

BACKGROUND

One of the objectives of local Government captured in section 152 of the Constitution is to encourage the involvement of communities and community organization in matters of Local Government. The white paper on local government expects the municipalities to be working with citizens and groups within the community to find sustainable ways to meet their economic, social and material needs and improve the quality of their lives. Therefore the municipality is using a number of ways and systems to involve, communicate and improve governance.

7.1 Functionality of Municipal Council and Committees

The Municipal Council Committees such as the Executive and Portfolios committees are fully functional. Council meetings are held quarterly with special council meetings convened when needs arise.

Council

The Council consists of 32 Councilors, 16 ward councilors and 16 PR Councilors. The Council gives political guidance to the municipality with regard to policy development.

Office of the Speaker

The Speaker presides at all the meetings of the Council, performing the duties and exercises the powers delegated to the speaker in terms of section 32 of the Structures Act No. 117 of 1998. Ensuring that Council meets at least quarterly, maintain order during meetings, ensuring compliance with the Council and Council Committees with the code of conduct set out in Schedule 5 of the Structures Act. Ensuring that Council meetings are conducted in accordance with the rules and orders of the Council.

Office of the Mayor

The Mayor presides at meetings of the Executive Committee, performing the duties of a Mayor, including any ceremonial functions, and exercises delegated to the Mayor by the municipal council or the executive committee.

Communication

Newsletters are published on a quarterly basis in terms of one of the projects which are included in the SDBIP of Corporate services manager, the key objective being to promote, market and inform constituencies about activities and programs of the Municipality. The challenges are to obtain information from internal departments in time for publication of newsletters. The website of the municipality is also functional and operating.

Ward Committees

Sixteen Ward Committees have been established and support is given by the municipality in the form of sitting fee which are paid to members for attending ward committee meetings. Ward committees consist of 10 members each and each member has a specific portfolio i.e. water, roads, IDP, LED etc. The ward committees participate in the meetings when the wards are visited when reviewing the IDP to give input on community issues.

7.2 Relationship with Traditional Leaders

In general, the municipality has a good relationship with the Traditional Leaders. There are five traditional leaders within the municipal area. Traditional Leaders participate in most of the municipal activities such as the IDP Representative Forums, Public Participation Meetings, Council Sittings etc.

7.3 Intergovernmental Relations

Good relationship has been established with the District municipality in that various forums have been formed namely, District Mayors Forum, District Municipal Managers forum, District IDP Managers forum, District IDP Representative Forum, District Planning forum, District PMS forum, District Technical forum and District Health forum, Provincial CFO Forum, Communication Forum and Municipal Manager Forum. Sector departments are part of the District IDP representative forum where their plans and programs for the IDP's of the District and municipalities within the district are given.

7.4 STATE OF FINANCIAL ENTITIES

7.4.1 Municipal Public Accounts Committee

The municipality has established a Municipal Public Accounts Committee in terms of Sections 33 and 79 of the Municipal Structures Act 1998. This committee plays an oversight role of the council. The committee consists of nine non-executive councilors.

7.4.2 Audit, Anti-Corruption and risk management challenges

For any institution to successfully implement its strategic plan - in our case the IDP - sound financial management is necessary. The previous section (financial viability) indicated the extent of debt management, cash flow, existing sources of revenue and AG's audit opinion.

Risk management is the identification and evaluation of actual, as well as potential risk areas, as they pertain to the organization. In terms of the MFMA, a Municipality has to develop and implement its risk management strategy as a way of best practice of corporate governance. As Integration Phase shows, Ephraim Mogale has the Fraud Prevention Strategy which includes Fraud and Corruption Prevention Plan, Risk management strategy and Risk management implementation plan.

7.4.2.1 Internal Audits

Ephraim Mogale Municipality has a functional internal audit unit which was established in terms of section 165 of the Municipal Finance Management Act, 56 of 2003 in 2007. The unit's legislative mandate in terms of the aforesaid section is to advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to:

- Internal audit;
- Internal controls;
- Accounting procedures and practices;
- Risk and risk management;
- Performance management;
- Loss control; and
- Compliance with this Act, the Annual DoRA and any applicable legislation, and
- Perform such other duties as may be assigned to it by the accounting officer.

Operations

The Internal Audit Unit conduct its business in compliance with the International Standards of Internal Auditing (ISPIIA) promulgated by Institute of Internal Auditors. Accordingly; the unit has and implements the following enablers' documents which have been prepared in accordance with the said-standards:

- Internal Audit Charter;
- Three Year Strategic Internal Audit Plan and One Year Internal Operational Plan; and
- Internal Audit Methodology

The above enablers guide the operations and activities of the unity in executing its mandate. The unit will in terms of the enablers conduct internal audit assignments which will involve amongst others:

- Evaluating the effectiveness of controls risk management and good governance processes.
- Performing a detailed review of the current internal audit controls, if there are any in place.
- Reviewing the operations and progress to ensure whether results are consistent with Local Municipalities system of internal control.
- Reviewing by means of safe guarding of assets and verifying the existence of such assets.
- Evaluating the functionality of Municipality performance management system.

Internal audit unit reports administratively to the accounting officer and functionally to the audit Committee.

7.4.2.2 AUDIT COMMITTEE

The municipality has appointed an Audit Committee of five external members; appointed according to their skills and expertise. The internal audit unit is in place and is currently staffed with the Chief Internal

Auditor and an internal Auditor. The unit is responsible to audit and advise the accounting officer on internal controls and compliance issues

7.4.2.3 Risk management

Risk Management is now institutionalized in the municipality and all necessary enablers in a form of Risk Management Committee, Risk Management unit and Risk Management Policy documents are in place. The unit conducted Risk assessment workshop and updated its risk registers accordingly. The following were identified and rated as top 10 risks of the institution.

- Improper coordination of training.
- Shortage of Staff.
- Ineffective / inefficient structural arrangements (organogram).
- Lack of buy-in from communities.
- Community unrest (strikes).
- Theft and Vandalism of projects
- Poor service delivery.
- Lack of access to developmental land and increased land prices.
- Failure to attend IDP (and LED) meetings by business sector.
- Loss of revenue due to poor debts collection.

The municipality has developed appropriate mitigating actions to respond to the above and other risks captured in both the strategic and operational risk registers. The implementation of the mitigating actions is monitored through the Risk Management Committee and progress report thereof is submitted to the Audit committee for consideration.

7.4.2.4 Supply Chain Committees

The municipality has established supply chain committees in terms of notice 868 of 2005 as made by the Minister of Finance. These committees are functional. Bid specification, evaluation and adjudication committees were established.

7.4.2.5 Complaints Management System

The municipality has established a complaints management system in order to address service delivery related complaints. Through this system the municipality is able to attend and address complaints raised by community members. The municipality also liaises with both the Office of the Presidency and the Premier through hotlines to address issues concerning the municipality directed to these two offices.

