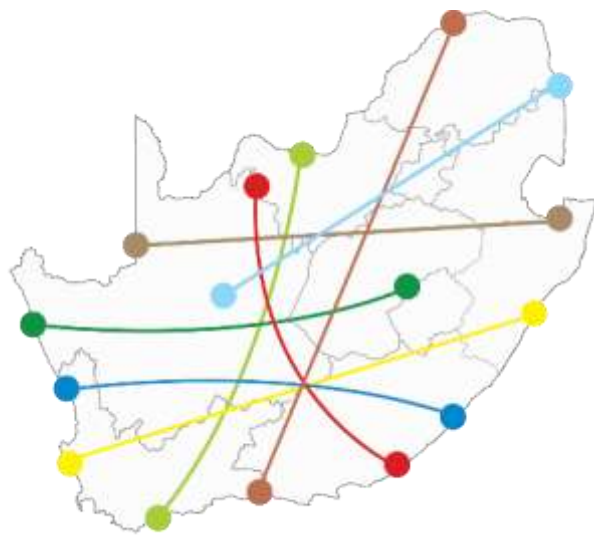


Municipal Demarcation Board

STRATEGIC PLAN

for the fiscal years
2020 to 2025



mdb
municipal demarcation board

March 2020



EXECUTIVE AUTHORITY STATEMENT

I am delighted to present the strategic plan of the Municipal Demarcation Board (MDB) for the fiscal years 2020 to 2025. This document sets out not only the vision and mission of the fifth Board of the MDB, appointed in March 2019, but the expected impact of its programmes on transformation of the local government sector. The strategy emanates from experiences and lessons learnt over the Board's 20-year existence.

Formulating this strategy allowed us to reflect on experiences, achievements and shortcomings in the implementation of our mandate. Several engagement forums were held with various stakeholders nationally, with a view to seeking new and creative ideas and opportunities to reposition the organisation to make a meaningful contribution to ongoing development and transformation in local government. This strategy is an appropriate response to persistent socio-economic challenges and the changing local government landscape that affects the work of the MDB.

With this strategy, we will chart a path for the MDB to navigate challenges and fulfil its mission. This we will do by working together and partnering with local government stakeholders, and most importantly, with local communities to realise the objectives of local government. This new strategy repositions the MDB in the context of the National Development Plan (NDP), the National Spatial Development Framework (NSDF) and the Integrated Urban Development Framework (IUDF).

The impact and strategic outcomes set out in this Strategic Plan 2020 to 2025 demonstrate our commitment to achieving excellence in delivery of our mandate. To attain our outcomes, we will improve our research capacity and capability by building a cadre of professionals well equipped to conduct research and position the MDB as a centre of spatial knowledge. As mentioned, we will partner with strategic stakeholders to ensure access to data on local government, socio-economic and spatial trends. Future demarcation of boundaries will create sustainable municipalities that are able to fulfil their constitutional obligations. It has also become evident that the majority of our people cannot optimally engage with MDB programmes due to their limited knowledge and understanding of our processes. Therefore, the MDB will tirelessly work to improve its public and stakeholder awareness and education efforts. However, this will require considerably more financial resources.



Our aim is mainly to reposition this organisation to meaningfully contribute to development and transformation of local government. To this end, the Board supports this Strategic Plan for 2020 to 2025 and is committed to performing its oversight role to ensure successful implementation of the stated impact and outcomes.

TM MANYONI
EXECUTIVE AUTHORITY

~ ✂ ☒ ✂ ~



ACCOUNTING OFFICER STATEMENT

This document sets out our strategic direction for the fiscal years 2020 to 2025 and outlines the vision, mission and values the MDB has set. It explains our mandate and solidifies the impact and outcomes the organisation endeavours to realise during this period.

It places the MDB's impact within the context of local government and the roles and responsibilities of the different role-players. It takes into account the successes of, and challenges and aspirations for the local government sector and the important role of the MDB in providing a conducive environment for municipalities to meet their constitutional obligations.

As one of the outcomes in this strategy, the MDB plans to build an institution of excellence by refining and developing its operational systems - a challenge management welcomes with enthusiasm. The MDB mandate is data-, information- and knowledge intensive. Consequently, the MDB will be successful and sustainable only if it has access to multiple types of data and information. For this reason, the MDB plans to position itself as not only a repository of spatial information and knowledge, but a reputable spatial research institution. We are cognisant of challenges that await us, but will pursue this goal relentlessly.

In addition, the MDB will continue to build its public participation, education and communication processes, spreading its wings to establish the regional presence crucial for meaningful participation and consultation.

