

POLICY : INTERGOVERNMENTAL RELATIONS POLICY FRAMEWORK

Item CL 285/2002 PROPOSED INTERGOVERNMENTAL RELATIONS POLICY FRAMEWORK
MC 05.12.2002

RESOLVED:

1. **That** the report of the Strategic Executive Director: City Development Services regarding a proposed framework to ensure sound intergovernmental relations between the EMM, National and Provincial Government, neighbouring municipalities, the S A Cities Network, organised local government and bulk service providers, **BE NOTED AND ACCEPTED**.
2. **That** all Departments/Portfolios of the EMM **USE** the Intergovernmental Relations Policy Framework to develop and implement mechanisms, processes and procedures to ensure sound intergovernmental relations and **TO SUBMIT** a policy and programme in this regard to the Speaker for purposes of co-ordination and approval by the Mayoral Committee.
3. **That** the Director: Communications and Marketing **DEVELOP** a policy on how to deal with intergovernmental delegations visiting the Metro, with specific reference to intergovernmental relations and to submit same to the Mayoral Committee for consideration.
4. **That** intergovernmental relations **BE INCORPORATED** as a key activity in the IOP Business Plans of all Departments of the EMM.
5. **That** the Ekurhuleni Intergovernmental Multipurpose Centre Steering Committee **INCORPORATE** the principles contained in the Intergovernmental Relations Framework as part of the policy on multipurpose centres to be formulated as contemplated in Mayoral Committee Resolution (Item LED 21-2002) of 3 October 2002.
6. **That** the City Manager, in consultation with the Strategic Executive Director: City Development Services, **FINALISE AND APPROVE** the officials to represent the EMM at the Technical Working Groups of the S A Cities Network.
7. **That** the Strategic Executive Director: City Development **SUBMIT** a further report to the Mayoral Committee regarding the necessity of participation of the Ekurhuleni Metropolitan Municipality and its Portfolios/Departments on public bodies, institutions and organisations.

PROPOSED INTERGOVERNMENTAL RELATIONS POLICY FRAMEWORK

1. PURPOSE OF THE POLICY FRAMEWORK :

The purpose of this framework is to recommend ways by which mechanisms, processes and procedures should be developed and implemented to ensure sound intergovernmental relations between the Ekurhuleni Metropolitan Municipality (EMM), National and Provincial Government,- Neighbouring Municipalities, the S A Cities Network, Organised Local Government and Local Stakeholders.

2. INTERGOVERNMENTAL RELATIONS

Intergovernmental relations can be defined as the set of multiple formal and informal processes, channels, structures and institutional arrangements for bilateral and multilateral interaction between: the different spheres of government and governmental stakeholders.

There is a need to understand intergovernmental relations as an ongoing process of interaction and co-operation between 'the Council and National and Provincial Government and other role-players to enhance the effectiveness- of all spheres of government.

Co-ordination and interaction between the EMM and National/Provincial Government, Neighbouring Municipalities, the S A Cities Network, Organised local Government and Bulk Service Providers should- take place to ensure effective alignment in terms of legislation, financial matters, policies, projects and programmes, integrated development planning, city management and with regard to delegations visiting the Metro.

The intergovernmental relations policy framework: can be diagrammatically illustrated as indicated on **Annexure "C"**.

3. ROLE AND RESPONSIBILITIES OF LOCAL GOVERNMENT

Local government has a vital role to play and has many responsibilities with regard. to intergovernmental relations.

All Portfolios/Departments of the EMM should take note of the system of intergovernmental relations that have the following strategic objectives:-

- To promote and facilitate co-operative decision-making. -
- To co-ordinate 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, with a view to enhancing the implementation of policies and programmes.
- To give effect to the legal prescripts contained in various pieces of legislation relative to intergovernmental relations.

Horizontal co-operation and co-ordination of activities between Portfolios/Departments of the EMM and the relevant National and Provincial Departments are vital to the integrity and effectiveness of local government. Mechanisms and processes should be identified and developed by each Portfolio/Department of the Council to enhance the effectiveness of intergovernmental relations between the role-players mentioned in this framework.

All role-players of the EMM, in order to succeed with co-operative governance, should -

- collectively harness all public resources behind common goals and within a framework of mutual support;;
- develop a cohesive, multi-sectoral perspective on the interests of the country as a whole and to respect the discipline of national goals, policies and operating principles,
- co-ordinate activities in Ekurhuleni to avoid wasteful competition and costly duplication;
- utilise human resources effectively;
- settle disputes constructively without resorting to costly and time-consuming litigation.

Each Department of the EMM must link-up with their counterparts at provincial and national level to promote and facilitate intergovernmental relations. Appropriate mechanisms and procedures should be developed by each Department of the EMM in this regard, All legislation, policies, plans and projects of the EMM, generic to a department at National or Provincial Government, should be aligned to enhance the effectiveness of all spheres of government.

4. LEGAL FRAMEWORK

Chapter 3 of the Constitution of South Africa provides that the three spheres of government "are distinctive, interdependent and interrelated". The principles that underline the relations between the spheres are that of co-operative government and intergovernmental relations. In terms thereof, each sphere should, among others -

- respect the constitutional status, institutions and powers and functions of government in the other spheres;
- exercise their powers and perform their functions in a manner that does not encroach on the geographical, functional or institutional integrity of government in another sphere,
- co-operate with one another in mutual trust and good faith by
 - assisting and supporting one another;
 - consulting one another on matters of common interest;
 - co-ordinating their actions and legislation with one another; and
 - adhering to agreed procedures

As required by the Constitution the EMM will observe the principles of cooperative government put forward in the Constitution. The EMM recognises that the needs of the communities cannot be met unless all the components of government function as a cohesive whole. In this regard it is recognised that co-responsibility is a part of co-operative governance, where political and administrative leaders and technical experts are co-responsible, take joint responsibility and work with each other, each making a unique contribution.

5. ALIGNMENT WITH NATIONAL GOVERNMENT

National Government is constitutionally required to take an active interest in ensuring the development, of - strong local -government capable of- fulfilling its constitutional mandate. National Government must support and strengthen the capacity of municipalities to manage their own affairs, exercise their powers and perform their functions [section 154(1)] of the Constitution

In return, municipalities are required to work with National Government in their respective areas of jurisdiction in order-to enhance national programmes and processes, for example:-

- The Spatial Development Initiatives (SDI's) managed by the Department of Trade and Industry offer major opportunities for municipalities to get involved in regional development programmes and collaborate with other spheres of government and stakeholders to -attract investment and boost local job creation,
- Local government also• needs to work closely with the Department of Land Affairs to ensure that land reform and restitution processes are incorporated in municipal integrated development plans (IDP's) and that the benefits of tenure reform are consolidated within municipal areas.

The EMM must maintain open, co-operative and constructive relations with National Government. All Portfolios/Departments of Council must therefore identify and develop mechanisms, processes and procedures-whereby interaction, co-ordination and alignment with National Departments can be achieved in terms of:-

- Legislation
- Integrated Development Planning
- Financial matters
- Policies
- Projects and programmes-
- Delegations visiting the Metro, etc

A list of all National Departments is attached as **Annexure "D"**.

