

BOJANALA PLATINUM DISTRICT MUNICIPALITY



2005/06

REVIEWED INTEGRATED DEVELOPMENT PLAN

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CHAPTER 1

INTRODUCTION

The Municipal Systems Act, 32 of 2000, in section 34, makes provision for a municipality to annually review its integrated development plan in accordance with an assessment of its performance or to the extent that changing circumstances demand.

The 2005/06 review is based on the performance assessment of the municipality as reflected in the 2003/04 annual report and the quarterly performance reports for the 2004/05 financial year that have so far been tabled and noted by Council.

The review is also based on our experiences and challenges faced with the implementation of the Municipal Finance Management Act. The Act has far reaching implications for the whole system of planning, budgeting, monitoring, review.

Apart from the circumstances outlined above, the approach to the formulation and development of the IDP, in the words of the White Paper on Local Government, has and still is an incremental approach based on the capacity and challenges of each municipality.

It is in fact, the creation of a system of planning, performance management, resource mobilisation and organisational change which is regulated by a suite of national legislation, regulations, national and provincial priorities, municipal internal transformation needs and most importantly, the needs and priorities of the community.

This, the 2005/06 reviewed IDP is an improvement resulting out of lessons learned since the first approved IDP and very much a product of work in progress on some of the core components of the IDP as defined in law.

Priorities and objectives in this IDP will inform the top level Service Delivery and Budget Implementation Plan which will be published to form the basis of a contract between Council and the Bojanala Platinum District community. The top level SDBIP will be complemented by a more detailed SDBIP based on each department's annual service delivery plan. Lastly each Director will enter into a performance agreement with the municipality to ensure that service delivery targets are met.

CHAPTER 2

MUNICIPAL PROFILE

1. Introduction

Bojanala Platinum District Municipality is a category C municipality situated in the North West Province. It is one of the four District municipalities in the province and comprise of the local municipalities of Kgetleng Rivier, Madibeng, Moses Kotane, Moretele and Rustenburg local municipalities.

2. Internal structures

2.1 Political structures and political office bearers

The political structures and political office bearers of the Bojanala Platinum District Municipality are the following:

- Council, presided over by the Speaker;
- The Executive Mayor;
- The Executive Mayoral Committee.

The Executive Mayor has established the following committees in terms of section 80 of the Municipal structures Act to assist her-

- Human Resource and Municipal Administration;
- Economic Development, Tourism, and Job Creation Environment, Agriculture and Land;
- Finance and Audit;
- Institutional Capacity and Special Projects;
- Infrastructure, Roads, Storm Water and Sanitation and IDP;
- Municipal Health;
- Community Safety, Transport, Traffic and Disaster Management
- Gender, Youth, Aged and Disability, HIV/AIDS
- Inter-Governmental Relations and Traditional Affairs
- Special Projects

2.2 Administrative structures

The municipality has the following administrative structures:

- The Office of the Municipal Manager;
- Department of Corporate Services;
- Department of Local Economic Development and Tourism;
- Department of Finance;

- Department of Community Development Services and
- Department of Technical Services.

CHAPTER 3

MUNICIPAL POWERS AND FUNCTIONS

1. Division of powers and functions between the district and local municipalities

The Minister of Provincial and Local government and the MEC responsible for local government have, in terms of the provisions of the Municipal Structures Act, makes a determination on how municipal powers and functions in Schedule 4B and 5B of the Constitution will be divided between the District and Local municipalities.

The powers and functions are at the core of municipal planning and resource allocation. The MEC has published his intention to readjust the powers and functions of fire fighting and cemeteries for the local municipalities of Moses Kotane, Kgetleng Rivier and Moretele. Future planning will take this into account.

CHAPTER 4

VISION, MISSION AND MANDATE

1. Vision

The vision of the Bojanala platinum District Municipality is to have an **Accountable, efficient and transparent district governance that ensures cost effective, sustainable and high quality services to its community in an economically vibrant, clean, safe and healthy environment.**

2. Mission

The Bojanala Platinum District Municipality, in partnership with all its stakeholders, is committed to the provision of efficient and sustainable services to communities. This will be achieved through:

- 2.1 The development of our human and financial resources;
- 2.2 Good working relationships between councillors and officials among all councils in its area of jurisdiction;
- 2.3 Participatory development involving all stakeholders;
- 2.4 Progressive and self sufficient governance and service delivery.