The municipality has developed risk policies which will outlines how the municipality will deal with risks. The Risk Management Officer has been catered for in the 2015/16 financial year.

7.5 State of Community Development Workers

Fourteen (14) Community Development Workers (CDWs) have been deployed to the 16 wards of the municipality and report to the Speakers office.

7.6 Municipal Audit Outcomes

| 2011/12 | 2012/13 | 2013/14 | 2014/15 |
|-----------|------------|------------|------------|
| Qualified | Disclaimer | Disclaimer | Disclaimer |

7.7 Public participation

The municipality has developed an annual public participation program. The program targets all wards and specific villages. These meetings afford politicians opportunity to report back on progress made and direct contact with ordinary community members.

7.8 Strategies

- Review of Governance Model to be in line with legislations
- Implementation of Council Schedule/ Calendar
- Monitoring progress on implementation of Council Resolutions

- Review Council Delegation of Power and workshop to Councillors, Management and Officials
- Create enabling environment
- incorporate Audit Committee resolution in the performance of the Directors
- Intensify public participation
- Intensify participation of Ward Committees in all activities of the municipality
- To ensure maximum participation of the designated group in the special program
- revisit the governance model & resolution should be standing item in section 79 meetings
- Implementation of mSCOA circulars
- Incorporate Audit Committee Action Plan into the performance of the Director
- Strengthen communication and public participations

7.9 Good Governance and Public Participation SWOT Analysis

| Strengths | Weakness |
|--|--|
| <ol style="list-style-type: none"> 1. Council stability 2. Oversight committee in place 3. Clear roles and responsibilities for Councillors and official 4. Back-to-Basic Reports 5. Participating in IGR | <ol style="list-style-type: none"> 1. Poor monitoring of implementation of Council resolutions 2. Ineffective of Section 79 Committees 3. Non-compliance with Council Calendar 4. Vacancy of Council Support staff 5. Implementation of illegal governance model 6. Non participation of Wards Committee members in the activities of the municipality |
| Opportunities | Threats |
| <ol style="list-style-type: none"> 1. Internal & Risk Units 2. Corporation with Traditional Leaders 3. King 3 reports 4. Back-to-Basic support 5. Existence of IGR | <ol style="list-style-type: none"> 1. Introduction of mSCOA 2. Audit report 3. Public protest |

CHAPTER 8– MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

8.1 Institutional Analysis

BACKGROUND

The purpose of conducting an institutional analysis is to ensure that the municipal development strategies take existing institutional capacities into consideration and that institutional short –comings are addressed accordingly. Ephraim Mogale Local Municipality was established in 2000 in terms of the municipal Structures Act, 1998 (Act No. 117 of 1998). The municipal offices are situated in Marble Hall Town, No. 13 Fikus Street Marble Hall, 0450.

8.2 Institutional Structure

Ephraim Mogale Local Municipality has implemented an Executive and ward participatory System of Local Governance which ensures that governance is taken right down to community level and that all citizens within the municipality are represented in decision making. This increases resident's sense of belonging, accountability and empowerment and actively involves them in all issues dealt with by the municipality.

8.2.1 Political Structure

The council consists of 32 councillors, of both elected (ward representatives) and proportional (councilors). Each of the ward councillors chairs a ward committee as part of the Ward Precatory System that brings participation down to community level. Ward councillors play a central role in the communication process between the communities they represent and the council, reporting back regularly through ward meetings and assisting the community in identifying needs and priority areas of development which feed into the municipalities planning process. The new demarcation increases the wards from 14 to 16 and from 27 councillors to 32 respectively.

The Mayor heads the Executive Committee which comprises of six councillors. The municipality has six full-time councilors i.e. the Mayor, Speaker, Chief Whip and three executive committee members. Political oversight of the administration is ensured via Section 80 Committees.

Portfolio Committee

| Name of Committee | Chairperson | Support Department |
|--|---------------------|---|
| Budget and Treasury | Cllr T Mahlobogoane | Budget and Treasury |
| Economic Development, Spatial planning, IDP &PMS | Cllr T Makitla | Planning and Local Economic Development |
| Infrastructure Department | Cllr K Seoka | Infrastructure |
| Corporate Services | Cllr F Matlala | Corporate Services |
| Community Services | Cllr G Phefadi | Community services |

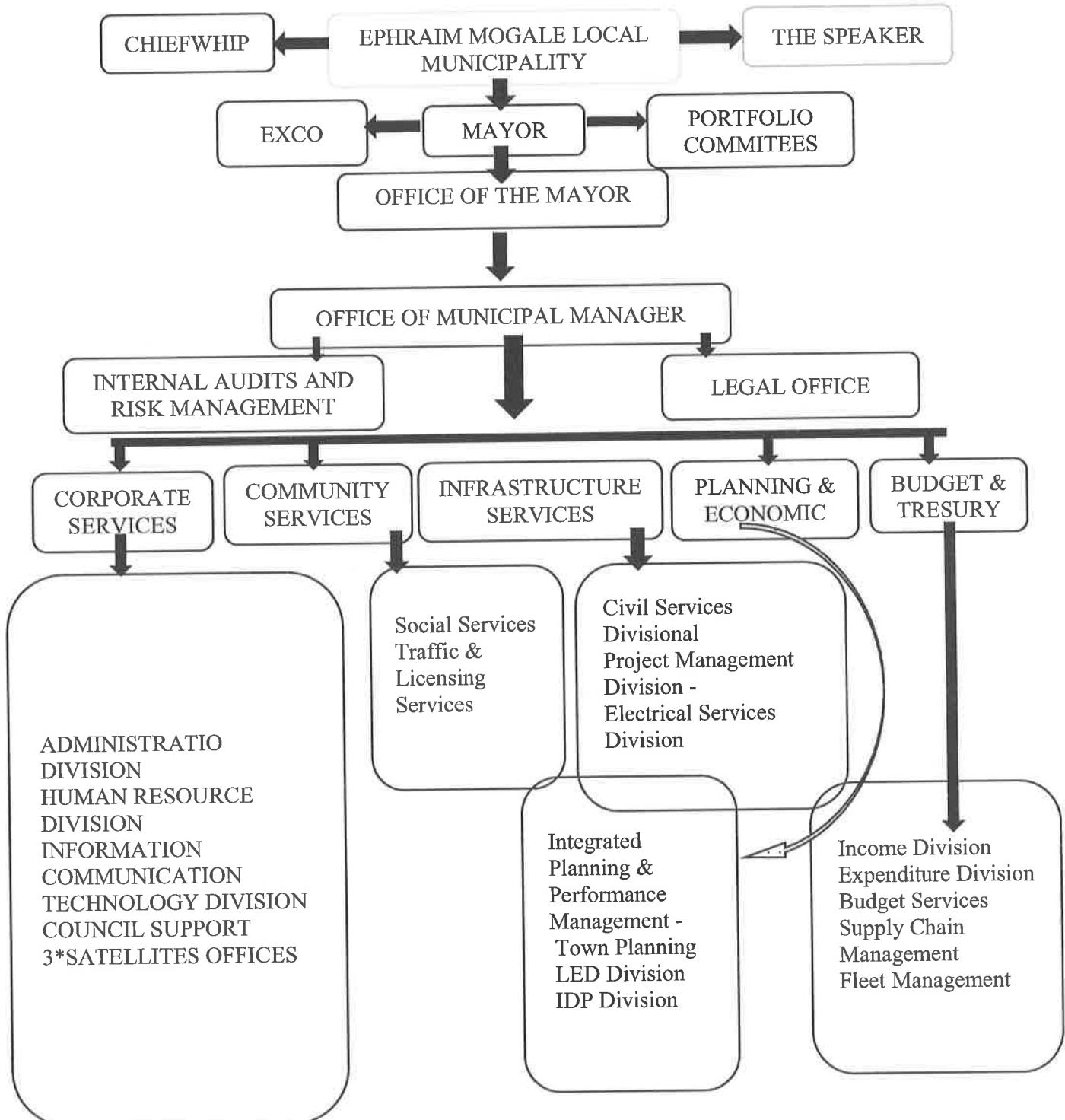
8.2.2 Administrative Structure and vacancy rate

