SALGA GOVERNANCE FRAMEWORK

TABLE OF CONTENTS

1. DEFINITION OF GOVERNANCE

1.1. "The means by which direction and control are applied to stewardship of an organisation's assets – tangible and intangible, financial and non-financial – in pursuit and delivery of the primary objectives of sustainable value creation".

The King Report 1998

2. GOVERNANCE FRAMEWORK OBJECTIVES

2.1. To clarify the roles and responsibilities of political and administrative governing bodies within SALGA.

2.2. To outline the mandating and reporting between national and provincial offices.

3. SCOPE

3.1. The Governance framework deals with the roles and responsibilities of the following:
    3.1.1. National Political Governing Bodies
    3.1.2. Provincial Political Governing Bodies
    3.1.3. SALGA Working Groups

4. GOOD GOVERNANCE PRINCIPLES

4.1. SALGA seeks to build an organisation which is:
    4.1.1. Accountable
    4.1.2. Transparent
    4.1.3. Responsive and Client-focused
    4.1.4. Participatory
    4.1.5. Consensus-orientated
    4.1.6. Follows the rule of law
    4.1.7. Promotes equity and inclusivity
    4.1.8. Promotes efficient and effective service delivery
    4.1.9. Promotes subsidiarity within the context of strategic alignment
    4.1.10. Exercises a clear separation of powers between political and administrative structures
    4.1.11. Comply with the current trends of Good Corporate Governance
    4.1.12. Promotes administrative justice and Batho Pele principles

5. SALGA STRUCTURES

5.1. Political Structure

POLITICAL STRUCTURE (NATIONAL)

Policy making

- NATIONAL CONFERENCE
- NATIONAL MEMBERS ASSEMBLY
- NATIONAL EXECUTIVE COMMITTEE
- WORKING GROUPS

CHIEF EXECUTIVE OFFICER

Implementation
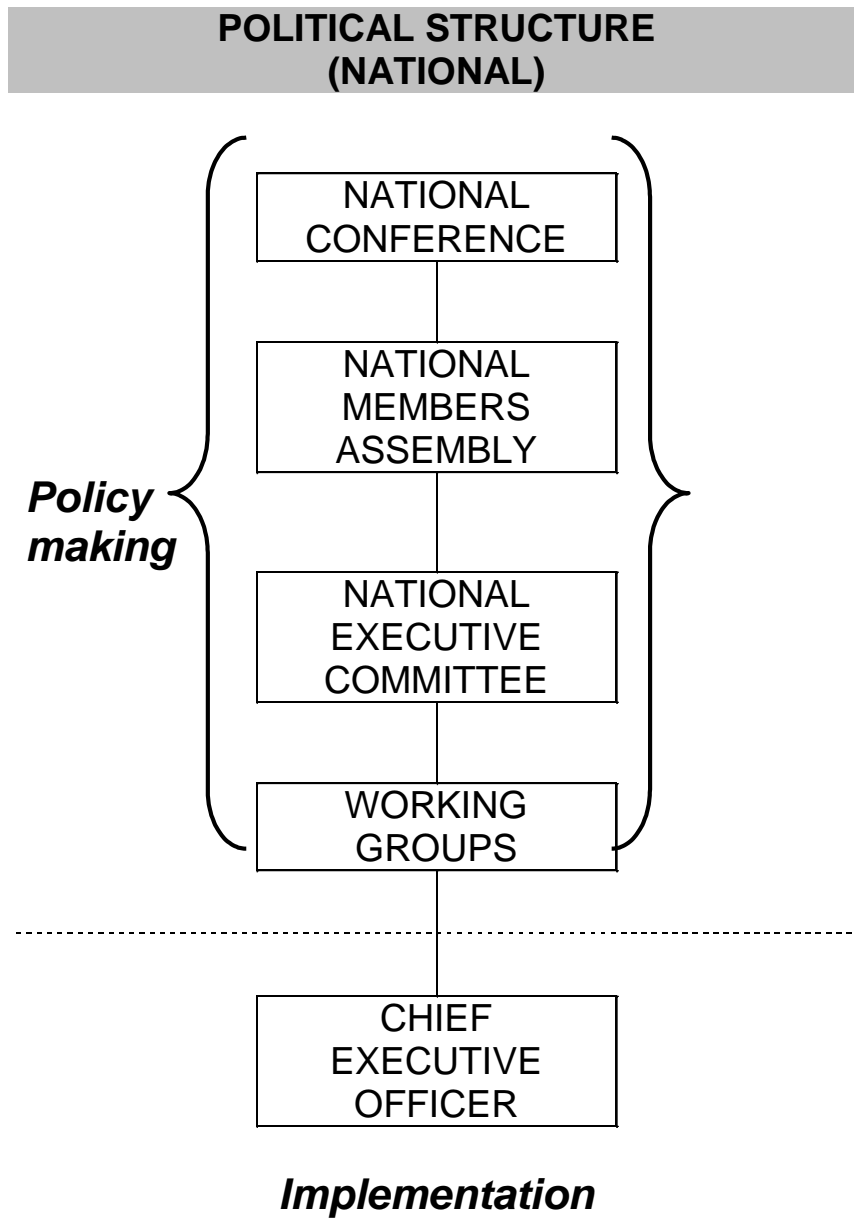
POLITICAL STRUCTURE
(PROVINCIAL)

