



TERMS OF REFERENCE

APPOINTMENT OF A SERVICE PROVIDER TO PILOT AND VALIDATE MUNICIPAL PROTOTYPE STAFF ESTABLISHMENTS ACCORDING TO DIFFERENT POWERS AND FUNCTIONS AND CATEGORIES OF MUNICIPALITIES FOR A PERIOD OF THIRTY-SIX (36) MONTHS

1. PURPOSE OF ASSIGNMENT

The purpose of these Terms of Reference (ToR) is to invite bids for appointment of a service provider to pilot and validate municipal prototype staff establishments according to different powers and functions and categories of municipalities for a period thirty-six (36) months.

2. Introduction and background

- 2.1 The Constitution of the Republic of South Africa, 1996 (the Constitution) empowers municipalities to provide basic municipal services as contained in Part B of Schedule 4 and Part B of Schedule 5 of the Constitution and Chapter 5 of the Municipal Structures Act, 1998 (the Structures Act) for the overall social and economic upliftment of local communities. The Constitution further obliges municipalities, within their administrative and financial capacity to structure and manage their administration in such a manner as to give priority to the needs of communities.
- 2.2 Section 154 of the Constitution empowers national and provincial government by legislative and other measures to strengthen the capacity of municipalities to perform their mandate. The Municipal Systems Act, 2000 (the Systems Act) empowers the Minister to make regulations or issue guidelines setting uniform standards for municipal staff systems and procedures. In 2016, the Minister published the Municipal Staff Regulations (the Regulations) for public comments setting amongst others uniform standards for municipal staff establishments in fulfilment of these regulatory powers. These Regulations will be enacted into law during the 2021//202 financial year.
- 2.3 During the 2018/19 financial year, the DCoG commissioned a study to develop prototype staff establishments according powers and functions of different categories of municipalities. The prototypes staff establishments have been completed and are earmarked for implementation by municipalities after the forthcoming 2021 Local Government Elections. In order to realise this commitment, the DCoG would like to appoint a service provider to pilot and validate the municipal prototype staff establishments according to different powers and functions and categories of municipalities.

3. Problem Statement

- 3.1 According to the study commissioned by the DCoG in 2019, an increasing number of municipalities have adopted bloated structures that are not aligned to the constitutional principles and their service delivery obligations. In consequent thereof, these municipalities spend a large proportion of their operational budget on salaries (Statistics South Africa, 2016) and therefore experience enormous challenges resulting in structures in giving priority to the needs of their communities. This is also compounded by the calibre of staff employed by these municipalities. This has become more apparent in a number of large municipalities that have recently found themselves in precarious financial and service delivery situations, and is certainly true of many smaller municipalities.

4. Scope of the assignment

The scope of this project is to pilot and validate the prototype (generic) staff establishments of municipalities (macro and micro structures) according to different powers and functions of different categories of municipalities. The successful bidder/s will be required to:

- 3.1 Pilot and validate the prototype staff establishment to determine readiness to adopt the prototype design which will include the following:
 - (a) Unpack the municipal strategy, identify critical priorities and understand the environmental context within which the Municipality operates, which include but not limited to the municipal strategy, operating model, legislative framework;
 - (b) Conduct an analysis to understand the current staff establishment gap to align to the prototype staff establishment design;
 - (c) Perform a municipal impact assessment on the alignment of the prototype staff establishment by determining areas of no - low impact, significant impact and new structural requirements; and
 - (d) Prioritise detailed design focus areas that will have the highest impact on service delivery for the municipality.

