



Ditsobotla

Local Municipality
Plaaslike Munisipaliteit

DRAFT INTEGRATED DEVELOPMENT PLAN 2023/2024

31 March 2023

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SECTION A: INTRODUCTION AND OVERVIEW

1. Introduction

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

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

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

1.1. Annual Review of the IDP

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

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

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

A municipal council – must review its integrated development plan –

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

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

- reflect and report on the progress made in respect of the implementation of the institutional and development targets set in the previous financial year;
- evaluate the appropriateness of the development strategies reflected in the 5-year plan and make the adjustments where necessary taking into consideration external and internal changes (variables);
- determine annual targets and action plans for the next financial year to stay on track with the implementation of the 5-year plan.
- inform the annual budget of the municipality and improve on efficiency to maximize the impact of available resources;
- confirm the Council's strategic objectives and the medium-term service delivery and development agenda;
- review the prioritization of key programmes and projects in each municipality, whilst ensuring that all projects are directed towards achieving the strategic objectives; and
- to address the recommendations reflected in the assessment report emanating from the COGTA provincial government assessment of the previous financial year's municipal IDP review.

1.2. Strategic Overview of the IDP

The current political leadership took office following the dissolution of the previous council and subsequent by-election on the 14 December 2022. Part of the strategic intent of council is to address the financial, service delivery and governance challenges that led to the dissolution of the previous council and reposition Ditsobotla Local Municipality as an organ of state capable of delivering sustainable services to the community. The strategic focus of council can therefore be summarised as follows:

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

The 2023 - 2027 IDP provides strategic direction for all the activities of the municipality over the next five years and is linked to the remainder of the council term of office. The 2023 - 2027 approach takes into consideration the integration of social, economic, and environmental concerns through an analysis of environmental and socio-economic issues, the formulation of strategic development objectives, and the development of assessment and prioritization criteria, the setting of indicators, targets, and performance assessment.

1.3. Structure of the IDP Document

This document is structured into seven sections, preceded by foreword by both the Mayor and the Municipal Manager that sets the strategic direction for the Integrated Development Plan, the Vision, Mission, and Strategic objectives of the municipality remains unchanged. The recently elected Council of Ditsobotla Local Municipality has decided to transfer the previous administration's Strategic Vision, Mission, Strategic Goals and Values to the current IDP.

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

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

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

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

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

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

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

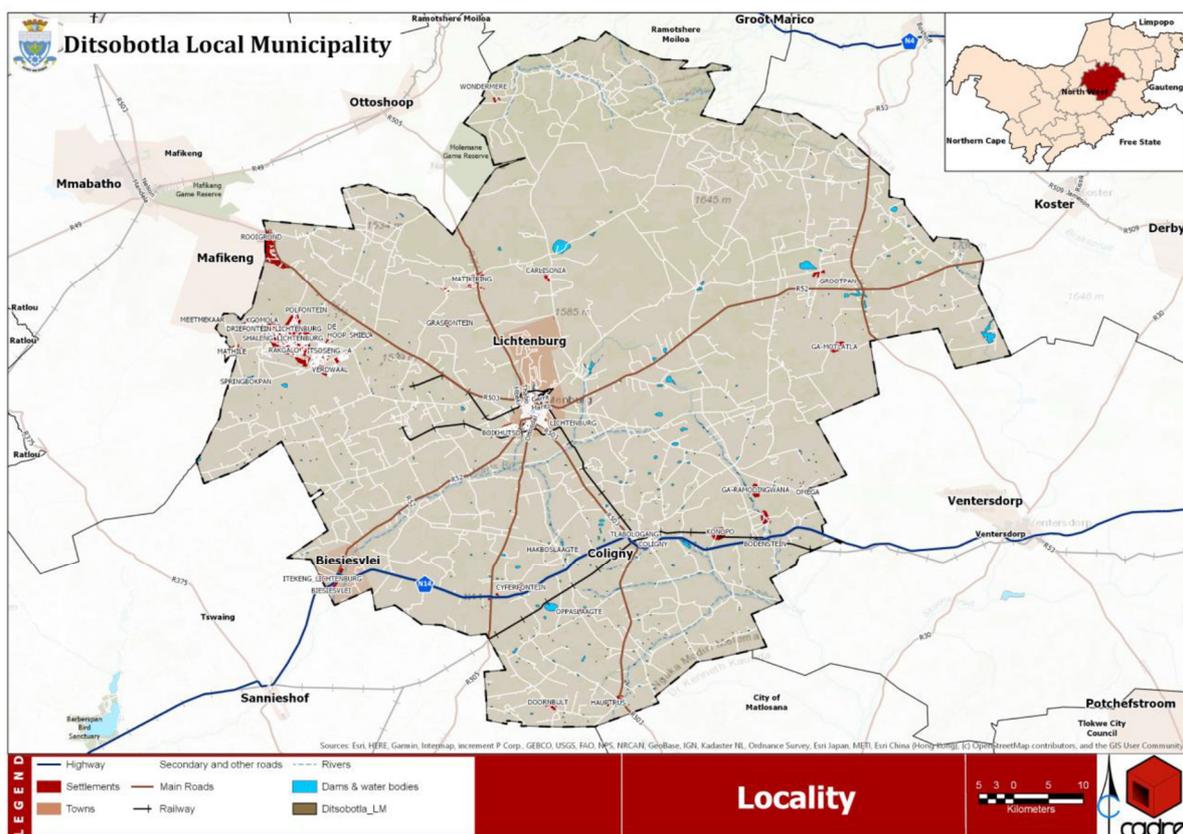
SECTION B: SITUATIONAL ANALYSIS

2. Purpose

This chapter provides the socio-economic summary of Ditsobotla Local Municipality. The intended outputs of the situational analysis are to provide an assessment of the existing levels of development, priority issues on identified problems, root causes of existing development challenges, and information on available resources.

2.1. Overview of Ditsobotla Local Municipality

The Ditsobotla Local Municipality is a category B Municipality in the North West Province of South Africa and forms part of the Ngaka Modiri Molema District. The municipality is centrally located within in the province and is strategic in that it is transversed by the N14 and R503 which connects to Mahikeng. The municipality is made up of numerous small towns and rural settlements, mainly located in the southern half of the municipality and along the N14. The municipality is home to approximately 181 865¹ people and covers an area of approximately 6500 km².



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

Ditsobotla Local Municipality consists of two main towns of Lichtenburg and Coligny and four semi-urban areas (townships) of Itsoseng, Tlhabologang, Itekeng and Boikhutso. It is also surrounded by a vast number of rural areas (villages) including

¹ Statistics South Africa, Community Survey 2016

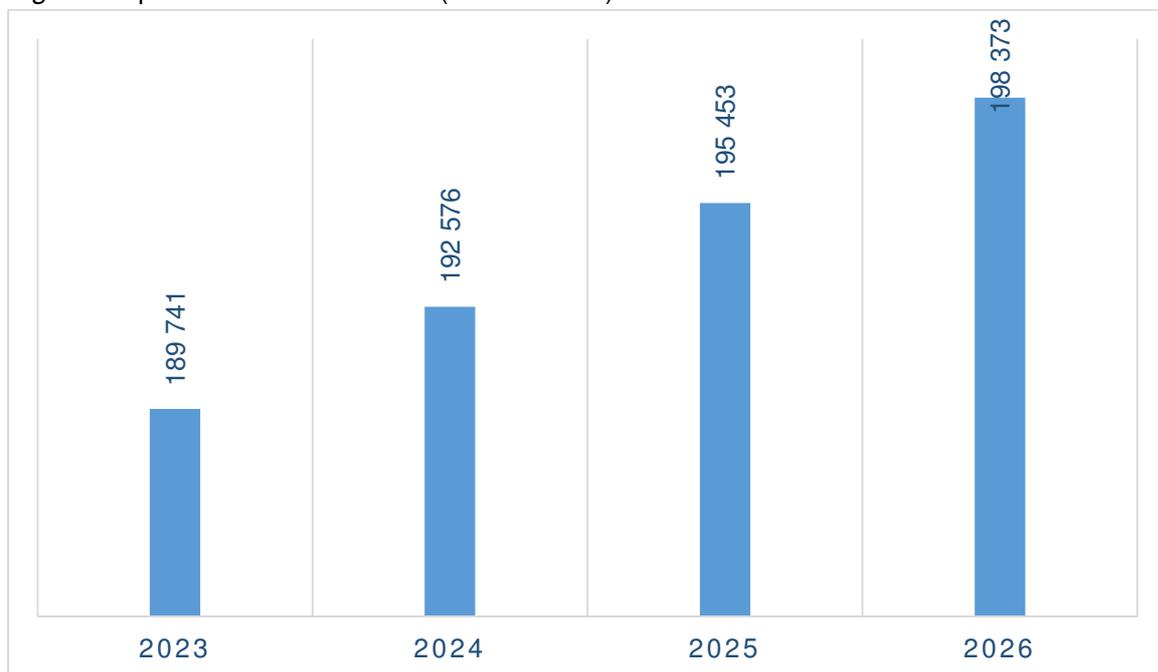
commercial farming areas. The village composition of the municipality is made up by the residential areas of Bodibe; Matile; Springbokpan; Verdwaal; Bakerville; Ga-Motlatla; and Putfontein.

2.2. Key Socio-economic Information

2.2.1. Population & Households Profile

The 2016 Community Survey estimates the municipal population to be 181 865. The forecasted population growth estimate is **189 741** for 2023 and is expected to reach 198 373 by 2026 which represents an average annual growth of 0.32% (Quantec, 2002).²

Figure: Population Growth Trends (2023 – 2026)

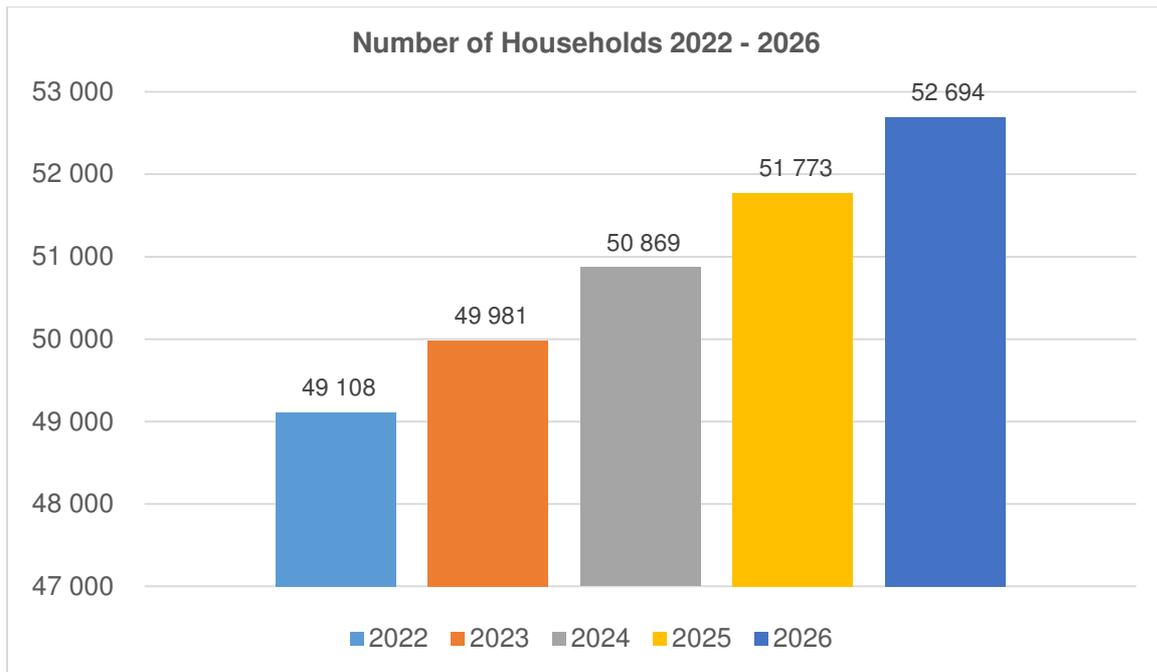


Source: Quantec, 2020

2.2.2. Households

A household is considered to be a group of people who live together, or a single person who lives alone. Recent studies (Quantec, 2020) indicate that Ditsobotla had 49 108 households which is expected to rise to 52 694 by 2026. The growth represents an average annual growth of 0.44% and is lower than the district average of 0.47%. The average household size is 3.86 people and expected to increase marginally to 3.87 people in 2026.

² National Treasury, Municipal Socio-economic Profiles



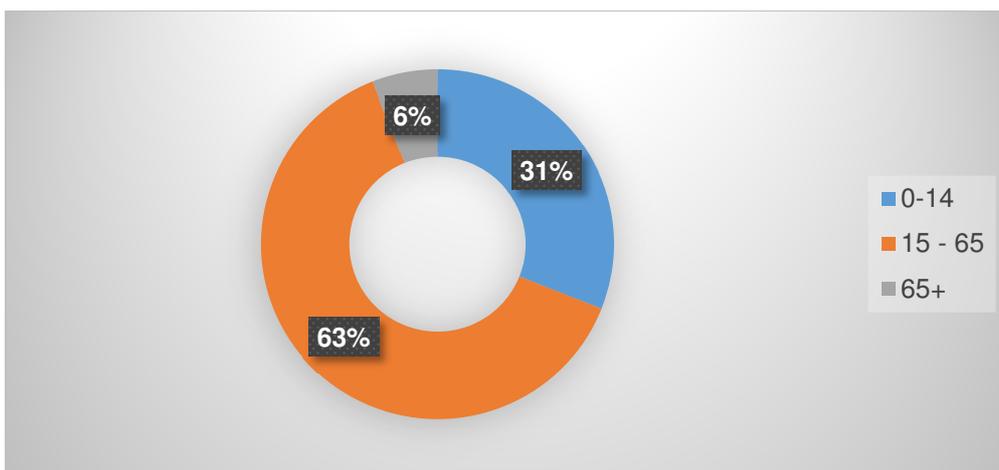
Source: Quantec, 2020 (Municipal Socio-economic Profiles)

2.2.3. Age Cohorts

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

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

The age analysis indicates of the population structure projects Ditsobotla as a highly youthful community with 31.4% falling within the child age category (0 – 14 years) and 62.5% being of working age (15 – 65 years). The population of persons older than 65 years represents only 6.1%.



Source: Quantec, 2020

2.2.4. Gender Profile

An overview of the gender structure is necessary to determine the need for specific types of facilities in specific locations (e.g. maternity services at hospitals and clinics); and the need for specific capacity building and skills development programmes for targeted groups such as women.

According to the Community Survey 2016, the gender structure in Ditsobotla is male dominated with the male/female ratio of 51:49.

2.2.5. Dependency Ratio

The dependency ratio is explained as the ratio of dependents (people younger than 15 years and older than 65 years) to the working-age population (15 – 64 years). The dependency ratio for Ditsobotla Local Municipality is 60% and is projected to remain almost the same by 2026. This means that there are about 60 dependents for every 100 people of working age. Comparatively, the dependency ratio in Ditsobotla is lower to that of the district municipality as per table below.

Table: Dependency Ratio 2016 - 2026

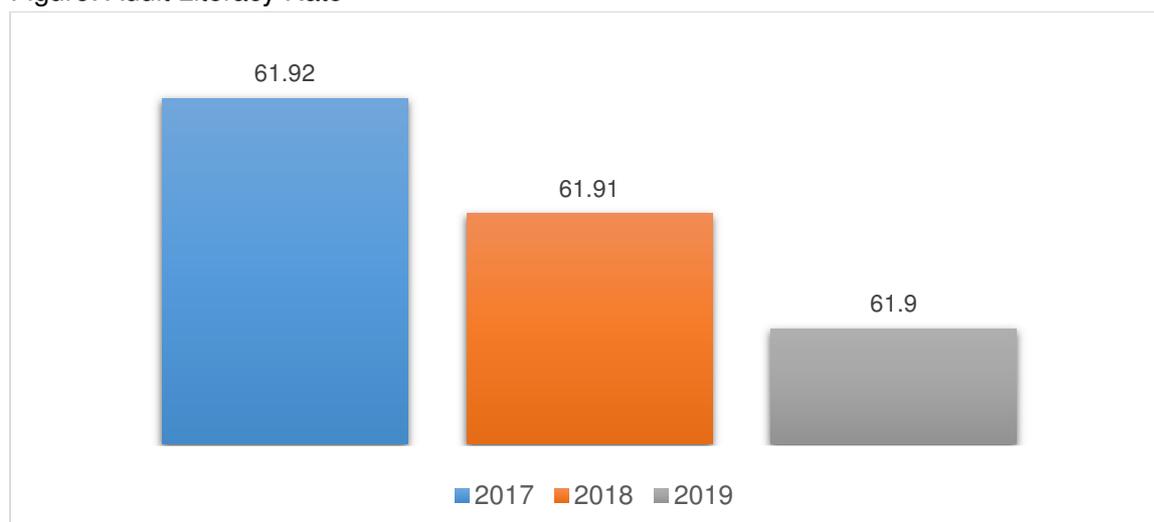
	2016	2020	2026
Ditsobotla	60.3	60	59.9
Ngaka Modiri Molema	63.9	63.8	63.6

Source: Quantec, 2020

2.2.6. Adult Literacy Rate

The functional literacy rate is the percentage of persons older than 20 years with the highest level of education being Grade 7 and higher (those that have less than Grade 7 as the highest level of education are classified as illiterate). Accordingly, the literacy rate of the population influences the employability of the local labour force (Quantec, 2022).

Figure: Adult Literacy Rate



Source: Quantec, 2022

Applying the above definition, Ditsobotla Local Municipality's literacy rate has improved from 61.78% in 2016 and remained steady for the periods 2017 – 2019 at 61.9%.

2.2.7. Household Income Profile

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

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

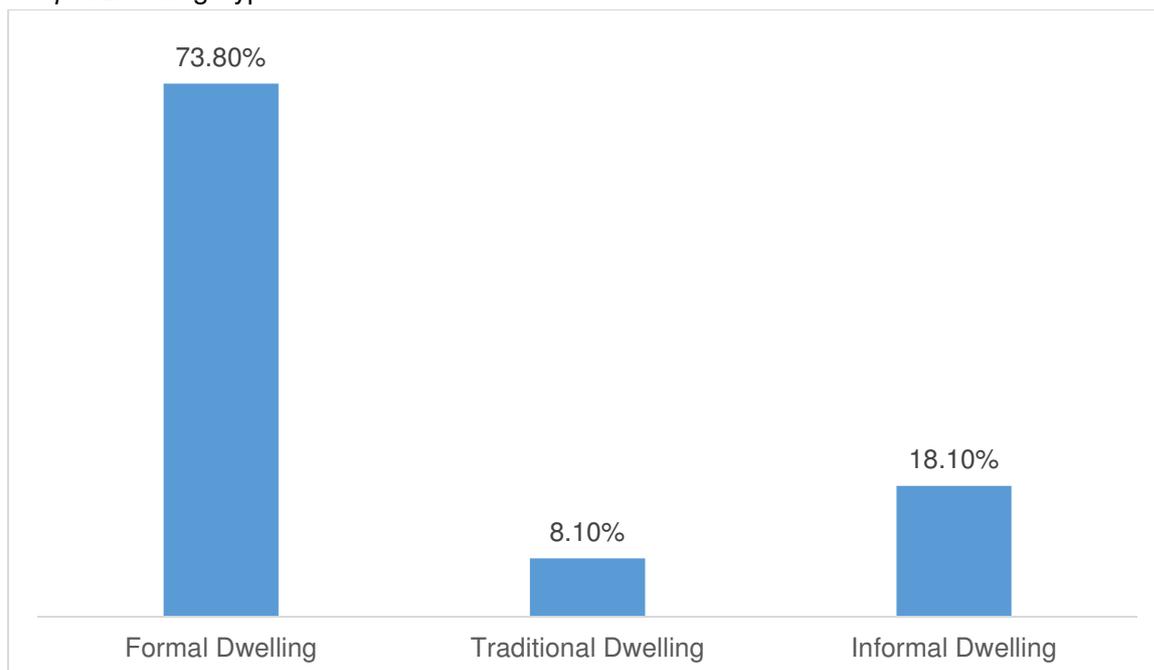
Indigent Households

	2016	2017	2018	2019
Indigent Households	5 060	5 060	5 060	6 031
% of households	11.2%	11.1%	11%	12.9%

2.2.8. Dwelling Profile

In 2019 about 73.8% of households resided in formal dwelling, 8.1% in traditional dwellings and 18.1% informal dwellings (shacks).

