



MUNICIPAL DEMARCATION BOARD

**ANNUAL PERFORMANCE PLAN
for
2016/17**

15 March 2016

FOREWORD

This Annual Performance Plan (APP) is a product of the work by staff, management as well as valuable inputs and guidance from Board members.

Both the Strategic Plan as well as the second year of the MTEF period in APP 2015/16 form the basis of the 2016/17 APP. We have continued to ensure that all of our objectives and targets are SMART – Specific, Measurable, Attainable, Realistic, and Timely. For managing and reporting on performance information, we will continue to follow both the guidelines of the *“Framework for Managing Programme Performance Information”* and the *“Framework for Strategic Plans and Annual Performance Plans”* (“the frameworks”), as published by the National Treasury. In line with the frameworks, this APP forms an integral part of the Planning, Budgeting and Reporting cycle as they unfold within the Municipal Demarcation Board (MDB).

In the past year the Board implemented Section 22(2) proposals from the Minister of Cooperative Governance and Traditional Affairs. The proposals affecting 90 municipalities in eight provinces were a test of the internal resilience, organisational capacity and systems integrity. This task was successfully executed despite internal human capital constraints, specifically at executive management level. Many lessons learned out of the process will inform how the Board gears itself for delivery in this year in a manner that informs policy review, improved systems integrity, internal capacity reforms and public participation. The process to review the organisational structure is under way in view of the current budgetary constraints.

This Plan will not only guide our strategic and operational activities in broad terms, but it is also a foundation for divisional operational plans. These operational plans will, amongst other things, assist in the implementation of projects, monitoring and evaluation of programme performance. It constitutes an important part of our accountability to stakeholders and the execution of our mandate. It also translates to staff performance agreements and the overall contracts with those that we serve.



MJJ THUPANA
EXECUTIVE AUTHORITY

OFFICIAL SIGN OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Municipal Demarcation Board under the guidance of the Board.
- Was prepared in line with the current Strategic Plan of the Municipal Demarcation Board.
- Accurately reflects the performance targets, which the Municipal Demarcation Board will endeavour to achieve given the resources made available in the budget for 2016/17.



MR NB PATEL
CHIEF FINANCIAL OFFICER



MR D NKOANE
CHIEF EXECUTIVE OFFICER



MS MJJ THUPANA
EXECUTIVE AUTHORITY

TABLE OF CONTENTS

PART A: STRATEGIC OVERVIEW	1
1. UPDATED SITUATIONAL ANALYSIS	1
1.1 PERFORMANCE DELIVERY ENVIRONMENT	1
1.2 ORGANISATIONAL ENVIRONMENT	2
1.3 ASSUMPTIONS AND RISKS	2
2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES	3
3. OVERVIEW OF THE 2016/2017 BUDGET AND MTEF ESTIMATES	4
3.1 EXPENDITURE ESTIMATES	4
3.2 RELATING EXPENDITURE TRENDS TO STRATEGIC OUTCOME ORIENTED GOALS	5
PART B: PROGRAMME AND SUB PROGRAMME PLANS	6
4. PROGRAMME 1: OPERATIONS	6
4.1 STRATEGIC OBJECTIVE, PROGRAMME PERFORMANCE INDICATOR AND ANNUAL TARGETS FOR THE MEDIUM TERM	6
4.2 QUARTERLY TARGETS FOR 2016/17	8
4.3 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF	10
5. PROGRAMME 2: RESEARCH AND KNOWLEDGE MANAGEMENT	10
5.1 STRATEGIC OBJECTIVE, PROGRAMME PERFORMANCE INDICATOR AND ANNUAL TARGETS FOR THE MEDIUM TERM	10
5.2 QUARTERLY TARGETS FOR 2016/17	13
5.3 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF	14
6. PROGRAMME 3: FINANCE AND MANAGEMENT ACCOUNTING	15
6.1 STRATEGIC OBJECTIVE ANNUAL TARGETS & PROGRAMME PERFORMANCE INDICATORS FOR THE MEDIUM TERM	15
6.2 QUARTERLY TARGETS FOR 2016/17	16
6.3 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF	17
7. PROGRAMME 4: CORPORATE SERVICES	18
7.1 STRATEGIC OBJECTIVE ANNUAL TARGETS & PROGRAMME PERFORMANCE INDICATORS FOR THE MEDIUM TERM	18
7.2 QUARTERLY TARGETS FOR 2016/17	21
7.3 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF	24
PART C: TECHNICAL INDICATOR DESCRIPTIONS	25
PROGRAMME 1: OPERATIONS	25
PROGRAMME 2: RESEARCH AND KNOWLEDGE MANAGEMENT	26
PROGRAMME 3: FINANCE AND MANAGEMENT ACCOUNTING	29
PROGRAMME 4: CORPORATE SERVICE	30

DOCUMENT CONTROL PAGE

Document Title:	Annual Performance Plan for 2016/17				
Created Date:	August 2015				
Effective Date:	01 April 2016				
Digital Location:					
Status:	DRAFT:		FINAL:	X	Version No: 1
Revision Frequency:	Quarterly, if applicable.				
Version No:	Revision Date:	Board Resolution No:	Revision Details:		Revised by:
1			Annual Performance Plan for 2016/17 approved by Board		

PART A: STRATEGIC OVERVIEW

1. UPDATED SITUATIONAL ANALYSIS

The situational analysis outlines the state of affairs around which the organisation will operate during the 2016/17 financial year.

1.1 PERFORMANCE DELIVERY ENVIRONMENT

The MDB's successes since 2000 have been achieved through some partnerships that were established with, amongst others, institutions such as the Independent Electoral Commission, Statistics South Africa, Fiscal and Financial Commission, South African Local Government Association, the Ministry of Cooperative Governance and Traditional Affairs (CoGTA), Provincial Departments responsible for local government, National and Provincial Houses of Traditional Leaders as well as municipalities. Given the nature of the Board's work particularly on boundaries, citizens are beginning to demand that the Board is not only independent but is also seen to be independent and accessible. The existing partnerships, while critical for coordination and integration, must be limited to activities that would not directly or indirectly inhibit public participation or influence ultimate decisions related thereto. This necessitates that the Board should build internal resources and capabilities that are commensurate with the size and complexity of its mandate.

The Board's legislative mandate necessitates that it has both non-executive and executive functions. In terms of section 19 of the Municipal Demarcation Act, 1998, the Board may not delegate any of its powers relating to final decisions on the determination of municipal boundaries. In addition, the absence of regulations on the founding legislation and other limitations posed by legislative gaps requires that the legislative review process be expedited.

Negative public opinion on the work of the Board has been premised mainly on two factors, inadequate engagement with communities and a perception that the Board conducts its work ignorant of the implications that demarcation decisions have on municipalities and communities.

