



**mbb**  
municipal demarcation board



2020 - 2025

# STRATEGIC PLAN

## END-TERM REPORT



## EXECUTIVE AUTHORITY STATEMENT

**TM Manyoni**  
Executive Authority

This End-term Report on the 2020-2025 Strategic Plan (SP) seeks to provide a succinct summary on progress made in respect of the Municipal Demarcation Board's (MDB's) key strategic planning outcomes with concise targets for the five-year strategic planning period specifically relating to: (i) Organisational excellence; (ii) Well-defined municipal spaces; (iii) Improved access to research and spatial information and; (iv) Improved public and stakeholder participation.

The MDB made significant inroads in the development, implementation and annual assessments of its Corporate Governance Capability Maturity Model. It prioritised the need to improve and strengthen its capability and to establish a mechanism to timeously influence its work processes using the Corporate Governance Capability Maturity Model. To this end, the full realisation of the organisational excellence outcome was dependent on continuous improvements in the entity's operational systems, structures, processes and, specifically, the availability of appropriately skilled personnel, adequate ICT infrastructure, financial resources, policies and procedures to develop a capable, efficient, and effective institution that can meet its obligations. The achievement of this outcome contributes effectively to the attainment of the National Development Plan's (NDP) objective of building a capable and developmental state centred around leadership, sound policies, skilled managers and workers, clear lines of accountability, appropriate systems as well as consistent and fair application of rules.

The MDB fully realised its strategic plan outcome aimed at impacting communities by creating well-defined municipal

spaces. The MDB delimited four thousand four hundred and sixty-eight (4 468) wards for all municipalities in preparation for the 2021 Local Government Elections (LGE) and considered all municipal outer boundary re-determination proposals by the end of 2024. In 2025, the MDB commenced with the delimitation of municipal ward in preparation for the 2026 LGE. The ward delimitation process and the re-determination of municipal outer boundaries contribute to spatial integration by providing well-defined areas that will allow for better economic development, resulting in sustainable settlements. This work further gives effect to the objective of the NDP, which seeks to address spatial transformation to promote social equality and economic efficiency.

An area of concern, however, has been the inability to establish an ideal structure that accommodates its regionalisation strategy. Since its inception, the entity has experienced financial limitations, which pose a serious challenge for the entity to establish and implement an ideal structure to implement its regionalisation strategy. Thus, the entity continues to experience capacity constraints in key strategical areas. The reduction in the baseline budget (2020/21 Medium-term Expenditure Framework) placed further strain on the financial resources of the organisation. Sustained and improved allocation is key towards the attainment of the entity's regionalisation strategy.

Since the introduction of the 2020-2025 SP, the MDB made significant strides in improving access to readily available research, data and spatial information aimed at not only increasing public and stakeholder comprehension of spatial transformation issues but also

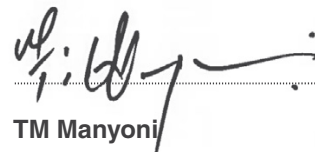
improving decision-making across the entity. To this end, twelve (12) research reports and other research initiatives with invaluable insight on spatial transformation and local government issues and challenges have been produced; even though the entity remains under-capacitated in terms of research personnel and financial resources. In addition to research initiatives mentioned above, the MDB has put in place the necessary innovative measures, processes, and systems to enhance public and stakeholder access to data and information mainly acquired through research, capacity assessments and partnerships. The MDB will continue to build strategic partnerships to expand the body of knowledge in strategic research, spatial data analysis and information development to enable proficient advisory services.

Improved public and stakeholder participation are among the key structural deliverables that have cemented the realisation of the MDB's 2020-2025 SP. The entity implemented numerous initiatives and measures to enhance the involvement of affected communities in spatial transformation programmes and to improve understanding of the MDB's mandate and demarcation processes. Herein, two of MDB's programmes, one earmarked to deliver on its core mandate and the other to improve communication, complemented each other and significant inroads were made to enhance public and stakeholder participation. As a result, the MDB conducted consultation sessions in all local and metropolitan municipalities for both the municipal outer boundary change process and the ward delimitation process in addition to hosting 150 participation, education, and awareness events by the end of the five-year strategic planning period. This, to a large extent, has translated into direct public and stakeholder participation in our programmes and processes and the subsequent improvements in our relations with key partners, stakeholders and the public, evidenced by attendance and active, enthusiastic participation during consultation processes. This strategic outcome is linked to the objective of the NDP, which encompasses the notion of direct involvement of affected communities in any endeavour towards spatial transformation. The MDB will continue to expand and amplify its public participation, education and awareness processes in its programmes and processes, and specifically target women, youth and people living with disabilities during the next planning period 2025 to 2030. However, our experience demonstrates that improved public and stakeholder participation requires adequate resources, guiding documents, and cooperation from stakeholders.

These are areas that MDB will do more in to firstly, ensure that those affected by our work are actively involved in MDB processes and secondly to advance and expand stakeholder awareness, understanding and knowledge of demarcation matters to ensure meaningful stakeholder and public participation in its processes.

A key piece of new legislation, the "Independent Municipal Demarcation Authority Bill" (IMDAB), which will replace the current Local Government: Municipal Demarcation Act, will change processes and systems within the demarcation environment that will profoundly affect the current outcomes and budget allocation of the MDB. The Department of Cooperative Governance and Traditional Affairs (CoGTA) drafted IMDAB and is currently in the process of having the new bill promulgated by Parliament. The conclusion of this process and the significant changes it will bring are eagerly awaited.

The Board fully endorses the 2020 to 2025 Strategic Plan End-term Report and remains committed to ensuring improvement in the implementation of its 2025-2030 SP.



**TM Manyoni**  
Executive Authority



## ACCOUNTING OFFICER STATEMENT

**M Moroka**  
Accounting Officer

The Municipal Demarcation Board (MDB) is a Public Finance Management Act (PFMA) 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. This places the MDB’s vision for spatially transformed, just, and sustainable communities 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 table below demonstrates the MDB’s achievement of its four planned outcomes and fully achieved targets set for the five-year term of its SP and how it realised its intended impact.

Outcome	Outcome indicator	2024/25 Target	Actual achievement as at 31 March 2025	Impact
Organisational excellence	Achieve level 5 on the corporate governance capability maturity model	Maturity level 5 achieved by 2025	Maturity level 5 achieved as at 31 March 2025	A well-functioning internal control environment, due to excellence in organisational processes and systems monitored through its corporate governance capability maturity model.

Achieved

Outcome	Outcome indicator	2024/25 Target	Actual achievement as at 31 March 2025	Impact
Well-defined municipal spaces	Ward and municipal boundaries demarcated	4 468 wards delimited for 2021 local government elections. Municipal boundary re-determination proposals considered by 2025	4 468 wards delimited for the 2021 local government elections. Municipal boundary re-determination proposals concluded by 2025	Promote spatial equity, support planning and development by contributing to the creation of viable and able municipal spaces to facilitate the strengthening of local government functionality through effective municipal outer boundary determination, and delimitation of wards
Improved access to research and spatial information	Research and spatial information accessible	Research and spatial information accessible to stakeholders and the public by 2025	Research reports available and Spatial knowledge hub available on MDB website	Acquired demarcation-related research data and information to provide expert advisory services, to support effective governance and local government functionality
Improved public and stakeholder participation	Increased number of education and awareness activities to reach stakeholders and the public	80 public participation, education, and awareness events activated/ supported	159 public and stakeholder participation, education, and awareness events activated/ supported	Raise public and stakeholder awareness on demarcation processes, in line with national legislation, to strengthen participatory democracy

In pursuit of organisational excellence and having developed a Corporate Governance Capability Maturity Model and Framework to specifically assess the effectiveness of its processes, the MDB achieved Level 5 in terms 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 audit) consecutively for the 2018/19 to 2022/23 and again in 2024/25 financial years and achieving 95 per cent

and above of the targets set in its Annual Performance Plans for the same period.