Graph: Dwelling Types



Source: Quantec, 2022

2.2.9. HIV/Aids Estimates

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

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

Table: HIV Treatment Indicators 2016 – 2019

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

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

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

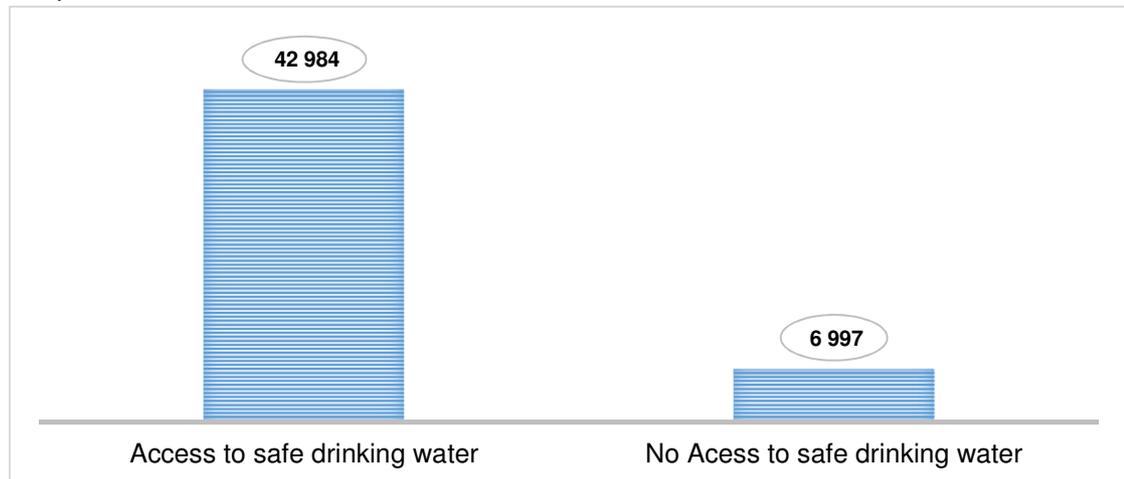
2.3. Household Infrastructure

2.3.1. Access to Water

The 2016 Community Survey estimated the total number of households with access to piped water stands to be 79%. However, a recent study (Quantec, 2022) indicates that the number of households with access to water has increased from 36 570 in 2016 to 42 984 (82%) during 2018.

Comparatively the backlog in the number of households without access to water has reduced from a projected 21% (CS,2016) to 18% in 2018.

Graph: Access to water



Source: Quantec, 2022

Based on these figures the number of households without access to water is 6 997 which is slightly higher than the estimated figures (based on municipality's own calculations) of 6 000 in the previous year. Water backlogs emanate from the emergence of unplanned (informal) settlements in Boikhutso (Jerusalem Informal Settlement), Itekeng, Blydeville and Tlhabologang.

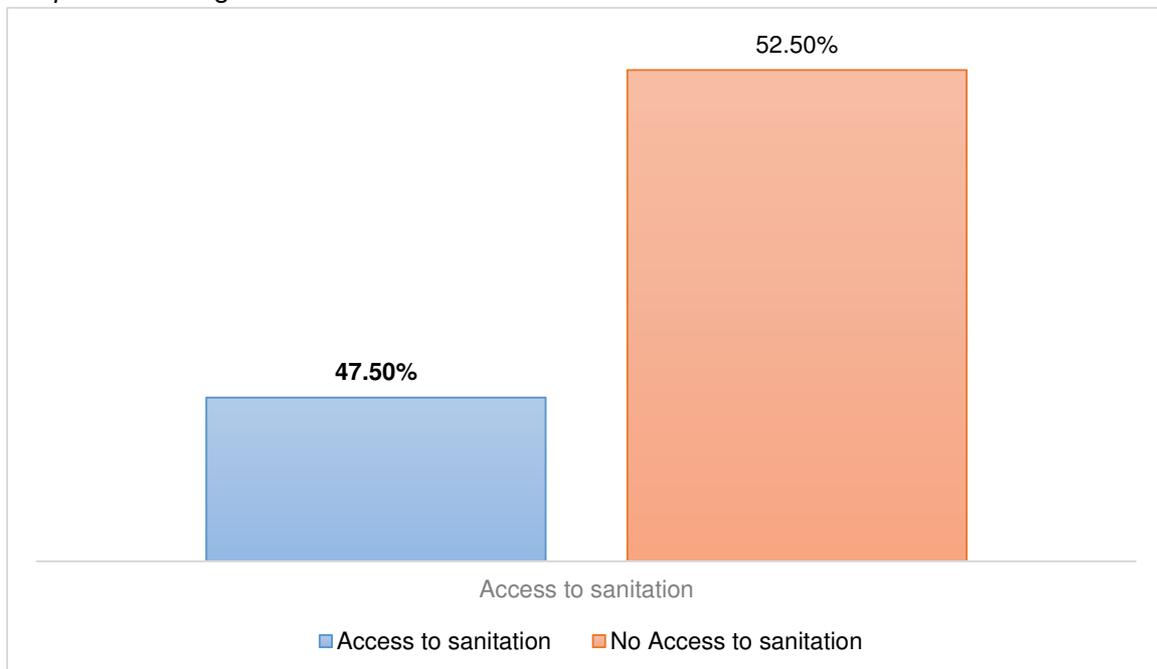
A study conducted by Ngaka Modiri Molema District Municipality (as a water service authority) reveals a surplus of 8 329 320ℓ in the water demand and supply provision for Ditsobotla Local Municipality. Notable residential areas where water demand shortfalls are experienced include the following:

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

2.3.2. Sanitation

The number of households with access to sewer and sanitation also increased from 21 426 to 21 937 between 2016 and 2019 (Quantec, 2022). The proportion of households with access to sanitation is 47.5%. These percentage figure is almost similar to that released during the 2011 Census (47.7%) and lower than the projected Community Survey (2016) of 55.6%.

Graph: Percentage Access to Sanitation



Applying the above statistics (Quantec, 2022) the total number of households without sanitation is 26 490 (52.5%). This figure may be attributed to Ditsobotla Local Municipality being predominantly rural in nature and most residences being

reliant on pit latrines. The 2016 Community Survey had projected the percentage of households reliant on pit toilets to be almost 39%.

2.3.3. Electricity

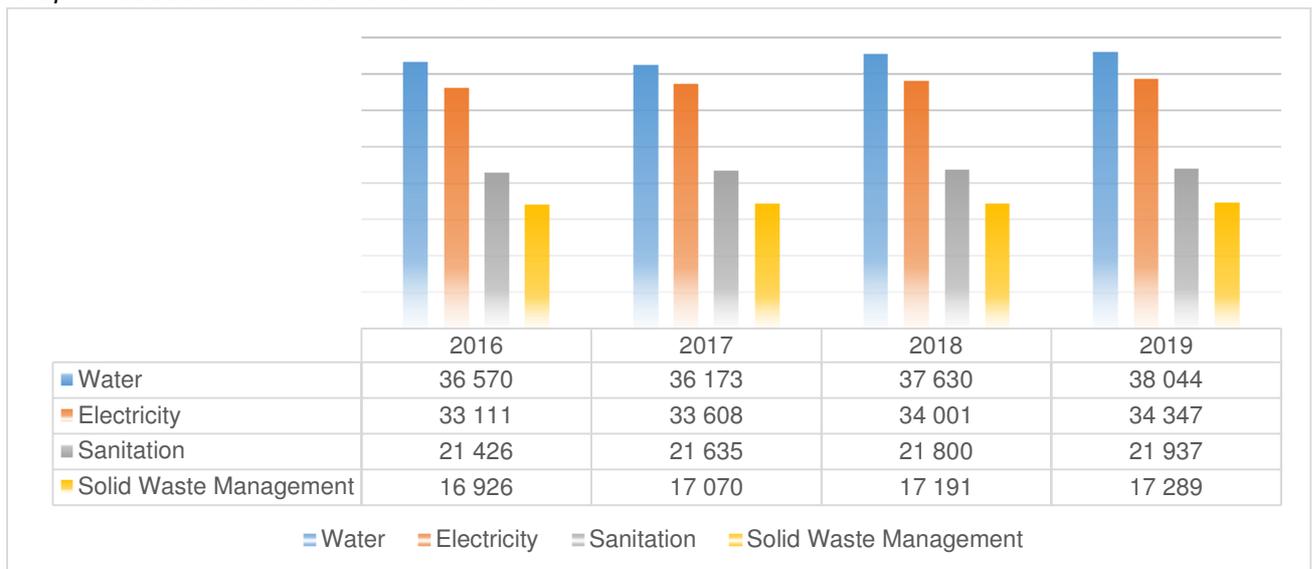
The municipality is licensed to provide electricity in the areas of Lichtenburg, Blydeville, and Coligny, which are urban centres. Eskom services all other villages and townships. The number of households with access to electricity has increased from 33 111 to 34 347 between 2006 and 2009 which represents 74%. Comparatively the proportion of households without access to electricity seem to have slightly increased from an estimated 11% (CS 2016) to 12% in 2021. The increase is attributable to new (informal) settlements in the residential areas of Boikhutso and Itekeng as well as in-fills in various rural areas (villages).

2.3.4. Refuse Removal

According to a recent survey (MSEP, Quantec 2022) households with access to solid waste management increased from 16 926 to 17 289 between 2016 and 2019. The proportion of households with access to solid waste is 37.4%. Based on projected number of households for the period 2019 which is 46 579 the total solid waste management **backlog stands at 29 290** households. The backlog is inclusive of all households using communal or own dumping sites.

The spatial distribution of refuse removal clearly indicates that provision of formal refuse removal services by the municipality occurs only in formal towns/residential areas of Lichtenburg, Blydeville, Boikhutso, Coligny, Tlhabologang, Itsoseng and Itekeng. The challenge facing the municipality is to extend the refuse removal service to the rural and village communities in the long-term and to initiate waste recycling projects.

Graph: Access to Services 2016 - 2019



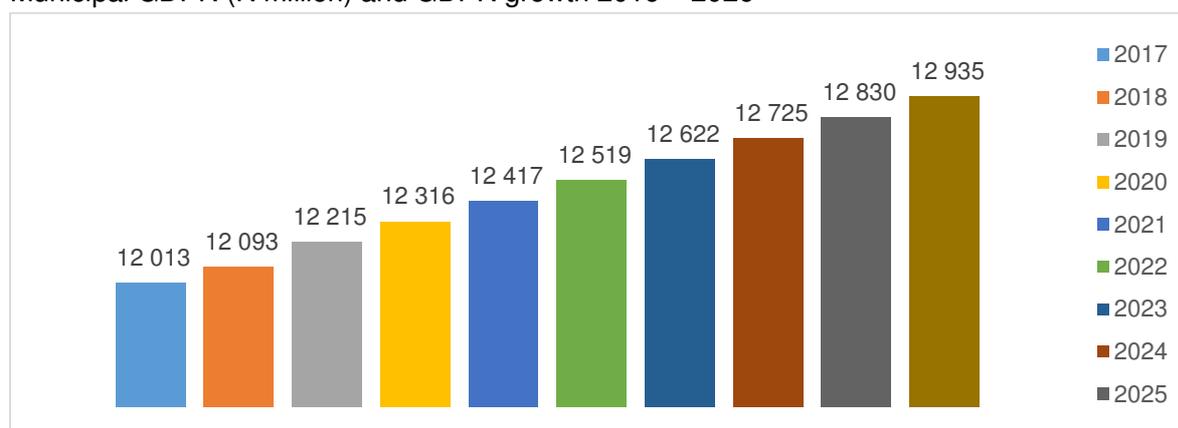
Source: Statistics SA, 2019

2.4. Economic Profile

2.4.1. Gross Domestic Product per Region (GDPR)

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

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



Source: Quantec, 2020

2.4.1.1. Sectoral GDPR, 2019

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

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

Source: Quantec, 2020

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

2.4.2. The unemployment rate for Ditsobotla

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

According to Statistics SA's narrow definition, the unemployment rate is the proportion of the labour force who are unemployed. The labour force participation rate shows the proportion of the working-age population (15 to 64) who are economically active, while the labour absorption rate indicates the proportion of working-age people who are employed. Based on 2019 statistics the unemployment rate of Ditsobotla stands at 27.18%, the economically active is 54.46% and the absorption rate is 39.65% (Quantec, 2020).

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

Table: Sectoral Employment, 2019

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

Source: Quantec; Urban-Econ calculations, 2020

2.5. Safety and Security

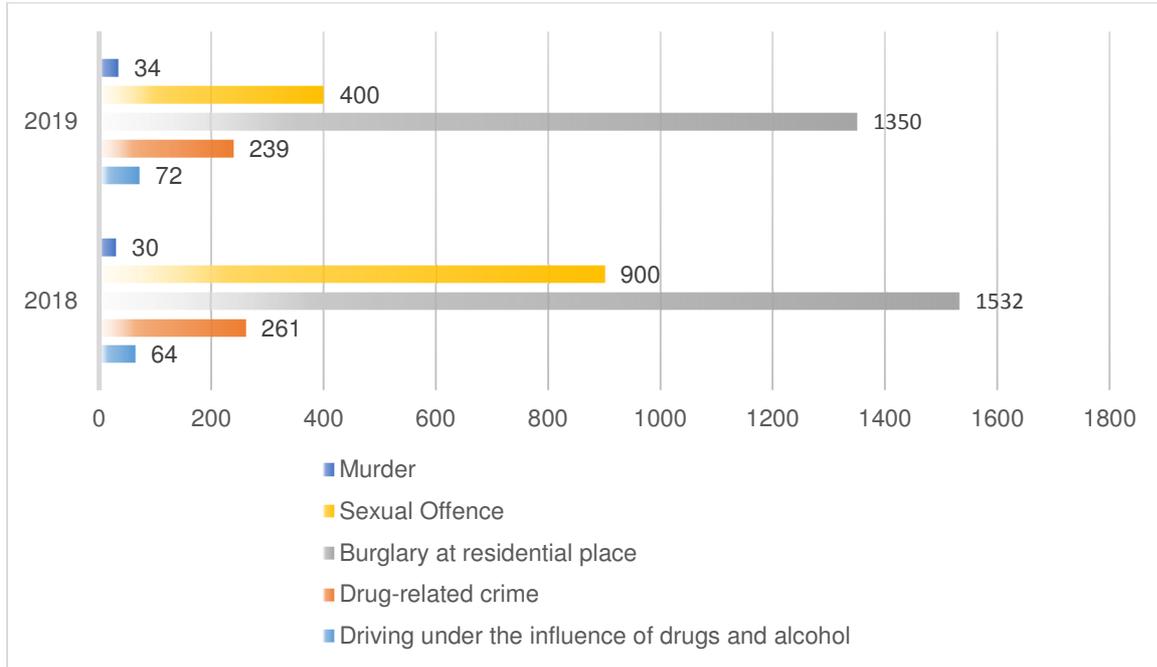
The crime statistics are important in the municipal planning process as they influence urban designs aimed at promoting the social, cultural and economic resilience of the communities and residents. Crime has a negative impact on communities which prompts a proactive planning approach anchored around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

Table: Incidence of Crime (2016 – 2019)

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

Source: SAPS; Quantec 2020

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



Source: SAPS; Quantec 2020

2.5.1. Perception of Safety

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

SECTION C: MUNICIPAL VISION AND MISSION

3. Preamble

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

3.1. Vision Statements

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

3.2. Mission Statement

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

3.3. Key Priorities of the Municipality

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

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

3.4. Municipal-wide Priority Issues & Proposed Intervention

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

- Water and sanitation;

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

At an administrative (institutional level) the immediate priority of the current administration is to adopt and implement the revenue enhancement strategies and financial management policies aimed at placing the municipality on a sustainable financial path. Part of the commitment would entail focusing on supporting the section 139(5) intervention on financial recovery.

SECTION D: SPATIAL DEVELOPMENT FRAMEWORK

4. Introduction

The Spatial Development Framework (SDF) is a core component of a Municipality's economic, sectoral, spatial, institutional and environmental vision. It consists of tiers of frameworks namely:

- A Municipal Spatial Development Framework covering the total area of jurisdiction of the Local Municipality (regional level).
- Urban Spatial Development Framework for classified urban centres according to the urban hierarchy of towns and cities for the province. This includes frameworks for the Lichtenburg Cluster and the Coligny / Tlhabologang Cluster.
- Guidelines for rural development including rural settlements.

The SDF is based on an agreed vision and planning principles that will promote equity, sustainability, fair and good governance. It seeks to address spatial restructuring issues, promote the sustainable use of land resources, stimulating economic opportunities in rural and urban areas and channelling resources to areas of greatest need (social investment).

The SDF is an essential part of the Municipal Integrated Development Plan and provides guidance for sector plans and development initiatives from all government agencies and/or departments. It also provides guidelines for the Municipality's Land Use Management System (LUMS) which should be applicable to all urban as well as rural areas.

The SDF should therefore be made accessible to a wide audience including Councillors (to take well informed decisions); Spatial Planners (to guide and manage land use and land use changes on a daily basis); Heads of Department (to align other municipal sectoral strategies and to provide a spatial rational and vision); Provincial and District Departments/Agencies (to guide initiatives and funding of projects) and the private sector (to understand the development parameters set for the local Municipality and the development opportunities that might exist).

Finally, the SDF will set principles for the prioritization of areas to be developed and projects to be implemented.

4.1. Spatial Development Vision

The spatial development vision is aligned with the municipal general vision and mission statements:

Vision: "A developmental Municipality dedicated to the social and economic upliftment of its communities"

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

The municipal area is characterised by low to medium income, high unemployment and low skills. Because of the high level of needs in the area, the Municipality has been categorized as a Priority 1 Investment Area in the Province. Taking also into account the National Spatial Development Perspective which states that economic growth and

employment creation should be focussed in areas where it will be most effective and sustainable in terms of local potential, and supporting restructuring (addressing the mismatch where people have to live and work), the spatial development vision for Ditsobotla LM was formulated:

“Address key national, provincial and local priorities by focussing the provision of socio-economic infrastructure in areas with the highest growth potential (with prospects of the highest return on capital and social upliftment) but still attending to the basic needs of people elsewhere.”

