

## Executive Summary:

Cadre Plan was appointed to develop a conceptual framework for Integrated Development Plans that are responsive to functional regional economies and facilitate spatial transformation on behalf of SALGA.

Currently, IDPs, as cross-sectoral planning instruments, respond to political and administrative boundaries but are insufficient to ensure that local governments play their role in ensuring the long-term sustainability of their municipalities.

This is due to the geographical limitations and short-term planning horizons of IDPs. The study aimed to develop a framework that allows local governments to understand and plan within their regional contexts and to support the conceptualisation of a cross-border region.

### PROJECT FOCUS

The project involved a thorough analysis of all the South African metropolitans.

The project focused on:

- Determining possible regions that require a regional IDP.
- Understanding how regions function and are formed in South Africa.
- Developing a detailed guide to assist local governments in conducting strategic planning.
- Making recommendations that SALGA should perform in support of municipalities.

### ANALYSIS

In the analysis, Cadre focused on synthesising the latest IDPs and SDFs, which led to an in-depth contextual understanding of the municipalities, regions and factors to consider in the pursuit of regional development and the benefits of regionalism.

The analysis presented the need for conceptualising and analysing a cross-border region within the context of multiple authorities.

Figure 3 indicates the influence of various regional interventions and flagship projects (black dots) in an impoverished region. It shows how such interventions could form new nodes (red dots) or further stimulate existing nodes in the surrounding area, adjacent municipalities, districts, provinces, and neighbouring countries.

The figures on the right indicate how cross-border thinking and planning can result in interventions, linkages and connections. These connections can benefit the immediate area surrounding the intervention and the adjacent regions, communities, municipalities, districts, provinces, and neighbouring countries.

The challenge is to "find" appropriate regions where such interventions are possible and feasible. Made recommendations that SALGA should perform in support of municipalities.

Figure 1 - Region with no strong economic node

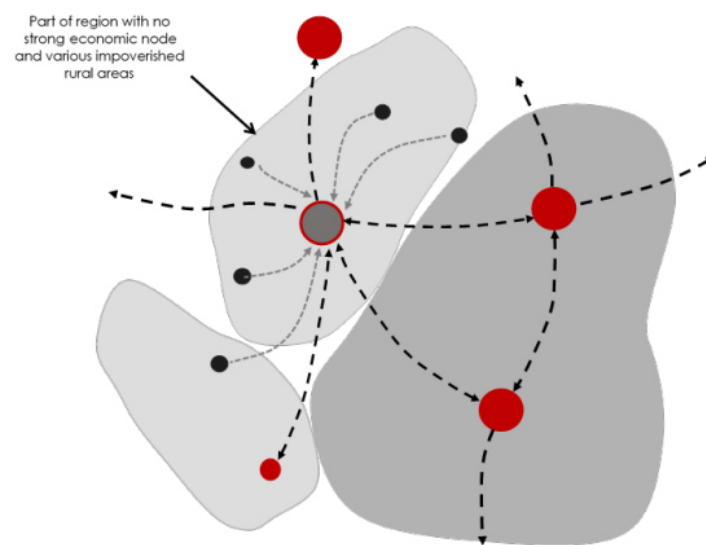


Figure 2 - Influence of regional intervention

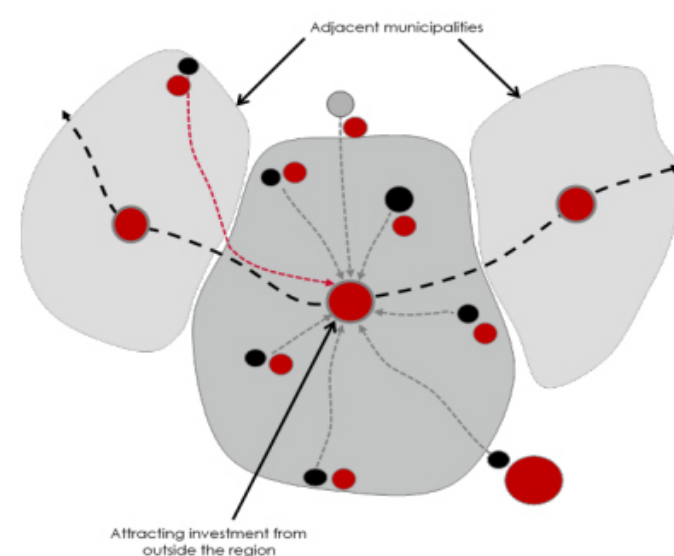
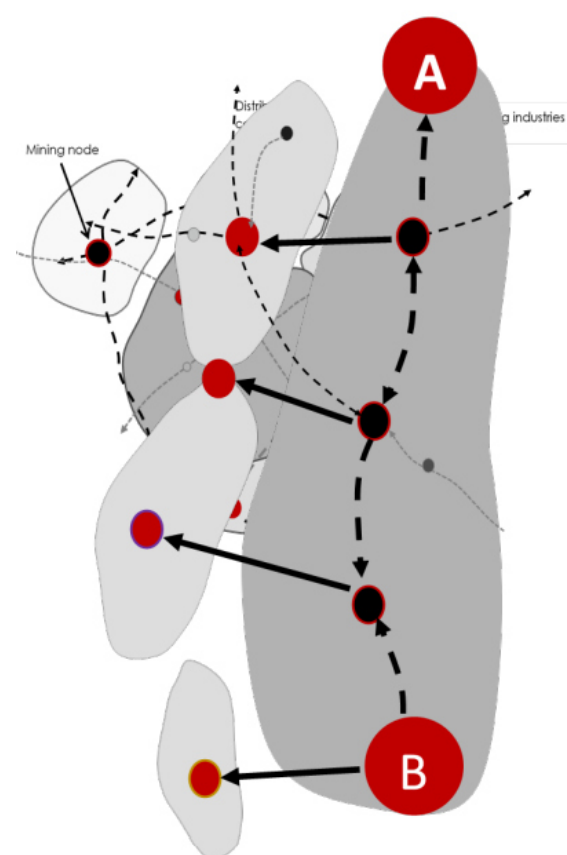


