2001-2002:
THE YEAR IN REVIEW AND THE YEAR AHEAD:

ACHIEVEMENTS

In looking at the work of the Board over the past view it is important to recognize what has been created in part through the work of the Board:

- 6 Metropolitan areas with 6.6 million voters, 1052 councillors (527 will be ward councillors). Four metropolitan areas (Johannesburg, Tshwane, East Rand and Nelson Mandela) have Executive Mayoral systems with 2 metropolitan areas (Durban and Cape Town) having Executive Committee systems.
- 231 Local Municipalities with 11.7 million voters, 6376 councillors (3227 ward councillors). The majority of these are Executive Mayoral systems.
- 47 District Municipalities with 1518 councillors serving them. Of these councillors 609 have been directly elected and the remainder will be nominated by their respective local municipalities.
- A more coherent, rational, nonracial and integrated system of municipal government with municipalities now encompassing single tax bases (People living, working and shopping in roughly the same municipality).
- A system which aims to have a greater sharing of human, technical and financial resources at a municipal level. This is particularly the case in that while the formerly urban areas have more than 90% of all human, financial and technical resources, they contained less than 60% of the population. The new municipal system spreads these resources more evenly throughout our country.
- Rural areas will be major beneficiaries in that for the first time ever they will be part of an Integrated Development Plan which takes
their needs into account and which will have engineers, planners and the like to implement the plans.

THE BOARD

Mandate

The Board’s mandate derives from the Constitution and the Demarcation Act. It has the general power to “do all that is necessary or expedient to perform its function effectively”.

The Board’s mission is to carry out the following major functions:

- To make decisions about all municipal and ward boundaries. Such decisions have to be made in terms of the relevant legislation (“without fear, favour or prejudice”) and in an open and transparent way.
- To give advice to the Minister and MEC’s on a number of matters specified in legislation, including working with Government Departments on the alignment of service delivery boundaries.
- To ensure that it manages the process by which information is collected, processed and analysed and implemented.

Delegations to EXCO and Chairperson

The following are delegations made by the Board to the EXCO and Chairperson:

<table>
<thead>
<tr>
<th>EXCO</th>
<th>CHAIRPERSON</th>
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</thead>
<tbody>
<tr>
<td>Implement Board resolutions</td>
<td>Implement Board resolutions</td>
</tr>
<tr>
<td>Approve bank signatories</td>
<td>Approve Board members claims</td>
</tr>
<tr>
<td>Approve office times</td>
<td>Issue all official statements and press releases for the Board</td>
</tr>
<tr>
<td>Oversee all administrative and financial arrangements for the Board</td>
<td>Approves travel applications for Board members</td>
</tr>
<tr>
<td>and make policy recommendations to the Board</td>
<td>Together with Manager sign any contracts required for efficient and effective administration</td>
</tr>
<tr>
<td>Finalise Income and Expenditure estimates</td>
<td>Answer Parliamentary questions</td>
</tr>
<tr>
<td>Act as selection panel for all management positions</td>
<td>Draft and finalise policy documents</td>
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<tr>
<td></td>
<td>Approve access to Board’s information and data bases</td>
</tr>
<tr>
<td></td>
<td>Investigate matters on behalf of the Board</td>
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</tbody>
</table>

2
Board or EXCO.
Finalise agendas, minutes, matters arising, documentation (policy and administrative) for at least Board meetings and EXCOs.

The Board’s Work Programme (2001-2003)

The Board’s mandate is defined by the Constitution, the Municipal Demarction Act and the Municipal Structures Act. The following table summarises each aspect of the mandate and notes some specific areas which will occupy the Board’s attention:

<table>
<thead>
<tr>
<th>MANDATE</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review of boundaries</td>
<td>• Requesting municipalities to review boundaries (outer and ward) as part of their preparation of Interim IDPs.</td>
<td>• Ad hoc demarcations of outer boundaries</td>
<td>• Ad hoc demarcations</td>
</tr>
<tr>
<td></td>
<td>• Ad hoc demarcations of outer boundaries</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>• Review all existing boundaries, including wards</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Categorisation of municipalities</td>
<td>• Metropolitan Subcouncils</td>
<td>• Aspirant Metropolitan Areas</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Aspirant Metropolitan areas</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Division of functions and powers</td>
<td>• Review of division of functions</td>
<td>• Finalise allocation of powers</td>
<td>• Ad hoc cases assessing</td>
</tr>
</tbody>
</table>
and powers for municipal budget year 2001/2002

and functions
- Finalise framework to assess capacity

Alignment of service delivery Boundaries and MDB, IEC, Statistics and other boundaries
- Programme to be developed after consultation with Minister and Premiers
- Finalise service delivery boundaries

Advisory role and assistance to government departments
- Responding to requests
- Responding to requests
- Responding to requests

Review of boundary determination process
- Ongoing
- Ongoing
- Ongoing

THE CORPORATE SERVICES COMMITTEE

The Corporate Services committee is established to oversee and review the overall operations and operational relations of the Board and its administration, and to make recommendations in this regard to the Board.

