



Republic of South Africa



Province of the
EASTERN CAPE
OFFICE OF THE PREMIER



ALFRED NZO
DISTRICT MUNICIPALITY

ALFRED NZO DDM PLAN

Review dated March 2025

Vision

"A District whose communities are self-sustaining and enjoy a good quality life, equitable access to basic services and socio-economic opportunities by 2050".

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Preface

This DDM One Plan for the Alfred Nzo District is a realization of a new government approach to improve integrated planning and delivery across the three spheres of government with district and metropolitan spaces as focal impact points of government and private sector investment. The One Plan has been formulated jointly by all three spheres of government working together with key stakeholders and communities to increasingly enable integrated planning and delivery backed up by a more credible joint planning, budgeting and implementation process, and to further to guide state and private investment within the district.

This One Plan contains a detailed analysis of the current local, provincial, national and international context as well as relevant District goals, outcomes, key priority interventions/actions and targets relating to the following six transformations to move the District from the current problematic situation articulated under Chapter 2 below (Diagnostic Assessment) to a desired better future: i) People Development and Demographics, ii) Economic Positioning, iii) Spatial Restructuring and Environmental Sustainability, iv) Infrastructure Engineering, v) Integrated Services Provisioning, and vi) Governance and Finance. These six (6) DDM pronounced pillars are the backbone of the desired end state required to transform the district by all the 3-spheres of government working collaboratively with social partners.

The Vision, Strategic Goals, Outcomes, Key Priority Interventions and Targets therefore included in this One Plan are a radical departure from the current unacceptable norm as per the 6 DDM Transformation Pillars articulated above, which must be changed, and are meant to shake up and reinvigorate hope across the whole of government and society in the district and leave a new legacy for generations to come, and these have been conceptualized and crafted to respond to a District diagnostic assessment during the short, medium and long term strategic planning framework of government for the district space to be transformed by the combined efforts, resources and dedication all of government together with key stakeholders and communities, that will consistently need to be reinforced and also monitored administratively and politically over a sustained period.

This One Plan also includes planned implementation commitments of all three spheres of government and other key stakeholders which will enable the identified strategic goals/outcomes/interventions/targets to be implemented as set out in the respective sections to respond to i) People Development and Demographics, ii) Economic Positioning, iii) Spatial Restructuring and Environmental Sustainability, iv) Infrastructure Engineering, v) Integrated Services Provisioning, and vi) Governance and Finance.

Various social compacts and agreements with key stakeholders will be put in place to ensure that this Plan is actively co-owned, resourced, implemented, and monitored, and various Implementation, monitoring and evaluation measures and mechanisms to reinforce the One Plan will also be in place to focus attention and capability across the 3 spheres of government, so that this One Plan lives up to its stated purpose.

CHAPTER 1: INTRODUCTION

1.1 Background

Alfred Nzo District is one of the six districts of Eastern Cape (EC) Province of South Africa, geographically located along the border of Eastern Cape (EC) and KwaZulu-Natal Provinces, establishing the district as a gateway between the two provinces. The district is in the north-eastern corner of the EC Province that stretches from the Drakensberg Mountains, bordering Harry Gwala District to the north, OR Tambo District in the south and east, and Lesotho in the west. Alfred Nzo District is the smallest district in the province, covering only 6% of the geographical area. The district is comprised of the Matatiele, Ntabankulu, Winnie Madikizela - Mandela and Umzimvubu Local Municipalities.

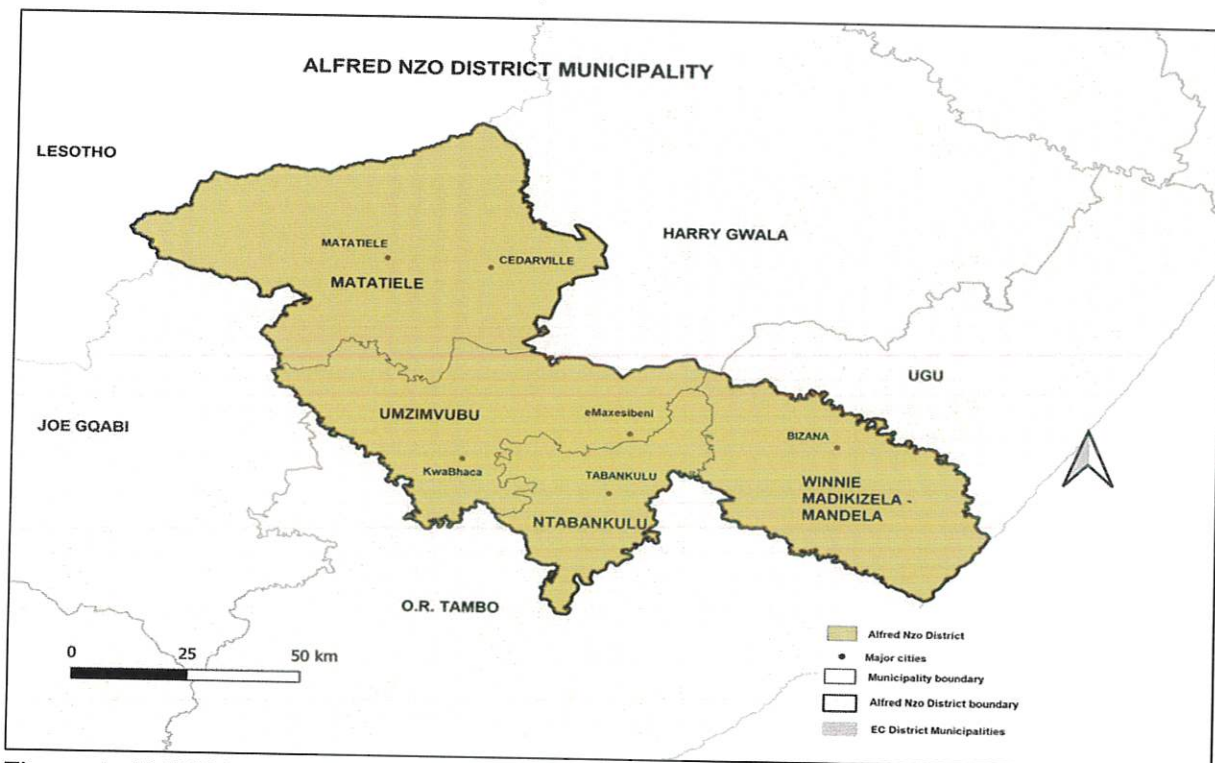


Figure 1: ANDM Map and LMs

1.2 PURPOSE

The purpose of the Alfred Nzo DDM One Plan is:

- 1.2.1. To give effect to the **District Development Model (DDM)** approved by Cabinet as a practical method to improve service delivery and development impact in the Alfred Nzo

District space through integrated planning, budgeting, and delivery by all three spheres of government working together with stakeholders and communities.

- 1.2.2. To localise and synergise the **National Development Plan (NDP)**, the Medium-Term Strategic Framework (MTSF), National Spatial Development Framework (NSDF), Integrated Urban Development Framework (IUDF) and key national and provincial sector policies/strategies/plans with socio-economic and spatial development logic of the Alfred Nzo District Municipality.
- 1.2.3. To express a **coherent and predictable government approach in relation to these key priorities** through a **Long-Term Strategic Framework (One Plan)** for growth and development of the Alfred Nzo District Municipality space that is co-produced by all three spheres of government together with stakeholders and communities.
- 1.2.4. To enable a programmatic Intergovernmental Relations approach in relation to Alfred Nzo District Municipality through implementation of the One Plan that will serve as an impact performance framework tracking the commitments and spending of national and provincial sector departments and the Alfred Nzo District Municipality according to the **shared vision** and desired future development of Alfred Nzo District Municipality and its people.
- 1.2.5. To create an **environment** which is conducive for **investment**.
- 1.2.6. To stabilize **governance and financial management practices** in the Alfred Nzo District Municipality.

Below is a graphic summary overview of the DDM and what it seeks to realize within the district.

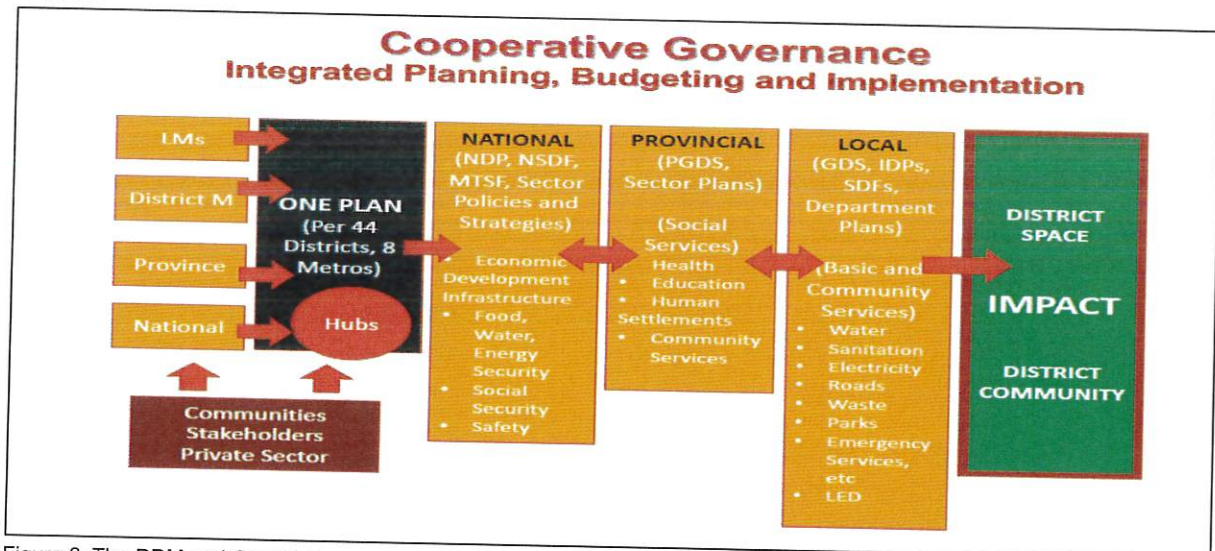


Figure 2: The DDM and One Plans

1.3 DDM INTENT

The DDM is aimed at transforming the economy and improve the quality of life of people residing in Districts and Metro spaces as the service delivery impact zones of government, by enhancing cooperative governance and overall state coherence and performance, and focusing on bringing about fundamental change with the following strategic goals:

- a. To respond strategically to the socio-economic impact of Covid-19.
- b. To stimulate new thinking, new socio-economic paradigms, new and bold solutions, and alternatives.
- c. To fundamentally change conditions on the ground:
 - i. People
 - ii. Economy
 - iii. Space
- d. To develop resilience and prosperity of the Country.
- e. To facilitate Responsive Institutions and Change Management; and
- f. To embed a Programmatic Approach to Cooperative Governance.

1.4 . ALFRED NZO DISTRICT ONE PLAN

The Alfred Nzo District was formulated following a **DDM Theory of Change** through joint work between and across all the spheres of government and state entities, and in consultation with social partners, and expressed a long – term strategic framework of up to 2050 to guide investment, service delivery and development in the district, and consisted of the following elements: Inputs as Joint and Collaborative Processes, Outputs, Outcomes, and Impacts as shown in the figure 3 below:

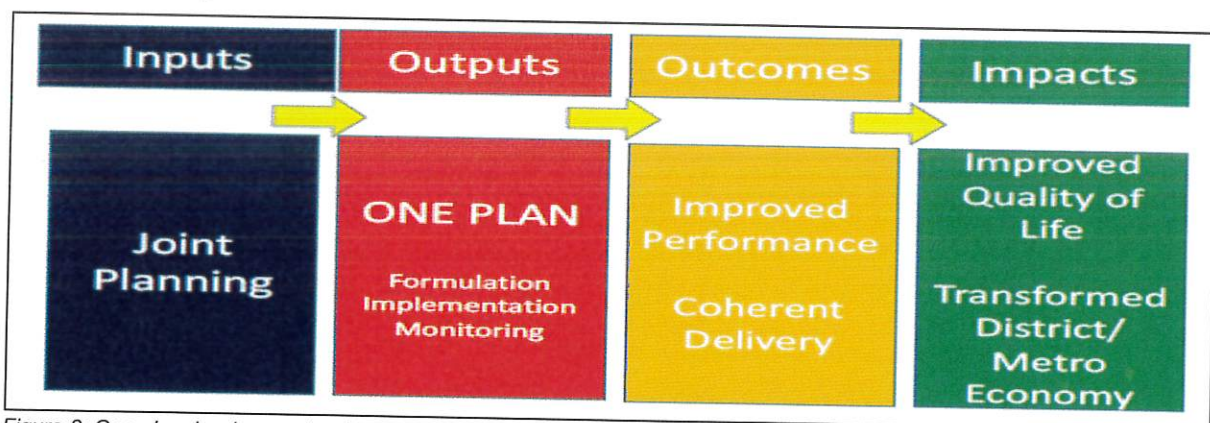


Figure 3: One plan development and implementation process flow

The One Plan postulates six transformations to move from the current problematic situation to a desired better future. Whilst existing plans across government seek to align to the NDP and to each other, there is no clear single line of sight and logical rationale or relations in terms of commonly agreed priorities and joint and coherent way of addressing them within the socio-

economic and inclusive and integrated placemaking dynamics within specified spaces. These six DDM Transformation Focal Areas are:

- 1.4.1. People Development and Demographics** – the process of understanding the current population profile and development dynamics and by which a desired demographic profile and radical improvement in the quality of life of the people is achieved through skills development and the following 5 transformations discussed below (economic positioning, spatial restructuring and environmental sustainability, infrastructure engineering, housing and services provisioning, and governance and management).
- 1.4.2. Economic Positioning** – the process by which a competitive edge is created that enables domestic and foreign investment attraction and job creation on the basis of an inclusive and transformed economy. The economic positioning informs the spatial restructuring and has to be sustained through protecting, nurturing and harnessing natural environment and resources.
- 1.4.3. Spatial Restructuring and Environmental Sustainability** – the process by which a transformed, efficient and environmentally sustainable spatial development pattern and form is created to support a competitive local economy and integrated sustainable human settlements. Spatial restructuring informs infrastructure investment in terms of quantum as well as location and layout of infrastructure networks.
- 1.4.4. Infrastructure Engineering** – the process by which infrastructure planning and investment especially bulk infrastructure installation occurs in order to support the transforming spatial pattern and form, meet the needs of a competitive and inclusive local economy and integrated human settlements, and ensure demand for housing and services is met in a sustainable way over the long-term.
- 1.4.5. Integrated Services Provisioning** – the process by which integrated human settlement, municipal and community services are delivered in partnership with communities so as to transform spatial patterns and development for planned integrated sustainable human settlements with an integrated infrastructure network. This also requires holistic household level service delivery in the context of a social wage and improved jobs and livelihoods.
- 1.4.6. Governance and Management** – the process by which leadership and management is exercised that planning, budgeting, procurement, delivery, financial and performance management takes place in an effective, efficient, accountable and transparent manner. It also includes spatial governance, that is, the process by which the spatial transformation goals are achieved through assessing and directing land development and undertaking effective land use management and release of municipal/public land.

The six DDM Transformation Focal Areas can summarily be schematically presented as follows:



Figure 4: DDM Transformational Areas

1.5 ONE PLAN FORMULATION PROCESS

The State President Mr Cyril Ramaphosa launched the District Development Model in the OR Tambo District Municipality in 2019. ANDM started to engage COGTA on what would be required from the municipality to kick-start processes of developing the One Plan of the municipality, even though the ANDM had not been declared as a pilot site. The official from the District attended workshops and other engagement platforms that were facilitated by COGTA in trying to understand the One Plan better. Dissemination of information to stakeholders was done through existing IGR structures such as the District Mayors Forum and the Municipal Managers Forum.

One of the first steps in the formulation of the draft plan was to provide EC COGTA and DCOG with information on the district in order to develop a draft profile. Further information was accumulated on the types of projects being undertaken by Sector Departments in the District. Local municipalities were required to identify catalytic projects that have major economic spin-offs, maximum employment opportunities and that have a potential to unlock their development agenda. This information was submitted to EC COGTA in November – December 2019.

Early in year 2020 ANDM received a draft District Profile from COGTA. This was then presented to the Mayoral Committee and Council Strategic Planning session in March 2021.

In the same session, detailed presentations were provided by sector departments on the plans and budgets they had for implementation in ANDM-wide space. The plans depicted that there was no collaborative effort and integration of programmes when planning was done. It was emphasized that the DDM was to be a collaborative effort during planning, not only for the District Municipality Plan, but that which is informed by the plans of government for entire district. It was then emphasized that all three spheres of government must participate, contribute, and develop a joint plan for the district. The District Municipality is a critical role player in playing the coordinating role for the One Plan to be realized.

