



KOPANONG LOCAL MUNICIPALITY

**INTEGRATED
DEVELOPMENT PLAN**

REVIEW 2010-11

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SECTION A



PROCESS PLAN

1.1 The Integrated Development plan (IDP) legislative framework

1.1.1 Legislation impacting on the IDP

Legislation that guides the integrated development planning process and underpins the aim and forms of public participation, rules and regulations in establishing structures for participation and other guidelines for the integrated development planning process is outlined in the following summary.

Table 1.1.1 Legislation - The Integrated Development Planning Process

LEGISLATION	IMPACT ON THE IDP PROCESS
The Constitution of the Republic of South Africa (Act 109 of 1996 Chapter 7 Section 152)	The encouragement for the involvement of local communities in local affairs.
Municipal Systems Act no 32 of 2000 (Section 4.2)	<p>The local municipality must encourage, involve and consult local communities about:</p> <ul style="list-style-type: none"> ▪ The level, quality, range and impact of municipal services provided by the municipality. ▪ The available options for delivering service. <p>The operational strategy to include specific Sectoral programmes and plans to the Integrated Spatial Development Framework: In terms of section 26 of Systems Act the Municipality's IDP must include</p> <ul style="list-style-type: none"> - the council's vision for the long term development of Kopanong with special emphasis on its most critical development and internal transformation needs; - assessment of the existing level of development in Kopanong, which must include an identification of communities which do not have access to basic municipal services; - the council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs; - the council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the Municipality in terms of legislation - a spatial development framework which must include the provision of basic guidelines for a land use management system for Kopanong; - the Council's operational strategies; - applicable disaster management plans; - a financial plan, which must include a budget projection for at least the next three years; and - the key performance indicators and performance targets determined in terms of section 41 of the Systems Act
The Municipal Structures Act Sections 73 and 74	<p>The process is described as follows:</p> <ul style="list-style-type: none"> ▪ Choosing a councillor as ward chairperson. ▪ Maximum number of committee members (10).
Development Facilitation Act (Act 67 Of 1995)	<p>The integrated development process targets to promote:</p> <ul style="list-style-type: none"> ▪ Integration of social, economical, institutional and physical aspects of land development ▪ Integrate land development in rural and urban areas ▪ Availability of residential and employment opportunities ▪ Diverse combination of land uses <p>The integrated development process targets to optimise the use of existing resources relating to agricultural land, mineral, bulk infrastructure, roads, transportation and social facilities The integrated development process targets to discourage the phenomenon of urban sprawl in urban areas and encourage:</p> <ul style="list-style-type: none"> ▪ Development of more compact town and cities ▪ Environmentally sustainable land development, practices, processes & contribute to the correction of the historically distorted spatial patterns of settlements and to the optimum use of existing infrastructure

LEGISLATION	ASPECT IMPACTING ON THE IDP PROCESS
Local Government: Municipal Planning and Performance Management Regulations, 2001	Regulation 2 of the Local government: Municipal Planning and Performance Management Regulations, 2001 (Government Notice No R. 796 of 24 August 2001) requires that the IDP must identify at least- <ul style="list-style-type: none"> - the institutional framework, which must include an organogram, required for the implementation of the IDP and addressing the Municipality's internal transformation needs; - any investment initiative in the Municipality - any development initiatives in the Municipality, including infrastructure, physical, social, economic and institutional development; and - all known projects, plans and programs to be implemented within the Municipality by any organ of state -
Regulation 2(4) of the Planning and Performance Management Regulations determines that the spatial development framework that must form part of the IDP must-	<ul style="list-style-type: none"> a) Give effect to the principles contained in chapter 1 of the development Facilitation Act 1995 (Act No. 67 of 1995) b) Set out objectives that reflect the desired spatial form of the Municipality; c) Contain strategies and policies regarding the manner in which to achieve the spatial form objectives, which strategies and policies must indicate desired patterns of land use within the Municipality, address the spatial reconstruction of the Municipality and provide strategic guidance in respect of the location and nature of development within the Municipality; d) Set out basic guidelines for a land use management system in the Municipality; e) Set out a capital investment framework for the Municipality's development programmes; f) Contain a strategic assessment of the environmental impact of the spatial development framework; g) Identify programmes and projects for the development of land within the municipality; h) Be aligned with the spatial development frameworks reflected in the integrated development plans of neighbouring municipalities; and i) Provide a visual representation of the desired spatial form of the Municipality, which must indicate where public, and private land development and infrastructure investment should take place, must indicate desired utilization of space in a particular area may delineate the urban edge, must identify areas where strategic intervention is required and must indicate areas where priority spending is required.
Water Services Act (Act 108 of 1997) and the National water Act (Act 36 of 1998)	The Municipality is a water services authority in terms of the Water Services Act 1997. It must as part of the process of preparing its IDP prepare a draft water services development plan for its area of jurisdiction and a summary of that plan. The water service development plan prepared by a municipality must comply with the requirements of section 13 of the Act. The plan to include the following detail: <ul style="list-style-type: none"> ▪ A set if data sheets containing targets ▪ Existing and future consumer profile and service levels ▪ Water balance, water sources and quality ▪ Water service infrastructure ▪ Demand management ▪ Institutional management ▪ Finances and affordability
National Land Transport Transition Act 2000 (act No 22 of 2000)	The IDP to reflect in The Integrated Transport Plan (ITP): <ul style="list-style-type: none"> ▪ Changes to transport policies and strategies since previous 5 years ▪ Projects to be carried out in the 5-year period (also cost) ▪ Prepared in terms of land objectives according to DFA and laws In terms of section 26 of the National Land transport Transition Act 2000 (NLTTA) the MEC of Roads and Transport may require the Municipality to prepare a public transport plan with a view to determining and specifying the public transport services that it wishes to have provided. The MEC may also require the Municipality to prepare and submit annually by the date determined by the MEC an integrated transport plan for Kopanong for the five year period. The MEC has not required the Municipality to prepare a public transport plan or an integrated transport plan Include all modes of transport and infrastructure (including new and amended roads and commercial development impacting on land transport system including: <ul style="list-style-type: none"> ▪ Detailed budgets, funding sources (for the financial year) ▪ Public transport record, operating licenses strategy and rationalisation plan (in case of subsidised services) ▪ Generals strategy for travel demand ▪ Road and transport infrastructure provision, improvement and maintenance ▪ General strategy for the movement of hazardous substances
Environment Conservation Act (Act 73 of 1989): Section 21(1) & National Environmental Management Act (Act 107 of 1998)	Environmental priorities will be outlined in the IDP process in the Integrated Environmental Programme and includes: <ul style="list-style-type: none"> ▪ environmental issues identified ▪ strategic guidelines on the environment ▪ projects and activities affecting the environment ▪ compliance of projects with the NEMA principles and the national environmental norms and standards ▪ projects identified which require and EIA ▪ aligning with the national and provincial environment management and implementation plans categories that require an EIA to be guided by the Environmental Conservation Act of 1989 and the EIA Regulations of 1997

