



## *Ditsobotla Local Municipality*

### **DRAFT 2024/2025 INTEGRATED DEVELOPMENT PLAN**

**14 April 2024**

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# SECTION A: INTRODUCTION AND OVERVIEW

## 1. Introduction

Section 35 of the Local Government: Municipal Systems Act 32 of 2000 defines the integrated development plan as the principal strategic planning document that guides and informs all planning and development, as well as all decisions with regard to planning, management and development in the municipality. The Integrated Development Plan is therefore, a central planning tool for government that embodies local government developmental goals and a comprehensive service delivery programme.

It ensures horizontal and vertical co-ordination and integration across the national, provincial and local spheres of government. In addition, the IDP requires community participation and stakeholder involvement. The integrated development planning process is therefore critical for the success of every South African municipality's endeavour to bring about responsive, developmental and accountable local government. The IDP also binds the municipality in the exercise of its executive authority.

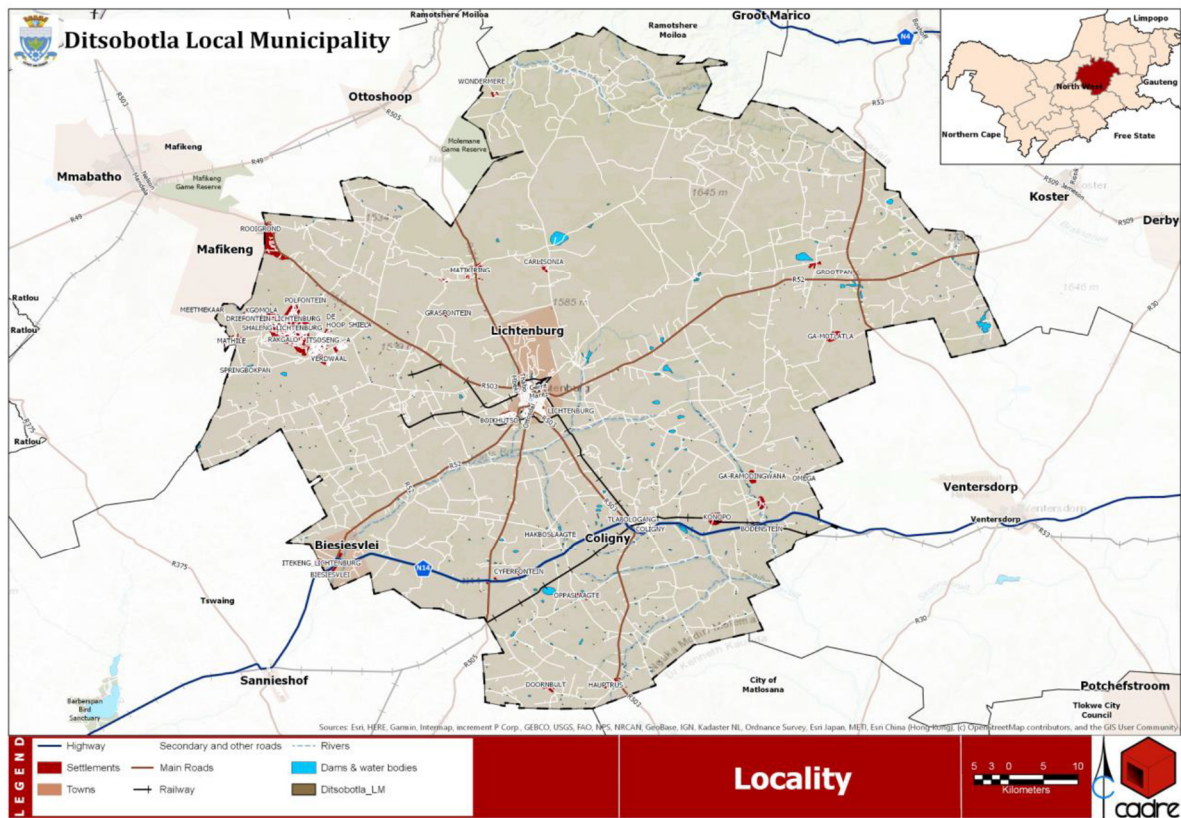
The focus of this IDP is within the context of a seamless integrated strategic planning process. The municipality has developed a set of long-term goals and five-year objectives (to be reviewed annually) that will form the basis of the annual business planning and budgeting carried out on an ongoing basis. The IDP will also further be shaped by inputs from communities and civil society, as well as direction from the political leadership.

### 1.1. Overview of Ditsobotla Local Municipality

The Ditsobotla Local Municipality is a Category B municipality situated within the Ngaka Modiri Molema District in the North West Province. It is one of the five municipalities in the district, making up almost a quarter of its geographical area. The seat of the local municipality is Lichtenburg. The municipality was established through the amalgamation of the former Lichtenburg, Coligny and Biesiesvlei Transitional Councils.

It comprises an area of 6 500km<sup>2</sup> and includes the towns of Lichtenburg - Boikhutso, Bodibe, Itsoeng, Coligny and Tlhabologang. A number of rural settlements and commercial farming activity also surrounds it. The village composition of the municipality is made up by the residential areas of Bodibe; Matile; Springbokpan; Verdwaal; Bakerville; Ga-Motlatla; and Putfontein. An estimated 164 176 people live in the municipality (StatsSA, 2022).

Lichtenburg is the economic and administrative heart of the municipality. It was established in 1873 and played a significant role in the history of the old Transvaal Republic. During the mid-1920s the town became the centre of diamond rush following the discovery of rich deposits. The main economic activity today is the production of maize. Lichtenburg lies in the heart of the 'maize triangle', which is the primary production area in the country. Within a radius of 80km from the town, there are also three major cement producers.



**Map 1:** Locality Map of Ditsobotla Local Municipality (Source: Ditsobotla SDF)

## 1.2. Legislative Context

The Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) states that each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive, and strategic plan for the development of the municipality, which:

- Links, integrates and coordinates plans and considers proposals for the development of the municipality.
- Aligns the resources and capacity of the municipality with the implementation of the plan.
- Forms the policy framework and general basis on which annual budgets must be based.

## 1.3. Annual Review of the IDP

On the 31 August 2023 Council of Ditsobotla Local Municipality adopted the 2024-2025 IDP and Budget Process Plan. The Process Plan was adopted at a time when the municipality was already placed under mandatory provincial intervention in terms of section 139(5) of the Constitution of the Republic of South Africa, 1995 – placing a strategic focus on the municipal financial recovery while also addressing pertinent governance and institutional challenges.

The IDP is reviewed annually in accordance with an assessment of its performance measurements and to the extent that changing circumstances demand. The review process serves as an institutional learning process whereby stakeholders can meet to discuss the performance of the past year. It allows for the refinement of plans based on changing environmental circumstances (both internal and external). The review and amendment of the IDP thus, further develops the IDP and ensures that it remains the principal management tool and strategic instrument of a municipality.

The review as indicated earlier on, is not a replacement of the 5-year IDP, nor is it meant to interfere with the long-term strategic direction of the municipality to accommodate new and additional demands. As prescribed by section 34 of the Local Government: Municipal Systems Act, 2000 (Act 32 Of 2000) the following is legislated:

**“34. Annual review and amendment of integrated development plan.**

A municipal council – must review its integrated development plan –

annually in accordance with an assessment of its performance measurements in terms of section 41; and to the extent that changing circumstances so demand; and may amend its integrated development plan in accordance with a prescribed process.”

In line with the above provision read together with section 21 of the Local Government: Municipal Finance Management Act 56 of 2003 Ditsobotla Local Municipality has reviewed its Integrated Development Plan which is supported by the 2024/2025 – 2026/2027 Medium Term Revenue and Expenditure Budget.

The purpose and objectives of the review exercise is to, among others:

- reflect and report on the progress made in respect of the implementation of the institutional and development targets set in the previous financial year;
- evaluate the appropriateness of the development strategies reflected in the 5-year plan and make the adjustments where necessary taking into consideration external and internal changes (variables);
- determine annual targets and action plans for the next financial year to stay on track with the implementation of the 5-year plan.
- inform the annual budget of the municipality and improve on efficiency to maximize the impact of available resources;
- confirm the Council’s strategic objectives and the medium-term service delivery and development agenda;

- review the prioritization of key programmes and projects in each municipality, whilst ensuring that all projects are directed towards achieving the strategic objectives; and
- to address the recommendations reflected in the assessment report emanating from the COGTA provincial government assessment of the previous financial year's municipal IDP review.

#### **1.4. Strategic Overview of the IDP**

The current political leadership took office following the dissolution of the previous council and subsequent by-election on the 14 December 2022. The municipality is also placed under mandatory provincial intervention in terms of section 139(5) of the Constitution of the Republic of South Africa, 1996 to facilitate its financial recovery and ensure that it is able to meet its obligations. In the context of this intervention, part of the strategic intent of council is to address the financial, service delivery and governance challenges that led to the dissolution of the previous council and reposition Ditsobotla Local Municipality as an organ of state capable of delivering sustainable services to the community.

Based on the overall performance for the period under review council reaffirmed the following strategic focus areas:

- Building a financially viable and resilient municipality capable of providing sustainable services.
- The appointment of senior managers and staff with the requisite skills, knowledge and competencies;
- A government underpinned by principles of accountability, transparency and good governance;
- A government that is responsive to the needs of the community and better positioned to create a conducive environment for economic growth; and
- Fighting corruption, patronage, nepotism and self-enrichment.

#### **1.5. Structure of the IDP Document**

This document is structured into various sections, preceded by foreword by both the Mayor and the Municipal Manager that sets the strategic direction for the Integrated Development Plan. The vision, mission, and strategic objectives of the municipality remain unchanged.

The sections of this generation of IDP can be summarized as follows:

**Section A: Introduction and Overview** which looks broadly at the legal framework guiding the IDP and the alignment of the municipal plans with those of other spheres of government with emphasis on the District Development Plan and also explaining the five-year IDP process and the key timeframes followed.



**Section B: Situational Analysis** which provides a municipal development profile with an overview of the municipal area and highlights the key socio-economic data that informs the development needs in Ditsobotla Local Municipality also the physical perspective of the Ditsobotla municipal area.

**Section C: Municipal Vision and Mission**, which reflects on the Vision and Mission of the municipality, the institutional arrangements in the municipality. The section also gives the municipal priorities for the next five years and the input by the community in the process of developing the IDP.

**Section D: Spatial Development Framework** - The primary purpose of the Spatial Development Framework is to present the spatial development goals of the municipality that result from the integrated consideration and sifting of spatial implications and of different sectoral issues. It provides decision-makers with a clear frame of mind on how and where development should occur within identified resource frames. The Municipal Spatial Development Framework applies to the entire municipal area of Ditsobotla. The overall SDF serves as an informant of the local spatial development frameworks contained in this section.

**Section E: Objectives, Strategies, Indicators, Targets and Projects** which states the municipality's strategic objectives, annual performance indicators and targets including the projects earmarked for the implementation over the mid-term framework.

**Section F: MTREF Budget 2023/2024 – 2025/2026** (to be incorporated on approval)

**Section G: Operational Plan** which provides brief outline on the municipality's political structures, Ward Committees, Portfolio Committees of Council including the political and administrative interface.

**Section H: Performance Management** which legal framework on performance management and the municipal performance management model.

## 1.6. Process Followed

The following process will be followed as part of the review process:

- Approval of the IDP/MTREF Budget/PMS Process Plan – The municipality adopted the Process Plan guiding the review process on the 30 August 2023 (attached as Annexure A).
- On the 14 November 2023 a consultative meeting between Ditsobotla Local Municipality and Ngaka Modiri Molema District Municipality (district municipality) was held to align municipal programmes in compliance with items 2(5) and (6) of the Municipal Planning and Performance Regulations, 2001 which requires that both the district municipality and local municipalities within its areas must consult each other on proposed amendments to their respective integrated development plans and take into consideration all comments

submitted one to another before taking a final decision on the proposed amendments. Flowing from this consultative meeting a list of currently running and planned projects initiated by the district municipality are included in the Ditsobotla Local Municipality's IDP.

- [On 9 April 2024](#) a councillors workshop was held to assess the extent to which the 2023/2024 priorities, particularly service delivery projects were achieved.
- Mid-year performance reviews and adjustments – The mid-year performance and budget reports 2023/2024 were also used as a baseline for the review of the integrated development plan.
- The draft 2024/2025 Integrated Development Plan (this document) will be tabled before council for approval and published for community participation and public comments on the 14 April 2024.

## SECTION B: SITUATIONAL ANALYSIS

### 2. Demographic and Socio-economic Profile

This section outlines the environment within which the Ditsobotla Local Municipality exists, reflecting on both the external factors (socio-economic) and internal factors such as service delivery, financial, institutional, spatial development as well as other environmental considerations. An attempt towards analysing the technological and cross-cutting issues is done with a view of identifying constraints and devising intervention mechanisms aimed at addressing them. Where inadequate, the analysis will be enhanced through a municipal strategic planning session scheduled for April 2024.

The situational analysis and therefore the basis for priority review are derived from a rigorous process of community participation, internal engagement as well as data analysis collated during the year under review (2023/2024). The internal sources used for verification of the current situation includes planning documents prepared for the Ngaka Modiri Molema District Municipality on service delivery and infrastructure backlogs, the 2022 Census Statistics as well as other planning documents of the Ditsobotla Local Municipality.

#### 2.1. Demographics

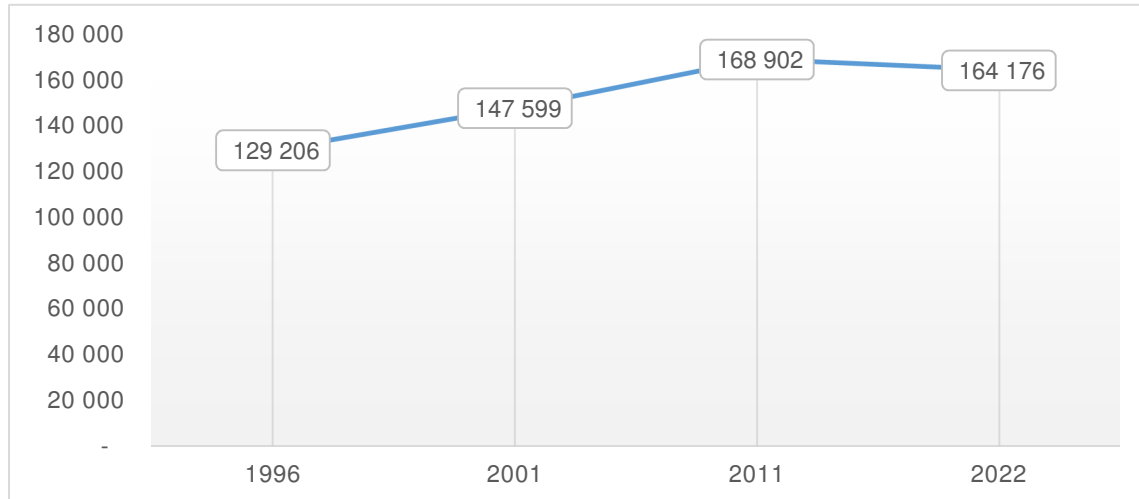
An understanding of changes in the population structure is crucial as part of devising planning responses emanating from growing pressures on food, energy, water, jobs and social support on the country's citizens. An understanding of how the total fertility rates, age specific fertility rates, sex ratios at birth, life expectancies and international migration affect the respective population groups, ages and genders is essential for effective planning on a spatial level.

The following statistics provide an overview of the economic, demographic and socio-economic environment of Ditsobotla Local Municipality in the context of the Ngaka Modiri Molema district, North West Province and South Africa.

##### 2.1.1. Population & Households Profile

According to Statistics South Africa (Census 2022) the population of Ditsobotla Local Municipality has declined (-0.3%) from **168 902** to **164 176** between 2011 and 2022. This figure is lower than the provincial population growth rate of 0.8% and that of South Africa which is 0.2%. The graph below illustrates this population trend.

**Graph 1: Population Growth Trends**

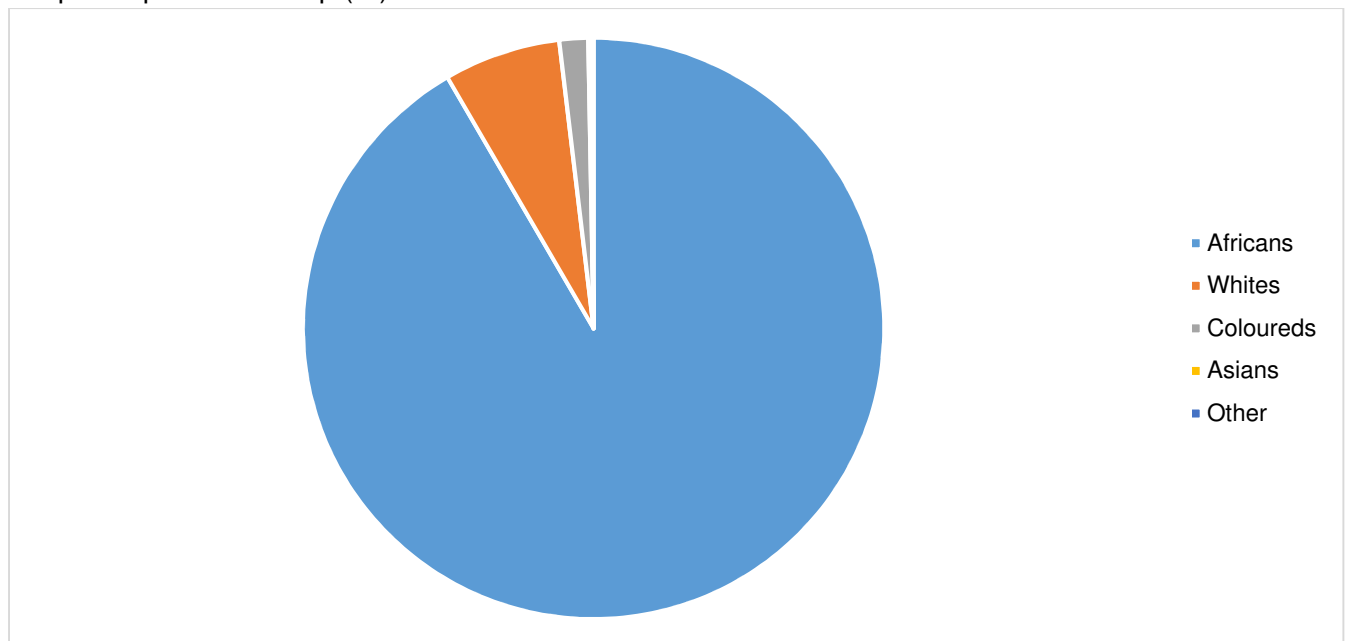


**Source:** StatsSA, Census 1996 - 2022

### 2.1.1.1. Population by Group

According to the Census 2022 (Statistics South Africa) figures the Ditsobotla Local Municipality's population is constituted of 91.7% African (150 600), 6.5% White (10 642), 1.6% Coloured (2 572), 0.1% Asian (97) people.

**Graph: Population Group (%)**



**Source:** StatsSA, Census 2022

### 2.1.1.2. Population by Gender and Age

An understanding of the age structure and population of the municipality is vital in planning for the anticipated demands for services and employment opportunities. Specifically, it enables the municipality to:

- Identify the potential need and location of facilities (e.g. education and health);
- Identify the expected growth in economically active population and potential employment seekers; and
- Project and plan for facilities to cater for the older persons as well as the future demands for social facilities (i.e. old age care centres, cemeteries etc.).

The total population categorised according to the population group, as well as the subcategories of age and gender reveals the following trends.

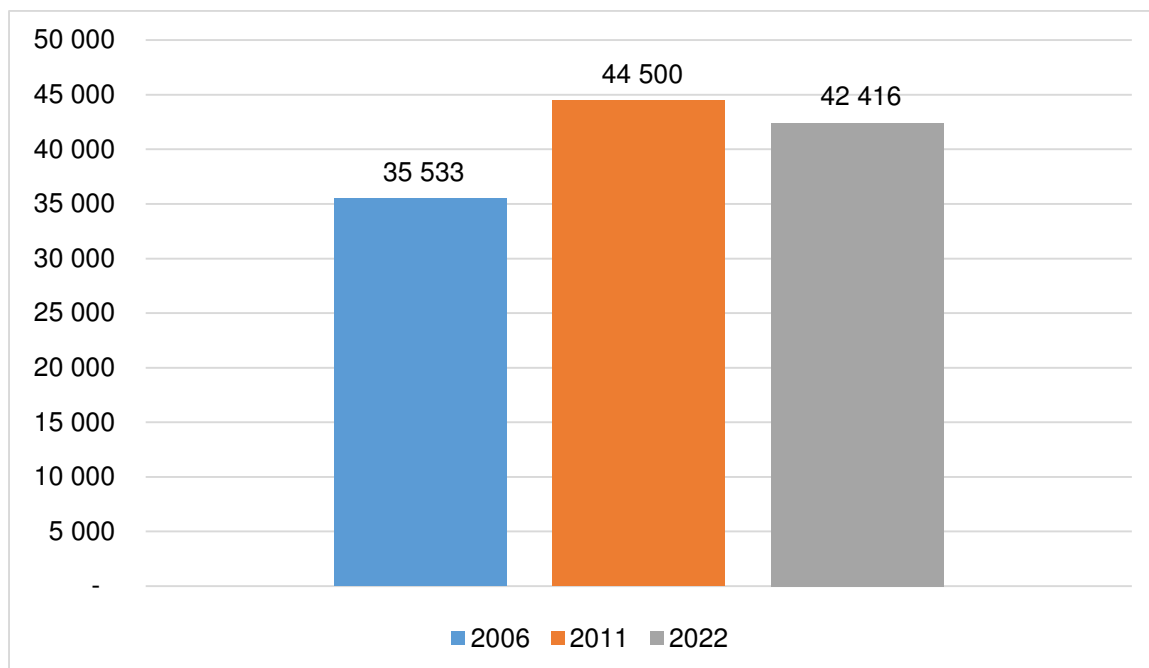
<b>Age Category</b>	<b>Males</b>	<b>% Males</b>	<b>Females</b>	<b>% Females</b>
85+	175	0.1	462	0.3
80-84	334	0.2	588	0.4
75-79	608	0.4	1 009	0.6
70-74	1 075	0.7	1 415	0.9
65-69	1 856	1.1	2 346	1.4
60-64	2 607	1.6	3 200	1.9
55-59	2 986	1.8	3 624	2.2
50-54	3 476	2.1	4 060	2.5
45-49	3 842	2.3	4 383	2.7
40-44	5 053	3.1	5 053	3.1
35-39	5 986	3.6	5 999	3.7
30-34	6 259	3.8	6 422	3.9
25-29	6 721	4.1	6 780	4.1
20-24	7 388	4.5	6 946	4.2
15-19	7 582	4.6	7 352	4.5
10-14	7 994	4.9	7 952	4.8
5-9	7 429	4.5	7 580	4.6
0-4	8 845	5.4	8 788	5.4

The total male population of Ditsobotla Local Municipality is 80 216 compared to a slightly higher number of female population which stands at 83 959 representing a male/female ratio of 48.9% and 51.1% respectively.

