support on Exemption Applications** – Assisting municipalities in preparing and submitting exemption applications where applicable.
Source of Data:	1. National Treasury Reports on the State of Finances in Municipalities. 2. Signed SALGBC Collective Agreements. 3. Labour Relations Research Outcomes. 4. SALGA position papers 5. Developments in other Sectors as part of Comparability factor and latest Legislative developments.
Method of Calculation / Assessment:	Qualitative and Quantitative
Means of Verification:	1. Signed Collective Agreements 2. Bargaining Council Circulars. 3. Presentations to Municipalities for Mandate. 4. Facilitator Reports on negotiation proceedings. 5. Working Group reports/minutes 6. SALGBC Executive Committee Minutes and Resolutions. 7. Post Listing 8. Quarterly: quarterly progress report on Representation of Municipalities in Collective Bargaining Matters 9. Annual Outcomes Report
Assumptions:	1. All bargaining parties (municipal employer representatives, trade unions, and SALGBC structures) will engage meaningfully and in good faith to finalize the collective bargaining agenda within the set timeframe. 2. Negotiations and consultations at all levels (central, divisional, and local) will proceed according to the agreed timelines without major delays or disputes that could derail the process. 3. The collective bargaining agenda will align with existing legislative and policy frameworks governing municipal labour relations. 4. Municipalities will actively participate in mandate-setting processes to ensure their interests are adequately represented in negotiations. 5. No significant industrial action or disputes will disrupt the progress of the bargaining agenda. 6. SALGA's internal structures and external bargaining forums will approve the final collective bargaining agenda by the deadline
Disaggregation of Beneficiaries:	N/A

Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly and Annually
Desired Performance:	Conclusion of Collective Bargaining Agenda
Indicator Owners:	Pindiwe Gida (Acting - CO)

Output Indicator Title:	**TASK Job Evaluation Master list updated**
Definition:	This indicator measures SALGA's facilitation of the TASK Job Evaluation process in municipalities to ensure consistency, fairness, and compliance with standardized job evaluation practices. SALGA will: 1. Develop and update the Master List of all evaluated jobs to maintain an accurate and standardized job grading system. 2. Establish and support a uniform approach to job evaluation across all provinces, ensuring alignment with legislative and policy frameworks. 3. Assist municipalities in conducting job evaluations, providing technical support and guidance to enhance accuracy, consistency, and fairness in job grading and remuneration structures.
Source of Data:	Master List PAC Data of all jobs evaluated TASK JE Guidelines
Method of Calculation / Assessment:	Qualitative & Quantitative
Means of Verification:	1. Updated Master List 2. Attendance Registers confirming participation in the TASK Job Evaluation 3. Approved guidelines and frameworks for a uniform approach to job evaluation across all provinces. 4. Training and Support - attendance registers, training materials 5. Post listing 6. Quarterly progress report 7. Annual Outcomes Report
Assumptions:	1. Municipalities will actively participate in the TASK Job Evaluation process and provide necessary data for job grading. 2. Sufficient financial, technical, and human resources will be available to facilitate job evaluations and maintain the Master List. 3. Municipal leadership, labour unions, and relevant stakeholders will support and adhere to the standardized job evaluation framework.

	4. Municipalities will implement and sustain the uniform approach to job evaluation across all provinces to ensure fairness and equity in job grading.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly and Annually
Desired Performance:	A standardized and uniformly applied TASK Job Evaluation process across municipalities, with an updated Master List of evaluated jobs and strengthened municipal capacity to conduct fair and consistent job grading.
Indicator Owners:	Pindiwe Gida (Acting - CO)

Output Indicator Title:	**Framework for Municipalities to lessen the Impact of the Just Transition on the Municipal Workforce developed**
Definition:	This indicator tracks the development of a **framework** aimed at helping municipalities mitigate the impact of the Just Transition on their workforce. The Just Transition, driven by the global and national response to climate change, presents both physical and transitional risks to the local government sector. This output focuses on empowering municipal employees by equipping them with the knowledge, skills, and strategies needed to navigate and respond proactively to these changes. **The framework** will be informed by: • Research and analysis of the Just Transition's workforce implications • Insights from thought leaders and industry experts • Lessons learned and information gathered from engagements with a pilot group of 20 municipalities It will outline practical, forward-thinking solutions and support programs to safeguard employee well-being and adaptability. The development process will culminate in a **Masterclass webinar** where the final framework and proposed strategies will be shared with municipalities for implementation.
Source of Data:	1. Concept document to the National Municipal Capabilities & Institutional Resilience Working Group 2. Other sources: Presidential Climate Commission directives, Just Energy Transition Conference & Workstream Minutes; 3. Research on the Impact of the Just Transition on the Workforce
Method of Calculation / Assessment:	Qualitative – A framework developed Quantitative – Number of municipalities to be engaged as the "pilot"
Means of Verification:	1. Proof of engagements with municipalities that will form the pilot

	2. Quarterly Reports and Annual Report (programme, attendance registers, presentation) 3. Webinar (Programme, attendance register, outcomes report) 4. A Framework document delivered 5. Pre-Post listing of municipalities supported
Assumptions:	1. Relevant SALGA Clusters and external thought leaders will actively participate in the development of the framework, providing insights, expertise, and strategic guidance. 2. Sufficient financial and human resources will be allocated to support research, stakeholder engagements, pilot testing, and the finalization of the framework. 3. The identified pilot municipalities will commit to engaging in the development process, testing proposed solutions, and providing feedback to ensure the framework is practical and effective.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly and Annually
Desired Performance:	The successful development of a framework that helps municipalities mitigate the impact of the Just Transition on their workforce.
Indicator Owners:	Pindiwe Gida (Acting - CO)

Output Indicator Title:	**Local Government Professionalisation - IGR Social Compact implementation facilitated**
Definition:	This indicator focuses on facilitating the implementation of the Local Government Professionalisation Social Compact, which aims to achieve 100% adherence to the legislative instruments required for professionalisation in municipalities. It supports the roll-out of the repurposed Local Government Professionalisation Framework, specifically focusing on **Pillar 1** (**Recruitment and Selection**) of the Cabinet-Approved Public Sector Professionalisation Framework (2022). The indicator also serves to advance the resolution from the 6th National Conference of SALGA (held on 2-4 March 2022), which calls for the resolution of persistent issues related to the remuneration and conditions of service for municipal senior management. This includes exploring efforts to reorient this critical group of municipal officials into a professionally licensed and properly remunerated workforce. **Key actions:** 1. involve remuneration benchmarking, 2. ensuring appropriate regulatory mechanisms, and

	3. facilitating the establishment of a Statutory Professional Council for Local Government to promote the professionalisation of the sector.
Source of Data:	Pillars of the Professionalisation Framework and applicable legislation and the report accounting for this area of work undertaken in the previous financial years.
Method of Calculation / Assessment:	Qualitative
Means of Verification:	1. Monitoring tool for Municipal Capabilities Assessment outcomes 2. Municipal Capabilities Assessment Monitoring Report 3. Quarterly progress reports 4. Annual outcomes report 5. Post Listing
Assumptions:	1. There will be effective collaboration between SALGA, municipalities, national government, and relevant stakeholders to ensure alignment and commitment to the goals of the Local Government Professionalisation Framework and Social Compact. 2. Sufficient financial, human, and technical resources will be allocated to support the implementation of professionalisation initiatives, including conducting remuneration benchmarking, policy development, and establishment of the Statutory Professional Council for Local Government. 3. Municipalities will be fully committed to adhering to the recruitment and selection guidelines and regulatory frameworks, and will take necessary steps to professionalise their senior management levels. 4. The legislative and policy frameworks required for the professionalisation of local government will be effectively implemented, with support from national government to enforce and facilitate the necessary changes.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly and Annually
Desired Performance:	The successful implementation of the Local Government Professionalisation Social Compact, resulting in 100% adherence to the legislative instruments required for professionalisation within municipalities.
Indicator Owners:	Pindiwe Gida (Acting - CO)

Output Indicator Title:	**Municipalities supported on Personal Credentials Verification and Competency Assessment Services**
Definition:	This indicator measures:

	1. SALGA's support to municipalities in ensuring compliance with the 2014 Local Government Regulations on the Appointment and Conditions of Service for Senior Managers. It includes providing competency assessments, personal credentials verification, and integrity checks for municipal senior management positions. 2. Hosting of a talent management seminar 3. The development of an online platform to manage service requests from municipalities.
Source of Data:	Programme Reports
Method of Calculation / Assessment:	Quantitative
Means of Verification:	1. Organisation development blueprint/toolkit 2. Service requests submitted by municipalities through the online platform, 3. Talent Management Seminar: Programme, attendance register, presentations, outcomes report 4. Online Platform Usage Analytics – Data showing the usage and effectiveness of the online platform in managing and processing service requests, including response times and user feedback. 5. Annual consolidated report 6. Post listing
Assumptions:	Requirement for competency assessments and integrity checks in municipalities 1. Municipalities will actively seek and engage in the services of personal credentials verification, competency assessments, and integrity checks as needed 2. SALGA will have the necessary resources (financial, human, and technological) to effectively offer and sustain these services, including the development and maintenance of the online platform. 3. SALGA will provide services such as competency assessments and personal credentials verification in a timely and accurate manner 4. SALGA will invest in continuous capacity building, including training personnel and enhancing technological infrastructure, to effectively meet the demand for these services. 5. Municipalities will have the capacity (technical and operational) to use the online platform.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly and Annually
Desired Performance:	4th Generation Operating Model aspects of the Municipal Leadership Competency Assessment Centre implemented.
Indicator Owners:	Pindiwe Gida (Acting - CO)

Output Indicator Title:	**Municipalities Supported in Implementing Organisational Development Initiatives**
Definition:	This indicator focuses on clarifying and strengthening the roles and responsibilities of internal structures and functionaries within municipalities. Support will be provided to municipalities: 1. to ensure a clear understanding of the implications of Section 37 of the Amended Structures Act and 2. to guide the review of terms of reference and systems of delegation. The goal is to enhance governance by ensuring that internal roles are well-defined and aligned with legislative requirements. This will help improve the efficiency of municipal operations and decision-making processes.
Source of Data:	Terms of reference Systems of Delegations Municipal Structures Act
Method of Calculation / Assessment:	Qualitative and Quantitative
Means of Verification:	Invites, Attendance Registers, Presentations, outcomes report 1. Pre-Post listing 2. Quarterly progress report (Programme, invite, Attendance register, presentation) 3. Annual consolidated outcomes report
Assumptions:	1. Municipalities will be open to reviewing and revising their internal roles, responsibilities, and systems, ensuring alignment with the requirements of the Amended Structures Act. 2. Relevant municipal officials and stakeholders will be available and engaged in the process, and the necessary expertise, including legal and governance advisors, will be accessible to guide the review of terms of reference and delegation systems. 3. Municipalities will be committed to ensuring full compliance with Section 37 of the Amended Structures Act, which requires the proper definition and delegation of roles and responsibilities within internal structures.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly
Desired Performance:	45 Municipalities will have clear, well-defined roles and responsibilities for their internal structures and functionaries, aligned with the requirements

	of the Amended Structures Act, leading to improved governance, efficiency, and compliance with legislative frameworks
Indicator Owners:	Pindiwe Gida (Acting - CO)

Output Indicator Title:	**Number of capacity building programmes on local government policies and relevant legislative rolled out to councillors and municipal officials**
Definition:	**Municipalities participating in 7 SALGA capacity building programmes:** There are 257 municipalities in South Africa, 8 metropolitan municipalities, 44 district and 205 local municipalities. Post the November 2021 local government elections, **9473** Municipal Councillors were elected and a total of **274 837** employees employed by municipalities and their entities. A total of **48 264 Municipal Councillors and Officials** have been trained since the 2016/17 financial year. • **2016/17 – 13082** • **2017/18 – 4743** • **2018/19 – 3379** • **2019/20 – 8396** • **2020/21 – 3994** • **2021/22 – 4653** • **2022/23 – 5503** • **2023/24 – 4514** It is difficult to project a definitive number of Municipal Councillors and Officials per a financial year to be trained, but an average/estimation can be made into the numbers per previous financial years trained. The training numbers are also controlled by the demand for capacity building in the sector. The focus should be on the number of programmes rolled-out instead of the number of learners trained. This indicator measures SALGA's support to municipalities through the delivery of 7 leadership, managerial, professional, and technical capacity-building programmes aimed at municipal councillors and officials. These capacity building programmes are: 1. X 2. X 3. X 4. X 5. X 6. X 7. x SALGA issues circulars inviting municipal councillors and officials to apply for these programmes, which are offered in partnership with accredited LGSETA implementation partners. Municipalities determine the participants through their own recruitment and approval processes, ensuring that participants are endorsed by the Speaker of Council following council approval.
Source of Data:	1. Programme Reports 2. LGSETA Sector Skills Plan

	3. Delegate evaluation forms completed by councillors and officials post training 4. Municipal requests for training
Method of Calculation / Assessment:	Qualitative & Quantitative
Means of Verification:	1. Approved Inductive Learning Programmes 2. Quarterly progress report (Training manual, attendance register etc.) 3. Annual Consolidated report. 4. Post-Listing
Assumptions:	1. Municipalities will actively participate in the 7 capacity-building programmes. 2. The approval process within municipalities will be timely and effective. 3. Sufficient resources (financial, human, and logistical) will be available to roll out the 7 programmes. 4. There will be a continued demand for capacity-building programmes, with municipalities proactively identifying and nominating councillors and officials for participation in line with their developmental needs. 5. SALGA will effectively coordinate the scheduling of the training sessions, ensuring that training dates align with municipal council approvals and availability of participants. 6. Municipal councils will remain committed to supporting capacity-building initiatives 7. The delivery of the programmes will have a measurable positive impact on the leadership, managerial, professional, and technical capacities of the municipal councillors and officials, contributing to the overall development of municipalities.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly
Desired Performance:	Successful rollout of 7 capacity building programmes, with active participation from municipalities and measurable improvements in the competencies of municipal councillors and officials.
Indicator Owners:	Pindiwe Gida (Acting - CO)

Output Indicator Title:	**Municipalities supported on Councillor Welfare and Support.**
Definition:	This indicator measures the support provided to municipalities in enhancing the welfare, safety, and empowerment of councillors. It includes efforts

	to 1. review and advocate for equitable and fair remuneration for Public Office Bearers at the local government level, 2. lobbying for improved safety measures for councillors. 3. Advisory support to municipalities on councillor welfare and empowerment
Source of Data:	1. Remuneration of Public Office Bearers Act 2. Report of the Independent Commission 3. Upper Limits Notice for the Salaries, Allowances and Benefits of Councillors 4. Outcomes reports
Method of Calculation / Assessment:	Qualitative
Means of Verification:	1. Quarterly: Programme, attendance Register, presentation, list of municipalities supported, Quarterly progress reports 2. Upper-limit notice 3. Annual: Consolidated outcomes Report, Post listing of municipalities supported
Assumptions:	1. The Independent Commission for the Remuneration of Public Office Bearers will complete its study on the review of remuneration, benefits, and allowances of public office bearers, and its findings will inform policy decisions and advocacy efforts for improved councillor welfare. 2. National and provincial government, municipalities, and relevant institutions (e.g., SALGA, COGTA, National Treasury) will actively engage in and support efforts to improve councillor welfare, remuneration, and safety. 3. Municipalities have the willingness and institutional capacity to adopt and implement the recommended welfare and safety measures for councillors. 4. Reforms related to councillor remuneration, welfare, and safety will align with national policies, legal frameworks, and budgetary considerations to enable sustainable implementation.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly and Annually
Desired Performance:	Municipalities implement enhanced welfare and safety measures for councillors, leading to improved working conditions and reduced security risks.
Indicator Owners:	Pindiwe Gida (Acting - CO)