4.2. Main Challenges

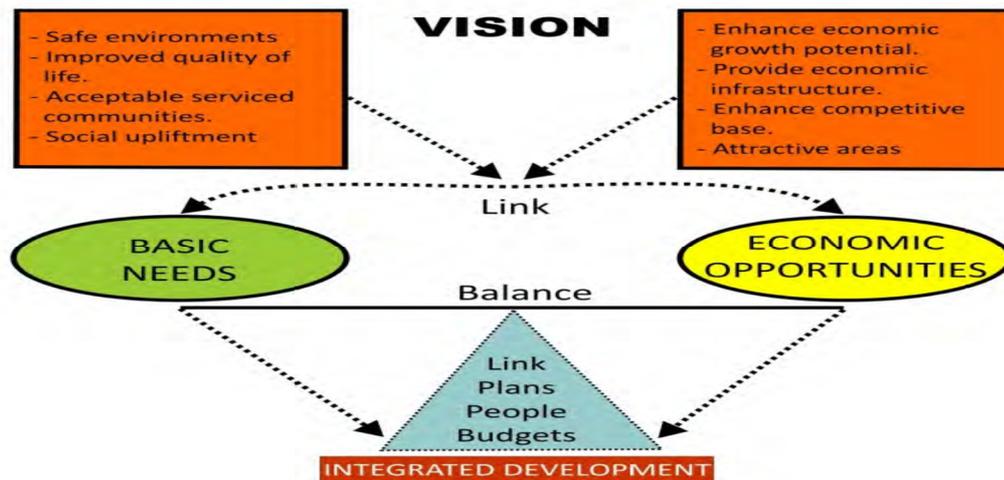
The Municipality is faced with a number of interrelated and complex problems that are rooted to some extent in the historical legacy and spatial distortions caused by inter alia, apartheid. Against this background the municipality has an obligation to address backlogs with regards to service delivery, housing provision, the provision of social facilities within the context of large numbers of unemployment, low-income, low-level of skills and less than national economic growth performance.

Ditsobotla Local Municipality is categorised by the North West Province as a Priority 1 Investment Area based on its potential for high economic growth (relative to the rest of the Municipalities) and the high level of needs. Generally, the highest economic opportunities occur within the highest ranking towns and especially, within well serviced areas, while areas of greatest need might be located in the periphery.

The spatial vision of the Municipality requires that the physical development and investment in areas with growth potential balances with a basic-needs approach in peripheral areas and townships. The challenge is to ensure that physical development in Ditsobotla LM addresses areas of need and opportunities in a way that integrates the urban areas *i.e.* linking areas of need with opportunities in a manner that ensures that the relationship between physical elements, activities and people function in an efficient, equitable and sustainable manner.

In order for the SDF to give effect to linking basic needs with economic development opportunities, requires commitment to processes that coordinate and integrate sectoral strategies and different initiatives and interventions from government.

Figure: Development Challenges



4.3. Objectives

The purpose of the SDF is to provide guidelines for “where should what happen” in municipal context. It provides therefore guidelines for identified IDP projects as reflected in various local sectoral policies and plans. As such, the SDF not only deal with land uses *per se*, but addresses critical development issues in an integrated manner. It should also assist the decision makers to prioritize between projects to be implemented within a given timeframe that will inform the IDP. Specific objectives include:

- Provide guidelines for expanding municipal land.
- Urban restructuring and the dismantling of apartheid urban patterns.
- Integrate land use and transport planning.
- Guidelines to determine rural development and settlement priorities.
- Provide guidelines for proper land use management in rural and urban areas.
- Provide guidelines for the sustainable use of the environment.
- Indicate desired land use patterns and direction of growth.
- Identify growth and development opportunities at a regional, urban and settlement level by focusing on nodes and corridors.
- Identify the most important development constraints.
- Provide guidelines to address the backlog of services in the area.
- Provide guidelines for the provision of social infrastructure and social upliftment programme in order to uplift the community where needed.

4.4. Conceptual Approach

Planning and development decisions are frequently made without understanding the socio-economic rationale and the impact of decisions over the short, medium or long term. In order to clarify the implications of the decision making process, three alternative development scenarios will be discussed. The identified scenarios all deals with the question of sustainable rural development, since the study area is characterized by the occurrence of informal traditional villages.

The point of departure, however, differ for each of the scenario's and was influenced *inter alia* by the spatial guidelines provided by the NSDP (2006), the North West Provincial Spatial Development Framework (2008) and the directive principles¹ as described in the Land Use Management Bill (2006).

Some of the main debates informing the selection of alternative scenarios are:

- Concentrated development versus dispersed development
- Balanced versus unbalanced growth
- Rural versus urban development
- The growth orientated approach versus a basic needs approach
- The Bringing work to the “people” or “people” to the work debate.

The following three possible developments scenarios was formulated to guide future spatial development in the Ditsobotla area of jurisdiction:

- Scenario I: Spatial concentration model
- Scenario II: Spatial concentration model combined with a selective cluster approach in rural areas.
- Scenario III: Dispersion modal or “blanket approach”.

4.4.1. Scenario I

The spatial concentration alternative is normally associated with an economic growth orientated approach based on the urban-industrial model. From a provincial point of view, it could be linked to an intermediate city development approach focusing on the enhancement of primary regional nodes serving the outstretched rural areas. The urban-industrial model could be adapted to suit the needs of Third World development by combining a basic needs approach with this model.

The point of departure is in line with the national spatial development vision as contained in the NSDP (2006), which states that economic growth and employment creation should focus in areas where this is most effective and sustainable; supporting restructuring (of the apartheid related mismatch between where people live and work) and by fostering development on the basis of local potential. Against the background of globalization, this alternative offers, through concentrated capital expenditure programmes, the possibility to compete with other centres in the national and international arena.

The economic rationale is that return on capital investment will be higher if concentrated in areas with growth potential. In terms of the principle of equity, it implies that social and economic upliftment programmes in rural areas and villages should focus primarily on human resource development, labour market intelligence and social transfers, so as to give people in these areas better information and opportunities to gravitate towards areas with greater economic potential from the localities in which they currently reside.

The model implies that in the case of Ditsobotla Local Municipality, the development focus should be on Lichtenburg as a growth centre situated on a Provincial Development Corridor.

4.4.2. Scenario II

The scenario also accepts the importance of spatial concentration. However, it further realizes the importance of rural villages in the provision of basic needs. Many examples in Third World countries showed that the urban-industrial model (even adapted to suite the Third World circumstances) should be complemented by a rural development strategy. In the realm of the occurrence of many dispersed rural villages in the study area, an approach could be adopted which is in line with the spatial guidelines contained in the Integrated Sustainable Rural Strategy (2000), the North West Provincial Spatial Development Framework and the NSDP (2008).

This model combines the spatial concentration model (scenario 1) with a selective cluster approach in rural areas. The selective cluster approach is also founded on the principle of “concentrated development” in areas that can support sustainable development. Selection of rural nodes should take into account:

- The immobility of poverty stricken people: -migration will take place in a stepwise fashion (implying that people will move from small rural villages to larger ones in close proximity in their search for better living conditions).
- The prospects of sustainable development (availability of resources such as water, the prospect of creating job opportunities, accessibility, prospects for integration with the formal urban system and serving as a service delivering point for the rural remainder). Villages in close proximity to each other should be clustered and integrated through development plans to become places of significance.

The next phase in the selective approach will be the formalization of selected villages with the aim to densify the villages in order to provide a higher level of services in a cost effective manner. A differential level of service (LOS) approach should be applied with regard to the provision of engineering services and social facilities in various orders of centres. The provision of higher level of services should stimulate migration towards selected nodes. This is in line with the proposal set forward in the SDF.

The rural reminder will receive the same approach as spelled out under Scenario I implying less capital expenditure programmes in these areas except for providing basic services (that is a constitutional right of all people).

4.4.3. Scenario III

The dispersion model or “blanket approach” is based on the fact that “selectivity” is in general unacceptable from an “equity” point of view. Municipalities will be

under pressure to provide in all the needs of all inhabitants simultaneously. This approach could be associated with the “balanced approach” towards development. Although “balance” is the ultimate goal of all spatial strategies, this might not be realistic as an initial development approach, simply because of the lack of financial resources to address all needs of the population in all places simultaneously. An even distribution of the municipal budget over all wards (“blanket approach”) might mean that resources being spread so thinly that nobody gets “warm” or experience the effect of dispersed development efforts.

Figure: Development Scenarios



4.4.4. Preferred Option

The second scenario which is a spatial concentration model combined with a selective cluster approach was chosen as a conceptual development approach for Ditsobotla Local Municipality. The model attempts to combine the advantages of the spatial concentration model with the advantages of the dispersion model: it tries to retain the advantages of spatial concentration while also speeding up the process of dispersion (“the trickling down effect towards the most sustainable rural localities”).

The second scenario was also chosen as the preferred option based on the following:

- The principles in this scenario are in line with development thinking as described in the Integrated Sustainable Rural Development Strategy, the North West SDF (2008) as well as the NSDP (2006).
- It will guide decision-making to the point where development decisions will be more rational with the implication that services could be provided more cost effectively and jobs could be provided closer to home based on capitalization on the occurrence comparative advantages in the area.
- The return on capital spend will be the highest in terms of urban as well as rural development.
- Sustainable development is more obtainable.
- Optimise the prospects of economic growth in urban as well as rural areas.

The financial rational and implication of this conceptual approach is that:

- Capital expenditure programmes will focus to a large extent on Lichtenburg as primary regional node in the municipal area of jurisdiction.
- A concentrated decentralized capital expenditure approach or “selective rural cluster development approach” with regard to rural settlements will be promoted. Selectively will be based on inter alia the prospects of obtaining sustainable development. A hierarchy of rural clusters should be determined by making use of sustainable parameters.
- Socio-economic upliftment programmes and capital spending in rural areas and villages should focus primarily on human resource development, labour market intelligence and social transfers, so as to give people in these areas better information and opportunities to gravitate towards areas with greater economic potential.

Based on the spatial development vision and the development principles informing the preferred conceptual approach, the following principle led intervention zones could be identified for Ditsobotla Local Municipality.

4.5. Planning Principles

The normative principles put forward in the NSDP (2006) forms the bases on which spatial proposals are formalized. It also recognised that rapid economic growth that is sustained and inclusive, is a prerequisite for the achievement of other policy objectives, among which poverty alleviation is key. Yet, government has a constitutional obligation to provide basic services to all citizens wherever they reside. It is therefore imperative that government spending on fixed investment should be focussed on localities of economic growth and/or economic activities in order to create sustainable employment opportunities.

Social inequalities should be addressed by focussing on ‘people’ and not ‘places’. In areas where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities (such as Lichtenburg and Coligny). In localities with low demonstrated economic potential, government should, beyond the provision of basic services, concentrate primarily on human capital development by providing education, training and social transfers to relief poverty.

The restructuring of regional spatial distortions needs a clear set of policy directives in order to direct people to migrate towards areas with higher level of services and opportunities. Therefore, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that will become major growth nodes and gateways in the global arena.

Ditsobotla should further capitalize on its status as a Priority 1 Investment Area in the Province according to the PSDF (2008). Other macro SDF guidelines that reflect the objectives of the PSDF include:

- Capitalizing on the location of Lichtenburg on one of the important provincial corridors
- Enhance Lichtenburg's role as a regional centre of importance.
- Enhancement of sustainable development which involves:
 - The protection, sustainable use and management of the environment;
 - Proper land use management;
 - The cost-effective provision of services;
 - The creation of job-opportunities in close proximity to natural resources (i.e. prime agriculture, mining etc.) and urban settlement.
 - Providing spatial and development guidelines that could assist in spatial reconstruction and reducing the imbalances of the past through concentrating employment opportunities in areas with development potential (imbalance here specifically refer to the mismatch of where people have to live and work).
 - Provision of basic guidelines for a land use management system in the municipality.
 - Give effect to the principles contained in Chapter 1 of the Development Facilitation Act, 1995 (Act no 67 of 1995) which include equality, efficiency, integration sustainable development and fair and good governance.
 - Provision of spatial and development guidelines that will inform and help to prioritize capital expenditure programmes within the local municipal area of jurisdiction.
 - Taking into account and integrate local development with adjacent local municipalities land development proposals.

4.6. Infrastructure

The provision of good infrastructure is not only important in order to maintain a high level of development but also to attract new investment in areas. Dr. Jeffrey Delmon, senior infrastructure specialist of The World Bank, begins his book indicating that, "Poor infrastructure impedes a nation's economic growth and international competitiveness.

Insufficient infrastructure also represents a major cause of loss of quality of life, illness and death. This raises infrastructure services from good investment to a moral and economic imperative. In order to stimulate growth and reduce poverty, it is essential to improve the supply, quality and affordability of infrastructure services. The unmet demands are huge, and investments have not matched demand (The World Bank 2008)."

The relevance of infrastructure could be summarised as follow:

- The Global Competitiveness Report 2010-2011 of the 2010 World Economic Forum values the competitiveness of 133 economies and thus provides the

most complete economic evaluation of its kind. The Forum uses 12 determinants, which the report calls “pillars”, to measure competitiveness. The second basic pillar is infrastructure (World Economic Forum 2010).

- The report emphasizes that, "Extensive and efficient infrastructure is critical for ensuring the effective functioning of the economy, as it is an important factor determining the location of economic activity and the kinds of activities or sectors that can develop in a particular economy.
- Well-developed infrastructure reduces the effect of distance between regions, integrating the national market and connecting it at low cost to markets in other countries and regions. In addition, the quality and extensiveness of infrastructure networks significantly impact economic growth and affect income inequalities and poverty in a variety of ways. A well-developed transport and communications infrastructure network is a prerequisite for the access of less-developed communities to core economic activities and services."
- "Effective modes of transport, including quality roads, railroads, ports, and air transport, enable entrepreneurs to get their goods and services to market in a secure and timely manner and facilitate the movement of workers to the most suitable jobs. Economies also depend on electricity supplies that are free of interruptions and shortages so that businesses and factories can work unimpeded. Finally, a solid and extensive communications network allows for a rapid and free flow of information, which increases overall economic efficiency by helping to ensure that businesses can communicate and decisions are made by economic actors taking into account all available relevant information."

The importance of infrastructure development and effect thereof on the local economic activity is as follow:

- Dr. Rafael Izquierdo, Emeritus and Jean Monnet Professor, highlight the existing correlation between infrastructure and economic activity: the economic effects originated in the construction phase and those that rise during the usage phase of the infrastructure (Izquierdo 2004).
- The construction phase is associated with the short-term effects and is a consequence of the decisions in the public sector that could affect macroeconomic variables: GDP, employment, public deficit, inflation, among others. The public investment expands the aggregate demand, yielding a boost to the employment, production and income.
- The macroeconomic effects at a medium and long term, associated with the utilization phase are related to the increase of productivity in the private sector and its effects over the territory. Both influence significantly in the competitiveness degree of the economy.
- Infrastructure investments have a remarkably positive effect on economic development. The results obtained when applying models like the Cobb-Douglas yield a median value of 0.30, which means that public investment equivalent to 100% of the public capital stock would lead to a private production growth of 300%.

- Investing in infrastructure constitutes one of the main mechanisms to increase income, employment, productivity and consequently, the competitiveness of an economy. (*Public-Private Partnership Authority, Vol.1.2001*)

4.7. Hierarchy of Towns and Settlements

In terms of the PSDF (2008) the following hierarchy of higher order nodes have been identified and classified:

- Lichtenburg – Priority 1 investment area
- Coligny – Priority 3 investment area

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

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

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

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

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

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

The conceptual approach that was formulated for development of a regional level provides the basic principles for a spatial concentration model combined with a selective cluster approach.

4.8. Nodal Development

The new strategic direction taken by National Treasury requires a focused approach in precinct investment planning, development and management to create an enabling environment for economic growth and development. The focused approach involves consolidation of the current interventions located throughout the townships into strategic locations that are easily accessible and offer a diverse land use, services and activities. The primary purpose is to achieve spatial transformation in order to optimize access to socioeconomic opportunities of township residents whilst creating an enabling environment for private and other public sector investment. Additional information is provided below.

4.8.1. Purpose

The purpose of the new focus is to provide a strategic approach to urban regeneration, including township regeneration as a key component thereof, in a way that optimizes value for money and ensures long term impact. One of the key drivers of economic growth and development in any country is the efficient, effective and sustainable operation of cities and towns. Cities and towns should be regarded as national assets. They are the economic engines of the country. This is where the majority of the population is currently living and it is a well-documented fact that urbanization will increase in the future, thereby increasing their importance. In the case of Ditsobotla the focus should therefore be on the Lichtenburg Cluster and the Coligny/Tlhabologang Clusters.

South African towns and cities have fragmented spatial structures inherited from Apartheid planning and development programmes as well as later development practices. They consist of well developed areas with strong nodes and efficient transport infrastructure, high levels of investment and land use diversity, on the one hand and marginalized townships with weak nodes and linkages, low levels of investment and primarily residential land use. This has culminated in severe spatial inefficiencies, which result in economic inefficiencies, inequalities and marginalized access to economic and other opportunities by the majority of people living in sprawling peri-urban areas, especially the poor.

Existing public infrastructure programmes in urban areas at national, provincial and municipal spheres are not adequately addressing this important strategic challenge. Although some impact is being made, it is clear that there is major room for improvements to ensure significant long term impact. The same applies to ensuring better value for money in the planning and development processes of public infrastructure programmes in urban areas.

A pragmatic programme is therefore requires to restructure SA Cities and towns (urban areas) in such a way that addresses the above-mentioned challenges and at the same time contributes to the national priority of job creation via skills development, economic investment, development and growth.

4.8.2. Proposed Urban Network Model

It is proposed that an urban network be put in place for each SA city and town (urban areas). The proposal is essentially a transit-orientated precinct investment planning, development and management approach aimed at strategic spatial transformation in order to optimize access to social and economic opportunities for all and especially the poor as well as to minimize transaction cost to participating in the urban economy. The approach will work towards a more efficient urban environment that creates as enabling environment for economic growth and development.

PRIMARY NETWORK LEVEL (SCALE: ENTIRE URBAN AREA, I.E. ONE OR MORE ADJACENT MUNICIPALITIES):

This will consist of a number of primary nodes and rapid public transport linkages that connect these nodes with the CBD of the respective urban area. Primary nodes consist of two types: (i) A new “Neighbourhood Hub” located within each township or cluster of townships, and (ii) the developed, established nodes outside townships.

SECONDARY NETWORK LEVEL (SCALE: INDIVIDUAL TOWNSHIP OR CLUSTER OF TOWNSHIPS):

This will consist of secondary public transport linkages that connect each Neighbourhood Hub with lower order nodes in strategic locations within the rest of the township or cluster of townships. The idea is that these lower order nodes will transform into Secondary nodes over time, as a result of the future network hierarchy that will be in place and the convergence of people in certain places. People from all locations within each township will have easy access to the Neighbourhood Hub via these linkages.

A Neighbourhood Hub will function as the “town centre” for the surrounding township or cluster of townships and provide access to the rest of the wider urban area. It will be planned and developed as a high density, mixed precinct that contains a diverse variety of land uses, services and activities. At the core of the Neighbourhood Hub will be an efficient intermodal public transport facility and a system of public spaces and walkways where people can experience a diverse range of activities.