The largest share of the population is of infants and children aged 0 – 14 years which represents a total number of 48 588 or 29.6% of the total population. The age category with the second largest number of people is young working age (25-44 years) category with a total number of 48 273 or 29.4% of the total population followed by the teenagers and youth (15-24 years) age category with 29 268 or 18% of the total population. The age category with the least number of people is the retired/old age (65 years and older) which stands at 9 868 (6%).

### 2.1.1.3. Number of Households

According to Statistics South Africa the number of households for Ditsobotla Local Municipality has decreased from **44 500 in 2011 to 42 416 in 2022**. The average household size has also increased from 3.8 to 3.9 during the same period.



**Source:** StatsSA, Census 2006, 2011 & 2022

## 2.2. Socio-economic Profile

The statistical information and analysis of the socio-economic profile for Ditsobotla Local Municipality is based on the study undertaken by the National Treasury culminating into Municipal Socio-economic profiles for the 227 municipalities in South Africa excluding the Western Cape.<sup>1</sup> The use of MSEPs provides recent statistical socio-economic data for planning purposes largely based on Quantec, 2020 survey (research).

### 2.2.1. Poverty

Important indicators such as the Gross Domestic Product per Region (GDPR) per capita, household income, the number of indigent households, income inequality as well as human development in the Ditsobotla Municipality are explored to determine the levels of poverty.

#### 2.2.1.1. GDPR per capita

The GDPR per capita illustrates the economic output per person and is often used as a measure for the standard of living.

<sup>1</sup> See [https://lg.treasury.gov.za/ibi\\_apps/rs/ibfs/WFC/Repository/Public/Municipal\\_Socio-Economic\\_Profiles/Profiles/Municipal\\_Profiles/North\\_West/Ditsobotla.pdf?IBIRS\\_action=run](https://lg.treasury.gov.za/ibi_apps/rs/ibfs/WFC/Repository/Public/Municipal_Socio-Economic_Profiles/Profiles/Municipal_Profiles/North_West/Ditsobotla.pdf?IBIRS_action=run)

The Ditsobotla Municipality has a higher GDP per capita than that of the Ngaka Modiri Molema District, and a lower GDP per capita than that of South Africa. Between 2016 and 2019, the GDP per capita grew at an average annual rate of 0.089% for the municipality.

### 2.2.1.2. Household Income

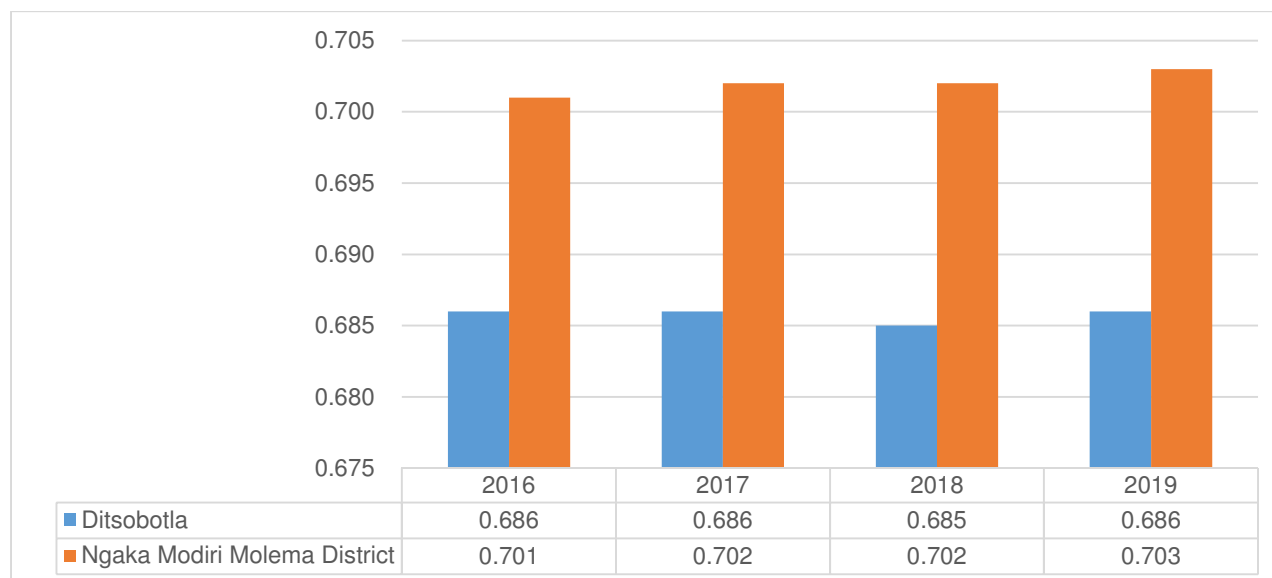
The average household income for Ditsobotla in 2019 was R372 which is lower than the district and national average of R1 795 and R166 641. However, the average monthly household income growth for Ditsobotla (1.88%) was slightly higher than the national average of 1.83% during the period 2016 – 2019 (National Treasury, MSEP).

	Average Household Income	Average Household Income growth (2016 – 2019)
Ditsobotla	R372	1.88%
Ngaka Modiri Molema	R1 795	2.04%
South Africa	R166 641	1.83%

Source: Quantec, 2020

### 2.2.1.3. Gini-coefficient

The Gini coefficient is a measure of income inequality. The Gini coefficient measures the deviation of the distribution of income among households from a perfectly equal distribution. A value of 0 represents absolute equality while a value of 1 represents absolute inequality.



In 2019, the Gini coefficient in the Ditsobotla Local Municipality was 0.686. This indicates that income inequality is lower compared to that of the Ngaka Modiri Molema District. Furthermore, the Gini coefficient is decreasing over the reference

period for the Municipality, showing that income inequality is declining for the period.

#### 2.2.1.4. The Human Development Index (HDI)

The HDI combines three dimensions, namely, a long and healthy life, knowledge and a decent standard of living. The indicator used to measure long and healthy life is life expectancy which the World Bank (2009) defines as the number of years a new-born infant would live if prevailing patterns of mortality at the time of its birth were to stay the same throughout its life. The two indicators for knowledge are mean years of schooling and the expected years of schooling. Lastly, the decent standard of living is measured in terms of the Gross National Income (GNI) per capita.

The HDI for Ditsobotla Local Municipality increased from 0.644 in 2016 to 0.661 between 2016 – 2019 and was greater than that of Ngaka Modiri Molema district.

#### 2.2.1.5. Dependency Ratio

The dependency ratio is explained as the ratio of dependents (people younger than 15 years and older than 65 years) to the working-age population (15 – 64 years). The dependency ratio for Ditsobotla Local Municipality declined from 61.5% during 2011 to 55% in 2022. This means that there are about 55 dependents for every 100 people of working age. Comparatively, for the period 2011 and 2022 the dependency ratio for Ditsobotla is slightly lower to that of the district municipality as per table below.

Table: Dependency Ratio 2001 – 2022 Census

	2001	2011	2022
Ditsobotla	58.8	61.5	55.3
Ngaka Modiri Molema	66.2	64.5	58.5

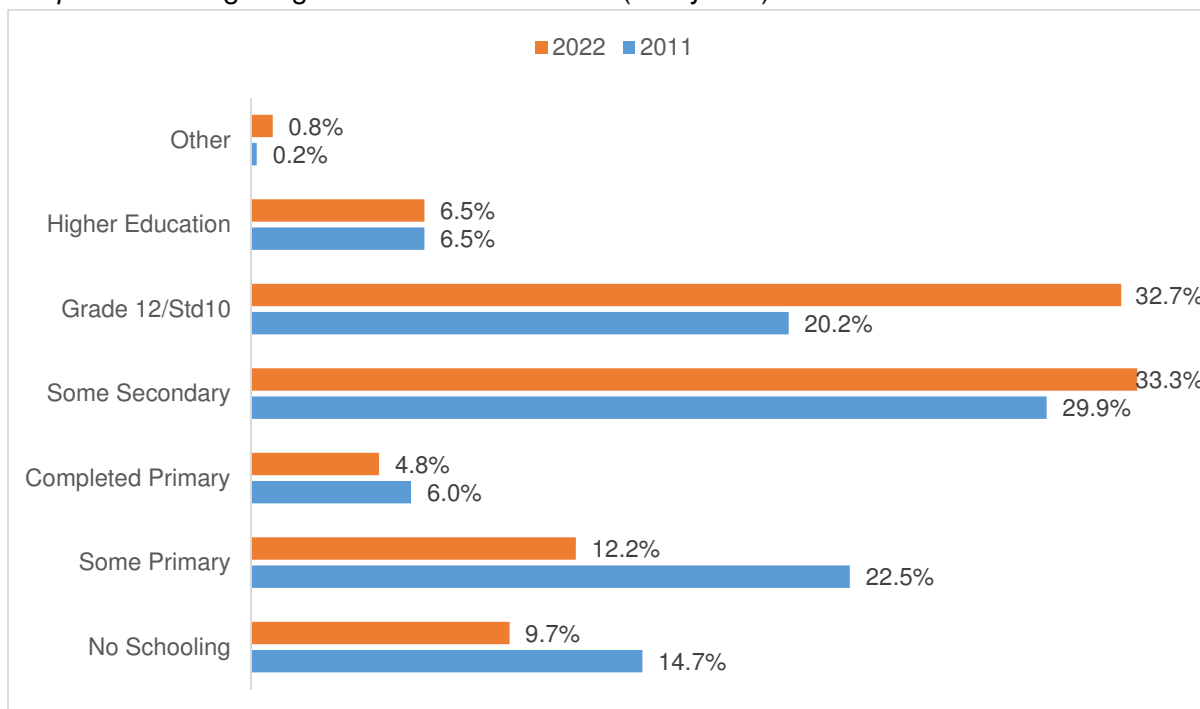
Source: Statistics South Africa

#### 2.2.1.6. Education

The proportion of people without any schooling decreased by an annual average of -0.46 from 14.7% to 9.7% between 2011 and 2022. The percentage of those with Grade 12 increased from 20.2% to 32.7% during the same period representing an average annual increase of almost 1% highlighting an improved functional literacy rate. The percentage of people with Higher Education remained steady at 6.5% over the same period.



Graph: Percentage Highest Level of Education (20+ years)



Source: StatsSA, Census 2011 & 2022

#### 2.2.1.7. HIV/Aids Estimates

HIV and AIDS can have a substantial impact on the growth of a particular population. However, there are many factors affecting the impact of the HIV virus on population progression: adult HIV prevalence rates; the speed at which the virus progresses; age distribution of the virus; the mother-to-child transmission; child treatment; adult treatment; and the percentage by which the virus decreases total fertility. ARV treatment can also prolong the lifespan of people that are HIV+. In the absence of any treatment, people diagnosed with HIV live for approximately 10 years before reaching the final stage of the disease (called AIDS). When patients reach this stage, recovery is highly unlikely (Quantec, 2022).

The table below provides the HIV programmes outcomes for Ditsobotla and Ngaka Modiri Molema District.

Table: HIV Treatment Indicators 2016 – 2019

Patients remaining on ART				
	2016	2017	2018	2019
Ditsobotla	109 034	134 485	143 024	158 203
Ngaka Modiri Molema	576 691	631 078	685 204	768 653

Patients starting ART				
	2016	2017	2018	2019
Ditsobotla	2 451	2 441	2 104	2 074
Ngaka Modiri Molema	10 382	10 204	10 031	9 393

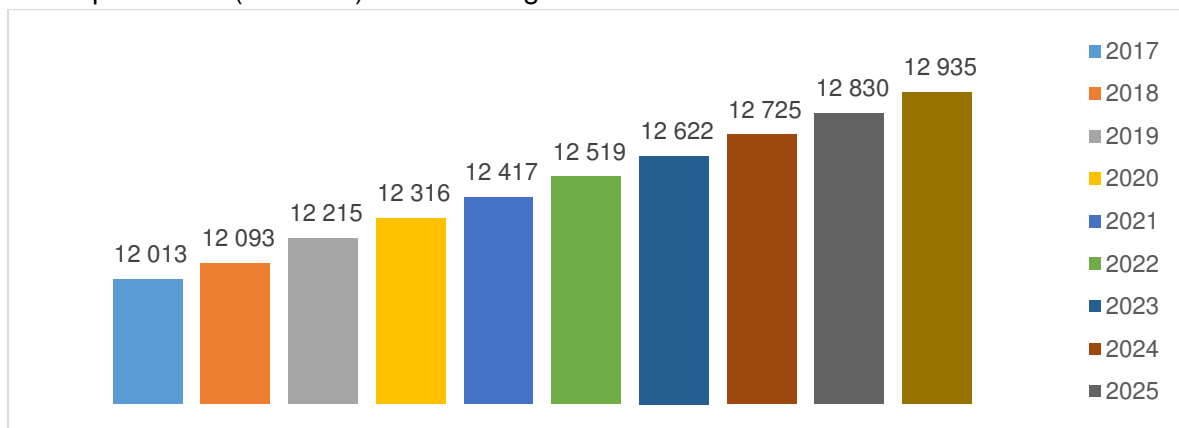
The HIV prevalence in Ditsobotla increased from 109 034 to 158 203 between 2016 and 2019 while the number of people starting ART decreased from 2 451 to 2 074 during the same period. The number of people on ART in Ditsobotla constituted 18.9% of the district and increased to 20.58% in 2019.

## 2.3. Economic Profile

### 2.3.1. Gross Domestic Product per Region (GDPR)

The figure below illustrates the size of the economy of Ditsobotla together with the economic growth estimates for the period 2016 and 2026. The economy generated R12.2 billion in GDP during 2019. Over the period 2012 to 2019 the economy grew at an average annual rate of 0.72%. Estimated that the economy will grow to approximately R12.9 billion by 2026.

Municipal GDPR (R million) and GDPR growth 2016 – 2026



Source: Quantec, 2020

### 2.3.1.1. Sectoral GDPR, 2019

The table below shows the share of GDPR contributed by each sector in Ditsobotla Local Municipality during 2019.

<b>ECONOMIC SECTOR</b>	<b>R million (2019)</b>	<b>% Share</b>	<b>Average GDPR 2016 – 2019</b>
Agriculture, forestry and fishing	R792	6.5%	-2.2
Mining and Quarrying	R67	0.5%	2.3
Manufacturing	R2 317	19.0%	-0.9
Electricity, gas and water	R179	1.5%	-3.0
Construction	R803	6.6%	3.3
Wholesale and Retail trade, catering and accommodation	R2 147	17.6%	2.5
Transport, storage and communication	R1 281	10.5%	2.6
Finance, insurance, real estate, business services	R1 845	15.1%	0.5
General government	R1 502	12.3%	0.9
Community, social and personal services	R1 283	10.5%	2.3
<b>Total</b>	<b>R12 215</b>	<b>100%</b>	<b>0.8</b>

Source: Quantec, 2020

The table above indicates that the GDPR of the municipality was slightly more than R12.2 billion during 2019. The manufacturing sector made the biggest contribution with 19% to the economy of Ditsobotla followed by wholesale, retail catering and accommodation with 17.6%. Over the period 2012 to 2019, the economy grew at an average annual rate of 0.72%. Compared to the Ngaka Modiri Molema District (0.76%), the Ditsobotla Municipality had a lower average annual growth rate. It is estimated that the value of the economy will grow to around R 12.9 billion by 2026.

### 2.3.2. The unemployment rate for Ditsobotla

Statistics South Africa defines an economically active person as one who is available for work and is aged between 15 and 65 years of age, regardless of whether that person is employed or not. According to Statistics South Africa (2004), an employed person is defined as one who works for remuneration, profit or family gain. The definition includes employers and employees, as well as those who are self-employed or a working family member. This includes both the formal and informal sector.

According to Statistics SA's narrow definition, the unemployment rate is the proportion of the labour force who are unemployed. The labour force participation rate shows the proportion of the working-age population (15 to 64) who are economically active, while the labour absorption rate indicates the proportion of working-age people who are employed. Based on 2019 statistics the unemployment rate of Ditsobotla stands at

27.18%, the economically active is 54.46% and the absorption rate is 39.65% (Quantec, 2020).

In 2019, those employed in the primary sector amounted to 18.04% of the working population, 15.59% in the secondary sector and 66.37% were employed in the tertiary sector in the Ditsobotla Municipality. The table below indicates the sectors that contribute to the employment in Ditsobotla Local Municipality. It indicates that the total number of people who lost their jobs in 2019 were 338.

Table: Sectoral Employment, 2019

	Number of jobs (2018)	Percentage share	Average employment growth (2016 – 2019)	Employment growth 2019
Agriculture, forestry & fishing	7 837	17.6%	-329	50
Mining & quarrying	180	0.4%	-34	-10
Manufacturing	4 569	10.3%	35	-140
Electricity, gas & water	71	0.2%	-7	-4
Construction	2 286	5.1%	-156	-240
Wholesale & retail trade, catering & accommodation	10 861	54.4%	685	98
Transport, storage & communication	1 485	3.3%	46	24
Finance, insurance, real estate & business services	3 819	8.6%	162	-63
General government	5 192	11.7%	-58	61
Community, social & personal services	8 137	18.3%	166	-114
<b>Total</b>	<b>44 437</b>	<b>100.0%</b>	<b>510</b>	<b>-338</b>

Source: Quantec; Urban-Econ calculations, 2020

### 2.3.3. Crime

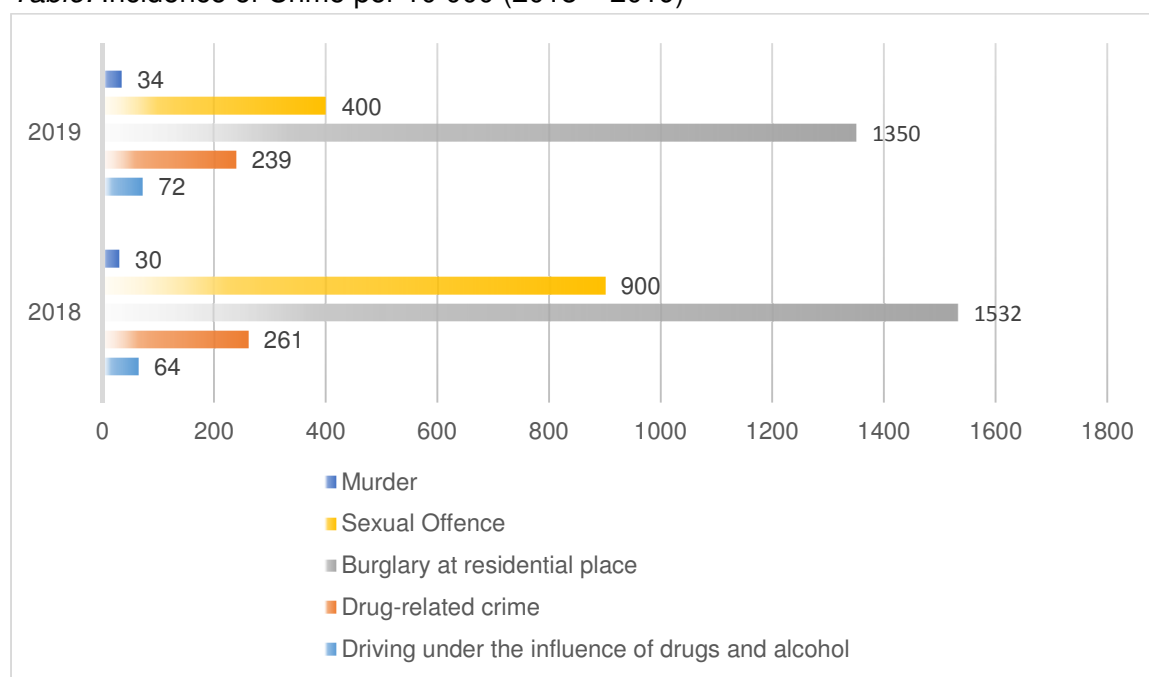
The crime statistics are important in the municipal planning process as they influence urban designs aimed at promoting the social, cultural and economic resilience of the communities and residents. Crime has a negative impact on communities which prompts a proactive planning approach anchored around national crime prevention strategies and interventions. The figures presented below outlines the number of crime incidences in Ditsobotla for the period 2016 – 2019.

Table: Incidence of Crime (2016 – 2019)

	2016	2017	2018	2019
Murder	31	46	30	34
Sexual offences	4	5	9	4
Residential burglary	1 434	1 673	1 532	1 350
Drug-related crime	402	424	261	239
Driving under the influence of drugs and alcohol	53	63	64	72

Source: SAPS; Quantec 2020

Table: Incidence of Crime per 10 000 (2018 – 2019)



Source: SAPS; Quantec 2020

### 2.3.3.1. Perception of Safety

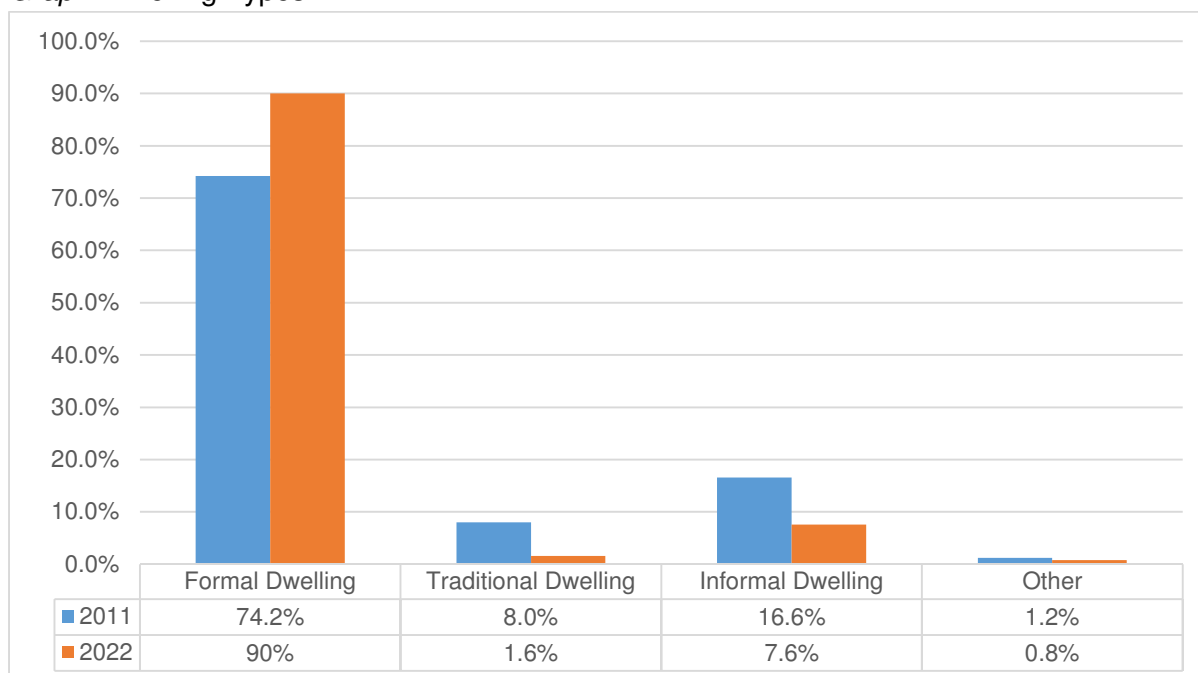
During the day 56 % of residents in the Ditsobotla Municipality feel very safe, while during the night only 11.4 % of residents feel very safe. At night around 60.9 % of residents feel very unsafe in the Ditsobotla Municipality. Perceptions of safety are more positive in the Ditsobotla Municipality compared to that of the Ngaka Modiri Molema District.

