



## **DITSOBOTLA LOCAL MUNICIPALITY**

---

**2026/2027 DRAFT INTEGRATED DEVELOPMENT PLAN**

*Adopted: 31 March 2026*

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## **MESSAGE FROM THE MAYOR: CLLR WITNESS MORUTSE**

As the Mayor of Ditsobotla Local Municipality, I present this 2026/2027 Integrated Development Plan (IDP) not merely as a statutory report, but as a formal social contract between this government and the 191 738 residents we serve. This document arrives at a critical juncture in our history. While our municipality sits at the heart of the nation's "maize triangle" and remains a hub for global cement production, we cannot ignore the stark reality that our communities are struggling under the weight of a systemic service delivery crisis and a high unemployment rate.

Our political vision remains clear: we are committed to rebuilding a developmental municipality dedicated to the social and economic upliftment of all our people. To achieve this, we must first confront the "dark zones" in our towns and townships caused by vandalised high-mast lighting, the crumbling state of our internal roads, and the chronic water shortages that have denied our people their basic constitutional rights. We acknowledge that the mandatory national intervention currently in place is a necessary step toward our financial recovery, and we embrace the opportunity to restore the principles of accountability, transparency, and good governance.

The priorities outlined in this IDP - from the planned implementation of the 20MVA Lichtenburg Substation to the urgent rehabilitation of our water treatment work - are designed to spark an economic revival. We are moving beyond reactive maintenance toward a model of sustained service delivery. This includes reclaiming our public spaces from crime, formalising settlements for our various communities, and creating a conducive environment where local businesses and informal traders can thrive.

I call upon every resident, business leader, and community stakeholder to join us in this journey of renewal. Our mission is to move from a state of crisis to a state of resilience. By working together through honest consultation and dedicated service, we will conquer the challenges before us and build a Ditsobotla that is safe, prosperous, and dignified for all.

**CLLR. MW MORUTSE  
MAYOR**

## **MESSAGE FROM THE MUNICIPAL MANAGER**

As the Accounting Officer of the Ditsobotla Local Municipality, it is my responsibility to present this 2026/2027 Integrated Development Plan (IDP) as more than a statutory requirement; it is a strategic blueprint for the fundamental restoration of this institution. This review arrives at a defining moment in our history, as we operate under national intervention in terms of section 139(7) of the Constitution. Our current reality is defined by a systemic financial crisis, with creditor balances exceeding R1.49 billion and a cash shortfall of approximately R1.42 billion, a situation that has severely compromised our ability to provide basic services to the 191 738 residents who call Ditsobotla home.

The situational analysis contained herein provides a sobering reflection of the state of our infrastructure. We are currently grappling with a critical water security crisis, aged electricity networks operating at near-total capacity, and a road network in a state of advanced structural decay. These are not merely technical failures; they represent a breakdown in the social contract with our community. Therefore, the administrative priority for this financial year is the uncompromising implementation of our Financial Recovery Plan. We are focused on professionalising our administration, appointing skilled personnel to key vacancies, and enforcing a culture of transparency and accountability.

Our path forward requires the strategic alignment of our limited resources with the most urgent needs of our people. Through the Municipal Infrastructure Grant (MIG) and partnerships with provincial and district authorities, we are prioritizing the rehabilitation of water treatment plants, the upgrading of the Lichtenburg Substation, and the restoration of our internal road systems. My office remains committed to transforming Ditsobotla into a financially viable and resilient municipality capable of driving the economic growth promised by our position in the "maize triangle". We invite all stakeholders to hold us accountable as we work to rebuild an administration that is truly responsive to the needs of its people.

**MR. OT BOJOSINYANE**  
**MUNICIPAL MANAGER**

## **EXECUTIVE SUMMARY**

Ditsobotla Local Municipality is a Category B municipality situated within the Ngaka Modiri Molema District of the North West Province, with its administrative seat located in Lichtenburg. Formed through the amalgamation of the Lichtenburg, Coligny, and Biesiesvlei transitional councils, the municipality serves a growing population estimated at 191 738 people. Currently, the municipality is facing a period of significant challenge and is under national intervention in terms of section 139(7) of the Constitution of the Republic of South Africa. This intervention is necessitated by severe liquidity challenges, including a cash shortfall of approximately R1.42 billion and creditor balances exceeding R1.49 billion. These financial constraints are compounded by a high unemployment rate of 41.3%, aging infrastructure, and historical service delivery backlogs in water, electricity, and waste management.

### **Opportunities and Improvements in Service Delivery**

Despite these hardships, Ditsobotla offers unique economic opportunities rooted in its identity as the heart of the "maize triangle" and its status as a hub for major cement production. The region possesses high biodiversity areas and a rich cultural heritage, including the Lichtenburg Diggings Museum and various historical monuments that provide a foundation for tourism and local economic development. To improve service delivery over the next five years, the municipality is committed to a multi-pronged approach that includes investing in water infrastructure, implementing the 20MVA Lichtenburg Substation for reliable power, and rehabilitating road networks through projects funded by the Municipal Infrastructure Grant. Furthermore, the municipality is engaging with strategic partners in the business sector to leverage additional resources for community infrastructure.

### **Priorities, Expectations, and Measurement of Progress**

The priorities of the council are centred on building a financially resilient institution, professionalizing the administration with skilled personnel, and upholding principles of accountability and transparency while fighting corruption. Communities can expect a developmental municipality dedicated to social and economic upliftment through a mission of sustainable service delivery and active consultation. Progress toward these goals will be measured through a robust Performance Management System that links individual performance to an organizational scorecard, ensuring that annual targets and performance indicators are met and reported transparently.

### **Development of the IDP**

This Integrated Development Plan is being reviewed through a rigorous and inclusive process that began with the adoption of a Process Plan in August 2025. The development cycle will include multiple rounds of community consultations already held in March and later in May 2026, alongside intergovernmental working sessions to align municipal programmes with district and provincial strategies. Following the tabling of the draft for public comment in March 2026, the final document will be officially adopted by the Council on 30 May 2026, serving as the principal strategic instrument to guide the municipality's recovery and growth.

## SECTION A: INTRODUCTION & OVERVIEW

### 1. Background

The Integrated Development Plan (IDP) serves as the primary strategic instrument guiding all planning, development, and decision-making processes within the municipality. As a planning tool, the IDP encapsulates local developmental objectives and a comprehensive service delivery programme.

The IDP facilitates vertical and horizontal alignment across the national, provincial, and local spheres of government. Furthermore, it mandates active community participation and stakeholder engagement. Consequently, the integrated development planning process is vital to the success of every South African municipality in establishing responsive, developmental, and accountable local governance. Additionally, the IDP legally binds the municipality in the exercise of its executive authority.

In accordance with the Local Government: Municipal Systems Act (MSA) No. 32 of 2000, the Ditsobotla Local Municipality (DLM) adopted its fifth-generation IDP in May 2022 for the 2022–2027 council term. Section 34 of the MSA requires municipalities to review their adopted IDP annually to reflect changing circumstances. This document represents the fourth annual review of the Ditsobotla IDP, following the previous revision conducted in May 2025.

This review is undertaken while the municipality is under national intervention in terms of section 139(7) of the Constitution of the Republic of South Africa, 1996. This intervention prioritises municipal financial recovery while addressing critical governance and institutional challenges. The current socio-economic environment continues to constrain municipal revenue, directly impacting the sustainability of service delivery.

During this review process, the municipality has integrated both national and provincial support aimed at financial recovery and local economic stimulation. These multi-pronged sectoral interventions are implemented through various intergovernmental relations (IGR) platforms. It remains essential to align all government and private sector initiatives focused on the development of DLM to eliminate duplication of effort and optimise overall developmental impact.

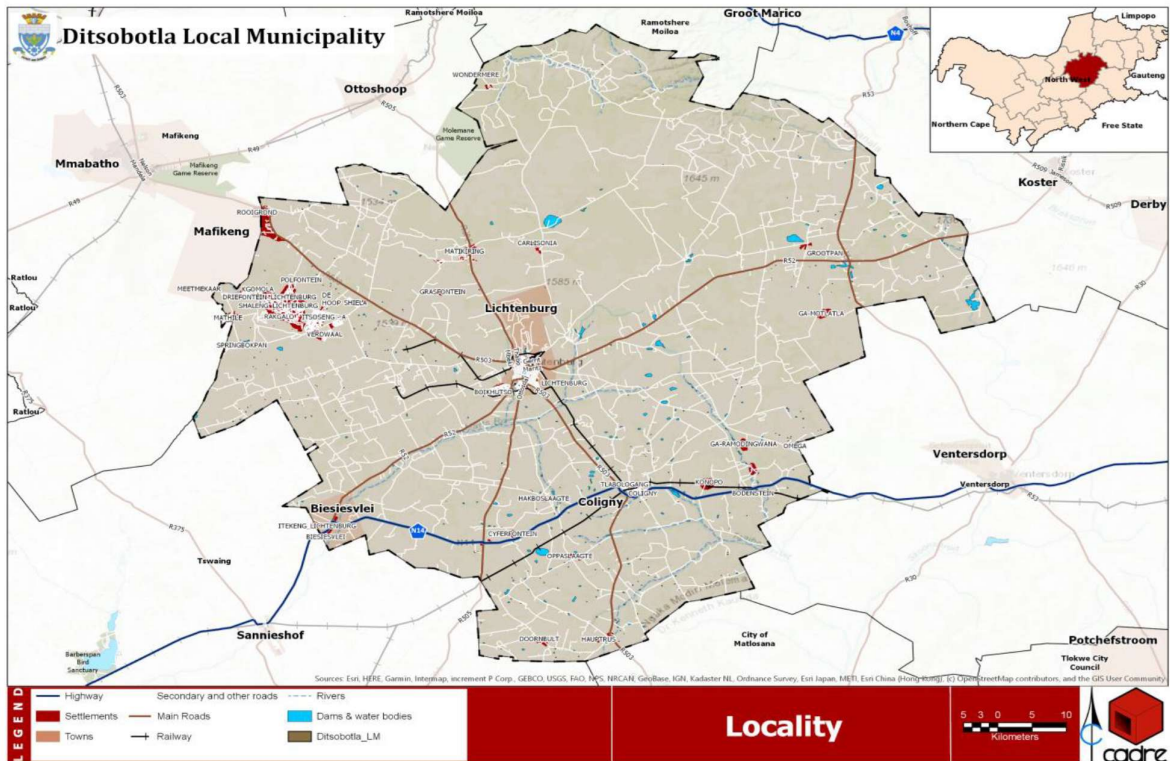
#### 1.1. Overview of Ditsobotla Local Municipality

Ditsobotla Local Municipality is a Category B municipality situated within the Ngaka Modiri Molema District of the North West Province. As one of five municipalities in the district, it accounts for nearly a quarter of the district's total geographical landmass. The administrative seat is located in Lichtenburg. The municipality was established through the amalgamation of the former Lichtenburg, Coligny, and Biesiesvlei Transitional Councils.

Spanning an area of approximately 6 465 km<sup>2</sup>, the municipal jurisdiction includes the towns of Lichtenburg, Boikhutso, Bodibe, Itsoseng, Coligny, and Tlhabologang, surrounded by various rural settlements and commercial farming enterprises. The rural landscape is composed of residential areas including Bodibe, Matile, Springbokpan, Verdwaal, Bakerville, Ga-Motlatla, and Putfontein. According to the 2022 Statistics South Africa Census, the municipality is home to an estimated **164 176** residents.

Lichtenburg serves as the economic and administrative hub of the municipality. Founded in 1873, the town holds significant historical prominence and was notably the centre of a major diamond rush in the mid-1920s. Today, the local economy is primarily driven by agriculture and industrial manufacturing. Lichtenburg is situated at the heart of the "Maize Triangle," the nation's primary maize production region. Furthermore, the area is a critical industrial node, housing three major cement production facilities within an 80km radius of the town.

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



## 1.2. Process Followed

Section 28 of the Municipal Systems Act stipulates that a municipal council must adopt a written process plan to guide the planning, drafting, adoption, and review of its IDP within a prescribed period following the commencement of its elected term. This process plan is an important tool for streamlining planning activities, defining clear roles and responsibilities, and establishing mechanisms for public participation and monitoring.

In compliance with these provisions, Ditsobotla Local Municipality adopted its Process Plan in August 2025 (attached as Annexure A). The following key activities were implemented as part of the current IDP review:

- **District Alignment & Consultation:** A consultative meeting was held between Ditsobotla Local Municipality and the Ngaka Modiri Molema District Municipality to align programmes. This aligns with Items 2(5) and (6) of the Municipal Planning and Performance Regulations (2001), which require district and local municipalities to consult on proposed amendments. Consequently, current and planned district-initiated projects have been integrated into the DLM IDP.

- Performance Baseline: The 2025/2026 mid-year performance and budget reports served as the technical baseline for this review, ensuring that strategic adjustments are evidence-based.
- Public Participation: The first round of community consultations was conducted to identify and prioritise local developmental needs, as detailed in the schedule below:

**Community Consultation Schedule: IDP Review 2025/2026**

Ward	Venue	Date	Time
1 & 3	Gunners Sports Ground	23 Feb 2026	09:00 – 13:00
2	JM Lekgetha Commercial High	23 Feb 2026	14:30 – 17:00
5	Council Chamber	25 Feb 2026	09:00 – 13:00
15 & 18	Tlhabologang Comm. Hall	25 Feb 2026	14:00 – 17:00
12 & 13	Bodibe Tribal Office	27 Feb 2026	09:00 – 13:00
14	Bodibe Cover-ground	27 Feb 2026	14:00 – 17:00
4	Blydeville Sportsground	02 Mar 2026	09:00 – 13:00
6 & 7	Council Chamber	02 Mar 2026	14:00 – 17:00
8	Verdwaal SASSA Hall	03 Mar 2026	09:00 – 13:00
9, 10 & 11	Itsoseng Comm. Hall	11 Mar 2026	09:00 – 13:00
16	Bakerville Comm. Hall	04 Feb 2026	09:00 – 13:00
19	Springbokpan Comm. Hall	<i>As per Notice</i>	<i>As per Notice</i>

- In accordance with the relevant provisions of the Municipal Systems Act No. 32 of 2000, read in conjunction with the Municipal Finance Management Act 56 of 2003, the final Integrated Development Plan (IDP) document will be tabled for council adoption on 30 May 2026.

### 1.3. Legislative Context

In terms of the Local Government: Municipal Systems Act (Act 32 of 2000), every municipal council is statutory mandated to adopt a single, inclusive, and strategic development plan within a prescribed period after its election. This Integrated Development Plan (IDP) is designed to:

- Link, integrate, and coordinate various municipal plans while considering broader developmental proposals;
- Align institutional resources and capacity with the implementation of the strategic plan; and
- Establish the policy framework and general foundation upon which annual budgets are constructed.

## 1.4. Annual Review of the IDP

On 31 August 2025, the Council of Ditsobotla Local Municipality adopted the 2026–2027 IDP and Budget Process Plan. The IDP undergoes an annual review informed by performance assessments and evolving external circumstances. This process serves as an institutional learning mechanism, allowing stakeholders to evaluate the previous year's performance and refine strategic plans to navigate internal and external environmental changes. Consequently, the review ensures the IDP remains the municipality's principal management and strategic instrument.

As prescribed by section 34 of the Municipal Systems Act, this review is not a replacement for the five-year IDP, nor does it alter the long-term strategic direction. The Act mandates that a municipal council:

*"must review its integrated development plan annually in accordance with an assessment of its performance measurements... and to the extent that changing circumstances so demand."*

In accordance with this provision, read together with section 21 of the Municipal Finance Management Act (Act 56 of 2003), the municipality has updated its IDP, supported by the 2026/2027 Medium-Term Revenue and Expenditure Framework (MTREF).

The primary objectives of this review include:

- Reporting on implementation progress regarding institutional and developmental targets;
- Evaluating and adjusting development strategies to account for internal and external variables;
- Establishing annual targets and action plans for the upcoming financial year;
- Informing the annual budget to maximise resource efficiency;
- Confirming strategic objectives and the medium-term service delivery agenda;
- Prioritising key programmes and projects to ensure alignment with strategic goals; and
- Addressing recommendations from the COGTA Provincial Government assessment of the previous IDP.

## 1.5. Strategic Overview

The current political leadership assumed office following the by-elections held on 14 December 2022. Concurrently, the municipality remains under national intervention (section 139(7) of the Constitution) to facilitate financial recovery and ensure the fulfilment of executive obligations.

Within this framework, Council's strategic intent is to rectify the financial, service delivery, and governance failures of the past. The goal is to reposition Ditsobotla Local Municipality as a capable organ of state. To this end, Council has reaffirmed the following strategic focus areas:

- Financial Viability: Building a resilient municipality capable of sustainable service provision.
- Institutional Capacity: Appointing senior management and staff with requisite skills and competencies.
- Good Governance: Upholding principles of accountability and transparency.

- Economic Growth: Maintaining responsiveness to community needs and fostering a conducive environment for local economic development.
- Integrity: Actively combating corruption, patronage, and nepotism.

## 1.6. Structure of the IDP Document

This document is organised into distinct sections, introduced by forewords from the Mayor and the Municipal Manager. While the Vision and Mission remain constant, the document is structured as follows:

- **Section A: Introduction & Overview** – Outlines the legal framework, intergovernmental alignment (specifically the District Development Model), and the five-year planning process.
- **Section B: Situational Analysis** – Provides a comprehensive socio-economic and physical profile of the Ditsobotla municipal area.
- **Section C: Municipal Vision & Mission** – Reflects on institutional arrangements, core priorities, and community consultation inputs.
- **Section D: Spatial Development Framework (SDF)** – Details spatial goals and resource-based development planning for the entire municipal area.
- **Section E: Objectives, Strategies, Indicators, Targets, and Projects** – Defines the strategic roadmap and specific projects for the medium term.
- **Section F: MTREF Budget** – Outlines the financial plan for the 2026/2027 – 2028/2029 period.
- **Section G: Operational Plan** – Describes political structures, Ward Committees, and the administrative-political interface.
- **Section H: Performance Management** – Details the legal framework and the municipal performance management system.

## SECTION B: SITUATIONAL ANALYSIS

### 2. Demographic and Socio-Economic Profile

#### 2.1. Introduction and Analytical Framework

This section provides a comprehensive situational analysis of the Ditsobotla Local Municipality, evaluating the multidimensional environment in which the institution operates. The analysis encompasses external socio-economic drivers and internal institutional factors, including service delivery efficiency, financial viability, governance structures, and spatial development. Furthermore, it examines technological advancements and cross-cutting thematic issues to identify systemic constraints and formulate targeted intervention mechanisms.

The findings presented herein serve as the strategic foundation for the municipal priority review. This assessment is the product of a rigorous consultative process, integrating community participation, internal stakeholder engagements, and empirical data collated during the 2025/2026 review period. To ensure evidentiary integrity, the municipality has cross-referenced key statistical reports such as the Stats SA Census 2022 results, Mid-Year Population Estimates for 2024, the North West Provincial Treasury' Socio-Economic Review and Outlook (SERO) publication.