In the 2018/19 financial year, the MDB completed the technical municipal outer-boundary alignment process it started in 2016, with the publication of Section 21(5) notices. It also conducted municipal capacity assessments, with these reports are available on its website. It is envisaged that municipal capacity assessments will be performed again in 2021/22.

In 2019/20, the process to delimit wards for the 2021 local government elections began with consultative meetings with municipalities, stakeholders and communities on the first draft wards. However, due to the declaration of the Covid-19 national state of disaster and the subsequent lockdown, consultative meetings had to be cancelled. The MDB had to reconsider its communication channels and a variety of channels were made available for municipalities, communities and



interested parties to submit their views on their wards to the MDB in writing. These views will be taken into consideration by the MDB in determining wards, culminating in the publication and handover of final wards to the Independent Electoral Commission (IEC), towards the latter part of 2020. The municipal outer-boundary determination process will be re-opened, after completion of ward delimitations and the 2021 local government elections.

The MDB improved the achievement of its pre-determined objectives from 59% in 2015/16 to 96% in 2018/19 and for the first time since inception, received an unqualified audit opinion, with no findings (clean) from the Auditor-General South Africa.

We thank, firstly, key partners, stakeholders and most importantly, our communities for participating in our engagement forums and the unwavering support and commitment shown by these important constituents in ensuring a sustainable future for the MDB.

Unreserved gratitude goes to the management team, staff and Board members for the robust and meaningful engagement on MDB experiences, achievements and shortcomings in preparation for charting a path for the next five years. We cannot overemphasise the huge responsibility we carry nor our commitment to the successful implementation of this strategy, which will see the hopes of our people realised.

KT SIGIDI
ACCOUNTING OFFICER





OFFICIAL SIGN OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Municipal Demarcation Board under the guidance of its Board.
- Takes into account all policies, legislation and other mandates for which the Municipal Demarcation Board is responsible.
- Accurately reflects the impact, outcomes and outputs that the Municipal Demarcation Board will endeavour to achieve over the period 01 April 2020 to 31 March 2025.

Aluwani Ramagadza
Chief Operating Officer

Tintswalo Baadjie
Chief Financial Officer

Muthotho Sigidi
Chief Executive Officer/Accounting Officer

Thabo Manyoni
Executive Authority



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ACRONYMNS

Board	The Board established in terms of Section 2 of the Municipal Demarcation Act and composed of members appointed by the President of the Republic of South Africa.
CoGTA	Cooperative Governance and Traditional Affairs
CSG	Chief Surveyor-General
Constitution	The Constitution of the Republic of South Africa
Demarcation	The act of establishing a municipal boundary, in terms of the Municipal Demarcation Act 27 of 1998
DDM	District Development Model
ERP	Enterprise Resource Planning
GIS	Geographical Information System
ICT	Information and communications technology
IEC	Independent Electoral Commission
IT	Information technology
IUDF	Integrated Urban Development Framework
MDA	Municipal Demarcation Act 27 of 1998
MDB	Municipal Demarcation Board, the organization including the Board
MEC	Member of the Executive Council
MinMEC	Minister and Members of the Executive Council
MoU	Memorandum of understanding
MSA	Municipal Structures Act 117 of 1998
MTEF	Medium Term Expenditure Framework
NDP	National Development Plan
NSDF	National Spatial Development Framework
NSIF	National Spatial Information Framework
PFMA	Public Finance Management Act 1 of 1999
SACN	South African Cities Network
StatsSA	Statistics South Africa

PART A: OUR MANDATE

1. CONSTITUTIONAL MANDATE

The Constitution of the Republic of South Africa, 1996, Section 155 (3) states that national legislation must establish criteria and procedures for the determination of municipal boundaries by an **independent authority**. Further, Section 155(4) provides that if the electoral system includes ward representation, the delimitation of wards must be done by an **independent authority** appointed in terms of, and operating according to, procedures and criteria prescribed by national legislation.

2. LEGISLATIVE AND POLICY MANDATES

2.1 Local Government: Municipal Demarcation Act, 1998 (Act 27 of 1998) (MDA)

The MDA establishes the MDB as an independent authority to determine and re-determine municipal boundaries and to render advisory services on matters provided for in the Act and other legislation enacted in terms of Chapter 7 of the Constitution when so requested.

2.2 Local Government: Municipal Structures Act, 1998 (Act 117 of 1998) (MSA)

The MSA provides for different categories of municipalities and stipulates the criteria for determining the category of municipalities to be established in an area. The MDB must also conduct capacity assessments for municipalities and use these when determining and re-determining boundaries and advise Members of Executive Councils (MECs) on adjustment of powers and functions between district and local municipalities.