The MDB noticeably impacted communities in creating well-defined municipal spaces by having delimited wards for all municipalities in preparation for the 2021 Local Government Elections (LGE), enabling the citizens to enjoy peaceful, free, and fair elections and voting for leaders of their choice in their respective wards.

Testament to the spatial integration of communities that reside in those wards by laying a solid foundation for socio-economically sustainable communities. By March 2024, the MDB completed the municipal outer boundary determination and re-determination process, finalising and gazetting re-determined municipal boundaries. The Board deferred thirteen (13) municipal outer boundary change proposals for further research and investigation

Since 2020, twelve (12) research reports and other research initiatives with invaluable insight on local government challenges have been produced, and six reports have been presented at annual SAAPAM Conferences, one was a collaboration with the National School of Government (NSG), and one research article has been published in an international journal. The research component of the MDB is small but has significantly contributed to establishing the MDB as a reputable spatial research institution by improving access to research and spatial information. Similarly, enduring in 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.

The MDB has expanded and amplified its public participation, education, and communication processes, which is evident by the level of participation and engagement in demarcation processes. In addition, dedicated engagements that focused on women, youth and people living with disabilities were included in its awareness and education activities conducted over the period of the 2020 to 2025 SP.

The MDB operates in a complex environment, which involves actions of multiple stakeholders and partners across all three spheres of government. Therefore, intergovernmental relations and cooperative governance are central to ensuring efficient and effective delivery of end-to-end municipal demarcation outcomes.

The MDB acknowledges the contributions of Board Members, Executive Management, all the staff members and its stakeholders in the achievement of the outcomes contained in the SP for the fiscal years 2020 to 2025.



**M Moroka**  
Accounting Officer



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## ACRONYMS

<b>AGSA</b>	Auditor-General of South Africa
<b>AOP</b>	Annual Operational Plans, normally programme-based
<b>APP</b>	Annual Performance Plan
<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>	Cooperative Governance and Traditional Affairs
<b>Constitution</b>	The Constitution of the Republic of South Africa
<b>Demarcation</b>	The process of establishing a municipal boundary, in terms of the Municipal Demarcation Act 27 of 1998
<b>DDM</b>	District Development Model
<b>GIS</b>	Geographical Information System
<b>ICT</b>	Information and Communications Technology
<b>IMDA</b>	Independent Municipal Demarcation Authority Bill
<b>IEC</b>	Independent Electoral Commission
<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>	Ministers and Members of the Executive Council
<b>MuniMEC</b>	Municipal Managers and Members of the Executive Council
<b>MSA</b>	Municipal Structures Act 117 of 1998
<b>MTEF</b>	Medium Term Expenditure Framework
<b>NDP</b>	National Development Plan
<b>NPE</b>	National and Provincial Elections
<b>NSDF</b>	National Spatial Development Framework
<b>NSIF</b>	National Spatial Information Framework
<b>PFMA</b>	Public Finance Management Act 1 of 1999
<b>SP</b>	Strategic Plan
<b>WYPD</b>	Women, youth, and people living with disability



**PART A**  
**OUR MANDATE**

# 1 CONSTITUTIONAL MANDATE

The Constitution of the Republic of South Africa, 1996, Section 155 (3) states that national legislation must establish criteria and procedures for the determination of municipal boundaries by an independent authority. Further, Section 157(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.

Within these provisions in the Constitution, the Municipal Demarcation Board (MDB) was established in 1998, with the promulgation of the Municipal Demarcation Act 27 of 1998. The MDB is a PFMA schedule 1 constitutional institution, exclusively responsible for re-determining municipal boundaries in the territory of the Republic, categorising eligible municipal areas into metropolitan (Category A), district (Category C) and local (Category B) municipalities, delimiting wards for the purposes of local elections, assessing the capacity of municipalities to perform their powers and functions, and rendering advisory services within the scope of its mandate.

## MDB MANDATE

### Determination of municipal outer boundaries

- Establish criteria and procedures for the determination of municipal outer boundaries
- Categorising eligible municipal areas into metropolitan (Category A), district (Category C) and local (Category B) municipalities
- Declare District Management Areas

### Delimitation of municipal ward boundaries

- After consultation with the Electoral Commission, MDB must delimit wards for purposes of local elections

### Assessment of municipal capacity

- Assessment of the capacity of district and local municipalities to perform their functions and exercise their powers as provided for in the Constitution and the Structures Act

### Rendering of advisory services to stakeholders

- Render advisory services in terms of the MDA
- Opportunity to follow through on implementation of municipal outer boundary re-determinations

## 2 LEGISLATIVE AND POLICY MANDATES

The following primary legislation regulates the MDB’s mandate and operations:

Legislation	Local Government Mandate
<b>Constitution of the Republic of South Africa, 1996</b>	<ul style="list-style-type: none"> <li>• Section 155(3): National legislation must establish criteria and procedures for the determination of municipal boundaries by an independent authority.</li> <li>• Section 157(4): 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.</li> </ul>
<b>Local Government: Municipal Demarcation Act 27 of 1998 (MDA)</b>	<ul style="list-style-type: none"> <li>• Established the MDB as an independent authority to determine and re-determine municipal boundaries in the territory of the Republic 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.</li> <li>• Section 3: Provides that the Board is a juristic person, is independent, must be impartial and must perform its function without fear, favour, or prejudice.</li> </ul>
<b>Local Government: Municipal Structures Act 117 of 1998, as amended (MSA)</b>	<ul style="list-style-type: none"> <li>• Provides the framework for the establishment of municipalities in accordance with the requirements and criteria relating to categories and types of municipalities.</li> <li>• Determines the appropriate division of powers and functions between categories of district and local municipalities and regulates governance structures,</li> <li>• Determines the electoral system for local government, and the delimitation of wards for local government elections.</li> <li>• It provides guidance regarding the process for determination of the number of councillors by MECs.</li> </ul>
<b>Local Government: Municipal Systems Act 32 of 2000</b>	<ul style="list-style-type: none"> <li>• Provides for the manner in which municipal powers and functions are exercised and performed.</li> <li>• Provides for community participation etc.</li> </ul>
<b>Public Finance Management Act 1 of 1999, as amended (PFMA)</b>	<ul style="list-style-type: none"> <li>• Schedule 1: Lists the MDB as a Constitutional Institution.</li> <li>• Provides governance and financial administration and management regulations for public entities.</li> </ul>



### 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;
- Basic conditions of employment Act 75 of 1998;
- Occupational Health and Safety Act 85 of 1995 and Regulations;
- Employment Equity Act 55 of 1998;
- Broad-based Black Economic Empowerment Act 53 of 2003;
- Preferential Procurement Policy Framework Act 5 of 2000, and
- Spatial Planning and Land Use Management Act 16 of 2013.

### Other legislation observed

- Framework on Gender-Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing;
- National Strategic Plan on Gender-Based Violence and Femicide;
- White Paper on the Rights of Persons with Disabilities;
- National Youth Policy;
- Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000;
- National Policy Framework for Women Empowerment and Gender Equality, and
- Just Energy Transition Investment Plan.

## 2.1

### 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. Further, the White Paper, amongst others, state that the independent authority on demarcations' objectives is to contribute to national, provincial, and local planning, coordination and development, and through municipal boundary demarcation establish an area that will be able to fulfil its constitutional obligations and support participatory democracy. Herein, the MDB plays a significant role in contributing to and supporting the transformation of South Africa's geographic and economic landscape that will promote the country's overarching goal of creating a just, equitable, and sustainable society.

