



# ANNUAL PERFORMANCE PLAN

## 2023/2024

SPATIALLY TRANSFORMED, JUST & SUSTAINABLE COMMUNITIES



# EXECUTIVE AUTHORITY STATEMENT



## TM MANYONI EXECUTIVE AUTHORITY

I am delighted to present the 2023/24 Annual Performance Plan (APP) of the Municipal Demarcation Board (MDB). This APP is developed against the backdrop of the MDB's vision and mission and the expected impact of its programmes on transformation of the local government sector. The plan does not only outline outputs, indicators and targets that the Board seeks to achieve in the new financial year, but it is aimed at achieving outcomes that will realise the objectives of the Strategic Plan for 2020 to 2025. The plan takes cognisance of government priorities and the imperatives outlined in the National Development Plan (NDP), the draft National Spatial Development Framework (NSDF), the Integrated Urban Development Framework (IUDF) and the Medium-Term Strategic Framework (MTSF).

The specific impact and strategic outcomes set out in the Strategic Plan demonstrate the MDB's commitment to achieving excellence in delivering on its mandate. During the 2023/24 financial year, the MDB will continue with municipal outer boundary determination and re-determination processes by considering inputs from research studies, public meetings and investigation hearings. Following this, the Board will commence with the legal process to consider and finalise outstanding municipal outer boundary re-determinations cases including annexations and consolidations, amalgamations, and categorisations.

Throughout this process, the MDB will increase efforts to bolster its communication, education and awareness programmes in its quest to reach out and engage its key stakeholders and members of the public. This is aimed at enhancing the public understanding of the role/mandate of the Board.

To this end, the Board supports this APP for 2023/24 and it is committed to performing its oversight role of ensuring successful implementation of the stated outcomes and outputs. This will enable the organisation to make a meaningful contribution to the development and transformation of the local government sector. Furthermore, the MDB fully supports interventions that seek to advance and empower the rights of women, youth and people with disabilities.

**TM Manyoni**  
Executive Authority





# ACCOUNTING OFFICER STATEMENT



**M MOROKA**  
ACCOUNTING OFFICER

The MDB's Strategic Plan for 2020 to 2025 sets out its strategic direction and outlines its vision, mission and values. It explains the MDB's mandate and solidifies the impact and outcomes that the organisation will endeavour to realise during this period. It places the MDB's impact within the context of local government and the roles and responsibilities of different role-players. It considers the successes, challenges and aspirations of the local government sector and the important role of the MDB in providing a conducive environment for municipalities to meet their constitutional obligations.

The MDB will continue its quest to amass multiple types of data and information, to enhance and expand its knowledge hub as the organisation is data, information and knowledge intensive. In the past, several research reports with invaluable insight regarding local government challenges have been produced. The research component of the MDB is small but has already, and will, continue to contribute to its goal to be a reputable spatial research institution.

This year the MDB will continue with one of its critical mandates, the municipal outer boundary determination and re-determination process. The last time the MDB re-determined municipal boundaries was in 2018. The municipal outer boundary determination and re-determination process will conclude in this financial year, after which planning for ward delimitation processes will commence.

The MDB will continue to build its public participation, education, and communication processes as it is

evident that most citizens cannot optimally engage with MDB programmes due to limited knowledge and understanding of MDB processes. The MDB will continue with dedicated engagements that focus on women, youth, and people with disabilities in its awareness and education activities planned for the year.

Having developed a Corporate Governance Capability Maturity Model and Framework to specifically assess the effectiveness of its processes, the MDB will work towards achieving and maturing to Level 5 of its governance, administrative and financial processes. It is evident that the MDB is on the right track after receiving unqualified audit opinions with no findings (clean) for the last four consecutive financial years and achieving 95 percent and above of targets set for the same period.

The MDB supports the fight against Gender Based Violence (GBV) and Femicide as called upon by the President and Cabinet. The MDB in its vision to enable spatially transformed, just and sustainable communities acknowledges and support the rights of women to live freely, productively and in comfort.

As the administration, we look forward to providing a consistent and expert administrative leadership that will ensure the effective implementation of the APP for 2023/24.

**M Moroka**  
Accounting Officer

# 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 Executive Authority.
- Takes into account all policies, legislation and other mandates which the Municipal Demarcation Board is responsible for.
- Accurately reflects the impact, outcomes and outputs that the Municipal Demarcation Board will endeavour to achieve given the resources made available in the budget for 2023/24.



Signature

**AK Monama**

**Senior Manager:**

Administration and Human Resources

**FM Hoosen**

**Senior Manager:**

Core Operations

**MD Sebake**

**Senior Manager:**

Operations Technology

**Dr PS Radikonyana**

**Senior Manager:**

Advisory and Research

**BB Dichabe**

**Senior Manager:**

Stakeholder Management and Communications

**N Bapela**

**Executive Manager:**

Corporate Services

**T Baadjie**

**Chief Financial Officer**

**A Ramagadza**

**Chief Operations Officer**

**M Moroka**

**Chief Executive Officer/  
Accounting Officer**

**TM Manyoni**

**Executive Authority**

# TABLE OF CONTENTS

## PART A

### OUR MANDATE.....7

1. Constitutional mandate.....8
2. Legislative and policy mandates.....8
3. Institutional policies and strategies over the five-year planning period.....10
4. Court rulings.....10

## PART B

### OUR STRATEGIC FOCUS.....11

5. Updated situational analysis.....12

## PART C

### MEASURING OUR PERFORMANCE.....25

6. Institutional programme performance information.....26

#### **Programme 1: Administration.....26**

7. Explanation of planned performance over the medium-term period.....27
8. Programme resource considerations.....28
9. Key risks.....29

#### **Programme 2: Demarcation and spatial transformation excellence.....30**

10. Explanation of planned performance over the medium-term period.....33
11. Programme resource consideration.....35
12. Key risks.....36

#### **Programme 3: Research, spatial information and intelligence development.....38**

13. Explanation of planned performance over the medium period.....40
14. Programme resource considerations.....41
15. Key risks.....42

#### **Programme 4: Stakeholder engagement and communication.....43**

16. Explanation of planned performance over the medium-term period.....45
17. Resource considerations.....46
18. Key risks.....47

## PART D

### TECHNICAL INDICATOR DESCRIPTIONS.....48

- Programme 1: Administration.....49
- Programme 2: Demarcation and spatial transformation excellence.....52
- Programme 3: Research, spatial information and intelligence development.....59
- Programme 4: Stakeholder Engagement and communication.....63
- ANNEXURE D: District Development Model.....66

# ACRONYMS/ABBREVIATIONS

<b>AGSA</b>	Auditor-General South Africa
<b>Board</b>	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
<b>CoGTA</b>	Department of Co-operative Governance and Traditional Affairs
<b>Constitution</b>	The Constitution of the Republic of South Africa
<b>Demarcation</b>	The act of establishing a municipal boundary in terms of the Municipal Demarcation Act 27 of 1998
<b>DDM</b>	District Development Model
<b>ERP</b>	Enterprise Resource Planning
<b>GBV</b>	Gender-Based Violence
<b>GIS</b>	Geographical Information System
<b>ICT</b>	Information and Communications Technology
<b>IEC</b>	Independent Electoral Commission
<b>IGR</b>	Inter-Governmental Relations
<b>IT</b>	Information Technology
<b>IUDF</b>	Integrated Urban Development Framework
<b>LGE</b>	Local Government Elections
<b>MDA</b>	Municipal Demarcation Act 27 of 1998
<b>MDB</b>	Municipal Demarcation Board, the organisation including the Board
<b>MEC</b>	Member of the Executive Council
<b>MinMEC</b>	Minister and Members of the Executive Council
<b>MoU</b>	Memorandum of Understanding
<b>MSA</b>	Municipal Structures Act 117 of 1998
<b>MTEF</b>	Medium-Term Expenditure Framework
<b>NDP</b>	National Development Plan
<b>NGO</b>	Non-Governmental Organisations
<b>NSDF</b>	National Spatial Development Framework
<b>NSIF</b>	National Spatial Information Framework
<b>PD</b>	People with disabilities
<b>PDP</b>	Performance Development Plan
<b>PFMA</b>	Public Finance Management Act 1 of 1999



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

30



# A



## OUR MANDATE





# 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.



## LEGISLATIVE AND POLICY MANDATES

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

The MDA established 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 the 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 Independent Electoral Commission (IEC), delimit all municipalities that must have wards into wards.

Although these above-mentioned provisions were transferred from the amended MSA of 2021 into the Independent Municipal Demarcation Authority Bill, they still remain valid until the bill is passed by Parliament.

In terms of the Local Government: Municipal Structures Amendment Act 3 of 2021, section 20 of the Municipal Structures Act regarding the determination of the number of councillors by MECs has been amended. It provides guidance regarding the process for determination of the number of councillors by MECs. This may have an indirect impact on the work of the MDB when the MDB commences with the ward delimitation process and not in the period of this performance plan. The introduction of more considerations for the MECs when they determine the number of councillors may delay the MDB programme for ward delimitation. However, the MDB will engage with provincial COGTAs in advance to mitigate any possible delays.





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

### Primary legislation

Constitution of the Republic of South Africa;  
.....  
Local Government: Municipal Demarcation Act 28 of 1998;  
.....  
Local Government: Municipal Structures Act 117 of 1998;  
.....  
Local Government: Municipal Systems Act 32 of 2000;  
.....  
Public Finance Management Act 1 of 1999, as amended (PFMA);

### Secondary legislation

Municipal Electoral Act 27 of 2000;  
.....  
Promotion of Administrative Justice Act 1 of 2000;  
.....  
Promotion of Access to Information Act 2 of 2000;  
.....  
Promotion of Personal Information Act 4 of 2013 and  
.....  
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 ensure that a municipality has a tax base as inclusive as possible of the users of its services.

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

# 3

## INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

The MDB has developed policies to govern its operations. The developed policies, frameworks and strategies 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) Municipal Capacity Assessment Model;
- d) Research Policy and Research Strategy;
- e) Knowledge Management Strategy;
- f) Information and Communications Technology (ICT) Strategy;
- g) Public Participation and Stakeholder Engagement Framework;
- h) Demarcation Spatial Knowledge Warehouse Framework, and
- i) Business Continuity Plan.

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

In a process that started in 2019, the Department of Cooperative Governance and Traditional Affairs (COGTA) has concluded its reviews and amendments to the MDB's founding legislation. The "Independent Demarcation Authority Bill" is currently being considered by Parliament and awaits its promulgation. The new legislation will change processes and systems within the demarcation environment that will impact the current outcomes and budget allocation of the MDB.

# 4

## COURT RULINGS

For the Strategic period that commenced in 2020 the MDB has not had any legal challenges to its mandate.



# B



## OUR STRATEGIC FOCUS



The MDB is a schedule 1 constitutional institution, exclusively responsible for re-determining municipal boundaries, categorising eligible municipal areas into metropolitan (Category A), district (Category C) and local (Category B) 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 institution operates in a complex environment, which involves actions of multiple stakeholders and partners across all three spheres of government. Intergovernmental relations and cooperative governance are central to ensure efficient and effective delivery of end-to-end municipal demarcation outcomes.

The NDP envisions that by 2030, 70 percent of South Africans will live in urban areas and this figure will increase at a steady rate of as much as five percent every decade (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 municipalities that would be functional and meet their obligations through configuration of municipal and ward boundaries. While the MDB strives for this goal, research and other sources highlight the limited impact of amalgamations because of several subjective/independent variables, which include but are not limited to governance challenges and economic inequality mentioned above.

The MDB finds expression in the NDP as it relates to reducing spatial injustice, inequality and inefficiency. We are therefore committed to pursuing a national spatial vision as envisaged in the NDP, 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. To achieve this, we 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. To achieve this the MDB will forge closer ties and collaboration with relevant state institutions including, but not limited to COGTA, South African Local Government Association (SALGA), municipalities and the academic community.

The "Independent Demarcation Authority Bill" is currently being considered by Parliament and its promulgation is imminent. This followed the conclusion of the review and amendment processes by COGTA. The new legislation will change processes and systems within the demarcation environment that will impact the current outcomes and budget allocation of the MDB.

Towards the end of the 2021/2022 financial year the MDB launched one of its critical mandates, the municipal outer boundary determination and re-determination process, by inviting interested parties to submit their proposals by 31 March 2022. A number of submissions were received, however some were invalid, as some were ward complaints or proposals, provincial boundary proposals, objections to proposals not considered yet or duplicate and multiple proposals sent by one stakeholder.



**All the valid determinations or re-determinations of municipal outer boundaries proposals were classified into four different classes, as follows**

#### **Class 1    Technical and minor boundary re-determinations**

This re-determination entails a small-scale boundary adjustment and alignment with a minor impact on the geographic area, a negligible or no impact on the number of voters and no impact on the capacity of the affected municipalities. All Class 1 re-determinations will be completed by 31 March 2023.

#### **Class 2    Consolidation and Annexations**

This is a medium scale boundary redetermination that may impact on a sizable geographic area, and number of voters in one or all the affected municipalities. This type of determination may impact on ward arrangements but will not materially impact on the capacities of the affected municipalities to deliver services.

#### **Class 3    Amalgamations**

This type of re-determination entails a major and large-scale municipal boundary re-determination which will have a significant impact on the geographic areas, the number of voters, and the capacities of the affected municipalities. The re-determination includes the merging of adjacent municipalities or the splitting of municipal areas to create other municipal areas.

#### **Class 4    Categorisation**

This is a type of re-determination that involves the categorisation of any new Category A Metropolitan, Category C District and Category B Local municipalities with or without boundary changes. Category A must satisfy Section 2 of the MSA and Section 24 and 25 of the Act respectively. The Board will categorise an area that qualifies to be a category A municipality after consultation with the National Minister responsible for Local Government, the MEC for Local Government in the concerned provinces, National Treasury, and SALGA.

**Table 1** below, outline the number of proposals received by 31 March 2021 for the different Classes of re-determination proposals.

