

MUNICIPAL DEMARCATION BOARD

STRATEGIC PLAN

1 APRIL 2005 – 31 MARCH 2008

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1. INTRODUCTION

1.1 Foreword by the Chairperson: Municipal Demarcation Board

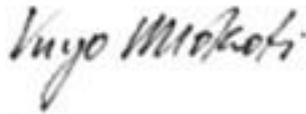
During the year 2004/05, the Board concentrated most of its efforts on the delimitation of wards for the 2005/06 local government elections. In this regard, I am glad to indicate that, despite a number of delays which were largely beyond the control of the Board, we have managed to cover lost time and go through the process within the initial timeframes. We are now looking forward to handing over the new ward boundaries to the Independent Electoral Commission by the end of May 2005, so that they can start with preparations for the upcoming local government elections. Between 2005 to 2008, working with our key strategic partners and other role players the Board, we will strive to contribute to the realisation of the following transformational objectives;

- In ensuring that local government is stable and predictable
- In ensuring that local government functions effectively and is sustainable.
- That local government systems enhance public participation and deepen democracy
- That the continuous adjustment of municipal powers functions is reviewed with a purpose of developing a coherent policy framework on the assignment of powers and functions.

Furthermore, arising from the important Board's workshop of 31 January 2005 were a number of decisions, to chart out a strategic direction for the Board during 2005/06 and beyond. The aim of this strategic plan is to provide a framework for implementing those decisions, by:

- Confirming the Vision and Mission of the Board;
- Examining past performance and spending trends;
- Outlining the Key Board Objectives that are aimed at directly ensuring that the Board fulfils its mandate, the Indicators and Timeframes; and
- Outlining other strategic objectives pertaining to organizational and resources management at the Board.

We remain committed to performing our functions independently and without fear, favour or prejudice, and this strategic plan must enable us to do that efficiently and effectively.



VUYO MLOKOTI
CHAIRPERSON: MUNICIPAL DEMARCATION BOARD

1.2 Introduction by the Manager: Municipal Demarcation Board

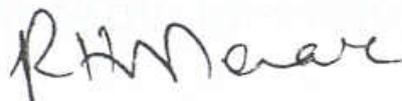
This Medium Term Strategic Plan, is informed by the Strategic Workshop that was held by the Board on 31 January 2005. The Board's workshop took place with the backdrop on a number of very important events in the development of South Africa's democracy:

- The DPLG and the Board hosted in 2004 an important workshop, in which all the important stakeholders participated, and where a number of important resolutions were taken;
- The Board has now concluded a round of extensive public consultations around the country, on the new wards that are being prepared for the 2005/06 local government elections;
- A process is now underway in 2005 to prepare the final set of wards taking into account the inputs of all stakeholders;
- The Board is working in 2005 on a programme that aims to hand over the new wards to the IEC, in time for the Commission to prepare for the second democratic local government elections in the country;
- There are a number of challenges facing local government, which must be addressed at both National, Provincial and Local Government levels. These include:
 - Disposing of Cross Boundary Municipalities;
 - Aligning the annual assessments of municipal capacity to ensure that they can feed into the budgetary cycle of the municipalities, as well as into the finalisation of the Division of Revenue Bill;
 - The process of adjusting municipal powers and functions *vis a vis* equitable share and other municipal developmental grants;
 - The process of re-determining municipal boundaries *vis a vis* equitable share and other municipal developmental grants;
 - Facilitating the municipal boundary re-determination processes.
- At the end of January 2005, the second Municipal Demarcation Board, which assumed office on 1 February 2004, completed a year in Office, and it was deemed useful to look back and take stock of its work over the past year.

The workshop of 31 January 2005 therefore sought to cover the above issues, with a view to establishing the Board's role in the processes, and in ensuring that we move ahead in concert with our various partners and stakeholders.

The objectives of the abovementioned workshop were therefore to:

- Collectively set out programme of action for 2005;
- Identify key programmes for the Board over the next five years;
- Identify Key Strategic Tasks facing the Board arising from our mandate;
- Establish common understanding of what lies ahead, and what we want to achieve;
- Provide an overview of the Challenges facing Local Government;
- Take stock of the Board's work programme since February 2004;
- Get agreements of how the timeframes will be managed at technical level;
- Deal with any additional matters.