In 2020/2021, the Alfred Nzo District was allocated a Political Champion where Minister S. Ndabeni-Abrahams was deployed to the district as a National Political Champion. At a Provincial Level, MEC F. Gade was deployed to the district and the Provincial Political. After the outbreak of Covid 19 pandemic, a Joint Operations Committee and District Command Council were established to serve as a central point of coordination and communication of government programmes and interventions. Several virtual meetings were held to deal with issues of covid 19 and other issues of mutual interest such as Gender Based Violence and service delivery issues. These platforms proven to be very fruitful in facilitating one government agenda and served as a single window of coordination.

The province established the following DDM One Plan institutional support structures during the review of the Alfred Nzo District One Plan

Structure	Composition and Purpose
<p>One Plan Multi-Disciplinary Content Support team</p>	<p>The Team was led by the Office of the Premier (OTP) as the One Plan “Content Driver”, supported by the Eastern Cape Socio-Economic Consultative Council (ECSECC) as a public entity under OTP, and was further constituted by the EC Department of Cooperative Governance and Traditional Affairs (EC - COGTA) as the Process Driver together with relevant directorates within the department (<i>IDP, LED, SDF, Infrastructure etc</i>) who led in shaping the relevant gaps identified according to their respective directorates; the EC Provincial Treasury and ANDM representatives, and all these organisations collectively worked together during the review of the Alfred Nzo District One Plan in 2022 as per the gaps that were identified by the National Quality Assurance Panel (NQAP, and in line with Circular 10 released by</p>

	the National Department of Cooperative Governance and Traditional Affairs (DCOG)
DDM Technical Committee	Made up by Senior Officials from all the 3-pheres of government and related state-owned entities (SOEs), and responsible for collectively shaping and the updating of the Alfred Nzo District One Plan
DDM Political Committee	Made up by a National minister and Provincial MEC deployed to be DDM political champions together with the Alfred Nzo District Mayor and Mayors of constituent local municipalities who were responsible for overseeing the updating and the endorsement/ approval of the Alfred Nzo One Plan.

The One Plan was also developed with social partners to provide comments and inputs all also in co-creating and co-shaping the Alfred Nzo District One Plan, and the following DDM IGR Sessions were held in 2021/2022 during the updating of the One Plans:

MUNICIPALITY	IGR PLATFORM	PARTICIPANTS	ACTIVITIES	DATE
Alfred Nzo District	<ul style="list-style-type: none"> • MM's Forum • DIMAFO • IDP REP FORUM 	<ul style="list-style-type: none"> • MMs & Directors • Political principals • District Stakeholders 	<ul style="list-style-type: none"> • Presentation of the DDM implementation Plan • Apointment of Political Champions and Convenors • Presentations of the Roles and Responsibilities 	30 February 2021
	<ul style="list-style-type: none"> • DDM Technical Session 	<ul style="list-style-type: none"> • District Stakeholders 	<ul style="list-style-type: none"> • Presented the DDM One Plan for closing of Gaps 	05 December 2022
	<ul style="list-style-type: none"> • DDM Technical Session 	<ul style="list-style-type: none"> • District Stakeholders 	<ul style="list-style-type: none"> • Presentation of the final DDM One Plan with the Sector Departments and Municipalities in the District 	01 February 2023
	<ul style="list-style-type: none"> • Council Lekgotla 	<ul style="list-style-type: none"> • Council 	<ul style="list-style-type: none"> • Presentation of the Reviewed DDM One Plan for adoption 	21 February 2023
	<ul style="list-style-type: none"> • Special Council Meeting 	<ul style="list-style-type: none"> • Council 	<ul style="list-style-type: none"> • Presentation of the Reviewed DDM One Plan for adoption 	27 February 2023
	<ul style="list-style-type: none"> • Alfred Nzo District Website 	<ul style="list-style-type: none"> • Other Stakeholders 	<ul style="list-style-type: none"> • Publication of the Adpted DDM One Plan 	February 2023

	<ul style="list-style-type: none"> Alfred Nzo DDM Implementation Workshop 	<ul style="list-style-type: none"> MMs Directors Political principals District Stakeholders. 	<ul style="list-style-type: none"> DDM Implementation and progress monitoring session 	04 and 05 July 2024
	<ul style="list-style-type: none"> Traditional Leadership Consultation Workshop 	<ul style="list-style-type: none"> National DDM Champion Traditional Leadership. COGTA Political Principals Stakeholders. 	<ul style="list-style-type: none"> DDM Consultation to solicit buy-in from Traditional Leadership. 	15 August 2024
Matatiele LM	<ul style="list-style-type: none"> IGR Forum IDP Rep Forum 	<ul style="list-style-type: none"> Councillors LMs Stakeholders 	<ul style="list-style-type: none"> Presentation of the DDM implementation Plan 	March 2021
	<ul style="list-style-type: none"> Strategic Planning 	<ul style="list-style-type: none"> Council 	<ul style="list-style-type: none"> Presentation of the progress on DDM and Eastern Seaboard Progress report. 	February 2023
Umzimvubu LM	<ul style="list-style-type: none"> IGR Forum IDP Rep Forum 	<ul style="list-style-type: none"> Councillors LMs takeholders 	<ul style="list-style-type: none"> Presentation of the DDM One Review Progress made 	March 2021
Mbizana LM	<ul style="list-style-type: none"> IGR Forum IDP Rep Forum 	<ul style="list-style-type: none"> Councillors LMs Stakeholders 	<ul style="list-style-type: none"> Presentation of the DDM One Review Progress made 	April 2021
Ntabankulu LM	<ul style="list-style-type: none"> IGR Forum IDP Rep Forum 	<ul style="list-style-type: none"> Councillors LMs Stakeholders 	<ul style="list-style-type: none"> Presentation of the DDM One Review Progress made 	April 2021

1.6 ONE PLAN OUTLINE

The Alfred Nzo District One Plan DDM flows through a Theory of Change logical framework which was followed during the formulation of the preparation of the One Plan, underpinned by the following components structured in relation to the six DDM Transformation Focal Areas, as it will be articulated in the sections to follow:

- 1) The current situation (**diagnostic assessment**).
- 2) The desired future or **vision**.
- 3) The **strategies** and interventions needed to move from the current situation to the desired end state,

- 4) The **implementation commitments** by all three spheres of government and key stakeholders will enable the identified strategies/interventions to be implemented.
- 5) **Implementation, monitoring and evaluation measures and mechanisms** that will reinforce and be in place to focus attention and capability across the 3 spheres of government, so that this One Plan lives up to its purpose, as stated above.

1.7 SUMMARY OVERVIEW OF THE SOCIO-ECONOMIC CONTEXT

According to the 2020 IHS Global Insight data provided by the *IHS Regional Explorer* and analysis provided in the *Rex Publisher*, the socio-economic context of the Alfred Nzo District can briefly be summarised as follows:

Pillar	Summary
People Development/Demographics	When comparing the district to other districts, metro, the province and the country, the district is the 2 nd highest populated in all the 6 x district of the province, faces high levels of unemployment (49.60%), high poverty rates of 88, 68%, low human development index (HDI) of 0.587, low income levels, high HIV / AIDS prevalence rates of 13%, a high number of child headed households, poor access to and quality of health care facilities and high mortality rates. There is an absence of tertiary education facilities resulting to skills shortage which result to an unequal balance between supply and demand across various labour markets.
Economic Positioning	The economy of the district is highly dependent on Government and Community services sectors which accounted 44.5% of the total GVA in the district, with the Trade sector with second largest contribution, followed by the finance sector with 11.9%.The agriculture sector as one of the leading key economic growth potential presents a limited base for economic expansion resulting to low average economic growth, contributing 0, 2% to the total GVA of the District.
Spatial Restructuring and Environmental Sustainability	The district has limited economic potential in rural areas due to land under the Traditional Authority Communal Land Tenure system, with sparsely distributed population and topography resulting in costly provision of services

		and how to achieve a more equitable distribution of economic development opportunities, and where the greater number of the population reside in less economically developed areas and experience an ever-deepening poverty cycle. The district has steep altitudinal gradients from the coast to the escarpment, giving rise to strong climatic changes across the district exposing it to experiences climatic extremes in the form of storms, tornadoes and floods which have resulted in soil erosion and deep crevices and where the transformation of the ownership of land in the district is slow
	Infrastructure Engineering	The district lacks safe and reliable water and poor sanitation, with unreliable electricity connection and inadequate supply, and a high number of households with no formal refuse removal. There is inadequate and high housing backlogs with a high the number of households below the RDP-level that has been increasing annually, and poor quality roads networks and access roads
	Governance and Management	The District Municipality faces several key financial challenges which negatively affects its institutional capacity, proper planning, effective service delivery/performance and adequate interactions with communities. The overall financial performance of the District Municipality and its LMs varied, with all registering some improvement during 2019/20. However, these improvements were marred by regressions in the performance of the district and all municipalities in their management of unauthorized, irregular, fruitless and wasteful expenditure.

1.8 ONE PLAN STRATEGIC FOCUS

1.8.1 Vision

The following **Vision** has been co- created by all the three spheres and other organs of the state in consultation with key stakeholders outside government to take the district from the current state to a desired end state in the long- term:

"A District whose communities are self-sustaining and enjoy a good quality life, equitable access to socio-economic opportunities and basic services opportunities by 2050".

1.8.1 Impact-Oriented Strategic Outcomes and Long, Medium and Short Term Targets

To realize the vision, a summary of the practical ways to improve service delivery in the form to advance the aspirations of the region have been formulated across all the transformational focus areas of the DDM:

Pillars	Strategic Outcomes	Short-, Medium- Long Term Targets
People Development/Demographics	By 2050 the Alfred Nzo district envisages communities with reduced abject poverty and no hunger, reduced inequalities, improved standards of living and where conditions enable all to fulfil their human potential through focused inter-collaborative innovative approaches that will also support, and uplift marginalized and vulnerable groups (<i>children, youth, women, child and women headed household and people living with disabilities</i>).	<ol style="list-style-type: none"> 1. Reduce abject poverty by 30% in 2030 and by 50% in 2040 and 2050. 2. Increase employment opportunities by 25% to lower unemployment by 25% (either/or) by 2030 and by 50% in 2040 and by 50% in 2050. 3. Increase learning opportunities by 15% by 2030 and 25% by 2040 and by 35% by 2050. 4. Drastically reduce the mortality rates by 2050 5. Decrease incidents of gender-based violence by 30% by 2030, by 50% in 2040 and by 50% in 2050 6. All LMs and the district have well established and active forums networks available to challenge GBV by 2022and.
Economic Positioning	By 2050, the district is envisioned to be innovative and inclusive with a growing economy that is larger and more efficient, which optimally exploits its competitive advantage within its key economic growth sectors for increased employment, wealth	<ol style="list-style-type: none"> 1. Increase in commercial farming with regional trade linkages created and sustained by 35% by 2030. 2. Rejuvenation of tourism Attractions and heritage destinations by 2050. 3. A donor engagement strategy is developed and communicated by the end of 2023.

	creation and reduced inequalities for the district citizens	<ol style="list-style-type: none"> 4. A conducive investment climate and to attract investors for job opportunities and economic growth improved and sustained by 2030. 5. The business and investment incentive scheme is developed and communicated by the end of 2023. 6. Increase in regional investment by 20% by 2030, by 45 % in 2040 and by 50% by 2050. 7. Public sector procurement improvements on work allocated to regional SMMEs by 50% by end 2030.
Spatial Restructuring and Environmental Sustainability	By 2050 we envisage that developmental challenges must be addressed in a manner that ensures environmental sustainability and builds resilience to the effects of climate change, particularly in poorer communities. Investment in skills, technology and institutional capacity is critical to support the development of a more sustainable society and the transition to a low-carbon economy.	<ol style="list-style-type: none"> 1. The natural resource base protected and harnessed by 2025. 2. Well, planned spatial settlement patterns by 2030 3. Connected and integrated places and communities across the district by 2050
Infrastructure Engineering	By 2050 we envisage that the Alfred Nzo district has a well-developed enabling infrastructure network and systems to aid investment in key economic nodes and	<ol style="list-style-type: none"> 1. A district infrastructural audit, inter-spherical planning and budgeting is completed the by 2024. 2. Infrastructural support for economic development is integrated into sector departmental and state entity plans and budgets sector plans by 2030.

		precincts to strategically transform apartheid spatial patterns.	<ol style="list-style-type: none"> 3. The district has universal power supply by 2030 within the district. 4. ICT coverage throughout the district increased to 20% by 2030 and 50% by 2050
Integrated Provisioning	Service	By 2050 the district residents will experience improved reliable, sustainable, and integrated human settlements and other social services to improve social integration and social stabilisation through enhanced flexibility and mobility by enabling people to work close to where they work and thereby enhance municipal revenue collection from increased property rates and service payments for a financially viable local government sector	<ol style="list-style-type: none"> 1. Housing backlogs reduced by 20% by 2030, by 30% in 2040 and by 50% in 2050. 2. All the rural local municipalities within the district declared as restructuring zones for sustainable and affordable rental units by 2050. 3. Housing options broadened by 20% in 2030 and by 35% in 2050 for a functional housing sector. 4. Increased access to social and economic amnesties by the district's residents by 20% by 2030, and by 50% in 2050. 5. Enhanced municipal revenue and financial viability by 35% 2030 and by 50% by 2050. 6. Joint inter-spherical service delivery impact monitoring and accountability mechanisms in place by the end 2050.
Governance and Management	and	By 2050 ANDM is more effective, efficient, and transparent in utilising financial resources, has accountable and capable political and administration leadership that	<ol style="list-style-type: none"> 1. All municipalities within the district practise good and sound financial practices by 2030 and all have clean audits by 2050.

	<p>can develop, comply and sustainable inter-governmental service delivery implementation protocols and social compacts signed with its broader citizenry.</p>	<p>2. Inter-governmental Implementation Protocols (section 35 of IGR Framework Act of 2005) entered between the different spheres of government and monitored across government by 2030.</p> <p>3. Improved institutionalization of the DDM within the district to realise a coherent and integrated provisioning of services to communities for maximum development impact by 2030.</p> <p>4. Regional public trust deficit on government/state reduced by 2050.</p> <p>5. 6 x compacts signed between each municipality and its constituent social partners by 2050</p>
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1.8.3 Implementation Commitments

The implementation commitments required to catalyse and advance fundamental socio-economic transformation in the Alfred Nzo District by all the 3-spheres of government and organs of the state according to the Mid-Term Strategic Framework (MTEF) and the Mid Term Revenue and Expenditure Framework are all captured under *Chapter 5*.

CHAPTER 2: DIAGNOSTIC SUMMARY

2.1 SUMMARY OF DISTRICT/ METRO PROFILE ACCORDING TO SIX PILLARS

Pillar 1	Demographic Change and People Development
Key Issues	Trends/ Challenges/Opportunities
Total Population Size	<ul style="list-style-type: none"> According to the 2020 Midyear Population Estimates (Stats SA, P0302), the estimated population in the district in 2020 is 832 248¹. The table below shows that within the Alfred Nzo District, the Mbizana LM has the largest population the district, with an average annual growth rate of 1.5%, the Matatiele Local Municipality had the second highest growth in terms of its population, with an average annual growth rate of 1.1%. The Ntabankulu Local Municipality had the lowest average annual growth rate of 0.25% relative to the other within the Alfred Nzo District Municipality.