Policy making

```
┌─────────────────┐
│   PROVINCIAL    │
│   CONFERENCE    │
└─────────────────┘
         │
┌─────────────────┐
│   PROVINCIAL    │
│    MEMBERS      │
│    ASSEMBLY     │
└─────────────────┘
         │
┌─────────────────┐
│   PROVINCIAL    │
│   EXECUTIVE     │
│   COMMITTEE     │
└─────────────────┘
         │
┌─────────────────┐
│    WORKING      │
│    GROUPS       │
└─────────────────┘
```

┌─────────────────┐
│ DEPUTY CHIEF   │
│   EXECUTIVE   │
│   OFFICER   │
└─────────────────┘

Implementation
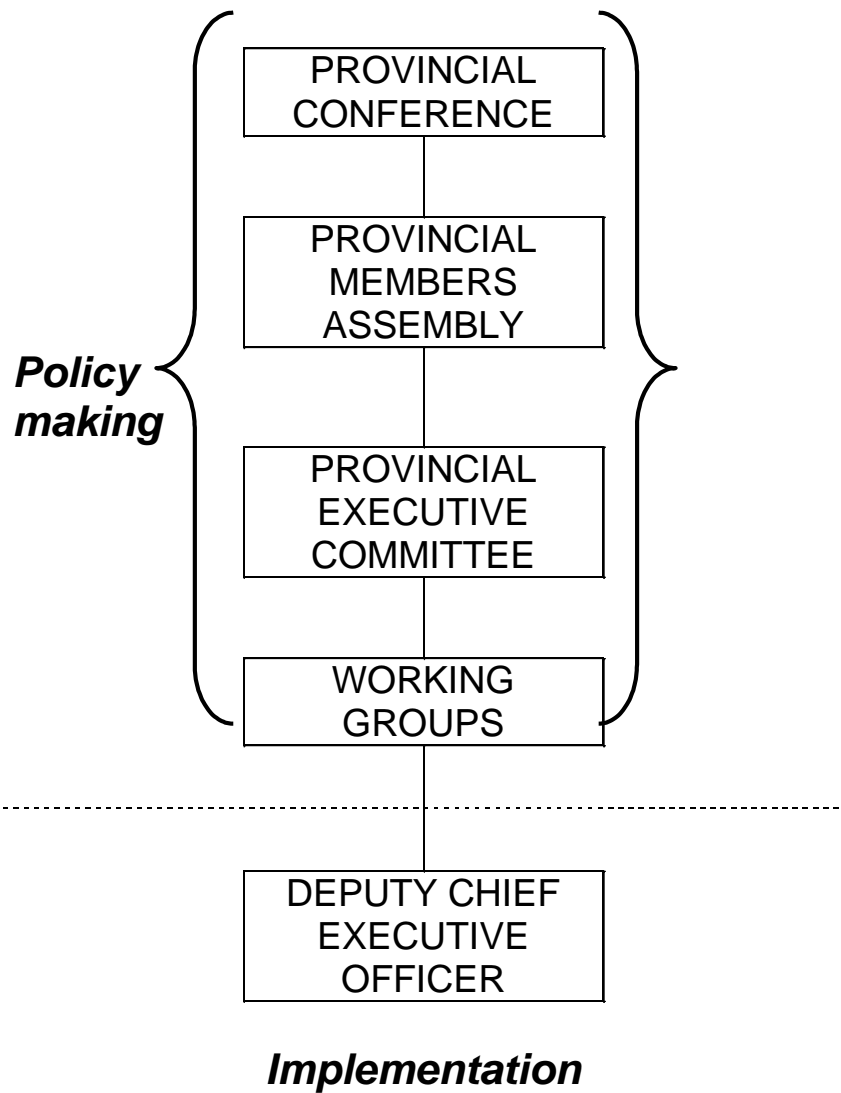
6. ROLES AND RESPONSIBLITIES OF NATIONAL POLITICAL GOVERNING BODIES

The SALGA Constitution outlines the following roles and responsibilities for SALGA's political governing bodies:

6.1. The National Conference

6.1.1. The National Conference is the highest decision-making body of SALGA and the ultimate authority of SALGA resides in the National Conference. Its powers and duties are to:

6.1.1.1. Elect the members of the National Executive Committee.

6.1.1.2. Establish and review SALGA's oversight bodies as may be required by law; and

6.1.1.3. Consider audited financial statements in respect of the previous year, approve the programme of action, business plan and the budget of SALGA as approved by the National Executive Committee in respect of the ensuing year and review SALGA's financial performance.

6.2. The National Members Assembly

6.2.1. The ultimate authority of SALGA in between National Conferences shall reside in the National Members Assembly. Its powers and duties are to:

6.2.1.1. Act in accordance with the directions of the National Conference;

6.2.1.2. Consider audited financial statements in respect of the previous year;

6.2.1.3. Adopt SALGA's programme of action, business plan and the budget of SALGA as approved by the National Executive Committee;

6.2.1.4. Review SALGA's financial performance;

6.2.1.5. Consider reports from the working groups and oversight bodies; and

6.2.1.6. Deal with any other issues emanating from the provisions of this constitution.

6.3. The National Executive Committee

6.3.1 The National Executive Committee shall consist of:

6.3.1.1. the Chairperson of SALGA; 3 Deputy Chairpersons and 6 Additional Members who are elected separately by the National Conference;

6.3.1.2. Provincial Chairpersons of SALGA who are ex-officio members of the National Executive Committee; and

6.3.1.3. The head of the administration.

6.3.2. The National Executive Committee may co-opt no more than 3 (three) additional members.

6.3.3. The National Executive Committee shall:

6.3.3.1. Meet at least once every two months and when the need arises;

6.3.3.2. Exercise day-to-day executive authority;

6.3.3.3. Act in accordance with the directions of the National Conference or National Members Assembly;

6.3.3.4. Submit a report of its activities during the previous financial year to the National Conference or National Members Assembly, whichever occurs first; and

