

**IDP/BUDGET PROCESS PLAN TIMETABLE
FOR
FINANCIAL YEAR 2020/2021**

ITEM	IDP REVIEW PROCESS	ACTIVITY	NARRATION	TIMEFRAME	RESPONSIBLE DEPARTMENT
1	Process plan	Adoption of the Process plan by relevant bodies within the context of applicable laws and government directives	MFMA s 21, 23 MSA s 34 Chapter 4 as amended Circular 54 of MFMA	May 2019	Municipal Manager and EXCO Executive Mayor and MAYCO COUNCIL
		Accounting officers and senior officials of municipality begin planning for next three-year budget	MFMA s 68, 77	August 2019	
		Accounting officers and senior officials of municipality review options and contracts for service delivery	MSA s 76-81		
		Mayor begins planning for next three-year budget in accordance with co-ordination role of budget process	MFMA s 53		
		Planning includes review of the previous year's budget process and completion of the Budget Evaluation Checklist	MFMA s 21,22, 23; MSA s 34, Ch 4 as amended		
		Mayor tables in Council a time schedule outlining key deadlines for:			

		<p>preparing, tabling and approving the budget; reviewing the IDP (as per s 34 of MSA) and budget related policies and consultation processes at least 10 months before the start of the budget year.</p> <p>Mayor establishes committees and consultation forums for the budget process</p>			
2	Strategic Planning Session	<p>Assess Municipal wide status Quo</p> <ul style="list-style-type: none"> • Service Delivery Levels • Financial Health & related policies • Organizational establishment and efficiency • Financial Plan assessment <p>Review Municipal Strategies (Mission, Vision, KPA, KPI and strategic targets, tariffs and budget policies)</p> <p>Determine priorities for the financial year</p>	Executive Management Strategic Planning Session	August/ September 2019	Municipal Manager EXCO
3	Prioritization and Identification of Projects	<p>Identification of projects and determination of the accompanying budgets by individual municipal business units (directorates; sub-directorates)</p> <p>Budget offices of municipality</p>	Business Units/Directorates/Sub-Directorates inputs on projects and budget	End of September 2019	Municipal Manager IDP Sub-Directorate Finance Municipal Manager's EXCO

		determine revenue projections and proposed rate and service charges and drafts initial allocations to functions and departments for the next financial year after taking into account strategic objectives Engages with Provincial and National sector departments on sector specific programmes for alignment with municipalities plans (schools, libraries, clinics, water, electricity, roads, etc)			
4	Bulk Service Providers	Accounting officer does initial review of national policies and budget plans and potential price increases of bulk resources with function and department officials	MFMA s 35, 36, 42; MTBPS	October/November 2019	MM, Finance, Exco
5	Tariffs finalization	Council finalizes tariff (rates and service charges) policies for next financial year Accounting officer and senior officials consolidate and prepare proposed budget and plans for next financial year taking into account previous years performance as per audited financial statements	MSA s 74, 75	December 2019	MM Exco

6	Provincial Development Forum/ Alignment	<p>Align IDP with Draft Budget Estimates ,District, Provincial and National Priorities</p> <p>Identification of projects from Sector Departments (National and Provincial) for inclusion in the IDP</p> <p>Accounting officer reviews proposed national and provincial allocations to municipality for incorporation into the draft budget for tabling. (Proposed national and provincial allocations for three years must be available by 20 January)</p>	MFMA s 36	<p>January 2020</p> <p>January 2020</p>	IDP Finance
7	Development of 1 st Draft IDP and Budget for MTREF	<p>IDP Sub-Directorate and Finance compile the drafts</p> <p>Accounting officer finalizes and submits to Mayor proposed budgets and plans for next three-year budgets taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous years audited financial statements and annual report</p>	The purpose is to prepare for MAYCO debriefing and ultimately Council approval	January 2020	IDP Sub-Directorate Finance
8	First Draft of IDP Review & Draft Budget	Municipal Manager and Executive Mayor submit Draft IDP and Budget for MTREF for further inputs' refinement	MAYCO COUNCIL	<p>Mid Mar 2020</p> <p>End Mar 2020</p>	Municipal Manager Executive Mayor