6. ALIGNMENT WITH PROVINCIAL GOVERNMENT

Provincial Government has: a number of roles and responsibilities with respect to local government Land are "interrelated" [athe sense that each must exercise its autonomy to the common good of the province and the country as a whole by co-operating with one another.

The absence of a structured relationship between local government and provincial government has resulted in programmes and policies in the province not being well co-ordinated and -- aligned. A critical shortcoming in the current system of intergovernmental -relations is the lack of properly co-ordinated and structured information systems to facilitate provincial monitoring.

The Municipal Systems Act ('Systems Act'), Municipal Structures Act ('Structures Act') and the forthcoming Municipal Finance Management Bill ('MFMB') place legal instruments at the disposal of provincial government to enter into these kinds of relationships with local government.

Provincial Government should, inter alia, ensure that Municipal IDP's combine to form a viable development framework across the province and are vertically integrated with the Provincial

Growth and Development Strategy. Provincial Government is also responsible for processing of grants to municipalities for bulk infrastructure, housing, public works and so forth.

Provincial Government also has a major intergovernmental role to play with respect to local government. It should establish forums and processes for the purpose of including local government in decision-making processes affecting it in terms of -

- Integrated Development Planning
- Financial matters
- Policies
- Projects and programmes
- Delegations visiting the Metro, etc

The Gauteng Provincial Government has two formal intergovernmental structures government and local government. These are the Gauteng Intergovernmental Forum (GIGF) and the Gauteng Premier's Co-ordinating Forum (GPCF).

6.1 Gauteng Intergovernmental Forum (GIGF)

The guiding principle behind the existence of the GIGF is to facilitate effective co-operation between the provincial government and local government in the province. Its main aim is the enhancement of integrated development and consideration of priorities for the province. The goal of the GIGF is that the decisions of each sphere is enriched by -

- information and Understanding of the respective programmes of the other sphere;
- a clearer understanding of mutual strategic priorities and how these compliment each other,
- a commitment to collaborate, engage continually, and co-ordinate activities where appropriate.

6.2 Gauteng Premier's Co-ordinating Forum (GPCF)

The GPCF is a newly created structure and it meets quarterly. It serves as a structure for the co-ordination of service delivery, consultation, collaboration between local and provincial spheres and the establishment of synergy between programmes of provincial and local government.

Apart from the two above-mentioned formal intergovernmental structures of the Gauteng Province, intergovernmental relations should also be established between the various Portfolios/Departments of the EMM and the Portfolios of the Gauteng Province as detailed in the attached-Annexure "E". Appropriate mechanisms and procedures should also be developed whereby interaction and alignment can be established in respect of legislation, integrated development planning, financial matters, policies, projects and programmes, as well as delegations visiting the-EMM.

7 ALIGNMENT WITH ORGANISED LOCAL GOVERNMENT

The Constitution allows for municipalities to organise forms of municipal association. A National organisation, the South African Local Government Association (SALGA) and nine Provincial associations have been established.

Section 3(3) of the Local Government : Municipal Systems Act, 2000, provides as follows with regard to the role of organised local government

- “3 (3) *For the purpose of effective co-operative government, organised local government must seek to -*
- (a) develop common approaches for local government in distinct spheres of government;*
 - (b) enhance co-operation, mutual assistance and sharing of resources among municipalities;*
 - (c) find solutions for problems relating to local government generally; and*
 - (d) facilitate compliance with the principles of co-operative government and intergovernmental relations.”*

7.1 South African Local Government Association (SALGA)

SALGA's key role is the effective representation of local government in the legislative processes of all spheres of government and in intergovernmental executive processes.

SALGA also represents local government interest in forums such as the National Council of Provinces, the Financial and Fiscal Commission, the Budget Forum dealing with intergovernmental transfers, MINMEC, and in the drafting of legislation that affects the status, institutions, powers and functions of municipalities.

It is imperative that SALGA should develop strong internal mandating and consultative processes with municipalities. SALGA is also an employers' organisation and constitutes the employer component of the South African Local Government Bargaining Council.

SALGA's role is, inter alia

- 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.

The following SALGA Working Groups have been established and on which Working Groups the EMM must be represented by Councillors:-

- Social and Economic Development Working Group
- Finance Working Group
- Special Projects Working Group
- Municipal Services Working Group
- Human Resource Development Working Group
- Governance and International Relations Working Group

Technical Committees were also established for each of the above-mentioned working groups and on which the EMM must be represented by officials

A list of the SALGA Working Groups indicating the various contact persons and terms of reference is attached as Annexure "F"

7.2 The Gauteng Association of Local Authorities (GALA)

The Gauteng Association of Local Authorities (GALA) was established to promote good and effective local government in Gauteng and to do so in interaction and co-operation with national and provincial government, as well as with provincial, national and international local government associations,

The following GALA Working Groups. have been established:-

- Development Planning Working Group
- Gender Working Group
- Finance Working Group
- Labour Relations/Human Resources Working Group
- Local Economic Development Working Group
- Elections/Governance Working Group
- Social Services Working Group
- Service Delivery Working Group
- Public Safety Working Group
- Legal and Constitutional Working Group

(Certain sub-working groups have been established but is -not mentioned in this framework)

Technical Committees were also established for each of the above-mentioned Working Groups and on which the EMM must be represented by officials.

A list of the Working Groups of GALA with, the, various contact persons and terms of reference is attached as Annexure "G"

8. ALIGNMENT WITH NEIGHBOURING MUNICIPALITIES

Alignment and Interaction between neighbouring municipalities are imperative and inter-municipal co-operation may take many varied forms, including, exchange of learning experiences, sharing of technology and equipment, joint investment projects, collective purchasing land the rendering of services on an agency basis. Section 24(1) of the Local Government Systems Act, 2000, provides as follows with regard to co-operative government :-

"24 (1) The planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of co-operative government contained in section 41 of the Constitution."

This clearly requires neighbouring municipalities to interact as regards to planning matters.

Mechanisms should also be developed and implemented to ensure sound intergovernmental relations between the EMM. and at least the. following neighbouring municipalities

- Tswane
- Joburg
- East-Vaal
- Sedibeng
- Kungwini

9. SA CITIES NETWORK

A network of South African cities and other partners known as the S A Cities Network was recently established to encourage the exchange of information, experience and best practices on urban development and city management. The S A Cities Network will play a major role with regard to intra and intergovernmental relations.

9.1 Participating Cities of the S A Cities Network

- Buffalo City (East London)
- City of Cape Town
- Ekurhuleni Metropolitan Municipality (East Rand)
- City of eThekweni (Durban)
- City of Jo'burg
- Mangaung Municipality (Bloemfontein)
- Msunduzi Municipality (Pietermaritzburg)
- Nelson Mandela Metropolitan Municipality (Port Elizabeth)
- City of Tshwane (Pretoria)

9.2 The goals of the SA Cities Network are to -

- Promote good governance and management of South African cities.
- Analyse strategic challenges facing South African Cities, particularly in the context of global economic integration and national development.
- Collect, collate, analyse, assess, disseminate and apply the experience of large city government in a South African context.
- Promote a shared-learning partnership between different spheres of government to support the governance of South African cities.

