

5.5 Public Transport

5.7 Transport

5.7.1 Access and Backlogs

The Municipality has Five formal taxi Rank namely Elandskraal; Zamenkomst; Tsimanyane; Leeufontein and Marble hall.

The backlog is standing at 57 taxi ranks since we have 63 villages.

5.7.2 State of Public transport

The Communities in Ephraim Mogale local Municipality relies on Taxis and Buses for transportation. The Municipality has Great North Transport that is operating in the area.

5.7.3 State of Public Transport facilities.

The four formal Taxi Ranks in our Municipal area are in fairly good condition considering that they have been existing for not more than 5 years but Elandskraal Taxi rank has deteriorated so much that major maintenance works need to be done.

The Municipality also owns an Aerodrome but there are few activities that are happening; it is only used by farmers. The Municipality is not generating any income from the Aerodrome but in terms of the aviation law we are expected to maintain the aerodrome for annual renewal of the operating licenses.

The current taxi and Bus transport system is also linked with access to education particularly for the rural communities.

5.7.4 Transport Challenges

The Municipality is struggling with the transfer of a privately owned Taxi Rank in Marble hall back to the Municipality. The taxi ranks are in the control of the District Municipality hence the municipality is not generating revenue from Taxi Ranks and the Aerodrome. The buses operating in the Municipal areas need to be increased so that it covers the whole Municipal area.

The railway line between Marble Hall and Pienaarsrivier is out of commission and should be revived and together with air transport provides an opportunity that should be optimally utilised in order to improve the transport system in the area.

5.8 SWOT analysis

KPA 2 Service delivery and Infrastructure Development

Strength	Weaknesses
<ul style="list-style-type: none">• 97% of households have access to electricity• 22 villages have at least some form of public lighting• Enough capacity in license area for current load.• Nearly all Streetlights have energy efficiency fittings.• First mast light project converted to energy LED flood lights• Draft Energy Master Plan developed	<ul style="list-style-type: none">• Poor performance of Eskom on electrification project implementation• Poor performance of Eskom on new supply quotations and installations.• 34 villages without any public lighting• High Eskom cost of supplies• Lack of funding for asset replacement and network expansion• No stock in Municipal Stores• Old equipment• Lack of technical training

<ul style="list-style-type: none"> • Experienced technical staff 	<ul style="list-style-type: none"> • Accurate backlog data not always submitted • No customer help desk • No job card system • No electrical admin staff • No approved Solar Generation regulations • No tariff study and electricity not ring-fenced • Low household waste collection
<p>Opportunities</p>	<p>Threats</p>
<ul style="list-style-type: none"> • Electrification backlog can be eradicated. • Increase usage of LED fittings based on success of LED project 	<ul style="list-style-type: none"> • Service delivery protests • Unsafe equipment • Frequent equipment breakdowns • Lack of proper co-ordination of water services between the SDM and EPMLM • Environmental challenges with low waste collection.

BACKGROUND

The purpose of analyzing the financial status of the municipality is to determine the financial soundness of the institution so that the municipality can improve its financial management capacity and revenues. Financial viability is about being able to generate sufficient income to meet operating payments, debt commitments and, where applicable, to allow growth while maintaining service levels.

6.1 MUNICIPAL FINANCIAL MANAGEMENT LEGISLATIVE PRESCRIPTS

MFMA Act 56 of 2003 seeks to:

- Secure sound and sustainable management of financial affairs of the municipalities and other institutions in the local sphere of Government
- Establish treasury norms and standards for the local sphere of government and
- Provide matters connected therewith financial management.

There are five underlying principles in the MFMA

- Promoting sound financial governance by clarifying roles and responsibilities
- a strategic approach to budgeting and financial management
- Modernisation of financial management
- Promoting corporative governance
- Promoting Sustainability and improved performance

6.1.1 Financial Management Policies

Financial management system comprises of policies, procedures, personnel and equipment. The municipalities budgeting process is guided and governed by relevant legislation, frameworks, strategies and related policies. The following financial management policies and procedures were developed and reviewed;

- Credit Debt Management Policy** - The implementation of this policy should be based on sound business practices. This includes credit worthiness checks when application for services is made, as well as debt collection through sanctions of warnings, disconnections, evictions and other legal processes.
- Supply Chain Management Policy** - The purpose of this manual is to prescribe the policies and procedures relating to Supply Chain Management of the EPRHAIM MOGALE Municipality. The principles of this policy is to give effect to a fair, equitable, transparent, competitive and cost-effective system for the procuring of goods and services, disposing of goods and selecting of contractors in the provision of municipal services.
- Budget Policy** - The purpose of this policy is to provide an overview of the procedure for the structural process of Planning and Managing the Budget. The procedures include the development of budgets, including the preparation of the budget, revision, approval, monitoring and evaluation of budgetary performance for a financial year.
- Indigent Support Policy** - to provide access and regulate free basic services to all indigent households.
- Tariff and Rates Policy** –the purpose of this policy is to determine the tariffs which must be charged for the supply of the two major services, which are: electricity & refuse.
- Property Rates Policy** – the purpose of this policy is to assist the municipality to impose rates within a statutory framework which enhances certainty, uniformity and simplicity across the

nation and which takes account of historical imbalances and the burden of rates on the poor. It be noted that the municipality is working on final draft.

