

# **Municipal Demarcation Board**

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## **ANNUAL PERFORMANCE PLAN for 2017/18**

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*22 March 2017*

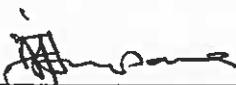
## FOREWORD

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 2016/17 form the basis of the 2017/18 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 MDB hosted a successful Conference on Demarcation and Spatial Transformation. The conference was aimed at facilitating engagements among all stakeholders on how to resolve hurdles to demarcations and also contribute to the spatial transformation discourse in South Africa. Challenges tackled by the conference broadly addressed the question as to why is there public unhappiness about demarcation decisions even as the courts continue to affirm that the MDB carries out its functions within the purview of the law. Focused attention was given to demarcation trends, perpetual cycles of demarcations that are disruptive to municipal planning regime, public participation, sustainability and viability of local government, the declaration of future metros, etc. Recommendations from the conference will inform how the MDB gears itself for delivery in this year in a manner that informs policy review, improved systems integrity, internal capacity reforms and public participation.

This Plan will not only guide our strategic and operational activities in broad terms, but it is also a foundation for programme 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.



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**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 CEO.
- 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 2017/18.



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MS T BAADJIE  
CHIEF FINANCIAL OFFICER



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MR M SIGIDI  
CHIEF EXECUTIVE OFFICER



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MS MJJ THUPANA  
EXECUTIVE AUTHORITY

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1	2017/02/20		Final Annual Performance Plan submitted to CoGTA for tabling in Parliament –V21			Management after comments from CoGTA & NT.
2	2017/07/27	2835/07/2017	<p>Performance indicator 1.1.2, “Produce and evaluate report on performance of the Board and its sub-committees” to be deleted.</p> <p>Performance indicator 1.1.3 “Training programme for Board members developed and implemented” be amended to read “Produce a report on the training of Board members.”</p> <p>The annual target related to performance indicator 1.1.3 to read “Report on Board member’s training submitted by end of quarter 4.”, targets for quarter 1 to 3 be deleted and include a quarter 4 target “Report on Board member’s training submitted”.</p> <p>Quarter 2 and quarter 4 targets of performance indicator 1.1.7 which both read “100% performance agreements and signed assessments concluded in line with the prescribed policy” must be removed to align the 2017/18 APP to the new Board approved Performance Management Policy.</p> <p>Performance indicator 2.1.5, Annual target be amended to read “18 legal notices published in terms of Section 26 of the MDA by end quarter 4”.</p> <p>Performance indicator 2.1.5, quarter 2 target “18 legal notices published in terms of Section 26 of the MDA” moved to quarter 4.</p>			Management

			<p>Performance indicator 4.1.1, "Public Participation Strategy approved" be amended to "Framework on public participation in municipal boundary redetermination and ward delimitation approved."</p> <p>Performance indicator 4.1.1, Annual target, "Public Participation Strategy" be amended to "Framework for public participation in municipal boundary redetermination and ward delimitation approved by end quarter 2."</p> <p>Performance indicator 4.1.1, quarter 1 target be deleted and a quarter 2 target "Framework for public participation in municipal boundary redetermination and ward delimitation approved by the Board" be added.</p>	
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# **PART A: STRATEGIC OVERVIEW**

## **1. UPDATED SITUATIONAL ANALYSIS**

In the past two years, the MDB conducted ward delimitations and municipal boundary re-determinations in parallel towards the 2016 local government elections. The parallel process was as a result of a request in terms of section 22(2) of the Municipal Demarcation Act, 27 of 1998 (MDA) which allows the Minister or MEC for local government to submit a request for the redetermination of municipal boundaries. The outcome of these processes resulted in the country having eight metropolitan municipalities, 44 district municipalities, 205 local municipalities and 4 391 wards.

In June 2016, MDB hosted a conference on Demarcation and Spatial Transformation. The conference brought together national and international stakeholders in the local government sector. This conference was aimed at facilitating engagements among all the stakeholders on how to resolve hurdles to demarcation and contribute to spatial transformation discourse in South Africa. The conference was attended by representatives from parliament, senior government officials, institutions that supports democracy, donor agencies, research institutions, political parties, international participants, scholars and the public at large.

Demarcation is a complex process, especially now that there are various interest, politically, socially and otherwise. It is because of these, that demarcation decisions are contested and litigated. In the past year, the litigations associated with the demarcation process cost the MDB, approximately R7 million in legal fees. There were several demarcation protests, including in Vuwani, which were characterised by violence and damage to property.

### **1.1 PERFORMANCE DELIVERY ENVIRONMENT**

The MDB's successes since the year 2000 have been achieved in part through the strong partnerships that were established with other institutions such as the Independent Electoral Commission (IEC), Statistics SA, Financial and Fiscal Commission, Department of Cooperative Governance and Traditional Affairs (COGTA), Chief Surveyor-General (CSG), South African Local Government Association (SALGA) as well as municipalities.

Given the nature of the MDB's work, citizens are demanding greater public involvement in demarcation processes and decisions affecting them. Although in the past, the MDB

fully complied with the legislative requirement pertaining to public participation, it is still necessary to focus on public education and awareness programmes on demarcation processes. To sufficiently address this limitation the establishment of regional offices to enforce a regional footprint is essential. A regional operating model including a proposed organisational structure has been developed. However, without a significant increase in the Medium Term Expenditure Framework (MTEF) baseline allocation it is not possible to implement the model in the 2017/18 financial year. Engagements will continue with National Treasury (NT), COGTA and other stakeholders to lobby for funding.

In view of the outcomes of the Demarcation Process Review Task Team, the MDB conference on demarcation and spatial transformation, lessons learned over the years and the ensuing imminent review of legislation affecting demarcation, the MDB will not conduct a mayor municipal outer boundary determination and re-determination process in the period leading to the national elections in 2019. During the period (parallel to the legislative review process by (COGTA), a lot of work will be done to correct the technical boundary misalignments, build internal systems, processes and capabilities and strengthen relationships with all national, provincial and municipal level stakeholders.

## **1.2 ORGANISATIONAL ENVIRONMENT**

Major weaknesses in the organizational structure have been highlighted by the MDB on several occasions and through annual reports over the past few years. The structure comprises of 43 approved posts, including four interns. This organizational structure is not equivalent to the magnitude of the mandate of the MDB. The structure has limitations in terms of establishing a full-scale research capacity to conduct, amongst others, research work, municipal capacity assessments and establishing a regional footprint to enhance stakeholder engagement, public participation, education and awareness in demarcation processes that are key in the delivery of the MDB's mandate.

The current organizational model has no level(s) of middle management between senior management and other staff levels, which hampers progression of employees within the organisation. The structure hinders employee growth and makes the motivation and retention of employees very difficult. Given the critical nature of skills, particularly in research, demarcations and GIS, the MDB is likely to lose its skilled employees to competitors as there are no growth opportunities within the structure.