RAPULANA MONARE
MANAGER: MUNICIPAL DEMARCATION BOARD

1.3 Vision and Mission

Vision

The Board's vision is to contribute to Constitutional democracy through the spatial re-organisation of the whole territory of the Republic of South Africa, to make recommendations based on capacity assessments of the ability of municipalities to perform their powers and functions, and to give advice and support to enhance the development of a sound system of local government.

Mission

The mission of the Board is to perform its functions and exercise its powers in such a manner as to empower municipalities to:

- fulfil their constitutional obligations;
- provide democratic and accountable government for the local communities;
- provide services to communities in an equitable and sustainable manner;
- promote social and economic development;
- promote a safe and healthy environment;
- enhance effective local governance;
- plan and implement integrated development; and
- develop a tax base as inclusive as possible of users of municipal services in the municipality.

1.4 Overview of past performances and spending trends

The following developments are highlighted to illustrate the extent to which the Board has delivered on its mandate over the last few years:

a. An impeccable process of municipal boundary determinations and re-determinations

The Board has consistently delivered on its mandate in this regard, without fail. Since the December 2000 municipal elections, a substantial number of re-determinations cases have been concluded, and some 600 cases are still being processed. In all cases:

- The legal processes and requirements have been fully complied with by the Board;
- The Board's communication with stakeholders and interested parties has been good;
- The Board has consistently engaged widely, to investigate particular demarcation cases, and to seek views and objections from stakeholders

b. Quality annual assessments of Municipal Capacity

The Board has carried out this mandate on an annual basis, without fail. Throughout:

- The assessments have been done with the full participation of municipalities;
- Advise and support have been provided to MEC's for local government and other stakeholders, in dealing with the allocation and re-allocation of powers and functions between local and district municipalities;
- Recently during the 2004/05 financial year, the assessment timeframes have been adjusted to ensure that the results of the assessments can be released in time to feed into the IDP and budgeting processes of municipalities;
- The Board has engaged provincial departments of local government, as well as the national department for provincial and local government, in

the process of identifying poorly performing municipalities, raising awareness about these municipalities to encourage government to take decisive steps to address the poor performance.

c. Informative reports, studies and other technical support

The Board has over the last few years carried out and number of studies and compiled comprehensive reports on a variety of issues related to its mandate. Furthermore, the Board has provided technical assistance to a number of associated government departments, statutory and constitutional institutions.

d. Expenditure over the last four financial years, (including donor funding) is reflected in the table below

	2004/05	2003/04	2002/03	2001/02
Audit Fees (Internal and External Audit)	1,074,513	648,030	93,196	51,158
Board Members' Remuneration	1,638,600	1,454,434	1,919,081	1,537,124
Insurance	387,500	308,499	288,437	199,188
Office Expenses	2,303,971	2,032,590	1,820,810	3,503,683
Printing and Advertising	318,812	260,004	143,660	134,399
Professional Fees	11,681,363	5,942,221	8,180,579	4,557,196
Public Hearings and Provincial Briefings	500,000	443,117	158,450	1,220,932
Staff Salaries & Wages	5,171,216	5,185,833	4,719,464	2,965,559
Telephone Expenses	302,321	291,416	239,557	386,595
Travel, Subsistence and Accommodation	2,772,145	1,664,576	1,846,048	1,301,884
TOTAL	26,150,441	18,230,720	19,409,282	15,857,718

e. Expenditure Trends

i. Audit Fees

There was a substantial increase in Audit Fees during the years 2003/04 and 2004/05, and this has been brought about by the following factors:

- The Internal Audit Function started operating in 2003/04, and fees therefore started to include those of the Internal Auditors;
- The Auditor-General spent a substantial amount of time on our books in 2003/04, due to the problematic nature of the Board's books of account, going back to 2002/03. The Auditor-General also came back for another substantial interim audit in 2004/05;
- The Auditor-General spent a substantial amount of time for his interim audit in 2004/05.

ii. Professional Fees

The substantial increase in professional fees for the year 2004/05, was as a result of the ward re-delimitation process, in preparation for the 2005/06 municipal elections.