6.3.3.5. Develop, review and adopt SALGA's administrative policies.

6.3.4. The National Executive Committee shall have the power from time-to time to:

6.3.4.1. acquire and control property;

6.3.4.2. open any banking account;

6.3.4.3. invest money;

6.3.4.4. appoint the head of administration, who will also act as a secretary in terms of section 95 of the Labour Relations Act No. 66 of 1995, as amended;

6.3.4.5. make representations to both the provincial and national governments;

6.3.4.6. develop the criteria for associate membership;

6.3.4.7. do all such things as are necessary for the exercise of the power and authority described in clause 9.3.7 of the SALGA constitution;

6.3.4.8.	determine the signatories required for the operation of any banking account;
6.3.4.9.	recruit, appoint, promote and discharge employees;
6.3.4.10.	take disciplinary action against any employee;
6.3.4.11.	establish and maintain any non-contributory or contributory pension, superannuation, provident and benefit funds for the benefit of employees of SALGA;
6.3.4.12.	give pensions, gratuities and allowances to and make payments for or towards the insurance of any persons who are employees or ex-employees of SALGA and the wives, widows, families and dependants of such persons;
6.3.4.13.	establish and review the Working Groups as deemed necessary;
6.3.4.14.	appoint each of the additional members to Chairpersonship of a specific Working Group;
6.3.4.15.	stipulate that the holder of an office from amongst the office bearers shall attend exclusively to the business of SALGA, during such period, or for a minimum amount of time during a period and on such conditions as to payment or otherwise as may be determined by it from time to time; and
6.3.4.16.	exclusively determine representation of SALGA in all Intergovernmental structures and other forums. Such representatives shall table reports to the National Executive Committee at least quarterly.

6.4. The Office Bearers

6.4.1.   The Office Bearers shall consist of:
6.4.1.1.   The Chairperson of SALGA; and
6.4.1.2.   The 3 Deputy Chairpersons of SALGA.

6.4.2   The duties of the office-bearers are as follows:

CHAIRPERSON

The chairperson shall: -
1. preside at all meetings of the National Conference, National Members Assembly and National Executive Committee;
2. be the custodian of the decisions taken by the National Conference, National Members Assembly and National Executive Committee;
3. enforce observance of this constitution by the members, delegates and office bearers;
4. sign minutes of the meetings;
5. delegate such other functions as are necessary to the deputy chairpersons;
6. perform such other duties as may be associated with this office;
7. represent SALGA at all formal or ceremonial occasions; and
8. perform such other functions as may be delegated by the National Executive Committee from time to time.

DEPUTY CHAIRPERSONS
The deputy-chairpersons shall:-
1. carry out such functions as are delegated to them by the Chairperson in terms of 5 above; and
2. represent the Chairperson in carrying out such of the Chairperson's duties as may be required by him or her from time to time.

7. ROLES AND RESPONSIBILITIES OF PROVINCIAL POLITICAL GOVERNING BODIES

7.1. The Provincial Conference
7.1.1. The ultimate authority of the provincial member resides in its Provincial Conference. Its powers and duties are to:
7.1.1.1. Elect the members of the Provincial Executive Committee; and
7.1.1.2. Establish and review SALGA's oversight bodies as may be required by law.

7.2. The Provincial Members Assembly
7.2.1. The ultimate authority of the provincial member in between Provincial Conferences shall reside in the Provincial Members Assembly. Its powers and duties are to:
7.2.1.1. act in accordance with the directions of the Provincial Conference;
7.2.1.2. adopt SALGA's programme of action, business plan and the budget of SALGA as approved by the National Executive Committee;
7.2.1.3. consider reports from the working groups and oversight bodies; and
7.2.1.4. deal with any other issues emanating from the provisions of this constitution.

7.3. The Provincial Executive Committee
7.3.1. The Provincial Executive Committee shall consist of:
7.3.1.1. the chairperson; 3 deputy chairpersons and 6 additional Members who are elected separately by the Provincial Conference;
7.3.2. The Provincial Executive Committee may co-opt no more than 3 (three) additional members.
7.3.3. The Provincial Executive Committee shall:
7.3.3.1. Meet at least once every two months and when the need arises;
7.3.3.2. Exercise day-to-day executive authority in the province;
7.3.3.3. Act in accordance with the directions of the Provincial Conference or Provincial Members Assembly;
7.3.3.4. Submit a report of its activities during the previous financial year to the Provincial Conference or Provincial Members Assembly, whichever occurs first;
7.3.3.5. Develop, review and adopt SALGA's administrative policies; and
7.3.3.6. Cause reports of activities in the province to be tabled at least quarterly at the National Executive Committee.
7.3.4. The Provincial Executive Committee shall have the power from time-to time to:
7.3.4.1. make representations to both the provincial and national governments;
7.3.4.2. do all such things as are necessary for the exercise of the power and authority described in clause 9.3.7 of the SALGA constitution;
7.3.4.3. establish and review the Working Groups as deemed necessary;
7.3.4.4. appoint each of the additional members to Chairpersonship of a specific Working Group;
7.3.4.5. stipulate that the holder of an office from amongst the office bearers shall attend exclusively to the business of SALGA, during such period, or for a minimum amount of time during a period and on such conditions as to payment or otherwise as may be determined by it from time to time; and

8. RELATIONSHIP BETWEEN NATIONAL AND PROVINCIAL BODIES

8.1.1. The SALGA Constitution regulates the relationship between SALGA and its provincial members in that all provincial members shall have constituted themselves in terms of the constitution of SALGA and be affiliated to SALGA.
8.1.2. Provincial Executive Committee shall cause reports of activities in the province to be at least tabled quarterly at the National Executive Committee.