Total population - local municipalities of Alfred Nzo District Municipality, 2010, 2015, 2020 [numbers percentage]

Municipality	2010	2015	2020	Average Annual growth
Matatiele	205,000	216,000	228,000	1.06%
Umzimvubu	196,000	197,000	203,000	0.37%
Mbizana	281,000	304,000	325,000	1.47%
Ntabankulu	126,000	126,000	129,000	0.25%
Alfred Nzo	808,562	844,350	886,108	0.92%

Source: IHS Markit Regional eXplorer version 2112

Population Projections by 2025	<ul style="list-style-type: none"> The Midyear Population Estimates also show a projected increase in the population year-on-year, from 831 913 in 2021, to 832 877 in 2025². The table below also shows that the % of working age population (15-64 years) of the total population is to remain consistent over the five year period (51.8% in 2021 and 52.9% in 2025). This has implications for the demographic dividend as well as the dependency ratio of the District, in consideration of the low employment numbers.
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District Projections by Age (2021 - 2025)										
Age	2021	%	2022	%	2023	%	2024	%	2025	%
0-14	339805	40.8	337383	40.5	335319	40.3	333271	40.0	331074	39.8
15-64	431100	51.8	433891	52.1	436104	52.4	438160	52.6	440212	52.9

¹ Stats SA, P0302: Midyear Population Estimates 2020,

² Stats SA, P0302: Midyear Population Estimates 2020, District projections by sex and age (2021-2025)

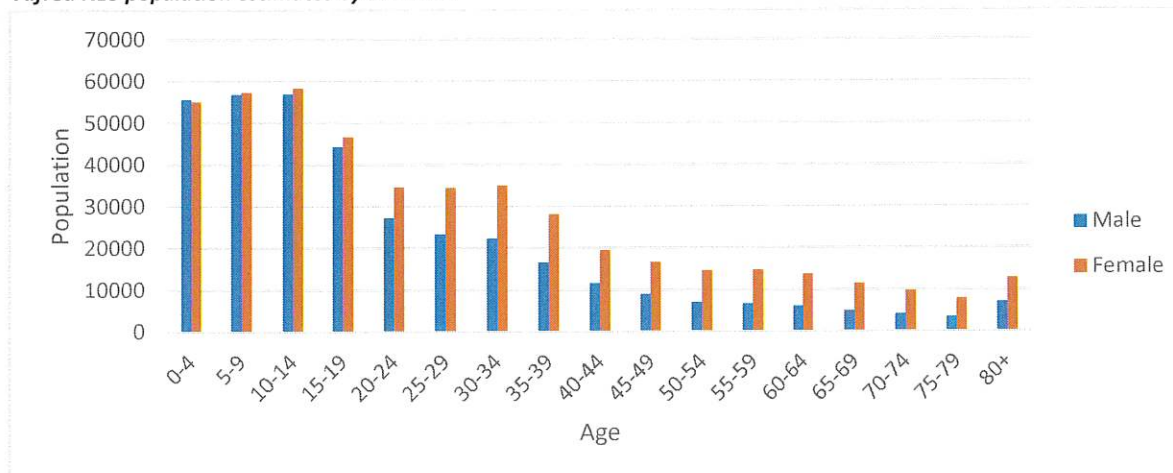
65+	61008	7.3	61011	7.3	61161	7.3	61379	7.4	61591	7.4
Total	831913		832285		832584		832810		832877	

Source: Stats SA, P0302: Midyear Population Estimates 2020, District projections by sex and age (2021-2025)

Population by Age and Gender/Sex

According to the 2020 Midyear Population Estimates (Stats SA, P0302), the estimated population in the district in 2020 is 832 248. The figure below also shows that there are more females than males across all the age groups, except for the 0-4 years cohort.

Alfred Nzo population estimates by sex 2020



Source: Stats SA, P0302: Midyear Population Estimates 2020

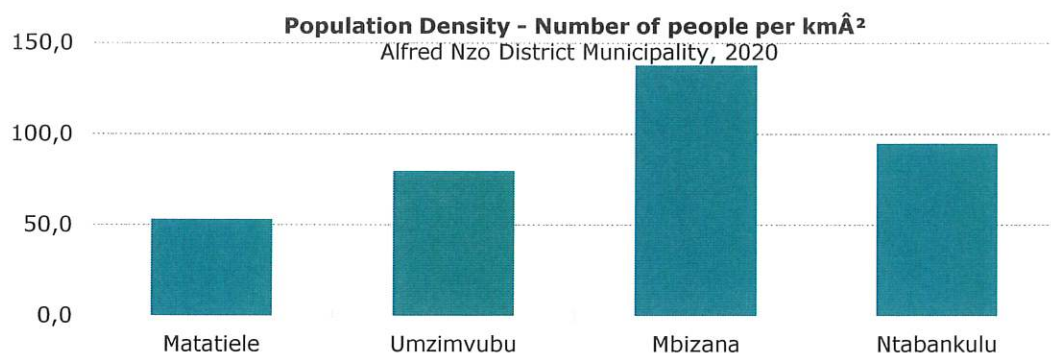
Population of Persons Living with Disabilities

According to Statistics SA (STATSSA): Census Data 2011 & Community Survey (2016), Ward- based information reflects that a total of 73 485 of the Alfred Nzo population were persons living with disabilities, with the highest number in Matatiele followed by Winnie Madikizela Mandela Local Municipalities, with the least numbers in Ntabankulu Local Municipalities. The table below depicts the numbers according to District LMs:

Local Municipalities	Number of Persons Living with Disabilities
Matatiele	22 453
Umzimvubu	18 872
Winnie Madikizela Mandela	22 016
Ntabankulu	10 144
Alfred Nzo District	73 485

Population Density

According to the 2020 IHS Global Insight data provided by the *IHS Regional Explorer*, and an analysis provided in the *Rex Publisher*, in terms the population density for each of the regions within the Alfred Nzo District Municipality, Winnie Madikizela Local Municipality had the highest density, with 138 people per square kilometre. The lowest population density can be observed in the Matatiele Local Municipality with a total of 53.1 people per square kilometre.



Source: IHS Markit Regional eXplorer version 2236

**Literacy/skills/
Education**

Within Alfred Nzo District, the number of people without any schooling decreased from 2010 to 2020 with an average annual rate of -5.33%, while the number of people within the 'matric only' category, increased from 46,700 to 68,800. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 5.43%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 3.51%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.

Highest level of education: Age 15+ - Alfred Nzo, Eastern Cape and national total, 2020 [numbers]

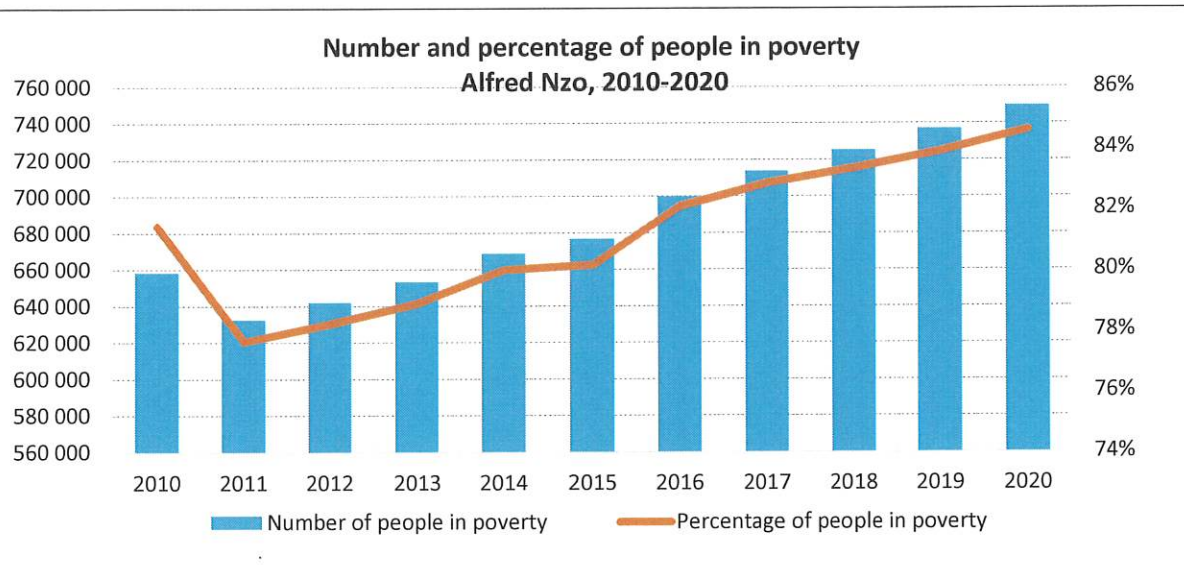
Level of Education	Alfred Nzo	Eastern Cape	National Total	Alfred Nzo as % of province	Alfred Nzo as % of national
No schooling	29,900	248,000	1,810,000	12.1%	1.66%
Grade 0-2	14,900	111,000	551,000	13.3%	2.70%
Grade 3-6	77,300	530,000	2,900,000	14.6%	2.67%
Grade 7-9	122,000	1,020,000	6,020,000	12.0%	2.03%
Grade 10-11	110,000	1,160,000	9,480,000	9.5%	1.16%
Certificate / diploma without matric	1,540	14,800	197,000	10.4%	0.78%
Matric only	68,800	1,030,000	12,100,000	6.7%	0.57%
Matric certificate / diploma	17,200	236,000	2,570,000	7.3%	0.67%
Matric Bachelors degree	8,740	133,000	1,720,000	6.6%	0.51%
Matric Postgrad degree	3,290	57,200	848,000	5.7%	0.39%

Source: IHS Markit Regional eXplorer version 2142

Poverty

- In 2020, there were 750 000 people living in poverty, using the upper poverty line definition, across Alfred Nzo District Municipality - this is 13.87% higher than the 658 000 in 2010. The percentage of people living in poverty has increased from 81.41% in 2010 to 84.59% in 2020, which indicates an increase of -3.18 percentage points.

Number of people living in poverty - Alfred Nzo District Municipality, 2010-2020 [number percentage]

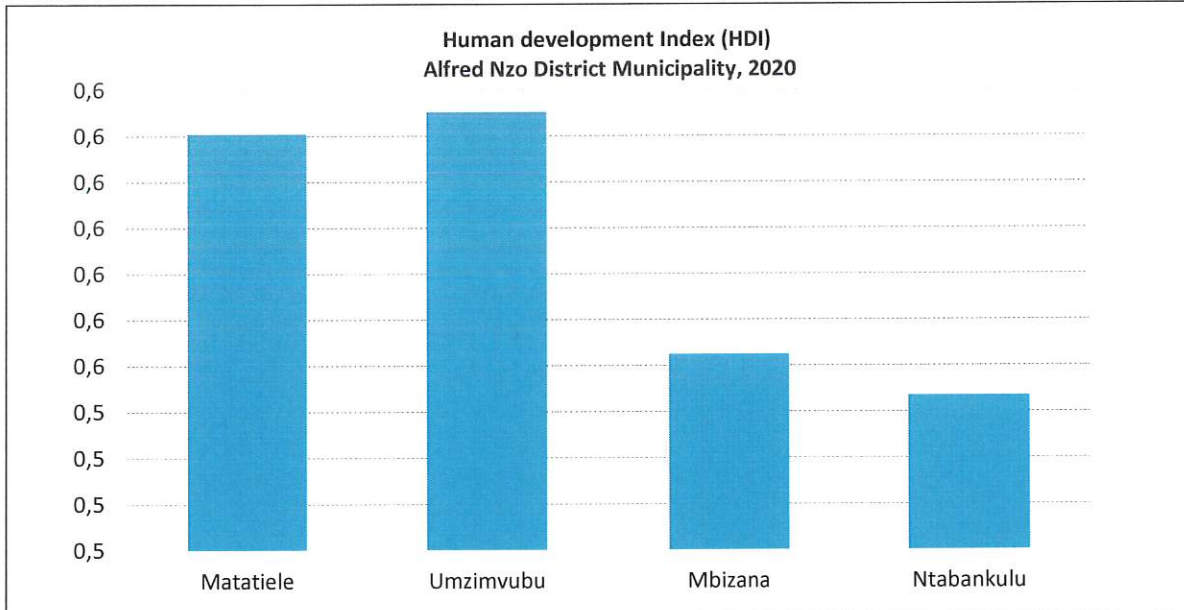


Source: IHS Markit Regional eXplorer version 2142

Human Development Index

In 2020 Alfred Nzo District Municipality had an HDI of 0.578 compared to the Eastern Cape with a HDI of 0.658 and 0.706 of National Total as a whole. Seeing that South Africa recorded a higher HDI in 2020 when compared to Alfred Nzo District Municipality which translates to worse human development for Alfred Nzo District Municipality compared to South Africa. South Africa's HDI increased at an average annual growth rate of 1.88% and this increase is lower than that of Alfred Nzo District Municipality (3.13%).

Human development index (HDI) - Local municipalities and the rest of Alfred Nzo District Municipality, 2020 [number]



Source: IHS Markit Regional eXplorer version 2142

Health & Vulnerability

- In March 2020, the total beds for all types of health facilities in the public sector per 10 000 uninsured population was 21.8 for the Eastern Cape. The Alfred Nzo DM had the lowest, with 12.8 beds per 10 000 uninsured population.

	<ul style="list-style-type: none"> ▪ Nelson Mandela Metro and Sarah Baartman continue to report the highest number of new cases whereas Alfred Nzo and Amatole experienced the lowest number of new cases. Importantly the data presented in the table above indicates increasing numbers of active cases across all regions. ▪ According to the District Health Barometer 2019/2020, the top 10 causes of death in Alfred Nzo for the year 2017 are: HIV/AIDS, Tuberculosis, Lower respiratory infections, Interpersonal violence, Cerebrovascular disease, Diarrhoeal diseases, Hypertensive heart disease, Diabetes mellitus, Road injuries and Ischaemic heart disease.
<p>Teenage Pregnancy</p>	<ul style="list-style-type: none"> ▪ Teenage Childbearing, i.e., the percentage of women age 15-19 who have given birth or are pregnant with their first child. According to the South Africa Demographic Health Survey (SADHS) (2016) 16% of women aged 15-19 have begun childbearing; 12% have given birth, and an additional 3% are pregnant with their first child. 6% of teenage girls and 15% of teenage boys had sexual intercourse before age 15, 0.6% of teenage girls gave birth before age 15, while no teenage boys reported having fathered a child before age 15. Overall, the percentage of women aged 15-19 who have begun childbearing is unchanged relative to 1998 (16% in both 1998 and 2016). Urban women (14%) are less likely than non-urban women (19%) to begin child bearing in their teen years. The percentage of women age 15-19 who have begun child bearing rises rapidly with age, from 4% among women age 15 to 28% among women age 19. By province, childbearing among teenagers ranges from a low of (8%) in Western Cape to a high of (20%) in both Northern Cape and North West provinces. Followed by KwaZulu Natal at (19%) and followed by both Eastern Cape and Mpumalanga provinces at (18%). ▪ This data is reflective to the Department of Health Adolescent and Youth administrative data as reflected per district within the District Health Information System (DHIS). Total pregnancy for adolescent and youth age 10-19 in the second quarter of 2020 (July – September) was 3 292, which amounted to the third highest total pregnancies amongst adolescents and youth in the country; with the total of 90 deliveries for 10-14 years in health facility; with the total of 2 967 deliveries for 15-19 in health facility; with the total of 225 termination of pregnancy for 10-19 years. By district, total pregnancy for adolescent and youth age 10-19 ranges from a low of 150 (4.6%) in Sarah Baartman to a high of 1 078 (32.7%) in Oliver Tambo District. Followed by in Alfred Nzo at 594 (18.0%); followed by Chris Hani at 377 (11.5%); followed by Nelson Mandela Bay at 361 (11.0%); followed by Buffalo City at 282 (8.6%); followed by Amathole at 269 (8.2%); followed by Joe Gqabi at 181 (5.5%). ▪ There is a need for Department of Health, Department of Education and Department of Social Development in partnership with Civil Society Organisations (CSOs) to collaborate to promote sexual and reproductive health and rights in an effort to reduce teenage pregnancy and the risk of Sexually Transmitted Infections (STIs), including HIV infection amongst adolescent and youth, that could also be associated with Gender Based Violence (GBV) in some instances, especially sexual debut

	<p>amongst the 10-14 years, which is below the sexual age. There is a need for the Department of Health to partner with the Provincial Treasury and budget for access to clinics, including mobile clinics, for contraceptives and promotion of dual-contraceptives, as well as additional health professionals, especially in rural areas, as informed by one of the Best Practice Model, i.e. Nzululwazi Model, which was implemented in Alfred Nzo District within the period 2014-2016, as part of the Safeguard Young People Programme funded by UNFPA, which implemented the 2012 Integrated School Health Policy, with the three departments mentioned above. Nzululwazi Model was replicated in UMkhanyakude District in KwaZulu Natal province in 2017 without the Implementing Partner contracted to coordinate, since DSD coordinated, unlike in Alfred Nzo where Restless Development coordinated sector departments; and GIZ also coordinated sector departments recently. Subsequently, GIZ supported the three departments targeting Alfred Nzo, Buffalo City, and Nelson Mandela Bay within the period 2018-2020.</p> <ul style="list-style-type: none"> ▪ The province has to observe its population structure and trends especially seeing that most of the districts have the largest proportion age group 15-19 years, e.g. Amathole District as per the population pyramid; and in order to inform holistic and multi-sectoral approaches to sustainable development. As a result, they have huge potential to catalyse a meaningful demographic dividend from having a large proportion of potentially available persons devoted to production and socio-economic development, provided the required social and economic investments have been made to realise their full potential. Such a scenario would boost their efforts to achieve a wide range of Sustainable Development Goals (SDGs). ▪ Thus, the province has to invest and implement relevant policy actions in the areas of health, education and the economy in order to capture and maximise their potential demographic dividend.
Unemployment	<ul style="list-style-type: none"> ▪ In 2010, the unemployment rate for Alfred Nzo was 32.1% and increased overtime to 49.6% in 2020. The gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within Alfred Nzo District Municipality.
Migration Patterns	<ul style="list-style-type: none"> ▪ Based on the present age-gender structure and the present fertility, mortality and migration rates, Alfred Nzo's population is projected to grow at an average annual rate of 0.8% from 886 000 in 2020 to 922 000 in 2025.
Other	<ul style="list-style-type: none"> ▪ The Alfred Nzo District Municipality's labour force participation rate increased from 28.58% in 2010 to 38.46% in 2020 which is an increase of 9.9 percentage points. More people are actively looking for employment.