The municipal manager who is the accounting officer heads the Administration. The total Posts on the approved organogram stand at 254, whereas the posts filled are 216: which amount to 77%. The administrative Governance is as follows:

Municipal Manager- Filled
Chief Financial officer- filled
Director Corporate services- Vacant
Director Infrastructure- Filled
Director Planning and Economic Development- Vacant
Director Community Services- Vacant

8.2.3 Organisational chart (Organogram)

The following organogram was reviewed by council on 31 March 2015 and is aligned to the powers and functions of the municipality as set out below



8.2.4 Staff Component

The municipality has been organized in the following institutional components; The organogram has been completed, placements have been done, job descriptions are in place and appointment of key staff is being done as finances are viable.

8.3 Human Resource Policies

- Travelling and subsistence allowances policy and Cell phone policy was revised as a retention method for scarce skills.
- Organizational Performance Management System (OPMS) and Performance Management System (PMS)
- Performance Management System (PMS) The Performance Management System (PMS) for the Municipality was reviewed and approved by Council. The framework is in line with CoGTA Local Government performance regulations published on 1 August 2006. Performance agreements have been signed by managers for 2015/16.PMS evaluation panel has been established and received training from CoGHSTA. Audit committee has been appointed on 26 February 2015 and quarterly review conducted during 2015/16
- Employment Equity Plan Employment equity plan has been compiled and the challenges are to attract suitable, qualified and competent staff in line with the plan.
- The skills needs are covered in the skills development plan.

8.4 INSTITUTIONAL HIV/AIDS MAINSTREAMING

HIV/AIDS Mainstreaming is mainly a process by which information with regard to HIV/AIDS is disseminated to others through various means; which include amongst others; workshops; seminars; formal and informal training and the inclusion of the HIV/AIDS programmes in the programmes of the institutions' departmental programmes with a view of making awareness of that HIV/AIDS pandemic; how to prevent it; how to deal with it if it is there; how to ensure that healthy life continues even if when somebody is infected by it and how should people suffering from it as well as those not yet infected by it conduct themselves. There is a draft HIV/AIDS policy awaiting council approval.

8.5 COUNCIL SPECIAL PROGRAMS

Special Focus Groups

Disability, Youth and Gender desk has been established in the municipality and the programs are coordinated through the Mayor's office. Reading facilities have been established for the blind at the Marble Hall library.

The needs of the special focal groups amongst others are:

- Skills development.
- Employment opportunities.
- Access to government facilities and services.
- Recreational facilities for the disabled.
- Promoting the needs of the special.

8.6 Municipal Transformation and Organisational SWOT analysis

| STRENGTHS | WEAKNESSES |
|--|--|
| <ul style="list-style-type: none"> • Enabling Legislation & Policies • Council stability • Effective ICT infrastructure • Sound labour relations • Credible IDP • Enabling Legislation & Policies • Council stability • Effective ICT infrastructure • Sound labour relations • Credible IDP | <ul style="list-style-type: none"> • Poor record management • Poor internal control • Inability to appoint Section 54A and 56 Senior Manager • In ability appoint youthful staff • Poor of implementation of Council resolution • Non reviewal of policies on time |
| OPPORTUNITIES | THREATS |

| | |
|--|--|
| <ul style="list-style-type: none"> • Allocation of community bursaries • Available support from provincial departments | <ul style="list-style-type: none"> • Implementation of mSCOA • Litigations • Inability to offer competitive market related remuneration • Theft & vandalism of municipality assets |
|--|--|

CHAPTER 9 - PRIORITIZATION

Government does not have sufficient resources to address all issues identified by communities. Prioritization assists government, and in this case, primarily the municipality in allocating scarce resources. The following informed the municipality in determining municipal-wide priorities:

- Most Impoverished areas
- Impact the service will make
- The potential for poverty alleviation, cost recovery and job creation
- Revenue enhancement

9.1 Priorities of Ephraim Mogale Municipality

The following are the priorities of the municipality:

- Coordinate and facilitate provision of water and sanitation services
- Job creation and livelihoods (LED)
- Coordination of health services
- Provision of roads and public transport
- Disaster management and emergency services
- Coordination of educational infrastructure and services
- Refuse removal , waste and environmental management
- Safety and security
- Provision of social amenities (particularly sports facilities)
- Land use management and land ownership.

