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(MARCH 2010)

MOQHAKA IDP PROCESS PLAN 2007/2012 IDP CYCLE

PROCESS PLAN FOR THE MOQHAKA LOCAL MUNICIPALITY 2007/12 INTEGRATED DEVELOPMENT PLAN CYCLE IN TERMS OF SECTION 34 OF
THE MUNICIPAL SYSTEMS ACT (ACT 32 OF 2000)

Prepared by the Process Plan Committee
And
The INTEGRATED DEVELOPMENT PLAN Representative Forum



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The area of jurisdiction of the Moqhaka Local Municipality is situated in the southern part of the Fezile Dabi District Municipality region. The former Kroonstad, Steynsrus and Viljoenskroon Transitional Local Councils and sections of the Riemland, Kroonkop and Koepel Transitional Rural Councils are included in the Moqhaka Region. The total estimated residents in the urban areas, according to the reviewed spatial development framework, is 241 048. The largest urban unit is Kroonstad followed by Viljoenskroon and Steynsrus and also including the small Vierfontein Village. The general tendency of migration from rural to urban areas is also occurring in the area, as is the case in the rest of the Free State Province. It is determined that approximately 67% (33% rural) of the area's population has urbanized, which is in comparison with the estimated 66% (34% rural) of the Free State Province. The majority of the rural population is active within the agricultural sector.

The Kroonstad/Maokeng/Brentpark urban unit is situated adjacent the N1 national road and located adjacent one of the largest and most important four-way railway junctions in South Africa. This positioning emphasise the ideal and strategic location of the town. The unit is the third largest town in the Free State comprising an approximate total of 166 195 inhabitants. The Greater Kroonstad is the centre of a large agriculture community that plays an important role in the economy of the region. Industrial activities subsequently contribute significantly to the districts economy. The Department of Correctional Services and the School of Engineer's Military bases are situated in Kroonstad, hence the population of Kroonstad would regularly fluctuate depending on the intake by these institutions at every season. Kroonstad has of late become a distinguished holiday and sporting destination due to the ultra modern facilities that exist within this town. Amongst other sporting codes that have accelerated Kroonstad's popularity is the Moqhaka football Cup and the regular Motorbike festivities.

The Viljoenskroon/Rammulotsi urban unit, similar to the other units, are located within an area of extreme agricultural significance and industrial complex of which Senwes are established in the Viljoenskroon industrial area. An estimated population of 59 202 resides in the area. The urban area plays a significant role in providing residential opportunities to the adjacent Goldfields and other mining activities in the North West Province. The provincial roads P15/1 and P15/2 from Kroonstad to Klerksdorp in the North West Province extend through the area from north to south.

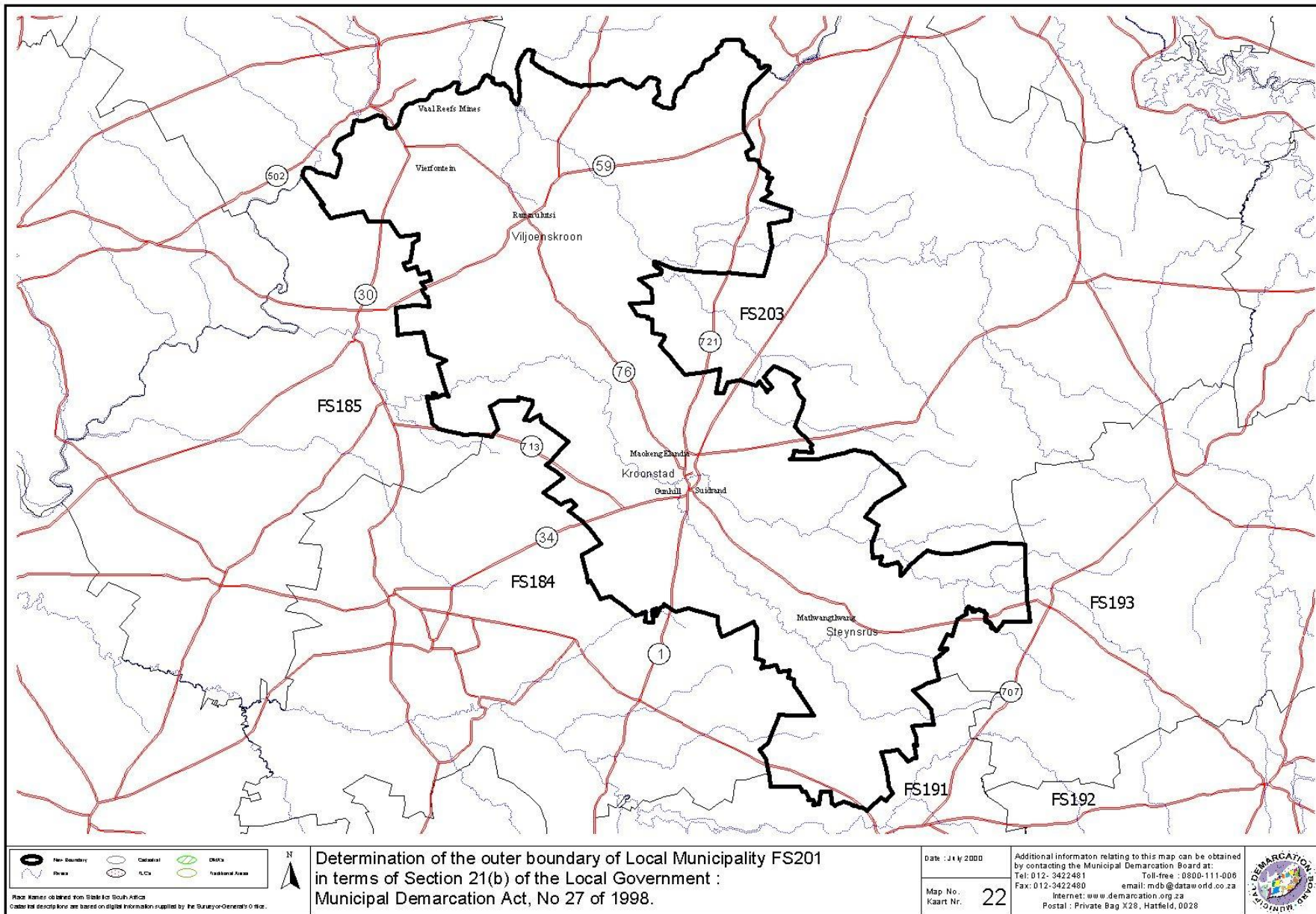
The Steynsrus/Matlwangtlwang unit is situated approximately 55 km east of Kroonstad, 92 km west of Bethlehem. The major link road between Bethlehem and Kroonstad stretches adjacent to the urban area. A total of 15 652 inhabitants reside in Steynsrus/Matlwangtlwang. The area is located in an area of agricultural significance and mainly provides services in this regard to the surrounding rural areas. More specialised services are rendered by Kroonstad as a large service centre in close proximity. The accessibility of the town, due to the main road and railway line, further influences growth in the area.

Apart from the dominant role agriculture plays in the region, no other significant economic activity exists. The study area, like the rest of the Fezile Dabi District, is not considered as a primary tourist destination, although the area is increasingly becoming a favourite weekend destination. The hunting and guesthouse industries displayed an exceedingly rapid growth the past few years. Recreation areas and facilities are predominantly confined to the urban areas. The Kroonpark recreation and holiday resort in Kroonstad attracts interest throughout the region. The Renovaal recreation and holiday resorts adjacent the Vaal River is also becoming a popular tourist destination.

The Vaal River borders the western boundary of the area and the Vals and Renoster Rivers drain through the area towards the Vaal River. The rivers play a significant role in providing the raw water supply to Kroonstad, Steynsrus and Viljoenskroon respectively. The topography of the area is particularly homogeneous with no prominent feature and the area is characterized by extremely moderate slopes. The western areas, in the vicinity of Viljoenskroon, are known for various shallow and non-perennial pans.

Figure 1

Moqhaka Local Municipality



0 Integrated Development Planning and Processes

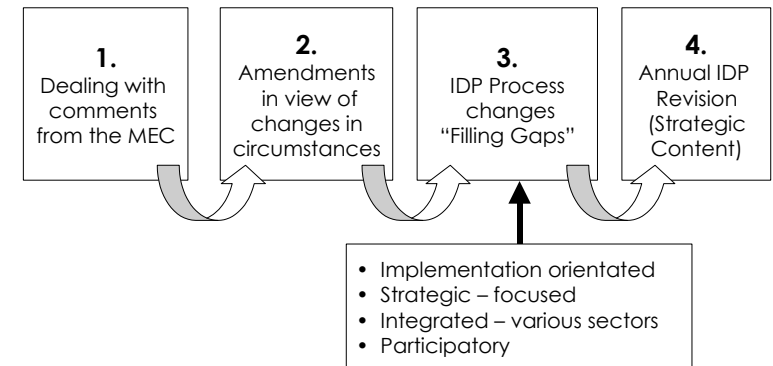
After the approval of the initial integrated Development Plan and in accordance to the Municipal Systems Act prescription, the Moqhaka Local Municipality committed to the annual review of its development plan, hence, the Integrated Development Planning is a process through which Municipalities prepare a strategic development plan, for a five year period. The Integrated Development Plan (INTEGRATED DEVELOPMENT PLAN) is a product of the Integrated Development Planning Process (INTEGRATED DEVELOPMENT PLAN Process). The Integrated Development Plan is a principal strategic planning instrument, which is intended to guide and inform all planning, budgeting and management decision-making in a Municipality as well as intergovernmental planning. As the Integrated Development Plan is a legislative requirement, and supersedes all other plans that guide development at Local Government level. In accordance to the municipal systems act, the Moqhaka Municipal council complies with section 34 of the stated Act. While the Integrated Development Plan is linked to the term of office of councilors, it is important to plan activities that will benefit the population beyond the term of council. In the current review this interactive and participatory process involved extensive consultation with members of the public, sectoral formations and management of the municipality.