**Table 1: Summary of proposals by class per province**

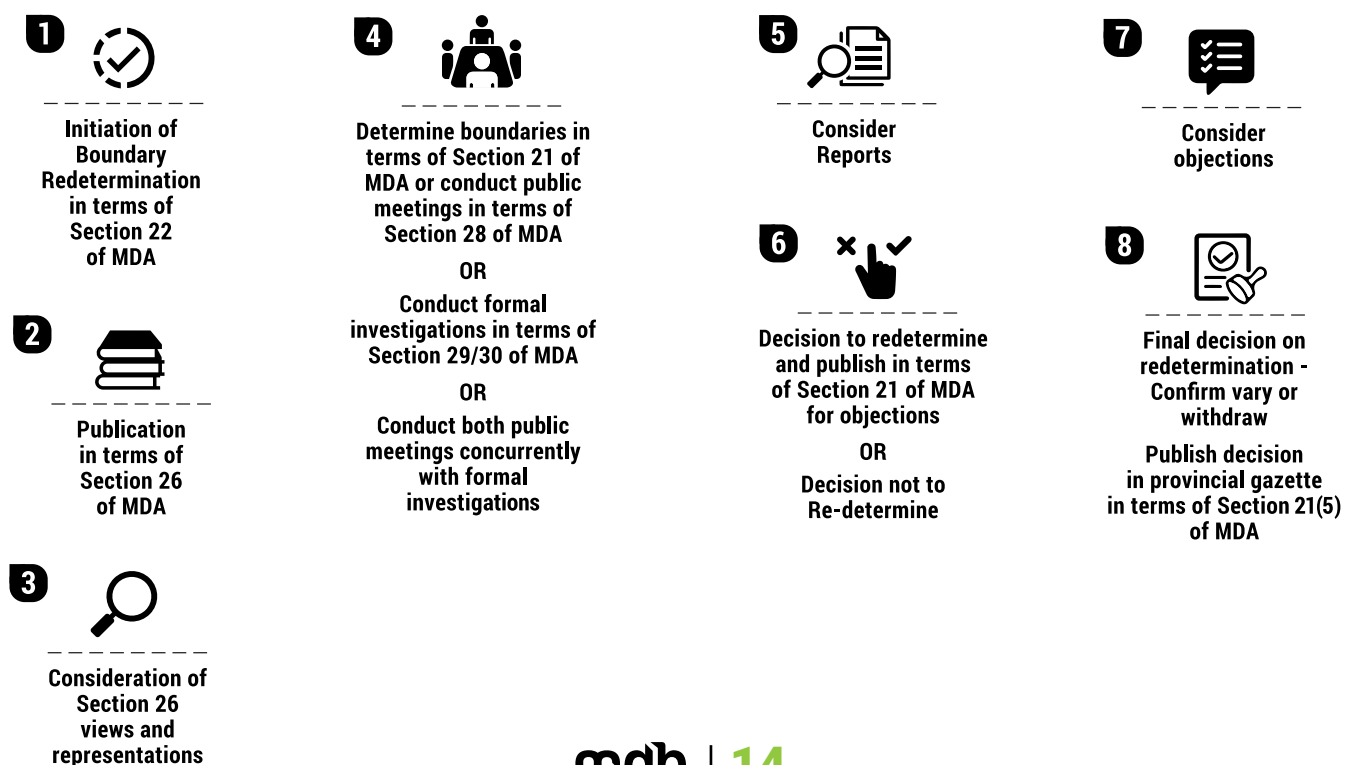
Province	Class 1	Class 2	Class 3	Class 4	Total
Eastern Cape	25	42	2	1	70
Free State	7	19	4	0	30
Gauteng	0	6	0	1	7
KwaZulu-Natal	16	62	6	5	89
Limpopo	3	21	4	0	28
Mpumalanga	7	1	3	0	11
North West	11	8	3	0	22
Northern Cape	8	7	0	0	15
Western Cape	5	6	0	1	12
<b>Total</b>	<b>82</b>	<b>172</b>	<b>22</b>	<b>8</b>	<b>284</b>

The 82, Class 1 proposals emanated from MDB's spatial description project, concluded in 2020/21, and other submissions. In July 2022, Section 26 notices were published for Class 1 proposals, views and representations from three parties affecting three re-determination proposals were received. In loco inspections to verify the misalignments were conducted, these inspections assisted to determine that there was no impact on, or persons affected by the re-determinations and that the proposed re-determinations will eliminate split farms.

Affected municipalities did not submit written views, however they used the opportunity during the in-loco engagements to express their support for the proposed re-determinations as it would assist in their property rates management. Out of the 82 Class 1 re-determinations, 75 re-determinations proceeded to Section 21 of the MDA. The municipal outer boundary re-determination process for Class 1 re-determinations will be completed by 31 March 2023.



### The municipal boundary re-determination process will unfold as follows





When considering the re-determination proposals received during the 2022/2023 financial year, the MDB will investigate and collect relevant data and will produce 'Study Reports' on the re-determinations being considered. This will empower the organisation to make informed and just decisions as some proposals request for municipal amalgamations. There is overwhelming evidence that amalgamations and regular municipal boundary re-determinations are not assisting municipalities to achieve their objectives. This was articulated in the outcomes of MDB's 2016 and 2019 conferences, MDB's recent research findings and several local government sector reports by other stakeholders in government point to the fact that several municipalities are dysfunctional and are not performing optimally including amalgamated municipalities.

After considering the recommendations of the 'Study Reports', public consultations will be done to inform affected communities and obtain their views on the proposed boundary re-determinations. Concurrently, formal investigations will be conducted in terms of Section 29 and 30 of the MDA for certain re-determination proposals as per resolution of the Board. The municipal outer boundary determination and re-determination process will conclude in the 2023/24 financial year.

Once the MDB concludes the municipal boundary re-determinations by publishing the final notice in terms of section 21(5) of the MDA, it must immediately provide the details thereof to the IEC. The IEC is required to provide the impact of voter representation in the areas affected by the re-determination in terms of section 23(2) of the MDA. The MEC for Local Government in a province, by means of a notice in the Provincial Gazette, must establish a municipality in each municipal area which the Demarcation Board demarcates, in the province in terms of the MDA.

During the previous municipal outer boundary re-determination process concluded in 2018, the MDB considered 107 proposals for boundary re-determinations and ultimately re-determined municipal outer boundaries in 89 local municipalities and 33 district municipalities.

Planning for ward delimitation processes will commence in 2024 to ensure that wards for all municipalities that qualify to have wards are finalised/published at least six months before the 2026 LGE.

Given the protracted and multistep nature of demarcation processes, the MDB is often accused of insufficient public participation and inadequate consultation with

affected communities. This has resulted in complaints, protests and, in some instances, court challenges. 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. This initiative will not only deepen stakeholders' understanding of demarcation processes but will also harness and inspire interest in the institution's ability to promote spatial transformation and socio-economic development. Therefore, MDB's public education and awareness, public participation, stakeholder engagement, media relations and communication capabilities and activities continue to expand to correlate with the municipal outer boundary re-determination process. As a lack of understanding of MDB processes persists among stakeholders and community members, the MDB is often wrongly implicated in municipal service delivery issues. Even though, MDB processes affect all citizens of the country, the MDB acknowledges that the priorities of women, youth and people with disabilities are often overlooked and will continue with focused education and awareness engagements that will target these groups.

The MDB operates from one national office and does not have a presence in localities, regions or provinces. It is therefore unable to sufficiently tap into local knowledge and understanding. The organisation is also often dependent on municipalities in conducting its public participation and consultation processes. This is not ideal and often problematic as communities perceive their municipality as biased, selective, and uncooperative. However, we continue to strive for a sufficiently capacitated institution that will enable deployment of resources, notwithstanding inadequate financial resources.

The assessment of the capacity of municipalities to perform their powers and functions 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 and therefore can act as a coordinator and data custodian of municipal governance, administrative, socio-economic, spatial development and financial information needed for monitoring service delivery and development in local areas. The last assessment of municipal capacity for all municipalities was conducted in 2018. National, provincial, municipal and sector reports are available here:

[www.demarcation.org.za/capacity-assessment](http://www.demarcation.org.za/capacity-assessment)

In 2021/22, 142 out of 249 municipalities updated their municipal capacity data, this updated data is crucial for the municipal outer boundary redetermination process, amongst others. Data are to be updated at three/four-year intervals, taking future municipal outer boundary re-determination processes into consideration, as up-to-date data is central to inform decision making that will contribute meaningfully to the realisation of a developmental local government. Municipalities are continuously engaged and encouraged to update their data. However, some municipalities continue to remain unresponsive.

As an established and credible centre for research and spatial transformation, the MDB will direct its energy towards further collaboration - vertical and horizontal engagement with stakeholders, particularly with the academic community to evolve and grow its output. Access to quality data is critical not only for the optimal functioning of the MDB but also for development in the country. However, access to quality data and information is costly and data custodians are highly protective of their data, resulting in poor access. The MDB has through collaboration and partnerships made plans to develop infrastructure, processes and systems to coordinate spatial data and information for better access by all state and public development partners. We will consolidate the gains made thus far in this financial year.

The MDB has a disaster management plan in place. This Business Continuity Plan was reviewed and updated in 2021/22.

## 5.1 | External Environment Analysis

The MDB's primary stakeholders include COGTA, IEC, SALGA, provincial COGTAs, traditional leadership, portfolio and select committees on Cooperative Governance and Traditional Affairs, House of traditional leaders, Water and Sanitation and Human Settlements, municipalities, the Chief Surveyor-General, Department of Land Reform and Rural Development, Statistics South Africa, Department of Justice and Constitutional Development, Department of Health, members of the public, and the media.

The continued lack of understanding of the MDB's work amongst stakeholders will spur it to strengthen its partnerships and engagements with all stakeholders. It will further strengthen its involvement in bilateral engagements and multi-stakeholder fora. The latter includes intergovernmental relations fora such as

COGTA MinMEC, provincial COGTA MEC/municipality fora, SALGA National Members and Provincial Members Assemblies and District Inter-governmental relations (IGR) fora. In addition, particular consideration will be given to engagements and collaboration with the academic community and institutions of higher education to impart the work of the MDB.

Through its Ward Delimitation and Boundary Determination Committee the MDB aims to strengthen collaborations with its stakeholders by disseminating information and build rapport on the municipal outer boundary re-determination process that commenced in the latter part of 2021/22 and will conclude in 2023/24. This forum allows the MDB to engage with its stakeholders from national government, service departments, state agencies and representatives from departments responsible for local government. Although not enough, this will ensure that the MDB meets the minimum for its objective to solicit and strengthen its stakeholder engagement.

Key to its vision, the MDB ensures that there is regular public engagement across the country to encourage participation in its demarcation processes. These processes will be enhanced to also include participation by specifically women, youth and people with disabilities. The MDB's current set-up is highly dependent on municipalities or departments to facilitate its public and stakeholder awareness and education activities. These dependencies perpetuate perceptions that undermine the independence of the MDB and provide a compelling reason for the capacitation of the MDB to establish a localised footprint to get closer to communities and deepen local democracy and citizen participation. However, due to limited resources, this has not been possible and new and innovative ways have thus been successfully deployed to bring the message across to citizens and stakeholders. Herein, the MDB has employed and utilised alternative pathways, such as social media and other virtual interactive platforms to reinforce the traditional mode of participation in consultation with key stakeholders. Since 2021/22 an internal newsletter aptly named 'Demarcation Bulletin' has been published quarterly, carrying news and information on the MDB and its processes. This publication is circulated electronically and is available on MDB's website:

[www.demarcation.org.za](http://www.demarcation.org.za)

The sensitive and contentious nature of demarcations cannot be overemphasised and has manifested in community protests, complaints and litigations against

the decisions of the Board. None of the past court rulings had a negative impact on operations or service delivery obligations of the MDB. It must be noted that no litigations were instituted against the MDB in the concluded ward delimitation process.

The challenges of the district system of municipalities have become clear in the past years, as very few are performing a justifiable number of powers and functions assigned to them. Stronger category B municipalities, i.e. municipalities with intermediate or secondary cities, overshadow district municipalities.

The introduction of the District Development Model (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 30 years, as much as 80 percent of South Africa's inhabitants may 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. The MDB has concluded the exploration to ascertain the availability of norms and standards for acceptable capacity for municipalities to perform their powers and functions. This is meant to assist in providing the standardisation of schedule 4B and 5B functions to determine human, financial and infrastructure resources or capacity required for the different categories of municipalities. This will assist the MDB to be specific when advising MECs about adjusting functions between Category B and C municipalities and ultimately inform decisions on demarcations. In addition, the MDB's capacity assessment methodology will be similarly enhanced for future assessments to determine the gap between the current and desirable deliverables.

Municipalities continue to underperform, displaying poor levels of governance resulting in high levels of dysfunctionality and service provision. Consequently, the MDB has seen an increase in requests to amalgamate municipalities with the hope of improving governance, financial viability, social cohesion, integration and functionality. After 20 years of demarcations, the focus may have changed to elevating certain factors of demarcations over others rather than treating them equally. It is not always possible for the MDB to satisfy these variant expectations. The studies conducted by the MDB, in 2020/21 have conclusively determined that amalgamations do not assist in attaining municipal financial viability, improve governance, social cohesion or spatial transformation.

EXTERNAL STAKEHOLDER ANALYSIS				
Stakeholder	Characteristics/Attributes	Influence	Interest	Linkages with other stakeholders
Civil Society	The voice of various organised sectors of society. Includes but not limited to citizen advocacy groups, local communities, interest groups, non-governmental organisations (NGO), professional associations, religious groups, etc. Play an active role in active citizenship and public participation.	H	H	Municipalities, Community based media, Mainstream media



Stakeholder	Characteristics/Attributes	Influence	Interest	Linkages with other stakeholders
Municipalities	Play an active role in facilitating engagement with local communities, advocacy groups and interest groups. Play an advisory role in terms of MDB decision making	H	H	Town Planners & GIS Officials, Mayors, Municipal Managers, Speakers, Municipal councillors, Ward councillors, Public Participation Officers, Community Development Workers, Civil Society, Business Forums
Houses of Traditional Leaders - National, Provincial & Local	Play an active role in facilitating engagement with local communities	H	H	CoGTA; Traditional Leaders, Headman
Independent Electoral Commission (IEC)	Custodians of voting districts and voting stations; Determine impact of municipal boundaries on voter representation of affected councils	H	H	Party Liaison Committees
SALGA	Leverage on their communication platforms	H	H	IGR's, National Members Assembly, Municipal Managers
StatsSA	Custodians of demographic data; Settlement/Community information; Enumerator Areas	H	H	CoGTA, Department of Water and Sanitation, Municipalities
Department of Justice and Constitutional Development	Alignment of service delivery boundaries; Proclamation of Provincial Boundaries	H	H	
Department of Health	Alignment of service delivery boundaries	H	H	
Department of Education	Alignment of service delivery boundaries	H	H	Schools are used as voting stations
National Treasury	Budget allocation, Municipal finance	H	H	CoGTA, Municipalities
National Department of Cooperative Governance	Funding. Performance reporting. Custodian of Provincial Boundaries. Responsible for Formula for number of Councillors. Appointment of Municipal Demarcation Board	H	H	Municipalities, Traditional Leaders

Stakeholder	Characteristics/Attributes	Influence	Interest	Linkages with other stakeholders
Provincial Departments of Cooperative Governance	Active role in number of councillors published. Advise MECs on adjustment of powers & functions.	H	H	Premiers, Members of Executive Council for Local Government, Communicators
Parliament	Oversight of MDB Mandate and performance	H	H	Portfolio Committee, Select Committee, CoGTA; National Treasury
National and Provincial Communicators	Leverage on their communication platforms	H	H	Government Departments, District & Local municipalities, NGO's, Community Development Workers, SALGA, IEC
Community based media - print & electronic	Communicate MDB messages; Empower communities in terms of MDB related information in language of choice	H	H	Civil society, Government Departments, Municipalities
Mainstream media - TV & commercial radio	Communicate MDB messages, empower communities in terms of MDB related information.	H	H	Civil society, Government Departments, Municipalities
Human Science Research Council (HSRC)	Research information & knowledge sharing.	H	H	Government Departments and Institutions of Higher Learning
Institutions of Higher Learning	Research information & knowledge sharing	H	H	Government Departments
Research institutions/ organisations	Research information & knowledge sharing	H	H	Government Departments
Auditor-General of SA	Financial and Performance information	H	H	Portfolio Committee on CoGTA, Municipalities
Organised Labour		L	L	

## 5.2 | Internal Environment Analysis

Since the current Board's appointment in 2019 its membership remained stable with only one Board member resigning in December 2021. Furthermore, in 2021, an independent assessment and evaluation of the performance of the Board and its committees was commissioned and the outcome of the exercise demonstrated that the performance of the Board is above average. As a result, the Board was allocated an overall average score of 3.70 out of 4.00. This score provides clear evidence that the Board is confident in its overall performance and contribution to the institution.