In terms of *(item 2) Schedule 1* of the MSA, for an election, the MDB must, after consultation with the IEC, delimit all municipalities that must have wards into wards.

The following legislation regulates the MDB's mandate and operations:

- Local Government: Municipal Systems Act 32 of 2000
- Public Finance Management Act 1 of 1999, as amended (PFMA)
- Municipal Electoral Act 27 of 2000
- Promotion of Administrative Justice Act 1 of 2000
- Promotion of Access to Information Act 2 of 2000

- Spatial Planning and Land Use Management Act 16 of 2013

2.3 Policy mandates

The White Paper on Local Government, 1998, refers to the demarcation of municipal boundaries to address historical inequalities and spatial deficiencies. The policy provides a guideline for the establishment of an independent authority on demarcations and the objectives of such a body. It states that the objectives are primarily to facilitate national, provincial and local planning, coordination and development and the delivery of services, supporting participatory democracy, and to create a viable tax base for municipalities.

The work of the MDB is also guided by the NDP, the draft NSDF and the recently developed IUDF.

In his State of the Nation Address on 20 June 2019, the President of South Africa outlined seven priority areas for the next five years. The MDB's work would contribute directly towards the attainment of Priority 5: Spatial integration, human settlement and local government, and indirectly to Priority 1: Capable, ethical and developmental state Priority 2: Economic transformation and job creation and Priority 6: Social cohesion and safe communities.

Government has developed and launched the District Development Model (DDM) to ensure better coordination of government efforts on development and service delivery in local areas. The MDB will have to take advantage of and strengthen this initiative as it performs its functions.

3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

The MDB has developed policies to govern its operations. The policies, frameworks and strategies developed are clustered into four broad categories, namely core, governance, financial management and human resources management.

The most important policies, strategies and frameworks developed by the MDB, to support and guide its work, include:

- a) Municipal Boundary Re-determination Policy;
- b) Ward Delimitation Policy;
- c) Research Strategy;
- d) Knowledge Management Strategy;
- e) Information and Communications Technology (ICT) Strategy;
- f) Public Participation and Stakeholder Engagement Framework, and
- g) Demarcation Spatial Knowledge Warehouse Framework.

These policies, strategies and frameworks guide the processes and systems of the institution in its daily business. They ensure that the MDB continues to enhance its operations and corporate governance.

4. COURT RULINGS

In the past, there have been several court rulings on MDB decisions. None of these rulings had any negative impact on operations or service delivery obligations of the MDB, as the courts have consistently affirmed the independence of the MDB. However, lessons learnt from these cases have helped the institution to enhance its public participation and stakeholder engagement approaches and provided the Board with the opportunity to contribute to the legislative amendment process.

PART B: OUR STRATEGIC FOCUS

5. VISION

Spatially transformed, just and sustainable communities.

6. MISSION

To create the spatial conditions for sustainable development and transformation of local communities through the demarcation of municipal and ward boundaries, provision of advisory services and serving as a knowledge hub to our stakeholders to promote socio-economic development, democratic participation, equality and access to services.

7. VALUES

<i>VALUE</i>	<i>PRINCIPLES</i>
Impartiality	Fair and objective
Transparency	Openness in all our activities
Excellence	Providing quality services
Inclusivity	Accessible and considerate to all
Integrity	Beyond reproach

8. SITUATIONAL ANALYSIS

The MDB operates in a complex environment, which involves the actions of multiple stakeholders and partners across all three spheres of government. Intergovernmental and cooperative governance is central to ensure efficient and effective delivery of end-to-end municipal demarcation outcomes.

It is envisaged that by 2030 70% of South Africans will live in urban areas (SACN, 2016). However, the municipal landscape of South Africa is highly differentiated into areas of major economic growth and relative prosperity, areas with smaller pockets of formal sector activity and areas with minor or no economic activity but major social welfare needs. It is within this context that the MDB contributes to constitutional democracy by creating functional municipalities through configuration of municipal and ward boundaries. The MDB is responsible for re-determining municipal boundaries, categorising qualifying municipal areas into metropolitan municipalities, delimiting wards, assessing the capacity of municipalities to

perform their powers and functions, and rendering advisory services within the scope of its mandate.