#### 2.2. Demographic Analysis

An empirical understanding of shifts in population dynamics is fundamental to engineering proactive planning responses. As the population structure evolves, it exerts escalating pressure on essential resources, including food security, energy availability, water reserves, employment markets, and social safety nets.

To achieve effective spatial and developmental planning, the municipality monitors several critical demographic variables:

- **Fertility and Mortality Trends:** Analysing total and age-specific fertility rates alongside life expectancy to project future service demands.
- **Sex Ratios and Migration:** Evaluating gender distribution and the impact of international and inter-provincial migration on the local labour market and housing requirements.
- **Age Cohorts:** Identifying shifts in the dependency ratio to balance the allocation of resources between early childhood development, youth empowerment, and elderly care.

The following data provides a high-level synthesis of the demographic and socio-economic landscape of Ditsobotla Local Municipality, positioned within the broader context of the Ngaka Modiri Molema District, the North West Province, and the national South African trajectory.

#### 2.3. Demographic and Socio-economic Profile

This section outlines the operational environment of the Ditsobotla Local Municipality, reflecting on external socio-economic factors and internal elements such as service delivery, financial health, institutional capacity, spatial development, and environmental considerations. It

analyses technological and cross-cutting issues to identify constraints and devise intervention mechanisms to address them.

The situational analysis and the subsequent review of priorities are derived from a rigorous process of community participation, internal engagement, and data analysis conducted during the 2025/2026 review period. Internal verification of the current status relies on planning documents regarding infrastructure backlogs, the Statistics South Africa 2022 Census, and the Mid-Year Population Estimates for 2024, and the North West Provincial Treasury Socio-Economic Review and Outlook (2024).

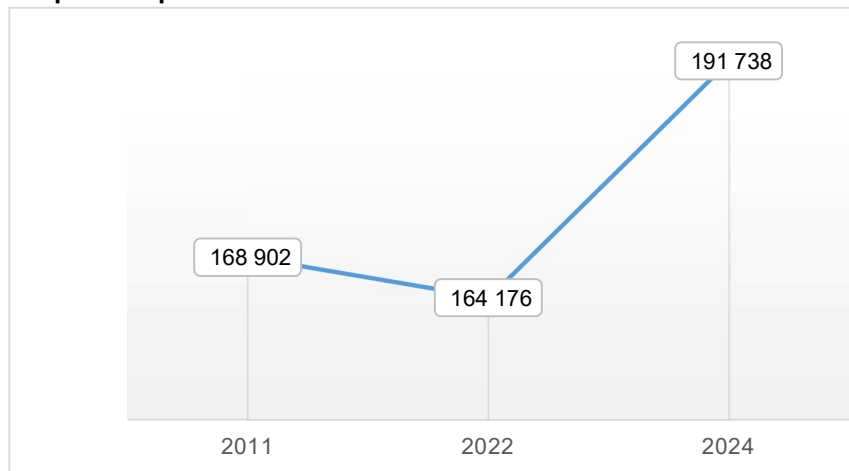
### 2.3.1. Demographics

Monitoring changes in population structure is vital for developing planning responses to the growing pressures on food, energy, water, employment, and social support. Understanding how fertility rates, sex ratios, life expectancy, and migration patterns affect specific age and gender groups is essential for effective spatial planning.

#### 2.3.1.1. Population and Household Profile

While the 2022 Census recorded a population of 164 176, the Mid-Year Population Estimates for 2024 indicate that the population of Ditsobotla Local Municipality has since grown to 191 738. Similarly, the total number of households has increased to 45 328, with an average household size of 3.9.

**Graph 1: Population Growth Trends**

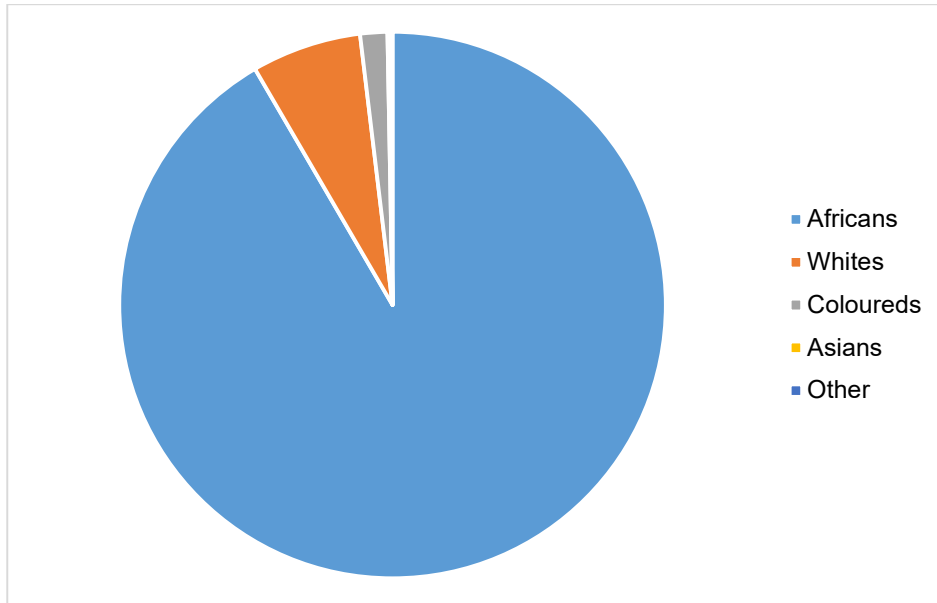


**Source:** Stats SA, Census 1996 – 2022, Mid-Year Population Estimates 2024

#### 2.3.1.2. Population by Group

According to the 2022 Census data, the demographic composition of the municipality is predominantly African, representing 91.7% (150 600) of the total population, followed by a White population of 6.5% (10 642). The remaining segments of the community consist of Coloured residents at 1.6% (2 572) and an Asian population accounting for 0.1% (97) of the inhabitants.

**Graph 2: Population Group (%)**



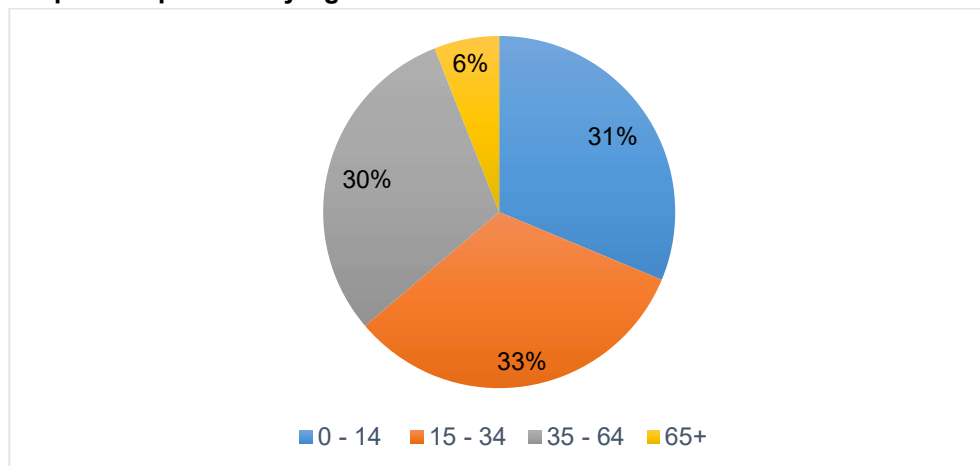
Source: Stats SA, Census 2022

### 2.3.1.3. Population by Gender and Age

The population distribution by gender in the municipality is nearly equal, comprising 95 979 males and 95 759 females. This balanced ratio is a critical factor for the Ditsobotla Local Municipality when identifying the specific needs for education and health facilities, projecting the growth of the economically active population, and planning for senior care and social facilities.

According to the Stats SA Census 2022 data, the age profile is defined by four primary trends.

**Graph 3: Population by Age**



Source: Stats SA, Census 2022

The youth category, encompassing individuals aged 15 to 34 years, represents the largest segment of the population at 32.5%, or 62 357 individuals. This is closely followed by children aged 0 to 14 years, who make up 31.3% of the population with 59 991 individuals.

Adults between the ages of 35 and 64 account for 30.2%, totalling 57 876 people, while the retired or old age group of 65 years and older constitutes the smallest category at 6%, representing 11 514 individuals.

### **2.3.2. Socio-economic Profile**

The socio-economic analysis is based on studies by the National Treasury, S&P Global (2025), and the Quarterly Labour Force Survey (QLFS).

#### **2.3.2.1. Economic Output and Poverty**

The economic landscape of the Ditsobotla Local Municipality reflects a paradoxical relationship between rising regional output and deepening household-level vulnerability. By 2023, the municipality's Gross Domestic Product (GDP) reached R17.4 billion, a substantial expansion from the R9.22 billion recorded in 2013. This growth underscores Ditsobotla's role as a vital economic engine within the Ngaka Modiri Molema District, to which it contributes approximately 19.82% of the total district GDP.

However, this macroeconomic growth has not translated effectively into individual prosperity. As of 2019, the average monthly household income was documented at a remarkably low R372, falling far below both district and national averages. While the monthly income growth rate of 1.88% during the 2016–2019 period slightly outpaced the national average of 1.83%, the absolute figures remain indicative of severe systemic poverty.

The most critical challenge facing the municipality is a profound labour market crisis. According to the Stats SA Quarterly Labour Force Survey (QLFS) for Q4: 2024, the official unemployment rate in Ditsobotla has escalated to 41.3%. This crisis is marked by a significant gender disparity, with the unemployment rate among women reaching 49.3%, compared to 34.9% for their male counterparts.

#### **2.3.2.2. Inequality and Human Development**

The socioeconomic landscape of the Ditsobotla Local Municipality is marked by persistent inequality and a gradual, albeit modest, improvement in human development. According to the most recent data, the Gini Coefficient, a standard metric for income inequality where 0 represents perfect equality and 1 represents absolute inequality stood at 0.61 in 2023, reflecting a marginal decrease from 0.62 in 2019.

While this local figure indicates a slightly more equitable distribution of income than the Ngaka Modiri Molema District average of 0.63, it remains a significant developmental

hurdle. On a broader scale, Ditsobotla’s inequality is marginally lower than the national South African Gini coefficient, which remains among the highest in the world at approximately 0.63 to 0.67, and the North West Provincial average of 0.61.

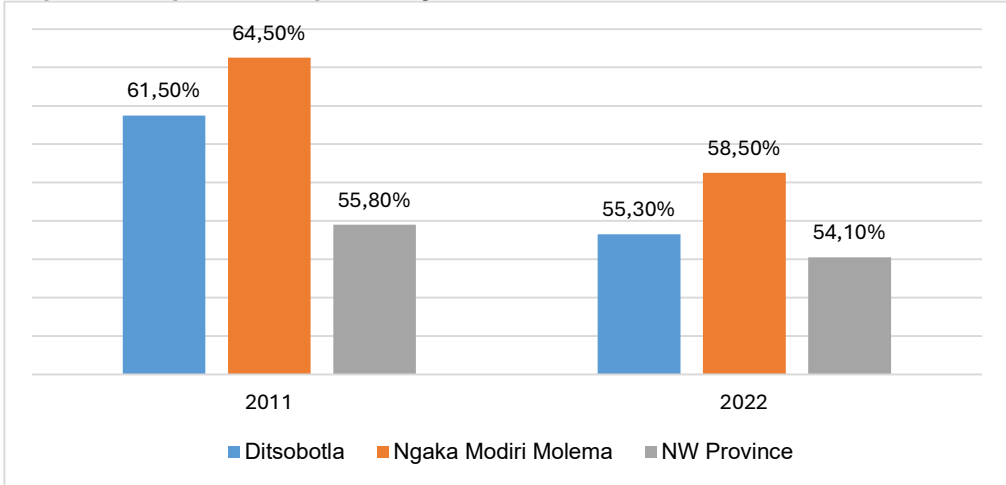
The Human Development Index (HDI), which provides a composite measure of life expectancy, educational attainment, and standard of living, showed a notable positive trajectory in Ditsobotla, increasing from 0.54 in 2019 to 0.61 in 2023. This improvement places the municipality slightly ahead of the Ngaka Modiri Molema District average of 0.59. Despite this local progress, Ditsobotla still trails the national HDI average, which was reported by the UNDP to be 0.717 in 2022 and rising to 0.741 by 2024, placing South Africa in the "High Human Development" category globally. The provincial HDI for the North West also generally remains higher than the local municipal figure, typically averaging around 0.63.

This comparative data illustrates that while Ditsobotla is making strides in improving the well-being of its residents, it remains an underperforming pocket relative to provincial and national benchmarks. The slight reduction in inequality and the growth in HDI are positive indicators, but they are countered by the reality that the municipality's income levels and employment opportunities remain significantly lower than the national standard, reinforcing the need for targeted interventions.

**2.3.2.3. Dependency Ratio**

The dependency ratio provides a critical measure of the economic burden placed on the productive segment of the population, specifically the ratio of dependents (those aged 0–14 and 65+) to the working-age population (aged 15–64). For the Ditsobotla Local Municipality, this ratio saw a notable decline from 61.5% in 2011 to 55.3% in 2022. This trend indicates a moderate improvement in the demographic balance, suggesting that there are now approximately 55 dependents for every 100 individuals of working age.

**Graph 4: Comparative Dependency Ratio**



Source: Statistics South Africa, Census 2022

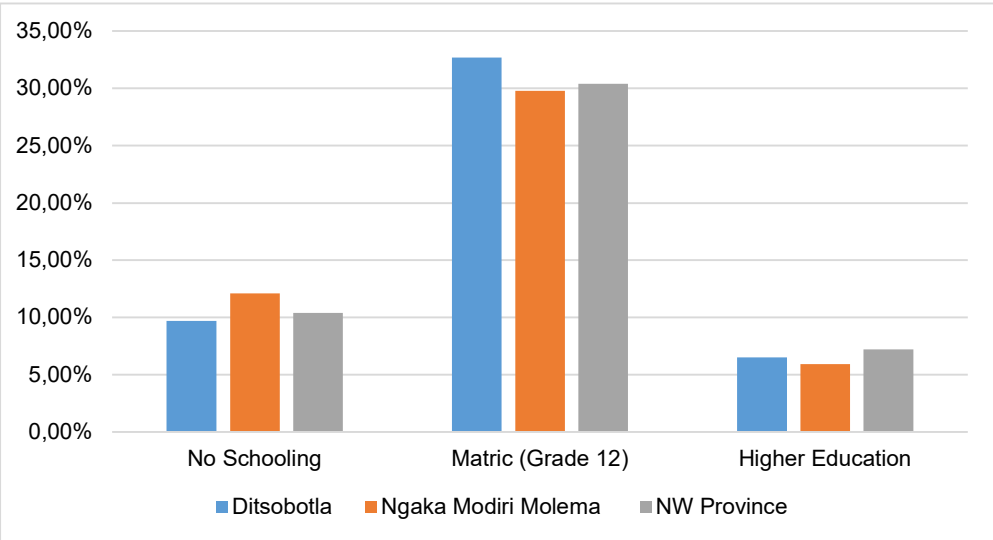
When analysed within a broader regional context, Ditsobotla’s dependency profile compares favourably to both the district and provincial benchmarks. The Ngaka Modiri Molema District recorded a significantly higher dependency ratio of 58.5% in 2022, down from 64.5% in 2011. Similarly, while the North West Province as a whole experienced a downward trend, its average dependency ratio remained higher than that of Ditsobotla, largely due to the higher concentration of youthful dependents in more rural neighbouring municipalities.

This lower local ratio suggests that Ditsobotla possesses a relatively larger "working-age" cohort than its surrounding district peers, theoretically providing a stronger foundation for revenue collection and economic productivity. However, this demographic advantage is currently offset by the municipality's high 41.3% unemployment rate, which implies that while the "working-age" population is numerically larger, a significant portion remains economically inactive and unable to support their dependents without state intervention.

**2.3.2.4. Education**

Educational attainment serves as a primary indicator of the functional literacy and economic competitiveness of the local labour force. In the Ditsobotla Local Municipality, the proportion of the population with no formal schooling decreased significantly from 14.7% in 2011 to 9.7% in 2022, representing an average annual improvement of 0.46%. This trend is more favourable than the Ngaka Modiri Molema District average, where the percentage of unschooled residents remains higher at approximately 12.1%. Provincially, the North West has seen a similar reduction, though it still grapples with a 10.4% no-schooling rate, positioning Ditsobotla as a regional leader in basic educational access.

**Graph 5: Comparative Educational Attainment**



**Source:** Statistics South Africa, Census 2022; NW Provincial Treasury Economic Review 2024.

The most notable progress is observed in the attainment of Grade 12 (Matric), which surged from 20.2% in 2011 to 32.7% in 2022. This average annual increase of nearly 1% suggests a rapidly maturing labour pool. When compared to the Ngaka Modiri Molema District (29.8%) and the North West Province (30.4%), Ditsobotla's Matric completion rate is significantly higher, indicating a superior level of foundational employability. However, despite this progress at the secondary level, the percentage of residents with Higher Education qualifications has stagnated at 6.5%, which is slightly below the provincial benchmark of 7.2% and the national average of 12.1% (*Census 2022*).

This stagnation in tertiary education completion presents a structural barrier to the municipality's Local Economic Development (LED) goals. While the workforce is increasingly literate, the lack of high-level technical and professional skills limits the community's ability to transition from labour-intensive sectors into the high-value manufacturing and service roles required to mitigate the 41.3% unemployment rate.

### 2.3.2.5. HIV/AIDS and Public Health Indicators

The prevalence of HIV and AIDS remains a significant variable in the demographic and socio-economic trajectory of the Ditsobotla Local Municipality. The impact of the virus on population progression is influenced by several critical factors, including adult prevalence rates, the rate of viral progression, mother-to-child transmission (MTCT), and the age distribution of infections. Furthermore, the expansion of Antiretroviral Treatment (ART) has fundamentally shifted the epidemiological landscape, transforming HIV from a terminal condition into a manageable chronic illness and significantly extending the life expectancy of those infected.

According to updated National Department of Health (NDoH) and District Health Information System (DHIS) data for the 2023/2024 period, the number of patients remaining on ART in Ditsobotla has continued an upward trend, reaching 174 112 by the end of 2023. This reflects a sustained effort to improve retention in care. However, the municipality's HIV prevalence remains a concern, currently accounting for approximately 21.2% of the total caseload within the Ngaka Modiri Molema District.

**Table 2: HIV Treatment and Program Outcomes (2019–2023)**

Indicator	Region	2019	2021	2023 (Est)
<b>Patients Remaining on ART</b>	Ditsobotla	158 203	165 490	<b>174 112</b>
	Ngaka Modiri Molema	768 653	794 210	<b>821 284</b>
<b>New Patients Starting ART</b>	Ditsobotla	2 074	1 985	<b>1 910</b>
	Ngaka Modiri Molema	9 393	9 102	<b>8 850</b>

Source: DHIS (2024); Quantec Research (2022); NDoH Annual Reports.