- g. **Investment policy** – this policy prescribes for the management of cash and the investing of municipal money. Travel and Subsistence Policy
- h. **Travel and Subsistence** - This policy regulates the re-imbusement of travelling and subsistence cost to officials and councillors attending to official business.
- i. **Cell Phone Policy** - The aim of this policy is to: regulate the granting of cell phones allowance to the employees of Ephraim Mogale Local Municipality improve the communication in the workplace and to the public, in order to give a better service.

6.2 ASSESSMENT OF MUNICIPAL FINANCIAL STATUS

6.2.1 Grants and Subsidies

The Municipality will receive the following Grants as per the Division of revenue Bill:-

ITEM DESCRIPTION	ADJUSTMENT BUDGET 2016/2017	DRAFT BUDGET 2017/2018	FORECAST 2018/2019	FORECAST 2019/2020
GRANTS & SUBSIDIES				
EQUITABLE SHARE	117,556,000.00	123,766,000.00	129,255,000.00	132,946,000.00
GRANT: MIG	31,917,000.00	44,810,000.00	35,775,000.00	37,670,000.00
GRANT: FINANCIAL MANAGEMENT	1,810,000.00	2,145,000.00	2,400,000.00	2,660,000.00
EPWP INCENTIVE GRANT	1,258,000.00	1,447,000.00	-	-
Total Grant & Subsidies	152,541,000.00	172,168,000.00	167,430,000.00	173,276,000.00

6.2.2 Investments

- Investment policy was adopted by council on 29 May 2014, the reviewed policy has been submitted for approval with other budget related policies for 2017/18 financial year.
- All investments will be made in line with the investment policy.
- On a quarterly basis the Chief Financial Officer submit to council report reflecting information on the council's investment portfolio, including the type of investment, interest rates, period of investment and a summary of the exposures to particular financial institutions. The CFO must submit once a year a certificate of compliance that no gifts, commission or other consideration was received for investments made.
- The CFO must keep an investment register for all investments made.
- The municipality is banking with the following institutions:
 - Absa
 - Fnb
 - Nedbank
 - Primary Bank Account
 - Grants Received
 - Investment

6.2.3 Audits

2014/2015	2015/2016	2016/2017
Disclaimer	Disclaimer	Qualified

The municipality has improved 2016/2017 audit opinion, after getting three years consecutive disclaimers. Action plan has been developed to improve the 2017/2018 audit opinion since the municipality obtained qualified opinion in 2016/2017 financial year.

6.3 Revenue Management

The municipality continues to render services which are legislated primarily by the Constitution of the Republic of South Africa and Municipal Finance Management Act and Legislations.

Municipal revenue comprises of own revenue and grants. Own revenue contribute more 47% of total revenue for 2017/2018 financial year. The municipality main sources of revenue are as follows,

- Property Rates;
- Electricity,
- Refuse as well as other income.

The municipal revenue across the board has increased by average of 6.1% in year under review. All the grants revenue is dealt with in terms of the requirement of DORA. The municipality apply indigent policy to cater for the indigent population of Ephraim Mogale Local Municipality.

Electricity and property rates remain the major source of own revenue for the municipality.

The only municipal service charges the municipality provide to the community is refuse removal. Water and sanitation has now been taken fully over by the District Municipality.

The outstanding debtors amounted to R 65.2 million during 2015/16 audit, the average payment rate is 82%. The municipality is implementing its Debt Management and Credit Control Policy using its own internal capacity and debt collector appointed by the municipality.

6.4 Revenue sources

Electricity and property rates remain the major source of own revenue for the municipality.

The only municipal service charges that municipality provide to the community is refuse removal. Water and sanitation has now been taken fully over by the District Municipality.

	Adjusted Budget 2016/17	Budget Year 2017/18	Budget Year 2018/19	Budget Year 2019/20
Revenue By Source				
Property rates	30,057,755	35,127,971	37,200,522	39,358,152
Service charges - electricity revenue	47,637,497	52,908,024	57,110,016	61,644,813
Service charges - refuse	4,359,567	4,968,405	5,261,541	5,566,710
Rental of facilities and equipment	143,498	151,965	160,454	169,884
Interest earned - external investments	6,534,678	6,933,293	7,342,358	7,277,134
Interest earned - outstanding debtors	4,747,068	5,036,639	5,333,801	5,643,161
Fines, penalties and forfeits	247,660	262,539	278,029	294,155
Licences and permits	3,121,158	3,181,453	3,369,158	3,564,570
Agency services	7,034,723	7,635,500	8,085,993	8,554,983
Transfers and subsidies	120,624,000	127,358,000	131,655,000	135,606,000
Other revenue	2,940,901	827,730	870,936	1,412,531
Gains on disposal of PPE	600,000			
Transfers and subsidies - capital	31,917,000	44,810,000	35,775,000	37,670,000
Total Revenue	259,965,505	289,201,519	292,442,808	306,762,093

6.5 Debtors Management

The municipality collect an average of 82% of revenue across the municipality however the challenge has always been the collection of historical debts. Debt collector has currently been appointed to deal with the situation. The municipality has positive liquidity ratio which means the municipality is able to honour its obligation in a period of 90 days without the challenge.