The MDB is operating in a very litigious environment. Some of its decisions have been challenged in court, leading to delays and enormous legal costs. While vindicated by the courts on both substantive and procedural grounds, the Board will have to perfect and improve its operational systems beyond ordinary compliance with relevant legislative prescripts.

In 2015, for the first time in the history of the MDB, the Minister for Cooperative Governance and Traditional Affairs invoked his right in terms of Section 22(2) of the Local Government: Municipal Demarcation Act, 27 of 1998 and requested the Board to re-determine boundaries of several municipalities in the country. The Minister's request was based on government's "Back to Basics" programme. In this regard, 34 cases were considered by the Board. Of this number of requests, 13 cases were approved, others rejected and some deferred to the 2017 demarcation cycle. In the same financial year, the MDB also completed the ward delimitation process for the 2016 local government elections.

1.2 ORGANISATIONAL ENVIRONMENT

The Board is currently reviewing its resource requirements and developing a new organisational structure. This will ensure that the organisational structure supports the organisation's strategic plan.

1.3 ASSUMPTIONS AND RISKS

In executing its mandate, the Board has been and continues to be exposed to several external factors, most of which are difficult to anticipate e.g. litigations, disrupted meetings, community protests, etc. The anticipated resources will enable the Board to build capacity and required capabilities to achieve its objectives. We also rely on the cooperation of key stakeholders, without whom the achievement of the objectives would not be possible e.g. municipalities' willingness to provide accurate and reliable data for capacity assessments.

While the mandate of the Board extends throughout the country, the offices of the Board are located in Gauteng. This has over the years compromised the outreach required for the MDB. However, in mitigation the Board will in 2016/17 develop a regionalisation

operating model to enhance collaboration and participation of citizens and stakeholders in all its activities.

It is anticipated that COGTA would be able to reimburse the Board for costs incurred in executing the Minister's Section 22(2) re-determinations as was agreed.

2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

The Board was involved in two major programmes during the 2014/15 financial year. That is the re-determination of municipal boundaries following the Minister's requests in terms of section 22(2) of the Local Government: Municipal Demarcation Act of 1998 and the ward delimitation process. Many lessons were learnt to an extent that the Board will continue to review and refine its policies, frameworks, procedures and systems. Significantly, the Board will continue to contribute towards the review of the legislative framework that impacts directly on its work.

3 OVERVIEW OF THE 2016/2017 BUDGET AND MTEF ESTIMATES

3.1 EXPENDITURE ESTIMATES

Budgeted expenditure by economic classification	Audited outcomes			Revised estimate	Medium term Expenditure Estimates			
	R thousand	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
REVENUE								
Transfers - Appropriated funds	40 397	42 182	44 230	45 793	48 220	50 631	53 568	
Additional allocation	-	-	-	-	10 000 ¹	-	-	
Other income	926	948	868	881	500	520	530	
Accumulated Reserves	-	-	-	18 391 ²	-	-	-	
Total revenue	41 323	43 130	45 098	65 065	58 720	51 151	54 098	
OPERATING EXPENDITURE								
Compensation of employees	13 084	17 990	20 081	20 242	28 521	30 633	32 393	
Lease payments	2 311	2 336	3 683	4 083	4 131	4 131	4 131	
Goods and Services	18 956	24 390	28 520	40 740 ³	26 068	16 387	17 574	
TOTAL OPERATING EXPENSES	34 351	44 716	52 285	65 065	58 720	51 151	54 098	
OPERATING SURPLUS/(DEFICIT)	6 972	(1 586)	(7 187)⁴	0	0	0	0	
CAPITAL EXPENDITURE								
Computer Equipment	339	271	290	285	300	300	250	
Software	419	362	417	196	100	100	100	
IT Infrastructure	0	0	0	1 000	-	-	-	
Lease hold improvements	241	23	2 415	151	250	100	80	

¹ Once off injection by National Treasury based on MDB's request for additional funding of approximately R28 million per annum over the MTEF period.

² Utilisation of 2014/15 accumulated reserves to fund the Section 22(2) Project – Determination and re-determination of municipal boundaries for non-viable municipalities.

³ Includes costs relating to the Section 22(2) Project – Determination and re-determination of municipal boundaries for non-viable municipalities, approximately R14 million for which the MDB is awaiting reimbursement from COGTA.

⁴ Deficit includes legal fees, additional rental and capacitating the Stakeholder management and communication unit.

Budgeted expenditure by economic classification	Audited outcomes			Revised estimate	Medium term Expenditure Estimates		
	R thousand	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Office Equipment	386	33	110	26	68	490	390
Motor vehicles	-	-	-	-	250	-	-
Furniture and fittings	199	-	90	127	39	-	-
Total capital investment	1 584	689	3 322	1 785	1 007	990	820

3.2 RELATING EXPENDITURE TRENDS TO STRATEGIC OUTCOME ORIENTED GOALS

The budget will enable the Board to realise its strategic outcome oriented goals as follows:

1. Determine and re-determine boundaries of local, district and metropolitan municipalities;
2. Conduct capacity assessments for all municipalities to facilitate informed boundary determination and re-determination decisions and ensure sustainable local government through advice on adjustment of powers and functions where necessary;
3. Strengthen and conduct research to improve advisory services;
4. Improve public participation, stakeholder engagement and communication by amongst others ensuring regional footprint by the Board; and
5. Develop standard operating procedures and enhancing systems of internal control.

The financial resourcing of the Board has to be on par with its capacity requirements and the new strategy. The increase in budget allocations in the past did not take into account the articulated needs that are key to the realisation of the Board's mandate. It is in view of this that the Board had to approach National Treasury for additional funding.

PART B: PROGRAMME AND SUB PROGRAMME PLANS

4 PROGRAMME 1: OPERATIONS

Determine and re-determine municipal boundaries to enhance spatial and economic integration in line with the demarcation criteria. Provide pre-and post-demarcation coordination and support to ensure efficient and sustainable implementation of the Board determinations.