Comparatively, the North West Province continues to record some of the highest prevalence rates in South Africa, often exceeding the national average of 13.9% (Stats SA, 2022). Within the district, Ditsobotla exhibits a higher-than-average demand for

health services due to its urban-rural mix and the presence of transient populations associated with the local manufacturing and agricultural sectors.

### 2.3.3. Economic Profile

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

The economy of the Ditsobotla Local Municipality is a significant contributor to the Ngaka Modiri Molema District, though it has faced stagnant growth in recent years. As of 2019, the economy generated R12.2 billion in GDP. Between 2012 and 2019, the municipality grew at an average annual rate of 0.72%, marginally lower than the district average of 0.76%.

While historical estimates projected the economy would reach R12.9 billion by 2026, more recent data from the 2024 Socio-Economic Review and Outlook (SERO) indicates significant volatility. The broader North West province recorded a 2% growth decline in 2023, following a temporary commodity-driven surge in 2021. Furthermore, as of late 2024, the municipality was placed under national intervention due to systemic financial management failures, with 2023/24 operational revenue reaching only 32% of its budgeted target.

#### 2.3.3.2. Sectoral GDPR Contribution

In 2019, the manufacturing sector was the primary economic driver, contributing 19.0% to the GDPR, followed by the wholesale, retail, catering, and accommodation sector at 17.6%.

**Table 3: Sectoral GDPR (2019)**

Economic Sector	R million (2019)	% Share	Avg. Growth (2016–2019)
Manufacturing	R2 317	19.0%	-0.9%
Wholesale & Retail; Hospitality	R2 147	17.6%	2.5%
Finance & Business Services	R1 845	15.1%	0.5%
Community & Personal Services	R1 283	10.5%	2.3%
Transport & Communication	R1 281	10.5%	2.6%
General Government	R1 502	12.3%	0.9%
Agriculture, Forestry & Fishing	R792	6.5%	-2.2%
Construction	R803	6.6%	3.3%
Electricity, Gas & Water	R179	1.5%	-3.0%
Mining & Quarrying	R67	0.5%	2.3%
<b>Total</b>	<b>R12 215</b>	<b>100%</b>	<b>0.8%</b>

Sources: Quantec (2020); North West Provincial Treasury (2024 SERO).

#### 2.3.3.3. Unemployment and Labour Market

Statistics South Africa defines the economically active population as individuals aged 15 to 64 who are available for work, whether employed or unemployed. Based on 2019

data, the unemployment rate in Ditsobotla stood at 27.18%, with an absorption rate of 39.65%.

However, recent updates from the Census 2022 and 2024 Labour Force reports show a deepening crisis. The working-age population now comprises 64.4% of the municipality, but the North West Province recorded an official unemployment rate of 54% - 56% by early 2025. Employment remains concentrated in the tertiary sector (66.37%), followed by the primary (18.04%) and secondary (15.59%) sectors.

In 2019, the municipality recorded a net loss of 338 jobs. While the agriculture and construction sectors saw modest provincial recoveries of 19% and 16% respectively in 2023, the mining sector faced a 22% job loss during the same period.

**Table 4: Sectoral Employment Dynamics (2019 Baseline)**

<b>Economic Sector</b>	<b>Jobs (2018)</b>	<b>% Share</b>	<b>2019 Growth</b>
Wholesale & Retail; Hospitality	10 861	24.4%	+98
Community & Personal Services	8 137	18.3%	-114
Agriculture, Forestry & Fishing	7 837	17.6%	+50
General Government	5 192	11.7%	+61
Manufacturing	4 569	10.3%	-140
Finance & Business Services	3 819	8.6%	-63
Construction	2 286	5.1%	-240
Transport & Communication	1 485	3.3%	+24
Mining & Quarrying	180	0.4%	-10
Electricity, Gas & Water	71	0.2%	-4
<b>Total</b>	<b>44 437</b>	<b>100.0%</b>	<b>-338</b>

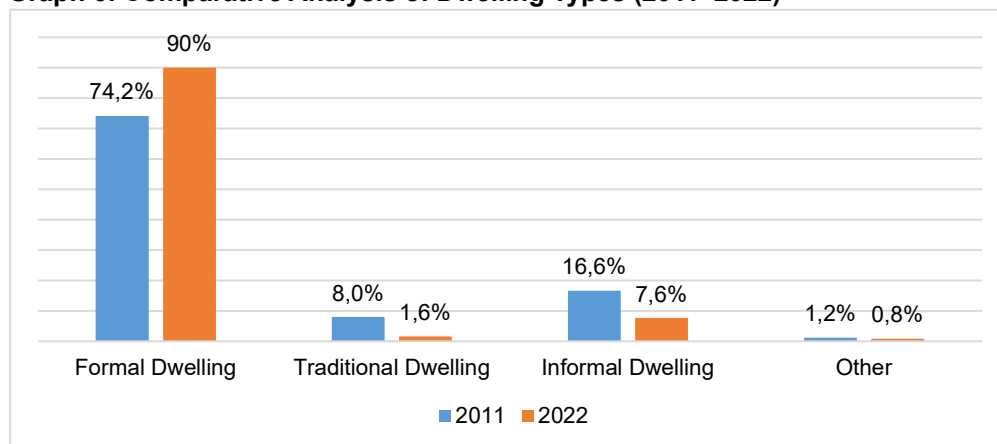
Sources: Quantec; Urban-Econ; Stats SA Census 2022

## 2.3.4. HOUSEHOLD INFRASTRUCTURE

### 2.3.4.1. Dwelling Profile

The dwelling profile for Ditsobotla Local Municipality has undergone a significant structural shift over the last decade, marked by a substantial increase in formalization. According to Census 2022 data, the number of households residing in formal dwellings rose from 33 025 (74.2%) in 2011 to 38 169 (90.0%) in 2022. This trend reflects a concerted effort in housing delivery and urban formalization within the municipality.

**Graph 6: Comparative Analysis of Dwelling Types (2011–2022)**



Sources: Statistics South Africa (Census 2022); NW Provincial Treasury (2024 SERO).

In contrast, there has been a notable decline in reliance on non-formal housing. Households residing in traditional dwellings dropped from 8% in 2011 to 1.6% in 2022, while those in informal dwellings (shacks) decreased from 16.6% to 7.6% over the same period. Despite this progress, recent provincial assessments from the 2024 Socio-Economic Review highlight that informal settlements remain a challenge due to ongoing migration toward economic hubs like Lichtenburg.

#### 2.3.4.2. Water Services

Under the current legislative framework, Ngaka Modiri Molema District Municipality (NMMDM) serves as the Water Services Authority (WSA), while Ditsobotla Local Municipality acts as the Water Services Provider (WSP) for urban nodes. The district oversees bulk supply and rural reticulation, while Ditsobotla manages internal reticulation within established towns.

According to Census 2022, while 90% of households in Ditsobotla now reside in formal dwellings, access to reliable piped water remains a critical challenge. Approximately 43.7% of households have access to piped water inside their dwellings, while the remainder rely on communal taps or boreholes. The primary water sources include groundwater extraction via boreholes, springs, and limited rainwater harvesting.

##### 2.3.4.2.1. Current Infrastructure and Operational Challenges

The Lichtenburg Water Treatment Works (WTW) is a critical but aging asset requiring urgent rehabilitation. The 2025 National Financial Recovery Plan (FRP) for Ditsobotla notes that systemic maintenance failures have led to significant "non-revenue water" losses. While raw water is extracted from surface resources and purified for town-based reservoirs, the infrastructure predominantly favours urban centres, leaving rural households disadvantaged.

The municipality's water provision is distributed across thirteen schemes, most of which are currently categorized as "unreliable" or "critically constrained" due to borehole failures and infrastructure vandalism.

**Table 5: Water Schemes**

Scheme	Operational Status & Infrastructure
Lichtenburg	Comprises 21 boreholes (17 at Klipveld, 7 in Boikhutso). Currently hampered by aging internal reticulation managed by the local municipality.
Coligny	Critically undersupplied; only 6 of the 26 boreholes are currently operational.
Itso seng	Managed by Magalies Water; 11 of 14 boreholes are operational. This scheme remains the most stable due to external intervention.
Biesiesvlei	Utilises six boreholes; subject to frequent pressure drops.
Rural Schemes*	Includes Springbokpan, Putfontein, Verdwaal, Sheila, Bodibe, Opraap, Stompie, and Ga-Maloka. Managed entirely by NMMDM; many rely on water tankering due to borehole depletion.

#### 2.3.4.2.2. Service Backlogs and Reliability

As of early 2025, consumers across all schemes report erratic supply, characterized by low pressure or total outages. The 2024 Socio-Economic Review identifies a significant "infrastructure maintenance backlog" in Ditsobotla, where the demand for potable water now exceeds the current pumping and purification capacity.

#### 2.3.4.2.3. Access to Water

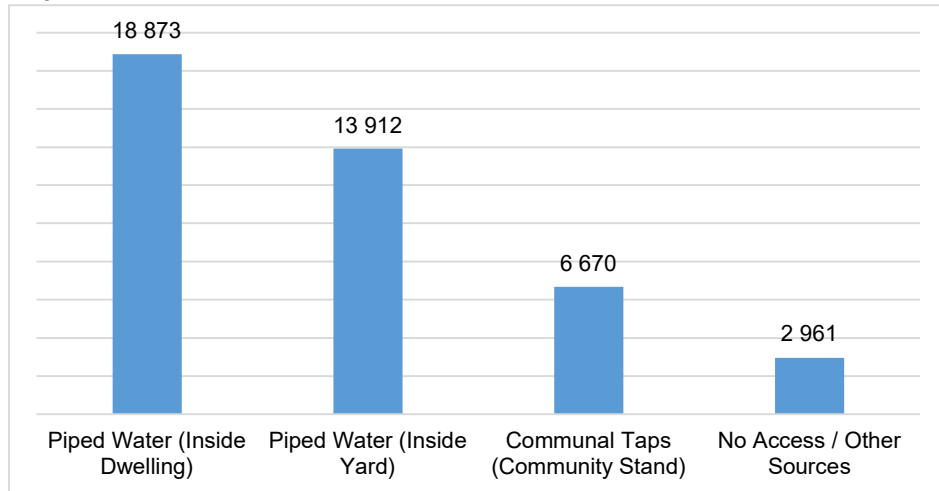
Substantial progress has been recorded in expanding potable water infrastructure across municipal communities, though recent data highlights persistent disparities between urban and rural nodes. According to the Census 2022 and subsequent 2024 Socio-Economic Review (SERO), the formalisation of dwellings has directly influenced water access points.

The total number of households with piped water inside their dwellings is estimated at 18 873 (44.5%), representing the highest tier of service delivery. Those with piped water inside their yard stand at 13 912 (32.8%), bringing the total percentage of households with "on-site" water access to approximately 77.3%.

Despite these gains, a significant portion of the population remains reliant on communal or off-site infrastructure. Approximately 6 670 households (15.7%)

access water via community stands, while 2 961 households (7.0%) are classified as having no formal access to piped water, relying instead on boreholes, tankers, or natural sources.

**Graph 7: Household Water Access Levels**



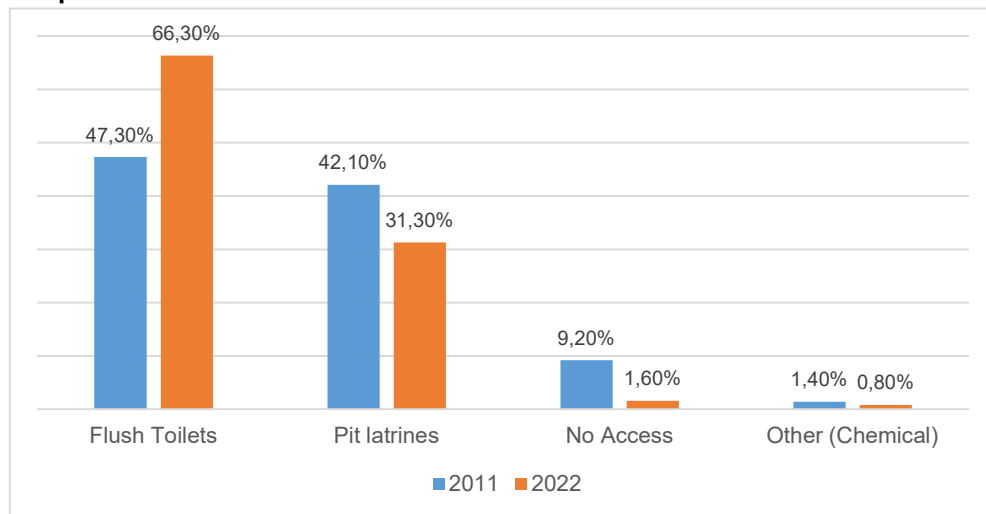
Sources: Statistics South Africa (Census 2022); North West Provincial Treasury (2024 SERO).

The 2025 National Financial Recovery Plan identifies the 7% "no access" bracket as a primary target for the 2025/26 Municipal Infrastructure Grant (MIG), with a focus on extending reticulation to informal settlements in the Boikhutso and Itsoseng areas.

**2.3.4.3. Sanitation**

The proportion of households in Ditsobotla with access to formal sewer and sanitation systems saw a significant increase from 47.3% in 2011 to 66.3% in 2022.

**Graph 8: Household Access to Sanitation**



Source: Statistics South Africa (Census 2022)

This upward trend aligns with a general decline in the use of informal or inadequate sanitation facilities. Most notably, the percentage of households with no access to sanitation dropped sharply from 9.2% to 1.6% over the same period, reflecting successful infrastructure extension in several wards.

#### **2.3.4.3.1. Infrastructure Challenges and Spatial Distribution**

The spatial distribution of sanitation services remains bifurcated. Formal urban nodes—including Lichtenburg, Boikhutso, Coligny, Tlhabologang, and Itsoseng—primarily utilize waterborne sanitation systems. Conversely, rural villages continue to rely heavily on ventilated improved pit (VIP) latrines and chemical toilets.

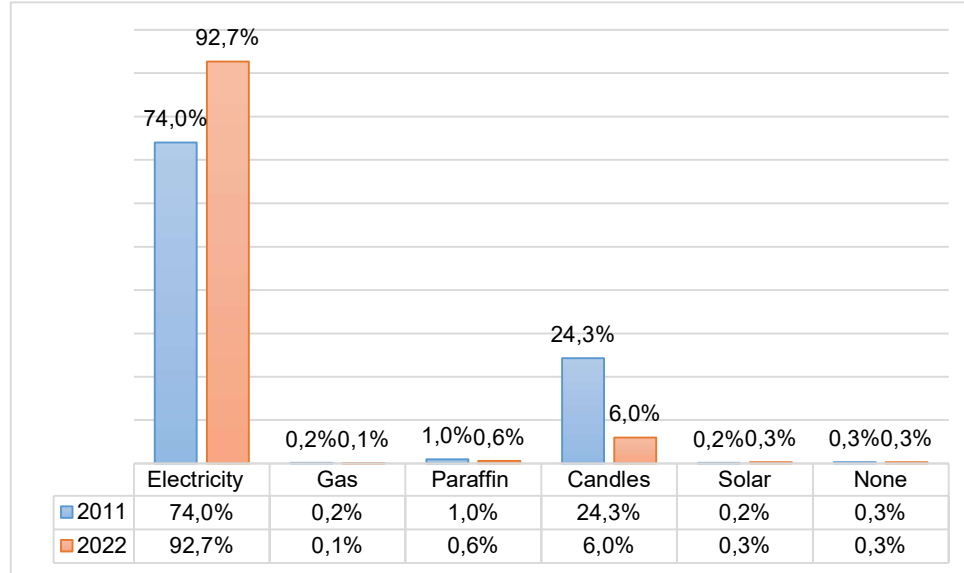
However, the existing sewer network is under severe distress. Many systems utilize an outdated design with small-diameter pipes that lack the capacity to support a growing population. This results in frequent leakages and pipe bursts due to excessive pressure. Furthermore, several newer township extensions still lack comprehensive sewer networks. Operational efficiency is further compromised by the disposal of foreign objects into the system, which causes blockages and high-cost damages to treatment plants.

The 2025 National Financial Recovery Plan for Ditsobotla identifies "sanitation infrastructure rehabilitation" as a top-tier priority to mitigate the environmental and health risks posed by these frequent system failures.

#### **2.3.4.4. Electrical Services**

Ditsobotla Local Municipality is the licensed electricity provider for the urban nodes of Lichtenburg, Blydeville, and Coligny. Within these municipal-supplied areas, over 80% of residents utilize pre-paid metering systems. Services to all other townships and rural villages are provided directly by Eskom.

**Graph 9: Access to electrical services**



Source: Statistics South Africa (Census 2011 & 2022)

According to Census 2022 and the 2024 Socio-Economic Review, the municipality has made significant strides in electrification. The number of households connected to the grid increased from 32,933 in 2011 to 39,330 in 2022, achieving a connectivity rate of approximately 92.3% to 92.7%. The remaining 7.3% backlog (approximately 3,096 households) is primarily concentrated in informal settlements such as Itékeng, Blydeville, and Boikhutso.

#### 2.3.4.4.1. Key Challenges and Strategic Master Plan Findings

Despite high connectivity rates, the 2025 Financial Recovery Plan (FRP) and the Draft Electricity Master Plan highlight severe systemic risks. The municipality faces an Eskom debt exceeding R1.2 billion (as of late 2024), driven largely by technical and commercial losses.

The following infrastructure criticalities have been identified:

- Aged Infrastructure: High Tension (HT) cable feeders and underground cables have been in service for over 40 years, exceeding their design lifespan.
- Substation Overloading: Transformers are operating at 95% to 100% capacity, with an immediate commercial demand deficit of 3,900 kVA.
- Structural Deficiencies: Most switch stations lack proper ceilings, and substation buildings require urgent structural repairs.
- Public Lighting Risks: Streetlights are 35 to 50 years old, energy-inefficient, and pose a safety risk. High-mast light maintenance remains inconsistent.
- Network Losses: Illegal connections, faulty meters, and the burning of overloaded cables contribute significantly to municipal revenue leakage.

