

BOJANALA PLATINUM DISTRICT MUNICIPALITY



**(Draft 1) TOP-LAYER
SERVICE DELIVERY AND BUDGET IMPLEMENTATION
PLAN
2012/13**

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Preamble

A Service Delivery and Budget Implementation Plan, in terms of the Municipal Finance Management Act, is a detailed plan approved by the Executive Mayor for implementing the municipality's delivery of municipal services and its annual budget.

It is informed by the Integrated Development Plan and the Budget approved by Council and seeks to, in detail, map out how the IDP priorities and objectives, through various departmental programmes, will be achieved.

The Service Delivery and Budget Implementation Plan forms the basis on which Performance Agreements of the Municipal Manager and senior managers will be concluded and signed in terms of section 57 of the Municipal Systems Act.

The following will also be based on the Service Delivery and Budget Implementation Plan:

- Monthly Budget Statements to the Executive Mayor and Provincial Treasury;
- Quarterly Reports on service delivery and the financial state of the municipality to Council;
- Half Yearly Performance Assessment Report to Council;
- Annual Performance Report.

Submitted by the Accounting Officer

(Mr) IK Sirovha _____ Date _____

Approved by the Executive Mayor

Councillor RJL Diremelo _____ Date _____

CHAPTER 1: INTRODUCTION

Furthermore the plan forms the basis on which Performance Agreements of the Municipal Manager and senior managers will be concluded and signed in terms of section 57 of the Municipal Systems Act. These performance agreements are concluded annually between the Executive Mayor and the Municipal Manager and between the Municipal Manager and Directors and they are also made available to the public to deepen accountability of the administration to Council

The Service Delivery and Budget Implementation Plan (SDBIP) give effect to the IDP and the budget of the municipality. It is an expression of the objectives of the district municipality, in quantifiable outcomes that will be implemented by the administration for the financial period from 1 July 2012 to 30 June 2013. It includes the service delivery performance indicators and targets for each quarter of the financial year which are directly linked to the performance agreements of senior management. The plan is an instrument to be used by the municipal manager, to monitor the performance of the senior management team, the Executive Mayor to monitor the performance of the Municipal Manager and the community to monitor the performance of the municipality.

The SDBIP therefore serves as a contract between the community of the Bojanala Platinum District Municipality in the five Local Municipalities of Kgetleng Rivier, Madibeng, Moretele, Moses Kotane and Rustenburg.

Individual departments will cascade the plan into Technical SDBIPs, which will provide more details and quarterly targets on each of the KPIs and Annual Targets contained in this plan.

The detailed plans are closely monitored by the Executive Mayor through monthly reports submitted by the Municipal Manager in order to ensure that budgets are properly expended and service delivery targets are met.

C 1.1. Legislative Imperative

This section indicates how Bojanala Platinum District Municipality is complying with the legislative requirements through the development of the Top Layer SDBIP.

In terms of Section 53 (1) (c) (ii) of the MFMA, the SDBIP is defined as a detailed plan approved by the mayor of a municipality for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate the following –

- (a) Projections for each month of –
 - (i) Revenue to be collected, by source; and
 - (ii) Operational and capital expenditure, by vote
- (b) Service delivery targets and performance indicators for each quarter, and
- (c) Other matters prescribed

According to Section 53 of the MFMA, the Executive Mayor is expected to approve the SDBIP within 28 days after the approval of the budget. In addition, the Executive Mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after its approval.

C 1.2. Reporting on the SDBIP

This section covers reporting on the SDBIP as a way of linking the SDBIP with the oversight and monitoring operations of the municipal administration.

A series of reporting requirements are outlined in the MFMA. Both the Executive Mayor and the accounting officer have clear roles to play in preparing and presenting these reports. The SDBIP provides an excellent basis for generating the reports for which MFMA outlines very clear outlines. The reports then allow the Councillors to monitor the implementation of service delivery programs and initiatives across the district.