LEGISLATION	ASPECT IMPACTING ON THE IDP PROCESS
National Environmental Management: Biodiversity Act 2004 (Act No 10 of 2004)	<p>In terms of section 48(2) of the National Environmental Management: Biodiversity Act the Municipality must-</p> <p>Align the IDP with the national biodiversity framework and any applicable bioregional plan; Incorporate those provisions of the national biodiversity framework or a bioregional plan that specifically apply to the Municipality into the IDP; and Demonstrate in the IDP how the national biodiversity framework and any applicable bioregional plan may be implemented by the Municipality.</p>
National Environmental Management Act 1998 (Act No 107 of 1998)	<p>In terms of section 16(4)(b) of the National Environmental Management act 1998 the provincial government must ensure the Municipality adhere to the relevant environmental implementation and management plans, and the principles contained in section 2 of the act in preparation of any policy, programme or plan, including the establishment of integrated development plans and land development objectives.</p>
National Environment Management: Air Quality Act 2004 (Act No 39 of 2004)	<p>In terms of section 15(2) of the National environment Management: Air Quality Act 2004 each municipality must indicate an air quality management plan in integrated development plan. An air quality management plan seek to give effect, in respect of air quality, to Chapter 3 of the National Environment Management Act to the extend that the Chapter is applicable to it, to improve air quality, to identify and reduce the negative impact on human health and the environment of poor air quality, to identify and reduce the negative impact on human health and the environment of poor air quality, to address the effects emissions from the use of fossil fuels in residential applications, to address the effects of emissions from industrial sources, to address the effects of emissions from any other non-point sources of air pollution to give effect to best practice in air quality management. The air quality management plan must describe how the give effect to its air quality management plan. The air quality management plan must also comply with such other requirements as may be prescribed by the Minister.</p>
White Paper on Integrated Pollution and Waste Management for South Africa, May 2000	<p>Waste management issues arising from the IDP process should be aligned with the IWMP and requirements and include:</p> <ul style="list-style-type: none"> ▪ Demographics, waste quantities, characteristics, existing waste management practices, financing, stakeholders and need analysis ▪ Strategies, objectives, instruments, implementation programmes, communication and public participation programme
Disaster Management Act 2002 (Act No 57 of 2002)	<p>In terms of section 53 of the Disaster Management Act 2002 the Municipality must, within the applicable municipal disaster management framework prepare a disaster management framework prepare a disaster management plan for its area according to the circumstances prevailing in the area and co-ordinate and align the implementation of the plan with those of other organs of state and institutional role-players. During the preparation of the disaster management plan the Municipality must consult the local municipality through appropriate mechanisms, processes and procedures established in Systems Act.</p> <p>The risk reduction strategy is an integrated part of the IDP. The DMP serve as a basis for risk assessment and specify:</p> <ul style="list-style-type: none"> ▪ Likely types of disaster and specific locations/communities at risk ▪ Prevention and mitigation strategies for each of the likely types of disaster ▪ Contingency plans and emergency procedures which ensure maximum emergency preparedness with available capacity ▪ Roles and responsibilities
Housing Act 1997 (Act No 107 of 1997)	<p>Section 9 of the Housing Act requires that the Municipality must, as part of the process of planning an IDP, take all reasonable and necessary steps within the framework of national and provincial housing legislation and policy to-</p> <ol style="list-style-type: none"> a) Ensure that the inhabitants of the Municipality have access to adequate housing on a progressive basis, conditions not conducive to the health and safety of the inhabitants of the Municipality are prevented or removed, services in respect of water, sanitation, electricity, roads, storm-water drainage and transport are provided in a manner which is economically efficient; b) Set housing delivery goals for the Municipality; c) Identify and designate land for housing development; d) Create and maintain a public environment conducive to housing development which is financially and socially viable; e) Promote the resolution of conflicts arising in the housing development process; f) Initiate, plan, co-ordinate, facilitate and enable to prioritize housing development in the Municipality; g) Provide bulk engineering services, and revenue generating services in so far as such services are not provided by specialist utility suppliers; and h) Plan and manage land use and development.

1.1.2 Institutional Arrangements for the IDP Process

For the purpose of providing a background, this part of the document briefly refers to arrangement that directly impact on the IDP process. A complete institutional analysis is provided in Chapter 5.

Integrated Institutional Programme

Management reforms and organisational arrangements of the Municipality for the efficient implementation of the IDP should be captured in the Integrated Institutional Programme and includes:

- A Municipality-level Analysis,
- Institutional Strategic Guidelines and the Resources Framework,
- a consolidated summary of the institutional activities which are part of the designed projects and
- further proposed institutional transformations which become necessary to ensure a well co-ordinated implementation of the IDP.

Integrated Monitoring and Performance Management System

The monitoring and performance management system includes development as well as performance indicators. This plan needs to be revised annually. The system is based on the project-related indicators, output targets and activity-related milestones. It consolidates the information flow in a way to provide necessary information to the Municipal management and include:

- a consolidated list of development indicators for the IDP objectives,
- a tabular compilation of output targets for all IDP projects,
- a time schedule with dates of major milestones of all projects,
- a list of performance indicators which are not project specific and
- an action plan including resource requirements for managing the monitoring and performance management system, including information flow, timing and responsible actors.

All requirements (legal, community participations, organizational) contribute to key performance indicators, which should be targeted, monitored and reported on.

Project Proposals

Project proposals serve as planning documents for project implementation or for further feasibility studies, to ensure that IDP projects:

- are in line with strategic guidelines, objectives and resource frames,
- reflect people's priority needs,
- are planned in a cost-effective manner and
- can be implemented in a well co-ordinated manner.

5-Year Financial Plan

As a mid-term financial framework for managing Municipal revenue collection and for expenditure planning this plan includes capital and recurrent expenditure and serves as a crucial document for ensuring a close planning – budgeting link.

The 5-Year Financial Plan includes a summary statement of the financial management arrangements including:

- an inventory and short description of financial management resources including Financial Supervisory Authority,
- Implementation Authority and other resources such as the treasurer and internal auditor and
- base financial management guidelines and procedures including inter alia rates and tariff policies, credit control and
- debt collection policy,

A summary statement of the financial strategy including:

- basic financial guidelines and procedures,
- capital and operational financing strategies,
- revenue raising strategies,
- asset management strategies and
- cost - effectiveness strategies,

A tabular revenue and expenditure forecast for 5 years including:

- a statement of the financial position of the Council and
- rates and tariffs forecast,
- A tabular summary of the 3-year Medium Term Expenditure Framework (MTEF).