Pillar 2	Economic Positioning
Key Issues	Trends/ Challenges/Opportunities
Key Economic Growth Sectors	<ul style="list-style-type: none"> ▪ The transport sector is expected to grow fastest at an average of 3.65% annually from R 362 million in Alfred Nzo District Municipality to R 433 million in 2025. The community services sector is estimated to be the largest

	<p>sector within the Alfred Nzo District Municipality in 2025, with a total share of 42.5% of the total GVA (as measured in current prices), growing at an average annual rate of 1.8%. The sector that is estimated to grow the slowest is the mining sector with an average annual growth rate of 0.19%.</p>
<p>Economic Sector Performance (<i>Primary, Secondary, Tertiary</i>)</p>	<ul style="list-style-type: none"> ▪ Between 2010 and 2020, the agriculture sector experienced the highest positive growth in 2017 with an average growth rate of 16.4%. The mining sector reached its highest point of growth of 3.6% in 2014. The agricultural sector experienced the lowest growth for the period during 2016 at -15.5%, while the mining sector reaching its lowest point of growth in 2015 at -4.8%. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period. ▪ Between 2010 and 2020, the manufacturing sector experienced the highest positive growth in 2017 with a growth rate of 2.0%. The construction sector reached its highest growth in 2013 at 4.6%. The manufacturing sector experienced its lowest growth in 2020 of -8.6%, while construction sector also had the lowest growth rate in 2020 and it experiences a negative growth rate of -20.6% which is higher growth rate than that of the manufacturing sector. The electricity sector experienced the highest growth in 2011 at 2.8%, while it recorded the lowest growth of -5.3% in 2020. ▪ The trade sector experienced the highest positive growth in 2012 with a growth rate of 2.9%. The transport sector reached its highest point of growth in 2014 at 3.1%. The finance sector experienced the highest growth rate in 2013 when it grew by 5.4% and recorded the lowest growth rate in 2020 at -5.4%. The Trade sector also had the lowest growth rate in 2020 at -9.1%. The community services sector, which largely consists of government, experienced its highest positive growth in 2011 with 3.3% and the lowest growth rate in 2013 with -1.5%.
<p>GVA contribution Per Economic sector</p>	<ul style="list-style-type: none"> ▪ In 2020, the community services sector is the largest within Alfred Nzo District Municipality accounting for R 5.58 billion or 44.5% of the total GVA in the district municipality's economy. The sector that contributes the second most to the GVA of the Alfred Nzo District Municipality is the trade sector at 28.1%, followed by the finance sector with 11.9%. The sector that contributes the least to the economy of Alfred Nzo District Municipality is the mining sector with a contribution of R 27.6 million or 0.22% of the total GVA.
<p>Economic Growth Trends</p>	<ul style="list-style-type: none"> ▪ The Primary sector is expected to grow at an average annual rate of 0.91% between 2020 and 2025, with the Secondary sector growing at 2.41% on average annually. The Tertiary sector is expected to grow at an average annual rate of 2.59% for the same period.
<p>Informal Trade Performance</p>	<ul style="list-style-type: none"> ▪ The merchandise export from Alfred Nzo District Municipality amounts to R 63.2 million and as a percentage of total national exports constitutes about

	0.00%. The exports from Alfred Nzo District Municipality constitute 0.46% of total Alfred Nzo District Municipality's GDP.
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Pillar 3	Spatial Restructuring & Environmental Sustainability
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The *NSDF* advocates for:

- Strategic spatial development and investment guidance to spatially direct plans, budgets and actions of public and private sector actors, to capitalise on key national spatial assets, locational potentials and agglomeration opportunities, and over time, bring about decisive, rapid, sustainable and inclusive national development and transformation at scale (NSDF)
- A spatially-explicit assessment and accounting tool for monitoring and evaluating all spending and investment decisions by government and the private sector in space and time.
A carefully-chosen series of nationally-significant places, connectors and areas in and around which to align, integrate and coordinate investment by area/place-based provincial, regional and municipal spatial development frameworks, and sector specific and macro-infrastructure national and SADC-focused investment plans;
- Urgent, focused and integrated national spatial infrastructure investment and spending; and
- Concerted and sustained intergovernmental collaboration, including the alignment of plans, budgets and departmental plans in and between the spheres of government. (NSDF)

Provincial Priorities

The PDP and the PSDF advocates for regional development that is driven from a holistic spatial perspective that brings together urban, rural and wilderness areas. Aligned to the PSDF

The Alfred Nzo District has a high development potential focusing on the towns of Mt Ayliff and Mbizana. The development of the Umzimvubu River Basin in Alfred Nzo will also present opportunities. Besides the dam earmarked for Umzimvubu, the NDP has proposed substantial investment in irrigation infrastructure and agriculture-based enterprise.

To drive growth and development in the regional the development of the Wild Coast SDF, with the district part of the Eastern Seaboard RSDf this envisaged growth and development will be enhanced.

The assessment land development, land release and land-use management systems indicate that region is characterised by settlement areas of urban and rural (communal), which currently creates unsustainable land development patterns due to partial implementation of the Spatial Planning and Land Use Management Act. SPLUMA prescribes several systems and structures in order to have an efficient and effective land use management within municipalities. All municipalities in the regional have established a municipal planning tribunal (single, joint or district). All municipalities have current SDF's that are compliant to SPLUMA. Land development within the towns is happening in a control manner through municipal by-laws, whilst land developments on the periphery and communal land is done outside the legislative norms.

Land governance must deliver on the land rights provided for in the 1996 SA Constitution Bill of Rights (land access, tenure security and land restitution). But it must also ensure that private sector land-based investments are no stifled by insecure property rights. A major function of the State is to enable and protect property rights.

With the ANDM being predominantly rural, with the majority of citizens living in villages, rural settlements, rural towns, etc, the ANDM like the EC, has not fully transformed spatially or economically. Both still feels the effects of colonial land dispossession, uneven development that has privileged the urban economy and continues to do so through interventions with an urban-centric bias, and a migrant labour system that has stripped rural regions of human capital and dislocated families and communities. There are however considerable physical and human resources based upon which this transformation may take place.

It must be noted that availability of long-term secure tenure for land-based investments is not a “silver bullet” that will guarantee that investments happen. Rather, such tenure is a precondition, or an “entry-level requirement”. Investment opportunities also need to demonstrate good (risk-adjusted) returns and need to be promoted by fully capacitated investment promotion agencies.

Key Issues	Trends/ Challenges/ Opportunities
Land Ownership Patterns	<ul style="list-style-type: none"> ▪ Land ownership within the Alfred Nzo District Municipal Area is dominated by state land, which function as the rural villages and accommodates most of the population. There are few privately owned farms within Matatiele and Umzimvubu Municipal Areas.
Settlement Patterns (<i>Rural vs Urban</i>) and Densification	<ul style="list-style-type: none"> ▪ Apartheid legacy has left the Eastern Cape Province with characteristic spatial development patterns Settlement patterns that emanated from this legacy in the former Transkei (inclusive of Alfred Nzo district municipality) consist of two distinct types of settlement viz. a small urban settlement surrounded by a large rural hinterland. Incidentally, the rural areas are predominantly residential character over agricultural. ▪ As the majority of people in Alfred Nzo district live in rural areas, they make a living from utilization of land-based resources such as agriculture and forestry. A lot of the people live under low production conditions due to lack of financial resources even though a lot of the areas have high productive potential, ecosystem integrity has been compromised in the quest to carve a living from what the land can produce. ▪ True to the former homelands, development patterns can be characterized by an overwhelming urban bias. As a result, services are concentrated on the urban areas to the demise of the rural population. Accordingly, development planning in the areas within the former Transkei homeland has mainly been dictated by the need to fast track delivery of services to these previously disenfranchised people. ▪ There has been a negative growth rate because most people seem to be migrating to other towns outside the Alfred Nzo District Municipality to seek better opportunities and a better life. A more noticeable feature is the decrease of the population and settlements in the rural periphery of Alfred Nzo District Municipality mainly attributed by the lack of rural development within the municipality.
Densification	<ul style="list-style-type: none"> ▪ Population density measures the concentration of people in a region. To calculate this, the population of a region is divided by the area size of that region.

	<ul style="list-style-type: none"> Alfred Nzo District Municipality had a population density of 81.1 per square kilometre.
Informal Settlements	<p>Informal settlements are areas that do not have a formal layout and are not proclaimed.</p> <ul style="list-style-type: none"> There are 4 Informal settlements in the Alfred Nzo i.e. 2 in Mount Frere and 2 in Mbizana
Land Invasions (<i>if any</i>)	<ul style="list-style-type: none"> Over the years there has been constant land invasion in all 4 ANDM local municipalities, a contributing factor is the underutilisation of land parcels.
Climate Change Impact	<p>Climate change predictions reveal that the Alfred Nzo district will experience additional stress on the Grassland, Savanna, and Coastal ecosystems which are already under pressure within the district. The Alfred Nzo District is largely a rural region with low levels of development. The communities that live here face significant socio-economic challenges and are often directly dependent on the natural environment for their livelihoods.</p>

Pillar 4	Infrastructure Re-engineering
Issue	Trends/ Challenges/Opportunities
Water Supply	<ul style="list-style-type: none"> When looking at the water backlog (number of households below RDP-level) over time, in 2009 the number of households below the RDP-level were 119 000 within Alfred Nzo District Municipality, this increased annually at 0.34% per annum to 123 000 in 2019.
Sanitation	<ul style="list-style-type: none"> When looking at the sanitation backlog (number of households without hygienic toilets) over time, in 2009 the number of Households without any hygienic toilets in Alfred Nzo District Municipality was 108 000, this decreased annually at a rate of -10.56% to 35 400 in 2019.
Energy & Electricity	<ul style="list-style-type: none"> When looking at the number of households with no electrical connection over time, in 2009 the households without an electrical connection in Alfred Nzo District Municipality was 104 000, this decreased annually at -6.74% per annum to 52 000 in 2019.
Roads & Transportation Networks	<ul style="list-style-type: none"> Poor Road conditions, particularly on the N2 between Ngcweleni Bridge and KwaBhaca CBD, and R56 between Kokstad and Matatiele
Waste Management/Refuse Removal	<ul style="list-style-type: none"> When looking at the number of households with no formal refuse removal, in 2009 the households with no formal refuse removal in Alfred Nzo District Municipality was 161 000, this increased annually at 0.03% per annum to 161 000 in 2019.
Catalytic Infrastructure Projects	<p>Several Catalytic Infrastructure projects are being rolled out by Government in the East of the Province which are intended to have a catalytic impact on the development and growth potential for the wider Eastern Region of the Province. Whilst some of these initiatives are not directly unfolding in the district, they do provide an opportunity to leverage the wider opportunities presented by these initiatives by adjacent and neighbouring districts such as ANDM.</p>

	<ul style="list-style-type: none"> ▪ In terms of ANDM, Key catalytic infrastructure initiatives that have the potential to impact growth potential more directly in the DM, inclusive of: (a) The Mzimvubu Multi-Purpose Initiative, as the district remains located within the wider Mzimvubu catchment area; as well as (b) The N2 Wild Coast Highway development.
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Pillar 5	Integrated Service Provisioning
Key Issues	Trends/ Challenges/Opportunities
Integrated Human Settlements/Housing	<ul style="list-style-type: none"> ▪ Alfred Nzo District Municipality had a total number of 4 330 (2.33% of total households) very formal dwelling units, a total of 72 100 (38.88% of total households) formal dwelling units and a total number of 26 900 (14.49% of total households) informal dwelling units

Pillar 6	Governance & Financial Management
Key Issues	Trends/ Challenges/Opportunities
Human Resource Capacity (Vacancy Rates), especially at senior management level	All Municipal Manager and Senior Manager positions within municipalities in the district are filled, except for Matatiele LM that has a vacancy of the Corporate Services Manager.
Vertical & Horizontal Inter-Governmental (IGR) Collaborations	<p>According to the 2021/22 IDP, the ANDM's processes are focussed on the following structures in terms of the <i>vertical IGR</i>, namely:</p> <ol style="list-style-type: none"> 1. the District Mayors' Forum (DIMAFO); 2. District Speakers' Forum; and 3. IDP/IGR Representative Forum (IDRF); 4. IDP Steering Committee (composed of HODs for both municipalities and sector departments); 5. Municipal Managers' Forum; 6. Technical IGR Support Forum; 7. District Planners Forum (Planners & IDP Managers/Coordinators) and sub forums as per the implemented District IGR Framework. <p>The ANDM further notes Staff shortages as a hinderance in progress towards the implementation of the District IGR Framework, which is currently operating with two staff members.</p> <p>In terms of <i>horizontal collaborative</i> arrangements with municipalities, government agencies and institutions located outside of the jurisdiction of the DM, the 2021/22 IDP for the District identifies the following partnerships and arrangements which are being fostered by the DM. These horizontal collaborations are evident on the following:</p> <ol style="list-style-type: none"> a. City of Lusaka; b. O. R. Tambo District Municipality; c. The Development Bank of Southern Africa (DBSA); d. Swedish Government (Ohstresund Municipality); e. Thina Sinako (European Union); f. Coega; g. department of Minerals and Energy (DME); h. National Youth Development Agency (NYDA); <p>Alfred Nzo Development Agency (ANDA).</p>

Pillar 6	Governance & Financial Management
Key Issues	Trends/ Challenges/Opportunities
<p>Public Participation/Communication with Communities (Key issues/ service delivery needs/ priorities highlighted by them)</p>	<p>According to the 2021/22 IDP, the ANDM notes that it holds participation to be very important and that it has established a Customer Care Centre to improve lines of communication between the municipality and its communities. The district also utilizes various means of communication, including the Alfred Nzo newsletter, brochures, bulletins, community radio stations, newspapers, some television stations, and national newspapers to communicate and inform the public of its activities and affairs.</p> <p>Alfred Nzo District Municipality also developed and adopted a Public Participation Strategy to guide the implementation of mechanisms through which the public may participate in the municipality's programme of action. The strategy further promotes a culture of openness, transparency and accountability on the part of the council, its political structures and its administration, by allowing citizens to exercise their right to public participation (ANDM, 2021/22 IDP).</p>
<p>Municipal Financial Planning (Budgeting)</p>	<p>According to analysis conducted by the EC-Treasury all the municipal budgets adopted in the district, including that of the ANDM are funded. Unlike some of the other districts in the Province ANDM and its LMs are not affected by the challenge of unfunded budgets.</p> <p>Whilst ANDM and its LMs have adopted funded budgets there are still areas of concern that need to be noted. The following areas were identified as areas of concern within the Alfred Nzo district:</p> <ul style="list-style-type: none"> ▪ Municipal Tariffs that were not cost reflective; ▪ Weak revenue collection rates. Some municipality's collection rates are below 50 percent. Municipalities invoice (bill) communities however the collection of what has been billed is lower than the Treasury norm of 95 percent; ▪ Rejected rollovers resulting in municipalities using their own funds that were not planned or approved by Council to fund infrastructure projects; ▪ Unauthorized expenditure resulting in accumulated cash surpluses being put under pressure; ▪ Contracted services as a percentage of total operating expenditure that are above the Treasury norm of between 2 per cent to 5 per cent; ▪ High personnel costs (inclusive of Councilor remuneration) which are above the Treasury norm of 25 per cent to 40 per cent; ▪ Increasing reliance on grant transfers from National Government; and ▪ Municipalities' net working capital - i.e. current assets measured against current liabilities – that reflect unfavourable or negative position. This indicates that municipalities struggle to meet their financial obligations as and

Pillar 6		Governance & Financial Management
Key Issues		Trends/ Challenges/Opportunities
Municipal Management expenditure)	Financial (UIFW)	<p>In line with summary provided below [in para. (b)], it is evident that the overall performance by the district that the performance by the DM and municipalities has been varied, with all registering some improvement during 2019/20. However, these improvements are marred by regressions in the performance of the district and all municipalities in their management of unauthorized, irregular, fruitless and wasteful expenditure.</p> <p>a) Below is a status outline for UIFW expenditure by the ANDM and their LMs, as reported in the AGSA's 2019/20 Report on the audit outcomes under the MFMA:</p> <ol style="list-style-type: none"> i. Alfred Nzo DM: Irregular = 88,6m (Improved). ii. Matatiele LM: Unauthorised = 38,5m (Regressed), Irregular = 1,5m (Improved), Fruitless and wasteful = 0,003m. iii. Ntabankulu LM: Unauthorised = 69,0m (Regressed); Irregular = 2,4m (Improved), Fruitless and wasteful = 4,2m (Regressed). iv. Winnie Madikizela-Mandela (Mbizana) LM: Irregular = 5,7m (Improved), Fruitless and wasteful = 0,1m (Regressed). v. Umzimvubu LM: Irregular = 0,18m. <p>Alfred Nzo Development Agency LM: Irregular = 2,7m (Improved), Fruitless and wasteful = 0,42m (Regressed).</p>
Audit Outcomes		In the District all the LMs and the DM have remained consistent in their audit outcomes over the last three years, with the status quo remaining since 2017/18. All of the municipalities have maintained an Unqualified audit opinion, except for Umzimvubu LM which has received a Qualified audit opinion since 2017/18.
Municipal Expenditure and Cost Drivers		According to the EC-Treasury IYM reporting for May 2021, the consolidated district total operating expenditure for the month under review is reported at R312.4 million and the YTD actual is R1.5 billion, this is equal to 70.9% of the aggregated district budget amount. The dominant cost driver in the district was employee related costs, the expenditure for the month under review was reported at R105.4 million and the YTD actual is R558.7 million, this is equal to 37.9% of the YTD total operating expenditure. Expenditure on Contracted Services is the second highest cost driver in the district, the YTD expenditure on this line item was reported to be R352.8 million or 23.9% of the YTD total operating expenditure.
Outstanding debt to major creditors to the DM and LMs in the District		In the 2021/22 IDP the ANDM has been accountable in noting the following in terms of municipal creditors: "The municipality is currently experiencing various major financial challenges and thereby unable to meet its financial and service delivery obligations. The municipality is therefore by default in contravention of Section 65(2)(e) which states that; <i>All money owing by the municipality be paid within 30 days of receiving the relevant invoice or</i>

