



PARLIAMENT
OF THE REPUBLIC OF SOUTH AFRICA



Interactive Virtual

LOCAL GOVERNMENT WEEK

8 – 11 SEPTEMBER 2020

Theme: Ensuring Capable and Financially Sound Municipalities

REFERRAL AND FOLLOW-UP OF RECOMMENDATIONS FOR

OVERSIGHT AND ACCOUNTABILITY

REFERRAL AND FOLLOW-UP OF LOCAL GOVERNMENT WEEK 2020 RECOMMENDATIONS FOR OVERSIGHT AND ACCOUNTABILITY

Contents

| | |
|---|----|
| 1. Planning and Monitoring | 4 |
| Short – Term | 4 |
| Medium – Term | 5 |
| Long – Term | 6 |
| 2. Capacity Building..... | 7 |
| Short, Medium and Long Term | 7 |
| 3. Governance..... | 7 |
| Short – Term | 7 |
| Medium – Term | 9 |
| Long – Term | 11 |
| 4. Financial Management..... | 12 |
| Short – Term | 12 |
| Medium – Term | 14 |
| Long – Term | 17 |
| 5. Funding Model | 18 |
| Short – Term | 18 |
| Medium – Term | 18 |
| Long – Term | 20 |
| 6. The application of Section 139 of the Constitution | 20 |
| Short Term | 20 |
| Medium – Term | 22 |
| Long – Term | 23 |
| 7. The interplay between Sections 139 and 154 of the Constitution | 24 |
| Short – Term | 24 |
| Medium – Term | 24 |
| Long – Term | 25 |
| 8. The Impact of demarcation on the local sphere of government..... | 26 |
| Short – Term | 26 |

| | |
|--|----|
| Medium – Term | 27 |
| 9. The implementation of the District Development Model | 27 |
| Short – Term | 27 |
| Medium – Term | 28 |
| Long – Term | 28 |
| 10. The implementation of Coalition Government in Municipalities | 29 |
| Short – Term | 29 |
| Medium – Term | 30 |
| Long – Term | 31 |
| 11. Sources:..... | 32 |

1. Planning and Monitoring

| Planning and Monitoring Short – Term | | | | |
|--|--|------------------|---------------|----------|
| Recommendation | Responsibility | Select Committee | Timeframes | Progress |
| 1. There is a need to promote coordination, and alignment of development plans amongst the 3 spheres of government. Further, development planning should take into account spatial economic and social planning considerations. | Dep of COGTA and provincial COGTAs | COGTA | Ongoing | |
| 2. The Department of Cooperative Governance, SALGA and provincial cooperative governance should ensure that there are adequate and proper functional monitoring and evaluation programmes in place in all municipalities to track and enhance municipal performance. | Dep. of COGTA, SALGA, provincial COGTAs and Dep. of Planning Monitoring and Evaluation | COGTA | 31 March 2021 | |
| 3. There is an urgent need for planning and monitoring at all stages of municipal projects and programmes. Planning could unveil crucial elements such as skills, resources, funds, material, location etc, that would be required in order to successfully implement projects and programmes. | Dep. of COGTA and provincial COGTAs | COGTA | Immediate | |



Planning and Monitoring

Medium – Term

1.2 Recommendations

| | Responsibility | Select Committee | Timeframes | Progress |
|--|---|-------------------------|-------------------|-----------------|
| 1.2.1 State Owned Enterprises (SOEs) and other government entities should also align their investment and development initiatives with local government sector development plans. | Dep of COGTA, DPE and Municipal and Provincial entities | COGTA | 31 March 2021 | |
| 1.2.2. Provincial COGTAs should improve their municipal performance monitoring systems through the use of quarterly reports submitted by municipalities and use such information as early warning signs for non performing municipalities. | Provincial COGTAs and provincial treasuries | COGTA | Quarterly | |

