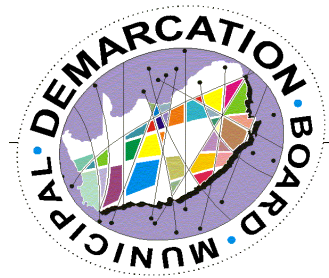


# MUNICIPAL DEMARCATION BOARD

## ANNUAL PERFORMANCE PLAN

for

2013



*26 February 2013*

## FOREWORD

This plan is a product of hard work, valuable input and participation in its development by staff and members of the Municipal Demarcation Board.

We have continued in this plan to build on the sound foundation laid in the Strategic Plan, by deliberately setting out to make all of our objectives and targets SMART – Specific, Measurable, Attainable, Realistic, and Timely. For managing and reporting on performance Information we, as a Constitutional Institution which is subject to the provisions of the Public Finance Management Act (PFMA) (1999), will continue to follow the guidelines of the “*Framework for Managing Programme Performance Information*” (“the framework”), as published by the National Treasury. In line with the framework, this performance plan forms an integral part of the Planning, Budgeting and Reporting cycle, as it unfolds at the Municipal Demarcation Board.

At the same time however, this Plan marks a significant emphasis on making the Board and its work more visible and more understandable to some of our major stakeholders, and the public in general, as well as on cultivating and maintaining vibrant and progressive relations with our stakeholders.

This Plan will not only guide our strategic and operational activities in broad terms, but also makes provision for detailed work plans, and estimated expenditure during the MTEF period 2013 to 2016. These work plans will, amongst other things, assist in the implementation of projects, and in turning the institution around.

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LJ MAHLANGU  
EXECUTIVE AUTHORITY

## OFFICIAL SIGN OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Municipal Demarcation Board under the guidance of its CEO.
- Was prepared in line with the current Strategic Plan of the Municipal Demarcation Board.
- Accurately reflects the performance targets with the Municipal Demarcation Board will endeavour to achieve given the resources made available in the budget for 2013/14.

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MR DKN LIGEGE  
CHIEF FINANCIAL OFFICER

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MS G GUMBI-MASILELA  
CHIEF EXECUTIVE OFFICER

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MR LJ MAHLANGU  
EXECUTIVE AUTHORITY

# REVISION CONTROL MATRIX

| Document Title:     |                 | 2013-14 Annual Performance Plan   |   |        |   |             |             |
|---------------------|-----------------|-----------------------------------|---|--------|---|-------------|-------------|
| Created Date:       |                 | August 2012                       |   |        |   |             |             |
| Effective Date:     |                 | 1 April 2013                      |   |        |   |             |             |
| Digital Location:   |                 | J:Drive                           |   |        |   |             |             |
| Status:             |                 | DRAFT:                            |   | FINAL: | X | Version No: | 4           |
| Revision Frequency: |                 | Revised quarterly when applicable |   |        |   |             |             |
| Version No:         | Revision Date:  | Board Resolution No:              | Revision Details:   |        |   |             | Revised by: |
| 1                   |                 | 5917/26022013                     | Annual Performance plan approved by Board   |        |   |             |             |
| 2                   | 30 July 2013    | Board – 16 August 2013            | <p>Quarter 1 revisions of next quarterly targets based on current performance and financial and non-financial resources available are as follows:</p> <ul style="list-style-type: none"> <li>a. Insertion of sub-programme numbering</li> <li>b. Revised sub-programme 1.2 from “15 days turnaround time” to “completion date of publishing of section 21 notices”</li> <li>c. Revised sub-programme 1.3 by re-wording of the target to “Consider and process 100% of objections by end of September 2013”.</li> <li>d. Revised sub-programme 1.5 to “Provide IEC with national municipal data set by 30 September 2013”</li> <li>e. Deleted sub-programme 1.6</li> <li>f. Revised sub-programme 1.9 by extending completion date from 2<sup>nd</sup> quarter to 3<sup>rd</sup> quarter</li> <li>g. Revised sub-programme 1.10 by extending completion date from 3<sup>rd</sup> quarter to 4<sup>th</sup> quarter and increased the number of reports from 22 to 44 district reports</li> <li>h. Revised wording for sub-programme 2.10 to “Update Quarterly Risk register for Q2 and Q4 targets</li> <li>i. Revised sub-programme 3.8 by replacing “Implement strategy” with “conduct awareness campaign for ward delimitation”</li> </ul> |        |   |             | Management  |
| 3                   | 31 October 2013 | 6138/05122014                     | <p>Quarter 2 revisions of next quarterly targets based on current performance and financial and non-financial resources available are as follows:</p> <ul style="list-style-type: none"> <li>a. Deleted sub-programme 1.10</li> <li>b. Added sub-programme 1.11</li> <li>c. Added sub-programme 1.12</li> </ul>   |        |   |             |             |
| 4                   | 31 January 2014 |                                   | <p>Quarter 3 revision of next quarterly targets based on current performance and financial and non-financial resources available are as follows:</p> <p>Revised sub-programme 1.8 by extending completion date from 3<sup>rd</sup> quarter to 4<sup>th</sup> quarter, and by expanding target to “Finalise the review of policy, guidelines &amp; implementation plan.”</p> <p>Revised sub-programme 1.10 by extending completion date from 3<sup>rd</sup> quarter to 4<sup>th</sup></p>  |        |   |             |             |

