

The drive for local government transformation with limited resources has tended to force municipalities into taking a less conservative approach to service delivery with a proportional increase in their risk exposure. Ongoing local government reforms have provided a broad administrative framework for further improvements to occur. These include more stringent corporate governance requirements, greater flexibility and a focus on results and accountability. Risk management trends and components already overlap with those of internal auditing, performance management, programme and project management, financial management, change management, customer care, communication, etc. and require incremental inclusion in current and future plans of the entire organization. The management of risk by implication is a managerial function, even so individual sections, departments and directorates differ in their exposure and reaction to risks and thus departments, sections and individuals form a vital part of the overall risk management process within the Municipality.

The Municipality strives, so far, successfully to be amongst the best in local government. In our continuously changing governance environment (latest of such changes now been mSCOA); it is imperative that Council remains updated on key changes and challenges and how these effect the operation of business in today's environment. This will not be achieved without an effective, efficient, soundly funded and managed risk strategy that seeks to maximize its impact on the organization with minimum resources at its disposal. National Treasury Public Sector Risk Management Framework affirms that —no organization has a luxury of functioning in a risk-free environment and public institutions are especially vulnerable to risk associated with fulfilling their mandates.

Risk Management Practices requires the Accounting Officer to manage the strategic and operational risks of the municipality. The municipality's risk management system provides for mitigating strategies and control activities against the risks within the municipality from unacceptable likelihood and impact. The system also identifies strategic and operational risks and assigns responsibility to appropriate officials within the municipality.

The municipality has a Risk Management Committee in place that meets on quarterly basis and is made of the Directors and divisional managers and is chaired by an Audit Committee member who is not in the employ of the municipality. The Risk Management Committee has its terms of reference.

Risk register is updated on regular basis and as the municipality embarks on new initiatives and programmes any emerging risks that could have a negative impact on the municipality's ability to achieve its strategic objectives.

The Council is ultimately responsible for risk management supremacy with Exco and Audit Committee playing a very crucial oversight role as a function that is delegated to them and legislated. The status of strategic and operational risks are reported and monitored on regular basis by Risk Management Unit and Risk Management Committee who give feed back to the Accounting Officer and Audit Committee

The table below indicates the top 10 risks within the Municipality. The municipality is fully aware of the root causes of the 10 and other risks identified in the risk registers; and has been able to put in place mitigating strategies within the SDBIP for 2015/16 which goes to outer year of the MTERF.

No	Risk Description
1	Non-compliance to applicable legislation and prescripts resulting in irregular expenditure
2	Community unrest (Protests)
3	Possible Fraud & Corruption
4	Reputational risks as a result of ineffective communication
5	Low revenue collection
6	Inability to attract skilled personnel due to low grading level
7	Inadequate Skills & Competency within the staff force
8	Theft and Vandalism of municipal projects
9	Aging infrastructure
10.	Failure to successfully bring about mSCOA reform due to poor change management

2.7 ANTI-CORRUPTION AND FRAUD

Section 83(c) of the MSA refers to the implementation of effective bidding structures to minimise the possibility of fraud and corruption and the Municipal Finance Management Act (MFMA), section 112(1)(m)(i) identify supply chain measures to be enforced to combat fraud and corruption, favouritism and unfair and irregular practices. Section 115(1) of the MFMA states that the accounting officer must take steps to ensure mechanisms and separation of duties in a supply chain management system to minimize the likelihood of corruption and fraud.

The municipality has adopted and refers to the following policy documents as strategic guidelines in combating corruption and fraud:

- Anti-corruption and fraud prevention policy and strategy
- Whistle blowing policy

The municipality appreciate the observation made by the Auditor General in the 2015/16 Audit that municipality's weak consequence management may counter the strides made in the implementation of the abovementioned documents. As such, a supplementary process manual on consequence management is been developed to ensure that cases of corruption and fraud in the institutions are dealt with in the harshest form possible within the ambit of the law so as to affirm the municipality's policy position of Zero – tolerance on corruption and fraud.

In addition; the municipality identified a weakness that there has been no awareness to external stakeholders on municipality's strategies and measures to fight against corruption and fraud. As a result; more awareness campaigns are planned targeting mainly the external stakeholder which

comprises of our communities, business sector and other organized groupings affected by the operations of the municipality. It is anticipated that with more awareness will come more reporting of corrupt and fraudulent activities, which will result in perpetrators been dealt with accordingly.

2.8 SUPPLY CHAIN MANAGEMENT

The Municipality has adopted a Supply Chain Management Policy which is in line with the Regulation. The Municipality acquires goods and services through the processes as stated in the policy. No councillor is a member of any bid committees, and the Municipality is adhering to MFMA circular No.40

SCM Processes and Procedures

These processes will be summarised in stages. I.e. from requisition stage up to the final stage of appointment of a service provider

Need or a Demand

The user department identifies a need for a particular goods and/ service. The need will be aligned to the SDBIP and the adopted Budget.

Requisitions

The user department will raise a requisition on the financial System (ACCPAC). The requisition gets approved by the Head of Department (HOD). The requisition gets approved by the Head of Department (HOD), the budget section verifies the correctness of the vote and the availability of the budget and subsequently the Supply Chain Manager approves the manual requisition both on the manual form and the financial system

Bid Specification Committee

The committee is established in terms of s 27 of the Supply Chain Management regulation and the policy of the Municipality. The committee performs their tasks as required in terms of s 27 of the Supply Chain Management regulation and the policy of the Municipality. An advert is then placed with the specification from the said committee on the Municipal website and notice board.
Bid Evaluation Committee

The committee is established in terms of s 28 of the Supply Chain Management regulation and the policy of the Municipality. The committee performs their tasks as required in terms of s 28 of the Supply Chain Management regulation and the policy of the Municipality. The committee prepares a report with recommendation(s) to the Bid Adjudication committee.