5-Year Capital Investment Programme

This programme includes public investments from all funding sources. It helps to co-ordinate public investments from different sources in terms of location and time and provides some orientation for (potential) funding agencies. The 5-year Capital Investment Programme contains a tabular overview of capital investment projects including:

- total investment costs,
- potential sources of funding,
- responsible agency for implementation,
- phased annual capital expenditure (if applicable: cost-based milestones) and
- Annual Municipal operation/maintenance costs resulting from the investment.

5-Year Action Programme

The 5-year action programme provides a phased overview of projects and annual output targets as a basis for monitoring of progress and for formulation of annual business plans. It is therefore to:

- ensure a close link between integrated development planning and Municipal management by providing an overview of the major activities in the Municipality which result from the IDP and
- establish a basis for monitoring of progress.

1.2 Kopanong Integrated Development framework

Integrated Development Planning therefore is a process through which Kopanong prepare a strategic development plan, for a five year period. The Integrated Development Plan (IDP) is a product of the Integrated Development Planning Process (IDP Process). The IDP serves as the principal strategic planning instrument, which guides and informs all planning, budgeting, management and decision-making in the Kopanong Municipality.

1.2.1 Integrated Development Planning – The process

The integrated development planning process is an interactive and participatory process, which is informed by the involvement of a number of stakeholders. In terms of Section 28(1) of the Municipal Systems Act (Act 32 of 2000), the Municipal Council needs to adopt a process set out in writing to guide the planning, drafting, adoption and review of their Integrated Development Plan (IDP). This written document on the IDP Process is the Process Plan that fulfils the function of a business plan or an operational plan for the IDP Process.

According to the guidelines of the IDP Guide-pack 2001, produced by the Department of Provincial and Local Government (DPLG) supported by the German Technical Co-operation (GTZ), the following issues should be addressed in the Process Plan:

- Distribution of Roles and Responsibilities
- Organisational Arrangements
- Mechanisms and Procedures for Community and Stakeholder Participation
- Action Programme with Timeframe and Resource Requirements
- Mechanisms and Procedures for Alignment
- National and Provincial Binding Legislation and Planning Requirements
- Budget for the Planning Process

The Framework & Process Plan Committee initiates and compiles the Process Plan. The compilation of the Process Plan was exclusively guided by the principles of the IDP Guide-pack 2001 and therefore adheres to the requirements of the Municipal Systems Act (Act 32 of 2000). Work sessions were subsequently used to build the capacity of committee members explaining the IDP Process and the relation thereof with all relevant binding national and provincial legislative requirements. The result of the preparation process was a well-prepared municipal management for the ensuing IDP Process.

The Council appointed a Framework & Process Plan Committee to continue with the preparation of the Process Plan. This structure will finally also be entirely included as part of the envisaged IDP Steering Committee. The Framework & Process Plan Committee included members consisting of the Mayoral committee, Councilors and officials.

The Mayor and Speaker and/or Designated Councilor to the IDP Process of the Municipality, Municipal Manager and/or IDP Manager form part of the committee.

Officials constitute both mayoral and municipal officials responsible for the drafting of the IDP and providing recommendations to council for adoption of the IDP document.

1.2.2 Institutional arrangements for the IDP process

The Framework & Process Plan Committee established a set of organizational arrangements to institutionalize the participation process effectively, manage the drafting of outputs and give affected parties access to contribute to the decision-making process. Public participation has to be institutionalized to ensure all residents have an equal right to participate. Structured participation must specify who is to participate, on behalf of whom, on which issues, through which organisational mechanisms and to what effect.

The Framework & Process Plan Committee clarified the roles of external role players in the IDP Process (in line with Section 84 of the Municipal Structures Act). External role players, the reason for involvement should be clarified

1.3 Roles and Responsibilities

The roles and responsibilities of contributors in the municipal IDP process are briefly outlined below.

Apart from Government inputs, external support and specialist's inputs will be significant especially during the analysis phase of the process. The analysis phase will mainly focus on community input. The community will largely identify needs and problem areas and identify subsequent causes of specific problem areas. Secondly focus on a more detailed and comprehensive assessment of existing data, government programmes and binding legislation will determine the exact current realities of the municipality. Aspects addressed in the compilation of the identified programmes include: the situation analysis, community needs, statistics, legislation and institutional policies.

In essence, the main role players in the IDP process and their roles are:

Council

The Council must –

- ★ Prepare, decide on and adopt the process plan
- ★ Undertake the overall management and co-ordination of the planning process, which includes ensuring that-
 - All relevant stakeholders are appropriately involved;
 - Appropriate mechanisms and procedures for public participation are applied,
 - The review process is undertaken in accordance with the set timeframes,
 - The planning process is related to the development priorities in the Municipality; and
 - National and provincial sector planning requirements are satisfied;
- ★ Adopt and approve the IDP and any amendments to the IDP; and
- ★ Ensure that the annual operational business plans and budget are linked to the IDP.

Executive Committee

The Executive Committee is the principal committee of the Municipality. The executive committee is responsible for –

- Managing the preparation and reviewing of the IDP;
- Assigning responsibilities in this regard to the Municipal Manager; and
- Submitting the draft plan to the Council for approval.

Section 43 of the Local Government: Municipal Structures Act 1998 (Act No 117 of 1998) (the Structures Act) requires that the executive committee

- Identify the needs of the Municipality;
- Review and evaluate those needs in order of priority;
- Recommend strategies, programmes and services to the Council to address priority needs through the IDP and budget, taking into account any applicable national and provincial development plans; and
- Recommend or determine the best methods, including partnership and other approaches, to deliver those strategies, programmes and services to the maximum benefit of the community.

IDP Manager

The municipal Manager is the Municipality's IDP Manager.

IDP Steering Committee

The IDP steering Committee is a technical working team established to assist the Municipal Manager. It consists of the Municipal Manager, departmental heads and other senior officials. Relevant portfolio councilors may be drawn in to the part of the IDP Steering Committee.

The steering Committee consists of:

- Municipal Manager (IDP Manager), Chairperson
- Departmental heads
- Unit Managers
- Mayor and other members of the Executive Committee
- Speaker

The IDP Steering Committee-

- may establish committees and work groups;
- prescribe the terms of reference for committee and work groups and the various planning activities
- commission research studies;
- consider, comments and inputs;
- process, summaries and draft outputs;
- make recommendations and;
- prepare, facilitate and minute meetings.

IDP Representative Forum

The IDP representative Forum (IDPRF) is the structure through which civic participation and consultation with other stakeholders, such as government departments, in the planning process take place.