## 2.4. Household Infrastructure

### 2.4.1. Dwelling Profile

The number of households residing in formal dwellings increased from 33 025 or 74.2% in 2011 to 38 169 or 90% during 2022. Conversely, the number of households residing in traditional and informal dwellings (shacks) declined from 8% and 16.6% to 1.6% and 7.6% respectively. The graph below provides a comparative analysis of the dwelling by type for Ditsobotla Local Municipality between 2011 and 2022.

Graph: Dwelling Types



Source: StatsSA, Census

#### 2.4.2. Water Services

In terms of the current powers and functions Ngaka Modiri Molema District Municipality is a water services authority and the Ditsobotla Local Municipality is a water services provider. The municipality is responsible for the provision of water services in towns and Ngaka Modiri Molema District Municipality provides to the other areas.

The main source of water is extracted from boreholes, springs, and rainwater. The Lichtenburg Water Treatment Works Plant is very old and needs to be properly managed to limit unnecessary maintenance or repairs. The bigger water supply system in the jurisdiction of the municipality is raw water which is extracted from the surface water resource and purified at the plant, which then supply reservoirs which feed internal water reticulation systems predominantly in towns, largely disadvantaging rural households.<sup>2</sup>

As a water service authority, Ngaka Modiri Molema District Municipality is responsible for the bulk water supply (boreholes, pumping mains and reservoirs) and also operates the whole value chain of the water supply schemes in the rural areas. The district municipality has appointed *Magalies Water* to operate and maintain the Itsoseng Water Scheme.

Municipal water provision is divided into the following thirteen (13) Water Schemes:

<sup>2</sup> Status Quo Report, Financial Recovery Plan 2023

<b>Scheme</b>	<b>Description</b>
Lichtenburg Scheme	<ul style="list-style-type: none"> <li>The scheme consists of 21 boreholes of which 17 is situated at Klipveld (Lichtenburg) and 7 in Boikhutso. The district municipality is responsible for the maintenance of boreholes (bulk supply) and Ditsobotla performs the internal reticulation functions.</li> </ul>
Coligny Scheme	<ul style="list-style-type: none"> <li>It has 26 boreholes of which 6 are operational.</li> </ul>
Itsoseng Scheme	<ul style="list-style-type: none"> <li>Operated by <i>Magalies Water</i>, the scheme has 14 boreholes of which 11 are operational.</li> </ul>
Biesiesvlei Scheme	<ul style="list-style-type: none"> <li>The scheme has six boreholes</li> </ul>
Springbokpan, Putfontein, Verdwaal, Sheila, Bodibe, Opraap, Stompie and Ga-Maloka	<ul style="list-style-type: none"> <li>All rural schemes operated by Ngaka Modiri Molema District Municipality as a water service authority.</li> </ul>

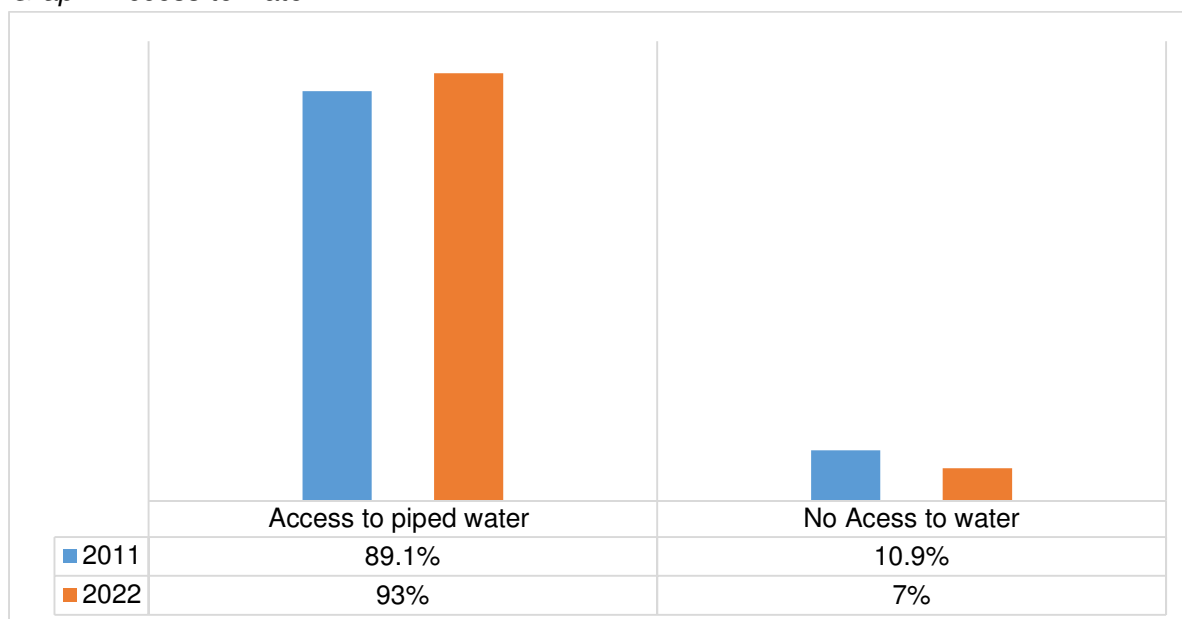
The municipality is experiencing erratic and unreliable water supply in all its schemes. Consumers are experiencing low water pressures or no water from its schemes. In all the schemes the water is sourced from the boreholes. There is a need to upgrade the potable water scheme capacity to meet the demand of the connected consumers. Notable residential areas where water demand shortfalls are experienced include the following:

<b>CURRENT SUPPLY VS. DEMAND</b>					
<b>Residential Area</b>	<b>Population Size</b>	<b>Total litres required per day at 120/c/d</b>	<b>Current Supply / day  Daily abstraction at ℓ/day at 12hrs</b>	<b>Current demand /day</b>	<b>Shortfall of water / day</b>
Carlsonia	964	115 680	0	115 680	-115 680
Grasfontein	1352	162 240	0	162 240	-162 240
Wilverdiend	888	106 560	0	106 560	-106 560
Bodibe	21 688	2 602 560	2 592 000	2 602 560	-10 560
Verdwaal	8 104	972 480	691 200	972 480	-281 280
Matile	1 368	164 160	125 280	164 160	-38 880
Tlhabologang	15 007	1 800 840	777 600	1 800 840	-1 023 240
Itekeng	5 626	675 120	259 200	675 120	-415920

#### **2.4.2.1. Access to Water**

Significant progress has been registered in providing portable water to the municipal communities. The 2022 Census estimates the total number of households with access to piped water inside their dwellings to be 18 873 (44.5%), those with piped water inside the yard stands at 13 912 (32.8%). The number of households with access to water on community stands is 6 670 (15.7%) and those without any access is 2 961 (7%).

Graph: Access to water



Source: Statistics South Africa, Census 2022

The water backlogs emanate from the emergence of unplanned (informal) settlements in Boikhutso (Jerusalem Informal Settlement), Itekeng, Blydeville and Tlhabologang. Currently, indigents receive 25 litres a day or 6000 litres for free a month. Some parts of the Boikhutso township and rural areas do not get water at all and residents rely on communal tankers.

To service the community, the municipality plans to implement water conservation and demand management strategies, undertake a water audit, and undertake an infrastructure leakages index through preventative maintenance of water supply schemes. In addition, a water services legal framework and associated policies must be adopted and implemented.

The municipality does not have enough underground water infrastructure. The challenge is that water is supplied in slots and infrastructure is aged which affects the distribution of water as the lifespan of meters is impacted. The capacity of pipes is too low for the growing population. These old pipes are made of asbestos which leaks easily thereby needing attention.

#### 2.4.2.2. Bulk-water Augmentation Programme

During the year under review (2023/2024) Ngaka Modiri Molema District Municipality committed implementation of the following bulk water infrastructure projects aimed at addressing chronic water shortages in Lichtenburg, Itsoseng, Bodibe and various villages. The projects currently under implementation include the following:

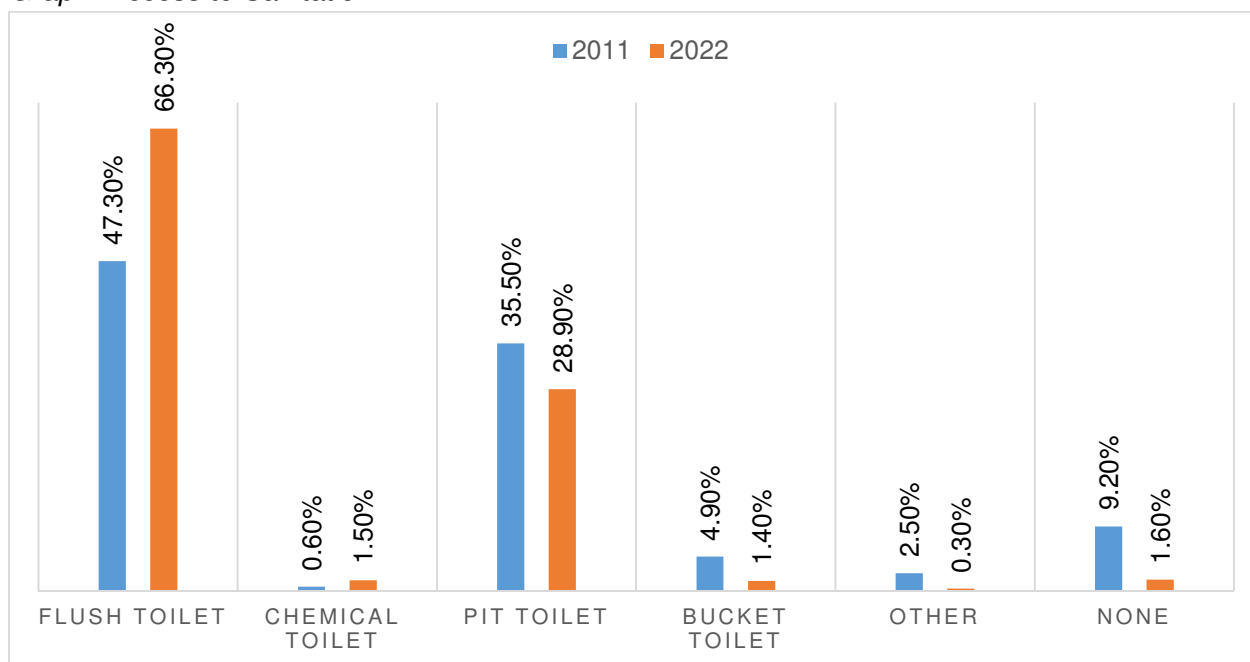


Project Name	Source of Funding	Description	Estimated Funding
Greater Lichtenburg Bulkwater Augmentation	Internal Funding (NMMDM)	Equipping 2 existing boreholes, drilling and equipping 6 additional boreholes; constriction of a 1Mℓ ground steel-tan with a booster pump station and installation of 3 booster pump stations at the three existing intermediate reservoirs at zone 3 Klipveld aquifer.	R50m
Assessment of mini-substations for Greater Lichtenburg	Internal Funding (NMMDM)	To conduct a comprehensive assessment of all 172 mini-substations for possible replacement.	R8m
Itsoseng Bulkwater Augmentation	Internal Funding (NMMDM)	Construction of 1Mℓ storage tank, refurbishment of the existing borehole, drilling and equipping 8 additional boreholes.  Refurbishment of the old reservoir and replacement of the 450mm asbestos line for Itsoseng Zone 3.	R90m
Water Supply at Blaauwbank Farm	Internal Funding (NMMDM)	To drill and equip 1 borehole; erecting of 2 x 10kℓ elevated storage tanks with pipelines and communal taps.	R1.5m
Bulkwater Augmentation at Springbokpan	Internal Funding (NMMDM)	To drill, pump test, do water quality analysis and equip 3 boreholes with concrete pump house and palisade.	R5m
Bodibe Ward 17 Water Reticulation		Water Reticulation Project	R243 780 318

### 2.4.3. Sanitation

The proportion of households with access to sewer and sanitation increased from 47.3% to 66.3% between 2011 and 2022 (Census, 2022). This trend is consistent with a general decline on the proportion of households dependant on other types of sanitation. Notably, the proportion of households without access to sanitation reduced from 9.2% to 1.6% during the same period.

Graph: Access to Sanitation



Source: Statistics SA, Census 2022

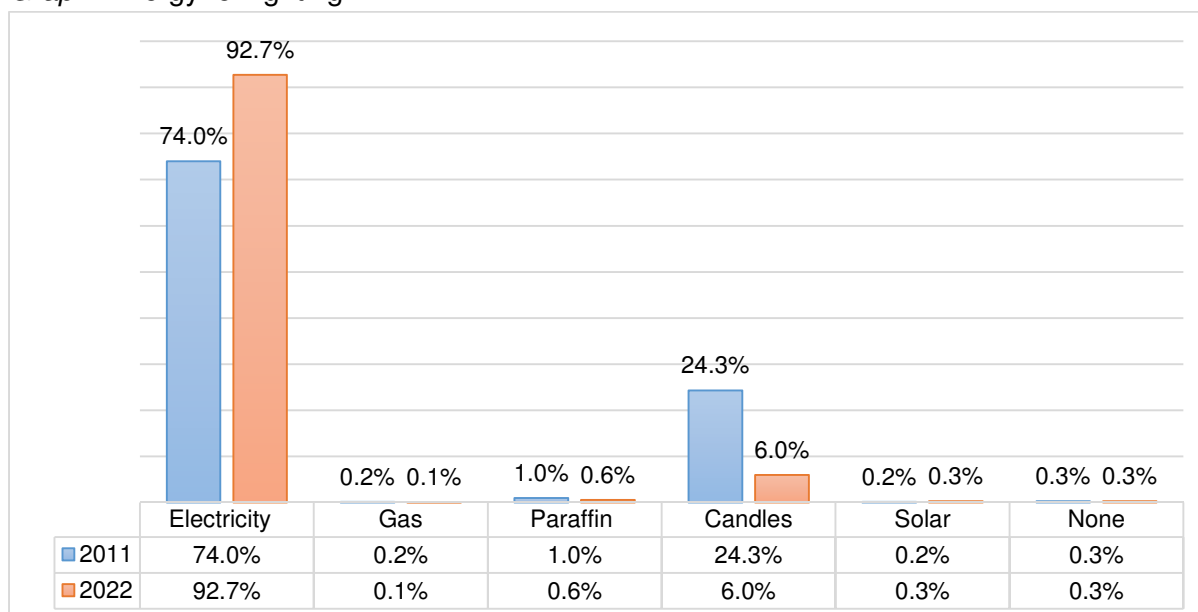
The spatial distribution of access to sanitation dictates that most of the formal towns such as Lichtenburg, Boikhutso, Coligny, Tlhabologang, and Itsoseng do have access to waterborne sanitation systems. The villages mostly rely on pit latrines and chemical toilets.

The sewer network has an old design with small pipes that causes leakages because of the pressure on the pipes which have limited capacity for the growing population. In townships, there are no sewer networks. The community in some instances block the pipes by disposing of rubbish in the sewer system and damaging the plant at high cost and risk.

#### 2.4.4. Electrical Services

The municipality is licensed to provide electricity in the areas of Lichtenburg, Blydeville, and Coligny, which are urban centres. More than 80% of Ditsobotla residents where the municipality is providing electricity have pre-paid meters. Eskom provide services to all other villages and townships.

Graph: Energy for lighting



Source: Statistic SA, Census

Ditsobotla has approximately 39 330 households (Census 2022) connected to the electricity grid which is a significant increase from the 32 933 recorded during the Census of 2011, translating to approximately 92.7% connectivity. The estimated 7.3% (3 096 household) backlog is reflective of the informal settlements in Itekeng, Blydeville, and Boikhutso.

During the previous and the year under review a number of electrification projects were undertaken by Eskom and include the following areas:

Table: Roll Overs as at February 2024

Project Name	Project Type	Progress
Springbokpan Ext	Household	Energised & Completed
Springbokpan Lavage	Household	Energised & Completed
Gamaloka Ext Phase 3	Household	Energised & Completed
Ditsobotla Munic Infills 2021-2022	Infills	Completed
Rietkuil-Rakwedi	Household	Energised & Completed - Awaiting Final CAPEX
Bodibe Rakgolo	Household	Energised & Completed - Awaiting Final CAPEX
23/24 Welverdiend	Pre-engineering	Pre-Engineering - In Progress
23/24 Rietkuil 2 Farm Houses 6	Pre-engineering	Pre-Engineering - In Progress
23/24 Monamaladi & Nkaikela Village	Pre-engineering	Pre-Engineering - In Progress
23/24 Meetmekaar Extension	Pre-engineering	Pre-Engineering - In Progress
23/24 Matile Village	Pre-engineering	Pre-Engineering - In Progress
23/24 Grasfontein	Pre-engineering	Pre-Engineering - In Progress
23/24 Bodibe Dithwaneng & Venter Extension	Pre-engineering	Pre-Engineering - In Progress

Source: Eskom DoRA Reporting

Table: Current Projects

Project Name	Project Type	Project Progress
NW384_Ditsobotla	Ditsobotla Bulk	Pre-Engineering
Wilverdiend	Households	Under Construction - In Progress
Sannieshof Substation Rebuilt	Pre-Engineering	In Progress - Pre-engineering
Rietkuil 2 Farm Houses	Households	Energised & Completed
Monamaladi & Nkaikela Village	Households	Energised & Completed
Meetmekaar Extension	Households	Energised & Completed
Matile Village	Households	Energised & Completed
Grassfontein	Households	Under Construction - In Progress
Bodibe Ditswaneng & Venter Extension	Households	Energised & Completed
24/25 Tlhabologang Scotland Extension 8	Pre-Engineering	In Progress - Pre engineering
24/25 Bodibe Venter Extension 1 & 2	Pre-Engineering	In Progress - Pre engineering

Source: Eskom DoRA Reporting, February 2024

Illegal connections, faulty meters, and aged infrastructure are the major challenges faced by the municipality. Overloading and burning of cables also result in losses. The total electricity infrastructure for Lichtenburg and Coligny areas needs urgent upgrading as it experiences a maximum demand problem.

The following is a summary of the key electricity challenges as identified in the draft electricity Master Plan:

- Aging network;
- Most switch stations without ceilings;
- Current sub-station buildings require upgrading due to structural damages;
- Sub-station transformers are overloaded +/- 95 to 100% capacity. **The immediate commercial demand is estimated at approximately 3 900 kVA;**
- HT cable feeders are inadequate and underground cables in service over 40 years;
- Lack of continued maintenance of the high-mast lights;
- Streetlights are more than 35 to 50 years old, and are non-energy efficient, and a huge risk to the public.

#### 2.4.5. Waste Collection / Refuse Removal<sup>3</sup>

The Environmental Health Services Unit is responsible for the provision of waste management functions in the Ditsobotla Local Municipality, which covers refuse removal, transportation and disposal; cleansing services; garden and bulk refuse removal services; and environmental awareness. The unit experiences various

<sup>3</sup> Sourced from Ditsobotla IWMP with statistical modification

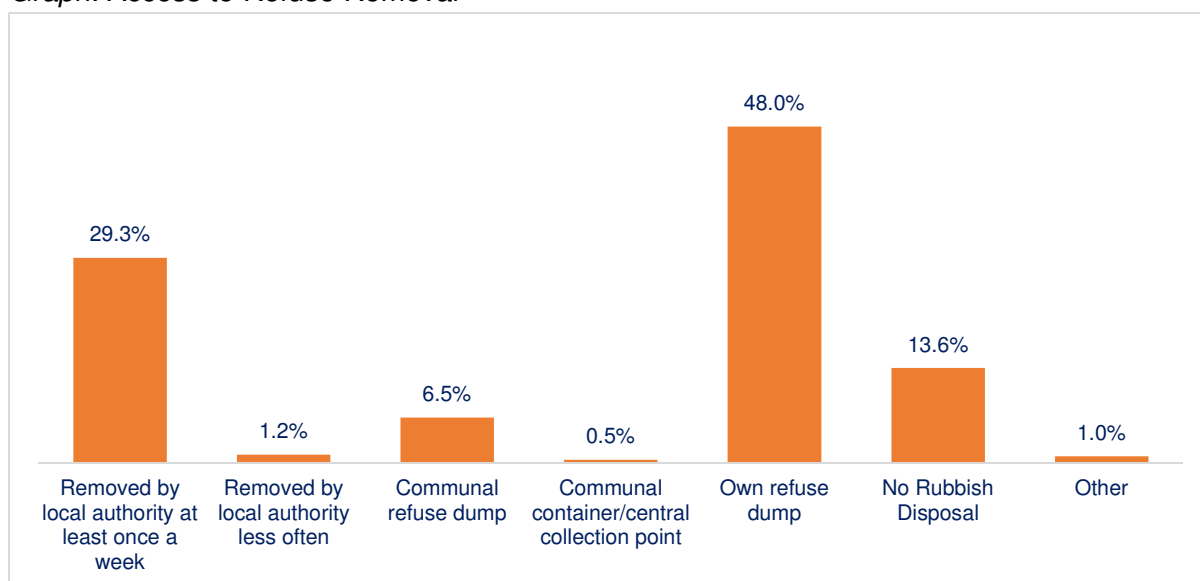
challenges including: obsolete and unreliable fleet and equipment; shortage of skilled staff, especially at supervisory levels; and designation of waste management officers.

Ditsobotla Local Municipality waste collection service is provided by two compactor trucks with capacities of 12m<sup>3</sup> and 10m<sup>3</sup> respectively. The frequency of waste removal in Lichtenburg, Boikhutso, Blydeville and Shukran is once a week for residential and business areas. The Lichtenburg waste site needs to be brought up to standard, including fencing of the area and entrance control at the site.

Other communities within the municipality utilize informal communal dumping sites and undertake their own waste disposal. In terms of the latter this normally entails a pit being dug in the vicinity of the residence where the waste is discarded and burnt on a regular basis. The Lafarge, *Sephaku* Cement and *Afrisam* cement industries within the municipal area manage their waste independently of the municipality and have recycling initiatives contributing towards waste minimisation.

The figure below depicts access to refuse removal (in percentages) in Ditsobotla Local Municipality. According to StatsSA, Census 2022, 30.5% of waste is removed by the local authority once a week; 48% of waste is disposed at residence owned refuse dumps; 13.6% has no rubbish removal, 6.5% use communal refuse dumps and 1.2% is removed by the local authority at less often intervals.