The Committee evaluates the performance of all employees in its administration. It evaluates all senior management on its own, and works with the Manager to review the rest of the administration’s performance.

The terms of reference of the Corporate Services committee are:
- To sensitise the Manager about the importance of job descriptions
- To ensure that every employee has a job description
• To oversee and ensure that assessment methods are linked to job descriptions during assessment time
• To act as a merit assessment committee and a moderating body to oversee assessment remarks
• To oversee rank promotions of Board employees and be able to monitor objective implementation of that
• To oversee the overall performance of the organisation
• To periodically review the appropriateness of the organisational structure
• To develop personal profiles of all employees of the Board
• To ensure constant review of the conditions of service of employees and to monitor that management acts accordingly.
• To monitor and review disciplinary actions taken in the organisation
• To ensure that employees’ service benefits conform to labour laws
• To monitor the environment and capacity of the Board’s organisation and to ensure that it is conducive for the Board to deliver desired outcomes
• To oversee and make recommendations to the Board re the remuneration, allowances and other conditions of office of members of committees in terms of section 18 of the Demarcation Act.

THE AUDIT COMMITTEE

The Audit committee is established to review:

• The financial reporting process
• The system of internal controls
• Management of financial and business risks
• The internal and external audit process
• The Board’s process for monitoring compliance with laws and regulations

The Audit is required to specifically review the implementation of the requirements of the following legislation:

• The Municipal Demarcation Act (Act No 27 of 1998)
  - Funding (Sec. 36)
  - Accountability (Sec. 37)
  - Audit (Sec.38)
- Accountability and Reporting (Sec. 39)

- The Public Finance Management Act (Act No of 1999)
  - General responsibilities of Accounting Officers (Sec 38)
  - Accounting Officers’ responsibilities relating to budgetary control (Sec 39)
  - Accounting Officers’ reporting requirements (Sec 40)
  - Information to be submitted by Accounting Officers (Sec 41)
  - Accounting Officers responsibilities when assets and liabilities are transferred (Sec 42)
  - Virement between main divisions within votes (Sec 43)
  - Assignment of Powers and duties by Accounting Officer (Sec 44)
  - Responsibilities of other officials (Sec 45)

POWERS COMMITTEE

This committee would include representation from DPLG, SALGA and provincial departments and would look at the overall work programme of the Board around Powers and Functions.

BOUNDARY COMMITTEE

This committee would include representation from DPLG, SALGA and provincial departments and would look at the overall work programme of the Board around Boundary categorisation and redetermination

STAKEHOLDER WORKSHOPS

Workshops are being planned at which commissioned papers would be presented and comment received. These would be similar to the workshops held in 1999/2000.

STRATEGIC COMMITTEE

This committee consists of the Chairperson, Deputy Chairperson and Manager. The meetings of the committee will be arranged to review the overall strategic aims and objectives of the Board.

REVIEW OF BOARD 2001:

Successes
• Generally speaking very good participation by most Board members in the affairs of the Board
• Committees developed good policy and need now to focus on monitoring
• Good communication with stakeholders

To Improve:

• Board to have a more focused approach to deal with boundary categorization, redetermination and powers matters and less time on internal functioning of administration where Board should play a more monitoring role
• Board to revitalize regular meetings with stakeholders and also to focus on developing relationships in the SADC region.
• Documentation needs to be available well before-hand;
• Introduce a system of agenda development and approval;
• Arrange formal meetings between Chairperson, Deputy Chairperson and Manager to review Board operations (twice a year)

REVIEW OF BOARD COMMITTEES 2001:

Successes

• Developed policy proposals
• Good monitoring

To Improve:

• Identify focus areas
• Improve documentation (particularly audit committee)
## BOARD DATES FOR 2002:

<table>
<thead>
<tr>
<th>STRUCTURE</th>
<th>Meeting 1</th>
<th>Meeting 2</th>
<th>Meeting 3</th>
<th>Meeting 4</th>
<th>Meeting 5</th>
<th>Meeting 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board meetings&lt;sup&gt;1&lt;/sup&gt;</td>
<td>13-14 January</td>
<td>7 March 5:00 p.m.</td>
<td>9 May 5:00 p.m.</td>
<td>12 August 2:00 p.m.</td>
<td>14 October 2:00 p.m.</td>
<td>6 December 9:00 a.m.</td>
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<tr>
<td>Chair, Deputy Manager</td>
<td>7 March 10:00 a.m.</td>
<td>12 September 10:00 a.m.</td>
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<tr>
<td>EXCOs&lt;sup&gt;2&lt;/sup&gt;</td>
<td>10 January 10:00 a.m.</td>
<td>11 February 2:00 p.m.</td>
<td>15 April 2:00 p.m.</td>
<td>24 June 2:00 p.m.</td>
<td>12 September 5:00 p.m.</td>
<td>14 November 2:00 p.m.</td>
</tr>
<tr>
<td>Corporate Services&lt;sup&gt;3&lt;/sup&gt;</td>
<td>End January</td>
<td>26 March 2:00 p.m.</td>
<td>28 June 2:00 p.m.</td>
<td>30 September 2:00 p.m.</td>
<td>26 November 2:00 p.m.</td>
<td></td>
</tr>
<tr>
<td>Audit Committee&lt;sup&gt;4&lt;/sup&gt;</td>
<td>16 April 2:00 p.m.</td>
<td>15 July 2:00 p.m.</td>
<td></td>
<td>8 October 2:00 p.m.</td>
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<tr>
<td>Powers Committee&lt;sup&gt;5&lt;/sup&gt;</td>
<td>25 March 10:00 a.m.</td>
<td>29 July 10:00 a.m.</td>
<td></td>
<td>28 October 10:00 a.m.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Boundaries Committee&lt;sup&gt;6&lt;/sup&gt;</td>
<td>25 February 10:00 a.m.</td>
<td>20 May 10:00 a.m.</td>
<td></td>
<td>26 August 10:00 a.m.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workshops with stakeholders</td>
<td>11 February 10:00 a.m. Powers and Functions</td>
<td>15 April 10:00 a.m. Municipal Categories</td>
<td>24 June: 10:00 a.m. District municipalities</td>
<td>12 August: 10:00 a.m. Boundary Alignment</td>
<td>14 October: 10:00 a.m. Addressing Poverty</td>
<td>14 November: 10:00 a.m. Municipal Capacity</td>
</tr>
</tbody>
</table>

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<sup>1</sup> All Board members

<sup>2</sup> Chairperson, Deputy Chairperson, Prince Dludla and Vuyo Mlokoti

<sup>3</sup> Vuyo Mlokoti (Chair), Robert Cameron, Rosemary Monyamane, Khosi Ramovha, Chairperson and Manager

<sup>4</sup> Prince Dludla (Chair), Mr. Botha (Deputy Chair), Khosi Ramovha, Jacquie Subban, Chairperson and Manager

<sup>5</sup> Chairperson, Nkaro Mateta, Robert Cameron, Bushy Maape

<sup>6</sup> Chairperson, Khosi Ramovha, Vuyo Mlokoti, Rosemary Monyamane, Prince Dludla
ADMINISTRATION OF THE BOARD

COMPOSITION OF THE ADMINISTRATION

The Board’s administration is made up as follows:

- The Manager of the Board is the Chief Executive and Accounting Officer, and is in charge of the Board’s administration as a whole.
- The Board’s administration is divided into four clusters:
  - GIS/IT/Boundary Determination
  - Research, Investigation and Website Development
  - Finance Control and Procurement
  - Human Resources and Administration
- Each Cluster has a Head, who reports directly to the Manager, and is part of a broader management team.

ROLE OF THE MANAGER

The Board appoints the Manager of the Board who is both the Chief Executive and Accounting Officer of the Board.

The roles of the Manager as Chief Executive and Accounting Officer are as follows:

- **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.

GIS/IT/BOUNDARY DETERMINATION CLUSTER

This cluster is responsible for the technical and computer operations of the Board. The cluster has the following main responsibilities, covering the GIS/IT function and on the Technical Boundary Investigation Process:

- Setting up, maintenance and extension of the Board’s GIS/IT/Data and electronic infrastructure (POP System etc.)
- Preparation and maintenance of the Board’s electronic Data base
- Technical Boundary Preparation and Finalisation
- Capturing, analysis, processing and manipulation of Data
- Preparation of Maps and other documents for Section 21 and 26 publications.
- Preparation of maps and other documents for
- Production of Maps
- Quality Control of Maps and Data and ensure compliance with international standards.
- Technical interaction and maintenance of technical contact with like bodies inside and outside the country (IEC, NSIF, the Norwegian Project etc.)
- Receive and attend to on a daily basis all telephonic, mail and e-mail requests for maps and data support.
• Technical Processing of submissions and objections (Locate the area of submission/objection, map the proposal, provide technical facts concerning the submission/objection and pass on for further analysis by researcher).
• Processing of technical reports
• Maintain and develop the Board’s website.
• Identification of resource requirements (internal and external resources) to ensure that the Board’s mandate gets carried out.
• Appointment of external consultants when required
• Preparation of terms of reference for the consultants
• Monitoring of consultants and their work and ensuring that they deliver quality work timeously.