|  |  |  |  |  |
|--|--|--|--|--|
|  |  |  | quarter.<br>Revised sub-programme 3.8 by replacing “Conduct awareness campaign (Ward Delimitation process)” with “Plans in place needs to be actioned subject to Board approval” |  |
|--|--|--|--|--|

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# PART A: STRATEGIC OVERVIEW

## 1. UPDATED SITUATIONAL ANALYSIS

### 1.1. PERFORMANCE DELIVERY ENVIRONMENT

The primary area of performance for the period 2013/14 will be:

- Ongoing review of municipal boundaries;
- Ongoing assessment of municipal capacity;
- Planning for the delimitation of wards in 2014/15.
- Re-organisation of the institutional administrative structures;
- Enhancement of stakeholder relations and communication;
- Enhancement of operations through national and international studies;
- Maintenance and improvement of governance structures; and
- Ongoing compliance with relevant legislative and regulatory requirements.

a. Ongoing review of municipal boundaries

During the period the Board will finalise the process for municipal boundary re-determinations which commenced in 2011/12.

b. Ward delimitation

In 2013 planning will commence for the delimitation of wards during 2014 and 2015. The plan will include compliance with all relevant legal provisions pertaining to ward delimitation, with emphasis on wide consultation with stakeholders to ensure a sense of ownership by stakeholders.

c. Ongoing assessment of municipal capacity

In 2013 the MDB will build on the capacity assessments completed during 2012/13. This will include the update and extension of the database, and further qualitative investigations and reports.

d. Enhancement of stakeholder relations and communication

The improvement and enhancement of stakeholder relations and effective communication with key stakeholders will continue to be a priority. The intention of the Board is to have in place a fully effective stakeholder management framework, stakeholder engagement plan, stakeholder communication strategy and staff to implement the framework, plan and strategy.

e. Enhancement of operations through national and international studies

In order to support the new developments the Board will undertake national and international studies to benchmark against other or similar experiences of institutions at home and abroad. This will entail focused study visits to selected institutions in South Africa and other parts of the world.

- f. Maintenance and improvement of governance structures  
Existing governance arrangements at the Board will need to be maintained and improved. Adherence to best practice, legislation, policies and procedures and internal controls and sound financial management remains important, and measures will be continued to be pursued to continually improve on them.
- g. Ongoing compliance with relevant legislative and regulatory requirements  
Compliance to legal provisions remains the cornerstone of the Board as an organ of the state.

## 1.2. ORGANISATIONAL ENVIRONMENT

- a. Re-organisation of the institutional administrative structures  
The process that was started by the Board to significantly restructure the organisations establishment to bring about far reaching changes to organisational structure and to significantly change the way of doing things at the Board in a number of core areas of work, will continue during this year. The Board's intention is that at the beginning of the financial year a new organisational structure will be in place and a process of appointing staff to new key positions and migrating existing staff to the new structure will be under way.

## 2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

There are no legislative amendments to the Municipal Demarcation Act underway. However, the Board will participate in any review affecting the Board's mandate and or matters of local government.