The MDB finds expression in the NDP in reducing spatial injustice, inequality and inefficiency. The MDB is committed to pursuing a national spatial vision as envisaged in the NDP, draft NSDF and IUDF to fundamentally transform South Africa's spatial past by steering urban growth towards a sustainable growth model of compact, connected and coordinated cities and towns. The MDB will need to play a significant and transformative role in integrated urban planning, land governance, integrated transport and mobility, integrated infrastructure and inclusive economic development to strengthen the linkages between rural and urban spaces.

The MDB's assessment of municipal capacity is vital in identifying where local government has the ability and capacity to deliver on its mandate. The MDB will rally for coordination in the provision of services and infrastructure by different spheres of government and will assist role-players to develop focused programmes that build and strengthen municipal capacity. The MDB is the only body legally empowered to conduct municipal capacity assessments, thus it is able to act as a coordinator and custodian of municipal governance, administrative, socio-economic, spatial development and financial information needed for monitoring service delivery and development in local areas. The MDB is prepared to assume this role and contribute meaningfully to the realisation of a developmental local government.

In line with the NDP's call for active citizen engagement and participation, the MDB is committed to continue providing information to the public, all spheres of government, the private sector and civil society, focusing on women, youth and people with disabilities. This initiative will not only deepen stakeholders' understanding of demarcation processes, but will harness and inspire interest in the institution's ability to promote spatial transformation and socio-economic development.

The MDB recognises the need to enhance its public participation, education, awareness and consultation programme. Given its complex nature (sensitive and highly contested processes), the Board is often accused of not consulting affected communities and this has resulted in complaints, protests and, in some instances, court challenges. Minimising backlashes will allow responsible democratic citizenry to evolve.

The MDB does not have presence in localities or regions, thus is unable to tap sufficiently into local knowledge and understanding. The MDB operates from one national office and regularly depends on municipalities to assist in its public participation and consultation processes, which is not ideal. The risk adjustment measures necessitated by the COVID-19 pandemic was an ultimate test of the MDB's public engagement machinery, mainly restricted movement between provinces, which exposed the risk of an organisation that attempts to reach out to the public nationally up to ward level from one central office. Therefore, the MDB continues to strive for a sufficiently capacitated institution that will enable deployment of resources, notwithstanding inadequate financial resources, to expand its services to regional level. A creative mechanism must be found to ensure the envisaged impact is realised.

In its previous strategic plan, the MDB continued to build its public education and awareness, stakeholder engagement, media relations and communications capabilities and activities. This process will continue as lack of understanding of MDB processes persists among stakeholders and community members.

To develop itself as a credible centre for research and spatial transformation, MDB will direct its energy towards collaboration - vertical and horizontal engagement with stakeholders. Access to quality data is critical not only for the optimal functioning of the MDB but for development in the country. However, access to quality data and information is costly and often data custodians are highly protective of their data, resulting in poor access. Thus the MDB, through collaboration and partnerships, will develop infrastructure, processes and systems to coordinate spatial data and information for better access by all state and public development partners.

8.1 External Environment Analysis

The MDB's primary stakeholders include the Department of Cooperative Governance and Traditional Affairs (CoGTA), IEC, South African Local Government Association, provincial departments responsible for local government, traditional leadership, portfolio and select committees of CoGTA, municipalities, the Chief Surveyor-General (CSG), Department of Land Reform and Rural Development, Statistics South Africa (StatsSA), members of the public, and the media.

Continued lack of understanding and knowledge among stakeholders about its work will spur the MDB to strengthen its partnerships and engagement with all stakeholders. It will also consider strengthening its involvement in bilateral engagements and multi-stakeholder forums. The latter includes intergovernmental relations forums such as CoGTA MinMEC, provincial COGTA MEC/municipality forums and district forums be it through face-to-face meeting or virtual interaction. The MDB will review the functioning of its Extended Boundaries, Powers and Functions Committee to ensure that it meets its current and future trajectory. This forum, which allowed the MDB to meet with stakeholders from national government, state agencies and representatives from departments responsible for local government, although not enough, has ensured that, resources permitting, the MDB meets its minimum obligation for stakeholder engagement

As a key element of its vision, the MDB ensures that there is regular public engagement across the country to encourage participation in MDB demarcation processes.

The MDB's current set-up is highly dependent on municipalities or departments to facilitate a number of its public and stakeholder awareness and education activities. These dependencies perpetuate perceptions that undermine the independence of the MDB and provide a compelling reason to capacitate the MDB to ensure that it establish a localised footprint to get closer to communities, and to deepen local democracy and citizen participation. However, due to the limited resources appropriated to the MDB this has not been realised. With the declaration of the covid-19 virus national disaster and the lockdown, new and innovative ways, involving less physical interaction must be established to bring the message across to citizens and stakeholders. The Board will investigate alternative pathways that will reinforce the traditional mode of participation in consultation with key stakeholders.