3. Mandate

The mandate of the municipality, as espoused in section 152 of the Constitution, is

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

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

The three broad areas of work, as was the case in the 2004/05 financial year follow in the next chapters.

CHAPTER 5

MUNICIPAL TRANSFORMATION

1. Introduction

The Constitution of the Republic of South Africa requires a municipality to structure and manage its resources to address the basic needs of its community.

The Municipal Systems Act seeks to establish a system of planning, performance management, resource mobilisation and organisational change, which underpin the notion of developmental local government. The Planning and Performance Management Regulations requires the municipality's IDP to reflect the organisational structure and internal transformation needs of the municipality.

The Municipal Finance Management Act envisions the transformation results as performance-based system focusing on outputs, outcomes and measurable objectives, to enable municipalities to maximise their capacity for service delivery.

This chapter deals with the Municipal Transformation IDP priority scorecard for the financial year 2005/06. It reflects 12 objectives transformation agenda as a roadmap towards a stronger, better managed and more accountable municipality that can meet the demands and challenges of the community it serves in a more consistent and sustainable manner.

The transformation agenda integrates the constitutional mandate of local government to provide a democratic and accountable government and to promote the participation of communities in the affairs of a municipality.

Municipal Transformation Objectives

Internal Business Perspective

- 2.1 Promotion of good governance
- 2.2 Promotion of Planning and performance management;
- 2.3 Ensuring community participation;
- 2.4 Improve technology efficiencies;

Financial Perspective

- 2.5 Promote sound financial governance;
- 2.6 Strategic approach to budgeting and financial management;
- 2.7 Modernise financial management;
- 2.8 Promote sustainability;

Innovation, learning and growth

- 2.9 Achieve employment Equity;
- 2.10 Promote innovation, learning and growth;
- 2.11 Recruitment and retention of skilled employees;
- 2.12 Achieve a positive employee climate.

2. Strategy

3.1 Promotion of Good Governance

The vision of the district municipality calls for an accountable, efficient and transparent district governance.

The Municipal Structures Act requires the district municipality to capacitate and support local municipalities within its jurisdiction to exercise their powers and perform their functions. The District municipality will continue to implement programmes within its transformation agenda to ensure that this mandate is fulfilled.

3.2 Promotion of Planning and Performance Management

The Municipal systems Act requires a municipality to adopt a single, inclusive strategic plan for the development of the municipality, which-

- Links, integrates and coordinates plans and takes into account proposals for the development of the municipality;
- Aligns resources and capacity of the municipality with the implementation of the plan;
- Forms the policy framework and general basis on which annual budgets are based;
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

The District Municipality will ensure that the vision of district wide planning between the District and Local Municipalities is realised through the implementation of the IDP District Framework adopted by all the Councils in the district in the 2004/05 financial year.

The Municipal systems act requires a municipality to establish a performance management system that is commensurate with its resources, best suited to its circumstances and in line with the priorities, objectives indicators and targets contained in its IDP.

The District Municipality will ensure the implementation of a Performance Management System through the implementation of the PMS Framework, the Service Delivery and Budget Implementation Plan, Performance Agreements and regular reporting.

3.3 Ensuring Community Participation

The Municipal Systems Act requires a municipality to develop a culture of municipal governance that complements formal representative government with a system of participatory governance.

The District will ensure the development of ward committees at local municipality level through capacity building, communication and consultation on key policy decisions of Council. Council will, through appropriate mechanisms, report to communities the performance of the municipality with regard to the implementation of the priorities and objectives of the IDP.

3.4 Improve Technology Efficiencies

The District municipality will integrate technology into the internal business processes to increase operational efficiencies, improve service delivery, and control costs.

3.5 Promote Sound Financial Governance

The District municipality will, through the implementation of the PMS Framework, ensure that there is accountability to Council by the Executive Mayor and political oversight by Council, through regular reports and appropriate mechanisms as provided for in the MFMA.