6.6 Billing

Billing system is in place at the municipality and marked improvement in the quality of billing statements has been observed. The municipality always starts by billing on a test system to avoid incorrect billing before billing on a live system.

6.7 Expenditure Management

The municipality is currently settling its creditors within 30 days after receipt of an invoice as required by the MFMA section 65(e) read with circular 49 issued by National Treasury. Currently municipal make payments on a daily basis to eradicate any possible backlogs. The municipality has also developed a centralized email to receive invoices to avoid any delays in paying those invoices.

6.7.1 Expenditure trend

Expenditure	2013/2014	2014/2015	2015/2016
Capital expenditure	168,264,595	178,873,710	248,255,847
Operations and maintenance expendit	34,742,309	46,508,203	65,507,958
Total	203,006,904	225,381,913	313,763,805

There are six key factors that have been taken into consideration in the compilation of the 2017/21 MTREF:

- National Government macro-economic targets;
- The general inflationary outlook and the impact on Municipality's residents and businesses;
- The impact of municipal cost drivers;
- The increase in prices for bulk electricity
- The increase in the cost of remuneration by 7.6%.
- The 82% average payment rate.

6.8 Capital Expenditure

Capital Expenditure - Functional	Adjusted Budget	Budget Year 2016/17	Budget Year 2017/18	Budget Year 2018/19
Capital Expenditure				
Governance and administration	1,938,000.00	2,090,000.00	121,900.00	129,214.00
Executive and council	900,000.00	1,050,000.00		
Finance and administration	1,038,000.00	1,040,000.00	121,900.00	129,214.00
Internal audit	-			
Community and public safety	3,760,000.00	3,570,000.00	1,785,422.00	2,059,110.00
Community and social services	1,300,000.00	2,470,000.00	1,785,422.00	2,059,110.00
Sport and recreation	250,000.00			
Public safety	2,090,000.00	900,000.00		
Housing	120,000.00	200,000.00		
Economic and environmental services	57,957,309.40	50,535,000.00	57,438,053.00	49,997,826.00
Planning and development				
Road transport	57,957,309.40	50,535,000.00	57,438,053.00	49,997,826.00
Environmental protection				
Trading services	6,270,710.00	3,590,000.00	4,321,800.00	10,843,000.00
Energy sources	4,900,710.00	2,200,000.00	2,753,000.00	10,843,000.00
Waste management	1,370,000.00	1,390,000.00	1,568,800.00	
Other				
Total Capital Expenditure - Functional	69,926,019.40	59,785,000.00	63,667,175.00	63,029,150.00
Funded by:				
National Government	40,324,309.40	44,810,000.00	35,775,000.00	37,670,000.00
Transfers recognised - capital	40,324,309.40	44,810,000.00	35,775,000.00	37,670,000.00
Internally generated funds	29,601,710.00	14,975,000.00	27,892,175.00	25,359,150.00
Total Capital Funding	69,926,019.40	59,785,000.00	63,667,175.00	63,029,150.00

Total capital expenditure for 2017/2018: R 59 785 000.00

The Municipal Infrastructure Grant will fund 75% of capital expenditure and 25% will be funded from own in 2017/2018 financial year. Capital budget is highly financed by MIG over the MTREF.

6.9 Asset and Liability Management

Municipality has established asset management unit which will be fully functional in 2017/2018 financial year. Currently the unit is a key sub-function within the SCM division.

The unit is responsible to oversee the assets with total value of R860 Million at net book value.

The municipal asset register has the following key components;

1. Investment property
2. Community and infrastructure assets;
3. Movable assets;
4. Finance lease assets;
6. Heritage assets;
8. Land
9. And other assets.

Municipality verifies assets on an ongoing basis. Assets are recorded either at fair value, cost or depreciated replacement cost.

In general the community wealth of the municipality amounts to R 941, 5 Million. The total assets amount to R 1 024 889 036 whilst the total liabilities amount to R 941 Million

6.10 SWOT Analysis

Strengths	Weakness
Ability to collect outstanding debts with limited resources. Billing and issuing of municipal accounts on time. Sound cash flow management.	Negative audit opinion. Lack of manual procedures Lack of procurement plan
Opportunity	Threat
Billing of property rates Enhanced communication with consumers. Increased allocations.	Debts not collected within 3 years shall prescribe. Loss of revenue for debts not collected within 3 years. Ineffective implementation of the audit action plan. Withholding of allocations due to roll overs.