Professional fees at the Board have reached a peak in the year 2004/05, and indications are that the expenditure on consultants will tend to stabilise over the next few years, only rising again when the next round of ward delimitation comes in 2009/10.

iii. Staff Remuneration

Budgetary provision for employment of staff increased substantially in 2002/03, because there was an increase in the number of staff members, particularly in the GIS cluster. The staff compliment of the Board has now largely stabilized, in terms of the maximum complement of positions in the organizational structure being reached, and this expenditure has now stabilized.

2. **STRATEGIC DIRECTION – MEDIUM TERM STRATEGY**

2.1 **Key Board Objectives, Indicators and Timeframes**

The Board will pursue the achievement of the following key strategic objectives. These objectives are being referred to as “Key Board Objectives” for they are aimed at directly ensuring that the Board fulfils its mandate. Other strategic objectives pertaining to organizational and resources management, are outlined elsewhere in various parts of this document:

a. Financial Year – 2005/06

Key Strategic Objectives	Indicator	Timeframes
1. Determine and re-determine municipal boundaries in accordance with relevant legal provisions.	Identify all urgent outstanding DEM's and Technical DEM's, and fast-track them before the next elections.	May - Aug 2005
	Finalise re-determined boundaries of cross boundary municipalities: o Concurrences of provincial legislatures, and authorizations by national legislation.	May - Dec 2005
	Disestablish DMAs that can be disestablished without disrupting the electoral process – in consultation with the IEC.	May - Dec 2005
	Deal with urgent unavoidable re-determinations in cooperation with the IEC.	May - Dec 2005
	Analyse outstanding DEMs and Tech DEMS per Province/ DC, and prepare an action plan to	May - Dec 2005

	finalise all outstanding DEMs by November 2008.	
	Map all outstanding DEMs and Tech DEMs (sec 26 and sec 21 maps)	May - Dec 2005
	Undertake research to come up with ways in which stability can be built with respect to municipal boundary adjustments.	May - Dec 2005
2. Delimit each municipality that qualifies to have wards, into wards.	Consider objections/Prepare recommendations to the Board	1-8 April 2005
	Board meeting to consider objections, and to confirm, vary or withdraw map set 4.	14 April 2005
	Review maps, if any changes have been approved by the MDB.	18 – 20 April 2005
	Board meeting: Final approval of map set 4 (if not finally approved on 14 April 2005)	21 April 2005
	Formal hand over of final boundaries to the IEC/boundary Committee members.	21/22 April 2005
	Publish final notices in Provincial Gazettes	22 April 2005
	Undertake research to come up with ways in which stability can be built with respect to ward boundary adjustments.	
3. Collect relevant information and to maintain and update data sets to render advisory services on capacity and the division of powers and functions.	<ul style="list-style-type: none"> • Report to assess the implications of the Pollution related legislation on local government: <ul style="list-style-type: none"> – identify all the pollution and related legislation passed in the last two years – assess the implications for local government 	April 2005
	<ul style="list-style-type: none"> • Conduct research on possible amendments to legislation <ul style="list-style-type: none"> – Formulate changes to local government legislation – Convert MDB comments into a draft bill for consideration by DPLG – Workshop proposals for DPLG 	May 2005
	<ul style="list-style-type: none"> • Assess the implications of the adjustment of MEC's district functions to local 	April/May 2005