3.6 Strategic Approach to Budgeting and Financial Management

The District Municipality will adopt three year budgets linked to longer term IDPs in order to have more forward looking and better informed approaches and make better judgements about future priorities for capital development and service delivery.

The municipality will table three year budgets by vote or functions, subdivided into programme, and manage municipal finances across a three year timeframe, through a continuous cycle of forecasting, implantation and review.

3.7 Modernise Financial Management

The municipality will modernise its financial management by:

- Improving the financial management system by focussing on the following areas-
 - Adopting a disciplined approach to financial management and service delivery, including having realistic revenue expectations when approving a budget to ensure that outcomes are achieved.
 - Assigning resources in line with strategic priorities, linking plans and budgets to long term goals and providing a process that allows resources to be moved as policy objectives change.
 - To encourage operational efficiency where managers are given the authority to run their operations, subject to clear policies, clear statements of procedure, strategy and clarity of roles and are held accountable for the results.
- Promoting co-operative governance

The municipality will work towards a greater level of cooperation with local municipalities, the national and provincial government based on systems of mutual support, information sharing, communication and coordination of activities, with the aim of adding value to their constitutional responsibilities in order to improve outcomes for all.

3.8 Promote Sustainability

In line with the provisions of the Municipal Finance Management Act, the District Municipality will approve budgets which are fully funded.

The reporting requirements in the Act will be followed in order to facilitate an environment in which potential or real financial problems are reported in a timely and appropriate manner that will allow Council to remedy the situation.

Council will adopt credible budgets with realistic revenue and expenditure projections. Capital projects will be budgeted for and evaluated with due consideration of their projected and future operational costs.

The municipality will put in place systems of internal control and actively review its financial management system to improve efficiency and effectiveness of municipal processes.

3.9 Achieve Employment Equity

The overall aim of this objective is to ensure that the human resources of the municipality reflect the demographic profile of South African society and affirm historically disadvantaged groups.

The District municipality will progressively achieve employment equity in its administration by recruiting and retaining individuals as designated by the Employment Equity Act. Employment Equity Plans with clear targets and Employment Equity reports will be approved by Council.

3.10 Promote Innovation, Learning and Growth

The District municipality will ensure that its employee's skills are continually developed to be able to address the service delivery and development challenges of the district community as outlined in the priorities and objectives of the IDP. Work Place Skills Development Plans and reports will also be approved by Council.

Employees will be encouraged to learn and find innovative ways of solving problems related to their everyday work of discharging the mandate of council.

3.11 Recruitment and Retention of Skilled Employees

The District municipality will, through the implementation of appropriate recruitment and retention policies, ensure that skilled and experienced employees are recruited and retained.

3.12 Achieve a Positive Employee Climate

The District municipality will, through appropriate Human Resources and other policies, ensure the creation of an environment where employees are empowered, productive and motivated.

SUMMARY OF MUNICIPAL TRANSFORMATION SCORE CARD

MUNICIPAL TRANSFORMATION

<p>INTERNAL BUSINESS PERSPECTIVE</p>	<p>Objective 1 Promote planning and performance management</p>	<p>Objective 2 Ensure Community Participation</p>	<p>Objective 3 Improve technology efficiencies</p>	<p>Objective 4 Promote good governance</p>
<p>FINANCIAL PERSPECTIVE</p>	<p>Objective 5 Promote sound financial governance</p>	<p>Objective 6 Strategic approach to budgeting and financial management</p>	<p>Objective 7 Modernise financial management</p>	<p>Objective 8 Promote sustainability</p>
<p>INNOVATION, LEARNING AND GROWTH PERSPECTIVE</p>	<p>Objective 9 Achieve employment equity</p>	<p>Objective 10 Promote innovation, learning and growth</p>	<p>Objective 11 Recruit and retain skilled employees</p>	<p>Objective 12 Achieve positive employee climate</p>

CHAPTER 6

SOCIAL AND ECONOMIC DEVELOPMENT

1. Introduction

Section 26(c) of the Municipal Systems Act requires a municipality to reflect its local economic aims in its IDP. The Planning and Performance Management regulations require a municipality to report on the number of jobs that have been created through its local economic development initiatives. Both these legislative instructions are derived from the Constitutional mandate of local government to ensure social and economic development of the community.