9. SALGA WORKING GROUPS

9.1. Purpose and Objectives

9.1.1. Working Groups are structures of the NEC, that deal with political detail on behalf of the NEC and their main purpose is to encourage, ensure and promote local government matters which, inter alia, will include:

9.1.1.1. Cooperative governance;

9.1.1.2. Consultation and coordination; and

9.1.1.3. Participative decision-making.

9.1.2. The Working Groups, within their derived mandate, must develop policies, strategies and programmes to address critical local government issues; and

9.1.3. Working groups must serve as a forum through which organized local government can consult on a political level in order to contribute towards the creation of democratic and economically viable local government.

9.2. Competencies of National Working Groups

9.2.1. The role of the working groups is limited to:

9.2.1.1. Providing ideas, advice, contacts, political insight and support on the assigned areas of focus to SALGA's political governance structures, both provincially (PEC) and nationally (NEC);

9.2.1.2. Making policy recommendations to the NEC;

9.2.1.3. Monitoring the process of policy conceptualization, design and implementation;

9.2.1.4. Effect meaningful Participation of Working Group members in political and intergovernmental structures as mandated by the SALGA leadership;

9.2.1.5. Identify any potential problems and conflicts with the intention of finding acceptable and lasting solutions; and

9.2.1.6. Facilitate the determination of local government priorities, which should be addressed in the short, medium and long terms.

9.3. Competencies of Provincial Working Groups

9.3.1. The role of the working groups is limited to:

9.3.1.1. Providing ideas, advice, contacts, political insight and support on the assigned areas of focus to SALGA's political governance structures at provincially level;

9.3.1.2. Making policy recommendations to the PEC;

9.3.1.3. Monitoring the process of policy conceptualization, design and implementation;

9.3.1.4. Effect meaningful Participation of Working Group members in political and intergovernmental structures as mandated by the SALGA leadership;

9.3.1.5. Identify any potential problems and conflicts with the intention of finding acceptable and lasting solutions; and

9.3.1.6. Facilitate the determination of local government priorities, which should be addressed in the short, medium and long terms.

9.4. Establishment of Working Groups

9.4.1. The Executive Committee at National or Provincial level must establish working groups to deal with the implementation of the SALGA's programmes and any other matters of concern to local government.

9.4.2. The National Executive Committee shall determine the number of working groups based on, *inter alia*, the key functional areas of local government and cluster the work of the working groups at national and provincial level to facilitate strategic alignment.

9.5. Composition and Membership of National Working Groups

9.5.1. The Chairperson of a National Working Group shall be appointed by the National Executive Committee from the additional members and/or the co-opted members.

9.5.2. Each provincial member shall be entitled to a minimum of 1 (one) and a maximum of 2 (two) representatives on a SALGA National Working Group, one of which must be the Provincial Chairperson of the related working group at provincial level.

9.5.3. Municipal members shall also be entitled to directly nominate representatives to serve on a National Working Group.

9.5.4. In order to ensure that the size of national working groups remains at a manageable level, the National Executive Committee shall be entitled to select from the list of municipal nominees based on the following criteria:

9.5.4.1. Level of subject expertise or experience.

9.5.4.2. Equitable geographic representation.

9.5.4.3. Equitable category (A,B or C) representation.

9.5.5. The term of office of working group members shall coincide with that of SALGA Office Bearers.

9.5.6. A vacancy that occurs in the working group shall be filled by the National Executive Committee after receiving new nominations from the provincial or municipal member concerned.

9.6. Composition and Membership of Provincial Working Groups

9.6.1. The Chairperson of a Provincial Working Group shall be appointed by the Provincial Executive Committee from the additional members and/or the co-opted members.

9.6.2. Each municipality shall be entitled to nominate 1 (one) representative to serve on Provincial Working Group.

9.6.3. In order to ensure that the size of provincial working groups remains at a manageable level, the Provincial Executive Committee shall be entitled to select from the list of municipal nominees based on the following criteria:

9.6.3.1. Level of subject expertise or experience.

9.6.3.2. Equitable geographic representation.

9.6.3.3. Equitable category representation.

9.6.4. The term of office of working group members shall coincide with that of Provincial Office Bearers.

9.6.5. A vacancy that occurs in the working group shall be filled by the Provincial Executive Committee after receiving new nominations from the municipality concerned.

9.7. Roles and Responsibilities of the Chairpersons of Working Groups

9.7.1. To chair the meetings of the working group.

9.7.2. To liaise with the working group co-ordinator regarding the agendas of the working group meetings and the implementation of working group programmes.

9.7.3. To direct any concerns regarding the operation of the working group to the Head of Administration at national or provincial level respectively or his/her nominee.

9.7.4. To report to the National Executive Committee (National Working Group) and Provincial Executive Committee (Provincial Working Group) respectively, on the recommendations and activities of the working group.

9.7.5. In the absence of the Chairperson, the remaining members of the working group shall elect another member to act as a chairperson until the Chairperson is available.

9.8 Working Groups and functional areas

1. Economic Development, Planning and Environment Working Group
- Integrated development planning (IDPs, GDS, NSDP)
- Town planning & land use management;
- ASGISA & JIPSA;
- Tourism;
- Air pollution, environmental and waste management;
- Local economic development;
- ICT (as relate to economic development); and
- Climate Change and Local Agenda 21.