		<p>Accounting officer publishes tabled budget, plans, and proposed revisions to IDP, invites local community comment and submits to NT, PT and others as prescribed.</p> <p>Accounting officer reviews any changes in prices for bulk resources as communicated by 15 March</p>	<p>MFMA s 22 & 37; MSA Ch 4 as amended</p> <p>MFMA s 42</p>		
9	External Stakeholders Engagement	<p>IDP Representatives Forum : (IDP / Budget Conference)</p> <ul style="list-style-type: none"> ▪ Ward Councilors ; ▪ Ward Committees; ▪ Non-governmental Organizations; ▪ Community-Based-Organizations ▪ Business Forum. ▪ Rate Payers' Association ▪ And other Sectors (Youth and women) <p>to present :</p> <ul style="list-style-type: none"> ▪ Status Quo Report; ▪ Confirm Community Needs; ▪ Input on a development Plan <p>Consultation with national and provincial treasuries and finalize sector plans for water, sanitation,</p>	<p>Various consultations will be held by the office of the Mayor with various stakeholders during this period</p> <p>MFMA S21</p>	April 2020	<p>Executive Mayor MAYCO Speakers' Office IDP Sub-Directorate Finance Municipal Manager Municipal Manager's EXCO</p>

		in preparing the final budget documentation for consideration for approval at least 30 days before the start of the budget year taking into account consultative processes and any other new information of a material nature			
11	Draft IDP to District and COGTA	Submit Draft Budget/IDP to District and COGTA		End April 2020	IDP/Budget Municipal Manager
12	Budget and IDP Approval	<p>Submit Final Budget and IDP</p> <p>Council must approve annual budget by resolution, setting taxes and tariffs, approving changes to IDP and budget related policies, approving measurable performance objectives for revenue by source and expenditure by vote before start of budget year</p> <p>Mayor must approve SDBIP within 28 days after approval of the budget and ensure that annual performance contracts are concluded in accordance with s 57(2) of the MSA. Mayor to ensure that the annual</p>	<p>MFMA s 16, 24, 26, 53</p> <p>MFMA s 53; MSA s 38-45, 57(2)</p>	End of May 2020	COUNCIL

		<p>performance agreements are linked to the measurable performance objectives approved with the budget and SDBIP. The mayor submits the approved SDBIP and performance agreements to council, MEC for local government and makes public within 14 days after approval.</p> <p>Council must finalise a system of delegations.</p>	MFMA s 59, 79, 82; MSA s 59-65		
13	IDP Review Process Plan for 2020/2021	Adoption and approval of the Process Plan for 2020/21 by MAYCO and Council		June 2020	Council

PUBLIC CONSULTATION SCHEDULE

DATE AND TIME	WARDS	AREA	VENUE
April 2020, 08h30	All Stakeholders	Matjhabeng	Ferdie Meyer Hall
April 2020, 15h30	19,36	Allanridge Nyakallong	Nyakallong Community Hall
April 2020, 16h00	36,35	Odendaalsrus	OD Town Hall
April 20, 15h30	10,20 ,18	Kutlwanong 1	Kutlwanong Community Hall
April 2020, 15h30	21,22	Kutlwanong 2	JC Motumi School
April 2020, 15h30	11,23,24	Bronville	Bronville Hall
April 2020, 15h30	32,33	Welkom	Ferdie Meyer
April 2020, 15h30	34,35	Welkom	Rheerdepark Primary
April 2020, 15h30	10	Riebeeckstad	Riebeeckstad Hall
April 2020, 15h30	8,9	Virginia	Saaiplaas
April 2020, 15h30	6,7	Meloding 1	Marematlou School
April 2020, 15h30	4,5	Meloding 2	Meloding Community Hall
April 2020, 15h30	2,3	Hennenman	Phomolong Community Hall
April 2020, 15h30	1	Ventersberg	Mmamahabane Community Hall
April 2020, 15h30	13,16,17	Far East	Far East Hall