In mitigation of the above, the MDB will redesign the organizational structure to address structural misalignment. Furthermore, the MDB will focus on training, multiskilling of the existing staff to build capacity and re-alignment of posts between the main office in Centurion, Tshwane Metropolitan Municipality and the envisaged regional offices that are aimed at ensuring MDB's footprints throughout the country.

### **1.3 ASSUMPTIONS AND RISKS**

In executing its mandate, the MDB 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 MDB to build capacity and required capabilities to achieve its objectives. MDB also relies 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.

## **2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES**

In June 2016, the MDB hosted a conference on Demarcation and Spatial Transformation. The conference was aimed at facilitating engagements among all the stakeholders on how to resolve hurdles to demarcations and also contribute to spatial transformation discourse in South Africa. Focused attention was given to demarcation trends, sustainability and viability of local government, demarcation and stakeholder issues, the declaration of future metros etc.

The inputs from the conference have highlighted some of the future projects that the MDB must embark on to resolve demarcation issues *viz.*

- Review of legislation that governs demarcations;  
Lessons learned by the MDB through feedback from the public and other key stakeholders have highlighted several limitations in the legislation e.g. the frequent cycles of demarcations are disruptive to the municipal planning processes and service delivery, use of the norm as a key criterion in ward delimitation undermines other practicalities both in very sparsely populated municipalities and very densely populated metros, some sections of the Local Government: Municipal Demarcation Act, such as section 21(2) undermine public participation in demarcation processes, etc. Recommendations on legislative amendments have been submitted to COGTA for necessary legal processes.

- Public Participation Framework for boundary demarcation and ward delimitation;  
A public participation framework that goes beyond the legislative provisions needs to be developed in order to incorporate the spirit of the Constitution and articulation of administrative justice in relation to the role of the public in demarcation processes.
- A framework for the application of the demarcation criteria;  
While the criteria for demarcations are provided for in the relevant pieces of legislation, they remain broad and may not apply equitably under different circumstances.
- A framework to categorize metropolitan municipalities;  
The MDB is also responsible for determining categories of the different municipal areas it demarcates e.g. Category A (Metropolitan), Category B (Local) and category C (District). In performing this function the MDB follows a criteria provided for in section 2 of the MSA. It is the intention of the MDB to develop a clear set of norms and standards for these criteria to eliminate any possible misunderstanding.
- Definition of financial viability;  
It has become clear during implementation of the recent municipal boundary determinations and redeterminations that even the local government sector does not have a common understanding of financial viability. Further work will be done to conclude this, following up on engagements that took place involving the FFC, COGTA, SALGA and NT.
- Regional presence;  
Despite budgetary constraints that prevent the roll-out of the regionalisation model, the ultimate objective to enhance public participation will not be fully realised without MDB's presence in all provinces. Continued engagements with key stakeholders will continue, aiming to benefit from shared resources in order to reduce overhead costs of the project, as well as lobbying for additional funds.
- Review of the assessments of municipal capacity to consider geographical context of municipalities;

Over the past years, the MDB has conducted municipal capacity assessments. A few challenges have been identified and they require attention. Amongst others, MDB assessments were criticized for their inability to adequately inform MDB decisions on the re-determination of municipal boundaries. In addition, they focused just on the narrow organisational factors within municipalities while ignoring the external factors such as natural endowments, economic infrastructure, socio-economic and geopolitical factors.

- Alignment of demarcation criteria and decisions to ensure longer term planning for developmental local government (NDP, IDP, IUDF, Census);  
Ensure that demarcation itself is not divorced from national, provincial and local strategic development imperatives.

### 3 OVERVIEW OF THE 2017/2018 BUDGET AND MTEF ESTIMATES

#### 3.1 Expenditure Estimates

Budgeted expenditure by economic classification	Audited outcomes			Revised estimate	Medium term Expenditure Estimates		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
<b>R thousand</b>							
<b>REVENUE</b>							
Transfers - Appropriated funds	42 182	44 230	45 793	48 220	50 631	53 568	56 568
Additional allocation	-	-	-	10 000 <sup>1</sup>	-	-	
Other income	948	868	495	1 574	500	500	500
Accumulated Reserves	-	-		-	-	-	
<b>Total revenue</b>	<b>43 130</b>	<b>45 098</b>	<b>46 288</b>	<b>59 794</b>	<b>51 131</b>	<b>54 068</b>	<b>57 068</b>
<b>OPERATING EXPENDITURE</b>							
Compensation of employees	17 990	20 081	20 877	24 219	30 116	32 230	34 540
Lease payments	2 336	3 683	3 830	4 131	4 235	4 614	5 071
Goods and Services	24 390	28 520	40 030 <sup>2</sup>	31 444	16 780	17 224	17 457
<b>TOTAL OPERATING EXPENSES</b>	<b>44 716</b>	<b>52 285</b>	<b>64 737</b>	<b>59 794</b>	<b>51 131</b>	<b>54 068</b>	<b>57 068</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>(1 586)</b>	<b>(7 187)</b>	<b>(18 449)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAPITAL EXPENDITURE</b>							
Computer Equipment	271	290	290	800	300	250	220
Software	362	417	113	225	100	100	100
IT Infrastructure	0	0		-	-	-	
Lease hold improvements	23	2 415	251		154	304	-
Office Equipment	33	110	23	995	490	390	300
Motor vehicles	-	-	-	300	-	-	394
Furniture and fittings	-	90	27	190	-	-	30
<b>Total capital investment</b>	<b>689</b>	<b>3 322</b>	<b>704</b>	<b>2 511</b>	<b>1 044</b>	<b>1 044</b>	<b>1 044</b>

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

<sup>2</sup> Includes costs relating to the Section 22(2) Project – Determination and re-determination of municipal boundaries for non-viable municipalities.

### **3.2 Relating expenditure to strategic outcome oriented goals**

The available budget allocations indicate a future with no increase in the budget over the MTEF. Based on the forecast, the following areas of the new strategy are top priorities that will require additional funding that is not currently provided for:-

- The need to increase organisational capacity.
- The development of research capability to realise the quest to establish a demarcation knowledge hub;
- The enhancement of the overall organisation's systems capability to bolster its capacity to streamline service delivery and to improve quality and efficiency.

Given the dire budgetary future, the board has identified the following potential sources for additional funding:

#### **COGTA Grants**

The board has approached COGTA with a view to access funding from the Municipal Improvement Grants for purposes of strengthening its capacity to deliver effectively on its mandate like the municipal capacity assessment.

#### **Presentation to Treasury, Parliamentary Portfolio Committee and MINMEC**

The board to continue engaging the above entities to sensitise them of our dire financial situation and the implications on fulfilling our legislative mandate.