- 3.2 Conduct a trial run to perform and stress test the prototype implementation to identify potential challenges. This phase will focus on completing the detailed design of the municipal staff establishment, determining the costs and transitioning the municipal employees to the new municipal staff establishment. This will include piloting the prototype design such as:
 - (a) Complete the detailed design of the municipal staff establishment:
 - (i) Align the municipal structure by following the applicable structure prototype for the municipal category;
 - (ii) Confirm the functional operating model and top structure are based on the municipal mandate and strategy;
 - (iii) Apply the prototypes to develop municipal specific structure, positions and headcount;
 - (iv) Confirm the municipal structure is in line with the recommended organisation design metrics;
 - (v) Validate the reviewed structure; and
 - (vi) Confirm roles and responsibilities in the draft job profiles and review where necessary.
 - (b) Confirm job evaluation to determine job grades
 - (i) Confirm job evaluation results and determine cost implications/ remuneration cost of the validated staff establishment.
 - (ii) Benchmark the remuneration based on the final piloted and validated staff establishment.
 - (iii) Confirm affordability and alignment to the municipal budget.
 - (c) Development of placement policy
 - (i) Develop and consult a legally sound placement policy, principles and protocols with key municipal stakeholder structures.
 - (ii) Develop a strategy to address excess staff after pilot and validation of the prototype staff establishment,
 - (iii) Develop employee transition plan and timelines in consultation with key stakeholders.
 - (iv) Obtain legal advice on employee transition policy, principles and protocols to support compliance with regulations.
 - (v) Develop strategy / tools to assess the job-to-person.
 - (d) The following categories of municipalities (metros, district municipalities and their local) have been sampled for the pilot and validation of the prototype staff establishments (the list is provided on Annexure A):

Municipal Category	Municipal Size and classification	Total Number
Category A	Metros	3
Category B	Secondary cities (B1)	8
	Large towns (B2)	12
	Small towns (B3)	21
	Mostly rural (B4)	30
Category C	Districts (C1)	19
	Districts (C2)	8

4. Deliverables

- 4.1 Diagnostic analysis report.
- 4.2 Mapped municipal capabilities.
- 4.3 Pilot and validation of prototype staff establishment report.
- 4.4 Piloted and validated prototype macro and micro staff establishments.
- 4.5 Job profiles.
- 4.6 Job evaluation results
- 4.7 Costed staff establishment.
- 4.8 Strategic to address excess staff after pilot and validation of the prototype staff establishment.
- 4.9 Placement Policy.

5. Timeframes

- 5.1 The contract with the successful service provider will be for a period of thirty-six (36) months to complete.
- 5.2 The project will commence upon date of signing of the Service Level Agreement (SLA) between the DCoG and the successful bidder/ service provider.

6. Skills and knowledge requirements

Service providers must have:

- 6.1 Acknowledged understanding of the legislative landscape of the system of local government in South Africa, including powers and functions of the different categories of municipalities.
- 6.2 Advanced research, policy analysis, development skills, including a well-developed knowledge of human capital philosophies, strategies, practices, etc.
- 6.3 Advanced understanding of norms and standards for organisational development/ design philosophies, including different scientific models used to determine the appropriate staff establishments.
- 6.4 Advanced knowledge and proven track record (experience) in managing large-scale projects in huge organisations. Proven experience in local government will be an added advantage. Bidders must also provide supporting evidence of the team of consultants to undertake the project.
- 6.5 Ability to identify risks, new opportunities and develop appropriate solutions and strategies to leverage the local government reform trajectory.
- 6.6 Advanced analytical, diagnostic, transformation, report writing, presentation, and project management and facilitation skills.

7. Performance measurement/ reporting

To facilitate the performance of the successful service provider and monitor its scope of work, the DCoG will:

- 7.1 Enter into a Service Level Agreement (SLA) that will govern the relationship between DCoG and the service provider.
- 7.2 The SLA will include project assignments that will address each of the project deliverable.
- 7.3 Establish a Project Steering Committee to manage, monitor and oversee the project. This committee will ensure that:
 - (a) Services are rendered timeously;

- (b) Timeframes as far as possible are not extended;
- (c) Will render a quality assurance function; and
- (d) Will ensure that additional costs are not incurred unnecessarily.