- Improving the INTEGRATED DEVELOPMENT PLAN Process:

Key to the review of the existing Integrated Development Plan is the adjustment of the plan to be

1. REALISTIC (Ability to execute strategies)
2. PARTICIPATORY (Influenced by public and stakeholder inputs)
3. ACHIEVABLE (Ability to accomplish set goals) and
4. INTEGRATED (Inclusive of most influencing economic, environmental and organizational factors)

In this review the Provincial Exco (Free State Premier and MEC, Co-operative Governance and Traditional Affairs) opinion on the Moqhaka development during their visit in 2007 October have been considered and enacted in the global strategic planning.



Annual INTEGRATED DEVELOPMENT PLAN Review Process:

At the completion of every review, the Moqhaka Local Municipality intends conducting its affairs in a manner which is consistent with the reviewed integrated development plan as approved by its council and in accordance to (Chapter 5 – 36) of the Municipal systems Act. Continuously the municipality shall assess its achievement of its stated objectives and measure its performance in accordance to the reviewed integrated development plan.

The Moqhaka Local Municipality council adopted a written process plan in accordance to section 28(1) of the Municipal Systems Act which is aimed at guiding the drafting, adoption and review of its Integrated Development Plan. This process plan encompass

- 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 Implications

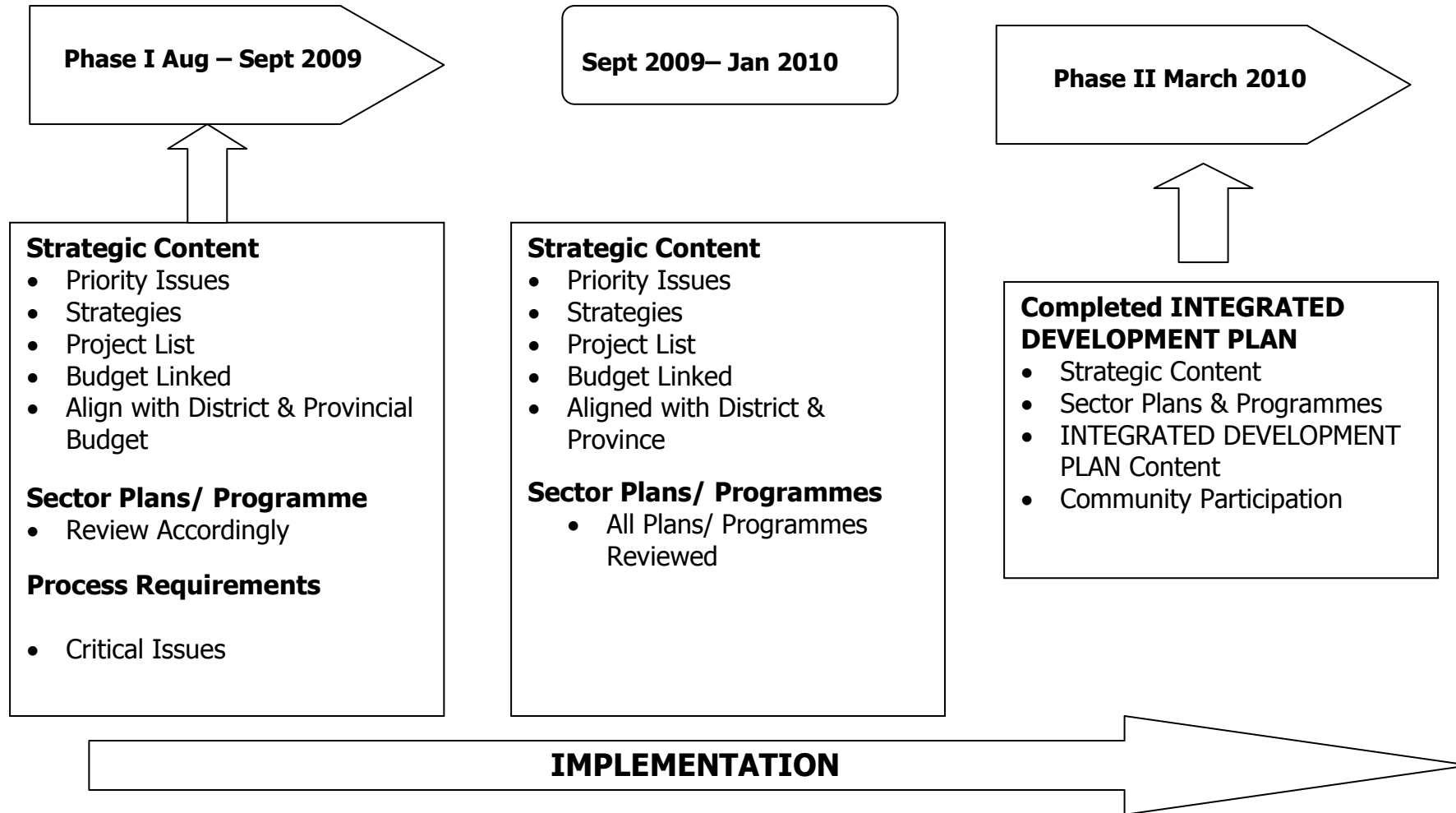
0 **Review Planning Cycle**

The first phase of the revision cycle will aim to address the most critical aspects for review (see following diagram).

This will include the revision of the Strategic Phase (Priorities, Objectives and Strategies), revision of the Project List and alignment with the budget.

Phase two of the process will be a comprehensive review of the entire INTEGRATED DEVELOPMENT PLAN to ensure a reviewed INTEGRATED DEVELOPMENT PLAN prior to June 2009. This will include the revision of the Strategic Phase, the Project List, and the Performance Management System as well as a revision of the Analysis Phase and all the various Sector Plans and Programmes while a comprehensive community and stakeholder level analysis and feedback will be endeavoured.

2010/11 REVIEW PLANNING CYCLE



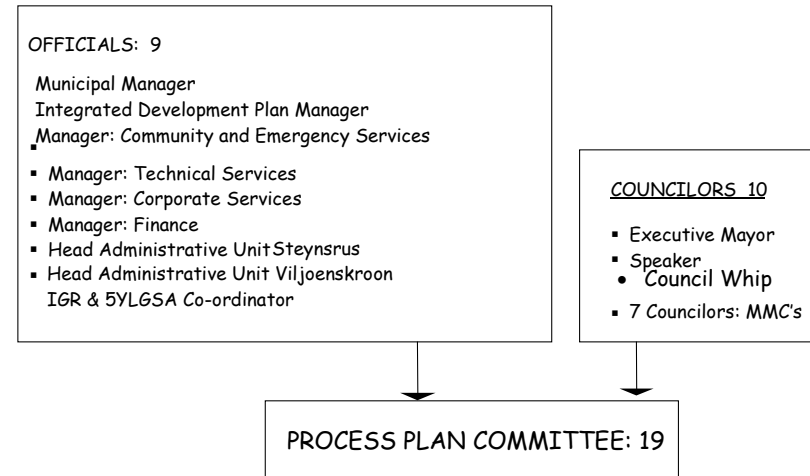
PROCESS PLAN COMMITTEE .3

θ Process Plan Committee: June 2009 till March 2010

The Council appointed a 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 INTEGRATED DEVELOPMENT PLAN Steering Committee. The Process Plan Committee included the following members:

Councillors:

| | | |
|-------------------|---|---|
| MA Mokgosi | - | Executive Mayor (WC Ward 21) |
| J Mohapi | - | Speaker (PR Ward10) |
| J Mareka | - | Council Whip (PR Ward 20) |
| ML Pietersen | - | MMC: INTEGRATED DEVELOPMENT PLAN & LED Portfolio Committee (PR Ward 13) |
| ER Moletsane | - | MMC: Finance & Audit (PR Ward 25) |
| ACWD Nakedi | - | MMC: Sport, Arts & Culture (PR Ward 11)) |
| S Mokoena | - | MMC: Housing & Community Development (WC Ward 20) |
| SJ Matli | - | MMC: Personnel & Administration (PR Ward 3) |
| MP Thipane | - | MMC: Technical Services & Infrastructure (WC Ward 6) |
| DA Matshedisho | - | MMC: Public Safety (WC Ward 19) |
| MS Mqwathi | - | Municipal Manager |
| S Nhlapo | - | Manager: Department Corporate Services |
| MC Sepheka | - | Manager: Department Community and Emergency Services |
| M Lelaka (acting) | - | Manager: Department Technical Services |
| M J Lenyehelo | - | Manager: Department Finance |
| Vacant | - | Manager:INTEGRATED DEVELOPMENT PLAN/PMS |
| S S Brits | - | Regional Manager Steynsrus and INTEGRATED DEVELOPMENT PLAN co-ordinator |
| T Leie | - | Regional Manager Viljoenskroon |
| M Thebe | - | IGR & 5YLGSA Coordinator |



.....
 Clr. MA Mokgosi:
Executive Mayor

.....
 MS Mqwathi
Municipal Manager

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The INTEGRATED DEVELOPMENT PLAN Revision Process Plan Committee initiated and compiled the INTEGRATED DEVELOPMENT PLAN Review Process Plan according to the INTEGRATED DEVELOPMENT PLAN/Budget Key Dates and Deadline document as per the Municipal Finance Management Act (56/2003) and the Municipal Systems Act (32/2000).

DISTRIBUTION OF ROLES AND RESPONSIBILITIES .4

The Process Plan Committee clarified the roles that external role players will play in the INTEGRATED DEVELOPMENT PLAN Process (in line with Section 84 of the Municipal Structures Act). The roles and responsibilities of the Municipal structures are discussed under Chapter 5. External role players will have the following roles and responsibilities:

θ Civil Society

Apart from the Ward Committee representatives (see Chapter 5) it is also imperative to engage other legitimate civil society structures to form part of the INTEGRATED DEVELOPMENT PLAN Process that will represent different civil society groups. It can be announced that not all individuals and groups will participate in the Ward Committee system and it is therefore essential to provide mechanisms for other civil structures and interest groups to participate during the INTEGRATED DEVELOPMENT PLAN Process. To ensure legitimacy of the process it is therefore essential to engage with existing non-governmental organisations (NGOs), community based organisations (CBOs) and faith based organisations (FBOs) in each of the concerned towns in the area of jurisdiction. The basis of understanding is that all existing organisations will be invited to participate during the process. The municipality shall further attempt to keep a comprehensive register of participants, including contact information and contact persons, and such list will continuously be amended with the introduction of new participants.