#### **Donor Funding**

The board will explore additional funding to cover the identified priorities that remain unfunded.

## PART B: PROGRAMME AND SUB PROGRAMME PLANS

### 4 PROGRAMME 1: ADMINISTRATION

#### 4.1 Purpose

To maintain high standards of good corporate governance and effective management of human and financial resources.

#### 4.2 Sub-programmes

There are two sub-programmes namely, corporate services and financial management:

**Corporate Services** will focus on the following:

- Legal Services  
Provides legal services and advice to the MDB, which includes contract management, litigation, employment law, lease matters, legal advice and guidance, legal opinions and documentation preparation as well as drafting.
- Board support  
Provides for the effective and efficient operation of the Board and its committees. Concerted efforts are made to ensure that the Board receives all information punctually to facilitate informed decision making in the performance of oversight responsibilities and fiduciary duties.
- Human Resources  
The division focuses on matters of organisational design and the entire human resources value chain, including human capital development, performance management and labour relations to ensure that the organisation remains competitive and is able to

attract and retain talent that is necessary to drive implementation of the MDB's mandate. This will include re-alignment of posts on the organisational structure in support of the Strategic Objectives.

- Administration

Provides administrative support services in areas that include facilities and records management, occupational health and safety, as well as auxiliary services.

- ICT Support

ICT as an enabler will inform new ways of doing business, resulting in efficiencies, convenience, cost saving and improved outcomes. This sub-programme provides and maintains a sustainable and secure ICT services that support overall governance of the MDB. This will apply to internal operations e.g. electronic document management and cost efficiency, collaboration with stakeholders and the public, and generally enhance decision support. It will also reduce negative impact on the environment through a reduced use of paper.

Some of the immediate benefits that will improve delivery of the core business and address some of the burning public concerns are:

- video conferencing that will connect Board members and stakeholders;
- collaborative feedback and conversation with the public to enhance public participation in demarcation processes;
- use of social media to capture the inputs of key stakeholders e.g. youth, who are not accommodated in the traditional system of meetings that are held during days and times that do not suit them; and
- use of the interactive online GIS to increase public access to mapping resources for making submissions on boundary re-determinations and ward delimitations.

- Stakeholder management and communication  
Strengthen interaction with internal and external stakeholders through regular communication. The unit also serves to promote positive image of the organisation through marketing and branding initiatives.

**Financial Management** will focus on the following:

- Financial Management;  
Ensures existence of effective, efficient and transparent systems of financial management to deliver accurate financial information for timeous decision making.
- Risk Management;  
Existence of an effective risk management system that informs the strategic planning process and the internal audit plan. The unit further identifies the strategic risks and assessment thereof in terms of inherent and residual risk exposure.
- Supply chain management;  
Existence of an appropriate procurement system, which is fair, equitable, transparent, competitive and cost effective to prevent irregular, fruitless and wasteful expenditure.
- Asset management;  
Provides effective systems and processes to acquire, safeguard, maintain and dispose of assets. These includes tangible and intangible assets, such as information copyright.

- Diversification of revenue streams;  
Increase the baseline of parliamentary grants to adequately fund the mandate of the MDB. Other alternative income streams will be explored, including strategic partnerships and donor funding. The latter will be explored in a manner that does not compromise the independence of the MDB.

#### 4.3 Strategic Objective 1.1 linked to Strategic Goal 1

Strategic Outcome Oriented Goal 1	Good Governance and sound financial management capability
Strategic Objective 1.1	Strengthen the corporate governance environment

##### i. Strategic Objective Statement

To ensure sound human resources, maintenance of proper administrative systems and practices, ICT infrastructure, Stakeholder engagement and communication as well as the necessary support for governance structures and legislative compliance for the period covered by this Strategic Plan.

##### ii. Performance indicators and annual targets for 2017/18

Strategic Objective 1.1	Programme Performance Indicator	Audited/Actual Performance			Estimated Performance 2016/17	Medium term target		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
Strengthen the corporate governance environment	Quarterly reports on implementation of the resolutions of	N/A	N/A	N/A	New indicator	Quarterly reports on implementation of resolutions of the Board submitted	Quarterly reports on implementation of resolutions of the Board submitted	Quarterly reports on implementation of resolutions of the Board submitted

Strategic Objective 1.1	Programme Performance Indicator	Audited/Actual Performance			Estimated Performance 2016/17	Medium term target		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
	the Board submitted							
	Produce a Board member's training report.	N/A	N/A	N/A	New indicator	Report on Board member's training submitted by end quarter 4.	Report on Board member's training submitted by end quarter 4.	Report on Board member's training submitted by end quarter 4.
	Submit quarterly reports on monitoring and evaluation of compliance with relevant legislations	Combined Assurance Model approved	Combined Assurance Model approved	Four quarterly compliance reports produced	Monitoring and evaluation of compliance with relevant legislations	Quarterly reports on the compliance with applicable legislation submitted to the Board	Quarterly reports on the compliance with applicable legislation submitted to the Board	Quarterly reports on the compliance with applicable legislation submitted to the Board
	Number of positions on the approved organisational structure re-graded	N/A	N/A	N/A	New Indicator	32 positions on the approved organisational structure re-graded	N/A	N/A
	Percentage of funded positions occupied as per approved organisational structure	N/A	N/A	N/A	92% occupancy rate funded position over the period	90% occupancy rate of funded positions over the period	90% occupancy rate of funded positions over the period	90% occupancy rate of funded positions over the period

Strategic Objective 1.1	Programme Performance Indicator	Audited/Actual Performance			Estimated Performance 2016/17	Medium term target		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
	Percentage of performance agreements signed and assessments concluded	N/A	100% of employees on establishment with performance contracts in place	100% of staff have performance management contracts in place	Performance management system reviewed and implemented	100% performance agreements signed and assessments concluded in line with the prescribed policy	100% performance agreements signed and assessments concluded in line with the prescribed policy	100% performance agreements signed and assessments concluded in line with the prescribed policy
	Submit Annual employment equity report to Department of Labour	N/A	N/A	N/A	New indicator	Annual employment equity report submitted as per legislated timeframe	Annual employment equity report submitted as per legislated timeframe	Annual employment equity report submitted as per legislated timeframe
	Develop employee health and wellness programme	N/A	N/A	N/A	New indicator	Develop employee health and wellness programme by end quarter 1	N/A	N/A
	Number of employee health and wellness initiatives conducted	Four EAP programmes concluded	Four wellness interventions were concluded	Two employee wellness interventions conducted	N/A	2 employee health and wellness initiatives conducted over the period	4 employee health and wellness initiatives conducted over the period	4 employee health and wellness initiatives conducted over the period