7.4 The service provider will be expected to table progress reports for each deliverable contained in the project/ implementation plan as agreed to and as per the SLA.

7.5 Monitor the payment schedule that will be attached to the SLA. Payments will therefore only be approved and processed on the basis of the achievement of deliverables as per the project/ implementation plan and related performed project activities.

7.6 These deliverables and related payments will be recommended by the Project Manager and approved by the Project Steering Committee.

8. Form of proposal

Bidders are requested to comply with a specific format when submitting their bids. It is suggested that the format specified in the ToR corresponds with the various elements of the bid evaluation system to facilitate the evaluation and scoring of bids, e.g.:

Functionality

- (a) Methodology
- (b) Bidder' Experience
- (c) Qualifications (team members)
- (d) Training and skills transfer

Pricing

- (a) Rates of each team member
- (b) Estimated number of hours to be spent by each member
- (c) Admin costs (offices, computers, telecom, travelling, etc.)
- (d) Any other costs (to be specified by bidder)
- (e) Value Added Tax
- (f) Ceiling price (all-inclusive total tender price)

8.1 A bidder must include **a detailed project/ implementation plan/ methodology** with the **detailed budget reflecting all costs as per the proposal in their bid. Failure to submit the detailed project plan and budget containing cost-breakdown according to the deliverables (as per the proposal) together with the bid will result in the bidder' bid being invalidated and rejected.**

The following information must be included in the project/ implementation plan:

- (a) Project implementation plan that indicates the following:
 - (i) Clearly defined milestones that are 100% aligned to each of the key objectives as well as each of the expected outputs/ deliverables as outlined in the scope of work.
 - (ii) Well defined timelines for each of the activities and deliverables.
 - (iii) Allocation of human resources and cost-breakdown for each of the activities and deliverables.
- (b) Proposed governance arrangements to support project implementation which may include but not limited to:
 - (i) The establishment of a project steering committee.
 - (ii) The establishment of a project management team inclusive of the service provider and the DCoG team.
 - (iii) Provision of secretariat support for the governance structures that will be established.
- (c) Skills Transfer Plan developed in line with the Terms of Reference.

- (d) Previous and current similar contracts awarded to the bidder as well as client references.

Failure to include the above stated information together with the bid document on the closing date and time will invalidate the bid.

9. Bid Prices

- 9.1. Bidders must express prices for their services in South African currency (Rand). All prices must be inclusive of Value Added Tax and costs to be incurred that are necessary for the execution and completion of the contract in accordance with the bid document. Prices will remain firm for the duration of the contract.

10. Bid evaluation system

- 10.1 All bids duly lodged will be evaluated to determine compliance with bid requirements and conditions. Bids with obvious deviations from the bid requirements/ conditions of bid and not acceptable to the evaluation committee will be eliminated from the adjudication process (i.e. will not be shortlisted). All bid proposals submitted will be evaluated in accordance with the 80/20 principle and the evaluation criteria should be as follows:

Stage 1: Compliance with minimum requirements of the bid

All bids duly lodged will be evaluated to determine compliance with requirements and conditions of the bid. All proposals that do not comply with the administrative requirements/conditions of the bid will be disqualified.

All bids that comply with the minimum requirement/conditions of the bid will be evaluated in two stages:

Stage 2: Functionality will be assessed as per Scorecard as indicated below.

Stage 3: The qualifying bidders in the Stage 2 will be evaluated further on price and BEE Contributor Level using 80/20 preference point system as prescribed in Preferential Procurement Policy Framework Act 2000, Preferential Procurement Regulations 2017 and approved CoGTA Supply Chain Management Policy 2017.