This programme consists of three sub-programmes, which are:

1. Determinations and re-determination of municipal boundaries
2. Delimitation of municipal wards
3. Geographic Information Systems (GIS) and Database Management

4.1 STRATEGIC OBJECTIVE, PROGRAMME PERFORMANCE INDICATOR AND ANNUAL TARGETS FOR THE MEDIUM TERM

Strategic Objective	Programme Performance Indicator	Audited/Actual performance			Estimated Performance 2015/16	Medium term target				
		2012/13	2013/14	2014/2015		2016/17	2017/18	2018/2019	2019/2020	
1	Determination and re-determination of municipal boundaries	Municipal boundaries determined and/or re-determined	85% = commissioned investigation and/or public hearings	Municipal outer boundary re-determinations completed and handed over to the IEC	Section 26 notices published in provincial Gazettes for seven provinces	100% of requests for boundary re-determinations considered and processed	Municipal outer boundary determination and re-determination policy and procedure approved	Public participation processes on municipal boundary re-determinations conducted	Final municipal boundary re-determinations published	N/A

Strategic Objective	Programme Performance Indicator	Audited/Actual performance			Estimated Performance 2015/16	Medium term target				
		2012/13	2013/14	2014/2015		2016/17	2017/18	2018/2019	2019/2020	
			October 2013							
	Number of municipalities for which technical alignment of municipal boundaries are completed	N/A	N/A	N/A	New indicator	Technical alignment of municipal boundaries for 213 municipalities completed	N/A	N/A	N/A	N/A
	Develop a framework on the application of the demarcation criteria	N/A	N/A	N/A	New indicator	Draft framework document on the application of the demarcation criteria developed	N/A	N/A	N/A	N/A
2	Delimit wards to facilitate local government elections	The evaluation report on the efficiency and effectiveness of the 2014 to 2016 ward delimitation process is	N/A	N/A	Public and stakeholder consultations on draft wards completed	100% of wards for the 2016 local government elections finalised	An evaluation on the efficiency and effectiveness of the 2014 to 2016 ward delimitation process and	Review of the ward delimitation policy and development of operating procedures finalised	Draft plan for the 2021 ward delimitation process finalised	Commencement of the ward delimitation process

Strategic Objective	Programme Performance Indicator	Audited/Actual performance			Estimated Performance 2015/16	Medium term target			
		2012/13	2013/14	2014/2015		2016/17	2017/18	2018/2019	2019/2020
	finalised by end of 3 rd quarter					produce a report by end of 3 rd quarter			
	Improved public access to geospatial information resources in line with the information and knowledge hub objective	N/A	N/A	N/A	New Indicator	Development and piloting of interactive online geospatial information centre	Launch interactive online geospatial information centre online	Maintenance and update of interactive online geospatial information centre	Maintenance and update of interactive online geospatial information centre

4.2 QUARTERLY TARGETS FOR 2016/17

Performance indicator		Reporting period	Annual Target 2016/17	Quarterly Targets			
				1st	2 nd	3 rd	4th
Municipal boundaries determined and/or re-determined	1.	Quarterly	Municipal outer boundary determination and re-determination policy and procedure approved	Draft policy and standard operating procedures on municipal boundary determination and re-determinations developed	Consultation on draft policy and standard operating procedures on municipal boundary determination and re-determinations conducted	Final draft policy and standard operating procedures on municipal boundary determination and re-determinations developed	Final draft policy and standard operating procedures on municipal boundary determination and re-determinations approved

Performance indicator		Reporting period	Annual Target 2016/17	Quarterly Targets			
				1st	2 nd	3 rd	4 th
Number of municipalities for which technical alignment of municipal boundaries are completed	1.2	Quarterly	Technical alignment of municipal boundaries for 213 municipalities completed	45 municipalities	56 municipalities	56 municipalities	56 municipalities
Develop a framework on the application of the demarcation criteria	1.3	Quarterly	Draft framework document on the application of the demarcation criteria developed	Concept document on the application of the demarcation criteria developed	Study on the application of the demarcation criteria conducted	First draft report developed	Final draft report approved
The evaluation report on the efficiency and effectiveness of the 2014 to 2016 ward delimitation process is finalised by end of 3 rd quarter	2.1	End of 3 rd quarter	An evaluation on the efficiency and effectiveness of the 2014 to 2016 ward delimitation process and produce a report by end of 3 rd quarter	Draft report on the evaluation study on the impact of the 2014 to 2015 ward delimitation processes	Circulate and workshop report with key stakeholders	Final evaluation report on the efficiency and effectiveness of the 2014 to 2016 ward delimitation process produced	N/A
Improved public access to geospatial information resources in line with the information and knowledge hub objective	2.2	Quarterly	Development and piloting of interactive online geospatial information centre	Organising spatial and non-spatial data in relational database	Develop interactive online geospatial information centre	Test interactive online geospatial information centre on MDB Intranet	Pilot the interactive online geospatial information centre with selected external users

4.3 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Programme	Medium term expenditure estimate						
	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure		
	R thousand	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
GIS and Database Management	3 094	2 593	4 833	4 223	6 025	5 206	5 542
Determination and Delimitation	4 150	8 259	4 984	6 698	3 729	4 643	4 917
Executive: Operations & Research	0	84	1 157	13 247	1 587	1 676	1 789
Total	7 244	10 936	10 794	24 168	11 341	11 525	12 248

5 PROGRAMME 2: RESEARCH AND KNOWLEDGE MANAGEMENT

Initiate research and form partnerships with existing institutions to develop and exchange spatial research data that will inform decision making on boundary matters. Coordinate and process data to produce information that will add value to the planning processes of municipalities.

5.1 STRATEGIC OBJECTIVE, PROGRAMME PERFORMANCE INDICATOR AND ANNUAL TARGETS FOR THE MEDIUM TERM

Strategic Objective	Programme Performance Indicator	Audited/Actual performance			Estimated Performance 2015/16	Medium term target				
		2012/13	2013/14	2014/2015		2016/17	2017/18	2018/2019	2019/2020	
3	Capacity assessment of metropolitan, district and local municipalities	Develop and design a revised municipal capacity assessment model	N/A	N/A	N/A	New indicator	Develop and design a new and relevant capacity assessment model	N/A	N/A	N/A

Strategic Objective		Programme Performance Indicator	Audited/Actual performance			Estimated Performance 2015/16	Medium term target			
			2012/13	2013/14	2014/2015		2016/17	2017/18	2018/2019	2019/2020
		Number of municipal capacity assessment reports	National, Municipal and District reports	Tender advertised and adjudicated	Decision to award suspended after internal review	N/A	N/A	Conduct capacity assessments for 257 municipalities and produce reports	N/A	N/A
4	Research and knowledge management to improve advisory services	Conference on demarcation and spatial transformation agenda hosted	N/A	N/A	N/A	New indicator	Host a conference on demarcation and spatial transformation agenda by end of 1 st quarter	N/A	N/A	N/A
		A virtual information portal on demarcation established	N/A	N/A	N/A	New indicator	Online information repository on demarcation established by end of 2 nd quarter	Update and maintain online information repository	Update and maintain online information repository	Update and maintain online information repository
		Number of municipalities evaluated to determine if they still meet	N/A	N/A	N/A	New Indicator	Evaluation studies on 180 local municipalities to determine if	N/A	N/A	N/A

Strategic Objective	Programme Performance Indicator	Audited/Actual performance			Estimated Performance 2015/16	Medium term target			
		2012/13	2013/14	2014/2015		2016/17	2017/18	2018/2019	2019/2020
	demarcation objectives					they still meet demarcation objectives			
	Study on metropolitan system of governance conducted	N/A	N/A	N/A	New indicator	Revised methodology on categorization of metropolitan municipalities, norms and standards developed	N/A	N/A	N/A
	Complete inputs into the amendments of applicable legislation and regulations affecting the work of the MDB	N/A	N/A	Consolidated proposed amendments to legislation and proposed Regulations	Submit proposed amendments and proposed Regulations for Municipal Demarcation Act by 31 March 2016	Inputs into the amendments of applicable legislation and regulations affecting the work of the MDB by end of 3 rd quarter	N/A	N/A	N/A