Bid Adjudication Committee

The committee is established in terms of s 29 of the Supply Chain Management regulation and the policy of the Municipality. The committee performs their tasks as required in terms of s 29 of the Supply Chain Management regulation and the policy of the Municipality. The committee analyse the report from the Bid evaluation committee and make recommendation(s) to the Accounting Officer.

Appointment Stage

The Accounting officer may, after due consideration of the reports from the said committees, accept or reject recommendations from the Bid adjudication committee as in terms of s 29 (5) (b) of the Supply Chain Management regulation and the policy of the Municipality.



2.9 BY-LAWS

The municipality has gazetted the below By-laws in the year under review

Number	By-law	File	S/room
1	Electricity supply by-laws for Ephraim Mogale Local Municipality (Limpopo Province Provincial Gazette 1879 Notice No 221 – 15 December 2010)	1/3/1/5 {100467}	E/F19 Gazetted 15/12/2010
2	Waste management by-laws for Ephraim Mogale Local Municipality (Limpopo Province Provincial Gazette 1879 Notice No 222 – 15 December 2010)	1/3/1/6 {100466}	W/F19 Gazetted 15/12/2010
3	Street trading by-laws for Ephraim Mogale Local Municipality (Limpopo Province Provincial Gazette 2016 Notice No 344 – 25 November 2011)	-1/3/1/2 {100465}	S/F19 Gazetted 25/11/2011
4	Credit Control and Debt Collection by-law (Limpopo Province Extraordinary Gazette 2373 Notice No 83 – 13 June 2014)	1/3/1/3 {100464}	C/F19 Gazetted 13/06/2014
5	Property Rates By-law (Limpopo Province Extraordinary Gazette 2373 Notice No 84 – 13 June 2014)	1/3/1/4 {100463}	P/F19 Gazetted 13/06/2014
6	Resolution levying Property Rates (Limpopo Province Extraordinary Gazette 2574 Notice No 292 – 30 July 2015)	1/3/1/4 {100462}	P/F19 Gazetted 24/06/2016

2.10 WEBSITES

The municipal website should be an integral part of a municipality's communication infrastructure and strategy. It serves as a tool for community participation, improves stakeholder involvement and facilitates stakeholder monitoring and evaluation of municipal performance. Section 75 of the MFMA

requires that the municipalities place key documents and information on their website, including the IDP, the annual budget, adjustments budgets and budget related documents and policies. The Municipality has a service level agreement with SITA for website maintenance. The Municipal Website is updated on a regular basis when required.

Municipal Website: Content and Currency of Material		
Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
Current annual and adjustments budgets and all budget-related documents	Yes	2016-06-10
All current budget-related policies	Yes	2016-06-10
The previous annual report (Year -1)	Yes	2016-07-28
Current annual report (Year 0) published/to be published	N/A	
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (Year 0) and resulting scorecards	Yes	2015-11-19
All service delivery agreements (Year 0)	No	
All long-term borrowing contracts (Year 0)	N/A	N/A
All supply chain management contracts above a prescribed value (give value) for Year 0	N/A	N/A
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during Year 1	Yes	
Contracts agreed in Year 0 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	no	
Public-private partnership agreements referred to in section 120 made in Year 0	N/A	
All quarterly reports tabled in the council in terms of section 52 (d) during Year 0	Yes	2016-07-28

Note: MFMA s75 sets out the information that a municipality must include in its website as detailed above. Municipalities are, of course encouraged to use their websites more extensively than this to keep their community and stakeholders abreast of service delivery arrangements and municipal developments.

T 2.10.1

2.11 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

Community satisfaction survey conducted has highlighted important challenges facing the municipality. Among the challenges facing the municipality is to confront the issues in certain villages which made it impossible for survey to take place. A large number of the residents' have indicated their displeasure about service delivery. These residents complain about traffic control and motor vehicle licensing, streets and storm water, housing and libraries. These issues could result with

negative image and untenable consequences to the municipality. They however credit the municipality and they are happy with the overall performance of the municipality as a reflection of the current government.

The results of the survey should be read in conjunction with Sekhukhune District Municipality Customer Survey. The intention should be to link the two and identify similar issues that have to be pursued by the municipality via the District Intergovernmental Structures. Moreover, the survey results link with planning instruments like IDP, Ward Based Plans and Service Standards. In certain cases the results may imply revision of certain important planning documents. Addressing the issues raised will improve the rating of the municipality a place as one of the top performers in local government.

CHAPTER 3: SERVICE DELIVERY

COMPONENT A: BASIC SERVICES

Introduction to Basic Services

The municipality performs the following functions in relation to the provision of Basic Services:

- Electricity
- Free Basic Service and Indigent Support
- Roads and storm water
- Repair and maintenance of existing infrastructure
- Provision of Free Basic electricity

3.1 WATER PROVISION

Not a function of Ephraim Mogale municipality therefore the Sekhukhune District Municipality coordinates all water and sanitation issues.

3.2 WASTE WATER (SANITATION) PROVISION

Not a function of Ephraim Mogale municipality therefore the Sekhukhune District Municipality coordinates all water and sanitation issues.