The civil society is responsible to represent interests and contribute knowledge in the planning process by:

- participating in the Integrated Development Plan Representative Forum to:
 - inform interest groups on relevant planning activities and their outcomes,
 - analyse issues, determine priorities, negotiate and reach consensus,
 - participate in the designing of project proposals and assess them,
 - discuss and comment on the draft reviewed Integrated Development Plan,
- Ensure that annual business plans and budgets are based on and linked to the Integrated Development Plan and to monitor performance in implementation of the Integrated Development Plan of the Local Municipality.
- Conducting meetings to prepare for and follow-up on relevant planning activities.

θ District Municipality

The District Municipality will be responsible to:

- ensure horizontal alignment with the Integrated Development Plan review process of the Municipality,
- ensure vertical alignment between district and local planning,
- facilitate vertical alignment with other spheres of government and sector departments and to
- Prepare joint strategy workshops with the Local Municipality.

θ Provincial Government and Corporate Service Providers

Government Departments that are active in the area of jurisdiction will be consulted throughout the process.

- It is essential in order to comply with the principle of integrated planning and also considering that the budget for potential projects rest with provincial and national government departments.
- It is also imperative that national and provincial priorities and policies are applied at local level and the respective departments will be able to provide the linkage between national and local priorities.
- On completion of the process, it will also be essential to circulate the reviewed Integrated Development Plan document to all applicable government departments for comments before final approval by the Council. The

Municipal Manager:

- Overall management of the INTEGRATED DEVELOPMENT PLAN process.
- Ensure a properly managed and organised review and planning process

Executive Mayoral Committee:

- Decide on planning process: nominate persons in charge: monitor planning process
- Overall management and co-ordination responsibility (to make sure that all relevant actors are involved)

Councillors:

- Linking integrated development planning process to their constituencies / wards
- Organising public participation sessions

Municipal Officials:

- Providing technical / sector expertise and information
- Preparing draft project proposals

Municipal Council:

- Final Decision-making / Approval of reviewed INTEGRATED DEVELOPMENT PLAN
- Monitoring
- Implementation

Department of Local Government and Housing, through the Office of the Integrated Development Plan Provincial Coordinator will coordinate the process of Engagements with Sector Departments.

Primary service providers such as Eskom, Transnet and Telkom will furthermore be involved in determining capital development programmes for the Council.

- It is necessary to inform the planning processes for the above institutions and to ensure their 5 year plans are integrated with the 5 year capital programmes of the Municipality.
- Their participation should be done on an "as need" basis to ensure their participation in specific and relevant aspects of the Integrated Development Plan.
- As in the case with government departments, the final draft documents will be circulated to all relevant service providers, before final approval by the Council.
- Advertisements in the press inviting participation/ input will be also be placed in the local press and all Municipal Notice Boards.

The roles and responsibilities of the Provincial Government and service providers are as follows:

- Ensuring vertical / sector alignment between provincial sector departments / provincial strategic plans and the INTEGRATED DEVELOPMENT PLAN Review Process at local level by:
 - guiding the provincial sector departments' participation in and their required contribution to the Municipal planning process and
 - guiding them in assessing draft reviewed Integrated Development Plan and alignment of sectoral programmes with the reviewed Integrated Development Plan.
- Efficient financial management of provincial Integrated Development Plan grants.
- Monitoring the progress of the Integrated Development Plan Review Process.
- Facilitation and resolution of disputes related to the INTEGRATED DEVELOPMENT PLAN Review Process of the Municipality.
- Assist the Municipality in the INTEGRATED DEVELOPMENT PLAN review where required.
- Co-ordinate and manage the Free State Department of Local Government and Housing's assessment of the reviewed Integrated Development Plans.
- Contribute relevant information on the provincial sector departments' plans, programmes, budgets, objectives, strategies and projects in a concise and accessible manner.
- Contribute sector expertise and technical knowledge to the formulation of the Municipal strategies and projects.
- Engage in a process of alignment with the District Municipality.
- Participate in the provincial management system of co-ordination.

INTEGRATED DEVELOPMENT PLAN Steering Committee:

- Elaboration / discussion of contents of the reviewed INTEGRATED DEVELOPMENT PLAN
- Providing inputs related to the various planning steps
- Summarising / digesting / processing inputs from the participation process
- Discussion / commenting on inputs from consultants or other specialists
- Deciding on drafts

ORGANISATIONAL STRUCTURE AND INSTITUTIONAL ARRANGEMENTS .5

The Process Plan Committee established a set of organisational arrangements to institutionalise the participation process effectively, manage the drafting of outputs and give affected parties access to contribute to the decision-making process. The organisational arrangements are based on the following principles:

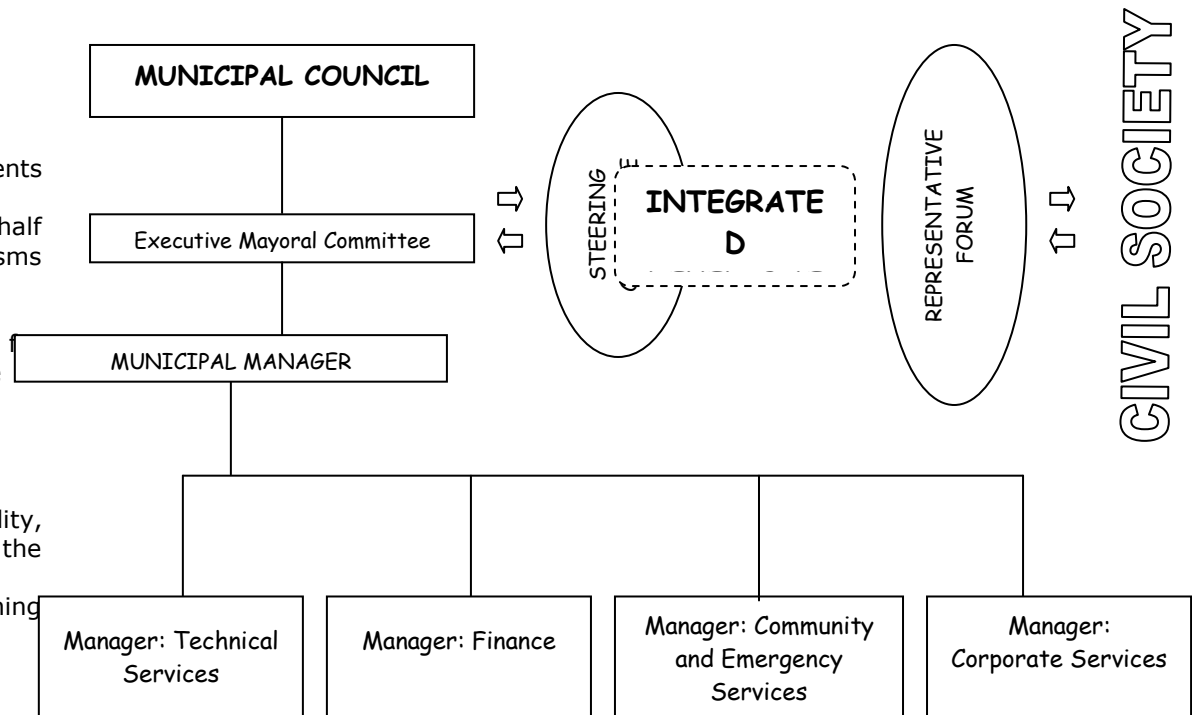
- Public participation has to be institutionalised to ensure all residents have an equal right to participate.
- Structured participation must specify who is to participate, on behalf of whom, on which issues, through which organisational mechanisms and to what effect.

The following was agreed upon as the terms of reference, criteria selection, persons and organisations to be represented and code of conduct where applicable for the respective structures:

0 Municipal Council

This is the ultimate political decision-making body of the Municipality, the Municipal Council adopted and approved the Process Plan and for the purposes of the Integrated Development Plan Review Process will:

- undertake the overall management and co-ordination of the planning process which includes ensuring that:
 - all relevant actors are appropriately involved,
 - appropriate mechanisms and procedures for public consultation and participation are applied,
 - the planning events are undertaken in accordance with the time schedule,
 - the planning process is related to the real burning issues in the Municipality,
 - it is a strategic and implementation-oriented process and
 - the sector planning requirements are satisfied.
- adopt and approve the reviewed Integrated Development Plan,
- adjust the current Integrated Development Plan in accordance with the Department of Local Government's proposal and
- ensure that the annual business plans, budget and land use management decisions are linked to and based on the reviewed INTEGRATED DEVELOPMENT PLAN.



Ø **Ward Councilors**

Ward Committees are instituted in accordance with the Municipal Structures Act as democratic representative bodies. Ward Committees are established in all Wards according to the prescribed legal framework to represent the views, needs and aspirations of the demarcated ward, as determined by the Municipal Demarcation Board. Each ward is represented by ward councilors and the Ward Committee system will be a critical element of the Integrated Development Plan participation process.

Ward councilors are the major link between the Municipal Government and the residents. As such, their role will therefore be to:

- link the planning process to their constituencies and / or wards,
- be responsible for organising public consultation and participation.

Ø **Executive Mayoral Committee**

As the senior governing body of the Municipality, the Executive Mayoral Committee:

- submitted the Process Plan for reviewing the Integrated Development Plan to the Municipal Council for adoption,
- is responsible for the overall management, co-ordination and monitoring of the process and drafting of the Integrated Development Plan together with the Municipal Manager,
- has to approve nominated persons to be in charge of the different roles, activities and responsibilities of the process and drafting and
- has to submit the draft reviewed Integrated Development Plan to the Municipal Council for adoption.

Ø **Integrated Development Plan Manager**

The INTEGRATED DEVELOPMENT PLAN Manager will manage and co-ordinate the INTEGRATED DEVELOPMENT PLAN Review Process. His responsibilities include to:

- ensure the preparation of the Process Plan,
- undertake the overall management and co-ordination of the planning process,
- ensure that all relevant actors are appropriately involved,
- nominate persons in charge of different roles,
- be responsible for the day-to-day management of the drafting process,
- ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements,
- ensure proper documentation of the results of the planning of the reviewed INTEGRATED DEVELOPMENT PLAN document and
- adjust the current INTEGRATED DEVELOPMENT PLAN in accordance with the proposals of the Department of Co-operative Governance and Traditional Affairs.