The MDB's personnel possess competencies, experience and expertise in demarcation, and must exploit these competencies to deepen the provision of proactive advisory services to stakeholders, i.e. strategic advice on demarcation, spatial and infrastructure planning to local government. This objective will be realised by strengthening partnerships with key stakeholders to improve effective intergovernmental relations and

to leverage resources and strategic collaboration. This will address current service delivery, governance and financial viability challenges facing local government and improve deteriorating socio-economic conditions evidenced by low economic growth, increased levels of unemployment, mounting numbers of service delivery protests and increased inequality. The MDB should ensure that its demarcation criteria elevates these issues to the apex of the re-determination criteria.

The sensitive and contentious nature of demarcation cannot be overemphasised and has manifested in community protests, complaints and litigations against the decisions of the Board.

Over a number of years the challenges of the district system of municipalities have become clear, as very few are performing justifiable number of powers and functions. Stronger category B municipalities, i.e. municipalities with intermediate or secondary cities, overshadow district municipalities. The DDM has breathed a new lease of life into the role of district municipalities in the country and should be looked at with initiatives such as the Gauteng City Region and the Karoo development initiative, which have revealed the need for and importance of inter-municipal cooperation.

The frequent requests for the MDB to categorise certain municipal areas into category A municipalities points to a changing trajectory shown by various studies in South Africa and elsewhere that the world is urbanising. In the next 50 years, 60% to 70% of people will live in urban areas (SACN, 2016). As it re-determines outer boundaries within the wall-to-wall policy framework, the MDB must consider this impending reality.

The 2018 MDB municipal capacity assessments pointed to a general lack of understanding of municipal powers and functions. This requires urgent attention if the functionality of local government and service delivery are to be improved. Capacity assessment methods must be enhanced by engaging various powers and functions regulatory authorities to define norms and standard for schedule 4B and 5B functions for human, infrastructure and financial resources required for the different categories of municipalities. This will assist the MDB to be specific in advising MECs in adjusting functions between the Bs and Cs and ultimately informing demarcation decisions.

Municipalities continue to underperform displaying high levels of dysfunctionality, poor governance and service provision. Consequently, the MDB has seen an increase in requests to amalgamate municipalities with the hope of improving financial viability, social cohesion, integration and functionality. After 20 years of demarcation, the focus may have changed to elevating certain factors of demarcation over others rather than treating them equally. It is not always possible for the Board to satisfy these variant expectations. The jury is still out as to whether amalgamations assist in attaining municipal financial viability, social cohesion or spatial transformation, with early signs showing that there is still a long way to go.

8.2 Internal Environment Analysis

During the 2015 to 2019 MTSF period, the MDB improved its organisation performance from 59% in 2015/16 to 96% in 2018/19. This proves that strategic and organisational planning and performance monitoring processes have vastly improved. Similarly, governance, supply chain and financial management processes also improved. This is evident in the MDB receiving an unqualified audit opinion in 2018/19, with no findings (clean), from AGSA for the first time in 20 years.

The MDB's financial and human resources are inadequate for the organisation to fulfil its mandate. Thus CoGTA, in the 2018/19 financial year, provided additional funding for public participation during finalisation of the technical municipal boundary determinations process and municipal capacity assessments. In the same period, the Gauteng Department of Cooperative Governance and Traditional Affairs provided additional funding to the MDB for the municipal capacity assessment project.

The anomalies in the current organisational structure needs to be rectified to create the ideal structure for capacitation, which will enhance local participatory democracy by allowing the public direct access to MDB services. The MDB has, as part of its capacitation implementation plan, proposed an incremental funding approach to National Treasury and CoGTA. This will see the organisational structure increase by nine posts and the baseline allocation increase correspondingly each year over the MTEF. The MDB

will not be able to fully achieve its outcomes for the 2021 to 2025 strategic planning period without the corresponding capacitation.

Although the MDB has entrenched competencies, experience and expertise in demarcation, progression of employees within the organisation is hampered by the shortcomings of the organisational structure, thus making retention of employees very difficult. Given the critical nature of the required skills, particularly in research, core operations, ICT and geographical information systems (GIS), the MDB is likely to lose its skilled employees to competitors, as there are no growth opportunities within the structure. In mitigation, the MDB's interventions will need to focus on training, multiskilling of the existing staff to build capacity and realignment of posts.