The MDB has proven its financial prudence and effective internal control measures and processes by obtaining unqualified audit opinions with no findings (clean) for the past four consecutive financial years (2018/19 to 2021/2) and achieved 95% and more of its targets set for its intended outputs.

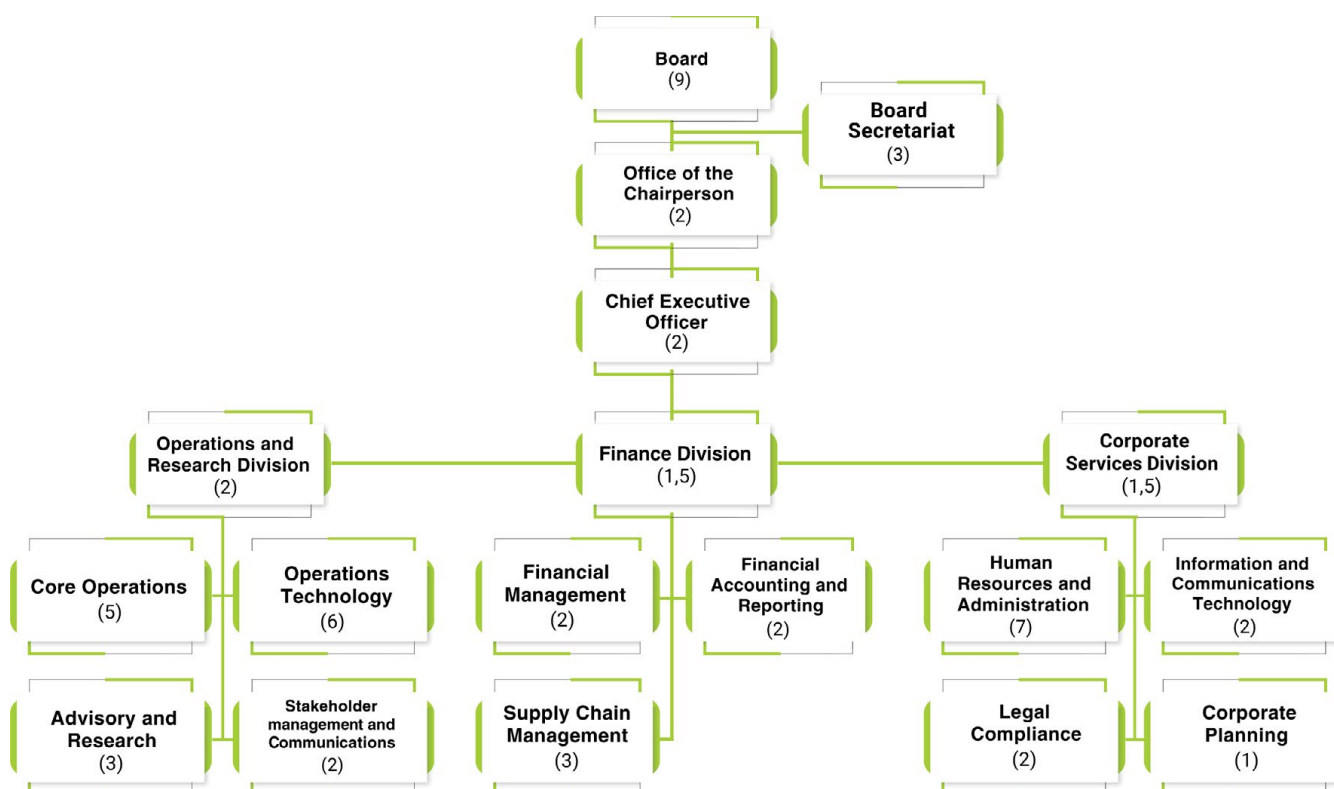
The MDB's personnel possess competencies, experience and expertise in demarcation processes, which will be harnessed to deepen the provision of proactive advisory services to stakeholders, i.e. strategic advice on demarcation, spatial and infrastructure planning to local

government. This objective will be realised by strengthening collaborations with key stakeholders to improve effective intergovernmental relations and to leverage resources and strategic alliances. 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's current organisational structure consists of 48 funded positions, of these 27 are occupied by women (56 percent) and nine are classified as youth. Forty percent of the senior management positions are occupied by women. Currently the MDB has not employed any person(s) with disability and efforts are made during its recruitment processes to encourage persons with disabilities to apply for available positions. For the 2022/23 financial period 17 employees were trained in various relevant short courses, 10 were women, and three fall within the classification of youth. Bursaries for higher education qualifications in relevant areas have been awarded to nine employees, seven were women and three fall within the classification of youth. A high-level organisational structure of the MDB is included as Figure 1.



**Figure 1: High-level organisational structure**





In the high-level organogram above, the numbers in brackets represent the number of related staff members within the service areas. Within the Finance and Corporate Services Division one staff member in terms of administrative support is shared between the related SMS level.

The misalignment in MDB's current organisational structure, favouring Corporate Services and Finance, needs to be addressed to create the ideal structure for capacitation, which will enhance local participatory democracy by allowing the public direct access to MDB services through localised presence.

Currently, the support structure of the entity is better resourced than the core division. This applies mainly to the finance component of the entity where financial management controls dictate sufficient segregation of duties to ensure sound financial management practices. The support structure is completed by the Corporate Services Division which provide human resource management and office administrative services.

The mandated work done by the Operations and Research Division is human resource driven and therefore labour intensive. Permanent professional personnel are employed whose competencies, experience and expertise in demarcation processes and related legislation are scarce as it is specific to MDB and its environment. Currently, a great deal of institutional memory is retained as low staff turn-over rates prevail. However, the progression of employees within the organisation is hampered by the shortcomings of the organisational structure and positions within divisions.

Provincial teams headed by a Provincial Coordinator have been set-up to oversee all demarcation processes and communication activities within a specific province. Due to the aforementioned inadequate resources, the MDB is forced to assign multiple provinces to these provincial teams, at times swapping team members between Provincial teams to allow for personal and down-time.

The idea behind Provincial teams is for team members to become knowledgeable about local issues and insight into situational challenges, in addition to allowing the public direct access to MDB services through localised presence. Furthermore, it is imperative for these staff members to be experienced and knowledgeable in geographical mapping, GIS co-ordination and related legislation, to adequately advise the Board on municipal boundary re-determination and ward delimitation matters. In addition to that, they are expected to have effective

communication and diplomacy proficiencies.

In 2020, the MDB envisioned a research and knowledge repository to enhance its legislative mandate. Programme 3 gives execution to this vision and several significant research papers have been produced as well as the assessments of municipal capacity to perform its powers and functions and related update of data by municipalities. Even though the MDBs communication component is small, communication with stakeholders and efforts to raise awareness of MDB processes has significantly improved and increased. Several new communication channels such as social media and bulk messaging services in addition to more traditional communication services such as radio and newspaper have been successfully utilised.

The budget of the entity grew by an average of 5 percent over the past five years, with personnel costs increasing by an average of 8 percent. In line with DPISA instructions, a 3 percent cost-of-living increase for employees was implemented in the 2022/23 financial year. Increases were not applied for the 2020/21 and 2021/22 financial years. In 2017, Job Evaluation was conducted for all non-managerial positions. This exercise showed that non-managerial employees were not being fairly compensated for the work they were performing. However, the recommended salary adjustments could only be implemented in 2020 after significant savings were realised by renewing the current office accommodation lease agreement instead of opting to relocate. Accordingly, this resulted in an increase in personnel costs.

Administrative overheads are on average 34 percent of the total expenditure and include amongst others, Board fees, office rental and related costs, audit fees and legal costs. Services currently outsourced by MDB include security and cleaning services, internal audit, some ICT services and litigation services.

Admittedly, the MDB will struggle to fully achieve its outcomes for the 2021 to 2025 strategic planning period without the corresponding resources. There have been numerous engagements with the National Treasury to upwardly adjust MDB's budget allocation. This would fund the expansion of the organisational structure to cater for the establishment of a regional footprint to better deliver on its mandate and ensure public access to our services. Such engagements will continue, and MDB trusts that with the support from the Portfolio Committee the MDB will succeed in this endeavour.

The MDB is service orientated and employees either communicate virtually with stakeholders or travel frequently to provinces and municipalities. Therefore, sufficient access to high-quality communication platforms and services, remote access to MDB information, good quality visual aids and ICT equipment are imperative to the efficient provision of services to stakeholders and the public alike.

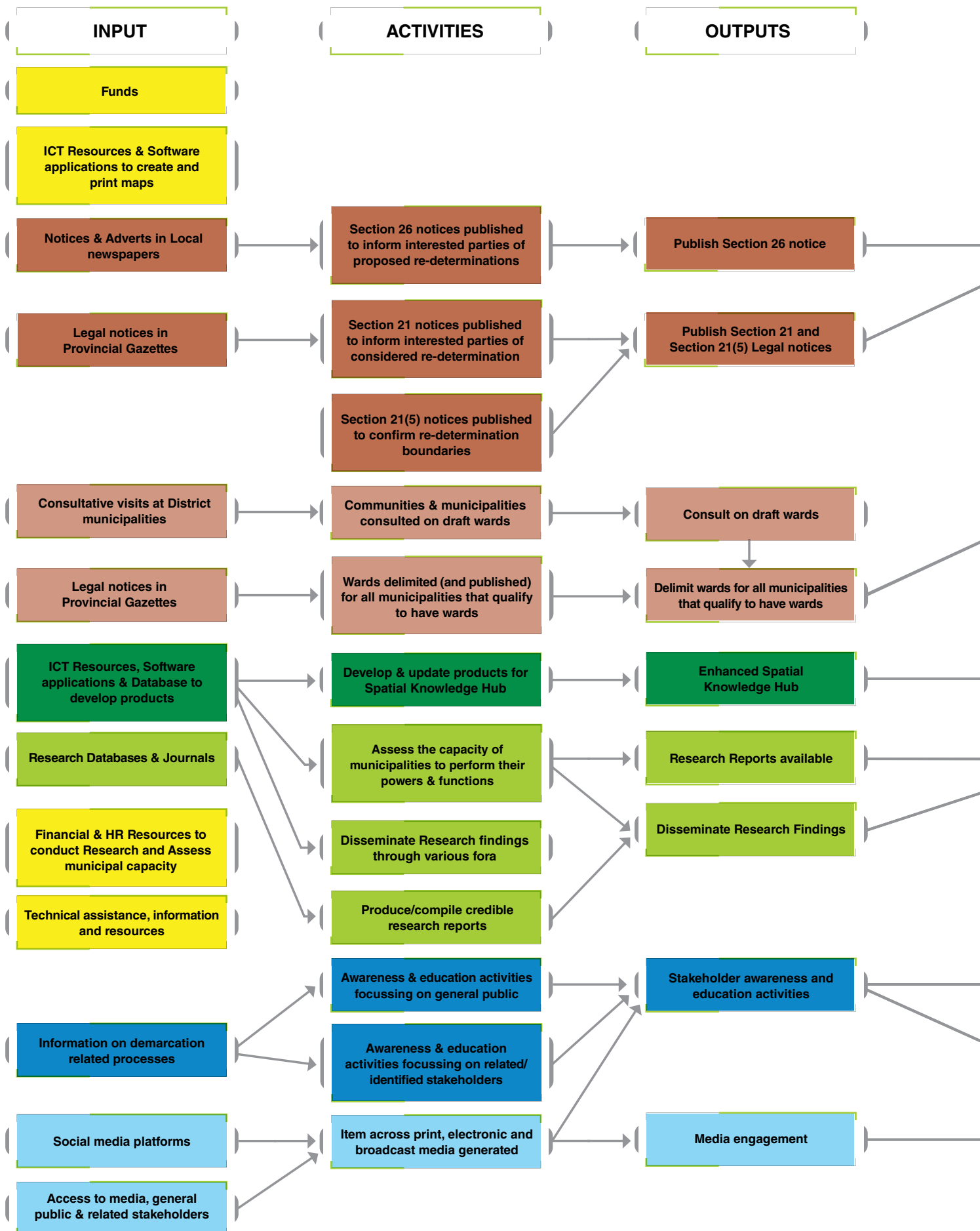
During 2022/23, MDB introduced cloud services system, which provides for the delivery of computing services, including servers, storage, databases, networking and software, over the internet enabling flexibility of resources. Seeing that IT services and programmes are now available over the cloud, it provides uninterrupted access to information through 99,5 percent uptime of application in cloud services compared to hosting servers on premises. On cloud services, MDB pays for its consumption of storage space and server use, which lowers operational costs and increase efficient use of