April 2020, 15h30	14,15,25	Far East	Indoor Sports Centre
April 2020, 15h30	30,31	Thabong Central	TCC
April 2020, 15h30	12,26,28,29	Thabong Central	Lebogang S School

PROJECT TEAM

Office Of the Executive Mayor	<ul style="list-style-type: none"> • Mr M Martins • Petra de Blom • K Matutle • A Mbizo
Office of the Speaker	<ul style="list-style-type: none"> • L Rubulana
Administration	<ul style="list-style-type: none"> • T Makofane • T Majake • L Williams • S Mokhuoa

MATJHABENG LOCAL MUNICIPALITY



IDP REVIEW PROCESS PLAN 2020-2021

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1. PURPOSE OF THE PROCESS

The Municipal Systems Act as promulgated in 2000 describes the various core processes that are essential to realizing a system of developmental local government. These aspects include participative governance, IDP, performance management and reporting, resource allocation and organizational change. These processes are linked into a single cycle at the local level that will align various sectoral initiatives from national and provincial government departments with municipalities own capacities and processes.

Therefore, the purpose of this document is to outline the operational plan (an integrated 'Process plan') for the development of Integrated Development Plan for Matjhabeng Local Municipality. This process plan is based on the unique character and circumstances of Matjhabeng Local Municipality, taking due cognizance of the process plan requirements as outlined in the Municipal Systems Act (S 34) and guidelines for Integrated Development Planning provided by National Department of Cooperative Governance (DCOG).

In order to ensure certain minimum quality standards of the Integrated Development Plan (IDP), and a proper coordination between and within spheres of government, the preparation of the Process Plan has been regulated in the Municipal Systems Act (2000). The preparation of a Process Plan, which is in essence the IDP Process sets out in writing, requires adoption by Council. This plan has to include the following, amongst others:

- A programme specifying the time frames for the different planning steps;
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, civil society, and other role players in the IDP drafting Process;
- An indication of the organizational arrangements for the IDP Process;
- Binding Process and planning requirements, i.e. policy and legislation; and
- Mechanisms and procedures for vertical and horizontal alignment.

2. LEGAL CONTEXT OF IDP PROCESS PLAN

THE INTEGRATED DEVELOPMENT PLAN

Chapter 5 and Section 25 (1) of the Municipal Systems Act (2000) indicates that:

Each Municipal council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality which-

- a. *Links integrates and coordinates plans and takes into account proposals for the development of the municipality;*
- b. *Aligns the resources and capacity of the municipality with the implementation of the plan;*

- c. *Complies with the provisions of this Chapter; and*
- d. *Is compatible with national and provincial development Plans and planning requirements binding on the municipality in terms of legislation.*

In terms of the core components of Integrated Development Plans, Chapter 5 and Section 26) of the Municipal Systems Act (2000) indicates that:

An integrated development plan must reflect-

- a. *The Municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;*
- b. *An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic Municipal services;*
- c. *The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;*
- d. *The council's development strategies which must be aligned with any national and provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;*
- e. *A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;*
- f. *The council's operational strategies;*
- g. *Applicable disaster management plans;*
- h. *A financial plan, which must include a budget projection for at least the next three years; and*
- i. *The key performance indicators and performance targets determined in terms of section 41.*

3. THE ANNUAL BUDGET

- 3.1. The Annual Budget and the IDP are inextricably linked to one another, something that has been formalized through the promulgation of the Municipal Finance Management Act (2004). Chapter 4 and Section 21 (1) of the Municipal Finance Management Act (MFMA) indicate that:

The Mayor of a municipality must-

- a. *At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for-*

- i. *The preparation, tabling and approval of the annual budget;*
- ii. *The annual review of-*
 - aa. *The integrated development plan in terms of section 34 of the Municipal Systems Act; and*
 - bb. *The budget related policies.*
- iii. *The tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and*
- iv. *The consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).*

3.1 ALIGNMENT OF THE IDP, BUDGET AND PERFORMANCE MANAGEMENT PROCESSES

1. Every attempt will be made in this Municipal Plan to align the IDP and Budget preparation process, and the Performance Management System (PMS). The linkages of the three processes are summarised in the following diagram:

Figure 1: The IDP, Budget and PMS Linkages

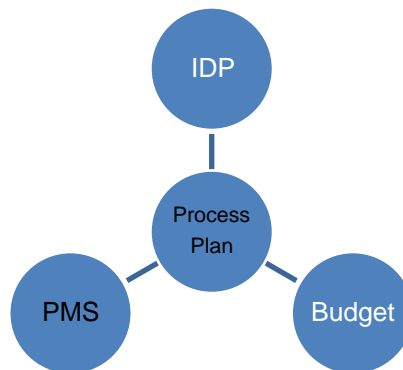
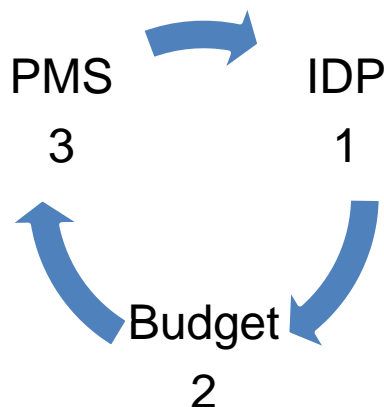


Figure 2: Relative Process Flow



4. KEY ELEMENTS TO BE ADDRESSED IN THIS PROCESS

The following is a summary of the main activities to be undertaken during this IDP Process:

4.1 ANALYSIS

- A comprehensive situational analysis that take into account inter-alia; Socio-economic, development, levels of service, ect.
- Comments received from the various role-players in the assessment of the IDP Generations;
- Shortcomings and weaknesses identified through self-assessment.

4.2 REVIEW AND DEVELOPMENT OF THE STRATEGIC ELEMENTS OF THE IDP IN TERMS OF COUNCIL'S NEW PRIORITIES

- Review of the Vision, Mission and Objectives;
- Review of the Strategic elements of the IDP;
- Finalize the refinement of SDF and Land Use Management;
- Development of the Spatial Development Framework;
- Development of Housing Sector Plan(Chapter)
- Development of Transport Master Plan
- Development of Integrated Waste Management Plan
- Development of Energy Plan
- Review Water Service Development Plan
- Organisational Structure

4.3 INCLUSION OF NEW INFORMATION WHERE NECESSARY

- Addressing areas requiring additional attention in terms of legislative requirements not addressed during the previous generations of the IDPs (i.e. SPLUMA);
- Alignment of the IDP with newly completed Sector Plans;
- Review of the Strategic elements of the IDP;
- The ongoing alignment of the Performance Management System (PMS), in terms of Chapter 6 of the MSA, with the IDP;
- The update of the Financial Plan, the list of projects (both internal and external funded), and the capital investment framework; and

4.4. HORIZONTAL AND VERTICAL ALIGNMENT

4.4.1. FRAMEWORK PLAN

In terms of Chapter 5 and Section 26 of the Municipal Systems Act (2000), Districts are required to prepare and adopt a Framework Plan which indicates how the District and Local Municipalities will align their IDP's. The Framework Plan provides the linkage and binding relationships to be established between the district and local municipalities in the region, and in doing so, proper consultation, coordination and alignment of the review process of the district municipality and various local municipalities can be maintained.

