MUNICIPAL DEMARCATION BOARD

STRATEGIC PLAN
1 April 2007 – 31 March 2011

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FOREWORD BY THE CHAIRPERSON: MUNICIPAL DEMARCATION BOARD

Following the successful local election on 1 March 2006 within the wards delimited by the Board, the past year was marked by and the continuation of other key activities of the Board. The Board kick started the process by bringing all stakeholders on board to attend to matters of common interest. Stakeholders were briefed on the Board's planning for the period 2007 to 2011 including the envisaged activities around the re-determination of municipal boundaries, the 2011 local elections, the future of district management areas, the programme to assess the capacity of district and local municipalities to perform their functions provided for in the Constitution and other relevant matters.

In 2006/2007 considerable progress was made in dealing with a number of projects, whose summary report are contained in the Board's Annual Report delivered to both Houses of Parliament and the Provincial legislatures. This occurred amid limited financial and other resources.

In interrogating the role of the Board in making contributions towards development, service delivery and a viable and consolidated local government system we came to the conclusion that the scope in this regards remains limited within the current legal framework. A review of legislation to clarify and simplify certain issues will no doubt enhance development and service delivery at local level. In this regard special attention to provisions pertaining to the division of powers and functions between the three spheres of government in general and the ongoing adjustments thereof between district and local municipalities in particular, and ward delimitation is recommended. However, due to the lengthy process to amend legislation it may not be possible to effect such changes before the commencement of the process to prepare for the next local elections in 2011. A number of stake holders such as the MDB, the IEC, the Minister of Provincial and Local Government, the MECs responsible for local government, and all municipalities play key roles in the preparations for local elections, and this process needs to commence in 2008 if we were to ensure successful local elections in 2011.

With the focus on the next local elections, the Board directed its administration to prioritise certain activities during the 2007/2008 financial year. These include, amongst others, prioritising requests received for changes to municipal boundaries, a review of the need to continue with district management areas, the identification of underperforming municipalities, the finalisation of the boundaries of magisterial districts and SAPS boundaries, the further improvement of relationships with key stakeholders, and a review of the Board's role and functions, its administration and budget.

Our challenge is to maintain, and where possible to improve, the high level of performance and outputs over many years. This Strategic Plan, represents yet another important milestone in the MDB's history and its quest to fulfil its mandate in an impeccable and consistently professional manner.

On behalf of the Municipal Demarcation Board, I wish to thank the Manager and all the staff of the Board for their hard work and dedication in putting this Strategic Plan together. They must now ensure that the Plan is properly implemented, to achieve the outcomes as spelt out in the Plan.

INTRODUCTION BY THE MANAGER: MUNICIPAL DEMARCATION BOARD

It is my pleasure to present the Strategic Plan for the MTEF period 1 April 2007 to 31 March 2011. The Plan is a product of a great deal of hard work, with valuable input and participation in its development by staff and members of the Municipal Demarcation Board.

The Plan builds on the sound foundation laid in the 2006/2007 Plan in which eight strategic themes were identified to deal with the MDBs legislative, functional and policy mandates. The Plan sets out clear objectives, expected outcomes, measures, targets and output which will enhance reporting, performance monitoring, evaluation and corrective action.

The Board's capacity in terms of staff, budget and infrastructure remains concerning, but every effort is made to ensure compliance with all applicable legislation. Due to under funding many vacant post could not be filled, and some key deliverables such as the drafting of a national overview report and nine provincial overview reports on the capacity of municipalities, had to be cancelled during the 2006/2007 financial year. Looking forward we are especially concerned about the amount allocated in the MTEF for the ward delimitation process which is to commence in 2009 for the 2011 local elections. A considerable shortfall is foreseen if we were to deliver credible ward boundaries in compliance with current legislation.

This Plan not only guides our planning, and strategic and operational activities in broad terms, but also makes provision for detailed work plans, and estimated expenditure during the MTEF period 2007 to 2011. These work plans will, amongst others, assist in the implementation of projects, and enhance the implementation of our balanced scorecard approach for the assessment of staff and institutional performance. The focus in 2007/2008 will be on activities and target dates that must be met in the run up to the next local elections in 2011. The work plans also affects the activities of other stakeholders and are still to be refined in consultation with them.

I wish to thank the Demarcation Board for its guidance and leadership. Also my sincerest appreciation to all the MDB staff for their participation and assistance in developing this Plan, and their commitment to take ownership of the Plan.

CHAPTER 1:   VISION, MISSION, VALUES, MANDATE, FUNCTIONS, STAKEHOLDERS & REVIEW OF 2006/07 PERFORMANCE

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 pertaining to the adjustment of powers and functions between district and local municipalities based on annual capacity assessments, 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.

VALUES

Our core values are a key to achieving high performance levels and are based on Batho Pele Principles. We are striving to have an organisation at the Board that fosters the following ethos:

1.   **M**anagement Practices that:
    - Promote and maintain high standards of professional ethics;

- Create opportunities for organisational and individual growth, and harness diversity to advance organizational effectiveness.
- Encourage and promote accountability, i.e. taking full responsibility of all our actions;

2. **D**edication to:
   - Efficient, economic and effective use of all assets and resources;
   - Excellence in doing our work, and in providing service to all stakeholders;
   - Doing our work without fear, favour or prejudice;
   - Respect and Integrity in our relations with each other and with stakeholders.

3. **B**ehavioural Patterns and Practices that:
   - Set good examples and precedents for subordinates and fellow employees to follow;
   - Encourage fellow employees and subordinates to perform their duties to the maximum of their ability and to deliver acceptable objectives to the organisation;
   - Ensure the safety of all staff and that they be aware of any potential hazards and/or practices that could be harmful;
   - Encourage fellow employees and subordinates to act in a courteous, respectful manner at all times and to adhere to decent dress standards.
   - Maintain a positive corporate image, to behave in a positive manner and assist the public and stakeholders where possible.
   - Shun the deliberate misuse or damage by any employee or member of the Board, of Board property in his/her possession, care or custody, and the use of Board assets, intellectual property or the services of other employees for private use or gain.

MANDATE AND FUNCTIONS

The mandate is the responsibility that has been given to the Municipal Demarcation Board by legislation and other directives. The Board's mandate derives from:

The Constitution of the Republic of South Africa, 1996 (Act No 108 of 1996)
– The Board is mandated in terms of section 155(3)(b) to determine municipal Boundaries independently.

Local Government: Municipal Demarcation Act, 1998 (Act No 27 of 1998)
- Section 3 provides that the Board is a juristic person, is independent and must be impartial and must perform its function without fear, favour or prejudice.
- Section 4 provides that the Board must determine Municipal boundaries in accordance with this Act and other appropriate legislation enacted in terms of Chapter 7 of the Constitution, and must render an advisory service in respect of matters provided for in this act and other appropriate legislation.

Local Government: Municipal Structures Act, 1998 (Act 108 of 1998)
- The Board must delimit in compliance with Schedule 1 to the Act.
- In terms of section 85 the Board must consider the capacity of District and Local municipalities to perform their function and to exercise their powers, and provide advice to MEC's responsible for Local Government.
- Section 6 empowers the Board to declare District Management Areas.

Cabinet resolutions
- In 1998 Cabinet resolved that departmental service delivery boundaries must be aligned to constitutional boundaries (National, Provincial and Local) and should be finalised by departments in consultation with the Municipal Demarcation Board.

PRIMARY STAKEHOLDERS

Primary stakeholders are those individuals, groups or institutions who are ultimately affected by the functions that we perform, and the manner in which we perform those functions. The Primary Stakeholders will therefore have an interest in our organisation, what the organisation does, and how the organisation carries out its functions.

Our primary stakeholders are:
- The people of South Africa
- National Sphere of Government
- Provincial Sphere of Government
- Local Sphere of Government
- Organised Local Government
- Houses of Traditional Leaders

- National Assembly
- National Council of Provinces
- Magistrates
- Board employees

REVIEW OF 2006/07 PERFORMANCE

Performance during the 2006/07 financial year will be reported on in the Annual Report for the year ending 31 March 2007.

CHAPTER 2: STRATEGIC THEMES AND KEY STRATEGIC DIRECTION: 1 APRIL 2007 – 31 MARCH 2011

To achieve the mission and vision of the organisation, to fulfil its mandate and perform its functions, the Municipal Demarcation Board has for this Strategic Plan identified strategic themes to focus and guide the organisation over the next five financial years. These Strategic Themes respond to the key areas that the organisation should continue to excel at, and those areas where the organisation needs to improve performance, and bring performance in such areas to expected levels, or even to exceed those expectations.

The Municipal Demarcation Board has also identified a set of strategic objectives within each theme, informed by the SWOT Analysis, which will be pursued in the short, medium, and long term with the MTEF periods from 2007-2011.

In order to implement the strategic plan, the organisation:
• embarked on a systematic strategic planning exercise and prioritised the initiatives in the plan;
• allocated available resources to implement the plan;
• identified the risks facing the organisation;
• developed operational plans and budgets; and
• developed a process for monitoring and measuring towards meeting these strategic goals.

Some of the key strengths identified in the organisation, which puts us in a good position to continue to excel in the strategic themes, were that:
• Our planning with respect to fulfilling our core mandates has over time improved substantially and is now in place;
• We have good information management systems in place;
• We have relative good infrastructure to do the work that we are required to do. However there is room for improvement which the budgetary allocation does not allow;
• Our staff are willing to go beyond the normal call of duty in pursuing the mandate of the Board;
• We have developed a good and unique relationship with municipalities and other stakeholders, in such a manner that we are able to access substantial internal and other information;
• We have a very effective and efficient website and other unique products that are regularly updated.

This chapter deals with the strategic themes and direction of the Board for the upcoming MTEF period – 2007/8, 2008/9, 2009/10 and 2010/2011. Further this chapter highlight issues of strategic significance. Central to this is planning to again contribute to fair and free local elections within sound boundaries. The Strategic Themes are further refined in internal work plans and timeframes for projects.

The intention is not to cover work plans and timeframes in this chapter, but rather to highlight issues of strategic significance. Central to this is planning to again contribute to fair and free local elections within sound boundaries. The Strategic Themes are further refined in internal work plans and timeframes for projects.

STRATEGIC THEME 1 & 2: DETERMINATION AND RE-DETERMINATION OF MUNICIPAL BOUNDARIES IN ACCORDANCE WITH RELEVANT LEGAL PROVISIONS, AND THE DELIMITATION OF WARDS

MUNICIPAL BOUNDARIES

This strategic theme represent one of the core mandates of the Board, and must therefore remain key in the Board's Strategic Plan.

The 2007 – 2011 Strategic Plan builds on the substantial progress that was recorded against this objective. Despite the fact that all changes to outer boundaries were discontinued on 20 February 2004 for the ward delimitation process, a substantial amount of work ultimately went into this objective. As a result of Government's announcement in August 2005 to abolish Cross Boundary Municipalities the re-determination process had to be reopened and a substantial number of changes were addressed during the 2006/07 financial year.

Following the local government elections of 1 March 2006, the task for 2006 onwards is to review municipal boundaries with a view to complete all changes by 2008/2009 for the 2011 local elections. However, any late changes in legislation as a result of the judgement handed down by the Constitutional Court in the Matatiele case or as a result of changes to the structures and systems of government, might adversely affect progress in this regard.

The following strategic objectives flesh out this theme:
- Attend to all outstanding requests for changes to municipal boundaries with a view to complete all changes in 2008/2009 for the 2011 local elections.
- Ensure that all legal requirements are complied with in preparing for the 2011 local elections.

DELIMITATION OF WARDS

This is another strategic theme that represents a core mandate of the Board, and must therefore remain key in the Board's Strategic Plan.

Ward delimitation was done in terms of Local Government Municipal Structures Act, 1998, and successful local elections were held on 1 March 2006 within the ward boundaries delimited by the Board in the preceding years.

Proposals were formulated for a review of legislation to create more stable wards that can enhance service delivery and development in municipalities. As the process to delimit wards for the 2011 local elections is to commence in 2008, any envisaged amendments to legislation should therefore be dealt with as a matter of urgency. The late decisions taken on the removal of the legal provisions pertaining to cross-boundary municipalities adversely affected the Board's operations.

In the period leading up to the next ward delimitation process, the key strategic objectives for 2007 onwards is to:
- Close any changes to municipal boundaries during 2008/2009 for the preparatory work to be done local elections.
- Plan for the preparatory work to be done for the 2011 local elections
- Work closely with all role players in preparation for the next local elections to ensure a smooth process.

Key outputs per financial year

OUTPUTS – MUNICIPAL & WARD BOUNDARIES	MILESTONES			
	2007/08	**2008/09**	**2009/10**	**2010/11**
In anticipation of the national and provincial elections in 2009, and the local elections in 2011, the Board is to work closely with the Minister of Provincial and Local Government, the IEC, the	• The focus during this financial year will be on processing all available requests for changes to municipal boundaries in terms of the provisions of the Local	• During this financial year all cases processed in 2007/2008 and not finalised, and all new requests received by December 2007, need to be finalised.	• This financial year will be marked by the delimitation of wards, and consultation with all stake holders on ward boundaries. • Public hearings is envisaged (subject to	• After the local elections the Board will continue with considering requests for changes to municipal boundaries. The first priority will be to attend to the

MECs responsible for local government, and municipalities to ensure a sound spatial environment for the elections. Key to this are sound municipal, voting districts, and wards.	Government: Municipal Demarcation Act, 1998.	• It is planned to provide the IEC with the re-determined municipal boundaries by June- August 2008 for the determination of the boundaries of voting districts and the registration of voters for the 2009 national and provincial elections. • Close cooperation with IEC the Minister and the MECs for local government will also be seeked to ensure that the national common voters roll is divided into municipal segments, that the formula for the number of councillors is gazetted; that the number of councillors is gazetted, and that the number of wards is determined to commence with the	the availability of funds), and a final set of maps of the approximately 4 000 wards will be gazetted for objections. • The intention is to provide ward boundaries to the IEC by June 2010. The IEC then need to finalise the voting districts and electoral process for the 2011 local elections.	applications received during the previous two financial years. (backlog as a result of elections and ward delimitation)

		ward delimitation process.		