C 1.3. Monthly Reporting

Section 71 of the MFMA stipulates that reporting on actual revenue targets and spending against the budget should occur on a monthly basis. This reporting must be conducted by the accounting officer of a municipality no later than 10 working days, after the end of each month. Reporting must include the following:

- actual revenue, per source;
- actual borrowings;
- actual expenditure, per vote;
- actual capital expenditure, per vote;
- the amount of any allocations received

If necessary, explanation of the following must be included in the monthly reports:

- any material variances from the municipality's projected revenue by source, and from the municipality's expenditure projections per vote
- any material variances from the service delivery and budget implementation plan and;
- any remedial or corrective steps taken or to be taken to ensure that the projected revenue and expenditure remain within the municipalities approved budget

C 1.4. Quarterly Reporting

Section 52 (d) of the MFMA compels the mayor to submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality within 30 days of the end of each quarter. The quarterly performance projections captured in the SDBIP form the basis for the mayor's quarterly report.

C 1.5. Mid-year Reporting

Section 72 (1) (a) of the MFMA outlines the requirements for midyear reporting. The accounting officer is required by the 25th January of each year to assess the performance of the municipality during the first half of the year taking into account –

- the monthly statements referred to in section 71 of the first half of the year
- the municipalities service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan;
- the past year's annual report, and progress on resolving problems identified in the annual report; and
- the performance of every municipal entity under the sole or shared control of the municipality, taking into account reports in terms of section 88 from any such entities.

Based on the outcomes of the mid-year budget and performance assessment report, an adjustments budget may be tabled if actual revenue or expenditure amounts are materially different from the projections contained in the budget or the SDBIP.

The SDBIP is also a living document and may be modified based on the mid-year performance review. Thus the SDBIP remains a kind of contract that holds the district municipality accountable to the community.

Chapter 2: OVERVIEW OF THE MUNICIPALITY

C 2.1: Location

Bojanala Platinum District Municipality (BPDM) was founded in December 2000, following the disestablishment of the erstwhile Rustenburg and Eastern Transitional District Councils. The area of jurisdiction of the district municipality consists of the five local municipalities of Kgetleng Rivier, Moretele, Moses Kotane, Madibeng and Rustenburg. The BPDM offices are located in Rustenburg.

A municipal profile is reflected in table one below.

Table 1: Population profile of the Bojanala Platinum District Municipality

Demographic Profile of Bojanala by 2010								
Total population								
	RSA	NW	BPDM (DC 37)	MLM (D 371)	LMoM (D 372)	RLM (D 373)	KRLM (D 374)	MKLM (D 375)
2006	47 889 378	3 384 836	1 275 060	182 252	365 750	446 545	39 276	241 238
2010	49 780 934	3 489 740	1 323 921	185 306	377 057	475 226	40 477	245 854
Total Number of households								
2006	13 019 744	892 122	357 192	43 189	106 355	132 400	11 133	64 114
2010	13 416 349	904 164	364 331	42 911	107 562	138 609	11 308	63 940
Size of area (km ²)								
	1 221 246	106 710	18 370	1 382	3 847	3 430	3 981	5 731

Source: Stats SA Community Survey 2007 & MDB 2010.

Apart from the powers and functions of the district municipality, as outlined in terms of section 84 of the Structures Act, the district is required to seek to achieve the integrated, sustainable and equitable social and economic development of the district as a whole by:

- Ensuring integrated development planning for the district;
- Promoting bulk infrastructure development and services for the district as a whole;

- Building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking;
- Promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services.

C 2.2. Municipal Mandate and Municipal Strategic Focus Area

The mandate of the municipality, as contained in section 152 of the Constitution also serves as the municipal strategic focus areas,

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment;
- To encourage the involvement of communities and community organisations in the matters of local government.

These policy statements guide the formulation and implementation of the integrated development plan and therefore every decision and action of the municipality.