9.3 The activities of the S A Cities Network are designed to -

- Update leaders on current and emerging changes and trends in urban policy across the world and in South Africa.
- Promote innovation and strategic thinking between cities and other spheres of government.
- Foster co-operation and exchange of best practice.
- Generate options and make recommendations to Network members.
- Mobilise the capacity of cities to support local government and national development.
- Strengthen linkages between cities, towns and rural areas.
- Build links and share information with other cities in Africa.

9.4 Technical Working Groups

The S A Cities Network has established the following technical working

-
- Economic Development.
- HIV/Aids.
- Urban Indicators.
- Transport; and- -

- Electricity Distribution Industry Restructuring

Representatives of the EMM are currently representing the Council on the -different Technical Working Groups of the S A Cities Network:.

10 CO-OPERATION WITH LOCAL STAKEHOLDERS

Sound communication and interaction between the EMM and Bulk Service Providers (i.e. Eskom, Rand Water and ERWAT). The National Electricity Regulator (NER), Bus Companies, Business and Industry, NGO's and Ward Committees must be established to ensure sustainable and cost effective rendering of services to the community. Constructive co-operation, on technical level, between officials of the Council and officials of relevant stakeholders must be established to; inter alia, ensure -

- Integrated Planning and Master Planning;
- Exchange of learning experiences and technology,
- Efficient and effective utilisation of resources;
- Partnerships in respect of development projects and programmes,
- Affordable and cost effective
- Rendering of services on an agency basis, if necessary;
- Co-operative agreements on various matters.
- Identification of key development priorities in wards; and
- Practical implementation of service delivery.

11. CONCLUSION

A critical matter to be addressed by the EMM is that of uncoordinated spending of funds with regards to projects without proper coordination and liaison between the EMM, National and Provincial Government and other stakeholders.

It is evident that mechanisms, processes and procedures should be developed and implemented and that this document should be used as a framework by all Portfolios/Departments to ensure sound intergovernmental relations.

Intergovernmental Relations should be viewed and adopted as a key performance area of all Portfolios/Departments and this framework should be further developed and reviewed regularly.

EKURHULENI METROPOLITAN MUNICIPALITY
REPRESENTATION ON SALGA WORKING GROUPS/WORKSHOPS
AND OTHER MEETINGS

- | | | |
|-----|-------------------------|--|
| 1. | Clr P Mkonza-Lukhele | Municipal Services Working Group |
| 2. | Mr M Sithole | Social and Economic Development Working Group |
| 3. | Mr S Rapetsoa | Social and Economic Development Working Group |
| 4. | Mr O v d Merwe | Water and Sanitation Tech Support Team |
| 5. | Mr T Motla | Water Services White Paper Policy Team |
| 6. | Mr D Mocke | Municipal Infrastructure Grant Support Team |
| 7. | Mr P Janse Van Rensburg | Dep of Transport LTCC Subcommittee |
| 8. | Mr J B Dorfling | Finance Working Group, and MFMB in Parliament |
| 9. | Mr J H Leibbrandt | Decentralised Development Planning (DDP) Steering Committee
(DPLG) and IDP Nerve Centre Steering Committee. |
| 10. | Clr L von Ronge | MFMB in Parliament |