Measurable objective, Expected Outcomes, Programme Outputs

TIMEFRAME	ACTION	RESPONSIBILITY
	2007/2008 FINANCIAL YEAR	
April 2007	Visits to municipalities, where necessary, to deal with outstanding DEMS*	MDB
3 April 2007	Closing date for Section 26 submissions	MDB
19 April 2007	Board meeting to consider Section 26 submissions and to determine Section 21	MDB
30 April 2007	Publish Section 21 notices	MDB
15 May 2007	Closing date for Section 21 objections	Public
30 May 2007	MDB Exco meeting	MDB Exco
27 June 2007	Board meeting to consider Section 21 objections, to approve Section 21(5) notices and to consider new Section 26 cases, if any	MDB
1 July 2007	Publish Section 26 notices, if any	MDB
27 July 2007	Joint Boundaries/Powers and Functions Committee meeting	Committee
15 August 2007	Closing date for Section 26 submissions	Public
30 August 2007	MDB Exco meeting	MDB Exco
20 September 2007	Board meeting to consider Section 26 submissions and to determine Section 21	MDB
30 September 2007	Publish Section 21 notices, if any.	MDB
31 October 2007	Closing date for all new municipal boundary re-determination proposals for consideration before the local elections	Public
1 November 2007	Closing date for Section 21 objections	Public
27 November 2007	MDB Exco meeting	MDB Exco
6 December 2007	Joint Boundaries/Powers and Functions Committee meeting	
6 December 2007	Board meeting to consider Section 21 objections, approve Section 21(5) notices and approve last Section 26 notices, if any	MDB
December/January 2008	Last section 26 notices published before the local elections	MDB

TIMEFRAME	ACTION	RESPONSIBILITY
15 February 2008	Closing date of section 26 submissions	MDB
29 February 2008	Board meeting to consider Section 26 submissions and to determine for Section 21	MDB
5 March 2008	Last Section 21 notices published before the local elections	MDB
28 March 2008	Joint Boundaries/Powers and Functions Committee meeting	Committee
2008/2009 FINANCIAL YEAR		
8 April 2008	Closing date for Section 21 objections	MDB
16 April 2008	Board meeting to consider objections and to decide on Section 21(5) notices	MDB
May 2008	Finalise outer boundaries of municipalities – last Section 21(5) notices published before the elections and IEC informed	MDB
June 2008	IEC publishes all outstanding Section 23 notices	IEC
July 2008	MECs publish all outstanding Section 23 notices	MEC
August 2008	Municipal boundaries provided to IEC	MDB
August/September 2008	IEC align Voting District boundaries to municipal boundaries	IEC
September/October/ November 2008?	IEC Registration week ends for national and provincial elections	IEC
?	Registration of voters for national and provincial elections closes	IEC
?	Closure of Voters' roll for national and provincial elections	IEC
February 2009?	Certify national common voters roll and gazette it	IEC
February 2009?	Divide national common voters roll into municipal segments	IEC
March 2009	Publish formula for the number of councillors	Minister/DPLG
March 2009	MECs determine and publish number of councillors for each municipality	MECs
March 2009	MDB determines the number of wards and the norm for ward delimitation	MDB
2009/2010 FINANCIAL YEAR		
April 2009?	National and Provincial elections	IEC
April 2009	Formal consultation between MDB and IEC as required by Structures Act	MDB/IEC
April 2009	Formal structures in place (Boundary Committee/LETC/Delimitation Committees)	MDB/IEC/DPLG/ SALGA/Provinces etc
April-June 2009	MDB prepares first set of draft ward boundaries	MDB

TIMEFRAME	ACTION	RESPONSIBILITY
July/August 2009	Public consultation process commences: • Circular and 1st set of ward maps to municipalities to kick start public participation in ward delimitation process • Media release and advertisements in media to invite public participation/proposals for ward delimitation	MDB
31 August 2009	Closing date for public comments	Public
September/October 2009	Consider public comments and prepare map set 2 for public hearings	MDB
November/December 2009	Maps and notices distributed and logistics finalised for public hearings	MDB
January/February 2010	Public hearings	MDB
March 2010	Finalise map set 3 and gazette ward maps in provincial gazettes for objections	MDB/Public
2010/2011 FINANCIAL YEAR		
1 April 2010	Closing date for objections	
April/May 2010	Consider public objections	Delimitation Committees/ MDB
June 2010	Final ward boundaries handed to IEC	MDB/IEC
June/July 2010	Alignment of VD boundaries to ward boundaries	IEC/MDB
August 2010	Gazette final ward boundaries	MDB
August 2010	Election date gazetted	Minister
August – November 2010	Registration of voters	IEC
November 2010 – February 2011	Preparations for elections	IEC
March 2011?	Local elections	IEC

STRATEGIC THEME 3: COLLECTION OF RELEVANT INFORMATION AND MAINTENANCE AND UPDATE DATA SETS TO RENDER ADVISORY SERVICES ON CAPACITY AND THE DIVISION OF POWERS AND FUNCTIONS.

In terms of section 85(9) of the Municipal Structures Act, MEC's responsible for local government in a province must regularly review the capacity of a relevant municipality and reallocate a function or power to a municipality when that municipality acquires the capacity to perform its function or exercise its power. A reallocation must be made with the concurrence of the receiving municipality or, in the absence of such concurrence, after having consulted the Demarcation Board. Furthermore, section 85(4) requires that the Demarcation Board consider the capacity of a district or local municipality to perform the functions and exercise the powers vested in the municipality in terms of section 84(1) or (2) when determining or re-determining the boundaries of the district and the local municipality, or when so requested by the MEC for local government in the province concerned.

Since 2002, information on capacity has been collected from each municipality on an annual basis, by means of a questionnaire facilitated by consultants, who visit each municipality in the country to ensure that they bring back a fully and appropriately completed questionnaire. During the financial year 2006/07, 46 District Reports were compiled covering the capacity of the 46 district and the 231 local municipalities.

However a serious challenge with respect to inadequate funding prevented the Board from completing other scheduled reports on municipal capacity assessment namely nine provincial overview reports and one national overview report.

The key strategic objectives within this theme remain to:
- Deliver Quality annual assessments of Municipal Capacity;
- Advise and support MEC's for local government in dealing with the adjustment and re-adjustment of powers and functions between local and district municipalities;
- Release the results of the assessments in time to allow them to feed into the IDP and budgeting processes of municipalities.

Key outputs per financial year

OUTPUTS – CAPACITY ASSESSMENT	MILESTONES			
	2007/08	**2008/09**	**2009/10**	**2010/11**
• Quality annual assessments of Municipal Capacity.	• Finalise tender process in the preceding months and	• Finalise tender process in the preceding months and	• Finalise tender process in the preceding months and	• Finalise tender process in the preceding months and

	commence Capacity Assessment process by 01 July 2007. • Key areas that will be attended to during the remainder of the financial year will include data collection, data capturing and verification and the drafting of reports covering the capacity of all district and local municipalities.	commence Capacity Assessment process by 01 July 2008. • Key areas that will be attended to during the remainder of the financial year will include data collection, data capturing and verification and the drafting of reports covering the capacity of all district and local municipalities.	commence Capacity Assessment process by 01 July 2009. • Key areas that will be attended to during the remainder of the financial year will include data collection, data capturing and verification and the drafting of reports covering the capacity of all district and local municipalities.	commence Capacity Assessment process by 01 July 2010. • Key areas that will be attended to during the remainder of the financial year will include data collection, data capturing and verification and the drafting of reports covering the capacity of all district and local municipalities

Measurable objective, Expected Outcomes, Programme Outputs

TIMEFRAME	ACTION
2007/2008	
February/March 2007	Prepare tender documents – 2 weeks
March/April 2007	Advert – Call for proposals/tenders – 3 to 4 weeks
April/May 2007	Receive and evaluate – 4 weeks
May/June 2007	Award and sign contract with service provider – 2 weeks
June/July 2007	Planning, print collate and distribute questionnaires, Training of consultants, staff members and stakeholders
August 2007	Field visits by consultants, stakeholders and staff members to municipalities
September 2007	Data capturing and verification.
October - November 2007	46 District Council reports prepared
November - December 2007	9 Provincial overview reports prepared and circulated

February/March 2008	National Overview report available
2008/2009	
February/March 2008	Prepare tender documents – 2 weeks
March/April 2008	Advert – Call for proposals/tenders – 3 to 4 weeks
April/May 2008	Receive and evaluate – 4 weeks
May/June 2008	Award and sign contract with service provider – 2 weeks
June/July 2008	Planning, print collate and distribute questionnaires, Training of consultants, staff members and stakeholders
August 2008	Field visits by consultants, stakeholders and staff members to municipalities
September 2008	Data capturing and verification.
October - November 2008	46 District Council reports prepared
November - December 2008	9 Provincial overview reports prepared and circulated
February/March 2009	National Overview report available
2009/2010	
February/March 2009	Prepare tender documents – 2 weeks
March/April 2009	Advert – Call for proposals/tenders – 3 to 4 weeks
April/May 2009	Receive and evaluate – 4 weeks
May/June 2009	Award and sign contract with service provider – 2 weeks
June/July 2009	Planning, print collate and distribute questionnaires, Training of consultants, staff members and stakeholders
August 2009	Field visits by consultants, stakeholders and staff members to municipalities
September 2009	Data capturing and verification.
October - November 2009	46 District Council reports prepared
November - December 2009	9 Provincial overview reports prepared and circulated
February/March 2010	National Overview report available
2010/2011	
February/March 2010	Prepare tender documents – 2 weeks
March/April 2010	Advert – Call for proposals/tenders – 3 to 4 weeks
April/May 2010	Receive and evaluate – 4 weeks
May/June 2010	Award and sign contract with service provider – 2 weeks
June/July 2010	Planning, print collate and distribute questionnaires, Training of consultants, staff members and stakeholders
August 2010	Field visits by consultants, stakeholders and staff members to municipalities

September 2010	Data capturing and verification.
October - November 2010	46 District Council reports prepared
November - December 2010	9 Provincial overview reports prepared and circulated
February/March 2011	National Overview report available

STRATEGIC THEME 4: REVIEW OF THE DECLARATION OF DISTRICT MANAGEMENT AREAS

During the 2005/06 financial year the Board has withdrawn the declaration of six District Management Areas. The Kruger National Park District Management Area was also split into two District Management Areas forming part of Mopani District Municipality and Ehlanzeni District Municipality.

The strategic objective is to:
- to examine the feasibility to withdraw all or more declarations.

Key outputs per financial year

OUTPUTS – DISTRICT MANAGEMENT AREAS	MILESTONES			
	2007/08	2008/09	2009/10	2010/11
The objective is to clean up the local government categories, by withdrawing the declaration of district management areas, if at all possible. This objective is subject to an in depth feasibility study.	• Field visits to continue and consultation with provinces and affected municipalities on the impact of the withdrawal of the declarations.	• Formulate final proposal and consult the Minister and MEC in terms of Section 6 of the Structures Act, 1998. • Withdrawals of declarations and the inclusion of DMAs into local municipalities.		

OUTPUTS – DISTRICT MANAGEMENT AREAS	MILESTONES			
	2007/08	2008/09	2009/10	2010/11
		• Legal process to be finalised timeously so that re-determined municipal boundaries can be handed to the IEC for the determination of voting district boundaries.		

Measurable objective, Expected Outcomes, Programme Outputs

TIMEFRAME	ACTION
2007/2008	
March/April 2007	Draft legal framework
March/April 2007	Draft Historic overview
March/April 2007	Mapping – status quo and proposals
March/April 2007	Local elections – stats analyses
March/April 2007	Performance of municipal functions in DMAs
March/April 2007	Options: 1. Retain the status quo; or 2. Retain only national parks as DMAs; or 3. Clean up the local government system and withdraw all DMA declarations
March/April 2007	Possible reconfiguration of municipal boundaries for options 2 and 3 – mapping
March/April 2007	The legal process to include DMAs or parts of DMAs into local municipalities
March/April 2007	Conclusion and Recommendations
May 2007	Finalise draft report

27 June 2007	Board meeting to consider draft report
July-November 2007	Consultation with affected municipalities, MECs, Minister, SALGA etc
December 2007	Board decisions on future of DMAs
January - March 2008	Legal process
2008/2009	
April 2008	Finalise project and gazette reconfigured municipal boundaries

STRATEGIC THEME 5:   ASSISTANCE TO DEPARTMENTS IN ALIGNING SERVICE DELIVERY BOUNDARIES WITH MUNICIPAL BOUNDARIES

This theme gives effect to the Cabinet Resolution requiring of the Board to assist government departments in aligning their service delivery boundaries with municipal boundaries. Surveys were done in 2002 and 2006. A major project to deal with magisterial districts and SAPS boundaries, was funded by the Danish Government up to August 2006. Due to financial constraints the Board had to agree with Justice and SAPS to fund the continuation of the project. The project will be concluded in the 2007/2008 financial year.

The major objectives and outputs under this theme are:
- To assist government departments to align their service delivery boundaries to municipal boundaries
- Enhance service delivery, resource rationalisation and development
- Development of a comprehensive database of well aligned administrative and functional boundaries, with a view to strengthen the National Spatial data Infrastructure for South Africa

Key outputs per financial year

OUTPUTS – SERVICE DELIVERY BOUNDARIES	MILESTONES			
	2007/08	**2008/09**	**2009/10**	**2010/11**
The objective is to align all service delivery boundaries to municipal	Complete the alignment of magisterial district boundaries and SAPS	Assist any department requiring assistance with the alignment of their	Assist any department requiring assistance with the alignment of their	Assist any department requiring assistance with the alignment of their

boundaries, where possible, with a view to enhance service delivery and to strengthen the national spatial data Infrastructure.	boundaries.	service delivery boundaries to municipal boundaries.	service delivery boundaries to municipal boundaries.	service delivery boundaries to municipal boundaries.

Measurable objective, Expected Outcomes, Programme Outputs

TIMEFRAME	ACTION	RESPONSIBILITY
December 2006	Final directions from Justice and SAPS on the outstanding eighteen cases submitted to the MDB	DOJ/SAPS
January/February 2007	Eighteen outstanding cases mapped by MDB, and draft maps provided to SAPS and Justice	MDB
31 January 2007	Stakeholders consultative workshop – Mpumalanga and Limpopo	DOJ/SAPS/MDB
	Stakeholders consultative workshop – North West and Northern Cape	DOJ/SAPS/MDB
16 February 2007	Stakeholders consultative workshop – Free State	DOJ/SAPS/MDB
February 2007	Stakeholders consultative workshop – Western Cape	DOJ/SAPS/MDB
March 2007	Stakeholders consultative workshop – Gauteng and Mpumalanga	DOJ/SAPS/MDB
June/July 2007	All magisterial district and police boundaries published by Justice and SAPS for public comments	DOJ/SAPS
July/August 2007	MDB prepares final boundaries and submit them to Justice and Police	MDB
August 2007	August withdrawal of old proclamations, and proclamation of new magisterial districts	DOJ/SAPS

STRATEGIC THEME 6: STRENGTHENING OF RELATIONS AND INTERACTION WITH KEY STAKEHOLDERS

Stakeholder relations are an integral part of corporate citizenship. The Board interacts with a range of stakeholders from whom information is obtained, and to whom information is supplied. To be successful, stakeholder relations have to be part of our overall strategic plan, and that is why the strengthening of our interaction with key stakeholders, is a key strategic objective for the Board.