Output Indicator Title:	**Municipalities supported on oversight, accountability, anti-corruption and integrity management**
Definition:	The progressive and sustainable improvements required to prevent accountability failures, or deal with them appropriately when they do occur, do not exist. Ineffective oversight and accountability lead to the regressing audit outcomes in municipalities. Need to intensify the fight against corruption, fraud and maladministration. Support municipalities to inculcate a culture of ethical leadership and effective oversight and accountability measures. This will be achieved by: 1. supporting municipal oversight structures; 2. collaborating with the law enforcement agencies to strengthen anti-corruption mechanisms in local government; 3. Institutionalizing the Code of Ethical Leadership. Strengthening municipal oversight, accountability, and integrity management is critical to preventing governance failures, improving audit outcomes, and combating corruption, fraud, and maladministration. Many municipalities face challenges due to weak oversight structures and a lack of accountability mechanisms. This indicator tracks efforts to build a culture of ethical leadership and enhance governance practices in local government. Support will be provided through: 1. **Strengthening Municipal Oversight Structures** – Enhancing the effectiveness of municipal councils, audit committees, and other governance bodies to ensure proper accountability. 2. **Collaboration with Law Enforcement Agencies** – Partnering with relevant institutions to strengthen anti-corruption mechanisms and improve enforcement against fraud and maladministration. 3. **Institutionalizing the Code of Ethical Leadership** – Promoting ethical governance principles and leadership accountability across municipalities to foster a culture of integrity and good governance.
Source of Data:	Audit outcomes State of Local Government Reports
Method of Calculation / Assessment:	Qualitative
Means of Verification:	1. Post listing 2. Quarterly: Programme/Agenda, attendance registers, quarterly progress report 3. Annual: Consolidated outcomes report on the 3 areas of support
Assumptions:	1. Municipalities will demonstrate a commitment to strengthening their oversight structures, ensuring the active participation of municipal councils, audit committees, and other governance bodies in fostering accountability and improving audit outcomes. 2. Law enforcement agencies and oversight bodies will actively engage with municipalities to enhance anti-corruption measures, ensuring effective enforcement and reducing fraudulent and maladministrative practices. 3. Municipal leadership and employees will embrace and institutionalize the **Code of Ethical Leadership**, promoting a culture of integrity, transparency, and good governance practices that support sustained improvements in municipal performance.
Disaggregation of Beneficiaries:	N/A

Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly and Annually
Desired Performance:	Municipalities will demonstrate enhanced oversight and accountability, leading to improved governance, positive audit outcomes, and a noticeable reduction in corruption, fraud, and maladministration.
Indicator Owners:	Pindiwe Gida (Acting - CO)

Output Indicator Title:	**Municipalities supported on roles and responsibilities for the internal structures and functionaries**
Definition:	This indicator focuses on clarifying and strengthening the roles and responsibilities of internal structures and functionaries within municipalities. Support will be provided to municipalities: 3. to ensure a clear understanding of the implications of Section 37 of the Amended Structures Act and 4. to guide the review of terms of reference and systems of delegation. The goal is to enhance governance by ensuring that internal roles are well-defined and aligned with legislative requirements. This will help improve the efficiency of municipal operations and decision-making processes.
Source of Data:	Terms of reference Systems of Delegations Municipal Structures Act
Method of Calculation / Assessment:	Qualitative and Quantitative
Means of Verification:	Invites, Attendance Registers, Presentations, outcomes report 1. Pre-Post listing 2. Quarterly progress report (Programme, invite, Attendance register, presentation) 3. Annual consolidated outcomes report
Assumptions:	1. Municipalities will be open to reviewing and revising their internal roles, responsibilities, and systems, ensuring alignment with the requirements of the Amended Structures Act. 2. Relevant municipal officials and stakeholders will be available and engaged in the process, and the necessary expertise, including legal and governance advisors, will be accessible to guide the review of terms of reference and delegation systems.

	3. Municipalities will be committed to ensuring full compliance with Section 37 of the Amended Structures Act, which requires the proper definition and delegation of roles and responsibilities within internal structures.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly
Desired Performance:	45 Municipalities will have clear, well-defined roles and responsibilities for their internal structures and functionaries, aligned with the requirements of the Amended Structures Act, leading to improved governance, efficiency, and compliance with legislative frameworks
Indicator Owners:	Pindiwe Gida (Acting - CO)

Output Indicator Title:	**Municipalities supported on public participation, inclusive governance and active citizenry**
Definition:	This indicator focuses on supporting municipalities in strengthening their governance practices by promoting inclusive decision-making processes, enhancing public participation, and encouraging active citizen engagement. The goal is to ensure that municipalities create platforms for meaningful participation, allowing citizens to influence local government policies and decisions. Support will be provided to municipalities in areas such as: ▪ Strengthening consultation processes and ensuring that diverse voices, especially from marginalized groups, are included in governance processes. ▪ Providing training and tools to municipal leaders and staff to foster an inclusive approach in governance, ensuring representation, transparency, and accountability. ▪ Promoting initiatives that empower citizens to take an active role in local government activities, from policy development to service delivery and accountability. The indicator will be measured based on the number of municipalities supported, the effectiveness of participation mechanisms, and the extent to which citizen engagement influences governance outcomes.
Source of Data:	Support programmes implemented
Method of Calculation / Assessment:	Qualitative and Quantitative
Means of Verification:	1. Pre-Post Listing 2. Quarterly: progress report, attendance registers, presentations 3. Annual: Consolidated outcomes report

Assumptions:	1. Municipalities will be committed to creating inclusive governance frameworks that allow for the active participation of all community members, particularly marginalized groups, in decision-making processes. 2. Citizens will be willing to engage in governance processes and participate in public consultations, community forums, and other participation mechanisms established by municipalities. 3. Municipalities will allocate adequate resources, including training and tools, to build the capacity of municipal staff and leaders in facilitating inclusive governance and effective public participation. 4. Municipalities will have access to and adhere to relevant legal and policy frameworks that promote public participation and active citizenry engagement in line with national and local government policies.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly
Desired Performance:	50 Municipalities will have robust and effective mechanisms for public participation and citizen engagement, ensuring that decision-making processes are inclusive, transparent, and reflective of the needs and interests of diverse community groups.
Indicator Owners:	Pindiwe Gida (Acting - CO)

Output Indicator Title:	**Pilot the introduction of the PERFORMA (Performance Management Digitization Solution for Municipalities)**
Definition:	This indicator measures the ongoing review, enhancement, and maintenance of **PERFORMA**, SALGA's automated performance management solution designed to support municipalities in implementing and streamlining end-to-end Individual Performance Management (IPM) processes through technology. The review ensures that the system remains effective, user-friendly, and aligned with municipal performance management requirements. Progress will be measured by: • Updating and refining the Business Requirements Document (Concept) • Implementation of PERFORMA in five (5) municipalities • Issuance of licenses to municipalities adopting the system
Source of Data:	Business Case & Business Requirements Document
Method of Calculation /	Quantitative and Qualitative.

Assessment:	
Means of Verification:	Quarterly: progress report on the implementation of PERFORMA Annually: Outcomes report and Licenses for 5 municipalities
Assumptions:	1. Municipalities will have the necessary infrastructure, technical capacity, and willingness to adopt and implement the PERFORMA system. 2. Sufficient financial, technical, and human resources will be allocated to support the ongoing review, enhancement, and maintenance of PERFORMA. 3. PERFORMA will remain aligned with national performance management policies, legislative frameworks, and municipal needs to ensure relevance and compliance.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	None
Reporting Cycle:	Quarterly and Annually
Desired Performance:	At least five (5) municipalities successfully implement PERFORMA, demonstrating its effectiveness in streamlining Individual Performance Management processes.
Indicator Owners:	Pindiwe Gida (Acting - CO)

Output Indicator Title:	**Number of municipalities supported with municipal Performance Management.**
Definition:	Provide support to municipalities on a range of Performance Management processes relating to the development and implementation of Organisational and Individual Performance Management, PMS Capacity Development (Training), Local Government Service Standards and Technology Enablement. The indicator will be measured based on the Value Chain of Performance Management. This indicator tracks the provision of structured support to **45** selected municipalities in strengthening their **Performance Management Systems.** The support focuses on enhancing both Organizational and Individual Performance Management, ensuring municipalities can effectively plan, monitor, and improve service delivery. Key areas of intervention include: • Capacity development and training for municipal officials • Implementation of Local Government Service Standards • Technology enablement to support performance management processes The indicator will be measured based on progress across the Performance Management Value Chain, assessing improvements in municipal PMS adoption, compliance, and functionality.