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 (ISPPA) 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 advice 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

2012/13	2013/14	2014/15	2015/16
Disclaimer	Disclaimer	Disclaimer	Qualified

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 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

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 (councillors). 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 councillors 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 M Motsepe	Budget and Treasury
Economic Development, Spatial planning, IDP &PMS	Cllr L Makola	Planning and Local Economic Development
Infrastructure Department	Cllr G Makanyane	Infrastructure
Corporate Services	Cllr R Lentsoane	Corporate Services
Community Services	Cllr P Jacobs	Community services

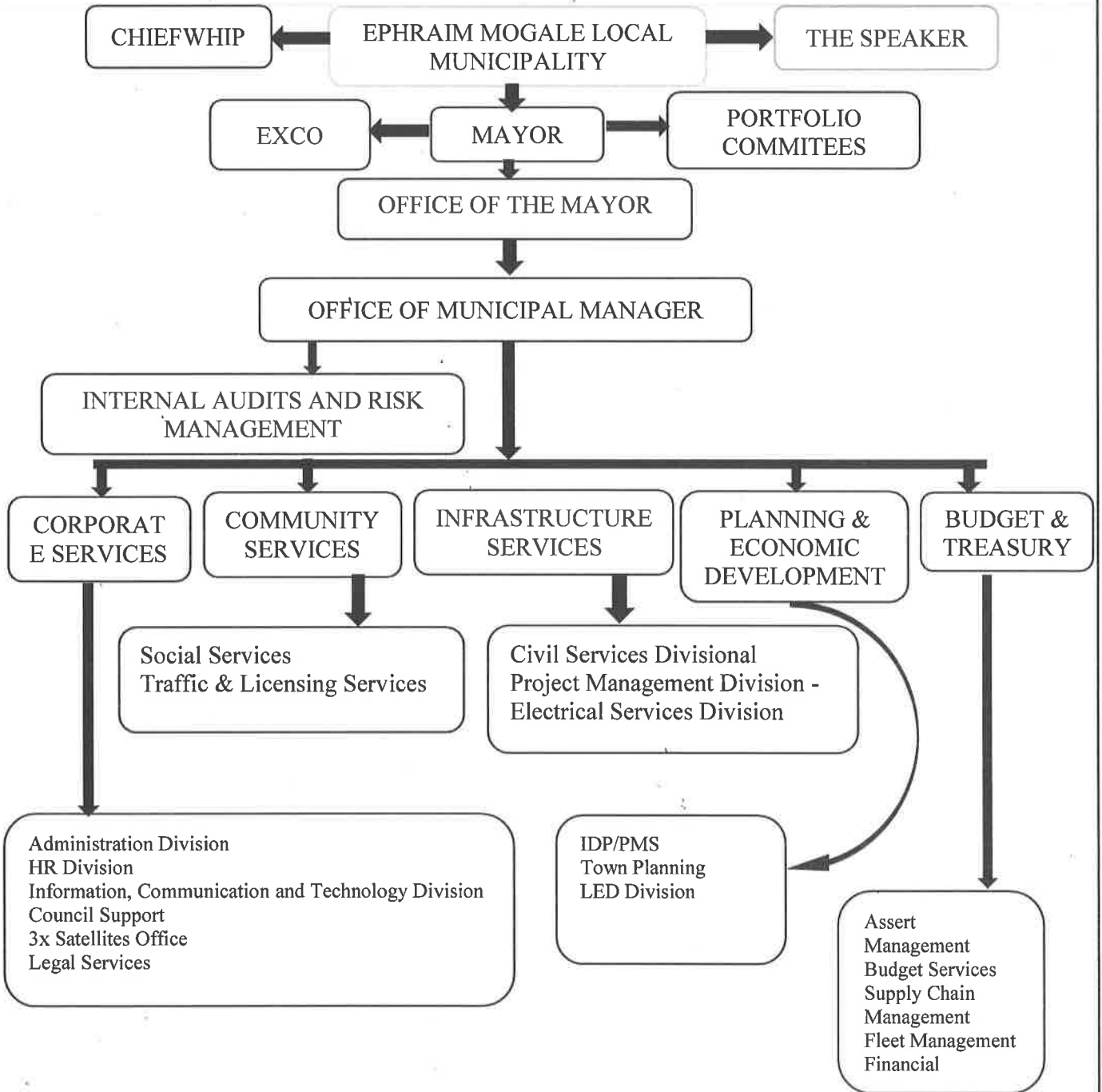
8.2.2 ADMINISTRATIVE STRUCTURE AND VACANCY RATE

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- Filled

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 ORGANISATIONAL STAFFING 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 SYSTEMS

- 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 Aug 2006. Performance agreements have been signed by managers for 2016/17. 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 2016/17
- **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 PERFORMANCE MANAGEMENT SYSTEM