It is therefore of critical importance that our stakeholders are duly identified, that we know who they are, what they can do for us, and what we can do for them. The Board's key stakeholders are:

- The people of South Africa
- National Sphere of Government
- Provincial Sphere of Government
- Local Sphere of Government
- Organised Local Government
- Houses of Traditional Leaders
- National Assembly
- National Council of Provinces
- Magistrates
- Board employees

The Strategic Objectives within this theme are:

- To build and manage relationships with our stakeholders that breed understanding and mutual respect.
- To review our stakeholders requirements in relation to the Board's support and services.
- To facilitate co-ordination between all stakeholders.
- To be actively engaged in community organisations and issues as far as resources and time allow.
- To ensure a work environment that is safe, that encourages growth and development and inspires pride.
- To develop and adopt a set of values for the organisation.

Key outputs per financial year

OUTPUTS – RELATIONS WITH KEY STAKEHOLDERS	MILESTONES			
	2007/08	**2008/09**	**2009/10**	**2010/11**
The objective is to continue building strong and vibrant working relationship with all key	• To continue building good relations within formal structures if the Board eg. the	• Focusing on preparations for the 2011 local elections relationships with the	• Delimitations committees comprising of representatives of the	• Re-assess the effectiveness of the formal and informal structures for co-

OUTPUTS – RELATIONS WITH KEY STAKEHOLDERS	MILESTONES			
	2007/08	**2008/09**	**2009/10**	**2010/11**
stakeholders, and to embark on solid projects and constant collaboration with them	Joint Boundaries/Powers & Functions Committee. • Relationships with the Department of Justice and SAPS will continue in aligning their service delivery boundaries to municipal boundaries. • Relationships with DPLG and DLA will continue in the project to create credible TA boundaries. • Relationships with DPLG will continue to share information on matters of common interest. • Relationships with other key stakeholders and persons and institutions having an interest in the Board's activities will also be	Minister, the MECs for local government, the IEC and municipalities will be formalised and intensified. • All other formal and non-formal arrangements will be maintained and improved.	MDB, IEC, DPLG and Provinces will be set up to deal with public objections during the ward delimitation process. • All other formal and non-formal arrangements will be maintained and improved.	operation.

OUTPUTS – RELATIONS WITH KEY STAKEHOLDERS	MILESTONES			
	2007/08	**2008/09**	**2009/10**	**2010/11**
	enhanced.			

STRATEGIC THEME 7: STRENGTHENING OF THE BOARD'S ORGANISATIONAL CAPACITY AND CAPABILITY.

Building the capacity of the Board's internal machinery is a priority for the Board. Previous Strategic Plans had a number of strategic objectives, aimed at building capability within the administrative arm of the Board, in order to improve performance. Given some internal capacity problems that have delayed the implementation of those strategic objectives, the Strategic Plan 2007 – 2011 must continue to pursue this strategic objective and find more innovative ways of facilitating the implementation of its objectives. However, the improvement of the Board's internal capacity has been adversely affected by budgetary constraints, 34% of the posts on the Board's staff establishment can not be filled due to an inadequate budget.

The main capacity challenges to be addressed relate to:
- Organisational Development and Design;
- Operational Processes and Systems;
- Monitoring and Evaluation; and
- Resources Mobilisation and Policy Development.

The capability challenges relate to:
- Competencies and skills among serving employees which are relevant and appropriate to ensure operational efficiencies, and thus more effective ways of achieving the Board's mandate;
- Building a culture of high performance in all employees, and provide training, mentoring and guidance to staff requiring such support;

This theme will be achieved through the implementation of the following strategic objectives:

- **Develop and nurture capability at all levels within the Board.**

    This strategy will entail:

- Managerial Development through implementing a leadership and management training programme;
- Human Resources Development through conducting training needs analysis on job specific competence requirements, Facilitating the development of Personal Development Plans, as well as implementing a seminar series programme to entrench employee research skills and competencies.
- Working on HR Administrative Processes and Systems to improve turn around times for minutes and documents, and to improve information storage and accessibility. Electronic systems to modernise HR processes researched and developed.
- Using consultants at the Board in such a manner as to add value to the work of the Board and to grow a pool of professionals to provide service and advice, optimise our financial resources, empower the employees of the Board, and progressively scale down on professional fees in a predictable and logical manner.

- **Create an enabling environment at the Board that allow for the acquisition of competencies and skills among serving employees which are relevant and appropriate to ensure operational efficiencies, and thus more effective ways of achieving the Board's mandate.**

- **Build a culture of high performance in all employees, and provide training, mentoring and guidance to staff requiring such support;**

- **Finalise a suitable and generally acceptable way in which the staff remuneration structure ensures fair remuneration to staff.**

Cumulatively, we believe that the implementation of these strategies will lead to the development of capable employees, with increased levels of skills, competencies and professionalism, and also better staff retention.

Building Human Capacity

Employees are the most valued asset of the organisation. Well-trained staff are essential for the sustainable production of quality products and services. This requires a strategy which will guide and systematise investment in human resources in order to transfer knowledge, broaden the skills base and raise staff motivation in the following ways:

- Recruitment and retention of employees, guided by an employment equity plan as well as the implementation of policies on staff rotation, career development and staff motivation;

- Development and implementation of a people development programme to enhance the qualifications, skills and competencies of staff;
- Quality and co-ordination of human development by ensuring compliance with the national skills development legislation and the workplace skills plan.

The strategy for developing human resources will focus in the medium term on achieving the following strategic objectives:-

- **Becoming an employer of choice** that attracts and retains valuable employees by ensuring that the organisation is respected for its products and services, competitive in its compensation packages, concerned with the welfare of its employees, and appreciated for its overall contribution to the development of the country. The Municipal Demarcation Board aims to achieve this through implementing a human resource strategy that focuses on competency-based career planning, aligning organisational and individual goals, and rewarding excellent performance.

- **Achieving equity in the workplace** by promoting equal opportunities and fair treatment of all employees, and implementing the Employment Equity Plan and Affirmative Action policy and programme, which include career advancement initiatives and the creation of a diverse workforce. The success of this objective will be measured against achieving and maintaining the set equity targets.

- **Creating a learning organisation** calls on the organisation to ensure that it develops its people and continually learns from its experiences in the quest for excellence.

  The Municipal Demarcation Board aims to develop the necessary skills and expertise to effectively produce and deliver excellent service. An annual programme for training ensures the development of staff, based on the competencies required. This enables a career development system for all employees, which promote retention of critical skills.

  The essence of a learning organisation is its ability to harness and optimise its experiences and lessons. A knowledge management system facilitates this objective.

- **Creating an enabling corporate culture and environment** where all people want to be involved in decisions that affect them, take pride in themselves, their jobs, one another and their place of work, and want to share in the success of their efforts.

Key outputs per financial year

OUTPUTS – ORGANISATIONAL CAPACITY AND CAPABILITY	MILESTONES			
	2007/08	2008/09	2009/10	2010/11
• Annual strategic milestones achieved across the organisation.	• Re-assess the effectiveness of the management training programme by 30 April 2007, and improve on areas that are lacking in the programme, for the rest of the year.	• Re-assess the effectiveness of the management training programme by 30 April 2008, and improve on areas that are lacking in the programme, for the rest of the year.	• Re-assess the effectiveness of the management training programme by 30 April 2009, and improve on areas that are lacking in the programme, for the rest of the year.	• Re-assess the effectiveness of the management training programme by 30 April 2010, and improve on areas that are lacking in the programme, for the rest of the year.
• Employees capable of delivering against targets.	• Re-assess the effectiveness of the personal development plans by 30 April 2007, and improve on areas that are lacking in the programme, for the rest of the year.	• Re-assess the effectiveness of the personal development plans by 30 April 2008, and improve on areas that are lacking in the programme, for the rest of the year.	• Re-assess the effectiveness of the personal development plans by 30 April 2009, and improve on areas that are lacking in the programme, for the rest of the year.	• Re-assess the effectiveness of the personal development plans by 30 April 2010, and improve on areas that are lacking in the programme, for the rest of the year.

• Increased skills levels	• Re-assess the effectiveness of the Seminar Series programme by 30 April 2007, and improve on areas that are lacking in the programme.	• Re-assess the effectiveness of the Seminar Series programme by 30 April 2008, and improve on areas that are lacking in the programme.	• Re-assess the effectiveness of the Seminar Series programme by 30 April 2009, and improve on areas that are lacking in the programme.	• Re-assess the effectiveness of the Seminar Series programme by 30 April 2010, and improve on areas that are lacking in the programme.
• An orientation towards performance and accountability for results.	• Re-assess the effectiveness of the monthly timetable system by 30 April 2007, and improve on areas that are lacking.	• Re-assess the effectiveness of the monthly timetable system by 30 April 2008, and improve on areas that are lacking.	• Re-assess the effectiveness of the monthly timetable system by 30 April 2009, and improve on areas that are lacking.	• Re-assess the effectiveness of the monthly timetable system by 30 April 2010, and improve on areas that are lacking.
• Innovation and dedication to one's work appropriately recognised and rewarded.	• Manage and monitor the Performance Management and Rewards System on an annual basis. • Ensure that priorities for the employee accord with those identified by the Board, and aimed at fulfilling the mandate of the Board.	• Manage and monitor the Performance Management and Rewards System on an annual basis. • Ensure that priorities for the employee accord with those identified by the Board, and aimed at fulfilling the mandate of the Board.	• Manage and monitor the Performance Management and Rewards System on an annual basis. • Ensure that priorities for the employee accord with those identified by the Board, and aimed at fulfilling the mandate of the Board.	• Manage and monitor the Performance Management and Rewards System on an annual basis. • Ensure that priorities for the employee accord with those identified by the Board, and aimed at fulfilling the mandate of the Board.

• Reliable, robust and responsive corporate systems.	• Monitor monthly timetable system which indicates when everything is due, to facilitate and improve internal operation processes.	• Monitor monthly timetable system which indicates when everything is due, to facilitate and improve internal operation processes.	• Monitor monthly timetable system which indicates when everything is due, to facilitate and improve internal operation processes.	• Monitor monthly timetable system which indicates when everything is due, to facilitate and improve internal operation processes.
• Smooth running organisation.	• Set-up and implement formal monitoring mechanism to follow up on work that is due.	• Set-up and implement formal monitoring mechanism to follow up on work that is due.	• Set-up and implement formal monitoring mechanism to follow up on work that is due.	• Set-up and implement formal monitoring mechanism to follow up on work that is due.
• Improved performance due to systems utilisation.	• Monitor to ensure that the monthly costs of consultants do not deviate from those agreed upon.	• Monitor to ensure that the monthly costs of consultants do not deviate from those agreed upon.	• Monitor to ensure that the monthly costs of consultants do not deviate from those agreed upon.	• Monitor to ensure that the monthly costs of consultants do not deviate from those agreed upon.
• Application of best practice in system	• Implement the system that provides tangible proof that is beyond reasonable doubt that all consultants provide a service that they are being paid for.	• Implement the system that provides tangible proof that is beyond reasonable doubt that all consultants provide a service that they are being paid for.	• Implement the system that provides tangible proof that is beyond reasonable doubt that all consultants provide a service that they are being paid for.	• Implement the system that provides tangible proof that is beyond reasonable doubt that all consultants provide a service that they are being paid for.

Finalise a suitable and generally acceptable way in which the staff remuneration structure ensures fair remuneration to staff	Re-assess the remuneration structure by 1 April 2007, and improve where necessary.	Re-assess the remuneration structure by 1 April 2008, and improve where necessary.	Re-assess the remuneration structure by 1 April 2009, and improve where necessary.	Re-assess the remuneration structure by 1 April 2010, and improve where necessary.

Measurable objective, Expected Outcomes, Programme Outputs

TIMEFRAME	ACTION
2007/2008 FINANCIAL YEAR	
General Administration	
On-going	▪ The Manager and Cluster are assisted on matters pertaining to general administration, and office management.
Monthly	▪ Contract from Service Providers are cost efficiently and effectively managed and monitored.
Annually	▪ Prepare documents for Cleaning Services tender.
On going	▪ Update the Relevant policy and procedural records.
Daily	▪ Day to day administrative duties are effectively and efficiently carried out.
Weekly	▪ Management and oversee the Administration of DB Text Database
On going	▪ Management of Documents/ Registry/Archiving
Daily	▪ Manage and oversee the update the Board's Contact Database
Monthly	▪ Monitor Telephone Management
Monthly	▪ Prepare and attend management meetings. Attend all Board and Committee meetings.
Annually	▪ Prepare and present at the strategic planning sessions.
Daily	▪ Manage and oversee the switchboard and reception functions
Annual/Daily	▪ Compile and manage Cluster Budget
On request	▪ Manage the facilitation of requests from the public, furnishing quotations, capturing and receipting of invoices for SA Explorer and map sales.
Daily	▪ Manage and oversee the Maintenance/Driving of Board's vehicle
Daily	▪ Manage and oversee to the couriering and postage
Travel and Accommodation	

On request/Monthly	▪ Manage and oversee bookings for Board Members, Staff and Consultants are arranged promptly and cost effectively.
Monthly	• Monitoring of capturing of monthly travel requisites for budgeting purpose.
Board and Committee Support	
On request	▪ Manage and oversee the arrangement of conferences/ workshops, Board and other Committee meetings.
Monthly	▪ Oversee and check minutes for all meetings and ensure the accuracy and distribution thereof.
Monthly	▪ Manage the compilation of documents for distribution at meetings.
Equipment Procurement and Maintenance	
As required	▪ Ordering, refurbishing, services and repairs of all office equipment and furniture are cost effectively managed, according to policy and procedures.
Daily/Monthly	▪ Monitor the capturing, issuing and stock control of stationery.
As required	▪ Registering service providers on the MDB Supplier Database
Projects	
July 2007	▪ Capacity Assessment – Manage and oversee that all administration and logistical work is carried out according to the work programme.
February 2008	▪ Monitor and supervise the capturing of submissions and objections received. ▪ Manage the logistical arrangements as per programme.
	▪ Other projects delegated by the Manager are completed effectively, efficiently and timeously.
Performance Management	
Quarterly	▪ Manage and oversee the implementation of the Balanced Scorecard Performance Management System. ▪ Profile individual contracts as per cluster strategic plans and align to organizational strategic plan. ▪ Amend contracts as indicated by individuals on a quarterly basis. ▪ Approvals of individual performance contracts by Cluster Heads and the Manager. ▪ Schedule quarterly assessment dates for self, oversee and the moderator. ▪ Monitoring individual assessments and the performance feedback. ▪ Compile all quarter's assessment report for analysis and moderation by the Manager.
Reward and recognition	
Annually	▪ Assist the Manager annually with draft proposals with regards to the Rewards and Recognition system.
Training and Development	
1st Quarter	▪ Conduct training needs analysis/competency assessments.