4.4.2. ALIGNMENT WITH SERVICE PROVIDERS

Alignment with Service Providers is essential in order that the DM and LM's priorities can be reflected in their project prioritization process, as well as so that their projects can be reflected in the IDP documentation. It is anticipated that one Service Provider Forums (SPF's) will be held during the round of the IDP process on **THE PROCESS PLAN**, as well as a series of one-on-one meetings with key departments.

5. IDP DEVELOPMENT APPROACH

The suggested approach for IDP development process according to DCOG Revised Framework and Circular 25 of 2016 is as follows:

At the core of this framework is a process (see figure 1 below) designed to improve the next generation of IDPs (2017-2022). It is expected that these 5 year plans will be in a position to address priorities of the National Development Plan in local spaces.

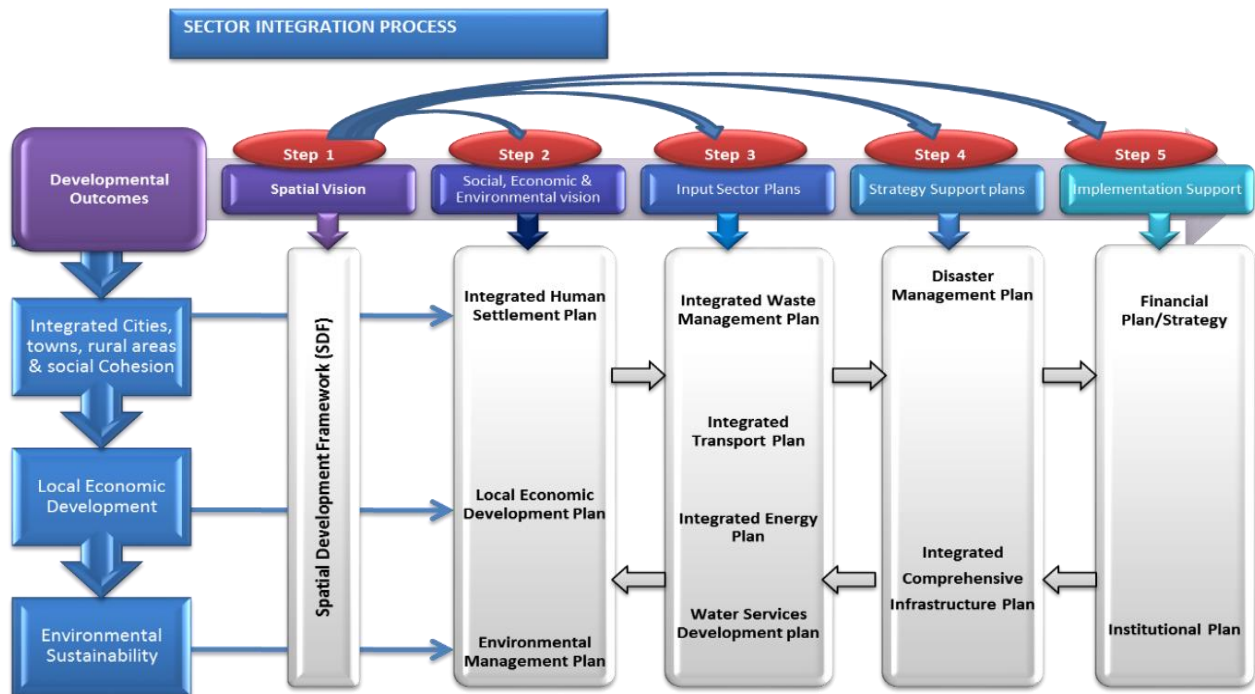


Figure 2: Sector Planning and Integration

(i) Preparing for IDP development

Before the process commences, certain arrangements have to be made to ensure that the process will run smoothly. Such a process needs to be properly organized and prepared. It needs some business plan:

- Assigning role and responsibilities ;
- Organisational arrangements including confirmation of IDP Steering Committee and procedures , mechanisms for community and stake holder participation;
- Design mechanism and procedures for alignment with external stakeholders such as other municipalities and other spheres of government;
- Designing a programme which sets out the envisaged planning activities, , time frames and resource requirements for planning process;
- Once a process plan is being developed, it has to be adopted by the municipal council in terms of the municipal Systems Act, 2000.