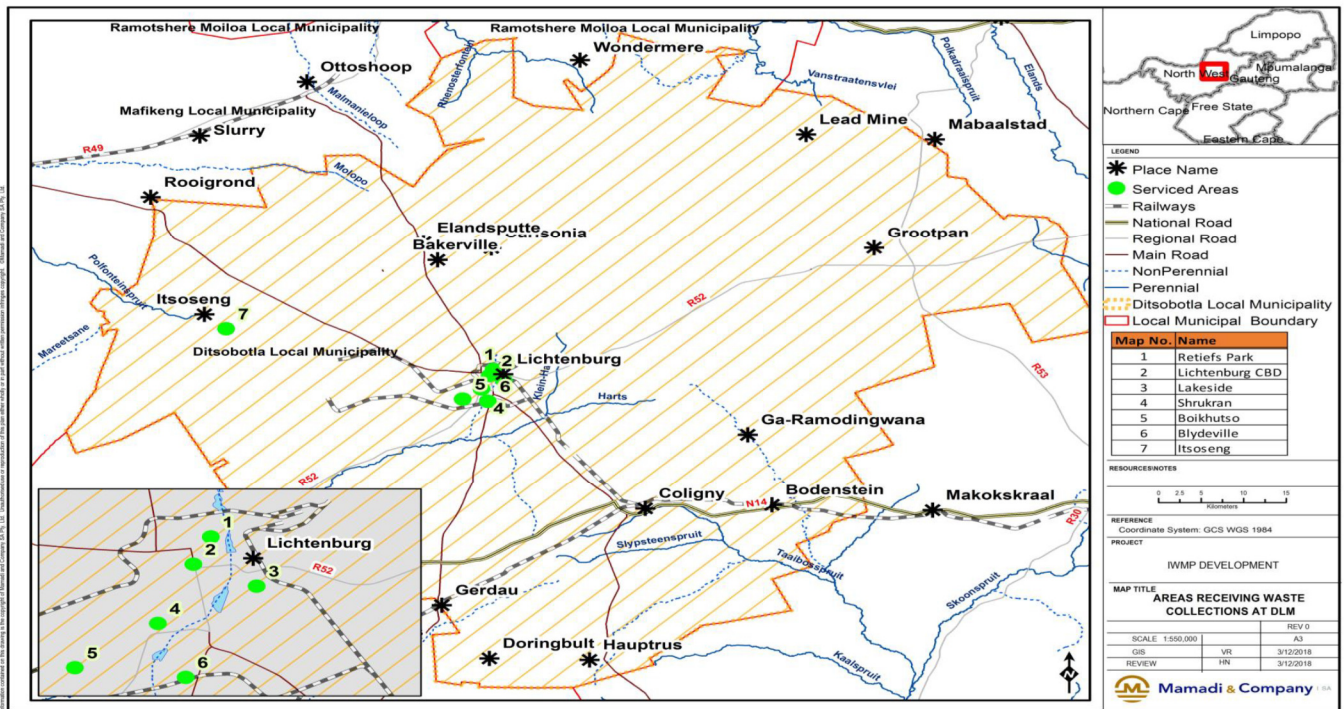
Graph: Access to Refuse Removal



Source: StatsSA, Census 2022

According to StatsSA, 2022 Ditsobotla Local Municipality has a total of 42 416 households with 12 447 households receiving refuse removal services from the municipality, while 22 189 households utilises communal or own dumping stands. A total of 5 756 households does not have any form of access to refuse removal services. The total number of indigent people within Ditsobotla Local Municipality is 6 178 and the number of indigent receiving free waste management services in terms of the FBRR is unknown.

Map: Areas receiving refuse removal services



Source: Ditsobotla IWMP, 2018 – 2023

The spatial distribution of refuse removal clearly indicates that provision of formal refuse removal services by the municipality occurs only in formal towns/residential areas of Lichtenburg, Blydeville, Boikhutso, Coligny, Tlhabologang, Itsoseng and Itekeng.

Some residential areas receive weekly refuse removal services. Furthermore, general waste from the Central Business District is also collected on a weekly basis. AfriSam dispose general waste to the Lichtenburg landfill site on a weekly basis. The challenge facing the municipality is to extend the refuse removal service to the rural and village communities in the long-term and to initiate waste recycling projects.

Ditsobotla Local Municipality also renders street sweeping and litter picking services. Clean-ups are also done for illegally dumped waste.

#### 2.4.5.1. Waste Disposal Sites

Ditsobotla Local Municipality has four (4) registered landfill sites in terms of the *Minimum requirements for waste disposal by landfill (DWAF, 1998) and its amendment*; namely; Lichtenburg, Itsoseng, Tlhabologang and Biesiesvlei. Itsoseng, Tlhabologang & Biesiesvlei landfill sites have been issued with waste management licences for closure and rehabilitation. The Lichtenburg landfill which is currently operational does not meet any of the minimum requirements for a landfill site and thus it currently operates as a dumpsite. Ditsobotla Local Municipality does not have any waste transfer stations or buy back centres.

The following table summarises the landfill sites in Ditsobotla Local Municipality:

<b>Name of site</b>	<b>Licence No</b>	<b>Status</b>
Lichtenburg Landfill	B33/ 2/330/3/P5B	Waste Licence for Landfill Site Licence from Department of Water Affairs and Forestry
Itsoseng Landfill	NWP/WM/NM3/2012/07	Decommissioning and Closure of Landfill Site Licence from North West Department of Economic Development, Environment, Conservation and Tourism (READ)
Biesiesvlei Landfill	NWP/WM/NM3/2012/08	Decommissioning and Closure of Landfill Site Licence from READ.
Tlhabologang Landfill	NWP/WM/NM3/2014/02	Decommissioning and Closure of Landfill Site Licence from READ.

#### **2.4.5.1.1. Lichtenburg Waste Disposal Site**

The Lichtenburg Waste Disposal Site is located 8km outside town on the Deelpan road on the farm Elandsfontein 34IP. The Lichtenburg waste site is registered but does not fully satisfy the required standards. The landfill is not fenced and access to the site is not controlled. There are no structures or landfill infrastructures such as ablution facilities, water source, weighbridge, electricity or boreholes for ground water monitoring.

The following issues at the landfill site were identified as major concerns/challenges:

- There are no ground water monitoring boreholes;
- There are people illegally residing at the landfill site;
- Reclaimers do not have PPE;
- Financial Constrains in the site management;
- Lack of Human Recourses;
- Health and Safety issues;
- No Landfill Maintenance Service;
- There is a lot of waste that should not be disposed at the landfill site, such as recycled e.g. glass, garden waste.
- There is difficulty in controlling the illegal re-claimers; and
- Broken-down waste management fleet.



## 2.5. ENVIRONMENTAL ANALYSIS

### 2.5.1. CLIMATE

#### 2.5.1.1. Temperature

Ditsobotla Local Municipality's temperatures varies between minimums of  $\pm 7,8^{\circ}\text{C}$  in the winter and maximums of  $\pm 40,6^{\circ}\text{C}$  over December/January months.

#### 2.5.1.2. Rainfall

Ditsobotla receives mostly its rain in January month, and have an average monthly rainfall of approximately 118mm. As in most north-western municipal areas, the winter months are the driest periods with less than 5mm rain per month on average (Ditsobotla SDF, 2005).

#### 2.5.1.3. Air value

Cement manufacturing companies are the main probable cause of air pollution in Ditsobotla, but the companies are observing the problem as part of their environmental monitoring process.

#### 2.5.1.4. Topography

According to the topographical map of Ditsobotla, it is indicated that the total area of Ditsobotla is mostly flat, with some hills and ridges in the northern boundary of the municipal area that exceeds  $5^{\circ}$ . In the southern area of the municipal area, there are also a number of hills, but does not exceed  $5^{\circ}$ . The urban area of Ditsobotla municipality does not have any significant hills or ridges that can hinder urban development. (Source: SDF, 2012).

#### 2.5.1.5. Surface Water

The surface water drainage pattern in Ditsobotla reveals that the main drainage areas are located in the southern, western and northern parts of the municipality. Important rivers within the area include the following:

- **The Hartsrivier and Groot Hartsrivier** draining in a south western direction of Itsoseng and Biesiesvlei. This river has its origin in the areas east and south of Lichtenburg. An important tributary of the Hartsrivier is **Tweelingspruit** which joins the Hartsrivier north of Biesiesvlei.
- The **Taaibosspruit** (draining into and from the Taaibosspruit dam) is located in the south eastern parts of the Ditsobotla and drains in a south eastern direction. The Taaibosspruit as well as its main tributary, the Slypsteenspruit has its origins in the area around Coligny. The Taaibosspruit then drains into the Skoonspruitriver.



- The droë Molopo River and the **Moloporiver** is located in the north-western parts of Ditsobotla and drains in a western direction. The Molopo river which originates at the **Molopo Eye**. Of specific importance is the fact that the major water supply scheme to the Mafikeng Local Municipality (i.e. the Molopo/Grootfontein supply scheme) is partly supplied by water from the Molopo Eye.
- The most important river in the northern part of the study area is **Ribbokfontein se Loop** and the **Klein Marico River** which drains in a north western direction (Source: Ditsobotla SDF, 2005).

### 2.5.2. Ecological Systems

The Ditsobotla Local Municipality is located within the Grassland biome. The topography of this biome is mainly flat and rolling, but includes the escarpment itself with altitudes varying from near sea level to 2 850m above sea level.

Grasslands are dominated by a single layer of grasses. The amount of cover depends on rainfall and the degree of grazing. Trees are absent, except in a few localized habitats. Geophytes are often abundant.

Frosts, fire and grazing maintain the grass dominance and prevent the establishment of trees. There are two main categories of grasses (*i.e.* sweet grasses and sour grasses). Sweet grasses have lower fibre content, maintain their nutrients in the leaves in winter and are therefore palatable to stock. Sour grasses have higher fibre content and tend to withdraw their nutrients from the leaves during winter so that they are unpalatable to stock. At higher rainfall and on more acidic soils, sour grasses prevail, with 625mm per year taken as the level at which unpalatable grasses predominate. C4 grasses dominate throughout the biome, except at the highest altitudes where C3 grasses become prominent.<sup>4</sup>

Overgrazing tends to increase the proportion of pioneer, creeping and annual grasses, and it is in the transition zones between sweet and sour grass dominance that careful management is required to maintain the abundance of sweet grasses. The Grassland Biome is the cornerstone of the maize crop, and many grassland types have been converted to this crop.

Sorghum, wheat and sunflowers are also farmed on a smaller scale. The Grassland Biome is considered to have an extremely high biodiversity, second only to the Fynbos Biome. Rare plants are often found in the grasslands, especially in the escarpment area. These rare species are often endangered, comprising mainly endemic geophytes or dicotyledonous herbaceous plants.

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<sup>4</sup> C3 plants are adapted to cool season establishment and growth in either wet or dry environments. On the other hand, C4 plants are more adapted to warm or hot seasonal conditions under moist or dry environments. C3 grasses are more tolerant of frost compared to C4 grasses.

Very few grasses are rare or endangered. High hyper diversity areas are mainly confined to the northern parts of the Ditsobotla Local Municipality as well as the areas immediately surrounding the perennial and non-perennial rivers and pans.

A breakdown of the total land area according to the various bio-diversity classes is summarized in the table below.

Table: Classes of Biodiversity

<b>Biodiversity Categories</b>		
<b>Biodiversity Categories</b>	<b>Area (km<sup>2</sup>)</b>	<b>Percentage of total municipal area</b>
High hyper-diversity	180.3	2.8%
High priority habitats	398.4	6.2%
Medium-High hyper-diversity	24.3	0.4%
Other areas	5865.0	90.7%
<b>Total</b>	<b>6467.9</b>	<b>100%</b>

This information indicates that more than 180km<sup>2</sup> of the Ditsobotla Local Municipality is classified as high biodiversity areas, 24.3km<sup>2</sup> as medium-high hyper diversity areas and 398km<sup>2</sup> as high priority habitat. These three categories jointly represent 9.4% of the total land area within the Ditsobotla Local Municipality.

#### 2.5.2.1. Vegetation Types

The vegetation of Ditsobotla is mostly Vaal-Vet Sandy Grassland (46%), Western Highveld Sandy Grassland (21%), Rand Highveld Grassland (11%), Highveld Alluvial Vegetation especially along the Groot Hartsriver. On the northern part of Ditsobotla municipal area, as well as Moot Plains Bushveld (6%) is found. In the vicinity of Itsoseng, Klerksdorp Thornveld (9%) can be found. The following table indicate the different vegetation types and their coverage of the municipal area.

Table: Vegetation

<b>Vegetation Name</b>	<b>Count</b>	<b>Hectares</b>	<b>%</b>
Highveld Alluvial Vegetation	24	8 679.024	7.57176
Klerksdorp Thornveld	16	10 668.15	9.307114
Moot Plains Bushveld	7	7 549.354	6.586212
Rand Highveld Grassland	40	13 531.09	11.8048
Vaal-Vet Sandy Grassland	212	50 012.39	43.63184
Western Highveld Sandy Grassland	398	24 183.6	21.09827
<b>Total</b>		<b>11 4623.6</b>	<b>100</b>

#### 2.5.2.2. Geology and Mineral Deposits

The Ditsobotla geology, mineral deposits and dolomite indicates that the northern area of the municipality is underlain by dolomite, whereby the same portions of land have deposits of Malmani Supergroup. At the very northern boundary of the

municipality, Vaalian Erathem can be found along the Ribbokfontein se Loop as well as the Klein Marico River. The central part of the municipality, surrounding Lichtenburg town, is underlain by Dwyka Group, Karoo Supergroup.

The limestone deposits located near Dudfield north-west of the Lichtenburg-Boikhutso as well as the deposits found in the Bodibe, Welverdiend/Meetmekaar area are commercially utilized. Mineral deposits include a number of manganese deposits in the areas north of Bakerville as well as Lead, Fluorspar and Zinc deposits in the extreme northern parts of the municipality. These formations mainly consist of quartzite, shale, basalt, andesite, conglomerate, iron, jaspilite, dolomite, chert, diamictite, porphyritic and amygdaloidal rocks.

The southern section of the Bodibe, Welverdiend/Meetmekaar, Springbokpan cluster and Coligny-Tlhabologang cluster are mainly underlain by sand, limestone, conglomerate, clay, alluvium, calcrete, siltstone, silcrete, calcarenite, dune sand and aeolianite. The Itekeng-Biesiesvlei cluster is underlain by geology from the Ventersdorp formation consisting mainly of andesite, conglomerate, sandstone, dacite, quartz porphyry, shale and tuff.

### **2.5.2.3. Environmental Protection**

According to the North West Spatial Development Framework specific environmental sensitive areas were identified (Intervention Zone Four). Critical bioregional categories need to be clearly protected and conserved. These categories are outlined in more detail below:

#### **Category One: Protected Areas**

- Areas that have been proclaimed in terms of the Protection Areas Act and are included in the national protected areas register (these include privately owned contract nature reserves);
- Special protected forest areas declared in terms of the National Forest Act;
- Areas that are in the process of being proclaimed if there is high certainty that the proclamation will occur;
- Note that areas under voluntary conservation agreements for which there is no long-term security, such as conservancies /stewardship agreements, must not be shown as protected areas, but may be shown as context information (see below).

#### **Category Two: Critical Biodiversity Areas**

This category may include several sub-categories such as:

- Irreplaceable sites
- Important sites
- Terrestrial ecological corridors
- Aquatic ecological corridors

- Special habitats
- Critical wetlands
- Crucial estuaries
- Critical sub-catchments
- Critically endangered ecosystems\*
- Endangered ecosystems\*

*(\* These terms must be reserved for ecosystems whose status has been assessed using the criteria developed for identifying threatened ecosystems in terms of the Biodiversity Act. Ecological support areas should also include a number of subcategories, such as:*

- *Primary wetlands production areas*
- *Groundwater recharge zones*
- *All wetlands*
- *All riparian zones)*

### **Category Three: Other Natural Areas**

- These areas are still subject to the usual authorization procedures e.g. EIA's.

### **Category Four: Areas Where No Natural Habitats Remains**

- These areas include cultivated areas, afforested area, mined areas, urban areas, and areas under coastal development.

## **2.6. Tourism And Cultural Heritage**

### **2.6.1. Heritage Resources**

#### **2.6.1.1. Culture**

Lichtenburg was established in 1873 by Commandant H.A. Greeff, who named the town after his farm near Durbanville in the Cape Province. The town accommodates a social-historical museum, an agricultural museum with a collection of antique tractors and many other interesting objects.

#### **2.6.1.2. Ampie Bosman Cultural History Museum**

This museum provides an introduction to the history of Lichtenburg (1873). Exhibits cover among others the founding and development of the town, discovery of the local diamond fields, General J.H. De la Rey and the siege of Lichtenburg during the Anglo-Boer War (1899 – 1902).

### **2.6.1.3. North West Agricultural Museum**

This museum exhibit a collection of farm implements and tractors from the earliest history of mechanised agriculture in the region. Exhibits of blacksmith tools, a horse mill from the last century and old steam engines can also be seen.

### **2.6.1.4. Lichtenburg Diggings Museum<sup>5</sup>**

The theme of the main museum is the alluvial diamond diggings in the region during 1925 – 1935, then the richest public diggings in the world. The largest pure red diamond (“pigeon blood red”) in the world was found here in 1927. The biggest diamond rush in history took place in March 1927 on the farm Grasfontein near Lichtenburg, when 25 000 runners took part to peg their claims.

From May 1926 to the end of 1927 there had been 45 more proclamations on 8 farms. The vastness of the diggings became evident (36 kilometres long and 1,6 kilometres wide. At 1945, when the production on the diggings was on the same scale as in 1925, 104 diggings on 13 farms were proclaimed.

A “City of Shacks” rose within a year or two housing approximately 150 000 people. Bakers, called after the owner Albert Baker, and later known as Bakerville, was the “main town”. The main business centre housed as many as 250 diamond buyers’ offices, as well as dining places, bioscopes, even a merry-go-round, and about 60 cafes, shops, barbers, butcheries, and other businesses. The school, one of the 17 on the diggings, had 15 classrooms.

At Grasfontein where the biggest rush in the world history took place on 4 March 1927, more than 2 million carats were found. More than 1,5 million carats were found on each of the farms of Uitgevonden (where Bakerville is situated) and Welverdiend. Between the years 1926 and 1945 more than 7 million carats were found with a value of £14,6 million.

### **2.6.1.5. Art Gallery**

The art gallery which is one of the biggest in the country side of Southern Africa, housing a valuable collection of paintings by well-known South African artists, is situated in a wing of the Civic Centre, Lichtenburg.

Painting of Gregorie Boonzaaier, Irmin Henkel, Irma Stern, Louis Steyn, Watler Batiss, Dirk Meerkotter, F Claerhout, Bettie Cilliers-Barnard, Johannes Meintjies, and Hennie Potgieter form part of the collection.

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<sup>5</sup> This museum has been damaged by fire around November 2023 and needs to be rehabilitated.

#### **2.6.1.6. Monuments**

The following monuments are found on the Square in front of the Lichtenburg Town Hall:

- A twice life size statue of General De la Rey mounted on his horse;
- The Burger Monument engraved with the names of 87 burghers of Lichtenburg and district who fell during the Anglo-Boer War;
- Memorial erected during 1938 Symbolic Ox Wagon Trek; and
- The Afrikaans Language Monument designed by Hennie Potgieter and erected during the 1975 language centenary festival.

#### **Other significant monuments include:**

- The Greef memorial at Witklop 20km north east of Lichtenburg in commemoration of the founder of Lichtenburg, HA Greef.
- Lichtenburg Graveyard with the graves of General De la Rey. Also 113 British graves from the Anglo-Boer War and several graves from the early days of the town with beautiful examples of Boer Volk Art can be seen.
- A small Voortrekker monument is erected on Elandsfontein.
- A historical cattle dip on the farm Elandsputte, 20km north of Lichtenburg was declared a national monument.
- The Gruisfontein battlefield 24km east of Lichtenburg, where a monument has been erected in honour of the burghers who died.

#### **2.6.1.7. Historical Buildings**

- The Dutch Reformed Church in Gerrit Maritz Street erected in 1890 (National Monument).
- The old Magistrate's Building dates back to 1895.
- General De la Rey's home, 3km west of town, was demolished during the Anglo Boer War and rebuilt on the original foundations.
- The home of the founder, HA Greef, built on Manana 10km east of Lichtenburg.
- An old plantation house, home of the pioneer in dry-land farming, Colonel H du Toit, erected in 1910 south of town.

## **SECTION C: MUNICIPAL VISION AND MISSION**

### **3. Introduction**

This section provides a summary of municipal-wide priorities that need to be focused on as part of the municipality's development agenda over the next five years. It is a culmination of a holistic assessment of the performance of the municipality during the previous financial years and proposes key strategic issues, which must inform all interventions in the short to long-term period.

#### **3.1. Vision Statements**

"A developmental municipality dedicated to the social and economic upliftment of its communities."

#### **3.2. Mission Statement**

"Sustainable service delivery through: transparent administration; dedicated staff; implementation of municipal programmes; and consultation with communities."

#### **3.3. Key Priorities of the Municipality**

The dissolution of council of Ditsobotla resulted in a coalition government entered into between various parties following the 14 December 2022 by-elections. The following are some of the broad priorities identified by council:

- Building a financially resilient and viable municipality capable of providing sustainable services.
- The appointment of senior managers and staff with the requisite skills, knowledge and competencies;
- Professionalization of the municipal administration based on a decentralized service delivery model to meet the priority household infrastructure of water, sanitation, electricity, and solid waste management.
- A government underpinned by principles of accountability, transparency and good governance;
- A government that is responsive to the needs of the community and better positioned to create a conducive environment for economic growth;
- 
- Fighting corruption, patronage, nepotism and self-enrichment.

#### **3.4. Municipal-wide Priority Issues & Proposed Intervention**

Based on the situational analysis and informed by the above priorities the following may be refined as immediate service delivery needs of the community of Ditsobotla:

- Water and sanitation;

- Electricity;
- Roads and Storm-water;
- Housing;
- Refuse Removal;
- Local Economic Development;
- Disaster and Emergency Responses; and
- Sports and Recreation Facilities.

At an administrative (institutional level) the immediate priority of the current administration is to adopt and implement the revenue enhancement strategies and financial management policies aimed at placing the municipality on a sustainable financial path. Part of the commitment would entail focusing on the implementation of the financial recovery plan.



## SECTION D: SPATIAL DEVELOPMENT FRAMEWORK

### 4. Spatial Analysis and Human Settlements

#### 4.1. Ditsobotla in Context<sup>6</sup>

The Ditsobotla Local Municipality is a Category B municipality situated within the Ngaka Modiri Molema District in the North West Province. It is one of the five municipalities in the district, making up almost a quarter of its geographical area. The seat of the local municipality is Lichtenburg. The municipality was established through the amalgamation of the former Lichtenburg, Coligny and Biesiesvlei Transitional Councils.

It comprises an area of 6 500 km<sup>2</sup> and includes the towns of Lichtenburg - Boikhutso, Bodibe, Itsoseng, Coligny and Tlhabologang. A number of rural settlements and commercial farming activity also surrounds it. An estimated 164 176 people live in the municipality (StatsSA, 2022).

Lichtenburg is the economic and administrative heart of the municipality. It was established in 1873 and played a significant role in the history of the old Transvaal Republic. During the mid-1920s the town became the centre of diamond rush following the discovery of rich deposits.

The main economic activity today is the production of maize. Lichtenburg lies in the heart of the 'maize triangle', which is primary production area in the country. Within a radius of 80km from the town, there are also three major cement producers.

#### 4.2. Legislative Framework Guiding Spatial Rationale

##### 4.2.1. Spatial Planning and Land Use Act (SPLUMA)

###### 4.2.1.1. Purpose of SPLUMA

The purpose of the Spatial Planning and Land Use Management Act (SPLUMA) is to empower municipalities to regulate land use in their jurisdiction and ensure that properties are being used in accordance with zoning laws and approved building plans. It aims to develop a new framework to govern planning permissions and approvals, sets parameters for new developments and provides for different lawful land uses in South Africa. SPLUMA is a framework law, which means that the law provides broad principles for a set of provincial laws that will regulate planning.