Strategic Objective 1.1	Programme Performance Indicator	Audited/Actual Performance			Estimated Performance 2016/17	Medium term target		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
	Develop and approve Occupational Health and Safety policy and implementation plan	N/A	N/A	N/A	New indicator	Develop and approve Occupational Health and Safety policy and implementation plan	N/A	N/A
	Number of employee satisfaction surveys conducted	One survey conducted	The survey was suspended, awaiting outcome of diagnostic analysis undertaken by the Board	N/A	N/A	1 employee satisfaction survey conducted per annum	1 employee satisfaction survey conducted per annum	1 employee satisfaction survey conducted per annum
	ICT Strategy implemented	N/A	N/A	N/A	New indicator	Implementation of the approved ICT Strategy	Strategy implemented	Strategy implemented
	Number of electronic communication systems introduced	N/A	NA	N/A	New indicator	Two electronic communication systems introduced by end quarter 3	N/A	N/A

Strategic Objective 1.1	Programme Performance Indicator	Audited/Actual Performance			Estimated Performance 2016/17	Medium term target		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
	Number of media campaigns conducted	N/A	N/A	N/A	New indicator	4 media campaigns conducted to raise public and stakeholder awareness of the technical municipal boundary alignments	4 media campaigns conducted to increase public and stakeholder awareness of the technical municipal boundary alignments	4 media campaigns conducted to communicate activities of the Board
	Report on public perception survey produced	N/A	Survey conducted during district consultation sessions.	One internal perception survey was conducted	N/A	Conduct a public perception survey and produce a report	Annual Implement public perception survey recommendations	Conduct a public perception survey and produce a report during quarter 1
	Number of communicators work sessions conducted	N/A	N/A	N/A	New indicator	2 communicators work sessions conducted over the period	2 communicators work sessions conducted over the period	2 communicators work sessions conducted over the period
	Marketing and branding strategy	N/A	N/A	N/A	New indicator	Approved marketing and branding strategy	Strategy implemented	Strategy implemented

Strategic Objective 1.1	Programme Performance Indicator	Audited/Actual Performance			Estimated Performance 2016/17	Medium term target		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
	developed and approved							

**iii. Quarterly targets for 2017/18**

Performance indicator		Reporting period	Annual Target 2017/18	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Quarterly reports on implementation of the resolutions of the Board submitted	1.1.1	Quarterly	Quarterly reports on implementation of resolutions of the Board submitted	Quarterly report on implementation of the resolutions of the Board submitted	Quarterly report on implementation of the resolutions of the Board submitted	Quarterly report on implementation of the resolutions of the Board submitted	Quarterly report on implementation of the resolutions of the Board submitted
Produce a Board member's training report.	1.1.3	Annually	Report on Board member's training submitted by end quarter 4.	N/A	N/A	N/A	Report on Board member's training submitted.
Quarterly reports submitted on monitoring and evaluation of compliance with relevant legislations	1.1.4	Quarterly	Quarterly reports on the compliance with applicable legislation submitted to the Board	Quarterly report on the compliance with applicable legislation submitted to the Board	Quarterly report on the compliance with applicable legislation submitted to the Board	Quarterly report on the compliance with applicable legislation submitted to the Board	Quarterly report on the compliance with applicable legislation submitted to the Board
Number of positions on the approved structure re-graded	1.1.5	Quarterly	32 positions on the approved organisational structure re-graded.	10 positions on the approved structure re-graded.	11 positions on the approved structure re-graded.	11 positions on the approved structure re-graded.	Produce report on the jobs re-graded.
Percentage of funded positions occupied as per approved organisational structure	1.1.6	Quarterly	90% occupancy rate of funded positions over the period	85% occupancy rate of funded positions.	88% occupancy rate of funded positions.	90% occupancy rate of funded positions.	90% occupancy rate of funded positions calculated pro rata over the year

Performance indicator		Reporting period	Annual Target 2017/18	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Percentage of performance agreements signed and assessments concluded	1.1.7	Quarterly	100% performance agreements signed and assessments concluded in line with the prescribed policy	100% performance agreements signed and assessments concluded in line with the prescribed policy	N/A	100% performance assessments concluded in line with the prescribed policy	N/A
Annual employment equity report submitted to Department of Labour	1.1.8	Quarterly	Annual employment equity report submitted as per legislated timeframe	Consult with relevant stakeholders	Review and update the employment equity plan	Employment equity plan approved.	Annual employment equity report submitted to Department of Labour
Develop employee health and wellness programme	1.1.9	Annually	Develop employee health and wellness programme by end quarter 1	Develop the employee health and wellness programme	N/A	N/A	N/A
Number of employee health and wellness initiatives conducted	1.1.10	Annually	2 employee health and wellness initiatives conducted over the period	N/A	1 employee health and wellness initiative conducted	N/A	1 employee health and wellness initiative conducted
Develop and approve Occupational Health and Safety policy and implementation plan	1.1.11	Quarterly	Develop and approve Occupational Health and Safety policy and implementation plan	Develop draft policy	Consult with relevant stakeholders	Approve Occupational Health and Safety policy and implementation plan	N/A

Performance indicator		Reporting period	Annual Target 2017/18	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Number of employee satisfaction surveys conducted	1.1.12	Quarterly	1 employee satisfaction survey conducted per annum	Develop methodology	Conduct employee satisfaction survey and produce report	Implementation plan of survey recommendations developed	N/A
ICT Strategy implemented	1.1.13	Quarterly	Implementation of the approved ICT Strategy	Concept document and terms of reference finalised and initiate procurement process	Appoint service provider and first draft produced	Workshop draft and approval	Implement strategy
Number of electronic communication systems introduced	1.1.14	Quarterly	Two electronic communication systems introduced by end quarter 3	N/A	Video-conferencing system acquired and installed	BoardPack application/system acquired and installed	N/A
Number of media campaigns conducted	1.1.15	Quarterly	4 media campaigns conducted to raise public and stakeholder awareness of the technical municipal boundary alignments	1 media campaign conducted	1 media campaign conducted	1 media campaign conducted	1 media campaign conducted
Report on public perception survey	1.1.16	Quarterly	Conduct a public perception survey and produce a report	Develop methodology and Terms of Reference	Appoint service provider and conduct survey	Conduct public perception survey and produce report	Implementation plan of survey recommendations developed

Performance indicator		Reporting period	Annual Target 2017/18	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Number of communicators work sessions conducted	1.1.17	Bi-annual	2 communicators work sessions conducted over the period	N/A	1 communicators work session	N/A	1 communicators work session
Marketing and branding strategy developed and approved	1.1.18	Quarterly	Approved marketing and branding strategy	N/A	Develop draft strategy and conduct workshop	Strategy approved	N/A

#### 4.4 Strategic Objective 1.2 linked to Strategic Goal 1

Strategic Outcome Oriented Goal 1	Good Governance and sound financial management capability
Strategic Objective 1.2	Manage and enhance financial capability

##### i. Strategic Objective Statement

Efficient use of financial resources, effective supply chain management processes, risk management and proper asset management for the period covered by this Strategic Plan.