The work of the MDB is also guided by the NDP, the NSDF and the IUDF. Currently, District Development Models (DDM) are being implemented to enhance the

coordination of government efforts for development and service delivery in local areas. Herein, the MDB has a role to play in identifying municipal service delivery deficiencies through its assessments of municipal capacity to perform their powers and functions.

The advancement of the rights of women, youth and people living with disabilities is acknowledged by MDB in staff wellness programmes, procurement, human resource development and within demarcation processes. However, specific interventions to mainstream the priorities in relation to women, youth and people living with disabilities will be contained to the MDB's public consultations during demarcation processes and raising awareness of the MDB's mandate, its processes and opportunities available to mitigate the marginalisation of these groups. The work done by MDB is conducted nationally and inclusive of all citizens with the intention to create inclusive, equitable and well-defined municipal spaces, with citizens living in close proximity to work, social facilities and the necessary infrastructure.

## 3 INSTITUTIONAL POLICIES AND STRATEGIES GOVERNING THE FIVE-YEAR PLANNING PERIOD

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

governance, financial management and human resources management.

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

Policies, strategies and/or frameworks		Purpose
a)	<b>Municipal boundary re-determination policy.</b>	Provide for the establishment of processes, procedures and mechanisms for the determination and re-determination of municipal boundaries in compliance with the Constitution, the MDA, the MSA and any other relevant legislation.
b)	<b>Ward delimitation policy.</b>	Provide for the establishment of processes, procedures, and mechanisms for the delimitation of ward boundaries for all category A and category B municipalities qualifying to have wards in terms of the MSA.
c)	<b>Municipal capacity assessment model.</b>	Enhances the accuracy, depth, and developmental relevance of the municipal capacity assessments, especially when advising on the allocation or adjustment of powers and functions as per the MSA.
d)	<b>Research Policy and Research Strategy.</b>	Provide a framework for the research function conducted within the MDB. As research can be used as a form of Business Intelligence, which is a body of knowledge that informs decision making, and the kind of work that needs to be undertaken to enhance the relevance of the MDB to the bigger scope of governance.
e)	<b>Knowledge Management Strategy.</b>	Focuses on organising and availing important knowledge, wherever and whenever it is needed. It also assists in preventing the loss of irrecoverable knowledge caused by factors such as retirement, high staff turnover, and lack of adequate training and skills transfer.
f)	<b>Information and Communications Technology (ICT) Strategy.</b>	To define the role and to adopt leading practices in the use of ICT to support the MDB in executing its mandate.
g)	<b>Public Participation and Stakeholder Engagement Framework.</b>	To serve as a comprehensive guide for facilitating meaningful public involvement in MDBs programmes. It is anchored in the MDB's strategic commitment to deepen democracy, as enshrined in the Constitution. It aims to uphold the principle of inclusivity, fostering trust between communities and the MDB while contributing to the broader goal of promoting participatory democracy across the country.
h)	<b>Demarcation Spatial Knowledge Warehouse Framework.</b>	To manage and disseminate spatial data and information related to municipal boundaries.
i)	<b>Business Continuity Plan.</b>	To provide a reference tool for the actions required immediately following an emergency or incident that threatens to disrupt normal business activities. The plan will try to ensure the continuation of normal business activities by minimising the impact of any damage to premises, staff, equipment or records. The plan will help to identify actions that could be taken in advance of an emergency or incident to reduce the risk of it happening.

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) drafted the "Independent Municipal Demarcation Authority Bill" (IMDAB), which will replace the current Local Government: Municipal Demarcation Act. The "Independent Municipal Demarcation Authority Bill" is currently being considered by Parliament, and its promulgation is awaited. The new legislation will change processes and systems within the demarcation environment that will impact the current outcomes and budget allocation of the MDB.





**PART B**

**OUR STRATEGIC FOCUS**

# 1 VISION

Spatially transformed, just and sustainable communities.

# 2 MISSION

To create the spatial conditions for sustainable development and transformation of local communities through the demarcation of municipal and ward boundaries, provision of advisory services and serving as

a knowledge hub to our stakeholders to promote socio-economic development, democratic participation, equality and access to services.

# 3 VALUES

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





**PART C**  
**MEASURING OUR PERFORMANCE**

# 1 INSTITUTIONAL PERFORMANCE INFORMATION

## 1.1

<b>Impact Statement</b>	Develop democratic, spatially integrated and socio-economically sustainable communities
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## 1.2

Realising its intended outcomes in its 2020 to 2025 Strategic Plan, the MDB contributed to the development of democratic, spatially integrated, and socio-economically sustainable communities. These outcomes include the creation of well-defined municipal spaces through the delimitation of municipal wards for LGE in 2021, when local representatives were freely and fairly elected, and the completion of the municipal outer boundary re-determination process in 2024.

Contributing to democracy and the spatial integration of communities, the MDB notably enhanced its public and stakeholder education, awareness activities, and participation efforts during the ward delimitation process. This is evident in the increased levels of participation, with more wards being delimited based on input from communities and the public than in previous periods. This trend was reflected by the strong response from interested parties submitting their views and representations during the municipal outer boundary change process in 2024.

However, as some members of the public and some stakeholders voice their dissatisfaction and objections with the final outcomes of demarcation processes, the MDB will continue to expand and augment its public and stakeholder education, awareness and participation efforts. This will include deliberate engagements to impart an understanding of demarcation-related processes with women, youth, and people living with disabilities.

In its pursuit to improve access to spatial information, the MDB established an online Spatial knowledge hub, available through the MDB website. Through this portal, members of the public and stakeholders can access information such as municipal and ward spatial data (including maps), capacity assessment information, and demarcation-related process information. Having access to spatial data and information contributes positively to the sustainability and socio-economic development of communities as a whole.



## 2 PROGRESS ON THE ACHIEVEMENT OF OUTCOMES

### 2.1

Outcome	Outcome indicator	2019/20 Baseline	2024/25 Target	Actual achievement as at 31 March 2025	Reason for deviation	Corrective action to be taken in the next planning cycle
Organisational excellence	Achieve level 5 on the corporate governance capability maturity model	Baseline to be determined	Maturity level 5 achieved by 2025	Maturity level 5 achieved as at 31 March 2025	No deviation.	None required.
Well-defined municipal spaces	Ward and municipal boundaries demarcated	257 municipalities; 4 392 wards	4 468 wards delimited for 2021 local government elections Municipal boundary re-determination proposals considered by 2025	4 468 wards delimited for 2021 local government elections; Municipal boundary re-determination process concluded by 2025. 13 municipal outer boundary change proposals were deferred.	The 13 municipal outer boundary change proposals that were are complex and require more research and further investigations.	The 13 deferred municipal outer boundary change proposals to be finalised in 2025.
Improved access to research and spatial information	Research and spatial information accessible	Disjointed and inaccessible information system	Research and spatial information accessible to stakeholders and the public by 2025	Research reports available and Spatial knowledge hub available on MDB website	No deviation.	None required.
Improved public and stakeholder participation	Increased number of education and awareness activities to reach stakeholders and the public	Baseline to be determined	80 public participation, education, and awareness events activated/ supported	159 public and stakeholder participation, education, and awareness events activated/ supported	More activities than planned were completed due to additional communication opportunities available to relay information on demarcation processes	None required.