Ø **Heads of Departments and other Key Officials**

As the persons in charge for implementing the reviewed Integrated Development Plan of the Municipality, the officials will be fully involved in the planning process to:

- provide relevant technical, sector and financial information for analysis to determine priority issues,
- contribute technical expertise in the consideration and finalization of strategies and identification of projects,
- provide departmental operational and capital budgetary information,
- be responsible for the preparation of project proposals, the integration of projects and sector programmes.

0 Integrated Development Plan Steering Committee

The composition of the INTEGRATED DEVELOPMENT PLAN Steering Committee is explained in Chapter 6 as part of the Public Participation Plan. The terms of reference for the INTEGRATED DEVELOPMENT PLAN Steering Committee includes to:

- co-ordinate and integrate the INTEGRATED DEVELOPMENT PLAN Revision Process,
- ensure that key deliverables are completed within the time frames,
- provide guidance and support to the process,
- co-ordinate departmental responsibilities within the local government,
- oversee the implementation of key aspects of the INTEGRATED DEVELOPMENT PLAN formulation and revision process including the participation, communication and empowerment strategy as outlined in the Process Plan,
- refer INTEGRATED DEVELOPMENT PLAN disputes for mediation and arbitration to the Council,
- provide terms of reference for the various planning activities,
- commission research studies,
- consider and comment on:
 - inputs from sub-committee/s and study teams
 - inputs from provincial sector departments and support providers
- process, summarize and document outputs,
- make content recommendations,
- prepare, facilitate and document meetings,
- consult and establish sub-committees for specific activities and outputs, which should include additional persons outside the Steering Committee.

10 INTEGRATED DEVELOPMENT PLAN Representative Forum

The INTEGRATED DEVELOPMENT PLAN Representative Forum is the structure, which institutionalizes and guarantees representative participation in the INTEGRATED DEVELOPMENT PLAN Process. The composition of the INTEGRATED DEVELOPMENT PLAN Representative Forum is explained in Chapter 6 as part of the Public Participation Plan. The terms of reference for the INTEGRATED DEVELOPMENT PLAN Representative Forum includes to:

- represent the interests of their constituents in the INTEGRATED DEVELOPMENT PLAN Process,
- provide an organizational mechanism for discussion, negotiation and decision making between the stakeholders including the Municipal Council,
- ensure communication between all the stakeholder representatives including the Municipal Council and
- monitor the performance of the planning and implementation process.

The preparation, facilitation and documentation of meetings and workshops of the INTEGRATED DEVELOPMENT PLAN Representative Forum will be done by the internally. The code of conduct for the INTEGRATED DEVELOPMENT PLAN Representative Forum will regulate the following issues:

- meeting schedule (frequency and attendance),
- agenda, facilitation and documentation of meetings,
- understanding by members of their role as representatives of their constituencies,
- feed back to constituents,
- required majority for approval.

PUBLIC PARTICIPATION PLAN & METHODOLOGY .6

Since the INTEGRATED DEVELOPMENT PLAN Process involves participation of a number of stakeholders, it is crucial for the Municipality to adopt an appropriate approach and put in place appropriate structures to ensure effective participation. One of the main features about the Integrated Development Planning Process is the involvement of the community and stakeholders. Participation of affected and interested parties ensures that the INTEGRATED DEVELOPMENT PLAN addresses the real issues that experienced by the communities of the Municipality.

0 Principles of Public Participation

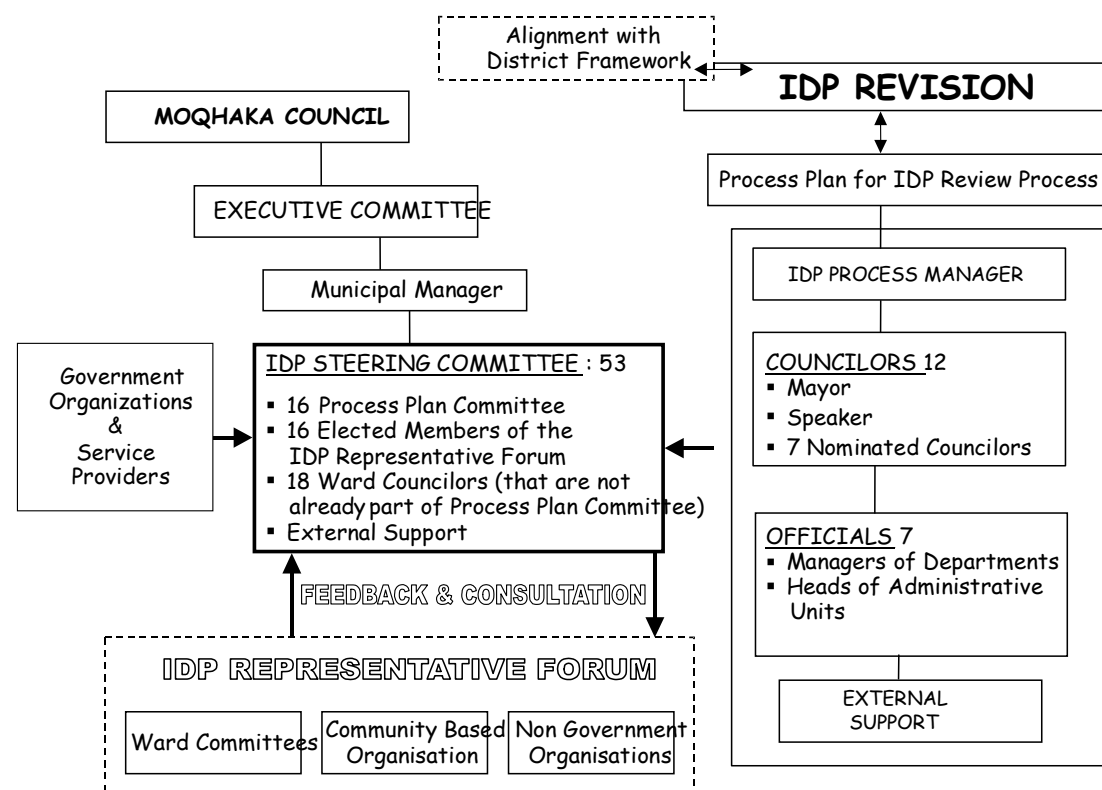
- The elected Council is the ultimate decision-making forum on INTEGRATED DEVELOPMENT PLAN's.
- The role of participatory democracy is to inform and negotiate with stakeholders and to give the opportunity to provide input on the decisions taken by the Council.
- In order to ensure public participation, the legislation requires the Municipality to create appropriate conditions that will enable participation as a minimum requirement.
- Community and stakeholder groups will be encouraged to get involved.

Structured Participation:

- A structured public participation process will be followed.
- The Municipality is too big in terms of population size and area to allow for direct participation of the majority of the residents in a complex planning process. Participation in the integrated development planning, therefore needs clear rules and procedures specifying:
 - who is to participate,
 - who will not directly participate, but must be consulted on certain issues (e.g. adjoining Municipalities) and
 - on which issues should direct participation or consultation take place.
- Existing public participation structures will be used.
- Nominated participants should at any time provide proof of their mandate.

Diversity:

- The way public participation is structured provides sufficient room for diversity within the Municipal area in terms of different cultures, gender, language and education levels.
- Participation costs will be kept at an acceptable level.
- Participants will therefore be made aware that it is in their own interest to be involved in the planning process and it is not a task they have to be paid for.



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- Access to the participation process will remain open ended, but newly registered participants will not be able to back track progress.
- Participants are responsible to give report back to the structures that they represent.

0 **Conditions for Public Participation**

- The residents and stakeholders will be informed on the Municipality's intention to embark on the INTEGRATED DEVELOPMENT PLAN Review Process by means of advertisement in the local press and on Municipal Notice Boards.
- Appropriate forms of media will be utilised in order to reach as many people as possible.
- All relevant community and stakeholder organisations will be invited to register as members of the INTEGRATED DEVELOPMENT PLAN Representative Forum.
- An appropriate language and accessible venue will be used to allow all stakeholders to freely participate.
- The INTEGRATED DEVELOPMENT PLAN Representative Forum meetings will be scheduled to accommodate the majority of the members.
- The community and stakeholder representatives will be given adequate time to conduct meetings or workshops with the groups, they represent.
- Copies of the reviewed INTEGRATED DEVELOPMENT PLAN documents will be accessible for all communities and stakeholders and adequate time provided for comment.
- The Council meeting regarding the approval of the reviewed INTEGRATED DEVELOPMENT PLAN, will be open to the public.

0 **Framework and Structures for Public Participation**

The above figure explains the general principles to be followed regarding public participation in the study area. In broad, the general public will be represented in the **Representative Forum**. The latter will most probably be a large grouping of people also including the **Ward Committees**. A smaller vehicle, the **INTEGRATED DEVELOPMENT PLAN Steering Committee** will be constituted to deal with the revision process.

The Process Plan duly explains the activities of the Steering Committee, Representative Forum and Ward Committees. In principle, all proposals made by the Steering Committee will be discussed with the Representative Forum. The latter will convey information to the broad public, ensuring comprehensive participation of the community within the INTEGRATED DEVELOPMENT PLAN Process. On the other hand, proposals by the public will be conveyed to the Steering Committee via the Representative Forum.

0 **Public Participation Plan and INTEGRATED DEVELOPMENT PLAN Process Methodology:**

In considering an appropriate structure that will ensure effective participation, the following issues need to be considered:

- That the principle of inclusivity will apply and no stakeholder group will be excluded.
- That in determining the plan and programme for the Municipality it should be informed by local communities and a detailed research and study.
- That the principle of representation should be applied to ensure effective planning.
- That feedback mechanisms are applied in order to ensure feedback to the broader community.

It is essential to apply mechanisms that will consider the above issues and allow for the representative views of the communities but at the same time are able to progress with the formulation and review of the INTEGRATED DEVELOPMENT PLAN. Due to the large geographical area of the Municipality, it is essential to provide mechanisms whereby all communities will be able to provide input to the INTEGRATED DEVELOPMENT PLAN.