## 3. OVERVIEW OF THE 2013 BUDGET AND MTEF ESTIMATES

### 3.1 Relating expenditure trend to strategic outcome oriented goals

| Programme                          | Medium-term expenditure estimate |         |         |                        |                         |         |         |
|------------------------------------|----------------------------------|---------|---------|------------------------|-------------------------|---------|---------|
|                                    | Audited Outcome                  |         |         | Adjusted Appropriation | Medium Term Expenditure |         |         |
|                                    | 2009/10                          | 2010/11 | 2011/12 | 2012/13                | 2013/14                 | 2014/15 | 2015/16 |
| 1 Research                         | 142                              | 3 354   | 2 249   | 6 408                  | 6 949                   | 7 263   | 7 597   |
| 2 GIS, IT & Database Management    | 4 427                            | 5 800   | 5 719   | 5 236                  | 4 991                   | 5 325   | 5 571   |
| 3 Determination & delimitation     | 7 310                            | 5 984   | 5 365   | 7 758                  | 5 637                   | 5 889   | 6 160   |
| 4 Financial Management             | 4 308                            | 4 415   | 5 102   | 6 608                  | 6 346                   | 7 623   | 7 163   |
| 5 Human Resources & Administration | 5 912                            | 6 594   | 6 935   | 8 307                  | 8 404                   | 9 426   | 9 721   |
| 6 Legal & Board Secretariat        | 2 408                            | 5 968   | 6 159   | 3 716                  | 2 263                   | 2 312   | 2 418   |

|  |               |               |               |               |               |               |               |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| 7 Executive Management & Board           | 3 132         | 3 916         | 4 290         | 3 497         | 8 686         | 8 178         | 8 554         |
| 8 Communication & Stakeholder Management |               |               |               | 2 907         | 3 859         | 3 925         | 4 106         |
| Total Operating and Capital expenditure  | <b>27 639</b> | <b>36 031</b> | <b>35 819</b> | <b>44 437</b> | <b>47 134</b> | <b>49 940</b> | <b>51 289</b> |
| <b>Grand % Increment</b>                 |               |               |               |               | 6.1%          | 6.0%          | 2.7%          |

The entity's expenditure will increase by 6.1% from R44.4 million in 2012/13 to R47.1 million in 2013/14. From 2014/15 expenditure will increase by 6.0% and 2.7% in 2014/15 and 2015/16 respectively. The reason for the projected expenditure pattern is due to the nature of the business of the organisation.

### 3.2 Funding of operations

The Board derives revenue from MTEF budget allocations, received via the vote for Department of Corporative Governance and Traditional Affairs. Implementations of baseline reduction by 1%, 2% and 3% over the next three financial years, requires the Board to be innovative in pursuing its mandate. This intervention by the National Treasury is to ensure that government invests more on infrastructure development than on consumption. The Board has thus foregone allocation from the Treasury amounting to R2.7 million.

The implementation of baseline reduction comes at a time when the Board has taken a decision to implement an organisational structure to improve internal capacity. In so doing, the Board will reduce spending on outsourced services by carrying out those services internally.

Key cost drivers over the medium term are, additional employees and acquisition of leased premises to cater for the expansion in resources. Additional employees are in the core business units such as research, legal and stakeholder management.

| <b>Amounts in R'000</b>                        | <b>2013/14</b> | <b>2014/15</b> | <b>2015/16</b> |
|--|----------------|----------------|----------------|
| MTEF allocation                                | 42 152         | 44 230         | 45 793         |
| Other income earned                            | 790            | 450            | 350            |
| <b>Gross income</b>                            | <b>42 942</b>  | <b>44 680</b>  | <b>46 143</b>  |
| <b>Total operating and capital expenditure</b> | <b>47 134</b>  | <b>49 940</b>  | <b>51 289</b>  |
| <i>Funding from accumulated funds</i>          | <i>4 192</i>   | <i>5 260</i>   | <i>5 146</i>   |