| PRIORITIES | PROBLEM STATEMENT | OBJECTIVES |
|-------------|------------------------------------|---|
| Water | Water Source | Reach balance between supply and demand |
| Sanitation | Lack of access to basic sanitation | To address backlog regarding sanitation |
| Electricity | Backlog in terms of extensions | To engage with Eskom |

| PRIORITIES | PROBLEM STATEMENT | OBJECTIVES |
|-------------------------------|---|--|
| Waste removal | Municipality is collecting waste only 1 four villages and only Marble Hall as a town is paying for the service. Shortage of drivers. | To collect waste on a weekly basis from all the household |
| LED | Lack of LED Strategy | To promote local economic development in the municipality in order to create sustainable jobs |
| HIV & AIDS and other diseases | HIV & AIDS is threatening both the community and the workforce | To reduce the prevalence of HIV &AIDS in communities and the workforce. |
| Disaster management | Is a District function and there is no coordinator at the municipality. | To render effective and efficient service to the communities by a quick response to all emergency calls. |
| Roads and storm water | Most roads are gravelled and not maintained | To ensure the existing of planning and budgeting tools for road maintenance |
| Institutional Development | Shortage of personnel in planning and finance | Filling of strategic positions |
| Transport communication | Lack of other options of public transport other than the taxis | To introduce bus services in communities |
| Environmental management | This is a District function and the communities experiences severe environmental effects/problems | To develop and implement an Environmental Management Plan |
| Safety and security | The rapid increase of crime across the municipal area | To introduce CSF in the communities. |
| Education | No local based structure to deal with educational matters | To have a joint planning sessions with the Department at the District wide strategic planning sessions |
| Welfare Services | Only 1 Thusong Centre | To have a joint planning sessions with the Department at the District wide strategic planning sessions |
| Health Services | Only one hospital and 2 health centres Shortage of recreational facilities | To have a joint planning sessions with the Department at the District wide strategic planning sessions |

| PRIORITIES | | PROBLEM STATEMENT | | OBJECTIVES |
|---------------------------------|----------------------|--|--|------------|
| Focus area | Sub-Focus Area | Order of Priorities | | |
| 9.2 COMMUNITY PRIORITIES | | | | |
| Spatial | Land | Land for development & human settlement in Marble-hall | | |
| | SDF | Review and implementation of SDF | | |
| | Education | 1. Public secondary schools 2. Repairs of storm damaged schools 3. Replacement of old classrooms 4. Extra classrooms 5. Administration blocks 6. Building of circuit offices 7. Establishment of new schools in needy areas 8. Institutions of higher learning 9. Laboratories 10. Libraries 11. ECD's Centres | | |
| | Housing | 1. RDP houses & repairing of poor workmanship | | |
| | Health | 1. New clinics 2. Additional hospital | | |
| | Safety & security | 1. Additional police stations at strategic areas 2. Satellite stations 3. Visibility of law enforcement areas on communities without stations | | |
| | Community facilities | 1. Community halls 2. Building and maintenance of sports facilities 3. New cemeteries and maintenance of existing cemeteries | | |
| Economic | Local Development | 1. Job creation 2. Shopping malls 3. Resuscitation of defunct projects 4. Building capacity on SMMEs 5. Exploiting existing and new economic opportunities | | |

9.3. ALIGNMENT WITH NATIONAL PRIORITIES/STRATEGIES

9.3.1 NATIONAL PRIORITY AREAS

- Creation of decent work and sustainable livelihoods;
- Education
- Health;
- Rural development, food security and land reform; and
- The fight against crime and corruption

9.3.2 NATIONAL OUTCOMES

- Improved quality of basic education
- Along and healthy life for all South Africans
- All people in South Africa feel and are safe
- Decent employment through inclusive economic growth
- Skilled and capable work force to support inclusive growth path
- An efficient, competitive and responsive economic infrastructure network
- Vibrant, equitable and sustainable rural communities with food security for all
- Sustainable human settlement and improved quality of household life
- A responsive, accountable, effective and efficient local government system
- Environmental assets and natural resources that are well protected and continually enhanced
- Create a better South Africa and contribute to a better and safer Africa and World
- An efficient, effective and development oriented public service and empowered, fair and inclusive citizenship

The National Development Plan focuses amongst others on the following:

- The active efforts and participation of all South Africans in their own development
- Redressing the injustices of the past effectively
- Faster economic growth and higher investment and employment
- Raising standards of education, a healthy population and effective social protection
- Strengthening the links between economic and social strategies
- Collaboration between the private and public sector

| NTSF | NDP | EPMLM Objectives | Strategic | OUTCOME 9 |
|---|-----|---|--------------------------------------|---|
| Strategic Priority 1: Speeding up growth and transforming the economy to create decent work and sustainable livelihoods i.e. | | Faster economic growth and higher investment and employment | Grow the economy and provide support | Implement the community work programme and cooperatives supported |

| MTSF | NDP | EPM/LM Objectives | Strategic Outcome | OUTCOME 9 |
|---|--|---|---|-----------|
| expenditure management | Strengthening the links between economic and social strategies | Improve community wellbeing through accelerated service delivery | Improved access to basic services Actions supportive to settlement human outcomes | |
| Strategic Priority 2: Massive programme to build economic and social infrastructure i.e. infrastructure investment programme, public transport infrastructure, low-cost and affordable housing, improving provincial and local government capacity, health, education, library, sporting, recreation | Redressing the injustices of the past effectively | Plan for the future | Implement a differentiated approach to municipal financing, planning and support | |
| Strategic priority 3: Comprehensive rural development strategy linked to land and agrarian reform and food security i.e. land reform policies, agricultural production, rural livelihoods and food security, service delivery, rural transport, revitalization of rural towns, support non-farm economic activities | Raising standards of education, a healthy population and effective social protection | Improve community wellbeing through accelerated service delivery House the nation and build integrated human settlement | Improve administrative capacity | |
| Strategic Priority 4: Strengthen the skills and human resource base i.e. adequate basic services (water, sanitation, electricity to schools; access to facilities such as libraries, classrooms and laboratories. | Raising standards of education, a healthy population and effective social protection | Effective and efficient community involvement | Deepen democracy through a refined ward committee model | |
| Strategic Priority 5: Improve the health profile of all South Africans i.e. filling of critical vacant posts, improving the national emergency medical (ambulance) service model, implement Comprehensive Plan for the Treatment, Management and Care of HIV and AIDS | Raising standards of education, a healthy population and effective social protection | Become financial viable | Single window of coordination | |
| Strategic Priority 6: Intensify the fight against crime and corruption i.e. fight against crime and corruption in the public and private | | | | |

| MTSF | NDP | EPMLM Objectives | Strategic | OUTCOME 9 |
|--|--|---|--|-----------|
| Strategic Priority 7: Build cohesive, caring and sustainable communities i.e. development and strengthening of community organizations such as school governing bodies, community policing forum, ward committees, | Collaboration between the private and public sector | Develop partnerships Improve intergovernmental function coordination | Single window of coordination | |
| Strategic Priority 8: Pursuing African advancement and enhanced international co-operation | The active efforts and participation of all South Africans in their own Development | Effective and efficient community involvement | Single window of coordination | |
| Strategic Priority 9: Sustainable Resource Management and use | The active efforts and participation of all South Africans in their own Development | Develop skilled and capacitated workforce To build effective and efficient organization | Implement a differentiated approach to municipal financing, planning and support | |
| Strategic Priority 10: Building a developmental state including improvement of public services and strengthening democratic institutions i.e. Improving the capacity and efficacy of the state, improving the delivery and quality of public services, entrenching a culture and practice of efficient, transparent, honest and compassionate public service and building partnership with society and strengthening democratic institutions | Raising standards of education, a healthy population and effective social protection | Develop skilled and capacitated workforce | Improve administrative capacity | |

During the strategizing process, further cognizance was taken of the national guidelines to guide local development. The localized strategic Guidelines are an important element of the strategies phase that determines how development should be undertaken taking into cognizance the relevant policy guidelines and legislation. The rationale behind the need to develop localized strategic guidelines to ensure that cross cutting dimensions such as the spatial development principles, local economic development strategies, environmental sustainability and poverty alleviation and gender equity aspects are adequately considered when strategies and projects are planned. The localized strategic guideline discussed hereunder, outline the way in which the municipality development strategies and projects consider the national guidelines into consideration the specific conditions in the municipality as indicated in the analysis phase.