3.3 ELECTRICITY

Introduction

The Ephraim Mogale Local Municipality is the service authority for the provision of electricity but only have a license for the distribution of electricity in the town of Marble Hall. All villages have been connected to the ESKOM grid except Manthole (±33households) which was added to the Municipality at a later stage. The design for the electrification of Manthole was done. The backlog was 913 households of the total number of 32 284households (census 2011) which is 2.8%. These are small new extensions and in-fills. The Municipality submitted a list of the backlog to ESKOM who then submitted a project proposal to the Municipality for approval. ESKOM then implemented the projects from the INEP allocation for the Municipality. The signed project plan for the year was 598 connections divided into 8 villages. The actual number of connection completed by ESKOM was 650 households. The latest statistics released (2016) states that there is now 33936 households with a backlog of 909 households. ESKOM also do post connections which is a separate program.

Challenges:

- New extensions of residential sites in villages not according to town planning principles.

- Budgetary (INEP) constraints.

Distribution:

The Municipality holds a license issued by NERSA for the distribution of electricity in the town of Marble Hall only. The NMD of the Eskom supply for the license area is 7.5MVA and the highest actual NMD achieved was 6.66MVA. It is an 11kV/400Volt system. All customers have been connected.

Challenges:

- Budgetary constraints.
- Densification
- Maintenance backlog
- Old equipment
- Capacity constraints on main supply to Industrial area and 11kV network not completely linked

Public Lighting

The Municipality is responsible for public lighting in the whole municipal area. Only 15 residential areas have previously been provided with some public lighting. The Municipality energised public lighting in 2 more rural residential areas and is busy expanding this network to another 4 areas with the installation of 25m scissor masts.

Challenges:

- Budgetary constraints.
- High cost of Eskom connections
- Poor performance by Eskom on quotations and installations
- Old equipment
- Vandalism
- Reliability and quality of Eskom supplies in rural areas
- Stock levels in stores

Electricity Service Delivery Levels				
Description	Year -3	Year -2	Year -1	Households
	Actual No.	Actual No.	Actual No.	Year 0 Actual No.
Energy: (above minimum level) Electricity (at least min.service level) 99% - prepaid (data availability challenges)	31 202	31 394	31 365	33 027

Minimum Service Level and Above sub-total Minimum Service Level and Above Percentage		31 202	31 394	31 365	32 027
Energy: (below minimum level) Electricity (< min. service level) Only backlog below min level Other energy sources – no official project <i>Below Minimum Service Level sub-total</i>		1082	890	919	909
<i>Below Minimum Service Level Percentage</i>		3.38%	2.76%	2.85%	2.68%
Total number of households		32 284	32 284	32 284	33 936

T 3.3.3

Description	Households - Electricity Service Delivery Levels below the minimum										Households	
	Year -3		Year -2		Year -1		Year 0		Year 1			Actual No.
	Actual No.	No.	Actual No.	No.	Actual No.	No.	Original Budget No.	Adjusted Budget No.	Original Budget No.			
Formal Settlements	4	4	4	4	4	4					4	
Total households Households below minimum service level	32 284	32 284	32 284	32 284	32 284	32 284					33 027	
Proportion of households below minimum service level	0	0	0	0	0	0					0	
	0%	0%	0%	0%	0%	0%					0%	
Informal Settlements	52	52	52	52	52	52					52	
Total households Households ts below minimum service level	0	0	0	0	0	0	ESKOM	ESKOM	ESKOM	ESKOM	0	
Proportion of households ts below minimum service level	1091	890	919	919	919	919	9 278 614	13 765 393	13 765 393	13 765 393	909	
	0%	0%	0%	0%	0%	0%					100%	

T 3.3.4

Electricity Service Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year -1		Year 0		Year 1		Year 3	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual
		<i>Service Indicators</i> (i)	(ii)	*Previous Year (iii)	(iv)	*Previous Year (v)	(vi)	*Current Year (vii)	(viii)
Service Objective xxx									

Provision of minimum supply of electricity	Additional households (HHs) provided with minimum supply during the year (Number of HHs below minimum supply level)	568 additional HHs (890 HHs below minimum)	207 additional HHs (919 HHs below minimum)	568 additional HHs (919 HHs below minimum)	598 additional HHs (909 HHs below minimum)	555 additional HHs (xxxxxx HHs below minimum)	xxxxxx additional HHs (xxxxxx HHs below minimum)	xxxxxx additional HHs (xxxxxx HHs below minimum)

T 3.3.5

Employees: Electricity Services						
Job Level	Year -1		Year 0			
	Employees		Posts		Employees	
	No.	No.	No.	No.	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
0 - 3	4	4	4	3	0	0%
4 - 6	3	4	4	3	1	25%
7 - 9	0	0	0	0	0	0%
10 - 12	3	3	3	3	0	0%
13 - 15	1	1	1	1	0	0%
16 - 18	0	0	0	0	0	0%
19 - 20	0	0	0	0	0	0%
Total	11	12	12	11	1	91.67%
T 3.3.6						

3.4 WASTE MANAGEMENT

The Municipality managed to consistently deliver the on the collection of refuse in the following 5 areas: Marble Hall, Leeufontein, Leeufontein RDP, Elandskraal and Schoeman Farms.