## PART B: PROGRAMME

### 1. PROGRAMME 1: OPERATIONS AND RESEARCH

#### 2.1 QUARTERLY TARGETS FOR 2013

**STRATEGIC OBJECTIVE:** To determine and re-determine boundaries of local, district and metropolitan.

| Sub-programme | Performance Indicator   | Activity   | Reporting period | Annual Target   | Quarterly targets   |   |                 |                 |
|---------------|---|--|------------------|---|---|---|-----------------|-----------------|
|               |   |  |                  |   | 1 <sup>st</sup>   | 2 <sup>nd</sup>   | 3 <sup>rd</sup> | 4 <sup>th</sup> |
| 1.1           | Date of completion of formal investigations for Local, District and Metropolitan municipalities | Finalise formal investigations for all approved re-determinations.                                       | Quarterly        | 30 September 2013   | Formal investigations for re-determination of District and Local municipalities finalised by 30 June 2013 | Formal investigation for categorisation of Metro municipalities finalised by 31 July 2013   | N/A             | N/A             |
| 1.2           | Turnaround time for administrative purposes   | Publish section 21 notices in Provincial Gazettes for all cases approved by Board <b>within deadline</b> | Quarterly        | <del>15 days from Board approval</del><br>Publish section 21 notices in provincial gazettes for all cases approved by Board by end of August 2013 | <del>15 days from Board approval</del>  | <del>15 days from Board approval</del><br>Publish section 21 notices in provincial gazettes for all cases approved by Board by end of August 2013 | N/A             | N/A             |
| 1.3           | Percentage of objections considered   | Consider <b>and process</b> 100 % of objections to section 21 notices <b>within deadline</b> .           | Quarterly        | 100% of objections received<br>Consider <b>and process</b> 100 % of   | 100% of objections received   | 100% of objections received<br>Consider <b>and process</b> 100% of  | N/A             | N/A             |

| Sub-programme | Performance Indicator  | Activity  | Reporting period | Annual Target  | Quarterly targets                     |  |   |  |
|---------------|--|---|------------------|--|---------------------------------------|--|---|--|
|               |  |   |                  |  | 1 <sup>st</sup>                       | 2 <sup>nd</sup>  | 3 <sup>rd</sup>   | 4 <sup>th</sup>  |
|               |  |   |                  | objections to section 21 notices by end of September 2013  |                                       | objections to section 21 notices by end of September 2013  |   |  |
| 1.4           | Turnaround time for administrative purposes  | Publish section 21(5) notice in Provincial Gazettes for all cases approved by Board | Quarterly        | 15 days from Board approval Publish section 21(5) notice in Provincial Gazettes for all cases approved by Board by end of September 2013 | 15 days from Board approval           | 15 days from Board approval Publish section 21(5) notice in Provincial Gazettes for all cases approved by Board by end of September 2013 | N/A   | N/A  |
| 1.5           | Date of handover of national municipal dataset   | Provide IEC with national municipal dataset   | Quarterly        | Provide IEC with national municipal dataset by 30 September 2013   | One meeting with IEC                  | Provide IEC with national municipal dataset by 30 September 2013   | N/A   | N/A  |
| 1.6           | Model for categorisation of metropolitan municipalities is developed and approved by target date | Develop a Model for categorisation of metropolitan municipalities                   | Quarterly        | Model for categorisation of metropolitan municipalities is approved by the Board   | Develop Business Case for the project | Design new model for categorisation of metro's   | Conduct consultations with stakeholders and amend draft Model accordingly | Model for categorisation of metropolitan municipalities is approved by the Board |
| 1.7           | Number of discussion papers published by the Board   | Produce discussion paper  | Quarterly        | 2 discussion papers published  | N/A                                   | N/A  | Discussion paper on the impact of ward delimitation process on            | Discussion paper on historical linkages of communities in South                  |

| Sub-programme | Performance Indicator | Activity | Reporting period | Annual Target | Quarterly targets |                 |                  |                 |
|---------------|-----------------------|----------|------------------|---------------|-------------------|-----------------|------------------|-----------------|
|               |                       |          |                  |               | 1 <sup>st</sup>   | 2 <sup>nd</sup> | 3 <sup>rd</sup>  | 4 <sup>th</sup> |
|               |                       |          |                  |               |                   |                 | local governance | Africa          |

**STRATEGIC OBJECTIVE:** Delimitation of wards for all local and metropolitan municipalities

| Sub-programme | Performance Indicator                         | Activity  | Reporting period | Annual Target                         | Quarterly targets |   |  |   |
|---------------|---|---|------------------|---------------------------------------|-------------------|---|--|---|
|               |   |   |                  |                                       | 1 <sup>st</sup>   | 2 <sup>nd</sup>                                 | 3 <sup>rd</sup>  | 4 <sup>th</sup>   |
| 1.8           | Development and adoption of a policy document | Commence in 2013 with planning, including policy, guidelines, format, and process | Quarterly        | Implementation Plan approved by Board | N/A               | Review policy, guidelines & implementation plan | Advise the Minister on the ward delimitation implementation plan | Finalise the review of policy, guidelines & implementation plan. Advise the Minister on the ward delimitation plan. |