### 2.3.4.5. Waste Management and Refuse Removal

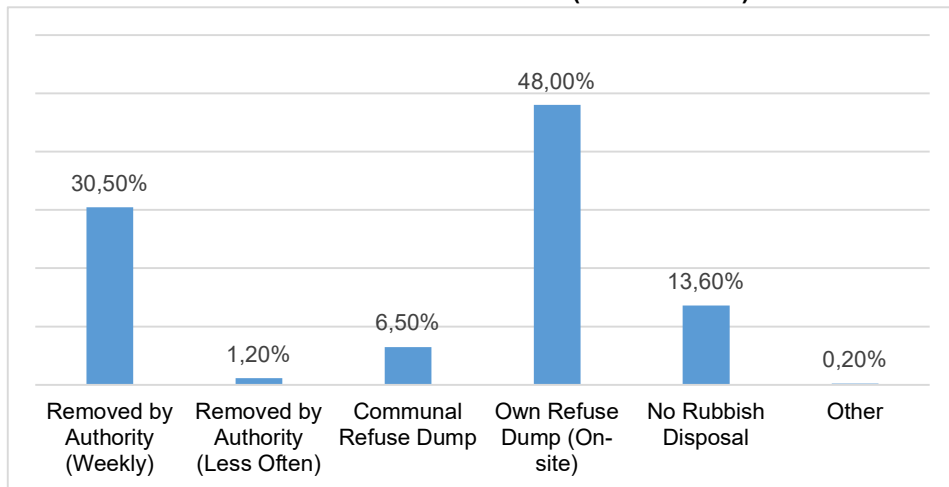
The Environmental Health Services Unit is mandated to manage waste collection, transportation, and disposal, alongside cleansing and environmental awareness. However, as of the 2024/25 national intervention assessment, the unit remains severely constrained by an obsolete fleet, a shortage of skilled supervisory staff, and the absence of designated Waste Management Officers.

Operational capacity is currently limited to two primary compactor trucks (12m<sup>3</sup> and 10m<sup>3</sup>). While a weekly collection schedule is maintained for residential and business areas in Lichtenburg, Boikhutso, Blydeville, and Shukran, the service is frequently disrupted by mechanical breakdowns. Conversely, heavy industries such as Afrimat, Sephaku Cement, and AfriSam manage their waste independently through private recycling and minimisation initiatives.

#### 2.3.4.5.1. Access to Services

According to Census 2022, while the number of households has grown to 42 416, formal refuse removal has not scaled proportionally. Only 30.5% of households receive weekly municipal collection, a figure significantly lower than the provincial average.

**Table 10: Household Refuse Removal Profile (Census 2022)**



Source: Statistics South Africa (Census 2022)

The spatial distribution confirms that formal services are restricted to urban hubs like Lichtenburg, Coligny, Tlhabologang, Itsoseng, and Itekeng. Rural and village communities remain largely unserved, relying on self-managed pits where waste is discarded and burnt, posing significant environmental risks.

### 2.3.4.5.2. Waste Disposal Sites

The municipality oversees four registered landfill sites. However, the 2025 Financial Recovery Plan notes that three of these are earmarked for closure, leaving the primary Lichtenburg site in a critical state of non-compliance.

**Table 6: Status of Landfill Facilities (2024/25)**

Name of Site	Licence Status	Current Operational State
Lichtenburg	B33/2/330/3/P5B	<b>Operational;</b> functions as an open dumpsite; non-compliant with DWAF standards.
Itsoseng	NWP/WM/NM3/2012/07	<b>Closed;</b> awaiting final decommissioning and rehabilitation.
Biesiesvlei	NWP/WM/NM3/2012/08	<b>Closed;</b> licensed for closure.
Tlhabologang	NWP/WM/NM3/2014/02	<b>Closed;</b> licensed for closure.

Sources: Ditsobotla IWMP; READ North West (2024).

### 2.3.4.5.3. Lichtenburg Waste Disposal Site Challenges

The Lichtenburg site, located 8km from the town centre, currently fails to meet minimum regulatory requirements. Key deficiencies identified in the 2025 Status Quo Report include:

- Infrastructure Deficit: Lack of fencing, access control, weighbridges, and groundwater monitoring boreholes.
- Health & Safety: Presence of illegal residents on-site and reclaimers operating without Personal Protective Equipment (PPE).
- Operational Failures: Absence of a structured maintenance service and the illegal disposal of recyclable materials (glass, garden waste) that should be diverted.
- Fiscal Constraints: High costs associated with cleaning illegal dumping sites, which proliferate due to erratic primary collection.

The National Cabinet Intervention of September 2025 has prioritised the procurement of a new waste fleet and the formalisation of the Lichtenburg site to prevent further environmental degradation.

## 2.3.5. ENVIRONMENTAL ANALYSIS

### 2.3.5.1. Climate and Topography

Ditsobotla Local Municipality is characterised by a semi-arid climate with significant seasonal temperature fluctuations. According to the South African Weather Service

(SAWS) and recent environmental studies, temperatures typically range from winter minimums of -7.8°C to summer maximums reaching 40.6°C during the peak months of December and January.

Rainfall is highly seasonal, occurring primarily in the form of summer thunderstorms. January remains the wettest month with an average precipitation of 118mm, while the winter period is notably arid, often recording less than 5mm per month. The topography is predominantly level to gently undulating, with stable gradients suitable for urban development. Notable exceptions include ridges and hills along the northern and southern boundaries that exceed a 5° slope, though these do not significantly impede expansion in the primary urban nodes of Lichtenburg or Coligny.

#### **2.3.5.2. Air Quality and Surface Water**

Air quality in the region is primarily influenced by the industrial corridor, specifically large-scale cement manufacturing facilities (Afrimat, Sephaku, and AfriSam). While these entities conduct mandatory environmental monitoring under the National Environmental Management: Air Quality Act (NEMAQA), localised particulate matter remains a focal point for municipal oversight.

The hydrological system is defined by several critical drainage basins:

- The Harts River System: Originating south of Lichtenburg, the Harts and Groot Harts Rivers drain south-west toward Itsoseng and Biesiesvlei, supported by the Tweelingspruit tributary.
- The Taaibosspruit: Rising near Coligny, this system drains south-east into the Skoonspruit, supported by the Slypsteenspruit.
- The Molopo System: The north-western sector is home to the Molopo Eye, a vital dolomitic spring. This resource is of provincial significance as it provides a substantial portion of the bulk water supply for the Mahikeng Local Municipality.
- Northern Drainage: The Ribbokfontein se Loop and Klein Marico River facilitate drainage toward the north-west.

#### **2.3.5.3. Ecological Systems and Biodiversity**

Ditsobotla is situated within the Grassland Biome, a region of high biodiversity value second only to the Fynbos Biome. The vegetation is dominated by C4 grasses, categorised as "sweet" or "sour" based on palatability and nutrient retention. According to the South African National Biodiversity Institute (SANBI), approximately 9.4% of the municipality's land area is classified as ecologically sensitive.

**Table 7: Biodiversity Conservation Status**

<b>Biodiversity Category</b>	<b>Area (km<sup>2</sup>)</b>	<b>% of 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>

The dominant vegetation type is Vaal-Vet Sandy Grassland (43.6%), which is currently classified as an Endangered ecosystem nationally due to extensive transformation for maize and sunflower cultivation. Other significant types include Western Highveld Sandy Grassland (21.1%) and Rand Highveld Grassland (11.8%).

#### **2.3.5.4. Geology and Mineral Deposits**

The northern region of the municipality is underlain by the Malmani Subgroup dolomites, which are highly significant for both groundwater storage and the commercial extraction of limestone (utilised by the local cement industry). The central area around Lichtenburg sits upon the Dwyka Group (Karoo Supergroup).

Mineral wealth is concentrated in several key formations:

- Limestone: Commercially extracted near Dudfield, Bodibe, and Welverdiend.
- Metals: Deposits of Manganese, Lead, and Zinc are found in the extreme northern reaches near Bakerville.
- Alluvial Diamonds: Historically significant alluvial diggings persist in the northern sectors, influencing local land-use patterns.

#### **2.3.5.5. Environmental Protection and Sensitive Areas**

Under the North West Biodiversity Sector Plan (2024), specific "Critical Biodiversity Areas" (CBAs) and "Ecological Support Areas" (ESAs) have been identified to protect the municipality's remaining natural corridors. These areas, particularly around the Molopo Eye and perennial river systems, are subject to strict development controls to prevent further habitat fragmentation and protect endemic geophytes and rare herbaceous plants.

#### **2.3.5.6. Heritage and Cultural Landscape**

The historical profile of Ditsobotla is inextricably linked to the early agricultural development of the Highveld and the dramatic alluvial diamond rush of the 1920s. This dual identity has left a legacy of architectural landmarks and curated history that serves as a cornerstone for local tourism and cultural preservation.

#### **2.3.5.6.1. The Architectural Heritage of Lichtenburg and Coligny**

Lichtenburg, established in 1873, contains several structures that reflect the Boer Republic and Colonial architectural styles. The Nederduitsch Hervormde Kerk, a prominent sandstone edifice, stands as a central landmark representing the religious and social foundations of the early farming community. Similarly, the town of Coligny, named after the Huguenot leader Admiral Gaspard de Coligny, retains historical silos and station buildings that highlight its evolution as a critical maize-production hub for the North West province.

#### **2.3.5.6.2. The Lichtenburg Museum and Diggings History**

The Lichtenburg Museum serves as the primary repository for the municipality's diverse history. Its exhibits provide a comprehensive narration of the 1926 diamond rush, an event that saw over 100,000 fortune seekers descend on the area, leading to the world's biggest "diamond run." The museum meticulously archives the socio-economic shift from a quiet agricultural outpost to a global mining phenomenon. It also features the Ampie Bosman Geological Collection, which showcases the unique mineral wealth of the North West, and displays focused on the South African War, including the Battle of Lichtenburg.

#### **2.3.5.6.3. Bakerville and the Alluvial Legacy**

Located approximately 20km north of Lichtenburg, Bakerville remains a living historical site. Unlike the formalised urban centres, Bakerville's layout and remaining structures tell the story of the "diggers" who lived in temporary corrugated iron dwellings during the peak of the alluvial mining era. The area is historically significant for its role in the global diamond trade and remains a site of interest for those studying early 20th-century mining culture and the subsequent environmental and social impacts of the rush.

#### **2.3.5.7. Preservation of Indigenous and Liberation History**

Beyond colonial landmarks, the municipality recognizes the cultural significance of the Bodibe and Itsoseng areas. These regions hold oral histories and heritage sites related to the Barolong Boo Ratshidi and other Tswana-speaking groups. Efforts are ongoing within the Integrated Development Plan (IDP) to better document and preserve the liberation heritage associated with the anti-apartheid struggle in the townships, ensuring a balanced representation of Ditsobotla's complex historical narrative.

## SECTION C: MUNICIPAL VISION

### 3. Introduction

This section outlines the strategic roadmap for the Ditsobotla Local Municipality, encapsulating the vision and mission that will guide its developmental agenda over the next five years. Following the 2022-2025 interventions and the subsequent 2025 National Financial Recovery Plan (FRP), these statements have been refined to reflect a "back-to-basics" approach. The focus is shifted from conceptual planning to high-impact implementation, ensuring that every municipal programme is measurable against the core mandate of sustainable service delivery.

#### 3.1. Vision Statement

*"A developmental municipality, dedicated to the socio-economic empowerment of all its communities through professionalised administration."*

#### 3.2. Mission Statement

Ditsobotla Local Municipality will achieve its vision by committing to:

- **Restoring Financial Integrity:** Implementing aggressive revenue enhancement and clean audit strategies to move the municipality from an "unfunded" to a "funded" status.
- **Professionalising the Institution:** Appointing competent, skilled, and dedicated staff while insulating the administration from political patronage.
- **Reliable Infrastructure Services:** Ensuring the consistent provision of water, sanitation, and electricity through proactive maintenance of aging assets.
- **Public Accountability:** Maintaining transparent governance and deepening community participation through robust consultative forums.

#### 3.3. Core Municipal Priorities (2025–2027)

In alignment with the Cabinet Intervention of September 2025 and the multi-party coalition's mandate, the following strategic pillars have been adopted to stabilise the institution:

- *Financial Resilience:* Prioritising the repayment of the R1.4 billion Eskom debt and achieving a minimum 85% revenue collection rate.
- *Administrative Excellence:* Finalising the appointment of senior management and conducting a municipality-wide skills audit to ensure "value for money" in human capital.
- *Zero Tolerance for Maladministration:* Strengthening internal controls to eliminate corruption, nepotism, and the irregular expenditure that characterized previous financial years.

- *Responsive Service Delivery*: Shifting to a decentralised model that brings basic services—specifically water, refuse removal, and road maintenance—closer to rural and township households.

### 3.4. Municipal-wide Priority Issues and Targeted Interventions

The following table translates the community’s most pressing needs (Annexure B), as identified in the 2024/25 situational analysis, into actionable strategic interventions.

Priority Issue	Strategic Intervention
<b>Water &amp; Sanitation</b>	Rehabilitation of the Lichtenburg WTW and expansion of reticulation to unserved informal settlements.
<b>Energy &amp; Electricity</b>	Upgrading the 40-year-old electricity network and auditing pre-paid meters to reduce the 50% distribution loss.
<b>Financial Viability</b>	Immediate implementation of the National FRP, including the 2026 Debt Incentive Scheme and strict credit control for major debtors.
<b>Roads &amp; Storm-water</b>	Resurfacing of primary CBD roads and the implementation of a storm-water master plan to mitigate flooding in low-lying residential areas.
<b>Waste Management</b>	Procurement of a new waste collection fleet and the formalisation of the Lichtenburg dumpsite into a compliant landfill facility.
<b>Economic Growth</b>	Creating a "business-friendly" environment through transparent land-use management to leverage the regional cement and agricultural sectors.

At the administrative level, the immediate priority remains the transition from an unfunded budget to a credible, realistic MTREF that aligns with the municipality's actual cash-on-hand, ensuring that all projects in this IDP are fully resourced and achievable.

## **SECTION D: SPATIAL DEVELOPMENT FRAMEWORK**

### **4. Spatial Analysis and Human Settlements**

#### **4.1. Ditsobotla in Context**

The Ditsobotla Local Municipality is a Category B municipality situated within the Ngaka Modiri Molema District of the North West Province. Representing approximately one-quarter of the district's total landmass, the municipality spans a geographic area of roughly 6,387km<sup>2</sup>. It was formally established through the amalgamation of the erstwhile Lichtenburg, Coligny, and Biesiesvlei Transitional Councils, with its administrative headquarters located in Lichtenburg. The municipal boundary encompasses several key urban nodes, including Lichtenburg (incorporating Boikhutso), Bodibe, Itsoseng, Coligny, and Tlhabologang, and is further characterised by extensive rural settlements and commercial agricultural zones. According to the Census 2022 results, the resident population is estimated at 164 176 individuals.

Lichtenburg remains the primary economic and administrative engine of the municipality. Founded in 1873, the town holds historical significance within the former Transvaal Republic and gained global prominence during the mid-1920s following a significant diamond rush. In the contemporary economic landscape, the region serves as a vital component of South Africa's "maize triangle," functioning as a leading producer of maize. Furthermore, the local industrial sector is supported by three major cement production facilities situated within an 80km radius of the town.

#### **4.2. Legislative Framework Guiding Spatial Rationale**

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

The Spatial Planning and Land Use Management Act (SPLUMA), No. 16 of 2013, serves as the primary national framework empowering municipalities to regulate land use within their respective jurisdictions. The Act is designed to ensure that development aligns with established zoning regulations and approved building protocols while establishing a unified system for planning permissions and approvals. As a framework statute, SPLUMA provides the broad principles that guide provincial legislation in the regulation of spatial planning across South Africa. Under this mandate, the Ditsobotla Local Municipality is responsible for making administrative decisions that are lawful, reasonable, and procedurally fair in accordance with constitutional requirements.

##### **4.2.2. SPLUMA Implementation Process**

To streamline the administration of land development, the municipality must categorise applications to determine the appropriate decision-making authority. Within Ditsobotla, certain responsibilities are delegated to the Senior Manager: Planning and Local Economic Development, as facilitated by existing municipal by-laws. The municipality is also tasked with defining the specific formats for application submissions, establishing mandatory timeframes for each phase of the development process, and ensuring adequate intergovernmental and public participation.

#### **4.2.3. Municipal Planning Tribunal (MPT) and Appeals Authority**

In accordance with Section 35 of SPLUMA, the municipality is in a process to establish a Municipal Planning Tribunal (MPT) to adjudicate land development applications. The term of the previous Ditsobotla MPT which was reconstituted in 2022 for a five-year term and comprises six external professionals alongside four internal municipal officials has lapsed. Decisions rendered by the MPT may be contested through the Appeals Authority, which is constituted by the Executive Committee of the Council.

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

The Municipal Spatial Development Framework (MSDF) is a strategic planning instrument that provides a long-term spatial vision for the municipality. It is legally mandated under the Local Government: Municipal Systems Act 32 of 2000 and SPLUMA. The MSDF serves as a spatial manifestation of the Integrated Development Plan (IDP), guiding budgetary allocations and infrastructure investment. The Ditsobotla Local Municipality adopted its current SDF in 2020, with a formal review scheduled for 2025 to ensure continued alignment with shifting socio-economic needs.

#### **4.2.5. Land Use Scheme and By-laws**

The municipality promulgated the Ditsobotla Spatial Planning and Land Use Management By-law in the North West Provincial Gazette on 17 March 2017. This by-law is binding on all land within the municipal area, including state-owned property. Supplementing this, the Ditsobotla Land Use Scheme was formally adopted and published in Provincial Gazette No. 8155 on 20 October 2020. This scheme seeks to promote harmonious land-use patterns, sustainable densification, and the preservation of cultural customs while ensuring a healthy environment for all residents.

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

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

Specific land parcels within the municipality are subject to restitution claims confirmed by the Land Claims Commission, although the title deeds remain vested with the Ditsobotla Local Municipality. Notably, claims have been lodged against Portion 81 and Portion 61 of the town and townlands of Lichtenburg.

#### **4.3.2. Land Availability and Residential Assessment**

The land availability analysis from the 2020 SDF indicates a total of approximately 53 400 dwelling units of various types. Formal erven account for 22 000 units, while informal dwellings and traditional authority settlements contribute significantly to the residential landscape. Demand for formal housing currently exceeds supply, with a total requirement

of 5,330 units—comprising bonded housing, FLISP (Finance Linked Individual Subsidy Programme), and subsidy-dependent housing. Supply is limited to roughly 3 560 potential erven through vacant land and infill opportunities. A land audit confirms that the municipality owns only 4% (approximately 945 parcels) of the land within its jurisdiction, with the remainder held by the state or private entities.

### **4.3.3. Land Acquisitions**

The Ditsobotla Local Municipality bears the primary statutory responsibility for the identification and prioritisation of land parcels suitable for sustainable human settlement development, as dictated by the Spatial Development Framework (SDF). To facilitate this, the municipality maintains an active partnership with the National Department of Human Settlements and the Housing Development Agency (HDA) to secure land for future residential expansions and the formalisation of settlements.

Currently, the municipality has identified and submitted five strategic portions of land to the Department for formal inclusion in the North West Provincial Land Acquisition pipeline. This process is instrumental in addressing the municipality's significant housing backlog and aligns with the Financial Recovery Plan (FRP) mandated under the Section 139(7) national intervention, which emphasizes the efficient release of state-owned land and the strategic acquisition of well-located private property. These acquisitions are prioritised based on their proximity to existing social amenities and economic hubs to promote integrated and functional urban growth.