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<sup>6</sup> Ditsobotla Spatial Development Framework 2020

SPLUMA provides that each municipality take responsibility for spatial planning and land use management within its jurisdiction. It requires the municipality to make administrative decisions, which are lawful, reasonable and procedurally fair.

#### **4.2.1.2. SPLUMA Implementation Process**

The municipality must categorise applications in order to determine which applications are determined by the Municipal Planning Tribunal and which are determined by the Accounting Officer. In the case of Ditsobotla Local Municipality the responsibility of the Accounting Officer is delegated to the Senior Manager: Planning and Local Economic Development in terms of existing by-laws.

The Act also provides for processes to be followed on land development applications. The municipality must determine the following in terms of land development applications:

- The manner and format in which a land development application must be submitted
- Timeframes applicable to each component phase of the application
- Level of participation required
- The matter and extend of intergovernmental participation as part of the land development application.

#### **4.2.1.3. Establishment of Municipal Planning Tribunals (MPT)**

According to section 35 of SPLUMA, municipalities must in order to determine applications within its area, establish a Municipal Planning Tribunal (MPT). The Ditsobotla Municipal Planning Tribunal was established in 2022 for a prescribed period of five years. It is composed of six (6) external members and four (4) internal members who are employees of the municipality.

Ditsobotla Local Municipality has also established the Appeals Authority comprised of the Executive Committee of Council. The Appeals Authority is responsible for appeals rising from the decisions of the MPT.

#### **4.2.1.4. Spatial Development Framework (SDF)**

Municipal Spatial Development Framework (MSDF) can be defined as a framework that seeks to guide the spatial development of a municipality. It seeks to illustrate the current, but also future spatial view of the municipality. The MSDF seeks to support the Integrated Development Plan (IDP) in terms of future spatial planning. The IDP is the budgetary guide for the entirety of the municipalities spending and determines allocation.

The SDF is a legally mandated municipal planning tool, which is guided by national, provincial and local sets of legislation. The national legislative framework is based around the Municipal Systems Act 32 of 2000 (MSA) and the Spatial Planning and

Land Use Management Act, No 16 of 2013 (SPLUMA). Ditsobotla Local Municipality has adopted its Spatial Development Framework during 2020 which is due for review in 2025.

#### **4.2.2. Ditsobotla By-Laws on Spatial Planning and Land Use Management**

The Ditsobotla municipality is legally obligated to have developed a local “Spatial Planning and Land Use Management By-law” and has promulgated same in the Provincial Government Gazette dated 17 March 2017.<sup>7</sup> The By-law applies to all land within the municipal jurisdiction of Ditsobotla, including land owned by the state. The By-laws binds every owner and their successor in title and every user of land, including the state.

#### **4.2.3. Ditsobotla Land Use Scheme**

Sections 24 - 30 of the SPLUMA apply to any land use scheme developed, prepared, adopted and amended by the municipality. Ditsobotla Local Municipality has an adopted and published its Land Use Scheme in the Provincial Gazette (Gazette No. 8155) on the 20 October 2020.

The purpose of a Land Use Scheme as stipulated in section 25(1) of the Act requires the municipality to determine the use and development of land within the municipal area to which it relates in order to promote –

- a) harmonious and compatible land use patterns;
- b) aesthetic considerations;
- c) sustainable development and densification; and
- d) the accommodation of cultural customs and practices of traditional communities in land use management; and a healthy environment that is not harmful to a person’s health

### **4.3. Municipal Land Analysis**

#### **4.3.1. Land Claims Analysis**

The following portions of land in the jurisdiction of Ditsobotla Local Municipality have claims that are lodged on them and have been confirmed by the Land Claims Commission. The title deed of the subject properties is vested with Ditsobotla Local Municipality.

- Portion 81 Lichtenburg; and
- Portion 61 Lichtenburg.

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<sup>7</sup> Provincial Government Gazette No. 7739 dated 17 March 2017.

### 4.3.2. Land Availability Analysis

<b>RESIDENTIAL ASSESSMENT</b>	
Formal erven	22 000
Backyard shacks and second dwellings	1 000
Informal dwellings in and around urban areas	1 700
Traditional/Tribal Authority dwellings	16 700
Farm dwellings	11 600
Collective living quarters	100
Small holdings	0
Miscellaneous dwellings (commercial, etc.)	200
<b>Sub-Total</b>	<b>53 400</b>
<b>Demand</b>	
Bonded housing	
FLISP housing required	3 440
Subsidy housing required	1 890
Total demand for formal erven	5 330
<b>Supply</b>	
Vacant erven (bonded market)	1 080
Infill opportunity (bonded market)	440
Infill via backyard rental market on new stands	250
<b>Total erven and gross space to be provided for in SDF which includes:</b>	<b>3 560 erven</b>

Ditsobotla Local Municipality land availability analysis is provided for in the Spatial Development Framework (2020). The formal erven are the registered land parcels in the municipality jurisdiction. According to the above information, the demand for land in the municipal area is higher than the supply. This has called for land acquisitions as a remedial factor to address the demand.

According to a desktop analysis the Land Audit reveals that out of approximately 22 000 land parcels only 945 are municipal-owned which translates to around 4%. The remainder is state- and privately-owned land.

### 4.3.3. Land Acquisitions

It is the responsibility of the municipality to identify suitable land parcels for development in accordance with the SDF. The municipality is currently engaging the Department of Human settlement, through the Housing Development to purchase some portions of land for future settlement developments. About five (5) portions of land have been submitted to the Department for inclusion in the North West Provincial Land Acquisition pipeline.

## **4.4. DITSOBOTLA SPATIAL ANALYSIS/ SPATIAL INTERPRETATIONS**

### **4.4.1. Hierarchy of Settlements**

In terms of the Provincial Spatial Development Framework (2008), the following hierarchy of higher order nodes have been identified and classified for Ditsobotla:

- Lichtenburg – Priority 1 investment area; and
- Coligny – Priority 3 investment area.

The need also exists to determine rural clusters of settlements and a possible hierarchy of clusters and/or rural settlements. It is proposed that a criteria be used that to some extent reflect the prospects of 'sustainability' to identify such a hierarchy. The criteria used include:

- Number of residential units per settlement;
- Accessibility of settlements (from national, provincial, regional and other order roads);
- Proximity to larger centres of employment;
- Settlement status (proclaimed or informal);
- Status of housing type; and
- Number of social facilities.

Based on the outcome of applying the mentioned sustainable parameters, the settlements with the highest weight are those with the best relative prospects for sustainable development. The priority list below indicates settlements from a higher order to the lowest order settlements:

- Itsoseng / Bodibe cluster
- Itekeng
- Springbokpan
- Welverdiend
- Matile
- Bakerville
- Ga-Motlatla
- Grasfontein
- Carlsonia
- Ga-Ramodingwana

The provision of spatial guidelines for the rural intervention and development of rural settlements should be viewed as an important tool that can assist the Local Municipality with the revise of the IDP process and to help set development priorities. The North West Spatial Development Framework provides specific guidelines for the restructuring and upliftment of communities. The restructuring of rural development might be a political sensitive issue, but if government (including local government) is serious about addressing imbalances created by past policies (which led to the

mismatch of where people live and work, poverty traps and unsustainable development), the spatial guidelines to address that, should receive more attention.

#### **4.5. Ditsobotla Spatial Proposals**

##### **4.5.1. Lichtenburg – Boikhutso Cluster**

The Lichtenburg – Boikhutso cluster is made up of multiple smaller areas that are divided by early beginnings of the Molopo River, smaller streams, dolomitic areas and open space systems. As such, the spatial form is guided and influenced by the systems and dolomitic areas of the north which has led to the cluster developing towards the south. The main areas of the cluster are Lichtenburg, Boikhutso, Blydeville and the industrial and cement processing area in the north.

The cluster is characterised by the largely formal and older areas of Lichtenburg and the formalised areas of Boikhutso and Blydeville. The latter areas do, however, feature informal areas which have developed in the last decade and a half. The cluster has a relatively large population of 26 000 and 7 500 households in Lichtenburg and Blydeville, with 19 000 and 5 200 households in Boikhutso.

###### **4.5.1.1. Residential development**

There are three areas identified for future residential development namely Lichtenburg Ext 4 to the south of the town and on both sides of the Coligny road; Boikhutso Ext 3 along the northern and western boundaries; and a proposed security complex known as Lichtenburg Ext 8. The development in the area has since the previous SDF followed the general proposed locations. However, informal settlements have sprung up along the river in Blydeville.

Additional informal settlements are located to the north of Boikhutso - this settlement is moving closer towards the waste dumping area and buffer zone. Two significant areas where development has occurred in recent years is the expansion of Boikhutso to the west (2011 onwards) and Blydeville to the west (2019 onwards). There is a new formalisation of Blydeville Extension 4 and the upcoming Boikhutso (ward 1) consisting 2 500 informal households.

###### **4.5.1.2. Retail and business development**

The Lichtenburg CBD is influenced by two main roads – Nelson Mandela Drive and President Thabo Mbeki Drive which is also the main route for heavy vehicles through Lichtenburg between Coligny and Mahikeng. It is proposed that business development should be allowed along both major roads.

The northern boundary of the CBD is proposed between Bantjies and Swart Street and the eastern boundary at Church Street. Retail development should be encouraged in the defined area, but certainty must be given to existing residents regarding the residential characteristics of the area. In saying this, retail

development has occurred outside of the defined area and is sporadic in the south of Lichtenburg.

Retail development can also take place along Beyers Naude Drive (between 8th and 1st Avenues). Council has earmarked a portion of the farm Lichtenburg Town, east of Nelson Mandela Drive for retail development. This land is located outside the proposed CBD boundaries but is regarded as a committed future development area.

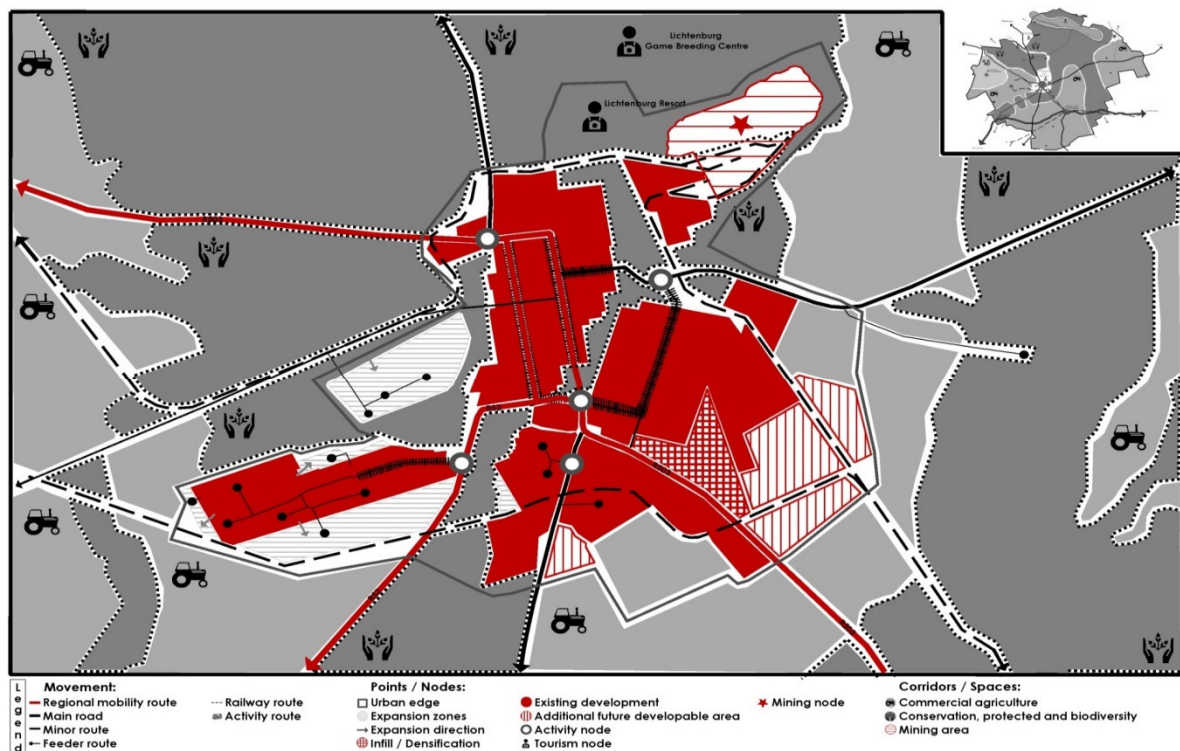
#### 4.5.1.3. Industrial and commercial development

Based on predicted future growth it is unlikely that there will be a significant new demand for new industrial and commercial land in the cluster. The available industrial space in the MC van Niekerk Industrial Park should be sufficient to accommodate future demand. Little to no development has occurred in this area within the last ten (10) years and gives a good indicator of the health of the sectors that utilise these spaces.

#### 4.5.1.4. Social facilities

The land use budget has indicated the need for seven schools and six clinics. However, the SDF notes that there are seven vacant school sites available which could partially address the need for land. The IDP provides for projects across the larger Lichtenburg, Boikhutso and Blydeville areas such as community halls; parks improvement and cemetery upgrading.

Map: Lichtenburg – Boikhutso Cluster



Source: Ditsobotla SDF, 2020

#### **4.5.1.5. Key considerations**

- Lichtenburg is ranked as priority 1 order investment node in terms of the North West Provincial Spatial Development Framework.
- It is located centrally on the new Potchefstroom – Lichtenburg – Mahikeng development corridor.
- It functions as a central place within the municipal and regional context.
- The occurrence of dolomite and environmental protected areas restrict expansion to the north.
- Prospects to integrate Boikhutso with Lichtenburg is limited because of natural open space systems.
- There is no strong business node in Boikhutso, and the existing node does not have the potential to be upgraded.
- Informal settlement is taking place to the north and east of Boikhutso that can complicate future expansion.
- A new “gateway project” is in the planning phase on the Mahikeng – Lichtenburg corridor.
- Low density residential development makes for difficult service provision, particularly in Boikhutso and Blydeville.
- Open space system (Molopo River) remains unutilised and still used as divider between areas.

#### **4.5.2. Bodibe – Itsoseng Cluster**

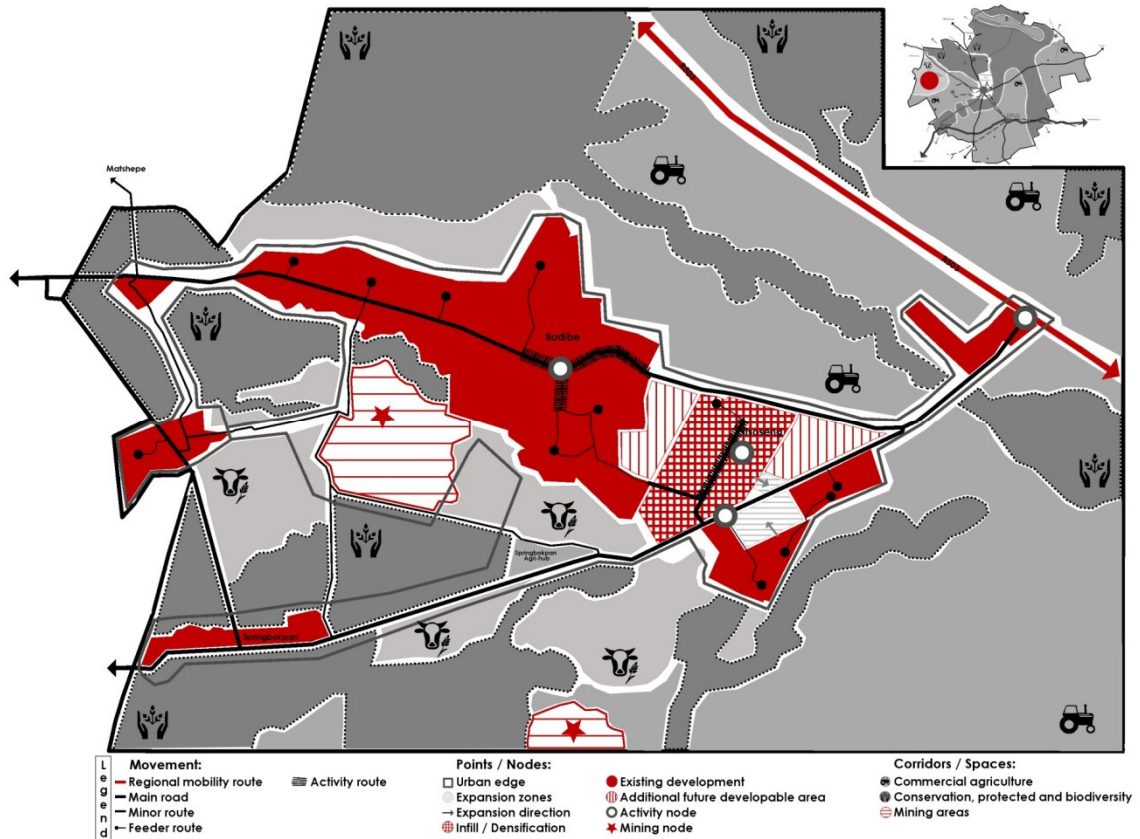
The Bodibe–Itsoseng cluster is a contrasting area in terms of its spatial form and overall development. The cluster features two main settlements with three smaller settlements all located around the Lafarge Tswana Lime mine.

Bodibe, as an area, is largely characterised by its organic development. It is spread out over a large area and follows a small stream running from east to west. As of 2011, Bodibe had a population of approximately 21 700 and 5 000 households. Itsoseng and Verdwaal (8 100 people and 1 900 households as at 2011) by contrast, is largely inorganic in its spatial form with regular grids and some road hierarchy. The area is wedged in between two main roads which determine its spatial form. Both of these areas are priorities for the current IDP with each featuring water, parks, roads and social services upgrading over five (5) years.

The area also features smaller villages and settlements. Springbokpan is located to the south of the Bodibe and Itsoseng. This area has grown in the last 15 years but has kept its linear spatial form albeit expanding further north towards Bodibe. In 2011, the settlement had a population of 2 100 and 630 households. Matile is another prominent small settlement to the east of the main cluster. This settlement has also grown in the past 10 years with a large number of infill developments occurring. It has maintained a regular spatial form. Matile had a population of 1 400 and 350 households as of the 2011 census.



The settlement of Welverdiend is located to the west of Bodibe. This is the smallest of the settlements in the cluster with a population of 890 and 220 households as of 2011. The settlements spatial form has changed over the last 10 years, with it growing towards the east. The final settlement is Sheila to the north of Bodibe and Itsoseng. It has changed little in its spatial form and is reflected in its population of 1 680 as of 2011. All of these settlements have been allocated IDP projects similar to those seen in Bodibe and Itsoseng.



#### 4.5.2.1. Residential development

The Bodibe rural housing project provides for the provision of 250 housing units at the extreme north-west boundary. There is also a project-linked subsidised housing project for 300 units within Itsoseng and the Verdwaal rural housing project will provide *in situ* upgrading of 300 units.

Bodibe has seen additional housing developments occur within it, these are primarily infill-type developments but not linked to any state provided housing. The residential footprint of Bodibe has remained largely the same over the last 10 -15 years.

Itsoseng, together with Verdwaal, have had some residential developments in recent years. In Itsoseng it has been in the eastern area connecting to Bodibe. In Verdwaal it has occurred in the northern portion along the main road dividing Itsoseng and Bodibe.

Proposed future residential development to accommodate future land requirements include:

- A possible eastward extension of Itsoseng;
- New development between the western areas of Itsoseng Zones 1 and 2 and the eastern boundary of Bodibe; and
- The proposed expansion area in Springbokpan – taking into account an environmentally sensitive area.

#### **4.5.2.2. Business / Retail Development**

The projected required space in this cluster is 6 000m<sup>2</sup> for retail space and 2 000m<sup>2</sup> for private office space. Existing activity is mostly concentrated in Itsoseng with a number of informal businesses scattered throughout other villages. It is proposed that the existing centre in Itsoseng be strengthened.

The commercial area at the centre of Itsoseng remains largely unchanged with limited expansion or new developments having occurred in the last 10 years. The area around the new health centre can become the nucleus of an integrated service delivery centre.

A local business and service delivery centre must be located close to the Bodibe clinic. Bodibe does not have a clearly defined nodal area, with only sporadic business and retail developments throughout the settlement with these being largely informal in nature.

#### **4.5.2.3. Social facilities**

Future demand for facilities includes two schools, thirteen (13) clinics and two (2) community centres. This can be partly addressed through the construction of the new health centre in Itsoseng and a new clinic at Springbokpan. Two new community nodes are proposed for west of Itsoseng and between Verdwaal 1 and 2.

There is a Portion 7 of the farm De Hoop 51 IP that has been identified as the new proposed Itsoseng Cemetery. All studies have been completed on the land and ready to be used.

#### **4.5.2.4. Roads and transportation**

The road network within the cluster is based around a ring that connects all the settlements. Within the settlements the type of roads differs between tarred and gravel (unsurfaced). The IDP has outlined a number of internal road improvement and upgrading projects across all the settlements. The upgrading of a number of roads are proposed:

- The main road linking the Itsoseng-Bodibe road with the Springbokpan road (has been re-tarred).
- Roads within the Bodibe area that function as access collector roads but can contribute to the future densification process.
- A proposed new road that links the southern extensions of Itsoseng with Bodibe (informal gravel roads at present).

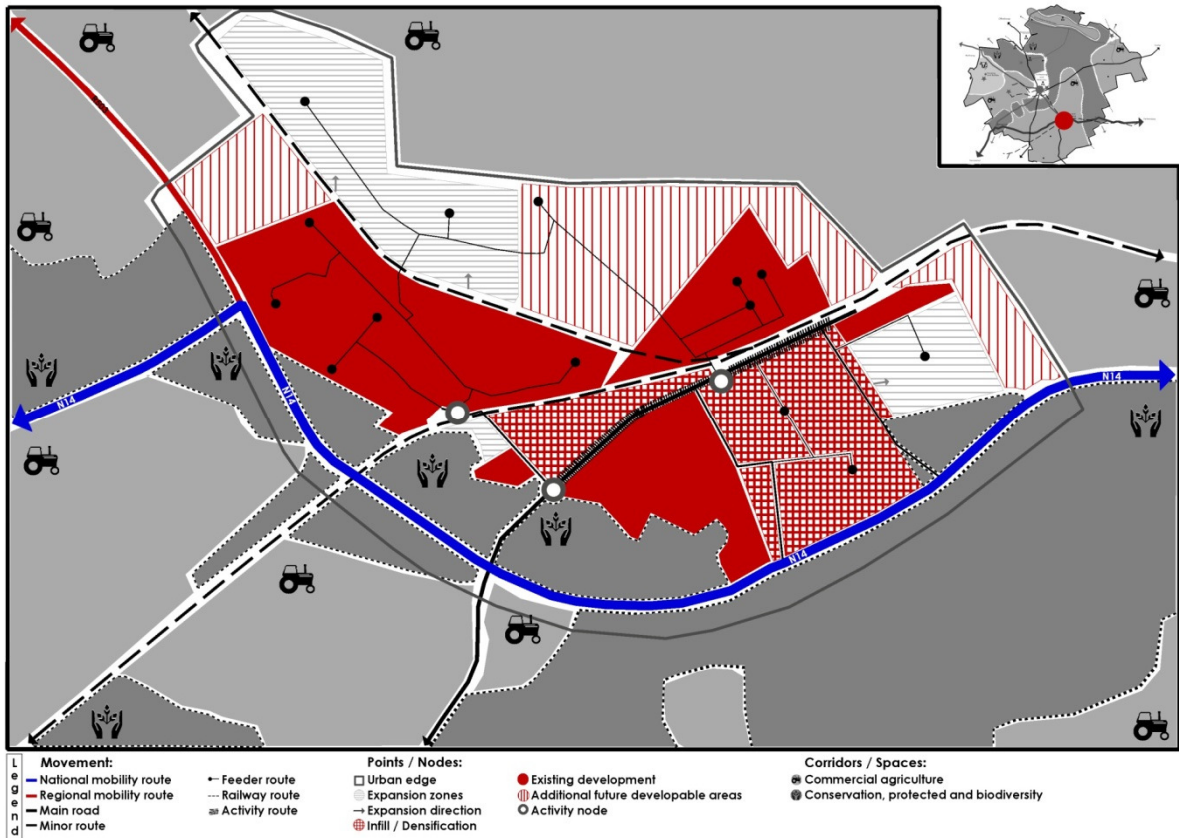
#### **4.5.2.5. Key considerations:**

- It is situated close to the western boundary of the municipality and functions mostly as a dormitory township.
- The smaller villages are located too far apart to consider the integration of settlements.
- It does not have good access from secondary roads and is only 5km away from the Mahikeng – Lichtenburg road.
- Existing businesses are not well-located in relation to roads.
- A possible lower-order gateway development should be considered on the R305 and a multi-use neighbourhood node be encouraged in Bodibe.
- Areas between Itsoseng and Bodibe as well as between Itsoseng and Verdwaal should be considered for infilling.