	▪ Identify most cost-effective training strategies.
	▪ Identify possible training providers.
	▪ Capture the results of training needs analysis and proposed training solutions in the workplace skills plan.
	▪ Unit Standards Evaluation to be carried out per post as per SAQA Regulations Act 1995.
	▪ Compile an Annual Training Report (ATR).
Succession Planning	
Quarterly	▪ Identify, monitor and evaluate skills transfer
	▪ Compile Succession Planning report and implement.
HR Management Systems	
Daily/Monthly/Quarterly	Monitor, improve and enforce the following systems :
	➢ Access Control
	➢ VIP (Personnel Records)
	➢ VIP ESS (Leave applications, monitoring and reconciliations for payroll)
	➢ Performance Management System (Balance Scorecard S-Cubed).
Occupational Health & Safety	
2nd Quarter	• HIV/AIDS at workplace – raise awareness and ensure a better understanding of HIV/AIDS
	• Take steps to reduce the risk of employees contracting HIV/AIDS and other life-threatening diseases.
Quarterly	• Occupational Health and Safety meetings to be held.
Labour Relations/Industrial Relations	
Quarterly	▪ Check to ensure that all staff contracts, policies and procedures are in compliance with the Acts and Regulations.
Employment Equity	
Quarterly	▪ Implement, monitor and evaluate the EE Plan to ensure equity in the workplace.
Bi-annually	▪ Report to the Department of Labour after every two years as regulated in Section 21 of EEA.
Gap Analysis	
Quarterly	▪ Identify skills deficit – prioritise training needs.
	▪ Monitor outputs from performance agreements in order to identify the gaps with regards to skills and poor performance.
	▪ Management to identify the needs of future HR demand and budget accordingly as structured on the

	organogram.

Recruitment and Selection	
As approved by the Board.	▪ The process for recruitment and selection is carried out as per the policies and procedures of the MDB.
	▪ Existing vacant positions in Clusters.
As required	▪ Exit interviews – reasons to retain staff

Good Governance	
Quarterly	▪ Cluster and Staff meetings to be held.
1st Quarter	▪ Develop Standard Operational Procedures in the administration.
Monthly	▪ Intranet usage
On going	▪ Develop and amend Policies
Annually	▪ Compilation of the Human Resources Oversight statistics for the Annual Report
1st Quarter	▪ Develop a Communications Strategy for the organisation

Stakeholders	
1st Quarter	Meetings to be arranged with the following: Department of Labour (Employment Equity and Compensation House)
1st Quarter	➢ SAQA
1st Quarter	➢ LGSETA
2nd Quarter	➢ Department of Health
2nd Quarter	➢ NOSA
1st Quarter	➢ Other Institutions

Acts/Legislations Governing the Board's Operations	
Daily	The following legislations are applicable and monitored: Local Government: Municipal Demarcation Act, No 27 of 1998, as amended Local Government: Municipal Structures Act, 1998 Generally Recognised Accepted Practice Income Tax Act, No 58 of 1962 Value-Added Tax Act, No 89 of 1991 Public finance Management Act, No 1 of1999, as amended Treasury Regulations, March 2005, issued in terms of the PFMA

	Preferential Procurement Policy Framework Act (No.5 of 2000)
	All practice notes on Supply Chain Management Act
	Employment Equity Act, No 55 of 1998
	Basic Conditions of Employment Act, No 75 of 1997
	Labour Relations Act, No 88 of 1998
	Skills Development Act, No 97 of 1998
	Skills Development Levies Act, No 9 of 1999
	Unemployment Insurance Act, No 30 of 1966
	Compensation for Occupational Injuries & diseases Act, No 130 of 1993
	Occupational Health & Safety Act, No 85 of 1993

TIMEFRAME	ACTION
2008/2009 FINANCIAL YEAR	
General Administration	
On-going	▪ The Manager and the Clusters are timeously assisted on matters pertaining to general administration, and office management.
Monthly	▪ Contract from Service Providers are cost efficiently and effectively implemented.
On going	▪ Relevant policy and procedural records are always up to date.
Daily	▪ Day to day administrative duties are effectively and efficiently carried out.
Daily	▪ Management/Administration of DB Text Database
On going	▪ Management of Documents/ Registry/Archiving
Daily	▪ Manage and update the Board's Contact Database
Monthly	▪ Monitor the Telephone Management
Daily	▪ Monitor and Manage Switchboard functions
Daily	▪ Manage and monitor Reception functions
On request	▪ Facilitate request from the public, furnishing quotations, capturing and receipting of invoices for SA Explorer and map sales.
Daily	▪ Monitor and Manage the Maintenance/Driving of Board's vehicle
Daily	▪ Manage and monitor the couriering and postage
Travel and Accommodation	
Monthly	▪ Bookings for Board Members, Staff and Consultants are arranged promptly and cost effectively.

	• Capturing of monthly travel requisites for budgeting purpose.
On request	▪ Arrange conferences/ workshops, Board and other Committee meetings.
Monthly	▪ Compile minutes for all meetings and ensure the accuracy and distribution thereof.
	▪ Necessary documents are available for relevant meetings, three days prior to the meetings.
Equipment Procurement and Maintenance	
As required	▪ Ordering, refurbishing, services and repairs of all office equipment and furniture are cost effectively managed, according to policy and procedures.
Daily/Monthly	▪ Capturing, issuing and stock control of stationery.
As required	▪ Registering service providers on the MDB Supplier Database .
Projects	
July 2008	▪ Capacity Assessment – Manage and oversee that all administration and logistical work is carried out according to the work programme.
	▪ Other projects delegated by the Manager are completed effectively, efficiently and timeously.
Performance Management	
Quarterly	▪ Profile individual contracts as per cluster strategic plans and align to organizational strategic plan.
	▪ Amend contracts as indicated by individuals on a quarterly basis.
	▪ Approvals of individual performance contracts by Cluster Heads and the Manager.
	▪ Schedule quarterly assessment dates for self, oversee and the moderator.
	▪ Monitoring individual assessments and the performance feedback.
	▪ Compile all quarter's assessment report for analysis and moderation by the Manager.
Reward and recognition	
Annually	▪ Assist the Manager annually with proposals in a draft document with regards to the Rewards and Recognition system.
Training and Development	
1st Quarter	▪ Carry out Skills Audit and compile a Work Skills Plan as per National Skills Development Act 1999.
	▪ Unit Standards Evaluation to be carried out per post as per SAQA Regulations Act 1995.
	▪ Register with LG SETA
	▪ Compile an Annual Training Report (ATR).
Succession Planning	
Quarterly	▪ Identify, monitor and evaluate skills transfer

	▪ Compile Succession Planning report and implement.
HR Management Systems	
Daily/Monthly/Quarterly	Monitor, improve and enforce the following systems :
	➢ Access Control ➢ VIP (Personnel Records) ➢ VIP ESS (Leave applications, monitoring and reconciliations for payroll)
Quarterly	▪ Check to ensure that all staff contracts, policies and procedures are in compliance with the Acts and Regulations.
	➢ Performance Management System (Balance Scorecard S-Cubed).
Occupational Health and Safety	
2nd Quarter	• HIV/AIDS at workplace – raise awareness and ensure a better understanding of HIV/AIDS
Quarterly	▪ Check to ensure that all staff contracts, policies and procedures are in compliance with the Acts and Regulations.
	▪ Drafting of Contingency Plan
Employment Equity	
Quarterly	▪ Implement, monitor and evaluate the EE Plan to ensure equity in the workplace.
Bi-annually	▪ Report to the Department of Labour after every two years as regulated in Section 21 of EEA.
Quarterly	▪ Monitor outputs from performance agreements in order to identify the gaps with regards to skills and poor performance.
Recruitment and Selection	
As approved by the Board.	▪ The process for recruitment and selection is carried out as per the policies and procedures of the MDB. ▪ Prepare all the necessary documents for the interview. ▪ Post interview procedures. ▪ Offer of employment. ▪ Letters of regret to unsuccessful applicants
Good Governance	
Quarterly	▪ Cluster and Staff meetings to be held.
1st Quarter	▪ Develop Standard Operational Procedures in the administration.
Monthly	▪ Intranet usage

On going	▪ Develop and amend Policies
Annually	▪ Compilation of the Human Resources Oversight statistics for the Annual Report
Weekly	▪ Monitor the progress of the Communications strategy.
Quarterly	▪ Compile and submit return of earnings to the Compensation Commissioner.
	Stakeholders
	Meetings to be arranged with the following:
1st Quarter	➢ Department of Labour (Employment Equity and Compensation House)
1st Quarter	➢ SAQA
1st Quarter	➢ LGSETA
2nd Quarter	➢ Department of Health
2nd Quarter	➢ NOSA
1st Quarter	➢ Other Institutions
Daily	The following legislations are applicable: Local Government: Municipal Demarcation Act, No 27 of 1998, as amended Local Government: Municipal Structures Act, 1998 Generally Recognised Accepted Practice Income Tax Act, No 58 of 1962 Value-Added Tax Act, No 89 of 1991 Public finance Management Act, No 1 of1999, as amended Treasury Regulations, March 2005, issued in terms of the PFMA Preferential Procurement Policy Framework Act (No.5 of 2000) All practice notes on Supply Chain Management Act Employment Equity Act, No 55 of 1998 Basic Conditions of Employment Act, No 75 of 1997 Labour Relations Act, No 88 of 1998 Skills Development Act, No 97 of 1998 Skills Development Levies Act, No 9 of 1999 Unemployment Insurance Act, No 30 of 1966 Compensation for Occupational Injuries & diseases Act, No 130 of 1993

TIMEFRAME	ACTION
	Occupational Health & Safety Act, No 85 of 1993
TIMEFRAME	**ACTION**
	2009/2010 FINANCIAL YEAR
	General Administration
On-going	▪ The Manager is always timeously assisted on matters pertaining to general administration, and office management.
Monthly	▪ Contract from Service Providers are cost efficiently and effectively implemented.
On going	▪ Relevant policy and procedural records are always up to date.
Daily	▪ Day to day administrative duties are effectively and efficiently carried out.
Daily	▪ Management/Administration of DB Text Database
On going	▪ Management of Documents/ Registry/Archiving
Daily	▪ Manage and update the Board's Contact Database
Monthly	▪ Telephone Management
Daily	▪ Switchboard functions
Daily	▪ Receptionist functions
On request	▪ Facilitate request from the public, furnishing quotations, capturing and receipting of invoices for SA Explorer and map sales.
Daily	▪ Maintenance/Driving of Board's vehicle
Daily	▪ Couriering and postage
	Travel and Accommodation
Monthly	▪ Bookings for Board Members, Staff and Consultants are arranged promptly and cost effectively.
	● Capturing of monthly travel requisites for budgeting purpose.
On request	▪ Arrange conferences/ workshops, Board and other Committee meetings.
Monthly	▪ Compile minutes for all meetings and ensure the accuracy and distribution thereof.
	▪ Necessary documents are available for relevant meetings, three days prior to the meetings.
	Equipment Procurement and Maintenance
As required	▪ Ordering, refurbishing, services and repairs of all office equipment and furniture are cost effectively managed, according to policy and procedures.
Daily/Monthly	▪ Capturing, issuing and stock control of stationery.
As required	▪ Registering service providers on the MDB Supplier Database .

	Projects
July 2009	▪ Capacity Assessment – Manage and oversee that all administration and logistical work is carried out according to the work programme.
	▪ Other projects delegated by the Manager are completed effectively, efficiently and timeously.
Performance Management	
Quarterly	▪ Profile individual contracts as per cluster strategic plans and align to organizational strategic plan. ▪ Amend contracts as indicated by individuals on a quarterly basis. ▪ Approvals of individual performance contracts by Cluster Heads and the Manager. ▪ Schedule quarterly assessment dates for self, oversee and the moderator. ▪ Monitoring individual assessments and the performance feedback. ▪ Compile all quarter's assessment report for analysis and moderation by the Manager.
Reward and recognition	
Annually	▪ Assist the Manage annually with proposals in a draft document with regards to the Rewards and Recognition system. ▪ Research on the latest survey to benchmark salaries
Training and Development	
1st Quarter	▪ Assess previous annual training report and identify skills gap. ▪ Carry out Skills Audit and compile a Work Skills Plan as per National Skills Development Act 1999. ▪ Unit Standards Evaluation to be carried out per post as per SAQA Regulations Act 1995. ▪ Compile an Annual Training Report (ATR).
Succession Planning	
Quarterly	▪ Identify, monitor and evaluate skills transfer ▪ Compile Succession Planning report and implement.
HR Management Systems	
Daily/Monthly/Quarterly	Monitor, improve and enforce the following systems :
	➢ Access Control ➢ VIP (Personnel Records) ➢ VIP ESS (Leave applications, monitoring and reconciliations for payroll)
	➢ Performance Management System (Balance Scorecard S-Cubed).