Source of Data:	Chapter 6 of the Municipal System Act Chapter 4 of the Municipal Staff Regulations Local Government Service Standards Framework Digital Strategy
Method of Calculation / Assessment:	Quantitative and qualitative
Means of Verification:	1. Support Plans 2. Pre-Post listing 3. Training/capacity building: invite, Agenda, Attendance Register and presentations 4. Quarterly Progress Report 5. Annual: Outcomes report
Assumptions:	Non-implementation of the Solutions provided on the focus areas to ensure compliance and impact driven Performance Management Practices in municipalities 1. The selected municipalities will actively engage in the support interventions, allocate necessary resources, and demonstrate willingness to implement Performance Management Systems (PMS). 2. Adequate financial, human, and technical resources will be available to deliver effective PMS support. 3. The support provided will align with national performance management policies, regulatory requirements, and municipal governance structures, ensuring smooth adoption and compliance.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly and Annually
Desired Performance:	Successful implementation of Performance Management Support in 45 selected municipalities, leading to improved compliance, efficiency, and effectiveness of Organizational and Individual Performance Management Systems (PMS).
Indicator Owners:	Pindiwe Gida (Acting - CO)

Output Indicator Title:	**Research products that contribute to the development of knowledge in Local Government produced**
Definition:	This indicator tracks the production of research outputs that contribute to the advancement of knowledge in local government, aligned with SALGA's research agenda. The research agenda is an annual guiding document that outlines key research projects to be undertaken, reflecting SALGA's five-year research priorities as outlined in the **New Generation Research Strategy (2022-2027)**. Research activities include both **primary research** (gathering new data through fieldwork) and **secondary research** (analyzing existing data or conducting systematic literature reviews). The research outputs produced through these activities may include: 1. published reports, 2. working or discussion papers, 3. flagship local government reviews, 4. conference papers, 5. position papers, 6. book chapters, and 7. scholarly journal articles. These products are designed to provide evidence-based insights to support SALGA's advocacy and enhance local government policy and practice.
Source of Data:	1. New Generation Research Strategy (2022-2027) 2. Programme Reports
Method of Calculation / Assessment:	Quantitative
Means of Verification:	1. Research Agenda 2. Final 5 Research Products 3. Quarterly progress reports on the status of Research
Assumptions:	Need for research related activities in the sector Approved research agenda Adequate human capacity
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Non-cumulative
Reporting Cycle:	Annually

Desired Performance:	No less than 5 research products produced.
Indicator Owners:	Pindiwe Gida (Acting - CO)

Output Indicator Title:	**Number of municipalities monitored on Municipal Capabilities Assessment outcomes**
Definition:	This indicator measures the monitoring of 54 municipalities based on the outcomes of the Municipal Capabilities Assessment, ensuring targeted support for capability enhancement and continuous improvement. The Municipal Capabilities Assessment evaluates municipal maturity levels across five key areas: 1. Municipal Learning & Development (L&D), 2. Labour Relations (LR), 3. Institutional Performance Management (IPMS), 4. Human Capital Capability Optimisation (HCO), and 5. the Good Governance Maturity Index (GGMI). The assessment provides standardized measurement frameworks to diagnose challenges, identify areas for improvement, and track progress over time. SALGA will monitor the assessment outcomes, known as the **Municipal Capabilities Index**, to support municipalities in improving their capabilities through structured interventions. Of the 54 municipalities monitored, **13** will be assessed under the **GGMI** due to alignment issues in previous financial years. Monitoring involves continuous tracking of activities based on assessment findings, ensuring timely identification of gaps and opportunities for improvement. The approach is developmental rather than punitive, with the goal of fostering institutional resilience, improving governance, and strengthening municipal performance.
Source of Data:	Municipalities, secondary data sources, municipal capabilities assessment report, municipal capabilities index
Method of Calculation / Assessment:	Quantitative and Qualitative
Means of Verification:	None
Assumptions:	1. The 54 selected municipalities will actively engage in the Municipal Capabilities Assessment and cooperate in providing accurate data for monitoring and support interventions. 2. Sufficient financial and human resources will be available to conduct the assessments, monitor progress, and provide targeted support to municipalities. 3. The Municipal Capabilities Assessment framework and the Municipal Capabilities Index will remain relevant, standardized, and aligned with municipal performance improvement objectives.

Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly and annually
Desired Performance:	Effective monitoring of 54 municipalities based on Municipal Capabilities Assessment outcomes, with targeted support interventions leading to measurable improvements in municipal capability maturity levels across key assessment areas.
Indicator Owners:	Pindiwe Gida (Acting - CO)

Output Indicator Title:	**Knowledge products and activities that contribute to the development of knowledge in Local Government produced**
Definition:	This indicator focuses on the generation and dissemination of knowledge through various products and activities that contribute to the growth and development of local government practices. Knowledge management activities include the creation of knowledge products and the organization of knowledge forums or learning events. These activities aim to enable the generation, sharing, and practical application of knowledge for the benefit of SALGA, municipalities, and key partners. **Knowledge products** refer to a range of outputs such as publications, case studies, good practices, toolkits, guidelines, and learning materials. These resources are developed to facilitate learning, capacity building, and knowledge sharing among municipalities, ensuring continuous improvement in local governance and service delivery. The indicator will track the production and distribution of at least 10 such knowledge products and activities aimed at strengthening the knowledge base in local government.
Source of Data:	SALGA Clusters, Municipalities, Department of Science and Innovation
Method of Calculation / Assessment:	Quantitative
Means of Verification:	1. Knowledge Products list 2. Knowledge Products developed and disseminated 3. Knowledge forums / learning events
Assumptions:	1. Sufficient expertise, both internal and external, will be available to create high-quality knowledge products and facilitate learning events, ensuring that materials are relevant and impactful for municipalities and partners.

	2. Municipalities and stakeholders will actively engage in knowledge-sharing activities, such as attending forums and applying the knowledge products to improve local governance practices. 3. SALGA and its partner will provide necessary support, resources, and collaboration to enable the production and dissemination of knowledge products.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Non-cumulative
Reporting Cycle:	Annually
Desired Performance:	At least 10 high-quality knowledge products (e.g., publications, case studies, toolkits, and guidelines) and learning activities (such as knowledge forums or training sessions) will be produced, widely disseminated, and actively utilized by municipalities and stakeholders.
Indicator Owners:	Pindiwe Gida (Acting - CO)

Output Indicator Title:	**Municipalities evaluated against Local Government Professionalisation Metrics**
Definition:	This indicator measures the evaluation of nine municipalities against the Local Government Professionalisation Metrics, as part of SALGA's efforts to promote professional norms and standards in municipal administration. In alignment with the resolution of the 5th SALGA National Conference (2–4 March 2022), which called for the development and communication of "Performance Metrics" to monitor and evaluate municipal performance, SALGA has designed a comprehensive set of professionalisation metrics. These metrics assess key dimensions of local government professionalisation, ensuring municipalities operate in an effective, efficient, accountable, and responsive manner to enhance service delivery. As part of a proof-of-concept evaluation, this indicator tracks the assessment of selected municipalities to validate the applicability and effectiveness of these metrics before broader implementation.
Source of Data:	Municipalities, secondary data sources, evaluation report, Local Government Professionalisation Framework
Method of Calculation / Assessment:	Qualitative and Quantitative
Means of Verification:	1. Pre-Post Listing 2. Professionalisation of local government Metrics 3. Professionalisation of LG Evaluation Report