#### **4.5.3. Coligny – Tlhabologang Cluster**

The Coligny – Tlhabologang cluster is made up of two settlement areas that are divided by a railway line. The Coligny spatial form is characteristic of an older area with more established areas. The Tlhabologang area is spatially varied in that it has been formalised through *in situ* development.

The cluster as a whole is guided in its growth by the railway line mentioned prior, but also by the national road (N14). In 2011 the cluster had 2 270 people and 740 households in Coligny whereas Tlhabologang had 15 000 people and 3 750 households. The IDP projects are primarily based in Tlhabologang with electrification, roads, storm water, community halls, waste management and sanitation being the focus areas.



#### 4.5.3.1. Residential development

According to the land use budget the future land requirement is estimated at 130 hectares. Committed future developments include areas to the west of Tlhabologang town. This development (Tlhabologang Extension 8) began in 2015 and is finalised. The development is however, isolated from the rest of the cluster due to the railway line.

Future residential development can take place in a north-westerly direction (Syferpan 78IP) and northerly (Rietvlei 70IP). The latter option is preferred because it will create a more compact urban structure with improved access to existing services for residents.

As indicated above one of the key residential development is Tlhabologang Ext 8 which establishment is finalised. There is also Tlhabologang Ext 9, which its establishment is at a completion stage. Portion 202, which forms part of Tlhabologang Ext 9 is currently outside the urban edge and shall be included in the 2025 review of the SDF.

Expected future residential growth in Coligny is very limited. The existing vacant stands as well as possible densification should be sufficient to deal with future demand. An area located south of the CBD has been earmarked for residential densification.

Future residential development of 62 stands, namely Coligny CBD is currently being done by the Housing Development Agency. It is an area south of the railway line and east of the of the existing CBD, the area was previously earmarked for industrial development.

#### **4.5.3.2. Business/retail development**

Future demand is estimated at 2 000m<sup>2</sup> of retail space and 600m<sup>2</sup> of private office space. Future development should take place within the existing CBD as well as the southward expansion of the CBD boundary up to Frances Street. This area has seen some level of development occur in the last 10 years with warehouses and retailers. The area north of Voortrekker Street up to the railway line can also be considered for future retail and business expansion. Such development can contribute to the improved integration of Coligny and Tlhabologang and improve access to business opportunities for residents.

#### **4.5.3.3. Commercial/industrial development**

There is no commercial/industrial area located within the cluster. It is proposed that an area south of the railway line and east of the existing CBD be earmarked for such purposes. Additional development can take place at Coligny Ext 4 located between the N14 and Andries Pretorius Street. Little to no development in this regard has occurred. The portion of land mentioned here is the proposed Coligny CBD stands.

#### **4.5.3.4. Public Open Space**

The primary natural feature is the tributary of the Taaibosspruit Dam. Areas along the river and the adjacent dams has been identified as high environmental control zones that should be protected from future development. The areas surrounding these zones should be reserved as public open spaces. The Tlhabologang section of the Taaibosspruit has seen increased informal developments moving closer towards it.

#### **4.5.3.5. Social facilities**

According to the land use budget the future needs would include one primary school and three clinics. It is also proposed that the existing cemetery be extended.

### **4.6. Urban Growth**

Urban growth refers to the potential growth and development trajectories of towns and settlements within municipalities. It attempts to determine the future growth and decline of settlements across South Africa to relate these directly to the changes that are projected to occur due to climate change. Growth estimates for the entirety of the municipality were also developed. These estimates are based around 2011 Statistics South Africa data and then estimated forward to 2030 and 2050 respectively.

Additionally, two growth scenarios were developed, a medium and high growth scenario. The medium-growth scenario indicates population estimates if South Africa experiences medium levels of urban migration towards major towns and urban regions. The high-growth scenario indicates population estimates if South Africa experiences high levels of urban migration towards major towns and urban regions. A high growth scenario will result in increased populations within towns and settlements with an increased rural migration to these places as well as towards larger urban centres outside of the municipality (CSIR, 2019).

Table: Ditsobotla Population Growth Scenario

<b>Pressure</b>	<b>2011</b>	<b>2016</b>	<b>2025</b>	<b>2030</b>	<b>2050</b>
Medium Growth Scenario	168 852	181 865	227 743	248 776	306 188
High Growth Scenario	168 852	181 865	214 157	230 338	274 952

Source: Ditsobotla Spatial Development Framework, 2020

#### **4.7. Geographical Information System (GIS)**

Ditsobotla Local Municipality is currently using ArcGIS 10 that is under the NW Cadastral Servers, which requires to be updated. It is recommended that the Planning staff be trained on the GIS programme.

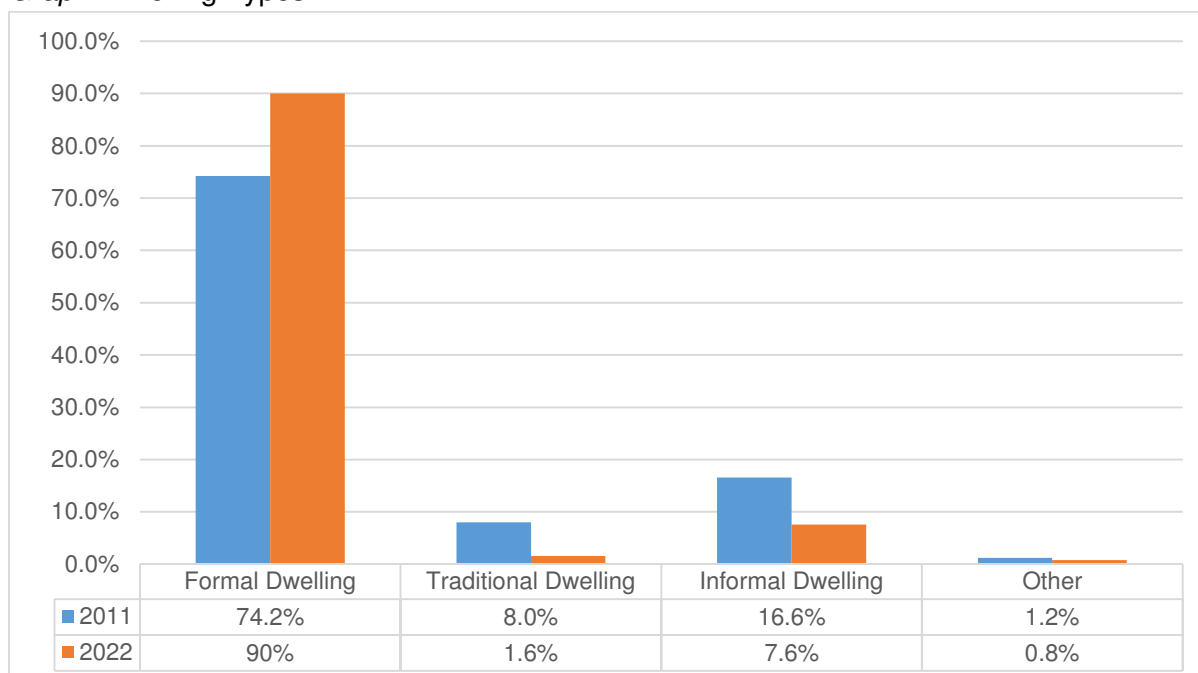
#### **4.8. Human Settlements**

##### **4.8.1. Dwelling Profile**

The right to adequate housing is enshrined in the Constitution of South Africa, 1996, which states that everyone has the right to have access to adequate housing and the state must take reasonable legislative and other measures within its available resources to achieve the progressive realization of this right. This is largely due to the migration of farm-workers from their original workplaces into the former townships which resulted in squatting in areas such as Tlhabologang, Itekeng and Boikhutso.

The number of households residing in formal dwellings increased from 33 025 or 74.2% in 2011 to 38 169 or 90% during 2022. Conversely, the number of households residing in traditional and informal dwellings (shacks) declined from 8% and 16.6% to 1.6% and 7.6% respectively. The graph below provides a comparative analysis of the dwelling by type for Ditsobotla Local Municipality between 2011 and 2022.

Graph: Dwelling Types



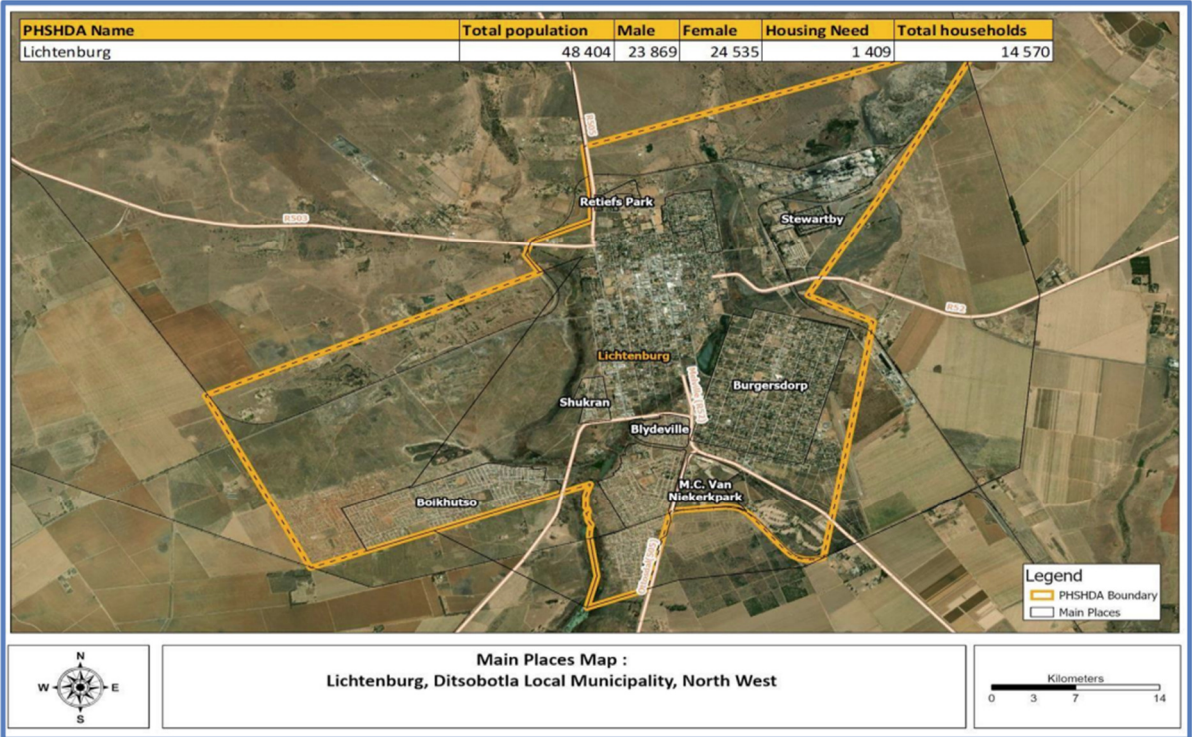
Source: Statistics South Africa, Census 2011 & 2022

#### 4.8.2. Priority Human Settlements and Housing Development Areas

The Minister for Human Settlement through Government Gazette No. 43316 dated 15 May 2020 declared **Lichtenburg** as one of the Priority Human Settlements and Housing Development Area. The PSHSDAs intends to advance Human Settlements Spatial Transformation and Consolidation by ensuring that the delivery of housing is used to restructure and revitalise towns and cities, strengthen the livelihood prospects of households and overcome apartheid spatial patterns by fostering integrated urban forms. The following areas form part of the Lichtenburg PSHSDA:

- Retief's Park,
- Shukran,
- Boikhutso,
- Blydeville,
- MC Van Niekerk Park,
- Steward Bay, and
- Burgersdorp.







## **SECTION E: OBJECTIVES, STRATEGIES & PROJECTS**

### **5. Objectives, Strategies and Objectives**

The Objectives, Strategies and Projects are contained on the next page. The projects remained unchanged based on the assessment of the previous performance. Also included are water and sanitation projects undertaken by Ngaka Modiri Molema District Municipality as a water services authority.

## 5.1. Key Performance Area 1: Service Delivery and Infrastructure Development

NATIONAL GOVERNMENT STRATEGIC OBJECTIVES	<ul style="list-style-type: none"> <li>• <b>Massive programme to build social and economic infrastructure</b></li> <li>• <b>Sustainable resource management and use</b></li> </ul>	
10 POINT PLAN	Improve the quantity of basic services for all people in terms of water, sanitation, electricity, waste management, roads and disaster management (infrastructure services).	
NATIONAL PRIORITY OUTCOMES	<p><b>Outcome 6:</b> An efficient, competitive and responsive economic infrastructure network.</p> <p><b>Outcome 10:</b> Environmental assets and natural resources that are well protected and continually enhanced</p>	<p><b>Role of Local Government:</b></p> <ol style="list-style-type: none"> <li>1. Ring-fencing water, electricity and sanitation functions so as to facilitate cost-reflective pricing of these services.</li> <li>2. Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport.</li> <li>3. Maintain and expand water purification works and waste water treatment works in line with growing demands.</li> <li>4. Cities to prepare to receive the devolved public transport function.</li> <li>5. Improve maintenance of municipal road network.</li> <li>6. Develop and implement water management plans to reduce water losses.</li> <li>7. Ensure effective maintenance and rehabilitation of infrastructure.</li> <li>8. Run water and electricity saving awareness campaigns.</li> <li>9. Ensure proper management of municipal commonage and urban open spaces.</li> <li>10. Ensure development does not take place on wetlands.</li> </ol>
DITSOBOTLA OBJECTIVES	<ul style="list-style-type: none"> <li>• To deliver sustainable essential services such as water, sanitation, electricity, and roads for the Ditsobotla communities.</li> </ul>	
STRATEGY(IES)	<ul style="list-style-type: none"> <li>• A partnership should be established between the relevant spheres of government, private sector and the respective communities to co-plan and co-fund massive social and economic infrastructure in Ditsobotla Local Municipality.</li> </ul>	

<b>KEY PERFORMANCE AREA 1: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT</b>							
<b>Objective</b>	<b>Performance Indicator</b>	<b>Baseline</b>	<b>Five Year Targets</b>				
			<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>	<b>2027/2028</b>	<b>2028/2029</b>
To deliver sustainable essential services such as water, sanitation, electricity and roads for the communities of Ditsobotla Local Municipality	Number of Highmast lights to be repaired or maintained in the municipal areas that need attention	71 high mast lights	100 Highmast lights maintained in areas that need attention by end of June 2024	100 Highmast lights maintained in areas that need attention by end of June 2025	100 Highmast lights maintained in areas that need attention by end of June 2026	100 Highmast lights maintained in areas that need attention by end of June 2027	100 Highmast lights maintained in areas that need attention by end of June 2028
	Number of landfill sites maintained	2 landfill sites maintained monthly	2 landfill sites maintained by end of June 2024	2 landfill sites maintained by end of June 2025	2 landfill sites maintained by end of June 2026	2 landfill sites maintained by end of June 2027	2 landfill sites maintained by end of June 2028
	Number of sports facilities maintained	3 sports facilities maintained monthly	3 sports facilities maintained on a monthly basis by end of June 2024	3 sports facilities maintained on a monthly basis by end of June 2025	3 sports facilities maintained on a monthly basis by end of June 2026	3 sports facilities maintained on a monthly basis by end of June 2027	3 sports facilities maintained on a monthly basis by end of June 2028

KEY PERFORMANCE AREA 1: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT							
Objective	Performance Indicator	Baseline	Five Year Targets				
			2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
To deliver sustainable essential services such as water, sanitation, electricity and roads for the communities of Ditsobotla Local Municipality	Kilometres of municipal roads paved	Gravel roads	2km of municipal roads paved by end of June 2024	2km of municipal roads paved by end of June 2025	2km of municipal roads paved by end of June 2026	2km of municipal roads paved by end of June 2027	2km of municipal roads paved by end of June 2028
	Kilometres of municipal roads maintained	Pothole riddled roads	5km of municipal roads maintained by end of June 2024	5km of municipal roads maintained by end of June 2025	5km of municipal roads maintained by end of June 2026	5km of municipal roads maintained by end of June 2027	5km of municipal roads maintained by end of June 2028
	Kilometre of Stormwater drainage maintained	5km of Stormwater drainage	5km of Stormwater drainage end of June 2024	5km of Stormwater drainage end of June 2025	5km of Stormwater drainage end of June 2026	5km of Stormwater drainage end of June 2027	5km of Stormwater drainage end of June 2028
	Number of recreational parks constructed	New	1 recreational park constructed by end of June 2024 in Lichtenburg	2 recreational parks constructed by end of June 20245 (Burgersdorp and Boikhutso)	1 recreational park constructed by end of June 2026 in Tlhabologang	1 recreational park constructed by end of June 2027 in ltekeng	1 recreational park constructed by end of June 2028 in ltsoseng

## 5.2. Key Performance Area 2: Local Economic Development

### LED ANALYSIS

The municipality still experiences the following challenges:

- Lack of funding for identified projects;
- Lack of support from sector departments and district municipality; and
- Lack of monitoring of LED Projects.

KEY PERFORMANCE AREA 2: LOCAL ECONOMIC DEVELOPMENT							
Objective	Performance Indicator	Baseline	Five Year Targets				
			2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
Strengthening the enabling environment through more flexible regulations, better access to finance and markets, improved infrastructure facilities and business support	LED Strategy aligned to the provincial and national LED Strategy developed	Outdated LED Strategy	LED Strategy aligned to the Provincial and National LED Strategy/Framework developed by end of June 2025	N/A	N/A	N/A	N/A
	Number of municipal LED intergovernmental platforms convened	4 LED intergovernmental platforms convened	4 LED intergovernmental platforms convened by June 2025	4 LED intergovernmental platforms convened by June 2025	4 LED intergovernmental platforms convened by June 2027	4 LED intergovernmental platforms convened by June 2028	4 LED intergovernmental platforms convened by June 2029

KEY PERFORMANCE AREA 2: LOCAL ECONOMIC DEVELOPMENT							
Objective	Performance Indicator	Baseline	Five Year Targets				
			2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
Strengthening the enabling environment through more flexible regulations, better access to finance and markets, improved infrastructure facilities and business support	Number of work opportunities created through CWP	500 work opportunities created through CWP	600 work opportunities created through CWP by June 2025	600 work opportunities created through CWP by June 2026	600 work opportunities created through CWP by June 2027	600 work opportunities created through CWP by June 2028	600 work opportunities created through CWP by June 2028
	Number of jobs created through the municipality's local economic development initiatives including capital projects	100 jobs created through the municipality's local economic development initiatives including capital projects	100 jobs created through the municipality's local economic development initiatives including capital projects by June 2025	100 jobs created through the municipality's local economic development initiatives including capital projects by June 2026	100 jobs created through the municipality's local economic development initiatives including capital projects by June 2027	100 jobs created through the municipality's local economic development initiatives including capital projects by June 2028	100 jobs created through the municipality's local economic development initiatives including capital projects by June 2028
	Number of work opportunities created through EPWP	120 work opportunities created through EPWP	140 work opportunities created through EPWP by 30 June 2025	140 work opportunities created through EPWP by 30 June 2026	140 work opportunities created through EPWP by 30 June 2027	140 work opportunities created through EPWP by 30 June 2028	140 work opportunities created through EPWP by 30 June 2029

### KEY PERFORMANCE AREA 3: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Currently the municipality is undergoing a serious cash flow problem which creates problems of wasteful and irregular expenditure mainly on interest for late payment of creditors such as Eskom. The DDLG&T has assisted by appointing a service provider who will capacitate and collectively with the municipality develop a Revenue Enhancement Plan. Specific focus will be on debt collection, tariff restructuring and cash flow management. Staff shortage and skilling will also be addressed through this intervention. Most of the municipal policies are reviewed annually as indicated below.