The evaluation will be done as follows:

The system comprises the following elements:

- (i) **Functionality.....100**
- (ii) **Price.....80**
- (iii) **B-BBEE Contributor level.....20**

STAGE 2

SCORECARD FOR FUNCTIONALITY:

- (a) **The following criteria will be applied for functionality to assess all the bidders who complied with minimum requirements:**

CRITERIA	SUB-CRITERIA	SCALE	WEIGHT	HIGHEST POSSIBLE SCORE
Understanding of the Terms of Reference with a detailed approach and methodology	Bidder's understanding of the Terms of Reference and provided a detailed Project Plan and methodology with clearly articulated deliverables and /or	<ul style="list-style-type: none"> • Restating the scope of the ToR with a less understanding and detailed approach and methodology = 1 • Approach, methodology and 	5 x 6	30

CRITERIA	SUB-CRITERIA	SCALE	WEIGHT	HIGHEST POSSIBLE SCORE
	<p>milestones, including the resources to be deployed with each activity</p>	<p>project plan submitted does not sufficiently meet the scope of the work and outcomes as set out in these ToR = 2</p> <ul style="list-style-type: none"> • Approach, methodology and project plan submitted meet the scope of the work and outcomes as set out in these ToR = 3 • Detailed approach, methodology and executable plan submitted significantly meet the requirements and outcomes as set out in the ToR. = 4 • Detailed approach, methodology and executable plan submitted comprehensively meet the requirements as and outcomes as set out in these ToR, with suggested value-add and innovation = 5 		
<p>Capacity of bidders' proposed members to undertake this project</p>	<p>Proven track record and experience in organisational design, restructuring and business re-engineering, organisational design methods and approaches, human resource management value chain, cost analysis and project management</p>	<ul style="list-style-type: none"> • 1–2 team members with 0-2 years' experience in organisational design, restructuring and business re-engineering, organisational design methods and approaches, human resource management value chain, cost analysis and project management = 1 • 3–5 team members with 2-4 years' experience in organisational design, restructuring and business re-engineering, organisational design methods and approaches, human resource management value chain, cost analysis and project management = 2 • 5–7 team members with 5 – 8 years' experience in organisational design, restructuring and business re-engineering, organisational design methods and approaches, human resource management value chain, cost analysis and project management = 3 • 8–10 team members with 9 – 11 years' experience in organisational design, 	<p>5X6</p>	<p>30</p>

CRITERIA	SUB-CRITERIA	SCALE	WEIGHT	HIGHEST POSSIBLE SCORE
		<p>restructuring and business re-engineering, organisational design methods and approaches, human resource management value chain, cost analysis and project management = 4</p> <ul style="list-style-type: none"> • 12 and more team members with 10 and more years' experience in organisational design, restructuring and business re-engineering, organisational design methods and approaches, human resource management value chain, cost analysis and project management = 5 		
Experience of bidders and team members in organisational design, restructuring and business re-engineering.	Proven experience and track record in graphic in organisational design, restructuring and business re-engineering, organisational design methods and approaches, human resource management value chain, cost analysis and project management supported by authentic letters/ proof of referrals	<ul style="list-style-type: none"> • 2 projects undertaken with 1-2 contactable references but without proof of reference attached = 1 • 3 – 5 projects undertaken with 3 – 4 contactable references but without proof of references attached = 2 • 6 – 8 projects undertaken with 5 – 6 contactable references and proof of reference attached = 3 • 9 – 11 projects undertaken with 4 contactable references and proof of references attached = 4 • 12 or more projects undertaken with 7 or more contactable references and proof of references attached = 5 	5 x 6	30
Approach on transfer of skills and capacity building	Detailed transfer of skills and capacity building programme	<ul style="list-style-type: none"> • Commitment to skills transfer programme not supported by an implementation plan = 1 • Commitment to skills transfer programme not supported by a detailed implementation plan = 2 • Commitment to skills programme supported by a implementation plan = 3 • Commitment to skills programme supported by a detailed implementation plan = 4 • Commitment to skills transfer programme supported by a comprehensive implementation plan = 5 	5 x 2	10

CRITERIA	SUB-CRITERIA	SCALE	WEIGHT	HIGHEST POSSIBLE SCORE
TOTAL POSSIBLE SCORE				100

Bids will be rated in respect of each criterion on a scale of 1 – 5 where 1 = Poor, 2 = Acceptable, 3 = Good, 4 Very good and 5 = Excellent. The possible score that can be achieved for functionality is 70.