	<p>municipalities:</p> <ul style="list-style-type: none"> - Identify a random sample for local municipalities with adjusted district functions - Assess the performance of the municipality in relation to the rendering of the district function - Draft report on the findings of the research 	
	<ul style="list-style-type: none"> • Review and update Definitions, Norms and Standards Report: <ul style="list-style-type: none"> - Review work completed in 2003 - Identify changes in legislation affecting the definition of functions - Update report. 	May/June 2005
	<ul style="list-style-type: none"> • Preparation for the 2005 Capacity Assessment: <ul style="list-style-type: none"> - Review the questionnaire used in the 2003 and 2004 capacity assessment - Finalise the 2005 questionnaire for comment - Plan for the 2005 capacity assessment - Identify and appoint consultants - Consultant training for the field work 	June/July 2005
	<ul style="list-style-type: none"> • Municipal Assessment Field Work 2005: <ul style="list-style-type: none"> - All 278 municipalities visited and the questionnaire completed - Preparation of the 2005 data base and management thereof 	August 2005
	<ul style="list-style-type: none"> • Preliminary Assessment of 2005 Capacity Results: <ul style="list-style-type: none"> - Identify the data requirements for the preliminary assessment of the MDB 2002 and 2003 recommended adjustments - Preparation of the recommended 	September 2005

	<p>adjustments for 2004 to be assessed during the drafting of the district reports</p> <ul style="list-style-type: none"> - Drafting of the pro forma district report 	
	<ul style="list-style-type: none"> • Drafting of the 47 district reports. • A report per district which examines: <ul style="list-style-type: none"> - Capacity shifts between 2002, 2003, 2004 and 2005 - The extent to which services are being performed post 1 July 2003 - Where functions are being performed within the municipal area - The budget, staffing and infrastructure levels per function per district 	October/November 2005
	<ul style="list-style-type: none"> • Editing and finalisation of district reports 	December 2005
	<ul style="list-style-type: none"> • Drafting of annual overview of the MDB capacity Programme • Draft report for the Capacity Assessment Activities from 1 January 2005 to December 2005 	December 2005
	<ul style="list-style-type: none"> • Drafting of National Local Government Capacity Report • A national report: <ul style="list-style-type: none"> - Indicating the national shifts in municipal capacity - Provincial comparison - National trends in the performance of powers and functions - Assessment of the municipal boundaries in relation to the capacity 	January/early February 2006
	<ul style="list-style-type: none"> • Update of the Viability Report, based on the data received in the August 2004 capacity assessment. 	February/early March 2006
4. Strengthen interaction with Key Stakeholders	<ul style="list-style-type: none"> • Initiate steps to intensify the Board's interaction with SALGA 	March 2005
5. Strengthen the Board's	<ul style="list-style-type: none"> • Draft terms of reference 	March 2005

Administrative and Financial functions	<p>for service providers and to evaluate:</p> <ul style="list-style-type: none"> - Each staff position at the Board and an appropriate market related remuneration for each position; - Each incumbent in a position at the Board, and the suitability of each incumbent's salary, in view of qualifications, experience and performance. <ul style="list-style-type: none"> • Ask for proposals from three service providers. • Appoint a service provider. 	
	<ul style="list-style-type: none"> • Review policies and procedures by adding further details and by having separate documents for each area 	February – March 2005
	<ul style="list-style-type: none"> • Finalise the review of the organizational structure with respect to the Finance Cluster 	March 2005

b. Financial Year – 2006/07

Key Strategic Objectives	Indicator	Timeframes
1. Determine and re-determine municipal boundaries in accordance with relevant legal provisions.	Prioritise urgent re-determinations, and finalise 1/3 of outstanding cases (200 per financial year).	April 2006 – March 2007

c. Financial Year - 2007/08

Key Strategic Objectives	Indicator	Timeframes
1. Determine and re-determine municipal boundaries in accordance with relevant legal provisions.	Prioritise urgent re-determinations, and finalise 1/3 of outstanding cases (200 per financial year).	April 2006 – March 2007

2.2 Resource Allocations versus Requirements per Key Board Objective

a. Financial Year – 2005/06

Key Strategic Objective	Present Allocation	Required Allocation
1. Determine and re-determine municipal boundaries in accordance with relevant legal provisions.	1,250,000	1,250,000
2. Delimit each municipality that	1,030,000	1,030,000

qualifies to have wards, into wards.		
3. Collect relevant information and to maintain and update data sets to render advisory services on capacity and the division of powers and functions.	250,000	250,000
4. Strengthen interaction with Key Stakeholders	Internal costs only. No external service providers secured	Internal costs only. No external service providers secured
5. Strengthen the Board's Administrative and Financial functions	50,000 (Service providers review of staff remuneration system)	50,000 (Service providers review of staff remuneration system)