The Forum –

- represents the interests of local communities (via ward committees), governmental and non-governmental institutions and public entities in the planning process;
- provide and organizational mechanism for discussion, negotiation and decision making between the stakeholders and the municipality
- ensure communication between all stakeholder representatives; and
- monitor the performance or the planning and implementation process

Stakeholder and community representatives

Stakeholder and community representatives in the IDPRF participate in the planning process in order to –

- inform interest groups, communities and organizations of relevant planning activities and their outcomes;
- analyze issues, determine priorities, negotiate and reach consensus;
- participate in the designing of project proposals and evaluations thereof;
- consider and comment on the draft IDP
- monitor implementation of the IDP and the performance of the municipality; and
- conduct meetings or workshops with groups, communities or organizations to prepare follow-ups on relevant planning
- conduct meetings or workshops with groups, communities or organizations to prepare and follow-up on relevant planning activities

Provincial Government

The Department of Local Government and Housing, sector departments and XDM are involved in the IDPRF in order to –

- ensure alignment of the IDP with the district development framework
- ensure alignment between the IDP and provincial sector departments' plans and the provincial growth and development strategy (PGDS);
- promote efficient management of provincial IDP grants;
- monitor progress of the IDP;
- assist the municipality in the IDP drafting process when required;
- facilitate IDP-related training where required;
- co-ordinate and manage of the MEC's assessment of the IDP;
- provide relevant information on the provincial sector departments' plans in an accessible manner; and
- provide sector expertise and technical knowledge to the formulation of municipal strategies and projects

Ward Committee Conference

During the review the first consciously attempt to involve ward committees as representatives of wards separate from the IDPRF in the review process was made. Ward committees –

- assisted with identifying development issues in their various wards;
- arranging those issues in priority order;
- assisted with identifying development objectives with regard to each of the development issues;
- assisted with identifying and formulating development strategies for each of the development objectives; and
- identified specific projects in respect of each of the development strategies

Support providers and planning professionals

Consultants, non-governmental organizations (NGOs) and planners –

- provide methodology/technical guidance to the IDP process;
- facilitate planning workshops;
- document outcome of planning workshops;
- document outcomes of planning activities;
- conduct special studies;
- support organized and unorganized groups and communities to more effectively engage in and contribute to the planning process; and
- ensure that the IDP is aligned with the budget and planning requirements of provincial and national departments

Xhariep District Municipality

The XDM must –

- engage alignment of the IDP with the district development framework and the district IDP; and
- facilitate vertical alignment of the IDP with other spheres of government.

1.4 The IDP Process overview

1.4.1 Public Participation

Integrated Development Planning is a planning method to assist the Municipality to develop a coherent, long-term plan for the co-ordination of all development and delivery in the area. One of the main features about the Integrated Development Planning Process is the involvement of community and stakeholder organisations in the process. Participation of residents ensures that the IDP addresses the real issues that are experienced by the communities of the Municipality.

(a) Public Participation in the IDP ensures that:

- participatory democracy targets stakeholders for information and negotiations and give the opportunity to provide input on the decisions taken by the Council
- municipalities adhere to Legislation in creating appropriate conditions for public participation
- organisations and stakeholder groups that play a role on a regional level are involved

- organisations that promote regional interest and sector development form part of the Representative Forum.
- the elected Council is the ultimate decision-making forum on IDP's.

(b) A structured participation system ensures:

- comprehensive public participation in the IDP processes from the Local Municipalities
- that Regionally based political parties form part of the Representative Forum. Other political parties, not based on regional level, have the opportunity for input during the local IDP processes.
- that Local Municipalities are *ex officio* part of the District Municipality and do not separately engage in the process, but within the present District Municipal structure.

(c) Diversity is acknowledged

Different cultures, gender, language and education levels are represented through the participation of the public, thus providing sufficient room for diversity within the Municipal area, although some processes will not be open to the broad public but to the identified and registered stakeholders.

The District framework for Public Participation is basically informed by structures developed for the Integrated Development Planning process. The structure can be illustrated as follows:

(d) Framework, structures and process for Public Participation

The following figure explains the general principles followed regarding public participation. In broad, regionally based organisations are represented in the Representative Forum. The latter might be a large grouping of people. A smaller vehicle, the IDP Steering Committee is constituted with the following role players:

- District and Local Municipal Representatives:
- District IDP Framework & Process Plan Committee
- Community Representatives:
- Elected members of the Representative Forum
- External Support

The process guides activities of the Steering Committee and Representative Forum. In principle all proposals made by the Steering Committee will be discussed with the Representative Forum. The latter will convey information to the respective regionally based organisations and structures, ensuring comprehensive participation within the IDP Process.

Regionally based organizations and Stakeholders inform the development of a Public Participation Plan through their inputs in the IDP. A Public Participation Steering Committee is constituted with the following role players:

- District and Local Municipal Representatives.
- Community Representatives where possible.
- External Support.

With the inputs of a committee consisting of representatives of local councils, officials of the LDM and external support an integrated development plan, which is aligned with national and provincial development strategies is drawn up to be finally approved by Council.

(e) Public participation and the IDP process

South Africa is a participatory democracy. In order to entrench this principle the South African government have made provision in various statutes, i.e Constitution, Systems Acts and structures Act provide guidelines regarding developmental processes, especially those affecting communities should be people centred and people driven.

Registration Session

All proposals by the regionally based organisations and structures will be conveyed to the Steering Committee via the Representative Forum. All regionally based community organisations and non-governmental organisations and stakeholders will be classified as "Regionally Based Organisations" (RBOs). In order to commence with the IDP Process and implement the Process Plan, a general notice will be submitted to all RBOs listed below in order to give notice of the IDP Process. All RBOs will be invited to a **Registration Session**. The general notice is published in circulating papers and by means of personal invitations to all the RBO's.

The aim of the registration session is to explain the IDP Process to the concerned representatives. During this session, stakeholders will be introduced to the planning process, principles and sector specific aspects such as water, sanitation, transportation, etc.

Workshop/conference

In order to ensure involvement of the Government Organisations and Service Providers, a regional workshop will be scheduled for the area. The session would simultaneously reduce current pressures on these institutions to attend numerous sessions of the IDP Process of the Local Municipality.

1.4.2 The IDP Process

Representatives of the municipality participate in the formulation of the District Framework Plan that will inform the Process Plan of the various municipalities. Kopanong will inform the District Municipality on all key dates on workshops where attendance of the District Municipality is required.

Phase 1: Analysis

Session one of the Steering Committee will entail a desk top assessment of the area's *Current Realities* (institutional and sectoral realities) including detail study and research. Problems and issues identified during the assessment of the current realities will be weighed according to their urgency and importance. Consequently, the *Priority Issues* also focusing on various sector and institutional programmes will be analyzed and agreed upon.