INTEGRATED DEVELOPMENT PLAN Representative Forum:

All known Community Based Organizations (CBO's) have been invited to the Registration Session, constituting the **INTEGRATED DEVELOPMENT PLAN Representative Forum** will come to pass during the Registration Session. The forum will finally be constituted comprising all delegates present representing amongst other business, agriculture, industry, faith based organizations, trade unions / labour, sport / culture and disabled (See Annexure 1). The above elected community representatives will also include women and youth representation. Specific identified and delegated councilors and officials will naturally form part of the structure as duly explained in

annexure 1. The forum will be requested to nominate members to be co-opted in the **INTEGRATED DEVELOPMENT PLAN Steering Committee**. The number of the members to be nominated will be determined by the community present.

0 INTEGRATED DEVELOPMENT PLAN Process Methodology:

The proposed methodology is based on the following points of departure:

- The present INTEGRATED DEVELOPMENT PLAN Process guidelines served as primary base to determine the methodology.
- Although it is not required, implementation support will be provided to the municipality, linked to their current Performance Management System to ensure implementation of the Current and Revised INTEGRATED DEVELOPMENT PLAN.
- The methodology, in general, will aim the broad improvement of the INTEGRATED DEVELOPMENT PLAN Process and will also attempt to provide comprehensive and adequate baseline data to support the decision making process.

Process Improvement:

Both the Performance Management System and the INTEGRATED DEVELOPMENT PLAN Review are tools to help the Local Municipality assessing its implementation. The proposed methodology thus aims to:

- check whether the Local Municipality is achieving its developmental objectives
- make adjustments and revisions to ensure efficiency and impact of its delivery is improved

In order to significantly improve the process, the following main themes will be addressed:

- Integrated Financial Management : A primary linkage of planning to delivery
- Project Management (MIG PMU) : Making sure the priority projects are delivered
- Performance Management & INTEGRATED DEVELOPMENT PLAN Review : Checking it all happens and achieving the Municipality’s Objectives

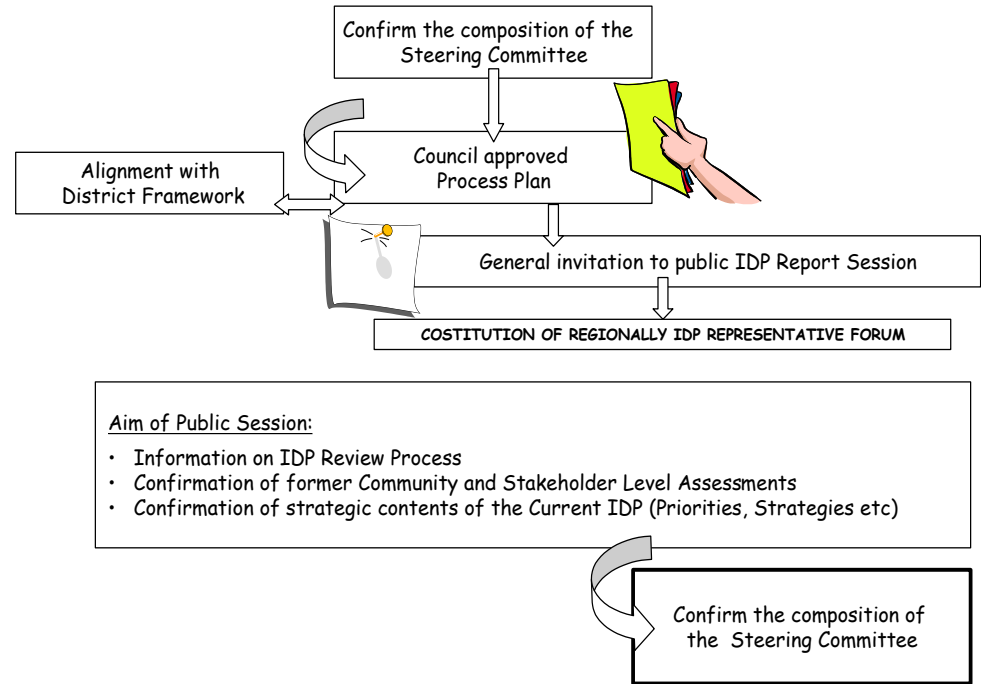
Initial Measures

Initial measures, will amongst other, include the following critical steps:

- Confirmation of the Steering Committee to deal with the review of the INTEGRATED DEVELOPMENT PLAN Process
- The preparation of a Process Plan that needs to be submitted to the District Municipality
- Ensure that the Process Plan align with the District Municipality’s Framework for the INTEGRATED DEVELOPMENT PLAN Review Process in the district
- Commencement of the review process according to the Process Plan
- The revitalization of the INTEGRATED DEVELOPMENT PLAN Representative Forum by scheduling a Report Session.

Report Session:

In order to commence and implement the Process Plan, an advertisement to this effect will be placed in the Local Press and on all Municipal Notice Boards in the various units in order to give notice of the INTEGRATED DEVELOPMENT PLAN Review Process. Representatives of Community Based Organizations (CBO’s) will be invited to a **Report Session**, a separate session in each of the units of the Municipality. The general notice:



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- will be published in the local circulating papers
- and by means of invitation through the ward councilors

The aim of the registration session is to explain the INTEGRATED DEVELOPMENT PLAN Review Process to the representatives of the broad public. During this session, the following will be the points of departure of the INTEGRATED DEVELOPMENT PLAN Review Process:

- Confirmation of existing Strategic Priorities on the 1st round of INTEGRATED DEVELOPMENT PLAN's.
- Confirmation of strategic contents of the Current INTEGRATED DEVELOPMENT PLAN (Priorities, Strategies etc)

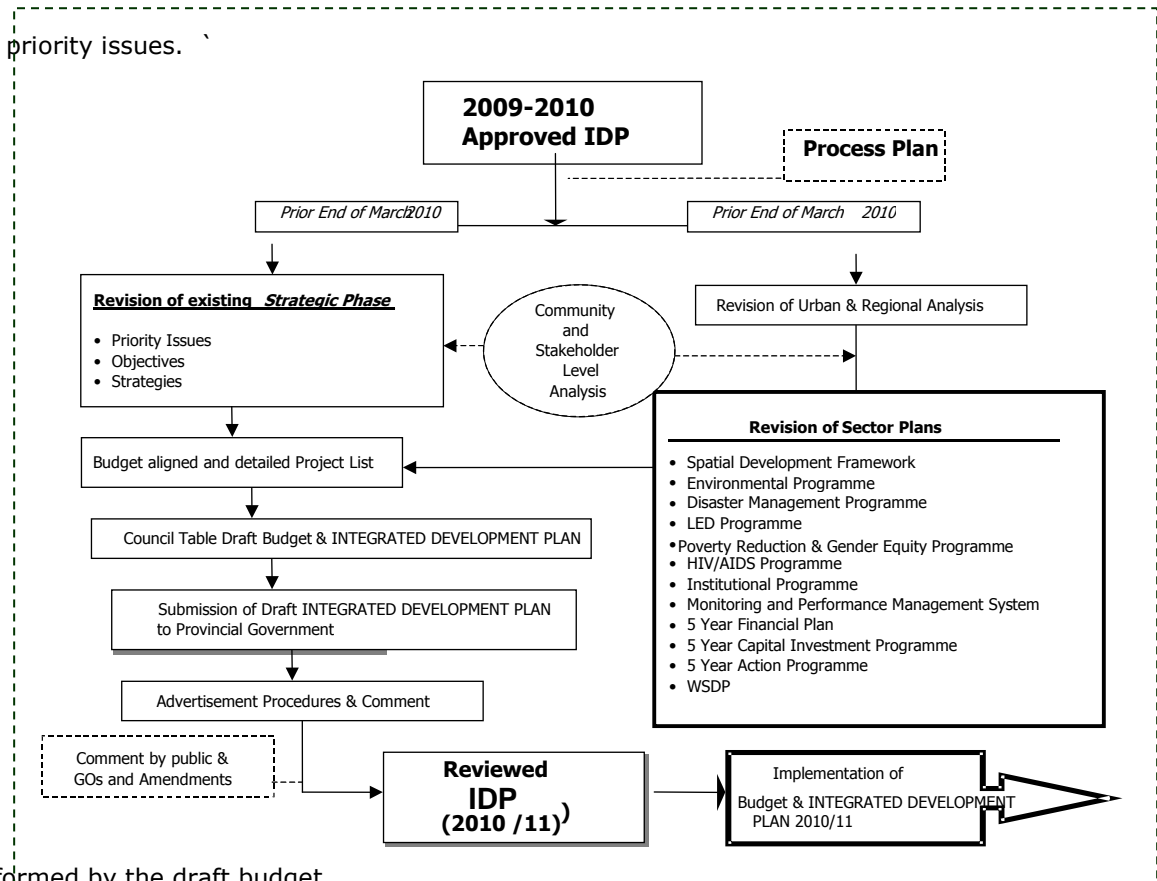
Critical steps:

The adjacent figure proposes the critical steps that need to be taken to ensure the revision of the current INTEGRATED DEVELOPMENT PLAN based on the above-mentioned guidelines and points of departure:

1. Review urban and regional analysis to provide accurate information on priority issues.
2. To confirm and revise community needs.
3. Revision of priority issues if required.
4. Revision of sector and specialized plans and programmes.

The following plans need to be reviewed:

- Spatial Development Framework (SDF)
 - Environmental Programme
 - Disaster Management Programme
 - LED Programme
 - Poverty Reduction & Gender Equity Programme
 - HIV/AIDS Programme
 - Institutional Programme
 - Monitoring and Performance Management System
 - 5 Year Financial Plan
 - 5 Year Capital Investment Programme
 - 5 Year Action Programme
 - WSDP (water services delivery plan/program)
5. Confirmation and revision of remaining strategic phase outputs namely objectives and strategies if required. The latter revision will be linked to the current Performance Management System.
 6. Based on the completion of the above steps, revise the current five year project list.
 7. Prepare a project list for implementation for the next financial year, informed by the draft budget.
 8. Continuous alignment with the revision process of the District Municipality.



Approval:

An advertisement will be published to give notice of the tabled Budget & 2009/10 INTEGRATED DEVELOPMENT PLAN to provide opportunity for comment by the broad public. The reviewed INTEGRATED DEVELOPMENT PLAN will also be circulated to the Department of Co-operative Governance and Traditional Affairs, Sector Departments and service providers for comment. Once all comments received have been evaluated and amendments made accordingly, the INTEGRATED DEVELOPMENT PLAN will be adopted by the Council. The approved and revised INTEGRATED DEVELOPMENT PLAN will then be submitted to the MEC for Local Government and Housing.