**Planning and Monitoring:
Long – Term**

| 1.3. Recommendations | Responsibility | Select Committee | Timeframes | Progress |
|--|---|--|--|----------|
| <p>1.3.1 There is a need to align strategic partnership, plans and objectives of the public and private sectors to achieve developmental agenda. Government should use the government wide balance sheet to leverage private sector investments - hence alignment of plans between government and business is essential. This would require changes in terms of regulatory regime to encourage investments to drive economic growth, and creation of jobs.</p> | <p>COGTA & Dep. of Public Administration and Dep of Planning Monitoring and Evaluation.</p> | <p>COGTA and Public Services Committee</p> | <p>End of Term 6th Parliament</p> | |

2. Capacity Building

Capacity Building and Development

Short, Medium and Long Term

| 2.1 Recommendations | Responsibility | Select Committee | Timeframe | Progress |
|---|---|---------------------------------------|------------|----------|
| 2.1.1 The 3 spheres of government should work together in a systematic and coherent manner to address capacity constraints at a local government level. | NCOP, Dep of provincial Treasury and treasuries | COGTA, COGTA, National and provincial | Continuous | |

3. Governance

Governance

Short – Term

(Political interference, functioning of council committees, auditing and consequence management)

| 3.1 Recommendations | Responsibility | Select Committee | Timeframe | Progress |
|---|-----------------------------|------------------|---------------|----------|
| 3.1.1 There should be clear separation between the political representatives and officials in municipalities. This should be supported by a | Dep of provincial and SALGA | COGTA, COGTA | 31 March 2021 | |

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|-------|---|--|-------|---------------|
| | proper training of councilors and officials in relation to their roles. | | | |
| 3.1.2 | Communication with the office of the Auditor-General and municipal mayors is highly welcomed and currently being implemented, and should be enhanced. | SALGA and provincial COGTAs | COGTA | B-annual |
| 3.1.3 | Ensure Municipalities both political and administrative leadership implement measures to improve oversight, accountability and remedial actions to improve financial and performance management in the province. | NCOP & Dep. of COGTA and provincial COGTA and Treasury | COGTA | Immediate |
| 3.1.4 | Supply Chain Management practices applied by municipalities resulted in year on year escalations on irregular expenditure for the past years, and therefore this needs to be investigated as it has created a fertile ground for maladministration, fraud and corruption. These processes must be reviewed and the necessary training provided. | NCOP & Dep. of COGTA and National Treasury and provincial treasuries | COGTA | 31 March 2021 |

3.1.5 There is also an urgent need to make sure COGTA, SALGA and COGTA communities and other civil society organisation provincial COGTAs are involved in the local government affairs. Ongoing

Governance
Medium – Term

(Political interference and instability, functioning of council committees, auditing and consequence management)

| 3.2 Recommendations | Responsibility | Select Committee | Timeframe | Progress |
|--|--|-------------------------|-------------------------------------|-----------------|
| 3.2.1 There is a need to build a strong independent body to oversee executive and administrative action within the municipalities, this is to ensure ability to take appropriate action against poor governance and maladministration. | Dep. of COGTA, SALGA and provincial COGTAs | COGTA | Mid-term 6 th Parliament | |
| 3.2.2 That the Auditor General should extend his assurance audit test to the provincial department of cooperative governance and provincial treasuries with regards to | Dep. of COGTA, provincial COGTAs and Auditor General of South Africa | COGTA | 1 April 2022 | |

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| <p>their mandate to assist and support municipalities.</p> | | | | |
| <p>3.2.3 The internal audit units should be kept independent from the municipal executive and administration to safeguard their mandate from political and executive interference and this should strengthen the role and impact of such structures.</p> | <p>Dep. of COGTA and provincial COGTAs</p> | <p>COGTA</p> | <p>31 March 2021</p> | |
| <p>3.2.4 The use of junior auditors to perform auditing functions within municipalities should be discouraged.</p> | <p>Dep of COGTA and provincial COGTAs, National Treasury and provincial treasuries</p> | <p>COGTA</p> | <p>31 March 2021</p> | |
| <p>3.2.5 Ensure the urgent implementation of the Public Audit Amendment Act which has been piloted. Amendments to the Act will allow for further in-depth scrutiny of financial documents of municipalities and further allow for the binding remedial action to be</p> | <p>Auditor General of South Africa, Dep. of COGTA and provincial COGTAs and SALGA</p> | <p>COGTA</p> | <p>31 March 2021</p> | |