Description	Current Status	Backlogs	Challenges	Plans to address the challenges
Tariff Policy	Tariff Policy in place	None	None	Policy will be reviewed annually
Rates Policy	Rates Policy in place	None	None	Policy will be reviewed annually
Supply Chain Management Policy	Supply Chain Management Policy in place	None	None	Policy will be reviewed annually
Staffing of Budget and Treasury Office	The Budget and Treasury Office is adequately staffed and critical positions that need to be filled is that of the Chief Finance Officer	Vacant CFO position need to be filled	Legal compliance and business continuity	The position will be advertised by 30 June 2024
Payment of creditors	The municipality has challenges in paying major creditors such as Eskom, Auditor General and the South African Revenue Service)	Declined revenue collection	Cash-flow problems	Improvement of revenue collection and making payment arrangements with creditors
Auditor General's findings	Disclaimer of Opinion for the 2021/2022 financial year	Financial and governance deficiencies	Poor financial planning and management	Develop and implement a Post Audit Action Plan
Financial Management System	The municipality has an operational FMS	Billing problems	Impacts on revenue collection	Review the operational efficiency and use (transacting) on the system

<b>KEY PERFORMANCE AREA</b>	Financial Management and Administrative Capacity	
<b>NATIONAL GOVERNMENT STRATEGIC OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Building a developmental state including improvement of public services and strengthening democratic institutions.</li> <li>• Restore the institutional integrity of the municipality.</li> <li>• Develop and strengthen a politically and administratively stable system of municipalities.</li> <li>• Uprooting of corruption, nepotism, maladministration in our system of local government.</li> <li>• Build and strengthen the administrative, institutional and financial capabilities of the municipality, and all municipalities should have clean audits by 2019.</li> </ul>	
<b>10 POINT PLAN</b>		
<b>NATIONAL PRIORITY OUTCOMES</b>	<b>Outcome 12:</b> An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.	<b>Role of Local Government:</b> <ul style="list-style-type: none"> <li>• Comply with legal financial reporting requirements.</li> <li>• Review municipal expenditure to eliminate wastage.</li> </ul>
<b>DITSOBOTLA LOCAL MUNICIPALITY’S OBJECTIVES</b>	Build and strengthen the financial management of the municipality to enhance service delivery and achieve clean audit by 2023.	
<b>STRATEGIES</b>		
<b>EFFICIENT AND EFFECTIVE FINANCIAL MANAGEMENT</b> <ul style="list-style-type: none"> <li>• Review and adoption of finance policies.</li> <li>• Financial reporting and in-year reporting.</li> <li>• Budget management.</li> <li>• Medium Term Revenue and Expenditure Framework Plan.</li> <li>• Budget management.</li> <li>• Ensure alignment of financial system with GRAP/Budget format.</li> <li>• Develop a five-year integrated financial management plan.</li> <li>• MFMA Implementation reform.</li> <li>• Develop project-based funding model.</li> <li>• Development of the asset registers as prescribed by GRAP.</li> </ul>	<b>EXPENDITURE AND BUDGET MANAGEMENT</b> <ul style="list-style-type: none"> <li>• Payments be effected within 30 days.</li> <li>• Submission of both expenditure and budgets reports timely.</li> <li>• Timely creditors’ reconciliation.</li> <li>• Implement budget reforms as per MFMA.</li> <li>• Capacity building.</li> </ul>	<b>SUPPLY CHAIN MANAGEMENT</b> <ul style="list-style-type: none"> <li>• Review and update of the Supply Chain Management Policy.</li> <li>• Capacitate the Supply Chain Management Unit.</li> <li>• Contract Management (compliance).</li> <li>• Maintain updated service provider database.</li> </ul>



	<ul style="list-style-type: none"> <li>• Safeguard of the supporting documents.</li> <li>• The development of a comprehensive Inventory and Stores Management Policy.</li> <li>• Annual budget compilation.</li> <li>• Cash flow management.</li> <li>• Investment management.</li> </ul>	
<b>STRATEGIES</b>		
<p style="text-align: center;"><b>BUDGET AND TREASURY MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>• Manage revenue section.</li> <li>• Manage supply chain management unit.</li> <li>• Manage credit control and debt collection unit.</li> <li>• Manage expenditure and budget management unit.</li> <li>• Finance Interns capacitation.</li> </ul>	<p style="text-align: center;"><b>REVENUE ENHANCEMENT</b></p> <ul style="list-style-type: none"> <li>• Tariff setting.</li> <li>• Billing.</li> <li>• Meter reading.</li> <li>• Debtor reconciliation.</li> <li>• Revenue management.</li> <li>• Distribution of accounts.</li> <li>• Grant funding management.</li> <li>• Development of cost recovery strategic plan.</li> <li>• Manage and maintain updated valuation roll.</li> </ul>	<p style="text-align: center;"><b>CREDIT CONTROL AND DEBT COLLECTION</b></p> <ul style="list-style-type: none"> <li>• Indigent Management.</li> <li>• Review and maintain credit control and debt collection procedures.</li> <li>• Maintain the cut off, restriction, and disconnection and re-connection.</li> <li>• Reducing the number of collection of debt to 30 days.</li> </ul>

KEY PERFORMANCE AREA 3: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT							
Objective	Performance Indicator	Baseline	Five Year Targets				
			2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
Build and strengthen the financial management of the municipality to enhance service delivery and achieve clean audit by 2023.	Number of financial policies reviewed and adopted by council	<b>Finance Policies:</b> 1. Credit Control and Debt Collection Policy; 2. Asset Management Policy; 3. Indigent Policy; 4. Property Rates Policy; 5. Supply Chain Management Policy; 6. Tariff Policy; 7. Cash Management Policy; 8. Budget Policy; 9. Borrowing Policy; 10. Cost Containment Policy.	10 reviewed and approved financial policies by end June 2025	10 reviewed and approved financial policies by end June 2026	10 reviewed and approved financial policies by end June 2027	10 reviewed and approved financial policies by end June 2028	10 reviewed and approved financial policies by end June 2029

**KEY PERFORMANCE AREA 3: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

Objective	Performance Indicator	Baseline	Five Year Targets				
			2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
Build and strengthen the financial management of the municipality to enhance service delivery and achieve clean audit by 2023.	Number of reports on effective revenue management submitted	12 reports on revenue management	12 reports on effective revenue management submitted by end June 2025	12 reports on effective revenue management submitted by end June 2026	12 reports on effective revenue management submitted by end June 2027	12 reports on effective revenue management submitted by end June 2028	12 reports on effective revenue management submitted by end June 2029
	Number of reports on expenditure management submitted	12 reports on expenditure management	12 reports on expenditure management submitted by end of June 2025	12 reports on expenditure management submitted by end of June 2026	12 reports on expenditure management submitted by end of June 2027	12 reports on expenditure management submitted by end of June 2028	12 reports on expenditure management submitted by end of June 2029
	Number of reports on conditional grants spending in accordance with DoRA and Grant Frameworks	12 reports on Conditional Grants spending	12 reports on Conditional Grants spending in accordance with DoRA and Grant Frameworks by end of June 2025	12 reports on Conditional Grants spending in accordance with DoRA and Grant Frameworks by end of June 2026	12 reports on Conditional Grants spending in accordance with DoRA and Grant Frameworks by end of June 2027	12 reports on Conditional Grants spending in accordance with DoRA and Grant Frameworks by end of June 2028	12 reports on Conditional Grants spending in accordance with DoRA and Grant Frameworks by end of June 2029
	Number of SCM compliance reports submitted	4 SCM compliance reports	4 SCM compliance reports submitted by end of June 2025	4 SCM compliance reports submitted by end of June 2026	4 SCM compliance reports submitted by end of June 2027	4 SCM compliance reports submitted by end of June 2028	4 SCM compliance reports submitted by end of June 2029

**KEY PERFORMANCE AREA 3: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

Objective	Performance Indicator	Baseline	Five Year Targets				
			2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
Build and strengthen the financial management of the municipality to enhance service delivery and achieve clean audit by 2023.	Financial viability as expressed by the ratios (debt coverage, outstanding service debtors, to revenue, cost coverage ratio)	12 financial viability reports expressed in ratios	4 financial viability reports expressed in ratios reports by end of June 2025	4 financial viability reports expressed in ratios reports by end of June 2026	4 financial viability reports expressed in ratios reports by end of June 2027	4 financial viability reports expressed in ratios reports by end of June 2028	4 financial viability reports expressed in ratios reports by end of June 2029
	Number of indigent households receiving Free Basic Services	7 116 indigents currently receiving Free Basic Services	10 000 indigent households receiving Free Basic Services by end of June 2025	10 000 indigent households receiving Free Basic Services by end of June 2026	10 000 indigent households receiving Free Basic Services by end of June 2027	10 000 indigent households receiving Free Basic Services by end of June 2028	10 000 indigent households receiving Free Basic Services by end of June 2029
	Percentage collection of revenue achieved	59% collection rate	80% collection of revenue achieved by end June 2025	80% collection of revenue achieved by end June 2026	80% collection of revenue achieved by end June 2027	80% collection of revenue achieved by end June 2028	80% collection of revenue achieved by end June 2029
	Percentage of municipality's budget actually spent on implementing its workplace skills plan	New	1% of the municipality's budget actually spent on implementing its Workplace Skills Plan by end of June 2025	1% of the municipality's budget actually spent on implementing its Workplace Skills Plan by end of June 2026	1% of the municipality's budget actually spent on implementing its Workplace Skills Plan by end of June 2027	1% of the municipality's budget actually spent on implementing its Workplace Skills Plan by end of June 2028	1% of the municipality's budget actually spent on implementing its Workplace Skills Plan by end of June 2029

**KEY PERFORMANCE AREA 3: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

Objective	Performance Indicator	Baseline	Five Year Targets				
			2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
Build and strengthen the financial management of the municipality to enhance service delivery and achieve clean audit by 2023.	Percentage of municipality's budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	2021/2022 expenditure	100% of municipality's budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by end of June 2025	100% of municipality's budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by end of June 2026	100% of municipality's budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by end of June 2027	100% of municipality's budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by end of June 2028	100% of municipality's budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by end of June 2029
	Timeous submission of the Annual Financial Statements to the Auditor General by end of August	The municipality submitted AFS beyond the prescribed deadline	Timeous submission of the draft consolidated 2023/2024 Annual Report to Auditor General by 31 August 2024	Timeous submission of the draft consolidated 2023/2024 Annual Report to Auditor General by 31 August 2025	Timeous submission of the draft consolidated 2024/2025 Annual Report to Auditor General by 31 August 2026	Timeous submission of the draft consolidated 2025/2026 Annual Report to Auditor General by 31 August 2027	Timeous submission of the draft consolidated 2026/2027 Annual Report to Auditor General by 31 August 2028
	Percentage of audit findings addressed	Post Audit Action Plan	100% of audit findings addressed by end of June 2025	100% of audit findings addressed by end of June 2026	100% of audit findings addressed by end of June 2027	100% of audit findings addressed by end of June 2028	100% of audit findings addressed by end of June 2029

### 5.3. Key Performance Area 4: Institutional Development and Transformation

<p><b>Human Resources</b></p> <p><b>Analysis:</b></p> <ul style="list-style-type: none"><li>• The municipality has adopted the Service Delivery and Budget Implementation Plan.</li><li>• There is an adopted organisational structure with staff complement.</li><li>• The municipality has the Employment Equity Plan and Workplace Skills Plan in place.</li><li>• There is no Occupational Health and Safety Committee in place.</li><li>• Council and its subcommittees are stable and meeting regularly.</li></ul>	<p><b>Labour Matters:</b></p> <p><b>Analysis:</b></p> <ul style="list-style-type: none"><li>• The relationship between trade unions and management is not of the required standard and need to improve.</li><li>• There is an established Local Labour Forum which is constituted by both the unions and management which serves as a bargaining forum at the workplace.</li><li>• The Training Committee and OHS Committee needs to be established and trained on their functions.</li></ul> <p><b>Challenges:</b></p> <ul style="list-style-type: none"><li>• Lack of cascading the performance management to individual employees within the municipality.</li><li>• Non-payment or late payment of skills development levies.</li><li>• Training not done regularly in terms of the Workplace Skills Plan.</li><li>• The municipality does not have the Occupational Health and Safety Plan and the committee is not meeting regularly.</li><li>• The Local Labour Forum is not functional and its subcommittees are not established.</li></ul>
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<b>NATIONAL GOVERNMENT STRATEGIC OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Building a developmental state including improvement of public services and strengthening democratic institutions.</li> </ul>	
<b>10 POINT PLAN</b>	<ul style="list-style-type: none"> <li>• Restore the institutional integrity of the municipality.</li> <li>• Develop and strengthen a politically and administratively stable system of municipalities.</li> <li>• Uprooting of corruption, nepotism, maladministration in our system of local government.</li> </ul>	
<b>NATIONAL PRIORITY OUTCOMES</b>	<p><b>Outcome 5:</b> A skilled and capable workforce to support an inclusive growth path.</p>	<p><b>Role of Local Government:</b></p> <ul style="list-style-type: none"> <li>• Ensure councils behave in ways to restore community trust in local government</li> <li>• Continue to develop performance monitoring and management system.</li> </ul>
	<p><b>Outcome 12:</b> An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.</p>	
<b>DITSOBOTLA LOCAL MUNICIPALITY'S OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• To build and enhance the human resource capacity of the municipality.</li> <li>• To ensure that there is a good, sound industrial relationship between the employer and employees.</li> <li>• To create safe working environment for all employees.</li> <li>• To enhance corporate image of the municipality.</li> </ul>	
<b>STRATEGIES</b>	<ul style="list-style-type: none"> <li>• Develop and implement the Service Delivery and Budget Implementation Plan.</li> <li>• Provision of accessible basic skills, basic formal education, including adult basic education to municipal employees.</li> <li>• Ensure a functional and effective Local Labour Forum.</li> <li>• Develop and implement Occupational Health and Safety Plan.</li> <li>• Develop a marketing plan for the municipality.</li> <li>• To encourage career growth and personal development of employees.</li> </ul>	

KEY PERFORMANCE AREA 4: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION							
Objective	Performance Indicator	Baseline	Five Year Targets				
			2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
To provide the necessary strategic support to the implementation of the Service Delivery and Implementation Plan.	Number of employees capacitated in accordance with the Employment Equity Plan	50 officials trained during the 2017/18 financial year	10 officials capacitated in terms of the Workplace Skills Plan by end June 2025	10 officials capacitated in terms of the Workplace Skills Plan by end June 2026	10 officials capacitated in terms of the Workplace Skills Plan by end June 2027	10 officials capacitated in terms of the Workplace Skills Plan by end June 2028	10 officials capacitated in terms of the Workplace Skills Plan by end June 2029
To build and enhance the human resource capacity of the municipality.	Number of Councillors trained	39 Councillors trained	39 Councillors trained by end of June 2025	39 Councillors trained by end of June 2026	39 Councillors trained by end of June 2027	39 Councillors trained by end of June 2028	39 Councillors trained by end of June 2029
To ensure that there is a good, sound industrial relationship between the employer and the employees.	Number of learnership opportunities created	113 learners enrolled on learnership opportunities	20 learnership opportunities created by end of June 2025	20 learnership opportunities created by end of June 2026	20 learnership opportunities created by end of June 2027	20 learnership opportunities created by end of June 2028	20 learnership opportunities created by end of June 2029
To create safe working environment for all employees.	Number of reports on the Workplace Skills Plan submitted to the Local Government Sectoral Education Authority (LGSETA)	Workplace Skills Plan approved and submitted to LGSETA before end of April 2022	1 report on the Workplace Skills Plan submitted to LGSETA by October 2024	1 report on the Workplace Skills Plan submitted to LGSETA by October 2025	1 report on the Workplace Skills Plan submitted to LGSETA by October 2026	1 report on the Workplace Skills Plan submitted to LGSETA by October 2027	1 report on the Workplace Skills Plan submitted to LGSETA by October 2028



**KEY PERFORMANCE AREA 4: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION**

Objective	Performance Indicator	Baseline	Five Year Targets				
			2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
To provide the necessary strategic support to the implementation of the Service Delivery and Implementation Plan.	Number of Local Labour Forum meetings held	4 Local Labour Forum meetings held	4 reports on Local Labour Forum meetings submitted to council by end of June 2025	4 reports on Local Labour Forum meetings submitted to council by end of June 2026	4 reports on Local Labour Forum meetings submitted to council by end of June 2027	4 reports on Local Labour Forum meetings submitted to council by end of June 2028	4 reports on Local Labour Forum meetings submitted to council by end of June 2029
To build and enhance the human resource capacity of the municipality.	Number of reports on the implementation of the Occupational Health Safety Policy	2 reports submitted on the implementation of the Occupational Health and Safety Policy	4 reports on the implementation of the Occupational Health and Safety Policy by end of June 2025	4 reports on the implementation of the Occupational Health and Safety Policy by end of June 2026	4 reports on the implementation of the Occupational Health and Safety Policy by end of June 2027	4 reports on the implementation of the Occupational Health and Safety Policy by end of June 2028	4 reports on the implementation of the Occupational Health and Safety Policy by end of June 2029
To ensure that there is a good, sound industrial relationship between the employer and the employees.	Number of reports submitted to council on disciplinary cases	4 reports submitted to council on disciplinary cases referred for bargaining	4 reports on disciplinary cases submitted to council by end of June 2025	4 reports on disciplinary cases submitted to council by end of June 2026	4 reports on disciplinary cases submitted to council by end of June 2027	4 reports on disciplinary cases submitted to council by end of June 2028	4 reports on disciplinary cases submitted to council by end of June 2029
To create safe working environment for all employees.	Number of SDBIP quarterly performance reports generated	4 SDBIP quarterly performance reports submitted	4 SDBIP quarterly performance reports generated by end of June 2024	4 SDBIP quarterly performance reports generated by end of June 2025	4 SDBIP quarterly performance reports generated by end of June 2026	4 SDBIP quarterly performance reports generated by end of June 2027	4 SDBIP quarterly performance reports generated by end of June 2028

**KEY PERFORMANCE AREA 4: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION**

Objective	Performance Indicator	Baseline	Five Year Targets				
			2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
<p>To provide the necessary strategic support to the implementation of the Service Delivery and Implementation Plan.</p> <p>To build and enhance the human resource capacity of the municipality.</p>	Number of annual performance reports developed in compliance with section 46	Annual Report submitted	1 Annual Performance Report developed in compliance with section 46 of the Municipal Systems Act by end August 2024	1 Annual Performance Report developed in compliance with section 46 of the Municipal Systems Act by end August 2025	1 Annual Performance Report developed in compliance with section 46 of the Municipal Systems Act by end August 2026	1 Annual Performance Report developed in compliance with section 46 of the Municipal Systems Act by end August 2027	1 Annual Performance Report developed in compliance with section 46 of the Municipal Systems Act by end August 2028
	Municipal Council Oversight Report submitted to council	Municipal Oversight Report submitted	1 Municipal Council Oversight Report submitted to council by end March 2024	1 Municipal Council Oversight Report submitted to council by end March 2025	1 Municipal Council Oversight Report submitted to council by end March 2026	1 Municipal Council Oversight Report submitted to council by end March 2027	1 Municipal Council Oversight Report submitted to council by end March 2028
<p>To ensure that there is a good, sound industrial relationship between the employer and the employees.</p> <p>To create safe working environment for all employees.</p>	Number of signed performance agreements by the Municipal Manager and managers directly accountable to the municipal manager	3 Performance Agreements signed	5 signed performance agreements by the MM and managers directly accountable to the MM by July 2024	5 signed performance agreements by the MM and managers directly accountable to the MM by July 2025	5 signed performance agreements by the MM and managers directly accountable to the MM by July 2026	5 signed performance agreements by the MM and managers directly accountable to the MM by July 2027	5 signed performance agreements by the MM and managers directly accountable to the MM by July 2028

**KEY PERFORMANCE AREA 4: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION**

Objective	Performance Indicator	Baseline	Five Year Targets				
			2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
To provide the necessary strategic support to the implementation of the Service Delivery and Implementation Plan.	Mid-term performance assessment conducted	2022 Mid-term report	1 Mid-term performance assessment conducted by January 2025	1 Mid-term performance assessment conducted by January 2026	1 Mid-term performance assessment conducted by January 2027	1 Mid-term performance assessment conducted by January 2028	1 Mid-term performance assessment conducted by January 2029
To build and enhance the human resource capacity of the municipality.	Approved SDBIP	SDBIP for Corporate Services submitted	1 approved SDBIP by end of June 2024	1 approved SDBIP by end of June 2025	1 approved SDBIP by end of June 2026	1 approved SDBIP by end of June 2027	1 approved SDBIP by end of June 2028
To ensure that there is a good, sound industrial relationship between the employer and the employees.	Number of employee wellness programmes conducted	3 employee wellness programmes conducted	1 employee wellness programme conducted by end of June 2025	1 employee wellness programme conducted by end of June 2026	1 employee wellness programme conducted by end of June 2027	1 employee wellness programme conducted by end of June 2028	1 employee wellness programme conducted by end of June 2029
To create safe working environment for all employees.	Number of IDP Representative Forum meetings held	1 IDP Representative Forum meeting held	2 IDP Representative meetings held by end of June 2025	2 IDP Representative meetings held by end of June 2026	2 IDP Representative meetings held by end of June 2027	2 IDP Representative meetings held by end of June 2028	2 IDP Representative meetings held by end of June 2029

## 5.4. Key Performance Area 5: Good Governance and Public Participation

### Analysis:

- Council is meeting but there are challenges at a political level.
- Ward committees are still to be trained on local government legislations.

### Challenges:

- Though meeting regularly it has not been in terms of the adopted schedule of meetings.
- Speaker's Office need to be capacitated to support ward committees.

### Intergovernmental Relations:

- Intergovernmental Relations Forum need to be established.