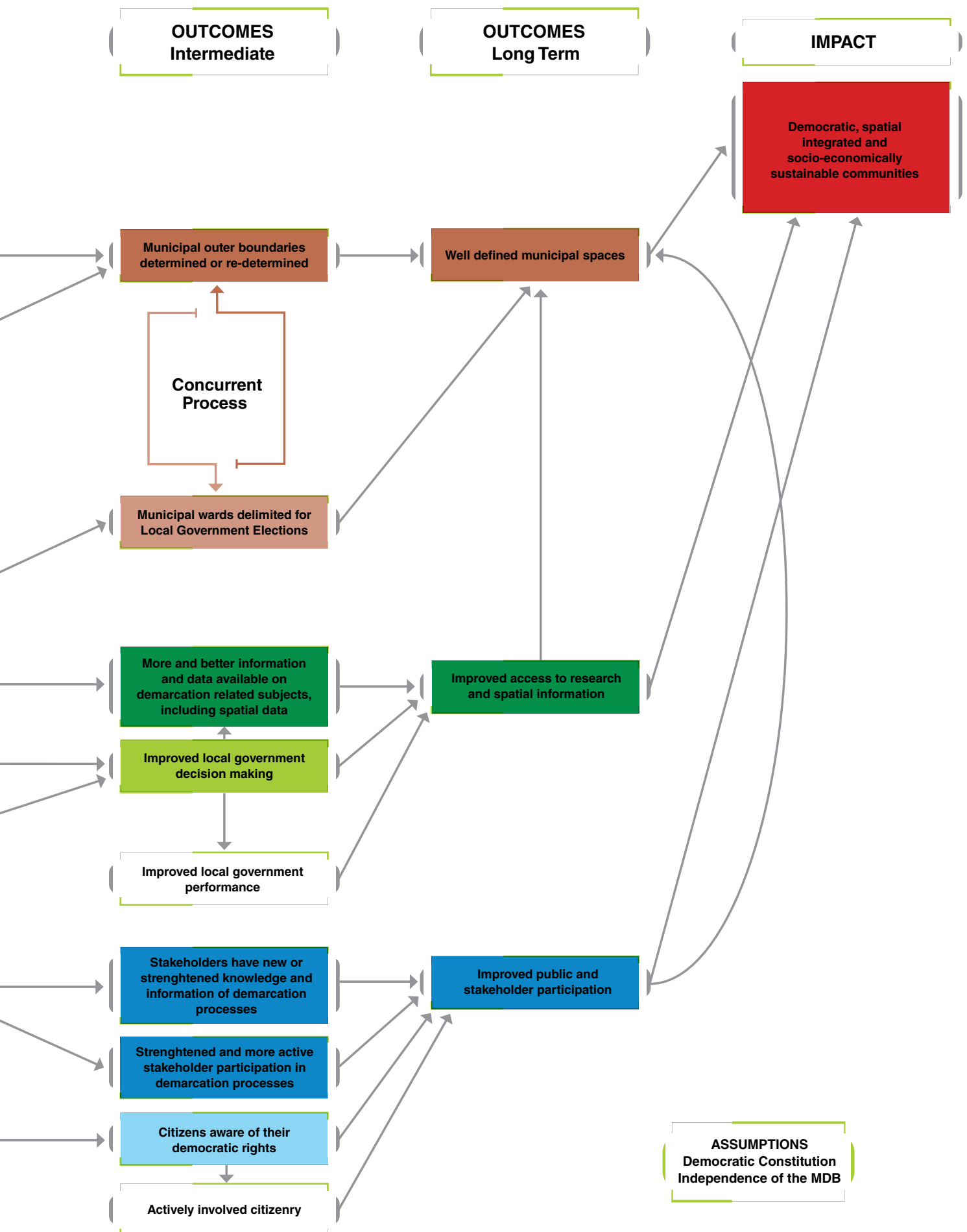
infrastructure. Furthermore, utilising cloud services minimises procurement and maintenance requirements of IT hardware, negates the risks posed by loadshedding and power failures, internet downtime and information loss due to disaster. It broadens and extends the MDB's capability to access information remotely and seamlessly within its programmes and systems by providing sustainable off-site access to MDB's network and additional applications such as Microsoft Teams, SharePoint and OneDrive. Further enabling, the MDB to advance a paper-light administrative environment, in support of government's low carbon emissions strategy, by utilising digitised documents and forms in both financial and administrative processes and demarcation processes.

Spatial information and other demarcation related data products are accessible to the broader public through the GIS Portal located on the MDB website and links provided on MDB social media pages.



# Theory of change diagram









# C



## MEASURING OUR PERFORMANCE

# INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION



## Programme 1: Administration

### Purpose:

To ensure adequate and sustainable resources, capabilities and core competencies to aid the achievement of the MDB mandate. The MDB will continue to invest in its people, systems and processes. The intention over the next five years is to enhance best practice governance in administrative and financial control systems, capability and a financially resourced, staffed and structured MDB with the required infrastructure to fully execute its mandate

### Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance	MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Organisational excellence	Corporate Governance Capability Maturity Assessment	Maintain Corporate Governance capability maturity level	N/A	N/A	New indicator	Maintain Corporate Governance Capability Maturity Level 4 or higher	Maintain Corporate Governance Capability Maturity Level 4 or higher	Maintain Corporate Governance Capability Maturity Level 5	Maintain Corporate Governance Capability Maturity Level 5
	AGSA report	Maintain the audit opinion expressed by AGSA	Unqualified audit opinion with no findings (clean)	Unqualified audit opinion with no findings (clean)	Unqualified audit opinion with no findings (clean)	Unqualified audit opinion with no findings (clean)	Unqualified audit opinion with no findings (clean)	Unqualified audit opinion with no findings (clean)	Unqualified audit opinion with no findings (clean)
	Procurement with designated groups	Percentage of procurement with designated groups	N/A	N/A	New indicator	10 percent women owned enterprises	12 percent women owned enterprises; 5 percent youth owned enterprises	15 percent women owned enterprises; 7 percent youth owned enterprises; 1 percent people with disability owned enterprises	20 percent women owned enterprises; 10 percent youth owned enterprises; 5 percent people with disability owned enterprises

## Outcomes, Outputs, Performance Indicators and Targets

Output Indicators		Annual Targets	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1.1	Maintain Corporate Governance capability maturity level	Maintain Corporate Governance Capability Maturity Level 4 or higher	N/A	N/A	N/A	Maintain Corporate Governance Capability Maturity Level 4 or higher
1.8	Maintain the audit opinion expressed by AGSA	Unqualified audit opinion with no findings (clean)	N/A	Unqualified audit opinion with no findings (clean)	N/A	N/A
1.9	Percentage of procurement with designated groups	12 percent women owned enterprises; 5 percent youth owned enterprises	N/A	N/A	N/A	12 percent women owned enterprises; 5 percent youth owned enterprises



## EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

- a) The MDB aims to continually improve and build governance structures, management and financial systems and processes to maintain exceptional and high performing structures, management practices, processes, systems and behaviours.
- b) The outputs will ensure that the MDB builds and refines its operational systems and management processes, including policies and procedures, develops its staff and enhances ICT infrastructure and governance to achieve the requirements of the corporate governance capability maturity model.

## 8

## PROGRAMME RESOURCE CONSIDERATIONS

The main appropriation of the budget is allocated for compensation of employees, office accommodation and related services, annual licenses for financial, human resources, document management and IT software, as well as internal and external audit fees. The allocation of Board fees entails the remuneration of nine part-time Board members and one full-time Chairperson of the Board and related expenditure.

Sub-programme  R thousand	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Corporate Services	31 985	30 608	31 156	34 540	37 201	36 462	38 040
Financial Management	8 237	9 183	9 005	10 594	11 125	11 863	10 525
<b>Total</b>	<b>40 222</b>	<b>39 791</b>	<b>40 161</b>	<b>45 134</b>	<b>48 326</b>	<b>48 326</b>	<b>48 565</b>

### Economic Classification

Current payments	<b>38 149</b>	<b>38 740</b>	<b>39 239</b>	<b>43 522</b>	<b>47 426</b>	<b>47 426</b>	<b>47 748</b>
Compensation of employees	19 276	21 153	19 901	24 185	25 424	27 217	29 258
Goods and services of which:	18 873	17 587	19 338	19 337	22 001	20 209	18 490
Operating lease	3 571	3 257	3 292	3 305	3 313	3 305	3 499
Auditors	2 102	2 567	2 249	2 794	2 797	2 936	3 083
Board fees	4 809	4 856	4 182	4 502	5 402	4 813	4 987
Annual Software	623	1 129	1 243	1 071	1 319	1 473	1 557
Communication/ISP	599	489	673	850	733	730	750
Legal fees	916	562	1 828	896	1 790	800	663
Travel cost	1 343	244	96	798	1 681	795	695
Security	698	941	875	1 031	1 090	1 145	1 213
Other operating expenses	4 212	3 542	4 899	4 089	3 877	4 213	2 042
Payments for capital assets	<b>2 073</b>	<b>1 051</b>	<b>922</b>	<b>1 612</b>	<b>900</b>	<b>900</b>	<b>817</b>
<b>Total Expenditure</b>	<b>40 222</b>	<b>39 791</b>	<b>40 161</b>	<b>45 134</b>	<b>48 326</b>	<b>48 326</b>	<b>48 565</b>

The programmes' current organisational structure consists of 31 funded positions, 29 are currently occupied. The recruitment and selection process has commenced to fill the two vacant positions. On the currently filled positions, thirteen (42 percent) are occupied by women and six (19 percent) are classified as youth. Forty-three percent of the senior management positions within this programme are occupied by women. Currently the MDB does not employ any person(s) with disability and efforts are made during its recruitment processes to encourage persons with disabilities to apply for available positions.





## KEY RISKS

Outcome	Key Risk	Risk Mitigation
Organisational excellence	Adverse audit outcome	<ul style="list-style-type: none"> <li>a. Training/workshops.</li> <li>b. Checking on the NT website for updates.</li> <li>c. Consultations with the AG, National Treasury and Internal Auditors.</li> <li>d. SCM compliance checklist.</li> <li>e. Review of the tender process by internal auditors.</li> <li>f. Legal compliance monitoring system.</li> <li>g. Performance agreements alignment to APP.</li> <li>h. Quarterly performance reviews.</li> <li>i. GAP analysis for performance information.</li> </ul>
	Reduced staff productivity	<ul style="list-style-type: none"> <li>a. Staff training opportunities and bursaries.</li> <li>b. HR policies and procedures in place.</li> <li>c. Bi-annual employee wellness initiatives.</li> <li>d. Workplace Skills Plan in place.</li> <li>e. Bi-annual employee performance reviews.</li> <li>f. Performance agreements alignment to APP.</li> <li>g. Quarterly performance reviews (QRM).</li> <li>h. Regularly internal communication initiatives.</li> </ul>
	Inability to fully deliver on the mandate of the MDB (COVID-19)	<ul style="list-style-type: none"> <li>a. Implementation of the outcome of the organizational structure review.</li> <li>b. Remote working policy.</li> <li>c. Implementation of employee wellness initiatives.</li> <li>d. Pandemic diseases compliance officers appointed, guidelines and action plan in place.</li> <li>e. Business Continuity Plan.</li> </ul>
	Fraud and corruption	<ul style="list-style-type: none"> <li>a. Fraud Prevention strategy.</li> <li>b. Fraud Prevention policy.</li> <li>c. Code of Conduct.</li> <li>d. SCM code of conduct.</li> <li>e. Financial disclosure Policy.</li> <li>f. Internal Ethics Committee.</li> </ul>



## Programme 2: Demarcation and Spatial Transformation Excellence

### Purpose:

To determine and re-determine municipal outer boundaries and delimit wards for all municipalities that qualify to have wards to enhance spatial justice, equality and efficiency, and deepen democracy and active citizenry.

Municipal outer boundaries are reviewed once every five years. The review of municipal outer boundaries must be completed at least six months prior to national and provincial elections to allow the IEC to consider municipal boundaries when determining the national voters roll and voting district boundaries within which voters must be registered. This includes setting up of voting stations, for the national and provincial elections.

Approximately two years before local government elections take place, the process to delimit municipal wards commences. The Minister responsible for local government publishes the formula for the determination of the number of councillors. Once the number of councillors for each local and metropolitan municipality has been determined by MECs, the MDB calculates the number of wards for each municipality. The MDB divides the whole geographic area of a municipality into the applicable number of wards. Schedule 1 of the MSA provides for certain procedures and criteria to which the MDB must comply with when delimiting wards. After Local Government Elections are held, the MDB may decide to review municipal outer boundaries.

### Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance	MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Well-defined municipal spaces	Section 21 and 21(5) Legal notices published	Legal notices published in line with resolutions of the Board in terms of Section 21 and 21(5) of the MDA for Class 2 to 4 re-determinations	N/A	N/A	N/A	Publish Legal notices in line with resolutions of the Board in terms of Section 21 and 21(5) of the MDA for Class 1 re-determinations	Publish Legal notices in line with resolutions of the Board in terms of Section 21 and 21(5) of the MDA for Class 2 to 4 re-determinations	N/A	N/A

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance	MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Well-defined municipal spaces	Public Consultations conducted	Public Consultations conducted in line with resolutions of the Board for Class 2 to 4 re-determinations	N/A	N/A	New indicator	Conduct Public Consultations in line with resolutions of the Board for Class 2-4 re-determinations	Conduct Public Consultations in line with resolutions of the Board for Class 2 to 4 re-determinations	N/A	N/A
	Investigation Committee hearings conducted	Investigation committee hearings, in line with resolutions of the Board, conducted in terms of Section 29 and 30 of the MDA	N/A	N/A	N/A	New indicator	Conduct investigation committee hearings, in line with resolutions of the Board, in terms of Section 29 and 30 of the MDA	N/A	N/A
	Information sessions conducted	In-loco sessions conducted, in line with resolutions of the Board, to inform community(ies) of boundary change(s)	N/A	N/A	N/A	New indicator	Conduct In-loco sessions, in line with resolutions of the Board, to inform community(ies) of boundary change	N/A	N/A
	Analysis of Voting Districts	Number of Voting Districts analysed to determine split communities	N/A	N/A	New indicator	11 576	11 575	N/A	N/A

## Indicators, Annual and Quarterly Targets

Output Indicators		Annual Targets	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2.1	Legal notices published in line with resolutions of the Board in terms of Section 21 and 21(5) of the MDA for Class 2 to 4 re-determinations	Publish Legal notices in line with resolutions of the Board in terms of Section 21 and 21(5) of the MDA for Class 2 to 4 re-determinations	N/A	N/A	Publish Legal notices in line with resolutions of the Board in terms of Section 21 and 21(5) of the MDA for Class 2 to 4 re-determinations	Publish Legal notices in line with resolutions of the Board in terms of Section 21 and 21(5) of the MDA for Class 2 to 4 re-determinations
2.2	Public Consultations conducted in line with resolutions of the Board for Class 2 to 4 re-determinations	Conduct Public Consultations in line with resolutions of the Board for Class 2 to 4 re-determinations	Conduct Public consultations in line with the resolutions of the Board for Class 2 to 4 re-determinations	N/A	N/A	N/A
2.3	Investigation committee hearings in line with resolutions of the Board, conducted in terms of Section 29 and 30 of the MDA	Conduct investigation committee hearings, in line with resolutions of the Board, in terms of Section 29 and 30 of the MDA	N/A	Conduct investigation committee hearings, in line with resolutions of the Board, in terms of Section 29 and 30 of the MDA	N/A	N/A
2.4	In-loco sessions conducted, in line with resolutions of the Board, to inform community(ies) of boundary change(s)	Conduct In-loco sessions, in line with resolutions of the Board, to inform community(ies) of boundary change	N/A	N/A	N/A	Conduct In-loco sessions, in line with resolutions of the Board, to inform community(ies) of boundary change(s)
2.5	Number of Voting Districts analysed to determine split communities	11 575	2 800	2 988	2 987	2 800



## EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

a) Determination of municipal boundaries will contribute to spatial transformation by providing well-defined municipal areas. The analysis of proposals for municipal boundary changes will provide the MDB with a better understanding of the matters affecting the areas in question ultimately improving decision making.

b) Description of planned performance per output indicator.