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|---|-------------------------------------|-------|---------|--|
| taken by the Auditing Officer since all material irregularities identified will be included in the audit reports. | | | | |
| 3.2.6 Resolve political instabilities and other external influences for the filling of key vacant positions in municipalities, which delays the appointments. | Dep. of COGTA and provincial COGTAs | COGTA | Ongoing | |

Governance

Long – Term

(Political interference, functioning of council committees, auditing and consequence management)

3.3 Recommendations

Responsibility

Select Committee

Timeframe

Progress

| | | | | | |
|-------|---|------------------------------------|-------|------------------------|-----------------|
| 3.3.1 | Institutionalise audit action plans and ensure that all assurance providers are in place and functional (Internal Audit, Audit and Risk Committees, Management, Council, MPAC and Disciplinary Boards). | SALGA, COGTA and provincial COGTAs | COGTA | Mid-term Parliament | 6 th |
|-------|---|------------------------------------|-------|------------------------|-----------------|

4. Financial Management

| <p style="text-align: center;">Financial Management Short – Term (budget, revenue, expenditure, generation, revenue collection, controls, systems and processes)</p> | | | | |
|--|--|-------------------------|------------------|-----------------|
| 4.1 Recommendations | Responsibility | Select Committee | Timeframe | Progress |
| 4.1.1 The National Treasury, provincial and national departments specifically COGTA should monitor, measure, and improve management and operational capabilities of local government in key areas such as planning, financial management and governance. | Dep of COGTA, provincial COGTAs, National Treasury and provincial treasuries | COGTA | Ongoing | |
| 4.1.2 The National Council of Provinces needs to enhance its existing Resolution Tracking Mechanism to | NCOP | COGTA | 31 March 2021 | |

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|---|---|--------------|----------------|--|
| <p>monitor the implementation of the decisions taken at the Local Government Week.</p> | | | | |
| <p>4.1.3 A call for a stronger stance to be taken against municipalities failing to generate their own revenue and failing to perform in terms of legislative requirements was made. Recovery of funds from corrupt individuals is urgently needed.</p> | <p>Dep. of COGTA, provincial COGTAs, National Treasury, provincial treasuries, Hawks and Special Investigative Unit (SUI)</p> | <p>COGTA</p> | <p>Ongoing</p> | |
| <p>4.1.4 That both National Treasury and the Department of Cooperative Governance and Traditional Affairs, provincial treasuries, provincial Cooperative governance including SALGA should</p> | <p>NCOP, Dep. of COGTA, provincial COGTAs, National Treasury, provincial treasuries and SALGA</p> | <p>COGTA</p> | <p>Ongoing</p> | |

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| intensify efforts to support local government interventions to improve revenue collection and enforce credit control policies | | | | |
|---|--|--|--|--|

| Financial Management Medium – Term (budgeting, expenditure, revenue generation, revenue collection, controls, systems and processes) | | | | |
|--|---|------------------|---|----------|
| 4.2 Recommendations | Responsibility | Select Committee | Timeframe | Progress |
| 4.2.1 State of municipalities need partnership approach amongst all spheres of government including regulatory bodies such as National Energy Regulator of South Africa (NERSA) to create an enabling environment for municipalities to maximize their revenue generation to | Dep of provincial SALGA and Energy COGTA, COGTAs | COGTA | Ongoing (to assess mid-term 6 th Parliament) | |

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|---|--|-------------------|-------------------------------------|--|
| support economic and social development initiatives. | | | | |
| 4.2.2 With regards to debt and revenue - SALGA proposed that Tax Administration Act be amended to enable local municipalities to recover owed funds from the tax returns due to tax-payers owing municipalities. | Dep. Of COGTA and National Treasury | COGTA Finance and | Mid-term 6 th Parliament | |
| 4.2.3 To further amend schedule 2 section 10 of the Municipal Systems Act to extend coverage to all state employees and elected and appointed representatives in other spheres. To establish a District Revenue Collection Agency and to amend Procurement Regulations to make it a requirement for any potential service provider to | Dep. of COGTA, SALGA and provincial COGTAs National Treasury and provincial treasuries | COGTA | Mid-term 6 th Parliament | |