This chapter deals with the social and economic development priority balanced scorecard for the financial year 2005/06. The District Municipality's goals for this area of work is to increase, and enhance the quality and number of jobs available in the district as a sustainable way of alleviating poverty, provide municipal infrastructure for poor households, whilst at the same time, maximising the economic benefits of providing the infrastructure to ensure that employment is created and enterprise is developed.

The scorecard reflects objectives that represent the municipality's socio economic aims and serve as a policy framework and general basis on which the budget is based.

2. Social and Economic Development Objectives

Customer Perspective

- 2.1 Promotion of Tourism;
- 2.2 Promotion of Black Economic Empowerment;
- 2.3 Promotion of Small, Medium and Micro Enterprises;
- 2.4 Agricultural Development;
- 2.5 Investment in Infrastructure.

Financial Perspective

- 2.6 Raising capital;
- 2.7 Management of resources;

Internal Business Perspective

- 2.8 Promotion of partnerships;
- 2.9 Promotion of stakeholder participation;
- 2.10 Promotion of good governance.

Innovation, learning and growth

- 2.11 Recruitment and retention of skilled employees;
- 2.12 Encouragement of learning and growth.

3. Strategies.

A comprehensive LED Plan adopted by council deals in more detail with some of the key objectives outlined below. The detail of the infrastructure development programmes is contained in the Service Delivery and Budget Implementation Plan and the three year capital plan. The plans reflect infrastructure projects identified and prioritised in the IDPs of local municipalities

3.1 Promotion of Tourism

Tourism promotion is centred on marketing the District area as a preferred tourism destination to both domestic and international markets.

The strategy includes participation in tourism events and fostering joint initiatives with the provincial tourism development agencies (NWP & TB, Department of Environment & Tourism and Tourism Associations) to enhance the image of the District and increase its tourism potential.

3.2 Promotion of Black Economic Empowerment

The District Municipality recognises the challenge to address the economic disparities that exist within the District population. These disparities are not only amongst the different race groups but also manifest themselves between urban and rural areas.

The BEE strategy finds meaning in the new supply chain management system which seeks to empower previously disadvantaged individuals. It is further advanced by programmes and projects that actualise the social and economic development strategy of the municipality by prioritising the previously disadvantaged as beneficiaries.

LED, infrastructure development, job creation and capacity building programmes are also targeted towards the rural communities within the framework of a sustainable rural development strategy.

3.3 Promotion of Small, Medium and Micro Enterprises

The District municipality will contribute towards programmes and services that provide and enhance an enabling environment for job creation and business investment.

SMMEs are recognized as the main contributors to job creation, SMME development programmes (training) will address some of the shortcomings faced by emerging entrepreneurs such as business management.

3.4 Agricultural Development

Agricultural Development Programmes are geared towards ensuring the participation of emerging farmers and previously disadvantaged individuals in commercial agriculture. Key programmes are training, facilitation of access to land and knowledge sharing. Community agricultural initiatives will be supported financially and through training.

3.5 Municipal Infrastructure Development

This objective will be served through the implementation of the Municipal Infrastructure Grant and District funded capital programmes reflected in the three year capital plan. The implementation of the Infrastructure Programme will take into account the following categories:

- Basic residential infrastructure;
- Public municipal service infrastructure;
- Allocation for social institutions and micro enterprises infrastructure.

The following principles govern the municipal infrastructure programme:

- A focus on infrastructure for a basic level of service;
- Targeting the poor;
- Maximising economic benefits;
- Equity in the allocation and use of funds to target the poor and make uniform progress in closing the infrastructure gap;
- Decentralisation of authority, to allow municipalities to select and approve projects;
- Reinforcing local, provincial and national development objectives;
- Predictability and transparency.

3.6 Capital Raising

The District municipality will strive to spend funds allocated by other spheres of government, especially for municipal infrastructure. The District municipality will strive to leverage funds for economic development projects from other spheres of government and solicit private sector investment through joint ventures. Potential donors will be identified to co-fund LED projects. Capital raising initiatives for LED will form part of the municipality's capital raising strategy which is a component of the municipality's Financial Plan as required by the Planning and Performance Management regulations.