Phase 2: Strategies

Session two of the Steering Committee will entail the formulation of a *Vision* which a statement is indicating the ideal situation the Kopanong would like to achieve over the long term. Following the vision statement, *Development Objectives* will be formulated for each priority issue. The development objectives will indicate what the Municipality would like to achieve in the medium term to address the priority issues and to contribute to the realisation of the vision.

During session three, *Development Strategies* will be identified for each development objective. The strategies will provide the answers on how the Municipality will reach each of their objectives. Should it be necessary, the development priorities will also be revised during this session. Subsequent to the third session of the Steering Committee, general support will be obtained and consensus regarding the priority issues, vision, development objectives and strategies reached via the first feedback session to the IDP Representative forum.

Phase 3: Projects

Session four of the Steering Committee will include the identification of *Project Proposals*. Project Proposals will have a direct link to the priority issues, objectives and strategies identified in the previous sessions. At the same time preliminary budget allocations per project will be done to ensure a transparent and rational distribution of available resources between priority projects and the routine expenditure of the Council.

Session five of the Steering Committee will include the screening, adjusting and agreeing on project proposals after which the *Draft Project Proposals* will be finalised. Subsequent to the fourth session of the Steering Committee, general support will again be obtained and consensus regarding the draft project proposals reached via the second feedback session to the IDP Representative Forum.

Phase 4: Integration

Following the adoption of the draft project proposals, the individual project proposals will be harmonised and integrated in terms of contents, location and timing in order to arrive at consolidated and integrated programmes and plans as required during the sixth and final session of the IDP Steering Committee. Since institutional and sectoral issues will be addressed throughout the process, the documented programmes and plans will only be finalised and adopted during this session.

Phase 5: Final Draft and Approval

To give notice of the Draft IDP an advertisement will be published to provide opportunity for comment by the broad public. The Draft IDP will also be circulated to the Governmental Organisations and service providers for comment. A IDP summit will be held that will ensure inter-Municipal co-ordination of the relevant IDP's. Once all comments received have been evaluated and amendments made accordingly, the IDP will be adopted by the Council. The approved IDP will then be submitted to the MEC for Local Government and Housing together with the approved Process Plan for monitoring purposes. A Summary document will be prepared.

Conflict Resolution

If an agreement cannot be reached within the IDP Steering Committee regarding certain planning issues, conflict will have to be resolved by means of a decision within the formal Council. The Council decision regarding the outcome will be conveyed to the Steering Committee for implementation.

In severe conflict situations, irrespective of the structure (Council, Steering Committee or Representative Forum) special mediation measures will have to be implemented, utilising an external person or body as a mediator. The proper legitimisation of the public participation process by professional facilitators, as explained in the above Public Participation Plan, is envisaged to reduce conflict.

Monitoring

The Provincial Government (Spatial Planning Directorate) will monitor compliance with the Process Plan.

Public participation through ward councilors and ward committees

Municipalities have, by Council resolution, adopted the Ward Committee system according to the Municipality Structures Act of 2001. The Ward Committees are chaired and established by the Ward Councillors. Kopanong promotes Ward Committees as a most important way of achieving public participation.

Ward Committees have insight knowledge about local residents and are also active in implementing local projects and initiatives. Ward committees can be invited to participate in municipal planning (e.g. IDP and Strategic planning) and budgetary processes and to provide feedback on the performance of the Municipality. Ward Committees can assist in organising community forums within their Wards. They help bring together key stakeholders. (The Speaker's office normally can provide a Handbook on Ward committees).

1.4.3 The Alignment process

Apart from the seven National Key development priority issues, the key priority areas identified in the Free State Growth and Development Strategy as well as National Spatial development Perspective bears relevance.

The Free State Provincial Growth and Development Plan (FSGDS) and other governmental programmes and policies inform this IDP. An economy, which meets the basic needs of people in an equitable manner, started with the Reconstruction and Development Programme (RDP) in 1994. In 1996 Growth, Employment and Redistribution (GEAR) was formulated. The PGDS vertically aligned with the growth and development strategies of the national government as well as the National Spatial Development Perspective (NSDF) and the National Medium Term Strategies is taken into account.

FSGDS

Because Service delivery is continuously shifting from the provincial government to the local government, local and district municipalities are challenged to coordinate their plans with the provincial and national government. The broad objectives and priorities of the PGDS should be translated in the local development plans. For this reason the alignment of the IDP and the FS SDS is highlighted.

The FSGDS indicated four key priority areas (KPA), namely:

- KPA 1 Governance and administration
- KPA 2 Economic development, employment and investment
- KPA 3 Social and Human Development.
- KPA 4 Justice, crime prevention and security

The following Table summarises the key priority areas of both the Local Government Strategic Agenda and the Free State Growth and Development Strategy are outlined in the following Table. The strategies in the IDP will be clustered accordingly.

KPA'S OF THE LOCAL GOVERNMENT STRATEGIC AGENDA						
KPA1	KPA 2	KPA 3	KPA 4	KPA 5		
Municipal transformation and Institutional (Capacity) Development	Improve Basic Service Delivery and Infrastructure Investment	Local Economic Development	Financial Viability and Financial Management	Good Governance, Community Participation and Ward Committee Systems		
KPA's OF THE FSGDS						
KPA 1	KPA 2		KPA 1	KPA 1		
GOVERNANCE AND ADMINISTRATION	ECONOMIC AND INVESTMENT		GOVERNANCE AND ADMINISTRATION	GOVERNANCE AND ADMINISTRATION		
Coordination Capacity Building Intergovernmental relations Monitoring and evaluation	Infrastructure settlement	Job creation	Revenue Expenditure Budgeting Monitoring and evaluation Reporting	Public participation Consultation and Relations		
		SMME development				
		Training, etc				
	KPA 3				Revenue Expenditure Budgeting Monitoring and evaluation Reporting	Public participation Consultation and Relations
	SOCIAL AND HUMAN SECTOR					
		Health and HIV/AIDS				
		Education				
		Social development				
		Capacity Building				
	KPA 4					
SAFETY AND SECURITY						
	Criminal justice					
	Security					
	Road traffic					

Table 1.5.1(a) Key Priority areas of the LGSA and the FSGDS

The alignment procedure is a mechanism used by the Municipality to synthesise and integrate the top-down and bottom-up planning process between different spheres of government. Alignment with Provincial Departments is achieved through provincial documentation and visits.

Logistical Arrangements will be needed.