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| furnish Municipal Services Rates compliance certificate in the procurement process. | | | | |
| 4.2.4 The provincial departments of cooperative governance should put mechanisms in place to ensure that municipalities are able to spend 8 per cent of their capital budget on maintenance. | NCOP, provincial treasuries and SALGA | COGTA | Monitor annually | |
| 4.1.5 Municipalities should improve reconciliation controls and ensure it is done monthly and institutionalise MSCOA and ensure full compliance. | Provincial COGTAs, provincial treasuries and SALGA | COGTA | Ongoing | |
| 4.1.6 Municipalities should ensure that good systems are in place to ensure continuity upon resignations of key staff. | Provincial COGTAs and provincial treasuries | COGTA | Ongoing | |

Financial Management

Long – Term

(budgeting, expenditure, revenue generation, revenue collection, controls, systems and processes)

| 4.2 Recommendations | Responsibility | Select Committee | Timeframe | Progress |
|---|--|-------------------------|-------------------------------------|-----------------|
| 4.2.1 Further, there is a need to resolve the constitutional issue relating to Electricity Reticulation between Eskom and municipalities. | Dep of COGTA, SALGA and DPE | COGTA | End term 6 th Parliament | |
| 4.2.2 There is a need to investigate options to raise revenue streams and particularly the transfers for the municipalities which have lower levels of economic activities. | Dep. of COGTA, SALGA and provincial treasuries | COGTA | | |

5. Funding Model

| <p style="text-align: center;">Funding Model for Local Government Short – Term (one size fits all doesn't work – not all municipalities are the same)</p> | | | | |
|---|------------------------------------|------------------|-----------|----------|
| 5.1 Recommendations | Responsibility | Select Committee | Timeframe | Progress |
| 5.1.1 Any reforms to be implemented at local government level need to be properly funded in order to realise intended outcomes. Further, there is a need to pay attention to the objectives of the White Paper on Local Government. The importance of functional role of local government and ensure resource allocation follows the function was reiterated. | COGTA, SALGA and National Treasury | COGTA | Ongoing | |

| <p style="text-align: center;">Funding Model for local government Medium – Term (one size fits all doesn't work – not all municipalities are the same)</p> | | | | |
|--|--|------------------|-----------|----------|
| 5.2 Recommendations | Responsibility | Select Committee | Timeframe | Progress |
| 5.2.1 Local government should continue to build closer relationship with the private sector including financial | Dep of COGTA, SALGA FDIs & National Treasury | COGTA | Ongoing | |

| | | | | | |
|-------|--|---|-------------------|--|--|
| | institutions to finance and fund local economic development. | | | | |
| 5.2.2 | There is a need to improve the funding model of local government in order to assist fiscal poor municipalities to realise their developmental objectives. | Dep. of COGTA, SALGA, Financial and Fiscal Commission (FFC), National Treasury, provincial treasury and provincial COGTAs | COGTA and Finance | Mid-term 6 th Parliament | |
| 5.2.3 | There are suggestions that the 9 percent share of the nationally raised revenue for the local sphere of government equitable share is not cost reflective and only meet 40 percent of constitutional functions therefore, it is not adequate to fund local government sector. Thus, SALGA together with the National Treasury, the Department of Cooperative Governance and the Financial and Fiscal Commission (FFC) should work together to consider scientific evidence which will help to address this issue for future budgets. | Dep. of COGTA, SALGA, Financial and Fiscal Commission, National Treasury, provincial treasury and provincial COGTAs | COGTA and Finance | Progress report by Mid-term 6 th Parliament | |