## **4.4. Ditsobotla Spatial Analysis and Interpretations**

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

In alignment with the Provincial Spatial Development Framework (PSDF), a structured hierarchy of higher-order nodes has been established to guide strategic investment within the Ditsobotla Local Municipality. Under this classification, Lichtenburg is designated as a Priority 1 investment area, serving as the primary economic engine, while Coligny is identified as a Priority 3 investment area.

Beyond these primary urban nodes, there is a critical requirement to define and categorise rural settlement clusters to ensure equitable service delivery and infrastructure planning. To determine a viable hierarchy for these areas, a sustainability-based criteria model is applied. This model evaluates the long-term viability of settlements based on the following empirical indicators:

- Total residential density and unit count per settlement.
- Logistical accessibility via national, provincial, and regional road networks.
- Proximity to primary employment hubs and industrial centres.
- Formal land-use status, distinguishing between proclaimed townships and informal settlements.
- Prevailing housing typologies and structural integrity.
- Concentration and diversity of available social amenities and public facilities.

By weighting these parameters, the municipality identifies settlements with the highest potential for sustainable integration. Based on this analysis, the settlement hierarchy—ranked from highest to lowest order—is established as follows:

1. Itsoseng / Bodibe Cluster
2. Itekeng
3. Springbokpan
4. Welverdiend
5. Matile
6. Bakerville
7. Ga-Motlatla
8. Grasfontein
9. Carlsonia
10. Ga-Ramodingwana

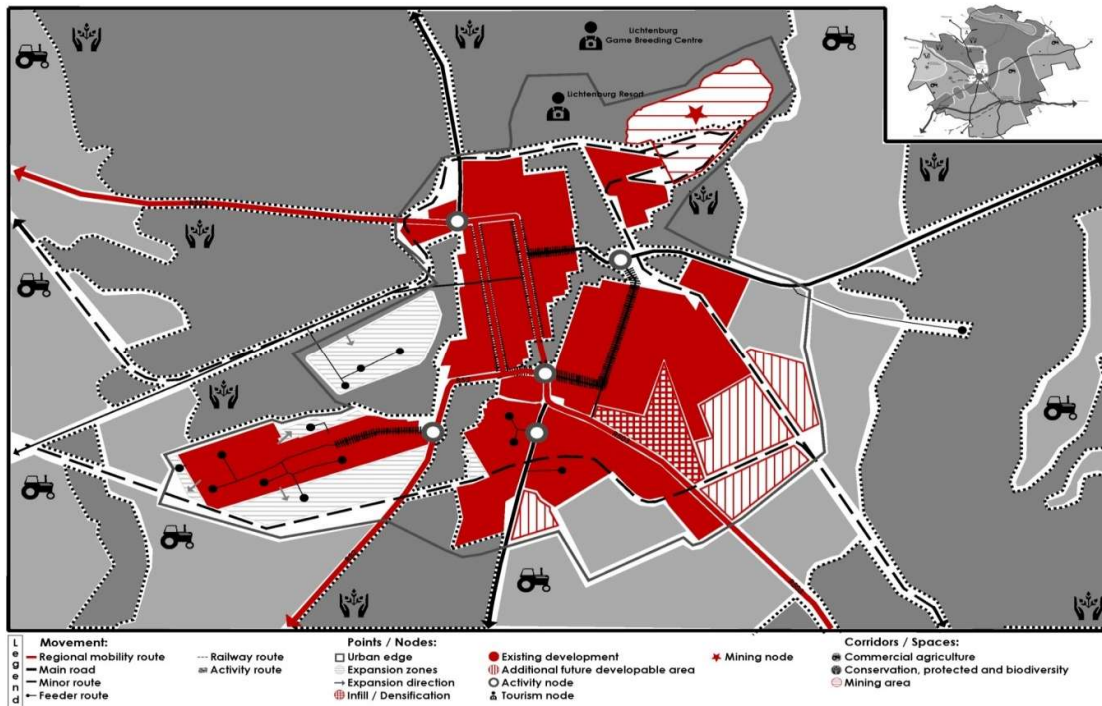
The formulation of these spatial guidelines for rural intervention is a fundamental instrument for the Ditsobotla Local Municipality, particularly in refining the Integrated Development Plan (IDP) and establishing development priorities. While the restructuring of rural landscapes remains a politically sensitive undertaking, it is essential for redressing the spatial imbalances inherited from past policies. These legacy issues—characterised by the physical separation of residential areas from economic opportunities and the creation of "poverty traps"—can only be mitigated through the rigorous application of spatial guidelines that promote sustainable, integrated development.

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

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

The Lichtenburg–Boikhutso cluster serves as the primary urban concentration within the municipality. Its spatial configuration is significantly constrained by the headwaters of the Molopo River, a network of smaller tributaries, and extensive dolomitic formations to the north. These environmental and geological factors have historically forced urban expansion toward the south. The cluster comprises the Lichtenburg CBD, the residential suburbs of Boikhutso and Blydeville, and the heavy industrial and cement processing zone located in the northern periphery.

Map: Lichtenburg – Boikhutso Cluster



Source: Ditsobotla SDF, 2020

Demographically, the cluster supports a substantial population across approximately 12 700 households, with Lichtenburg and Blydeville accounting for 7,500 households and Boikhutso representing 5 200. While the core areas of Lichtenburg are well-established and formalised, the last 15 years have seen a proliferation of informal settlements within the Boikhutso and Blydeville precincts.

#### 4.5.1.1. Residential Development

Future residential growth is strategically directed toward three primary zones: Lichtenburg Extension 4 (bisecting the Coligny Road to the south), the northern and western interfaces of Boikhutso Extension 3, and a proposed high-security residential estate designated as Lichtenburg Extension 8.

Despite these planned expansions, rapid informal urbanisation remains a challenge. Critical informal settlements have emerged along the Blydeville riverine system and to the north of Boikhutso, with the latter encroaching upon the municipal waste disposal site’s mandatory buffer zone. Recent developmental milestones include the westward expansion of Boikhutso (post-2011) and Blydeville (post-2019).

Current administrative focus is directed toward the formalisation of Blydeville Extension 4 and the upcoming Boikhutso (Ward 1) project, which aims to formalise approximately 2 500 informal households.

#### 4.5.1.2. Retail and Business Development

The Lichtenburg Central Business District (CBD) is anchored by Nelson Mandela Drive and President Thabo Mbeki Drive. The latter functions as a high-frequency freight corridor connecting Coligny and Mahikeng. Spatial policy encourages consolidated business development along these primary arterial routes.

The formal CBD boundary is delineated by Bantjies and Swart Streets to the north and Church Street to the east. While retail densification is prioritised within this core, the municipality must balance commercial expansion with the preservation of existing residential character. Notably, sporadic retail encroachment has occurred south of the defined CBD. Further commercial activity is supported along Beyers Naude Drive (1st to 8th Avenue), and a dedicated portion of the farm Lichtenburg Town, situated east of Nelson Mandela Drive, has been earmarked for future retail development.

#### 4.5.1.3. Industrial and Commercial Development

Current growth projections suggest limited immediate demand for additional industrial or commercial land. The existing capacity within the MC van Niekerk Industrial Park is deemed sufficient to absorb medium-to-long-term requirements. The relative stagnation of development within this park over the past decade serves as a critical indicator of the current economic climate affecting the industrial sector.

#### 4.5.1.4. Social Facilities

A land-use gap analysis identifies a requirement for seven additional schools and six clinics within the cluster. The SDF notes that seven vacant sites previously earmarked for education are available to mitigate this deficit. Complementary social infrastructure projects identified in the IDP include the construction of community halls, the rehabilitation of public parks, and the systematic upgrading of cemetery facilities across the Lichtenburg, Boikhutso, and Blydeville areas.

#### 4.5.1.5. Strategic Spatial Considerations

- **Investment Hierarchy:** Lichtenburg maintains its status as a Priority 1 investment node within the North West Provincial Spatial Development Framework.
- **Corridor Integration:** The town is a central node on the Potchefstroom–Lichtenburg–Mahikeng development corridor, reinforcing its regional administrative and economic significance.
- **Environmental Constraints:** Dolomitic conditions and protected environmental zones strictly prohibit further northward expansion.
- **Spatial Fragmentation:** Natural open space systems continue to physically isolate Boikhutso from the Lichtenburg core, limiting prospects for seamless urban integration.
- **Node Development:** Boikhutso lacks a robust internal business node; existing commercial structures currently lack the scale required for high-level functional upgrades.

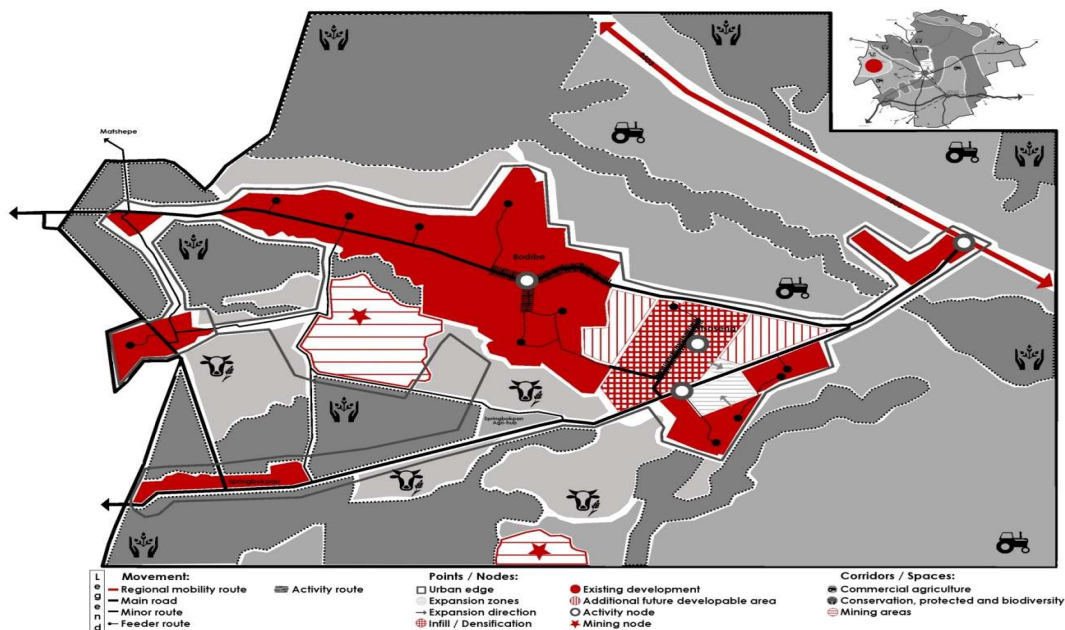
- **Informal Encroachment:** Ongoing informal settlement to the north and east of Boikhutso complicates future planned infrastructure and expansion routes.
- **Gateway Initiatives:** A strategic "gateway project" is currently in the planning phase along the Mahikeng–Lichtenburg corridor to enhance regional connectivity.
- **Service Delivery:** The prevalence of low-density residential layouts in Boikhutso and Blydeville significantly increases the per-capita cost of basic service provision.
- **Natural Assets:** The Molopo River system remains an underutilised asset, currently functioning as a physical barrier rather than an integrated recreational or ecological link.

#### 4.5.2. Bodibe–Itsoseng Cluster

The Bodibe–Itsoseng cluster presents a distinct contrast in spatial morphology and developmental maturity. This cluster encompasses two primary nodes and several satellite settlements, all situated in the periphery of the Afrimat Tswana Lime operations.

Bodibe is largely defined by organic, low-density expansion that tracks a riparian corridor running from east to west. While the settlement has seen internal densification, its overall residential footprint has remained relatively static over the last fifteen years. Itsoseng and Verdwaal, by contrast, exhibit a structured, inorganic spatial form characterised by formal grid iron layouts and a defined road hierarchy. These settlements are geographically constrained by two major arterial roads which dictate their growth boundaries. In alignment with the current Integrated Development Plan (IDP), these areas are prioritised for a five-year infrastructure cycle focusing on water reticulation, road surfacing, and social service enhancements.

Map: Bodibe-Itsoseng Cluster



Source: Ditsobotla SDF, 2020

The cluster further includes several smaller rural settlements:

- **Springbokpan:** Situated to the south, this node has maintained a linear spatial form while expanding northwards toward Bodibe.
- **Matile:** Located to the east, Matile has experienced significant private infill development within a consistent, regular spatial footprint.
- **Welverdiend:** Positioned to the west of Bodibe, this is the cluster's smallest node and has recently exhibited a trend of eastward expansion.
- **Sheila:** Located to the north, Sheila remains largely unchanged in both population density and spatial configuration.

#### 4.5.2.1. Residential Development

State-led residential interventions in this cluster include the Bodibe Rural Housing Project, which provides 250 units on the north-western boundary, and a project-linked subsidised housing scheme for 300 units in Itsoseng. Additionally, the Verdwaal Rural Housing Project focuses on the in-situ upgrading of 300 units. To address long-term land requirements, the municipality proposes an eastward extension of Itsoseng, the development of the interstitial zone between Itsoseng Zones 1 and 2 and Bodibe, and a planned expansion of Springbokpan that respects local environmental sensitivities.

#### 4.5.2.2. Business and Retail Development

The projected spatial requirement for this cluster includes 6,000m<sup>2</sup> of retail space and 2,000m<sup>2</sup> of private office space. Commercial activity is currently concentrated within Itsoseng, though nodal growth has been limited over the past decade. The municipality aims to strengthen the Itsoseng core, leveraging the new health centre as the nucleus for an integrated service delivery node. In Bodibe, where commercial activity is currently sporadic and informal, a new local business and service delivery centre is proposed in proximity to the Bodibe Clinic to establish a formal nodal identity.

#### 4.5.2.3. Social Facilities

The land-use budget identifies a requirement for two schools, thirteen clinics, and two community centres. This deficit is being mitigated through the new Itsoseng Health Centre and a clinic at Springbokpan. Furthermore, the municipality has designated Portion 7 of the farm De Hoop 51 IP as the site for the new Itsoseng Cemetery; all requisite technical studies have been concluded, and the site is ready for operationalisation.

#### 4.5.2.4. Roads and Transportation

The cluster's logistical network is structured around a ring-road system connecting the various settlements. Internal road conditions vary significantly between surfaced (tar) and unsurfaced (gravel) segments. Proposed upgrades include the already re-tarred

link between the Itsoseng-Bodibe road and Springbokpan, the formalisation of access collectors within Bodibe to facilitate densification, and the development of a new road linking the southern extensions of Itsoseng with Bodibe, which currently relies on informal gravel tracks.

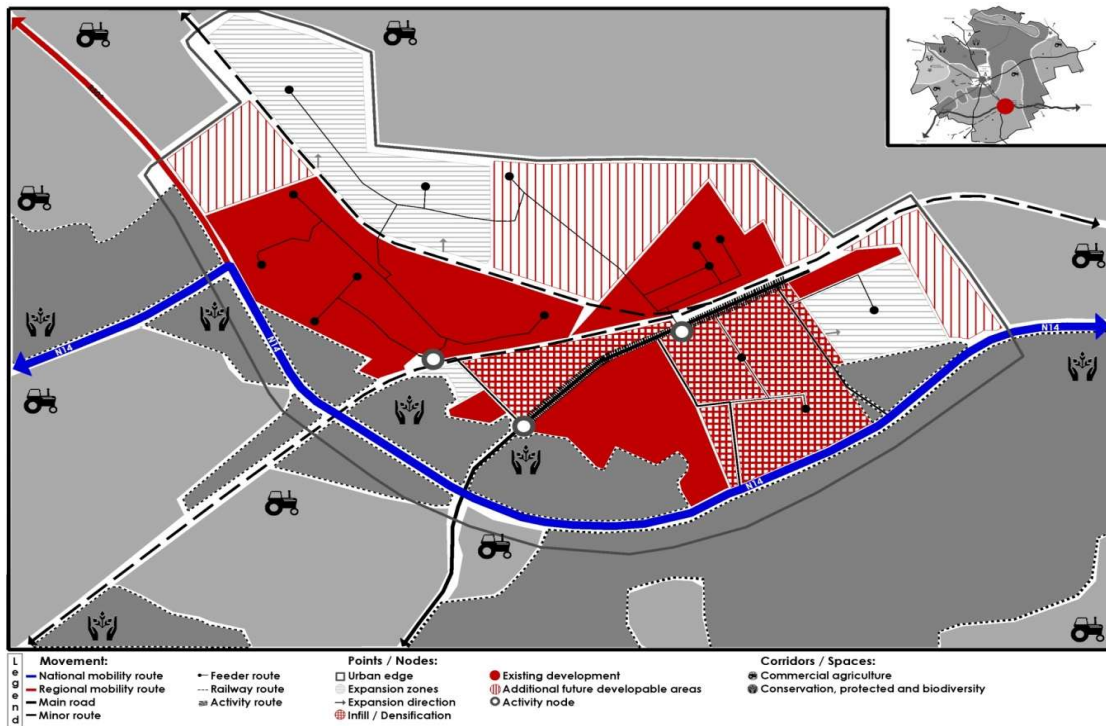
#### 4.5.2.5. Strategic Spatial Considerations

- The cluster serves primarily as a dormitory node on the municipal boundary with limited internal industrial activity.
- The geographic distance between smaller villages complicates the potential for full urban integration.
- Regional access is limited, necessitating a lower-order gateway development on the R305.
- Existing commercial activities are poorly integrated with the primary road network.
- Strategic infill is required between Itsoseng and Bodibe, as well as Itsoseng and Verdwaal, to create a more contiguous urban fabric.

#### 4.5.3. Coligny – Tlhabologang Cluster

The Coligny–Tlhabologang cluster comprises two distinct urban components bifurcated by a primary railway corridor. Coligny is characterised by an established, historical spatial form, while Tlhabologang exhibits a more varied morphology resulting from extensive in-situ formalisation and incremental development.

Map: Coligny – Tlhabologang Cluster



Source: Ditsobotla Local Municipality SDF, 2020

The spatial trajectory of the cluster is primarily influenced by the railway infrastructure and the N14 national road. Demographic data indicates a significant disparity between the nodes, with Tlhabologang supporting approximately 15 000 residents (3 750 households) compared to Coligny's 2 270 residents (740 households). Consequently, current Integrated Development Plan (IDP) interventions are heavily concentrated in Tlhabologang, focusing on essential services such as electrification, road surfacing, stormwater management, and the construction of community facilities.

#### **4.5.3.1. Residential Development**

The municipal land-use budget identifies a future residential land requirement of approximately 130 hectares for this cluster. A major committed development, Tlhabologang Extension 8, was initiated in 2015 and is now finalised; however, its integration remains hindered by its physical isolation from the core cluster due to the railway line.

Strategic future expansion is directed toward the north (Rietvlei 70IP) and north-west (Syferpan 78IP). The northerly option is prioritised as it facilitates a more compact urban fabric and leverages existing service infrastructure. While Tlhabologang Extension 8 is complete, Extension 9 is nearing the final stages of establishment. Notably, Portion 202, which constitutes part of Extension 9, currently lies outside the demarcated urban edge and is slated for formal inclusion during the 2025 SDF Review.