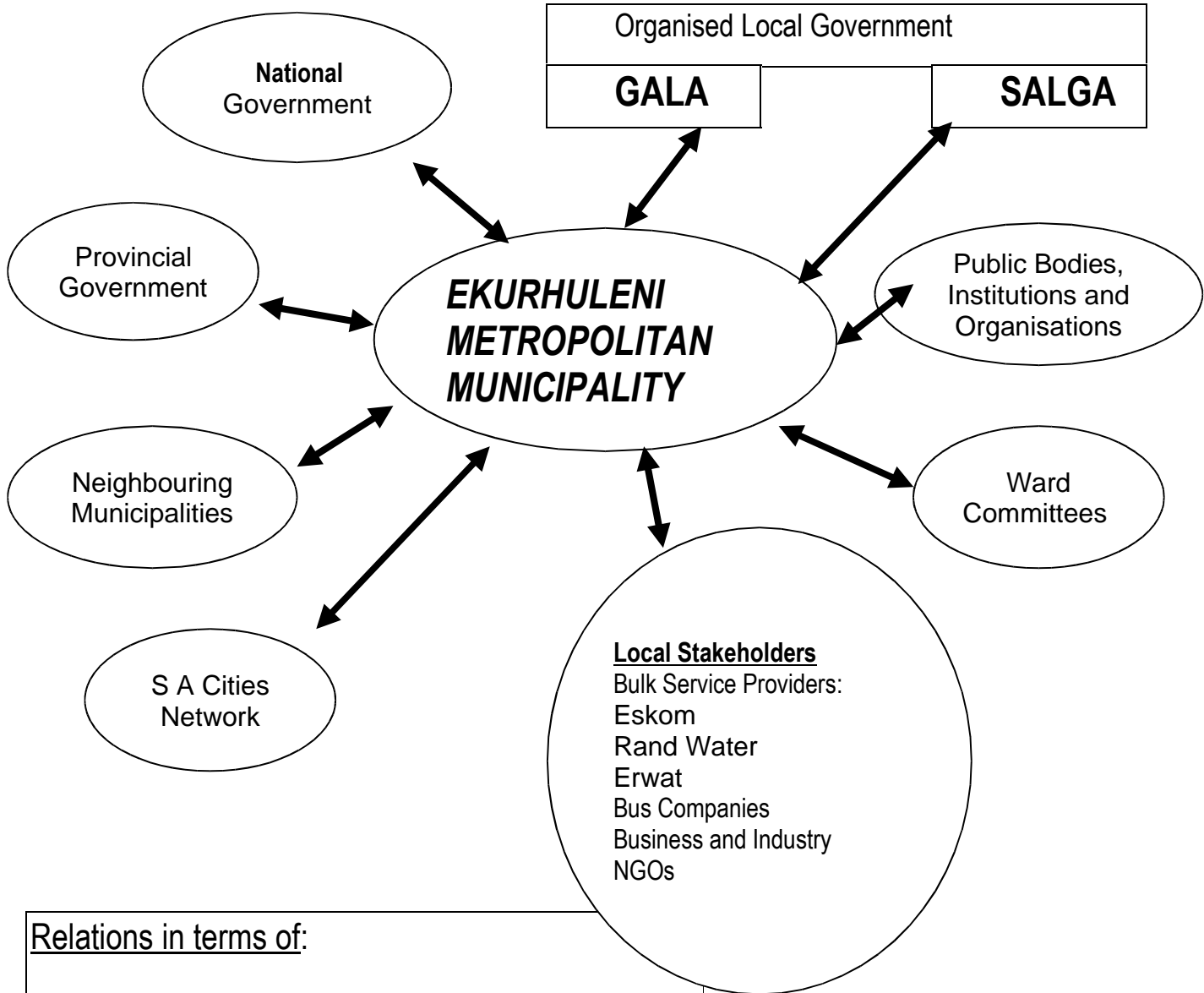
EKURHULENI METROPOLITAN MUNICIPALITY

REPRESENTATION ON GALA STRUCTURES

1.	Cir D Nkosi (GALA Deputy Chairperson)	Executive Committee
2.	Cir P Mkhonza-Lukhele	Executive Committee
3.	Cir N Maseko	Executive Committee
4.	Cir D Nkosi	Management Committee
5.	Cir P Mkhonza-Lukhele	Management Committee
6.	Cir N Maseko	Management Committee
7.	Cir D Nkosi	Office Bearer
8.	Cir L von Ronge	Finance Working Group
9.	Cir L Nxiba	Finance Working Group
10.	Mr B Dorfling (Treasurer's Task Team)	
11.	Cir L Mtshali	Local Economic Development
12.	Cir A Mabalane	Local Economic Development
13.	Mr J Leibbrandt	Local Economic Development
14.	Mr T Mazibuko	Local Economic Development
15.	Cir I Mahiangu	Development & Planning
16.	Ms S Mekgoe	Development & Planning
17.	M Mabona	Development & Planning
18.	D Ramashala	Development & Planning
19.	M Tshongweni	Public Safety
20.	Cir P Mkhonza-Lukhele	Service Delivery
21.	Cir L S Mofokeng	Service Delivery
22.	Cir J Mapekula	Service Delivery
23.	Cir K Twala	Service Delivery
24.	Cir L Sibeko	Service Delivery
25.	M Maliba	Service Delivery
26.	N Nxumalo	Service Delivery
27.	A Mokgosi	Service Delivery
28.	H G Mokgosa	Service Delivery
29.	Cir A Nyathela	Legal & Constitutional
30.	Cir N Mekgwe	Legal & Constitutional
31.	Cir A Woodington	Legal & Constitutional
32.	Mr T Peeters	Legal & Constitutional
33.	Mtd L Makhothi	Legal & Constitutional

34.	Clr N Maseko	Social Services
35.	Clr N Nciza	Social Services
36.	Clr T Makgobola	Social Services
37.	J Chaka	Social Services
38.	M Hlonipho	Social Services
39.	Mabogoane	Social Services
40.	Maeli	Social Services
41.	B Nthite	Social Services
42.	A Pieterse	Social Services
43.	Ms T Sefama	Social Services
44.	Clr T Maema	Gender
45.	Mr P Manyike	Gender
46.	Mrs M Masekela	Gender
47.	Mr C Ramogale	Gender
48.	Ms Faith Jonathan	Gender
49.	S Malebo	Elections & Governance
50.	Clr I Mahlangu	Labour Relations/Human Resources
51.	Clr M Sambo	Labour Relations/Human Resources
52.	Clr A Zwane	Labour Relations/Human Resources
53.	Clr R Bekani	Labour Relations/Human Resources
54.	Clr P W Pretorius	Labour Relations/Human Resources
55.	Clr Q Duba	Labour Relations/Human Resources
56.	Mr R Spalding	Labour Relations/Human Resources
57.	Mr N Veerasamy	Labour Relations/Human Resources
58.	Mr M Mosikitsana	Labour Relations/Human Resources
59.	Ms T Tire	Labour Relations/Human Resources
60.	Mr K Ntshingila	Labour Relations/Human Resources
61.	S Rapetsoa	SED Working Group
62.	Clr P Mkhonza-Lukhele	Municipal Services Working Group

INTERGOVERNMENTAL RELATIONS POLICY FRAMEWORK



Relations in terms of:

- Legislation;
- Financial Matters (Funding, etc.);
- Policies;
- Projects and Programmes (Multi-purpose centres, etc.);
- Integrated Development Planning;
- Delegations visiting the Metro; and
- City Management.

ANNEXURE 'D'

NATIONAL GOVERNMENT

PORTFOLIO	MINISTER	CONTACT NUMBER	SECRETARY / PERSONAL ASSISTANT	DEPUTY MINISTER	CONTACT NUMBER	SECRETARY / PERSONAL ASSISTANT
Agriculture and Land Affairs	Thoko Didiza Private Bag X250 PRETORIA 0001 Private Bag X9087 CAPE TOWN 8000	Tel: (012) 319 6886 Fax: (012) 321 8558	Ms Ellen Hlatswayo Tel: (012) 319 7236 Cell: 082 378 2941 E-mail: secminister@nda.agric.za	Dirk du Toit (ANC) Private Bag X250 Pretoria 0001 Private Bag X9087 Cape Town 8000	Tel: (012) 319 7231 Fax: (012) 321 8558 Tel: (021) 461 0860/1/2 Fax: (021) 461 1679	Ms Bongji Mthembu Cell: 082 378 2564 E-mail: bongi@minister.agric.za
Arts, Culture, Science and Technology	Ben Ngubane Private Bag X727 Pretoria 0001 Private Bag X9156 Cape Town 8000	Tel: (012) 337 8378 Fax: (012) 324 2687 Tel: (021) 465 4850/70 Fax: (021) 461 1425	Ms Molly Becker Cell: 082 559 7732 E-mail: min01@dacts3.wcape.gov.za	Brigitte Mabandla (ANC) Private Bag X889 Pretoria 0001 Private Bag X9152 Cape Town 8000	Tel: (012) 337 8581/2 Fax: (012) 324 2720 Tel: (021) 465 5620/1 Fax: (021) 465 5624	Ms Pukah Mdaka Tel: (012) 328 4223 or (021) 461 4236 Cell: 082 376 1440 E-mail: adm04@dacts3.wcape.gov.za
Communications	Ivy Matsepe-Casaburri Private Bag X882 PRETORIA 0001 Private Bag X9151 Cape Town 8000	Tel: (012) 427 8111 Fax: (012) 362 6915 E-mail: minister@doc.pwv.gov.za Tel: (021) 462 1632 Fax: (021) 462 1646	Ms Rizelle Sampson Cell: 082 771 5174 E-mail: rizelle@doc.pwv.gov.za			
Correctional Services	Ben Skosana Private Bag X853 Pretoria 0001 Private Bag X9131 Cape Town 8000	Tel: (012) 323 8803 Fax: (012) 323 4111 Tel: (021) 462 2314/5/6 Fax: (021) 465 4375	Ms Belinda Low-Shang Cell: 082 800 9119			
Defence	Patrick "Terror" Lekota Private Bag X427 Pretoria 0001 PO Box 47 Cape Town 8000	Tel: (012) 355 6119 Fax: (012) 347 0118 Tel: (021) 469 6001 Fax: (021) 465 5870	Mr Bushy Molefe Tel: (012) 355 6101 or (021) 469 6070 Cell: 083 628 0864	Nozizwe Routledge-Madlala (ANC) Private Bag X427 Pretoria 0001 PO Box 47 Cape Town 8000	Tel: (012) 355 6103 Fax: (012) 347 0118 Tel: (021) 469 6075 Fax: (021) 465 5870	Ms Nosipho Boltina Cell: 082 570 5944