b. Financial Year 2006/07

1. Determine and re-determine municipal boundaries in accordance with relevant legal provisions.	1,375,000	1,375,000
2. Delimit each municipality that qualifies to have wards, into wards.	0	0
3. Collect relevant information and to maintain and update data sets to render advisory services on capacity and the division of powers and functions.	275,000	275,000
4. Strengthen interaction with Key Stakeholders	Internal costs only. No external service providers secured	Internal costs only. No external service providers secured
5. Strengthen the Board's Administrative and Financial functions	Internal costs only. No external service providers secured	Internal costs only. No external service providers secured

c. Financial Year 2007/08

1. Determine and re-determine municipal boundaries in accordance with relevant legal provisions.	1,512,500	1,512,500
2. Delimit each municipality that qualifies to have wards, into wards.	0	0
3. Collect relevant information and to maintain and update data sets to render advisory services on capacity and the division of powers and functions.	302,500	302,500
4. Strengthen interaction with Key Stakeholders	Internal costs only. No external service providers secured	Internal costs only. No external service providers secured
5. Strengthen the Board's Administrative and Financial functions	Internal costs only. No external service providers secured	Internal costs only. No external service providers secured

2.3 Capital Investment Strategy

CAPITAL PROJECT	2005/06	2006/07	2007/08
Acquisition of Fixed or Movable Assets			
– Motor Vehicle	120,000 ¹	-	-
– Computer Equipment	240,000 ²	-	35,000
– Computer Software	220,500 ³	120,000	132,000
– Office Equipment	160,500	10,000	10,000
– GIS Equipment	80,000 ⁴	64,000	70,400
– Furniture and Fittings	60,000	5,000	5,000

2.4 Management Strategy for Financial Assets and Liabilities

In view of the less than satisfactory Audit Reports that the Board received for the years 2002/03 and 2003/04, the Board adopted a strategy in 2004 to ensure that there is substantial improvement in the management of Financial Assets and liabilities. The strategy entails:

- Employment of a competent Chief Financial Officer (CFO) to support the Manager with Financial Management and Accounting;
- Full review and improvement of the policies and procedures on:
 - Control and Management of Assets (other than financial assets);
 - Financial Management and Accounting;
 - Procurement;
- Revision of the organizational structure of the Finance Cluster, to optimize human resources;
- Maximize the involvement of all managers at the Board in Financial Management;
- Implement in full the preferential procurement policy requirements;
- Intensify the role to the Audit Committee as an overseer of financial management at the Board.

The implementation of the strategy started in 2004, with the employment of the CFO, who started with the Board on 10 May 2004. Furthermore, the involvement of Managers in the financial management pertaining to their clusters, commenced in earnest in 2004/05, and plans are underway to intensify and maximize their involvement.

The following table gives an indication of our planning to implement the rest of the strategy over the MTEF period:

STRATEGIC OBJECTIVE	2005/06	2006/07	2007/08
• Revise the organizational structure of the	30 April 2005	-	-

¹ The Board's pool car was purchased in 1999, and is now due for replacement.

² The Board plans to replace desktop computers for certain staff members who travel fairly regularly, with laptop computers.

³ The expenditure is aimed at ensuring that we utilize modern computer technology at all times, to enhance our effectiveness

⁴ The expenditure is aimed at ensuring that we utilize modern computer technology at all times, to enhance our effectiveness

Finance Cluster, to optimize human resources.			
<ul style="list-style-type: none"> • Full review and improvement of the policies and procedures on: <ul style="list-style-type: none"> – Control and Management of Assets (other than financial assets); – Financial Management and Accounting; – Procurement. 	30 April 2005	Monitor effectiveness of improved policies and procedures.	Monitor effectiveness of improved policies and procedures.
<ul style="list-style-type: none"> • Implement in full the preferential procurement policy requirements; • Intensify the role to the Audit Committee as an overseer of financial management at the Board. 	30 August 2005	<ul style="list-style-type: none"> • Monitor the procurement policy. • Monitor the role of the Audit Committee as an overseer of financial management 	<ul style="list-style-type: none"> • Monitor the procurement policy. • Monitor the role of the Audit Committee as an overseer of financial management