In contrast, residential growth within Coligny remains marginal. Demand is expected to be met through the infilling of vacant stands and targeted densification south of the CBD. Furthermore, the Housing Development Agency (HDA) is currently overseeing the development of 62 residential stands within the Coligny CBD area; this project occupies land south of the railway and east of the existing CBD that was originally designated for industrial use.

#### **4.5.3.2. Business and Retail Development**

Projected demand for the cluster includes 2,000m<sup>2</sup> of retail space and 600m<sup>2</sup> of private office space. Future commercial growth is encouraged within the existing CBD and via a southward expansion of the business boundary to Frances Street. This southern precinct has already demonstrated growth through the establishment of warehousing and retail outlets over the past decade. Additionally, the area between Voortrekker Street and the railway line is earmarked for commercial expansion to improve the functional integration of Coligny and Tlhabologang, thereby enhancing economic accessibility for residents.

#### **4.5.3.3. Commercial and Industrial Development**

The cluster currently lacks a dedicated commercial or industrial zone. To rectify this, the municipality proposes earmarking land south of the railway line and east of the CBD for industrial purposes. Further industrial potential exists at Coligny Extension 4, situated between the N14 and Andries Pretorius Street, although development in this

sector has remained stagnant. The land previously discussed regarding the 62 HDA residential stands overlaps with these proposed commercial zones, indicating a shift in land-use priority toward residential mixed-use.

#### 4.5.3.4. Public Open Space and Environmental Management

The primary ecological feature of the cluster is the tributary of the Taaibosspruit Dam. The riparian zones and adjacent water bodies are classified as high-intensity environmental control zones where development is strictly prohibited. While these areas are reserved as public open spaces, Tlhabologang has experienced increasing pressure from informal settlements encroaching upon the Taaibosspruit buffer zones.

#### 4.5.3.5. Social Facilities

To meet future requirements, the land-use budget specifies the need for one primary school and three clinics. Additionally, the municipality has prioritised the extension of the existing cemetery to ensure sufficient long-term capacity.

### 4.6. Urban Growth Trajectories

Urban growth analysis within the Ditsobotla Local Municipality evaluates the developmental trajectories of various settlements, specifically aligning projected expansion with demographic shifts and climate change resilience. Based on CSIR (2019) projections and Statistics South Africa data, growth estimates have been extrapolated to 2030 and 2050 under two primary scenarios:

- **Medium-Growth Scenario:** Assumes moderate levels of urban migration toward primary municipal nodes and regional urban centres.
- **High-Growth Scenario:** Projects significant population surges within towns due to accelerated rural-to-urban migration, placing increased pressure on infrastructure and land availability.

**Table: Ditsobotla Population Growth Scenarios**

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

*Source: Ditsobotla Spatial Development Framework (2020)*

### 4.7. Geographic Information Systems (GIS)

The municipality currently utilises ArcGIS 10 integrated with the North West Cadastral Servers. However, the system requires a comprehensive software update to ensure compatibility with modern spatial planning tools. There is an urgent recommendation for technical GIS training

for planning department personnel to enhance the municipality's internal capacity for data management and spatial analysis.

## **4.8. Human Settlements**

### **4.8.1. Dwelling Profile**

In accordance with the Constitution of South Africa (1996), the municipality is mandated to facilitate the progressive realisation of the right to adequate housing. Historical migration patterns, particularly the movement of farmworkers into urban centres, led to the proliferation of informal settlements in areas such as Tlhabologang, Itekeng, and Boikhutso.

Recent data indicates a significant improvement in housing quality. According to Census 2022, the proportion of households residing in formal dwellings rose to 90% (38,169 households), up from 74.2% in 2011. Concurrently, informal dwellings (shacks) decreased from 16.6% to 7.6%, and traditional dwellings declined from 8% to 1.6%. This shift reflects successful state-led housing interventions and the formalisation of previously precarious settlements.

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

Under Government Gazette No. 43316 (15 May 2020), Lichtenburg was officially declared a Priority Human Settlement and Housing Development Area. The PSHDA framework is designed to drive spatial transformation by leveraging housing delivery to restructure urban forms, improve livelihood prospects, and dismantle apartheid-era spatial patterns.

The designated Lichtenburg PSHDA encompasses the following strategic zones:

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

## **SECTION E: OBJECTIVES AND STRATEGIES, INDICATORS, TARGETS & PROJECTS**

### **5. Translating Vision into Actionable Strategy**

The formulation of strategies, objectives, and Key Performance Indicators (KPIs) represents the transition from theoretical planning to operational execution within the Ditsobotla Local Municipality. This chapter serves as the engine room of the 2026/2027 Integrated Development Plan (IDP), providing a detailed roadmap for how the municipality intends to achieve its developmental mandate over the medium-term revenue and expenditure framework. By structuring this section around the five National Key Performance Areas (KPIAs), the municipality ensures that its local priorities are not pursued in isolation but are part of a coordinated national effort to improve the quality of life for all citizens. Each objective defined herein is supported by a specific strategy designed to overcome historical backlogs and current systemic challenges, while the indicators and targets provide the necessary benchmarks for institutional accountability and performance auditing.

The logic of this chapter follows a rigorous cascading hierarchy where high-level strategic goals are broken down into measurable outputs. This approach is essential for a municipality currently under provincial intervention, as it provides the Council, the provincial executive, and the public with a transparent mechanism to monitor progress. The integration of these elements ensures that every rand spent is linked to a specific developmental outcome, thereby maximizing the impact of limited municipal resources. Furthermore, this section establishes the baseline from which the Service Delivery and Budget Implementation Plan (SDBIP) is derived, creating a seamless flow of information between the five-year strategic plan and the annual operational budget.

#### **5.1. National and Provincial Policy Alignment**

The strategic direction of Ditsobotla Local Municipality is inextricably linked to the National Development Plan (NDP) 2030, which serves as the overarching vision for South Africa. The objectives outlined in this chapter specifically target the NDP's goals of eliminating poverty and reducing inequality through economic growth and institutional capacity building. In alignment with the NDP, the municipality prioritizes infrastructure investment and the professionalization of the public service as the primary drivers of long-term stability. This local-national nexus is further strengthened by adherence to the Integrated Urban Development Framework (IUDF), which guides the municipality in creating liveable, integrated, and sustainable human settlements that reverse the spatial fragmented legacy of the past.

At the provincial level, the North West Provincial Growth and Development Strategy (PGDS) acts as a critical informant for the municipality's strategies. The PGDS emphasizes sustainable economic growth through the optimization of sectoral strengths, which for Ditsobotla involves leveraging its position in the "maize triangle" and its significant cement manufacturing sector. By aligning with provincial priorities, the municipality ensures it can access intergovernmental support and private sector investment. Additionally, the District Development Model (DDM) and its "One Plan" approach facilitate horizontal and vertical coordination across the Ngaka Modiri Molema District. This ensures that the infrastructure projects proposed in this IDP—particularly in water and electricity—are synchronized with district and provincial initiatives, preventing the

duplication of efforts and ensuring a more efficient delivery of the "One Storey" government service model.

## 5.2. Strategic Objectives across the Five Key Performance Areas

The first KPA, *Municipal Institutional Development and Transformation*, focuses on building a resilient administration capable of delivering high-quality services. The core objective here is the appointment of competent staff and the implementation of a decentralized service delivery model. This strategy is designed to stabilize the municipality following recent political transitions and to ensure that administrative functions are professionalized and insulated from undue interference. By setting clear indicators for skills development and organizational stability, the municipality aims to transform itself into a high-performance organ of state that is responsive to the complex needs of its diverse community.

Under *Financial Viability and Management*, the municipality's primary objective is the implementation of a comprehensive Financial Recovery Plan. Strategies in this area are focused on aggressive revenue enhancement, the elimination of unauthorized expenditure, and the improvement of audit outcomes. Given the significant creditor balances and liquidity challenges identified in the situational analysis, these objectives are vital for the municipality's survival. The indicators in this KPA track the efficiency of billing systems, the success of debt collection practices, and the municipality's ability to move toward a funded budget, thereby ensuring long-term fiscal sustainability and the capacity to fund critical infrastructure.

*Local Economic Development (LED)* objectives are centered on creating a conducive environment for job creation and private sector investment. The strategy involves supporting small-scale farmers, enhancing tourism through the resuscitation of cultural heritage sites, and leveraging the presence of major industrial players in the cement sector. By focusing on place-based initiatives, the municipality aims to reduce the high unemployment rate, particularly among the youth. These LED strategies are designed to stimulate the local economy and reduce the community's reliance on social grants, fostering a self-sustaining economic ecosystem that benefits all residents of Ditsobotla.

The fourth KPA, *Basic Service Delivery and Infrastructure Development*, addresses the most immediate needs of the community, including water, sanitation, electricity, and roads. The strategic objectives in this area focus on upgrading aging infrastructure, such as the Lichtenburg Substation, and extending services to previously underserved rural areas and informal settlements. By setting clear targets for the number of households connected to the grid and the frequency of refuse removal, the municipality provides a measurable commitment to improving human dignity. These strategies also incorporate climate-resilient urban drainage solutions to mitigate the increasing risk of flooding and protect the municipality's physical assets.

Finally, *Good Governance and Public Participation* objectives aim to rebuild the social contract between the municipality and its citizens. The focus here is on enhancing accountability through functional ward committees, section 79 committees, and robust public participation processes. Strategies are specifically designed to fight corruption and ensure that the administration remains transparent and responsive. By creating regular feedback loops with the community, the municipality ensures that its developmental agenda remains grounded in

the actual needs of the people, thereby fulfilling its constitutional mandate as a developmental local government.

### 5.2.1. KPA 1: SERVICE DELIVERY AND INFRASTRUCTURE

STRATEGIC OBJECTIVES	OBJECTIVE STATEMENTS	STRATEGIES	KPIs	POLICY ALIGNMENT
<b>SD/01</b> Integrated Road Network and Stormwater Management	To design, construct, and maintain a resilient internal and access road network that facilitates seamless economic mobility and safe access to social amenities for all residents.	Implement an Integrated Transport & Stormwater Master Plan, prioritizing labour-intensive construction (EPWP) to bridge the rural-urban divide.	<ul style="list-style-type: none"> <li>• % reduction in road access backlog.</li> <li>• Kilometres of gravel roads upgraded to surface/paving.</li> </ul>	<b>NDP:</b> Chapter 4 (Economic Infrastructure) <b>IUDF:</b> Policy 2 (Integrated Transport) <b>SDG 9:</b> Industry, Innovation & Infrastructure
<b>SD/02</b> Project Management Excellence and Financial Accountability	To institutionalize a high-performance Project Management Unit (PMU) that ensures 100% execution of capital projects within approved timelines, budgets, and quality specifications.	Establish a fully capacitated Project Management Unit (PMU) to ensure 100% MIG expenditure.	<ul style="list-style-type: none"> <li>• % of capital budget spent.</li> <li>• % of projects completed within timeframe and budget.</li> </ul>	<b>Outcome 6:</b> Efficient economic infrastructure. <b>SDG 8:</b> Decent Work & Economic Growth
<b>SD/03</b> Water Security and Infrastructure Integrity	To provide a reliable, high-quality water supply by rehabilitating aging bulk infrastructure and implementing "non-revenue water" reduction strategies.	Execute a "War on Leaks" programme alongside a comprehensive infrastructure audit to transition from reactive to predictive maintenance.	<ul style="list-style-type: none"> <li>• % reduction in Non-Revenue Water (NRW).</li> <li>• Adoption of Water Services Master Plan.</li> </ul>	<b>Outcome 10:</b> Resource protection. <b>SDG 6:</b> Clean Water & Sanitation
<b>SD/04</b> Energy Resilience and Universal Access	To ensure a stable and sustainable electricity supply by upgrading grid capacity and expanding connections to all formalized residential areas.	Upgrade the Lichtenburg Substation while developing a "Green Energy" framework to allow for renewable energy IPP integration.	<ul style="list-style-type: none"> <li>• 20MVA Substation completion %.</li> <li>• Number of households electrified (new developments).</li> </ul>	<b>10 Point Plan:</b> Basic service quantity. <b>SDG 7:</b> Affordable & Clean Energy.

STRATEGIC OBJECTIVES	OBJECTIVE STATEMENTS	STRATEGIES	KPIs	POLICY ALIGNMENT
<b>SD/05</b> Sustainable Social Infrastructure and Public Spaces	To foster social cohesion and human dignity by providing well-maintained community halls, libraries, sports facilities, and dignified cemetery services.	Leverage Public-Private Partnerships with local industry (e.g., cement factories) to develop multi-purpose community hubs.	<ul style="list-style-type: none"> <li>No. of community facilities rehabilitated or built.</li> <li>% of cemeteries secured and maintained.</li> </ul>	<b>NDP:</b> Chapter 11 (Social Protection) <b>SDG 11:</b> Sustainable Cities & Communities
<b>SD/06</b> Integrated Waste Management	To implement a comprehensive waste management system that promotes environmental health and universal refuse collection across all formal and informal households.	Transition from "refuse removal" to "Integrated Waste Management," focusing on recycling hubs and compliant landfill operations.	<ul style="list-style-type: none"> <li>% of households with weekly refuse collection.</li> <li>Compliance status of Lichtenburg Disposal Site.</li> </ul>	<b>Outcome 10:</b> Environmental assets. <b>SDG 12:</b> Responsible Consumption

## 5.2.2. KPA 2: LOCAL ECONOMIC DEVELOPMENT

STRATEGIC OBJECTIVES	OBJECTIVE STATEMENTS	STRATEGIES	KPIs	POLICY ALIGNMENT
<b>LED/01</b> Economic Planning and Growth	To create a competitive and resilient local economy by establishing a clear strategic roadmap that stimulates investment, promotes tourism, and retains existing businesses.	<p>Conduct a comprehensive review and update of the Local Economic Development (LED) Strategy to reflect post-pandemic economic realities.</p> <p>Develop and launch a Tourism and Marketing Plan to position Ditsobotla as a destination for investment and travel.</p>	<ul style="list-style-type: none"> <li>• Council-approved LED Strategy.</li> <li>• % progress towards the completion of the Tourism and Marketing Plan.</li> </ul>	<p><b>National: NDP Chapter 3</b> (Economy and Employment)</p> <p><b>Global: SDG 8</b> (Decent Work and Economic Growth) and SDG 17 (Partnerships for the Goals).</p>
<b>LED/02</b> Spatial Transformation and Investment Readiness	To unlock the economic potential of municipal land by aligning spatial planning with commercial opportunities to attract high-value private sector investment.	<p>Implementation of the Spatial Development Framework to identify and zone "Investment-Ready" land.</p> <p>Streamline land-release processes to facilitate rapid industrial and commercial development.</p>	<ul style="list-style-type: none"> <li>• Number of new investors secured and operational within the municipal area.</li> <li>• Hectares of land successfully released for development in line with the SDF.</li> </ul>	<p><i>National: IUDF Policy 1</i> (Integrated Spatial Planning); National Framework for LED.</p> <p><i>Global: SDG 11</i> (Sustainable Cities and Communities) and <b>SDG 9</b> (Industry, Innovation, and Infrastructure).</p>

STRATEGIC OBJECTIVES	OBJECTIVE STATEMENTS	STRATEGIES	KPIs	POLICY ALIGNMENT
<p><b>LED/03</b> Inclusive Job Creation and Skills Legacy</p>	<p>To aggressively reduce poverty and unemployment through labour-intensive infrastructure delivery and targeted skills transfer for vulnerable groups.</p>	<p>Institutionalise a targeted recruitment for all municipal projects, prioritising women, youth and unemployed graduates.</p> <p>Maximise the use of EPWP and labour-intensive construction methods across all service delivery and infrastructure development projects.</p>	<ul style="list-style-type: none"> <li>• Number of women and youth employed through short and long-term municipal programmes.</li> <li>• Number of work opportunities created and reported through the EPWP system.</li> </ul>	<p><i>National:</i> <b>National Priority Outcome 4</b> (Decent Employment).</p> <p><i>Global:</i> <b>SDG 1</b> (No Poverty), <b>SDG 5</b> (Gender Equality), and <b>SDG 10</b> (Reduced Inequalities).</p>

### 5.2.3. KPA 3: FINANCIAL MANAGEMENT VIABILITY AND MANAGEMENT

STRATEGIC OBJECTIVES	OBJECTIVE STATEMENTS	STRATEGIES	KPIs	POLICY ALIGNMENT
<p>FIN/01: Revenue Enhancement and Sustainability</p>	<p>To achieve financial self-sufficiency by increasing the municipal revenue collection rate from 40% to 90%, ensuring a consistent cash flow for service delivery.</p>	<p>Strictly enforce the Debt Collection and Credit Control Policy through consistent billing and sequence of enforcement actions.</p> <p>Appoint an external professional debt collection service to recover long-outstanding debt beyond internal capacity.</p> <p>Verify and update the Indigent Register to ensure that free basic services are targeted correctly while protecting the revenue base.</p>	<ul style="list-style-type: none"> <li>• Rand value reduction of outstanding debt (non-indigent).</li> <li>• % of qualifying households receiving Free Basic Services as per the National KPI.</li> </ul>	<p><i>National:</i> MFMA Section 64 (Revenue Management); National Treasury Circular 64.</p> <p><i>Global:</i> SDG 17 (Partnerships for the Goals) through improved domestic resource mobilisation.</p>
<p><b>FIN/02:</b> Institutional Financial Capacity and Asset Integrity</p>	<p>To modernize financial administration and asset management systems to ensure full compliance with accounting standards and the MFMA.</p>	<p>Roll out a Financial Management Capacity Building Programme targeting both low-level staff and middle management to ensure technical competency in current reforms.</p> <p>Conduct a comprehensive audit and update of the Municipal Asset Register to ensure accurate valuation and lifecycle management.</p>	<ul style="list-style-type: none"> <li>• Number of Budget and Treasury Office (BTO) personnel trained.</li> <li>• Number of middle managers enrolled in accredited finance capacity programmes.</li> <li>• % completion and accuracy of the updated Asset Register.</li> </ul>	<p>National: MFMA Competency Regulations; Generally Recognised Accounting Practice (GRAP) standards.</p> <p><i>Global: SDG 8 (Decent Work)</i> through workforce professionalization.</p>