Land uses such as retail, recreation, offices, banking, community facilities and government services, hospitality/tourism, leisure and high density housing will be located around the core within an urban design framework that promotes a vibrant sense of place in which to live, work and play. A variety of tenant types and sizes and high levels of both public and private sector investment will define the Neighbourhood Hub as a place of convergence and high connectivity.

The above will be achieved through a partnership-based investment programme, as well as economic development programme that will attract a wider range of business activities to the Neighbourhood Hubs. There are two key considerations in the planning process: (1) the location of the Neighbourhood Hub and (2) the design of the Neighbourhood Hub precinct. The location should be determined by criteria such as accessibility, proximity, connectivity, cost and/or effort to get to and from the Hub. It is premised on the notion that some places are of greater importance than others because they are more central. The key objective in this regard is to optimize public transport convergence.

This should be undertaken in line with existing municipal spatial frameworks, the local knowledge of municipal officials as well as utilizing specialized GIS technology. Once the location has been determined, the design of each Neighbourhood Hub will be undertaken in terms of an Urban Design Model, which will be made available to municipalities as a toolkit.

Primary rapid transport linkages refer to high-capacity rapid public transport systems with a separated right of-way, such as BRT. These linkages are aimed at providing rapid and cost effective public transport between Neighbourhood Hubs and the rest of the urban area via developed nodes, the CBD and other Neighbourhood Hubs. Secondary public transport linkages refer to improved street and pavement infrastructure, as well as open space systems that enable the efficient movement of taxis, bicycles and pedestrians.

Developed Nodes outside of townships, including CBD, are prime areas for the location of future high density housing solutions catering for a range of income levels. These areas also need to be managed more intensively at precinct level in order to increase efficiencies and protect investment of all parties, i.e. public and private assets.

4.8.3. Development Corridor

One of the normative principles of the National Spatial Development Perspective (NSDP, 2006) is that, in order to overcome the spatial distortions of apartheid, future settlements and economic development opportunities should be channelled into 'activity corridors and nodes' that are adjacent to or link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

The NSDP principles are specifically aimed at focussing government action and investment, avoiding the so-called 'watering-can-approach' and at enabling the developmental State to achieve maximum social and economic impact within the content of limited resources.

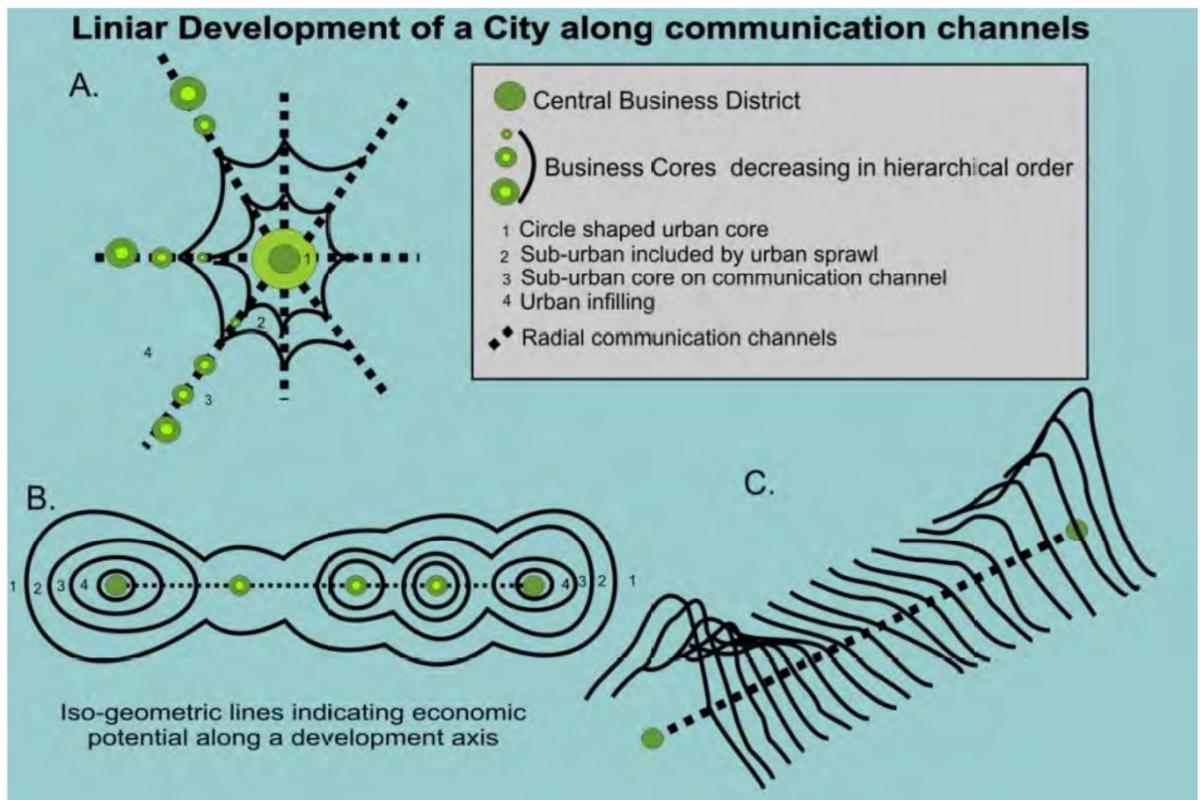
Therefore, also in Ditsobotla development corridors should become an important spatial element in restructuring spatial form and to unlock the inherent development potential on a regional as well as urban level. The following main corridors could be identified:

4.8.3.1. Defining Development Corridors

A development corridor is a linear zone of development flanking a public transport or main route. Public transport facilities, mixed land uses and people are all focused here, hence a strong relationship exists between the transportation route and surrounding land uses. A corridor cannot exist and operate in the absence of nodes. The corridor not only forms the link between nodes, but also relies on nodes along its length to generate movement and activity. Nodes form the logical points at which to focus economic and social investment. Other important features of corridors area:

- The outcome of centripetal forces emanating from the CBD is a circle shaped or concentric growth around a nodal point while the radial road network induces a star shaped city. Central growth normally extends first along the main thoroughfares radiating from the centre, and later filling in the parts lying in-between.
- The formation of development axis is the result of interaction between two core areas along a communication channel. The bigger the core areas, the higher the level of interaction between them. The closer the core areas are to each other, the stronger will the forces be that results in the formation of a development axis. It is important to note that the development axis emanates from the core areas, and not the core areas from the axis.
- The highest economic potential exists in the core areas and reduces further away as indicated by the isogeometric lines of economic probability.
- Cities / towns should capitalize on the development potential of intra-urban and inter-urban development corridors which connects them with other urban settlements. The implication of the above is that priority should be to develop and stimulate the existing core areas situated on identified development corridors.

Figure: Linear Development of a city along Communication Channels



4.8.3.2. Provincial Corridor

The Mahikeng – Potchefstroom corridor (R503) running through Lichtenburg and Coligny. The corridor is one of the identified corridors with Provincial importance from a strategic development point of view because of its ability to improve linkages between the capital of the Province and the south-eastern parts of the Province (as well as with Gauteng).

4.8.3.3. Activity Spines

Activity spines refer to the urban level routes that form the main distribution network within the urban area and between different urban areas. The most important ones are:

- Lichtenburg / Boikhutso
 - Thabo Mbeki Drive
 - Dr. Nelson Mandela Drive
 - Main access road to Boikhutso
- Coligny / Tlhabologang
 - All collector roads that provides access to Coligny
- Itsoseng / Bodibe
 - The two settlement distributor roads
 - Itsoseng main road

4.8.4. Land Use Management

“There is no difference between land use planning and sustainable development land use, because good land use planning will ensure sustainable development” (Sairinen,2003:12).

Points of Departure

Land Use Management means the establishing or implementing of any measure to manage, restrict or regulate land within a municipal area. A land use management system of the municipality consists of various mechanisms of which the Spatial Development Framework (SDF), official municipal land use policies as well as the Land Use Management Scheme (LUMS) form the main or core components of a land use management system. Land Management has two key goals:

- It must provide effective protection to both the natural environment and member of the public from negative impacts of land development and land use change.
- It must provide effective protection to both the natural environmental and members of the public and all spheres of government so that there is shared and consisting understanding of the scale, extent and nature of permissible land development.

Although the Spatial Development Framework (SDF) will provide guidelines as well as land policy for the municipal area, a Land Use Management Scheme (LUMS) is crucial to regulate land development and land use change applications within the urban as well as rural areas. The land use management systems of the municipality (SDF, Policies and LUMS) should be based on the following national principles:

- Equality
 - Be treated equally by law
 - Equal protection and benefit from the law
 - No unfair discrimination
- Good Governance
 - Lawful, reasonable and procedurally fair
 - Just administrative action
 - Promote understanding of affected persons
 - Promote efficient administration (adequate notices, invitations, decision time, etc.)
- Sustainable
 - Land used only in accordance to law
 - Account for disaster management
 - Synergy between economic, social, environmental and political concerns

- Protect natural, environmental and cultural resources
- Preserve prime agricultural
- Efficiency
 - Ensure best use of available resources
 - Promote compact towns
 - Secure proximity between residence and work places
- Integrated
 - Promote efficient, functional and integrated settlements
 - Be functionally, co-ordinated, aligned with account to be related policies
 - Promote integration of communities from diverse backgrounds
 - Facilitate appropriate mixed land use development

These Directive Principles form the basis for any land development decisions as well as land use change applications within the municipal area.

4.9. Function and Alignment of the Spatial Development Framework

The role and function of the Ditsobotla SDF as part of the land use management system is indicated in the following figure below.

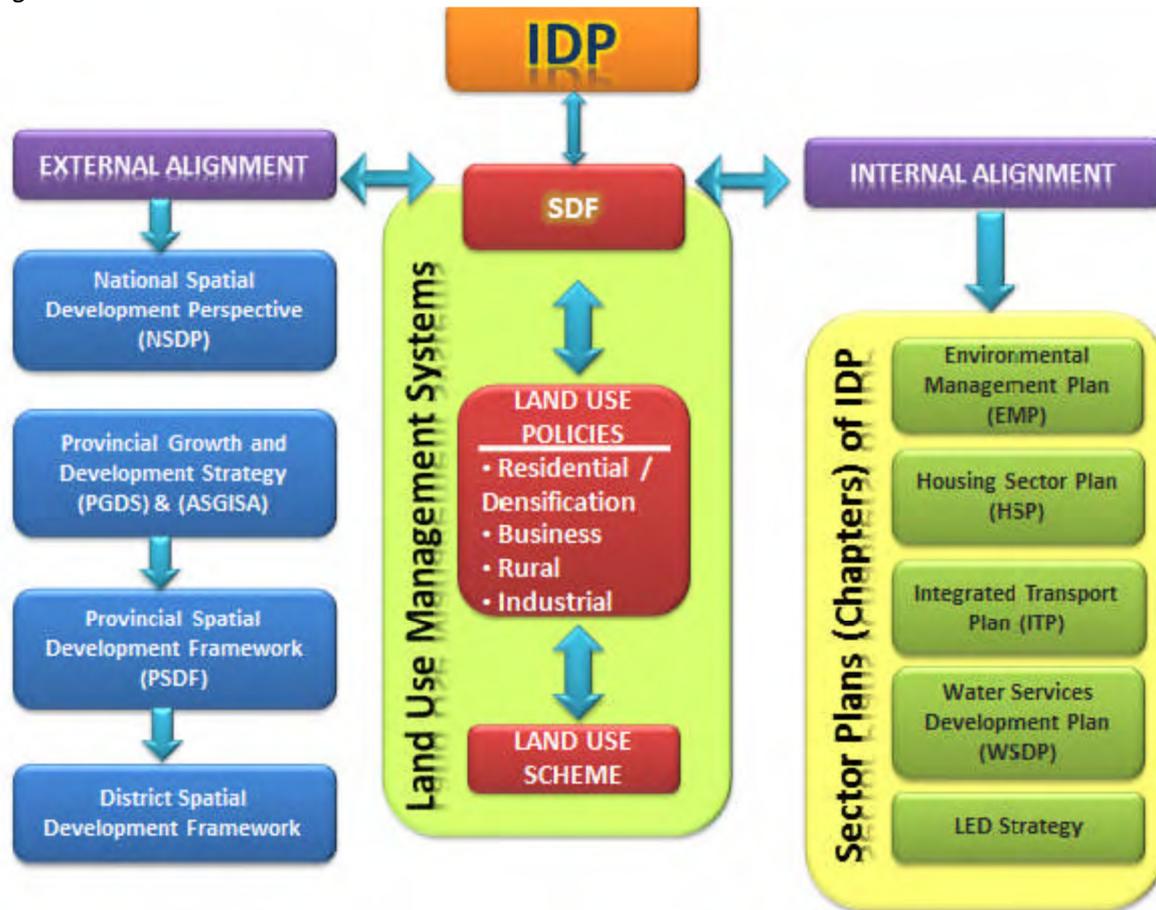
As an integrated part of the IDP, the SDF must on the one hand align with National, Provincial and District Policies / Plans and on the other hand also align with the municipal sector plans. It must also be informed and also provide inputs in the municipal land use policies as well as the land use scheme. The SDF can also include detail land use guidelines / plans for certain precincts which require more detail spatial proposal.

A Spatial Development Framework, reflecting the spatial policy of the municipality cannot allocate land use rights on land, but should be employed during decision making process as a spatial guideline. Applicants applying for land use rights must still provide proof of the desirability (merits) for a particular land use based on:

- Environmental Impact;
- Social Impact;
- Traffic Impact;
- Provision of bulk and
- Heritage Impact.

The SDF must be seen as a working document that can and will be subject to changes as new policies, projects and sector plans are formulated.

Figure: The Role of the SDF in Land Use



- Create quality, well-balanced urban environments which are convenient, attractive and safe.
- Enhancement of the image of Lichtenburg.
- Conservation, development and management of a functional open space system.
- Minimizing or reducing the footprint of the city: Cities transform natural land and alter the ecosystems in which they are located in a magnitude of ways. This in itself warrants a concerted effort to limit the impact of affected areas, as well as the ecosystems involved.
- Prevention of destruction of agricultural land: The urban sprawl impacts on areas of high value agricultural land. In many developing countries urban agriculture also provides employment and food security to the urban poor.
- Improvement of the use of public transport: Improving the use of public transport by increasing residential densities in nodes and along public transport corridors, which has major implications for the way in which cities are built and managed. The other is greater integration between the various entities involved in land use and transport.
- Improvement of the efficiency of urban areas: Compact cities increases general accessibility, the level of convenience reduces costs in terms of time, money and opportunity, both for local government as well as for citizens. Compact cities in which infrastructure investment is planned are more efficient than cities in which this is not the case.
- Reducing inequality: One of the objectives of intervening in the form and density of development of urban areas is to ensure greater access for all, especially the poor, to the benefit and opportunity of urban living.
- Increase of the marketability of the city: The physical urban environment of a city, including its quality and liveability, plays a major role in its competitiveness. In addition to this, the message that potential investors get from a city that seems under control and function well, is that it is well planned and managed in an integrated way.

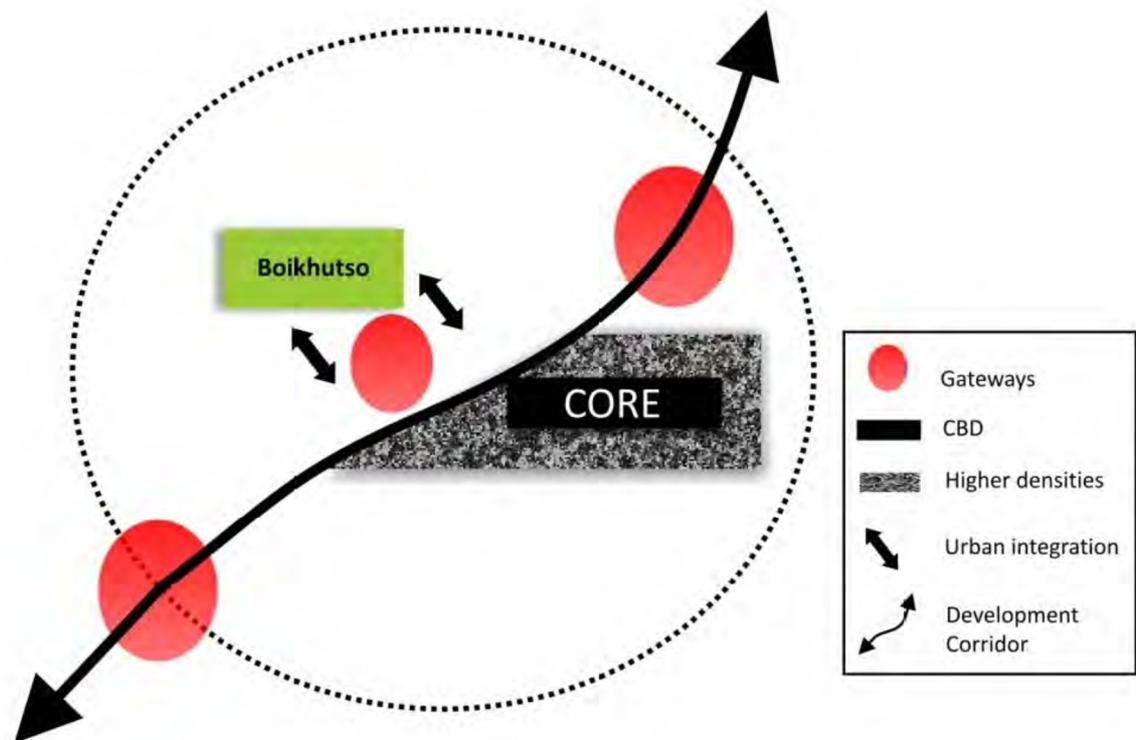
4.10.1.3. Conceptual Approach

Based on the objectives and planning principles above, the main elements of the concept are the capitalization on the proposed provincial development corridor by proactively planning for the alignment of a future bypass road that will:

- Enhance inter- as well as intra city traffic movement.
- Enhance the process of urban integration and urban infilling.
- Capitalize on new development opportunities along the corridor and at “gateway” localities; and
- Relieve congestion in the core area.

The conceptual approach is illustrated below.

Graph: Lichtenburg Cluster Conceptual Approach



The following spatial proposals will be discussed:

- The urban zones
- Development corridor
- Business development
- Industrial and commercial development
- Residential development
- Municipal open space system

4.10.1.3.1. Development Zones

The urban area of Lichtenburg can be subdivided into the following intervention zones:

Urban Build-up area

- Defined as the current urban area (existing development area)

Urban Edge

This is a demarcated zone and interrelated policy that serves to manage direct and limit urban expansion. The main function of the urban edge is to restrict urban sprawl, promote densification of areas and the protection of agricultural and environmental resources. This area includes the build-up areas as well as expected short and medium term developments. As far as development is concerned, the following strategic interventions should be applicable within these zones:

Urban Build-up area

- Densification and integration
- Urban infill
- Upgrading and proper maintenance of infrastructure
- Urban renewal
- Protection of environmental sensitive areas as well as cultural heritage resources

Urban Edge

- Planning and provision of bulk services for new development areas
- Planning and development of new township establishments / development projects in such a manner that it will enhance integration of areas.
- Integration of environmental sensitive areas within the municipal open space system.
- Stimulation of local economic development projects. The importance of the role and function of the urban edge needs to be understood to ensure the effectiveness thereof as a planning tool.