C 2.3. Powers and Functions Performed

Table 2: Powers and Functions performed by the BPDM

<i>Powers and Functions</i>
Local Tourism
Municipal Planning
Municipal Health Services
Transport Planning
Municipal Roads (Support to LMs)
Disaster Management
Fire Fighting Services
Solid Waste Disposal
Air Quality Management

C 2.4. Other Functions

Social Development Services
Sports, Arts and Culture
Agriculture and Rural Development
Environmental Management

C 3. VISION, MISSION AND STRATEGIC FOCUS AREAS

VISION

Bojanala Platinum District Municipality, a model of cooperative governance, for effective and efficient service delivery in partnership with local municipalities and all stakeholders

MISSION

Bojanala Platinum District Municipality, through shared services will coordinate, facilitate, and support local municipalities by equitable sharing of resources and maximising community benefit of natural resources in a safe and healthy environment

Strategic Focus Areas

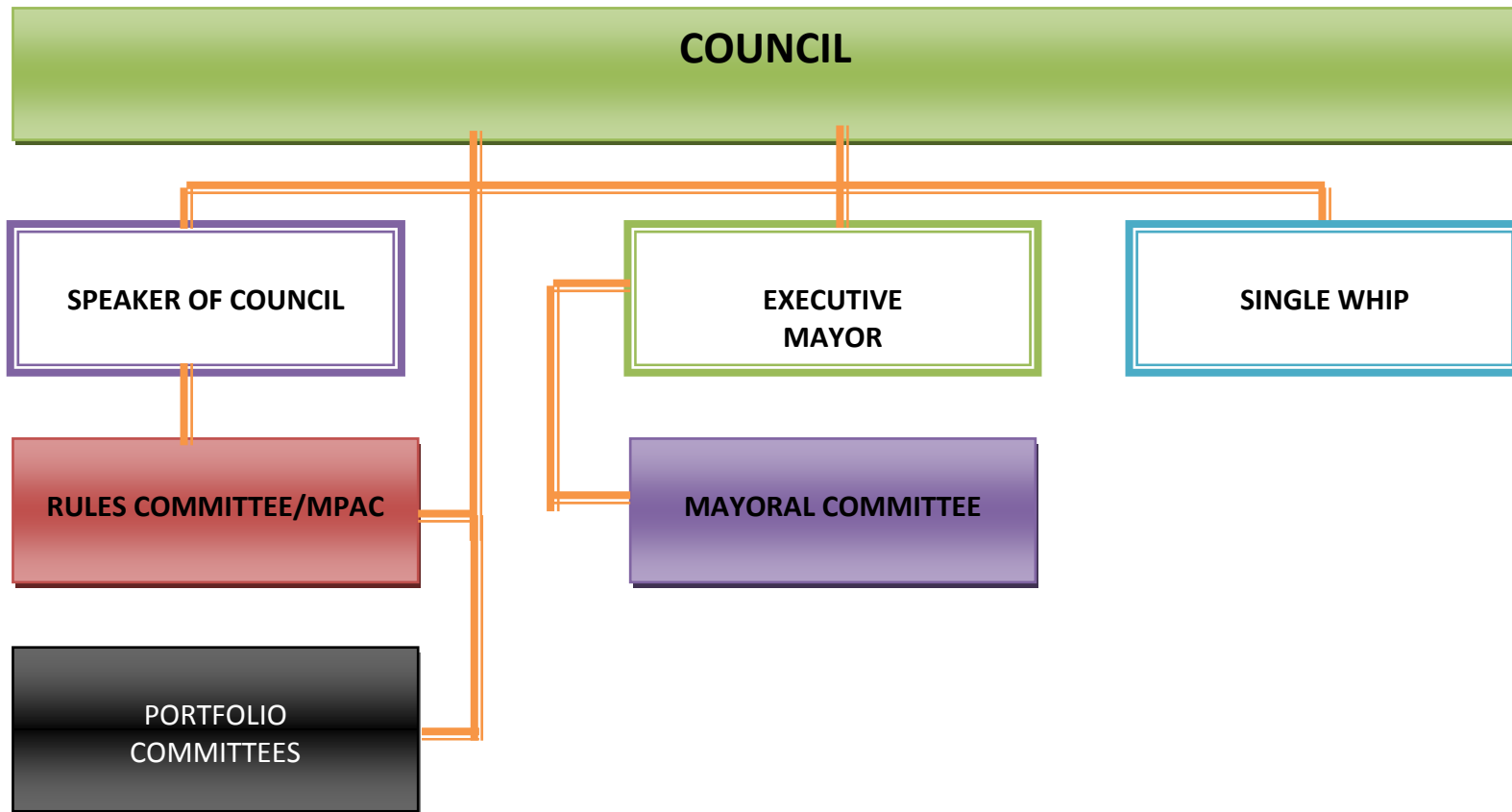
- To provide democratic and accountable government for local communities
- To ensure provision of services to communities in a sustainable manner
- To promote social and economic development
- To promote safe and healthy environment
- To encourage the involvement of communities and community organisations in the matters of local government