10.1 DEVELOPMENTAL STRATEGIES

INTRODUCTION

Ephraim Mogale Local Municipality Integrated Development Plan (IDP) maps the needs of the community and also determines strategies and plans to address the needs as highlighted by the communities through the process of consultation. This section outlines the vision, objectives and strategies set by the municipality to achieve its developmental aims. The approach adopted in this section is based on developing a strategic intent which is firmly entrenched in:

- Responding to the gap analysis and ensuring a developmental approach and an integrated response

10.2 THE STRATEGIC INTENT OF EPHRAIM MOGALE LOCAL MUNICIPALITY

An effective integrated planning review process which included a Strategic Planning session held on the 22-23rd March 2016 culminated into the review of the strategic intent which ultimately is a summary of what the municipality intends to achieve. The foundation built through strategic planning will assist Ephraim Mogale Local Municipality to focus all efforts and actions towards the attainment of the objectives identified, enabling the municipality to live up to the expectations of the communities.

10.2.1 VISION

A viable and sustainable municipality that provides quality services and enhance socio-economic growth.

A vision is the most ambitious dream for the organization and as such it provides direction. A vision defines what the organization hopes to achieve in 5 or 10 years. Ephraim Mogale Local Municipality confirmed the already existing vision during the Strategic Planning session to be still steering the municipality as an organization to its dream. The vision of Ephraim Mogale Local Municipality is:

“The Vision and Mission were confirmed at the strategic planning held on the 22-23rd March 2016

10.2.1.1 VISION 2030

A viable and sustainable municipality that provides quality services and enhance socio-economic growth by 2030. Ephraim Mogale local municipalities long term vision 2030. The vision strives to put more emphasis on projects gearing towards an environmentally sustainable community. The encouragement of active citizens, ensure quality services and enhance economic growth.

10.2.2 MISSION

To involve all sectors of the community in the economic, environment and social development whilst improving service delivery thereby becoming a prominent agricultural, business and mega industrial growth point in the Sekhukhune District for the benefit of the residents and province.

10.3 STRATEGY MAP

As part of the Balanced Scorecard methodology a strategy map is used to develop a picture of the strategy of the municipality. It depicts the objectives in support of the strategy in terms of different perspectives, namely the learning perspective, institutional perspective, the financial and the customer perspective. This step in strategy formulation acts as the integration of strategy and operational planning.

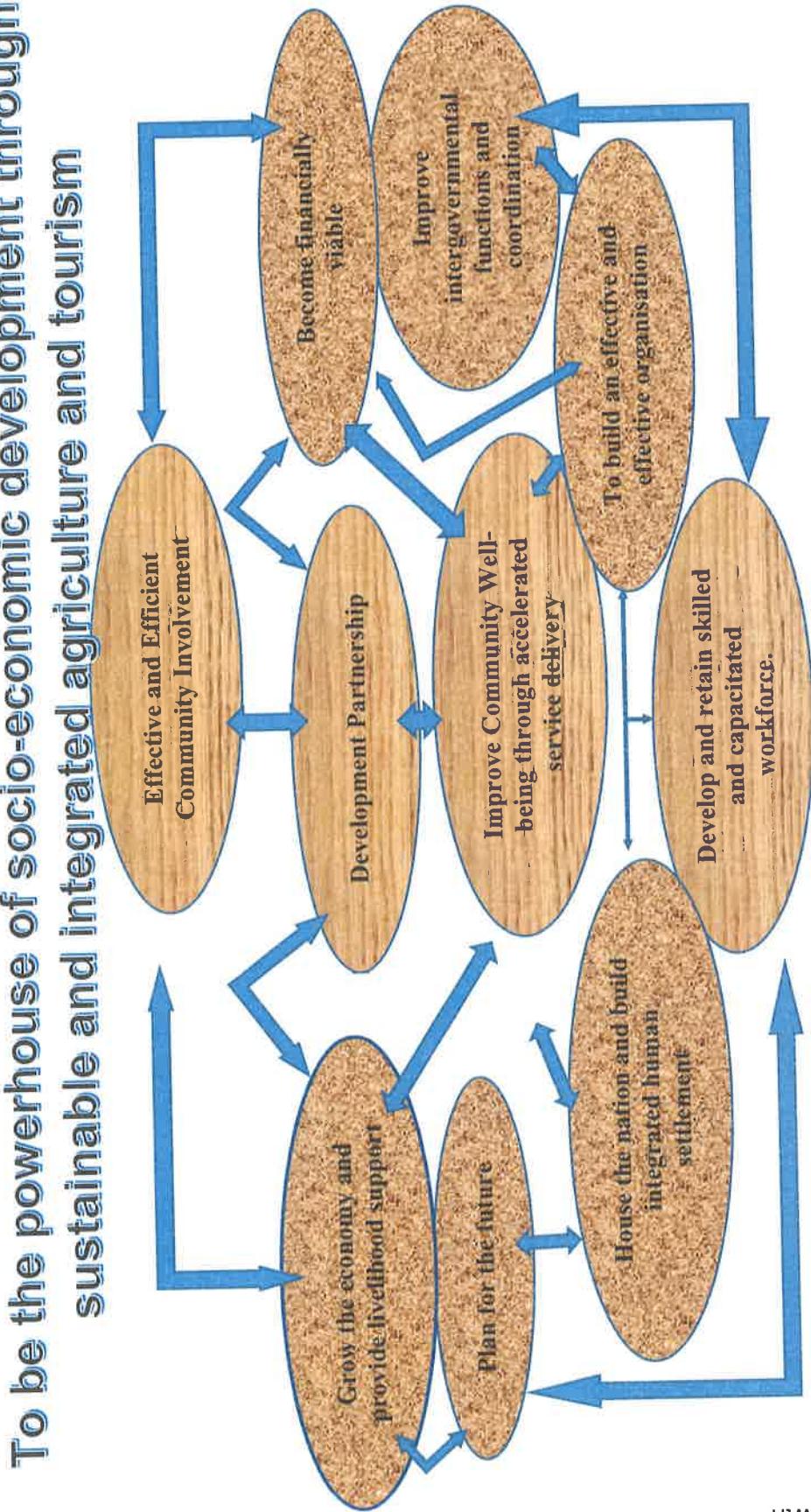
The following are the most important benefits of developing a strategy map:

- It focuses on the most important institutional processes that need to be addressed;
- It combines a growth strategy as well as a productivity strategy to be sustainable;
- It creates a foundation to be innovative;
- It focuses on both the tangible as well as intangible;
- The Strategy Map's methodology is aimed to steer away from a sectorial approach to ensure integrated development of the needs of the municipality.