Occupational Health and Safety	
2nd Quarter	• HIV/AIDS at workplace – raise awareness and ensure a better understanding of HIV/AIDS
Quarterly	▪ Check to ensure that all staff contracts, policies and procedures are in compliance with the Acts and Regulations.
	▪ Workshop staff on new developments on Health and Safety matters.
Employment Equity	
Quarterly	▪ Implement, monitor and evaluate the EE Plan to ensure equity in the workplace.
Bi-annually	▪ Report to the Department of Labour after every two years as regulated in Section 21 of EEA.
Quarterly	▪ Monitor outputs from performance agreements in order to identify the gaps with regards to skills and poor performance.
Recruitment and Selection	
As approved by the Board.	▪ The process for recruitment and selection is carried out as per the policies and procedures of the MDB.
	▪ Prepare the necessary documents for the interviews.
	▪ Existing vacant positions in Clusters.
Good Governance	
Quarterly	▪ Cluster and Staff meetings to be held.
1st Quarter	▪ Develop Standard Operations Procedures in the administration.
Monthly	▪ Intranet usage
On going	▪ Develop and amend Policies
Annually	▪ Compilation of the Human Resources Oversight statistics for the Annual Report
Monthly	▪ Assess the communications strategy and improve if possible.
Annually	▪ Compile and submit return of earnings to the Compensation Commissioner.
Stakeholders	
	Meetings to be arranged with the following:
1st Quarter	Department of Labour (Employment Equity and Compensation House)
1st Quarter	➢ SAQA
1st Quarter	➢ LGSETA
2nd Quarter	➢ Department of Health
2nd Quarter	➢ NOSA

1st Quarter	➢ Other Institutions
Daily	The following legislations are applicable: Local Government: Municipal Demarcation Act, No 27 of 1998, as amended Local Government: Municipal Structures Act, 1998 Generally Recognised Accepted Practice Income Tax Act, No 58 of 1962 Value-Added Tax Act, No 89 of 1991 Public finance Management Act, No 1 of1999, as amended Treasury Regulations, March 2005, issued in terms of the PFMA Preferential Procurement Policy Framework Act (No.5 of 2000) All practice notes on Supply Chain Management Act Employment Equity Act, No 55 of 1998 Basic Conditions of Employment Act, No 75 of 1997 Labour Relations Act, No 88 of 1998 Skills Development Act, No 97 of 1998 Skills Development Levies Act, No 9 of 1999 Unemployment Insurance Act, No 30 of 1966 Compensation for Occupational Injuries & diseases Act, No 130 of 1993 Occupational Health & Safety Act, No 85 of 1993
TIMEFRAME	**ACTION**
2010/2011 FINANCIAL YEAR	
General Administration	
On-going	▪ The Manager is always timeously assisted on matters pertaining to general administration, and office management.
Monthly	▪ Contract from Service Providers are cost efficiently and effectively implemented.
On going	▪ Relevant policy and procedural records are always up to date.
Daily	▪ Day to day administrative duties are effectively and efficiently carried out.
Daily	▪ Management/Administration of DB Text Database
On going	▪ Management of Documents/ Registry/Archiving
Daily	▪ Manage and update the Board's Contact Database

Monthly	▪ Telephone Management
Daily	▪ Switchboard functions
Daily	▪ Receptionist functions
On request	▪ Facilitate request from the public, furnishing quotations, capturing and receipting of invoices for SA Explorer and map sales.
Daily	▪ Maintenance/Driving of Board's vehicle
Daily	▪ Couriering and postage
Travel and Accommodation	
Monthly	▪ Bookings for Board Members, Staff and Consultants are arranged promptly and cost effectively.
	• Capturing of monthly travel requisites for budgeting purpose.
On request	▪ Arrange conferences/ workshops, Board and other Committee meetings.
Monthly	▪ Compile minutes for all meetings and ensure the accuracy and distribution thereof.
	▪ Necessary documents are available for relevant meetings, three days prior to the meetings.
Equipment Procurement and Maintenance	
As required	▪ Ordering, refurbishing, services and repairs of all office equipment and furniture are cost effectively managed, according to policy and procedures.
Daily/Monthly	▪ Capturing, issuing and stock control of stationery.
As required	▪ Registering service providers on the MDB Supplier Database .
Projects	
	▪ Capacity Assessment – Manage and oversee that all administration and logistical work is carried out according to the work programme.
	▪ Other projects delegated by the Manager are completed effectively, efficiently and timeously.
Performance Management	
Quarterly	▪ Assess previous Annual Training Report to identify skills gap. ▪ Profile individual contracts as per cluster strategic plans and align to organizational strategic plan. ▪ Amend contracts as indicated by individuals on a quarterly basis. ▪ Approvals of individual performance contracts by Cluster Heads and the Manager. ▪ Schedule quarterly assessment dates for self, oversee and the moderator. ▪ Monitoring individual assessments and the performance feedback. ▪ Compile all quarter's assessment report for analysis and moderation by the Manager.

	Reward and recognition
Annually	▪ Assist the Manage annually with proposals in a draft document with regards to the Rewards and Recognition system.
	Training and Development
1st Quarter	▪ Carry out Skills Audit and compile a Work Skills Plan as per National Skills Development Act 1999. ▪ Unit Standards Evaluation to be carried out per post as per SAQA Regulations Act 1995. ▪ Compile an Annual Training Report (ATR).
	Succession Planning
Quarterly	▪ Identify, monitor and evaluate skills transfer ▪ Compile Succession Planning report and implement.
	HR Management Systems
Daily/Monthly/Quarterly	Monitor, improve and enforce the following systems :
	➤ Access Control ➤ VIP (Personnel Records) ➤ VIP ESS (Leave applications, monitoring and reconciliations for payroll)
	➤ Performance Management System (Balance Scorecard S-Cubed).
Quarterly	▪ Check to ensure that all staff contracts, policies and procedures are in compliance with the Acts and Regulations.
	Occupational Health & Safety
2nd Quarter	• HIV/AIDS at workplace – raise awareness and ensure a better understanding of HIV/AIDS
	▪ Revisit NOSA on new amendments and update policies and procedures.
	▪ Health and Safety Committee members to update their required skills and knowledge accordingly.
	Employment Equity
Quarterly	▪ Implement, monitor and evaluate the EE Plan to ensure equity in the workplace.
Bi-annually	▪ Report to the Department of Labour after every two years as regulated in Section 21 of EEA.
Quarterly	▪ Monitor outputs from performance agreements in order to identify the gaps with regards to skills and poor performance.
	Recruitment and Selection
As approved by the Board.	▪ The process for recruitment and selection is carried out as per the policies and procedures of the MDB. ▪ Prepare documents for the interviewing process.

	▪ Existing vacant positions in Clusters.
Good Governance	
Quarterly	▪ Cluster and Staff meetings to be held.
1st Quarter	▪ Develop Standard Operational Procedures in the administration.
Monthly	▪ Monitor the Intranet usage for its effectiveness
On going	▪ Develop and amend Policies
Annually	▪ Compilation of the Human Resources Oversight statistics for the Annual Report
Monthly	▪ Review communications strategy where possible.
Annually	▪ Compile and submit return of earnings to the Compensation Commissioner.
Stakeholders	
	Meetings to be arranged with the following:
1st Quarter	➢ Department of Labour (Employment Equity and Compensation House)
1st Quarter	➢ SAQA
1st Quarter	➢ LGSETA
2nd Quarter	➢ Department of Health
2nd Quarter	➢ NOSA
1st Quarter	➢ Other Institutions
Daily	The following legislations are applicable: Local Government: Municipal Demarcation Act, No 27 of 1998, as amended Local Government: Municipal Structures Act, 1998 Generally Recognised Accepted Practice Income Tax Act, No 58 of 1962 Value-Added Tax Act, No 89 of 1991 Public finance Management Act, No 1 of1999, as amended Treasury Regulations, March 2005, issued in terms of the PFMA Preferential Procurement Policy Framework Act (No.5 of 2000) All practice notes on Supply Chain Management Act Employment Equity Act, No 55 of 1998 Basic Conditions of Employment Act, No 75 of 1997

	Labour Relations Act, No 88 of 1998
	Skills Development Act, No 97 of 1998
	Skills Development Levies Act, No 9 of 1999
	Unemployment Insurance Act, No 30 of 1966
	Compensation for Occupational Injuries & diseases Act, No 130 of 1993
	Occupational Health & Safety Act, No 85 of 1993

STRATEGIC THEME 8: ENSURING GOOD GOVERNANCE

The Municipal Demarcation Board endevours to ensure that good governance arrangements are in place throughout the organization, to support the Board processes effectively and comply with legislation. Good governance arrangements already exist at the Board. It is however important that there is constant examination and review of these arrangements, to ensure that an appropriate set of checks and balances on the stewards of the organization, is maintained at all times.

We however still need to improve substantially in the development and maintenance of administrative systems and processes. Furthermore, budgetary management must still improve to come to an acceptable standard, and we still need to improve an integrated accounting and procurement systems

The following are the strategic objectives for this theme:
- **Complying with legal frameworks:** As a constitutional institution funded from appropriations by Parliament, the Board is compelled to comply with various legal frameworks such as the Public Finance Management Act, the Municipal Demarcation Act and others. We have developed policies and procedures to guide our compliance. We have also carried out a risk assessment, and have developed the risk management strategy. The strategy is being implemented to ensure that the organisation focuses on those areas of risk that have a high probability of affecting the performance of the organisation.

- **Improving the efficiency and effectiveness of administrative processes and systems** by enhancing capacity in the relevant areas, implementing policies, procedures and best practice, and redesigning processes to meet user requirements. The ultimate aim is to improve the lead times of key processes.

- **Improving the quality and usage of management information** is key to ensure sound management, decision-making and good governance. A central initiative in achieving this objective is to implement the Board's in-house management information system (Intranet) to provide relevant and regular updated management information.

- **Planning and executing activities within budget** is a key requirement to ensure that the Board provides cost-efficient products and services. The Board will seek to acquire a procurement management system, to assist the organisation to monitor the procurement and execution of activities against plans and budgets.

- **Managing risks effectively** is a managerial responsibility. The internal control component will play an important role in assisting management in mitigating risks through the implementation of the risk management strategy.

- **Effective leadership, management and decision-making** are required to ensure that the Board continues to excel in areas where we are performing well, and to improve significantly in areas where we are still lacking. The Board aims to create and develop a cadre of organisational leaders and managers that will guide the organisation to effectively manage performance, and to ensure that we capitalize on our strengths, minimize or address our weaknesses, take advantage of our opportunities, and manage our threats effectively.

Key outputs per financial year

OUTPUTS – GOOD GOVERNANCE	MILESTONES			
	2007/08	2008/09	2009/10	2010/11

The objectives are to:				
• Improve the efficiency and effectiveness of administrative processes and systems • Improve the quality and usage of management information • Plan and execute activities within budget • Managing risks effectively • Ensure effective leadership, management and decision-making • Ensure positive audit opinion by the Auditor-General. • Improve the lead times of key processes, such as the release of Board documents, completion of documents with administrative significance on or before the due date etc.	• Administration: Monitor and manage the current systems with regards to the Board's Policies and procedures. • Develop Standard Operational procedures • Human Resources: HRM systems to comply with the relevant Acts. To enforce HR policies and procedures.	• Administration: Monitor and manage the current systems with regards to the Board's Policies and procedures. • Monitor the implementation of the SOPs. Human Resources: HRM systems to comply with the relevant Acts. To enforce HR policies and procedures.	• Administration: Monitor and manage the current systems with regards to the Board's Policies and procedures. • Monitor the implementation of the SOPs. • Human Resources: HRM systems to comply with the relevant Acts. To enforce HR policies and procedures.	• Administration: Monitor and manage the current systems with regards to the Board's Policies and procedures. • Monitor the implementation of the SOPs. • Investigate and develop new systems. • Human Resources: HRM systems to comply with the relevant Acts. To enforce HR policies and procedures.
• Risk management	• Progress on implementing strategy reviewed.	• Effectiveness of risk management strategy audited.	• Continue in dealing with risks areas.	• Continue in dealing with risks areas.

• Improving the financial and procurement practices to ensure effective and efficient internal operations of the organisation.	• Progress on implementing the procurement management system reviewed.	• Effectiveness of the procurement management system audited and reviewed.	• Effectiveness of the procurement management system audited and reviewed.	• Effectiveness of the procurement management system audited and reviewed.
Leadership and Management Programmes	• Progress on implementing the management and leadership development programme reviewed.	• Effectiveness of the management and leadership development audited.	• Monitor the implementation and progress of the programme.	• Monitor the implementation and progress of the programme.

CHAPTER 3: CAPACITY OF THE BOARD

The Board strives to deal with its strategic themes to the best of its ability with the available limited human resources, financial resources, and infrastructure.

The Board comprise of a full time Chairperson, a part time Deputy Chairperson, and seven part time members. The Board's staff establishment makes provision for twenty-nine posts of which ten are not filled due to financial constraints.

The Board receives its money through appropriations by Parliament.

MDB HUMAN RESOURCE CAPACITY TO GIVE EFFECT TO ITS MANDATE

a) **The Role of the Manager: Municipal Demarcation Board**

The Manager: Municipal Demarcation Board, as the Administrative Head of the organisation, has the ultimate executive responsibility to implement this Plan. The role and responsibilities of the Manager are outlined in the Local Government: Municipal Demarcation Act, 1998 (Act 27 of 1998):

As Chief Executive Officer
- Ensure efficient and effective administration
- Manage all employees
- Maintain discipline
- Carry out decisions of the Board
- Assign and re-assign functions between clusters and employees, in consultation with the Board, through the Chairperson.

As Accounting Officer
- Ensure proper financial controls
- Ensure effective, efficient, economical and transparent use of the resources of the Board.
- Ensure that funds are collected and managed properly and diligently

- Maintain assets and manage liabilities of the Board
- Comply with tax, levies, duty, pensions and audit commitments of the Board
  Settle debts and obligations within prescribed periods
- Report immediately unauthorised, irregular or fruitless and wasteful expenditure
  Take effective disciplinary steps against employees contravening provisions of the Demarcation Act, the Public Finance Management Act and other applicable legislation and/or policies.
- Ensure lawful transfer of funds
- Ensure propriety, regularity and value for money when policy proposals are considered
- Ensure proper management of the budget
- Ensure proper maintenance of records., financial statements and reporting
- Ensure proper delegations.

The Manager delegates aspects of his/her responsibilities to the Cluster Heads, but remains primarily responsible for the carrying out of those responsibilities.

b) <u>**Ensuring that the Organisational Structure is aligned to the Strategy**</u>

Our organisational structure must be flexible for the future as well as fit for the present, to ensure that we are able to execute our work in a effective and streamlined manner.

The current organisational structure meets our current requirements. The Board must however continue to review and re-align its organisational structure, to ensure that its administration is able to align to shifting priorities.