The municipality has a performance management system framework in place. Currently; the framework is been implemented at a level of section 56 managers; and will be cascaded to middle management level in the 2017/18 financial year. All section 56 managers have entered into performance agreement and are been assessed accordingly. The institutional quarterly performance reports are subjected to internal audit for accuracy and reliability. In recent AGSA audit; the municipality obtained a qualified conclusion on PMS audit

8.7 INFORMATION COMMUNICATION TECHNOLOGY SYSTEM INTERNAL AND EXTERNAL

Ephraim Mogale Local Municipality has ICT unit in place with the total number of 03 officials. The municipality has about 140 users on the domain which all have access to email & internet. 3 satellite offices which are all interconnected through Telkom VPN & have ip phones connectivity. There is a free Wi-Fi hotspot in the library for the community and there is also a Municipal Website.

8.8 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

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 and Objective

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

PRIORITIES	PROBLEM STATEMENT	OBJECTIVES
Waste removal	Municipality is collecting waste only in four villages and only Marble Hall as a town is paying for the service.	To collect waste on a weekly basis from all the household in a sustainable manner
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	Implementation of a proper structure and plans	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 and communication	Lack of other options of public transport other than the taxis	To introduce bus services in communities
Environmental management	Role clarification is a challenge and the communities experiences severe environmental effects/problems	To develop and implement an Environmental Management Plan and to determine the role of the local municipalities
Safety and security	The rapid increase of crime across the municipal area	To strengthen the 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
Land use management	Shortage of land for development	Purchase land for development

9.2 COMMUNITY PRIORITIES

Focus area	Sub-Focus Area	Order of Priorities
Spatial	Land	Land for development & human settlement in Marble-hall
	SDF	Review and implementation of SDF
	Education	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 1. New clinics 2. Additional hospital
Economic	Safety & security	<ol style="list-style-type: none"> 1. Additional police stations at strategic areas 2. Satellite stations 3. Visibility of law enforcement areas on communities without stations
	Community facilities	<ol style="list-style-type: none"> 1. Community halls 2. Building and maintenance of sports facilities 3. New cemeteries and maintenance of existing cemeteries
	Local Economic Development	<ol style="list-style-type: none"> 1. Job creation 2. Shopping malls 3. Resuscitation of defunct projects 4. Building capacity on SMMEs 5. Exploiting existing and new economic opportunities

Ward	Priority	Community Needs
Ward 1	Water	1). Reticulation of two villages. 2). Revitalization of boreholes

Ward	Priority	Community Needs
	Roads/Stormwater	1). Tar road – Driefontein to Spitspunt to Tshikanoshi. 2). Tar road – Driefontein to Malebitsa to Nutfield. 3). Tar internal roads. 4). Stormwater control. 5). Humps in the internal roads
	Electricity	1). Appolo lights – Malebitsa 8 one at cemetery and Driefontein 3. 2). Extension connections required in the ward
	LED	Require income generating projects
	Community Hall	Community hall Driefontein
	Sanitation	1). Waste removal of septic tank at Community Hall. 2). VIP toilets required for the ward
	Education	Security at schools and Skills development at schools
	Housing	1). Backlog 3 slabs Malebitsa. 2). Housing next 5 years – Malebitsa 400 and Driefontein 350
	Sports	Malebitsa stadium phase 3
	Cemeteries	Fencing of cemeteries and that there new cemeteries
	Communications	Vodacom tower is there, it needs to be finished, connected.
	Health	Completion of the Clinic and Security is required – Malebitsa.
	Social Welfare	1). Shelters for pensioners – Driefontein. 2). SASSA must have outreach programmes.
	Transport	Taxi Rank to be constructed
Ward d 2	Water	1). Jo-jo tanks required-Rathoke 3 and Uitylugt 5. 2). Uitylugt and Rathoke– 2 boreholes require pumps. 3. Uitylugt reticulation replace with PVC –street 1-8
	Social Welfare	<ul style="list-style-type: none"> 1. Home based care – offices, training and funds required for both villages. 2. Library and youth organization need offices 3. HBC – training needed 4. Rathoke – upgrading of Tribal offices needed 5. Itoseng environmental cleaning at Uitylugt for recycling require office and funds. 6. Dropping Centre need funds
	Roads/stormwater	<ul style="list-style-type: none"> 1. Access roads to be maintained 3. Internal roads to be paved 4. Incomplete tar road at Rathoke need to be completed