Steering Committee Sessions:

In an attempt to achieve the above-explained methodology, the INTEGRATED DEVELOPMENT PLAN Steering Committee sessions will be held of which the aims could be summarized as follows:

Session 1:

- Agreement on Process Plan and significant target dates
- Confirmation of current INTEGRATED DEVELOPMENT PLAN Priorities and revision if required
- Agreement on a INTEGRATED DEVELOPMENT PLAN project implementation strategy

Session 2:

- Agreement on priorities for Sector and Specialized Plans and revision if required
- Agreement on detailed strategies for the plans

Session 3:

- Identification of additional projects as a result of the plans if required
- Compilation of MTEF and 5 year project list
- Agreement on Year 1 Project list and budget alignment of Project List

Conflict Resolution:

If an agreement cannot be reached within the INTEGRATED DEVELOPMENT PLAN Steering Committee regarding certain planning and review 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, utilizing an external person or body as a mediator.

Monitoring:

The Department of Co-operative Governance and Traditional Affairs will monitor compliance of the review process with the Process Plan.

Alignment is the instrument to synthesize and integrate the top-down and bottom-up planning process between different spheres of government. The alignment procedures and mechanisms will be arrived at between the Local Municipality and the District Municipality and all parties involved in the alignment will be informed.

0 Principles for Alignment

- Alignment requirements should be minimized to keep the co-ordination requirements on a manageable level.
- Different alignment mechanisms will be suitable for the different alignment needs and at different stages.
- This implies with regard to alignment mechanisms to keep the number of alignment events (such as workshops/meetings) to a minimum due to the financial and time resources required and to use bilateral communication as far as possible.
- Events with numerous participants from different sectors and spheres will require a competent facilitator. Alignment with Provincial Departments can also be achieved through provincial visits to the District.
- The Fezile Dabi District Municipality's PIMSS Centre initiated the establishment of INTEGRATED DEVELOPMENT PLAN Manager's Forum that meets regularly for purposes of District wide alignment sessions.

0 Role-players Involved in Alignment Process

The following role-players, as identified in the Public Participation Plan, will be involved in the alignment process:

- District Municipality's INTEGRATED DEVELOPMENT PLAN Manager
- District Municipality's INTEGRATED DEVELOPMENT PLAN Steering Committee.
- Local Municipality's INTEGRATED DEVELOPMENT PLAN Manager
- Local Municipality's Steering Committee's elected members.
- Provincial Government's sectoral representatives
- Service providers: Eskom, Telkom and SpoorNet on a need to have basis

0 Alignment with Government Organizations

- It will be evident to receive contributions from the different identified Sector Departments through the process. Consultation will thus occur on a continuous base with relevant Departments, which in some instances may also serve on the INTEGRATED DEVELOPMENT PLAN Steering Committee. Governmental Departments on national and provincial level will be invited that will attend these sessions or send regional office representatives.

Government Departments to be consulted

- Department of Finance and Expenditure Affairs
- Provincial Department of Water Affairs and Forestry
- Department of Sports, Arts and Culture
- Provincial Department of Tourism, Environmental and Economic Affairs and
- Department of Co-operative Governance and Traditional Affairs
- Provincial Department of Agriculture
- Department of Public Works, Roads and Transport
- Provincial Department of Education
- Department of Safety and Security
- Provincial Department of Labour
- Department of Health
- Provincial Department of Land Affairs
- Department of Social Development

All relevant binding national and provincial legislation as well as other policies, programmes, strategies and available funds will be considered in the INTEGRATED DEVELOPMENT PLAN Process. The following is a list of all relevant legislation.

θ Development Facilitation Act (Act 67 of 1995)

Chapter one of the Act, being compulsory to all Local and District Municipalities, provides general principles for land development and conflict resolution in relation to development. The Integrated Development Planning Process should at all time adhere to the general principles as outline in Section 3(1), broadly summarized as the following:

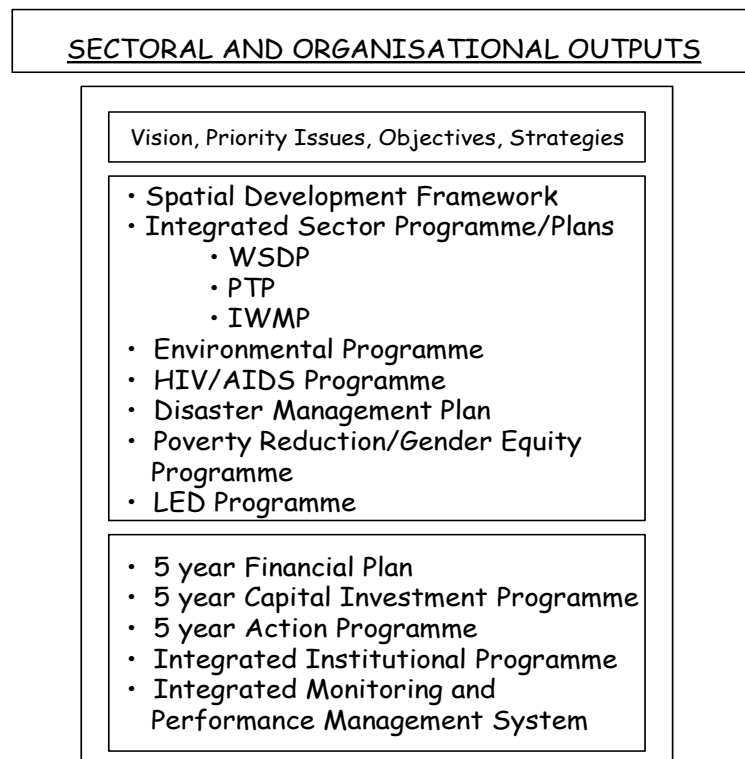
- To promote the integration of the social, economical, institutional and physical aspects of land development
- To promote integrated land development in rural and urban areas
- To promote the availability of residential and employment opportunities in close proximity with each other
- To optimize the use of existing resources relating to agricultural, land, mineral, bulk infrastructure, roads, transportation and social facilities
- To promote a diverse combination of land uses
- To discourage the phenomenon of urban sprawl in urban areas and contribute to the development of more compact town and cities
- To contribute to the correction of the historically distorted spatial patterns of settlements and to the optimum use of existing infrastructure
- To encourage environmentally sustainable land development, practices and processes.

The Development Facilitation Act principles of integrated, liveable and compact towns and cities and of equal consideration of formal and informal settlements have to be addressed in INTEGRATED DEVELOPMENT PLANs by:

- identifying problems and dynamics in the spatial system and the settlement patterns during the analysis
- defining spatial development objectives and related spatial development strategies for the municipality
- deciding on alternative location options based on consideration of the DFA principles and
- defining the land-use management tools to be applied to influence the spatial pattern in line with the DFA principles.

θ Municipal Systems Act (Act 32 of 2000)

The Municipal Systems Act (Act 32 of 2000) defines integrated development planning as one of the core functions of a Municipality in the context of its developmental orientation, focuses on defining minimum requirements with regard to the contents of an INTEGRATED DEVELOPMENT PLAN and with regard to the Integrated Development Planning Process. Accordingly, the Municipal Systems Act requires all Municipalities to undertake an Integrated Development Planning Process (INTEGRATED DEVELOPMENT PLAN Process) to produce Integrated Development Plans (INTEGRATED DEVELOPMENT PLAN's).



Sectoral Plans and Programmes

Spatial Development Framework:

The spatial framework demonstrates compliance of the INTEGRATED DEVELOPMENT PLAN with spatial principles and strategies and which serves as a basis for spatial coordination of activities and for land use management decisions. The Spatial Development Framework includes maps which indicate the spatial objectives and strategies and which are sufficiently specific to inform land management and investment decisions. It also includes a summary chapter including:

- spatial development trends and issues emerging from the spatial analysis,
- localised spatial development principles including specific strategic guidelines for spatial restructuring and spatial integration and a spatial representation of all development objectives and strategies with a spatial dimension,
- the location of all projects and
- a summary of land reform issues and related projects or project components.

Sectoral Programmes:

Sector plans for each sector agency which is to be compiled from INTEGRATED DEVELOPMENT PLAN sector-specific projects, from sector components of multi-sectoral INTEGRATED DEVELOPMENT PLAN projects and from other non-INTEGRATED DEVELOPMENT PLAN related sectoral activities. They form the basis for sectoral business plans and budgets. This includes:

- a short reference to the sector related results of the Analysis Phase; reference to sector guidelines and strategies, and the way they have been considered in the Strategy Phase,
- a compilation of 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 Bill) and waste management (see White Paper on Integrated Pollution and Waste Management).

Integrated Environmental Programme:

The environmental programme demonstrates compliance of the INTEGRATED DEVELOPMENT PLAN with environmental policies, which helps to ensure a set of measures which is conclusive with regard to their environmental impact, and which serves as a basis for environmental impact monitoring.

Integrated Human Immunodeficiency Virus /Acquired Immune Deficiency Syndrome Programme:

The programme shows all efforts to deal with the epidemic in context. It consists of a summary statement which includes:

- a short reference to HIV/AIDS related problems identified in the analysis phase,
- a reference to HIV/AIDS related strategy guidelines and
- a consolidated summary of HIV/AIDS-related activities and approaches which are part of the designed projects.

Disaster Management Plan:

The Disaster Management Plan, which, in contrast to the various cross-cutting issues related "integrated plans", is not a compilation of aspects and components from various project plans, but a **distinct plan** on its own which indicates the preparedness of the Municipality to cope with possible disaster scenarios. However, it is significant to note that disaster management is primarily a District Municipal function and the Disaster Management Plan for the Local Municipality will have to be in line with the Disaster Management Framework of the District Municipality.

Organisational Plans and Programmes:

Project Proposals:

To serve as planning documents for project implementation or for further feasibility studies. To ensure that INTEGRATED DEVELOPMENT PLAN 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:

To serve as a mid-term financial framework for managing Municipal revenue collection and for expenditure planning. It 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:

The 5-Year Capital Investment 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:

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 INTEGRATED DEVELOPMENT PLAN and
- establish a basis for monitoring of progress.