Two communal bins next to the road at Mokganyka are assisting communities to deposit their waste into the landfill site in Marble Hall is being maintained and an external compliance audit is annually performed to establish the compliance to Legislation

According to the census 2011, the Municipality has a total number of households of 32284, and is currently providing refuse collection service twice a week in Marble Hall town , and a weekly service in Leeufontein ,Leeufontein RDP, and Elandskraal, Schoeman Farms with the total household of 5619 that are benefitting from waste collection service. Two communal bins next to the road at Mokganyka are assisting communities to deposit their waste. Due to the extensive ruralness of the areas of the Municipality and due to fact that the only registered landfill is situated in Marble Hall , there is a huge challenges of extending services to all the households in the Municipal area. Waste disposal is done at the only registered site which is situated in Marble Hall.. The landfill site in Marble Hall is being maintained and an external compliance audit is annually performed to establish the compliance to Legislation

The non payment of refuse collection services in Leeufontein and Elandskraalresulted in a delay to extend services to other areas. Currenly the necessary updating of the database for consumers is being upgraded so that proper accounts can be distributed. The implementation can assist with additional revenue that can help with a sustainable and affordable service to other villages

The only street cleaning or litter picking service is also only done in Marble Hall town on a daily basis including weekends and some public holidays. Recycling is done at the landfill site by reclaimers and they sell their material to other more organised organisations. Sorting at source as part of the recycling process is also done by private The recycling Service is prioritised, and we also encourage individual community members to do recycling of bottles and plastic as this will result in a clean surroundings. The service need to be extended to other areas in order to encourage clean and healthy environment, however the impact was not as expexcted as the progress was slow. . .

There are no other entities doing refuse collection in the municipality. The Waste Management section can contribute more with proper revenue collection from Leeufontein and Elandskraal.

Refuse disposal for Households within EPMLM

Description	Solid Waste Service Delivery Levels		Households	
	Actual	2013'14 Actual	2014'15 Actual	2015'16 Actual

	No.	No.	No.	No.
<u>Solid Waste Removal: (Minimum level)</u>				
Removed at least once a week	4,894	5,619	5,619	5,619
<i>Minimum Service Level and Above sub-total</i>	4,894	5,619	5,619	5,619
<i>Minimum Service Level and Above percentage</i>	15.1%	17.4%	17.4%	16.5%
<u>Solid Waste Removal: (Below minimum level)</u>				
Removed less frequently than once a week	0	0	0	0
Using communal refuse dump	unknown	unknown	unknown	unknown
Using own refuse dump	unknown	unknown	unknown	unknown
Other rubbish disposal	unknown	unknown	unknown	unknown
No rubbish disposal	27,390	26,665	26,665	28,317
<i>Below Minimum Service Level sub-total</i>	27,390	26,665	26,665	28,317
<i>Below Minimum Service Level percentage</i>	84.9%	82.6%	82.6%	84.5%
Total number of households	32,284	32,284	32,284	33,936
				T 3.4.2

Employees: Solid Waste Management Services						
		2015'16				
Job Level	2014'15		Employees		Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Employees	Posts	No.	No.		
0 - 3	15		15		1	
4 - 6	8		7		1	
7 - 9						
10 - 12	1		1			
13 - 15						
16 - 18						
19 - 20						
Total	24	25	23		2	Less than 1 %
T3.4.5						

3.5 HOUSING

Not a function of Ephraim Mogale municipality therefore the CoGHSTA coordinates all housing issues.

3.6 FREEBASIC SERVICES AND INDIGENT SUPPORT

Introduction

The Ephraim Mogale Municipality only provided Free Basic Electricity to the indigent. There is, however a need to review the indigent policy. The municipality has set a target of 2000 beneficiaries to receive Free Basic Electricity in the 2015/16 financial year and manage to provide for 1900 beneficiaries who are on the indigent register.

COMPONENT B: ROAD TRANSPORT

Introduction to Roads, Bridges and Storm Water

The Municipality has developed a road master plan and currently reviewing the plan that specifies the conditions of the roads throughout the municipal area and further proposes a priority list for intervention.

The municipality has the following related strategic objectives for the reporting period:

- To improve access to viable roads and facilitate tarring.
- To facilitate provision of storm water drainage for all Municipal roads

These objectives are funded from the MIG and the Equitable Share; however the municipality needs more resources, both financial and human to be able to address the backlog as planned.

3.7 ROADS

The internal roads in the villages are the responsibility of the Municipality. Internal streets within the settlements are generally low quality gravel roads that were never properly planned and constructed, with no provision for storm water drainage. The Municipality is also maintaining all the roads with the Municipal area and there are teams dedicated for that.

The total length of the road network under ownership of Ephraim Mogale Local Municipality is 1111, 9km, of which 974 km are gravel and 137.9 km are surfaced. This excludes roads owned by SANRAL, Province, District Municipality, and Private Roads. This translates to only 12.4% of the network being surfaced and the rest of network, i.e. 87.6%, being gravel.

Asphalted Road Infrastructure						Kilometers
	Total asphalted roads	New asphalt roads	Existing asphalt roads re-asphalted	Existing asphalt roads re-sheeted	Asphalt roads maintained	
2013/14	114	2.5	0	0		114
2014/15	116.5	5.5	0	0		122
2015/16	122	11.4	0	0		133.4
						T 3.7.3

Gravel Road Infrastructure					Kilometers
	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to tar	Gravel roads graded/maintained	
2013/14	388.00	0.0	2.5		598.72
2014/15	1111.00	0.0	5.5		988.00
2015/16	1111.00	0.0	11.4		1146.00
					T 3.7.2

Cost of Construction/Maintenance							R' 000
	Gravel			Tar			
	New	Gravel - Tar	Maintained	New	Re-worked	Maintained	
2013/14	0.0	R26 733.00	R1 909 979.17	R26 733.00	0.00	0.00	0.00
2014/15	0.0	R31 070.00	R1 624 557.91	R31 070.00	0.00	0.00	0.00
2015/16	0.0	R32 689.00	R1 730 175.47	R32 689.00	0.00	0.00	0.00
							T 3.7.4