The strategy map leads to the development of Scorecards at different levels that will be used as the management tool whereby planning, Implementation, monitoring, review measurement and assessment can be facilitated. This approach aims to ascertain whether the Ephraim Mogale Local Municipality has made any progress towards attainment of its strategies and the objectives as identified. A good strategy map focuses on the strategic logic between cause and effect relationships and between current activities and long-term success. The revised strategy map is shown in the picture below:

The strategy map identifies the objectives that Ephraim Mogale Local Municipality will aim to achieve

To be the powerhouse of socio-economic development through sustainable and integrated agriculture and tourism



STRATEGIC PERSPECTIVES

10.4 STRATEGIC OBJECTIVES

Using the perspectives of the Balanced Scorecard Methodology, the Strategy Map was developed by focusing on the Learning and Growth Perspective as point of departure:

Develop and retain skilled and capacitated workforce – In order for Ephraim Mogale Local Municipality to be able to deliver on its constitutional Mandate there is a need to put in place a viable and practical workplace skills plan which will in result in the development of a strategy whereby skilled and capacitated employees will enable the municipality to deliver on their objectives and plans. Critical for the municipality is also to retain those employees who have been trained and capacitated and not to lose them to larger municipalities and other sector departments.

Focusing on the above objectives will enable the Municipalities to have a better equipped and capacitated workforce and thereby improve the Institutional processes:

- **Plan for the future** – In order for the municipality to achieve its vision, it needs to focus on planning to ensure co-ordination of all sector Plans to avoid duplication of efforts and conflicting goals. The planning and implementation cycles within the municipality should be seamlessly integrated and efforts should be focused on to more effectively manage information, including the identification and Determination of baseline information and smart application of information to achieve results.
- **Improve community well-being through accelerated service delivery** - In order to become an effective and efficient area, urgent Attention needs to be paid to the provision of services (as per the constitutional requirements) to improve the accessibility of service to all members within the municipal area.
- **Build effective and efficient Organization** – To improve effectiveness and efficiency, standardized policies and procedures need to be established within the municipality. This will lead to open and transparent decision-making and sound governance practices. Improved effectiveness and efficiency within the municipality will advance the utilization and allocation of financial resources and thereby becoming
- **Become financially viable** – The municipality needs to improve its financial position to ensure optimal utilization of financial resources and thereby becoming financially viable to ensure sustainable service delivery to the communities.
- **Develop partnerships** – The municipality will not be able to achieve financial viability on its own. Partnerships will have to be developed with private enterprises, NGOs and other agencies with a view to increasing its financial viability.
- **Grow the economy and provide livelihood support** – As a result of the high unemployment rate within the municipal area, special emphasis should be placed on local economic development and job creation initiatives.

The objectives within the three perspectives discussed above, will lead to addressing the strategic objectives on the community satisfaction and well-being perspective:

- **Effective and efficient community involvement** – The main focus will be on the upliftment of the socio economic status of the communities within the municipal area. Ephraim Mogale will work to keep the town one of the safest in the country and to create "an informed, aware and involved community."
- **Improve intergovernmental function and coordination**- The main focus will be on improving intergovernmental relations as some of the services are provided by other spheres of government which will lead in the upliftment of the socio economic status of the communities within the municipal area and the realization of the strategic objective that focuses on "housing the nation and building Integrated human settlement".

10.5 OUTCOMES

The Department of Co-operative Governance and Traditional Affairs (COGTA) has identified outcomes whereby the Strategic Agenda can be implemented and monitored. Of critical nature for the municipality will be to link its strategic objectives to Outcome 9. The table below provides the detail whereby the strategic objectives of the municipality can be linked to the six outputs or five Key Performance Areas as stipulated by the Department of Co-operative Governance and Traditional Affairs (DCOGTA)

| KPA | OUTPUTS (OUTCOMES 9) | STRATEGIC OBJECTIVES |
|---|--|--|
| Municipal Transformation and Organisational Development | Differentiate approach to municipal financing, planning and support | Plan for the future, develop and retain skilled capacitated workforce |
| Basic Services and Infrastructure Development | <ul style="list-style-type: none"> • Improved access to basic services • Support for human settlements | Improve Community well-being through accelerated service delivery House the nation and build integrated human settlement |
| LED | Implementation of community work programme | Grow the economy and provide livelihood support Develop partnerships |
| Municipal Financial Viability and Management | Improve municipal financial and administrative capability | <ul style="list-style-type: none"> • Become financially viable • Develop, retain skilled and capacitated workforce |
| Good Governance and Public Participation | <ul style="list-style-type: none"> • Refine ward committee model to deepen democracy • Single co-ordination window | <ul style="list-style-type: none"> • Effective and efficient community involvement • Improve inter-governmental function |

10.6 OPERATIONAL STRATEGIES

Section 26 (1) (g) of the Municipal Systems Act (Act 32 of 2000) clearly stipulate that the IDP should also contain the operational strategies of the municipality has achieved this by linking programmes implemented within the municipality to the KPA's identified and linked to the Strategic objectives as contained within the strategy map. Council also must be in a position to measure the impact that the programme intends to achieve and this is indicated by the intended programme result as shown in the tables below. This result must further be measured to determine and indicate progress towards the outcome and therefore a column indicating the programme KPI is also included in the table below. The development of a strategy means that the municipality must be able to plan on a longer term and the strategies should provide an indication on how the municipality intends to achieve the results as shown in the table below. The operational strategies are represented below in terms of the different KPA's as mentioned previously, but due to the fact that the Integrated Development Plan should be implemented within a specific spatial area within the borders of South Africa all of this should be linked to the Spatial Rationale within which planning takes place

Following strategies have been developed at a workshop held on 22-23 March 2016 to meet the municipality's development challenges and are arranged in Key Performance areas (KPA's).