(ii) Monitoring

Monitoring in the context of IDP process refers to the gathering and subsequent organising the data into sets of information about the certain sets of action/events/ situations throughout the year.

There are three main bodies of information, which are important as input into a process, viz:

- Implementation management information;
- Information about the achievement of objectives set in the IDP;
- New information gathered in the IDP reviews.

(iii) Evaluation (What does the information tells us)

The information gathered during the process of monitoring described above is assessed to understand its relevance and its implications to the priority issues, objectives, indicators and targets. The irrelevant and incorrect information should be discarded. The relevant information is analysed and synthesized for its relevance to the IDP.

(iv) Council Adoption of the IDP

The IDP has to be adopted and approved by the Municipal Council.

(v) Prepare and adopt Annual Budget

Municipal Systems Act, 2000 (Chapter) and Municipal Finance Management Act requires the Municipal Council budget to be informed by the IDP. This means the annual municipal budget should reflect the objectives, strategies, projects and programmes contained in the IDP.

(vi) Time frame

The total amount of time required for IDP development process should be nine months. As the IDP should significantly inform the budget, the timing of the IDP should be coordinated closely with the structuring of the annual budget process that starts in July each year.

6. DISTRIBUTION OF ROLES AND RESPONSIBILITIES

6.1 INTERNAL ROLE PLAYERS

Distribution of Roles and Responsibility within the Municipality

6.1.1. The Municipal Council

The role of the Matjhabeng Municipal Council will be:

- To adopt a process plan ;
- Be responsible for the overall management and coordination of the planning process;
- Adopt and approve the final IDP and ;
- Ensure that annual business plans, budget and related development activities are based on approved IDP.

6.1.2. The Mayoral Committee

- Manage through the Municipal Manager or alternative the process
- Recommend the IDP process to the Council
- Recommend the IDP revisions to the Council
- Allocate resources for reviewing the IDP

6.1.3. THE IDP Steering Committee

(a) Comprising of:

- Municipal Manager
- Executive Directors
- Baseline Managers

(b) Terms of reference:

- Provide terms of reference for all reviewing and planning activities
- Commission IDP planning studies, programs and projects
- Process, summarize and document outputs from subcommittees, teams etc
- Recommend amendments to the contents of the IDP
- Prepare, facilitate and document meetings and workshops
- Ensure alignment and participation in the determination and prioritization of plans and programs in the spirit of cooperative governance
- Designing project proposals and scope

6.1.4. IDP Unit

(a) Comprising of:

- Executive Director Strategic Support
- IDP Manager
- Admin support

(b) Prepare the IDP process

- ❖ Prepare the IDP process plan
- ❖ Identify resources people
- ❖ Coordinate and manage the components of the planning process, including:
 - I. Stakeholders meetings
 - II. Meeting deadlines
 - III. Horizontal and vertical alignment
 - IV. Compliance with national and provincial requirements

6.1.5. WARD COUNCILORS

Ward councillors will play a pivotal role in the preparation of the IDP process, both in terms of the technical and community participation process. They will act as the main interface between the council and communities. Primary responsibilities would include:

- Organising public consultation and participation at ward level;
- Dissemination of the information from council to constituents and visa versa ;
- Identification of issues and projects at a ward level;
- Participating in the approval and ongoing monitoring of approved IDP;
- Identify and encourage unorganized groups to participate in the IDP process.

6.1.6. THE MUNICIPAL MANAGER AND IDP MANAGER AND RESPONSIBILITIES

The Municipal Manager will delegate these functions to the IDP Manager, but remain accountable for the overall IDP process as dictated by Municipal Systems Act 2000.