Ward	Priority	Community Needs
		<ul style="list-style-type: none"> 5.Regular scrapping of the roads 6.Road from Zamenkomst Rathoke need to be completed 7.Tar road to Kgoshi office 8.Uitvlugt – 2 access roads need pavement
	Health	Require mobile clinic at Uitvlugt and the Clinic at Rathoke to have staff and work 24 hours.
	Electricity	<ul style="list-style-type: none"> 1. 8 Apollo lights required at Uitvlugt and Rathoke 2. 200 connections for both villages for next 5 years. 3. Vendor for cards required
	Housing	<ul style="list-style-type: none"> 1. 50 units required for Uitvlugt and Rathoke 2. Housing required for next 5 years is Uitvlugt (1000) and Rathoke
	Cemeteries	Cemeteries require upgrading and fencing (priority – Ga-Khele and Botha should be prioritized. Planting of trees
	Sports and recreation	Indoor Sports/Recreation Centre required. All existing sports fields to be maintained.
	Education	<ul style="list-style-type: none"> 1. Good buildings for preschool education required at Uitvlugt. 2. 2 Admin blocks required at Makalakanye PS 3. Rekhoditsho shortage of classrooms 4. Primary school at Rathoke new stands is required 5. Ranagohu admin block required
	Safety and Security	Scholar patrol and speed humps & signs on tar road at all villages.
	Post Offices and communication	<ul style="list-style-type: none"> 1. Uitvlugt – increase boxes 2. Vodacom tower at Uitvlugt and Rathoke 2. Furniture required at both Tribal Offices
	LED	Makepsvlei greenery project need building
	Solid Waste	Refuse containers required for both villages
	Sanitation	<ul style="list-style-type: none"> 1. Uitvlugt extension require 798 VIP toilets(778 provided) – require 350 2. Maintenance of 500 VIP toilets need to be drained or replaced. 3. 15 incomplete VIPs toilets at Rathoke require completion
	Community centers	<ul style="list-style-type: none"> 1. Community library required at Uitvlugt 2. Youth Centre

Ward	Priority	Community Needs
Ward 3	Land ownership and management	More land required for extension of villages - Uitvlugt need 300 sites letter headman community authority 25/2/12
	Water	<ul style="list-style-type: none"> 1.3 Jo-jo tanks require water supply. 3. Reticulation Spitspunt extension.4.Drinking water at Klopper and Keerom not constant.5.Revitalizing of boreholes 6.Steel tank at Keerom and Klopper to be connected.7.Maintenance of valves within the ward
	Roads and stormwater	<ul style="list-style-type: none"> 1. Tar road required from Tshikanoshi to Uitvlugt.This is urgently required. 2. Access roads to be maintained 3. Tar road – Driefontein to Spitspunt to Tshikanoshi. 4.Speed humps on tar road at Keerom 5. Road grading in all villages 6. Keerom tar road – pavement maintenance. 7.Keerom tar road - marking and signs
	Education	<ul style="list-style-type: none"> 1. Renovation of old Refiloe high school to FET college. 2.Good buildings for preschool education required Keerom(1) and Uitvlugt(1) 3.Admin blocks required at Metsanangwana PS and Makalakanye PS.4.Scholar patrol at Metsanangwan ps school 5.Building of ECD infrastructure and one in process 6.New building for Mmakola p school
	Sanitation	<ul style="list-style-type: none"> 1.VIP required Klopper(250)
	Social services	<ul style="list-style-type: none"> 1.Pension pay point at Keerom and Spitspunt Community halls require furniture 2.Home based care – offices, training and funds required at Mmakola Sebola 3. Reatlesite drop in centre require funding 3.SASSA facilities at Mmakola Sebola 4.Child Care Centre at Spitspunt
	Health	<ul style="list-style-type: none"> 1.Require medicine and budget and upgrade at Keerom clinic 2.Require mobile clinic at Uitvlugt
	Electricity	<ul style="list-style-type: none"> 1. 7 Apollo lights required at Spitspunt.

Ward	Priority	Community Needs
		<p>2.100 connections for each villages for next 5 years.3.Electrification of new Community hall at Kloppe, New Refilwe high school and Ntshiba high school</p> <p>3. Electricity at Mmakola Sebola community hall requires to be boosted</p>
LED and job creation		<p>1. Kopanang hydrophonic farming at Keerom require water and borehole.2. Tshitele Todi beekeping at Keerom require office, water ,electricity and finance.3.Cleaning of dams at Keerom and Spitspunt(go koropa).4.Metsana development forum proclaimed development need assessment or planning.5.Marumo fase livestock project Kloppe.6. Youth programmes for job creation</p>
Sports and Recreation		<p>1. Multipurpose Centre/Recreation Centre within the ward</p> <p>2.Mini stadium at Kloppe</p>
Traffic Safety		<p>Scholar patrol and speed humps & signs on tar road at Keerom</p>
Post and telecommunication		<p>1. Keerom require slabs for post boxes.</p> <p>2. Vodacom tower at Keerom and Kloppe.</p>
Land ownership and land use management		<p>More land required for extension of villages</p>
Housing		<p>25 units per village required.2.Housing required for next 5 years is 200 per village.3.Incomplete houses at Keerom and Spitspunt</p> <p>4.Negotiation of beneficiaries not satisfying.5.Outstanding slabs at Spitspunt and Keerom</p>
Safety and security		<p>1.Circuit office or police station</p> <p>2. Security guards needed at primary/secondary schools, clinics, pay points and community halls</p>
Community hall		<p>Community hall at Spitspunt/Keerom and fencing</p>
Cemetery		<p>Cemeteries require upgrading and one cemetery not fenced</p>
Waste Management		<p>2 Bulk Refuse container required</p>
Thusong		<p>At Thusong centre, departments must come atleast once a month</p>
Transport		<p>Bus stop shelters along Keerom/Kloppe and Spitspunt main roads</p>
Water		<p>1. Bulk water required from Loskop dam and reservoir to be built in the ward.</p> <p>2. Maintenance team required to clean all valves.</p>
Ward 4		