2.2

**Explanation of achieved performance over the five-year period**

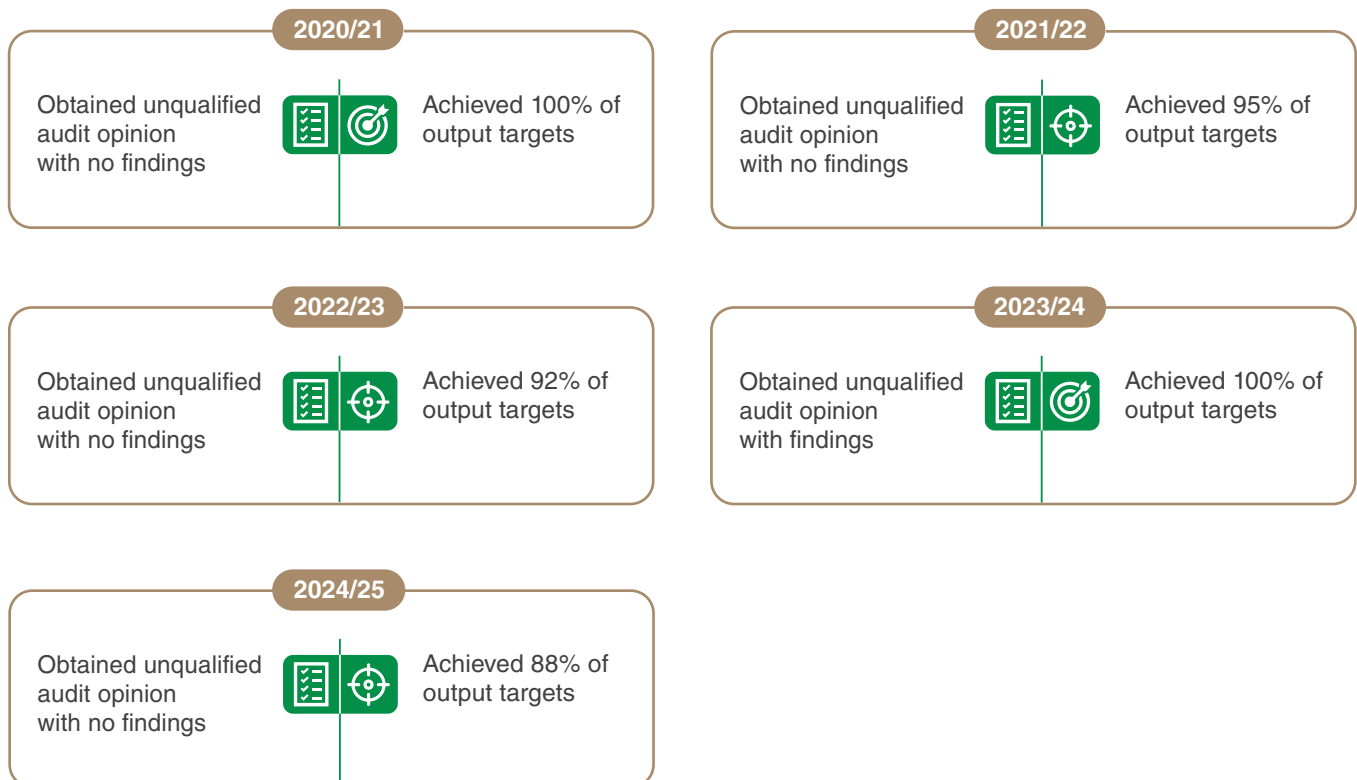
**Outcome: Organisational excellence**

In 2020, the MDB developed and implemented its corporate governance capability maturity model identifying five (5) key maturity areas, which includes governance, administrative and financial control systems, and ethical management, which are assessed annually to determine its maturity levels. A capability maturity model is a structured framework that assesses an institutions' capabilities and processes with a specific area to determine its level of maturity and institutionalises monitoring. It provides a clear roadmap for advancement that guides institutions from initial stages to higher levels of proficiency within those specific areas. A maturity level is the measurement scale that incorporates a number of dimensions that probe the level of skill, experience, readiness and capability by listing the critical processes and citing levels of achievement of capability in each level of maturity.

During its assessment in the 2024/25 review period, maturity level 5 of the corporate governance capability maturity model was attained. This indicates that governance structures and, operational systems and processes implemented are adequate and functioning effectively. Continuance of the capability maturity assessment process will enable and guide the MDB's efforts to remain an efficient and effective institution

The MDB has demonstrated its financial prudence and effective internal control environment by receiving unqualified audit opinions with no findings for the consecutive 2018/19 to 2022/23 financial years. Similarly, it achieved more than 90 percent of its planned targets set for the APP output indicator for the period 2020/21 to 2023/24. For the period 2023/24, MDB's audit status regressed to an unqualified audit opinion with material findings on its financial statements, which were addressed during the reporting period. For the 2024/25 financial year, MDB recovered and again obtained an unqualified audit opinion with no findings and achieved 88 percent of its planned targets set for APP output indicators.

The infographic below illustrates the performance of the MDB for the period under review.



## Outcome: Well-defined municipal spaces

### a. Delimitation of municipal wards in preparation for the 2021 Local Government Elections (LGE)

Every five years the MDB delimits wards in metropolitan and local municipalities for electoral purposes in terms of Schedule 1 of the Municipal Structures Act 117 of 1998 (MSA). During the 2020/21 financial year, 4 468 wards were delimited in preparation for the 2021 Local Government Elections. Due to the COVID-19 pandemic and the subsequent National Lockdown, consultations with municipalities on draft wards were suspended. Delimiting of wards were split into two batches viz; Batch 1 and Batch 2. Batch 1 municipalities consultation meetings on draft wards were conducted in February 2019 and Batch 2 municipalities consultations on draft wards were held virtually, if so requested. To facilitate the process of submitting ward proposals and submissions by members of the public and stakeholders, the MDB created an online submission platform in addition to the traditional communication channels. A sizeable number of submissions were received through the online submission platform. Overall, the MDB received a total of 1 206 submissions and 1 465 objections emanating from both batches.

The board considered all objections and on 1 December 2020, the MDB handed 4 468 ward boundaries over to the IEC to prepare for the LGE in 2021.

### b. Spatial boundary descriptions of municipalities' outer boundaries

In 2017, a project to develop spatial boundary descriptions for all municipalities' outer boundaries began. The project aimed to describe municipal boundaries by using geographical location in relation to the cadastral (farm boundaries) and other natural or man-made features. Spatial boundary descriptions of all 257 municipalities in South Africa were completed at the end of the 2020/21 financial year. The end-product would assist users in identifying the geographical extent of each of the municipalities, which would result in proper registration of properties in their jurisdictions, and provide a record of historical changes of the municipal boundaries during the past years of demarcation. Therefore, allow the MDB to avoid duplication and unnecessary reverse demarcations.

### c. Analysis of administrative and services areas in relation to municipal boundaries

When MDB demarcated the first set of wall-to-wall municipalities in 2000, service departments like the

Department of Health (DoH), Department of Justice and Constitutional Development (DoJCD), Department of Education (DoE), Department of Transport (DoT), South African Police Services (SAPS), etc were advised to align their service boundaries to those of Local and District municipalities to ease the administration of services within municipal areas. Some departments took the advice and immediately adopted the MDB's boundaries. However, other departments only commenced later, and were unable to fully align to the municipal boundaries. During the past demarcation processes the MDB was inundated with municipal boundary proposals due to the misalignment of service delivery boundaries. Consequently, the MDB analysed administrative and service areas in relation to municipal boundaries to identify the misalignments and engage with the relevant departments to start the process of alignment. During the 2021/22 financial year the MDB analysed 213 municipalities in relation to boundaries of the DoH and DoJCD.

### d. Multi-criteria decision support tool for municipal boundary re-determination

The municipal outer boundary re-determination process requires the MDB to decide after assessing multiple criteria and indicators that affect a particular demarcation proposal. As a result, the multi-criteria decision support tool was developed in 2021/22 for handling complex models of criteria, assessing proposals, visualising the results, and supporting decision-making. This tool serves as an evidence-based system for assessing the demarcation proposals during the municipal outer boundary re-determination process.

### e. Municipal outer boundary determination and re-determination process

After finalising municipal wards for the LGE that were held on 1 November 2021, the MDB launched the municipal outer boundary determination and re-determination process, by inviting interested parties to submit their proposals by 31 March 2022. The MDB analysed these proposals and classified determinations or re-determinations of municipal outer boundaries in 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.