Key Performance Areas

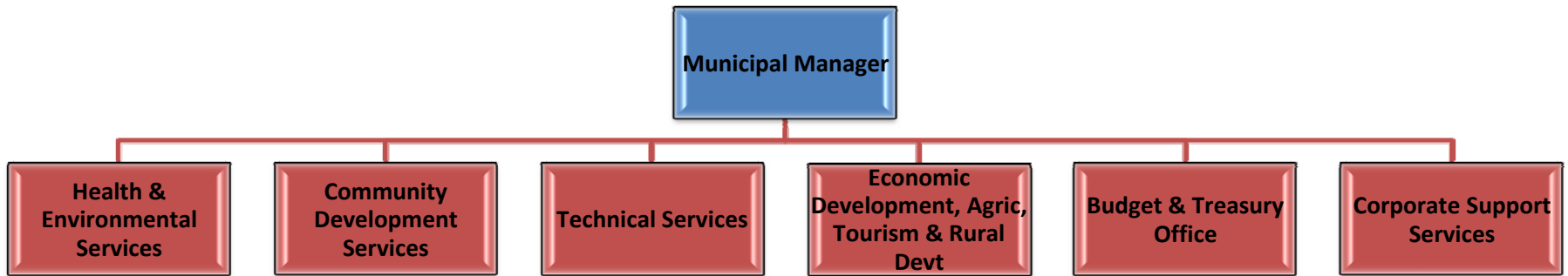
- Basic Service delivery and Infrastructure Investment
- Municipal Transformation and organisational Development
- Local Economic Development
- Municipal Financial Viability and Management
- Good Governance *& Public Participation
- Social & Community Development Services

C 4. ORGANISATIONAL STRUCTURE

C 4.1. Political



C 4.2. Administration



CHAPTER 3: 2012/13 SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS

The section that follows contains the service delivery performance indicators and targets for the 2012/13 financial year.

The first part contains council's high level objectives for the 2012/13 financial year. The high level objectives provides us with an opportunity to consider what the organisation hope to deliver at the end of the financial year and how the organisation will look like to both the external and internal customers.

BPDM has adopted the Balanced Score Card as the model to plan, implement, monitor and evaluate performance. With an emphasis on "balanced", the Scorecard uses four perspectives to answer critical service delivery questions. This provides the balance that successful organizations seek in measuring performance:

- **The customer perspective:** Managers must know if the organization is meeting the needs of the community. They must determine the answer to the question: Is the organization delivering the services customers want?
- **The internal Business perspective: —Run the Business.** Managers need to focus on those critical operations that enable them to satisfy citizens. Managers must answer the question: Can the organization improve upon a service by changing the way a service is delivered?
- **The financial perspective.** This perspective focus on the use of resources. Managers must focus on how to meet service needs in an efficient manner. They must answer the question: Is the service delivered at a good price?
- **The learning and growth perspective—Develop Employees.** An organization's ability to improve and meet demands of communities ties directly to the employees' ability to meet those demands. Managers must answer the question: Is the organization maintaining technology and employee training for continuous improvement?