STRATEGIC OBJECTIVES	OBJECTIVE STATEMENTS	STRATEGIES	KPIs	POLICY ALIGNMENT
FIN/03: Audit Excellence and Regulatory Compliance	To achieve a Clean Audit Outcome by institutionalizing rigorous internal controls and timely resolution of all Auditor-General (AG) findings.	<p>Review and implement strengthened internal financial accounting controls and standard operating procedures (SOPs).</p> <p>Establish an Audit Action Plan to monitor and resolve 100% of internal and external audit findings within the financial year.</p>	<ul style="list-style-type: none"> <li>• Number of revised internal control policies adopted by Council.</li> <li>• % of prior-year audit findings resolved as per follow-up audits.</li> </ul>	<p><i>National:</i> MFMA Section 165 (Internal Audit); AGSA reporting requirements.</p> <p><i>Global: SDG 16</i> (Peace, Justice, and Strong Institutions) by promoting accountability and transparency.</p>
FIN/04: Transparent and Efficient Supply Chain Management	To facilitate rapid infrastructure delivery and local economic growth through a transparent, efficient, and compliant Supply Chain Management (SCM) system.	<p>Fully implement the SCM Policy with a focus on reducing "bottlenecks" in the procurement cycle to accelerate service delivery.</p> <p>Enforce strict turnaround times for the evaluation and awarding of formal bids.</p>	<ul style="list-style-type: none"> <li>• Average reduction in days for the procurement turnaround time (from advertisement to award).</li> </ul>	<p><i>National: Section 217 of the Constitution;</i> MFMA SCM Regulations.</p> <p><i>Global: SDG 12</i> (Responsible Consumption and Production) through sustainable public procurement practices</p>

**5.2.4. KPA 4: INSTITUTIONAL DEVELOPMENT & MUNICIPAL TRANSFORMATION**

STRATEGIC OBJECTIVES	OBJECTIVE STATEMENTS	STRATEGIES	KPIs	POLICY ALIGNMENT
<p><b>MT/01:</b> Integrated Planning and Strategic Alignment</p>	<p>To ensure that the municipality's strategic priorities are fully integrated with financial resources to guarantee the credible implementation of the IDP.</p>	<p>Execute all IDP-prioritised capital projects within the approved annual budget provisions.</p> <p>Convene annual Strategic Planning sessions to harmonise departmental operational plans with the IDP and Budget.</p>	<ul style="list-style-type: none"> <li>• % of the capital budget spent on IDP-identified projects.</li> <li>• Council-approved Annual Strategic Plan.</li> </ul>	<p><i>National:</i> Municipal Systems Act (Chapter 5); MFMA Circular 13 (SDBIP).</p> <p><i>Global:</i> SDG 17 (Partnerships for the Goals) through institutional alignment.</p>
<p><b>MT/02</b> Organisational Design and Human Capital Efficiency</p>	<p>To build a fit-for-purpose institutional structure and professional workforce capable of responding to community needs and service delivery mandates.</p>	<p>Review and re-design the organisational structure to align with legal mandates and service delivery requirements</p> <p>Prioritise the recruitment of competent personnel to fill critical and senior management vacancies.</p> <p>Finalise and implement outstanding Human Resource (HR) policies and automated time-management systems to enhance internal controls.</p>	<ul style="list-style-type: none"> <li>• Council-approved Organisational Structure.</li> <li>• % of senior manager positions filled against the total establishment.</li> <li>• Number of HR policies developed and implemented.</li> <li>• Status of the automated Time Management System.</li> </ul>	<p><i>National:</i> Municipal Staff Regulations (2021); NDP Chapter 13 (Building a Capable State).</p> <p><i>Global:</i> SDG 8 (Decent Work and Economic Growth).</p>

STRATEGIC OBJECTIVES	OBJECTIVE STATEMENTS	STRATEGIES	KPIs	POLICY ALIGNMENT
<b>MT/03</b> Institutional Performance Management and Accountability	To instil a culture of high performance and ethical conduct by cascading the Performance Management System (PMS) to all levels of the municipality.	Adopt and implement a robust Performance Management Policy Framework and Model.  Capacitate the Executive Committee, Unit Managers, and HR personnel on the approved performance model.  Roll out performance-linked contracts and appraisals across all employment levels, supported by a Workplace Skills Plan (WSP).	<ul style="list-style-type: none"> <li>• % implementation of the adopted PMS model.</li> <li>• Number of officials trained on the performance model.</li> <li>• % of staff budget spent on the approved WSP.</li> </ul>	<i>National:</i> Municipal Planning and Performance Management Regulations
<b>MT/04:</b> Digital Transformation and Communication Excellence	To enhance transparency and operational security through integrated communication strategies and modernized ICT and archiving systems.	Develop and implement an Integrated Communications Strategy to improve community engagement.  Upgrade records management to comply with National Archive standards.  Establish a secure and efficient ICT environment by developing an ICT Strategy and Governance Policies.	<ul style="list-style-type: none"> <li>• Council-approved Integrated Communications Strategy.</li> <li>• % improvement in archiving system compliance.</li> <li>• Council-approved ICT Strategy and Policies.</li> </ul>	<i>National:</i> Promotion of Access to Information Act (PAIA); National Archives and Records Service Act.  <i>Global:</i> SDG 9 (Industry, Innovation, and Infrastructure).

**5.2.5. KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

STRATEGIC OBJECTIVES	OBJECTIVE STATEMENTS	STRATEGIES	KPIs	POLICY ALIGNMENT
<p><b>GG/01:</b> Democratic Governance and Active Citizenry</p>	<p>To foster a culture of transparent, accountable, and participatory local government by empowering community structures and enhancing executive-citizen engagement.</p>	<p>Implement a comprehensive Ward Committee Capacity Building Programme focusing on municipal finance and the IDP/Budget cycle.</p> <p>Execute the Municipal Public Participation Programme through regular <i>Mayoral Imbizos</i> to bridge the gap between leadership and residents.</p> <p>Institutionalise the involvement of <i>Ward Committees</i> in the setting of the municipal development agenda and monitoring of service delivery.</p>	<ul style="list-style-type: none"> <li>• Number of Ward Committees trained on local government finance and planning.</li> <li>• Number of Mayoral Imbizos held per financial year.</li> <li>• Number of Ward Committee meetings held and minutes submitted.</li> </ul>	<p><i>National:</i> Municipal Structures Act (Section 72-78);</p> <p><b>NDP Chapter 14</b> (Promoting Citizen Participation).</p>
<p><b>GG/02:</b> Corporate Governance and Risk Resilience</p>	<p>To safeguard municipal integrity and improve institutional performance through robust internal controls, risk management, and independent oversight.</p>	<p>Fully establish and capacitate a dedicated Internal Audit and Risk Management Unit to drive compliance.</p> <p>Implement a proactive risk management framework to identify and mitigate financial and operational bottlenecks.</p>	<ul style="list-style-type: none"> <li>• % progress towards the full establishment and staffing of the Audit and Risk Management Unit.</li> <li>• Number of internal audit reports submitted to the Audit Committee.</li> </ul>	<p><i>National:</i> MFMA Section 165 (Internal Audit); King IV Report on Corporate Governance.</p> <p><i>Global:</i> SDG 16 (Accountability and Transparency).</p>

STRATEGIC OBJECTIVES	OBJECTIVE STATEMENTS	STRATEGIES	KPIs	POLICY ALIGNMENT
<b>GG/03:</b> Integrated Development and Strategic Planning	To ensure a coherent and inclusive municipal development agenda by producing a credible, community-driven Integrated Development Plan (IDP).	Manage the IDP Development Process in strict accordance with the legislated framework and public participation calendar.	<ul style="list-style-type: none"> <li>• Council-adopted IDP (within legislated timeframes).</li> </ul>	<i>National:</i> Municipal Systems Act (Chapter 5); Back to Basics (B2B) Pillar 1.  <i>Global:</i> SDG 17 (Partnerships for the Goals) through policy coherence.

### 5.3. PROPOSED CAPITAL PROJECTS 2026/2027 – 2028/2029

#	PROJECT DESCRIPTION	PROJECT COST	2026/2027	2027/2028	2028/2029
1	Upgrading of Boikhutso Stormwater Network	19 780 163,65	10 000 000,00	5 000 000,00	
2	Boikhutso Roads Network Phase 2 (Ward 3)	40 343 397,55	5 479 900,00	14 520 100,00	10 000 000,00
3	Blydeville Roads and Stormwater	18 798 089,75	7 000 000,00	3 000 000,00	
4	Construction of Community Hall in Itekeng	18 274 246,00	9 000 000,00		
5	Sheila Community Hall			3 000 000,00	5 500 000,00
6	Rehabilitation & Upgrade of Lichtenburg Landfill Site		1 000 000,00	6 500 000,00	5 000 000,00
7	Construction of Internal Roads: Verdwaal			3 000 000,00	10 000 000,00
8	Construction of Matile Community Hall			3 000 000,00	10 000 000,00
9	Fencing of Verdwaal 2 Cemetery			3 000 000,00	
10	Construction of Internal Roads: Tlhabologang Ext 8				3 000 000,00
11	Construction of Blydeville Hall		1 500 000,00	5 000 000,00	5 000 000,00
12	Waste Management Fleet ( <i>Specialised Vehicles</i> )		3 000 000,00	3 988 900,00	3 023 000,00
13	Fencing of Syferfontein Cemetery		3 000 000,00		
14	Fencing of Bodibe Cemetery		3 000 000,00		
15	Admin (5%)		2 262 100,00	2 500 450,00	2 576 150,00
	<b>MIG ALLOCATION</b>		<b>45 242 000,00</b>	<b>50 009 000,00</b>	<b>51 523 000,00</b>
	<b>DoRA Allocation</b>		<b>45 242 000,00</b>	<b>50 009 000,00</b>	<b>51 523 000,00</b>

New Projects  
 Current Projects

#### 5.4. POTENTIAL CAPITAL PROJECTS (WITHOUT FUNDING)

The potential capital projects outlined below are directly derived from the *Community Consultation Needs and Priorities* conducted in March 2025 for the 2026/27 Integrated Development Plan (IDP) cycle. Each project has been formulated to address specific systemic challenges identified by residents across the municipality's 20 wards.

PRIORITY AREA	POTENTIAL PROJECT/INTERVENTION	AFFECTED WARDS	LOCATION
Water and Sanitation	<b>Bulk Water Infrastructure Development:</b> Construct and install new bulk water pipelines and reticulation networks.	3, 6, 7, 9, 10, 11, 12, 13, 14, 16, 17, 18, 19, 20	Boikhutso Ext 3, Itso seng, Tlhabologang Ext 3, Bodibe, Bakerville, Itekeng Ext 3, Ga-Motlatla, Mabalstad, Meetmekaar.
	<b>Household Connection Project:</b> Upgrade communal standpipes to individual yard connections.	15, 17	Scotland (Ext 8), Ga-Motlatla.
	<b>Sanitation Infrastructure Programme:</b> Construct ventilated improved pit-latrines in areas currently using buckets or unimproved pits.	5, 15, 16, 18, 20	Rakgwedi (Mooketsi), Toekomsrus, Bakerville, Grasfontein, Scotland (Ext 8), Itekeng Ext 3.
Roads and Stormwater	<b>Internal Road &amp; Stormwater Network:</b> Build new paved internal roads and integrated stormwater systems, specifically targeting routes to social amenities like cemeteries.	All Wards	All
	<b>Bridge &amp; Crossing Infrastructure:</b> Construct bridges or crossings over local streams to ensure year-round access.	5, 12, 13, 14	Rakgwedi, Bodibe.
	<b>Agricultural Feeder Road Upgrade:</b> Regravel and upgrade secondary feeder networks to link agricultural zones with urban hubs.	All Wards	All (specifically Platvlei, Welverdiend)

PRIORITY AREA	POTENTIAL PROJECT/INTERVENTION	AFFECTED WARDS	LOCATION
Electricity & Streetlighting	<b>INEP Electrification Project:</b> Provide new electricity connections for infills and new settlements.	3, 5, 15, 19	Boikhutso Ext 3, Skierlik, Toekomsrus, Bodibe, Matile New Stands, Verdwaal, Springbokpan.
	<b>Public Safety Lighting:</b> Install new high-mast lights in crime "dark zones" and repair vandalised units using LED technology.	2, 3, 5, 15, 16, 17, 18, 19, 20	Boikhutso Ext 3, Bakerville, Itekeng, Nkaikela Village, Ga-Sehuba, Matile, Rakgwedi, Scotland (Ext 8).
Human Settlements and Town Planning	<b>Housing Completion &amp; Remediation:</b> The Department of Human Settlements (DHS) must complete "blocked" projects and fix quality issues.	3, 17, 20	Boikhutso Ext 3, Tlhageng Sections, Ga-Maloka, Ga-Motlatla, Bodibe.
	<b>Asbestos Replacement Program:</b> Replace hazardous asbestos roofing to mitigate respiratory health risks.	2	Boikhutso
	<b>Informal Settlement Formalisation:</b> Implement a formalisation programme for residents on private or municipal land.	3, 15, 20	Boikhutso, Tlhabologang, Itekeng
	<b>Health, Education, and Libraries</b> Healthcare Expansion: Construct new or satellite (mobile) clinics.	3, 12, 13, 14, 17, 20	Boikhutso Ext 3, Bodibe, Nkaikela Village, Ga-Maloka.
	<b>Library &amp; ICT Hub Development:</b> Build community libraries equipped with ICT infrastructure.	12, 16, 17, 20	Bakerville, Bodibe, Itekeng, Ga-Motlatla, Putfontein.
<b>Crime and Safety</b>	Reopen the Boikhutso Police Station or deploy a mobile service point.	1, 2, 3, 12, 13, 14, 19, 20	Boikhutso, Bodibe, Ga-Maloka, Springbokpan.

## SECTION F: FINANCIAL PLAN

### 6. MTREF Budget 2026/2027

#### 6.1. Executive Financial Overview and Strategic Orientation

The Ditsobotla Local Municipality is currently navigating a pivotal and challenging period in its fiscal history, characterized by a complex intersection of service delivery backlogs and financial instability. As outlined in the Draft Medium Term Revenue and Expenditure Framework (MTREF) Budget for the 2026/27 to 2028/29 period, the municipality is operating under a Financial Recovery Plan (FRP) specifically designed to address a deteriorating economic base and infrastructure. The executive summary of this framework reveals a stark contrast between revenue growth and expenditure requirements.

While total operating revenue is projected to experience a modest growth of 4.53%, rising from R764.57 million in the adjusted 2025/26 budget to R799.22 million in 2026/27, operational expenditure is surging at a significantly faster rate of 36.62%. This fiscal imbalance has shifted the municipality from a modest surplus in previous cycles into a projected deficit of R209.82 million for the 2026/27 financial year.

This strategic orientation is grounded in the necessity of the "rescue phase" of the Financial Recovery Plan, which has been in effect for over two years. Although implementation has been slower than initially anticipated, the current budget framework serves as a critical mechanism to turn the tide. The mayor's report emphasizes that despite the current socio-economic challenges, including high levels of poverty and unemployment, there is a renewed commitment to fiscal discipline and community engagement.

The 2026/27 budget is not merely a financial statement but a roadmap for revitalization, focusing on the renewal of governance structures and the stabilization of the municipal tax base. By aligning the annual budget with the Integrated Development Plan (IDP) and the District Development Model (DDM) "One Plan," the municipality seeks to ensure that every rand spent contributes directly to the socio-economic development of its residents and the long-term sustainability of the institution.

#### 6.2. Operating Revenue Framework and Tariff Policy

The sustainability of Ditsobotla Local Municipality depends heavily on its ability to generate and collect exchange and non-exchange revenue. The Operating Revenue Framework for 2026/27 estimates a total revenue of R753.9 million, excluding capital transfers. This revenue base is supported by three primary pillars: service charges, property rates, and government transfers.

Service charges for electricity represent a critical self-generated revenue stream, contributing approximately 25.46% of the total budget, or R191.98 million. However, this is subject to significant variables, including the finalization of the Distribution Agency Agreement (DAA) and pending tariff applications to the National Electricity Regulator of South Africa (NERSA). For

the 2026/27 period, the municipality has proposed an average electricity tariff increase of 8.7%, though this remains contingent on external regulatory approval.

Description	2025/26 MTREF					2026/27 Medium Term Revenue & Expenditure Framework DRAFT PROPOSAL				
	R thousand	Pre-audit outcome	Budget Year 2025/26	YTA as per Mid term	Adjusted Amounts	FRP Targets: 2025/26 MTREF Budget R'000	FRP Targets Budget Year + 2026/27	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
<b>REVENUE</b>										
<b>Exchange Revenue</b>										
Service charges - Electricity	116 523	134 690	88 262	176 524	133 995	158 121	191 988	116 522	198 323	
Service charges - Water	10 680	13 943	35 287	70 574	92 702	104 807	72 974	75 382	77 794	
Service charges - Waste Water Management	20 863	23 949	26 802	53 604	22 133	25 023	55 427	57 256	59 088	
Service charges - Waste Management	18 703	20 536	16 935	33 870	19 745	21 294	35 022	36 177	37 335	
Sale of Goods and Rendering of Services		1 107	418	836	-	-	864	893	922	
Agency services	7 496	2 500		8 099	7 500	7 500	8 375	8 651	8 928	
Interest	-	-	-	-	-	-	-	-	-	
Interest earned from Receivables	73	1 000	1 461	25 875	25 875	26 962	26 755	27 638	28 522	
Interest earned from Current and Non-Current Assets	401	200	11	22	500	600	23	23	24	
Rent on Land		-	-	-	-	-	-	-	-	
Rental from Fixed Assets	409	4	16	32	964	1 928	33	34	35	
Licence and permits	2	6	-	-	-	4 000	-	-	-	
Special rating levies	-	-	-	-	-	-	-	-	-	
Operational Revenue	774	500	-	-	22 770	26 174	-	-	-	
<b>Non-Exchange Revenue</b>										
Property rates	88 630	92 750	80 650	161 300	92 750	98 363	166 784	172 288	177 801	
Surcharges and Taxes		-	-	-	-	-	-	-	-	
Fines, penalties and forfeits		3 000	6	12	200	400	12	13	13	
Licences or permits		2 500	1 109	2 218	3 000		2 293	2 369	2 445	
Transfer and subsidies - Operational	213 209	194 595	138 042	186 895	194 595	193 426	193 426	204 264	210 801	
Interest		-	-	-	-	-	-	-	-	
Operational Revenue	-	-	-	-	-	-	-	-	-	
Gains on disposal of Assets	-	-	-	-	-	-	-	-	-	
Other Gains	22	396 830	-	-	-	-	-	-	-	
Discontinued Operations		-	-	-	-	-	-	-	-	
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>477 786</b>	<b>888 110</b>	<b>388 998</b>	<b>719 861</b>	<b>616 729</b>	<b>668 598</b>	<b>753 975</b>	<b>701 510</b>	<b>802 031</b>	

Other essential services such as water, sanitation, and refuse removal are also key contributors to the revenue framework. Water charges account for 9.68% of revenue, while waste water and waste management contribute 7.35% and 4.65% respectively. In an effort to maintain affordability while ensuring cost recovery, the municipality has tied the proposed tariff increases for these services to the projected Consumer Price Index (CPI). Specifically, water tariffs are set to increase by 3.4%, sanitation by 3.3%, and refuse by 3.2%. Furthermore,

property rates form the third-largest revenue pillar, contributing 22.12% to the budget. The implementation of the new General Valuation Roll as of 1 July 2024 has been a significant compliance milestone, allowing the municipality to levy rates based on market-related property values and leading to a notable increase in projected property rates revenue to R166.78 million.