	4. Quarterly progress report 5. Annual Outcomes report
Assumptions:	1. The nine selected municipalities will actively engage in the evaluation process and provide the necessary data and documentation for assessment. 2. The developed Local Government Professionalisation Metrics will be accepted and recognized as a valid tool for assessing municipal performance. 3. Sufficient financial, technical, and human resources will be available to conduct the evaluations effectively. 4. Municipalities will provide accurate and up-to-date information required for assessment, ensuring the reliability of evaluation results. 5. The findings from the nine municipalities will serve as a reliable foundation for refining the metrics and expanding the evaluation process to more municipalities in the future.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly and annually
Desired Performance:	100% implementation of LG professionalisation evaluation. Successful evaluation of 9 municipalities against the Local Government Professionalisation Metrics, with validated findings that inform the refinement and broader application of the metrics to strengthen professionalisation in local government.
Indicator Owners:	Pindiwe Gida (Acting - CO)

Output Indicator Title:	**Number of International engagements participated in by SALGA and Municipal Representatives.**
Definition:	Enhance international collaboration and partnerships. SALGA's count of formal partnerships/MOUs signed with international entities, Associations. Strengthen capacity of local government officials.
Source of Data:	Partnership records and MOUs. Invitations/Notices of engagements.
Method of Calculation / Assessment:	Qualitative and Quantitative

Means of Verification:	1. Invites 2. Agenda 3. Presentations 4. MOU's 5. Quarterly Reports
Assumptions:	1. Stakeholders are open to collaboration 2. Effective communication channels exist 3. Officials are willing to participate.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly
Desired Performance:	80% of the International engagements participated in by SALGA
Indicator Owners:	Executive Manager: OCEO

Output Indicator Title:	**Funds raised from international donors for municipal projects.**
Definition:	To enhance the capacity of local governments in South Africa through the mobilization of international resources and funding for programs that strengthen governance, improve service delivery, and support sustainable development. SALGA's success in mobilizing international resources (funds, technical assistance, partnerships, etc.) to support South African municipalities' projects and programs aligned with the Sustainable Development Goals (SDGs), Agenda 2063, and national/local development priorities. These resources may come from international donors, development agencies, multi-lateral organizations, or foreign governments. The indicator also measures the ability of SALGA to leverage partnerships that contribute to the achievement of SDGs, climate resilience, governance reforms, and sustainable urban development.
Source of Data:	1. SALGA's International Relations Unit (e.g., internal records of international agreements, MOUs, and funded projects). 2. International funding organizations (e.g., United Nations Development Programme (UNDP), World Bank, Green Climate Fund, European Union, GIZ). 3. Donor Agreements and Contracts (for monitoring financial commitments and disbursements). Project Monitoring and Evaluation Reports (from specific donor-funded projects)

Method of Calculation / Assessment:	Quantitative and Qualitative
Means of Verification:	1. Signed contracts or MoUs with donors and partners. 2. Financial statements detailing the funds received and allocated to local government programs. 3. Reports on project activities and funding disbursements. Monitoring and evaluation reports from donor-funded projects
Assumptions:	1. Continued willingness and interest of international partners and donors in funding local government projects. 2. A stable geopolitical and economic environment to maintain international relations and secure funding. 3. SALGA's capacity to manage and implement international agreements effectively. 4. The availability of municipalities' data and project proposals that align with international priorities (SDGs, climate, etc.). 5. Local governments' readiness and capacity to absorb and utilize international resources effectively.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative
Reporting Cycle:	Quarterly and Annually
Desired Performance:	**Minimum**: SALGA should aim to secure resources that meet or exceed the baseline of the previous year's mobilization. This includes a focus on new strategic international partnerships and the delivery of tangible outcomes in SDG and Agenda 2063 areas. **Maximum**: Significant increase in resource mobilization, not just in funds but in the breadth of partnerships with global institutions (e.g., more international donors and multilateral organizations).
Indicator Owners:	Executive Manager: OCEO

Output Indicator Title:	**Number of Municipalities participating in implementing SDG-aligned Integrated Development Plans**
Definition:	This indicator aims to track the progress of local governments (municipalities) in South Africa in conducting Voluntary Local Reviews (VLRs) and SALGA Subnational Reviews, which are processes where local governments assess and report their contributions toward achieving SDGs and Agenda 2063. By increasing the number of municipalities engaged in these reviews, the goal is to ensure stronger alignment with national and global sustainability frameworks and accelerate the implementation of SDGs and Agenda 2063 at the local level..
Source of Data:	1. Municipal VLR reports

	2. M&E records 3. Donor assessments 4. SDG-related publications
Method of Calculation / Assessment:	Quantitative and Qualitative
Means of Verification:	1. VLR submitted by municipalities and Subnational Review report by SALGA 2. Peer-reviewed assessments or evaluations of submitted reports (e.g., conducted by SALGA, international consultants, or the UN). 3. Survey data on the satisfaction of stakeholders with the process (municipal officials, community representatives, and development partners). 4. M&E system reports tracking the progress of SDG-related actions in municipalities. 5. Government and partner assessments of local progress on SDGs and Agenda 2063
Assumptions:	1. There is Political will 2. There Sufficient capacity will be available 3. There is Access to financial support 4. Municipal Twinning agreements 5. Stakeholders are open to collaboration
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly
Desired Performance:	**Lowest:** At least 50% of municipalities (or 106 municipalities) should conduct and submit Voluntary Local Reviews (VLRs) and Subnational Reviews by the end of the reporting period. **Highest:** Ideally, 100% of municipalities should participate in the VLR and Subnational Review processes, with reviews being comprehensive, high quality, and aligned with both SDGs and Agenda 2063.
Indicator Owners:	Executive Manager: OCEO

Output Indicator Title:	1. **Multisectoral Lobby & advocacy plan implemented that facilitates SALGA's position on local government matters**
Definition:	SALGA's reason for existence is to lobby and advocate on behalf of local government. Therefore, SALGA participates in different IGR structures across government where it represents the interest of municipalities. This representation comes in different forms, it can be through development and submissions of position papers consulted with municipalities and governance structures by different clusters, and through participation by invitation in different IGR structures and legislature platforms or ordinary engagements where the three spheres of government are meeting. The IGR and Parliamentary Affairs will coordinate participation and representation of SALGA in different IGR Structures. The unit will also develop a consolidated lobby and advocacy plan which will be jointly implemented with relevant clusters. The unit will monitor and report on the implementation of the lobby and advocacy plan on a quarterly basis. An evaluation is conducted annually to assess the effectiveness, influence and impact of SALGA in these IGR platforms.
Source of Data:	Annual Parliamentary Framework, National and Provincial Parliamentary Programme, National & Provincial Annual Calendar, Parliamentary Papers (Daily list of Meetings of Parliamentary Committees, House Minutes, Question Papers, Committee reports) Organisational Quarterly Reports
Method of Calculation / Assessment:	Qualitative
Means of Verification:	None
Assumptions:	1. Clusters will cooperate in developing submissions and position papers as part of implementation of Lobby and Advocacy Plan. 2. Financial resources will be made available to fully implement the Lobby and Advocacy Plan. 3. Availability of capacitated and knowledgeable political and technical representatives. 4. SALGA Positions/ input will be favourably considered by stakeholders 5. SALGA's mandate is recognized by the relevant stakeholders
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly
Desired Performance:	Highest: 100% implementation of the multisectoral Lobby & Advocacy Plan Lowest: 90% implementation of the multisectoral Lobby & Advocacy Plan
Indicator Owners:	Executive Manager: OCEO