Figure 3 - Strengthening a linear region



### THE LIMITATIONS OF "LOCAL PLANNING"

and the need for an integrated, cross-regional and developmental regional approach that can ultimately benefit, not only the region but local authorities and local communities in urban and rural areas;



### THE COMPLEXITY AND CUMBERSOME NATURE OF A REGIONAL SPATIAL DEVELOPMENT FRAMEWORK (RSDF).

Although SPLUMA 2013 provides for a hierarchy of SDFs these frameworks are intended to present a broad and comprehensive analysis and spatial plan for all parts of the region. An RSDF process also must be informed by an extensive community participation process. Such RSDFs are time consuming and costly. In areas/regions where fully-fledged plans are needed the RSDF would be necessary, but with a different focus than envisaged in this Report.



### This report identifies A GAP IN THE REGIONAL PLANNING CONTEXT.

It is argued that although existing plans and processes have some the potential to analyse regions and potential for regional development and regional interventions, they do not have the real potential to effectively focus on regional development and specific regional interventions.



### Such A REGIONAL STRATEGIC PLANNING PROCESS WOULD PRIMARILY FOCUS ON:

a broad analysis of the region; the formulation of a vision, goals and development objectives; identification of strategic interventions and flagship projects; and an implementation and monitoring framework to ensure the involvement, cooperation and contribution of authorities and possible other stakeholders and investors, institutional arrangements and funding mechanisms. The envisaged regional planning approach will mainly focus on consultation with authorities and strategic partners on a regional level.



A primary challenge is to identify and demarcate specific cross-border regions, which in view of their location, context, attributes and linkages with local authorities, present MAJOR DEVELOPMENT OPPORTUNITIES FOR SPECIFIC LARGE-SCALE INTERVENTIONS AND FLAGSHIP PROJECTS. Such opportunities would typically not have been recognised through the other levels of planning.



### This cross-border approach will require APPROPRIATE INSTITUTIONAL STRUCTURES AND FORUMS

to support a cross-border planning process with specific emphasis on: horizontal governance, vertical governance, inter-municipal/intra-regional governance, evaluation and monitoring.



### International case studies also indicate the ROLE AND INVOLVEMENT OF INVESTORS, JOINT VENTURES AND PARTNERSHIPS AND DEVELOPMENT CORPORATIONS

in the planning and funding of these envisaged flagship projects.

### Client Feedback



The project concluded in April 2018 and we were satisfied with the performance of Cadre Plan. We can recommend them for human settlements, precinct planning, spatial planning, policy and planning project

-Charles Parkerson,

Director: Economic Development (SALGA)

# Conceptual Framework for Integrated Development Plans (IDPs) that are responsive to functional regional economies and facilitate spatial transformation

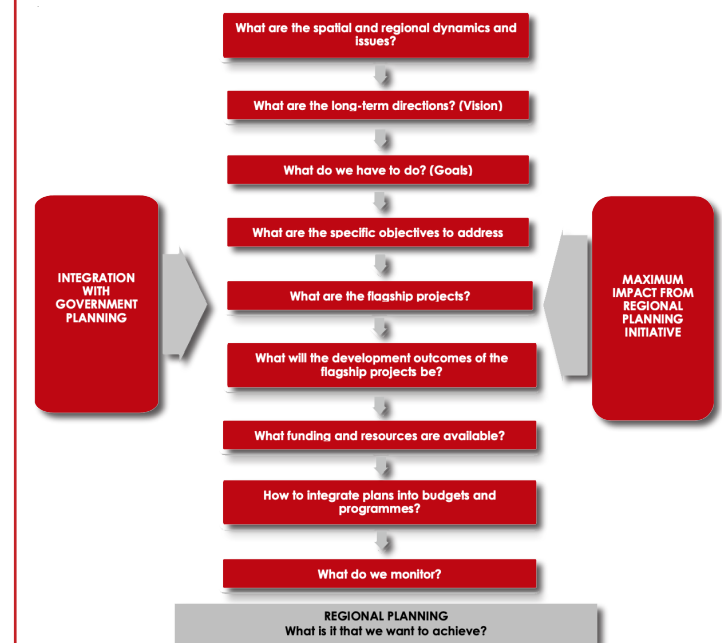
May 2021

## Key Information:

This project focused on developing a framework to support the conceptualisation of a cross-border region.

It comprised the following:

- **Part A** (Location & Context).
- **Phase B** (Contextual Framework).
- **Phase C** (Development Framework)
  - This phase included the visions, goals, objectives, strategies, and flagship projects.
- **Phase D** (Implementation Framework)
  - This phase described the business plans for the flagship projects.



## Project Details:

- Location:** National
- Time-frame:** 3 months
- Project lead:** Reinier Minny, Dr Johnny Coetzee
- Key Support:** Dylan La Loux
- Core Consulting:** The Cadre Group
- Team:** 081 265 0800  
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**Client:** South African Local Government Association