2.5 Strategy on the use of consultants

The use of consultants at the Board is underpinned by a number of clear principles, and these principles will continue to inform our engagement of consultants over the 2005 - 2008 MTEF period:

a. Use consultants to optimise our financial resources

Consultants at the Board are employed over short periods of time, only when they are needed. This means that we do not carry any additional staff that are not fully utilised at any point in time.

b. Expenditure on Consultants that is progressively predictable, and that follows a logical pattern

Expenditure on consultants will stabilise from year to year, only increasing sharply when another round of ward delimitation process comes again in 2009/10, or the Board is required to carry out work that was not initially provided for in our MTEF allocations.

The Board maintains that expenditure on consultants cannot be completely eliminated, because:

- There can never be enough employees at the Board to do all of its work internally, especially with respect to annual projects such as municipal capacity assessments;
- There will always be annual inflationary increases in the fees paid to consultants

- c. Use consultants to add value to the work of the Board and to grow a pool of professionals to provide service and advice

The Board will continue to employ Black and Female consultants, who actually add value to its work. This means that:

- Qualified and experienced black and female consultants will be employed in their individual capacities;
- Young and emerging consultants will be employed to work with the more experienced consultants, thus affording them the opportunity to gain the valuable experience and skills, and to break into the field of consulting;
- A pool of new black and female consultants will grow, to provide the service and advice that is needed in a cost-effective manner.

- d. Use consultants to empower the employees of the Board

Employees at the Board will continue to be fully involved in the work that consultants do for the Board, to ensure that:

- Employees gain the necessary expertise where it is lacking;
- Employees are in a position to do the work internally, should capacity allow us to do so;
- Consulting fees can be scaled down over the MTEF period, as some aspects of the work that were previously done by consultants, are done internally.

The table below gives an indication of the Board's planned spending trends on consultants over the MTEF period:

AREA OF WORK	2005/06	2006/07	2007/08
• Accounting and Financial Management	171,500	100,000	100,000
• Administration and HR	100,000	0	10,000
• GIS and Information Technology	1,841,000	1,070,500	1,070,500
• Municipal Boundary Re-determinations, Municipal Capacity Assessments, Research and other work	2,519,250	2,519,250	2,519,250

3. ORGANISATIONAL MANAGEMENT

3.1. Human Resources Strategy

The Human Resources Strategy is aimed primarily at:

- Providing support for the key Board strategies;
- Ensuring a targeted response and broader impact to the Board's organizational performance.

The human resources strategy for the 2005 – 2008 MTEF periods will therefore address the following objectives:

- To provide employees of the Board with opportunities to gain working experience and expertise in a wide variety of work that the Board undertakes;
- To support, within budgetary constraints and subject to certain conditions as outlined in policy, training and education of employees which will assist in developing current competence levels and create future capacity for sustained organizational performance;

- To find ways, within budgetary constraints, in which the staff remuneration structure can be improved, in such a way that staff can feel that they are being fairly rewarded.
- Improve awareness among staff on various developments and managerial issues.

<u>STRATEGIC OBJECTIVE</u> TO PROVIDE EMPLOYEES OF THE BOARD WITH OPPORTUNITIES TO GAIN WORKING EXPERIENCE AND EXPERTISE IN A WIDE VARIETY OF WORK THAT THE BOARD UNDERTAKES	
ACTIVITY	HUMAN RESOURCE RESPONSE
<ul style="list-style-type: none"> • Managerial Development 	<ul style="list-style-type: none"> • Raise awareness among managers, of the need for them to deal effectively with "soft" issues that are not core, as raised by subordinates; • Encourage the regular holding of management and cluster meetings to: <ul style="list-style-type: none"> – Plan for projects and work allocation in a transparent manner; – Provide a forum for tabling issues that may concern staff, before they get out of hand; – Ensure that all relevant developments are duly communicated to staff, in the interest of awareness, but subject to instances where confidentiality is required.