- **Class 2, Consolidation and annexations** - This is a medium scale boundary redetermination that may have an 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, and the South African Local Government Association (SALGA).

The table below outlines the number of proposals received by 31 March 2022 for the different Classes of re-determination proposals.

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
Eastern Cape	25	42	2	1	70
<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 of the municipal outer boundaries project, concluded in 2020/21, and other submissions.

In terms of Section 26 of the Local Government: Municipal Demarcation Act (MDA) 27 of 1998, notices were 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. Accordingly, in July 2022, Section 26 notices were published for 82 Class 1 (minor technical) re-determination proposals being considered by the Board. Views and representations from

three parties affecting three re-determination proposals were received. For Class 1 proposals, in-loco inspections to verify the misalignments were conducted. These inspections assisted in determining if there were any impact on, or persons affected by, the re-determinations and if split farms will be eliminated by the proposed re-determinations. 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.

Once the Board considered the views and representations of interested parties and stakeholders, it resolved to publish Section 21 notices for 77 Class 1 re-determination proposals. The publication of Section 21 notices provided interested parties and stakeholders with a period of not less than 30-days to submit their objections. The Board considered all objections and confirmed the re-determination of the municipal outer boundaries of the affected municipality(s) of 74 Class 1 cases and withdrew the re-determination of the municipal outer boundaries in three Class 1 proposals. All Class 1 re-determinations were completed by 31 March 2023 and the re-determined boundaries will come into effect on the date of the next local government election.

In March 2023, Section 26 notices were published for class 2 to 4 proposals, in various newspapers 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. The Section 26 notice provided affected and interested parties a period of not less than 30 days to submit their views and representations on proposed re-determinations. An overwhelming response was received, and the following table shows the number of views and representations received from interested parties.

Province	Number of views and representations received
Eastern Cape	185
Free State	604
Gauteng	991
KwaZulu Natal	44 537
Limpopo	425
Mpumalanga	56
North West	4 164
Northern Cape	0
Western Cape	218
<b>Total</b>	<b>51 180</b>

Once the MDB had considered the views and representations by affected and interested parties for Classes 2 to 4 re-determination proposals, it decided to conduct consultations with members of the public and stakeholders to obtain further inputs and representations on the proposed municipal boundary re-determinations. Also, the MDB resolved that formal investigation

committee hearings in terms of Section 29 and 30 of the MDA be conducted for certain boundary re-determination proposals, and that both public consultations and formal investigation committee hearings be conducted for certain boundary re-determination proposals. The following table provides information on these consultations that were conducted from August to October 2023.

Province	Number of investigation committee hearings	Number of public consultations	Number of public consultations and investigation committee hearings
Eastern Cape	16	20	1
Free State	28	6	0
Gauteng	1	3	1
KwaZulu Natal	43	33	3
Limpopo	15	9	0
Mpumalanga	3	2	0
North West	4	5	1
Northern Cape	1	3	3
Western Cape	6	0	1
<b>Total</b>	<b>117</b>	<b>81</b>	<b>10</b>

The decisions to determine and/or redetermine municipal boundaries are governed by a fairly comprehensive set of criteria set out in section 24 and 25 of the Municipal Demarcation Act. The Demarcation Act refers to these as “demarcation criteria” i.e. demarcation objectives and “factors to be taken into account”.

After the public consultation and investigation committee hearing processes, the MDB resolved to either proceed with the re-determination of municipal boundaries in

terms of Section 21 (MDA), or not to proceed, or defer the proposed municipal boundary re-determination proposals. Proposals for which the MDB resolved to proceed with the re-determination of municipal boundaries were published in terms of Section 21 of the MDA in provincial gazettes. These notices provided any person with a period of not less than 30 days to submit their objections. Section 21 notices were published in provincial gazettes between 8 and 24 January 2024. The table below provides information on the re-determination proposals by province.

Province	Number of re-determinations to proceed to Section 21 publication	Number of re-determinations not to proceed to Section 21 publication	The proposed re-determination is deferred
Eastern Cape	7	27	3
Free State	6	25	3
Gauteng	2	3	0
KwaZulu Natal	35	49	1
Limpopo	8	12	4
Mpumalanga	2	2	1
North West	4	3	0
Northern Cape	4	5	1
Western Cape	2	6	0
<b>Total</b>	<b>70</b>	<b>132</b>	<b>13</b>

The table below provides information on the number of objections received in response to the publication of Section 21 notices.

Province	Number of objections received
Eastern Cape	6
Free State	6
Gauteng	5
KwaZulu Natal	474
Limpopo	1
Mpumalanga	0
North West	49
Northern Cape	0
Western Cape	0
<b>Total</b>	<b>541</b>

Once the Board considered all objections it either confirmed, varied or withdrew the re-determination of the municipal outer boundary of the affected municipality(ies) by publishing a Section 21(5) notice. Section 21(5) notices

were published in provincial gazettes between 7 and 20 March 2024. The table below provides information about the re-determinations by province.

Province	Number of re-determinations confirmed	Number of re-determinations withdrawn	Number of re-determinations varied
Eastern Cape	6	1	0
Free State	4	2	0
Gauteng	0	2	0
KwaZulu Natal	30	3	2
Limpopo	8	0	0
Mpumalanga	2	0	0
North West	3	1	0
Northern Cape	4	0	0
Western Cape	2	0	0
<b>Total</b>	<b>59</b>	<b>9</b>	<b>2</b>

The table below provides the detail of Section 21(5) notices published.

Province	Publication Date	Gazette Number	Notice Number
Eastern Cape	11 March 2024	5064	805
Free State	08 March 2024	107	86
Gauteng	20 March 2024	96	282
KwaZulu-Natal	07 March 2024	2664	662
Limpopo	08 March 2024	3409	525
Mpumalanga	08 March 2024	3647	430
Northern Cape	11 March 2024	266	527
North West	12 March 2024	8639	773
Western Cape	08 March 2024	8894	-

Once the MDB concluded the municipal boundary re-determinations by publishing the final notice in terms of section 21(5) of the MDA, it immediately provided details thereof to the IEC. The IEC is required to provide a view on the impact of the re-determination on voter representation in areas affected by the re-determination in terms of section 23(2) of the MDA. Thereafter, the MEC for Local Government in a province, by means of a notice

in the Provincial Gazette, must determine a date of effect for the redetermination, in terms of Section 23 (3)(b) of the MDA. 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 did not accept new municipal outer boundary re-determination proposals beyond the communicated timeframes.

### Municipal Boundary Re-determination Process

### In terms of Municipal Demarcation Act (MDA)

- 1 Initiation of boundary redetermination in terms of Section 22 of MDA.

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- 2 In terms of Section 26 of the MDA the MDB publishes a notice in local newspapers stating its intent to consider municipal boundary change, inviting written representation and views from interested parties within 21-days of publication.

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- 3 Consideration of Section 26 views and representation as submitted by interested parties.

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- 4 MDB may determine boundaries; or  
 Conduct public meetings or  
 Conduct formal investigations or  
 Conduct both public meetings concurrently with formal investigations in terms of Section 29/30 of MDA.

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- 5 MDB considers reports from public meeting(s) and/or formal investigation(s).

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- 6 MDB publishes its decision to redetermine a municipal outer boundary in provincial gazettes in terms of section 21 of the MDA for objections, or decides not to redetermine municipal boundary.  
 Written objections to boundary determinations must be submitted within 30 days of publication.

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- 7 MDB considers objections to boundary changes.

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- 8 MDB takes final decision - Confirm, vary or withdraw.  
 MDB publishes final decision on boundary change in provincial gazette in terms of section 21(5) of the MDA.