The main objectives of the edge are:

- To counter urban sprawl, and curtail the pattern of low-density, haphazard and discontinuous development within the urban edge.
- To promote a more compact, efficient, safe, equitable and accessible urban form through containing and intensifying urban development.
- To protect and rehabilitate environmentally significant local open space.
- To re-orientate expectation of continuous outward urban expansion.
- To rationalize infrastructure and service delivery to designated and consolidated urban areas.
- To promote public transport and local economic development with an integrated system of activity corridors and nodes.

4.10.1.3.2. Development Corridor

The North West Spatial Development Framework identified a new Provincial Development Corridor that link Potchefstroom via Coligny and Lichtenburg towards Mafikeng. It is therefore important that local urban planning make provision for the proper alignment of the corridor, and in so-doing, to take full advantage of what the corridor has to offer. In principle the identification of a corridor on Provincial level implies that such a route will be prioritised as an important link and transport

corridor. Therefore, it could be expected that such a corridor will also be prioritized from a maintenance and upgrade point of view.

The success of the corridor as an effective transport route will not only be determined by the maintenance and quality of road infrastructure, but also to the extent that traffic can reach their destinations in the shortest period of time. The proper alignment of the corridor to reduce traffic congestion and delays through urban areas, is thus of utmost importance. The pro-active alignment of the future corridor through the already urbanised areas is also necessary to guide future extensions, and where possible, to capitalise on the opportunities it might present.

Two possible alignments are identified:

- A short-term alignment with a western by-pass road linking through town with the Coligny road (A).
- A longer-term alignment with a western by-pass road linking with the Coligny road through a southern by-pass link (B). Presently the Swaruggens / Koster road directs traffic into midtown and through residential areas. It is also proposed that this road be re-aligned to alleviate future traffic directly towards the Provincial corridor. Traffic from this direction can either go south towards Potchefstroom on the Provincial corridor or north towards Mahikeng on the southern by-pass road. The by-pass roads should be planned with Provincial standards:
 - Restricted access on the roads to enhance traffic flow.
 - Special management is needed to ensure that the aesthetic appearance of buildings, fences and landscaping is of a high standard in order to improve the image of the city. Council must ensure that the land use management scheme make proper provision to manage land use changes and the erection of buildings along the corridor.
 - Restrict parking of heavy vehicles within the road reserve.
 - Proper management of the erection and maintenance of advertising signs.
 - Preference should be given to commercial, business and transport related activities to capitalise on localities along the corridors.

4.10.1.3.3. Business Development

4.10.1.3.3.1. Central Business District (CBD)

The existing central business district accommodates most of the business activities in Lichtenburg. Demand modelling revealed that the Ditsobotla Local Municipality has the potential to accommodate 38 000m² and 168 000m² of trade space over the next 15 – 20 years and could create an additional 5629 employment opportunities (Demacon, 2012).

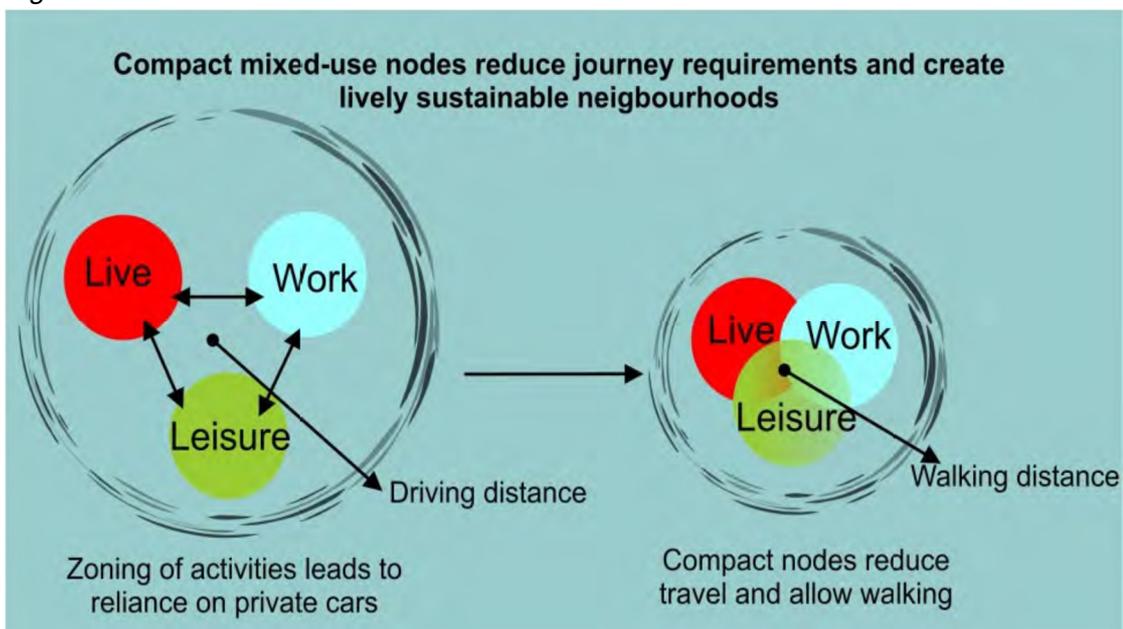
Traffic entering Lichtenburg from five directions have no alternative other than to move through midtown. This result in a situation where provincial, regional and local traffic are forced on the same routes through the most congested areas of the town namely the CBD. The provision of the envisaged by-pass roads will assist to alleviate this situation to a large extend.

The CBD area already represent a mix of business and commercial development with commercial development locating mainly along Thabo Mbeki Drive and business along Mandela Drive. The

figure below indicate the demonstration of the future areas earmarked for business development based on new tendencies and development pressure to expand. Growth in the retail sector within the CBD is, however, restricted due to the lack of bulk services. In order to attract new private sector investment in the provision of bulk services need to be addressed.

Higher residential densities should be allowed in and around the CBD as part of a mixed land use approach. A mixed land use approach could be defined as “the spatial integration of residential, commercial, recreation, social and public uses.” Such an approach will also reduce the need to travel. However, with such an approach comes a new responsibility for urban designers and planners to ensure that the mixed land uses will be integrated in such a manner that it will ensure a diverse environment which is vibrant and interesting and by reducing possible negative externalities.

Figure: Mixed Land Use Nodes



There is a need to revitalize the existing taxi and bus rank to accommodate shelters and formal stalls. As a large percentage of the population rely on public transport, the proper integration within a multi land use node is essential. It might be necessary to separate long distance and short distance facilities due to the lack of space in the CBD of Lichtenburg. The long distance transport facility should preferably be located and integrated with the proposed gateway project on the provincial corridor.

4.10.1.3.3.2. Other Business Nodes

A number of decentralised nodes have been approved by the Local Municipality that could relieve the pressure on the CBD area. The development of business should be evaluated against the background of the Classification Standards for South African Council of Shopping Centres (2010).

The provision of businesses should be based on a well-formulated system, where the municipality should be convinced of the need and desirability of proposed development. Development should be aimed at the whole community and provides healthy competition throughout the municipality.

4.10.1.4. Gateways

“Gateways” can be defined as major entry points (normally where higher order roads intersect) to improve the image of the city as they are normally well planned and aesthetically attractive. Such a centre is presently planned and approved by Council where the Mahikeng road enters Lichtenburg from the west and where it intersects with Thabo Mbeki Drive.

In view of the fact that gateway localities (especially on development corridors) offers high levels of accessibility, visibility and exposure, certain transport orientated business, commercial development, accommodation enterprises and value centres can also be considered at these nodes, provided that they are properly designed and landscaped, focusing on street frontages, building facades, open spaces and access.

4.10.1.5. Decentralized Nodes

The development of new business nodes should be considered by the local municipality on the basis that it should not be to the detriment of the existing CBD or any other existing development. The management of business nodes within the urban area should be based on inter alia the following principles:

- Strengthening of existing nodes should be encouraged;
- New development nodes in built-up areas should be discourages. The fore-mentioned exclude areas not currently adequately serviced by existing nodes.
- Each development application should be evaluated in terms of the following criteria-:
 - Traffic impact
 - Environmental impact
 - Social impact
 - Infrastructure capacity
 - Any other requirements of the Local Municipality (policies).

4.10.1.6. Neighbourhood Nodes and Activity Streets

There is a need to provide for day to day household needs within neighbourhoods. This can be either in the form of a small neighbourhood shopping centre or along an activity street.

4.10.1.7. Burgersdorp

Presently the area along Beyers Naude Drive between 8th Avenue and 11th Avenue is earmarked for business/retail development in the Burgersdorp area. This area can be extended as indicated on figure below.

Burgersdorp Activity Street



There is also more and more pressure along 12th Avenue for business rights as this road is frequently used as a link road between Burgersdorp, Boikhutso and the Lichtenburg CBD area. It

is however proposed that only accommodation establishments, offices and medical rooms be accommodated along this street.

4.10.1.8. Boikhutso

The community of Boikhutso is presently underserved by business facilities in close proximity to them. Although the town is developed only as a dormitory township, the need exists to provide social and retail facilities in Boikhutso. An existing, underdeveloped node has been identified (see **Map 13**) that can be developed using the same principles as being used for the Neighbourhood Development Partnership Grant Projects (NDPG).

The area should be made attractive by providing hard and soft landscaping areas, as well as the upgrading of the road reserve which include proper street lighting, paving along the road for walkways, three planting, street furniture etc. Priority should be given to the road reserve between this proposed neighbourhood node and the entrance to the township. Proper transport facilities need also to be provided which is integrated with the proposed mixed use node in the township.

Development opportunities also exist at this entrance point to Boikhutso and should be encouraged. Businesses at this locality could also capitalise on passing-by traffic.

4.10.1.9. Industrial and Commercial Development

The industrial sector and more specifically, the manufacturing sector, contributed 11,8% in 2010 towards the GVA of the local economy. That is the third largest contribution to the GVA and therefore plays an important part in the local economy of the area. It also contributed 10% towards the combined regional economy's formal employment in 2010, while the average growth between 1995 – 2010 was 3,9%. However, the tendency improved with a growth of 6% in 2010.

According to the demand modelling that was done to determine the need for industrial space in Ditsobotla Local Municipality, an additional 34 – 98ha of industrial land might be needed over the next 15 – 20 years. Industrial space of 488 772m² will require a capital investment of R2 199 472 019 and create approximately 13 915 employment opportunities. (Demacon, 2012).

The available industrial land in the "MC Van Niekerk" industrial area could still accommodate in the spatial needs over a short-term. The 2007 SDF proposed that this industrial site could expand towards the south in future. However, in the light of the prospects to provide more prime industrial land for industrial purposes, new areas were identified for industrial parks, light industrial as well as heavy industrial areas.

4.10.1.10. Industrial Park

With the objective to earmark prime land for industrial development purposes, an industrial park site was identified as part of the 'gateway' development proposals on the main provincial development corridor. This site is not only strategically well located, but also have good accessibility, visibility and prospects for free marketing from the main road.

This industrial park should be developed with the emphasis on high level standards as is prescribed for the development of industrial parks. The development parameters for the industrial park should be included in a revised Town-planning or Land Use Management Scheme. Some of the most important elements included in the development of the park are captured in the definition

of an industrial park as formulated by the “Dartmouth Conference on Industrial Parks” that reads as follow:

“An industrial park is a planned or organized industrial district with a comprehensive plan which is designed to insure compatibility between the industrial operations therein and the existing activities and character of the community in which the park is located. The plan must provide for streets designed to facilitate truck and other traffic, proper setbacks, lot size minimums, land use ratio minimums, architectural provisions, landscaping requirements, and specific use requirements, all for the purpose of promoting the degrees of openness and park-like character which are appropriate to harmonious integration into the neighbourhood.

The industrial park must be of sufficient size and must be suitably zoned to protect the areas surrounding it from being devoted to lower uses. The management is charged with the continuing responsibility of preserving compatibility between the park and the community as well as protecting the investments of the developer and the tenants.” (Lockmoeller, 1975; Industrial Development Handbook).

Coverage of industrial park sites should preferably not be more than 40%.

4.10.1.11. Noxious/Heavy Industries

A site for the development of industrial activities that can accommodate noxious and heavy industries are earmarked in the north-eastern parts of Lichtenburg, but still within the urban edge. The site is adjacent to existing industrial development and municipal land uses (See **Map 13**). The site could have good accessibility from the Lichtenburg – Koster road and is in close proximity to Lafarage. Township establishment should, however, take into consideration the natural open space system that occurs to the east of the site. Linkages to the existing railway network should also be possible but should be carefully planned.

4.10.1.12. Light Industries

Additional land for light industrial development and commercial development is earmarked east of the airport and adjacent to an existing light industrial site. This area is strategically well located between the Koster – Lichtenburg road and the proposed eastern by-pass road. The close proximity to the airport might also be to the advantage of these sites.

In order to make this area more accessible, a proper link road should be constructed from the Lichtenburg – Koster road.

4.10.1.13. Residential Development

The objectives set for the development of desired spatial patterns is to a large extend applicable to residential development. These include the objectives to:

- Enhance compact cities
- Obtain higher densities
- Urban infilling
- Enhance spatial integration

The 2012 land use survey indicated an immediate backlog of 2 224 informal structures (570 in Lichtenburg and 1654 in Boikhutso). Using the long term growth rate forecast for the municipality, another 2016 units will be needed up to 2015. This implies that provision should be made for a total of 4240 units up to 2015.

The spatial needs amount to 212ha over the next 3 years (at a density of 20 units/ha).

4.10.1.13.1. Enhance Compactness

The identified and demarcated urban edge should enhance the principle of compactness. Residential township establishment should only be allowed within the urban edge.

4.10.1.13.2. Obtain Higher Residential Densities

Higher residential densities should be encouraged in and around the existing CBD area (See **Map 13**). Densities of up to 80 units per ha should be allowed in this area. This will become part of a 'mixed land use' approach in a 'city 24 hours alive' initiative. Such an approach will reduce the need for some people to travel far between workplace and the place where they can live.

Residential densification in other residential areas should be considered against the guidelines of the Ditsobotla Town Planning Scheme. It is therefore still recommended that the sub-division of "Residential 1" stands only be allowed for stands larger than 1480m², since the minimum stands size for "Residential 2" according to the town planning scheme clause is 740m².

Rezoning to higher densities in general should take into account inter alia:

- The proximity to business and other community facilities;
- Accessibility from collector roads;
- Closeness to open space;
- Availability and capacity of services within the area.

The upgrading of engineering services will be a necessity as densification takes place. Therefore, service contributions should be made by developers to make these upgrades possible.

4.10.1.13.3. Urban Infilling

Urban infilling should be promoted in order to create more compact urban areas. A number of smaller portions of vacant land fall in this category within the existing build-up area. Three of the main areas which represent urban infilling are:

- The newly identified area south of the existing MC van Niekerk industrial area (and west of the golf course);
- The area located northwest of the entrance to the golf course;
- An area just north of Burgersdorp. Careful planning is needed as the natural open space system runs through this area. (**Map 13**).

4.10.1.13.4. Urban Integration

Large portions of the farm Town and Townlands to the west and southwest of Shukran fall in this category. Natural expansion of Boikhutso to the south could also take place while future expansions to the west should be restricted over the short and medium term.

Land adjacent to Boikhutso could also be utilized for urban-agricultural projects. Careful consideration should be taken of the natural drainage and open space system on portions of the farm Town and Townlands while the proposed by-pass road should be planned in such a way as to enhance the principle of urban integration. (**Map 13**)

4.10.1.14. Municipal Open Space System (MOSS)

The municipal open space system can be divided into three main categories:

- The natural drainage and open space system that divides the urban area into a number of neighbourhoods.
- The game breeding centre north of Lichtenburg that restrict development in this direction. Although this area falls outside the urban edge, most of the land is municipal owned.
- Smaller parks, recreational areas and sport fields.

Because of the prominent locality of the natural open space system throughout Lichtenburg, it does have the potential to either improve or negatively influence the image of the city. The MOSS is a rationalized network of interconnected open space aimed at:

- Complementing the built fabric by providing the urban environment with a sense of visual relief, open space enjoyment, recreation and general amenity, and
- Protection of biodiversity in the urban and rural areas, providing animal and plant species with habitats.

Degradation of natural systems or open spaces must not be permitted as a motivation for urban development. These areas should be rehabilitated, thereby raising the quality and amenity value of the open space and contributing to the functioning of the system as a whole.

The municipal open space system is intended to function as a series of interconnected parks, open spaces and natural areas which collectively serve as recreation, environmental, functional and historical corridors and areas. The open space system serves as the breathing “lung” for the urban area, as well as corridors where along animals etc. can move.

No development is allowed within 32 meters buffer zone from the edge of a riparian zone of a river, stream and wetland or the 1:100 year flood line. “Riparian habitat includes the physical structure and associated vegetation of the areas associated with a watercourse which are commonly characterized by alluvial soils (deposited by the current river system), and which are inundated or flooded to an extent and with a frequency sufficient to support vegetation of species with a composition and physical structure distinct from those adjacent wetland characterized by saturation within 50cm of the soil surface for less than three month of the year.

Resources for the proper maintenance and management of these areas are normally limited. It will be necessary to compile a detailed management plan for the municipality in order to maintain and manage these areas in a sustainable way. Innovative solutions may include:

- The promotion of the concept of 'adopt a park'. This could be made applicable to public open spaces as well as prominent road reserves along major collector roads. This option should be marketed between the business community who could benefit by such an initiative by way of 'free marketing' in or along these areas.
- The promotion of the multiple use of open spaces where the environment allows for it i.e. the development of sport fields, urban agriculture or even business development (restaurant adjacent to public open space) etc.
- Charging entrance fees at recreational areas, reserves etc.