CHAPTER 4: MUNICIPAL STRATEGIC OBJECTIVES

<i>Key Performance Area</i>	<i>Municipal Transformation and Organisational Development</i>	<i>Basic Service Delivery and Infrastructure Investment</i>		<i>Local Economic Development</i>	<i>Municipal Financial Viability</i>	<i>Good Governance and Public Participation</i>
Community Perspective	Provide municipal planning	Facilitate the provision of Integrated municipal services	Support sport, Arts and Culture	Promote and support economic development iro Tourism, Mining, Agriculture and Rural Development		Support Local Governance Structures
		Promote the protection of the environment	Provide municipal health services			
		Provision of social development services	Provide Disaster and Risk Management Services			Promote Intergovernmental Relations
Internal Business Perspective	Promote institutional governance and performance management					
	Promote technology efficiencies					

<i>Key Performance Area</i>	<i>Municipal Transformation and Organisational Development</i>	<i>Service Delivery and Infrastructure Investment</i>	<i>Local Economic Development</i>	<i>Municipal Financial Viability</i>	<i>Good Governance and Public Participation</i>
Financial perspective				Promote sound financial governance	
Innovation, learning & Growth Perspective	Achieve a positive employee climate				
	Achieve employment equity				
	Enhance Employees' Skills				

CHAPTER 5: MUNICIPAL SERVICE DELIVERY OBJECTIVES & TARGETS

Municipal Transformation and Organizational Development								
Corporate KPI	Output(s)	Budget ('000)	Baseline	Annual Target	Quarterly Targets			
					Q 1	Q 2	Q 3	Q 4
Provide Municipal Planning	Number of District IDP Representative Forum Meetings held	OpEx	3	4	1	1	1	1
	Reviewed IDP adopted by Council	R 200	1	May 2013				Approval of IDP by Council
	Basic development principles of the Spatial Development Framework initiated		New	2 x Implementation Reports tabled to Council	Tabling of proposed implementation Plan		Implementation Report	Implementation Report
	<i>Regional Spatial Planning structures & systems supported</i>	OpEx	New	4 x meeting of the Development Planning Forum convened	Structure launched	1 x meeting	1 x meeting	1 x meeting

Municipal Transformation and Organizational Development								
Corporate KPI	Output(s)	Budget ('000)	Baseline	Annual Target	Quarterly Targets			
					Q 1	Q 2	Q 3	Q 4
Promote institutional governance and Performance Management	Number of Quarterly Performance Reports submitted to Council	OpEx	4	4	1	1	1	1
	Number of Quarterly Performance Assessment Reports for s 57 managers submitted to council	OpEx	0	4	1	1	1	1
	2011/12 Annual Report adopted by Council	OpEx	1	January 2013	Draft submitted for noting by Council	MPAC hearings on the Draft report	Report tabled for adoption by Council	
	Performance Audit Committee Reports submitted to Council	OpEx	4	4	1	1	1	1
	Management response to Performance Audit Committee findings	OpEx	New	4	1	1	1	1
	Management response to AGSA findings	OpEx	New	2		1		1
	Adjustment Budget & Mid Year report reviews concluded	R300						

Municipal Transformation and Organizational Development								
Corporate KPI	Output(s)	Budget ('000)	Baseline	Annual Target	Quarterly targets			
					Q1	Q2	Q3	Q4
Promote technology efficiencies	<i>(Number of) ICT equipment replaced within budget</i>	???						
	<i>Downtime of ICT equipment reduced to 4 hours by September 2012</i>	OpEx	New					
	<i>Expenditure on telephone & printing costs reduced by 40% on a monthly basis</i>	OpEx	New (R000) expenditure	40 % reduction rate	40 % of R??	40 % of R??	40 % of R??	40 % of R??
	<i>Obsolete IT equipment disposed off by August 2012</i>	OpEx	New	All equipment disposed off	Equipment auctioned off			
	<i>Planning & Performance Management infrastructure supported (GIS & DIMS tools)</i>	???	New	Mapping & Reporting systems functional	??	??	??	??