**STRATEGIC OBJECTIVE:** Assessment of the capacity of metropolitan, district and local municipalities

| Sub-programme | Performance Indicator   | Activity                                     | Reporting period | Annual Target            | Quarterly targets |                    |                     |                        |
|---------------|---|--|------------------|--------------------------|-------------------|--------------------|---------------------|------------------------|
|               |   |  |                  |                          | 1 <sup>st</sup>   | 2 <sup>nd</sup>    | 3 <sup>rd</sup>     | 4 <sup>th</sup>        |
| 1.9           | Number of municipalities where data has been collected.                   | Collect 2011/12 data from all municipalities | Bi-annually      | 278 municipalities in SA | N/A               | 278 municipalities | 278 municipalities  | 278 municipalities     |
| 1.10          | Number of qualitative in-depth assessment reports completed per district. | Compile in-depth qualitative reports         | Annually         | 44 in-depth reports      | N/A               | N/A                | 22 district reports | 22-44 district reports |
| 1.11          | Number of comparative reports per Local, District and Metropolitan        | Compile comparative reports                  | Annually         | 278 municipalities       | N/A               | N/A                | N/A                 | 278 reports            |

| Sub- | Performance                                       | Activity                | Reporting | Annual            | Quarterly targets |     |     |          |
|------|---|-------------------------|-----------|-------------------|-------------------|-----|-----|----------|
|      | Municipality                                      |                         |           |                   |                   |     |     |          |
| 1.12 | A national report on trends of municipal capacity | Compile a trends report | Annually  | 1 National Report | N/A               | N/A | N/A | 1 Report |

#### Reconciling performance targets with the budget and MTEF

| Programme                       | Medium term expenditure estimate |               |               |                        |                         |               |               |
|---------------------------------|----------------------------------|---------------|---------------|------------------------|-------------------------|---------------|---------------|
|                                 | Audited Outcome                  |               |               | Adjusted Appropriation | Medium Term Expenditure |               |               |
|                                 | R thousand                       | 2009/10       | 2010/11       | 2011/12                | 2012/13                 | 2013/14       | 2014/15       |
| Research                        | 142                              | 3 354         | 2 249         | 6 408                  | 6 949                   | 7 263         | 7 597         |
| GIS, IT and Database Management | 4 427                            | 5 800         | 5 719         | 5 236                  | 4 991                   | 5 325         | 5 571         |
| Determination and delimitation  | 7 310                            | 5 984         | 5 365         | 7 758                  | 5 637                   | 5 889         | 6 160         |
| <b>Total</b>                    | <b>11 879</b>                    | <b>15 138</b> | <b>13 333</b> | <b>19 402</b>          | <b>17 577</b>           | <b>18 476</b> | <b>19 327</b> |

## 2. PROGRAMME 2: FINANCIAL MANAGEMENT AND ACCOUNTING

### 2.1. QUARTERLY TARGETS FOR 2013

**STRATEGIC OBJECTIVE:** Ensuring sound financial management

| Sub-programme | Performance Indicator   | Activity   | Reporting period | Annual Target   | Quarterly targets             |  |   |                              |
|---------------|---|--|------------------|---|-------------------------------|--|---|------------------------------|
|               |   |  |                  |   | 1 <sup>st</sup>               | 2 <sup>nd</sup>                                      | 3 <sup>rd</sup>                                     | 4 <sup>th</sup>              |
| 2.1           | Current ratio   |  | Quarterly        | 2:1   | 2:1                           | 2:1  | 2:1   | 2:1                          |
| 2.2           | Annual and mid-term budget reviews completed.   | Compile Annual and Mid-term budget review as per NT guidelines | Annually         | Mid-term review completed by deadline   | N/A                           | MTEF submitted to National Treasury within deadline. | ENE submitted to National Treasury within deadline. | N/A                          |
|               | MTEF and ENE submitted to National Treasury by deadline, 100% accurate, current and complete  |  |                  |   |                               |  |   |                              |
| 2.3           | Monthly Financial Reports are compiled in accordance to related legislatives and submitted to business units/ stakeholders on time. | Compile financial reports                                      | Monthly          | 100% Monthly financial reports are accurate, complete, and reliable & submitted within deadline | Signed and approved reports.  | Signed and approved reports.                         | Signed and approved reports.                        | Signed and approved reports. |
| 2.4           | Goods and services are procured within the related legislative.   |  |                  | 100% no irregular expenditure   | 100% no irregular expenditure |  |   |                              |
| 2.5           | Internal Audit rating   |  | Quarterly        | 2   | 2                             | 2  | 2   | 2                            |
| 2.6           | Actual expenditure to revenue received  | Monthly budget monitoring                                      | Quarterly        | Within 5% variance  | Within 5% variance            | Within 5% variance                                   | Within 5% variance                                  | Within 5% variance           |