2. Municipal Finance and Corporate Admin Working Group
- Intergovernmental fiscal policies
- Municipal finance:
  - Credit control
  - Revenue generation
  - Municipal finance management
- Municipal capital projects
- Infrastructure investment
- Internal HR
- Risk Management
- Compliance Management
- Admin and facilities
- Occupational Health and Safety
- Communications

3. Social Development; Health and Safety Working Group
- HIV/Aids awareness
- Sport and Recreation
- Health
- Poverty Alleviation
- Arts and Culture
- Public Safety
  - Local crime prevention;
  - Disaster Management;
  - Policing and law enforcement;
  - Emergency and fire services
- Youth development programmes
- Children and the elderly
- Gender mainstreaming
- Disability

4. Municipal Services and Infrastructure Working Group
- Water and Sanitation Services
- Energy and Electricity
- Municipal Entities
- Housing
- Transport
- Basic Service Provision and Infrastructure
- Cemeteries
- Public Works

5. **Human Resource Development Working Group**
   - HIV/Aids policy at the workplace
   - Labour relations matters
   - Capacity development
   - LGSETA
   - Organisational development: LR Implications
   - Restructuring of municipalities
   - Institutional issues relating to Municipal Service Partnerships

6. **Governance, Intergovernmental Relations and International Relations Working Group**
   - Constitutional matters
   - Local Government legislation
   - Powers and functions of municipalities
   - Traditional leaders
   - Intergovernmental relations policy issues
   - Demarcation issues
   - Elections
   - Municipal by-laws
   - Public participation
   - Roles of elected municipal representatives
   - Research and Comparative learning
   - Councillor support e.g. Remuneration issues
   - Municipal International Relations
   - Role of SALGA in the Continent
   - Support for organised local government in the Continent
   - UCLGA, UCLG, SADC, NEPAD, AU imperatives.
   - Parliamentary and Legislative matters.

10. SALGA REPRESENTATION

The Organised Local Government Act 52 of 1997 determines procedures by which local government may:-
   - Designate representatives to participate in the National Council of Provinces; and
   - Nominate persons to the Financial and Fiscal Commission.

In addition the SALGA constitution, as amended, makes specific provision for the National Executive Committee to "exclusively determine representation of SALGA in all Intergovernmental structures and other forums" and that "such representatives shall table reports to the National Executive Committee at least quarterly".

10.1 Criteria for deployment
The following criteria or principles informs the NEC when deploying representatives:-
   - Relevant exposure of deployee to functional area;
   - NEC members to be deployed in various national IGR and other structures (MinMECs);
   - PEC members to be deployed in various provincial IGR and other structures (MuniMECs);
   - In addition to attending technical provincial and national IGR structures (i.e. Technical MinMECs & Technical MuniMECs), Executive Directors and Deputy CEOs to provide technical support to deployees in provincial and national IGR structures;

- Where the Chairperson, at both provincial and national level, is invited as a member of an IGR structures, in addition to being invited as the Chairperson of SALGA, such Chairperson must request his municipality to delegate another councillors to represent the municipality; and
- For every IGR structure 2 councillors plus an alternate shall be appointed as SALGA representatives.

## 10.2 National Executive Committee Deployment to Provinces

In order to ensure that the NEC consistently provides political support to provinces, the NEC deploys members of the NEC (one per province) to play this role in specific provinces.

11 MANDATING

## 11.1 SALGA Position (policy, programmes, legislation, regulations)

From a SALGA National perspective, a full mandating process can be described and illustrated thus:

1. Develop a submission/position paper;
2. Submit to EMT for comment, and revise if necessary;
3. Submit to provincial offices for provincial input, and revise if necessary;
4. Submit to national working group for consideration, and revise if necessary with clear recommendations;
5. Submit to NEC for approval, and revise if necessary; and
6. Submit to political/technical structure for consideration.
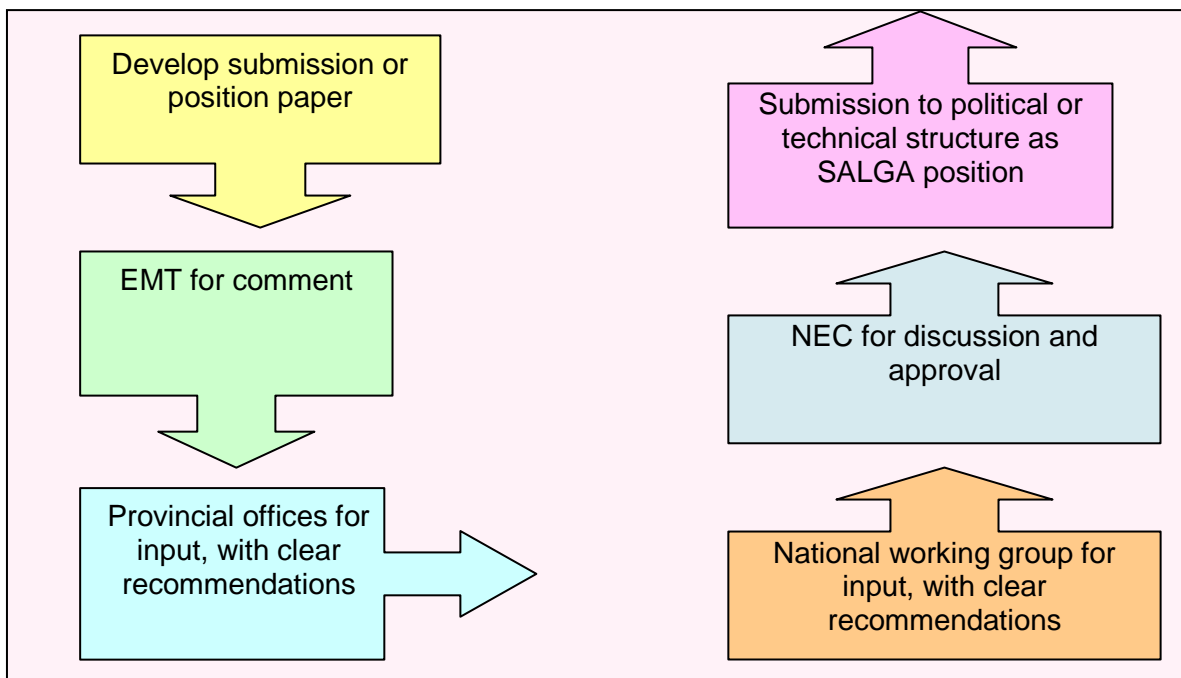
Figure 1: SALGA National perspective of a full mandating process