Service Objectives	Road Service Policy Objectives Taken From IDP					
	Year -1(2014/15)		Year 0(2015/16)		Year 1(2016/17)	
	Target	Actual	Target	Actual	Target	Actual
Outline Service Targets						
						Year 3(2017/18)
						Target

	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue					
Expenditure:					
Employees		4,458,277.60	0.00	4,362,088.13	97.8%
Repairs and Maintenance		2728102.13	0.00	2728102.13	0.0%
Other	0.00	1,730,175.47	1,633,986.00	1,633,986.00	94.4%
Total Operational Expenditure		213 645.8	0	213 645.8	0%
Net Operational Expenditure					
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					
					T 3.7.8

Capital Expenditure Year 2015/16: Road Services

Capital Projects	2015/201				Total Project Value
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	
Total All	59,805,000.00	57,845,000.00	55,707,184.54	-122%	
Elandskraal Internal Streets	14,000,000.00	11,360,000.00	11596912.13	-21%	11596912.13
Puleng Internal Streets	5,000,000.00	7,380,000.00	7703383.33	35%	7703383.33
Matilu Internal Streets	5,000,000.00	5,710,000.00	4477147.85	-12%	4477147.85
Mohlalotwane Internal Streets	6,805,000.00	6,805,000.00	11592690.6	41%	11592690.6
Dichoewing Internal Streets	7,000,000.00	12,500,000.00	12499900.1	44%	12499900.1
Moganyaka Internal Streets	8,500,000.00	8,500,000.00	7837150.53	-9%	7837150.53
Planning and Design of Letebejane/Ditholong Internal Streets	1,500,000.00	1,490,000.00	R0.00	0%	R0.00
Table Hall Ext.6 Stormwater	7,000,000.00	2,400,000.00	R 630,000.00	-100%	R 630,000.00
N11 Intersections	5,000,000.00	1,700,000.00	R 317 778.19	-100%	R 317 778.19
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					
					T 3.7.9

Municipal Infrastructure Grant Expenditure

The percentage of MIG Expenditure for 2015/16 was 87%, the unspent 13% was as a result of additional funding of R20 Million which we managed to spend R 11, 5 Million

Municipal Infrastructure Grant Funded Projects	
R52 405 000.00 (Additional Funding R20 000 000.00)	
MIG projects	2015/16 Budget
Elandskraal Internal Streets	R 11 360 000.00
Puileng Internal Streets	R 7 380 000.00
Matilu Internal Streets	R 5 710 000.00
Moganyaka Internal Streets Phase 3	R8 500 000.00
Mohlalactwane Internal Streets	R 20 000 000.00 (Additional Funding)

3.8 TRANSPORT

Transport is an important component for economic improvement and development, both for commuters, SMME'S and big businesses, investors and for transport services.

There are different makes of transport in EPMLM; taxi, bus, private cars etc. The most well established transport made is the Taxi operations with its associations established and regulating the industry. Great North Transport (GNT) is the only bus service operating in EPMLM and not in all the committees. There is a major demand of GNT Services in some villages to make their journey safer and economical to Marble Hall as a town.

The Annual Arrive alive campaigns in collaboration with District and Provincial departments were successfully held in December 2015, January 2016 and Easter weekend were road users were made aware of the road traffic act conditions, and Vehicle license and driver licenses were inspected.

Re allocation of hawkers to the hawker stall away from the N11 is still a huge challenge, the process is stuck due to resistance from the hawkers to move to the hawker stall and the deliberately stay away from the meetings. A new strategy needs to be formulated for implementation and Participation

The Traffic and Licensing Centre (DLTC) is operating and the Licensing of both drivers and motor vehicles in partnership with DORT is performed.

Traffic Services which include normal law enforcement is done in Marble Hall and there is still a challenge in extending the service to other villages.

3.9 STORMWATER

The Municipality is managing approximately 118km of storm water control structures including pipes, channel and catch pits. The Municipality is also constructing new storm water structure with each new road. The Municipality is maintaining and cleaning the storm water structures every month and there is a team dedicated for the maintenance of storm water.

Challenges for Roads and storm water provision and maintenance

- Unavailability of planning data
- Aging infrastructure
- Huge backlog
- Uncontrolled Storm water in villages
- Not enough equipment for maintenance
- Limited budget for developing new infrastructure
- poor performance of Service providers

COMPONENT C: PLANNING AND DEVELOPMENT

3.10 PLANNING

Ephraim Mogale local municipality through the Planning and Economic Department is responsible for the overall planning of the municipality. Through the Land-Use and Town Planning Unit, the Municipality facilitates the implementation of the Spatial Planning and Land Use Management Act (SPULUMA), Spatial Development Framework (SDF), Land Use Management Scheme and other planning laws and prescripts.

The municipality in an attempt to have a cohesive working relationship with community and different stakeholders such the 5 Tribal houses within the jurisdiction hold regular workshops at the tribal moshates with assistance from Coghsta Limpopo and SALGA Limpopo. These workshops are to ensure that land developments and land activities continue on the path of town planning policies and laws. The SPLUMA implementation has been a bit difficult in tribal areas as site/allocations demarcations still continue without the inclusion of the municipality to assist and guide tribal authorities.

The municipality has draft town planning by-laws and is need of funds in order to review the Spatial Development Framework and Town Planning Schemes including the procurement of the Geographic Information Systems (GIS) in order to be full SPLUMA compliant. The town planning department is also in need of more staff as currently there is only 1 Registered Town Planner and 1 Building Inspector.