Output Indicator Title:	**Number of municipalities participating in the Compact project**
Definition:	COMPACT is a donor funded project by the European Union Delegation in South Africa (EUD in SA) where SALGA in partnership with PARI and Action Integrity work as partners. The role of SALGA is to coordinate the implementation of the project. The project is about enhancing local government planning and accountability through public participation. It is targeting. 1. Residents in twelve municipalities in South Africa – with a focus on low-income residents and ensuring a focus on capacity building of women and youth within this process. 2. Municipalities: municipal officials and councilors in the twelve sites, with a focus on senior management responsible for IDP processes, internal planning and budgeting. 3. Relevant units within national departments – primarily COGTA and National Treasury – with responsibility for the planning and performance management regime for local government. The aim is to: - • Achieve a more responsive and accountable local government and to deepen democracy, • Enhance participation of local communities in the IDP processes, with particular emphasis on water and sanitation, and • Improve planning and oversight of service delivery in municipalities. The COMPACT project beneficiaries within SALGA includes the MCG cluster focusing on Research, Governance and Performance Management units.
Source of Data:	Compact Project proposal and Agreement/Contract
Method of Calculation / Assessment:	Qualitative – Project Interim Annual Narrative Report. Quantitative – 12 Municipalities supported
Means of Verification:	1. Quarterly Progress Reports 2. Annual Narrative Report 3. Expenditure Verification Report 4. Attendance registers, Agenda 5. Workshop reports
Assumptions:	1. Stakeholders work in collaboration, especially where the “needs” may vary or differ considerably. 2. The donor continues to fund the project for its duration 3. The target audience in the selected municipalities participates and embrace the project. 4. Subject specialists continue to support the implementation of the programmes
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A

Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly and Annually
Desired Performance:	Highest 100% implementation of the Compact Project as per the EUD contract Lowest 90% implementation of the COMPACT project as per the EUD contract.
Indicator Owners:	Executive Manager: OCEO

Output Indicator Title:	**Assessment of the implementation of MOUs signed to support SALGAs programs**
Definition:	By virtue of its existence SALGA is IGR oriented and therefore interfaces across all key stakeholders as a voice of local government. This usually takes different forms of partnerships ranging from formal and informal relationships: Formalized partnerships are in the form of MOU/MoA, Letters of Cooperation and agreements. One of the key weaknesses of these relationships is a relationship that is built on personal relations between individuals and the only way to address this is to establish structured relationships between the stakeholders. It is therefore imperative for the unit to drive the establishment of structured relations between SALGA and its stakeholders. The unit will identify and initiate strategic platforms that will be utilized for advocating collective interests and address common challenges faced by the local government.
Source of Data:	• Invitations/Desk top research • Annual platforms Bilateral engagements • Outcomes report of previous engagements • MoUs
Method of Calculation / Assessment:	Qualitative and Quantitative
Means of Verification:	1. Reports on the outcomes of the engagements 2. Quarterly reports on stakeholder engagements 3. Annual report on the engagements 4. Formalized Partnerships (MoUs)
Assumptions:	1. Clusters will cooperate and avail themselves to position SALGA positively on the engagement platforms. 2. The leadership will communicate clearly SALGA's position.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A

Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly
Desired Performance:	Highest: 100% of the signed MoU's implemented Lowest: 80% of the signed MoU's implemented
Indicator Owners:	Executive Manager: OCEO

Output Indicator Title:	**Multisectoral Lobby & advocacy programme implemented that facilitates SALGA's position on local government matters**
Definition:	SALGA's reason for existence is to lobby and advocate on behalf of local government. Therefore, SALGA participates in different IGR structures across government where it represents the interest of municipalities. This representation comes in different forms, it can be through development and submissions of position papers consulted with municipalities and governance structures by different clusters, and through participation by invitation in different IGR structures and legislature platforms or ordinary engagements where the three spheres of government are meeting. The IGR and Parliamentary Affairs will coordinate participation and representation of SALGA in different IGR Structures. The unit will also develop a consolidated lobby and advocacy plan which will be jointly implemented with relevant clusters. The unit will monitor and report on the implementation of the lobby and advocacy plan on a quarterly basis. An evaluation is conducted annually to assess the effectiveness, influence and impact of SALGA in these IGR platforms.
Source of Data:	1. Annual Parliamentary Framework 2. National and Provincial Parliamentary Programme 3. National & Provincial Annual Calendar 4. Parliamentary Papers (Daily list of Meetings of Parliamentary Committees, House Minutes, Question Papers, Committee reports) 5. Organisational Quarterly Reports
Method of Calculation / Assessment:	Qualitative
Means of Verification:	1. Calendar of events 2. Invitations / Notices / Agenda of engagements 3. Multisectoral lobby & advocacy plan 4. Quarterly reports on SALGA IGR and Legislature engagements 5. Annual assessment report of SALGA influence in IGR platforms 6. Briefing notes and inputs delivered in various platforms (presentations, speeches and position papers)
Assumptions:	1. Clusters will cooperate in developing submissions and position papers as part of implementation of Lobby and Advocacy Plan.

	2. Financial resources will be made available to fully implement the Lobby and Advocacy Plan. 3. Availability of capacitated and knowledgeable political and technical representatives. 4. SALGA Positions/ input will be favorably considered by stakeholders 5. SALGA's mandate is recognized by the relevant stakeholders
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly
Desired Performance:	Highest: 100% Implementation of the **Multisectoral Lobby & advocacy programme** Lowest: 80% Implementation of the **Multisectoral Lobby & advocacy programme**
Indicator Owners:	Executive Manager: OCEO

Output Indicator Title:	**SALGA Strategic risk profile monitored**
Definition:	SALGA has developed its 5-year strategic plan 2022-2027. For the third year (2025-2026), and as part of the PFMA section 51(1) (a,) SALGA is expected to develop and maintain a system of Risk Management. SALGA is required to develop the Annual Risk Management implementation plan, where a range of activities are outlined and achievable over a period of four quarters. Approval of the plan is to be sought from the Risk Management Committee and Audit and Risk Committee. Monitoring of the implementation is conducted on a Quarterly basis. Templates and timelines are developed.
Source of Data:	• Annual Risk Management Implementation plan
Method of Calculation / Assessment:	• Qualitative and Quantitative
Means of Verification:	None
Assumptions:	• There will be a timeous reporting of risk register progress reports • Reports received timeously from clusters and evidence uploaded on the system. • Risk prioritization is embraced within the Organisation
Disaggregation of	N/A

Beneficiaries:	
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly
Desired Performance:	Highest - 100% of **SALGA's Strategic risk profile monitored** Lowest - 80% of **SALGA's Strategic risk profile monitored**
Indicator Owners:	Executive Manager: OCEO

Output Indicator Title:	**% Implementation of the 2025-2026 Internal Audit Plan**
Definition:	Based on the Organisation's Strategic Risk Register, emerging issues and results of audit reviews conducted, an Internal Audit Coverage Plan is developed which guides the audits that will be conducted in a financial year. The plan also includes plans for the two outer years. The Audit Plan is approved by the Audit and Risk Committee.
Source of Data:	Internal Audit plan
Method of Calculation / Assessment:	Qualitative - Internal Audit reports completed. Quantitative – Percentage of implementation of the Annual Internal Audit Coverage Plan
Means of Verification:	1. Internal Audit Coverage Plan. 2. Quarterly reports on the implementation of the internal audit coverage plan.
Assumptions:	• Availability of the client and/or documentation needed for audit may cause delays. • Reports with Management comments received timeously from auditees to finalise audit. • Adherence to applicable Acts and SALGA policies and procedures.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)

Reporting Cycle:	Quarterly
Desired Performance:	Highest - 100% implementation of the Internal Audit Coverage Plan. Lowest - 80% implementation of the Internal Audit Coverage Plan.
Indicator Owners:	Executive Manager: OCEO

Output Indicator Title:	**% ICT Stability and digital security**
Definition:	SALGA's internal connectivity and ICT systems are maintained and optimized through continuous support across all clusters. This includes: 1. providing hands-on technical ICT support, 2. ensuring the availability of necessary tools and equipment, and 3. facilitating the smooth operation of systems. The ICT unit will: 1. regularly assess user satisfaction levels, 2. promote a secure environment to protect digital assets and data from unauthorized access and cyber threats, and 3. identify areas for improvement. The ICT unit will focus on fostering: 1. a culture of digital awareness and 2. enhancing overall productivity through innovative digital solutions.
Source of Data:	1. ICT asset register 2. ICT System Assessment Report 3. User Satisfaction Survey 4. Cyber Security Data
Method of Calculation / Assessment:	Qualitative and Quantitative
Means of Verification:	Quarterly and Annual outcomes Reports 1. Asset allocation Report 2. ICT System Assessment Report 3. User Satisfaction Survey report
Assumptions:	1. Adequate financial, human, and technological resources will be allocated to support the efficient running of ICT systems, including the provision of necessary tools, equipment, and infrastructure across all clusters. 2. Employees will actively participate in providing feedback on user satisfaction levels, enabling the ICT unit to make informed decisions and improvements to the systems.

Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly and Annually
Desired Performance:	Seamless operation of SALGA's internal connectivity and ICT systems, with 100% uptime and high user satisfaction across all clusters.
Indicator Owners:	Chief Digital Officer

Output Indicator Title:	**%improvement of municipalities supported posed assessment and support**
Definition:	SALGA Digital conducts annual digital maturity assessments for municipalities to determine their progression across key performance areas: Governance, Strategy & Planning, and Operations. The digital maturity scale ranges from Level 1 (Awareness) to Level 5 (Transformed), with each level reflecting the municipality's degree of digital maturity in the respective areas. The levels are defined as follows: • Level 1 - Awareness • Level 2 - Committed/Active • Level 3 - Proactive • Level 4 - Optimize • Level 5 - Transformed The assessments are used to track municipal progress, identify gaps, and inform targeted support interventions. Municipalities with lower scores, particularly those scoring below level 3, will receive tailored support aimed at helping them progress to maturity level 3.
Source of Data:	• Municipal Engagements/Interviews or Self-Assessment • Artifacts Supplied by the municipalities and reports
Method of Calculation / Assessment:	SALGA will measure the indicator using both the elements. Qualitatively: Assessments reports which provides details on the digital maturity levels for the assessed municipalities. Quantitatively: The number of municipalities based on their assessed progression levels (1 to 5)
Means of Verification:	1. Assessment score sheets of Municipalities 2. Quarterly assessment Report

	3. SALGA recommendations Implementation plans 4. Quarterly progress report on implementation 5. Annual outcomes report 6. Pre-Post listing
Assumptions:	1. Municipalities have the necessary capabilities, infrastructure, and workforce to effectively implement the improvement plans provided after assessments. 2. Municipalities are willing to cooperate with SALGA, allocate the required time, and dedicate the necessary financial resources to implement the recommendations and progress towards higher digital maturity. 3. SALGA has the sufficient human and financial resources to offer the required support and guidance to municipalities, ensuring that recommendations are effectively implemented and municipalities make progress in their digital maturity journey.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly and annually
Desired Performance:	40 municipalities progress through the defined digital maturity levels, achieving at least a Level 3 maturity.
Indicator Owners:	Chief Digital Officer

Output Indicator Title:	**Number of municipalities/MoEs supported to develop and or implement innovation programmes**
Definition:	This indicator measures the progress in municipalities' innovation capacity and maturity. SALGA will assist municipalities in enhancing their innovation practices through: 1. program design, 2. capacity-building training, and 3. the development of local innovation ecosystems. The support may involve collaboration with key stakeholders, such as the Department of Science & Innovation, research institutions, and other relevant partners, to implement and monitor the Municipal Innovation Maturity Index (MIMI) and identify key areas for innovation growth within municipalities.
Source of Data:	• Problem/Opportunity statements through research, cross-cluster engagements, municipal engagements,

	• Digital Maturity Assessments, Municipal requests, municipal innovation reports, and/or MIMI (municipal innovation maturity index) report • Results from internal testing (this is with relation to the SALGA digital) and pilot/incubation
Method of Calculation / Assessment:	Quantitative and Qualitative
Means of Verification:	1. Innovation maturity Index 2. Quarterly Report 3. Assessment Reports: Documentation of municipal innovation maturity assessments, including progress and improvement levels based on the Municipal Innovation Maturity Index (MIMI). 4. Records of training sessions held for municipalities, including attendance register, training materials 5. Detailed reports and proposals outlining the design, implementation, and outcomes of innovation programs supported by SALGA. 6. Partnership Agreements: MOUs/collaboration agreements with the Department of Science & Innovation, research institutions, and other partners involved in enhancing municipal innovation capacity. 7. Documentation of the innovation ecosystem development plans for municipalities. 8. Annual outcomes report on the innovation programs, detailing the number of municipalities supported, the results achieved, and any adjustments made to support strategies.
Assumptions:	1. Municipalities are willing and committed to adopting innovative strategies and practices and are actively engaged in capacity-building efforts to enhance their innovation maturity. 2. Effective collaboration with key stakeholders, including the Department of Science & Innovation, research institutions, and other relevant entities, will be maintained to support innovation development within municipalities. 3. Adequate resources (financial, human, and technological) will be available to municipalities for the successful implementation of innovative programs and strategies supported by SALGA. 4. SALGA has the necessary expertise, infrastructure, and resources (both human and financial) to support municipalities in the design and implementation of innovation programs and ecosystem development.
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly and annually
Desired Performance:	Municipalities successfully develop and implement innovation programs, demonstrating measurable improvements in their innovation maturity levels as indicated by the Municipal Innovation Maturity Index (MIMI)
Indicator Owners:	Chief Digital Officer

Output Indicator Title:	**Number of Digital Solutions deployed to municipalities**
Definition:	SALGA aims to enable municipalities with data-driven decision-making capabilities by providing data analytics and data engineering services. This indicator will track 9 of digital solutions, including data analytics and business intelligence solutions, deployed to municipalities to address their data-related challenges. The deployment of digital solutions will involve close collaboration with SALGA clusters, municipalities, and key data agencies, among others. The process follows the **Digital Solution Value Chain**, which includes the following phases: 1. Business Requirement Specifications 2. Ideation 3. Development Phase 4. Testing/Quality Assurance Phase 5. Production Phase
Source of Data:	1. Problem/Opportunity statements across-cluster engagements, municipal engagements, audit findings, and/or legislative reviews 2. Data providers/ Municipalities/SALGA/ Digital Maturity Assessments 3. Market research
Method of Calculation / Assessment:	Quantitative – number of solutions deployed to municipalities
Means of Verification:	1. Problem/Opportunities statement reports 2. Business Requirements Gathering 3. Data products design and technical documentation. 4. ADF (Azure Data Factory) Pipelines development 5. QA Deployment & Testing/piloting 6. Outcomes from pilots / incubation. 7. Production Deployment or Go-Live 8. Project Outcomes Reports/ Working Group Reports
Assumptions:	1. Municipalities have the required infrastructure and digital capacity to support the deployment and effective use of data solutions (e.g., reliable internet access, adequate hardware, and software). 2. Stakeholders are willing to collaborate and provide necessary input and resources for the successful development and deployment of digital solutions. 3. Municipalities are committed to adopting and utilizing data solutions effectively 4. Sufficient funding, technical expertise, and human resources are available within SALGA and municipalities to support the entire process, from ideation to production.
Disaggregation of Beneficiaries:	N/A

Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly and annually
Desired Performance:	The successful deployment of **data solutions**, with each solution demonstrating measurable improvements in data-driven decision-making and operational efficiency.
Indicator Owners:	Chief Digital Officer

Output Indicator Title:	**Number of Municipalities utilizing signed PPP agreements with operators/spectrum-holders**
Definition:	This indicator measures the adoption of broadband as a utility within local government through the formalization of Public-Private Partnership (PPP) agreements. It focuses on municipalities that have signed PPP agreements with operators or spectrum-holders to expand broadband access. The indicator measures the municipalities that are utilising the signed PPP agreements with service providers.
Source of Data:	• General Research, academic and industry • Telco Industry Bodies
Method of Calculation / Assessment:	Qualitative
Means of Verification:	1. Framework (Approved) 2. Agenda, Report and Minutes of EXCO, NWG and NEC where the Framework is presented 3. Signed PPP agreements by municipalities 4. Outcomes of engagements with Telco Industry players and researchers
Assumptions:	1. Municipalities are willing and prepared to engage in formal PPP agreements with operators and spectrum-holders to expand broadband infrastructure and services. 2. Operators and spectrum-holders are committed to partnering with municipalities in the broadband expansion initiatives, ensuring that all parties fulfil their obligations under the PPP agreements. 3. Municipalities have the technical, financial, and managerial capacity to implement, monitor, and manage the signed PPP agreements effectively, ensuring successful delivery and long-term sustainability.
Disaggregation of Beneficiaries:	N/A