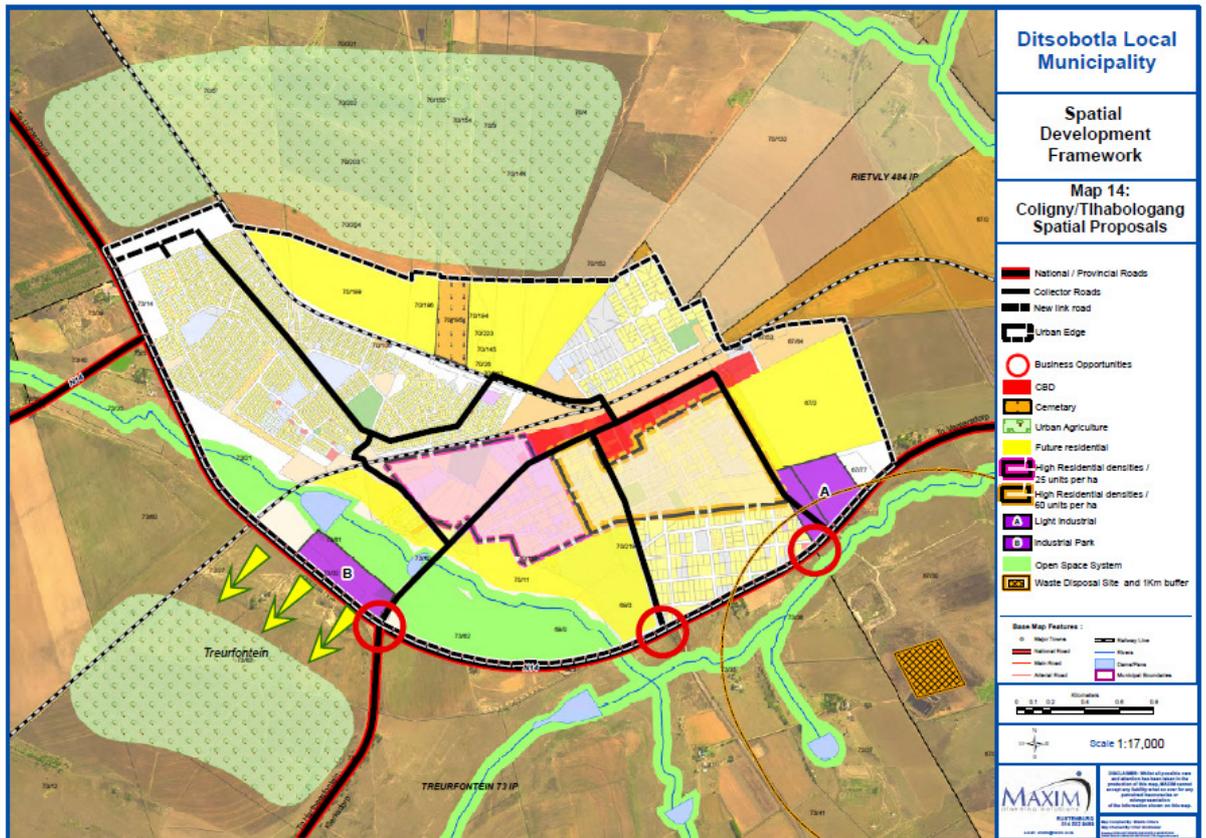
4.10.1.15. Social Facilities

According to the land use budget, the future need for the provision of social facilities in the area is as follows:

Table: Social Facilities: Lichtenburg Cluster

+/- 52 000 people				
Social Facility	Development Parameter (Population / Facility)	Demand	Existing Supply	Gap
Hospital	80 000	0	1	0
Clinic	10 000	5	4	1
Community Hall	10 000	5	5	0
Library	10 000	5	2	3
Primary School	5 000	10	5	5
Secondary School	6 600	8	3	5
Creche	5 000	10	18	0
Police Station	25 000	2	2	0
Post Office	11 000	5	1	4
Fire Station	60 000	1	1	0

4.10.2. COLIGNY-TLHABOLOGANG CLUSTER



Coligny-Tlhabologang Cluster (Map 14)

4.10.2.1. Planning Objectives

- Identify development opportunities and constraints.
- Determine desired land use patterns and direction of growth.
- Urban restructuring by focussing on integration and urban infilling.
- Integrate land use and transportation planning.
- Guide the local municipality regarding expansion of municipal land.
- Provide guidelines for the sustainable use of land.
- Promote more compact cities.
- Provide guidelines for sectoral strategies.

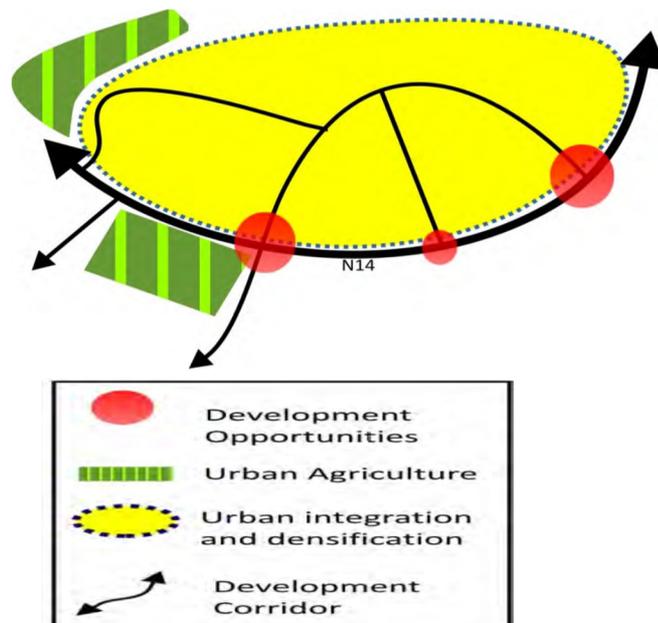
4.10.2.2. Planning Principles

- Curbing urban sprawl by delineation of an urban edge.
- Create quality, well-balanced urban environments which are convenient, attractive and safe.
- Conservation, development and management of a functional open space system.
- Minimizing or reducing the footprint of the city: Cities transform natural land and alter the ecosystems in which they are located in a magnitude of ways. This in itself warrants a concerted effort to limit the impact of affected areas, as well as the ecosystems involved.

- Prevention of destruction of agricultural land: The urban sprawl impacts on areas of high value agricultural land. In many developing countries urban agriculture also provides employment and food security to the urban poor.
- Improvement of the use of public transport: Improving the use of public transport by increasing residential densities in nodes and along public transport corridors, which has major implications for the way in which cities are built and managed. The other is greater integration between the various entities involved in land use and transport.
- Improvement of the efficiency of urban areas: Compact cities increases general accessibility, the level of convenience reduces costs in terms of time, money and opportunity, both for local government as well as for citizens. Compact cities in which infrastructure investment is planned are more efficient than cities in which this is not the case.
- Reducing inequality: One of the objectives of intervening in the form and density of development of urban areas is to ensure greater access for all, especially the poor, to the benefit and opportunity of urban living.
- Increase of the marketability of the city: The physical urban environment of a city, including its quality and liveability, plays a major role in its competitiveness. In addition to this, the message that potential investors get from a city that seems under control and function well, is that it is well planned and managed in an integrated way.

4.10.2.3. Conceptual Approach

Based on the objective and planning principles above, the emphasis should be placed on capitalizing on Coligny's strategic locality on a national and provincial development corridor.



4.10.2.4. Development Zones

In order to promote the principle of 'compact cities' an urban edge was demarcated to curb future residential development in the cluster. Urban expansion should mainly be restricted to the north of the N14 highway. However, the potential exists for urban agriculture on the farm Treurfontein south of the highway.

4.10.2.5. Road Network

Coligny is situated north of the N14 national highway and receives direct access via three urban collector roads. These collector roads lead directly to the business area which is centrally located with regard to Coligny, but not the cluster as a whole.

Two collector roads are proposed which have to cross the railway line running through the centre of the town and which separate Coligny from Tlhabologang. Presently there is no direct access from the N14 to Tlhabologang. It is therefore proposed that link roads be planned and constructed to improve the access towards Tlhabologang.

4.10.2.6. Business Development

The 2005 SDF proposed that the existing CBD area be protected against development along the N14 highway. It is further proposed that future business/retail demand largely be accommodated within the existing CBD area as well as the southward expansion of the CBD boundary along Frances street.

Although the SDF recognised the possible potential for retail/business development where Voortrekker street and Leeufontein Drive intersects with the N14, its proposed that only limited retail/business should be supported in these localities, as it will detract from the viability of the existing CBD area. The type of activities to be allowed is also limited to products and services serving passing traffic on the N14.

It could be argued that the protection of the existing CBD against more viable businesses in strategic localities at higher order intersections of local collector roads with the N14, be contradictory to the principles of the NSDP which states that municipalities should capitalize on corridor and nodal development.

Against the background of a 42% unemployment rate in the municipal area, the municipality can hardly afford to limit obvious development potential along this corridor. Therefore, it is proposed that business development be supported at these strategic localities in order to optimise economic growth and job creation in the area.

4.10.2.7. Industrial /Commercial Development

The land immediately south of the railway line and east of the existing CBD as well as the area at the most eastern intersection with the N14, is earmarked for industrial and commercial development. Both these sites are, however, on the opposite side of town from where the workforce may come. It is therefore proposed that another highway locality be considered where the railway line crosses the N14.

This site could be earmarked for light industries within an industrial park. It is close to Tlhabologang which will reduce the need to travel. It could also accommodate agri-industries which could link with the urban agriculture activities that are proposed to the south of it.

4.10.2.8. Residential Development

The principles for developing the desired spatial patterns and to reach the goal of 'compact cities' are especially applicable to residential expansion and development. These include inter alia the process of urban infilling, obtaining higher residential densities and the enhancement of spatial integration. With the demarcation of an urban edge for the cluster, it was proposed that urban expansion mainly be restricted to the north of the N14 highway.

The 2012 land use survey indicated an immediate backlog of 565 informal structures (565 in Tlhabologang). Using the long term growth rate forecast for the municipality, another 898 units will be needed up to 2015. This implies that provision should be made for a total of 1463 units up to 2015. The spatial needs amount to 73ha over the next 3 years (at a density of 20 units/ha).

Although the need for housing might be limited in Coligny, opportunities exist to densify most of the existing areas in the town. Future expansion is also possible to the east. Land that is located south of the N14 is indicated as 'high potential cultivated land' and is being transferred to the Local Municipality. This land could be utilised for urban-agricultural purposes. The agricultural activities could be linked to the proposed industrial sites along the N14.

4.10.2.9. Municipal Open Space System (MOSS)

The tributary of the Taaibosspruit located between the N14 and the existing township has been identified as high environmental control zones and should thus be protected. The areas surrounding this open space should mainly be reserved for public open space purposes. A portion of this land is, however, included in the proposal for the development of an industrial park. The 'park-like character' of the industrial area should complement the existing open space systems.

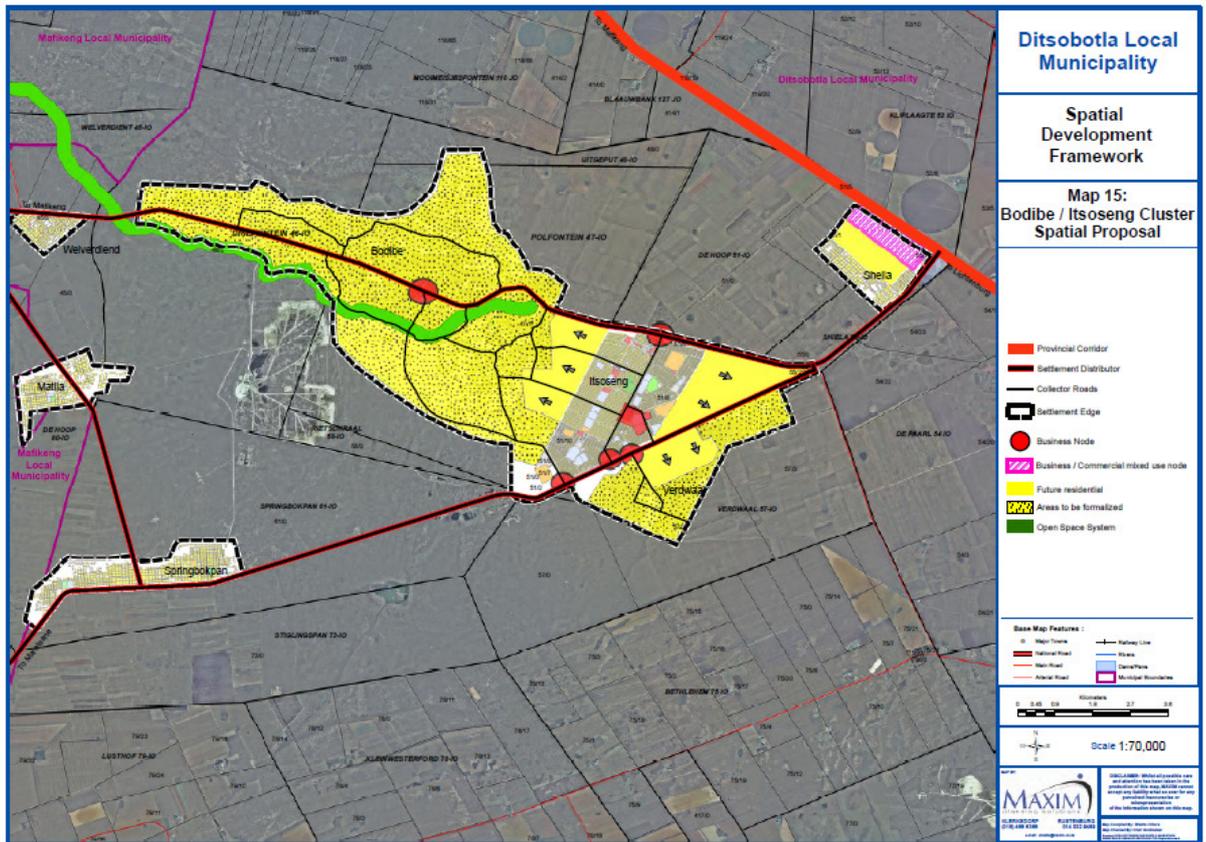
4.10.2.10. Social Facilities

According to the land use budget, the future need for the provision of social facilities in the area is as follows:

Table: Social Facilities: Coligny/Tlhabologang Cluster

+/- 23 000 people				
Social Facility	Development Parameter (Population / Facility)	Demand	Existing Supply	Gap
Hospital	80 000	0	0	0
Clinic	10 000	2	3	0
Community Hall	10 000	2	1	1
Library	10 000	2	2	0
Primary School	5 000	2	4	0
Secondary School	6 600	4	3	0
Creche	5 000	3	3	1
Police Station	25 000	4	0	1
Post Office	11 000	2	1	1
Fire Station	60 000	0	0	0

4.11. ITSOSENG-BODIBE CLUSTER (MAP 15)



Itsoseng-Bodibe Cluster (Map 15)

4.11.1. Planning Objectives

- Identify development opportunities and constraints.
- Determine desired land use patterns and direction of growth.
- Settlement restructuring by focussing on integration and urban infilling.
- Integrate land use and transportation planning.
- Guide the local municipality regarding expansion of municipal land.
- Provide guidelines for the sustainable use of land.
- Promote more compact settlements.
- Provide guidelines for sectoral strategies.

4.11.2. Planning Principles

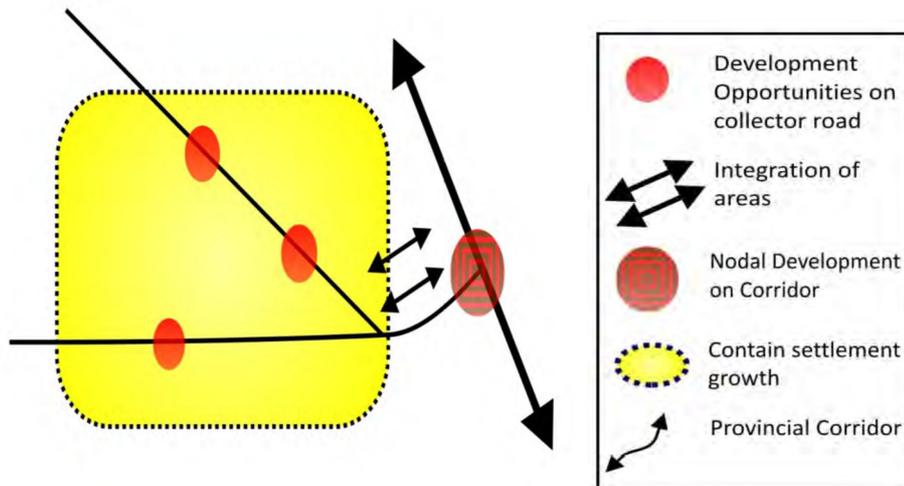
- Curbing urban sprawl by delineation of a settlement edge.
- Create quality, well-balanced urban environments which are convenient, attractive and safe.
- Conservation, development and management of a functional open space system.
- Minimizing or reducing the footprint of the settlement: Settlements transform natural land and alter the ecosystems in which they are located in a magnitude of ways. This in itself warrants a concerted effort to limit the impact of affected areas, as well as the ecosystems involved.

- Prevention of destruction of agricultural land: The settlement sprawl impacts on areas of high value agricultural land. In many developing countries urban agriculture also provides employment and food security to the urban poor.
- Improvement of the use of public transport: Improving the use of public transport by increasing residential densities in nodes and along public transport corridors, which has major implications for the way in which cities are built and managed. The other is greater integration between the various entities involved in land use and transport.

4.11.3. Conceptual Approach

The conceptual approach for the Itsoseng-Bodibe cluster, based on the objectives and principles provided above, should focus on capitalizing on development opportunities presented by its close proximity to the Mahikeng – Potchefstroom Provincial Development Corridor and business related opportunities along the main feeder or collector roads in the settlement. Settlement sprawl should be curbed in order to increase residential densities with the aim to provide social, economic and engineering services of a higher level to the community in a cost-effective way.

Figure: Itsoseng-Bodibe Conceptual Approach



4.11.4. Development Zones

A settlement edge was also introduced for the Itsoseng/Bodibe cluster to curb settlement sprawl and to promote higher residential densities. The settlement edge includes Itsoseng, Bodibe and Verdwaal. Although integration with Sheila should be promoted, careful consideration should be taken of the development in this area because of the occurrence of dolomite. Specific development conditions should be adhered to. It was not foreseen that integration will take place with Welverdiend, Matile and Springbokpan over the short and medium term. The development in these settlements should also be contained within their own settlement edges as indicated on Map 15.

4.11.5. Road Network

From traffic – transport point of view, two main forms of collector roads have been identified:

- Settlement distributor roads
- Settlement collector roads

The settlement distributor roads form the main distributor network and link the Itsoseng cluster with the Provincial Corridor as well as linking Itsoseng and Bodibe in the direction of Welverdiend. These roads should be earmarked for upgrading and proper maintenance as they form the backbone of the transport network in the area.

A number of settlement collector roads have been identified. In Itsoseng the main collector road running north-south should be prioritized for upgrade and maintenance while three roads have been identified that could play an important role to integrate future residential development to the west with Bodibe and Itsoseng.

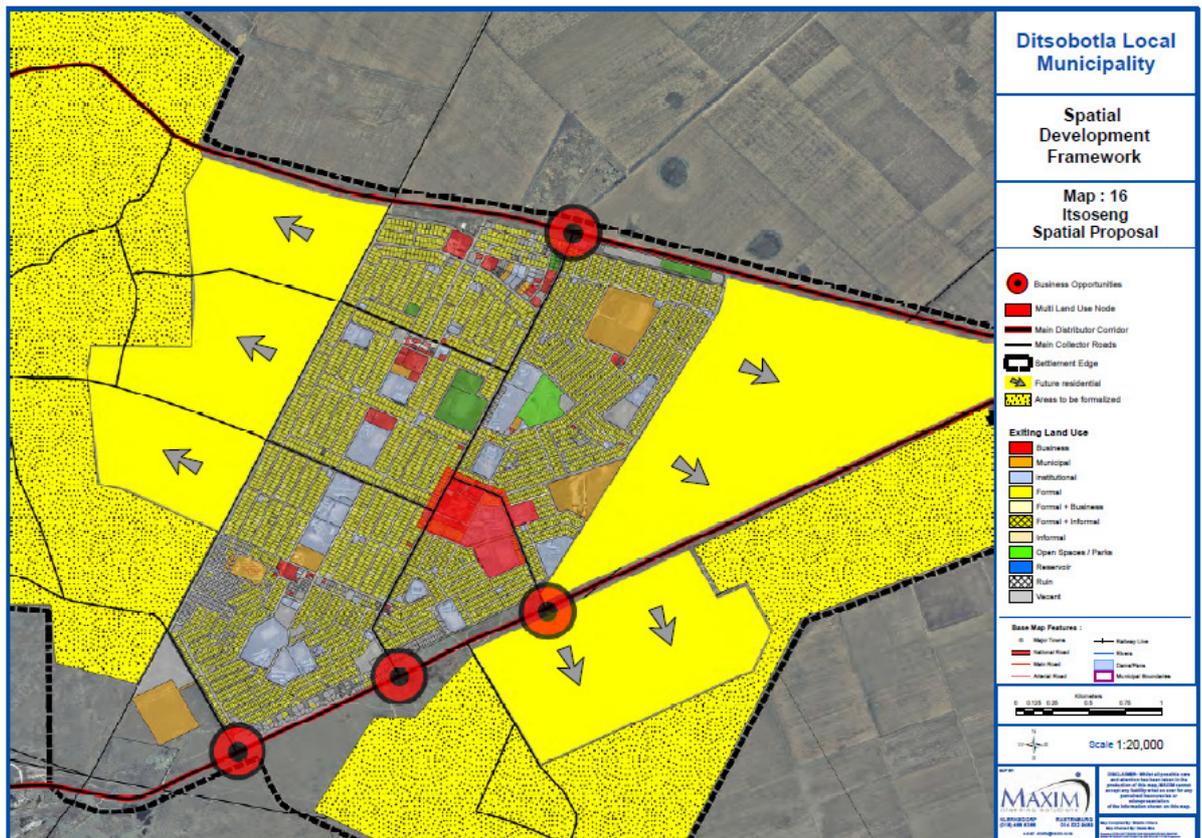
Formalization of Bodibe should be a high priority in order to reserve land for inter alia a proper road network. Already the proposed collector roads are indicated in positions that seems possible from an implementation point of view, but might already not be the optimal position or alignment of these roads. During the detail planning stage, proper provision should be made for public transport facilities.