The municipality is a major producer of citrus and table grapes. Cotton and vegetable production is also substantial. Cattle ownership among subsistence farmers is significant. Production areas are

scenically attractive and, together with the Flag Boshielo Dam; provide supply side opportunities for tourism development. The Schuinsdraai Nature Reserve, which is adjacent to Flag Boshielo Dam, adds to this opportunity.

Mining activity includes dolomite and dimension stone. Marble Hall town has a very large, but underutilized industrial park. The only manufacturer of note is McCains and Tiger Brand Foods vegetable processing. Other tenants in the industrial park are mostly distributors and businesses that repair motor vehicles and other equipment.

The local construction industry is very small, but is growing rapidly. Wholesale and retail trade development has always been overshadowed by facilities that are available in the adjacent Groblersdal. A large network of informal traders operates throughout the municipal area.

The Town Planning and Building division is responsible for the provision of strategic direction regarding the spatial planning of towns, and R 293 and 188 areas in EPMLM. Below are all applications received and council resolutions for the financial year 2015/2016:

Description	Approved	Disapproved	Noted
proposed shopping complex at matlerekeng/ zamenkomst	✓		
proposed rezoning of portion 3 of erf 2828, marble hall town extension 5 from "residential 1" with a density of "one dwelling per 500m ² " to "residential 2" subject to standard conditions	✓		
formalisation of elandskraal portion 3 and transfer of erven 387-399 from ephraim mogale local municipality to national department of public works			✓
proposed subdivision of a portion of the remaining extent of the farm zamenkomst no. 730 ks (matlerekeng township), ephraim mogale local municipality			✓
proposed simultaneous application for consolidation and rezoning of erven 2012 and 2013 from residential 1 to residential 2 marble hall, extension 6			✓
Proposed application for special consent on erf 669 marble hall, ranonkel street for old age home/centre.			✓

Description	Approved	Disapproved	Noted
proposed rezoning application on erf 215 marble hall, naude avenue from "residential 1" to "special"			✓
proposed application for special consent for special land use rights on erf 878 marble hall extension 4 in order to construct a cellular telephone mast and base station	✓		
ephraim mogale local municipality spatial planning and land use management by-law		✓	
proposed shopping complex at matlerekeng/ zamenkomst	✓		
proposed application for consolidation of erven 1851 and 1852 marble hall, extension 6	✓		
proposed application for special consent on erf 148 marble hall, railway street for special land use rights of bookmaker/totalisator and limited payout machines at shop no.3 cotton fields center	✓		
proposed application for simultaneous rezoning of portion 1232 of the farm loskop noord 12 js from "special for co-operation purposes and industrial 1 rights" to "industrial 1 with special land use rights and the removal of restrictive conditions"	✓		
proposed purchase of the farm loskop noord 577 js	✓		
proposed rezoning of portion 3 of erf 2828, marble hall town extension 5 from "residential 1" with a density of "one dwelling per 500m ² " to "residential 2" subject to standard conditions	✓		
proposed development of shopping area, filling station, medical center and school in matlerekeng			✓

Description	Approved	Disapproved	Noted
proposed development on sites 127 and 128 at letebetjane village 'wonder park business centre'			✓
proposed building extension of metro cash and carry re/ 913 extension 1, marble hall		✓	

The configuration of the municipal area and the existing spatial pattern (topography, population distribution and sprawl) together with causal factors (land ownership, established land uses) are impediments to the successful implementation of a Development Strategy to achieve the four developmental outcomes proposed in the White Paper on Local Government.

Restricted access to land by the Municipality due to inhibitive land cost (privately owned land) and statutory deterrents (state – owned land under tribal custodianship) would exacerbate attempts by the Council to orchestrate and encourage the development of a beneficial spatial pattern within the municipal area.

3.1.1 LOCAL ECONOMIC DEVELOPMENT

The functional LED forum which hold regular meetings to reflect on the economic development programmes and strategize on the improvement of the economic situation in the municipality. The forum remains a necessary enabler

The structures for youth and women in co-operatives assist in encouraging sectors involved to utilise the co-operative model for the improvement of quality of life. The youth and women are the most vulnerable to poverty, unemployment and inequality. The SMMEs and co-operatives were supported through various trainings facilitated by the key stakeholders of local economic development. The successful LED summit was held as the broader platform for the various stakeholders to engage and share good practices amongst the role players in various sectors of the economy.

Thrust	Strategies
Economic base development	Promote the horticulture cluster value chain. Tourism, the red meat cluster SMME development and construction & property development
Institutional Transformation and development	Municipal capacity building, Capacity to deal with disasters.
Infrastructure development	Integrated infrastructure development.

Human Resource Development	Adult Basic Education and Training, Human Resource development strategy,
Spatial and Land Development	Growth points development

LED initiatives include the 12 youth co-operatives that were registered with the potential of 104 employment opportunities to be created, the National Youth Development Agency has been at the centre of training and mentorship of these cooperatives. The three youth cooperatives which are mainly catering related services were funded and operational, the other cooperatives are

The cotton cluster initiative consisting of five co-operatives that were assisted with development of a business plan and the submission of the funding proposal to DTI cluster unit in order to increase quantity of cotton tons and advantage small scale farmers in cotton industry.

The retail container consisting of Spaza Shop, Internet café, Photocopy Machine and Fax facilities was funded by the NYDA and benefited five young people in Elandskraal. There are still challenges with regard to electrification of the facility.