Lack of core business-enabling ICT platforms or systems and limited numbers of appropriately skilled ICT personnel prevent the establishment of a systematic process for management of knowledge. The MDB requires cloud data storage to enable uninterrupted access to information, which should be augmented by human resources capability in development of applications and systems. Further, the MDB should broaden and extend capability to conduct virtual meetings, in addition to providing customer friendly information on its processes through a wider media platform to reach general citizens. The idea of the MDB becoming a knowledge-based organisation must be aligned to ICT skills and resources within the organisation.

A future is envisaged where systems will be incorporated into an enterprise resource planning (ERP) system that will offer a shared central database that supports multiple functions used by different business units. ERP systems integrate various functions of an organisation into one complete system to streamline the processes and information in the entire organisation.

PART C: MEASURING OUR PERFORMANCE

9 INSTITUTIONAL PERFORMANCE INFORMATION

9.1 Measuring the impact

Impact Statement	Develop democratic, spatially integrated and socio-economically sustainable communities
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9.2 Measuring Outcomes

MTSF Priority	Priority 5: Spatial integration, human settlement and local government		
Outcome	Outcome indicator	Baseline	Five-year target
Organisational excellence	Achieve level 5 on the corporate governance capability maturity model	Baseline to be determined	Maturity level 5 achieved by 2025
Well-defined municipal spaces	Ward and municipal boundaries demarcated	257 municipalities; 4 392 wards	4 468 wards delimited for 2021 local government elections Municipal boundary re-determination proposals considered by 2025
Improved access to research and spatial information	Research and spatial information accessible	Disjointed and inaccessible information system	Research and spatial information accessible to stakeholders and the public by 2025
Improved public and stakeholder participation	Increased number of education and awareness activities to reach stakeholders and the public	Baseline to be determined	80 public participation, education and awareness events activated/supported

9.3 Explanation of Planning Performance over the Five-year Planning Period

Outcome:	Organisational excellence
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- a) The MDB can realise this outcome over the next five years by improving operational systems and processes, but this is dependent on availability of appropriately skilled personnel, adequate ICT infrastructure, financial resources, policies and procedures to develop a capable, efficient and effective institution that is able to meet its obligations. It will highlight the desirable attributes of leadership, systems, structures and processes,

and will be better equipped to contribute effectively to NDP goals and report its activities for better monitoring of the NDP five-year implementation plan.

- b) The outcome indicator 'Achieve level 5 on the corporate governance capability maturity model' will guide the MDB's development as an efficient organisation. This is the ultimate an institution can obtain and indicates that governance structures, systems and processes implemented are adequate and functioning effectively.
- c) The MDB will need appropriate human resources, adequate ICT infrastructure, sufficient financial resources, policies and procedures to achieve the highest level of maturity.
- d) Positioning the MDB as a centre of excellence will require adequate resources.

Outcome:	Well-defined municipal spaces
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- a) The NDP seeks to address spatial transformation to promote social equality and economic efficiency. The MDB will contribute to this through municipal and ward boundary demarcation.
- b) The chosen outcome indicator 'Ward and municipal boundaries demarcated' will enhance local democracy within well-defined spaces.
- c) Defining municipal spaces will require specialised technical skills, GIS systems, spatial datasets, participation of members of the public, and collaboration with key stakeholders e.g. municipalities, CSG, IEC, CoGTA, StatsSA.
- d) Demarcation of municipal and ward boundaries will contribute to spatial integration by providing well-defined areas that will allow for better economic development, resulting in sustainable settlements.

Outcome:	Improved access to research and spatial information
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- a) The NDP addresses spatial transformation to promote social equality and economic efficiency. The MDB will contribute by conducting research that will enhance understanding of spatial transformation issues and render advisory services.
- b) The chosen outcome indicator 'Research and spatial information accessible' will ensure that the MDB has readily accessible spatial information and data.
- c) The MDB requires adequate financial and human resources, appropriate ICT infrastructure and capability, partnerships and collaboration with stakeholders.
- d) This outcome will ensure that processes and systems are in place to enhance accessibility to data and information, and that data and information are acquired through, among others, research, capacity assessments and partnerships. The MDB, by providing

access to this kind of information, will contribute to better and more informed decision-making across the board.

Outcome:	Improved public and stakeholder participation
a)	The NDP envisages a need for direct involvement of affected communities in any endeavour towards spatial transformation. The MDB must ensure that there is public and stakeholder participation in its processes, especially during delimitation of wards and determination of municipal boundaries.
b)	The chosen outcome indicator 'Increased number of education and awareness activities to reach stakeholders and the public' will enhance the involvement of affected communities in spatial transformation programmes and their understanding of the MDB mandate.
c)	Improving public and stakeholder participation will require adequate resources, guiding documents and cooperation by stakeholders etc.
d)	This outcome contributes to the impact as it ensures that everyone affected by the work of the MDB is actively involved in demarcation processes.