#### f. Municipal outer boundary re-determination proposals deferred by MDB

After the public consultation and investigation committee hearing processes concluded, the MDB resolved to defer thirteen municipal boundary re-determination proposals. These proposals relate to specific major re-determination proposals and were deferred considering the following reasons, amongst others:

- a) These proposals are multifaceted and complicated cases that require extensive and in-depth analysis to not only determine their feasibility but also the possible impact or consequences they might have on the current municipal spatial configuration, administrations and financial conditions in the area and to explore other options that might be available; and

- b) To subject the proposals to further research, public consultations and stakeholder engagements before a decision is taken on whether to re-determine municipal boundaries or not.

These proposals are not closed and will remain with the MDB until the processes are completed, and decisions are taken as may be determined by the MDB. The table below shows the number of proposed municipal deferred cases per province in terms of the Board resolution.

Province	Number of proposed re-determination proposals deferred
Eastern Cape	3
Free State	3
KwaZulu-Natal	1
Limpopo	4
Mpumalanga	1
North West	1
<b>TOTAL</b>	<b>13</b>

#### g. Analysis of voting districts








During the 2020 ward delimitation process, the MDB experienced some challenges with the voting districts splitting communities and therefore in the 2022/23 financial year embarked on a project to analyse voting district boundaries to identify split communities. Now that the analyses have been concluded during the period under review, the IEC will be engaged prior to the 2025 ward delimitation process to adjust and align the affected voting districts to improve the delimitation of wards.

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 Local Government: Municipal Structures Act 117 of 1998, as amended (MSA) provides for certain procedures and criteria to which the MDB must comply when delimiting wards.

#### h. Delimitation of municipal wards in preparation for the 2026 LGE

As stated earlier, every five years the MDB delimits wards in metropolitan and local municipalities for electoral purposes. Approximately two years before a LGE takes 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

**The Ward Delimitation Process will unfold as follows**

- 1  Electoral Commission provides the municipal segment of the national common Voters' Roll (Electoral Act 73 of 1998).
- 2  Minister of CoGTA publishes the formula for the determination of the number of councillors in terms of section 20(1) and (2) of the MSA.
- 3  Utilising this formula, the MEC responsible for local government in each province determines and publishes the number of councillors for each district, local and metropolitan municipality in terms of section 20(3), (4), and (5) of the MSA.
- 4  MDB determines the number of wards for municipalities and delimits wards for local government elections in terms of schedule 1 of the MSA.
- 5  MDB publishes wards in provincial gazettes and invites any person aggrieved by a delimitation to submit objections within 14 days of publication.
- 6  MDB considers written objections received and either confirms or varies its delimitation. The final decision is published in provincial gazettes.
- 7  MDB submits the final ward boundaries to the IEC to prepare for local government elections.

Given the protracted and complex legislative nature of ward delimitation, stakeholders and citizens demanded greater involvement in the process. Therefore, for the process to delimit municipal wards in preparation for the 2026 LGE, the MDB introduced education and awareness campaigns at local and metropolitan municipalities to present the ward delimitation process, plan, and legal mandate. Followed by, technical municipal consultations in

preparation of draft wards with relevant municipal officials at local and metropolitan municipalities. Whereafter, public consultations on draft wards were conducted at all local and metropolitan municipalities. The education and consultation sessions were attended by councillors, traditional leaders, ward committee representatives, community development workers and municipal officials responsible for MDB processes.

**The table below provides details of the publications by MECs of the number of councillors for each municipality using the formula published by the Minister of CoGTA.**

Province	Gazette	Date
Eastern Cape	1105 / 2025	22 January 2025
Free State	72 / 73	15 November 2024
Gauteng	414 / 1176	12 November 2024
KwaZulu-Natal	2771 / 837	08 January 2025
Limpopo	3638 / 508	27 January 2025
Mpumalanga	3751 / 600	20 December 2024
North West	8759 / 928	01 November 2024
Northern Cape	2732 / 651	18 November 2024
Western Cape	8999 / 116	06 November 2024

After publication of the number of councillors for each municipality by MECs, technical consultation with local and metropolitan municipalities (214), aimed at engaging with municipal planning officials and/or councillors to configure the draft wards and address any issues that the municipalities are aware of, was conducted between November 2024 and March 2025.

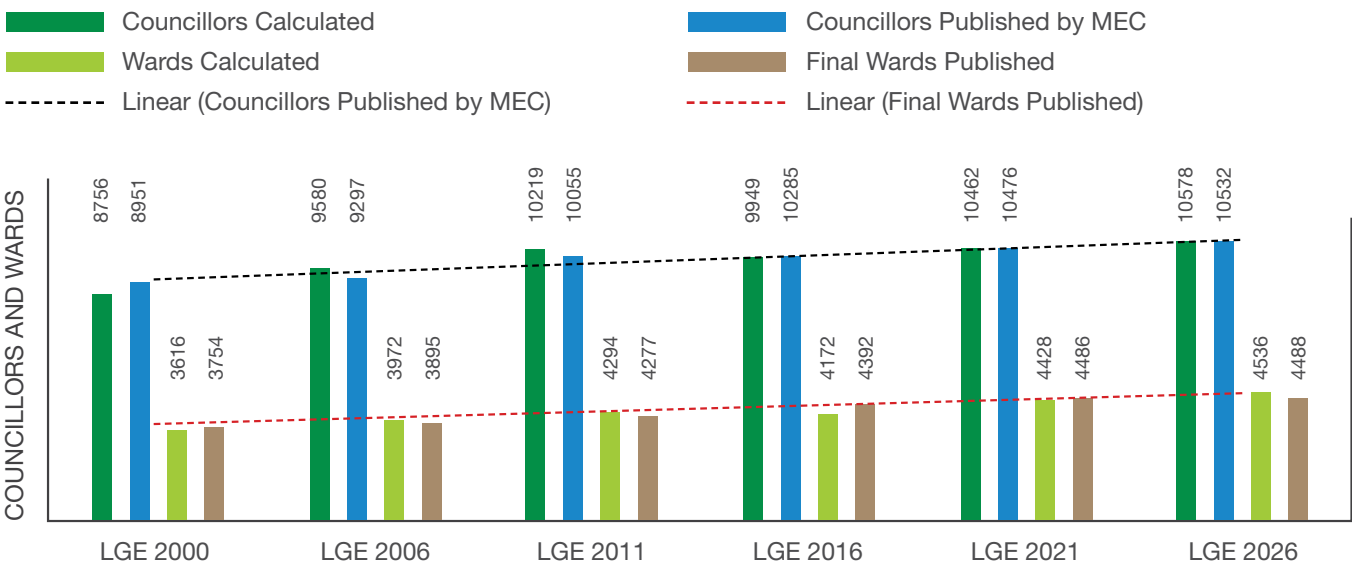
The deviation by the MECs, from the formula published

by the Minister of COGTA resulted in 4 488 wards to be delimited for the 2026 local government elections. The table below, provides a provincial comparison of wards from 2016 to the current. Due to a consistent increase in the number of registered voters, there has been an increase in the number of wards. Thus, 170 municipalities retained the number of wards as of 2021, 15 municipalities decreased from 2021, and 29 municipalities increased from 2021.

**Comparison of wards between 2016 and 2026 per province**

Province	Local Government Elections		
	2016	2021	2026
Eastern Cape	705	710	703
Free State	309	319	311
Gauteng	529	529	526
KwaZulu-Natal	870	901	921
Limpopo	566	568	568
Mpumalanga	400	400	408
North West	407	403	402
Northern Cape	204	232	233
Western Cape	402	406	416
<b>Total number of wards</b>	<b>4 392</b>	<b>4 468</b>	<b>4 488</b>
<b>Number of registered voters</b>	<b>25 383 361</b>	<b>26 749 806</b>	<b>27 723 675</b>

**Trends in the determination of number of councillors and wards**



### Configuration of draft wards

Once the MECs have published the number of councillors for each municipality, the MDB divides the number of councillors by two to calculate the number of wards a municipality must have (decimals are rounded upwards). The 2021 wards were analysed to determine if they

are compliant with the norm (average voters) for the municipality. During the technical configurations, all wards were reviewed, and adjustments were made to make the wards comply with the norm, align with identifiable features, unsplit communities where possible, and resolve dysfunctional wards identified by municipalities.