Amongst other, the following responsibilities have been allocated to the IDP Manager for the IDP Process:

- To ensure that the Process Plan is finalised and adopted by Council;
- To identify additional role-players to sit on the IDP Representative Forum;
- To ensure the continuous participation of role players;
- To monitor the participation of role players;
- To ensure appropriate procedures are followed;
- To ensure documentation is prepared properly;
- To carry out the day-to-day management of the IDP process;
- To respond to comments and enquiries;
- To ensure alignment of the IDP with other IDP's within the District Municipality;
- To co-ordinate the development and inclusion of Sector Plans into the IDP documentation;
- To co-ordinate the inclusion of the Performance Management System (PMS) into the IDP;
- To submit the IDP to the relevant authorities.

6.1.7. OFFICIALS

The officials of Matjhabeng Local Municipality will ultimately responsible for the implementation of the IDP Process and such will play a key role the development of the IDP's specific activities that will be undertaken by the officials.

This would include:

- Provision of relevant technical and financial information;

- Development of strategies and project plans;
- Providing inputs regarding the financial and technical feasibility aspects of projects and strategies identified by committees.

6.2. EXTERNAL ROLE PLAYERS

Distribution of responsibilities between municipality and external role players

6.2.1 District Municipality

The District Municipality will have the same role as Matjhabeng but only in the preparation of District IDP framework, but the role of district municipality on a local level is the coordination of IDP processes of local municipalities and this include:

- Ensuring the horizontal alignment of IDP's of the municipalities in the district area;
- Ensuring the horizontal alignment between the district and local planning;
- Facilitation of vertical alignment of IDPs with the sphere of government and the sector departments;
- Preparation of joint strategy workshops with local municipalities, provincial and national role players and other subject specialists;
- Providing a PIMS Centre that is responsible to provide technical support to the local municipalities within the district;
- Establishment of intergovernmental structures.

6.2.2 Professional Service Providers

Professional service providers will be engaged as the need arises e.g. in the development of non exiting and updating of sector plans and as well as aligning and integrating all sector plans to be included in the IDP of the municipality.

6.2.3. IDP Representative Forum

6.2.3.1 Composition of IDP RF

The IDP Representative Forum (IDP RF) will be constituted as part of the preparation phase of the IDP and will continue its functions throughout the annual IDP Review processes. The proposed composition of the IDP RF could be as follows:

- Executive Mayor
- Mayoral Committee;
- Ward Councillors;
- Ward Committees;
- Senior Municipal Officials;
- Stakeholder representatives of organised groups;
- Advocates of unorganised groups;

- Resource persons;
- Other community representatives;
- National and Provincial Departments regional representatives;
- NGO's; and
- Parastatal organisations.

6.2.3.2. Terms of reference for IDP Representative Forum

The terms of reference for the IDP RF are as follows:

- Represent the interest of the municipality's constituency in the IDP process;
- Provide an organisational mechanism for discussion, negotiation and decision making between the stakeholders inclusive of municipal government;
- Ensure communication between all the stakeholder representatives inclusive of municipal government; and
- Monitor the performance of the planning and implementation process.
- Institutionalize participation in integrated development planning
- Membership to ensure geographical and social representation
- Members to have mandate to represent the interests of their constituents in the integrated development planning process
- Analyse issues, determine priorities, negotiate and reach consensus
- Discuss and comment on the draft integrated development plan
- Comment on and discuss alignment of annual business plans and budget with integrated development plan
- Confirm alignment of integrated development plan with district, province and national priorities, including those of private and social partners