RESEARCH, INVESTIGATIONS AND DRAFTING CLUSTER

This cluster complements the GIS/IT/Boundary Determination cluster, by providing in loco investigations and research as well as the administrative capacity to deal with the Board’s mandate. The cluster’s main areas of responsibility include the Database specifically on Municipalities, Preparation of Specialist Reports, and Demarcation Policy Work.

The cluster’s functions include:

• Receipt, examination and analysis of submissions and requests for boundary re-determinations.
• Respond to representations and submissions, or provide background facts for such responses by senior managers.
• In-loco investigations and research.
• Maintenance, annual evaluation and audit of the municipal database (the finance and administration questionnaire).
• Identification of resource requirements (internal and external resources).
• Appointment and monitoring of consultants
• Management and monitoring of the Data gathering process
• Involvement in Quality control of data, data capture, data extraction and preparation for analysis
• Annual National Municipal Capacity evaluations and assignment of powers and functions.
• Drafting of terms of reference for consultants
• Preparation of information packs for briefing/training of consultants
• Management, facilitation and monitoring of work done by students and academics under the auspices of the Board.
• Drafting and implementation of legislation (or amendments to legislation)
• Receive and work on ad-hoc demarcation requests
• Compilation of reports and recommendations to the Board
• Facilitate, together with GIS/IT/Boundary Determination cluster, the alignment of government boundaries
• Liaison with government structures and departments on demarcation work (MINMEC, Provincial Departments of Local Government, Municipalities etc)
• Publication of Notices
• Document Control and Archiving, including published gazettes and notices in terms of the legislation. Maintenance and management of the DBText.

FINANCE CONTROL AND PROCUREMENT CLUSTER

The cluster’s function is to assist the Manager in performing his or her functions as accounting officer in terms of the Demarcation Act, the Public Finance Management Act, Treasury Regulations and any other applicable legislation, including to:

- 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
HUMAN RESOURCES AND ADMINISTRATION CLUSTER

This cluster's function is to assist the Board and the Manager in matters pertaining to administration and human resources including:

- the implementation and administration of all relevant policies and legislation pertaining to human resources and administration;
- Receive all incoming and outgoing mail, and ensure that it is distributed to the responsible persons;
- Travel arrangements;
- Medial liaison;
- Maintain / update the database of contact details of all Ministers, MECs, SALGA, municipalities, magisterial districts, state departments, provincial administrations, municipal associations / institutes, houses of traditional leaders, etc.
- Distribution of circulars / information to persons on the Board's database.
- Ensure that a proper filing system is maintained, in line with the Archives Act;
- Process requisitions from staff for stationery and other office consumables.
- Control the movement of furniture and equipment in the Board's offices.
- Assist in ensuring that a corporate and professional image of the Board is always promoted - arrangement of furniture / plants, neatness / tidiness and general appearance of the Board's offices.
- Render administrative/logistical assistance to the Board and management.

REVIEW OF MANAGEMENT AND ADMINISTRATION 2001:

Successes:

- Defined programme of action
- Meet regularly
- Finalised policy
- Completed cycle of job description, remuneration assessments, performance assessment, performance evaluation

To Improve:

- Effective and efficient implementation of Board policy and programmes
• Better documentation
• Communication
• Zero tolerance for ill discipline, poor productivity and mismanagement

REVIEW OF BOUNDARY CATEGORISATION AND REDETERMINATION 2001:

Successes:

• Reviewed those municipal boundary redetermination requests received before the elections;
• Begun to look at ward boundary difficulties received after the cut-off date and before the elections;
• Started reviewing those municipal boundary determination requests received on an ongoing basis after the elections;
• Work with Statistics SA and IEC and Land Affairs to align, standardise and fix boundaries;
• Some work on metropolitan subcouncils
• Began work on catagorisation.

To Improve:

• Programme to categorise further metropolitan areas.
• Deal with outstanding traditional boundary problems.
• Fine-tuning cross boundary municipalities.

REVIEW OF FUNCTIONS AND POWERS 2001:

Successes:

• Good process to deal with MEC authorizations and effectively accomplished.
• Good recommendations the Minister for PLG in respect of the four "national" functions.
• Identified key definitional issues and problems with the measurement of capacity.

To Improve:

• Define properly role of Board members in process
REVIEW OF ALIGNMENT OF GOVERNMENT SERVICE DELIVERY BOUNDARIES 2001:

Successes:

- Communication with all departments about the new boundaries
- Work with Justice and Education gaining momentum.

To Improve:

- Ensure all departments involved.