- b) The following formula will be utilised to convert the functionality scores:
 $\checkmark P_s = S_o/M_s \times 100$ where:
P_s = percentage scored for functionality by bid/proposal under consideration
S_o = total score of bid/proposal under consideration
M_s = maximum possible
- (c) The average score is calculated for each bid by adding the individual scores awarded by the members of the bid evaluation committee and dividing the total by the number of the members. Bids that do not achieve the score of 70 (out of 100) for functionality will not be evaluated further and will not pass to **STAGE 3** of this Bid.

STAGE 3

EVALUATION IN TERMS OF THE 80/20 PREFERENCE POINT SYSTEM

All received bids will be evaluated in terms of the 80/20-point system as stipulated in Preferential Procurement Regulations, 2017. 80 points will be allocated for price and 20 points for attaining the B-BBEE status level of contributor.

Points for price will be calculated only for shortlisted bidder/s as follows:

80/20

$$P_s = 80 \left(1 - \frac{P_t - P_{\min}}{P_{\min}} \right)$$

Where

- P_s** =Points scored for competitive price of bid or offer under consideration
- P_t** =Competitive price of bid or offer under consideration; and
- P_{min}** =Competitive price of lowest acceptable bid or offer

The maximum possible score that can be achieved for price is 80 points.

NB: Bidders are required to, together with their bids submit original and valid B-BBEE status level verification certificates or certified copies to substantiate their B-BBEE rating claims. A bid will not be disqualified from the bidding process if the bidder does not submit a certificate substantiating the B-BBEE status level of contribution nor is a non-compliant contributor. Such a bidder will score zero out of maximum of 20 points for B-BBEE.

B-BBEE Status Level of Contributor	Number of points (80/20 system)
1	20
2	18
3	16
4	12
5	8
6	6
7	4
8	2
Non-compliant contributor	0

Note: No preference will be awarded without submission of a valid B-BBEE certificate.

The total points (out of 100) for the various bidders will be calculated by adding the points for price (out of 80) and the points for BBEE Contributor Level (out of 20).

12. AWARDING OF BID

The bid will be awarded to the bidder who scored the highest total number of points as prescribed in the PPPFA, SCM Policy of 2017 and Preferential Procurement Regulations of 2017.

In exceptional cases the bid may, on reasonable and justifiable grounds, be awarded to a bidder that did not score the highest number of points. Reasons for such decision must be approved and recorded for audit purposes and must be justifiable in the court of law (as prescribed on the Preferential Procurement Regulations 2017).

(a) Joint Ventures, Consortiums and Trusts:

A trust, consortium or joint venture, will qualify for points for their B-BBEE status level as a legal entity, provided that the entity submits their B-BBEE status level certificate. A trust, consortium or joint venture will qualify for points for their B-BBEE status level as an unincorporated entity, provided that the entity submits their consolidated B-BBEE scorecard as if they were a group structure and that such a consolidated B-BBEE scorecard is prepared for every separate bid.

Bidders must submit concrete proof of the existence of joint ventures and/or consortium arrangements. DCoG will accept signed agreements as acceptable proof of the existence of a joint venture and/or consortium arrangement. The joint venture and/or consortium agreements must clearly set out the roles and responsibilities of the Lead Partner and the joint venture and/or consortium party. The agreement must also clearly identify the Lead Partner, who shall be given the power of attorney to bind the other party/parties in respect of matters pertaining to the joint venture and/or consortium arrangement.