<b>KEY PERFORMANCE AREA</b>	Governance, Public Participation and Intergovernmental Relations	
<b>NATIONAL GOVERNMENT STRATEGIC OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Municipalities that have reliable and credible Integrated Development Plans that are used as a guide for every development, programmes and projects within that municipality.</li> </ul>	
<b>STRATEGIC OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Municipalities that have reliable and credible Integrated Development Plans that are used as a guide for every development, programmes and projects within that municipality.</li> <li>• Develop a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system.</li> <li>• Build and strengthen the administrative, institutional and financial capabilities of municipality.</li> <li>• All municipalities should have clean audits by 2025.</li> <li>• The creation of a single window of coordination, support, monitoring and intervention as to deal with uncoordinated interaction by other spheres of government with municipalities including unfunded mandates.</li> </ul>	
<b>10 POINT PLAN</b>		
<b>NATIONAL PRIORITY OUTCOMES</b>	<b>Outcome 9:</b> Responsive, accountable, effective and efficient local government system.	<b>Role of Local Government:</b> <ul style="list-style-type: none"> <li>• Adopt IDP planning process appropriate to the capacity and sophistication of the municipality.</li> <li>• Implement the community works programme.</li> <li>• Ensure ward committees are representative and fully involved in the community consultation process around the IDP, budget and other strategic service delivery issues.</li> <li>• Continue to develop performance monitoring and management systems.</li> </ul>
<b>DITSBOTLA LOCAL MUNICIPALITY'S OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• To ensure good governance;</li> <li>• To project Ditsobotla Local Municipality as a preferred area to invest, live and work;</li> <li>• To inform the community about services rendered and have an effective communication system;</li> <li>• To provide the necessary strategic support for the implementation of the SDBIP;</li> <li>• To encourage and ensure public participation through ward committees.</li> <li>• To ensure participation of sector departments and other stakeholders on integrated development planning.</li> </ul>	<b>Strategies:</b> <ul style="list-style-type: none"> <li>• Organise effective public participation and stakeholder meetings.</li> <li>• Enhance the corporate image of the municipality.</li> <li>• Development and production of information brochures, articles, newsletters in both electronic and print media.</li> <li>• Development and implementation of the IDP.</li> </ul>

**KEY PERFORMANCE AREA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

Objective	Performance Indicator	Baseline	Five Year Targets				
			2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
To ensure good governance	Percentage council resolutions implemented	Resolution register developed	100% implementation of council resolution by end of June 2025	100% implementation of council resolution by end of June 2026	100% implementation of council resolution by end of June 2027	100% implementation of council resolution by end of June 2028	100% implementation of council resolution by end of June 2029
	Number of sections 79 and 80 committee meetings held	Schedule of Portfolio Committee meetings developed	4 sections 79 and 80 committee meetings held by end June 2025	4 sections 79 and 80 committee meetings held by end June 2026	4 sections 79 and 80 committee meetings held by end June 2027	4 sections 79 and 80 committee meetings held by end June 2028	4 sections 79 and 80 committee meetings held by end June 2029
	Information and Communication Technology Governance Policy developed	No ICT Governance Policy	Implementation of ICT governance Policy by end June 2025	Implementation of ICT governance Policy by end June 2026	Implementation of ICT governance Policy by end June 2027	Implementation of ICT governance Policy by end June 2028	Implementation of ICT governance Policy by end June 2029
	Number of newsletters produced	New	2 Newsletters produced by end of June 2025	2 Newsletters produced by end of June 2026	2 Newsletters produced by end of June 2027	2 Newsletters produced by end of June 2028	2 Newsletters produced by end of June 2029
	Number of by-laws reviewed	1 by-law reviewed	10 by-laws reviewed by end of March 2025	10 by-laws reviewed by end of March 2026	10 by-laws reviewed by end of March 2027	10 by-laws reviewed by end of March 2028	10 by-laws reviewed by end of March 2029

**KEY PERFORMANCE AREA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

Objective	Performance Indicator	Baseline	Five Year Targets				
			2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
To ensure good governance	Number of risk register updated	Risk Registers	1 risk register updated by end of June 2025	1 risk register updated by end of June 2026	1 risk register updated by end of June 2027	1 risk register updated by end of June 2028	1 risk register updated by end of June 2029
	Number of ward committee meetings held		228 ward committee meetings held by end June 2025	228 ward committee meetings held by end June 2026	228 ward committee meetings held by end June 2027	228 ward committee meetings held by end June 2028	228 ward committee meetings held by end June 2029
	Number of wards that have at least one councillor-convened community meeting		76 councillor-convened community meetings by end of June 2025	76 councillor-convened community meetings by end of June 2026	76 councillor-convened community meetings by end of June 2027	76 councillor-convened community meetings by end of June 2028	76 councillor-convened community meetings by end of June 2029

### 5.5. Capital Projects/Programmes: Basic Services and Infrastructure

Project Description	Total Planned Expenditure on MIG for Funds for 2023/2024	MTREF PERIOD		
		Total Planned Expenditure on MIG for 2024/2025	Total Planned Expenditure on MIG for 2025/2026	Total Planned Expenditure on MIG for 2026/2027
Construction of Community Hall in Itsekeng	2 483 397.19	2 605 000.00	2 720 000.00	2 850 000.00
Upgrading of Boikhutso Stormwater Network	740 000.00	1 907 000.00	2 914 000.00	4 426 000.00
Fencing of Cemetery in Blydeville	500 000.00	524 000.00	548 000.00	573 000.00
Upgrading of Roads and Stormwater in Itsoseng Phase-2	4 000 000.00	5 454 000.00	4 389 000.00	5 967 000.00
Upgrading of Roads and Stormwater in Tlhabologang	2 500 000.00	2 622 000.00	2 743 000.00	2 870 000.00
Rehabilitation of Blydeville Community Hall	1 923 800.00	2 018 000.00	2 110 000.00	2 208 000.00
Construction of Springbokpan Hall	1 500 000.00	1 573 000.00	1 645 000.00	1 722 000.00
Construction of Putfontein Hall	2 200 500.00	2 308 000.00	3 730 000.00	2 520 000.00
Construction of Community Hall in Tlhabologang Phase 2	1 900 000.00	1 993 000.00	2 084 000.00	2 181 000.00
Boikhutso Highmast Lights Ext 1,2 & 3	1 300 000.00	1 363 000.00	1 426 000.00	1 492 000.00
Boikhutso Roads Network Ward 3	4 000 000.00	6 163 000.00	4 389 000.00	5 932 000.00
Bodibe Highmast Lights	1 500 000.00	1 573 000.00	1 645 000.00	1 722 000.00
Blydeville Roads Network	4 000 000.00	4 196 000.00	5 538 000.00	4 591 000.00
Sheila Highmast Lights	1 300 000.00	1 363 000.00	1 426 000.00	1 492 000.00
Sports Stadium in Itsekeng Phase 2	1 494 665.35	1 567 000.00	1 640 000.00	1 716 000.00
Putfontein Highmast Lights	1 500 000.00	1 573 000.00	1 645 000.00	1 722 000.00
Ga-Motlatla Highmast Lights	1 500 000.00	1 573 000.00	1 645 000.00	1 722 000.00
PMU Administration	2 069 700.00	2 124 000.00	2 223 000.00	2 405 000.00
<b>Total</b>	<b>41 394 000.00</b>	<b>42 499 000.00</b>	<b>44 460 000.00</b>	<b>48 111 000.00</b>



## WATER AND SANITATION PROJECTS

(IMPLEMENTING AGENT: NGAKA MODIRI MOLEMA DISTRICT MUNICIPALITY)

### PLANNED PROJECTS FOR THE 2024/2025 FINANCIAL YEAR

Project Name	Source of Funding	Description	Objective	Status	Estimated Funding
Greater Lichtenburg Bulkwater Augmentation	Internal Funding (NMMDM)	Equipping 2 existing boreholes, drilling and equipping 6 additional boreholes; construction of a 1Mℓ ground steel-tan with a booster pump station and installation of 3 booster pump stations at the three existing intermediate reservoirs at zone 3 Klipveld aquifer.	Bulk water augmentation	There are 17 boreholes that are producing 154ℓ/s from zone 1 and 2 of the aquifer. These boreholes are being over-pumped and high lying areas do not get water	R50m
Itsoseng Bulkwater Augmentation	Internal Funding (NMMDM)	Construction of 1Mℓ storage tank, refurbishment of the existing borehole, drilling and equipping 8 additional boreholes.  Refurbishment of the old reservoir and replacement of the 450mm asbestos line for Itsoseng Zone 3.	To provide safe drinking water	The 15 existing boreholes are not supplying enough water in the whole area especially Zone 3. The water demand in Itsoseng is 8Mℓ/day and currently is at 6Mℓ/day. The old reservoir has cracked inside and the 450mm bulk asbestos line that supplies Itsoseng Zone 3 has leaks.	R90m

<b>Project Name</b>	<b>Source of Funding</b>	<b>Description</b>	<b>Objective</b>	<b>Status</b>	<b>Estimated Funding</b>
Water Supply at Blaauwbank Farm	Internal Funding (NMMDM)	To drill and equip 1 borehole; erecting of 2 x 10kl elevated storage tanks with pipelines and communal taps.	Bulkwater augmentation.	The farm does not have water. They are dependant on tankering	R1.5m
Bulkwater Augmentation at Springbokpan	Internal Funding (NMMDM)	To drill, pump test, do water quality analysis and equip 3 boreholes with concrete pump house and palisade.	To provide safe drinking potable water	The 5 boreholes developed through MIG are functional and low yielding supplying water to the main steel tank about 4 – 5km away. Supply does not meet the demand.	R5m
Assessment of mini-substations for Greater Lichtenburg	Internal Funding (NMMDM)	To conduct a comprehensive assessment of all 172 mini-substations for possible replacement.	Provide sustainable electricity.	172 mini-substations have reached their lifespan and they are frequently exploding.	R8m

<b>#</b>	<b>Project Title</b>	<b>Project Costs</b>	<b>Status</b>	<b>Budgeted 2023/24</b>	<b>Budgeted 2024/25</b>	<b>Budgeted 2025/26</b>
1	Bodibe Ward 17 Water Reticulation	R243 780 318	Design	R80 000 000	R88 000 000	R69 780 318
2	Ditsobotla Rural Sanitation Programme	R322 448 231	Construction	0	0	R60 000 000
				<b>R80 000 000</b>	<b>R88 000 000</b>	<b>R129 780 318</b>

## **SECTION F: OPERATIONAL PLAN / GOVERNANCE MODEL**

### **6. Introduction**

This section provides an overview on the operational structure of the Ditsobotla Local Municipality towards meeting its constitutional mandate of providing services to its communities.

#### **6.1. The Political Structure**

The Ditsobotla Local Municipality is a collective executive committee system with the Mayor, Single Whip of Council and Speaker designated as fulltime Councillors. This system allows for the exercise of executive authority through an executive committee in which executive leadership is collectively vested.

##### **6.1.1. Council**

The Council consist of 39 elected councillors, of which 20 are ward councillors and 19 are proportional representation councillors. The role of Council, in line with the Local Government: Municipal Systems Act 32 of 2000 is to engage in meaningful discussion on matters related to the City's development. Council takes decisions concerning the exercise of all the powers and the performance of all the functions of the city. It does so by delegating such powers and functions to political structures, office bearers, councillors and staff, or the administration.

Council may not delegate functions such as the approval of municipal by-laws, the IDP, the budget and tariffs. Furthermore, Council, through its various committees, monitors and scrutinises delivery and outputs as carried out by the executive branch.

In relation to public participation, Council is responsible for facilitating stakeholder and community participation in the affairs of the city, as described by the Local Government: Municipal Structures Act 117 of 1998.

The table below reflects the names of Councillors:

#	Councillor	Ward/PR
1	MOTSEPO, Mmanti Jeanet	Ward 1
2	DITHATO, Shomang Simon	Ward 2
3	MERE, Tebogo Elvis	Ward 3
4	SEHEMO, Thapelo Johannes	Ward 4
5	RABENG, Koos Itumeleng	Ward 5
6	PRETORIUS, Jan Wilhem	Ward 6
7	SCHNEPEL, August Rudolph	Ward 7
8	NKHUTHA, Bafana Stoffel	Ward 8
9	NGAKE, Molale Dolf	Ward 9
10	MODISAKENG, Jairous	Ward 10
11	MOSETE, Moletsane Petrus	Ward 11
12	KGALAPA, Motlagomang Virginia	Ward 12
13	MAXONGO, Titus	Ward 13
14	NTHAUDI, Joseph Thabo	Ward 14
15	VAN TONDER, Jacobus Johannes	Ward 15
16	THAMAGA, Sibusiso Isaac	Ward 16
17	MOTLOUNG, Monnapula Aaron	Ward 17
18	PLAATJIE, Mmammereki Lisa	Ward 18
19	MENOE, Kabelo Israel	Ward 19
20	MORURI, Mazwi Daniel	Ward 20
21	PHALE, Bhai Rodney	PR 1
22	PHOKOMPE, Mosimanegape Phaniel	PR 2
23	JAKENI, Fikile Alfred	PR 3
24	MOLEME, Kgowe Phillip	PR 4
25	RAJANE, Kediitshoketse Annah	PR 5
26	MTLHAMBE, Joseph Letsholo	PR 6
27	BOGATSU, Emily Manana	PR 7
28	VOGEL, Kathy	PR 8
29	MOEKETSANE, Sameng Ellen	PR 9
30	MOSIANE, Bernard Letlamoreng	PR 10
31	MOKHUANE, Teko Brenda	PR 11
32	SEBOPELO, Gabriel Gabi	PR 12
33	TALI, Mphitzeli Alfred	PR 13
34	MODISE, Ouseiker Eretea	PR 14
35	NKASHE, Isaac Thabo	PR 15
36	MATLHOLOA, Ronald Boitumelo	PR 16
37	LETHOKO, Elizabeth Itumeleng	PR 17
38	BONTES, Lindiwe Adelina	PR 18
39	LAHER, Yusuf	PR 19

### 6.1.2. Section 79 Committees

Established in terms of section 79 of the Local Government: Municipal Structures Act (No.117 of 1998) these committees assist council in performing its oversight role. Ditsobotla Local Municipality has the following committees:

- Municipal Public Accounts Committee,
- Ethics/Disciplinary Committee; and
- Rules Committee.

### 6.1.3. The Executive Committee

The executive committee is elected from among the members of council and chaired by the mayor. It performs the powers and functions as determined in section 44 of the Local Government: Municipal Structures Act (No. 117 of 1998). The executive committee may, within council- approved system of delegations, delegate some of its powers and functions to the mayor or accounting officer. The mayor presides over the meetings of the executive committee and performs the ceremonial duties.

### 6.1.4. The section 80 Committees

The Portfolio Committees are established in terms of section 80 of the Local Government: Municipal Structures Act (No.117 of 1998) to assist the executive committee in the performance of its functions (exercising oversight over the administration). These committees are chaired by members of the executive committee. The following Portfolio Committees are established:

#	Portfolio Committee	Chairperson
1	Finance	MOTLOUNG, Monnapula Aaron
2	Infrastructure	MERE, Tebogo Elvis
3	Community Services	MORURI, Mazwi Daniel
4	Planning and Development	BONTES, Lindiwe Adelina
5	Corporate Services	LAHER, Yusuf
6	Local Economic Development	BOGATSU, Emily Manana

### 6.1.5. Ward Committees

Section 72 – 78 of the Local Government: Municipal Systems Act (Act No.32 of 2000) requires the establishment of ward committees as a means of complementing representative governance with participatory democracy. In response to this requirement and the underpinning notion of making developmental government work through meaningful participation of the diverse municipal constituencies, the Ditsobotla Local Municipality has established 20 (twenty) ward committees. These committees serve as an important link between Council and the community on matters such as municipal budgeting, integrated development planning, consideration of policies and by-laws and other matters directly affecting communities.

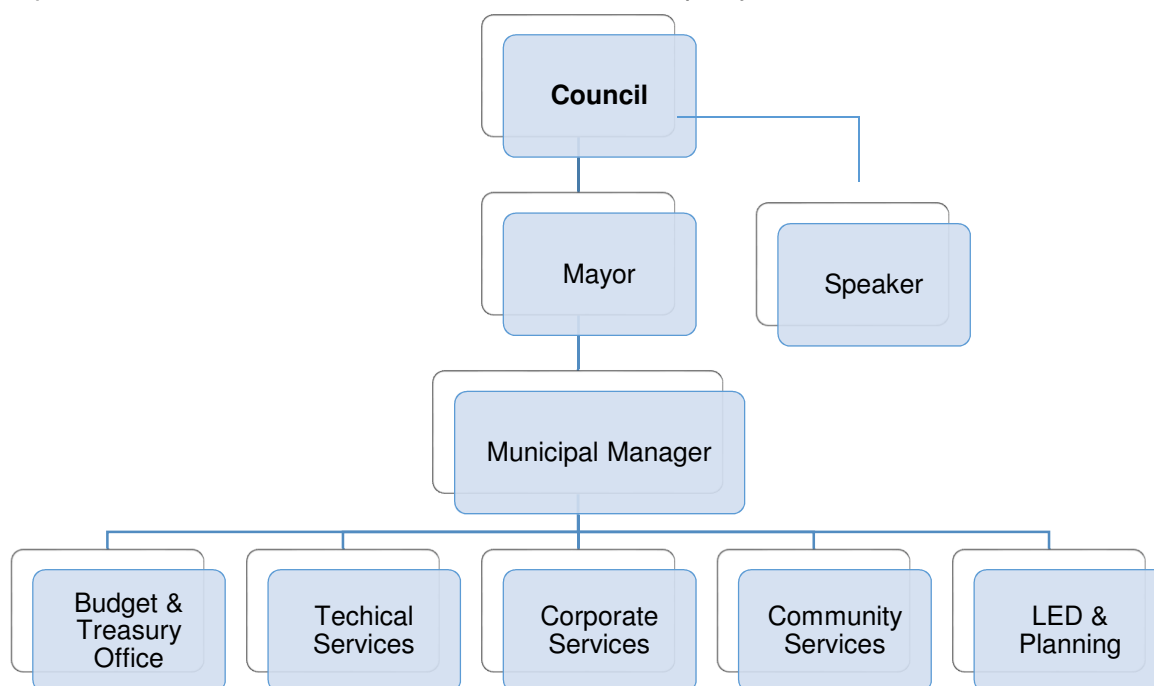
Community Development Workers complement the work of ward committees and through their unique skills base communicate and respond to challenges faced by vulnerable sectors of the municipal community such as the disabled, women and the aged.

### 6.1.6. The Ditsobotla Local Municipality's Administration

The Municipal Manager is the head of the administration and accounting officer in terms of the Municipal Structures Act 117 of 1998, and the Municipal Finance Management Act 56 of 2003 respectively. The responsibilities of the Municipal Manager include, among others, managing the financial affairs and service delivery of the municipality.

- Office of the Municipal Manager;
- The Budget and Treasury Office (BTO);
- Directorate: Corporate Services;
- Directorate: Technical services;
- Directorate: Local Economic Development & Planning; and
- Directorate: Community Services.

*Graph: Macro Structure of the Ditsobotla Local Municipality*



The position of Municipal Manager and all the senior managers (critical positions) are vacant. There is a need to review the organisational structure of the municipality to be responsive to the needs of the community in line with the Financial Recovery Plan Diagnostic Report. The organisational design must be implemented in line with the Municipal Staff Regulations that came into effect on the 1 July 2022.

## SECTION G: PERFORMANCE MANAGEMENT

### 7. Purpose of a Performance Management System

Performance management in local government is legislated and regulated in terms of the Local Government: Municipal Systems Act (Act No.32 of 2000) as amended through the Systems Amendment Act (Act No.7 of 2011); the Local Government: Municipal Finance Management Act (Act No.56 of 2003) and related regulations.

Chapter 3(7) of the Municipal Planning and Performance Management Regulations (2001) define a Performance Management System as **‘a framework that describes and represents how the municipality’s cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role players.’**

A performance management system is crucial in ensuring that the municipality meets its service delivery targets and general constitutional mandate. The purpose of PMS can be summarised as:

- € Tracking and measuring the performance of an organisation against pre-determined objectives;
- € Identifying performance failures and applying corrective measures or interventions on a timely basis;
- € Management of change and improvement of organisational performance; and
- € Aligning individual efforts towards organisational objectives and priorities.

#### 7.1. Legal Framework for Performance Management

Various pieces of legislation inform the performance management system of municipalities. This includes the following legislations:

- € The Constitution of the Republic of South Africa, 1996 (section 152);
- € The White Paper on Local Government (1998);
- € The Local Government: Municipal Systems Act (Act No.32 of 2000);
- € Municipal Planning and Performance Management Regulations 2001 (24 August 2001);
- € Regulations for Municipal Managers and Managers reporting directly to Municipal Managers (1 August 2006);
- € The Local Government: Municipal Structures Act (Act No.117 of 1998); and
- € The Local Government: Municipal Finance Management Act (Act No.56 of 2003).

The Ditsobotla Local Municipality is yet to develop a Performance Management System to manage organisational performance in line with relevant legislation.

## **7.2. The Local Government: Municipal Systems Act (Act No.32 of 2000)**

Sections 38 – 40 of the Act require a municipality to establish a performance management system and establish mechanisms for its monitoring and review.

Section 41 deals with the core components of a performance management system which must include:

- (a) Appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the municipality's development priorities and objectives set out in its integrated development plan;
- (b) Measurable performance targets with regard to each of those development priorities and objectives;
- (c) Performance monitoring and review at least once per year;
- (d) Steps to improve performance with regard to those development priorities and objectives where performance targets were not met;
- (e) A process of regular reporting to the council, other political structures, political office bearers and staff of the municipality; and the public and appropriate organs of state.

## **7.3. The Local Government: Municipal Planning and Performance Management Regulations (2001)**

Section 43 of the regulations prescribes general key performance indicators which each municipality must plan for and report against. They are:

- (a) The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal.
- (b) The percentage of households earning less than **R1100** per month with access to free basic services.
- (c) The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan.
- (d) The number of jobs created through municipality's local economic development initiatives including capital projects.
- (e) The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan.
- (f) The percentage of a municipality's budget actually spent on implementing its workplace skills plan.
- (g) Financial viability with respect to debt coverage, outstanding debtors in relation to revenue; and cost coverage.



#### **7.4. The Local Government: Municipal Finance Management Act (Act No.56 of 2003)**

The Act contains some provisions related to performance management in a municipal context. Section 21 of the Act requires the integrated development planning and budget processes to be mutually consistent and credible. It further requires a municipality to develop a Service Delivery and Budget Implementation Plan within 28 days after adoption of the Budget and IDP.

The Services Delivery and Budget and Implementation Plan interprets the five-year Integrated Development Plan and three-year Budget into a twelve-month contract between the administration, council, and community thereby expressing the goals and objectives set by the council as quantifiable outcomes to be implemented by the administration. The SDBIP is an expression of the objectives of the municipality, in quantifiable outcomes that will be implemented by the administration for a specific financial year.

The service delivery targets in the SDBIP form the basis for the performance plans of senior managers (Accounting Officer and Directors). It enables the Municipal Manager to monitor the performance of senior managers, the Mayor to monitor the performance of the Accounting Officer and for the community to monitor the performance of the municipality as each activity contains outputs, outcomes and timeframes.

The SDBIP is compiled on an annual basis and includes a 3-year capital budget programme. The SDBIP is yet another step forward to increase the principle of democratic and accountable local government as enshrined in Section 152(a) of the Constitution.

The SDBIP is in essence the management and implementation tool which sets in-year information such as quarterly service delivery and monthly budget targets and links each service delivery output to the budget of the municipality. It further indicates the responsibilities and outputs for each of the senior managers and the top management team, the resources to be used and the deadlines set for the relevant activities.

#### **7.5. The Municipal Performance Model**

The Ditsobotla Local Municipality does not have a Performance Management System. Ideally, the municipal will develop a model based on the following:

##### **7.5.1. Managing Organisational Performance**

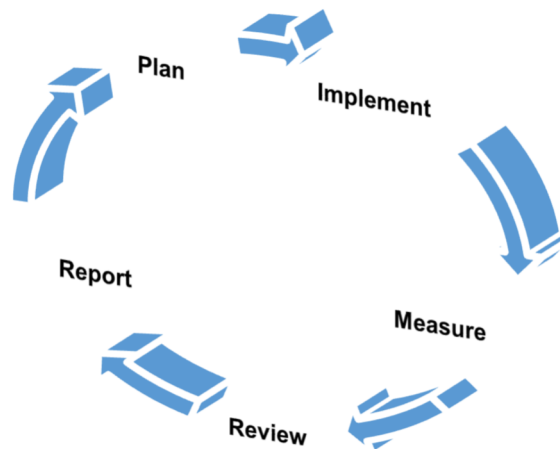
The management of performance is based on a cause-and-effect relationship as per figure below.

*Graph: Cause-effect Relationship*



The performance management cycle typically entail the steps illustrated below:

*Graph: Performance Management Cycle*



### **7.5.2. The Organisational Scorecard**

The organisational scorecard is designed around the five key performance areas as identified by the Department of Cooperative Government and Traditional Affairs. The five KPAs are:

- € Municipal Transformation and Organisational Development;
- € Service Delivery and Infrastructure Development;
- € Local Economic Development;
- € Financial Viability and Management; and
- € Good Governance and Public Participation.

For each key performance area, the council set objectives to be met within the period of the Integrated Development Plan with the key objectives describing the main tasks to be performed. The objective set in terms of the key performance areas need to be outcome and impact focused.

### **7.5.3. The Service Delivery and Budget Implementation Plan**

As outlined above, the Service Delivery and Budget Implementation Plan is management and implementation tool which sets in-year information such as quarterly service delivery and monthly budget targets and links each service delivery output to the budget of the municipality.

Each senior manager's performance is based on the targets outlined in the Service Delivery and Budget Implementation Plan which forms part of the performance contract.

### **7.5.4. Performance Contracts**

All senior managers enter into a performance contract with the municipality. The essence of contracting performance is to specify objectives and targets that must be met by an employee and serve to communicate the expectations of the employer.

The performance of all senior managers is assessed on a quarterly basis. Performance contracts are required to be subjected to public scrutiny in terms of legislation.

### **7.5.5. Auditing and Quality Control**

All performance audits will occur within the framework of the Municipal Planning and Performance Management Regulations, 2001. The Internal Audit function and the External Audit will continuously audit the performance reports and produce a quarterly and annual audit report respectively.

### **7.5.6. Schedule for Performance Reviews**

Performance Reviews occurs quarterly as follows:

<b>First Quarter</b>	July – September
<b>Second Quarter</b>	October – December
<b>Third Quarter</b>	January – March
<b>Fourth Quarter</b>	April – June