Spatial Transformation:	N/A
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly and annually
Desired Performance:	Municipalities utilising the signed PPP agreements with operators.
Indicator Owners:	Chief Digital Officer

Output Indicator Title:	**Unqualified Audit Opinion for the 2025/2026 Financial Year**
Definition:	The indicator entail compliance to all SALGA policies and processes and ensuring financial sustainability for the organisation in which the APP is appropriately funded within the affordability of the organisation by 31 March 2025. This can be measured by Approved budget and monthly/quarterly/annual Income statement Variance reports.
Source of Data:	SALGA policies & procedures, Cluster & provincial reports and financial reporting system. National Treasury, Municipalities
Method of Calculation / Assessment:	Qualitative- Summaries, analyses, comparison of information to generate affordability analysis towards an approved budget.
Means of Verification:	1. Monthly financial management reports 2. Previous quarters financial statements and management accounts 3. B-BBEE Certificate and Verification Report 4. The consolidated budget 5. Affordability analysis report 6. Allocation letters
Assumptions:	There is sufficient budget to fund the APP
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly and Annually

Desired Performance:	Fully fund the APP and to ensure cluster/provinces spend within their budget parameters.
Indicator Owners:	Chief Financial Officer

Output Indicator Title:	**Percentage collection of membership levies**
Definition:	The target will assess the organization strong balance sheet: Total assets exceed the total liabilities. Organizational financial viability maintained.
Source of Data:	SALGA's Provincial Offices, SALGA's financial reporting systems, SALGA's financial policies and procedures, and SCM cluster reports.
Method of Calculation / Assessment:	SALGA's Provincial Offices, SALGA's financial reporting systems, SALGA's financial policies and procedures, and SCM cluster reports.
Means of Verification:	1. Invoices and statements sent to municipalities. 2. Budget confirmation letters
Assumptions:	Adherence and Compliance to SALGA Policies and Procedures
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly and Annually
Desired Performance:	Sustain the Clean Audit
Indicator Owners:	Chief Financial Officer

Output Indicator Title:	**Number of Sales at Municipalities Out of the Product and Services Catalogue**
Definition:	Business development is a newly established division of SALGA that aims to support the revenue enhancement and diversification from municipal revenue reliance. The purpose is to develop a catalogue of products and services that can be sold to municipalities and also identify other revenue enhancement activities within the organisation. The process entails seeking approval from National Treasury to enable municipalities to procure from the SALGA catalogue without limitation of the National Treasury regulations and practices, approval from the SALGA EXCO on which products

	to make available to municipalities, as well as engaging relevant stakeholders on readily available products for municipal uptake. An internal and external socialisation program is also necessary to ensure awareness of the business development function to enhance service delivery.
Source of Data:	Outcomes of the SALGA99/2021 and SALGA14/2023 Business Development Strategy
Method of Calculation / Assessment:	Quantitative and Qualitative reports
Means of Verification:	1. Minutes 2. Agenda 3. Attendance register 4. presentation 5. Quarterly Status Report
Assumptions:	1. National Treasury will approve the SALGA product development rollout process 2. Municipal readiness to procure from the SALGA product and services catalogue 3. Skilled Sales representative within the organisation to drive sales
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly and Annually
Desired Performance:	100% of **Sales at Municipalities**
Indicator Owners:	Chief Financial Officer

Output Indicator Title:	**Procurement Plan finalised**
Definition:	SCM forms a critical part of achieving the unqualified audit opinion as a result the SCM must ensure that all relevant compliance requirements through complying to the SCM framework, SALGA SCM Policy, regular reporting in line with the SCM policy. This is done through the development of cluster demand plan consolidated to organizational procurement plan, implementation of the plan through the various procurement strategies e.g. RFQs and tender processes.

Source of Data:	Individual cluster demand plan SCM Policy Framework
Method of Calculation / Assessment:	Qualitative
Means of Verification:	1. Letters to Clusters on implementation of their plans 2. Quarterly reports to EXCO 3. Approved TOR's, Bid Adverts, BEC reports, BAC reports 4. Consolidated Procurement Plan
Assumptions:	Timeous submission of cluster demand plans based on their APP Procurement processes will be finalised by the prescribed time frames in order to realise strategic objectives by the Clusters
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly
Desired Performance:	100% achievement of the target
Indicator Owners:	Chief Financial Officer

Output Indicator Title:	**Launch of the SCM Automated System**
Definition:	The SCM Automation will enable proper audit trail and efficient records management which will contribute positively to the achievement of the output.
Source of Data:	Inputs / requirements from SCM
Method of Calculation / Assessment:	Qualitative
Means of Verification:	1. Terms of Reference Advert on the e-tender portal

	2. User-Acceptance-Testing (UAT) report on the suitability of the system 3. Quarterly Reports
Assumptions:	The Terms of Reference will be advertised on the stipulated time frames Service providers will respond to the Terms of Reference A suitable service provider will be identified and recommended
Disaggregation of Beneficiaries:	N/A
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Quarterly
Desired Performance:	100% achievement
Indicator Owners:	Chief Financial Officer

Output Indicator Title:	**Workforce Productivity assessment report**
Definition:	The composite workforce productivity index measures the organisational productivity and is a combination of both financial and people related metric that have an impact on organisational productivity.
Source of Data:	SALGA financial and HR data.
Method of Calculation / Assessment:	Qualitative
Means of Verification:	Quarterly Workforce Productivity Index (WPI) report
Assumptions:	Access to all required data is available (e.g. financial info, etc.)
Disaggregation of Beneficiaries:	The productivity will not be measured at the level of individuals by rather at organisational level.
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)

Reporting Cycle:	Quarterly
Desired Performance:	Enhanced Workforce Productivity
Indicator Owners:	Chief Officer - Human Capital and Corporate Services (HCCS)

Output Indicator Title:	**Culture transformation initiatives implemented**
Definition:	SALGA is on a Culture Transformation journey that started in 2022/23 with establishing the baseline for Net Engagement Score (NES); which is a method of measuring how engaged employees are to SALGA as a brand. It was rolled out in 2022/23, 2023/24, 2024/25 via the annual organisational culture surveys. In 2025/26, the SALGA culture programme will be delivered via the "culture transformation initiatives".
Source of Data:	Previous culture survey questions and results. SALGA Values.
Method of Calculation / Assessment:	Qualitative
Means of Verification:	1. Coaching register 2. Individual Recommendation report for targeted interventions. 3. Leadership conference outcome report
Assumptions:	• Budget for appointing external service providers where required. • Each Leader will have this KPI in their scorecard (EXCO led). • Availability and participation of employees.
Disaggregation of Beneficiaries:	All employees.
Spatial Transformation:	N/A
Calculation Type:	Cumulative (year-end)
Reporting Cycle:	Annually
Desired Performance:	A desired organisational culture
Indicator Owners:	Chief Officer - Human Capital and Corporate Services

Output Indicator Title:	**Talent segments development paths**
Definition:	Talent mapping involves finding the right talent, where applicable, putting talent in the right roles, developing talent, and retaining top talent through career pathing.
Source of Data:	Employees and talent profile documents
Method of Calculation / Assessment:	Qualitative
Means of Verification:	Quartey Reports
Assumptions:	Identified line managers are available for the mapping sessions. Identified employees have submitted their talent profiles.
Disaggregation of Beneficiaries:	Targeted Employees (Occupational Level 4 employees)
Spatial Transformation:	N/A
Calculation Type:	Non-cumulative
Reporting Cycle:	Annually
Desired Performance:	An Integrated Talent Management strategy to attract and retain the best talent
Indicator Owners:	Chief Officer - Human Capital and Corporate Services (HCCS)

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The 2025 - 2026 Annual Performance Plan for the South African Local Government Association is compiled with the latest available information from departmental and other sources. Some of this information is unaudited or subject to revision.

The 2025/26 Annual Performance Plan will also be available on *http://www.salga.org.za*

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