**STRATEGIC OBJECTIVE: Good Governance**

| Sub-programme | Performance Indicator   | Activity  | Reporting period | Annual Target   | Quarterly targets  |                                |                                       |   |
|---------------|---|---|------------------|---|--|--------------------------------|---------------------------------------|---|
|               |   |   |                  |   | 1 <sup>st</sup>  | 2 <sup>nd</sup>                | 3 <sup>rd</sup>                       | 4 <sup>th</sup>                         |
| 2.7           | Audit Opinion by the AG   |   | Annually         | Unqualified with no Emphasis of matter  | N/A  |                                |                                       | Unqualified with no Emphasis of matter. |
| 2.8           | 100% compliance with all relevant legislative, regulatory and policy requirements | Implementation of checklists to ensure compliance | Annually         | 100% compliance with all relevant legislative, regulatory and policy requirements | 100%   | 100%                           | 100%                                  | 100%                                    |
| 2.9           | Risk Register   | Perform risk assessment for the Board.            | Quarterly        | Compilations of a consolidated risk register for the Board                        | Risk assessment workshops conducted for all clusters and risk register updated | Update Quarterly Risk register | Perform risk assessment for the Board | Update Quarterly Risk register          |

**Reconciling performance targets with the budget and MTEF**

| Financial Management | Medium term expenditure estimate |              |              |                        |                         |              |              |
|----------------------|----------------------------------|--------------|--------------|------------------------|-------------------------|--------------|--------------|
| Programme            | Audited Outcome                  |              |              | Adjusted Appropriation | Medium Term Expenditure |              |              |
| R thousand           | 2009/10                          | 2010/11      | 2011/12      | 2012/13                | 2013/14                 | 2014/15      | 2015/16      |
| <b>Total</b>         | <b>4 427</b>                     | <b>5 800</b> | <b>5 719</b> | <b>5 236</b>           | <b>6 346</b>            | <b>7 623</b> | <b>7 163</b> |

### 3. PROGRAMME 3: CORPORATE SERVICES

#### 3.1. QUARTERLY TARGETS FOR 2013

**STRATEGIC OBJECTIVE:** Board supported by effective and efficient processes, systems and practices

| Sub-programme | Performance Indicator            | Activity  | Reporting period | Annual Target          | Quarterly targets                                       |   |   |   |
|---------------|----------------------------------|---|------------------|------------------------|---|---|---|---|
|               |                                  |   |                  |                        | 1 <sup>st</sup>   | 2 <sup>nd</sup>   | 3 <sup>rd</sup>   | 4 <sup>th</sup>   |
| 3.1           | Employee Assistance Programme    | To arrange quarterly for the rendering of appropriate services.                         | Quarterly        | Four EAP interventions | One EAP intervention per quarter                        | One EAP intervention per quarter                        | One EAP intervention per quarter                        | One EAP intervention per quarter                        |
|               |                                  | To identify and manage employees who are in need of special intervention                |                  |                        |   |   |   |   |
| 3.2           | Percentage of employees assessed | Schedule all employee performance assessments.  | Quarterly        | 100%                   | 100% of performance reviews to be signed and submitted. | 100% of performance reviews to be signed and submitted. | 100% of performance reviews to be signed and submitted. | 100% of performance reviews to be signed and submitted. |
|               |                                  | To monitor completion of quarterly assessments as per due date                          |                  |                        |   |   |   |   |
|               |                                  | Print and distribute all completed assessments for employees & supervisors' signatures. |                  |                        |   |   |   |   |
| 3.3           | Conduct employee                 | Number of   | Annually         | One survey             | N/A   | One survey  | N/A   | N/A   |