(b) Sub-contracting:

Bidders/ tenderers who want to claim Preference points will have to comply fully with regulations 11(8) and 11(9) of the PPPFA Act with regard to sub-contracting.

The following is an extract from the PPPFA Act:

- (i) "A person must not be awarded points for B-BBEE status level if it is indicated in the tender documents that such a tenderer intends sub- contracting more than 25% of the value of the contract to any other enterprise that does not qualify for at least the points that such a tenderer qualifies for, unless the intended sub-contractor is an EME that has the capability and ability to execute the sub-contract."

- (ii) “A person awarded a contract may not sub-contract more than 25% of the value of the contract to any other enterprise that does not have an equal or higher B-BBEE status level than the person concerned, unless the contract is sub-contracted to an EME that has the capability and ability to execute the sub-contract.”

IN EVALUATING THE TECHNICAL INFORMATION CONTAINED IN THE BID, THE EVALUATION COMMITTEE WILL BE GUIDED BY THE FOLLOWING:

- (a) **Bidder’s understanding of the brief** – The bid provides a clear indication that the bidder fully understands the purpose and scope of the work and the bidder’s own roles and functions in this regard. (Methodology).
- (b) **Capability and experience** – The bid provides a clear indication that the bidder’s team comprises people with the necessary qualifications, experience, skills, knowledge and required to ensure the efficient and effective generation of the required deliverables to the highest standards of quality.
- (c) **Track Record** – The bid provides clear information on previous, relevant projects that confirm that the bidder has the required experience and success track record in the area of general project management and management related projects.

13. Briefing session

A non-compulsory briefing session will be held as **stated on the cover page of the bid document**. Bids from companies/organisations that did not attend the compulsory briefing session may not be disqualified.

14. Enquiries

The names and contact details of the relevant **DCoG** officials are as follows:

- | | |
|--|---|
| (a) <i>Kgaugelo Tselana</i>
Telephone: (012) 334 0912
E-mail: Kgaugelot@cogta.gov.za | (b) <i>Mogoma Sekgothe</i>
Telephone: (012) 334 0586
E-mail: MogomaS@cogta.gov.za |
| (c) <i>Nomvula Ntuli</i>
Telephone: (012) 334 0820
E-mail: NomvulaN@cogta.gov.za | (c) <i>Busisiwe Masilela</i>
Telephone: (012) 334 0774
E-mail: BusisiweM@cogta.gov.za |

Province	Municipality
Eastern Cape	OR Tambo District Municipality
Eastern Cape	Alfred Nzo District Municipality
Eastern Cape	Chris Hani District Municipality
Eastern Cape	Nyandeni Local Municipality
Eastern Cape	Port St Johns Local Municipality
Eastern Cape	Joe Gqabi District Municipality
Eastern Cape	Elundini Local Municipality
Eastern Cape	Dr Beyers Naude Local Municipality
Eastern Cape	Walter Sisulu Local Municipality
Eastern Cape	Amathole District Municipality
Eastern Cape	Mnquma Local Municipality
Eastern Cape	Ngqushwa Local Municipality
Eastern Cape	Emalahleni Local Municipality
Free State	Mangaung Metropolitan Municipality
Free State	Fezile Dabi District Municipality
Free State	Mafube Local Municipality
Free State	Metsimaholo Local Municipality
Free State	Ngwathe Local Municipality
Free State	Kopanong Local Municipality
Free State	Phumelela Local Municipality
Free State	Lejweleputswa District Municipality
Free State	Matjhabeng Local Municipality
Free State	Masilonyana Local Municipality
Free State	Thabo Mofutsanyane District Municipality
Free State	Xhariep District Municipality
Free State	Maluti-a-Phofung Local Municipality
Gauteng	Cit of Tshwane Metropolitan Municipality
Gauteng	Sedibeng District Municipality
Gauteng	Emfuleni Local Municipality
Kwa Zulu Natal	Ethekwini Metropolitan Municipality
Kwa Zulu Natal	Uthukela District Municipality under s139 intervention
Kwa Zulu Natal	Inkosi Langalibalele Local Municipality under s139 intervention
Kwa Zulu Natal	Okhahlamba Local Municipality
Kwa Zulu Natal	Ugu District Municipality
Kwa Zulu Natal	Umgungundlovu Local Municipality
Kwa Zulu Natal	Umzinyathi Local Municipality
Kwa Zulu Natal	Amajuba Local Municipality
Kwa Zulu Natal	Zululand Local Municipality
Kwa Zulu Natal	Umkhanyakude Local Municipality
Kwa Zulu Natal	King Cetshwayo Local Municipality
Kwa Zulu Natal	iLembe Local Municipality
Kwa Zulu Natal	Harry Gwala Local Municipality