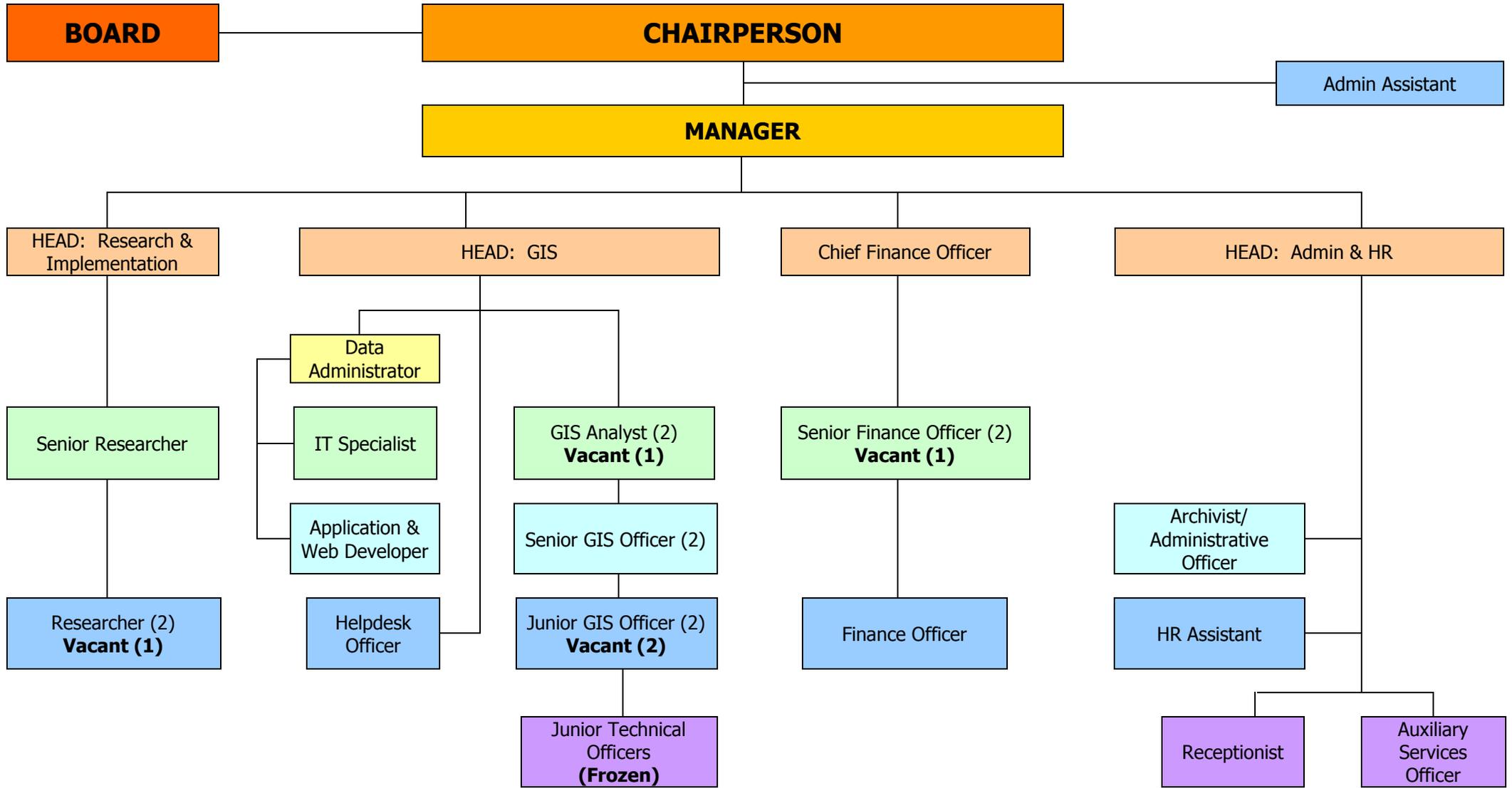
<u>STRATEGIC OBJECTIVE</u> TO SUPPORT, WITHIN BUDGETARY CONSTRAINTS AND SUBJECT TO CERTAIN CONDITIONS AS OUTLINED IN POLICY, TRAINING AND EDUCATION OF EMPLOYEES WHICH WILL ASSIST IN DEVELOPING CURRENT COMPETENCE LEVELS AND CREATE FUTURE CAPACITY FOR SUSTAINED ORGANIZATIONAL PERFORMANCE	
ACTIVITY	HUMAN RESOURCE RESPONSE
<ul style="list-style-type: none"> • Human Resource Development 	<ul style="list-style-type: none"> • Conduct training needs analysis on job specific competence requirements; • Facilitate the development of Personal Development Plans.
<ul style="list-style-type: none"> • Systems Efficiency 	<ul style="list-style-type: none"> • Improve turn around times for minutes and documents; • Review on a regular basis information storage and accessibility.