| Sub-programme | Performance Indicator    | Activity   | Reporting period | Annual Target | Quarterly targets   |   |   |   |
|---------------|--------------------------|--|------------------|---------------|---|---|---|---|
|               |                          |  |                  |               | 1 <sup>st</sup>   | 2 <sup>nd</sup>   | 3 <sup>rd</sup>   | 4 <sup>th</sup>   |
|               | satisfaction surveys     | surveys conducted  |                  |               |   |   |   |   |
| 3.4           | Training development and | Developed and finalised PDPs after consultation with employees.<br>Compiled an Annual Training Plan using the PDPs as a baseline document.   | Quarterly        | 100%          | 25% of employees to attend training per quarter.                                  | 25% of employees to attend training per quarter.                                  | 25% of employees to attend training per quarter.                                  | 25% of employees to attend training per quarter.                                  |
| 3.5           | HRM Information Systems  | Manage leave, performance and access control for accurate and reliable data at the end of the month.<br>Audit and reconcile leave information on a monthly basis.<br>Retrieve weekly reports on attendance and route to the supervisors for verification.<br>Print leave records for | Quarterly        | 100%          | 100% of reliable and accurate information retrieved from the information systems. | 100% of reliable and accurate information retrieved from the information systems. | 100% of reliable and accurate information retrieved from the information systems. | 100% of reliable and accurate information retrieved from the information systems. |



| Sub-programme | Performance Indicator                         | Activity   | Reporting period | Annual Target | Quarterly targets   |   |   |   |
|---------------|---|--|------------------|---------------|---|---|---|---|
|               |   |  |                  |               | 1 <sup>st</sup>   | 2 <sup>nd</sup>   | 3 <sup>rd</sup>   | 4 <sup>th</sup>   |
|               |   | each employee on a monthly basis.<br>Retrieve performance information on a quarterly basis.  |                  |               |   |   |   |   |
| 3.6           | Compliance with employment legislation equity | To ensure compliance with the EE legislation during the recruitment process.   | Quarterly        | 100%          | 100% compliance to be maintained.                                     | 100% compliance to be maintained.                                     | 100% compliance to be maintained.                                     | 100% compliance to be maintained.                                     |
| 3.7           | Maintain an internship programme              | Recruit candidates for internship on an annual basis.<br>Mentor and transfer skills.<br>Monitor quarterly performance.<br>Ensure that the interns become au fait with the internal operations of the organisation. | Quarterly        | 100%          | 100% of objectives designated for interns to be achieved per quarter. | 100% of objectives designated for interns to be achieved per quarter. | 100% of objectives designated for interns to be achieved per quarter. | 100% of objectives designated for interns to be achieved per quarter. |

**Strategic Objective:** Stakeholder relations

| Sub-programme | Performance Indicator                   | Activity                                | Reporting period | Annual Target                              | Quarterly targets                      |  |  |  |
|---------------|---|---|------------------|--|--|--|--|--|
|               |   |   |                  |  | 1 <sup>st</sup>                        | 2 <sup>nd</sup>  | 3 <sup>rd</sup>                              | 4 <sup>th</sup>  |
| 3.8           | Stakeholder relations strategy in place | Implement stakeholder relation strategy | Quarterly        | Stakeholder relations strategy in place    | Develop stakeholder strategy           | Hold workshops with some of the key strategic stakeholders in provinces and municipalities | Conduct awareness campaigns                  | Implement the strategy<br>Conduct awareness campaign (Ward Delimitation process)<br>Plans in place needs to be actioned, subject to Board approval |
| 3.9           | Implement stakeholder engagement plan   | Implement stakeholder engagement plan   | Quarterly        | Engagement with stakeholders               | Engagements with National Stakeholders | Engagements with stakeholders in 3 provinces   | Engagements with stakeholders in 3 provinces | Engagements with stakeholders in 3 provinces   |
| 3.10          | Communication strategy in place         | Implement Communication strategy        | Quarterly        | Engagement with communication stakeholders | Develop communication strategy         | Hold workshops with some of the key stakeholders in provinces and municipalities           | Conduct awareness campaigns                  | Implement the strategy   |

**Reconciling performance targets with the budget and MTEF**

| Corporate Services  | Medium-term expenditure estimate |         |         |                        |                         |         |         |
|---------------------|----------------------------------|---------|---------|------------------------|-------------------------|---------|---------|
| Programme           | Audited Outcome                  |         |         | Adjusted Appropriation | Medium Term Expenditure |         |         |
| R thousand          | 2009/10                          | 2010/11 | 2011/12 | 2012/13                | 2013/14                 | 2014/15 | 2015/16 |
| Human Resources and | 5 912                            | 6 594   | 6 935   | 8 307                  | 8 404                   | 9 426   | 9 721   |

|  |               |               |               |               |               |               |               |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Administration                           |               |               |               |               |               |               |               |
| Legal and Board Secretariat              | 2 408         | 5 968         | 6 159         | 3 716         | 2 263         | 2 312         | 2 418         |
| Executive Management & Board             | 3 132         | 3 916         | 4 290         | 3 497         | 8 686         | 8 178         | 8 554         |
| Communication and Stakeholder Management |               |               |               | 2 907         | 3 859         | 3 925         | 4 106         |
| <b>Total</b>                             | <b>11 452</b> | <b>16 478</b> | <b>17 384</b> | <b>18 427</b> | <b>23 211</b> | <b>23 841</b> | <b>24 799</b> |