Pillar 6	Governance & Financial Management
Key Issues	Trends/ Challenges/Opportunities
	<p><i>statement, unless prescribed otherwise for certain categories of expenditure”.</i></p> <p>The IDP further elaborates that the ANDM is in the process of seeking solutions to the financial crisis in terms of section 135(3) (a) of the MFMA, and that their adopted approach is therefore to analyse the current financial situation and to undertake a prognosis towards identifying possible future solutions to the challenge.</p> <p>In line with the acknowledgement of the challenge in the IDP, an analysis of outstanding payments by municipalities in the District, identifies the following major creditors with payments outstanding for longer than 30 days (which provides and indications of the extent of the challenge currently confronting the District and its LMs). See figures summarised below indicated amounts outstanding for longer than 30 days (as reported by EC-Treasury data dated: May 2021): <i>Eskom: ANDM owing R214140; Department of Water and Sanitation (DWS): ANDM owing R7,8m; Ntabankulu owing R123052; AGSA: ANDM owing R33236; and Ntabankulu owing R1,1m.</i></p>

*Note on source used in the profile:

Demographic Change and People Development: Draws on district population estimates and projections for each district, and metro, including forecasts provided by the 2020 Stats SA Mid-year Population Estimates. Thereafter for the indicators identified and analysed, we use the IHS Regional Explorer (Rex) along with insights from the Rex Publisher, along with government data (on various sector indicators) and official data from Stats SA for migration trends. In terms of the education and health profiles for each district we draw on the data from the Department of Basic Education (DBE); and the district Health Barometer (DHB). In terms of the data reported on crime we use the IHS Composite Crime Index, along with data on crimes from SAPS.

Economic Positioning: In compiling the Economic Profile of the district, inclusive of labour dynamics and employment in the district and the local municipalities, we draw on the District IDPs, as well as where applicable Local Economic Development drivers and sector initiatives being advanced by the municipalities and their economic development agencies. In presenting the economic performance data (GDP-R and GVA-R), as well as for labour force participation and employment per sector in the DM and the municipalities we utilise the IHS Regional Explorer (Rex) along with insights from the Rex Publisher.

The Spatial Profile: This pillar draws on relevant spatial data sources, maps and information extracted from the district, metro and provincial spatial development frameworks (SDFs), and IDPs

Infrastructure re-engineering and Integrated Service Provisioning: Data within the district and municipalities focussed on the following areas of household infrastructure, namely: Water, sanitation, housing, refuse removal, electricity, roads and transport. The profile uses IHS Regional Explorer (Rex) along with insights from the Rex Publisher. For the section on Roads and Transport we relied on the IDPs and SDFs for the districts.

Governance and Financial management: District IDPs, and LMs where applicable. The financial management draws almost exclusively on administrative/financial data provided from the EC-Treasury, as well as the Auditor General's Consolidated Report on the outcomes of the 2019/2020.

2.2 KEY DRIVING FORCES/ ISSUES IN PROVINCE & DISTRICT/ METRO AGAINST EACH OF THE SIX PILLARS TAKEN FROM INTERNATIONAL, REGIONAL, NATIONAL AND PROVINCIAL DEVELOPMENT PROGRAMS

PESTEL Domain	<p style="text-align: center;">MACRO DRIVERS IMPACT ON DDIM ONE PLAN 2020-2050</p>	Demographic change and people development	Economic Positioning	Spatial restructuring and environmental sustainability	Infrastructure and engineering	Integrated service provisioning	Governance and finance
POLITICAL	1. International, Regional political re-alignment (Geopolitics)		X				X
	2. Declining trust in political and government institutions		X		X		X
	3. Social cohesion and racial tension		X			X	
	4. Governance and institutional capability		X	X	X	X	X
ECONOMIC	5. Investment, maintenance and responsiveness of infrastructure	X	X	X	X	X	
	6. Economic and fiscal policy	X	X		X		X
	7. Inequality, poverty and hunger	X	X	X			X
	8. Demographic trends (Migration, ageing, declining fertility, population health)	X		X	X	X	X
	9. Settlement densification and urbanisation	X		X	X	X	X
	10. Human agency, in both its individual and collective form		X		X		
	11. Quality and relevance of education systems		X	X		X	X
TECHNOLOGICAL	12. Technology development, uptake and adaptation	X	X	X	X	X	X
	13. Connectivity						
	14. Climate change and climate mitigation.	X	X	X	X	X	X
ENVIRONMENTAL	15. Natural resources state, use and protection.		X	X	X	X	X
	16. Land Reform	X	X	X	X	X	X
LEGAL	17. Macro-organisation of state/Local government legal/policy reform	X	X	X	X	X	X

EXTERNAL DRIVER DESCRIPTIONS (FROM THE PREVIOUS TABLE)

Driver	Description
1. International, Regional political re-alignment (Geopolitics)	The global financial situation and associated geo-politics that impact on trade patterns and relations are uncertain. Future national fiscal conditions and the possibility of more extreme versions of the current sovereign debt crisis in South Africa, the rest of the World, especially with South African trading partners.
2. Declining trust in political and government institutions	The 2019 elections showed declining voter turn-out, larger diversity in terms of the number of parties, yet fewer votes for smaller parties. Voter participation is particularly low among youth. Declining voter turn-out is consistent with global trends, however the Eastern Cape and South Africa are below the global and African average. These trends indicate lack of interest in electoral politics and mistrust in the formal institutions of government. Low levels of trust in the political system is also a global trend. For the coming decade questions that arise are how urbanisation, access to information and technology as well as rising levels of long-term unemployment among young adults will affect politics trends.
3. Social cohesion and racial tension	South Africa's score on the global social mobility index is the sixth lowest in the world at 41.1 (WEF, 2020a). Should South Africa's social mobility levels not improve, it would take nine generations for those on the lowest step of the social ladder to reach median income (WEF, 2020a). Other factors include how rising inequality will continue to impact on racialised social tensions, crime, violence, both in the form of violent crime, interpersonal violence and gender-based violence. The July 2021 events of widespread looting, destruction and inter-community tension provides an example of this.
4. Governance and institutional capability	Recession, economic factors and governance factors will impact on the upcoming local government elections and the next national elections. Traditional actors such as business chambers, trade unions, NGOs, and religious and traditional leaders are marked by fragmentation, factionalism, smaller group actors and self-interest. Institutions of governance at the provincial and local level have stabilised over the period since 1994 and significant progress has been achieved. However, factors that threaten to erode progress include: Reliability, maintenance and pace of delivery of infrastructure; financial and fiscal challenges, especially in local government; and sectoral planning and implementation has not supported integrated service delivery and spatial planning. Policies are well intended but have not yielded the intended benefit. For example, decentralisation of administration has taken place, but systems are not sufficiently mature to cope with change. In terms of local government, district municipalities are in some cases inadequately resourced to play an effective role in providing support to local municipalities. The Auditor-General's 2020 general report on municipalities shows a widespread lack of financial control, lack of accountability as well

Driver	Description
5. Investment, maintenance and responsiveness of infrastructure	<p>as a tolerance of transgressions. Audit outcomes further regressed, improvements were rare and the general trend over the past three years remained negative (AG, 2020). This further undermines efficient and effective governance and delivery of services and results in ongoing protests.</p> <p>The extent of investment, the efficiency of project implementation, but also the responsiveness of investment to social conditions and social change, as well as adoption and selection of appropriate technology will influence how infrastructure acts as a driver across the districts in the province (e.g. SMART tech, building materials, architecture, and interoperability).</p>
6. Economic and fiscal policy	<p>Domestically, COVID-19 has further exacerbated the precariousness of public finances, which had already reached an unsustainable position before the pandemic. Since 2008/09, there has been a large and growing gap between government spending and tax revenues, resulting in exponential growth in borrowing to fund the fiscal gap. Debt-service costs continue to be the fastest growing area of spending. The rising debt-to-GDP ratio may in the long-term lead to a threat of loss of fiscal sovereignty, if not managed. Other concerns are declining tax revenue and declines in revenue streams for municipalities and other public institutions. This may lead to pressure for increases in municipal rates, while citizens and business struggle to pay. The Eastern Cape already has several municipalities that are not financially viable, and this is expected to exacerbate.</p> <p>Economically, the country is constantly teetering between neo-liberal capitalism and socialism, trying, yet on many accounts failing to make either work as intended. The political arena is littered with ideological battlefields such as “the right to private property” versus “land expropriation without compensation”, “the rights of workers and the role of unions” versus “the need for businesses to remain competitive”, and growing levels of social dependence versus a shrinking tax base.</p> <p>Internationally there is growing scepticism about neo-liberal capitalism making the world a more equal or just place. Characterised by rising consumerism – which puts the accumulation of goods and materials above the wellbeing and happiness of others, and which is often associated with status consumption, wastefulness and materialism – some are calling for the end of capitalism in its current form. Furthermore, corruption, favouritism and nepotism are widely prevalent in the South African context. While there is still no consensus on what an “after-capitalism” world should look like, it is widely recognised that a system that is free of corruption and greed is non-negotiable.</p>
7. Inequality, poverty and hunger	<p>Research by Statssa, UNDP-SA, HSRC and Spaull, et. al., all point to evidence that employment has declined substantially and that the effects of this are largest for the most disadvantaged. Inequalities along traditional lines of race, gender, occupation, earnings, location, and education, have all grown significantly.</p>

Driver	Description
	<p>Poverty rates had already been increasing since 2011 in the Eastern Cape, and research has showed that poorer households have been more negatively affected by the pandemic through the loss of unskilled jobs and wage reduction compared to richer households.</p> <p>Increased demand for safety nets takes place simultaneously to fiscal austerity and budget cuts. The transient and vulnerable poor are essential groups that need special attention. Anti-poverty policies may have to be adjusted to focus on maintaining the current poverty rate. Targeting will be critical for government support to be effective.</p>
<p>8. Demographic trends</p>	<p>It is still estimated that, despite factors such as population ageing and the Covid-19 pandemic, the global population will continue to grow over the next couple of decades to around 9 billion people by 2040. Most of this growth is expected to come from Africa. South Africa's birth rate, which is currently sitting at 2.4 children per woman, is expected to reach two children per woman by 2040. However, in absolute numbers, the number of young people in South Africa is expected to grow along with the population and, as a percentage of the total, those under 25 is expected to drop from 46% of the population in 2020 to 39% by 2040 as fertility is declining. The composition of the Eastern Cape's population (7.29 million in 2019) is mainly influenced by two factors, namely rapid urbanisation and net out-migration, and both are expected to continue over the period addressed by the DDM.</p>
<p>9. Settlement densification and urbanisation.</p>	<p>Urbanisation increased from 39.8% of the population in 1996 to 47% in 2018, and expectations are that by the mid-2020s, the balance will tip to urban areas. Urbanisation is putting additional strain on towns and urban peripheries that are already struggling to meet basic service needs.</p> <p>While urbanisation is a certain dynamic, regional peculiarities must be appreciated and better understood when conjecturing about the future of urbanisation and urbanism in the province. Due to history and culture, local communities, especially in the former Transkei, have a profound connection to place and most families have members living and working in cities as people live trans-local lives (Bank, Sharpley and Petersen, 2020). This contributes to continuous circular migration and persistent double-rootedness. Bank, Sharpley and Petersen (2020) argues that the current phase of urbanisation and out-migration in the Eastern Cape is simultaneously transforming the countryside and the city as trans-local livelihoods and connections are re-entrenched in complex ways under conditions of increasing hardship and inequality.</p>
<p>10. Human agency, in both its individual and collective form</p>	<p>The extent to which members of a community recognise and exercise their individual and collective agency is determined by the prevailing norms, practices and value systems in that community. For example, voting in an election, public participation processes and community development initiatives are mechanisms through which individuals exercise their agency. For these mechanisms to be effective high levels of trust in the ethics and accountability of elected officials, other spokespersons and representatives of institutions</p>

Driver	Description
11. Quality and relevance of education systems	<p>are required. Communities in which these mutual levels of trust are high have greater social cohesion than communities that function on fear, mistrust and intimidation.</p> <p>Unfortunately, the prevalence and magnitude of unemployment, corruption, poverty, inequality, racism, narrow-mindedness, and sexism in the Eastern Cape create barriers to developing the human agency of its people and building social cohesion. It is only through overcoming these barriers that human development in the province has a chance to flourish. This driver also pertains to social and political agency. Who will the political forces be, how, where and by whom will people be mobilised into action?</p> <p>While access to primary education in the Eastern Cape is near universal, there are vast inequalities in the system. For example, while about one-third of South African learners and students were able to transition seamlessly to online learning, millions of others were left to make do with WhatsApp schooling or no schooling at all. By January 2021, it was reported that about 15% of primary and high-school learners (2 million learners) had not returned to school after the national lockdown ended. If one considers that, based on the above population projections, current learners and students are likely to be the defining workforce for the next 20 years, these statistics make for grim reading. Alarmingly, projections by the Institute for Securities Studies, translate these educational gaps into a possible impact on South Africa's GDP of US\$2.6 billion by 2032 (Timm, 2021).</p>
12. Technology development, uptake and adaptation	<p>Digital transformation is having an impact on labour demand and ECSECC's research shows that automation and technologies such as artificial intelligence, augmented and virtual reality, 3D printing, remote sensing and computer vision is changing skills requirements, impacting on labour demand; and that education and training institutions and the frameworks governing skills development is lagging behind industry demand.</p> <p>The Eastern Cape's economic strategy states that the economic sectors with high potential are: Agri-industry; sustainable energy; ocean economy; automotive; light manufacturing; and tourism. Technology driven innovation in all these sectors is made possible by global and local development across nano-, bio-, info-, cogno-, and socio-technologies, known as NBICT-technologies (UNIDO, 2019). While location, geography and resource potential does provide opportunities, the ability to take advantage of technology development opportunities are dependent on local innovation and entrepreneurs, skills, regulatory frameworks and political- and social support. There is a recognition of the need for triple helix partnerships, and creation of suitable institutional context for innovation and entrepreneurship. There are public and private institutions in place, however, the footprint is relatively small, and largely urban.</p>
13. Connectivity and data	<p>The COVID-19 pandemic, responses to pandemic containment and a massive global shift to virtual work and commerce in a short space of time has led to the speeding up of digital transformation globally and in</p>

Driver	Description
	<p>South Africa. This is exemplified by increased usage of online services and digital platforms by government, businesses and residents for various transactions and interactions. This leads to new opportunities, and both winners and losers. The extent to which digital divides will be deepened or widened, will largely depend on the speed of broadband and 5G roll out, release of spectrum and cost of data. Affordable data access is essential for digital transformation as well as for young people to access new and traditional work opportunities. There is evidence that the recent release of spectrum by the South African government, launch of 5G and outcomes of the Competition Commission's enquiry into data prices will enable improved data speed at lower costs in a short space of time. The speed with which government acts will be determining for South Africa's ability to remain competitive.</p> <p>Preparedness, effective responses to crisis, and scientific discovery requires data. Government systems are largely paper-based and there has been some level of resistance/ hesitancy to move to digital systems, even where connectivity is not a barrier.</p>
<p>14. Climate change and climate mitigation</p>	<p>The World Economic Forum (WEF) (2021) defined "climate action failure" as the "[f]ailure of governments and businesses to enforce, enact or invest in effective climate-change adaptation and mitigation measures, preserve ecosystems, protect populations and transition to a carbon-neutral economy" (p. 87). South Africa, which accounts for more than a third of Africa's annual CO2 emissions (478.61 million tonnes), became a signatory to the Paris Agreement in 2016 (Ritchie & Roser, 2017). However, South Africa's consistent support of electricity via coal-powered generation, the accompanying SOE-related energy crisis in the country, and the pressure on economic growth leave little hope that the country will meet its Paris Agreement commitments (Arnoldi, 2021). The Climate Action Tracker (2020a) classifies South Africa's status quo as "highly insufficient" or within the range of activities that could result in a global mean temperature increase above 3 degrees Celsius.</p> <p>Without climate mitigation strategies, climate change could have dire consequences for the Eastern Cape and South Africa. It is estimated that unabated climate change could rob South Africa of 20% of its GDP by the end of the century. As a country already suffering from economic challenges, these estimates make the need for the successful implementation of climate mitigation strategies even more critical.</p>
<p>15. Natural resources state, use and protection</p>	<p>The combined pressures of population growth, economic growth and climate change will place increased stress on essential natural resources, including water, food, arable land and energy. The loss of formal jobs and opportunity may place additional pressure on land and natural resource-based livelihoods and supplementary economic activity. These issues should place sustainable resource management at the centre of government agendas for land and environmental degradation not to be further exacerbated.</p>