The provincial component within the mandating process can be illustrated thus:
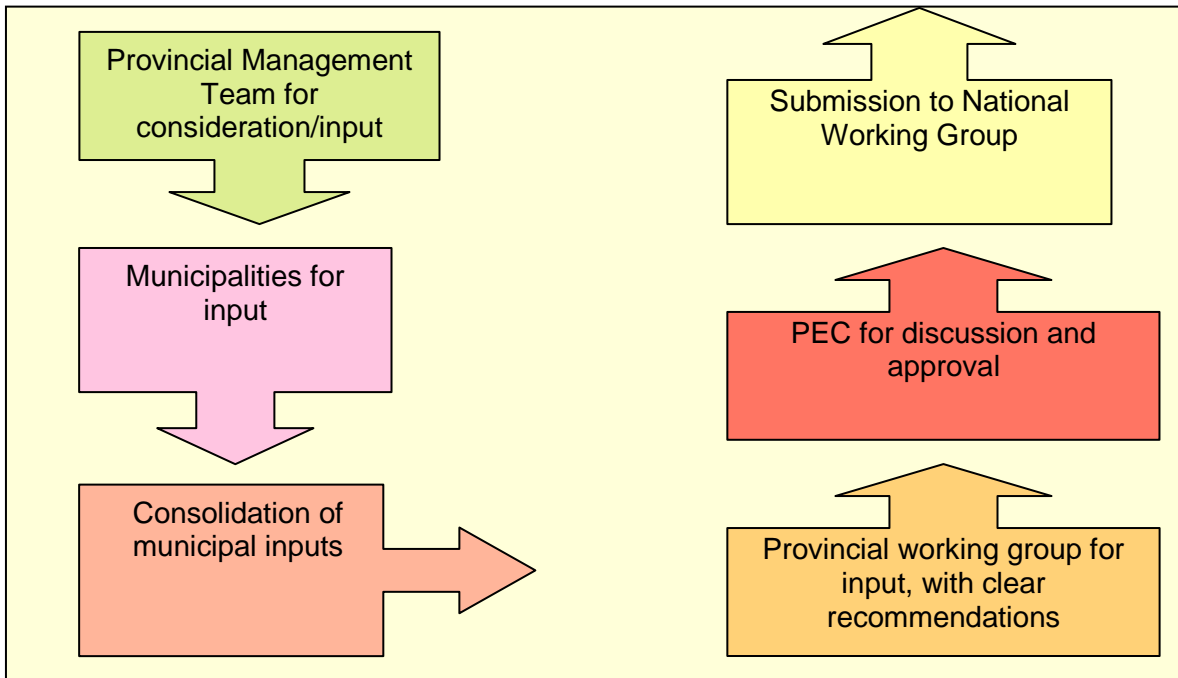