PORTFOLIO	MINISTER	CONTACT NUMBER	SECRETARY / PERSONAL ASSISTANT	DEPUTY MINISTER	CONTACT NUMBER	SECRETARY / PERSONAL ASSISTANT
Education	Kader Asmal Private Bag X603 Pretoria 0001 Private Bag X9034 Cape Town 8000	Tel: (012) 326 0126 Fax: (012) 323 5989 Tel: (021) 465 7350 Fax: (021) 461 4788	Ms Rachmat Rasool Cell: 082 552 0948 E-mail: Rasool.R@educ.pwv.gov.za	Mosibudi Mangena Private Bag X895 Pretoria 0001 Private Bag X9023 Cape Town 8000	Tel: (012) 326 1966/8 Fax: (012) 323 5618 Tel: (021) 465 5551/2 Fax: (021) 465 2943	Mr William Baloyi Cell: 082 571 2571 E-mail: baloyi.w@educ.pwv.gov.za
Environment Affairs and Tourism	Mohammed Valli Moosa Private Bag X447 PRETORIA 0001 Private Bag X9154 CAPE TOWN 8000	Tel: (012) 310 3611 Fax: (012) 322 0082 Tel: (021) 465 7240/1/2 Fax: (021) 465 3216	Mr Sidima Siganga Cell: 082 321 3546	Ms R T Mabudafhasi (ANC) Private Bag X447 Pretoria 0001 Private Bag X9170 CAPE TOWN 8000	Tel: (012) 321 9587 Fax: (012) 323 5181 Tel: (021) 462 1777/8 Fax: (021) 465 2664	Ms Ayanda Mdala Cell: 082 573 4167 E-mail: amdala@ozone.pwv.gov.za
Finance	Trevor Manuel Private Bag X115 Pretoria 0001 PO Box 29 Cape Town 8000	Tel: (012) 323 8911 Fax: (012) 323 3262 Tel: (021) 464 6100 Fax: (021) 461 2934	Ms Patti Smith Tel: (012) 315 5372 or (021) 464 6102 Cell: 083 375 8486 E-mail: SmithP@finance.pwv.gov.za	Mr. M B Mpahlwa (ANC) Private Bag X115 Pretoria 0001 PO Box 29 Cape Town 8000	Tel: (012) 321 8675 Fax: (012) 323 3262 Tel: (021) 464 6100 Fax: (021) 465 5076	Ms Tshegoatsang Magooa Tel: (012) 315 5559 or (021) 464 6112 Cell: 082 499 5826 E-mail: magooa@finance.pwv.gov.za
Foreign Affairs	Nkosazana Zuma Private Bag X152 Pretoria 0001 Room 1714 120 Plein Street Cape Town 8001	Tel: (012) 351 0005 Fax: (012) 351 0253 Tel: (021) 464 3700 Fax: (021) 465 6548	Ms Thandi Mgxwati Tel: (012) 351 0011 or (021) 464 3700 Cell: 083 443 5716	Mr. Aziz G H Pahad (ANC) Private Bag X152 Pretoria 0001	Tel: (012) 351 0103/5 Fax: (012) 351 0259 Tel: (021) 464 3710/1 Fax: (021) 461 8090	Ms Cecilia Colarossi-Plisic Tel: (012) 351 0101 Cell: 082 886 3364
Health	Manto Tshabalala-Msimang Private Bag X399 Pretoria 0001 Private Bag X9070 Cape Town 8000	Tel: (012) 328 4773/4/5 Fax: (012) 325 5526 Email: mnwbd@hltrsa2.pwv.goc.za Tel: (021) 465 7407/8 Fax: (021) 465 1575	Ms Zethu Khoza Cell: 082 574 5081			
Home Affairs	Mangosuthu Buthelezi Private Bag X741 Pretoria 0001 Private Bag X9102 Cape Town 8000	Tel: (012) 326 8081 Fax: (012) 321 6491 Tel: (021) 461 5818 Fax: (021) 461 2359	Mr Rainer Niedermeier	Nosiviwe Mapisa-Ngakula Private Bag X741 Pretoria 0001 Private Bag X9102 Cape Town 8000	Tel: (012) 324 3153/4/5 Fax: (012) 323 3716 Tel: (021) 465 3456/7 Fax: (021) 461 4191	Ms Nomvula Zuma Tel: (012) 314 8185 or (021) 461 1223 Cell: 082 808 5562 E-mail: vuli@dbs1.pwv.gov.za

PORTFOLIO	MINISTER	CONTACT NUMBER	SECRETARY / PERSONAL ASSISTANT	DEPUTY MINISTER	CONTACT NUMBER	SECRETARY / PERSONAL ASSISTANT
Housing	Sankie Mthembu-Mahanyele Private Bag X644 Pretoria 0001 Private Bag X9029 Cape Town 8000	Tel: (012) 421 1311 Fax: (012) 341 8513 Tel: (021) 465 7295/6/7 Fax: (021) 45 3610	Ms Cheryl Phillips Tel: (012) 421 1309 Cell: 083 680 8169 E-mail: cheryl@housepta.pwv.gov.za			
Intelligence	Lindiwe N Sisulu (ANC) PO Box 56450 Arcadia 0007 Private Bag X51278 WATERFRONT 8005	Tel: (012) 338 1800 Fax: (012) 323 0718 Tel: (021) 401 1800 Fax: (021) 461 4644	Ms Faith Makhobotlaone Tel: (012) 338 1803 or (021) 401 1801 Fax: (012) 323 0360 or (021) 461 5878/0042 Cell: 083 628 3842			
Justice & Constitutional Development	Penuel Maduna Private Bag X276 Pretoria 0001 Private Bag X256 Cape Town 8000	Tel: (012) 323 8581/2 or (012) 315 1332 Fax: (012) 321 1708 Tel: (021) 465 7506/7 Fax: (021) 465 2783	Ms Vuyi Mdemka Tel: (012) 315 1769 or (021) 465 5879 Cell: 082 494 0559 E-mail: mdemkav@justice.gov.za	Ms C E Gillwald (ANC) Private Bag X395 Pretoria 0001 Private Bag X9135 Cape Town 8000	Tel: (012) 315 1021/2 Fax: (012) 321 1178 Tel: (021) 461 0150/1 Fax: (021) 465 4496	Ms Liezel van Heerden Cell: 083 253 4884 E-mail: vanheerden@justice.gov.za
Labour	Membathisi Mdladlana Private Bag X499 Pretoria 0001 Private Bag X9090 Cape Town 8001	Tel: (012) 322 6532 Fax: (012) 320 1942 Tel: (021) 461 6030 Fax: (021) 462 2832	Ms Nozuko Nojojo Tel: (021) 461 6033 Cell: 082 887 4545 E-mail: nozuko@labourhq.pwv.gov.za			
Mineral and Energy Affairs	Phumzile Mlambo-Ngcuka Private Bag X646 Pretoria 0001 Private Bag X9111 Cape Town 8000	Tel: (012) 322 8695 Fax: (012) 322 8699 Tel: (021) 462 2310/1/2 Fax: (021) 461 0859	Ms Zuku Nombembe Cell: 082 497 7243	Ms Susan Shabangu (ANC) Private Bag X933 Pretoria 0001 Private Bag X9167 Cape Town 8000	Tel: (012) 317 9157 Fax: (012) 320 0915 Tel: (021) 461 5610/1/2/3 Fax: (021) 462 2947	Ms Pretty Javu Cell: 082 497 1637
Provincial and Local Government	Sydney Mufamadi Private Bag X802 PRETORIA 0001 Private Bag X9123 CAPE TOWN 8000	Tel: (012) 334 0705 Fax: (012) 326 4478 Tel: (021) 462 1441 Fax: (021) 461 0851	Ms Nomsa Maphisa Cell: 082 497 3808			