Municipal Transformation and Organizational Development								
Corporate KPI	Output(s)	Budget ('000)	Baseline	Annual Target	Quarterly targets			
					Q1	Q2	Q3	Q4
Achieve a positive employee climate	Human Resource Development Plan reviewed & approved council		Draft in place	Plan approved by Council by December 2012	Internal consultation	Approval of Plan by Council		
	All vacancies filled by September 2012							
	Section 57 contracts signed off by July 2012	OpEx	11/12 PMA s in place	PMA s signed off in July 2012	PMA s signed off by MM			
	<u>Construction of the municipal building commenced</u>	R3 000	New	Building phase 1 construction complete				
	<u>All Health Occupational safety prescriptions complied with</u>	OpEx						
	<u>Employee awards convened</u>	R 250						

Municipal Transformation and Organizational Development								
Corporate KPI	Output(s)	Budget ('000)	Baseline	Annual Target	Quarterly Targets			
					Q1	Q2	Q3	Q4
Achieve Employment Equity	100% targets on Employment Equity goals achieved by June 2013							
	All reports on Employment Equity submitted to prescribed organs of state							
Enhance Employees' Skills	All training interventions delivered in line with Workplace Skills Plan	R 1 000						
	Allocated bursary fund awarded to approved employees	R 320						

Basic Service Delivery and Infrastructure Investment								
Corporate KPI	Output(s)	Budget ('000)	Baseline	Annual Target	Quarterly Targets			
					Q 1	Q 2	Q 3	Q 4
Facilitate the provision of Integrated Municipal Services	All budgeted for Social Infrastructure projects completed	R 7 000	Mmakau sports center land acquired???	Phase 1 complete	Appointment of consultants, design & contractor appointment completed	Construction commences	???	????
	All budgeted for Water systems projects completed	R10 640						
	All budgeted for electrification projects completed	R 1 000						
	All budgeted for Roads & Transportation Projects completed	R 4 060 + 520 + 531						
	All budgeted for sanitation projects completed	R 7 000						
	Current emergency relief response standards exceeded	R 551 (Disaster '000)??						
	Community Based Risk Assessments completed & mapped in the municipal GIS	R 224						

Basic Service Delivery and infrastructure Investment								
Corporate KPI	Output(s)	Budget ('000)	Baseline	Annual Target	Quarterly Targets			
					Q1	Q2	Q3	Q4
Support Sport, Arts and Culture	All sport programmes supported	R 915						
	All arts & culture programmes supported	R 512						
	All AFCON sports initiatives supported	R 1 200						
Provide Municipal Health Services	All indigents/paupers burials supported	R 352						
	Waste management initiatives launched	R 608						
	Air quality, inclusive of infrastructure programmes implemented	R 672						

Basic Service Delivery and Infrastructure Investment								
Corporate KPI	Output(s)	Budget ('000)	Baseline	Annual Target	Quarterly Targets			
					Q 1	Q 2	Q 3	Q 4
Provision of Social Development Services	All advocacy programmes supported	R1 420						
	Effective poverty alleviation programme launched	R 979						
	NPO/CBOs supported through non-state sector EPWP implementation	R 640						
Promote the protection of the environment	Outreach programmes on Health & Environment implemented	R 736						
	Climate change initiatives launched	R1 500						

Good Governance & Public Participation								
Corporate KPI	Output(s)	Budget (R'000)	Baseline	Annual Target	Quarterly Targets			
					Q 1	Q 2	Q 3	Q 4
Support Local Governance Structures	All ward committees trained in basic office management	R 750	New					
	All BPDM directly elected councillors trained	R 750	New					
	Budget for allocation to support community in skills development spent	R1 600	New					
	Public participation, information and outreach programme fully implemented across the District	R2 260	New					
	One Service Delivery Summit convened		New	LGSD summit convened by March 2013			Summit convened	
	Regular information dissemination publications issued	R 960						
Promote Intergovernmental Relations	Meetings of the Intergovernmental Relations Forum convened	OpEx	4	4	1	1	1	1
	Half of Traditional leadership administrations/officials trained in office management	R 400	New	Officials trained	Assessment of education levels of officials completed & SP appointed	First modules commenced	Modules completed	2 nd set of modules commenced
	All presiding officers in Traditional Leadership Councils trained in basic courtroom procedures		New	Presiding officers trained	Report on court systems & procedures completed & SP appointed	Training commence	Continue training	First cohort of officers graduate