Funding Model for local government

Long – Term

(one size fits all doesn't work – not all municipalities are the same)

| Recommendations | Responsibility | Select Committee | Timeframe | Progress |
|--|--|------------------|--|----------|
| 5.2.4 Some municipalities are inherently dysfunctional as they are unable to generate sufficient revenues and therefore there needs to be a balance between Equitable Share funding and realistic expectations of municipal own revenue generated. | Dep. of COGTA, SALGA & National Treasury | COGTA | End of term 6 th Parliament | |

6. The application of Section 139 of the Constitution

The application of section 139 of the Constitution

Short Term

(introduction of section 138(8) bill and development of guidelines on the application of section 139)

| 6.1 Recommendation | Responsibility | Select Committee | Timeframe | Progress |
|---|---|------------------|-----------|----------|
| 6.1.1 There is a need for proper implementation and monitoring of section 139 interventions. Necessary support and intervention mechanisms need to be | NCOP & Dep. of COGTA, SALGA and provincial COGTAS | COGTA | Ongoing | |

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|-------|---|--|-------|--|--|
| | proactive rather than being reactive. | | | | |
| 6.1.2 | In the meantime, there is a need to develop clear terms of reference and or guidelines for the implementation of Section 139 of the Constitution with time frames and clear deliverables. This should ensure that the intervention is not used as political tool. | Dep. of COGTA and provincial COGTAS | COGTA | 31 March 2021 | |
| 6.1.3 | The intervention often comes too late when a municipality is collapsing or has collapsed, whereas in actual fact the intervention should be taken before the municipality reaches a crisis point as a prevention measure and therefore this should be improved. | NCOP, Dep. of COGTA, SALGA and provincial COGTAs | COGTA | Ongoing monitoring | |
| 6.1.4 | There should be regular reports on the progress made in the implementation of Section 139 intervention. | COGTA, SALGA and provincial COGTAs | COGTA | Depending on the nature of the interventions, monthly and quarterly reports to be submitted. | |

The application of section 139 of the Constitution

Medium – Term

introduction of Section 138 (8) bill and development of guidelines on the application of section 139

| 6.2 Recommendation | Responsibility | Select Committee | Timeframe | Progress |
|--|---|-------------------------|-------------------------------------|-----------------|
| 6.2.1 The MECs COGTAs, National Treasury and the NCOP should use municipal reports with the objective of identifying weaknesses and threats to the municipal administration and using such information as early warning signs to make timeous interventions. | Provincial COGTAs and provincial treasuries | COGTA | Ongoing | |
| 6.2.2 Mostly, the failure of a municipality to fulfill its executive obligation is triggered by its financial challenges, which must be taken into account when a Section 139 intervention is undertaken. | Dep. of COGTA, and provincial COGTAs | COGTA | Ongoing | |
| 6.2.3 There's a need to assess whether it is adequate for the Minister (COGTA) to take 28 days to approve or disapprove of the intervention whereas the NCOP is given more time to process this. | NCOP and COGTA | COGTA | Mid-term 6 th Parliament | |
| 6.2.4 Tough decisions need to be taken when intervening in | Dep. of COGTA and provincial COGTAs | COGTA | Ongoing | |

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|---|---|-------|---------|--|
| municipalities since at time these interventions are politically motivated. | | | | |
| 6.2.5 The Department (COGTA) and the MEC's office need to work together with the South African Local Government Association (SALGA) regarding the implementation of Section 139 of the Constitution to assist municipalities in crisis. | Dep. of COGTA and provincial COGTAs and SALGA | COGTA | Ongoing | |

The application of Section 139 of the Constitution

Long – Term

(introduction of Section 138 (8) bill and development of guidelines on the application of Section 139)

| 6.3 Recommendations | Responsibility | Select Committee | Timeframe | Progress |
|---|-------------------------------------|------------------|---|----------|
| 6.3.1 There is a need to fast track the development of a clear legislative framework for the implementation of Section 139 of the Constitution with time frames and clear deliverables. This should ensure that the intervention is not used as political tool. | Dep. of COGTA and provincial COGTAS | COGTA | By end of term 6 th Parliament | |