Despite these internal revenue streams, the municipality remains heavily reliant on external funding. Operating transfers and subsidies, primarily the Equitable Share, constitute 25.65% of the revenue budget, or R193.42 million. This reliance underscores the importance of the Division of Revenue Act (DORA) and national fiscal support in maintaining municipal operations. To reduce this dependency, the funding plan aims to enhance revenue collection to an average rate of 60%.

This will be achieved through targeted interventions in credit control, improved billing efficiency, and the implementation of a debt relief scheme introduced by National Treasury specifically for Eskom arrears. By individualizing the collection strategies for different service categories, the municipality intends to maximize its cash flow and provide a more stable foundation for service delivery.

### **6.3. Operating Expenditure and Cost Containment**

The Operating Expenditure Framework for the 2026/27 financial year is projected at R963.79 million, a figure that highlights the significant cost pressures facing the municipality. The most dominant expenditure category is employee-related costs, which account for 31.65% of the total budget. The Salary and Wage Bill is identified as a major cost driver, and although inflationary increases of 3.7% for employee costs and 4% for benefits are budgeted, the Financial Recovery Plan sets a rigorous objective to reduce overall personnel spending to a target of R200 million. Achieving this goal requires aggressive management of overtime and standby costs, which have historically drained municipal resources. Stabilizing these costs is viewed as a prerequisite for regaining fiscal health and ensuring that more funds are available for direct service implementation.

Bulk purchases, primarily for electricity, constitute the second-largest expenditure at 27.17% of the budget. This high percentage reflects the rising costs of energy and the municipality's struggle with illegal connections and technical losses. The framework also makes significant provisions for debt impairment and irrecoverable debts written off, which together account for nearly 24% of the expenditure. These figures are a direct reflection of the challenges in revenue collection and the necessity of proactive provisioning for bad debts. While these are non-cash items, they represent a substantial impact on the municipality's financial position and underscore the urgency of the Financial Recovery Plan's revenue enhancement strategies.

Beyond these major categories, the municipality allocates funds for contracted services, which make up 6.0% of the budget and cover essential functions such as security and the maintenance of roads, community halls, and traffic offices. Depreciation and amortization, representing the wear and tear on municipal infrastructure, account for 3.32%, while interest on outstanding creditor payments accounts for 3.23%. Operational costs, remuneration of councillors, and inventory consumption make up the remainder of the expenditure. The municipality's strategy for the MTREF period is to move away from approving unfunded budgets by gradually narrowing the gap between actual cash collected and total expenditure.

This involves a rigorous reprioritization of the budget to ensure that spending is aligned with the most critical service delivery needs and the mandates of the IDP.

#### **6.4. Capital Expenditure and Infrastructure Investment**

Capital investment is the cornerstone of the municipality's development agenda, and the 2026/27 capital budget is set at R60.79 million. This budget is funded through a combination of R42.24 million in grant funding—primarily the Municipal Infrastructure Grant (MIG)—and R15.53 million from the municipality's own revenue sources. The decision to allocate over R15 million from own-revenue to capital projects is a strategic move intended to bolster operational capacity through the procurement of essential machinery, vehicles, and tools of trade. These investments are vital for the day-to-day maintenance of municipal infrastructure and the effective delivery of basic services such as waste removal and road repairs.

The MIG-funded projects for the 2026/27 financial year are focused on addressing historical backlogs and improving the quality of life in various wards. Key projects include the upgrading of the Boikhutso Stormwater Network, which has been allocated R10 million for the 2026/27 year, and the Boikhutso Roads Network Phase 2, which receives R5.47 million. Other significant investments include R7 million for Blydeville roads and stormwater, R9 million for the construction of the Itekeng Community Hall, and R1 million for the rehabilitation and upgrade of the Lichtenburg Landfill Site. The budget also outlines indicative allocations for the outer years, with projects like the Verdwaal and Tlhabologang internal roads and the Sheila and Matile community halls planned for 2027/28 and 2028/29.

In accordance with National Treasury suggestions, the municipality aims to prioritize the renewal and rehabilitation of existing assets. The capital programme is divided between new assets and the renewal of current infrastructure to ensure long-term functionality. This balanced approach is intended to prevent the further deterioration of the municipal asset base while still expanding services to underserved areas. Every new capital project included in this budget is accompanied by a business plan, cash flow projection, and procurement plan to ensure transparency and legislative compliance. This structured approach to capital expenditure is designed to ensure that grant funding is fully utilized and that the municipality's investment in infrastructure yields tangible benefits for the community.

#### **6.5. Governance, Compliance, and Financial Sustainability**

The final component of the financial plan focuses on the legislative framework and the governance mechanisms required to ensure the successful implementation of the MTREF. This budget has been compiled in strict accordance with the Municipal Finance Management Act (MFMA) No. 56 of 2003, the Municipal Systems Act, and relevant National Treasury circulars, including Circulars 132 and 133. A key governance tool is the Service Delivery and Budget Implementation Plan (SDBIP), which translates the high-level budget into monthly revenue and expenditure projections and quarterly performance targets. The Mayor is responsible for approving the SDBIP within 28 days of the budget's final approval, providing a mechanism for the Council and the community to monitor the municipality's financial and non-financial performance.

To achieve long-term financial sustainability, the municipality is committed to several critical interventions. First, the establishment of a Budget Steering Committee, chaired by the Mayor and including the Municipal Manager and senior officials, provides the technical assistance needed to align spending with IDP priorities. Second, the municipality is prioritizing "Reserve Building," a strategy to create a financial safety net for future challenges. This initiative is expected to begin in the second quarter of the 2026/27 financial year following a review of first-quarter revenue performance. Third, the municipality is actively participating in provincial benchmarking engagements to ensure the budget is fully funded and compliant with national directives.

The path to financial recovery also involves addressing internal governance gaps, such as the election of new Audit Committee members and the strengthening of the Internal Audit function. By maintaining a clean and transparent Supply Chain Management process and adhering to the reporting requirements of Section 71 of the MFMA, the municipality aims to rebuild trust with its creditors and the public. In conclusion, the 2026/27–2028/29 MTREF represents a comprehensive effort to stabilize the Ditsobotla Local Municipality. While the challenges of aging infrastructure and weak credit control remain significant, the combination of the Financial Recovery Plan, a disciplined capital investment strategy, and a commitment to legislative compliance provides a viable pathway toward a sustainable and thriving future.

## SECTION G: GOVERNANCE MODEL

### 7. Institutional Framework and Governance

#### 7.1. Introduction

This section delineates the operational and legislative framework of the Ditsobotla Local Municipality. It outlines the structural mechanisms designed to fulfil the municipality's constitutional mandate of sustainable service delivery, developmental local government, and community empowerment.

#### 7.2. The Political Structure

Ditsobotla Local Municipality operates under a Collective Executive Committee System. In this model, executive authority is vested collectively in an Executive Committee, with the Mayor, Speaker, and Single Whip of Council serving as full-time political office bearers. This structure ensures a collaborative approach to executive leadership and decision-making.

##### 7.2.1. Municipal Council

The Council is the supreme governing body of the municipality, comprising 39 elected councillors (20 Ward Councillors and 19 Proportional Representation Councillors). In accordance with the *Local Government: Municipal Systems Act (Act 32 of 2000)*, the Council is responsible for:

- **Legislative Authority:** Approving municipal by-laws, the Integrated Development Plan (IDP), and the annual budget and tariffs—functions that cannot be delegated.
- **Executive Oversight:** Monitoring the performance of the administration and the executive branch through various oversight committees.
- **Participatory Governance:** Facilitating structured stakeholder and community engagement as mandated by the *Municipal Structures Act (Act 117 of 1998)*.

##### 7.2.2. Executive and Oversight Committees

To ensure efficient governance and rigorous oversight, the following structures have been established:

- **The Executive Committee:** Chaired by the Mayor, this committee executes powers determined by Section 44 of the *Municipal Structures Act*. It serves as the primary interface between the administration and the Council.
- **Section 79 Committees:** These committees report directly to Council to maintain transparency and accountability. They include the Municipal Public Accounts Committee (MPAC), the Ethics/Disciplinary Committee, and the Rules Committee.

- **Section 80 Portfolio Committees:** These committees assist the Executive Committee by providing specialized oversight over administrative directorates.

**Table: Portfolio Committees**

#	Portfolio Committee
1	Finance
2	Infrastructure
3	Community Services
4	Planning and Development
5	Corporate Services
6	Local Economic Development

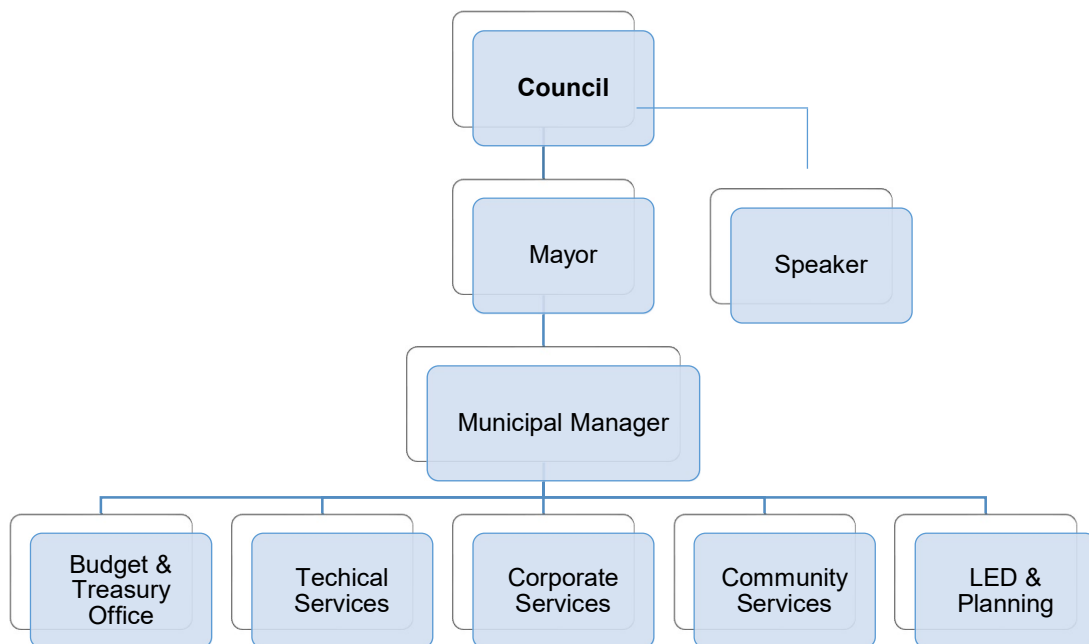
### 7.3. Participatory Governance: Ward Committees

In fulfilment of Sections 72–78 of the *Municipal Systems Act*, Ditsobotla has established 20 Ward Committees. These structures act as the essential bridge between the Council and residents, particularly regarding the IDP process, budgeting, and policy formulation. These committees are augmented by Community Development Workers (CDWs), who focus on the needs of vulnerable groups, including women, the youth, the elderly, and persons with disabilities.

### 7.4. Municipal Administration

The administrative arm is led by the Municipal Manager (MM), who serves as the Head of Administration and the Accounting Officer under the *Municipal Finance Management Act (MFMA)*. The administration is organized into six core functional areas:

*Graph: Macro Structure of the Ditsobotla Local Municipality*



- Office of the Municipal Manager
- Budget and Treasury Office (BTO)
- Corporate Services
- Technical Services
- Local Economic Development (LED) & Planning
- Community Services

## 7.5. Institutional Challenges and Strategic Realignment

The 2025 institutional diagnostic reveals a critical leadership vacuum, with the positions of the Municipal Manager and all Senior Managers (Section 56/57) currently vacant. This lack of permanent senior leadership has been identified in the Financial Recovery Plan (FRP) as a primary contributor to administrative instability.

### **Strategic Interventions:**

- **Organizational Review:** There is an urgent requirement to redesign the macro-structure to ensure it is "fit-for-purpose" and responsive to community needs.
- **Professionalization:** All new appointments and structural changes must comply with the Municipal Staff Regulations (effective 1 July 2022) to ensure that the administration is staffed by competent, qualified professionals.
- **Recovery Alignment:** The institutional design is being realigned with the FRP Diagnostic Report to prioritize financial resilience and essential service delivery.

## **SECTION H: PERFORMANCE MANAGEMENT**

### **8. Performance Management Framework**

#### **8.1. Strategic Framework and Objectives**

The Performance Management System (PMS) serves as the primary mechanism for Ditsobotla Local Municipality to translate its strategic vision into tangible service delivery outcomes. Grounded in a dedicated Performance Management Framework Policy, the system is designed to streamline implementation processes and ensure total legislative compliance. The overarching objective is to define the roles and responsibilities of all municipal stakeholders clearly while promoting a culture of institutional accountability.

By linking the Integrated Development Plan (IDP) and the Budget directly to the PMS, the municipality ensures that its development cycle activities are integrated and mutually reinforcing. This framework acts as a vital tool for measuring the execution of strategic objectives through measurable Key Performance Indicators (KPIs). Ultimately, this systematic monitoring allows the municipality to ensure efficiency and impact, delivering value for money to the community while proactively identifying specific areas where performance requires enhancement or intervention.

#### **8.2. Regulatory Compliance and Scope**

The implementation of performance management at Ditsobotla is governed by a robust legal landscape that mandates transparency and regular reporting. This system is primarily informed by the Constitution of the Republic of South Africa (1996), the Local Government: Municipal Systems Act (2000), and the Municipal Finance Management Act (2003). These legislative pillars require the municipality to establish a functional PMS, set precise performance targets, and conduct regular reviews that are accessible to the public and the Council.

The scope of this Policy is comprehensive, applying to every employee within the municipality to ensure that performance standards are applied consistently across all departments. A central tool in this regulatory execution is the Service Delivery and Budget Implementation Plan (SDBIP), which serves as the blueprint for monitoring senior management. The SDBIP specifically outlines service delivery targets, resource allocations, and critical deadlines, ensuring that the strategic intent of the IDP is mirrored in the municipality's operational and financial commitments.

#### **8.3. The Vertical Cascade of Accountability**

A defining feature of the municipal performance model is the vertical linkage between organisational goals and individual employee performance. This multi-level process ensures that the overall municipal strategy cascades down through departmental layers to reach the individual level. The integration begins with high-level strategic planning and flows into individual performance agreements, ensuring that every staff member's daily tasks contribute directly to the municipality's broader developmental mandate.

This alignment prevents a disconnect between high-level policy and ground-level execution. For senior management, this integration is particularly rigorous; all Key Performance Indicators from the Top Layer SDBIP are incorporated into their individual scorecards. This creates a clear line of sight regarding interdependencies, where the success of one department is understood as a vital component of the municipality's total performance. Through this method, the Municipal Manager can communicate and enforce the high standards of professionalisation required to meet the community's infrastructure needs.

#### **8.4. The Balanced Scorecard Methodology**

Ditsobotla Local Municipality has adopted the Balanced Scorecard as its core performance measurement model to provide a holistic view of institutional health. Unlike traditional models that focus solely on financial outcomes, the Balanced Scorecard combines financial and non-financial indicators across four distinct perspectives: Financial, Customer, Internal Processes, and Learning and Growth. This comprehensive approach allows managers to assess internal operational results alongside external community factors.

To tailor this model to the specific needs of local government, the municipality integrates five National Key Performance Areas into its scorecard, covering Municipal Development, Service Delivery, Institutional Development, Financial Management, and Governance. This framework allows for a nuanced evaluation of how effectively the municipality is transforming its institutional capacity and managing its financial viability. By reviewing and updating this scorecard annually following the adoption of the IDP and budget, the municipality maintains a dynamic and responsive management tool.

#### **8.5. Implementation Steps and Oversight**

The practical application of performance management involves a structured eleven-step process designed to drive continuous service delivery improvement. This cycle begins with the setting of National Key Performance Areas and defining Strategic Focus Areas, such as water, sanitation, and electricity. From there, the municipality formulates development objectives and selects appropriate Key Performance Indicators that are measurable, relevant, and precise. A critical component of this process is the establishment of baseline information and the setting of annual targets that comply with SMART principles.

These annual goals are then partitioned into quarterly targets to allow for close, mid-term monitoring. Responsibility for each action is explicitly allocated to specific departments or individuals to ensure no objective is left unattended. Finally, the system establishes a clear reporting frequency and mandates specific oversight structures to receive progress reports. This rigorous oversight ensures that the political and administrative leadership can take swift corrective action, thereby fulfilling the municipality's commitment to a responsive and accountable local government.

## ANNEXURES

### MUNICIPAL BUDGET AND FINANCIAL POLICIES

Policy Description	Status	Key Function
Contract Management Policy	Approved	Regulates the administration of municipal service provider agreements.
Supply Chain Management Policy	Approved	Governs the procurement of goods, services, and infrastructure.
Virement Policy	Approved	Controls the transfer of funds between approved budget votes.
Unauthorised, Irregular, Fruitless & Wasteful (UIFW) Policy	Approved	Defines measures to identify and eliminate non-compliant spending.
UIFW Reduction Strategy	Approved	A targeted strategic plan to lower municipal audit findings.
Cost-Containment Policy	Approved	Implements National Treasury measures to reduce non-essential spending.
Fixed Assets Management Policy	Approved	Governs the acquisition, maintenance, and disposal of municipal assets.
Municipal Land Disposal Policy	Approved	Outlines the legal process for the sale or lease of municipal land.
Credit Control & Debt Collection Policy	Approved	Sets the rules for revenue collection and service disconnections.
Rates Policy	Approved	Determines the criteria for levying property rates.
Indigent Management Policy	Approved	Provides for free basic services to qualifying low-income households.

## INSTITUTIONAL AND HUMAN RESOURCE POLICIES

Policy Description	Status
Performance Management System (PMS) Framework	Approved
Performance Management & Development System (PMDS)	Draft
Employment Equity Policy	Approved
Job Evaluation Policy	Approved
Recruitment, Selection, and Appointment Policy	Approved
Placement Policy	Approved
Promotion, Transfer, Secondment & Acting Appointments	Approved
Leave Policy	Approved
Overtime Allowance Policy	Approved
Skills Development Policy	Approved
Occupational Health and Safety Policy	Approved

## SECTOR PLANS

Sector Plan	Status	Notes
Spatial Development Framework (SDF)	Available	Valid for the 2020–2025 period.
Workplace Skills Plan (WSP)	In place	Guides annual staff training and SETA compliance.
Employment Equity Plan	In place	Ensures departmental transformation targets.
Municipal Organisational Structure	In place	Final Draft completed; undergoing affordability assessment.
Local Economic Development (LED) Strategy	Under Review	2025 review session conducted with SALGA support.
Integrated Transport Plan (ITP)	Under Review	Updating for alignment with district transport frameworks.
Integrated Waste Management Plan (IWMP)	Requires Review	Current plan is outdated; prioritized for 2026/27.
Human Settlement Plan	Requires Review	Alignment needed with new provincial housing projects.
Electricity (Energy) Master Plan	Not Available	A critical gap identified for urgent development.
Roads & Stormwater Master Plan	Not Available	Funding being sought for professional development.