| ITEM | PROBLEM ISSUE | STRATEGIC OBJECTIVE | STRATEGY/ INTERVENTION | PERFORMANCE INDICATOR | PROJECT |
|---|--|---|--|---|--|
| Review of the Spatial Development Framework | Outdated Spatial Development Framework (2006) | To ensure that economic planning and development is guided by the SDF | To review of the 2006 SDF | Ephraim Mogale Spatial Development Framework | The review and implementation of the Spatial Development Framework |
| Tenure upgrading (Elandskraal, Leeuwfontein, Moganyaka) | Encroachment of servitudes and sprawl and tenure rights for the residents | To ensure that sites are formalised | To ensure formalisation of sites. Through this it will enhance infrastructure planning. Monitor compliance to the Land Uses Schemes and other planning legislations/Frameworks | Small scale diagrams from the Surveyor General Office Limpopo | Tenure Upgrading for (Elandskraal, Leeuwfontein, Moganyaka in partnership with (Housing Development Agency, Limpopo) |
| Acquisition of Land for mixed use housing typologies | Shortage of land for development and residential low income in Marble Hall | | To ensure that the project for Ext 6 where HAD is process of acquiring for the municipality is finalised for residential purposes by 2021 | 250 Acquired in Extension 6 Marble Hall Town | Acquisition of Land |
| Review Town Planning Schemes | Not in line with the Spatial Planning Land Use Management Act 2013 | To ensure that the Town Planning Schemes in | To review the Town Planning Scheme,2001 to be in line with SPLUMA,2013 | Ephraim Mogale Town Planning Scheme | Town Planning Schemes Review |

| ITEM | PROBLEM ISSUE | STRATEGIC OBJECTIVE | STRATEGY/ INTERVENTION | PERFORMANCE INDICATOR | PROJECT |
|--|---|--|---|--|---|
| | | place should be aligned to the Spatial Planning Land use Management Act 2013 | To ensure alignment to the SLUMA, 2013 | To development of Ephraim Mogale Spatial Planning Land Use Management By-Laws and cover the rural areas. | Ephraim Mogale Spatial Planning Land Use Management By-Laws |
| Development of Ephraim Mogale Spatial Planning Land Use Management By-Laws | Land Use Management Systems not in place | To maintain all Municipal owned Buildings | Compile inspection program and compile fault lists. | Number of buildings inspected | Inspection of Buildings |
| Building Maintenance | Municipal Buildings not complying with NRS 0142 Contractors doing alteration/improvements not complying with NRS 0142 | All Municipal buildings don't have building lay-out plans | Require all contractors to issue COC on work done | Number of COC's received | Certification of installations |
| | Vandalism of building | | Draft basic building lay-out plans for every building. Instruct all contractors to submit building plans with lay-out drawings for new buildings or alterations to buildings | Number of lay-out plans drafted | Municipal Building plans |
| | | | Provide security, fencing and security lighting at all buildings. | Number of facilities with security, fencing security lighting | Security of Buildings |

HUMAN SETTLEMENTS/HOUSING

| ITEM | PROBLEM/ISSUE | STRATEGIC OBJECTIVE | STRATEGY/INTERVENTION | PERFORMANCE INDICATOR | PROJECT |
|---------------------------|---|--------------------------------------|---|--|---------------------------------------|
| Human settlements/Housing | Shortage/ insufficient RDP houses for the needy | To provide shelter to 7770 residents | Request housing allocations from the Department | number of housing allocations provided | Human settlement |
| | Unregistered housing beneficiaries (backlog) | | Register beneficiaries for housing allocations | Number of beneficiaries registered | Registration of housing beneficiaries |
| | No Housing Plan | | Develop housing plan | Number of housing plans developed | Housing Plan |

BASIC SERVICE DELIVERY

ROADS AND STORM WATER MANAGEMENT

| ITEM | PROBLEM/ISSUE | STRATEGIC OBJECTIVE | STRATEGY/INTERVENTION | PERFORMANCE INDICATOR | PROJECT |
|------|------------------------------------|--|--|--|--|
| 1. | Lack of planning data | To provide, maintain safe and appropriate road and stormwater in the municipal areas | 1. Develop road management system | one management system developed | Development of Road Management system. |
| | Huge roads and stormwater backlogs | | To provide, maintain safe and appropriate road and stormwater in the municipal areas | To continue funding roads and stormwater projects through grants and internal funds. | 1. Dichoeng Internal Streets. 2. Mohlalaotwane Internal Streets 3. Mogalatsane Phetwane Access Road. |

| ITEM | PROBLEM/ISSUE | STRATEGIC OBJECTIVE | STRATEGY INTERVENTION | PERFORMANCE INDICATOR | PROJECT |
|------|--|--|--|--|---|
| 3. | Insufficient funds for road maintenance. | To provide, maintain safe and appropriate road and stormwater in the municipal areas | Prioritize and fund projects as per listed in the Master Plan(Implementation of the Master Plan) | Number of application to be made for funding | Applications of funding for upgrading of roads. |
| 4. | Insufficient funds for upgrading of roads. | To provide, maintain safe and appropriate road and stormwater in the municipal areas | To explore other funding grants. | Number of application to be made for funding | Applications of funding for upgrading of roads. |
| 5. | Lack of procedure manuals for maintenance and upgrading of roads | To provide, maintain safe and appropriate road and stormwater in the municipal areas | To develop procedure manuals. | One procedure manual developed | Development of procedure manual. |
| 6. | Frequent machine breakdowns. | To provide, maintain safe and appropriate road and stormwater in the municipal areas | To regularly train operators. | Number of training sessions attended. | Training of operators. |

| ITEM | PROBLEM ISSUE | STRATEGIC OBJECTIVE | STRATEGY/INTERVENTION | PERFORMANCE INDICATOR | PROJECT |
|-------------|--|--|---|---|--|
| 7. | Turnaround time on fleet repairs is too long. | To provide, maintain safe and appropriate road and stormwater in the municipal areas | Turnaround time for repairs to be reduced to one week. | One policy on fleet repairs turnaround time developed. | Development of policy on turnaround time on fleet repairs. |
| 8. | No preventative maintenance on infrastructure fleet. | To provide, maintain safe and appropriate road and stormwater in the municipal areas | Fleet to be serviced regularly as per manufacturer's manual. | Number of fleet serviced as per manufacturer's manual. | Development of fleet service schedule. |
| 9. | Lack of planning and design software's. | To provide, maintain safe and appropriate road and stormwater in the municipal areas | To request IT for procurement of Planning and Design software's (AutoCAD, Civil Designer, GIS) | Number of planning and design software's procured | Procurement of planning and design software's. |
| 10. | Lack of training for maintenance team | To provide, maintain safe and appropriate road and stormwater in the municipal areas | To capacitate the roads and stormwater maintenance team | Number of training sessions attended by maintenance team. | Training of maintenance team. |
| ELECTRICITY | | | | | |
| ITEM | PROBLEM ISSUE | STRATEGIC OBJECTIVE | STRATEGY/INTERVENTION | PERFORMANCE INDICATOR | PROJECT |
| 11. | Electrification backlog of 913 Households | Provide electricity to all households | <ul style="list-style-type: none"> • Collect backlog data from Councilors • Submit backlog to ESKOM • Agree with ESKOM on project implementation | Number of backlog list compiled, updated & submitted | Collect and submit backlog data to ESKOM |
| 12. | 1. Maintenance backlog on electrical network. | Maintain electrical supply in the license area | 1. Maintain electrical network | 1. Number of transformers tested & serviced. Number of RMU's serviced | 1. Test 48 Transformers and service faulty units, Service 10 RMU's per year and Replace 5 meter kiosks |