7. The interplay between Sections 139 and 154 of the Constitution

| The interplay between sections 139 and 154 of the Constitution | | | | |
|--|--|------------------|-------------------|----------|
| Short – Term | | | | |
| 7.1 Recommendations | Responsibility | Select Committee | Timeframe | Progress |
| 7.1.1 Section 139 of the Constitution should be used together with Section 154 of the same, which stipulate that national and provincial governments, by legislation and other measures, must support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their duties. | Dep. of COGTA, SALGA and National Treasury | COGTA | Ongoing, annually | assess |

| The interplay between Sections 139 and 154 of the Constitution | | | | |
|--|---------------------|------------------|--|----------|
| Medium – Term | | | | |
| 7.2 Recommendations | Responsibility | Select Committee | Timeframe | Progress |
| 7.2.1 The Minister may/can promulgate regulations to institutionalise intergovernmental relations, however, it is recommended that there is a need for | NCOP & Dep of COGTA | COGTA | End of term – 6 th Parliament | |

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|--|-------------------------------------|-------|---------|--|
| legislation to be developed and should be responsive to the challenges experienced at municipal levels. | | | | |
| 7.2.2 With regard to supporting municipalities in realising their developmental goals, it was recommended that section 154 of the Constitution should be used as an early warning and detection mechanism before section 139 is implemented. | Dep. of COGTA and provincial COGTAs | COGTA | Ongoing | |

| The interplay between Section 139 and 154 of the Constitution Long – Term | | | | |
|--|--|------------------|--|----------|
| 7.3 Recommendations | Responsibility | Select Committee | Timeframe | Progress |
| 7.3.1 A serious paradigm shift and dedication is required with regards to the implementation of section 154 of the Constitution. It is recommended that the Department of Cooperative Governance and Traditional Affairs (COGTA) and National Treasury should opt for an integrated planning and | Dep. of COGTA, National Treasury and SALGA | COGTA | End of term – 6 th Parliament | |

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| monitoring in providing support to municipalities. This would ensure that project plans are correct and in compliance with the required legislative requirements. | | | | |
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8. The Impact of demarcation on the local sphere of government

| The impact of demarcation on the local sphere of government | | | | |
|--|---|------------------|------------|----------|
| Short – Term | | | | |
| 8.1 Recommendations | Responsibility | Select Committee | Timeframe | Progress |
| 8.1.1 Due diligence study should always be commissioned to assess the financial and governance situation of demarcated municipalities prior and process should not be seen as a solution for viability and sustainability. | Dep. of COGTA, SALGA, Demarcation Board and provincial COGTAs | COGTA | Continuous | |

The impact of demarcation on the local sphere of government

Medium – Term

| 8.2 Recommendations | Responsibility | Select Committee | Timeframe | Progress |
|---|--|------------------|--|----------|
| 8.2.1 It is further recommended that a 3 year rolling budgets should be provided for mergers which would allow transitional costs to be accommodated. | Dep. of COGTA, SALGA and National Treasury | COGTA | Depending on mergers, 4 years before merging of municipalities | |

9. The implementation of the District Development Model

The Implementation of the District Development Model

Short – Term

| 9.1 Recommendations | Responsibility | Select Committee | Timeframe | Progress |
|--|--|------------------|-----------|----------|
| 9.1.1 It is recommended that District Development Model should take cognisance of the logical level of finances in order to integrate planning at district levels. | NCOP & Dep. of COGTA together with provincial COGTAS | COGTA | Ongoing | |

The implementation of District Development Model

Medium – Term

| 9.2 Recommendations | Responsibility | Select Committee | Timeframe | Progress |
|--|--|------------------|-------------------------------------|----------|
| 9.2.1. It is recommended that the re-imagined districts' industrial strategy and action plans should be framed within the Districts Development Model. | NCOP, Dep of COGTA and Trade, Industry and Competition | COGTA | Mid-term 6 th Parliament | |