The Municipal Demarcation Board's Organisational Structure

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┌──────────┐        ┌─────────────────────────────────────┐
│  BOARD   │────────│            CHAIRPERSON              │
└──────────┘        └─────────────────────────────────────┘
                                     │         ┌──────────────────┐
                                     │─────────│  Admin Assistant │
                                     │         └──────────────────┘
                         ┌─────────────────────┐
                         │       MANAGER       │
                         └─────────────────────┘
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HEAD: Research & Implementation	HEAD: GIS **(Vacant)**	Chief Financial Officer	HEAD: Admin & HR

Under HEAD: Research & Implementation:
- Senior Researcher
- Researcher (2) **Vacant (1)**

Under HEAD: GIS **(Vacant)**:
- Data Administrator **(Vacant)**
- IT Specialist
- Application & Web Developer
- Helpdesk Officer **(Vacant)**
- GIS Analyst (2)
- Senior GIS Officer (2) **Vacant (1)**
- Junior GIS Officer (2) **Vacant (1)**
- Junior Technical Officers (3) **(Frozen)**

Under Chief Financial Officer:
- Senior Finance Officer (2)
- Finance Officer **(Vacant)**

Under HEAD: Admin & HR:
- Archivist/ Administrative Officer
- HR Assistant
- Receptionist
- Auxiliary Services Officer

c) <u>**Implementing and Managing the Work Programme going Forward**</u>

In order to ensure that the Board achieves its vision and mission, and that it continues to fulfil its mandate, the organisation is implementing and managing its work programme on an ongoing basis. Depending on priorities and the available resources workplans are reviewed whenever necessary.

d) <u>**Monitoring and Evaluation**</u>

The Municipal Demarcation Board has adapted the perspectives of the balanced scorecard to suit its own requirements. The Strategic Themes and Strategic Objectives are key in measuring performance of staff. Organisational performance is monitored and evaluated in terms of key targets and timeframes provided for in project work plans.

The Balanced Scorecard approach enable the organisation to:
- Effectively measure the implementation and performance;
- Ensure long term sustainable growth and development;
- Understand, predict and improve performance in key focus areas;
- Build a culture of continuous improvement through managing and measuring behaviours that drive the targeted organisational results.

The four perspectives of the Board's Balanced Scorecard are:
- **External Stakeholders**: From this perspective, the organisation looks at what it needs to deliver to its stakeholders;
- **Fulfilling the Mandate**: From this perspective, the Board has identified the focus areas in the value chain of the process of fulfilling the mandate, on which it should place emphasis;
- **Governance**: From this perspective, the critical governance or non-core business functions are measured;
- **Investment in the Future**: From this perspective, the investment that the organisation is making in its people to ensure success and growth is measured.

THE MDB BUDGET

1. BUDGET SUBMITTED VS ACTUAL RECEIPTS TRENDS

BUDGET REVIEW 1999/00 - 2010/11

	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11
Submitted	34,104	30,828	17,923	20,607	21,508	34,294	18,015	22,322	25,067	27,803	56,571	36,002
Received	33,584	29,215	15,842	11,670	14,311	22,523	24,959	16,827	20,664	22,043	30,260	
% Received	98%	95%	88%	57%	67%	66%	139%	75%	82%	79%	53%	0%
Expenditure	25,518	33,335	16,163	20,465	16,227	24,864	21,761					
Surplus/(Deficit)	8,066	-4,120	-321	-8,795	-1,916	-2,341	3,198	16,827	20,664	22,043	30,260	-
Donor Funds	-	1,156	3,110	3,738								
Net Surplus/(Deficit)	8,066	-2,964	2,789	-5,057	-1,916	-2,341	3,198	16,827	20,664	22,043	30,260	-

RECEIVED *VS* SUMITTED

Submitted ■ Received
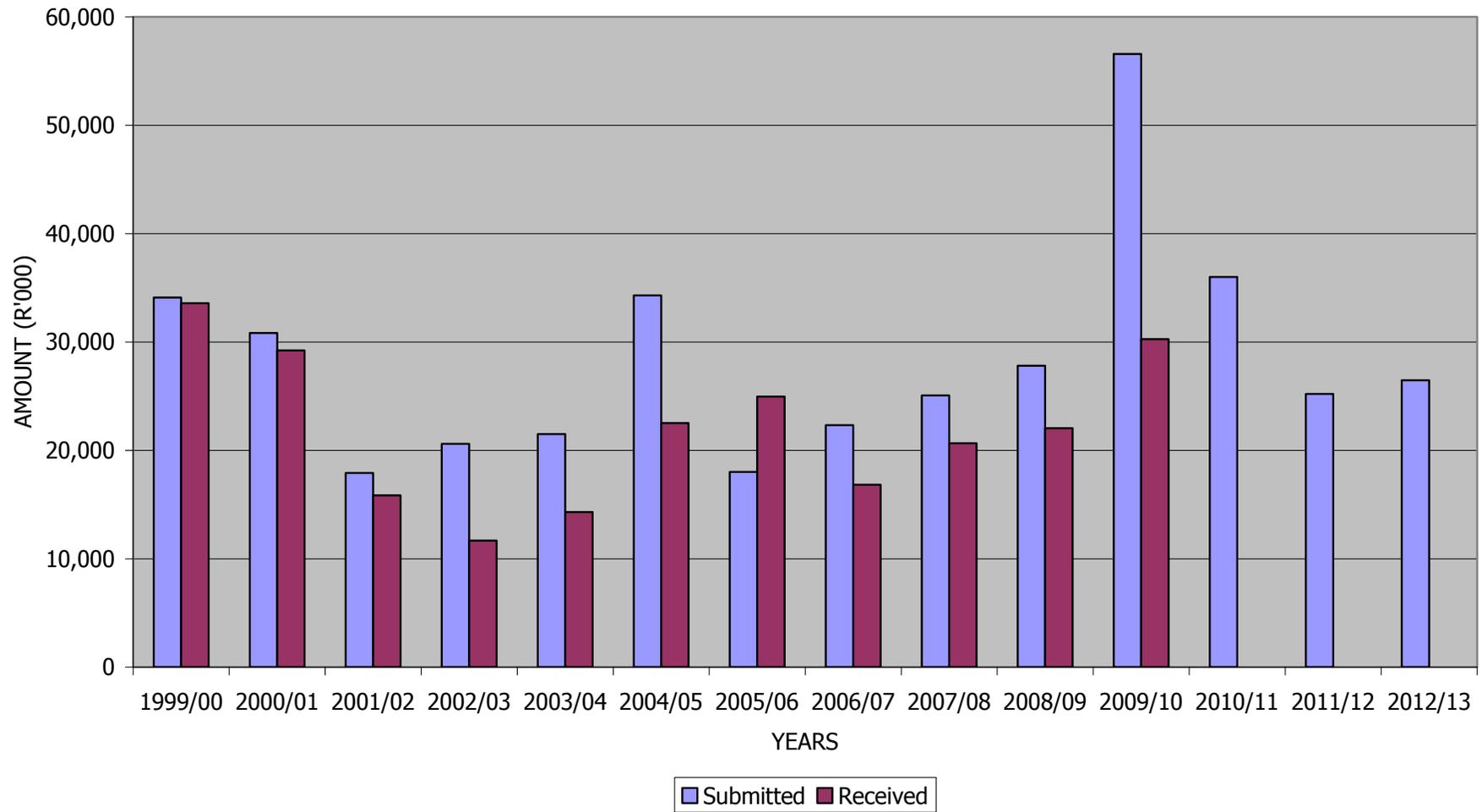
BUDGET REVIEW
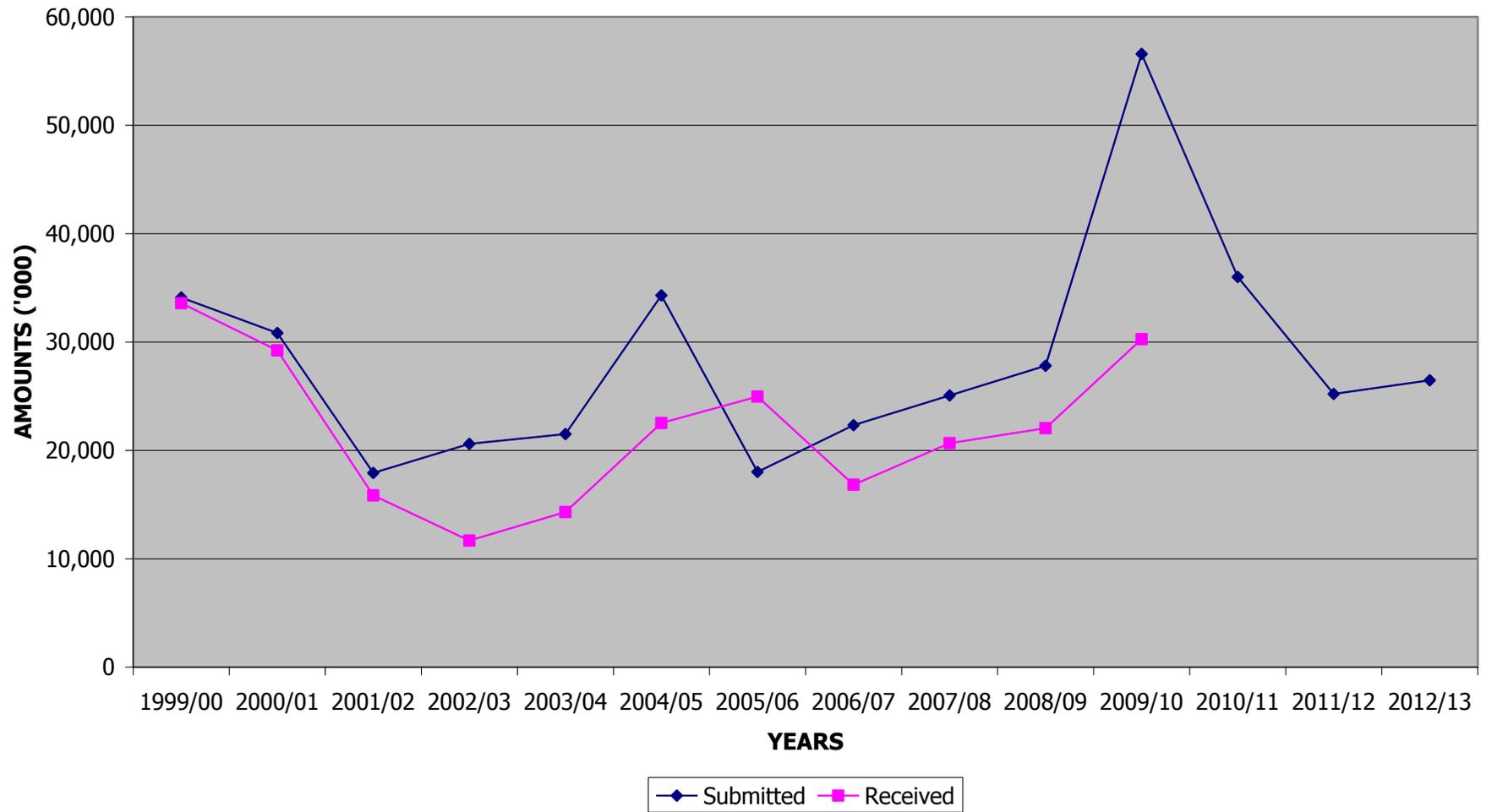
2. EXPENDITURE TRENDS 2001 TO 2006 FINANCIAL YEARS

EXPENDITURE TRENDS 2001 - 2006

The income and expenditure trends for the previous financial years are illustrated as follows:

Details	2000/1		2001/2		2002/3		2003/4		2004/5		2005/6	
	R'000	%	R'000	%	R'000	%	R'000	%	R'000	%	R'000	%
Income	30,928	100%	19,267	100%	19,158	100%	17,976	100%	26,694	100%	25,609	100%
DPLG	29,215	94.5%	15,842	82.2%	11,670	60.9%	14,311	79.6%	22,523	84.4%	24,959	97.5%
Donor	1,156	3.7%	3,110	16.1%	3,738	19.5%	3,165	17.6%	3,970	14.9%	650	2.5%
Expenditure	33,335	100%	16,163	100%	20,465	100%	19,392	100%	28,638	100%	22,408	100%
Board remuneration	1,982	5.9%	1,537	9.5%	1,919	9.4%	1,456	7.5%	2,327	8.1%	2,745	12.3%
Salaries and wages	2,737	8.2%	2,966	18.4%	4,719	23.1%	5,186	26.7%	5,193	18.1%	4,949	22.1%
Insurances	177	0.5%	199	1.2%	288	1.4%	308	1.6%	392	1.4%	402	1.8%
Professional Fees	15,206	45.6%	4,557	28.2%	8,181	40.0%	5,942	30.6%	6,071	21.2%	6,143	27.4%
Auditors' remuneration	100	0.3%	51	0.3%	93	0.5%	268	1.4%	477	1.7%	578	2.6%
Donor expenses	0	0.0%	0	0.0%	0	0.0%	3,165	16.3%	3,970	13.9%	647	2.9%
Travel and accommodation	2,204	6.6%	1,302	8.1%	1,846	9.0%	1,665	8.6%	1,893	6.6%	1,423	6.4%
Telephone	388	1.2%	387	2.4%	240	1.2%	291	1.5%	302	1.1%	297	1.3%
(Deficit)/ Surplus for the year	-2,407	-7.8%	3,104	16.1%	-4,356	-23%	-1,416	-7.9%	-1,944	-7.3%	3,465	13.5%

3. CLUSTER BUDGET FOR THE MTEF PERIOD 2007 TO 2011

CLUSTERS	BUDGET			
	2007/08	2008/09	2009/10	2010/11
	R	R	R	R
Finance	3,648,034	4,222,399	4,885,127	5,572,718
GIS	3,268,672	5,557,531	10,082,193	6,603,409
Research	6,650,993	8,198,432	21,790,943	19,317,180
Admin	3,375,642	3,917,255	4,521,460	5,190,448
Management	2,162,807	2,598,889	3,026,936	3,438,256
Members	1,557,853	1,767,380	2,053,387	2,326,846
Available Budget	**20,664,000**	**22,043,000**	**30,260,000**	
Budget Overrun	**0**	**4,218,886**	**16,100,046**	**42,448,857**

4. EXPECTED OTHER INCOME FOR THE PERIOD 2007 TO 2011

ITEM	PERIOD			
	2007/08	2008/09	2009/10	2010/11
	R	R	R	R
Sale of maps	60,500	66,550	73,205	65,880
SA Explorer	5,000	0	0	0
Interest Received	99,000	103,950	114,345	102,910
TOTAL	**164,500**	**170,500**	**187,550**	**168,790**