Challenge	Proposed Solution
Limited capacity in terms of operational staff	Revised organ gram submitted for consideration
Limited funding for projects	Initiate partnerships with external donors and funding agencies to provide additional funding for projects.
Inconsistency of membership particularly in cooperatives	Possible pre-registration workshop for potential co-operators to understand principles of cooperatives.

Jobs Created during 2015/16 by LED Initiatives (Excluding EPWP projects)				
Total Jobs created / Top 3 initiatives	Jobs created	Jobs lost/displaced by other initiatives	Net total jobs created in year	Method of validating jobs created/lost
Initiative A (12/13)	198	0	198	register of employees
Initiative B (12/13)				
Initiative C (12/13)				
Job creation through EPWP* projects				
Year	No Jobs created through EPWP projects			
2012/13				
2013/14	382			

Jobs Created during 2015/16 by LED Initiatives (Excluding EPWP projects)	
2014/15	198
2015/16	270

COMPONENT D: COMMUNITY AND SOCIAL SERVICES

The municipality has performed well with a limited budget for Greening the Municipality – biodiversity conservation, maintenance and cleaning of all open spaces. The municipality has won R25 000 as an award for the fourth time in a row for best Green municipality in the District. Marble Hall town and surrounding villages are generally clean

3.12 LIBRARIES AND COMMUNITY FACILITIES

The Department of Sports Arts and Culture (SAC) has established one municipal library in the Municipality, which is situated in Marble Hall town; which is administered by the Department and the municipality through a service level agreement although there is challenges with the maintenance of the current library. The library was issued with blind reading system donated for the community by the Department of Public works. The provision of materials is the duty of the Department and the rotation of books and the provision of new books in all languages is a huge challenge, also not much new books are introduced.

The library is utilised by community members who lives in Marble Hall town, students and members from other villages who can travel to town. The challenge is extending the service to other areas as it cannot be easily accessible to by community members due to the vastness of the municipal area. The municipality engaged with the Department of Sports Arts and culture during the District wide strategic planning sessions to register community needs of libraries across the municipal area, however the Department of SAC is responsible for funding but the construction of libraries is the responsibility of the Department of Public works.

The municipality has only three librarians, of which one librarian has been seconded by the Provincial Department.

Job Level	2014'15	2015'16
Employees: Libraries; Only		

	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
0 - 3					
4 - 6	1		1		
7 - 9					
10 - 12	1		1		
13 - 15					
16 - 18					
19 - 20					
Total	2	2	2	0	0
T 3.12.4					

3.13 CEMETERIES

Construction of cemetery fencing through the EPWP manner at the following seven villages, Ga Masha, Ngwalenong A, Mmaneng, Mokganyaka, Malebitsa, Selebaneng and , Tsimanyane was . A total of 56 Employees were part of the projects for 8 weeks. There are 55 cemeteries in sixteen (16) wards in the Municipal area. The municipality is currently servicing only Marble Hall, Regae, Leeufontein and Elandskraal. There is no crematorium in the municipal area

Job Level	Employees: Cemeteries					
	14'15			15'16		
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %	
0 - 3	3		3	0		
4 - 6						
7 - 9						
10 - 12						
13 - 15						
16 - 18						
19 - 20						
Total	3	3	3	0	0	
T 3.13.4						

3.14 SOCIAL PROGRAMMES - CHILD CARE, AGED CARE

Not the function of the local authority

COMPONENT E: ENVIRONMENTAL PROTECTION

3.15 POLLUTION CONTROL

Function of Sekhukhune District Municipality

3.16 BIO-DIVERSITY – LANDSCAPE

A Landscaping Master plan was drawn by Habitat Landscaping Architects for the Marble hall town. The Plan is now under discussion and there after comments and inputs, implementation can begin via phase development although proper budget allocation will be needed.

The municipality does not have enough staff to render this service, hence the municipality appointed 15 EPWP personnel as part of Public Works Programme to assist in keeping the town clean and beautiful and also as part of job creation. This EPWP programme has yielded good results for the municipality and the community in relation to the unemployed youth and women.

The Municipality in its endeavor of increasing its aesthetic sense of Marble Hall town, have 12 parks in and around town of Marble Hall where trees were planted. As part of greening 600 trees were also bought and distribute for planting in villages. All town parks are also maintained by cutting grass, de bushing and removing of debris. New equipment were bought to deal with the replacement of old equipment. The equipment which was bought were; 15 bush cutters and Tractor.

The greening of the municipality was done by the planting of trees in Marble Hall Town and the Municipality won the Greenest Municipal Competition award in Sekhukhune district for the fourth time.

Job Level	2014'15	Employees: Bio-Diversity; Landscape and Parks 2015'16
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	Employees		Posts		Employees		Vacancies (fulltime equivalents)		Vacancies (as a % of total posts)	
	No.	No.	No.	No.	No.	No.	No.	No.	%	
0 - 3	22			22		5				
4 - 6	6			6		1				
7 - 9										
10 - 12	1			1						
13 - 15										
16 - 18										
19 - 20										
Total	29	35		29		6			0	
T 3.16.4										

COMPONENT F: HEALTH

3.17 CLINICS

HIV/Aids Coordination

The Municipality does have a HIV/Aids coordinator which is responsible for all activities in trying to reduce HIV/Aids prevalence in the municipal area. Average prevalence of around 10 % is still occurring. Three Local Aids council meeting and three awareness campaigns were held. The success rate of the Lac meetings is not up to standard and challenges are stakeholder attendance at meetings and the constant changing of meeting dates. A proper fixed program for LAC meeting in conjunction with the Mayoral office needs to be established for the coming year. The establishment of eleven ward aids councils were done but due to the new council the proper final establishment still must be done

3.18 AMBULANCE SERVICES

Not a function of Ephraim Mogale municipality

3.19 HEALTH INSPECTION: FOOD INSPECTION ETC

Environmental Health

The Environmental Health function is now the responsibility of the Sekhukhune District Municipality and they have concluded on the deployment of Health Practitioners to the local municipalities. The Municipality is working together with the two assigned practitioners to try and promote clean and safe communities.