4.11.6. Business Development

A strategy to enhance business development in the Itsoseng/Bodibe cluster should be to identify those strategic localities that will optimise the prospects for sustainable and viable business development within the area. The land use survey that was done in the area indicated a number of vacant business buildings that are to a large extent found scattered through Itsoseng. There is also an absence of clearly defined CBD area. It is therefore proposed that:

- A central multi-use node be identified in Itsoseng.
- A central multi-use node be identified for Bodibe.
- To capitalise on opportunities where settlement collector roads intersect with settlement distributor roads.
- A commercial mixed-use node should be promoted on the Mahikeng – Potchefstroom Provincial corridor in order to create more job-opportunities in close proximity to the Itsoseng/Bodibe cluster.

The two proposed multi-use nodes should be prioritized and the focus of concentrating socio economic investment and infrastructural improvements in these areas. The criteria for development should be in accordance with the guidelines and principles developed by National Treasury for neighbourhood development. These initiatives build on best practise where investment in high quality social facilities and infrastructure is used as “seeding capital” to attract new private and other public sector investments to the area. The development of such multi-land use nodes should integrate future transportation and land used developments in order to optimise both uses. **(Map 16)**



Itsoseng do have a formal taxi rank that forms part of the existing multi-use node in the main collecting road running through the centre of Itsoseng. These facilities should be properly linked with quality public transport facilities in Bodibe and along the main distributor and settlement collector roads. The Bodibe multi-land use node should be properly demarcated during the formalization of this settlement. The node should be centrally located, preferably on a settlement distributor road or where this road intersects with proposed future settlement collector road/s.

Focussing business development on the provincial and or local development corridors will not only enhance these business prospects to be viable, but they will also enhance accessibility to these facilities for adjacent smaller settlements such as Springbokpan, Matile and Werverdiend. The proposed node on the provincial corridor should also allow for commercial, light industries as well as transport related activities to be established.

4.11.7. Residential Development

The 2012 land use survey indicated an immediate backlog of 1065 informal structures (of which 764 is in Verdwaal). Using the long term growth rate forecast for the municipality, another 1600 units will be needed up to 2015. This implies that provision should be made for a total of 2665 units up to 2015. The spatial needs amount to 133ha over the next 3 years (at a density of 20 units/ha). However, a large percentage of this backlog could be provided through a process of densification or settlement infilling. The main focus for residential development should be settlement infilling and formalization of settlements in order to promote higher residential densities.

4.11.7.1. Formalization

The term formalization is used here to describe the planning process and implementation of principles which is needed to transform the existing informal settlement into settlements with formal cadastral boundaries and proper planned and balanced land uses which is needed for sustainable socio-economic development.

The objective to formalize could take two forms depending on the need of the community:

- Firstly, formalization could involve only the drafting of a master plan and detail planning proposals regarding subdivision, urban infilling ext. based on proper cadastral information.
- Secondly formalization could involve the mentioned process above but including a formal township establishment process in order to proclaim the township.

Both these two forms of formalisation could have the following advantages:

- It will serve as the basis for identification of IDP development projects.
- It will provide updated cadastral information that should be managed and updated for future use.
- It will form the basis for proper planning and balanced land use provision.
- It will form the basis for sustainable environmental development.
- Through urban infilling and densification land could be used more rationally.
- It will provide guidelines to determine the priorities and timeframes for development projects.
- More dense, formalized settlements will make the provision of engineering and electrical services more cost effective.
- A higher level of services might be more obtainable over a short period of time.
- Provide layout plans that can assist the general postal services and delivery systems in the area.

4.11.7.2. Layout Principles

As far as the detail layout with regard to formalization and the establishment of new residential areas are concerned, all planning should be done in accordance with modern layout principles where applicable such as included in the Guidelines for the provision of engineering services in residential townships (or the newer version Guidelines for: engineering services and amenities) and principles developed by the University of Cape Town. The latter was published in a book titled "Making of urban places".

4.11.7.3. Alternatives for Densification

Densification could be obtained through the process of subdivision of existing stands and through the process of urban infilling. Densification of existing towns and villages is essential in order to provide engineering services in a cost-effective way and for general maintenance and upgrading of areas. These should be done in close cooperation with the Tribal authority.

4.11.7.4. Infilling

In cases where open spaces exist between existing stands, new land uses will be allocated to the stands. These stands might be residential in nature, but could also include other land uses such as future school sites, stands for business purposes and stands earmarked for accommodating sport facilities.

In situations where stands are adjacent to each other, but do not have a joined boundary, the situation will be addressed by extending the boundaries of the involved stands so that they will border each other. In some cases, there might be a need to utilize such open strips between stands as a future road reserve or a park strip to provide direct access for pedestrians in certain directions.

The process of infilling will also be used to integrate the various portions of the villages with each other. The principal of integration is also important to create more compact towns and villages, which will enhance the more cost effective provision of services.

4.11.7.5. Subdivision of Stands

The subdivision of stands should not be enforced on communities, but in order to obtain the advantages densification could have on future development and maintenance of towns and villages; the tribal authority should develop measures to encourage people to spontaneously join in this process. The most effective measure might be where people will financially gain by subdividing the properties they are occupying.

As the subdivision of stands might be a personal option (with respect to size and form of stands) it will be difficult to prescribe to the community how they should subdivide their stands.

4.11.7.6. Diversity and Stand Allocations

Cognizance should be taken of the different needs of people with regard to the provision of stands. Some people might still prefer the traditional way of making a living on the land they live on (small scale farmers involved in a subsistence economy), but other might prefer smaller stands only for residential purposes. The latter would be obtained by the subdivision process or by providing smaller stands in new extensions. The former, however, would be addressed by creating a balance between modern urbanization trends and the traditional way of living. This balance could be found by still providing agricultural land for small farmers in close proximity of the new established planned township extensions.

This approach will also help to achieve the goal set previously, namely to create more cost-effective towns and villages. The layout principal referred to here is in accordance with the concept of urban agriculture and will make agriculture projects in the villages a more viable proposition. Effluent coming from a sewerage treatment plant can for instance be used for irrigation purposes.

4.11.7.7. Infilling and Integration

Four areas could be identified for future residential expansion with the focus on settlement infilling and integration:

- The area just north of Verdwaal
- The area south of Itsoseng, but north of the settlement distributor road.
- The area between Bodibe and Itsoseng.
- The eastward expansion of Sheila.

Priority should be given to the integration of Verdwaal and Itsoseng by firstly filling in the open spaces between these areas. Concentrating new residential expansion will contribute to more viable businesses and other job creation opportunities. The settlements Springbokpan, Matile and Welverdiend should preferably not expand, but if the need exists, the guidelines provided in the 2005 SDF will be still applicable.

4.11.8. Social Facilities

According to the land use budget, the future need for the provision of social facilities in the area is as follows:

Social Facility	Development Parameter (Population / Facility)	Demand	Existing Supply	Gap
Hospital	80 000	0	0	0
Clinic	10 000	4	5	0
Community Hall	10 000	4	2	2
Library	10 000	4	1	3
Primary School	5 000	8	17	0
Secondary School	6 600	6	6	0
Creche	5 000	8	18	0
Police Station	25 000	1	1	0
Post Office	11 000	3	2	1
Fire Station	60 000	0	1	0

4.12. Development in Peripheral Areas

4.12.1. Planning Objectives

The NSDP proceeds from the premise that the reconstruction and development of South African society should include the reconfiguration of apartheid spatial relations. This requires an acknowledgement in our development planning of the existing and changing spatial pattern of population settlement, economic development and general potential. Further, whatever spatial priorities are implemented, they should be guided by these realities, as well as the constitutional imperative to provide basic services to all South Africans wherever they may be located. At the core of the NSDP is the view that the diverse and disparate spatial context suggests a policy

approach that itself should be differentiated and conducive to the specific requirements of the different spatial contexts.

A divergent view that is gaining currency is that it is not always true that poverty is best addressed where it manifests itself. The view states that poverty is prevalent in some areas because “economic and social dynamism is at such low ebb in those areas and is unlikely to improve under any feasible scenario of intervention by government or donors”. In terms of poverty eradication, the NSDP is underpinned by the following assumptions:

- Location is critical for the poor to exploit opportunities for growth;
- The poor, who are concentrated around vibrant and active junction points or activity corridors, have greater opportunity to gain from higher rates of economic growth and to improve their welfare;
- Areas of demonstrated economic potential give greater protection to the poor against adverse effects of economic shock because of greater opportunities to diversify income sources;
- Areas with demonstrated economic potential are the most favourable for overcoming poverty;
- Migration studies conclusively prove that the poor are making rational choices about locating to areas of employment and economic opportunities; however, Government must ensure that policies and programmes are in place to ensure the poor are able to benefit fully from growth and development opportunities in such areas.

The approach adopted by the NSDP is, in part, informed by international case studies that show that:

- Unfocused infrastructure spending does not necessarily result in improved GDP growth;
- Unfocused human resource development does not improve GDP growth;
- Regions that already have some economic success are more likely to grow than other regions, because successful regions have individuals, firms and industries with the ability to learn.
- Successful learning occurs when institutions and incentives work and when institutions are locally specific;
- Success is often achieved through focused and polarized investment; and
- Redirecting public investment from economically dominant regions to lagging regions had not automatically spurred economic activity in lagging regions.

The NSDP is unequivocal about suggesting that economic growth and poverty alleviation should be focused on people (that is, follow the trends) and not on places that have become poverty traps for many of the poor (that is, we cannot expect to bring about social equality through spatial equality). International comparative research has firmly established that no factor correlates dynamic growth with equity as strongly as human capital development.

Remedying the plight of persons who are stuck in poverty traps in areas with low prospects for sustaining livelihoods in the foreseeable future, may well be better served by forceful efforts directed at human capital development and greater social support (education, skills

acquisition, welfare, labour-market intelligence, land reform and agricultural extension services to sustain livelihoods).

While the focus on places – that is the geographical distribution of localities with demonstrated economic potential – seems quite narrow, the focus on people and on localities with demonstrated economic potential addresses the majority of the population. It can be “shown” that it is in these areas that Government’s objectives of both promoting economic growth and alleviating poverty will best be achieved. In areas of limited potential, it is recommended that , beyond a level of basic services to which all citizens are entitled, government should concentrate primarily on human capital development by providing social transfers, education and training and poverty-relief programmes; and by reducing migration costs by providing labour market intelligence and/or helping with set-up costs to give people in these areas better information, opportunities and capabilities to gravitate towards areas with greater demonstrated potential for economic development, should they so choose.

In addition to this, important intervention that are livelihood-enhancing and supporting will have to be considered, including (1) sound rural-development planning policies and programmes; (2) far more aggressive land and agrarian reform initiatives; and (3) significant expansion of agricultural extension services. (**NSDP, 2006**).

SECTION E: OBJECTIVES, STRATEGIES & PROJECTS

5. Objectives, Strategies and Objectives

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

KEY PERFORMANCE AREA 1: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

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

KEY PERFORMANCE AREA 1: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT							
Objective	Performance Indicator	Baseline	Five Year Targets				
			2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
To deliver sustainable essential services such as water, sanitation, electricity and roads for the communities of Ditsobotla Local Municipality	Number of Highmast lights to be repaired or maintained in the municipal areas that need attention	71 high mast lights	100 Highmast lights maintained in areas that need attention by end of June 2023	100 Highmast lights maintained in areas that need attention by end of June 2024	100 Highmast lights maintained in areas that need attention by end of June 2025	100 Highmast lights maintained in areas that need attention by end of June 2026	100 Highmast lights maintained in areas that need attention by end of June 2027
	Number of landfill sites maintained	2 landfill sites maintained monthly	2 landfill sites maintained by end of June 2023	2 landfill sites maintained by end of June 2024	2 landfill sites maintained by end of June 2025	2 landfill sites maintained by end of June 2026	2 landfill sites maintained by end of June 2027
	Number of sports facilities maintained	3 sports facilities maintained monthly	3 sports facilities maintained on a monthly basis by end of June 2023	3 sports facilities maintained on a monthly basis by end of June 2024	3 sports facilities maintained on a monthly basis by end of June 2025	3 sports facilities maintained on a monthly basis by end of June 2026	3 sports facilities maintained on a monthly basis by end of June 2027

KEY PERFORMANCE AREA 1: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT							
Objective	Performance Indicator	Baseline	Five Year Targets				
			2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
To deliver sustainable essential services such as water, sanitation, electricity and roads for the communities of Ditsobotla Local Municipality	Kilometres of municipal roads paved	Gravel roads	2km of municipal roads paved by end of June 2023	2km of municipal roads paved by end of June 2024	2km of municipal roads paved by end of June 2025	2km of municipal roads paved by end of June 2026	2km of municipal roads paved by end of June 2027
	Kilometres of municipal roads maintained	Pothole riddled roads	5km of municipal roads maintained by end of June 2023	5km of municipal roads maintained by end of June 2024	5km of municipal roads maintained by end of June 2025	5km of municipal roads maintained by end of June 2026	5km of municipal roads maintained by end of June 2027
	Kilometre of Stormwater drainage maintained	5km of Stormwater drainage	5km of Stormwater drainage end of June 2023	5km of Stormwater drainage end of June 2024	5km of Stormwater drainage end of June 2025	5km of Stormwater drainage end of June 2026	5km of Stormwater drainage end of June 2027
	Number of recreational parks constructed	New	1 recreational park constructed by end of June 2023 in Lichtenburg	2 recreational parks constructed by end of June 2024 (Burgersdorp and Boikhutso)	1 recreational park constructed by end of June 2025 in Tlhabologang	1 recreational park constructed by end of June 2026 in Itsekeng	1 recreational park constructed by end of June 2027 in Itsoseng

KEY PERFORMANCE AREA 2: LOCAL ECONOMIC DEVELOPMENT

LED ANALYSIS

The municipality still experiences the following challenges:

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

KEY PERFORMANCE AREA 2: LOCAL ECONOMIC DEVELOPMENT							
Objective	Performance Indicator	Baseline	Five Year Targets				
			2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Strengthening the enabling environment through more flexible regulations, better access to finance and markets, improved infrastructure facilities and business support	LED Strategy aligned to the provincial and national LED Strategy developed	Outdated LED Strategy	LED Strategy aligned to the Provincial and National LED Strategy/Framework developed by end of June 2023	N/A	N/A	N/A	N/A
	Number of municipal LED intergovernmental platforms convened	4 LED intergovernmental platforms convened	4 LED intergovernmental platforms convened by June 2023	4 LED intergovernmental platforms convened by June 2025	4 LED intergovernmental platforms convened by June 2026	4 LED intergovernmental platforms convened by June 2027	4 LED intergovernmental platforms convened by June 2028

KEY PERFORMANCE AREA 2: LOCAL ECONOMIC DEVELOPMENT							
Objective	Performance Indicator	Baseline	Five Year Targets				
			2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Strengthening the enabling environment through more flexible regulations, better access to finance and markets, improved infrastructure facilities and business support	Number of work opportunities created through CWP	500 work opportunities created through CWP	600 work opportunities created through CWP by June 2024	600 work opportunities created through CWP by June 2025	600 work opportunities created through CWP by June 2026	600 work opportunities created through CWP by June 2027	600 work opportunities created through CWP by June 2028
	Number of jobs created through the municipality's local economic development initiatives including capital projects	100 jobs created through the municipality's local economic development initiatives including capital projects	100 jobs created through the municipality's local economic development initiatives including capital projects by June 2024	100 jobs created through the municipality's local economic development initiatives including capital projects by June 2025	100 jobs created through the municipality's local economic development initiatives including capital projects by June 2026	100 jobs created through the municipality's local economic development initiatives including capital projects by June 2027	100 jobs created through the municipality's local economic development initiatives including capital projects by June 2028
	Number of work opportunities created through EPWP	120 work opportunities created through EPWP	140 work opportunities created through EPWP by 30 June 2024	140 work opportunities created through EPWP by 30 June 2025	140 work opportunities created through EPWP by 30 June 2026	140 work opportunities created through EPWP by 30 June 2027	140 work opportunities created through EPWP by 30 June 2028

KEY PERFORMANCE AREA 3: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

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

Description	Current Status	Backlogs	Challenges	Plans to address the challenges
Tariff Policy	Tariff Policy in place	None	None	Policy will be reviewed annually
Rates Policy	Rates Policy in place	None	None	Policy will be reviewed annually
Supply Chain Management Policy	Supply Chain Management Policy in place	None	None	Policy will be reviewed annually
Staffing of Budget and Treasury Office	The Budget and Treasury Office is adequately staffed and critical positions that need to be filled is that of the Chief Finance Officer	Vacant CFO position need to be filled	Legal compliance and business continuity	The position will be advertised by 30 June 2023
Payment of creditors	The municipality has challenges in paying major creditors such as Eskom, Auditor General and the South African Revenue Service)	Declined revenue collection	Cash-flow problems	Improvement of revenue collection and making payment arrangements with creditors
Auditor General's findings	Disclaimer of Opinion for the 2021/2022 financial year	Financial and governance deficiencies	Poor financial planning and management	Develop and implement a Post Audit Action Plan
Financial Management System	The municipality has an operational FMS	Billing problems	Impacts on revenue collection	Review the operational efficiency and use (transacting) on the system