2007/08 BUDGET

Legend:
- Finance
- GIS
- Research
- Admin
- Management
- Members

18% Finance
16% GIS
32% Research
16% Admin
10% Management
8% Members
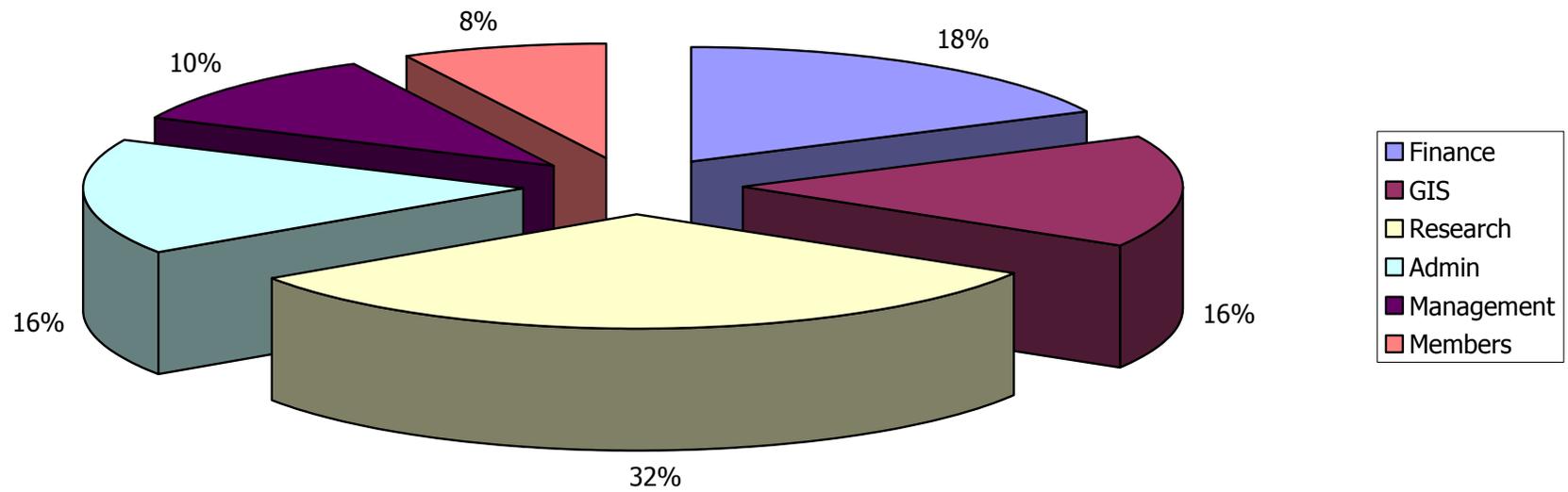
CLUSTER BUDGET
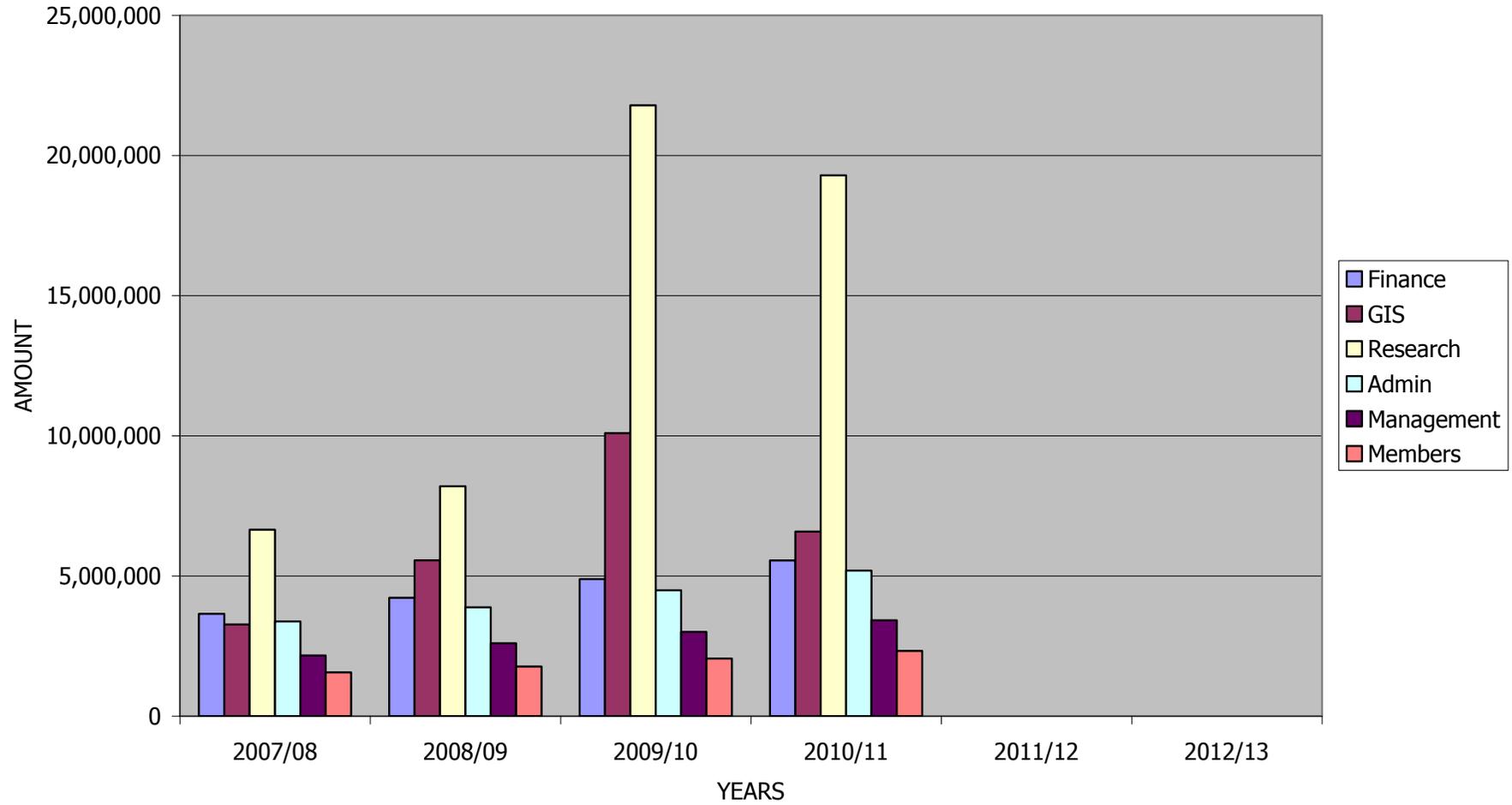
5. MTEF BUDGET FOR THE PERIOD 2008 TO 2011

Account	Description	2007/2008	2008/2009	2009/2010	2010/2011
100-1000-00	Government Grants - Finance	3,648,034	4,222,399	4,885,127	5,572,718
200-1000-00	Government Grants - GIS	3,268,672	5,557,531	10,082,193	6,603,409
300-1000-00	Government Grants - Research	6,650,993	8,198,432	21,790,943	19,317,180
400-1000-00	Government Grants - Admin & HR	3,375,642	3,917,255	4,521,460	5,190,448
500-1000-00	Government Grants - Management	2,162,807	2,598,889	3,026,936	3,438,256
600-1000-00	Government Grants - Members	1,557,853	1,767,380	2,053,387	2,326,846
	Total income	**20,664,001**	**26,261,886**	**46,360,046**	**42,448,857**
400-3010-00	Advertisements & Promotions - Admin	80,000	70,000	80,500	92,575
100-3020-05	Internal Audit	450,000	550,000	650,000	725,000
100-3020-10	External Audit Remuneration	739,775	813,753	905,388	998,000
300-3050-00	Publications - notices and gazettes	800,000	1,100,000		
100-3200-00	Bank Charges - Main account	17,000	20,000	25,000	28,000
500-3210-01	Chairperson Basic Salary	778,250	856,075	941,683	1,035,851
500-3210-12	Communications - Management	50,000	55,000	60,500	66,550
600-3230-05	Members Allowances	1,176,853	1,353,380	1,556,387	1,789,846
600-3230-07	Members meetings expenses	70,000	85,000	120,000	135,000
600-3230-15	Members Traveling expenses	10,000	15,000	18,000	21,000
600-3230-36	Members' Telephone Reimbursement	6,000	6,000	6,000	6,000
600-3230-45	Members Subsistence Expenses	49,500	49,000	55,000	57,000
400-3250-00	Cleaning services – Admin	38,500	42,350	46,585	51,244
400-3260-05	Conference & Seminar - Admin & HR Staff	70,000	90,000	103,500	119,025
200-3310-00	Computer Expenses - Data Acquisition - GIS	125,000	150,000	200,000	250,000
100-3315-00	CE Software Annual Subscription - Finance	22,500	35,000	40,000	45,000
200-3315-00	CE Software Annual Subscription - GIS	350,000	400,000	500,000	500,000
400-3315-00	CE Software Annual Subscriptions – Admin & HR	13,636	14,999	17,249	19,836
200-3320-01	Computer expense - Hardware maintenance	10,000	23,400	25,940	28,000
200-3330-00	Computer Consumables - GIS	110,000	400,000	550,000	500,000

100-3350-25	Consulting Fees - Accounting	75,000	100,000	140,000	180,000
200-3350-06	Consulting Fees - Ward delimitation GIS		700,000	4,000,000	200,000
200-3350-34	Ward Delimitation - GIS Support		300,000	300,000	300,000
300-3350-08	Consulting Fees - Capacity Assessment	3,500,000	3,850,000	4,235,000	5,555,000
300-3350-09	Consulting Fees - Cap Local Airfares	130,000	150,000	165,000	150,000
300-3350-11	Consulting Fees - Cap Local Car hire	170,000	186,000	195,000	110,000
300-3350-12	Consulting Fees - Cap Local Hotel	160,000	175,000	185,000	110,000
300-3350-15	Consulting Fees Cap Ass Travel Claims - Research	450,000	475,000	500,000	500,000
300-3350-24	Ward Delimitation - Publication of Notices			9,000,000	5,000,000
400-3350-20	Consulting Other Fees - Admin & HR	45,000	60,500	69,575	80,011
300-3400-00	Courier Services - Research		500,000	400,000	400,000
400-3400-00	Courier Services - Admin & HR	60,000	120,000	138,000	158,700
100-3450-25	Depreciation - Computer Equipment Finance	428,000	396,000	409,000	449,900
400-3560-00	Electricity & water - Admin	98,000	110,000	126,500	145,475
400-3655-10	Security services - Admin	5,200	5,800	6,670	7,671
100-3750-00	Finance Charges	30,000	25,000		
100-3800-00	General Expenses - Finance	15,000	18,000	20,000	23,000
200-3800-00	General Expenses - GIS	5,500	6,000	6,500	7,000
300-3800-00	General Expenses - Research	5,000	5,000	5,000	5,000
400-3800-00	General Expenses - Admin & HR	5,500	6,050	6,655	7,321
500-3800-00	General Expenses - Management	5,500	6,050	6,655	7,321
100-3850-05	Insurance - Group Scheme	170,000	250,000	280,000	300,000
100-3850-10	Insurance - Fixed Assets	175,000	225,000	250,000	300,000
500-4000-00	Legal Fees - Management	35,000	38,500	42,350	46,585
400-4150-05	Motor vehicle expenses - Admin	2,750	3,025	3,328	3,660
400-4160-10	Motor vehicle insurance - Admin	2,800	3,500	4,025	4,629
400-4170-20	Motor vehicle licensing - Admin	200	200	230	265
400-4180-10	Postage services - Admin	25,000	30,000	34,500	39,675
400-4190-20	Motor vehicle fuel - Admin	6,000	8,000	9,200	10,580
400-4200-00	Printing & Stationery - Admin & HR	65,000	75,000	86,250	99,188
300-4250-10	Public hearings & notices			5,000,000	5,000,000

400-4300-05	Rent paid - Building	1,084,017	1,106,015	1,225,904	1,348,495
400-4300-07	Rent paid - Office flowers	18,935	20,000	23,000	26,450
400-4310-10	Storage fees - Rent	18,500	20,350	22,385	24,624
400-4350-00	Repairs & Maintenance - Admin & HR	25,000	27,500	31,625	36,369
100-4450-05	Staff Salaries - Finance	1,321,909	1,586,291	1,903,549	2,284,259
100-4450-45	Subsistence Allowance - Finance	2,000	2,000	2,000	2,500
100-4450-55	Staff Training - Finance	44,000	70,000	90,000	110,000
100-4450-60	UIF Contribution - Finance	35,000	38,000	40,000	44,000
100-4450-61	Reimbursement Travel - Finance	7,500	8,000	15,000	18,000
100-4450-62	Reimbursement Telephone - Finance	9,500	10,500	11,500	12,700
100-4450-63	Reimbursement Other - Finance	2,800	3,200	3,500	3,800
200-4450-05	Staff Salaries - GIS	2,288,410	2,746,092	3,295,310	3,954,372
200-4450-10	Temporary Staff Salaries - GIS		400,000	500,000	
200-4450-45	Subsistence Allowance - GIS	5,500	15,000	25,000	35,000
200-4450-55	Staff Training - GIS	70,000	80,000	95,000	110,000
200-4450-61	Reimbursement Travel - GIS	22,500	30,000	45,000	50,000
200-4450-62	Reimbursement Telephone - GIS	15,500	15,500	15,500	15,500
200-4450-63	Reimbursement Other - GIS	2,200	2,420	2,662	2,928
300-4450-05	Staff Salaries - Research	1,261,402	1,513,682	1,816,418	2,179,702
300-4450-45	Subsistence Allowance - Research	2,500	10,000	40,000	40,000
300-4450-55	Staff Training - Research	15,000	36,000	40,000	43,000
300-4450-61	Reimbursement Travel - Research	22,500	30,000	35,000	30,000
300-4450-62	Reimbursement Telephone - Research	9,700	10,000	10,000	10,000
300-4450-63	Reimbursement Other - Research	3,300	10,000	10,000	10,000
400-4450-05	Staff Salaries - Admin & HR	1,289,054	1,546,865	1,856,238	2,227,486
400-4450-10	Temporary Staff Salaries - Admin & HR		15,000	17,250	19,838
400-4450-45	Subsistence Allowance - Admin & HR	550	600	690	794
400-4450-55	Staff Training - Admin & HR	35,000	50,000	57,500	66,125
400-4450-61	Reimbursement Travel - Admin & HR	5,500	7,500	8,625	9,919
400-4450-62	Reimbursement Telephone - Admin & HR	10,000	12,000	13,800	15,870
400-4450-63	Reimbursement Other - Admin & HR	1,500	2,000	2,300	2,645