COMPONENT G: SECURITY AND SAFETY

3.20 POLICE

Police function is a National function coordinated at the Provincial Department; the municipality is responsible for Community Safety Forum (CSF). The municipality established the CSF which assisted the community in ensuring safety and security related matters, e.g. bail application, crime prevention initiatives. The municipality had budget limitation and there were no dedicated staff to focus on this matter, however the municipality sustained the functionality of CSF and are supporting the structure wherever they can assist in transport and venue accommodation.

3.21 FIRE

Function of Sekhukhune District Municipality

3.22 DISASTER MANAGEMENT

Function of Sekhukhune District Municipality

COMPONENT H: SPORT AND RECREATION

3.23 SPORT AND RECREATION

There are two sport, arts and culture officers which coordinate sport activities in the Municipality and align programs to District – and provincial activities. Internal challenge with personnel occurred during the last 6 months which hampered the facilitation and activities of sport in the municipality.

Internal sport for officials at the Municipality – Every week soccer, golf, pool, and netball is played against teams in a league established for the district. The Municipality competed in the IMMSA games In Giyani Municipality

Local Football Association is active in arranging league games for soccer in villages in the Municipality where after the winners compete against other winners in the District – and in the Province.

A Soft ball league is also been established and there is active participation from community members. The Leeufontein soft ball team did also participate in district the events.

The Moutse marathon is a private organized event were the Municipality is giving administrative support and the event is held annually with participant from all over the country.

Job Level	Employees: Sport and Recreation					
	Year -1		Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)	
No.	No.	No.	No.	%		
0 - 3						
4 - 6						
7 - 9						
10 - 12	2		2	0		
13 - 15						
16 - 18						
19 - 20						
Total	2	2	2	0		0
	T 3.23.3					

COMPONENT I: CORPORATE POLICY SERVICES

3.24 EXECUTIVE AND COUNCIL

Executive committee is the principal committee of the council which receives reports from the other committees of the council and which must forward these reports together with its recommendations to the council when it cannot dispose of the matter in terms of its delegated powers. The executive committee must identify the needs of the municipality, review and evaluate those needs in order of priority. The committee recommends to municipal council strategies, programmes and services to address priority needs through the integrated development plan and estimates of revenue and expenditure, taking into account any applicable national and provincial development plans.

3.25 FINANCIAL SERVICES

The Financial Services is ensuring efficiency and compliance with the Municipal Finance Management Act (MFMA) as well as other applicable laws and regulations ultimately leading to better service delivery. The management of the municipal finances involves both a strategic and operational component.

Strategically, the finances must be managed to accommodate fluctuations in the economy and the resulting changes in costs and revenues. Operationally, the Municipality must put in place clear financial goals, Policies and tools to implement its Strategic Plan. The overall Strategic Plan is to ensure that there is transparency, accountability and sound Financial Management.

- Forming part of this plan are key performance areas such as: ensuring that all statutory reporting is compiled and submitted to the different spheres of government timeously.
- Annual Financial Statements are prepared in accordance with GRAP and submitted on time,
- effective and efficient utilization of financial resources,
- Compliance to the Supply Chain Management Policy and the maintenance of assets effectively with respect to additions; disposals; impairments on the assets register.

3.26 HUMAN RESOURCES SERVICES

Human resource comprises of occupational health services, labour relations and Employee Assistance Programmes. It is responsible for the recruitment processes, leave administration, disciplinary procedures, skills development, and labour relation issues.

3.27 INFORMATION AND COMMUNICATION TECHNOLOGY SERVICES

Introduction

Ephraim Mogale Local Municipality has ICT unit in place with the total number of 03 officials.

ICT unit is responsible for running daily, weekly, monthly data and backups. It ensures that municipal website is always functional and to provide user support.

ICT unit ensures that network is always available to all municipal applications such as Munsoft, emails, internet, payroll system and leave system for efficient and effective service delivery. The unit also managed the VPN connections for Managers and Directors as their duties are flexible so that they can be able to access municipal server at all times when they are out of the office.

Information Communication Technology (ICT) services is best positioned to promote effective administration in order to achieve service delivery targets and ultimately have an impact on socio economic development. It is therefore integral to the functionality and efficiency of the Municipality. The target for the reporting period was to achieve improved ICT systems, processes and compliant infrastructure. Service delivery priorities for ICT are to ensure that the municipality has efficient and effective backup systems, officials are trained on ICT, all municipal sites are connected through internet. Photocopier are leased. The municipality has, during the reporting, identified the need to strengthen the ICT unit by creating a strategic position.

The municipality has also managed to install and maintain backup system, VPN established, LAN restructured and Server room upgraded. EPMLM has ICT unit in place with the total number of 03 officials. ICT unit is responsible for running daily, weekly, monthly data and backups. It ensures that municipal website is always functional and to provide user support. ICT unit ensures that network is always available to all municipal applications such as Munsoft, emails, Collaborator, internet, payroll system and leave system for efficient and effective service delivery. The unit also managed the VPN connections for Managers and Directors as their duties are flexible so that they can be able to access municipal server at all times when they are out of the office.