### i. Indicator 2.1

The MDB opened its determination or re-determination of municipal outer boundaries in November 2021 by requesting interested parties to submit their boundary re-determination proposals by 31 March 2022. The boundary re-determination proposals received were analysed and classified as follows:

#### **Class 1**      **Technical and minor boundary re-determinations**

This re-determination entails a small-scale boundary adjustment and alignment with a minor impact on the geographic area, a negligible or no impact on the number of voters and no impact on the capacity of the affected municipalities. The municipal outer boundary re-determination process for Class 1 will be completed by 31 March 2023.

#### **Class 2**      **Consolidation and Annexations**

This is a medium scale boundary re-determination that may impact on a sizable geographic area, and number of voters in one or all the affected municipalities. This type of determination may impact on ward arrangements but will not materially impact on the capacities of the affected municipalities to deliver services.

#### **Class 3**      **Amalgamations**

This type of re-determination entails a major and large-scale municipal boundary re-determination which will have a significant impact on the geographic areas, the number of voters, and the capacities of the affected municipalities, the re-determination includes the merging of adjacent municipalities or the splitting of municipal areas to create other municipal areas.

#### **Class 4**      **Categorisation**

This is a type of re-determination that involves the categorisation of any new Category A Metropolitan, Category C District and Category B Local municipalities with or without boundary changes. Category A must satisfy Section 2 of the MSA and Section 24 and 25 of the Act respectively; the Board will categorise an area that qualifies to be a category A municipality after consultation with the National Minister responsible for Local Government, the MEC for Local Government in the concerned provinces, National Treasury, and SALGA.

The municipal outer boundary re-determination process for Class 1 re-determinations will be completed by 31 March 2023.

In terms of Section 26 of the Municipal Demarcation Act 27 of 1998, a notice should be published in the newspaper to inform members of the public and stakeholders about the intent to consider a determination or re-determination of the municipal outer boundaries of the affected areas. Once the views and representations of interested parties and stakeholders have been considered by the Board, the Board may either consider continuing with the re-determination and publish a Section 21 notice of its intent to re-determine the outer boundary of the affected municipality(s), providing interested parties and stakeholders with a period of not less than 30-days to submit their objections or conduct public meetings or conduct formal investigations or conduct both formal investigations and public meetings. Once the Board has considered all objections it may confirm, vary or withdraw the re-determination of the municipal outer boundary of the affected municipality(s) by publishing a Section 21(5) notice.

Once the MDB concludes the municipal boundary re-determinations by publishing the final notice in terms of section 21(5) of the MDA, it must immediately provide details thereof to the IEC. The IEC is required to provide the impact of voter representation in areas affected by the re-determination in terms of section 23(2) of the MDA. The MEC for Local Government in a province, by means of a notice in the Provincial Gazette, must establish a municipality in each municipal area which the Demarcation Board demarcates, in the province, in terms of the MDA. The determination or re-determined boundary will come into effect on the date as published.

At any point in the process the MDB may decide not to continue with a determination or re-determination after consideration of the views and representation on the matter/request by interested parties. The MDB does not accept new municipal outer boundary re-determination proposals beyond the allowed timeframes.

#### **ii. Indicator 2.2 and 2.3**

Once the Board has considered the views and representations by interested parties for Classes 2 to 4 re-determination proposals, it may decide to conduct consultations with members of the public and stakeholders. Further, the Board may resolve that Investigation Committee hearings in terms of Section 29 and 30 of the MDA be conducted for certain boundary re-determination proposals.

#### **iii. Indicator 2.4**

Once the boundary re-determination process has been concluded, in-loco sessions will be held with identified communities to advise the affected communities of the changed boundaries and date it takes effect.

#### **iv. Indicator 2.5**

The MDB has experienced some challenges with the voting districts splitting communities during the 2020 ward delimitation process and will therefore embark on a project to analyse voting district boundaries to identify split communities. The IEC will be engaged to adjust and align the affected voting districts to improve the delimitation of wards.

## PROGRAMME RESOURCE CONSIDERATION

The budget appropriation has been allocated for the publication of legal notices with maps in terms of Section 21 and 21(5) of the MDA for each municipal outer boundary re-determination in all nine Provincial Gazettes. The budget has also been allocated for local travel and accommodation during the related public consultation and public awareness process. A significant part of the budget has been allocated to annual licenses for GIS and other related software to create maps for the municipal outer boundary re-determination process and the interactive spatial data products to be made available through the knowledge hub on the MDB website.

Sub-programme  R thousand	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Demarcation and spatial transformation excellence	11 932	17 813	12 196	13 514	15 302	18 717	19 476
<b>Total</b>	<b>11 932</b>	<b>17 813</b>	<b>12 196</b>	<b>13 514</b>	<b>15 302</b>	<b>18 717</b>	<b>19 476</b>

### Economic Classification

Current payments	<b>2 548</b>	<b>7 370</b>	<b>876</b>	<b>1 377</b>	<b>2 242</b>	<b>4 743</b>	<b>4 454</b>
Compensation of employees	9 384	10 443	11 319	12 137	13 060	13 974	15 022
Goods and services of which Includes	2 548	7 370	876	1 377	2 242	4 743	4 454
Publications, notices, and gazettes	-6	6 673	0	150	250	2 813	2 399
Annual license-Software	532	406	684	742	841	891	945
Communication	26	28	33	57	57	57	57
Travel & Accommodation-Local	1 840	109	127	400	760	860	765
Other administrative expenses	157	153	32	28	335	121	289
Payments for capital assets	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>11 932</b>	<b>17 813</b>	<b>12 196</b>	<b>13 514</b>	<b>15 302</b>	<b>18 717</b>	<b>19 476</b>

The work of the programme cuts across two units within the Operations and Research Division, these units are Core Operations unit and Operations Technology unit. The programmes' current organisational structure consists of 13 funded positions which are all currently occupied. Of these positions four (31 percent) are occupied by women and one (8 percent) is classified as youth. Eight percent of the senior management positions within this programme are occupied by women. Currently the MDB does not employ any person(s) with disability and efforts are made during its recruitment processes to encourage persons with disabilities to apply for available positions.

The work done by the MDB in terms of its mandate are human resource driven and therefore labour intensive. Permanent professional personnel are employed whose competencies, experience and expertise in demarcation processes and related legislation are scarce as its specific to MDB and its environment. Limited use of consultants is made.

Outcome	Key Risk	Risk Mitigation
Well-defined municipal spaces	Failure to promote spatial democracy	<ul style="list-style-type: none"> <li>a. Compliance with applicable legislation when conducting demarcations.</li> <li>b. Policies and procedures on demarcation and delimitation processes.</li> <li>c. Public Participation framework.</li> <li>d. Public and stakeholder consultation, education, and awareness activities.</li> <li>e. Policies to address certain shortcomings.</li> <li>f. Engagements with stakeholders.</li> <li>g. IGR framework in place.</li> <li>h. Consider District Development Model objectives.</li> <li>i. Legal compliance monitoring.</li> <li>j. MDB participates in CoGTA legislative amendment process.</li> <li>k. MDB is a member and participates in the district IGR fora.</li> <li>l. MDB spatial data products are integrated into spatial knowledge hub.</li> </ul>
	Negative outcomes of possible litigation	<ul style="list-style-type: none"> <li>a. Compliance with legislation.</li> <li>b. Policies and procedures on demarcation and delimitation.</li> <li>c. Inputs provided to CoGTA regarding legislative amendments required.</li> <li>d. Public participation framework.</li> <li>e. Public and stakeholder consultation, education, and awareness.</li> <li>f. Legal compliance monitoring.</li> <li>g. Publication and broadcast media by the MDB.</li> </ul>
	Failure to deepen democracy	<ul style="list-style-type: none"> <li>a. Public participation framework.</li> <li>b. Public and stakeholder consultation, education, and awareness activities.</li> <li>c. Communication database with provincial communicators in place and updated.</li> <li>d. Formalise communication channels with provincial communicators and publish articles into provincial publications.</li> <li>e. Legal compliance monitoring.</li> <li>f. MDB is a member and participates in the district IGR fora.</li> <li>g. Advertise the period in which MDB will be considering boundary re-determinations.</li> </ul>



Outcome	Key Risk	Risk Mitigation
Well-defined municipal spaces	Lack of evidenced-based decision-making	<ul style="list-style-type: none"> <li>a) Research strategy in place.</li> <li>b) Research policy in place.</li> <li>b) MOUs with other research institutions.</li> <li>c) Oversight by the Research and Knowledge management committee in place.</li> <li>d) Staff training opportunities and bursaries.</li> <li>e) Norms and standards developed and used.</li> <li>f. Research papers developed and used.</li> <li>g. Capacity assessments.</li> <li>h. Data collection/ subscription to research and information resources.</li> <li>i. Multi-criterion decision support tool for re-determination of municipal boundaries.</li> <li>j. Report on analysis of administrative and service areas in relation to municipal boundaries.</li> <li>k. Preliminary analysis of municipal boundary proposals.</li> <li>l. MDB is a member and participate in the district IGR fora.</li> <li>m. MDB is a member and participate in the quarterly MuniMECs.</li> <li>n. Internal Knowledge management steering. committee.</li> </ul>



## Programme 3: Research, Spatial Information and Intelligence Development

### Purpose:

To establish an end-to-end integrated system for generating, processing, leveraging and managing spatial data, research, information and knowledge for informed and evidence-based decision-making and to provide proficient advisory services. This entails the development of strategic research, spatial data analysis and information development to facilitate innovation and access to spatial knowledge as a meaningful source for sustainable spatial transformation.

### Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance	MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Improved access to research and spatial information	Enhanced spatial knowledge hub	Number of mapping applications for Spatial knowledge hub available.	N/A	N/A	New indicator	2	1	Various spatial data, research and information products through the spatial knowledge hub portal on the MDB website over the medium-term period, a different indicator will be included for each subsequent year as these products are developed	
	Research reports available	Number of research reports produced	2	2	2	2	2	2	2
	Dissemination of research findings	Number of research reports/ articles presented or published	N/A	N/A	New indicator	1	4	3	3
	Ward delimitation application developed	Number of applications developed	N/A	N/A	N/A	New indicator	1	N/A	N/A

## Indicators, Annual and Quarterly Targets

Output Indicators		Annual Targets	Quarter 1	Quarter 2	Quarter 3	Quarter 4
3.1	Number of mapping application for Spatial knowledge hub available.	1	N/A	N/A	N/A	1
3.2	Number of research reports produced	2	1	N/A	1	N/A
3.3	Number of research reports/articles presented or published	4	1	1	1	1
3.4	Number of applications developed	1	N/A	N/A	N/A	1

## EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

a) The outputs of this programme will ensure that data and information are acquired through, among others, research, capacity assessments and partnerships, enabling the MDB to contribute to better and more informed decision-making across the board.

b) Description of planned performance per output indicator.

### i. Indicator 3.1

A plan is in place to supply various spatial data, research and information products through the spatial knowledge hub portal on the MDB website over the medium-term period, a different indicator will be included for each subsequent year as these products are developed. This will enable ease of access for the public and stakeholders to spatial data and other products specifically related to the municipal outer boundary re-determination process for 2023/24.

### ii. Indicator 3.2 and 3.3

The MDB will continue to produce research reports in line with its Research Strategy over the medium-term. Research reports are available on the MDB website, through the knowledge hub tab. In the medium-term period the MDB endeavours to present and/or publish several of its research reports (or as articles) as part of an appropriate seminar or publication. In addition, other possible platforms for the dissemination of research findings include but are not limited to research colloquia's,

sharing of research reports with the participants and interested stakeholders, for example, municipalities in which research was conducted and publication of key findings in the Demarcation Bulletin and other appropriate publications. Closer working ties with research institutions and institutions of higher learning on dissemination of research findings, expansion of spatial information and extension of demarcation related matters will be explored through additional publications and roundtable discussions in identified provinces or suitable presentation opportunities. These will depend on the availability of funds.

### iii. Indicator 3.4

For the 2023/24 period a once-off, standalone application will be developed that will be used in the ward delimitation process which will commence in 2024/25. The application will incorporate spatial and other databases such as the National Voters roll, StatsSA population data and the number of councillors gazetted by Provincial MECs for Local Government, size and population of municipalities, municipal outer boundary data. The purpose of the application is to ensure that all wards within a municipality are contiguous and commensurate with the number of registered voters. Once developed, the application will be updated prior to the MDB commencing with the ward delimitation process. The process to delimit municipal wards commences, approximately two years before local government elections take place.

The main appropriation of the budget is allocated for annual subscriptions to relevant research databases to facilitate the preparation of research reports and dissemination of MDB research findings.

Sub-programme R thousand	Expenditure outcome			Adjusted appropriation 2022/23	Medium-term expenditure estimate		
	2019/20	2020/21	2021/22		2023/24	2024/25	2025/26
Research, spatial information, and intelligence development	2 235	2 743	2 773	9 501	3 486	3 710	3 960
<b>Total</b>	<b>2 235</b>	<b>2 743</b>	<b>2 773</b>	<b>9 501</b>	<b>3 486</b>	<b>3 710</b>	<b>3 960</b>

#### Economic Classification

Current payments							
Compensation of employees	1 936	2 660	2 750	2 899	3 122	3 340	3 591
Goods and services, of which	299	83	24	6 601	364	369	370
Consulting fees	174	0	0	6 453	0	0	0
Annual Subscription-CE Software	0	0	0	0	230	235	235
Catering expenses	13	7	3	18	18	18	18
Travel cost	85	14	10	21	100	100	100
Other administrative expenses	27	62	10	109	16	16	16
Payments for capital assets	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>2 235</b>	<b>2 743</b>	<b>2 773</b>	<b>9 501</b>	<b>3 486</b>	<b>3 710</b>	<b>3 960</b>

The work of the programme cuts across two units within the Operations and Research Division, these units are the Research and Knowledge management unit and Operations Technology unit. The programmes' current organisational structure consists of ten funded positions which are currently all occupied. Of these positions two (20 percent) are occupied by women and one is classified as youth. Ten percent of the senior management positions within this programme are occupied by women. Currently the MDB does not employ any person(s) with disability and efforts are made during its recruitment processes to encourage persons with disabilities to apply for available positions. The work done by the MDB in terms of its mandate are human resource driven and therefore labour intensive. Within the Operations Technology unit permanent professional personnel are employed whose competencies, experience and expertise in demarcation processes and related legislation are scarce as its specific to MDB and its environment. Within the Research and Knowledge management unit, doctorate research specialists have been permanently employed, with specific interest in local government and demarcation related processes to ensure quality research products and to limit the use of consultants for research and related work.