Integrated Monitoring and Performance Management System:

The PMS Includes development as well as performance indicators. 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 INTEGRATED DEVELOPMENT PLAN objectives,
- a tabular compilation of output targets for all INTEGRATED DEVELOPMENT PLAN 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.

Integrated Poverty Reduction/ Gender Equity Programme:

Demonstrates compliance of the INTEGRATED DEVELOPMENT PLAN with policy guidelines related to poverty and gender issues. It helps to achieve a conclusive set of measures directed towards alleviating poverty and gender inequalities and serves as a basis for poverty and gender specific monitoring. The programme consists of a summary statement which includes:

- a short reference to the results of the socio-economic analysis,
- a reference to the strategy guidelines on poverty and gender and
- a consolidated summary of poverty and gender-related activities which are part of the designed projects.

Integrated Local Economic Development (LED):

Provides an overview on all measures, which are meant to promote economic development and employment generation in the Municipality, thereby contributing to consistent and co-ordinated promotion programme which can help to achieve a significant impact. The LED Programme consists of a summary statement which includes:

- a short reference to the results of the socio-economic analysis,
- a reference to the strategy guidelines on local economic development and
- a consolidated summary of independent LED projects and LED activities which are part of the designed projects.

Integrated Institutional Programme:

Indicates by which management reforms and organizational arrangements the Municipality wants to establish the institutional preparedness for an efficient implementation of the INTEGRATED DEVELOPMENT PLAN. The Integrated Institutional Programme consists of a summary statement that includes:

- a short reference to the results of Municipality-level Analysis,
- a reference to Institutional Strategic Guidelines and the Resources Framework,
- a consolidated summary of the institutional activities which are part of the designed projects and
- any further proposed institutional transformations which become necessary to ensure a well co-ordinated implementation of the INTEGRATED DEVELOPMENT PLAN.

Water Services Act (Act 108 of 1997) & National Water Act (Act 36 of 1998)

The Act, in conjunction with the National Water Act (Act 36 of 1998), requires a Local Authority to prepare a Water Services Development Plan. Section 12(1a) stipulates that: As part of the process of preparing an Integrated Development Plan, prepares a Water Services Development Plan”.

While a water services development plan is envisaged, this document has not be compiled. At compilation it will take into accounting the following.

- a set of 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,

RECENTLY SET TARGETS BY THE NATIONAL DEPARTMENT OF WATER AFFAIRS AND TOURISM

1. *Eradication of all "bucket systems" by 2007 : Announced 2002*
2. *Implementation of Free Basic Water 2003 : Free Basic Water Implementation Strategy (May 2001)*
3. *Provision of Basic Household Sanitation by March 2010 : White Paper September 2001*
4. *Individual Site Metering 2003: Regulations Measures to Conserve Water, 2001*

“ ...

- finances and affordability,
- a narrative, of less than 30 pages, of the WSDP and
- a short summary.

0 **National Land Transport Transition Bill (Notice 2078 of 1999)**

Section 18(1) of the Bill stipulates that: " Land Transport Planning must be integrated with the land development process. For that purpose, the transport plans required by this Act are designed to give structure to the constitutional transport planning powers and duties of Municipalities and must be accommodated in and form part of integrated development plans". The Act requires all Local authorities, as Planning Authorities, to prepare a Public Transport Plan. Transport issues are subsequently addressed in the INTEGRATED DEVELOPMENT PLAN Process. The Integrated Transport Plan (ITP) must formulate the planning authority's official vision, policy and objectives consistent with national and provincial policies. The INTEGRATED DEVELOPMENT PLAN must at least:

- specify the changes to the planning authority's land transport policies and strategies since the previous five year plan,
- include a list that must:
 - how, in order of precedence, the projects and project segments to be carried out in that five-year period, and the cost of each project and
 - be prepared with due regard to relevant integrated development plans and land development objectives set in terms of the DFA, or where applicable, in terms of a law of the province,
- include all modes of transport and infrastructure, including new or amended roads and commercial developments having an impact on the land transport system and land transport aspects of airports and harbours,
- include the planning authority's detailed budget , including funding sources, with regard to land transport for the relevant financial year in the format prescribed by the MEC,
- include the planning authority's public transport plan consisting of:
 - public transport record,
 - operating licenses strategy and
 - rationalisation plan (in case of subsidised services),
- set out a general strategy for travel demand management,
- set out a road and transport infrastructure provision, improvement and maintenance strategy and
- set out a general strategy or plan for the movement of hazardous substances.

0 **Environment Conservation Act (Act 73 of 1989) : Section 21(1) & National Environmental Management Act (Act 107 of 1998)**

The INTEGRATED DEVELOPMENT PLAN Process must ensure that all possible environment related activities, as identified in the Regulations and described in Section 21(1) be timely identified. The general principles regarding sustainable and environmental sensitively orientated developments will have to be adhered to within the INTEGRATED DEVELOPMENT PLAN Process. All "actions" will be listed and projects registered where an environmental impact is envisaged with the Department of Environmental Affairs and Tourism. Future action will then be taken regarding requirements of the said Department.

Although the National Environmental Management Act determines that an Environmental Management Plan and Environmental Implementation Plan should be prepared for the entire Free State Province, such documents and guidelines have not yet been attempted nor finalised. Proposals made in the spatial framework should ideally adhere to these guidelines. However, clear environmental development priorities will be outlined as part of the INTEGRATED DEVELOPMENT PLAN Process in the Integrated Environmental Programme.

The latter consists of a summary statement and a diagram/plan that includes:

- a short reference to the results of the environmental issues identified in the Analysis Phase,
- Consideration of the Strategic Guidelines on the Environment,
- a statement of the projects and their activities that significantly affect the environment,
- description of the manner in which the Municipality will ensure that its projects comply with the National Environmental Management Act principles and the national environmental norms and standards,

- identification of those projects that require an Environmental Implementation Act,
- consider the relevant information of the national and provincial departments' Environmental Management Plans and Environmental Implementation Plans and
- refer to the Environmental Conservation Act of 1989 and the EIA Regulations of 1997 and guideline document, for the categories of activities that require an EIA and related application procedures.

θ **White Paper on Integrated Pollution and Waste Management for South Africa, May 2000**

The requirements are stipulated in the White Paper on Integrated Pollution and Waste Management for SA, to which reference should be made for more detail. The requirements should be enacted in the land reform process underway in Department of Economic Affairs and Tourism. The Integrated Waste Management Plan is the immediate responsibility of each Local Municipality who should identify an official/officer in charge of Integrated Waste Management Plan. The officer should ensure that: waste management issues arising from the INTEGRATED DEVELOPMENT PLAN process are properly dealt with in line with the requirements of the IWMP and those IWMP requirements, which are not related to INTEGRATED DEVELOPMENT PLAN issues, are dealt with in a parallel planning process. Components of the plan should include:

- Background information : on relevant policy and laws, demographics, waste quantities and characteristics, existing waste management practices, financing, stakeholders and need analysis;
- Strategic objectives : for integrated waste management within the Municipal area;
- Instruments : for implementing the waste management plan (economic instruments, partnerships, etc.)
- Implementation programme
- Communication
- Public participation programme

θ **Disaster Management Act (Act 57 of 2002)**

The Act provides clear guidelines to ensure the establishment of a national, provincial and local disaster management system. Section 28(1) determined that each province must establish a framework for disaster management ensuring an integrated and uniform approach to the process. The framework should, amongst other, ensure general representation of governmental, non-governmental and the private sector. The Disaster Management Framework of the District Municipality are established in context with the Provincial Framework to ensure a uniform and integrated approach to disaster management.

Chapter 5 of the Act deals, in great detail, with the establishment of a Municipal Disaster Management Framework (MDMF) and clearly states (Section 42) that a MDMF needs to be established for the District Municipality. This will enhance consultation with the various Local Municipalities (LM's) providing for a structure where the following entities are represented:

- Relevant Governmental Organisations;
- Relevant Non-Governmental Organisations;
- The Private Sector;
- The involved Local Municipalities;
- Relevant District Municipality Officials
- External support

The process of implementing a disaster management system, Disaster Management in broad, comprise of certain critical elements. The critical elements of the disaster management process needs to be defined more accurately in the District Disaster Management Framework.

The elements are summarized as follows:

- the implementation of legitimate, representative and functional structures to deal with the disaster management process.
- training and capacitating of the structures to ensure the sustainability of the disaster management process in the region.

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- the delivery of a District and Local Municipalities' Disaster Management Plans (DMPs) based on a sound hazard and vulnerability assessment of the region.
- INTEGRATED DEVELOPMENT PLAN alignment of the process to ensure that INTEGRATED DEVELOPMENT PLAN and disaster management cross issues are dealt with and that the Performance Management Plan of the District Municipality take cognizance of key performance indicators established within the disaster management planning process.
- the most challenging aspect of implementation would probably be the establishment of a functional District Disaster Management Centre.
- the functioning of the centre will, amongst other, monitor the Local Municipalities in preparing their respective DMPs and will ensure submission thereof to the Provincial Disaster Management Centre.
- To ultimately ensure the implementation of a disaster management system for the region, revision and improvement of disaster management plans will be immanent.

| STEP | ACTIONS FOR THE INTEGRATED DEVELOPMENT PLAN PROCESS | TARGET DATE |
|--|---|---------------------|
| Phase 1: Initial Preparations for INTEGRATED DEVELOPMENT PLAN Process | | |
| | Alignment Session with District Municipality | |
| 1 | Constituting Steering Committee | September 2010 |
| 2 | 1 st Process Plan Planning Session | September 2010 |
| 3 | 2 nd Process Plan Planning Session : Steering Committee approval of Process Plan | September 2010 |
| 4 | Submission of Process Plan to District Municipality | September 2010 |
| 5 | General Notice | September 2010 |
| District Framework Adopted | | |
| Phase 2 : Revision and Improvement | | |
| 6 | Revision of urban and regional analysis to provide accurate information on Priority Issues | Sept – October 2010 |
| 7 | Confirm and revised community needs based on a proper Community and Stakeholder Level Analysis (Public Participation) | |
| 8 | Analyse and agree on <i>Priority Issues</i> (review if required and based on detailed analyses of priority issues) | |
| 10 | 1st Formal Steering Committee Session | September 2010 |
| 11 | 1st Report Session : INTEGRATED DEVELOPMENT PLAN Representative Forum | October 2010 |
| 12 | Revision of sector and specialized plans and programmes | Sept – Nov 2010 |
| | ▪ Detail Spatial Development Framework for both urban and rural areas | |
| | ▪ <i>Water Sector Plan</i> | |
| | ▪ <i>Environmental Programme</i> | |
| | ▪ <i>HIV/AIDS Programme</i> | |
| | ▪ <i>Disaster Management Plan</i> | |
| | ▪ <i>Poverty Reduction and Gender Equity Programme</i> | |
| | ▪ <i>LED Programme</i> | |
| | Organisational Related: | |
| | ▪ <i>5 Year Financial Plan</i> | |
| | ▪ <i>5 Year Capital Investment Programme</i> | |
| | ▪ <i>5 Year Action Programme</i> | |
| | ▪ <i>Integrated Institutional Programme</i> | |
| | ▪ <i>Integrated Monitoring and Performance Management System</i> | |
| 13 | Analyse and agree on Objectives and Strategies | November 2010 |