5.2 QUARTERLY TARGETS FOR 2016/17

Performance indicator		Reporting period	Annual Target 2016/17	Quarterly Targets			
				1st	2nd	3rd	4th
Develop and design a revised municipal capacity assessment model	3.1	Quarterly	Develop and design a new and relevant capacity assessment model	Research and analysis of local and international best practices on municipal capacity assessments	Concept document defining a model for municipal capacity assessment	Develop a revised municipal capacity assessment model	Pilot the municipal capacity assessment model in a district and its local municipalities
Conference on demarcation and spatial transformation agenda hosted	4.1	End of 1 st quarter	Host a conference on demarcation and spatial transformation agenda by end of 1 st quarter	Conference on demarcation and spatial transformation agenda held	Report on the conference compiled	N/A	N/A
A virtual information portal on demarcation established	4.2	End of 2 nd quarter	Online information repository on demarcation established by end of 2 nd quarter	Documents identified and inventory compiled. Classification system developed	Virtual portal developed and documents uploaded	N/A	N/A
Number of municipalities evaluated to determine if they still meet demarcation objectives	4.3	Quarterly	Evaluation studies on 180 local municipalities to determine if they still meet demarcation objectives	Framework on the study to determine if municipalities still meet demarcation objectives developed	60 municipalities evaluated	60 municipalities evaluated	60 municipalities evaluated

Performance indicator	Reporting period	Annual Target 2016/17	Quarterly Targets				
			1st	2nd	3rd	4th	
Study on metropolitan system of governance conducted	4.4	Quarterly	Revised methodology on categorization of metropolitan municipalities, norms and standards developed	Report on International benchmarking on metropolitan system of government	Concept document on categorization of metropolitan municipalities, benchmark against international best practice, norms and standards developed	Study on categorization of metropolitan municipalities, norms and standards conducted	Final draft report developed
Complete inputs into the amendments of applicable legislation and regulations affecting the work of the MDB	4.5	End of 3 rd Quarter	Inputs into the amendments of applicable legislation and regulations affecting the work of the MDB by end of 3 rd quarter	Proposed legislative amendments consolidated	Consultation(s) with key stakeholders on inputs into the amendments of legislation and regulations affecting the work of the MDB	Inputs into the amendments of legislation and regulations affecting the work approved and submitted to COGTA	N/A

5.3 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Programme	Medium term expenditure estimate						
	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure		
	R thousand	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Research and Knowledge Management	2 854	2 195	1 349	1 373	6 939	3 214	3 826
Total:	2 854	2 195	1 349	1 373	6 939	3 214	3 826

6 **PROGRAMME 3: FINANCE AND MANAGEMENT ACCOUNTING**

Provide efficient management of financial resources to accomplish strategic goals, as well as ensure efficient, financial planning, accounting and compliance.

6.1 STRATEGIC OBJECTIVE ANNUAL TARGETS & PROGRAMME PERFORMANCE INDICATORS FOR THE MEDIUM TERM

Strategic Objective		Programme Performance Indicator	Audited/Actual performance			Estimated Performance 2015/16	Medium term target			
			2012/13	2013/14	2014/2015		2016/17	2017/18	2018/2019	2019/2020
5	Ensure good financial planning and management	Internal audit rating	N/A	Internal audit rating 2.6	Internal audit rating 3	Improve system of internal controls and an internal audit rating 2	Improve system of internal controls and an internal audit rating 2	Improve system of internal controls and an internal audit rating 1 (fully effective and adequate systems of internal control)	Maintain system of internal controls and an internal audit rating 1 (fully effective and adequate systems of internal control)	Maintain system of internal controls and an internal audit rating 1 (fully effective and adequate systems of internal control)
		Opinion of the Auditor General on Annual Financial Statements	Unqualified audit opinion with findings	Unqualified audit opinion with findings	Unqualified audit opinion with findings	Unqualified audit opinion with findings	Clean audit with no Emphasis of matter	Clean audit with no Emphasis of matter	Clean audit with no Emphasis of matter	Clean audit with no Emphasis of matter
		Compliance with SCM prescripts.	N/A	N/A	New Indicator	Zero instances of non-compliance	No irregular expenditure to be incurred	No irregular expenditure to be incurred	No irregular expenditure to be incurred	No irregular expenditure to be incurred

Strategic Objective		Programme Performance Indicator	Audited/Actual performance			Estimated Performance 2015/16	Medium term target			
			2012/13	2013/14	2014/2015		2016/17	2017/18	2018/2019	2019/2020
						with NT cost containment measures				
6	Provide and maintain a stable and secure ICT environment	Annual % network and application systems availability (System generated reports)	N/A	N/A	N/A	New indicator	92% of 8,760 hours of network and application systems availability achieved over the period	97% of 8,760 hours of network and application systems availability achieved over the period	97% of 8,760 hours of network and application systems availability achieved over the period	97% of 8,760 hours of network and application systems availability achieved over the period

6.2 QUARTERLY TARGETS FOR 2016/17

Performance indicator		Reporting period	Annual Target 2016/17	Quarterly Targets			
				1st	2nd	3rd	4th
Internal audit rating	5.1	Quarterly	Internal audit rating 2 (audit objectives met with housekeeping matters)	Internal audit rating 2 (audit objectives met with housekeeping matters)	Internal audit rating 2 (audit objectives met with housekeeping matters)	Internal audit rating 2 (audit objectives met with housekeeping matters)	Internal audit rating 2 (audit objectives met with housekeeping matters)
Opinion of the Auditor General on Annual Financial Statements	5.2	Annually	Clean audit (Unqualified audit with no emphasis of matter)	Submit AFS to AG and NT on 31 May 2016	Clean audit (Unqualified audit without emphasis of matter)	Prepare work/action plan for findings emanating from AG audit report by 31 December 2016	Resolution of all AG audit findings by 31 March 2017

Performance indicator		Reporting period	Annual Target 2016/17	Quarterly Targets			
				1st	2nd	3rd	4th
Compliance with SCM prescripts	5.3	Quarterly	No irregular expenditure to be incurred	No irregular expenditure to be incurred	No irregular expenditure to be incurred	No irregular expenditure to be incurred	No irregular expenditure to be incurred
Annual % network and application systems availability (System generated reports)	6.1	Quarterly	92% of 8,760 hours of network and application systems availability achieved over the period	92% of 2,190 hours of network and application systems availability achieved	92% of 2,190 hours of network and application systems availability achieved	92% of 2,190 hours of network and application systems availability achieved	92% of 2,190 hours of network and application systems availability achieved

6.3 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Programme	Medium term expenditure estimate						
	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure		
	R thousand	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Financial Management and Accounting	5 010	6 915	8 525	6 441	7 559	7 699	8 066
Information Technology	899	1 335	344	775	1 447	1 517	1 541
Total:	5 909	8 250	8 869	7 216	9 006	9 216	9 607

7 **PROGRAMME 4: CORPORATE SERVICES**

This programme provides administrative and corporate services to the institution through four sub-programmes, which are:

Legal Services and Board Secretariat;

Administration and Human Resources;

Stakeholder Management and Communication; and

Information Systems and Technology Management.