## KEY RISKS

Outcome	Key Risk	Risk Mitigation
Well defined municipal spaces	Lack of evidenced-based decision-making	<ul style="list-style-type: none"> <li>a. Research strategy in place.</li> <li>b. Research policy in place.</li> <li>c. MOUs with other research institutions.</li> <li>d. Oversight by the Research and Knowledge management committee in place.</li> <li>e. Staff training opportunities and bursaries.</li> <li>f. Norms and standards developed and used.</li> <li>g. Research papers developed and used.</li> <li>h. Capacity assessments.</li> <li>i. Data collection/ subscription to research and information resources.</li> <li>j. Multi-criterion decision support tool for re-determination of municipal boundaries.</li> <li>k. Report on analysis of administrative and service areas in relation to municipal boundaries.</li> <li>l. Preliminary analysis of municipal boundary proposals.</li> <li>m. MDB is a member and participates in the district IGR fora.</li> <li>n. MDB is a member and participates in the quarterly MUNIMECs.</li> <li>o. Internal Knowledge management steering committee.</li> </ul>



## Programme 4: Stakeholder Engagement and Communication

### Purpose:

To increase the MDB's effectiveness to deliver on its mandate to deepen awareness, understanding and knowledge of demarcation matters through coordinated consultations and meaningful stakeholder and public participation.

### Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance	MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Improved public and stakeholder participation	Public awareness and education activities	Number of public awareness and education activities completed	4	8	8	10	10	4	8
	Stakeholder awareness and education activities	Number of stakeholder awareness and education activities completed	4	8	8	10	10	4	8
	Media engagement	Number of items across print, electronic and broadcast media generated by MDB or arising from its work	New indicator	10	4	4	7	3	6

## Indicators, Annual and Quarterly Targets

Output Indicators		Annual Targets	Quarter 1	Quarter 2	Quarter 3	Quarter 4
4.1	Number of public awareness and education activities completed	10	2	3	3	2
4.2	Number of stakeholder awareness and education activities completed	10	2	3	3	2
4.3	Number of items across print, electronic and broadcast media generated by MDB or arising from its work.	7	2	2	2	1

## EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

a) Ensuring public and stakeholder participation through annual public awareness and education activities to strengthen awareness and education of demarcation processes. There is a need for direct involvement of affected communities in any spatial transformation endeavours envisaged in the NDP. Community involvement is a critical aspect of constitutional democracy.

b) The number of public and stakeholder awareness and education activities to strengthen awareness and education of demarcation processes and matters planned, fluctuates annually through the medium-term period. This fluctuation corresponds to public and stakeholder participation requirements of the boundary re-determination process. Information on the boundary re-determination process and matters will be shared across a range of media platforms. Within the annual targets for 2023/24 awareness and education activities will be conducted as follows:

- i. One activity each with focus on women, youth and persons with disabilities on demarcation related matters.
- ii. Raising awareness and education on the boundary re-determination process across a range of media platforms such as print, broadcast and social media.
- iii. Raising awareness and education on the boundary re-determination process with Traditional Leaders/ Authorities/Officials, Local and District Municipalities, engaging communities as part of municipalities Integrated Development Plan consultation forums, and with institutions of higher learning.

The budget is allocated to advertisements through local media platforms (newspaper & radio) to raise awareness of the municipal outer boundary re-determination process as it unfolds. As well as above and below the line advertising, production and distribution of all media (print and electronic) to raise awareness and educate both the public and stakeholders on demarcation processes. Another significant portion of the budget has been allocated for media monitoring through a contracted service provider to determine the reach and effectiveness of MDB engagement and communication activities.

Sub-programme  R thousand	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Stakeholder engagement and partnership	4 257	4 335	6 407	7 324	7 063	6 626	7 501
<b>Total</b>	<b>4 257</b>	<b>4 335</b>	<b>6 407</b>	<b>7 324</b>	<b>7 063</b>	<b>6 626</b>	<b>7 501</b>

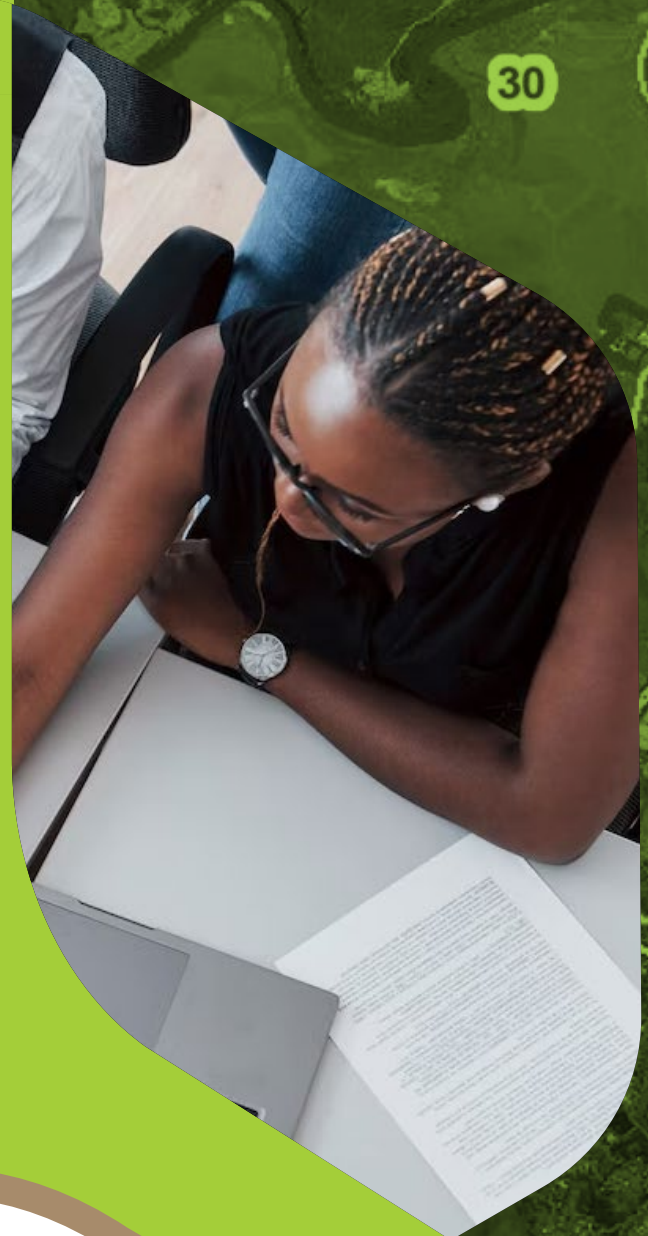
#### Economic Classification

Current payments							
Compensation of employees	819	1 637	1 864	1 869	1 975	2 128	2 277
Goods and services, of which Includes	3 438	2 697	4 544	5 455	5 088	4 498	5 224
Advertisements & Promotions	1 280	1 827	3 432	2 919	2 000	2 300	2 500
Conference & venue	-	-	-	-	714	-	-
Stakeholder management	356	485	977	2 000	1 700	1 500	1 990
Printing	373	148	121	250	320	340	350
Travel cost	102	0	4	160	140	147	150
Other operating expenses	1 327	236	9	126	214	211	234
Payments for capital assets	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>4 257</b>	<b>4 335</b>	<b>6 407</b>	<b>7 324</b>	<b>7 063</b>	<b>6 626</b>	<b>7 501</b>

The outcomes of Programme 4 are delivered by the Stakeholder Management and Communications unit. The programmes' current organisational structure consists of two funded positions, which are both currently occupied. Of these positions two (100 percent) are occupied by women and one (50 percent) is classified as youth. Fifty percent of the senior management positions within this programme are occupied by women. Currently the MDB does not employ any person(s) with disability and efforts are made during its recruitment processes to encourage persons with disabilities to apply for available positions.

Outcome	Key Risk	Risk Mitigation
Improved public and stakeholder participation	Negative brand equity	<ul style="list-style-type: none"> <li>a. Lessons learnt document from previous programmes/ projects.</li> <li>b. Municipal boundary re-determination policy.</li> <li>c. Ward delimitation policy and Standard Operating Procedure.</li> <li>d. Oversight by Governance, Social and Ethics committee.</li> <li>e. MOUs with key stakeholders.</li> <li>f. Marketing and Communication Strategy.</li> <li>g. Policies in place to address certain shortcomings.</li> <li>h. Regular engagements with stakeholders.</li> <li>i. Acknowledgement and/or response to queries from members of the public.</li> <li>j. Public participation framework in place.</li> <li>k. Publication and broadcast media by the MDB.</li> <li>l. MDB is a member and participates in the district IGR fora.</li> <li>m. Project specific communication plans for municipal boundary re-determination broad plan and ward delimitation process.</li> <li>n. Project specific communication plans for municipal capacity data collection process.</li> <li>o. MDB is member of the government cluster led by GCIS.</li> </ul>





# D



## TECHNICAL INDICATOR DESCRIPTIONS



## Programme 1: Administration

Indicator title	1.1	Maintain Corporate Governance capability maturity level.
Definition		The Corporate Governance Capability maturity framework is used to develop and refine MDB's corporate governance processes and systems. It is also used to implement an improvement approach to ensure that MDB improves its maturity performance.
Source/collection of data		Corporate Governance Capability maturity assessment report.
Method of calculation/assessment		Determine capability maturity level achieved as per the Corporate Governance Capability maturity assessment report.
Means of verification		Corporate Governance Capability maturity assessment report.
Assumptions/dependencies		Capability maturity assessments conducted.
Disaggregation of beneficiaries		<ul style="list-style-type: none"> <li>• Target for women: N/A.</li> <li>• Target for youth: N/A.</li> <li>• Target for people with disabilities: N/A.</li> </ul>
Spatial transformation		N/A.
Calculation type		Non-cumulative.
Reporting cycle		Annually.
Desired performance		Maintain Corporate Governance Capability Maturity Level 4 or higher.
Indicator responsibility		Executive Manager: Corporate Services.

Indicator title	1.2	Maintain the audit opinion expressed by AGSA
Definition		Obtain an unqualified audit opinion from AGSA.
Source/collection of data		AGSA audit report for the period 1 April 2022 to 31 March 2023.
Method of calculation/assessment		Interrogate the AGSA audit report for the period 1 April 2022 to 31 March 2023 to determine the opinion expressed.
Means of verification		AGSA audit report for the period 1 April 2022 to 31 March 2023.
Assumptions/dependencies		<ul style="list-style-type: none"> <li>• The MDB community has a good understanding of its legal responsibilities.</li> <li>• Willingness to comply with prescripts.</li> <li>• Ethical behaviour.</li> </ul>
Disaggregation of beneficiaries		<ul style="list-style-type: none"> <li>• Target for women: N/A.</li> <li>• Target for youth: N/A.</li> <li>• Target for people with disabilities: N/A.</li> </ul>
Spatial transformation		N/A.
Calculation type		Non-cumulative.
Reporting cycle		Annually.
Desired performance		Unqualified audit opinion with no findings (clean).
Indicator responsibility		Chief Financial Officer.

Indicator title	1.3	Percentage of procurement with designated groups
Definition	A percentage of procurement for pre-determined goods and/or services to be done with women and youth owned enterprises.	
Source/collection of data	Annual Procurement report.	
Method of calculation/assessment	Total amount of expenditure for pre-determined goods and/or services, divided by the amount of pre-determined goods and/or services procured from women and youth owned enterprises, times 100 to determine the percentage of procurement of pre-determined goods and/or service from women and youth owned enterprises. The total of the sum to be equal or higher than 12 percent for women owned enterprises and 5 percent for youth owned enterprises.	
Means of verification	Annual Procurement report.	
Assumptions/dependencies	Enterprises owned by women offering the pre-determined goods and/or services.	
Disaggregation of beneficiaries	<ul style="list-style-type: none"> <li>• Target for women: 12 percent.</li> <li>• Target for youth: 5 percent.</li> <li>• Target for people with disabilities: N/A.</li> </ul>	
Spatial transformation	N/A.	
Calculation type	Non-cumulative.	
Reporting cycle	Annually.	
Desired performance	12 percent of procurement with women owned enterprises. 5 percent of procurement with youth owned enterprises.	
Indicator responsibility	Chief Financial Officer.	



## Programme 2: Demarcation and Spatial Transformation Excellence

Indicator title	2.1	Legal notices published in line with resolutions of the Board in terms of Section 21 and 21(5) of the MDA for Class 2 to 4 re-determinations.
Definition		<p>The MDB initiates the boundary re-determination process in terms of Section 22 of the MDA, by inviting requests from interested parties, or by taking its own initiative in terms of municipal outer boundary re-determination proposals. These requests are analysed to verify completeness, validity, and appropriateness. Whereafter, a notice in terms of Section 26 of the MDA will be published in the newspaper to inform members of the public and stakeholders about the intent to consider a determination or re-determination of the municipal outer boundaries of the affected areas, also inviting views and representation on the matter/request.</p> <p>Once the MDB has considered the views and representation by interested parties, the MDB may conduct consultations with members of the public and stakeholders. Or decide to re-determine the municipal boundary by publishing the re-determination in the provincial gazette for objections in terms of Section 21 of the MDA. The Board must consider objections and confirm, vary, or withdraw the re-determination. This decision must be published in the provincial gazette in terms of Section 21(5) of the MDA. The re-determined boundary comes into effect on the date as published by the MEC responsible for local government in the respective province.</p> <p>At any point in the process the MDB may decide not to continue with a determination or re-determination after consideration of the views and representation on the matter/request by interested parties.</p> <p>Municipal boundaries are reviewed once every five years and the whole process must be completed at least six months before national and provincial government elections to allow the Independent Electoral Commission sufficient time to organise the elections.</p> <p>MDB does not accept new municipal outer boundary re-determination proposals beyond the allowed timeframes.</p>
Source/collection of data		<p>Board resolutions to publish section 21 and 21(5) notices according to Municipal Demarcation Act No 27 of 1998 for Class 2 to 4 re-determinations. Section 21 and 21(5) notices published in provincial gazettes for Class 2 to 4 re-determinations.</p>
Method of calculation/assessment		<p>Compare the number of Class 2 to 4 re-determinations approved by the Board in terms of Section 21 of the MDA, with Section 21 notices published. Compare the number of Class 2 to 4 re-determinations confirmed, varied or withdrawn by the Board in terms of Section 21(5) of the MDA, with Section 21(5) notices published in provincial gazettes.</p>

Indicator title	2.1	Legal notices published in line with resolutions of the Board in terms of Section 21 and 21(5) of the MDA for Class 2 to 4 re-determinations.
Means of verification		<p>Board resolutions to publish section 21 and 21(5) notices according to Municipal Demarcation Act No 27 of 1998 for Class 2 to 4 re-determinations. Section 21 and 21(5) notices published in provincial gazettes for Class 2 to 4 re-determinations.</p> <p>The boundary re-determination proposals received are classified as follows:</p> <ul style="list-style-type: none"><li>• Class 2, Consolidation and Annexations - This is a medium scale boundary re-determination that may impact on a sizable geographic area, and number of voters in one or all the affected municipalities. This type of determination may impact on ward arrangements but will not materially impact on the capacities of the affected municipalities to deliver services.</li><li>• Class 3, Amalgamations - This type of re-determination entails a major and large-scale municipal boundary re-determination which will have a significant impact on the geographic areas, the number of voters, and the capacities of the affected municipalities, the re-determination includes the merging of adjacent municipalities or the splitting of municipal areas to create other municipal areas.</li><li>• Class 4, Categorisation - This is a type of re-determination that involves the categorisation of any new Category A Metropolitan, Category C District and Category B Local municipalities with or without boundary changes. Category A must satisfy Section 2 of the MSA and Section 24 and 25 of the Act respectively; the Board will categorise an area that qualifies to be a category A municipality after consultation with the National Minister responsible for Local Government, the MEC for Local Government in the concerned provinces, and SALGA.</li></ul>
Assumptions/dependencies		Resolution taken by the Board to publish section 21 and 21(5) notices. Correctness of notices published.
Disaggregation of beneficiaries		<ul style="list-style-type: none"><li>• Target for women: N/A.</li><li>• Target for youth: N/A.</li><li>• Target for people with disabilities: N/A.</li></ul>
Spatial transformation		<p>The NDP addresses entrenched spatial patterns across all geographic scales in the country to eradicate social inequality and economic inefficiency. Furthermore, it encourages implementation of catalytic interventions to achieve spatial transformation to support locally driven spatial governance and achieve creative and economic competitiveness and environmental sustainability. According to this indicator, the MDB performs ward boundary determinations involving transformation of spaces to determine municipal boundaries and establish an area that will:</p> <p>(a) Enable the local municipality to fulfil its constitutional obligations, including the provision of a democratic and an accountable government for local communities.</p> <p>(b) Enable effective local governance.</p> <p>(c) Enable integrated development and have a tax base inclusive of users of municipal services.</p> <p>(d) Ensure that wards are non-racial and integrated.</p> <p>All these objectives are the main indicators of spatial transformation, which demonstrates the significance of this indicator and the impact it has on the livelihood of all South Africans.</p>



Indicator title	2.1	Legal notices published in line with resolutions of the Board in terms of Section 21 and 21(5) of the MDA for Class 2 to 4 re-determinations.
Calculation type		Non-cumulative.
Reporting cycle		Quarterly.
Desired performance		Legal notices published in line with resolutions of the Board in terms of Section 21 and 21(5) of the MDA for Class 2 to 4 re-determinations.
Indicator responsibility		Chief Operating Officer.