Diversify revenue sources to meet funding requirements.

##### ii. Performance indicators and annual targets for 2017/18

Strategic Objective 1.2	Programme Performance Indicator	Audited/Actual Performance			Estimated Performance 2016/17	Medium term target		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
Manage and enhance financial capability	Achieve clean audit	Unqualified audit opinion with findings	Unqualified audit opinion with findings	Unqualified audit without emphasis of matter	Clean audit with no Emphasis of matter	Achieve Clean audit	Achieve Clean audit	Achieve Clean audit
	Approved Strategic risk register	Annual approved strategic risk register in place	N/A	N/A	New indicator	Annual approval of the Strategic risk register by end February 2018	Annual approval of the Strategic risk register by end February 2019	Annual approval of the Strategic risk register by end February 2020

Strategic Objective 1.2	Programme Performance Indicator	Audited/Actual Performance			Estimated Performance 2016/17	Medium term target		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
	Percentage of risk mitigating measures implemented	N/A	N/A	N/A	New indicator	80% risk mitigating measures implemented for the period under review	80% risk mitigating measures implemented for the period under review	80% risk mitigating measures implemented for the period under review
	Review and implement Fraud prevention strategy and plan	N/A	N/A	N/A	New indicator	Fraud prevention strategy and plan reviewed and implemented	Fraud prevention strategy and plan implemented	Fraud prevention strategy and plan implemented
	Quarterly SCM reports in line with SCM regulations	Instances of irregular expenditure & wasteful expenditure	Instances of irregular expenditure only	Instances of irregular expenditure only	No instances of irregular expenditure	Quarterly SCM reports in line with SCM regulations.	Quarterly SCM reports in line with SCM regulations.	Quarterly SCM reports in line with SCM regulations.
	Develop and implement Funding strategy	N/A	N/A	N/A	New indicator	Funding strategy developed and implemented	Funding strategy implemented	Funding strategy implemented

**iii. Quarterly targets for 2017/18**

Performance indicator		Reporting period	Annual Target 2017/18	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Achieve clean audit	1.2.1	Quarterly	Achieve Clean audit	Submit AFS and Performance Information to AG & NT on 31 May 2017	Clean audit	Prepare Post Audit Action Plan for findings from AG audit report by 31 December 2017	Resolution of all AG and IA audit findings by 31 March 2018
Approved Strategic risk register	1.2.2	Quarterly	Annual approval of the Strategic risk register by end February 2018	N/A	N/A	Workshop on strategic risk identification conducted and draft strategic risk register developed	Draft strategic risk register approved for 2018/19.
Percentage of risk mitigating measures implemented	1.2.3	Quarterly	80% risk mitigating measures implemented for the period under review	20% mitigating measures implemented	40% mitigating measures implemented	60% mitigating measures implemented	80% mitigating measures implemented
Review and implement Fraud prevention strategy and plan	1.2.4	Quarterly	Fraud prevention strategy and plan reviewed and implemented	Aligned fraud prevention strategy document developed	Fraud prevention strategy consulted and approved	Quarterly implementation report	Quarterly implementation report
Quarterly SCM reports in line with SCM regulations	1.2.5	Quarterly	Quarterly SCM reports in line with SCM regulations.	Quarterly SCM reports	Quarterly SCM reports	Quarterly SCM reports	Quarterly SCM reports
Develop and implement Funding strategy	1.2.6	Quarterly	Funding strategy developed and implemented	N/A	Funding strategy drafted and Internal workshop conducted	Funding strategy approved by the Board.	Progress report against implementation of Funding strategy.

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

Programme	Medium term expenditure estimate						
	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure		
	R thousand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Information Technology	1 335	344	112	1 511	1 633	1 680	1 762
Legal Services	2 363	6 473	6 895	4 791	1 832	1 770	2 021
Administration and Human Resources	9 273	11 684	13 804	11 058	11 825	12 628	13 370
Executive: Corporate Services	-	-	-	1 609	1 518	1 626	1 742
Office of the CEO	3 994	3 738	2 811	3 371	2 491	2 667	2 855
Board	6 292	6 318	7 324	5 611	6 674	7 106	7 515
Financial Management and Accounting	6 915	8 356	6 600	7 627	7 940	8 362	8 867
<b>Total:</b>	<b>30 172</b>	<b>36 913</b>	<b>37 546</b>	<b>35 578</b>	<b>33 913</b>	<b>35 839</b>	<b>38 132</b>

## 5 **PROGRAMME 2: DEMARCATIONS**

### 5.1 **Purpose**

Provide demarcation services in line with the relevant legislation.

### 5.2 **Sub-programmes**

There are two sub-programmes namely boundary determination and re-determination as well as ward delimitation.

- **Boundary determination and re-determination**

The MDB must determine and re-determine municipal boundaries throughout the territory of the Republic of South Africa following processes and guidelines that are consistent with MDA and other appropriate legislation enacted in terms of Chapter 7 of the Constitution. In determining the boundaries, the MDB is guided by objectives and factors that ensure that those municipalities are sustainable and able to fulfil their constitutional mandate.

- **Ward delimitation**

The MDB after consultation with the Electoral Commission, for purposes of an election, must delimit wards in all metropolitan and local municipalities that qualify to have wards. The process of ward delimitation enhances citizens' role in participatory democracy through crafting of geopolitical spaces within which political representatives are elected.

### 5.3 **Strategic Objective 2.1 linked to Strategic Goal 2**

Strategic Outcome Orientated Goal 2	Quality Demarcation Process and Outcomes
Strategic Objective 2.1	Conduct determination and re-determination of municipal boundaries

**i. Strategic Objective Statement**

To determine and re-determine municipal boundaries to enhance spatial and economic integration in line with the demarcation criteria for the period covered by this Strategic Plan.