The implementation of District Development Model

Long – Term

| 9.3 Recommendations | Responsibility | Select Committee | Timeframe | Progress |
|--|--|------------------|--|----------|
| 9.3.1 Further, there is a need to review the current local government system and introduce district development model in order to meet the current global development policy issues. | Dep. of COGTA, provincial COGTAs and SALGA | COGTA | End of term – 6 th Parliament | |

10. The implementation of Coalition Government in Municipalities

| The Implementation of Coalition Government in Municipalities | | | | | |
|--|--|--|------------------|-----------|----------|
| Short – Term | | | | | |
| 10.1 | Recommendations | Responsibility | Select Committee | Timeframe | Progress |
| 10.1.1 | It is recommended that Coalition agreements and priorities should be clear from the onset and any programme needs to have room and scope for addressing the requirements of a broader constituency. | Dep. of COGTA, provincial COGTAs and SALGA | COGTA | Ongoing | |
| 10.1.2 | Common policy positions should be defined upfront in a coalition government for service delivery to be realised and there should be clear non-negotiables when it comes to building cohesive communities and a safer city; financial viability and good governance; and fighting corruption. | Dep. of COGTA, provincial COGTAs and SALGA | COGTA | Ongoing | |
| 10.1.3 | It is recommended that Governments of Local Unity should always adopt the cluster approach. For example, the City of Johannesburg has clusters | Dep. of COGTA, provincial COGTAs and SALGA | COGTA | Ongoing | |

| | | | | | |
|--------|---|--|-------|---------|--|
| | for Economic Growth; Sustainable Service, Human and Social Development; and Good Governance. | | | | |
| 10.1.4 | There should be consultation across and outside the coalition in order to gain consensus on matters that require a majority vote as stipulated in Section 160 of the Constitution. | Dep. of COGTA, provincial COGTAs and SALGA | COGTA | Ongoing | |
| 10.1.5 | Coalition governments should strive to be accountable and transparent to the electorate and guard against adopting decisions made in the interest of coalitions, but with far-reaching financial implications for the future. | Dep. of COGTA, provincial COGTAs and SALGA | COGTA | Ongoing | |

The implementation of Coalition Government in Municipalities

Medium – Term

| 10.2 | Recommendations | Responsibility | Select Committee | Timeframe | Progress |
|--------|---|--|------------------|----------------------------------|----------|
| 10.2.1 | The national Department of Cooperative Governance and Traditional Affairs and National Treasury should continue with the work of supporting strategic certainty | Dep. of COGTA, SALGA and National Treasury | COGTA | Ongoing, with regular monitoring | |

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|---|---|--------------|----------------|--|
| <p>in municipalities; and challenging them to ensure that, whatever type of government is in power, national government outcomes are complied with.</p> | | | | |
| <p>10.2.2 It is also recommended that coalition governments should be based on the principle that is uniting coalition partners with shared values to improve the quality of service delivery to the people on the ground. They should also ensure that reports to the council are processed.</p> | <p>Dep. of COGTA, provincial COGTAs and SALGA</p> | <p>COGTA</p> | <p>Ongoing</p> | |

The implementation of Coalition Government in Municipalities

Long – Term

| 10.3 | Recommendations | Responsibility | Select Committee | Timeframe | Progress |
|--------|--|---|------------------|---|----------|
| 10.3.1 | <p>In a coalition government, there is a need to have an effective Political Management Committee (PMC). The PMC should act as a political management tool of the Government of Local Unity and it should provide guidance and</p> | <p>Dep. of COGTA, provincial COGTAs and SALGA</p> | <p>COGTA</p> | <p>By end of term – 6th Parliament</p> | |

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| | accountability for the political parties. | | |
| 10.3.2 | It is recommended that coalition governments should have Group Oversight Committees. These may include committees for Group Performance Audit; Group Audit; Group Risk Governance; and Municipal-Owned Entities Oversight. | Dep. of COGTA, provincial COGTAs and SALGA | By end of term- 6 th Parliament |

11. Sources:

Local Government Week Report (2020) “*Ensuring Capable and Financially Sound Municipalities,*”