<u>STRATEGIC OBJECTIVE</u> TO FIND WAYS, WITHIN BUDGETARY CONSTRAINTS, IN WHICH THE STAFF REMUNERATION STRUCTURE CAN BE IMPROVED, IN SUCH A WAY THAT STAFF CAN FEEL THAT THEY ARE BEING FAIRLY REWARDED.	
ACTIVITY	HUMAN RESOURCE RESPONSE
<ul style="list-style-type: none"> • Investigate Remuneration System at the Board 	<ul style="list-style-type: none"> • Draft terms of reference for service providers and to evaluate: <ul style="list-style-type: none"> – Each staff position at the Board and an appropriate market related remuneration for each position; – Each incumbent in a position at the Board, and the suitability of each incumbent's salary, in view of qualifications, experience and performance. • Ask for proposals from three service providers. • Appoint a service provider.

<ul style="list-style-type: none"> • Present the results of the investigation to the Board 	<ul style="list-style-type: none"> • Review the results of the investigation, in a report to the Board; • Provide the Board with recommendations of how the results of the investigation can be taken forward.
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STRATEGIC OBJECTIVE	
IMPROVE AWARENESS AMONG STAFF ON VARIOUS DEVELOPMENTS AND MANAGERIAL ISSUES.	
ACTIVITY	HUMAN RESOURCE RESPONSE
<ul style="list-style-type: none"> • Engage staff on a regular basis 	<ul style="list-style-type: none"> • Reinforce a culture of work ethic & commitment through awareness workshops on: <ul style="list-style-type: none"> – Disciplinary Code/Code of Conduct; – Human Resources Policies; – Position and approach of the Board on staff developmental and managerial issues. • Reinforce the culture of high performance by developing and implementing the Personal Development Management System. • Promote employee wellness through the development and inculcation of a culture of “caring”.

3.2. Organisational Structure



Orgngm-2005

Level 2

Level 3

Level 4

Level 5

Level 6

Level 7

3.3. Information Technology Resource Strategy

An information technology plan for the 2005 – 2008 MTEF periods will address the following objectives:

- Maintain comprehensive knowledge and information management at the Board;
- Manage our databases to ensure that they do not become obsolete, in terms of content of the databases, as well as the software and hardware used to manage the databases;
- Maintain the utilization of modern computer technology at all times, for effective knowledge and information management, and communication;
- Maintain a website that serves as a key source of information on a variety of demarcation and related matters;
- Continue to develop the SA Explorer, and make it accessible through the web;
- Develop comprehensive IT disaster recovery systems and procedures;
- Replace desktop hardware with laptop hardware, for those employees at the Board who spend time outside the office;
- Intensify links with other state and constitutional institutions, to enhance sharing and dissemination of information across the country, in a coordinated and cooperative way.

The Board's planned expenditure over the 2005 – 2008 MTEF periods is reflected in the table under "Capital Investment Strategy" above.

3.4. Information on Consultants

Project	Number of Consultants Used	Profile of Consultants used
Ward Delimitation Process	14	<ul style="list-style-type: none">• 12 Black Males• 2 Black Females
Municipal capacity assessments	46	<ul style="list-style-type: none">• 27 Black Males• 13 Black Females• 2 White Females• 4 White Males
Study of the metropolitan municipalities	01	<ul style="list-style-type: none">• 1 Black Male
Analysis of Municipal roads and Public Transport Functions	01	<ul style="list-style-type: none">• 1 Black Male

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