Ward	Priority	Community Needs
		<ol style="list-style-type: none"> 3. Water board required to maintain bulk pipes. 4. House connections required at Matlerekeng and Rathoke and extension for new stands. 5. Electricity required for six boreholes – check with GSDM who can supply generators. 6. Pre-paid required for each borehole 7. Two additional boreholes required
	Roads/stormwater	<ol style="list-style-type: none"> 1. Phase 2 & 3 – Tar road from Matlerekeng to Rathoke. 2. Stormwater control system required at Matlerekeng and Rathoke. 3. Expanded public work program required for tarring road passing Moremoso-road to new stand. 4. Inner road required to be tarred from RDP to Ramokgetlatsane. 5. Main bus route to be tarred in both villages. 6. Main road at RDP to be paved – woman project) 7. Tar road at Rathoke main road towards railway line. 8. Phase 3 for Tar road toward More-o-Moso primary school via ZCC church to main road
	Safety & Security	<ol style="list-style-type: none"> 1. Require fully fledged police station that operate 24 hours. 2. Traffic signs required i.e. Stop etc. 3. Satellite traffic/court required at Matlerekeng 4. Traffic signs required at schools for pedestrian crossing and speed humps and scholar patrols (traffic dept. be requested to assist)
	Health	<ol style="list-style-type: none"> 1. Clinic at Rathoke require staff for 24 hour service plus toilets. 2. 24 hour clinic/hospice required for Matlerekeng – Uncedo woman development group to be checked 3. Hospice facilities required and funds be allocated by the district. 4. Funds required for HIV/AIDS program 5. Office required for Home Based Care
	Education	<ol style="list-style-type: none"> 1. New Primary school required at Rathoke new stands.

Ward	Priority	Community Needs
		<ol style="list-style-type: none"> 2. Fully fledged admin blocks required at all schools. 3. Rathoke and Matlerekeg crèche need buildings. 4. Matlerekeg P/S require roofing 5. Mabake school require electric pump for borehole 8. Raphogile H/S require renovations, Library and laboratory flushing toilet with borehole
	Sports and recreation	<ol style="list-style-type: none"> 1. Indoor sports Centre required at Rathoke 2. Sport facility required at MPCC at Matlerekeg 3. Sporting codes and grounds required for people with disability
	Housing	<ol style="list-style-type: none"> 1. Housing required for next 5 years: Rathoke(1000) and Matlerekeg(800) 2. 401 RDP houses still outstanding
	LED and job creation	<ol style="list-style-type: none"> 1. Shopping mall required at Matlerekeg 2. Satellite bank required at Matlerekeg 3. Irrigation system required for agriculture projects. 4. Proper structure required for dipping of animals 5. Rebone bakery, Tsosanang poultry, Somang Ka Matla poultry & Abbato and Khentsane dairy need assistance/toilet. Ward committee identify interest groups to take forward. 6. Moutse west co-op need 24hr operation and new pump for petrol, diesel and paraffin. Extend to cater for all farmers for tractors etc. (approach IDT/DBSA/SEDA) request LIBSA to assist with business plan
	Electricity	<ol style="list-style-type: none"> 1. Matlerekeg require 10 high mast lights. 2. Rathoke require 20 high mast lights. 3. Connections next 5 years – Matlerekeg 250 & Rathoke 300
	Land ownership and land use management	<ol style="list-style-type: none"> 1. Land required for grazing and dams (cattle/goats). 2. Tribal office required at Matlerekeg and Rathoke
	Sanitation	1800 VIP toilets required for the ward
	Cemeteries	<ol style="list-style-type: none"> 1. Fencing, toilets, water, cleaning & groundsman Required for both villages