7.1 STRATEGIC OBJECTIVE ANNUAL TARGETS & PROGRAMME PERFORMANCE INDICATORS FOR THE MEDIUM TERM

Strategic Objective	Programme Performance Indicator	Audited/Actual performance			Estimated Performance 2015/16	Medium term target				
		2012/13	2013/14	2014/2015		2016/17	2017/18	2018/2019	2019/2020	
7	Ensure good Corporate Governance and efficient Board support	Monitoring and evaluation of legislative compliance by the organisation and Board	N/A	Combined Assurance Model approved	Combined Assurance Model approved	Produce four quarterly compliance reports	Monitoring and evaluation of compliance with relevant legislations	Monitor compliance with relevant legislations and provide support to ensure efficient operation of the Board	Monitor compliance with relevant legislations and provide support to ensure efficient operation of the Board	Monitor compliance with relevant legislations and provide support to ensure efficient operation of the Board
							Review Combined assurance model and obtain Board approval			

Strategic Objective	Programme Performance Indicator	Audited/Actual performance			Estimated Performance 2015/16	Medium term target				
		2012/13	2013/14	2014/2015		2016/17	2017/18	2018/2019	2019/2020	
	Monitoring and evaluation of efficacy of the Board	N/A	N/A	N/A	New indicator	Provide support to ensure efficient operation of the Board				
8	Build and maintain institutional capacity	Percentage of positions filled as per approved organisational structure	N/A	N/A	New Indicator	Approval of the proposed revised organisational structure by end 1 st quarter	92% occupancy rate funded position over the period	92% occupancy rate funded position over the period	92% occupancy rate funded position over the period	92% occupancy rate funded positions over the period
		Performance management system developed and implemented	100% of quarterly employee performance reports	100% of employees assessed	100% of employees to be assessed	100% of employees to be assessed	Performance management system reviewed and implemented	Implement a performance management system	Continuously implement a credible performance management system	Continuously implement a credible performance management system
		Percentage of employees attending training as per the training and development strategy	67% of staff complement that attended training per year	67% of employees to attend training	100% of employees to be trained	Establish a continuous development programme for staff and management	50% of employees attending as per the training and development strategy	60% of employees attending as per the training and development strategy	65% of employees attending as per the training and development strategy	70% of employees attending as per the training and development strategy
		Remuneration strategy	New Indicator	New Indicator	New Indicator	New Indicator	Develop a remuneration	Implement a remuneration	Implement a remuneration	Monitor the reviewed

Strategic Objective	Programme Performance Indicator	Audited/Actual performance			Estimated Performance 2015/16	Medium term target				
		2012/13	2013/14	2014/2015		2016/17	2017/18	2018/2019	2019/2020	
	developed and implemented					strategy and framework	strategy and framework	strategy and framework	remuneration strategy and framework	
	Regionalisation operating model developed	N/A	N/A	N/A	New indicator	Regionalisation operating model developed by end 2 nd quarter	Regionalisation model implemented	Regionalisation model implemented	Regionalisation model implemented	
9	Enhance public participation and stakeholder engagement	Number of public awareness and Stakeholder engagement activities	N/A	N/A	New indicator	Leverage Stakeholder relations and create MDB specific stakeholder platforms	Four stakeholder engagement platforms per annum	Six stakeholder engagement platforms per annum	Eight stakeholder engagement platforms per annum	Eight stakeholder engagement platforms per annum
		Number of media and communication initiatives implemented	N/A	N/A	N/A	Develop internal and external communication activities	Seven media and communication initiatives implemented	Seven media and communication initiatives implemented	Eight media and communication initiatives implemented	Eight media and communication initiatives implemented
		Programme on public participation in municipal boundary redetermination	N/A	N/A	N/A	New indicator	Framework for public participation in municipal boundary redeterminatio	N/A	N/A	N/A

Strategic Objective	Programme Performance Indicator	Audited/Actual performance			Estimated Performance 2015/16	Medium term target			
		2012/13	2013/14	2014/2015		2016/17	2017/18	2018/2019	2019/2020
	and ward delimitation developed					n and ward delimitation developed			
	Number of strategic partnerships established with local and/or international organisations		N/A	N/A	New indicator	Two strategic partnerships established with local and/or international organisations	Two strategic partnerships established with local and/or international organisations	One strategic partnership established with local and/or international organisation	N/A

7.2 QUARTERLY TARGETS FOR 2016/17

Performance indicator		Reporting period	Annual Target 2016/17	Quarterly Targets			
				1st	2nd	3rd	4th
Monitoring and evaluation of legislative compliance by the organisation and Board.	7.1	Quarterly	Monitoring and evaluation of compliance with relevant legislations	One quarterly compliance report approved ⁵	One quarterly compliance report approved	One quarterly compliance report approved	One quarterly compliance report approved

⁵ The report will contain compliance with top 10 prioritised pieces of legislation in terms of the Combined Assurance Model, as approved by the Board in 2014.

Performance indicator		Reporting period	Annual Target 2016/17	Quarterly Targets			
				1st	2nd	3rd	4th
Monitoring and evaluation of efficacy of the Board	7.2	Quarterly	Provide support to ensure efficient operation of the Board	Reports on the status of implementation of Board resolutions and Governance Review	Board's annual evaluation report produced together with an evaluation of Board's compliance with statutory governance requirements	Evaluation of Board's capacity requirements and relevant training needs	Report on status of implementation of Board resolutions
Percentage of positions filled as per approved organisational structure	8.1	Quarterly	92% occupancy rate of funded position over the period	80% occupancy rate funded positions over the period	83% occupancy rate funded positions over the period	88% occupancy rate funded positions over the period	92% occupancy rate funded positions over the period
Performance management system developed and implemented	8.2	Quarterly	Performance management system reviewed and implemented	Performance management system reviewed and approved by the Board	100% of qualifying employees adhering to performance management system	100% of qualifying employees adhering to performance management system	100% of qualifying employees adhering to performance management system
Percentage of employees attending training as per the training and development strategy	8.3	Quarterly	50% of employees attending as per the training and development strategy	Draft training and development strategy developed.	20% of employees attending as per the training and development strategy	10% of employees attending as per the training and development strategy	20% of employees attending as per the training and development strategy
Remuneration strategy developed and implemented	8.4	Quarterly	Develop a remuneration strategy and framework	Develop new remuneration strategy and framework	Consult with key stakeholders such as unions, management and staff	Obtain approval from the Board for the implementation	N/A
Develop a regionalisation operating model to ensure regional presence	8.5	End of 2 nd quarter	Regionalisation operating model developed by end 2 nd quarter	Regionalisation operating model developed	Consultations with staff and unions	Engagements with key stakeholders/ organisations	N/A