Figure 2: SALGA provincial component of mandating process

11.2   Mandating to IGR and other structures
11.2.1. Submissions to political structures

Submissions to political structures such as PCC, Budget Forum, MinMecs, national or provincial parliaments, Premiers' Intergovernmental Forums, and MEC/Municipal forums must be preceded by a full mandating process. Where time constraints will render the full mandating process impractical, the draft submission or position paper must be submitted to the Working Group Chairperson for input and thereafter to the NEC or PEC, as the case may be, for final approval. This process can be illustrated thus:
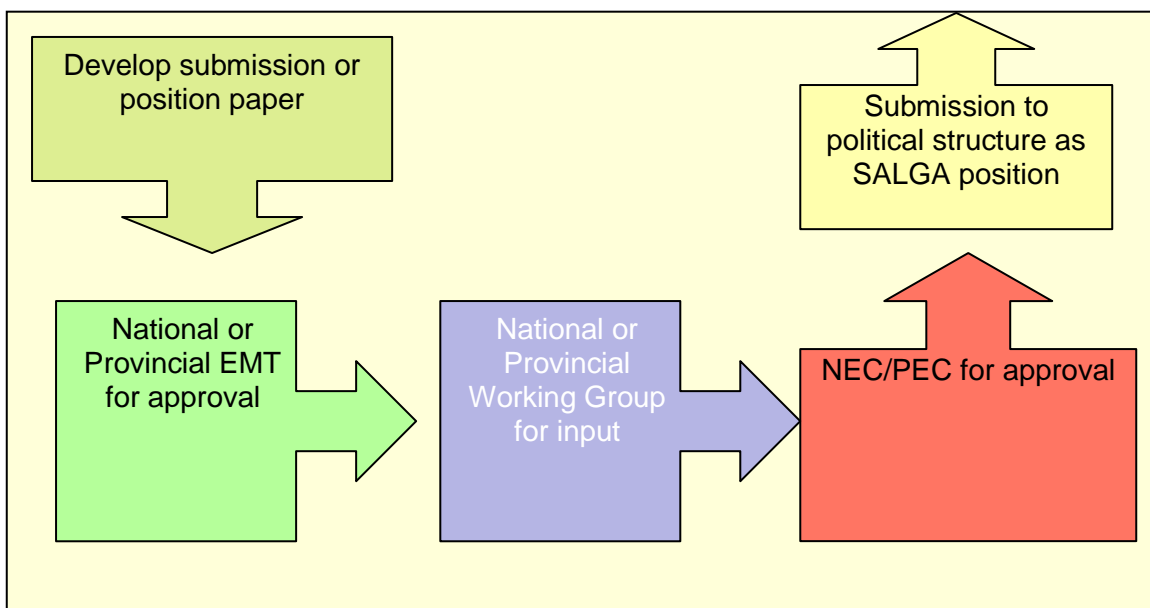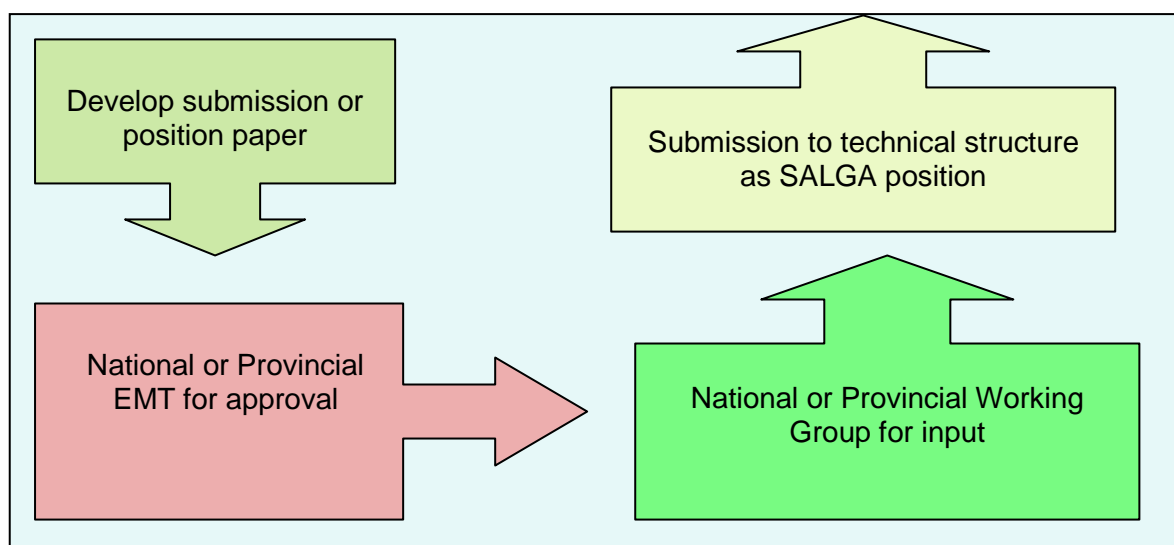

Figure 3: Structured Mandating Process for submission to Political Structures

11.2.2. Submissions to technical structures

Submissions to technical structures such as Technical PCC, Technical MinMecs, Premiers' Technical Intergovernmental Forums, national or provincial government departments, and MEC/Municipal technical forums must be preceded by the full mandating process with the express understanding that it will not be required to be finally approved by the NEC or PEC as the case may be. Where time constraints will render this mandating process impractical, the draft submission or position paper must be submitted to the relevant Working Group chairperson for input, after which the required mandating process must be followed for ratification purposes.

This process can be illustrated thus:

Figure 4: Mandating Process for submission to Technical Structures

12   Reporting

12.1   Reporting by SALGA representatives (deployees)

There are two levels of reporting that must be observed for purposes of maintaining the integrity of the advocacy and lobbying role of SALGA. First, the internal reporting to the organisational executive structures, namely the NEC/PEC and the EMT (national and provincial) must be complied with. This includes the mandatory reporting of provinces to the NEC. Second, the external reporting to the organisational membership, namely the municipalities, must be complied with.

12.1.2 Internal reporting

The rationale behind internal reporting is to reconcile the mandate with the message that was delivered and to reflect on how the message was received. For reporting from a political structure, the political representative is required to report to the NEC or PEC on a quarterly basis, as the case may be, on:

- The main points forming the crux of the submission;
- Contentious issues which may have arisen;
- Any concessions made, or obstacles identified; and
- Any advances scored by SALGA.

For reporting from a technical structure, the SALGA representative is required to report to the national or provincial working group and the Executive Management Team, as the case may be, on:

- The main points forming the crux of the submission;
- Contentious issues which may have arisen;
- Any potential concessions, or obstacles for consideration; and
- Any advances made by SALGA.

12.1.3 External reporting

The rationale behind external reporting is to close the loop between the mandating processes and the eventual policy or legislative developments that resulted from the engagement. In this regard, the NEC/PEC must release a summarised report to municipalities on all advocacy or lobbying reports that may have been endorsed.