**The table below provides the broad ward delimitation plan or programme. The overall ward delimitation process will be concluded by the end of 2025.**

Phase	Activities	Dates	Responsibility	Status
<b>Phase 1</b>	Receive certified voters roll from the IEC	March 2024	IEC	Completed
	MDB consults with the IEC	June/July 2024	MDB/IEC	Completed
	Present ward delimitation plan to mayors and speakers	June/July 2024	MDB	Completed
	Present ward delimitation plan to Houses of Traditional leaders	June/July 2024	MDB	Completed
	Present ward delimitation plan to IEC Provincial liaison committees	June/July 2024	MDB	Completed
	Ward awareness campaigns for public and stakeholders	July – September 2024	MDB	Completed in October 2024
	Publication of the formula to calculate number of councillors	August 2024	Minister of CoGTA	Completed in October 2024
	Publication of number of councillors by provincial MECs responsible for local government	September 2024	Provincial MECs responsible for local government	Completed in January 2025
	Calculation of the number of wards and the norm for each municipality	September 2024	MDB	Completed in January 2025
<b>Phase 2</b>	Configuration of draft wards in consultation with GIS and planning officials of municipalities	October 2024 – March 2025	MDB	Completed
<b>Phase 3</b>	Public consultation on draft wards	April – June 2025	MDB	
	Finalise draft wards after receiving inputs from public consultation and/or submissions	July 2025	MDB	
	Present draft wards to the Board	August 2025	MDB	
	Publication of draft wards for objections	August 2025	MDB	
	Media broadcast for publication of draft set 2 wards for objections	August 2025	MDB	
<b>Phase 4</b>	Process objections received	August 2025	MDB	
	Publish final wards	October 2025	MDB	
	Media broadcast for publication of final wards	October 2025	MDB	
	Provide feedback to objectors	October 2025	MDB	
	Ward handover to IEC – press release	October 2025	MDB	

## **Outcome: Improved access to research and spatial information**

### **a. Assessment of municipal capacity to perform its powers and functions**

The assessment of the capacity of municipalities to perform its powers and functions is vital in identifying where local government has the ability and capacity to deliver on its mandate. The MDB is the only body legally empowered to conduct municipal capacity assessments and thus 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. In 2021/22, a total of 142 municipalities and in 2024/25 a total of 141 (56 percent ) municipalities updated their municipal capacity data to the required level, this updated data is crucial for amongst others the municipal outer boundary re-determination process.

### **b. Minimum norms and standards for municipal capacity to perform powers and functions**

The objective of the project was to determine if there are minimum norms and standards for capacity (financial, infrastructure and human) of municipalities to perform their powers and functions as outlined in section 156(1) of the Constitution in Part B of Schedule 4 and Part B of Schedule 5. This assists the MDB, if so consulted, in terms of section 85(20)(b) of the Municipal Systems Act when advising the MECs for Local Government as and when there is a need for the adjustment of the functions between the locals and the district municipalities. In 2021/22, the MDB completed the reports on minimum norms and standards for each of the municipal powers and functions.

### **c. Research reports**

To establish and build its research and knowledge repository to enhance the MDB's legislative mandate, the following research papers were produced, for the period under review, in line with its approved Research Agenda:

FY	Report Title
2020/21	i. Analysis of underlying causes for requests for municipal boundary re-determination received by the Municipal Demarcation Board.
	ii. Public participation in municipal ward delimitations.
	iii. An alternative electoral system for South Africa. (A discussion document prompted by the Constitutional Court ruling on June 2020, which declared the South African Electoral Act unconstitutional in its application which restricts participation in National and Provincial elections to political parties only).
2021/22	iv. Impact of amalgamations on municipal service delivery: The case of Rand West City Local Municipality and Inkosi Langalibelele Local Municipality.
	v. The reconfiguration of the Gauteng City Region.
2022/23	vi. The impact of municipal size on service delivery for communities that are on the periphery of the municipality: The case of Hammanskraal in the City of Tshwane Metropolitan Municipality.
	vii. Promoting social cohesion through demarcation (municipal and ward boundaries) within Traditional Areas.
2023/24	viii. Investigation of the feasibility of aligning major municipal boundary re-determinations with the National Census (10-year intervals).
	ix. Determining how the MDB's work can enhance the realisation of the objectives of the National Spatial Development Framework (NSDF), Integrated Urban Development Framework (IUDF) and Spatial Planning and Land use Management Act (SPLUMA) and vice versa.

**to access the above mentioned reports.**

In considering the municipal outer boundary re-determination proposals received, the MDB investigated and collected relevant data and produced study reports to empower the organisation to make informed and

just decisions. Similarly, the following research reports were produced on three of the deferred municipal outer boundary re-determination proposals:

FY	Report Title
2024/25	x. Proposed de-amalgamation of JB Marks Local Municipality (DEM8001).
	xi. Proposed de-amalgamation of City of Mbombela Local Municipality (DEM 7751).
	xii. Assessing the impact of de-amalgamating Maluti-a-Phofung Local Municipality (DEM6781/DEM6782).

For the period under review, the following research papers were presented to the South African Association of Public

Administration and Management's (SAAPAM) annual conferences.

FY	Report Title	Presented by
2022/23	The impact of amalgamations on municipal service delivery: The case of Inkosi Langalibalele Municipality.	Dr Paul Radikonyana Dr Godwin Dube
	Public participation in municipal ward delimitations: The case of Mbombela Local Municipality.	Dr Godwin Dube
2023/24	Promoting social cohesion through demarcation (municipal and ward boundaries) within traditional areas.	Bonolo Letlape, Dr Godwin Dube and Dr Paul Radikonyana
	Drinkable and potable water at Hammanskraal in Tshwane Metropolitan Municipality: A service delivery challenge or a fallacy?	Makgopela, P.S. and Radikonyana, P.S. In collaboration with the Thabo Mbeki African School of Public and International Affairs at the University of South Africa (UNISA) and the Department of Public Management at Tshwane University of Technology (TUT)
2024/25	The realisation of sustainable development through the National Spatial Development Framework, Integrated Urban Development Framework, Spatial Planning and Land Use Management Act and the Municipal Demarcations work.	Bonolo Letlape, Dr Paul Radikonyana and Dr Godwin Dube
	Spatial planning and Demarcations: The case of Municipal Demarcation Board in South Africa.	Dr Paul Radikonyana and Mr Maletse Sebake

MDB research over the last five years has contributed to shaping its thinking and operational environment as it carries out its mandate i.e. demarcations and advisory services to government and other stakeholders on policy-related matters.

e.g. study the reconfiguration of the Gauteng City Region, the impact of municipal size on service delivery for communities that are on the periphery of the municipality, the MDB as it utilised the insights obtained in compiling its policy inputs to the process on the review of the White Paper on Local Government and in preparing its policy inputs to the process on the review of the electoral laws.

Regarding a series of studies which have been conducted by the MDB related to the structure of local government

Amongst others, the MDB also conducted research on “Promoting social cohesion through demarcation (municipal and ward boundaries) within Traditional Areas.” This paper has influenced all demarcation processes taking place thereafter. The MDB has since adopted a cautious approach insofar as the way it attends to all boundary changes that affect areas of traditional communities. That is in recognition of the fact that these areas have been neglected over many years and there are many land-related contestations that need to be taken into cognisance by allowing the local communities time to resolve these issues in a way that would have resonance with affected communities to prevent animosity and confrontation.