Performance indicator		Reporting period	Annual Target 2016/17	Quarterly Targets			
				1st	2 nd	3 rd	4 th
Number of public awareness and stakeholder engagement activities	1.6	Quarterly	Four stakeholder engagements and communication platforms per annum	One educational brochure developed on boundary redeterminations	One educational brochure developed on municipal wards	One communicator's forum hosted	One external organisational perception survey
Number of media and communication initiatives implemented	2.6	Quarterly	Seven media and communication initiatives implemented	Two print and broadcast media campaigns developed on the demarcation conference	Three social media platforms introduced	One electronic internal employee wellness brochure	One internal brand perception survey
Programme on public participation in municipal boundary redetermination and ward delimitation developed	3.6	Annual	Framework for public participation in municipal boundary redetermination and ward delimitation developed	Draft concept document on public participation in municipal boundary redetermination and ward delimitation developed	Internal workshop to engage on the concept document conducted.	External workshop to engage on the concept document conducted	Framework for public participation in municipal boundary redetermination and ward delimitation developed
Number of strategic partnerships established with local and/or international organisations	4.6	Quarterly	Two strategic partnerships established with local and/or international organisations	Identify and profile specific local and / or international strategic organisations that have an interest in local government and governance issues	Engagements with potential strategic organisations.	Draft MoU discussed and signed.	N/A

7.3 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Programme	Medium term expenditure estimate						
	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure		
	R thousand	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Administration and Human Resources	7 900	9 273	11 312	12 367	11 660	11 266	11 516
Legal Services	362	2 363	6 473	5 698	2 964	2 479	2 563
Stakeholder Management and Communication	645	1 412	3 737	2 251	5 580	2 675	2 777
Executive: Corporate Services	-	-	-	275	1 766	1 853	1 979
Office of the CEO	3 739	3 994	2 487	1 478	2 498	2 620	2 797
Board	5 540	6 292	7 569	8 442	6 966	6 303	6 785
Total:	18 186	23 334	31 578	30 511	31 434	27 196	28 417

PART C: TECHNICAL INDICATOR DESCRIPTIONS

PROGRAMME 1: OPERATIONS

Indicator title	1.1	Municipal boundaries determined and/or re-determined
Short definition		Conduct municipal boundary re-determination processes as prescribed in terms of the Municipal Demarcation Act. This will be preceded by the development of a policy and standard operating procedures to guide the process
Purpose/importance		Municipal outer boundary determination and re-determination policy and procedure in place to govern the Municipal outer boundary determination and re-determination process.
Source/collection of data		Municipal Demarcation Act, Lessons learnt the previous (2015) re-determination process.
Method of calculation		Policy and procedure document
Data limitations		None
Type of indicator		Activity
Calculation type		Non-cumulative
Reporting cycle		Annual, by end of 3 rd Quarter
New indicator		No
Desired performance		Municipal outer boundary determination and re-determination policy and procedure finalised by end of 2 nd Quarter. All proposed re-determination cases considered and finalised
Indicator responsibility		Executive Manager: Operations & Research

Indicator title	1.2	Number of municipalities for which technical alignment of boundaries are completed
Short definition		Technical alignment to address anomalies along municipal boundaries
Purpose/importance		To address issues of boundaries dividing communities
Source/collection of data		Municipal boundary technical alignment report
Method of calculation		Count
Data limitations		None
Type of indicator		Activity
Calculation type		Cumulative
Reporting cycle		Quarterly
New indicator		Yes
Desired performance		Technical alignment of municipal boundaries for 213 municipalities completed
Indicator responsibility		Executive Manager: Operations & Research

Indicator title	1.3	Develop a framework on the application of the demarcation criteria
Short definition		This seeks to clarify and provide understanding on how the criteria in section 24 of the Municipal Demarcation Act.
Purpose/importance		To establish a common understanding with regards to the interpretation of the criteria. In this regard norms and standards for the application of the criteria will be developed.
Source/collection of data		Internal reports and reports from relevant stakeholders and Municipal Demarcation Act.
Method of calculation		N/A
Data limitations		None
Type of indicator		Activities
Calculation type		Non-cumulative
Reporting cycle		Quarterly
New indicator		Yes
Desired performance		Norms and standards on the demarcation criteria and a framework document developed

Indicator responsibility	Executive Manager: Operations & Research
--------------------------	--

Indicator title	2.1	The evaluation report on the efficiency and effectiveness of the 2014 to 2016 ward delimitation process are finalised by the end of 3 rd quarter
Short definition		Evaluation study on the efficiency and effectiveness of the 2014 to 2016 ward delimitation process are finalised
Purpose/importance		To determine the efficiency and effectiveness of the 2014 to 2016 ward delimitation process with a view to adjust the 2019-2021 ward delimitation process to improve the efficiency and effectiveness of the process
Source/collection of data		Finalised evaluation study report.
Method of calculation		Report on the evaluation of the efficiency and effectiveness of the 2014 to 2016 ward delimitation process
Data limitations		None
Type of indicator		Activity
Calculation type		Non-cumulative
Reporting cycle		Annual, by end of 1st Quarter.
New indicator		No
Desired performance		Evaluation study on the efficiency and effectiveness of the 2014 to 2016 ward delimitation process finalised by the end of 3 rd quarter
Indicator responsibility		Executive Manager: Operations & Research

Indicator title	2.2	Improved public access to geo spatial information resources in line with the information and knowledge hub objective
Short definition		Development and piloting of interactive online geo spatial information centre
Purpose/importance		To increase public access and allow interactive information sharing of geo spatial information such as maps and demarcation related information
Source/collection of data		Interactive online geo spatial information centre
Method of calculation		Live portal
Data limitations		None
Type of indicator		Output
Calculation type		Non-cumulative
Reporting cycle		Quarterly
New indicator		Yes
Desired performance		Development and piloting of interactive online geo spatial information centre
Indicator responsibility		Executive Manager: Operations & Research

PROGRAMME 2: RESEARCH AND KNOWLEDGE MANAGEMENT

Indicator Title	3.1	Develop and design a revised municipal capacity assessment model
Short definition		A revised model or framework for the assessment of capacity for district, local and metropolitan municipalities to perform their powers and functions produced.
Purpose/importance		Review capacity assessment work conducted by similar institutions; identify gaps and develop a new niche for capacity assessment
Source/Collection of data		Institutions doing similar work and international best practices
Method of calculation		Approved model
Data limitations		None
Type of indicator		Activity
Calculation type		Non-cumulative
Reporting cycle		Quarterly