Driver	Description
16. Land reform	<p>Persistent drought is compounding vulnerability and rural poverty and unemployment, as agriculture and some industries are impacted. Improved infrastructure is a solution in some respects; however, resource management needs receive greater attention.</p> <p>The South African (SA) country has suffered a long history of colonization, racial domination, and land dispossession, which resulted to the bulk of the land owned by a white minority. This then marked the beginning of the socio-economic challenges now faced by many of the SA communities today, namely “insecurity, landlessness, spatial segregation, social injustice, poverty, and inequality.” When the democratically elected government came into power, it enacted several pieces of development legislative policies and strategic frameworks to address the above stated problem, and to further guide and support a comprehensive nationally championed “Land Reform Programme” (LRP) in the country that also reinforces section 25(5) of the Constitution. Government additionally developed a wide range of other legislative policies to advance land reform and development in the country, and the following requires mentioning within the frame of this Campaign – as they will all guide and influence how communities effectively “Work their Land” for productive purposes, and for the overall development of the Province. Various policy options are currently being explored to reinforce and strengthen the LRP. The 3 key developmental outcomes that are important going forward:</p> <ul style="list-style-type: none"> • Provide provincial communities to develop land to narrow the inequality gap. • Unlock the land development potential of the province for food security, poverty alleviation and self-reliance. • Foster sustainable livelihoods by creating conditions for a greater, more inclusive, and meaningful economic growth
17. Macro-organisation of state/Local government legal/policy reform	<p>The state system is complex and in its production of public goods it isn't merely a conduit of goods and services to the public, instead it is also a driving force for social production in society, transforming, molding, and shaping the very structure of societies. Similarly, the state and how it is organized and structured within society is not static, and in many ways, it takes on the form of a shifting and self-organizing levathan always working to improve its effectiveness and responsiveness to the social and political dynamism in society. However, the state in all of it forms does retain at its essence its Weberian core, which is fundamental to all states, that being the monopoly of coercive power in modern societies the world over. It is in this context that the macro-configuration of the state cannot be discounted as a driver of change into the future. However, as we well know states are not all powerful, or all knowing, and they are indeed constrained by the motive forces holding sway in society, as well as within the global context. In SA for example, the advent of democracy and the emergence of the democratic state whilst not Uhuru, did however provide for the all-important beachhead for the building of a new society founded on the principles</p>

Driver	Description
	<p>of democracy, non-racialism, non-sexism, and equality. It also laid the basis for the emergence of transparent and accountable government. So too into the future, as the state transitions, and continues to organize and reorganize itself to be more responsive and alive to the needs of society and the environment more broadly, it too will continue to have an impact on society into the future.</p>

2040 SCENARIOUS FOR THE EASTERN CAPE AND ITS IMPLICATIONS FOR LONG TERM PLANNING/ DDM ONE PLAN

In 2020, the UNDP South Africa teamed with the Eastern Cape Socio-Economic Consultative Council (ECSECC), the Office of the Premier, Provincial Treasury, and other institutions to generate socio-economic recovery scenarios for the Eastern Cape (EC) Province. The 2040 Scenario Report was completed in 2021 using Stellenbosch University's Institute for Futures Research (IFR) as service provider. Scenarios are one of new tools in DPME's (2019) Revised Framework for Strategic Plans (SPs) and Annual Performance Plans (APPs). It reinforced Human Development which is central to EC PDP.

The EC 2040 scenarios originated from the following project objectives:

- a. Develop a range of alternative scenarios for socio-economic development in the Eastern Cape in the post-Covid-19 context. The scenarios consider the key uncertainties (risks and threats) the province is/will be facing in recovering from the twin crisis of economic recession and fiscal decline, and the Covid-19 pandemic. The scenarios also identify opportunities and how they can be leveraged in a practical fashion.
- b. Contribute to a provincial recovery strategy and provide an informed basis for policy review(s) in the context of a changing contextual and operating environment.
- c. Present the possible scenarios to the provincial executive and key stakeholders in the province.
- d. Enhance the capacity of staff in Eastern Cape with regard to scenario planning.

The 2040 scenarios project embraced 'Foresight' which is about understanding how the future could evolve from a current situation, current trends, patterns of change, and current attitudes and practices. The objective of foresight is to determine what could and should be done to produce a desired future. This requires gaining knowledge about those factors that are shaping the future.

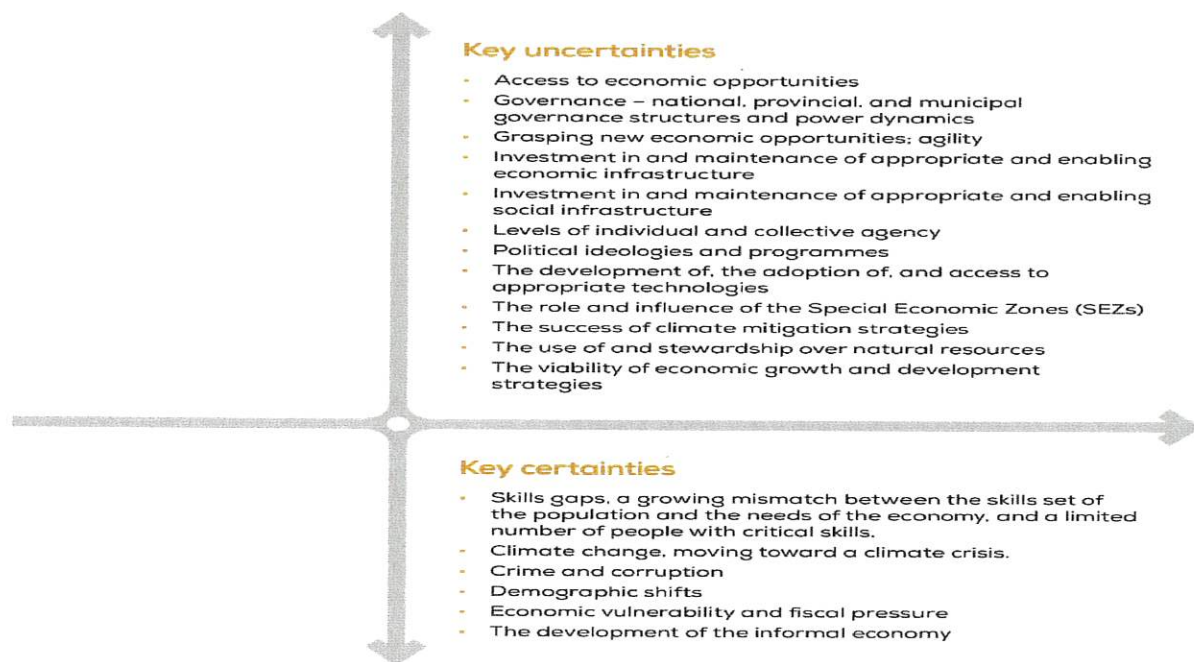
A scenario describes a possible future situation, including paths of development that may lead to that future situation. Scenarios aim to generate insights regarding future developments through observation of relevant key factors. Irrespective of their function, scenarios need to meet a set of criteria in order for them to be useful. Scenarios must therefore:

- a. Clarify the future
- b. Be credible and intelligent
- c. Be relevant to an organisation's current scope of activities
- d. Be internally consistent and logical
- e. Identify future problems

- f. Identify what needs to be changed
- g. Be developed with the involvement of the ultimate users

The scope of the scenarios developed in this research process resulted from a range of activities, discussions, and views. The project's Terms of reference were to address the socio-economic recovery of the Eastern Cape Province with an initial timeline extending until 2030, and the Province's Vision 2030 – Provincial Development Plan (PDP). The scope of the Eastern Cape scenarios project was then expanded to 2040. The time horizon allows for time for the world and South Africa to (hopefully) move out of the current slump and into an upswing cycle, and for the imagination not to be constrained by the current downturn.

A detailed environmental scan was performed as part of the initial stages of this project. The following 18 key driving forces were identified by the research team and ratified by the participants of the scenario planning think days, and then each one evaluated. Each of the driving forces was assessed for its level of uncertainty and the extent to which any shifts in these driving forces could influence the 2040 scenario scope. The 18 driving forces were then classified as either key certainties or key uncertainties.



Four scenarios were developed with the two most critical and dynamic (uncertainties) forces in mind, Level of Agency and Investment in and maintenance of Economic Infrastructure based on the high or low Level of Agency (poorly developed concentrated Level of Agency or Well developed widely prevalent Level of Agency) as well as Investment in and maintenance of Economic Infrastructure. The four scenarios are 1) 'The Destitute', 2) 'Just a Number', 3) 'Do It Yourself (DIY)' and 4) 'The Flourishers') that speak to possible futures for Human Development in the EC by 2040. Diagrammatically, the four scenarios are depicted in each of the four quadrants as follows:



The following summarises each of the four (4) EC 2040 Scenarios:

The Destitute

The people of the Eastern Cape are sad and disheartened, with many expressing emotions of feeling lost, deprived and hopeless. The general state of economic infrastructure in the province is dysfunctional and on the verge of collapse. Sprawling informal settlements add to this complex predicament.

Just a Number

The prevalent political ideology is an autocratic one. The ANC has moved away from its earlier socio-democratic roots. Some parts of the Eastern Cape are benefitting from good economic infrastructure, responsive to the needs of people. This infrastructure was created through financing by foreign governments, mainly Russia and China.

Do It Yourself (DIY)

Some citizens do what they can to help and to "rescue" essential services through DIY-style DIY projects. Back in 2023, three new SEZs were conceptualised and planned. The five in total show differing levels of success here in 2040. Education, healthcare and social services are on a much better footing than back in the early 2020s. The few functional economic infrastructure systems are deteriorating fast, while the rest of the systems are in a state of disrepair.

The Flourishers

The Eastern Cape is hailed as a prime example of a mature democracy. Decision-making processes are smart and lean, with efficiency at the core. The greening of the energy supply system in the Eastern Cape has received numerous awards. It has established an empowering economic infrastructure.

Initial insights from the 2040 Scenario set

All four scenarios are plausible and all four might happen. The GDP-supported economy could flourish without improving people's well-being. (Just a Number scenario). People could take issues into their own hands. (Do-it-yourself).

Scenario planning allows users to reassess assumptions and, rather than "give an answer," to "ask better questions" and divert attention to changes in context and framing. The four scenarios presented in this exercise are not a comprehensive collection of future possibilities; rather, they highlight how critical uncertainties could create distinct futures. When reading a collection of scenarios, it's tempting to ignore the less favourable ones and focus on the desired one. That is not recommended. Instead, one can learn from each scenario in the set.

Looking at the context and considering the change drivers and future shapers might be overwhelming. Not all factors are equally uncertain, which is comforting. Some elements are important trends with little uncertainty, making their evolution easy to imagine and track.

Climate change, criminality, skills mismatch, demographic transitions, economic fragility, and informal economy activities were highlighted as key trends with lower uncertainty. Although these influences influence the future, they may not be the dominant drivers of change.

Each uncertainty is essential, but their relationships are more so. In a complex adaptive system, these links and uncertainties reveal future change. Political philosophy and government type were evaluated in this exercise. Active factors influence all other factors but aren't influenced by them. These are two key system levers. Both will affect the others.

Critical factors influence and are influenced by other factors. To get the intended results, these components must be properly handled. During this exercise, four essential criteria were identified: economic infrastructure investment and maintenance, agency level, development and adoption of applicable technologies, and economic and development strategy viability.

Reactive factors have little influence on other factors but are significantly influenced by them, making them useful change indicators. If the system improves, so will these factors, and vice

versa. Social infrastructure investment and upkeep, seizing economic opportunities, and SEZs were identified as reactionary elements.

Natural resource usage, better economic opportunities, and climate mitigation were considered buffering elements. A buffering element is nevertheless relevant because of its high impact and uncertainty. Its influence is weaker than other uncertainty.

2.3 KEY PRIORITISED SERVICE DELIVERY NEEDS OF STAKEHOLDERS AND COMMUNITIES OF DISTRICT/ METRO AGAINST EACH OF THE SIX PILLARS

CONSOLIDATED PRIORITISED SERVICE DELIVERY NEEDS OF STAKEHOLDER AND COMMUNITIES		
PILLAR NAME	LIST OF PRIORITISED SERVICE DELIVERY NEEDS FROM STAKEHOLDERS	LIST OF PRIORITISED SERVICE DELIVERY NEEDS FROM COMMUNITIES
PILLAR 1: DEMOGRAPHIC CHANGE AND PEOPLE DEVELOPMENT	<ul style="list-style-type: none"> • All fixed contract employees to be made permanent, other than the Municipal Manager and Senior Managers. • Growth of staff members to higher levels within the hierarchy of government institutions • Prioritizing of training programmes • Access to finance for members of labour groups at affordable interest rates. • Workshops targeting SMMEs • Employment opportunities for local communities • Capacitate communities to be more self-reliable. 	<ul style="list-style-type: none"> • Bursaries for scarce skills for the designated groups • Internship for work exposure to ANDM graduates • In-service training opportunities for students who need experience to complete their studies. • Create more employment opportunities. • Allocate more budget that will address youth needs as the majority of the population is youth. • Improved access to primary health care. • Curriculum of the TVET Colleges within the district should respond to the needs within the district.
PILLAR 2: ECONOMIC POSITIONING	<ul style="list-style-type: none"> • Prioritize local SMMEs in the opportunities within government • Prioritization of local SMMEs in work opportunity especially where the work can be done locally • Mainstreaming of 30% local beneficiation into business of government • Access to finance to enable business to be able to start projects • Access to stimulus fund • Incubator programmes 	<ul style="list-style-type: none"> • Allocate more resources toward agriculture for commercial farming • Access to funding by communities who are doing subsistence farming • Improved accessibility of roads and transport • Maximize indigent support to destitute individuals • Agro processing of locally produced products e.g maize and wool • Improve and promote access to markets. • Promotion tourism development. • Promotion oceans economy. • Promotion of manufacturing.
PILLAR 3: SPATIAL RESTRUCTURING	<ul style="list-style-type: none"> • Open more land for housing development to ensure that the money circulates within the region 	<ul style="list-style-type: none"> • Protection of environmental areas including Wetlands, Springs...

AND ENVIRONMENTAL SUSTAINABILITY	<ul style="list-style-type: none"> • An effective land release approach is required by all LMs in order to release land for development in a coordinated manner that will achieve the economic development objectives of the region. • Develop a comprehensive spatial planning (environment) for the entire respective municipalities including rural areas. • Programmes such as litter picking have to be built into the programme of government, including the educational component at the educational facilities • Allocation of more resources to environmental programmes • Contracting of local SMMEs on environmental programmes. 	<ul style="list-style-type: none"> • Promotion of environmental related programmes • Allocation of more resources toward environmentally sustainability programmes. • Encourage densification in the housing development. • Encourage communities to avoid disaster prone areas. • Maximize use of green energy.
PILLAR 4: INFRASTRUCTURE ENGINEERING	<ul style="list-style-type: none"> • Completion of projects within time frames. • Localize suppliers in infrastructure related projects. • Prioritize sub-contracting to local SMMEs to grow capacity/grading of SMMEs. • Improve grid electricity provision. • Enhance use of underground water through grilling of boreholes. • Construction of Silos and storage facilities in promotion of agriculture. 	<ul style="list-style-type: none"> • Finalization of projects multi-year projects within 3 years. • Prioritize water provision projects especially with high service level standard. • Finalize sanitation backlogs • Completion of Waterborne Sewerage System in urban areas. • Prioritize provisioning of construction of roads storm water infrastructure. • Enhance network connectivity in support of 4th industrial revolution • Installation of irrigation system in support of Agriculture practices.
PILLAR 5: INTEGRATED SERVICE PROVISIONING	<ul style="list-style-type: none"> • One plan of government to be given a true meaning. • Enhance collaborations of government programmers. 	<ul style="list-style-type: none"> • Integrated services by government • Optimal use of multi-purpose centers • Heightened collaboration of government programmers to ensure maximum beneficiation of communities.