Indicator title	2.2	Public consultations conducted in line with resolutions of the Board for Class 2 to 4 re-determinations
Definition		Once the Board has considered the views and representations by interested parties, emanating from requests for such through Section 26 notice(s), for Classes 2 to 4 re-determination proposals, the MDB will conduct consultations with members of the public and stakeholders.
Source/collection of data		Board resolution on Class 2 to 4 re-determinations. Meeting schedule. Report on public consultation session/meeting.
Meeting schedule.		<ul style="list-style-type: none"> <li>• Target for women: N/A.</li> <li>• Target for youth: N/A.</li> <li>• Target for people with disabilities: N/A.</li> </ul>
Method of calculation/assessment		Compare Board resolution to conduct public consultations for Class 2 to 4 re-determinations with meeting schedule and Report(s) on public consultation session/meeting(s).
Means of verification		<p>Board resolution on Class 2 to 4 re-determinations. Meeting schedule. Report on public consultation session/meeting.</p> <p>The boundary re-determination proposals received are classified as follows:</p> <ul style="list-style-type: none"> <li>• Class 2, Consolidation and Annexations - This is a medium scale boundary re-determination that may impact on a sizable geographic area, and number of voters in one or all the affected municipalities. This type of determination may impact on ward arrangements but will not materially impact on the capacities of the affected municipalities to deliver services.</li> <li>• Class 3, Amalgamations - This type of re-determination entails a major and large-scale municipal boundary re-determination which will have a significant impact on the geographic areas, the number of voters, and the capacities of the affected municipalities, the re-determination includes the merging of adjacent municipalities or the splitting of municipal areas to create other municipal areas.</li> <li>• Class 4, Categorisation - This is a type of re-determination that involves the categorisation of any new Category A Metropolitan, Category C District and Category B Local municipalities with or without boundary changes. Category A must satisfy Section 2 of the MSA and Section 24 and 25 of the Act respectively; the Board will categorise an area that qualifies to be a category A municipality after consultation with the National Minister responsible for Local Government, the MEC for Local Government in the concerned provinces, and SALGA.</li> </ul>

Indicator title	2.2	Public consultations conducted in line with resolutions of the Board for Class 2 to 4 re-determinations
Assumptions/dependencies		Resolution taken by the Board to conduct public consultation for Class 2 to 4 re-determinations.
Disaggregation of beneficiaries		<ul style="list-style-type: none"> <li>• Target for women: N/A.</li> <li>• Target for youth: N/A.</li> <li>• Target for people with disabilities: N/A.</li> </ul>
Spatial transformation		<p>The NDP addresses entrenched spatial patterns across all geographic scales in the country to eradicate social inequality and economic inefficiency. Furthermore, it encourages implementation of catalytic interventions to achieve spatial transformation that supports locally driven spatial governance and achieves creative and economic competitiveness and environmental sustainability. According to this indicator, the MDB performs ward boundary determinations involving transformation of spaces to determine municipal boundaries to establish an area that will:</p> <ol style="list-style-type: none"> <li>Enable the local municipality to fulfil its constitutional obligations, including the provision of democratic and accountable government for the local communities.</li> <li>Enable effective local governance.</li> <li>Enable integrated development and have a tax base inclusive of users of municipal services.</li> <li>Ensure that wards are non-racial and integrated.</li> </ol> <p>All these objectives are the main indicators of spatial transformation, which demonstrates the significance of this indicator and the impact it has on the livelihood of all South Africans.</p>
Calculation type		Non-cumulative.
Reporting cycle		Annual.
Desired performance		Public consultations conducted in line with resolutions of the Board for Class 2 to 4 re-determinations.
Indicator responsibility		Chief Operating Officer.

Indicator title	2.3	Investigation committee hearings, in line with resolutions of the Board, conducted in terms of Section 29 and 30 of the MDA.
Definition		When the Board decides to consider the re-determination of municipal boundaries and requires additional information to make a final decision, it may summon the applicant or any other persons or organisations to provide the information by conducting a hearing in terms of section 29 and 30 of the MDA.
Source/collection of data		Board resolutions to conduct hearings in terms of section 29 and 30 of the MDA for identified municipal boundary re-determination cases. Section 29 and 30 Investigation committee hearing reports.
Method of calculation/assessment		Check that identified municipal boundary re-determination(s) as resolved by the Board served/was tabled at the/a Section 29 and 30 Investigation committee.
Means of verification		Board resolutions to conduct hearings in terms of section 29 and 30 of the MDA and the reports for the hearings.
Assumptions/dependencies		Resolutions are taken by the Board to conduct hearings in terms of section 29 and 30 of the MDA.
Disaggregation of beneficiaries		<ul style="list-style-type: none"> <li>• Target for women: N/A.</li> <li>• Target for youth: N/A.</li> <li>• Target for people with disabilities: N/A.</li> </ul>
Spatial transformation		<p>The NDP addresses entrenched spatial patterns across all geographic scales in the country to eradicate social inequality and economic inefficiency. Furthermore, it encourages implementation of catalytic interventions to achieve spatial transformation to support locally driven spatial governance and achieve creative and economic competitiveness and environmental sustainability. According to this indicator, the MDB performs ward boundary determinations involving transformation of spaces to determine municipal boundaries and establish an area that will:</p> <ol style="list-style-type: none"> <li>Enable the local municipality to fulfil its constitutional obligations, including the provision of a democratic and an accountable government for local communities.</li> <li>Enable effective local governance.</li> <li>Enable integrated development and have a tax base inclusive of users of municipal services.</li> <li>Ensure that wards are non-racial and integrated.</li> </ol> <p>All these objectives are the main indicators of spatial transformation, which demonstrates the significance of this indicator and the impact it has on the livelihood of all South Africans.</p>
Calculation type		Non-cumulative.
Reporting cycle		Annual.
Desired performance		Investigation committee hearings, in line with the resolutions of the Board, conducted in terms of Section 29 and 30 of the MDA.
Indicator responsibility		Chief Operating Officer.

Indicator title	2.4	In-loco sessions, in line with resolutions of the Board conducted to inform community(ies) of boundary change(s).
Definition		Once the MDB has completed the boundary re-determination process in-loco sessions will be conducted, with identified communities as resolved by the Board, to inform community(ies) of the boundary change(s) that will take effect at the date of the next local government elections.
Source/collection of data		Board resolution to conduct in-loco sessions with identified communities that was affected by boundary re-determinations. Schedule of In-loco sessions. Report(s) of in-loco sessions.
Method of calculation/assessment		Check that identified communities as resolved by the Board were visited to inform them of the boundary change.
Means of verification		Board resolution to conduct in-loco sessions with identified communities that was affected by boundary re-determinations. Schedule of In-loco sessions. Meeting report of In-loco session(s).
Assumptions/dependencies		Suitability of time and venue. Amicability of community(ies).
Disaggregation of beneficiaries		<ul style="list-style-type: none"> <li>• Target for women: N/A.</li> <li>• Target for youth: N/A.</li> <li>• Target for people with disabilities: N/A.</li> </ul>
Spatial transformation		<p>The NDP addresses entrenched spatial patterns across all geographic scales in the country to eradicate social inequality and economic inefficiency. Furthermore, it encourages implementation of catalytic interventions to achieve spatial transformation that supports locally driven spatial governance and achieves creative and economic competitiveness and environmental sustainability. According to this indicator, the MDB performs ward boundary determinations involving transformation of spaces to determine municipal boundaries to establish an area that will:</p> <ol style="list-style-type: none"> <li>Enable the local municipality to fulfil its constitutional obligations, including the provision of democratic and accountable government for the local communities.</li> <li>Enable effective local governance.</li> <li>Enable integrated development and have a tax base inclusive of users of municipal services.</li> <li>Ensure that wards are non-racial and integrated.</li> </ol> <p>All these objectives are the main indicators of spatial transformation, which demonstrates the significance of this indicator and the impact it has on the livelihood of all South Africans.</p>
Calculation type		Non-cumulative.
Reporting cycle		Annual.
Desired performance		In-loco sessions in line with the resolution of the Board to inform identified community(ies), of boundary change(s) completed.
Indicator responsibility		Chief Operating Officer.

Indicator title	2.5	Number of Voting Districts analysed to determine split communities.
Definition	Voting district boundaries will be analysed to determine if they split communities and, where necessary, adjustments and alignment will be recommended to the IEC to adjust the voting district boundaries to improve ward delimitation.	
Source/collection of data	Report(s) on analysis of Voting Districts.	
Method of calculation/assessment	Count the number of reports on analysis of Voting Districts.	
Means of verification	Report(s) on analysis of Voting Districts.	
Assumptions/dependencies	Spatial data on Voting Districts made available by the IEC.	
Disaggregation of beneficiaries	<ul style="list-style-type: none"> <li>• Target for women: N/A.</li> <li>• Target for youth: N/A.</li> <li>• Target for people with disabilities: N/A.</li> </ul>	
Spatial transformation	<p>The NDP addresses entrenched spatial patterns across all geographic scales in the country to eradicate social inequality and economic inefficiency. Furthermore, it encourages implementation of catalytic interventions to achieve spatial transformation that supports locally driven spatial governance and achieves creative and economic competitiveness and environmental sustainability. According to this indicator, the MDB performs ward boundary determinations involving transformation of spaces to determine municipal boundaries to establish an area that will:</p> <ol style="list-style-type: none"> <li>Enable the local municipality to fulfil its constitutional obligations, including the provision of democratic and accountable government for the local communities.</li> <li>Enable effective local governance.</li> <li>Enable integrated development and have a tax base inclusive of users of municipal services.</li> <li>Ensure that wards are non-racial and integrated.</li> </ol> <p>All these objectives are the main indicators of spatial transformation, which demonstrates the significance of this indicator and the impact it has on the livelihood of all South Africans.</p>	
Calculation type	Cumulative (Year-end).	
Reporting cycle	Quarterly.	
Desired performance	11 575 Voting Districts analysed to determine split communities.	
Indicator responsibility	Chief Operating Officer.	



## Programme 3: Research, Spatial Information and Intelligence Development

Indicator title	3.1	Mapping application for Spatial knowledge hub available
Definition		The spatial knowledge hub would serve as a single point of entry (portal) to the spatial (geographic information) resources of the MDB. It would enable users to interact with the spatial data products through the internet by providing interactive maps, dashboards and municipal boundary re-determination products such as feedback forms etc.
Source/collection of data		Mapping application available through Spatial knowledge hub.
Method of calculation/assessment		Mapping application available through Spatial knowledge hub.
Means of verification		Mapping application available.
Assumptions/dependencies		IT resources procured and available.
Disaggregation of beneficiaries		<ul style="list-style-type: none"> <li>• Target for women: N/A.</li> <li>• Target for youth: N/A.</li> <li>• Target for people with disabilities: N/A.</li> </ul>
Spatial transformation		The NDP addresses entrenched spatial patterns across all geographic scales in the country to eradicate social inequality and economic inefficiency. Furthermore, it encourages implementation of catalytic interventions to achieve spatial transformation that supports locally driven spatial governance and achieves a creative and economic competitiveness and environmental sustainability. This indicator allows the MDB to describe the extent of municipal areas for everyone.
Calculation type		Non-cumulative.
Reporting cycle		Annual.
Desired performance		Mapping application available through Spatial knowledge hub.
Indicator responsibility		Chief Operating Officer.



Indicator title	3.2	Number of research reports produced
Definition		Conduct research and produce a relevant report on demarcation-related subject matter.
Source/collection of data		Research reports produced.
Method of calculation/assessment		Count the number of research reports produced.
Means of verification		Research reports produced. Research Strategy. Research Agenda.
Assumptions/dependencies		<ul style="list-style-type: none"> <li>• Information available to conduct research.</li> <li>• Human resource capacity available.</li> </ul>
Disaggregation of beneficiaries		<ul style="list-style-type: none"> <li>• Target for women: N/A.</li> <li>• Target for youth: N/A.</li> <li>• Target for people with disabilities: N/A.</li> </ul>
Spatial transformation		The NDP addresses entrenched spatial patterns across all geographic scales in the country to eradicate social inequality and economic inefficiency. Furthermore, it encourages implementation of catalytic interventions to achieve spatial transformation that supports locally driven spatial governance and achieves creative and economic competitiveness and environmental sustainability. This indicator allows the MDB to acquire, through research, information and knowledge to better understand if its municipal boundary demarcation activities contribute to spatial transformation and to gain sufficient local spatial intelligence to devise better ways and mechanisms to define boundaries for local development.
Calculation type		Cumulative (year-end).
Reporting cycle		Biannually.
Desired performance		Two research reports produced.
Indicator responsibility		Chief Operating Officer.