New Indicator	No
Desired performance	A revised model produced
Indicator responsibility	Head: Research

Indicator Title	Number of municipal capacity assessment reports
Short definition	The capacity of district, local and metropolitan municipalities to perform their powers and functions assessed and reports on the findings produced.
Purpose/importance	To assess the capacity of district, local and metropolitan municipalities to perform their powers and functions and to make recommendations to MEC's of Local Government on the division of those powers and functions.
Source/Collection of data	Capacity assessment reports
Method of calculation	Count number of reports.
Data limitations	None
Type of indicator	Activity
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	Capacity assessments conducted for 257 municipalities and reports produced.
Indicator responsibility	Head: Research

Indicator title	4.1	Conference on demarcation and spatial transformation agenda hosted
Short definition		A conference to discuss legislation, policies and any other matters affecting the mandate of the MDB.
Purpose/importance		To solicit inputs from stakeholders and practitioners on demarcation and spatial transformation agenda. This will allow the MDB to remain relevant.
Source/collection of data		Similar organisations, lessons learnt reports, previous reports commissioned by the Board and research institutions
Method of calculation		N/A
Data limitations		None
Type of indicator		Activities
Calculation type		Non-cumulative
Reporting cycle		Quarterly
New indicator		No
Desired performance		Conference on demarcation and spatial transformation agenda hosted by the end of 1 st quarter
Indicator responsibility		Head: Research

Indicator title	4.2	A virtual information portal on demarcation established
Short definition		An internet/electronic based portal/repository for all information about demarcation and any other documents produced by the MDB. All research documents will be collated.
Purpose/importance		To facilitate access to information required by the MDB in its decision making assist stakeholders seeking to understand the functioning of the MDB. To preserve reports and information generated by the MDB and its stakeholders.
Source/collection of data		Internal reports and reports from relevant stakeholders
Method of calculation		N/A
Data limitations		None
Type of indicator		Activities
Calculation type		Non-cumulative
Reporting cycle		Quarterly

New indicator	No
Desired performance	Virtual Information portal on demarcation established by end of 2 nd quarter
Indicator responsibility	Head: Research

Indicator title	4.3	Number of municipalities evaluated to determine if they still meet demarcation objectives
Short definition		Evaluation of municipalities determine if they still meet demarcation objectives as provided in section 24 of the Municipal Demarcation Act.
Purpose/importance		To determine if they still meet demarcation objectives. This will assist the Board in decision making.
Source/collection of data		Secondary research, municipalities, Census data, National Treasury, COGTA.
Method of calculation		Count
Data limitations		None
Type of indicator		Output
Calculation type		Cumulative
Reporting cycle		Quarterly
New indicator		Yes
Desired performance		Evaluation study to determine to determine if they still meet demarcation objectives. by 31 March 2017.
Indicator responsibility		Head: Research

Indicator title	4.4	Study on metropolitan system of governance conducted
Short definition		To research metropolitan or category A municipal system. That is the criteria for categorisation of Category A municipalities as provided for in terms of the Municipal Structures Act.
Purpose/importance		The Board would like to clarify what constitutes a metropolitan municipality and what is required for an area to qualify as a metropolitan municipality. In this regard norms and standards for categorisation of municipalities will be developed.
Source/collection of data		Internal reports and reports from relevant stakeholders and Municipal Structures Act.
Method of calculation		N/A
Data limitations		None
Type of indicator		Activities
Calculation type		Non-cumulative
Reporting cycle		Quarterly
New indicator		No
Desired performance		Norms and standards for categorisation of municipalities developed.
Indicator responsibility		Head: Research

Indicator title	4.5	Complete inputs into the amendments of applicable legislation and regulations affecting the work of the MDB
Short definition		Review of legislation and regulations
Purpose/importance		To consolidate and submit proposals for legislative amendments
Source/collection of data		White Paper, legislations, decided cases, law books and policies
Method of calculation		N/A
Data limitations		None
Type of indicator		Output
Calculation type		Cumulative – for the year
Reporting cycle		Quarterly
New indicator		No
Desired performance		Approved legislative amendments submitted to COGTA by end of 3 rd quarter

Indicator responsibility	Head: Research
--------------------------	----------------

PROGRAMME 3: FINANCE AND MANAGEMENT ACCOUNTING

Indicator title	5.1	Internal audit rating
Short definition		Rating of internal controls, risk management and governance processes
Purpose/importance		To ensure good corporate governance through improvement on its internal controls, policies and procedures, and implementation of audit recommendations.
Source/collection of data		Internal audit reports and quarterly internal audit reports
Method of calculation		Average of individual internal audit ratings performed during the quarter
Data limitations		None
Type of indicator		Evaluation of activities and outputs
Calculation type		Cumulative
Reporting cycle		Quarterly
New indicator		No
Desired performance		Obtain a rating of 2, where 2 is attainment of audit objectives with housekeeping matters.
Indicator responsibility		Chief Financial Officer

Indicator title	5.2	Opinion of the Auditor General on Annual Financial Statements
Short definition		Audit opinion
Purpose/importance		To ensure good corporate governance through compliance with PFMA and other applicable legislation.
Source/collection of data		Annual Report 2016/17
Method of calculation		Opinion as determined by independent auditor
Data limitations		None
Type of indicator		Activities and outputs
Calculation type		Non-cumulative
Reporting cycle		Annually
New indicator		No
Desired performance		Clean audit outcome, with no matters of emphasis and instances of non-compliance with laws and regulations
Indicator responsibility		Chief Financial Officer

Indicator title	5.3	Compliance with supply chain management prescripts
Short definition		Compliance with supply chain management prescripts
Purpose/importance		To ensure good corporate governance through compliance with PFMA and other applicable legislation.
Source/collection of data		Interim and Final management letters issued by the Auditor General; Supply chain management reports.
Method of calculation		Opinion as determined by independent auditor
Data limitations		None
Type of indicator		Activities and outputs
Calculation type		Non-cumulative
Reporting cycle		Quarterly
New indicator		Yes
Desired performance		Clean audit outcome, with no matters of emphasis and instances of non-compliance with laws and regulations
Indicator responsibility		Chief Financial Officer

Indicator title	6.1	Annual % network and application systems availability (System generated reports)
Short definition		Percentage of uptime of network and application systems
Purpose/importance		Ensure availability of integrated information and communication platforms
Source/collection of data		Uptime of the infrastructure
Method of calculation		Percentage uptime
Data limitations		None
Type of indicator		Utilisation
Calculation type		Non-cumulative
Reporting cycle		Quarterly
New indicator		Yes
Desired performance		Enhanced utilization and ease of sourcing reports
Indicator responsibility		Chief Financial Officer