Code	Description				
500-4450-05	Staff Salaries - Management	455,291	546,350	655,619	786,743
500-4450-15	Annual Bonus - Management	30,498	36,598	43,917	52,700
500-4450-20	Service Bonus - Management	37,941	45,529	54,635	65,562
500-4450-25	Housing Allowance - Management	32,660	39,192	47,030	56,436
500-4450-30	Medical Allowance - Management	14,630	17,556	21,067	25,281
500-4450-35	Travel Allowance - Management	165,514	198,616	238,340	286,008
500-4450-40	Pension Allowances - Management	52,783	63,340	76,008	91,210
500-4450-55	Staff Training - Management	20,000	22,000	24,200	26,620
500-4450-61	Reimbursement Travel - Management	22,500	25,000	30,000	42,000
500-4450-62	Reimbursement Telephone - Management	53,000	55,700	63,500	68,000
500-4450-63	Reimbursement Other - Management	800	1,000	1,200	1,400
400-4500-00	Stationery - Admin & HR	90,000	120,000	138,000	158,700
400-4560-05	Subscription newspaper & magazine	3,500	4,500	5,175	5,951
500-4560-05	Subscription Other Management	3,500	3,900	4,200	4,400
100-4565-05	Subscription Other - Fin	1,500	1,650	1,815	1,996
300-4565-05	Subscription gazettes - Research	30,000	30,000	30,000	30,000
100-4570-00	Subscription Prof - Finance	4,500	5,000	5,500	6,000
200-4570-00	Subscription Prof - GIS	3,500	3,850	4,235	4,659
400-4570-00	Subscription Other - Admin & HR	25,000	30,000	34,500	39,675
500-4570-00	Subscription Prof - Management	440	484	532	586
400-4600-05	Telephone Expenses - Rental & Other	245,000	269,500	309,925	356,414
200-4620-15	Telephone Non-voice	44,100	48,510	53,361	58,697
200-4620-10	ISP – M-Web	12,962	14,259	15,685	17,253
200-4620-25	Hosting Services - Rental	25,000	35,000	45,000	55,000
200-4620-30	Hosting Services - Bandwidth	25,000	33,500	40,500	45,000
100-4650-05	T&A Local Airfares - Finance	9,500	10,800	13,000	15,000
100-4650-10	T&A Local Car Hire - Finance	2,000	2,500	3,000	3,500
100-4650-20	T&A Local Hotel - Finance	1,550	1,705	1,875	2,063
200-4650-05	T&A Local Airfares - GIS	25,000	70,000	150,000	120,000
200-4650-10	T&A Local Car Hire - GIS	25,000	50,000	50,000	60,000
200-4650-20	T&A Local Hotel - GIS	16,000	24,000	100,000	100,000

Code	Description				
300-4650-05	T&A Local Airfares - Research	43,591	47,950	52,745	58,020
300-4650-10	T&A Local Car Hire - Research	30,000	50,000	50,000	40,000
300-4650-20	T&A Local Hotel - Research	18,000	19,800	21,780	23,958
400-4650-05	T&A Local Airfares - Admin & HR	4,500	6,000	6,900	7,935
400-4650-10	T&A Local Car Hire - Admin & HR	1,000	1,250	1,438	1,653
400-4650-20	T&A Local Hotel - Admin & HR	1,000	1,250	1,438	1,653
500-4650-05	T&A Local Airfares - Management	190,000	220,000	280,000	300,000
500-4650-10	T&A Local Car Hire - Management	75,000	90,000	100,000	115,000
500-4650-20	T&A Local Hotel - Management	115,000	150,000	165,000	175,000
500-4650-25	T&A International Airfares - Management	0	78,000	82,000	93,000
500-4650-30	T&A International Car Hire - Management	0	20,000	25,000	30,000
500-4650-40	T&A International Hotel - Management	0	30,000	37,000	42,000
600-4650-05	T&A Local Airfares - Members	180,000	210,000	240,000	255,000
600-4650-10	T&A Local Car Hire - Members	18,000	22,000	28,000	30,000
600-4650-20	T&A Local Hotel - Members	25,000	27,000	30,000	33,000
	ASSETS				
100-6250-10	Computer Equipment @ Cost - Finance	44,000	50,000		20,000
200-6250-10	Computer Equipment @ Cost - GIS	67,500	10,000	77,500	190,000
300-6250-10	Computer Equipment @ Cost - Research			40,000	22,500
400-6250-10	Computer Equipment @ Cost - Admin & HR		37,500	32,000	
500-6250-10	Computer Equipment @ Cost - Management	20,000		20,000	20,000
600-6250-10	Computer Equipment @ Cost - Members	22,500			
100-6260-10	Computer Software @ Cost - Finance	25,000			
100-6300-10	Office Equipment @ Cost - Finance	15,000		20,000	
200-6300-10	Office Equipment @ Cost - GIS	20,000			
500-6300-10	Office Equipment @ Cost - Management	4,500		6,500	
		20,664,001	**26,261,886**	**46,360,046**	**42,448,857**

6. ACQUISITION OF FIXED ASSETS

ITEM	PERIOD			
	2007/08	**2008/09**	**2009/10**	**2010/11**
	R	**R**	**R**	**R**
Desktop Computers	-	87,500	-	-
Notebook Computers	131,500	-	159,500	130,000
Server	-	-	-	100,000
Network Upgrade	12,500	-	-	12,500
Computer Software	25,000	-	-	-
Shredder	15,000	-	-	-
Printer	20,000	-	20,000	-
Fax Machine	4,500	-	6,500	-
TOTAL	**208,500**	**87,500**	**186,000**	**242,500**

7. MAINTENANCE OF FIXED ASSETS

ITEM	PERIOD			
	2007/08	**2008/09**	**2009/10**	**2010/11**
	R	**R**	**R**	**R**
Hardware Maintenance	10,000	10,000	10,000	10,000
TOTAL	**10,000**	**10,000**	**10,000**	**10,000**

Measurable objective, Expected Outcomes, Programme Outputs

TIMEFRAME	ACTION
2006/2007 FINANCIAL YEAR	

TIMEFRAME	ACTION
Monthly salaries and members' allowances paid on or before the 25th	Payroll management – maintain an accurate and up-to-date payroll system
Scheduled individual weekly information meetings every week at 9:00	Day to day management of finance and procurement cluster
Quarterly report, 11th of the month	Management and maintain fixed asset register.
Daily	Consistently monitoring compliance with PFMA and on other related Acts and regulations
Quarterly report, a week before the meeting	Management of preparation of financial and other operational reports for monitoring and strategic decision making purposes
Quarterly report, 11th of the month	Management of procurement system in terms of preferential procurement policy framework
Monthly	Financial planning and budget management, including rendering assistance to other clusters with managing their cluster budget.
Monthly	Effective risk management, monitoring and maintenance of internal controls
1st quarter	Budgetary and Treasury functions in accordance with the medium term expenditure framework.
22 May - 31 December 2006	Managing the system development project.
Monthly and fortnightly	Preparations and attending management, operational risk management and Board audit committee meetings.
Monthly and quarterly	Managing the activities of the internal audits.
Monthly and quarterly	Management of the Donor funding account and production of related financial reports.
Within two months after the report date	Review the implementation status of recommendations by both internal and external auditors
Monthly, 2nd week of the month	Review the general ledger accounts
Quarterly request from DPLG	Managing the cash flow of the Board
Monthly , 2nd week of the month	Review of debtors and creditors accounts

TIMEFRAME	ACTION
Monthly, 2nd week of the month	Review bank reconciliations
Monthly, 2nd week of the month	Review the salary journals
Quarterly, by the 15 after the quarter	Review and supervise the production of the quarterly report to SARB
Interim for presentation to Select Committee during March and Annual during September	Production of annual financial statements in terms of GRAP and GAAP.
2008/2009 FINANCIAL YEAR	
Monthly salaries and members' allowances paid on or before the 25th	Payroll management – maintain an accurate and up-to-date payroll system
Scheduled individual weekly information meetings every week at 9:00	Day to day management of finance and procurement cluster
Quarterly report, 11th of the month	Management and maintain fixed asset register.
Daily	Consistently monitoring compliance with PFMA and on other related Acts and regulations
Quarterly report, a week before the meeting	Management of preparation of financial and other operational reports for monitoring and strategic decision making purposes
Quarterly report, 11th of the month	Management of procurement system in terms of preferential procurement policy framework
Monthly	Financial planning and budget management, including rendering assistance to other clusters with managing their cluster budget.
Monthly	Effective risk management, monitoring and maintenance of internal controls
1st quarter	Budgetary and Treasury functions in accordance with the medium term expenditure framework.

TIMEFRAME	ACTION
Monthly	Review the accounting system to ensure applicability and suitability.
Monthly and fortnightly	Preparations and attending management, operational risk management and Board audit committee meetings.
Monthly and quarterly	Managing the activities of the internal audits.
Monthly and quarterly	Management of the Donor funding account and production of related financial reports.
Within two months after the report date	Review the implementation status of recommendations by both internal and external auditors
Monthly, 2nd week of the month	Review the general ledger accounts
Quarterly request from DPLG	Managing the cash flow of the Board
Monthly , 2nd week of the month	Review of debtors and creditors accounts
Monthly, 2nd week of the month	Review bank reconciliations
Monthly, 2nd week of the month	Review the salary journals
Quarterly, by the 15 after the quarter	Review and supervise the production of the quarterly report to SARB
Interim for presentation to Select Committee during March and Annual during September	Production of annual financial statements in terms of GRAP and GAAP.
2009/2010 FINANCIAL YEAR	
Monthly salaries and members' allowances paid on or before the 25th	Payroll management – maintain an accurate and up-to-date payroll system
Scheduled individual weekly information meetings every Week at 9H00	Day to day management of finance and procurement cluster

TIMEFRAME	ACTION
Quarterly report, 11th of the month	Management and maintain fixed asset register.
Daily	Consistently monitoring compliance with PFMA and on other related Acts and regulations
Quarterly report, a week before the meeting	Management of preparation of financial and other operational reports for monitoring and strategic decision making purposes
Quarterly report, 11th of the month	Management of procurement system in terms of preferential procurement policy framework
Monthly	Financial planning and budget management, including rendering assistance to other clusters with managing their cluster budget.
Monthly	Effective risk management, monitoring and maintenance of internal controls
1st quarter	Budgetary and Treasury functions in accordance with the medium term expenditure framework.
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Quarterly, by the 15 after the quarter	Review and supervise the production of the quarterly report to SARB

TIMEFRAME	ACTION
Interim for presentation to Select Committee during March and Annual during September	Production of annual financial statements in terms of GRAP and GAAP.
2010/2011 FINANCIAL YEAR	
Monthly salaries and members' allowances paid on or before the 25th	Payroll management – maintain an accurate and up-to-date payroll system
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Quarterly, by the 15 after the quarter	Review and supervise the production of the quarterly report to SARB
Interim for presentation to Select Committee during March and Annual during September	Production of annual financial statements in terms of GRAP and GAAP.
2006/2007 FINANCIAL YEAR	
Maintain and update of stationery register on 7th of every month.	Maintain a stationery register
The 3rd of every month	Perform a bank recon
The 4th of every month	Perform a creditors & debtors reconciliation

TIMEFRAME	ACTION
The 4th of every month	Prepare a monthly reports including variances analysis to enable management and EXCO to make an informed decision
Quarterly - on the 5th of every fourth month	Support the CFO with compiling reports for Board, EXCO and management
Quarterly – (every 1st week the fourth month)	Maintain asset register, physical verification and prepare quarterly report
Quarterly- (on the 5th of every fourth month)	Prepare quarterly financial statements to be submitted to management, EXCO and the Board, to enable them to make an informed decision
Fortnightly –on the 10th & 28th	Perform a surprise petty cash count and review the transactions fortnightly and report to CFO
Quarterly - on the 5th of every fourth month	Compile quarterly financial statements to be submitted to SARB
Annual - on the 5th of every fourth month Weekly on Wednesday	Implement internal and external audit recommendations, where applicable, within two months of receipt and report the progress to CFO.
Annual – from April to May	Prepare annual financial statements in terms of GRAP and GAAP where applicable
2008/2009 FINANCIAL YEAR	
Maintain and update of stationery register on 7th of every month.	Maintain a stationery register
The 3rd of every month	Perform a bank recon
The 4th of every month	Perform a creditors & debtors reconciliation
The 4th of every month	Prepare a monthly reports including variances analysis to enable management and EXCO to make an informed decision
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TIMEFRAME	ACTION
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Annual – from April to May	Prepare annual financial statements in terms of GRAP and GAAP where applicable
2006/2007 FINANCIAL YEAR	
Weekly	Prepare payments on cash focus
Monthly	Perform l update and backups
Monthly	Support the chief financial officer with budget planning and expenditure control
Monthly	Ensure that all statutory measures applicable to the board are complied with
Monthly	Prepare salaries and wages for permanent and temporary staff as well as members allowance

TIMEFRAME	ACTION
Quarterly	Budgetary and treasury function in accordance with the Medium Term Expenditure Framework
On going	Ensure that procurement procedure they are performed in terms of Preferential procurement policy framework
2009/2010 FINANCIAL YEAR	
Weekly	Prepare payments on cash focus
Monthly	Perform pastel update and backups
Monthly	Support the chief financial officer with budget planning and expenditure control
Monthly	Ensure that all statutory measures applicable to the board are complied with
Monthly	Prepare salaries and wages for permanent and temporary staff as well as members allowance
Quarterly	Budgetary and treasury function in accordance with the Medium Term Expenditure Framework
On going	Ensure that procurement procedure they are performed in terms of Preferential procurement policy framework
On going	Implement an effective system of internal control
Weekly (when require)	Compile evaluation reports for tender committee approval
Monthly	Checking debtors, creditors reconciliation
2010/2011 FINANCIAL YEAR	
Weekly	Prepare payments on cash focus
Monthly	Perform pastel update and backups
Monthly	Support the chief financial officer with budget planning and expenditure control
Monthly	Ensure that all statutory measures applicable to the board are complied with
Monthly	Prepare salaries and wages for permanent and temporary staff as well as members allowance
Quarterly	Budgetary and treasury function in accordance with the Medium Term Expenditure Framework
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On going	Implement an effective system of internal control
Weekly (when required)	Compile evaluation reports for tender committee approval
Monthly	Checking debtors, creditors reconciliation
2006/2007 FINANCIAL YEAR	

TIMEFRAME	ACTION
Daily	Capturing of invoice to the creditors journal in Great Plains accounting system.
Daily	Capturing sales of maps and SA Explorer in Great Plains accounting system.
Daily	Printing and filling of bank statements, accounting records, receipts, invoices and other relevant documentation.
Daily	Receiving and signing delivery note of goods delivered at the office.
Daily	Maintenance of petty cash
When the need arise.	Handle internal and external enquires on creditors payment and other matters
Quarterly (Every last week month).	Perform a quarterly physical verification of assets.
Daily.	Issue sales invoices for maps and SA Explorer
Quarterly	Prepare a quarterly Donor report till the end of the current project
22/05/2006 – 31/07/2006	Assist with project implementations
Weekly	Capturing payments in Great Plains accounting system
Monthly	Capture and reconcile credit cards transactions and report to CFO on a monthly basis
When requested	Perform any other duty that may be assigned to by the CFO.
2008/2009 FINANCIAL YEAR	
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