KEY RISKS

Outcome	Key Risk	Risk Mitigation
Organisational excellence	Adverse audit outcome	<ul style="list-style-type: none"> a. Training/workshops b. Implement National Treasury instructions as and when issued c. Consultations with the internal and external auditors d. Supply chain management compliance checklist e. Review of the procurement process by internal auditors
	Reduced staff productivity	<ul style="list-style-type: none"> a. Staff training opportunities and bursaries b. Staff satisfaction survey c. Implementation of human resources policies.
	ICT challenges	<ul style="list-style-type: none"> a. Knowledge Management and ICT Committee; b. Implementation of ICT strategy; c. Information technology (IT) policies and procedure manuals d. Offsite backup facility e. IT governance framework; f. Disaster recovery plan; g. IT Steering Committee.
Well-defined municipal spaces	Negative outcomes of possible litigation	<ul style="list-style-type: none"> a. Compliance with legislation b. Policies and procedures on demarcation and determination processes
	Inability to access data from other role-players	<ul style="list-style-type: none"> a. Memorandum of understanding (MoU) with certain strategic partners b. Legislation requiring partners to provide information c. Involvement in intergovernmental forums (Data Subcommittee of National Spatial Information Framework - NSIF);
	Lack of integration of information systems	<ul style="list-style-type: none"> a. Demarcation spatial knowledge warehouse framework b. Research strategy c. GIS strategy d. GIS portal

Outcome	Key Risk	Risk Mitigation
	Failure to promote spatial transformation	a. Build spatial intelligence capability
	Failure to deepen democracy Violent protests	a. Public Participation Framework; b. Public and stakeholder consultation, education and awareness activities.
Improved access to research and spatial information	Inability to access data from other role-players	a. MoU with certain strategic partners b. Legislation requiring partners to provide information c. Municipal capacity assessments d. Involvement in intergovernmental forums (Data Subcommittee of NSIF).
	Lack of integration of information systems/databases	a. Demarcation spatial knowledge warehouse framework b. ICT strategy in place c. Knowledge management strategy d. Research strategy e. GIS strategy f. GIS portal g. Knowledge Management and ICT Committee h. Staff training opportunities and bursaries
	Inadequate and underused research outcomes to guide decisions of the Board	a. Implementation of research strategy b. Knowledge Management and ICT Committee c. Use of existing data/research centres d. Staff training opportunities and bursaries
Improved public and stakeholder participation	Negative brand equity Violent protests	a. Regular consultations with public and stakeholders b. Implementation of policies and procedures c. Public Participation and Stakeholder Engagement Committee; d. Local Elections Technical Committee; e. MoUs with key stakeholders f. Implementation of communication strategy

PART D: TECHNICAL INDICATOR DESCRIPTIONS

Indicator title	Achieve level 5 on the corporate governance capability maturity model
Definition	<ul style="list-style-type: none"> • MDB organisational policies, processes, systems and practices (corporate governance) developed to achieve level 5 as will be articulated in the capability maturity model • Capability maturity models are focused on the improvement of organisational processes. A 'maturity level' means that an organisation, a centre or a unit, when appraised, is achieving the goals required by that level. These goals are a combination of specific and generic goals from a specific set of process and capability areas (PCAs) associated with each maturity level'
Source/collection of data	Developed capability maturity model and reported level achieved
Method of calculation/assessment	Determine level achieved on developed capability maturity model
Assumptions/dependencies	<ul style="list-style-type: none"> • Capability maturity model is developed • Sufficient resources available to develop and implement • Feasibility to achieve desired level within timeframe
Disaggregation of beneficiaries	<ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation	N/A
Reporting cycle	Mid-term
Desired performance	Achieve level 5 on the corporate governance capability maturity model
Indicator responsibility	Executive Manager: Corporate Services

Indicator title	Ward and municipal boundaries demarcated
Definition	<ul style="list-style-type: none"> • Delimit ward boundaries. • Determine and re-determine municipal boundaries.
Source/collection of data	<ul style="list-style-type: none"> • Wards for 2021 local government elections gazetted • Municipal boundaries gazetted
Method of calculation/assessment	<ul style="list-style-type: none"> • Inspect wards for 2021 local government elections gazetted • Inspect gazetted municipal boundaries determined or re-determined
Assumptions/dependencies	<ul style="list-style-type: none"> • Boundary re-determination cases to be considered • Sufficient resources available to conduct research and investigations on municipal boundary re-determinations
Disaggregation of beneficiaries	<ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation	<p>The NDP seeks to address spatial transformation to promote social equality and economic efficiency. The MDB will contribute through municipal and ward boundary demarcation to enhance local democracy within well-defined spaces</p> <p>The MDB's objectives are to determine municipal boundaries that will establish an area that would:</p> <ol style="list-style-type: none"> Enable the municipality for that area to fulfil its constitutional obligations, including the provision of democratic and accountable government for local communities Enable effective local governance