3.7 Management of Resources

There will be effective financial management in the investment and utilisation of resources set aside for economic development to ensure maximum benefit to the district economy.

3.8 Promotion of Public Private Partnerships

Public Private Partnerships are essential vehicles for service delivery. Such initiatives have the ability to promote efficiency and provide the necessary capital which the public sector may lack.

National Regulations on PPPs serves as a policy framework in concluding such partnerships. Benefit to the community and improved service delivery will always remain the cornerstone of such agreements.

3.9 Promote Performance Management

The municipality is committed to the promotion of a performance culture among all its structures. Implementation of the policies on performance management adopted by Council will ensure that planned programmes and projects are implemented with efficiency, effectiveness and economy. The provisions of the PMS Framework will be strictly adhered to ensure maximum accountability of the administration to Council and of Council to the community.

3.10 Promote Stakeholder Participation

The principle on which the district economic development programme is based requires the participation of all stakeholders in decision making processes, programmes and project implementation. This is intended to provide an opportunity to harness the creativity, resources and skills of different stakeholders.

MoUs and similar agreements will be entered into with specific stakeholders on specific programmes and projects. Relevant stakeholder forums will be established to ensure maximum participation and accountability.

3.11 Promotion of Good Governance

The Constitution demands for transparency and accountability from public institutions. Procurement and other processes of the District municipality must be above board. The public must have access to information and public officials must be held accountable for their actions.

3.12 Recruitment and Retention of Skilled Employees

Properly skilled and diverse human resources will be recruited to implement economic programmes and realise the local economic aims of the municipality. This will be realised through the recruitment and retention policies of the municipality.

3.13 Encourage Learning and Growth

The municipality will maximise employee development through training and create a learning environment where employees are encouraged to test ideas and explore new methods. Through the Skills Development Plan, the municipality will ensure that the economic development skills base is continually upgraded and improved to meet the challenges of the district.

3.14 Creation of a positive climate for employees

The municipality will create an environment where employees are empowered, productive and motivated. The labour relations atmosphere, through implementation of council policies and resolutions, will be enhanced to ensure the realisation of this objective.

SOCIAL AND ECONOMIC DEVELOPMENT

CUSTOMER PERSPECTIVE	Objective 1 Promote Tourism	Objective 2 Promote BEE	Objective 3 Promote SMMEs	Objective 4 Promote Agricultural development	Objective 5 Invest in Infrastructure
FINANCIAL PERSPECTIVE	Objective 6 Raise Capital	Objective 7 Manage resources			
INTERNAL BUSINESS PERSPECTIVE	Objective 8 Promote Partnerships	Objective 9 Promote good governance	Objective 10 Promote stakeholder participation		
INNOVATION, LEARNING AND GROWTH PERSPECTIVE	Objective 11 Recruit and retain skilled employees	Objective 12 Promote innovation, learning and growth			

CHAPTER 7

SAFE AND HEALTHY ENVIRONMENT

1. Introduction

Section 4(2) of the Municipal Systems Act requires a municipality to promote a safe and healthy environment in the community and contribute to the progressive realisation of the fundamental rights contained in the Constitution. The Bojanala Platinum District Municipality seeks to, within its capacity and in the context of its powers and functions, contribute directly to the progressive realisation of the following rights for its community:

- The creation of an environment that is not harmful to the health and well being of the community.
- The protection of the environment for the benefit of the present and future generations.
- Access to health care services.
- Sufficient food and water.
- Social security, including, people who are unable to support themselves and their dependants.

This chapter deals with the safe and healthy environment priority balanced scorecard for the financial year 2005/06. It reflects 10 objectives that represents the municipality's vision for a safe and healthy environment and servers as policy framework and general basis on which the budget is based.

Safe and Healthy Environment Objectives

Customer Perspective

Protection of the Environment.
Social Security.
Municipal Health.
Sports, Arts and Culture.
Community Safety and Disaster Management.

Financial Perspective

2.6 Resource Management.

Internal Business Perspective

2.7 Promotion of Partnerships.

2.8 Promotion of Stakeholder Participation.

Innovation, Learning and Growth

2.9 Recruitment and retention of skilled employees.

2.10 Encouragement of Innovation, Learning and Growth.

2.11 Creation of a positive climate for employees.

2. Strategies

Protection of the Environment.