#### 4. SELECTED PROGRAMMES TECHNICAL INDICATOR DESCRIPTIONS

##### Programme 1: Operations and Research

|                           |   |
|---------------------------|---|
| Indicator title           | Date of completion of formal investigations for Local, District and Metropolitan municipalities   |
| Short definition          |   |
| Purpose/importance        | To ensure that formal investigations for Local, District and metropolitan municipalities, are conducted by the Board for re-determinations of municipal boundaries for cases or proposals that are approved by the Board. |
| Source/collection of data | Formal investigations reports   |
| Method of calculation     | Evaluation of reports issued for each investigation conducted by the Board  |
| Data limitations          | None  |
| Type of indicator         | Activities and outputs  |
| Calculation type          | Non-cumulative  |
| Reporting cycle           | Quarterly   |
| New indicator             | Yes   |
| Desired performance       | All formal investigations as approved by the Board are completed by target date   |
| Indicator responsibility  | Research subunit  |

|                           |   |
|---------------------------|---|
| Indicator title           | Turnaround time for administrative processes  |
| Short definition          |   |
| Purpose/importance        | To ensure Board decisions are published timely  |
| Source/collection of data | Board minutes and government gazette publications   |
| Method of calculation     | Number of working days calculated from date of approval of Board and date of publication of Board decision in gazette |
| Data limitations          | None  |
| Type of indicator         | Turnaround times  |
| Calculation type          | Non-cumulative  |
| Reporting cycle           | Quarterly   |
| New indicator             | Yes   |
| Desired performance       | Reduce time taken to publish Board decision   |

|                          |  |
|--------------------------|--|
| Indicator responsibility | Delimitations and Determinations subunit |
|--------------------------|--|

|                           |  |
|---------------------------|--|
| Indicator title           | Percentage of objections considered  |
| Short definition          | The Board must promote administrative justice by considering all objections to its decision      |
| Purpose/importance        | To ensure that ALL objections to Board decisions are considered and processed accordingly        |
| Source/collection of data | Board reports, minutes, and database of objections   |
| Method of calculation     | Number of objections considered by the Board as a percentage objections received from the public |
| Data limitations          | None   |
| Type of indicator         | Effectiveness / Output   |
| Calculation type          | Non-cumulative   |
| Reporting cycle           | Quarterly  |
| New indicator             | Yes  |
| Desired performance       | Promote inclusivity and communicate decisions appropriately to affected communities              |
| Indicator responsibility  | Delimitations and Determinations subunit   |

|                           |  |
|---------------------------|--|
| Indicator title           | Model for categorisation of metropolitan municipalities is developed and approved by target date |
| Short definition          | Develop a Model to guide and standardize categorization of metropolitan municipalities           |
| Purpose/importance        | To inform public on procedures and standards for categorization decisions                        |
| Source/collection of data | Progress reports and Board reports   |
| Method of calculation     | Evaluation of reports issued throughout the project  |
| Data limitations          | None   |
| Type of indicator         | Activities and outputs   |
| Calculation type          | Cumulative   |
| Reporting cycle           | Quarterly  |
| New indicator             | Yes  |
| Desired performance       | Promote inclusivity and communicate decisions appropriately to affected communities              |
| Indicator responsibility  | Research subunit   |

|                           |  |
|---------------------------|--|
| Indicator title           | Model for categorisation of metropolitan municipalities is developed and approved by target date |
| Short definition          | Develop a model to guide and standardize categorization of metropolitan municipalities           |
| Purpose/importance        | To inform public on procedures and standards for categorization decisions                        |
| Source/collection of data | Progress reports and Board reports   |
| Method of calculation     | Evaluation of reports issued throughout the project  |
| Data limitations          | None   |
| Type of indicator         | Activities and outputs   |
| Calculation type          | Non-cumulative   |
| Reporting cycle           | Quarterly  |
| New indicator             | Yes  |

|                          |   |
|--------------------------|---|
| Desired performance      | Promote inclusivity and communicate decisions appropriately to affected communities |
| Indicator responsibility | Research subunit  |