12.2 Reporting lines within SALGA Governance Structures

The reporting lines in the SALGA governance structures are as follows:

STRUCTURE	REPORTING LINE
National Executive Committee	National Members Assembly and National Conference (member municipalities in between)
Provincial Executive Committee	National Executive Committee (where matter considered by Provincial Working Group & requires further consideration to be tabled at National Working Group)
National Working Groups	National Executive Committee
Provincial Working Groups	Provincial Executive Committee
SALGA IGR Representatives	National Executive Committee (provincial representatives to use first point of reporting being PEC, where after it is reported to NEC)(where it is a matter that requires further engagement to be referred to relevant provincial / national working group)
Municipalities	Provincial Working Group

The above diagram depicts the reporting line and the consolidation of information and reports for the consideration of PEC's and the NEC.

In accordance with diagram 1 above, information should flow systematically from its core source, namely municipalities. The flow of information originates from it core source, namely municipalities and then canalised through the channels as depicted above. Once the information has reached its end destination, namely the NEC for decision-making, the decision then flows back from the NEC to its core source for implementation. During all these processes, the SALGA Administration plays an active role in ensuring that the processes flow consistently and that decisions are carried out diligently and efficiently. Process could be further defined in the form of a systematic 5 phase approach:

Phase 1 – Inputs by Member Municipalities

Municipalities report on their activities and programmes, specifically in relation to National targets and Strategic programmes (e.g. 5 Year Local Government Strategic Agenda). Municipalities also participate in the identification of key issues and policy gaps that SALGA would be required to address.

Phase 2 – Provincial Working Groups

Municipalities provide their inputs and reports to Provincial Working Groups and this information and data is then required to be consolidated as provincial inputs or positions with regard to specific issues. In addition through reporting by both national and provincial IGR representatives issues are identified for consideration by the working groups.

During discussions at provincial working groups, workable solutions and recommendations should be developed in order for the matter to be escalated to the PEC for consideration.

Phase 3 – Provincial Executive Committees ("PEC")

Once the provincial working groups have tabled recommendations for consideration at a PEC level and the matter requires further consideration it should be referred to the National Working Group and such should be reported to the NEC.

Phase 4 – National Working Groups

National Working Groups receive reports from provinces directly from the PEC's as provincial positions or recommendations.

The National Working Groups would then consolidate the respective inputs from provinces and establish national positions or recommendations for NEC consideration.

Phase 5 – National Executive Committee ("NEC")

Finally, reports and recommendations are tabled for consideration and decision-making by the NEC, as the highest decision making body in between conferences and Assemblies.

13. Monitoring and Evaluation

The purpose of a monitoring and evaluation system in respect of SALGA's advocacy and lobbying role is to -
- monitor and evaluate whether SALGA is participating in the structure as mandated,
- track submissions and their effectiveness,
- gauge the level of support for SALGA submissions, and
- Evaluate success or otherwise of submission

The Monitoring and evaluation framework applies to every intergovernmental structure where SALGA is required to attend and participate.

14. ADMINISTRATIVE INTERFACE

As with all public sector institutions, the political governance structures are supported by an administration and in SALGA's case, there is both an established National Administration as well as nine provincial administrations.

Support is not only provided on logistics and the convening of meetings but also at a technical level. Support is provided to the governance structures to ensure that information and data is collected and consolidated and that proper reports are tabled for consideration at meetings.
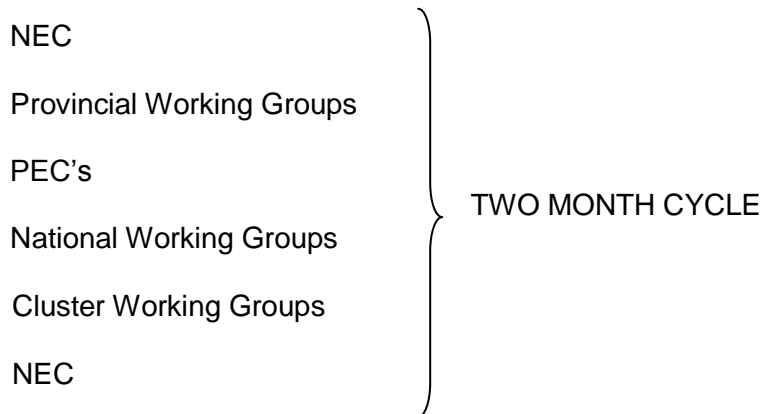
Technical support is provided to add value to the quality of reports tabled for consideration by ensuring that the information and data generated by the various governance structures is properly packaged and analysed.

In addition, The Administration is to ensure that reports and recommendations are appropriately placed in context by considering all legal, financial, human resources and other implications. Recommendations are required to be clearly outlined for informed decision-making.

The Administration is also a generator of reports and recommendations for consideration by SALGA's governance structures. Therefore, it must facilitate the processing of reports through all SALGA structures to ensure full and broad participation by the organisation in the decision-making process. In this regard, the NEC at its Lekgotla in August 2007 considered a detailed presentation on the development of policy positions by the organisation and similarly to establish a mandate to inform a SALGA position on any matter.

15.   SCHEDULING OF MEETINGS

To achieve the above, it will be necessary to ensure that meetings of SALGA's governance structures are scheduled in manner that will allow for the logical flow of reports for eventual consideration by the NEC.

NEC

Provincial Working Groups

PEC's

National Working Groups   TWO MONTH CYCLE

Cluster Working Groups

NEC

As depicted above, within a two month cycle and in between NEC meetings, it will be necessary for meetings of all governance structures to be convened and the SALGA year planner should therefore be updated to ensure that the system of reporting outlined in this report is accommodated in the scheduling of meetings.