Role-players involved in Alignment Process

Between Local Municipalities and the District Municipality:

- District: IDP Manager and Chairperson of the IDP Steering Committee;
- Local Councils: IDP Manager and/or Municipal Manager, mayor;
- Provincial IDP Co-ordinator.

Between District/Local Municipalities and Provincial/National Government:

- District IDP Manager / Mayor;
- Local IDP Managers and / or Municipal Manager / Mayor;
- Provincial IDP Co-ordinator;
- Provincial / National Senior Sector Department Officials; and
- Senior Officials of relevant Service Provider

Matters of Alignment

To ensure that the Municipality executes its responsibility in terms of Section 84(1)(a) of the Structures Act it is critical to determine the matters that will require alignment with the District Municipality. Time frames also need to be linked to these activities that will guide the process. The following matters will require alignment between the District and Local Municipalities.

Table 1.5.1 (b) Alignment Activities

Phase	Alignment Activity	District Municipality	Municipality	Government & Services	Date
1. Initial Preparation (Process Plan)	Briefing session Municipality regarding Framework	X	X		Oct 2009
	Alignment of Process Plans with Framework	X	X		Oct 2009
2. Analysis	Regional Workshop on Needs Assessment	X	X	X	Nov 2009
3. Priority issues	Alignment of Priority Issues with District Priorities	X	X		Nov 2009
4. Strategies	Alignment of Objectives and Strategies on Local Level	X	X		Dec 2009
5. Projects	Technical inputs to project proposals and planning	X	X		Dec 2009
6. Integration	Consolidation and integration of sectoral and specialised programmes and plans	X	X	X	Dec 2009
7. Approval	Submission of Draft IDP & Budget	X	X		Jan/Feb 2010
	Comments on draft IDP & Budget	X		X	Jan/Feb 2010
8. Approval	Final adoption of IDP & Budget by Council	X	X		Feb 2010
9. Summary	Compilation of district level summary of local IDP's	X		X	March 2010
10. IDP v/s Budget	Compilation of budget – implementation plans for 2007-2012	X		X	March 2010

Alignment with Government Organisations and Service Providers and sector plans

It will be evident to receive contributions from the different identified bodies through the process. Consultation will thus occur on a continuous base with relevant Departments, which in some instances may also serve on the IDP Steering Committee. Governmental Organisations will be invited on national and provincial level that will attend these sessions or send regional office representatives. The proposed process for consultation between the Municipality and District Municipality for the Five Year Planning Process is as follows:

Framework and Process Plans

Representatives of all municipalities participate in the formulation of the Framework Plan that will inform the Process Plan of the various municipalities. Kopanong informs the District Municipality on all key dates on workshops where attendance of the District Municipality is required.

Phase 1: Analysis

Kopanong inform the District Municipality with regard to local needs, which will inform the determination of the Key Development Priorities of the district. At the same time the District Municipality perform an analysis relating to region wide issues and co-ordinate and align key development priorities with the local municipalities considering the Free State Development Priorities.

Phase 2: Strategies

Kopanong Municipality participates in the District workshops to jointly discuss the most appropriate problem-solving strategies and the District Municipality invited to local strategy workshops. Provincial and National specialists and competent resource-persons from civil society were invited to join this process, which were facilitated by staff the external support appointed by the Kopanong.

Programmes, sector and other plan are developed according to the priority areas, and clustered in the priorities indicated in the FSGDS.

Phase 3: Projects

Projects and Programmes are planned with the co-ordination and alignment between the Kopanong and the District that inform the capital development programme.

Phase 4: Integration

During this phase Kopanong and the District consolidate the project proposals in order to finalise their respective Integrated Development Plans and programmes.

Phase 5: Approval

The District plays an important role in horizontal (cross-border issues) and vertical co-ordination, involving all government departments and Primary Service Providers. Local planning will therefore be done parallel with the District but inform each other mutually, rather than in a one-sided bottom-up or top-down manner.

1.4.4 Aligning the IDP with other Sector plans

Sector plans directly informs and is informed by IDP sector-specific projects, sector components of multi-sectoral IDP projects and by other non-IDP related sectoral activities. This forms the basis for sectoral business plans and budgets. Relevant aspects include:

- reference to sector guidelines and strategies, and the way they have been considered in the Strategy Phase,
- consolidated outputs/targets/locations/time schedules of sector-specific projects or sectoral components of projects and
- Sector Plans in the fields of water (see Water Services Act), transport (see National Land Transport Transition Act) a waste management (see White Paper on Integrated Pollution and Waste Management).

According to the Municipal Systems Act the operational strategy includes sectoral programmes and plans as captured in the IDP. The next Table reflects the current status quo of relevant sector plans.

Sector Plan	Most recent date of compilation and/or review	Conclusion/Recommendation
Spatial development Framework (SDF)	2009	The SDF as a planning and guiding document for infrastructure and service development is in place. However the statistics is outdated and should be aligned with that of the recent FSGDS. Valuable information was retrieved from this document.
Water Services Development Plan (WSDP)	2010	The WSDP has been reviewed recently in 2010 Some of the objectives and strategy have been incorporated in the IDP.
Housing Sector Plan	Not clear	The IDP housing chapter has not been compiled. But using the current statistics we could determine the housing backlog and future need.
Integrated Waste Management Plan	Absent	Processes and procedures for managing waste removal and landfill sites should be planned in accordance with the Department of Land Affairs. Dump fill sites should be registered.
LED Strategy	2009-11	The LED strategy is comprehensive. It can however not be used as an implementation plan. Broad development objectives and strategies were identified. No specific projects were recorded. The LED strategy needs to be refined into an implementation plan that contain specific, manageable information such as projects, with time frames and proposed budgets as well as indicators to measure the performance of the strategic and project objectives. The information that could be retrieved from the LED Strategy is aligned with the development focus of the key priority areas. The practical implementation of national development programmes such as ASGISA, EPWP, JIPSA through LED should guide developers. The support of SEDA and SETAS need to be incorporated. The LED Unit should display capacity and/or introduce learnerships to support project implementation. Cross departmental project implementation needs to be facilitated and structures put in place accordingly.
HIV/AIDS	Not clear	This document contains information that directly impact on the planning, counselling and needs of the community and is in line with national requirements
Poverty alleviation	Not clear	Information in this document is in line with national requirements but more applicable for reaching the millennium goals and other key development indicators. Projects need to be aligned with other national development programmes such as EPWP, SEDA and the Department of Social Development. Projects could be funded by the mayoral fund but also identified as spin offs from infrastructure development. The National Volunteer Programme launched by Pres Thabo Mbeki in December 2006 could be integrated in this plan.