The MDB also researched municipal amalgamations, although it is still early to determine the full impact of the findings on amalgamations and the policy imperatives around such, it can be mentioned that these studies have provided a strong understanding on why amalgamated municipalities performed poorly after the amalgamations to an extent that MDB reports are being quoted in several places. e.g. The former Minister of COGTA, Honourable Nkosazana Dlamini-Zuma referred to the MDB reports when responding on matters related to amalgamations. In the current municipal boundary re-determination process, the findings of those reports are extensively utilised to inform how the MDB decided on a number of requests, which were completed in 2024. In this round of re-determinations, the MDB has not decided to amalgamate any municipalities, even though there were a few requests under consideration.

The MDB also conducted research to understand the underlying causes for communities and stakeholders to request for municipal boundary re-determination. Insights from this study provided insights which have influenced how the MDB considers the requests for municipal boundaries as they are received. In the last round of municipal boundary re-determinations that commenced in November 2021, the MDB has implemented an unprecedented approach to conduct studies to understand the significance and rationale of the proposed re-determinations before commencing with the legislated process. This has assisted the MDB to gain knowledge and understanding about the areas concerned, but also to ascertain if the proposal has resonance on the ground.

Research was also conducted on “Public participation in municipal ward delimitations.” Several findings were made on this subject. Most importantly, in the 2024-2025

ward delimitation process, the MDB has implemented an extensive education and awareness programme compared to other periods before this study was completed. The MDB learnt that some of the weaknesses of the ward delimitation process can be attributed to, amongst others, the fact that there’s limited understanding of the processes and systems of ward delimitations, resulting in community and stakeholder dissatisfaction and at times protest actions. Again, the MDB has also developed and deployed a series of communication products to enhance public participation, e.g. ward delimitation information booklet was translated into braille and all South African official languages, to expand communication on ward delimitations.

#### **d. Evaluation of re-determination cases to determine their impact on service delivery and development**

This project used the four (4) defined criteria (i.e. finance and governance, socio-demographic, economic and spatial) and their corresponding indicators to evaluate the impact of re-determination on service delivery and development in the amalgamated municipalities of Mangaung Metropolitan Municipality and Polokwane Local Municipality. The Mangaung Metropolitan Municipality was amalgamated with Naledi Local Municipality to form a single municipality, while Polokwane Local Municipality incorporated the largest portion of the disestablished Aganang Local Municipality. The results of the evaluation enabled a comparison of the performance for the afore-mentioned two municipalities during the pre-amalgamation and post-amalgamation periods.

#### **e. Spatial knowledge hub**

The GIS (spatial) data and related products (e.g., maps, online applications, etc.) were scattered over different platforms, which resulted in internal and external users finding it difficult to easily access and retrieve spatial data and information. As a result, in 2020 MDB started to integrate all its spatial data products onto a single online platform – also known as the Spatial knowledge hub. This hub enables internal and external users to interact with the spatial data through intranet and internet to access interactive maps, dashboards, a customisable data repository for users to search, query, and produce reports for various purposes. It is within this hub that MDB’s “Know your ward” application is located, as well as information, gazettes and maps on municipal outer boundaries. MDB’s Spatial knowledge hub enables ease of access for the public and stakeholders to spatial data and other products specifically related to demarcation processes.

### Outcome: Improved public and stakeholder participation

An intensive drive to promote both public and stakeholder awareness and education in demarcation processes and matters was undertaken across a range of media platforms, such as TV, radio and print media articles and advertisements, radio live-reads and interviews, putting up posters at municipal offices and other strategic locations, and formal communiques to stakeholders. Following the outbreak of the COVID-19 pandemic and subsequent national lockdown in 2020, MDB responded with agility and adopted additional virtual and digital communication methods, such as WhatsApp, bulk SMS, taxi rank advertising posts and video clips on social media pages (Facebook, LinkedIn, Twitter, and Instagram). Subsequent to the lock-down, various exhibitions and Izimbizo were attended to interact and educate members of the public about demarcation processes.

The MDB website has been regularly updated for ease of access to latest information to ensure that the public and stakeholders were kept abreast of developments in demarcation processes, informed of important deadlines, and encouraged to actively participate in demarcation processes. To ensure inclusivity, all information material on demarcation processes were translated into official languages, including Braille.

In June 2021, the MDB hosted a webinar themed **“Reflecting on the 2021 Electoral Wards and lessons learnt”** to unpack how the process was implemented and lessons that emerged following the completion of the process. Following on its success, a webinar themed **“Youth Perspective on demarcation matters”** was hosted in March 2022 to empower and encourage specifically the youth to take interest in demarcation matters including the outer boundary re-determination process. The aim was to determine what the youth need, how they can be accessed, their challenges and experiences they face regarding demarcation matters.

In August 2023, a vlog was hosted and shared on social media channels, focussing on women empowerment opportunities at MDB.

In February 2024, the MDB hosted a colloquium themed: **“Reflecting on the gains of the five-year spatial trajectory & repositioning of the Demarcation Board”**. The colloquium coincided with the 25th year anniversary (1999-2024) of the MDB. The colloquium provided a platform for the engagement of thought leaders within the

local government sphere. Delegates had an opportunity to reflect among others, on the MDB’s processes over the five-year tenure to ascertain critically the impact it had on communities, the impact of provincial wide public participation, achievements in relation to governance and administrative matters, challenges experienced and recommendations.

In pursuit of ameliorating the public’s misunderstanding of demarcation processes, a Public Education Framework and an Integrated Marketing and Communication Strategy was developed. After the conclusion of the ward delimitation process in 2021, a stakeholder perception survey was conducted with identified stakeholders to gauge their experience and understanding of the process.

Furthermore, MDB’s quarterly publication ‘Demarcation Bulletin’ which is produced in-house, contains corporate information on the Demarcation Board as well as information on demarcation processes. This publication is made available through MDB’s website and social media pages.

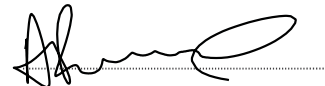
During the period under review regular presentations were made to various stakeholder engagement fora such as the Inter-Ministerial Committee on Local Government Election, COGTA Technical MinMEC and MinMEC, Provincial MuniMECs and Municipal Speakers Forums, SALGA National Conference and Provincial Members’ Assembly, Party Liaison Committees, Public Participation Steering Committees, National House of Traditional Leadership, Governance State Capacity and Institutional Development Cluster (GSCID) and Intergovernmental Relations Forums on demarcation related processes. Meetings were also conducted with the Portfolio Committee on Cooperative Governance and Traditional Affairs, the IEC and Provincial MEC’s. Towards the end of the reporting period MDB regularly participated in and exhibited at Government Information Days, Presidential Imbizo’s, Youth empowerment and information events and other information sharing opportunities.

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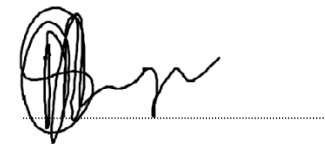
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**Nono Bapela**  
Executive Manager: Corporate Services



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**Aluwani Ramagadza**  
Chief Operations Officer



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**Matankiso Mahlangu**  
Acting Chief Financial Officer



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**Manye Moroka**  
Accounting Officer

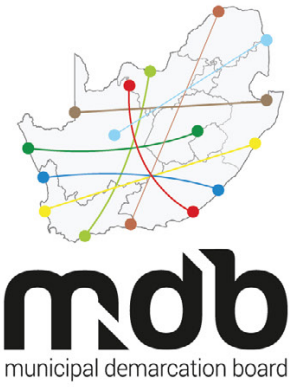


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