**ii. Performance indicators and annual targets for 2017/18**

Strategic Objective 2.1	Programme Performance Indicator	Audited/Actual Performance			Estimated Performance 2016/17	Medium term target		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
Conduct determination and re-determination of municipal boundaries	Number of consultation meetings on technical municipal boundary alignments with IEC, Chief Surveyor-General and Stats SA	N/A	N/A	N/A	New indicator	3 consultation meetings on technical municipal boundary alignments with IEC, Chief Surveyor-General and Stats SA during quarter 1	3 consultation meetings on technical municipal boundary alignments with IEC, Chief Surveyor-General and Stats SA during quarter 1	N/A
	Number of affected municipalities consulted on technical municipal boundary alignments	N/A	N/A	N/A	New indicator	All affected municipalities consulted on technical municipal boundary	N/A	N/A

Strategic Objective 2.1	Programme Performance Indicator	Audited/Actual Performance			Estimated Performance 2016/17	Medium term target		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
						alignments by end quarter 3		
	Number of identified local communities consulted on technical municipal boundary alignments	N/A	N/A	N/A	New indicator	All identified local communities consulted on technical municipal boundary alignments by end quarter 4	All identified local communities consulted on technical municipal boundary alignments in terms of section 28 (Public meetings)	N/A
	Develop Framework for managing public inputs on municipal boundary re- determinations	N/A	N/A	N/A	New indicator	Framework for managing public inputs on municipal boundary re- determinations developed	Framework for managing public inputs on municipal boundary re- determinations implemented	Framework for managing public inputs on municipal boundary re- determinations implemented

Strategic Objective 2.1	Programme Performance Indicator	Audited/Actual Performance			Estimated Performance 2016/17	Medium term target		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
	Number of legal notices published in terms of Section 26 of the Municipal Demarcation Act (MDA)	N/A	N/A	N/A	New indicator	18 legal notices published in terms of Section 26 of the MDA by end quarter 4	9 notices published in terms of section 21 of the MDA	9 notices published in terms of section 21(5) of the MDA
	Number of municipalities with spatial boundary descriptions finalised by end 2020.	N/A	N/A	N/A	New indicator	85 municipalities with spatial boundary descriptions finalised for the year under review	85 municipalities with spatial boundary descriptions finalised for the year under review	87 municipalities with spatial boundary descriptions finalised for the year under review

**iii. Quarterly targets for 2017/18**

Performance indicator		Reporting period	Annual Target 2017/18	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Number of consultation meetings on technical municipal boundary alignments with IEC, Chief Surveyor-General and Stats SA	2.1.1	Annual	3 consultation meetings on technical municipal boundary alignments with IEC, Chief Surveyor-General and Stats SA during quarter 1	3 consultation meetings on technical municipal boundary alignments with IEC, Chief Surveyor-General & Stats SA	N/A	N/A	N/A
Number of affected municipalities consulted on technical municipal boundary alignments	2.1.2	Annual	All affected municipalities consulted on technical municipal boundary alignments by end quarter 3	N/A	N/A	All affected municipalities consulted on technical municipal boundary alignments	N/A
Number of identified local communities consulted on technical municipal boundary alignments	2.1.3	Annual	All identified local communities consulted on technical municipal boundary alignments by end quarter 4	N/A	N/A	N/A	All identified local communities consulted on technical municipal boundary alignments

Performance indicator		Reporting period	Annual Target 2017/18	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Develop Framework for managing public inputs on municipal boundary re-determinations	2.1.4	Quarterly	Framework for managing public inputs on municipal boundary re-determinations developed	Concept document for framework for managing public inputs on municipal boundary re-determinations developed	First draft framework for managing public inputs on municipal boundary re-determinations	Workshop the framework for managing public inputs on municipal boundary re-determinations	Framework document for managing public inputs on municipal boundary re-determinations approved
Number of legal notices published in terms of Municipal Section 26 of the MDA	2.1.5	Annual	18 legal notices published in terms of Section 26 of the MDA by end quarter 4	N/A	N/A	N/A	18 legal notices published in terms of Section 26 of the MDA.
Number of municipalities with spatial boundary descriptions finalised by end 2020.	2.1.6	Quarterly	85 municipalities with spatial boundary descriptions finalised for the year under review	Concept document on spatial boundary descriptions developed	29 municipalities with spatial boundary descriptions finalised	29 municipalities with spatial boundary descriptions finalised	27 municipalities with spatial boundary descriptions finalised

#### 5.4 Strategic Objective 2.2 linked to Strategic Goal 2

Strategic Outcome Orientated Goal 2	Quality Demarcation Process and Outcomes
Strategic Objective 2.2	Delimit wards for all municipalities that qualify to have wards

##### i. Strategic Objective Statement

To develop and adopt a comprehensive ward delimitation system and processes to enable the purposeful application of the delimitation criteria set out in section 4 of Schedule 1 of the MSA, in order to conduct the local government elections in 2021.

##### ii. Performance indicators and annual targets for 2017/18

Strategic Objective 2.2	Programme Performance Indicator	Audited/Actual Performance			Estimated Performance 2016/17	Medium term target		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
Delimit wards for all municipalities that qualify to have wards	Develop and approve Policy and Standard Operating Procedures documents on ward delimitation process	N/A	Public and stakeholder consultations on draft wards completed	100% of wards for the 2016 local government elections finalised	Evaluation report on the efficiency and effectiveness of the 2014 to 2016 ward delimitation process produced	Ward delimitation policy and Standard Operating Procedures updated and approved	Implementation plan for the 2021 ward delimitation process finalised	Implement the plan ward delimitation.

**iii. Quarterly targets for 2017/18**

Performance indicator		Reporting period	Annual Target 2017/18	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Develop and approve Policy and Standard Operating Procedures documents on ward delimitation process	2.2.1	Quarterly	Ward delimitation policy and Standard Operating Procedures updated and approved	Concept document for ward delimitation policy and Standard Operating Procedures developed	First draft policy and Standard Operating Procedures developed	First draft policy and Standard Operating Procedures workshopped with key stakeholders	Updated ward delimitation policy approved by the Board.

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

Programme	Medium term expenditure estimate						
	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure		
	R thousand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Determination and Delimitation	8 259	4 984	19 018	3 177	4 313	5 205	5 085
Executive: Operations & Research	84	1 157	1 517	1 543	1 689	1 789	1 813
<b>Total</b>	<b>8 343</b>	<b>6 141</b>	<b>20 535</b>	<b>4 720</b>	<b>6 002</b>	<b>6 994</b>	<b>6 898</b>

## **6 PROGRAMME 3: RESEARCH AND KNOWLEDGE MANAGEMENT**

### **6.1 Purpose**

This programme provides research that will contribute to the knowledge repository thereby providing a base for all demarcation decisions and advisory services.

### **6.2 Sub-Programmes**

There are two sub-programmes namely assessment of the capacity of municipalities and research and knowledge management.

- **Assessment of the capacity of municipalities**

Conduct capacity assessments of metropolitan, district and local municipalities to inform boundary determinations and to provide advice to MEC on the adjustment of powers and functions between district and local municipalities. A new approach adopted by MDB will ensure that the process considers not only the institutional factors but to a large extent the environmental factors such as natural endowments, economic infrastructure and other socio economic variables (e.g. demographics, education, income levels, etc.).

- **Research and knowledge management**

This programme facilitates knowledge development and management for optimal decision making on boundary determinations in order to further the objectives of sustainable municipalities. It also provides responsive and evidence-based research that contributes to the demarcation processes towards redress of apartheid spatial planning. Ultimately, this programme aims to position the MDB as a knowledge hub on matters involving spatial transformation and demarcations in particular.