PORTFOLIO	MINISTER	CONTACT NUMBER	SECRETARY / PERSONAL ASSISTANT	DEPUTY MINISTER	CONTACT NUMBER	SECRETARY / PERSONAL ASSISTANT
Public Enterprises	Jeff Radebe PO Private Bag X15 Hatfield 0028 Private Bag X9079 Cape Town 8000	Tel: (012) 342 7111 Fax: (012) 342 7224 Tel: (021) 461 6376/7/8/9 Fax: (021) 465 2381 / 461 1741	Mr Lucky Montana Fax: (012) 342 7226 Cell: 082 771 4698			
Public Service and Administration	Geraldine Fraser-Moleketi Private Bag X884 Pretoria 0001 Private Bag X9148 Cape Town 8000	Tel: (012) 314 7911 Fax: (012) 328 6529 Tel: (021) 465 5491/2/3 Fax: (021) 465 5484	Ms Florance Maleka Tel: (012) 314 7201 or (021) 461 6679 Fax: (012) 461 4445 Cell: 082 808 5620 E-mail: FloranceM@dpsa.pwv.gov.za			
Public Works	Stella Sigcau Private Bag X890 Pretoria 0001 Private Bag X9155 Cape Town 8000	Tel: (012) 324 1510 Fax: (012) 325 6380 Tel: (021) 462 4184 Fax: (021) 461 6962	Ms Chris Plaatjie Cell: 082 903 1135	Rev Keith M Zondi Private Bag X867 Pretoria 0001 Private Bag X9166 Cape Town 8000	Tel: (012) 337 2000 Fax: (012) 328 9166 Tel: (021) 462 4586/7/8/9 Fax: (021) 462 4592	Ms Sthembis Zulu (Acting) Tel: (012) 337 2466 Cell: 082 572 1036
Safety and Security	Charles Ngakula Private Bag X463 Pretoria 0001 Private Bag X9080 Cape Town 8000	Tel: (012) 339 2800/1/2 Fax: (012) 339 2819/20 Tel: (021) 465 7400 Fax: (021) 461 2073/2594	Ms Kiddy Moroke Tel: (012) 339 2810/32 or (021) 465 1231 Cell: 082 460 7908 E-mail: morokek@saps.org.za	Mr. V Joe Matthews (IFP) Private Bag X463 Pretoria 0001 Private Bag X9080 Cape Town 8000	Tel: (012) 339 2800 Fax: (012) 339 2820 Tel: (021) 465 7400 Fax: (021) 461 2594	Ms Marietjie Lourens Tel: (012) 339 2814/5 Fax: (012) 339 2823 or (021) 465 1221 Cell: 082 800 3539
Social Development	Dr. Zola ST Skweyiya Private Bag X885 Pretoria 0001 Private Bag X9153 Cape Town 8000	Tel: (012) 328 4600 Fax: (012) 325 7071 Tel: (021) 465 4011 Fax: (021) 465 4469	Ms Theresa Small Tel: (012) 312 7636 Fax: (012) 321 2502 Cell: 082 579 5869 E-mail: theresa@welspta.pwv.gov.za			
Sport and Recreation	Ngconde Balfour Private Bag X869 Pretoria 0001 Private Bag X9149 Cape Town 8000	Tel: (012) 334 3100 Fax: (012) 321 8493 Tel: (021) 465 5506/7/8/9 Fax (021) 465 4402	Ms Sandisiwe Majikajika Cell: 082 496 5184			

PORTFOLIO	MINISTER	CONTACT NUMBER	SECRETARY / PERSONAL ASSISTANT	DEPUTY MINISTER	CONTACT NUMBER	SECRETARY / PERSONAL ASSISTANT
Trade and Industry	Alec Erwin Private Bag X274 Pretoria 0001 Private Bag X9047 Cape Town 8000	Tel: (012) 322 7677/8/9 Fax: (012) 322 7851 Tel: (021) 461 7191/2/3 Fax: (021) 465 1291	Mr Cobs Pillay Tel: (012) 310 1371/2 Cell: 082 558 7074 E-mail: cobs@dti.pwv.gov.za	Ms Lindiwe Benedicta Hendricks Private Bag X274 Pretoria 0001 Private Bag X9047 Cape Town 8000	Tel: (012) 310 1047 Fax: (012) 322 7851 Tel: (021) 461 7191/2/3 Fax: (021) 465 1291	Ms Stella Matsepe Tel: (021) 461 7174 Cell: 082 376 0449 E-mail: smatsepe@dti.pwv.gov.za
Transport	Dullah Omar Private Bag X193 Pretoria 0001 Private Bag X9129 Cape Town 8000	Tel: (012) 309 3131 Fax: (012) 328 3194 Tel: (021) 465 7260-4 Fax: (021) 461 6845	Ms Sunita Dalla Cell: 082 806 0728 E-mail: sunita@ndot.pwv.gov.za			
Water Affairs and Forestry	Ronnie Kasrils Private Bag X313 Pretoria 0001 Private Bag X9052 Cape Town 8000	Tel: (012) 336 8733 Fax: (012) 328 4254 Tel: (021) 464 1500 Fax: (021) 465 3362 E-mail: zan@dwaf-par.wcape.gov.za	Ms Jean Kou Tel: (012) 336 8729 Fax: (012) 464 1504 Cell: 083 639 0348 E-mail: zai@dwaf.pwv.gov.za			

ANNEXURE 'E'