Kwa Zulu Natal	Mpofana Local Municipality
Kwa Zulu Natal	Umzumbe Local Municipality
Kwa Zulu Natal	Umdoni Local Municipality
Kwa Zulu Natal	Umuziwabantu Local Municipality
Kwa Zulu Natal	Ray Nkonyeni Local Municipality
Kwa Zulu Natal	Big Five Hlabisa Local Municipality
Kwa Zulu Natal	Impendle Local Municipality
Kwa Zulu Natal	Nongoma Local Municipality
Kwa Zulu Natal	Nquthu Local Municipality
Kwa Zulu Natal	Umhlabuyalingana Local Municipality
Kwa Zulu Natal	uMshwathi Local Municipality
Limpopo	Waterberg District Municipality
Limpopo	Modimolle-Mookgophong Local Municipality
Limpopo	Mogalakwena Local Municipality
Limpopo	Thabazimbi Local Municipality
Limpopo	Sekhukhune District Municipality
Limpopo	Fetakgomo Tubatse Local Municipality
Limpopo	Greater Giyani Local Municipality
Limpopo	Vhembe District Municipality
Mpumalanga	Emalahleni Local Municipality
Mpumalanga	Bushbuckridge Local Municipality
Mpumalanga	Msukaligwa Local Municipality
Mpumalanga	Nkomazi Local Municipality
Mpumalanga	Thaba Chweu Local Municipality
Mpumalanga	Nkomazi Local Municipality
Mpumalanga	Lekwa Local Municipality
Mpumalanga	Govan Mbeki Local Municipality
Northern Cape	Frances Baard District Municipality
Northern Cape	Joe Morolong Local Municipality
Northern Cape	Magareng Local Municipality
Northern Cape	Phokwane Local Municipality
Northern Cape	Tsantsabane Local Municipality
Northern Cape	Pixley Ka Seme District Municipality
Northern Cape	Renosterberg Local Municipality
Northern Cape	Nama Khoi Local Municipality
Northern Cape	Kamiesberg Local Municipality
Northern Cape	Thembelihle Local Municipality
Northern Cape	Namakwa District Municipality
Northern Cape	!Kheis Local Municipality
Northern Cape	John Taolo Gaetsewe District Municipality
Northern Cape	ZF Mgcawu District Municipality
North West	Madibeng Local Municipality
North West	Moses Kotane Local Municipality
North West	Bojanala Platinum District Municipality
North West	Lekwa-Teemane Local Municipality

North West	Mamusa Local Municipality
North West	Ngaka Modiri Molema District Municipality
North West	Ditsobotla Local Municipality
North West	Mahikeng Local Municipality
North West	Ratlou Local Municipality
North West	Dr Kenneth Kaunda District Municipality
Western Cape	Central Karoo District Municipality
Western Cape	Laingsburg Local Municipality
Western Cape	Prince Albert Local Municipality
Western Cape	Garden Route District Municipality
Western Cape	Hessequa Local Municipality
Western Cape	Kannaland Local Municipality
Western Cape	West Coast District Municipality
Western Cape	Cape Winelands District Municipality