<p>PILLAR 6: GOVERNANCE AND FINANCE</p>	<ul style="list-style-type: none"> • Incorporation of workers inputs into the programme of government. • Consideration of workers needs in the policy and budgeting of government. 	<ul style="list-style-type: none"> • Enhance participation of community in the affairs of government • Allocate more resources towards programmes for community upliftment. • Community surveys for satisfactory of the services rendered.
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2.4 KEY GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN DISTRICT/ METRO AGAINST EACH OF THE SIX PILLARS

LIST OF GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN DISTRICT/ METRO			
PILLAR NAME	NATIONAL/ PROVINCIAL MTSF PRIORITIES	EC PDP PRIORITIES	DISTRICT PRIORITIES
PILLAR 1: DEMOGRAPHIC CHANGE AND PEOPLE DEVELOPMENT	<p>Priority 3: Education, Skills and Health</p> <p>Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services</p> <p>Priority 6: Social Cohesion and Safer Communities</p>	<p>Goal (Impact Area) 4: Human Development</p> <ul style="list-style-type: none"> • Increase access to early childhood development. • Improved quality of primary and secondary education for improved educational outcomes. • Increase skills for development of the province. • Improved health profile and health outcomes in communities. • Improve the safety of the people in the Eastern Cape. • Promotion of Social Cohesion and moral regeneration. • Social Protection and Viable Communities. 	<p>Inclusive Growth and Development</p> <p>Basic Services Delivery and Community Empowerment</p>
PILLAR 2: ECONOMIC POSITIONING	<p>Priority 2: Economic Transformation and Job Creation</p>	<p>Goal (Impact Area) 1: Innovative and Inclusive Growing Economy</p> <ul style="list-style-type: none"> • Stronger industry and enterprise support. • Rapid development of high-potential economic sectors. • Spatially balanced economic development, urban development and small-town revitalization. • Digital transformation and development of the ICT sector. 	<p>Inclusive Growth and Development</p>

LIST OF GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN DISTRICT/ METRO			
PILLAR NAME	NATIONAL/ PROVINCIAL MTSF PRIORITIES	EC PDP PRIORITIES	DISTRICT PRIORITIES
		<p>Goal (Impact Area) 3: Rural Development and an Innovative and High-Value Agriculture Sector</p> <ul style="list-style-type: none"> • Sustainable community agriculture and diversified livelihoods. • Development of agricultural value chains. • Accelerate land reform and land rehabilitation programmes. 	
PILLAR 3: SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY	Priority 5: Spatial Integration, Human Settlements and Local Government	<p>Goal (Impact Area) 2: An Enabling Infrastructure Network</p> <ul style="list-style-type: none"> • Develop sustainable and integrated settlements. <p>Goal (Impact Area) 5: Environmental Sustainability</p> <ul style="list-style-type: none"> • Safeguarding ecosystems and existing natural resources. • Respond to climate change and green technology innovations. • Improvement of environmental governance. 	Inclusive Growth and Development Basic Services Delivery and Community Empowerment
PILLAR 4: INFRASTRUCTURE ENGINEERING	Priority 2: Economic Transformation and Job Creation Priority 5: Spatial Integration, Human Settlements and Local Government	<p>Goal (Impact Area) 2: An Enabling Infrastructure Network</p> <ul style="list-style-type: none"> • Build resilient economic infrastructure that promotes economic activity. • Universal access to basic infrastructure. 	Basic Services Delivery and Community Empowerment

LIST OF GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN DISTRICT/ METRO			
PILLAR NAME	NATIONAL/ PROVINCIAL MTSF PRIORITIES	EC PDP PRIORITIES	DISTRICT PRIORITIES
		<ul style="list-style-type: none"> Sustainable energy and electricity provision. Develop sustainable and integrated settlements. Improve infrastructure planning, delivery, operations and maintenance. 	
PILLAR 5: INTEGRATED SERVICE PROVISIONING	Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services	Goal (Impact Area) 2: An Enabling Infrastructure Network <ul style="list-style-type: none"> Universal access to basic infrastructure. 	Basic Services Delivery and Community Empowerment
PILLAR 6: GOVERNANCE AND FINANCE	Priority 1: A Capable, Ethical and Developmental State Priority 7: A Better Africa and World	Goal (Impact Area) 6: Capable Democratic Institutions <ul style="list-style-type: none"> Building the Capability of the State to deliver. Transformed, Integrated and Innovative Service Delivery. Instilling a culture of good corporate governance. Build multi-agency partnerships. 	Effective Public Participation, Good Governance and Partnerships A capable and financially viable institution

CHAPTER 3: RELEVANT DISTRICT/ METRO VISION, GOALS, UTCOMES/STRATEGIES AND TARGETS

OVERALL, VISION STATEMENT FOR THE DISTRICT

"A District whose communities are self-sustaining and enjoy a good quality life, equitable access to basic services and socio-economic opportunities by 2050"

PILLAR 1: DEMOGRAPHIC CHANGE AND PEOPLE DEVELOPMENT FOCUS AREA

Strategic Goal

By 2050 the Alfred Nzo district envisages a community with reduced abject poverty and no hunger, reduced inequalities, improved standards of living and where conditions enable all to fulfil their human potential through focused inter-collaborative innovative approaches that

will also support, and uplift marginalized and vulnerable groups (*children, youth, women, child and women headed household and people living with disabilities*).

Achieving this vision is not only attained by this Goal, and it reinforces the other five goals of this DDM, and each of them in turn, both individually and collectively, reinforce this Goal. More specifically, the institutional and service delivery capacities of the public sector as a critical enabler of socio-economic development need to be systematically improved by 2050 whilst it collaborates and work partners outside of government private sector, non - governmental organisations, traditional leaders and communities for effective social compacting to be able to improve the quality of life and overall, well – being of the district citizens.

Strategic Outcomes and Key Interventions/ Actions

i) Unemployment, Poverty and inequality reduced.

Key Interventions/Actions

The situation of poverty, unemployment and inequality requires interventions that are focused towards protecting communities from the situation of vulnerability. Other Key social development interventions include:

- Continued roll-out of Social Development's Care and Support to Families Programme which focuses on the well-being of the family. This includes the promotion of reciprocal care and social solidarity within the family and locating the family within the community. These services include parenting and relationship assistance, focusing particularly on the social and emotional side of a child's development and parental relationships; promote intergenerational solidarity; promote positive values and moral regeneration. These services are aimed at promoting stable, healthy, resilient and well functional families and prevent vulnerability in families.
- intensify Family Preservation, Fatherhood and parenting programmes with a special focus on implementing the Strategy for Teenage Parents and vulnerable groups.
- work in partnership with the Designated Child Protection Organisations to implement programmes that address issues of child abuse, neglect and exploitation.
- Continue to ensure a Universal Access to Early Childhood Development and ensure upgrading of relevant associated infrastructure.
- Extend Community Based Care Services are aimed at providing protection, care and support to vulnerable children in communities. These include services to Children with disabilities; child headed households; Children living and working on the Streets; Children accessing Drop in Centre services; Orphans and vulnerable children.
- Extend the implementation of integrated services for the care, support and protection of older persons through establishment of support structures, provision of governance as well as interventions for quality assurance and capacity building.
- provide integrated services that facilitate the promotion of the well-being and the socio economic empowerment of persons with disabilities.
- Community based campaigns against gender based violence will be conducted with progressive community based organisations.

ii) Empowered communities with skills critical to diversify and grow to economy through improved literacy and education initiatives.

Key priority interventions/actions:

- improve the quality of provision of Early Childhood Development (ECD) and implementing Early Childhood Development (ECD) strategies and policies at Grade R and pre-Grade R levels,
- Monitor and support the implementation of learner attainment programmes within basic education.

- To improve Grade 12 learner performance in every academic year to a minimum pass rate of 75% and bachelor's to 25%.
- Enhance accountability on curriculum coverage in all subjects and grades.
- Focus on intervention for gateway and poorly performed subjects, poor performing schools and schools with big learner numbers.
- Reduce high drop-out rates,
- Introduce more specialized high schools (agriculture, technical, maritime, etc),
- Improving school functionality, management and governance in School, Circuits and Circuit Management Centres.
- Monitor the implementation of school admission policies and management of overcrowding in hotspot schools.
- Improving the recruitment and filling of vacancies in schools, circuits and Circuit Management Centres and district office.
- Monitoring and reporting on the provision of scholar transport to promote access to education.
- Implementing and resourcing of the second chance matric support programme.
- Developing and implementing of school safety programmes.
- Strengthening the implementation of School-Based Assessments (SBA).
- Promoting the establishment and implementation of best practices and learning networks.
- Implementing the Inclusive Education policy and support to special schools.
- Managing and supporting underperforming schools in terms of Section 58B of the South African School Act, 1996 (Act No.84 of 1996)
- Strengthening performance management and development and accountability.
- Leveraging on existing stakeholders and partnerships in education delivery.
- Mobilizing parents and stakeholders for their commitment to support of teaching and learning.
- improve the quality of post-school education in the District (in partnership with the Department of Higher Education), including
 - Ingwe TVET College to provide artisan development skills, particularly for infrastructure, construction and maintenance, maritime, modern farming practices, etc. The college offerings should be extended and a full range of relevant curricula should be offered (in view of the very youthful population of ANDM)
 - Development partnerships between Ingwe TVET college and, for example, SANRAL, War on Leaks, Youth Farming Initiatives, etc.
 - Mobilise resources for the TVET expansion and upgrading through relevant SETAs, mining companies, etc.
 - Attraction of a satellite university campus to the district
 - NARYSEC to be scaled-up in and linked to youth training in water, sanitation, roads, etc.
- Focusing on improving the skills pipeline for growth sectors and major projects and specifically SETA resource mobilization and curriculum development.

The two basic education districts in the ANDM will also implement the new Education Systems Transformation Plan 2019-2023. The focus areas that form four interrelated and interconnected pillars of the Education System Transformation Plan 2019 to 2023 entail the following:

- *Capacity Building*: The Department must become the centre of excellence in its operations and administration. The Department must deliver services to all its internal and external stakeholders effectively and efficiently. This is possible only through a high-performance-culture entrenched throughout the Department.

- *Economic Drive*: Education needs to be relevant and responsive to the provincial economy's skill requirements. Indeed, all learners are to be supported for a solid foundation in reading, writing and calculating for all further learning and enable them to participate and contribute meaningfully to the economy of the province.
- *The Fourth Industrial Revolution* and the impact it will have on how the department operates and how we educate our learners to prepare them to thrive in the future. The Department will need to leverage the benefits of the digital era to better support teaching and learning.
- *Inclusive education*: To relentlessly pursue the ongoing quest to ensure that no learner is left behind in the province.

There is also the need for the continuation of the Mother Tongue based-Bilingual Education (MTBBE), where Mathematics and Science are taught bilingually in isiXhosa and English or in Sesotho and English from Grade 4.

Through the National School Nutrition Programme, the provision of a nutritious meal to all learners in Quintiles 1-3 and targeted special schools will continue, thereby ensuring improved access and retention of learners in schools.

The Department of Education (E Cape) must also continue to work closely with the Department of Transport for the provision of scholar transport services for learners to access schools, and hostel accommodation will be provided for those learners who cannot be transported. Furthermore, the Provincial Full- Service School Policy has been approved to facilitate the expansion of inclusive education for learners experiencing barriers to learning.

The Department of Education (E Cape) must continue to prioritise teacher development as part of a skills development initiative to enhance the performance of learners from Grade R to 12.

The Alfred Nzo District will consider establishing a district HRD Council to oversee, develop and monitor skills development in the district, including on agriculture, entrepreneurship/ small business development, oceans economy opportunities, 4IRR opportunities and skills, etc.

iii) **Strengthen and improved health system.**

Key priority interventions/actions

Key priority interventions/action include:

- Continue to strengthen the re-engineering of primary health care as the cornerstone of NHI and realise and extend the advantage of being second NHI pilot in the Province, etc.
- programmes to improve child nutrition (early childhood development).
- Continue to implement the 90-90-90 strategy for combating HIV/ Aids and TB and strengthen work with partners and stakeholders to enhance the improvement of HIV/ Aids and TB management outcomes
- Extend the 90-90-90 strategy to combat non-communicable diseases
- Strengthen mental health services and reinforce healthy lifestyles in communities
- Leverage ICT to provide and expand e-health services and improve connectivity to health institutions
- Use health infrastructure budget to focus on better supporting health institutions to improve clinic outcomes in the most cost-effective manner
- Link to school nutrition programme and local primary production,
- achieving national norms regarding health service standards in all the relevant health institutions,

This strategic goal is also informed by the NDP aspiration that by 2030, people living in Eastern Cape Province feel safe at home, at school and at work, and they enjoy a community life free of fear. Women walk freely in the streets and children play safely outside. The police service is well resourced and professional, staffed by highly skilled officers who value their work, serve the community, safeguard lives and property without discrimination, protect the peaceful against violence, and respect the rights to equality and justice.

Safety is a core human right, it is a necessary condition for human development, improving quality of life and enhancing productivity and economy of communities. When communities do not feel safe and live in fear, the country's economic development and its people's wellbeing is affected, hindering people's ability to achieve their potential. The envisaged end state should see a province with an overall reduction of all categories of crime. This includes the reduction of; contact crimes, drug and substance abuse, trio-crimes which include robbery, car jerking and housebreaking, murders and stock theft, women and child abuse. Furthermore, interventions should ensure that safety and security is implemented in the best interest of local business and investment opportunities.

The District may coordinate a Crime Prevention Strategy which has a 3-5 year life cycle that guides efforts towards the realisation of reduction of crime with emphasis on rural safety and community approach to safety and security.

iv) Improved community safety

Safety and security crime efforts should be organised in a multi-agency approach. The strengthening of advocacy and crime prevention programmes is an essential component to mitigation of crime. This includes also community safety advocacy programmes, plus the functionality of police stations, community policing forums, and community safety structures. The capacity of the justice system is essential to ensure strengthening responding to incidence of crime. The support to victims and offenders and efficiencies in the correctional services are all elements of an effective crime prevention system. This also includes focused attention to rural safety programmes, drug intervention programmes, and capacity of the state to respond to gender-based violence.

Focused attention on drivers of crime is critical the examples include issues such as substance and alcohol abuse, situation of hopelessness in communities with acute poverty head count, uncontrolled weapons, and challenges of SAPS accountability. On the other hand, the District's safety interventions cannot be imagined in isolation to other contributory factors that assist in the long term to crime risks such as learner retention in 12 years of schooling, identification of citizens, and documentation of foreign nationals, including the safety of boarders.

Key priority interventions/actions

- Strengthen crime and safety prevention –public education programmes
- Coordinate multi-agency gender-based violence initiatives
- Promote a more effective and efficient Criminal Justice System
- Promote rural safety programmes (including functionality of CPFs and CSF), including dealing with cross border stock theft

v) Social Cohesion and Moral regeneration Strengthened.

The National Development Plan commits to the nation building and social cohesions. The envisaged outcome of the objective it to raise consciousness for unity, and moral regeneration commitments. There is evidence that seek to suggest high levels of strain which are experienced in divisions based on race, gender, disability, space and class. The celebration of people's diversities and identities is important elements of social cohesion.

Key Priority Interventions:

- Hosting of social dialogues to combat social ills such as; racism, xenophobia, human trafficking and drug abuse.
- Celebration and commemoration of national days and cultural festivals *enmass* is also form part of building blocks for the social cohesion. This includes the linkages of schools to social cohesion interventions such as arts and culture, sports development, and greening of public spaces. The province has also to ensure the following areas of focus, place and name changes, and collective memory on liberation history, heritage and museums development, mass participation in sport.
- Commitment to lifelong reading and the improvement of libraries and provisioning across the municipalities.
- Equal opportunities, inclusion and redress are also essential elements within the social cohesion domain. This includes the building of people's capabilities especially designated groups; women, children, and people with disabilities. In the District, like the rest of the Eastern Cape, the question of ex-mine workers, military veterans and displaced communities due to historical forced removals should also be considered in the social cohesion ambit. Redress measures to deal with imbalances and exclusions should be provided including quality education, health care, basic services and enabling employment opportunities.
- Coordinate a Social Cohesion Strategy, including cultural practices, which has a 3–5-year life cycle that guides efforts towards the realisation of nation building and social cohesion.

vi) Enhanced provision of social and economic empowerment opportunities to uplift the overall standard of living of vulnerable and marginalized Groups.

In the District's rural countryside, Youth, Women, Child and Women Headed Households and Persons living with disabilities are confronted by challenges of poverty, inequality and unemployment. This is further complicated by the challenges of access to basic services especially water and electricity, gender-based violence, and the limitations resulting from patriarchal arrangements within communities and families. For example, early marriages experienced by girls limit the potential for transformation for girl children.