Ward	Priority	Community Needs
	Transport	New Taxi rank at Matlerekeng - Electricity to be pre-paid.
	Post Office and communication	<ol style="list-style-type: none"> 1. Post Office required at Matlerekeng 2. Post Office at Rathoke need upgrading and renovation 3. Vodacom/MTN/CellC tower required at Rathoke
	Youth	Establishment of youth centre
Ward 5	Water	<ol style="list-style-type: none"> 1.Pipeline for extension at Thabaneng to be place on ground as ground is hard 2.Motoneng section steep hill need valve after section and before to let water through 3.16 people next to clinic have no water 4.Reservoir required
	Electricity	<ol style="list-style-type: none"> 1. Require 15 more Apollo lights. 2.150 connections required for ward 3.1000 connections required for the next 5 years 4. New tribal office require electricity urgently. 5. Connections required at compounds on farms.
	Education	<ol style="list-style-type: none"> 1.Libraries required at all schools 2.Renovation of all schools 3.New primary school required at Ga-Matlala
	Roads & stormwater	<ol style="list-style-type: none"> 1.Stormwater control required next to tar road before bridge 2. More speed humps required and community to be consulted for the placing thereof. 3. Access roads to be upgraded with paving (EPWP) including to schools and graveyards. 4. Road from Matlala to Kgomotlou require bridge. 5.Access road to new tribal office to be paved(EPWP) 6.Bus stop shelters required
	Social Welfare	<ol style="list-style-type: none"> 1.Home based cares require offices urgently next to Mashung primary school 2.Creches need buildings
	Transportation	<ol style="list-style-type: none"> 1.Bus stop shelters required next to tar road(Putco)

Ward	Priority	Community Needs
Ward 6.		2. Taxi rank required at Elands Cash & Carry. 3. Need bus from Great North transport from Malebitsa to Marble Hall. 4. Require school busses for schools
	Housing	1. Housing required for next 5 years – Matlala (1000) and Toitskraal (20)
	LED	1. Farms need land for projects 2. Shopping complex required next to secondary school. 3. Mtiaparuru need fencing, toilets, access road and high mast lights
	Cemeteries	Fencing- stop nonsense or palisade, toilets, water, grounds man, storeroom and one new cemetery required in the ward
	Sports & Recreation	1. Sports complex 2. Fencing of sports grounds 2. Park next to Elands river
	Safety & security	1. CPF to be launched 2. Security from SAPS or security institutions required to patrol area.
	Sanitation	1000 VIP toilets required for the ward in current year and 2500 for next 5 years
	Land ownership and land use management	Electricity and fencing required for new tribal hall
	Waste Management	Refuse containers requires
	Water	1. Bulk water – running water. 2. Irrigation – 4 boreholes 3 Mokgwaneng. 3. Three boreholes to be fixed at Tshikanoshi. (priority 1)
	Roads and stormwater	1. Road from Tshikanosi to Malebitsa to be tarred. 2. Internal roads to be graded in ward. 3. Tar road required from Mokgwaneng to Ramokgesane. 4. Road from Tshikanosi to Keerom to be tarred. 5. Road from Matlerkeng RDP to Mamaneng to be tarred
	Safety and Security	Bareki Police station.
	Sports and recreation	Sports ground outside Mokgwaneng community hall.
	Cemeteries	1. TLB – dig graves all villages. 2. High mast lights at cemeteries and fencing
Health	Clinic – Mokgwaneng required application be submitted and land to be identified Extension of Mamaneng clinic and access road	

Ward	Priority	Community Needs
	Electricity	<p>1.New connections required for Tshikanosi(50)Toitskraal agri holdings(10)Mamaneng/Mogwaneng area (Bareki)(580)</p> <p>2. High mast lights required for, Tshikanosi (8), Bareki (8) and Mokgwaneng (8)3. Matlal-Ramoshebo Require 15 more Apollo lights,150 connections</p>
	Social services	<p>1. Mamaneng - Home based carriers require offices urgently next to Mashung primary school. 2.Creches need buildings</p>
	Housing	<p>Housing required for the next 5 years: Leeukuil – 150, Mokgwaneng – 60, Mamaneng – 60, Matadibeng – 60, Matlala (1000) and Toitskraal (20).</p>
	Sanitation	<p>1000 VIP toilets required for the ward in current year and 2500 for next 5 years.</p>
	Education	<p>1.Libraries required at all schools.2.Renovation of all schools.3.New primary school required at Ga-Matlala</p> <p>4. College required for ward.</p>
	Solid Waste	<p>Refuse containers requires</p>
	LED	<p>Jobs and training required. Renovation Bareki office</p>
	Land use	<p>Title deeds required for land</p>
Ward 7	Roads and stormwater	<p>Built speed humps in this streets; Malva, Corners of Merina and Primula Street, Delphinium Street just before the Stops signs and all speed humps should be built with specs as they are damaging vehicles.</p>
	LED and Job Creation	<p>Fix hawkers stalls built in railway street and hawkers must be licensed</p>
	Sanitation	<p>Build more public toilets and must be kept clean all the time</p>
	Social Welfare	<p>Drug rehab Centre and Pay Points are required</p>
	Traffic	<p>All sign boards in town should be licensed.</p>
	Safety and Security	<p>1). CCTV Cameras should be installed in town to combat crime. 2). Proper policing is needed in Ext 6 during the day.</p>
	Sports and Recreation	<p>1). Sports facilities should be upgraded. 2). Artificial soccer field is required</p>
	Transportation	<p>New Municipal Taxi and Bus Rank is required</p>
Ward 8	Roads and stormwater	<p>1. Include all internal streets on the design for phase 3.</p> <p>2.Speed humps required on main road</p>