	<p>(c) Enable integrated development and have a tax base as inclusive as possible of users of municipal services in the municipality</p> <p>In ward delimitation, the MDB has to ensure that wards reflect a non-racial and integrated posture</p> <p>All the objectives mentioned above are the main indicators of spatial transformation, which clearly demonstrates the significance of this indicator and its impact on the livelihood of all South Africans</p>
Reporting cycle	Mid-term
Desired performance	<ul style="list-style-type: none"> • 4 468 wards delimited for 2021 local government elections • Conclude municipal outer boundary determinations and re-determinations 30 months before the 2026 local government elections
Indicator responsibility	Chief Operating Officer

Indicator title	Research and spatial information accessible
Definition	<ul style="list-style-type: none"> • Research and spatial information generated and acquired by the MDB made accessible via a single repository to any interested party. The information could be acquired from various sources e.g. municipalities, National Treasury, StatsSA, CSG • Research includes MDB capacity assessments and formal investigation reports • Spatial information includes GIS, and development and maintenance of GIS and databases • Accessibility would include availability through the MDB website or MDB virtual/physical library or GIS portal or MDB social media platforms or seminars/conferences/meetings/workshops/forums, advertorials and articles
Source/collection of data	Research and spatial information
Method of calculation/assessment	Inspect research and spatial information to determine accessibility
Assumptions/dependencies	<ul style="list-style-type: none"> • MDB able to acquire requisite infrastructure and capabilities • Sufficient resources available to conduct research, acquire information and develop systems • Integrating capabilities of existing fragmented systems • Cooperation between the MDB and other data sources and information custodians
Disaggregation of beneficiaries	<ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation	<p>The NDP seeks to address spatial transformation to promote social equality and economic efficiency. The MDB will contribute by conducting research that will enhance understanding of spatial transformation issues and render advisory services</p> <p>This indicator will ensure that the MDB has enough information to reach decisions about spatial transformation and will allow it to gain sufficient local spatial intelligence to devise better ways and mechanisms to define boundaries for local development, while creating and providing public access to data and information about spatial transformation. South Africa will have a more equitable society with no spaces defined according to race</p>
Reporting cycle	Mid-term
Desired performance	Accessible research and spatial information
Indicator responsibility	Chief Operating Officer

Indicator title	Increased number of education and awareness activities to reach stakeholders and the public
Definition	<ul style="list-style-type: none"> • Conducting activities to stimulate public participation in MDB matters. • Public participation in demarcation processes • Activities to educate and raise awareness of demarcation processes • Activities to provide information and communicate MDB matters
Source/collection of data	<p>Activities may consist of some or all of the following:</p> <ul style="list-style-type: none"> • Meetings, either MDB arranged or on invitation to present on MDB matters • Surveys • Collaborations (with key stakeholders) • Exhibitions • Focus groups • Training forums (with municipalities) • Small media <ul style="list-style-type: none"> ○ Production and distribution of pamphlets, brochures, posters, flyers etc • Social media <ul style="list-style-type: none"> ○ Posts ○ Articles ○ Notifications ○ Messages ○ Podcasts ○ Videos • All media (print and electronic) publications and broadcasts • Circulars and formal communique. • Website uploads – MDB and stakeholder • Above- and below-the-line advertising.
Method of calculation/assessment	Simple count of activities i.e. stakeholder engagement, communication, public participation, education and awareness activities.
Assumptions/dependencies	<ul style="list-style-type: none"> • Cooperation of stakeholders and members of the public to participate in MDB processes and activities, including education activities • Sufficient financial and human resource availability • Sufficient media interest in MDB matters
Disaggregation of beneficiaries	<ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation	N/A
Reporting cycle	Mid-term
Desired performance	To conduct MDB-initiated stakeholder engagements, public participation, communication, education and awareness in provinces and municipalities to achieve greater involvement by stakeholders and the public in demarcation processes
Indicator responsibility	Chief Operating Officer

References

SACN. (2016). *State of the Cities Report*. Johannesburg: South African Cities Network.