Sector Plan	Most recent date of compilation and/or review	Conclusion/Recommendation
Integrated Transport Plan	none	In all documents especially the SDF and the LED strategy reference to benefiting from major transport routes is outlined. In the absence of this plan future planning is jeopardised. The needs and forecast of future needs in the transport sector directly impacts on the infrastructure development and maintenance of the area. The integrated transport plan serves as the guiding document on how, when and where the focus should be placed. Aspects such as planning around development and/or improvement of taxi ranks will be addressed. In addition, the plan could outline how the Taxi recapitalisation programme will benefit local communities.
Youth Development Plan (YDP)	none	With national development programmes such as JIPSA and ASGISA special efforts are made to focus on the development of the youth. In the IDP an analysis on the age distribution of people within the Municipality and projections of age distribution clearly outlines the need and responsibility to focus on the development of the youth. Not only is it a national requirement, it directly relates to educational and recreational planning. A YDP will provide guidance on how to support and ensure that the youth is directly involved in developmental efforts.
Sports and recreation Plan	none	This plan directly corresponds with the youth development plan and needs to be aligned with the strategic direction of the plan. Several issues relating to sports and recreational activities and facilities are outlined in other plans such as the SDF. The sports and recreational plan forms the practical bases of how these strategic objectives should be reached. With the immediate focus on the sporting events of the 2010 Soccer World Cup, the Municipality should ensure that they are relevant and prepared.

Sector Plan	Most recent date of compilation and/or review	Conclusion/Recommendation
Public Participation Plan	none	Apart from the need for community participation in decision making aspects of the Municipality, specific legislation such as the Municipal Structures and Systems Act (outlined in the IDP) requires public participation. To ensure that it is implemented in an accountable manner, clear guidelines need to be recorded. This plan will address the processes and procedures to ensure broad based public participation in governance.
Rural Development Plan	none	Land reform, redistribution and planning are key developmental priorities. The Rural development Plan provides guidance on how this should be implemented. In a more rural environment such as the Municipality of Kopanong, rural development directly impacts on housing, services such as water and sanitation. The dynamics of the urban-rural trends and interdependency of the two, demands proper planning. A rural development plan will directly focus on land, movements and economic urban-rural interdependency.
Environmental Management Plan (EMP)	none	To ensure that the environmental health needs are addressed an EMP will address aspects such as: preventative programmes on air, water and soil pollution, land development and rehabilitation, dump fill sites and greening plans, environmental management systems, continuous innovative and research-orientated needs, international priorities such as earth warming, bio-fuel related and aquaculture-related advantages.

Table 1.1.2 Status quo of sector Plans

1.4.5 Aligning the IDP with other development goals

Local Government Turn-Around Strategy:

Local Government Turnaround Strategy (LGTAS) is therefore aimed at counteracting those forces that are undermining our Local government system. Root causes for some of these problems include;

- System factors, i.e. linked to model of local government;
- Policy and legislative factors;
- Political factors;
- Weaknesses in the accountability system;
- Capacity and skills constrains;
- Weak intergovernmental support and oversight; and
- Issues associated with the inter-governmental fiscal system.

Local Government Ten Point Plan

- Improve quantity and quality of municipal basic services to the people in the areas of access to water, sanitation, electricity, waste management, roads and disaster management
- Enhance the municipal contribution to job creation and sustainable livelihoods through local Economic Development(LED)
- Ensure the development & adoption of reliable and credible Integrated Development plans(IDPs)
- Deepen democracy through a refined Ward Committee model.
- Build and strengthen the administrative, institutional and financial capabilities of municipalities.
- Create single window of coordination for the support, monitoring and evaluation in municipalities.
- Uproot fraud, corruption, nepotism and all forms of maladministration affecting local government.
- Develop a coherent and cohesive system of governance and a more equitable inter-governmental fiscal system
- Develop and strengthen a politically and administratively stable system of municipality
- Restore the institutional integrity of municipalities.

Millennium Goals

The eight millennium goals range from halving extreme poverty to halting the spread of HIV/AIDS and providing universal primary education. All targets are set on 2015. The IDP intends to find ways to contribute on a local level to these goals.

The eight goals are listed below:

Goal 1	Eradication of extreme poverty and hunger
Goal 2	Achieve universal primary education
Goal 3	Promote gender equality and empower women
Goal 4	Reduce child mortality
Goal 5	Improve maternal health
Goal 6	Combat HIV/AIDS, malaria and other diseases
Goal 7	Ensure environmental sustainability
Goal 8	Develop a global partnership for development

Continental Goals (NEPAD) mainly reflects accelerated growth as follows:

- to promote accelerated growth and sustainable development
- to eradicate widespread and severe poverty and
- to halt the marginalization of Africa in the globalization process

National development goals are:

- To reduce poverty by half
- To reduce unemployment by half
- To improve skills
- To reach at least the national growth rate of 6%

Guidelines from the NSDP

The constitutional obligation on government to provide basic services to all South Africans wherever they may be located has been a driving force over the first twelve years of the new dispensation. On a national basis, government introduced the NSDP aimed at aligning government investment and spending in all spheres of government around specific spatial choices.ⁱ The NSDP requires that national government departments, provincial governments, and local authorities should use categories of development potential to identify the comparative advantage of localities in terms of infrastructure and development investment and spending, and to report annually on how their expenditure relates to the NSDP.ⁱⁱ

This approach is aimed at focusing the bulk of fixed investment by government on those areas with the potential for sustainable economic development.ⁱⁱⁱ Areas of limited potential development should concentrate (beyond the level of basic services) on social investment such as skills development and labour market intelligence to enable people in such areas to gravitate towards areas of greater potential.^{iv} The provision of social services in these areas is also important. The NSDP is therefore not a master plan, but a key planning instrument to guide not only national government departments, but also provincial and local governments in the spatial prioritization of their planning. It is an integrating instrument of strategic significance and it is very important to note that the NSDP suggests that compliance with the criteria for development potential would ignore areas of average or moderate potential and pinpoint spatially described areas with real and significant potentials.^v The NSDP framework suggests that without targeted investment aimed at

harnessing the strengths of the spatial economy, the desired high growth rate required to reduce poverty in South Africa will not be reached.

It is further important to focus on the idea of "potential". Potential in the context of the NSDP does not refer to an unrealized potential still waiting to be discovered, explored, or exploited. It refers foremost to a demonstrated potential, backed up by existing developmental data.^{vi} In Table 8.1, the six categories of development potential listed in the NSDP are introduced. In this table, these categories are analyzed to determine the rationale for considering them important, as well as which indicators could possibly be utilized to measure such potential.