The District municipality will, through programmes and projects outlined in the Service Delivery and Budget Implementation Plan, contribute towards the well being of its communities, to prevent pollution and ecological degradation, promote conservation and secure ecologically sustainable development and use of natural resources.

Social Security.

The District municipality will embark on programmes to promote a more qualitative approach to poverty alleviation and strengthen the productive capabilities of the poor and vulnerable individuals.

National social security grants still do not reach all vulnerable sections of our communities. The municipality seeks to reach these sections and support them whilst linking them to relevant departments and NGOs for sustainable support.

Our communities are still faced with the scourge of AIDS which government, at all levels is committed to address. The District municipality will continue to support the work of the District HIV/Aids Council in spreading the message of prevention to especially teenagers in schools

The District municipality will continue to support the work of NGOs and CBOs in our communities who have established home based care facilities for those infected with HIV/Aids.

Municipal Health

The District municipality is, in terms of the powers and functions of municipalities, responsible for the establishment, regulation, operation, management and control of municipal health services.

Work started in the 2004/05 financial year to ensure transfer of this function to the District municipality continues.

Sports, Arts and Culture.

The challenge facing our District and our county at large is that of creating opportunity for our youth to expose their talents. The District will endeavour to identify relevant stakeholders in partnership with the Department of Sports, Arts and Culture to drive the Governments programs to provide better and accelerated delivery to the neediest and previously disadvantaged in taking the available talent to greater heights.

Arts and Culture is a pride of our nation. There is ongoing work to identify stakeholders and constitute arts and culture councils around local municipalities as well as at district level.

Community Safety and Disaster Management.

▪ Disaster Management

Disaster Management is a function of the District. The Disaster Management Act, Act 57 of 2002 provides for an integrated and coordinated disaster management policy that focuses on prevention or reducing the risk to disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective responses to disasters and post-recovery.

In line with provision of the Act, the District will ensure risk reduction by continually, in consultation with Local Municipalities and other stakeholders; identify prevailing and threatening hazards, focusing on vulnerabilities of communities, industry and business.

▪ Fire and Emergency Services

The District is, in terms of powers and functions, assigned the function by the MEC for Developmental Local Government and Housing to provide fire and emergency services in the areas of Moses Kotane, Moretele and Kgetleng Rivier Local Municipalities. Recent developments suggest that this function will in future be performed by these local municipalities themselves.

Resource Management.

The will be an effective management of resources set aside for this priority to ensure maximum benefits to the community.

Promotion of Partnerships.

Promotion of both private and Public Partnership is the cornerstone for service delivery to ensure maximum utilisation of resources and to discourage duplication. The district will encourage both national and international partnerships that are to benefit service delivery, NGOs and CBOs.

Promotion of Stakeholder Participation and Good Governance.

The Constitution demands for transparency and accountability from public institutions. Communities and all stakeholders will be given first preference, taking into consideration Batho Pele principles.

Recruitment and Retention of Skilled Employees.

Adequately qualified and skilled individuals are to be recruited to achieve the objectives outlined in this chapter. Employees will be given on-going training to realise organisational objectives and personal growth. The retention policy of the municipality will apply.

Creation of a Positive Climate for Employees.

The Municipality will create an environment where employees are empowered and are allowed to contribute to transforming the organisation using their skill and innovation ideas. Labour relation policy and Council resolutions will be implemented to achieve this objective.

SAFE AND HEALTHY ENVIRONMENT

CUSTOMER PERSPECTIVE	Objective1 Social security	Objective2 Protection of the environment	Objective3 Municipal Health	Objective4 Sports, Arts and Culture	Objective5 Community Safety and Disaster Management
FINANCIAL PERSPECTIVE		Objective6 Manage resources			
INTERNAL BUSINESS PERSPECTIVE	Objective7 Promote Partnerships	Objective8 Promote stakeholder participation			
INNOVATION, LEARNING AND GROWTH PERSPECTIVE		Objective9 Recruitment and Retention of Skilled Employees	Objective10 Creation of a positive Climate for Employees		