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| 14 | 2nd Formal Steering Committee Session | December 2010 |
| <u>Phase 3 : Project Selection and Budget Alignment</u> | | |
| 15 | Alignment Session with District Municipality | November 2010 |
| 16 | Formulation of <i>Project Proposals</i> | |
| 17 | Preliminary <i>Budget Allocations</i> per project | |
| 18 | Screen, adjust, consolidate and agree on Project Proposals | |
| 19 | Completion of detailed 3 year projects | |
| 20 | Completion of detailed year 1 projects | |
| 21 | 3rd Formal Steering Committee Session | January 2011 |
| <u>Phase 5: Approval</u> | | |
| 22 | Alignment Session with District Municipality | Ongoing |
| 23 | <i>Draft INTEGRATED DEVELOPMENT PLAN</i> | February 2011 |
| 24 | Advertisement for comment on Draft Revised INTEGRATED DEVELOPMENT PLAN. | March 2011 |
| | <ul style="list-style-type: none"> ▪ Opportunity for comment by Government Departments ▪ Opportunity for comment by public ▪ Incorporating / responding on comments | April 2011 |
| 25 | Final adoption by Municipal Council based on final assessment by Government Departments | 01 May 2011 |
| 26 | Submission of approved Revised INTEGRATED DEVELOPMENT PLAN to Provincial Government | 3 Days after Council |
| <u>Phase 5: Implementation Support</u> | | |
| 27 | <ul style="list-style-type: none"> ▪ Based on agreement with Council ▪ Implementation of Monitoring System ▪ Implementation of Monthly Report System ▪ Measurement against Performance Management ▪ Detailed project planning ▪ Project management and business plan application ▪ Alignment provincial and national level where applicable | Continuous |

OFFICIALS AND COUNCILLORS

| OFFICIALS | | COUNCILLORS | |
|------------------|---|--------------------|--|
| MS Mqwathi | Municipal Manager | MA Mokgosi | Executive Mayor (WC Ward 21) |
| M C Sepheka | Manager: Community & Emergency Services | JM Mohapi | Speaker (PR Ward 10) |
| | | J Mareka | Chief Whip (PR Ward 20) |
| Vacant | Manager: Technical Services | ML Pietersen | Chairperson: INTEGRATED DEVELOPMENT PLAN/LED Mayoral Committee (PR Ward 13) |
| T M Lelaka | Deputy Manager: Electrical Services | ER Moletsane | Chairperson: FINANCE AND AUDIT Mayoral Committee (PR Ward 25) |
| S Nhlapo | Manager: Corporate Services | ACWD Nakedi | Chairperson: Sports Arts and culture Mayoral Committee (Pr Ward 11) |
| R F Odendaal | Deputy Manager: Corporate Services | S Mokoena | Chairperson: Housing and Community Development Mayoral Committee (WC Ward 20) |
| M J Lenyehelo | Manager, Dept Finance | SJ Matli | Chairperson: Personnel and Administration Mayoral Committee (PR Ward 3) |
| J Muller | Department Finance | MP Thipane | Chairperson Technical and Infrastructural Services Mayoral Committee (WC Ward 6) |
| S S Brits | Administrative Unit – Steynsrus | DA Matshedisho | Chairperson Public Safety and Security Mayoral committee (WC Ward 19) |
| T Leie | Administrative Unit – Viljoenskroon | S S Tau | Councillor (WC Ward 1) |
| Vacant | Manager INTEGRATED DEVELOPMENT PLAN/PMS | M A Koloi | Councillor (PR Ward 1) |
| JEK Phatang | Local Economic Development Officer (Acting) | S B Tladi | Councillor (WC Ward 2) |
| K. Madiba | PRO/ Marketing Officer | L Rautenbach | Councillor (PR Ward 2) |
| M. Thebe | IGR & 5YLGSA Coordinator | M Pittaway | Councillor (WC Ward 3) |
| A Kotze | Administration & Committees | J M Ramotsie | Councillor (WC Ward 4) |
| H Ludick | Housing | N P Mokodutlo | Councillor (PR Ward 4) |
| H Rautenbach | Asst Manager: Water & Sanitation | M D Mbono | Councillor (WC Ward 5) |
| M Geringer | Asst Manager: Streets & Stormwater | K M Mantso | Councillor (PR Ward 5) |
| E de Villiers | Asst. Manager: Electricity | M A Monoto | Councillor (PR Ward 6) |
| | MEMBERS OF PUBLIC | M S Moamogoa | Councillor (WC Ward 7) |
| T Benade | Boitumelo/Bongani Hospital Board | D S L George | Councillor (PR Ward 7) |
| J Nthebe | | P M Mohlolo | Councillor (WC Ward 8) |
| S Pittaway | Kroonstad Business and Tourism | A M S Dire | Councillor (PR Ward 8) |
| | | M E Moabi | Councillor (WC Ward 9) |
| | | S S Seakhela | Councillor (PR Ward 9) |
| | | M E Mokotla | Councillor (WC Ward 10) |
| | | P P Raphuthing | Councillor (WC Ward 11) |

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| | | |
|--|-----------------|-------------------------|
| | T L Makau | Councillor (WC Ward 12) |
| | J T Leokaoke | Councillor (PR Ward 12) |
| | A E McKenzie | Councillor (WC Ward 13) |
| | F M Taje | Councillor (WC Ward14) |
| | M J Letsabo | Councillor (PR Ward 14) |
| | T J Tumisi | Councillor (WC Ward15) |
| | M F Seheri | Councillor (PR Ward 15) |
| | G V Wille | Councillor (WC Ward16) |
| | J M Hattingh | Councillor (PR Ward16) |
| | A Masuret | Councillor (WC Ward17) |
| | D J Brink | Councillor (PR Ward 17) |
| | M L Machobane | Councillor (WC Ward 18) |
| | S A Grimbeeck | Councillor (PR Ward 18) |
| | M Notsi | Councillor (PR Ward 19) |
| | D M Makale | Councillor (PR Ward 21) |
| | T M Mkhwanazi | Councillor (WC Ward 22) |
| | A H Viljoen | Councillor (PR Ward 22) |
| | M J Mofokeng | Councillor (WC Ward 23) |
| | Z J C Manefeldt | Councillor (PR Ward 23) |
| | N W Mkhotehi | Councillor (WC Ward 24) |
| | L E Makoele | Councillor (PR Ward 24) |
| | D M Shahim | Councillor (WC Ward 25) |

COMMUNITY REPRESENTATIVES

| Kroonstad | Viljoenskroon | Steynsrus |
|----------------------------------|--|-------------------------------|
| Maokeng Disabled Children Centre | Viljoenskroon Hospice | Church Councils |
| District Health | School Councils | Taxi Association |
| Maokeng Child & Family Welfare | Viljoenskroon Police | School Councils |
| "Itshokolele" | Viljoenskroon Policing Forum | Ministers Fraternal |
| Aquatic Sport Club | Viljoenskroon Tourism | |
| Senwes Co-operation | "Huis Simfonie" | Sport Club |
| "Kroonstad Algemene Steunbasis" | Boitumelo Crechè | Women's League |
| "Meestersbouersvereniging" | Senwes Industries | Youth League |
| Policing Forum Maokeng | Allem Bros (Pty) Ltd | Organisation for the Disabled |
| Maokeng Advice Centre | Church Councils | Community Policing Forum |
| Kroonspa (Principal Society) | Viljoenskroon Rotary | Youth Developed Project |
| "Oranje Vrouevereniging" | Viljoenskroon Round Table 101 | Labour Unions |
| "Landbou & Nywerheid Genootskap" | Magistrates Court | Matlwangtlwang Child Welfare |
| District Agricultural Union | Viljoenskroon Business | Cancer Association |
| <i>Business & Tourism</i> | | |
| Cancer Association | Viljoenskroon Agricultural Association | Agriculture UnionS |

INTEGRATED DEVELOPMENT PLAN PROCESS PLAN 2007-2012 (2010/11 REVIEW)

| Kroonstad | Viljoenskroon | Steynsrus |
|--|---|---|
| "Kultuurraad" | Vierfontein Agricultural Union | Woman's Agriculture Union |
| Maokeng Builders Association | Viljoenskroon Sentraal Agricultural Union | "Oranje Vrouevereniging" |
| Muslim Youth Movement | Groenebloem Agricultural Union | Christian Response to AIDS |
| Maokeng Ministers Fraternal | Poultry Farming and Sport Organisation | Health Committee |
| Welfare Workers Society | "Kemedi Ya Baahi" | Old Age Home |
| Kroonstad Commando | Small Business | Unemployment Committee |
| Medical Society | Unemployment | Live Stock Committee |
| "Kroon Dienssentrum" (Old Age) | Viljoenskroon Agricultural Union | National Progress Primary Health Care Networks (NPPHCN) |
| Policing Forum Kroonstad | Vierfontein Developers | Tourism Forum |
| "Iketsetseng" | Human Organisation | COSATU Local |
| Taxi Associations | Koepel Development Forum | Rammulotsi Taxi Association |
| BKB (Chamber of Commerce) | Ministers Fraternal | ANC Youth League |
| | Rammulotsi Farmers Association | "Overvaal Stereo" |
| "Basadi Sedibeng" | Business Association | |
| Moqhaka Ratepayers and Residents Association | | |