PROGRAMME 4: CORPORATE SERVICE

Indicator title	7.1	Monitoring and evaluation of legislative compliance by the organization and Board.
Short definition		Monitoring and evaluation of compliance to the top 10 prioritised pieces of legislation as per the Board approved Combined Assurance Model; To continuously provide ongoing support to the Board's oversight function.
Purpose/importance		Monitor compliance with relevant laws and regulations To continuously provide ongoing support to the Board's oversight function.
Source/collection of data		Compliance reports; Compendium of Board resolutions; Evaluation of the Board's performance.
Method of calculation		N/A
Data limitations		None
Type of indicator		Activity
Calculation type		Non-cumulative
Reporting cycle		Quarterly
New indicator		No
Desired performance		Four quarterly compliance reports approved
Indicator responsibility		Head: Legal & Secretariat

Indicator title	7.2	Monitoring and evaluation of efficacy of the Board.
Short definition		To continuously provide ongoing support to the Board's oversight function.
Purpose/importance		To continuously provide ongoing support to the Board's oversight function.
Source/collection of data		Compendium of Board resolutions; Evaluation of the Board's performance.
Method of calculation		N/A
Data limitations		None
Type of indicator		Activity
Calculation type		Non-cumulative
Reporting cycle		Quarterly
New indicator		No
Desired performance		Proper and synchronised implementation of Board resolutions; Efficient and effective Board that operates in compliance with statutory governance requirements.
Indicator responsibility		Head: Legal & Secretariat

Indicator title	8.1	Percentage of positions filled as per approved organisational structure
Short definition		Filled positions on the approved organisational structure

Purpose/importance	To ensure that the organisation has sufficient human capital to fulfil its mandate
Source/collection of data	List of employees; Approved organisation structure
Method of calculation	Count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	92% occupancy rate of funded position by 31 March 2017
Indicator responsibility	Head: Admin & HR

Indicator title	8.2	Performance management system developed and implemented
Short definition		Review and develop a suitable and effective performance management system for all staff in the organisation.
Purpose/importance		To ensure that performance of staff is monitored and assessed accordingly and ensure that weaknesses are identified and the relevant remedial interventions are put in place including training and coaching.
Source/collection of data		Previous years' performance reports, public service performance management guidelines (DPSA), Basic conditions of employment Act.
Method of calculation		This is a qualitative indicator. A Performance management system approved by the Board.
Data limitations		None
Type of indicator		Activities and outputs
Calculation type		Cumulative
Reporting cycle		Quarterly
New indicator		No
Desired performance		Performance management system developed and implemented
Indicator responsibility		Chief Executive Officer

Indicator title	8.3	Percentage of employees attending training as per the training and development strategy
Short definition		Training of employees to acquire the desired skills. Conduct skills audit and develop training and development strategy for all employees.
Purpose/importance		To ensure that the MDB has the required competencies through PDP
Source/collection of data		Work place skills audit, training sessions held and skills courses provided to staff
Method of calculation		Number of employees with PDP's as a fraction of total number of employees on the establishment
Data limitations		None
Type of indicator		Activities and outputs
Calculation type		Cumulative
Reporting cycle		Quarterly
New indicator		Yes
Desired performance		50% of employees on establishment with PDP's and implemented throughout the year
Indicator responsibility		Chief Executive Officer

Indicator title	8.4	Remuneration strategy developed and implemented
Short definition		Remuneration strategy developed and implemented
Purpose/importance		To develop a new remuneration strategy and framework
Source/collection of data		Quarterly Corporate Services Divisional Performance Reports and draft papers

Method of calculation	Remuneration strategy
Data limitations	None
Type of indicator	Activities and outputs
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Remuneration strategy approved by the Board by 3 rd quarter and implemented
Indicator responsibility	Chief Executive Officer

Indicator title	8.5	Regionalisation operating model developed
Short definition		Develop regionalisation operating model to ensure regional presence.
Purpose/importance		The MDB is presently based in Centurion Pretoria. To enable the Board to gain better understanding of local dynamics to enhance its decision making. Allow the Board to be closer to communities.
Source/collection of data		Similar organisations
Method of calculation		Regionalisation model
Data limitations		None
Type of indicator		Activities
Calculation type		Non-cumulative
Reporting cycle		Quarterly
New indicator		Yes
Desired performance		Regionalisation Operating Model developed.
Indicator responsibility		Head: Stakeholder Management & Communication

Indicator title	9.1	Number of public awareness and Stakeholder engagement activities
Short definition		Develop communication channels to enhance awareness and understanding of MDB mandate internally and externally
Purpose/importance		There is currently a lack of targeted communication activities internally and externally that inform and educate internal and external stakeholders on the roles and services of the MDB based on its strategic vision and mission
Source/collection of data		Number of activities conducted
Method of calculation		Count
Data limitations		None
Type of indicator		Activities
Calculation type		Non-cumulative
Reporting cycle		Quarterly
New indicator		No
Desired performance		Four stakeholder engagements and communication platforms held by 31 March 2017
Indicator responsibility		Head: Stakeholder Management & Communication

Indicator title	9.2	Number of media and communication initiatives implemented
Short definition		Develop communication channels to enhance awareness and understanding of MDB mandate
Purpose/importance		There is currently a lack of targeted communication activities externally that inform and educate external stakeholders on the roles and services of the MDB based on its strategic vision and mission
Source/collection of data		Number of initiatives conducted
Method of calculation		Count
Data limitations		None
Type of indicator		Activities

Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Seven media and communication initiative implemented held by 31 March 2017
Indicator responsibility	Head: Stakeholder Management & Communication

Indicator title	9.3	Programme on public participation in municipal boundary redetermination and ward delimitation developed
Short definition		To develop a programme on public participation in municipal boundary redetermination and ward delimitation.
Purpose/importance		To improve public participation in municipal boundary redetermination and ward delimitation processes.
Source/collection of data		N/A
Method of calculation		Framework developed.
Data limitations		None
Type of indicator		Output
Calculation type		Non-cumulative
Reporting cycle		Quarterly
New indicator		Yes
Desired performance		Framework for public participation in municipal boundary redetermination and ward delimitation developed.
Indicator responsibility		Head: Stakeholder Management & Communication

Indicator title	9.4	Number of strategic partnerships established with local and/or international funding organisations
Short definition		Number of partnerships established with local and/or international funding organisations
Purpose/importance		Lobby for additional funding and create partnerships for future research projects.
Source/collection of data		MoU signed with international funding organisation
Method of calculation		Count
Data limitations		None
Type of indicator		Activity
Calculation type		Non-cumulative
Reporting cycle		Quarterly
New indicator		Yes
Desired performance		Two partnerships established with an international funding organisation
Indicator responsibility		Chief Executive Officer