### 6.3 Strategic Objective 3.1 linked to Strategic Goal 3

Strategic Outcome Orientated Goal 3	Assessment of Capacity of municipalities
Strategic Objective 3.1	Conduct assessment of municipal capacity

#### i. Strategic Objective Statement

Conduct capacity assessments of metropolitan, district and local municipalities to inform boundary determinations and to provide advice to MEC on the adjustment of powers and functions between district and local municipalities for the period covered by this Strategic Plan.

#### ii. Performance indicators and annual targets for 2017/18

Strategic Objective 3.1	Programme Performance Indicator	Audited/Actual Performance			Estimated Performance 2016/17	Medium term target		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
Conduct assessment of municipal capacity	Number of municipalities in which municipal capacity assessments were conducted	Tender advertised and adjudicated	Decision to award suspended after internal review	N/A	Model on municipal capacity assessment developed	Conduct municipal capacity assessments for 81 municipalities for the year under review	Conduct municipal capacity assessments for 176 municipalities for the year under review	N/A

**iii. Quarterly target for 2017/18**

Performance indicator		Reporting period	Annual Target 2017/18	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Number of municipalities in which municipal capacity assessments were conducted	3.1.1	Quarterly	Conduct municipal capacity assessments for 81 municipalities for the year under review	Procurement of service provider to conduct capacity assessments	Data for municipal capacity assessments in 41 municipalities collected	Data for municipal capacity assessments in 40 municipalities collected	Municipal capacity assessment reports produced for 81 municipalities

**6.4 Strategic Objective 3.2 linked to Strategic Goal 4**

Strategic Outcome Orientated Goal 4	Research and knowledge management capabilities
Strategic Objective 3.2	Establish research and knowledge management capabilities

**i. Strategic Objective Statement**

To establish research and knowledge repository that will empower the MDB to fulfil its legislative mandate, i.e. informed demarcation decisions and advisory services for the period covered by this Strategic Plan.

ii. **Performance indicators and annual targets for 2017/18**

Strategic Objective 3.2	Programme Performance Indicator	Audited/Actual Performance			Estimated Performance 2016/17	Medium term target		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
Establish research and knowledge management capabilities	Develop a Standard Operating Procedure to deliver advisory services	N/A	N/A	N/A	New Indicator	Standard Operating Procedures to deliver advisory services developed	Standard Operating Procedures to deliver advisory service implemented	Standard Operating Procedures to deliver advisory services implemented
	Develop and implement Research strategy	N/A	N/A	N/A	New Indicator	Research strategy and implementation plan developed	Research strategy implemented	Research strategy implemented
	Number of internal review publications	N/A	N/A	N/A	New indicator	4 internal review publications	4 internal review publications	4 internal review publications
	Number of peer-reviewed journal articles published	N/A	N/A	N/A	New indicator	1 peer-reviewed journal article published	1 peer reviewed journal article published	1 peer reviewed journal article
	Number of active institutional collaboration agreements on research (MOUs)	N/A	N/A	N/A	New indicator	5 active institutional collaboration agreements on research (MOU)	5 active institutional collaboration agreements on research (MOU)	5 active institutional collaboration agreements on research (MOU)

Number of research seminars conducted	N/A	N/A	N/A	New indicator	2 research seminars conducted	2 research seminars conducted	2 research seminars conducted
Number of research studies located and archived	N/A	N/A	N/A	New indicator	20 research studies located and archived	40 research studies located and archived	60 research studies located and archived
Develop and implement Knowledge and information management strategy	N/A	N/A	N/A	New Indicator	Knowledge and information management strategy and implementation plan developed	Quarterly implementation reports for Knowledge and information management strategy	Quarterly implementation reports for Knowledge and information management strategy
Develop and implement Geographical Information and database management strategy	N/A	N/A	N/A	New indicator	Geographical information and database management strategy and implementation plan developed	Quarterly reports on implementation of Geographical Information and database management strategy	Quarterly reports on implementation of Geographical Information and database management strategy
Develop and implement Mapping norms and standards	N/A	N/A	N/A	New indicator	Mapping norms and standards developed and implemented by end quarter 2	Mapping norms and standards implemented	Mapping norms and standards implemented

	Develop Municipal profile database	N/A	N/A	N/A	New indicator	Municipal profile database developed	N/A	N/A
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### iii. Quarterly targets for 2017/18

Performance indicator		Reporting period	Annual Target 2017/18	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Develop a Standard Operating Procedure to deliver advisory services	3.2.1	Quarterly	Standard Operating Procedures to deliver advisory services developed	Develop concept and 1 <sup>st</sup> draft documents for advisory services	Internal workshop on advisory services	Standard Operating Procedures document approved	Standard Operating Procedures implemented
Develop and implement Research strategy	3.2.2	Quarterly	Research strategy and implementation plan developed	Develop concept document and 1 <sup>st</sup> draft research strategy	Workshop on draft research strategy conducted	Final research strategy approved by the Board	Implementation plan document developed
Number of internal review publications	3.2.3	Quarterly	4 internal review publications	1 internal review publication	1 internal review publication	1 internal review publication	1 internal review publication
Number of peer-reviewed journal articles published	3.2.4	Annually	1 peer-reviewed journal article published	N/A	N/A	N/A	1 peer reviewed journal article
Number of active institutional collaboration agreements on research (MOUs)	3.2.5	Quarterly	5 active institutional collaboration agreements on research (MOU)	1 active institutional collaboration agreement on research (MOU)	1 active institutional collaboration agreement on research (MOU)	1 active institutional collaboration agreement on research (MOU)	2 active institutional collaboration agreements on research (MOU)

Performance indicator		Reporting period	Annual Target 2017/18	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Number of research seminars conducted	3.2.6	Bi-annually	2 research seminars conducted	N/A	1 research seminar	N/A	1 research seminar
Number of research studies located and archived	3.2.7	Quarterly	20 research studies located and archived	3 research studies located and archived	7 research studies located and archived	4 research studies located and archived	6 research studies located and archived
Develop and implement Knowledge and information management strategy	3.2.8	Quarterly	Knowledge and information management strategy and implementation plan developed	Develop concept and 1 <sup>st</sup> draft documents for Knowledge and Information management strategy	Internal workshop on Knowledge and Information management strategy	Final Knowledge and Information management strategy approved by the Board	Implementation plan developed
Develop and implement Geographical Information and database management strategy	3.2.9	Annually	Geographical information and database management strategy and implementation plan developed	Concept document and draft developed	Internal workshop conducted	Strategy document submitted for approval	Implementation plan developed
Develop and implement Mapping norms and standards	3.2.10	Quarterly	Mapping norms and standards developed and implemented by end quarter 2	Concept document and 1 <sup>st</sup> draft	Mapping norms and standards developed and implemented	N/A	N/A
Develop Municipal profile database	3.2.11	Quarterly	Municipal profile database developed	Concept document for municipal profile database developed	Municipal profile database created	Upload data into database	Municipal profile database operational