GAUTENG PROVINCIAL GOVERNMENT PORTFOLIOS

PORTFOLIO	MEC	CHAIRPERSON PORTFOLIO COMMITTEE	CONTACT DETAILS	COMMITTEE CO-ORDINATOR	CONTACT DETAILS
Agriculture, Conservation, Environment & Land Affairs	Ms Mary Metcalfe Tel: 355-1980 Fax: 333-0620	Mr P I Malefane	498-5770 082-928-9560	Tinyiko Maluleka	498-5605
Development Planning & Local Government	Mr Trevor Fowler Tel: 355-5023 Fax: 834-2108	Mr S Ngwenya	498-5671 082-771-4148	Lynn McKay	498-5474
Economic Affairs	Mr Jabu Moleketi Tel: 355-8703 Fax: 834-1972	Mr D Mohapi	498-5654 083-395-6809	Tiragalo Mogale	498-5452
Education	Mr Ignatius Jacobs Tel: 355-0524 Fax: 355-0542	Ms B Creecy	498-5663 082-771-9772	Floyd Lefaladi	498-5546
Finance	Mr Jabu Moleketi Tel: 355-8703 Fax: 834-1972	Ms J L Fubbs	498-5673 083-600-3693	Hlanganani Ngobeni	498-5573
Health	Ms Gwen Ramokgopa Tel: 355-3870 Fax: 838-4143	Mr R A M Salojee	498-5670 082-852-0662	Dimakatso Mabaso	498-5564
Housing	Mr Paul Mashatile Tel: 355-4016 Fax: 838-2116	Mr Bob Mabaso	498-5660 083-471-3385	Benny Makgato	498-5562
Public Safety & Community Liaison	Ms Nomvula Mokonyane Tel: 355-1868 Fax: 355-1860	Mr S Shiceka	498-5661 082-886-2656	Bridgette Mogotlane	498-5553
Public Transport, Roads & Works	Mr Khabisi Mosunkutu Tel: 355-7504 Fax: 355-7509	Mr C G Tsotetsi	498-5993 082-493-6428	Thabo Lekgangyane	498-5473
Social Services & Population Development	Ms Angie Motshekga Tel: 355-7871 Fax: 838-3173	Mr B S Nkosi	498-5668 083-395-7715	Monica Vaas	498-5552
Sport, Recreation, Arts & Culture	Mr Mondli Gungubele Tel: 355-2503 Fax: 355-2505	Ms N M Madlala	498-5990 083-260-8155	Dimakatso Mabaso	498-5564

ANNEXURE 'F'

SALGA WORKING GROUPS

WORKING GROUP		TERMS OF REFERENCE	CONTACT PERSON
(a)	Social and Economic Development Working Group Clr N Dube (Chairperson)	<ul style="list-style-type: none"> • Integrated development planning • Town planning and land use management • Environmental and Tourism; air pollution • Local economic development 	Nothando Simelane 012 338-6758
(b)	Finance Working Group Clr J Mokoena (Chairperson)	<ul style="list-style-type: none"> • Intergovernmental fiscal policies • Municipal finance <ul style="list-style-type: none"> ➢ Credit Control ➢ Revenue generation ➢ Municipal finance management • Municipal capital projects • Infrastructure investment. • Finances or organised local government 	Christine Marchington (Corporate Services) (012) 338-6791
(c)	Special Projects Working Group Clr M Khawuia (Chairperson)	<ul style="list-style-type: none"> • HIV/Aids awareness • Poverty alleviation programmes • Youth development programmes • Gender • Urban renewal and rural development • Local Agenda 21 	Lorraine Mudunungu 012 338-6728
	Municipal Services Working Group Clr M Khoza (Chairperson)	<ul style="list-style-type: none"> • Municipal public transport • Municipal public safety • Public Works • Fire-fighting and emergency services • Libraries 	Letta Kgomonngwe 012 338-6741
(e)	Human Resources Development Working Group Clr D Seemise (Chairperson)	<ul style="list-style-type: none"> • Organisational development • Restructuring of municipalities • Implementation of the Municipal System Act • Redesigning municipal business systems and employee systems • Developing organisational change systems 	Themba Nxumalo • 012 338-6717

WORKING GROUP		TERMS OF REFERENCE	CONTACT PERSON
		<ul style="list-style-type: none"> • Empowerment of employees • Aligning SALGA's transformation objectives with objectives of LGTP • Labour relations matters • Capacity development • Local Government Water Sector Education and Training Authority (LGWSETA) 	
(f)	Governance and international Relations Working Group Clr D Masemola (Chairperson)	<ul style="list-style-type: none"> • Constitution matters • Powers and functions of municipalities • Traditional leaders • Intergovernmental relations policy issues • Demarcation issues • Elections • Municipal By-laws • MIR • Public participation • Roles of elected municipal representatives • Implementation of the local government legislation 	Charles Tlhoale <ul style="list-style-type: none"> • 012 338-6720

GALA WORKING GROUPS

WORKING GROUP		TERMS OF REFERENCE	CONTACT PERSON
(a)	Social and Economic Development Working Group Clr N Dube (Chairperson)	<ul style="list-style-type: none"> • Integrated development planning • Town planning and land use management • Environmental and Tourism; air pollution • Local economic development 	Nothando Simelane 012 338-6758
(a)	Labour Relations/Human Resources Working Group Councillor J Mokoro (Chairperson)	<ul style="list-style-type: none"> • To promote an environment of sound relationship between member, councils, organised labour and other interest groups. • To contribute towards labour stability in the province. • To facilitate participation of GALA members in decision-making with regard to employee matters. • To contribute to the development of a stable but dynamic and flexible labour relations system within the local government undertaking. • To enable meaningful dialogue on labour issues affecting member municipalities. • To assist in human resources training and development and labour relations capacity of organised local government in Gauteng. • To ensure that member councils comply with applicable legislation. • To assist or facilitate the restructuring and transformation of member municipalities towards the achievement of developmental local governance. • To ensure an effective and efficient human resources and labour relations service for member municipalities. Ensure effective communication and information dissemination on policy issues and bargaining council resolutions and decisions. • To develop a mutual support system of human resources and labour relations in Gauteng to ensure sharing or transfer of knowledge and skills to various municipalities. • To assist with representation to municipalities in dispute resolution processes, especially mediation, conciliation and arbitration. • Implement and monitor, when applicable, functions delegated to it by the national labour relations committee. 	Sibiziwe Jiyana (011) 339-1605
(b)	Legal/Constitutional Working Group Councillor L Mokgatle (Chairperson)	<ul style="list-style-type: none"> • To deal with all legal/constitutional matters having an effect on GALA members. • To promote and protect the rights and interest of all local authorities that are members of the Association. • The initiation of legislation pertaining to, or having an effect on local government. • Commenting, monitoring and suggesting amendments to legislation affecting local government. 	Patience Maphiliphili (011) 339-1605/ 083 444 7566