Local Economic Development								
Corporate KPI	Output(s)	Budget (R'000)	Baseline	Annual Target	Quarterly Targets			
					Q 1	Q 2	Q 3	Q 4
Promote and support Economic Development iro Tourism, Mining, Agriculture & Rural Development	Business Plan for the establishment of a Regional Fresh Produce Market completed & Funding for the construction secured (Multi year)	R1 000	New	Business Plan completed & Design consultants appointed	Business Plan development completed	Design consultants appointed	Funding secured	Contractors appointed
	District Economic Development Agency formally established & functional	R1 000	Proposal approved by Council	EDA established	Management & Board appointed, SDBIP signed off	Q2 report submitted to Council	Q3 report submitted to Council	Q4 report submitted to Council
	Mining???	R 300						
	SMME/Cooperatives???							
	Rural Development initiative(s)"???"	R 500 (OMM)						
	Agriculture Development programmes	R 600						
	Urban Management???		New	Urban management advisory structure functional	Report on state of urban management tabled to DIGRF	???	???	???
	Increase of Investment & Trade opportunities	R 200	New					
	Implement & facilitate use of intensive labour methods & EPWP	R1 420						

Municipal Financial Viability								
Corporate KPI	Output(s)	Budget (R'000)	Baseline	Annual Target	Quarterly Targets/Deliverable(s)			
					Q 1	Q 2	Q 3	Q 4
Promote sound financial governance								

CHAPTER 6: MUNICIPAL FINANCIAL INFORMATION

Projected Revenue by Source

DC37 Bojanala Platinum - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Budget Year 2012/13												Medium Term Revenue and Expenditure Framework		
	July (000)	Aug (000)	Sept. (000)	Oct (000)	Nov (000)	Dec (000)	Jan (000)	Feb (000)	March (000)	April (000)	May 000	June (000)	Budget Year 2012/13 (000)	Budget Year +1 2013/14 (000)	Budget Year +2 2014/15 (000)
R thousand															
Revenue By Source															
Transfers recognised – operational															
Other revenue															
Gains on disposal of PPE															
Total revenue															

Expenditure By Type																
Employee related costs																
Remuneration of councillors																
Repairs & maintenance																
Contracted services																
Transfers and grants																
Other expenditure																
Loss on disposal of PPE																
Total Expenditure																
Surplus/(Deficit)																
Contributions recognised - capital																
Contributed assets																
Surplus/(Deficit) after capital transfers & contributions																

DC37 Bojanala Platinum - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

Description	Budget Year 2010/11												Medium Term Revenue and Expenditure Framework			
	R '000	July	Aug	Sept.	Oct	Nov.	Dec.	Jan	Feb.	March	April	May	June	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Single-year expenditure to be appropriated																
Community development services																
Community Environment services																
Municipal Manager																
Municipal Executive																
Municipal Council																
Corporate support Services																
Economic Dev Agric and Tourism																
Budget and Treasury Office																
Technical Services																
Capital single-year expenditure sub-total																
Total Capital Expenditure																

DC37 Bojanala Platinum - Budgeted Cash Flows

Description	2008/09	2009/10	2010/11	Current Year 2012/13				2012/15 Medium Term Revenue & Expenditure Framework		
	Audited Outcome 000	Audited Outcome 000	Audited Outcome 000	Original Budget 000	Adjusted Budget 000	Full Year Forecast 000	Pre-audit outcome 000	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Ratepayers and other										
Government - operating										
Government - capital										
Interest										
Dividends										
Payments										
Suppliers and employees										
Finance charges										
Transfers and Grants										
NET CASH FROM/(USED) OPERATING ACTIVITIES										
NET INCREASE/ (DECREASE) IN CASH HELD										
Cash/cash equivalents at the year begin:										
Cash/cash equivalents at the year end:										