## 6.5 Reconciling performance targets with the budget and MTEF

Programme	Medium term expenditure estimate						
	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure		
	R thousand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
GIS and Database Management	2 593	4 833	4 341	5 396	4 512	5 187	5 302
Research and Knowledge Management	2 195	661	414	8 542	3 398	2 774	3 232
<b>Total:</b>	<b>4 788</b>	<b>5 494</b>	<b>4 755</b>	<b>13 938</b>	<b>7 910</b>	<b>7 961</b>	<b>8 534</b>

## **7 PROGRAMME 4: PUBLIC PARTICIPATION, EDUCATION AND AWARENESS**

### **7.1. Purpose**

To deepen democracy through public participation and outreach initiatives.

### **7.2. Sub-programme**

There are two sub-programmes, namely public education and awareness and public participation:

#### **Public education and awareness**

Widening of the knowledge, understanding and awareness of demarcation issues by the general public and other stakeholders to enable informed and meaningful public participation in all MDB processes.

#### **Public participation**

Over time, various stakeholders including the public felt that the MDB conducted its operations without adequate engagements and was therefore alienated from the realities on the ground. This was confirmed during the latest boundary re-determinations and ward delimitations as well as the conference on demarcation and spatial transformation in June 2016. The programme aims to deepen participation in demarcation processes with the community and other stakeholders.

### **7.3. Strategic Objective 4.1 linked to Strategic Goal 5**

Strategic Outcome Oriented Goal 5	Public participation and outreach initiatives
Strategic Objective 4.1	Promote public participation, education and awareness

**i. Strategic Objective Statement**

To strengthen institutional capability (policy, systems and processes) to deepen public participation in demarcation processes, widen education, awareness and outreach initiatives on demarcation issues for the period covered by this Strategic Plan.

**ii. Performance indicator and annual targets for 2017/18**

Strategic Objective 4.1	Programme Performance Indicator	Audited/Actual Performance			Estimated Performance 2016/17	Medium term target		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
Promote public participation, education and awareness	Framework for public participation in municipal boundary redetermination and ward delimitation approved	N/A	N/A	N/A	Framework for public participation in municipal boundary redetermination and ward delimitation developed	Framework for public participation in municipal boundary redetermination and ward delimitation approved by end quarter 2	Implementation of approved public participation framework	Implementation of approved public participation framework
	Number of partnerships established to enhance public education and awareness	N/A	N/A	N/A	New indicator	2 partnerships to enhance public education and awareness	2 partnerships to enhance public education and awareness	2 partnerships to enhance public education and awareness
	Number of demarcation	N/A	N/A	N/A	New indicator	266 demarcation process	N/A	266 demarcation process

Strategic Objective 4.1	Programme Performance Indicator	Audited/Actual Performance			Estimated Performance 2016/17	Medium term target		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
	process booklets distributed					booklets distributed		booklets distributed
	Number of activities to strengthen public and stakeholder awareness and education of demarcation processes	N/A	New indicator	Radio campaign for Section 28 Process; Social media platforms; Eight media releases issued; 84 interview conducted	Four stakeholder engagement platforms per annum	4 public and stakeholder education and awareness activities conducted on the municipal boundary determinations process	5 public and stakeholder education and awareness activities conducted on the municipal boundary determinations process	5 public and stakeholder education and awareness activities conducted on the municipal ward delimitation process
	Develop manual on methodology and processes for public participation	N/A	N/A	N/A	New indicator	Manual on methodology and processes for public participation developed	Manual implemented	Manual implemented

iii. Quarterly targets for 2017/18

Performance indicator		Reporting period	Annual Target 2017/18	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Framework for public participation in municipal boundary redetermination and ward delimitation approved	4.1.1	Annually	Framework for public participation in municipal boundary redetermination and ward delimitation approved by end quarter 2	N/A	Framework for public participation in municipal boundary redetermination and ward delimitation approved by the Board.	N/A	N/A
Number of partnerships established to enhance public education and awareness	4.1.2	Bi-annually	2 partnerships to enhance public education and awareness	N/A	1 partnerships to enhance public education and awareness	N/A	1 partnerships to enhance public education and awareness
Number of demarcation process booklets distributed	4.1.3	Quarterly	266 demarcation process booklets distributed	9 demarcation process booklets distributed	129 demarcation process booklets distributed	128 demarcation process booklets distributed	N/A
Number of activities to strengthen public and stakeholder awareness and education of demarcation processes	4.1.4	Quarterly	4 public and stakeholder education and awareness activities conducted on the municipal boundary determinations process	1 public and stakeholder education and awareness activity conducted on the municipal boundary determinations process	1 public and stakeholder education and awareness activity conducted on the municipal boundary determinations process	1 public and stakeholder education and awareness activity conducted on the municipal boundary determinations process	1 public and stakeholder education and awareness activity conducted on the municipal boundary determinations process

Performance indicator		Reporting period	Annual Target 2017/18	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Develop manual on methodology and processes for public participation	4.1.5	Annually	Manual on methodology and processes for public participation developed	N/A	Develop manual on methodology and processes for public participation.	N/A	N/A

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

Programme	Medium term expenditure estimate						
	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure		
	R thousand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Stakeholder Management and Communication	1 412	3 737	1 901	3 047	2 262	2 231	2 461
<b>Total:</b>	<b>1 412</b>	<b>3 737</b>	<b>1 901</b>	<b>3 047</b>	<b>2 262</b>	<b>2 231</b>	<b>2 461</b>

## OUR VISION

To be the leading demarcation authority

## OUR MISSION STATEMENT

The MDB is South Africa's municipal demarcation authority, whose mission is to deepen democracy and to facilitate the socio-economic transformation of the country for the benefit of its citizens by:

- a) Enabling and facilitating a system of developmental local government, through the determination of municipal and ward boundaries that enhances the quality of life of communities, overall;
- b) Providing advisory services, in municipal boundaries matters, to state entities and other stakeholders;
- c) Being a spatial knowledge hub on all municipal and ward boundary matters.

STRATEGIC GOAL 2  
Quality Demarcation  
Processes and Outcomes

STRATEGIC GOAL 5  
Public participation and  
outreach initiatives

STRATEGIC GOAL 3  
Assessment of the Capacity  
of municipalities

STRATEGIC GOAL 1  
Good Governance and sound financial  
management capability

STRATEGIC GOAL 4  
Research and Knowledge management  
capability

## OUR VALUES

Independence

Good  
Governance

Inclusivity

Quality