WORKING GROUP		TERMS OF REFERENCE	CONTACT PERSON
(c)	Gender Working Group Councillor B Modisakeng (Chairperson)	<ul style="list-style-type: none"> • To encourage gender initiatives In organised local government • To establish monitoring guidelines based on national gender policies for implementation at local government level. • To influence training and development programmes including awareness campaigns. • To promote networking at different levels on gender issues in local government and liaise with national machinery. • To liaise with organisations which can act as resource bodies to capacitate the formation and development of gender working groups. • To encourage the formulation of transformation agendas at organised local government level. • To encourage the GALA Gender Technical Committee's support function to the Gender Working Group. • To maintain equal representation of Councillors and officials in all GALA deliberations. • To focus on the following areas of the Gender Working Group until the next elections:- <ul style="list-style-type: none"> ➢ The White Paper on Local Government. ➢ Financial Empowerment of women. ➢ Engendering of the local government budget. ➢ Health and Welfare. ➢ Lobbying and networking. 	Jacob Ntamela (011)339 1605/ 083 444 7554.
(d)	Finance Working Group Councillor P Maluleka (Chairperson)	<ul style="list-style-type: none"> • To support initiatives which might Increase sources of revenue for local government • To determine this basis of levy structures with regard to GALA levies. • To ensure that a guideline on uniform tariff policy Is adopted by all municipalities. • To ensure that the IDP process is adhered to by all municipalities in Gauteng. • To ensure that the budget reform process is introduced In all municipalities in Gauteng. • To ensure that an indigent policy Is formulated and Implemented by all municipalities in Gauteng. • To influence the Budget Forum process to ensure that local government receives its equitable share from the national fiscus as per the Constitution. I 	Carol Segalose (011) 339 1605/ 083 444 7552
(e)	Service Delivery Working Group Councillor P Mkhonza-Lukhele (Chairperson)	<p>Core functions The core functions of the working group Is to co-ordinate all matters on service delivery on a provincial level, to develop uniformity In policy, strategy and level of delivery of municipal services in Gauteng and to advise and make recommendations to GALA EXCO thereon.</p> <p>Characteristics The unique characteristics of the working group relates to service delivery and the provision of municipal services and housing i.e. -</p> <ul style="list-style-type: none"> • Roads, Transport and Civil Works. • Water and sanitation. 	Lorraine Mabitsela (011)339 1605/ 083 444 7556

WORKING GROUP	TERMS OF REFERENCE	CONTACT PERSON
	<ul style="list-style-type: none"> • Electricity. • Land and housing. <p>Specific needs The specific needs that the Service Delivery Working Group fulfils are as follows:-</p> <p>Gala Executive Committee</p> <p>(a) To advise on all matters pertaining to service delivery and the provision of municipal services and housing (i.e. policy, strategy and level of delivery).</p> <p>(b) To make recommendations to GALA EXCO to adopt a uniform approach on a provincial level.</p> <p>(c) To liaise with relevant provincial structures in terms of the function and services related to this working group.</p> <p>The following subcommittees were established:-</p> <ul style="list-style-type: none"> • Roads and Transport Subcommittee • Housing and Land subcommittee • Water and Environment Subcommittee • Electricity Subcommittee 	
(f)	<p>Public Safety Working Group Councillor M Mafafo (Chairperson)</p> <p>To deal with, evaluate, consider and advise the Executive Committee of GALA on the following issues:- Metropolitan/City Local Police Services.</p> <ul style="list-style-type: none"> • Emergency Services/(Fire and ambulance services). • Disaster management (Civil protection and community preparedness). • Traffic Safety Services. • Licensing Services (in relation to Traffic Safety Services). • Security Services. • Emergency Services. <p>Core function of the Working Group The core function of this working group is the formulation of strategies on transformational issues as well as policies and procedure, sharing of Information and discussion of implications~ of amendments to legislating on local, provincial, national and international level. Undertake consultation with all relevant stakeholders.</p> <p>Unique characteristics of the Working Group This working group is the vehicle where technical aspects relating to the core functions are brainstormed through Interactions of Councillors and officials on provincial level.</p> <p>Specific needs that the Working Group fulfil Strategies and recommendations are submitted to GALA, EXCO and local government as a whole to empower representatives to make calculated decisions. In turn, matters for consideration are referred to the working groups for dissemination.</p>	Lorraine Mabitsela (011)339-1605/ 083 444 7556

WORKING GROUP	TERMS OF REFERENCE	CONTACT PERSON
	<p>The objectives are as follows:</p> <ul style="list-style-type: none"> • Formulate strategies on transformational matters • Formulating recommendations on policy • Formulating recommendations on procedure. • Advising GALA, EXCO and local government on the dynamics of the profession. • Work shopping common problems and advising on best practices. <p>Core values are:</p> <ul style="list-style-type: none"> • Promote new ethics of co-operative governance. • Similar solutions for similar problems. • Introducing best practices. • Service delivery must be on mutual values throughout Gauteng. • Share and promote same vision. 	
(g)	<p>Development Planning Working Group Councillor L Mofokeng (Chairperson)</p> <ul style="list-style-type: none"> • To determine and implement policies and strategies on development in Gauteng. • To co-ordinate Infrastructural matters and the funding and resources thereof to meet the needs of the communities. • To share knowledge and expertise. • To co-ordinate Infrastructural matters and the funding and, resources thereof to meet the needs of the communities. • To co-ordinate joint projects regarding local economic development. • To facilitate the implementation of the RDP principles. • To market Gauteng as an entity. • To regenerate local economy of scale. <p>Local Government in general</p> <ul style="list-style-type: none"> • To develop uniformity in policy, strategy and level of delivery of municipal services and housing on a provincial level. • To develop uniform approaches In terms of major issues identified (i.e. toll roads, electricity restructuring standards of services etc.) within the working group. • To co-ordinate and integrate matters of service delivery, provision of municipal services and housing between municipalities on a provincial level. • To interact and exchange Information and knowledge on a provincial level and to Jointly undertake certain tasks which can eliminate the duplication of efforts within each municipality (i.e. colour coding for taxi's restriction of access policy for security townships. Uniform tariff structures etc.). 	Lorraine Mabitsela (011)339-1605/ 083 444 7556

WORKING GROUP		TERMS OF REFERENCE	CONTACT PERSON
(h)	Local Economic Development Councillor A O Nkabinde (Chairperson)	<ul style="list-style-type: none"> • Implementation Framework for development activities and projects for GALA Working Groups. • Improve Information sharing and exchange, within local authorities. • Develop and implement effective communication strategy. • Establish LED Units within councils. • To create an operational structure/unit for the working group. • Lobby and concretise the needs of local authorities on national and provincial level. • Increase the financial base of the GALA LED Working Group. <p>The following subcommittees were established:-</p> <ul style="list-style-type: none"> • MIR Subcommittee • Local Agenda 21 Subcommittee • SMME's Subcommittee 	Carol Segalose (011) 339 1605/ 083 444 7552
(i)	Social Services Working Group Councillor N Maseko (Chairperson)	<ul style="list-style-type: none"> • To enquire on any matter falling within the objectives of GALA relevant to health, social development, sport, libraries, arts, culture and heritage resource management. • To make proposals and submit reports and recommendations via the office bearers to the Executive Committee. • To appoint officials as convenors of Task Teams to provide technical and secretariat support. • To elect chairpersons for health and social development and SLAC subcommittees. <p>The following subcommittee was established:-</p> <ul style="list-style-type: none"> • Health and Social Development and SLAC 	Jacob Ntamela (011) 339-1605/ 083 444 7554
(j)	Elections/Governance Working Group Councillor N Mbatha-Mthimkhulu (Chairperson)	The objective of the technical committee is to provide technical assistance to the Election Working Group on all matters pertaining to municipal governance and municipal elections. The Governance and the Election Working Group will from a, political perspective and taking the technical assistance into consideration, give guidance to the IEC and municipalities	Jacob Ntamela (011) 339-1605/ 083 444 7554