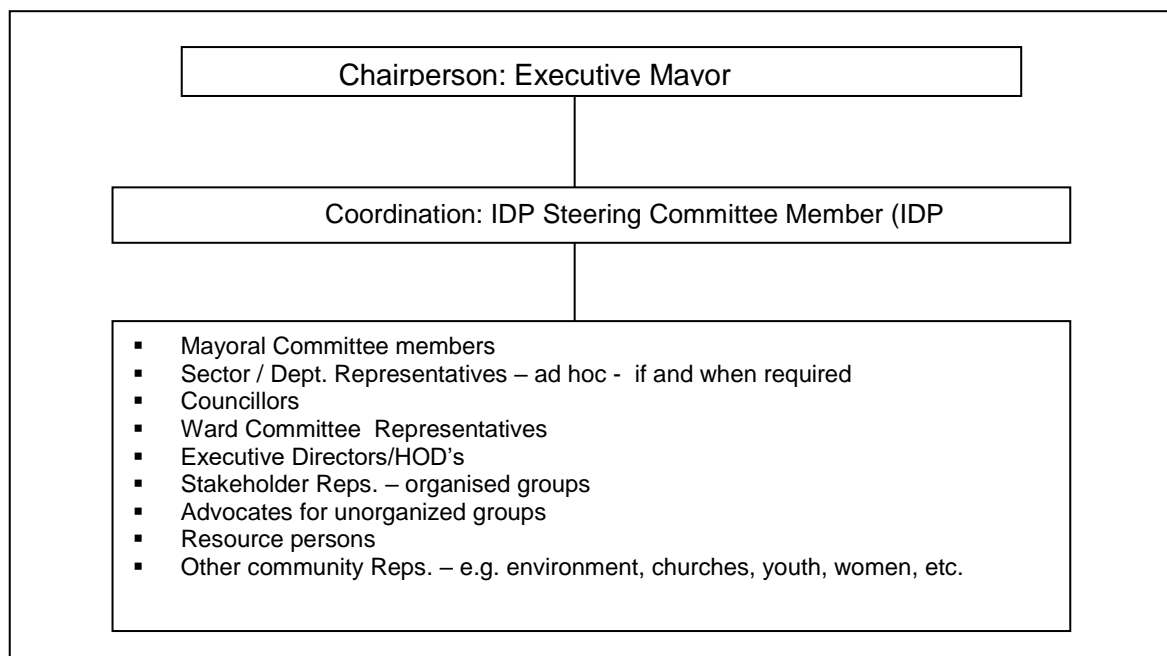


Figure 3: REP Forum Structure

7. ORGANISATIONAL ARRANGEMENTS

7.1. MUNICIPAL MANAGER ASSISTED BY IDP MANAGER

The Municipal Manager assisted by IDP manager will be responsible for overall management of the IDP process and Sound Governance.

7.2. IDP Representative Forum

IDP Representative Forum represents the interest of the community and serves as a link between the general community and the municipality.

8. MECHANISMS AND PROCEDURES FOR PARTICIPATION

8.1. FUNCTIONS AND CONTEXT PUBLIC PARTICIPATION

Four major functions can be aligned with the public participation process namely:

- Needs identification;
- Identification of appropriateness of proposed solutions;
- Community ownership and buy-in; and
- Empowerment.

8.2. MECHANISMS FOR PARTICIPATION

The following mechanisms for participation will be utilised:

A. IDP Representative Forum (IDP RF)

This forum will represent all stakeholders and will be as inclusive as possible. Efforts will be made to bring additional organizations into the IDP RF and ensure their continued participation throughout the process.

B. Media

Local newspapers and newsletters will be used to inform the community of the progress of the IDP.

C. The MLM's Website

The MLM's website will also be utilized to communicate and inform the community. Copies of the IDP and Budget will be placed on the website for people and service providers to download.

D. Constituency Meeting / Imbizos

The Matjhabeng Local Municipality will be hosting the first set Unit Based Imbizos' to confirm and rectify public needs in April 2019. The venues for these meetings will be publicized at the Municipal Website as well as through the media. The extensive ward based public participation process which will concurrently with budget process.

Conclusion

The development of credible IDPs depends on sector plans developed in line with the logical approach reflected in figure 2. This particular logic acknowledges that there is an inherent relationship between the different sector plans which must be forged and without which a truly integrated plan would not be possible to develop.