The available NSDP maps have showed that the Free State province has limited development potential in the national context. This is evident from the fact that its economic contribution to the national economy is, percentage-wise, substantially smaller than the percentage of the Free State population in respect of the national population. In addition, the per capita GDP of the Free State province is substantially lower than those of the three provinces that really drive the South African economy: Gauteng, the Western Cape, and KwaZulu-Natal. Over the past fifty years, the Free State provincial contribution to the National Domestic Product has declined constantly, when expressed as a percentage of the national economy. In most cases, therefore, development potential in the Free State context lags behind the national average. In the few exceptional cases in which localities in the Free State province are on par with or even out-performing the national norm, attention will be drawn to such exceptions. However, drawing the map in more detail for the Free State is important because it shows the development potential comparative to the Free State. The municipal and Departmental scorecards and SDBIP of the IDP of Kopanong is aligned with Development Goals (see the list below)

The development potential categories listed in the NSDP are not value-free categories: these are development potential categories acknowledging:

- that economic activity in the modern context is not isolated and immune from external influences, but takes place in a broader national, sub-regional, and even global context; and that the capacity to innovate and adapt is an indispensable ingredient of sustainable economic activities in the modern context.

1.4.6 Amendment Procedures for the IDP Process

Proposed principles and procedures for monitoring of the Process Plan, and the amendment of the Framework are applied. Kopanong will be responsible for monitoring its own Process Plan and ensure that the Framework is being followed as agreed.

Proposed Procedures for Deviations:

- The IDP manager of each municipality should inform the Municipality of all proposed workshop and meeting dates;
- The Framework Committee will meet after each phase to jointly assess progress and decide on amendments;
- Kopanong Municipality must inform the District Municipality of deviations from the Action Programme that affect District-wide activities (e.g. the identification of municipal priority issues is delayed and the District-wide strategy workshop has to be postponed);
- The Municipality, in consultation with the Framework Committee, has the mandate to decide when and how an amendment takes place, and therefore postpones an activity or continues with the agreed program.

Conflict Resolution Mechanisms

In case of any disputes that may arise due to the requirements of the Framework mechanisms must be applied to resolve the matter between the conflicting parties. The underlying principle that will be applied is to attempt to resolve the problem between the conflicting parties internally. If the problem cannot be resolved amongst the parties itself the following mechanisms need to be applied:

- Utilize the hierarchy of committees within the Municipal Council to resolve the matter.
- If still unresolved, the matter needs to be referred to the MEC for Local Government and Housing as a final decision making authority.

The conflicting parties will be bound to abide to the ruling of the MEC as a final measure.

1.5 The process Plan

Action		Dates
1.	Management meeting- presentation of a consolidated 1 st draft	Jan/Feb 2010
2.	IDP Steering Committee meeting- presentation of a consolidated 1 st draft	Jan/Feb 2010
	IDP Task teams formation	Jan/Feb 2010
3.	IDP Representative Forum meeting- presentation of a consolidated 1 st draft	Jan/Feb 2010
4.	Strategy development and confirmation to IDP Steering Committee	Jan/Feb 2010
	Strategy development and confirmation to IDP Representative Forum session	Jan/Feb 2010
5.	Project prioritization linked to prioritized strategies against draft budget amounts (workshop) (Tshehang Consulting, Finance and Task teams)	Jan/Feb 2010
	Consultation process (for inputs and approval)	March 2010
	Management	April 2010
	Executive Committee	April 2010
	<ul style="list-style-type: none"> o Ward committees o Local municipalities o Sector Departments o Executive committee o Mining houses o Financial institutions 	April 2010
6.	Sector project integration session (Kopanong projects, sector Departments, Financial institutions' CSIs)	March 2010
	<ul style="list-style-type: none"> o Management o Executive Committee 	April 2010
	<ul style="list-style-type: none"> o IDP Representative Forum 	
7.	Approval of document by council	April 2010
8.	Sending to provincial departments of Premier, Local Government and Housing as well as Treasury	Within 10 days of the adoption of the document.
	As well as making a summary of the plan and copies to be made available to public places and newsletters/newspapers accessible to the majority of the district	Within 14 days of the adoption of the document.
9.	Development	To be completed before the end of the financial year

Table 1.5.1 © The IDP Process Plan - Timeframes

Output	Deliverable	New Deliverable date
1. Preparations and agreement	Selecting steering committee	October 2009
2. Regional analysis and research	Current situation analysis	20 October 2009
3. Broad based public participation	Recording	January 2010
4. Identification of strategies, projects and support	IDP framework	05 February 2010
5. Workshop of IDP framework	Broad based public participation	10 February 2010
6. Analysis and integration of sector plans	First Draft IDP	Nov/Dec 2010
7. Workshop with steering committee	Second draft IDP	February 2010
8. Submission of final document	Final draft IDP	March 2010

1.6 Self assessment of the IDP Planning Process

Internally the IDP process was planned as followed:

Due to several constraints experienced by Kopanong during 2007 and 2008, the process was delayed from time to time.

Activities	Role Players	Venue	Date
1. Drafting and discussion process plan	MM, Section 57 employees and managers	MM's office	Nov 2009
2. Process plan submission to EXCO	MM and Executive Council	Edenburg	24 Oct '07 @ 10:00
3. Process submission to Council for approval & performance management framework	MM, Section 57 employees and managers		Early Nov
4. Evaluation on progress made on IDP implementation, SDBIP PMS indicators. Appointment of Rep forum (Do we have to go to all the units ?)	MM, Section 57 employees and managers (Steering Committee)	Trompsburg	Nov 2009
5. Role players by various stakeholders, Baseline information, setting objectives, analysis by municipality, vision objectives	MM, Section 57 employees and managers, all Councilors & CDW's	Trompsburg Auditorium	Nov '2009
6. Strategy formulation of projects	MM, Section 57 employees and managers, Rep Forum, all Council & CDW's	Trompsburg Auditorium	Nov '09
7. Project feasibility with all sector departments & parastatals & budget	MM, Section 57 employees and managers, sector departments & District	Trompsburg Auditorium	1 Week later
8. Integration and alignment with budget and PMS	MM, Section 57 employees and managers	Trompsburg Auditorium	The next 2/3 days
9. Draft IDP	MM, Section 57 employees and managers	Trompsburg	Jan/Feb 2010
10. Advertise for comments	MM		Feb 2010
11. Rectification and approval of final IDP	MM and Council		31 May 2010

ⁱ The Presidency, 2003: National Spatial Development Perspective, Tshwane.

ⁱⁱ The Presidency, 2003: National Spatial Development Perspective, Tshwane.

ⁱⁱⁱ The Presidency, 2003: National Spatial Development Perspective, Tshwane.

^{iv} The Presidency, 2003: National Spatial Development Perspective, Tshwane.

^v The Presidency, 2003: National Spatial Development Perspective, Tshwane.

^{vi} The Presidency, 2003: National Spatial Development Perspective, Tshwane.