Indicator title	3.3	Number of research reports/articles presented or published
Definition		Present or publish a relevant report on demarcation-related subject matter.
Source/collection of data		<p>Evidence may include some or all the following:</p> <p>Publication of demarcation related report.</p> <p>Material of conference at which report/article was presented to.</p> <p>Publication of MDB research article(s) in any identified magazine(s), newspaper(s) or any other suitable publication – either electronic or hardcopy. Including the Demarcation Bulletin.</p> <p>Sharing of research findings with interested and related parties at an appropriate engagement.</p>
Method of calculation/assessment		Count the number of research reports/articles presented or published.
Means of verification		<p>Evidence may include some or all the following:</p> <p>Publication of demarcation related report.</p> <p>Material of conference at which report/article was presented to.</p> <p>Publication of MDB research article(s) in any identified magazine(s), newspaper(s) or any other suitable publication – either electronic or hardcopy. Including the Demarcation Bulletin.</p> <p>Sharing of research findings with interested parties at an appropriate engagement.</p>
Assumptions/dependencies		A suitable engagement where research report/article can be presented; or Suitable publication to facilitate research report/article.
Disaggregation of beneficiaries		<ul style="list-style-type: none"> <li>• Target for women: N/A.</li> <li>• Target for youth: N/A.</li> <li>• Target for people with disabilities: N/A.</li> </ul>
Spatial transformation		The NDP addresses entrenched spatial patterns across all geographic scales in the country to eradicate social inequality and economic inefficiency. Furthermore, it encourages implementation of catalytic interventions to achieve spatial transformation that supports locally driven spatial governance and achieves creative and economic competitiveness and environmental sustainability. This indicator allows the MDB to acquire, through research, information and knowledge to better understand if its municipal boundary demarcation activities contribute to spatial transformation and to gain sufficient local spatial intelligence to devise better ways and mechanisms to define boundaries for local development.
Calculation type		Cumulative (year-end).
Reporting cycle		Annual.
Desired performance		Four research reports/articles presented or published.
Indicator responsibility		Chief Operating Officer.

Indicator title	3.4	Number of applications developed
Definition		An application developed that will enable the delimitation of wards to be congruent with set criteria, including compliance with the municipal norm (average number of registered voters allowed in a municipality), identifiable ward boundaries, topographical considerations, keeping communities together, and ensuring that wards are contiguous within the municipalities.
Source/collection of data		One application to assist with delimitation of wards developed and available.
Method of calculation/assessment		One application to assist with delimitation of wards developed and available.
Means of verification		One application to assist with delimitation of wards developed and available.
Assumptions/dependencies		N/A.
Disaggregation of beneficiaries		<ul style="list-style-type: none"> <li>• Target for women: N/A.</li> <li>• Target for youth: N/A.</li> <li>• Target for people with disabilities: N/A.</li> </ul>
Spatial transformation		<p>The NDP addresses entrenched spatial patterns across all geographic scales in the country to eradicate social inequality and economic inefficiency. Furthermore, it encourages implementation of catalytic interventions to achieve spatial transformation that supports locally driven spatial governance and achieves creative and economic competitiveness and environmental sustainability. According to this indicator, the MDB performs ward boundary determinations involving transformation of spaces to determine municipal boundaries to establish an area that will:</p> <ol style="list-style-type: none"> <li>Enable the local municipality to fulfil its constitutional obligations, including the provision of democratic and accountable government for the local communities.</li> <li>Enable effective local governance.</li> <li>Enable integrated development and have a tax base inclusive of users of municipal services.</li> <li>Ensure that wards are non-racial and integrated.</li> </ol> <p>All these objectives are the main indicators of spatial transformation, which demonstrates the significance of this indicator and the impact it has on the livelihood of all South Africans.</p>
Calculation type		Non-cumulative.
Reporting cycle		Annual.
Desired performance		One application to assist with delimitation of wards developed and available.
Indicator responsibility		Chief Operating Officer.



## Programme 4: Stakeholder Engagement and Communication

Indicator title	4.1	Number of public awareness and education activities completed
Definition		<ul style="list-style-type: none"> <li>An activity is something that you do or a condition in which things are happening or being done and shall include any related activity initiated by the MDB on its own or with one or more stakeholders to raise awareness and educate the public on demarcation processes and matters.</li> <li>Public means a person with an interest or concern in something.</li> </ul>
Source/collection of data		<p>Activities may include:</p> <ul style="list-style-type: none"> <li>Meetings/Conferences/Seminars/Exhibitions (face-to-face or virtual) either MDB-arranged or on invitation to present/exhibit on MDB matters.</li> <li>Collaborations (with key stakeholders).</li> <li>Workshops.</li> <li>Focus groups.</li> <li>Training forums (with municipalities).</li> <li>Production and distribution of promotional material (pamphlets, brochures, posters, flyers etc) either in hard copy or electronic.</li> <li>Website uploads – MDB and stakeholder.</li> <li>Above- and below-the-line advertising.</li> <li>WhatsApp and SMS communication, online submissions.</li> <li>Across all social media platforms, including:               <ul style="list-style-type: none"> <li>Posts and notifications.</li> <li>Webcast or Live chat sessions; and</li> <li>Video clips or recorded presentations.</li> </ul> </li> </ul>
Method of calculation/assessment		Simple count of activities completed.
Means of verification		<p>Data for verification may include some or all the following:</p> <ul style="list-style-type: none"> <li>Invitation/advertisement of activity.</li> <li>Programme/agenda/plan of activity.</li> <li>Attendance register (if available).</li> <li>Photo, video and/or audio recording of event.</li> <li>Notes or minutes of meeting or report on activity completed</li> <li>Confirmation communicate with stakeholder(s) initiating/attending event (e.g. e-mails) that activity took place and/or confirming attendance.</li> </ul>
Assumptions/dependencies		<ul style="list-style-type: none"> <li>Cooperation of stakeholders and members of the public to participate in MDB processes and activities, including education activities.</li> <li>Sufficient financial and human resources availability.</li> <li>Sufficient media interest in MDB matters.</li> </ul>
Disaggregation of beneficiaries		<ul style="list-style-type: none"> <li>Target for women: One activity.</li> <li>Target for youth: One activity.</li> <li>Target for people with disabilities: One activity.</li> </ul>
Spatial transformation		N/A.
Calculation type		Cumulative (year-end).
Reporting cycle		Quarterly.
Desired performance		Ten public awareness and education activities completed.
Indicator responsibility		Chief Operating Officer.

Indicator title	4.2	Number of stakeholder awareness and education activities completed
Definition		<ul style="list-style-type: none"> <li>• An activity is something that you do or a condition in which things are happening or being done, and shall include an activity initiated by the MDB on its own or with one or more stakeholders to raise awareness and educate the public on demarcation processes and matters.</li> <li>• Stakeholders include some or all the following from our identified stakeholders: officials, politicians, Traditional Leaders, managers, executives, NGO's, faith-based organisations, organised groups, etc.</li> </ul>
Source/collection of data		<p>Activities may include:</p> <ul style="list-style-type: none"> <li>• Meetings/Conferences/Seminars (face-to-face or virtual) either MDB-arranged or on invitation to present on MDB matters.</li> <li>• Collaborations (with key stakeholders).</li> <li>• Workshops.</li> <li>• Focus groups.</li> <li>• Training forums (with municipalities).</li> <li>• Production and distribution of promotional material (pamphlets, brochures, posters, flyers etc) either in hard copy or electronic.</li> <li>• Circulars and formal communiques.</li> <li>• Website uploads – MDB and stakeholder.</li> <li>• Above- and below-the-line advertising.</li> <li>• WhatsApp and SMS communications, online submission forums.</li> <li>• Across all social media platforms, including: <ul style="list-style-type: none"> <li>- Posts and notifications.</li> <li>- Webcast or Live chat sessions; and</li> <li>- Video clips or recorded presentations.</li> </ul> </li> </ul>
Method of calculation/assessment		Simple count of events, i.e. stakeholder engagement, communication, public participation, education and awareness activities.
Means of verification		<p>Data for verification may include some or all the following:</p> <ul style="list-style-type: none"> <li>• Invitation/advertisement of activity.</li> <li>• Programme/agenda/plan of activity.</li> <li>• Video and/or audio recording of event.</li> <li>• Attendance register (if available).</li> <li>• Notes/minutes of the meeting.</li> <li>• Confirmation communique with stakeholder initiating event (e.g. e-mails) that activity took place and/or confirming attendance.</li> </ul>
Assumptions/dependencies		<ul style="list-style-type: none"> <li>• Cooperation of stakeholders and members of the public to participate in MDB processes and activities including education activities.</li> <li>• Sufficient financial and human resource availability.</li> <li>• Sufficient media interest in MDB matters.</li> </ul>
Disaggregation of beneficiaries		<ul style="list-style-type: none"> <li>• Target for women: N/A.</li> <li>• Target for youth: N/A.</li> <li>• Target for people with disabilities: N/A</li> </ul>
Spatial transformation		N/A.
Calculation type		Cumulative (year-end).
Reporting cycle		Quarterly.
Desired performance		Ten stakeholder awareness and education activities completed.
Indicator responsibility		Chief Operating Officer.

Indicator title	4.4	Number of items across print, electronic and broadcast media generated by MDB or arising from its work
Definition		Items across print electronic and broadcast media of MDB information on issues such as ward delimitations, municipal boundary re-determinations and municipal capacity assessments.
Source/collection of data		<ul style="list-style-type: none"> <li>• All media (print and electronic) publications and broadcasts.</li> <li>• Radio and webpage broadcasts.</li> <li>• TV interviews.</li> <li>• Press statement(s); Media advisory/release and Press briefing(s) resulting in items across print, electronic and broadcast media.</li> <li>• Circulars and formal communique.</li> <li>• Production and distribution of pamphlets, brochures, posters, flyers etc.</li> <li>• Website uploads – MDB and stakeholder.</li> <li>• Above- and below-the-line advertising.</li> </ul>
Method of calculation/assessment		A simple count of media publications/broadcasts made on each channel.
Means of verification		Actual publication (hard copy or electronic) or link to publication.
Assumptions/dependencies		<ul style="list-style-type: none"> <li>• Sufficient media interest in MDB matters.</li> <li>• Sufficient financial and human resources will be available.</li> </ul>
Disaggregation of beneficiaries		<ul style="list-style-type: none"> <li>• Target for women: N/A.</li> <li>• Target for youth: N/A.</li> <li>• Target for people with disabilities: N/A.</li> </ul>
Spatial transformation		N/A.
Calculation type		Cumulative (year-end).
Reporting cycle		Quarterly.
Desired performance		Seven media publications.
Indicator responsibility		Chief Operating Officer.





## ANNEXURE D: DISTRICT DEVELOPMENT MODEL

The MDB commenced with its municipal boundary redetermination process immediately after the 2021 LGE. The MDB issued circulars to its stakeholders and published several advertisements through various media channels to inform the public and stakeholders about the commencement of the process. Until 31 March 2022, the MDB will accept proposals from members of the public and stakeholders for the re-determination of municipal outer boundaries. These proposals may affect several local and districts municipalities depending on its location and may even straddle over several district municipalities. Therefore, when aligning to the DDM, the number of affected district municipalities may be huge. The table below, contains a list of all district municipalities affected by municipal outer boundary re-determination proposals currently being considered by the MDB.

Area of intervention	Project Description	Medium term (3 years – MTEF)				
		District Municipality	Location: GPS Coordinates X	Location: GPS Coordinates Y	Project Leader	Social partners
Municipal outer boundary re-determination process	Municipal outer boundary re-determination process	Alfred Nzo District Municipality	28.70382	-30.4797	Chief Operations Officer	None
		Amathole District Municipality	26.68919	-32.7365		
		Bojanala District Municipality	27.2243	-25.4261		
		Cape Winelands District Municipality	19.68987	-33.3227		
		Capricorn District Municipality	28.66424	-22.9543		
		Central Karoo District Municipality	22.21192	-32.6281		
		Chris Hani District Municipality	26.44849	-31.7934		
		Dr Kenneth Kaunda District Municipality	26.56755	-26.8075		
		Ehlanzeni District Municipality	31.25466	-25.0487		
		Fezile Dabi District Municipality	27.7194	-27.3392		
		Frances Baard District Municipality	24.37892	-28.3068		

Area of intervention	Project Description	Medium term (3 years – MTEF)				
		District Municipality	Location: GPS Coordinates X	Location: GPS Coordinates Y	Project Leader	Social partners
Municipal outer boundary re-determination process	Municipal outer boundary re-determination process	Garden Route District Municipality	22.01263	-33.8214	Chief Operations Officer	None
		Gert Sibande District Municipality	29.92953	-26.671		
		Harry Gwala District Municipality	29.65417	-30.1185		
		iLembe District Municipality	31.14253	-29.2733		
		Joe Gqabi District Municipality	27.05769	-30.942		
		John Taolo Gaetsewe District Municipality	23.04638	-27.0464		
		King Cetshwayo District Municipality	31.51527	-28.7005		
		Lejweleputswa District Municipality	26.14439	-28.2395		
		Mopani District Municipality	30.836	-23.7666		
		Ngaka Modiri Molema District Municipality	25.63607	-26.2172		
		Nkangala District Municipality	29.42431	-25.7122		
		O.R.Tambo District Municipality	29.05097	-31.465		
		Overberg District Municipality	19.90994	-34.4323		
		Pixley ka Seme District Municipality	23.25696	-30.2917		
		Sarah Baartman District Municipality	24.77585	-33.0659		

Area of intervention	Project Description	Medium term (3 years – MTEF)				
		District Municipality	Location: GPS Coordinates X	Location: GPS Coordinates Y	Project Leader	Social partners
Municipal outer boundary re-determination process	Municipal outer boundary re-determination process	Sedibeng District Municipality	28.21519	-26.6737	Chief Operations Officer	None
		Sekhukhune District Municipality	29.83803	-24.8281		
		Thabo Mofutsanyane District Municipality	28.35975	-28.2414		
		Ugu District Municipality	30.46647	-30.415		
		Umgungundlovu District Municipality	30.19272	-29.5153		
		Alfred Nzo District Municipality	28.70382	-30.4797		
		Amathole District Municipality	26.68919	-32.7365		
		Bojanala District Municipality	27.2243	-25.4261		
		Cape Winelands District Municipality	19.68987	-33.3227		
		Capricorn District Municipality	28.66424	-22.9543		
		Central Karoo District Municipality	22.21192	-32.6281		
		Chris Hani District Municipality	26.44849	-31.7934		
		Dr Kenneth Kaunda District Municipality	26.56755	-26.8075		
		Ehlanzeni District Municipality	31.25466	-25.0487		
		Fezile Dabi District Municipality	27.7194	-27.3392		

Notes

[illegible]

Notes

[illegible]



**Physical Address:**

Eco Origins - Block C1,  
349 Witch-Hazel Street,  
Centurion,  
Pretoria, 0157

**Telephone:**

+27 12 342 2481

**Whatsapp:**

+27 72 819 8220

**Facsimile:**

+27 12 342 2480

**Postal Address:**

Private Bag x123,  
Centurion, 0046

**Website:**

[www.demarcation.org.za](http://www.demarcation.org.za)

**Email:**

[info@demarcation.org.za](mailto:info@demarcation.org.za)



@OfficialMDB1



@Demarcationboardmdb



Municipal Demarcation Board