| ITEM | PROBLEM ISSUE | STRATEGIC OBJECTIVE | STRATEGY INTERVENTION | PERFORMANCE INDICATOR | PROJECT |
|------|-------------------------|---------------------|--|--|---------|
| 2. | Aged electrical network | | 2. Upgrade or replace. 3. Upgrade or replace. 4. Strengthen network at critical points. 5. Request Town planning to ensure that they get approval on electrical supply before approval of any densification. 6. Request SCM to maintain stock levels 7. Fill vacancies 8. Adhere to SCM time frames and schedules. 9. Request HR to facilitate training according to submitted requests 10. Purchase LDV with Canopy 11. Purchase plotter | 2. Number of transformers replaced Number of Minisubstations replaced. 3. Number of RMU's upgraded 4. Number of network links installed. Meter of cable installed 5. None 6. None 7. Do shortlisting & Interviews 8. Appointment of Handyman & General Worker 9. None 10. Purchase LDV with Canopy 11. Purchase plotter | |
| | | | 2. Replace faulty old transformer Portion 515 Upgrade 1 minisubstation 3. Upgrade RMU c/o Ewoud Malan Ave & Agaat street 4. Install RMU Amarillis Str Install 2 nd supply to Industrial Substation-Phase1 | 2. Replace faulty old transformer Portion 515 Upgrade 1 minisubstation 3. Upgrade RMU c/o Ewoud Malan Ave & Agaat street 4. Install RMU Amarillis Str Install 2 nd supply to Industrial Substation-Phase1 | |

| ITEM | PROBLEM/ISSUE | STRATEGIC OBJECTIVE | STRATEGY/INTERVENTION | PERFORMANCE INDICATOR | PROJECT |
|------|--|--------------------------------------|---|---|---|
| 11. | No printed network plans to use for switching operations | | 12. Provide ablution | 11. Number of plotters purchased | |
| 12. | Ablution – non-compliance with health requirements | | 13. Outsource the development of an energy master plan, maintenance plan and procedure manuals Request assistance from the MISA delegated Consultant | 12. Number of toilet trailers purchased 13. Number of Energy Master Plans developed. Number of maintenance plans developed Number of procedure manuals developed | 12. Purchase toilet trailer 13. Development of an Energy Master plan, a maintenance plan and procedure manuals |
| 13 | 1. No public lighting in 34 areas. 2. High cost of ESKOM supply points 3. Delays in provision of quotations and installation of supplies by ESKOM 4. No funding from MiG 5. High cost of Public Lighting | Provide public lighting in all areas | 1. Expand Public Lighting 2. Negotiate with ESKOM to reduce costs 3. Sign memorandum of understanding on the provision of quotations and supplies 4. Request funding from MiG if ESKOM challenges have been resolved. 5. Source funding | 1. Number of areas provided with public lighting 2. None 3. Signed memorandum of understanding 4. None | 1. Moornane, Ga-Masha & Frischgewaagd 2. None 3. Signing of memorandum of understanding 4. None |
| 14 | Delays in implementation of new Public Lighting projects caused by ESKOM's failure to provide quotations and supplies. | Provide public lighting in all areas | • Engage SALGA, Coghosta and DoE to keep pressure on ESKOM to provide supplies. | Number of masts connected | Mohlalaotwane 6 Dichoeung 5 Mohlotsi 3 (Matseding 1) Moralela/Mbuzini 6 |

| ITEM | PROBLEM ISSUE | STRATEGIC OBJECTIVE | STRATEGY/INTERVENTION | PERFORMANCE INDICATOR | PROJECT |
|------|---|---|--|--|--|
| 15 | 1. Maintain existing public lighting 2. No streetlight maintenance stock in stores. 3. Old mast light fittings 4. Vandalism & theft | To maintain the existing public lighting | 1. Repair lights according to program and SDBIP 2. Request SCM to maintain streetlight maintenance stock levels 3. Replace mast light fittings. 4. None | 1. Number of lights repaired 2. None 3. Number of mast fittings replaced 4. None | 1. Repair mast lights every quarter. Repair streetlights every quarter 2. None 3. Replace mast fittings in Mathala-, Ramoshebo and Leeufontein 4. None |
| 16 | 1. Maintain Municipal Buildings according to NRS 0142 2. Contractors not complying with NRS 0142 3. No plans or drawings of installations in buildings 4. Alterations to buildings without consultation 5. Vandalism of buildings | To maintain the electrical installations in all Municipal Buildings | 1. Do inspection and repair of every building at least every quarter. 2. All contractors should be required to submit COC's 3. Request building inspector to compile updated drawings of all existing buildings. Instruct all contractors to submit building plans with lay-out drawings for new buildings or alterations to buildings 4. The Electrical Department should be informed of building alterations and construction before it happens 5. Provide security at all facilities | 1. Number of buildings inspected 2. COC for every building project 3. None 4. None 5. None | 1. Compile and implement maintenance program 2. None 3. None 4. None 5. None |

| ITEM | PROBLEM ISSUE | STRATEGIC OBJECTIVE | STRATEGY INTERVENTION | PERFORMANCE INDICATOR | PROJECT |
|------------|--|--|--|---|---|
| 17 | Administrative processes not compliant with requirements of NERSA and Auditor General. No customer service | Comply with all reporting and planning requirements and provide customer service | 1. | Appointment of an administrative officer | Administrative processes not compliant with requirements of NERSA and Auditor General. No customer service |
| TRANSPORT | | | | | |
| | | To provide a safe and affordable transport mode to all residents | To negotiate with GNT to extend its services to all villages within the Municipality, | Number of villages to be covered | Extension of GNT services |
| | | | To fasttrack the transfer of ownership of taxi ranks to the municipality | Number of Taxi Ranks to be transferred | Transfer of ownership. |
| | | To develop an Integrated Transport Master Plan | To appoint a service provider to the Integrated master Plan | Number of Integrated Transport plan developed | Integrated transport Masterplan |
| SANITATION | | | | | |
| | | Backlog of refuse collection services in rural villages | To extend refuse collection services to 4 villages - increase access of services to households | Business plan approved by Council for the extension of kerbside and communal refuse collection. Challenges - payment for services | Refuse collection extended to 4 villages of Regae, Zamnenkomst , Dichoueng Hinlopen Procure bins and communal bins for refuse collection for the four villages |