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

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

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

KEY PERFORMANCE AREA 3: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

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

KEY PERFORMANCE AREA 3: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Objective	Performance Indicator	Baseline	Five Year Targets				
			2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Build and strengthen the financial management of the municipality to enhance service delivery and achieve clean audit by 2023.	Financial viability as expressed by the ratios (debt coverage, outstanding service debtors, to revenue, cost coverage ratio)	12 financial viability reports expressed in ratios	4 financial viability reports expressed in ratios reports by end of June 2024	4 financial viability reports expressed in ratios reports by end of June 2025	4 financial viability reports expressed in ratios reports by end of June 2026	4 financial viability reports expressed in ratios reports by end of June 2027	4 financial viability reports expressed in ratios reports by end of June 2028
	Number of indigent households receiving Free Basic Services	7 116 indigents currently receiving Free Basic Services	10 000 indigent households receiving Free Basic Services by end of June 2024	10 000 indigent households receiving Free Basic Services by end of June 2025	10 000 indigent households receiving Free Basic Services by end of June 2026	10 000 indigent households receiving Free Basic Services by end of June 2027	10 000 indigent households receiving Free Basic Services by end of June 2028
	Percentage collection of revenue achieved	59% collection rate	80% collection of revenue achieved by end June 2024	80% collection of revenue achieved by end June 2025	80% collection of revenue achieved by end June 2026	80% collection of revenue achieved by end June 2027	80% collection of revenue achieved by end June 2028
	Percentage of municipality's budget actually spent on implementing its workplace skills plan	New	1% of the municipality's budget actually spent on implementing its Workplace Skills Plan by end of June 2023	1% of the municipality's budget actually spent on implementing its Workplace Skills Plan by end of June 2024	1% of the municipality's budget actually spent on implementing its Workplace Skills Plan by end of June 2025	1% of the municipality's budget actually spent on implementing its Workplace Skills Plan by end of June 2026	1% of the municipality's budget actually spent on implementing its Workplace Skills Plan by end of June 2027

KEY PERFORMANCE AREA 3: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

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

KEY PERFORMANCE AREA 4: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

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

KEY PERFORMANCE AREA 4: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Objective	Performance Indicator	Baseline	Five Year Targets				
			2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
To provide the necessary strategic support to the implementation of the Service Delivery and Implementation Plan.	Number of employees capacitated in accordance with the Employment Equity Plan	50 officials trained during the 2017/18 financial year	10 officials capacitated in terms of the Workplace Skills Plan by end June 2024	10 officials capacitated in terms of the Workplace Skills Plan by end June 2025	10 officials capacitated in terms of the Workplace Skills Plan by end June 2026	10 officials capacitated in terms of the Workplace Skills Plan by end June 2027	10 officials capacitated in terms of the Workplace Skills Plan by end June 2028
To build and enhance the human resource capacity of the municipality.	Number of Councillors trained	40 Councillors trained during the 2017/18 financial year	39 Councillors trained by end of June 2024	39 Councillors trained by end of June 2025	39 Councillors trained by end of June 2026	39 Councillors trained by end of June 2027	39 Councillors trained by end of June 2028
To ensure that there is a good, sound industrial relationship between the employer and the employees.	Number of learnership opportunities created	113 learners enrolled on learnership opportunities created in 2017/18	20 learnership opportunities created by end of June 2024	20 learnership opportunities created by end of June 2025	20 learnership opportunities created by end of June 2026	20 learnership opportunities created by end of June 2027	20 learnership opportunities created by end of June 2028
To create safe working environment for all employees.	Number of reports on the Workplace Skills Plan submitted to the Local Government Sectoral Education Authority (LGSETA)	Workplace Skills Plan approved and submitted to LGSETA before end of April 2021	1 report on the Workplace Skills Plan submitted to LGSETA by October 2023	1 report on the Workplace Skills Plan submitted to LGSETA by October 2024	1 report on the Workplace Skills Plan submitted to LGSETA by October 2025	1 report on the Workplace Skills Plan submitted to LGSETA by October 2026	1 report on the Workplace Skills Plan submitted to LGSETA by October 2027

KEY PERFORMANCE AREA 4: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Objective	Performance Indicator	Baseline	Five Year Targets				
			2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
To provide the necessary strategic support to the implementation of the Service Delivery and Implementation Plan.	Number of Local Labour Forum meetings held	4 Local Labour Forum meetings held	4 reports on Local Labour Forum meetings submitted to council by end of June 2024	4 reports on Local Labour Forum meetings submitted to council by end of June 2025	4 reports on Local Labour Forum meetings submitted to council by end of June 2026	4 reports on Local Labour Forum meetings submitted to council by end of June 2027	4 reports on Local Labour Forum meetings submitted to council by end of June 2028
To build and enhance the human resource capacity of the municipality.	Number of reports on the implementation of the Occupational Health Safety Policy	2 reports submitted on the implementation of the Occupational Health and Safety Policy	4 reports on the implementation of the Occupational Health and Safety Policy by end of June 2024	4 reports on the implementation of the Occupational Health and Safety Policy by end of June 2025	4 reports on the implementation of the Occupational Health and Safety Policy by end of June 2026	4 reports on the implementation of the Occupational Health and Safety Policy by end of June 2027	4 reports on the implementation of the Occupational Health and Safety Policy by end of June 2028
To ensure that there is a good, sound industrial relationship between the employer and the employees.	Number of reports submitted to council on disciplinary cases	4 reports submitted to council on disciplinary cases referred for bargaining	4 reports on disciplinary cases submitted to council by end of June 2024	4 reports on disciplinary cases submitted to council by end of June 2025	4 reports on disciplinary cases submitted to council by end of June 2026	4 reports on disciplinary cases submitted to council by end of June 2027	4 reports on disciplinary cases submitted to council by end of June 2028
To create safe working environment for all employees.	Number of SDBIP quarterly performance reports generated	4 SDBIP quarterly performance reports submitted	4 SDBIP quarterly performance reports generated by end of June 2023	4 SDBIP quarterly performance reports generated by end of June 2024	4 SDBIP quarterly performance reports generated by end of June 2025	4 SDBIP quarterly performance reports generated by end of June 2026	4 SDBIP quarterly performance reports generated by end of June 2027

KEY PERFORMANCE AREA 4: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Objective	Performance Indicator	Baseline	Five Year Targets				
			2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
<p>To provide the necessary strategic support to the implementation of the Service Delivery and Implementation Plan.</p> <p>To build and enhance the human resource capacity of the municipality.</p>	Number of annual performance reports developed in compliance with section 46	Annual Report submitted	1 Annual Performance Report developed in compliance with section 46 of the Municipal Systems Act by end August 2023	1 Annual Performance Report developed in compliance with section 46 of the Municipal Systems Act by end August 2024	1 Annual Performance Report developed in compliance with section 46 of the Municipal Systems Act by end August 2025	1 Annual Performance Report developed in compliance with section 46 of the Municipal Systems Act by end August 2026	1 Annual Performance Report developed in compliance with section 46 of the Municipal Systems Act by end August 2027
	Municipal Council Oversight Report submitted to council	Municipal Oversight Report submitted	1 Municipal Council Oversight Report submitted to council by end March 2023	1 Municipal Council Oversight Report submitted to council by end March 2024	1 Municipal Council Oversight Report submitted to council by end March 2025	1 Municipal Council Oversight Report submitted to council by end March 2026	1 Municipal Council Oversight Report submitted to council by end March 2027
<p>To ensure that there is a good, sound industrial relationship between the employer and the employees.</p> <p>To create safe working environment for all employees.</p>	Number of signed performance agreements by the Municipal Manager and managers directly accountable to the municipal manager	3 Performance Agreements signed	5 signed performance agreements by the MM and managers directly accountable to the MM by July 2023	5 signed performance agreements by the MM and managers directly accountable to the MM by July 2024	5 signed performance agreements by the MM and managers directly accountable to the MM by July 2025	5 signed performance agreements by the MM and managers directly accountable to the MM by July 2026	5 signed performance agreements by the MM and managers directly accountable to the MM by July 2027

KEY PERFORMANCE AREA 4: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Objective	Performance Indicator	Baseline	Five Year Targets				
			2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
To provide the necessary strategic support to the implementation of the Service Delivery and Implementation Plan.	Mid-term performance assessment conducted	2021 Mid-term report	1 Mid-term performance assessment conducted by January 2024	1 Mid-term performance assessment conducted by January 2025	1 Mid-term performance assessment conducted by January 2026	1 Mid-term performance assessment conducted by January 2027	1 Mid-term performance assessment conducted by January 2028
To build and enhance the human resource capacity of the municipality.	Approved SDBIP	SDBIP for Corporate Services submitted	1 approved SDBIP by end of June 2023	1 approved SDBIP by end of June 2024	1 approved SDBIP by end of June 2025	1 approved SDBIP by end of June 2026	1 approved SDBIP by end of June 2027
To ensure that there is a good, sound industrial relationship between the employer and the employees.	Number of employee wellness programmes conducted	3 employee wellness programmes conducted	1 employee wellness programme conducted by end of June 2023	1 employee wellness programme conducted by end of June 2025	1 employee wellness programme conducted by end of June 2026	1 employee wellness programme conducted by end of June 2027	1 employee wellness programme conducted by end of June 2028
To create safe working environment for all employees.	Number of IDP Representative Forum meetings held	1 IDP Representative Forum meeting held	2 IDP Representative meetings held by end of June 2024	2 IDP Representative meetings held by end of June 2025	2 IDP Representative meetings held by end of June 2026	2 IDP Representative meetings held by end of June 2027	2 IDP Representative meetings held by end of June 2028

1.1. KEY PERFORMANCE AREA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Analysis:

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

Challenges:

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

Intergovernmental Relations:

- Intergovernmental Relations Forum need to be established.

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

KEY PERFORMANCE AREA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Objective	Performance Indicator	Baseline	Five Year Targets				
			2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
To ensure good governance	Percentage council resolutions implemented	Resolution register developed	100% implementation of council resolution by end of June 2024	100% implementation of council resolution by end of June 2025	100% implementation of council resolution by end of June 2026	100% implementation of council resolution by end of June 2027	100% implementation of council resolution by end of June 2028
	Number of sections 79 and 80 committee meetings held	Schedule of Portfolio Committee meetings developed	4 sections 79 and 80 committee meetings held by end June 2024	4 sections 79 and 80 committee meetings held by end June 2025	4 sections 79 and 80 committee meetings held by end June 2026	4 sections 79 and 80 committee meetings held by end June 2027	4 sections 79 and 80 committee meetings held by end June 2028
	Information and Communication Technology Governance Policy developed	No ICT Governance Policy	Implementation of ICT governance Policy by end June 2024	Implementation of ICT governance Policy by end June 2025	Implementation of ICT governance Policy by end June 2026	Implementation of ICT governance Policy by end June 2027	Implementation of ICT governance Policy by end June 2028
	Number of newsletters produced	New	2 Newsletters produced by end of June 2024	2 Newsletters produced by end of June 2025	2 Newsletters produced by end of June 2026	2 Newsletters produced by end of June 2027	2 Newsletters produced by end of June 2028
	Number of by-laws reviewed	1 by-law reviewed	10 by-laws reviewed by end of March 2023	10 by-laws reviewed by end of March 2024	10 by-laws reviewed by end of March 2025	10 by-laws reviewed by end of March 2026	10 by-laws reviewed by end of March 2027

KEY PERFORMANCE AREA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Objective	Performance Indicator	Baseline	Five Year Targets				
			2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
To ensure good governance	Number of risk register updated	Risk Registers	1 risk register updated by end of June 2024	1 risk register updated by end of June 2025	1 risk register updated by end of June 2026	1 risk register updated by end of June 2027	1 risk register updated by end of June 2028
	Number of ward committee meetings held		228 ward committee meetings held by end June 2024	228 ward committee meetings held by end June 2025	228 ward committee meetings held by end June 2026	228 ward committee meetings held by end June 2027	228 ward committee meetings held by end June 2028
	Number of wards that have at least one councillor-convened community meeting		76 councillor-convened community meetings by end of June 2024	76 councillor-convened community meetings by end of June 2025	76 councillor-convened community meetings by end of June 2026	76 councillor-convened community meetings by end of June 2027	76 councillor-convened community meetings by end of June 2028

CAPITAL PROJECTS/PROGRAMMES: BASIC SERVICES AND INFRASTRUCTURE

Project Title		Total Planned Expenditure on MIG for Funds for 2023/2024	Total Planned Expenditure on MIG for 2024/2025	Total Planned Expenditure
1	Construction of Community Hall in Itekeng	2 483 397.19	4 498 795.00	0
2	Upgrading of Boikhutso Stormwater Network	740 000	5 000 000.00	6 000 000.00
3	Fencing of Cemetery in Blydeville	500 000.00	0	0
4	Upgrading of Roads and Stormwater in Itsoseng Phase-2	4 000 000.00	3 500 000.00	0
5	Upgrading of Roads and Stormwater in Tlhabologang	2 500 000.00	2 600 000.00	0
6	Rehabilitation of Blydeville Community Hall	1 923 800.00	2 500 000.00	0
7	Construction of Springbokpan Hall	1 500 000.00	1 528 151.67	0
8	Construction of Putfontein Hall	2 200 500.00	3 800 000.00	0
9	Construction of Community Hall in Tlhabologang Phase 2	1 900 000.00	1 700 000.00	0
10	Boikhutso Highmast Lights Ext 1,2 & 3	1 300 000.00	1 898 500.00	3 898 500.00
11	Boikhutso Roads Network Ward 3	4 000 000.00	4 228 151.67	7 800 000.00
12	Bodibe Highmast Lights	1 500 000.00	4 500 250.00	4 500 250.00
13	Blydeville Roads Network	4 000 000.00	4 028 151.66	8 000 000.00
14	Sheila Highmast Lights	1 300 000.00	1 400 000.00	0
15	Sports Stadium in Itekeng Phase 2	1 494 665.35	0	0
16	Putfontein Highmast Lights	1 500 000.00	1 200 000.00	0
17	Fencing of Cemetery in Itekeng	1 200 000.00	0	0
18	Fencing of Cemetery in Itsoseng	3 781 937.46	0	0
19	Ga-Motlatla Highmast Lights	1 500 000.00	1 500 000.00	0
20	PMU Administration	2 069 700	0	0
		41 394 000.00	43 882 00.00	30 198 750.00

WATER AND SANITATION PROJECTS (IMPLEMENTING AGENT: NGAKA MODIRI MOLEMA DISTRICT MUNICIPALITY)

PLANNED PROJECTS FOR THE 2023/2024 FINANCIAL YEAR

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

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

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

SECTION F: OPERATIONAL PLAN

6. Introduction

This section provides an overview on the operational structure of the Ditsobotla Local Municipality towards meeting its constitutional mandate of providing services to its communities. In order to provide effective and uninterrupted services to communities the municipality has decentralised key functions to satellite offices in Itsoseng, Coligny, and Biesiesvlei.

The operational framework presented in this section explains how the current structure responds to the municipality's inherent constitutional mandate while at the same time presenting a shift from a fragmented, planning approach to a coordinated approach at both the administrative and political levels.

This integrated development plan commits the municipality towards fast tracking implementation of its key performance objectives and priority areas by moving from traditional methods of convening Council meetings to endorse decision on matters that need to be covered within the Integrated Development Plan.

6.1. The Political Structure

The Ditsobotla Local Municipality is a collective Executive Committee system with the Mayor, Single Whip of Council and Speaker designated as fulltime Councillors. The Municipal Council is made up of 39 Councillors of whom 19 are elected on a proportional representative basis (PR) and 20 are Ward Councillors.

6.2. Ward Committees

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

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

6.3. Municipal Portfolio Committees

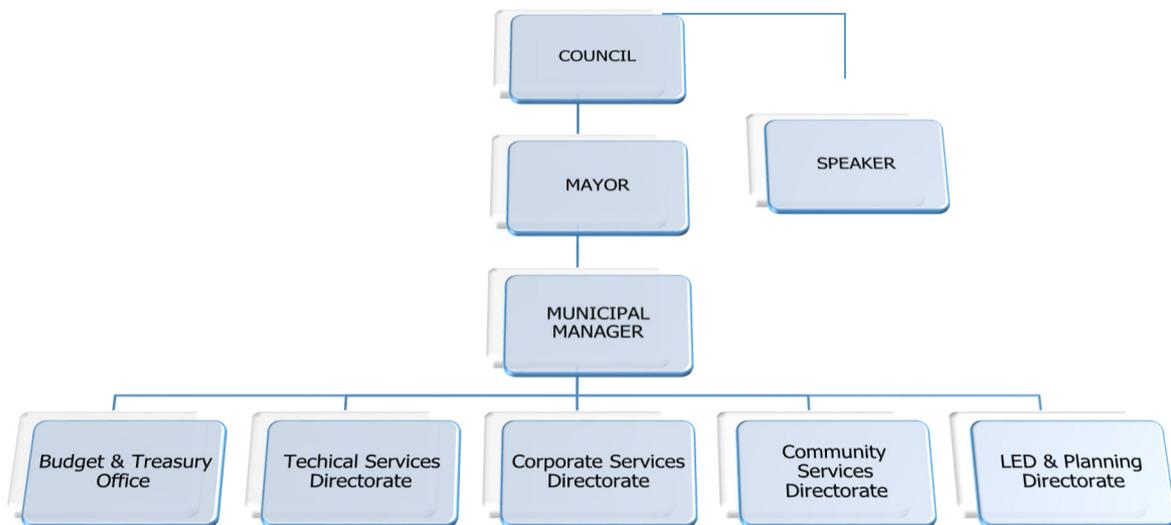
The Portfolio Committees have been established in terms of sections 79 & 80 of the Local Government: Municipal Structures Act (Act No.117 of 1998) to assist the Mayor in performing his/her duties.

6.4. The Ditsobotla Local Municipality's Administration

The Integrated Development Plan of the Ditsobotla Local Municipality is implemented by the administration headed by the Municipal Manager. The municipality has the following Directorates:

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

Graph 13: Macro Structure of the Ditsobotla Local Municipality



All positions in the current structure are funded. All section 56 managers' positions are vacant.

SECTION G: PERFORMANCE MANAGEMENT

7. Purpose of a Performance Management System

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

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

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

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

7.1. Legal Framework for Performance Management

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

7.5. The Municipal Performance Model

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

7.5.1. Managing Organisational Performance

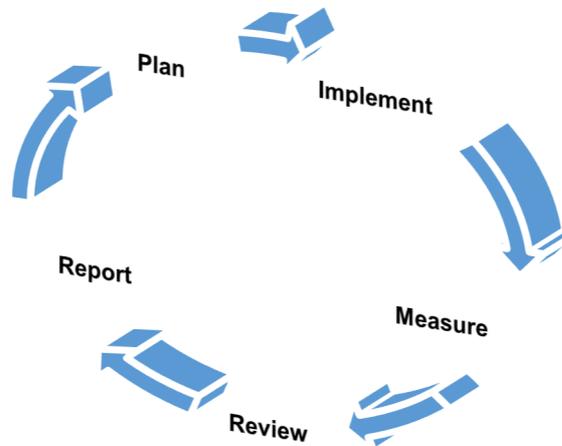
The management of performance is based on a cause-and-effect relationship as per figure below.

Graph: Cause-effect Relationship



The performance management cycle typically entail the steps illustrated below:

Graph: Performance Management Cycle



7.5.2. The Organisational Scorecard

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

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

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

7.5.3. The Service Delivery and Budget Implementation Plan

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

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

7.5.4. Performance Contracts

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

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

7.5.5. Auditing and Quality Control

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

7.5.6. Schedule for Performance Reviews

Performance Reviews occurs quarterly as follows:

First Quarter	July – September
Second Quarter	October – December
Third Quarter	January – March
Fourth Quarter	April – June