Key Priority Interventions:

- Address the inequalities that exist in building their capacities for sustainable livelihoods which requires the elimination of structural barriers and discriminatory laws and social norms to create equal economic opportunities and outcomes for them.
- Elimination of inequalities and gaps related to persons with disabilities and women's labour force participation, entrepreneurship, pay and working conditions, social protection and unpaid domestic and care work, and strengthen education, training and skills development to enable women to respond to new opportunities in the changing world of work.
- In order to shift and transforms the condition of women, youth and persons with disabilities, there is need to ensure realisation of empowerment at a societal and community level to institutional spheres. This can be achieved through provision of equitable access to education opportunities from early childhood development to post-secondary school opportunities. The participation of women and persons with disabilities in work environment at middle and senior management sphere of organisations, both public and private. This includes the active involvement of women and persons with disabilities in shaping local democracy to high level participation of women and persons with disabilities in local government councils and the public sector.
- Investment in the youth is essential to enhance the meaningful participation of youth in the sectors of the economy. The District is youthful and this is an opportunity for transformation. The approaches to youth development should be viewed within the context of other DDM strategic interventions. This includes skills development

programmes youth in business through youth SMMEs, to youth participation in decision making and local to provincial spheres of influence. Youth (social and economic) entrepreneurship development and innovations programmes should also be enhanced.

- Co-ordination of any further place and name change programme in the district, if applicable.
- Co-ordination of school sport programmes.
- Facilitate provision of library services in communities.

Long, Medium- and Short -Term Targets

- 1) Reduce abject poverty by 30% in 2030 and by 50% in 2040 and 2050.
- 2) Increase employment opportunities by 25% to lower unemployment by 25% (either/or) by 2030 and by 50% in 2040 and by 50% in 2050.
- 3) Increase learning opportunities by 15% by 2030 and 25% by 2040 and by 35% by 2050.
- 4) Drastically reduced mortality rates by 2050
- 5) Decrease incidents of gender-based violence by 30% by 2030, by 50% in 2040 and by 50% in 2050
- 6) All LMs and the district have well established and active forums and networks available to challenge GBV by 2022.

PILLAR 2: ECONOMIC POSITIONING FOCUS AREA

Strategic Goal

By 2050 we envisage that the ANDM has innovative, inclusive, and a growing economy which is larger and more efficient, that optimally exploits its competitive advantages within its key economic growth sectors for increased employment, wealth creation and reduced inequalities in the region.

Also, by 2050 we envisage accelerated agricultural development and opportunities which are currently highly untapped for producers across all scales in local, provincial, national and global value chains. The goal is more and better jobs for sustainable income generation, as well as economic self-sufficiency in rural areas through stimulating the growth of rural towns through strengthened economic linkages between them and other surroundings areas within and outside the district.

Achieving this vision is not only attained by this Goal, and it reinforces the other five goals of this DDM, and each of them in turn, both individually and collectively, reinforce this Goal. This Goal also builds on the relevant aspects in the NDP that are being implemented at a national level, including more recent pronouncements, measures and interventions to ensure high levels of productive investment into the economy to tackle slow and low growth rates, high levels of unemployment and inequality. These measures include an emphasis on greater responsiveness and more effective collaboration to deliver on the promise of a better economy for all South Africans.

The public sector cannot develop the district by itself. There is therefore a need to grow the business enterprise (SMME) and informal sectors. It is important that we build a stronger system of support for industry, enterprise development, informal trading support/entrepreneurial development (including social entrepreneurs). This is an elaborate and complex system consisting of both public and private sector activity and partnerships. All the other strategic objectives are enablers of business growth.

Strategic Outcomes and Priority Interventions/Actions

- i) **Diversified and growing key economic sectors with development potential.**

Key interventions/actions

- a) **Agriculture Development**

- Development and diversification of the agriculture & agro-processing sector across vertical and horizontal value chains (see details in Goal 5 below)
- tourism, heritage & cultural industries development & support:
 - Fully develop and implement the Beach 2 Berg initiative, including the historic routes utilised during the liberation struggle
 - This includes the development and improvements of the Beach to Berg tourism infrastructure, as recommended by the Infrastructure Work Schedules developed for tourism facilities within Umzimvubu, Matatiele, Winnie Madikizela-Mandela and Ntabankulu Local Municipalities
 - Realise the significant heritage tourism potential of the district
 - Plan tourism-related property developments (see next section)
 - Upgrade tourism accommodation to reduce “leakage” to Kokstad and Natal south coast.
 - Create an institutional driver/partnership dedicated to tourism development in the District.
 - Develop, with partners, a full tourism events calendar.

b) Forestry Development

ANDM has also very good forestry potential that needs to be developed further. However, there are two main issues with community forestry. Firstly, the economic return to communities are fairly small (long-term and small, particularly when there are hundreds of household beneficiaries). Secondly, afforestation takes land away from other land uses (such as grazing and arable farming) that may offer better economic returns. The appetite of communities for community forestry projects needs to be more fully tested and if need be, exploited. Future community forestry projects should therefore be approached with due caution. Community forestry projects demonstrate that CPPP’s can work. CPPP’s should be more prevalent in more employment-intensive sectors.

Future forestry priority strategic actions/ interventions are:

- Identify communities wishing to enter into community forestry arrangements
- Explore partnerships with Sappi and Hans Merensky, etc.

c) Construction Sector Development

Construction and property development (specifically focused on facilitating multi-sector precinct development, which provide new desired development patterns to provide functional obsolete areas, alter existing land use disparities, protect and promote existing predominant or preferred future dominant land uses and associated ancillary or compatible land uses –

- As set out in Umzimvubu LM 2030 Precinct Plan (2016) which reinforces the regenerative elements of movement and connectivity, economic stimulation, beautification and public spaces, middle income housing, office precincts, etc - two CBD’s of Mt Frere (1) and Mt Ayliff (2), Ntenetyana Dam (3) as well as the nodal junctions of Phuti (4) and Phakade (5) –
 - (The approach taken in the precinct plans for Mt Frere is one which encapsulated the existing uses within the town. Taking this approach led to the formation of a “Business Incubator Region” which aims at better management and formalization of the existing formal and informal businesses along the main street. High density (2-3 Story) mixed use precincts have been proposed parallel to the main street to give rise to a broader spectrum of uses within the town whilst ensuring maximised land development potential. The areas identified for Residential are aimed at occupying and developing the vacant parcels of land. Dealing with Traffic Related issues within the town was a key focus area. Public Transport holding areas are envisaged for the main street which give rise to the

development of Transport Nodes In aiming to relieve the main street of congestion Two By-pass routes are proposed. Three high intensity Nodal points located within the town. The first being at the entrance of the town where the two by-pass routes intersect with the N2. This focal point also begins to emerge as a land mark. The second identified node is located at the Intersection of Solis Street and the N2 in the heart of the proposed Civic Cluster Precinct which also acts as a major land mark for the town. The final Node is formed at the intersection between the R405 and the N2 which also acts a Landmark point.

- Mt Ayliff is envisioned to be develop with Government dominated uses. It is for this reason that mixed use developments have been introduced into the town to allow for office and retail development. A large portion of land is identified for government specific uses with supporting institutional functions. Traffic within Mt Ayliff is not a major issue, however there is only one way in and one way out of the town which can create congestion on the main streets, it is for this reason that a by-pass route was proposed. Two transports nodes are located at the main intersection where the Mt Ayliff taxi Rank can be found and one outside the district offices where a traffic circle is proposed. Both of the above mentioned nodes also act as landmarks within the town. There is also a need to revisit the feasibility of establishing Xesibe Cultural Village. Mt Ayliff is also part of the Small Town Revitalisation programme of the province.
- Phuti: Basic trading facilities for local informal traders. The junction's strong connection with Ntabankulu resulted in regular accumulation of taxis throughout the day. Due to the close proximity of the N2 the junction has become a popular pick up/drop-off point to and from Ntabankulu to and from Mt Frere and Mt Ayliff. In order to accommodate both taxis and commuters basic holding facilities, shelters and ablution facilities were proposed.
- Phakade: The junction is formed through connection of the N2 and the R394 leading to Winnie Madikizela-Mandela and Port St Johns. A craft centre can be found at this junction. However recent fires have caused damage to the facility which still requires rehabilitating. A parking space found at the junction plays a similar role as Phuti junction but routes may extend as far north as Kwa Zulu Natal.
- Ntenetyana Dam: the dam is situated about 50 km out of Mt Frere Town which is only accessible via Gravel Road. The dam is currently undeveloped and the aim for development around this study area is targeted at conferencing and overnight accommodation, public day visitor areas. The aim for Ntenetyana dam is to develop a leisure and recreation precinct with opportunity for Edu-tourism through the water reservoir.
- The Ntsizwa Ecotourism initiative needs to be revived.
- Matatiele: Matatiele Heritage Precinct, Agripark, Aerodome & Emergency Precinct, Residential and Commercial Precincts at Ongeluksnek, Qachasnek & Ramatsiso.
- Winnie Madikizela-Mandela: Various Oceans Economy projects, expansion of Wild Coast Sun Resort, Tourism and Heritage linked to OR Tambo and Winne Madikizela Mandela, N2WCR nodes, Agriculture, Commercial/ Business and Retail precincts along corridors, Light Industry precinct in Zone 1 of Bizana, CBD (renewal and upgrading of the Winnie Madikizela-Mandela CBD), Zone 2: Tambo Square and Village (Mixed Use Private Development), Zone 3: Mixed Use, Zone 4: Residential, Zone 5: Business, Zone 6: Municipal and Government Offices, Zone 7: Mixed Use, Zone 8: Hospital, etc
- Ntabankulu: Small Town Revitalisation including SMME Hub and Office space, Agro-Hub and Agro-processing, Rehabilitation of Ntabankulu Cultural Village,

Ntabankulu Dam conference facility and Lodge, Amanci Adventure Tourism Development, Gzweraland Game Reserve, Gxwaleni Community Development Project (motor vehicle station, shopping mall, lodge and conference centre), Ntabankulu light industry park, Ntabankulu Bus Rank & Ncedo Taxi Rank, Mixed Housing development, etc.

- In order for Precinct development to occur, the following needs to occur | all the LMs of the ANDM:
 - Resolve land claims speedily (with assistance from the Land Claims Commission)
 - ANDM to do a state land audit and get access to state land for property development.
 - ANDM together with the LMs to support communities to acquire titles over communal land for development. DRDLR can assist with this.
 - Identify and prioritise land precincts to be titled for private investment (such as coastal tourism nodes; transport nodes; along development corridors and possibly high-potential agricultural zones). This will be in preparation for the passing and implementation of the Communal Land Tenure Act.
 - Ensure public sector contracts provide business and training opportunities for local people.
 - Implement ANDM Contractor Development Programme.
 - Detailed planning around Wild Coast N2 and coastal development: The immediate priority is for detailed planning of the area between new N2 and the coast: including transport nodes, tourism nodes/eco-lodges, access roads and prime land parcels ("development precincts") for formal ownership under a special DRDLR dispensation.

d) Oceans economy – with the priority projects for Winnie Madikizela-Mandela Local Municipality:

- Aquaculture (and Small Crafts Harbours)
- Off-Shore Oil & Gas Exploration
- Maritime Transport & Manufacturing
- Marine Protection Services & Ocean Governance
- Coastal & Marine Tourism
- Ludeke Dam Development – to exploit the related tourism opportunities
- Ntenetyana Dam Development – to exploit the related tourism opportunities
- Amadiba & Imizizi Sand Mining and any relevant and possible mining opportunities (such as Xolobeni Titanium Mining, etc., where feasible)
- Wild Coast Fishing Village and Fish Farming
- Mzamba Boat Launching Site

Mzamba Gateway Centre – revitalise the Centre for socio-economic benefits for Mzamba communities, specifically to exploit the related tourism opportunities

e) Commerce & industry

- Development of the District Manufacturing sector through;
 - The resuscitation of the existing and expansion of the Zone Centre facilities (where the key focus is on manufacturing building blocks, with potential for expansion to other types of building material). identify SMMEs to run the facilities and allocate mentors who will provide support until they can run the facilities independently;
 - Textiles and Crafts industry development through for example, the expansion of the District Resident Fashion Designer Programme, etc. Designer & Seamstress Incubation Programme; to enhance the skills base of crafters through specialized training, mentorship and essentially access to markets. Craft workers would benefit from more support with product development and marketing, and from growth of the tourism industry in the District.

- ANDM should develop Timber-using industries; however this still needs to be probed further through the development of the Forestry Sector Plan.
- Commercial property developments (specifically focused on facilitating multi-sector precinct development) (see above)
- Upgrade of Transido complexes

ii) Thriving and sustainable SMMEs (inclusive of Informal Traders and Cooperative Enterprises) supported with business development programmes

Key Interventions/Actions

- SME and informal sector priority actions/ interventions are:
 - The District/ ANDA must identify all existing SMEs (and informal traders) in the priority value chains and facilitate partnerships to remove obstacles to value-chain development and support enterprise start-ups and growth. The six priority value chains/ sectors as mentioned above, are agriculture & agro-processing, tourism & heritage, forestry, construction and property development (specifically focused on facilitating multi-sector precinct development), commerce & industry, and oceans economy.
 - Use e-connecting and e-learning to form local groups of people that share development interests and are experimenting with the possible.
 - Techniques of 'ABCD' should be more widely known and practiced
 - Virtual and physical (combined) enterprise incubators should be more ubiquitous than at present, including the attraction of new incubators and social entrepreneurs
 - Development of Knowledge Economy & Society Strategy for the District (for accelerated Broadband roll-out to prioritised areas (including schools and clinics), identification of suite of zero rated services to be provided to communities to assist with basic education, ABET, skills development, awareness, knowledge transfer, digital literacy, etc)
 - Youth Development Strategy for the District to embrace relevant key facets including social entrepreneurship/ entrepreneurship, etc
 - N2 SMME opportunities include the BBBEE participation of 30% of all local contractors and certain suppliers (except the 1st awarded mega bridge at Mtentu). Other indirect benefits which are still to be fully explored and exploited include: tourism/heritage/ cultural industry, logistics, new human settlement developments, agriculture, etc.

iii) Trade and Investment Promotion and Attraction

Sourcing, attracting, communicating with, and attracting potential investors in the district in an attempt to influence them towards investing, and to facilitate and maintain new and existing investor relations to influence the establishment of new investment and the retention and expansion of existing business remains a priority for the district in order to create jobs and grow the regional economic base.

Key intervention/actions

The key intervention includes the following actions:

Trade & Investment Promotion

- Marketing
- Advertising Support Services.
- Information Provision and updating
- Image Building
- Land and project packaging
- Networking and building relationships.
- Ensuring Favourable Investment Climate

Trade & Investment Facilitation

- Influencing Investor decision making
- Facilitating Stakeholder engagement
- Problem solving
- Information provision
- Support Services
- Arranging site visits

Trade & Investor Aftercare

- Monitoring and Evaluation
- Business support services
- Export/Trade Promotion
- Business retention and expansion
- On-going Information provision
- Strengthening relations
- Customer care

Long, Medium- and Short -Term Targets

- 1) Increase in commercial farming with regional trade linkages created and sustained by 35% by 2030.
- 2) Rejuvenation of tourism Attractions and heritage destinations by 2050.
- 3) A donor engagement strategy is developed and communicated by the end of 2023.
- 4) The business and investment incentive scheme is developed and communicated by the end of 2023.
- 5) A conducive regional climate created to attract and retain investors for increased job opportunities and economic growth improved by 2030.
- 6) Increase in regional investment by 20% by 2030, by 45 % in 2040 and by 50% by 2050.
- 7) Public sector procurement improvements on work allocated to regional SMMEs by 50% by end 2030.
- 8) The informal sector supported and grew by 25% by 2030 and by 35% by 2050.

**PILLAR 3: SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY
FOCUS AREA****Strategic Goal**

By 2050 we envisage that developmental challenges must be addressed in a manner that ensures environmental sustainability and builds resilience to the effects of climate change, particularly in poorer communities. Investment in skills, technology and institutional capacity is critical to support the development of a more sustainable society and the transition to a low-carbon economy.

All the goals and objectives of the DDM contribute towards rural development and transformation. Access to basic social and infrastructural services is a high priority for many rural households, and these are addressed by Infrastructure Development and Human Development, developing economic opportunities, without which services are unlikely to be sustained in the long term. This includes spatially balanced economic development and Small-Town Revitalization as well as digital transformation and development of ICT sector. There is also a need to be concerned with the sustainable use of natural resources, and with institutional development and governance. The DDM argues that underdevelopment in the former homelands must be confronted through agricultural development, improved land management, infrastructure and targeted support to rural populations.

With the ANDM being predominantly rural, with the majority of citizens living in villages, rural settlements, rural towns, etc, the ANDM like the EC, has not fully transformed spatially or

economically. Both still feels the effects of colonial land dispossession, uneven development that has privileged the urban economy and continues to do so through interventions with an urban-centric bias, and a migrant labour system that has stripped rural regions of human capital and dislocated families and communities. There are however considerable physical and human resources based upon which this transformation may take place.

Land governance must deliver on the land rights provided for in the 1996 SA Constitution Bill of Rights (land access, tenure security and land restitution). But it must also ensure that private sector land-based investments are not stifled by insecure property rights. A major function of the State is to enable and protect property rights.

The former homelands have good investment potential. In the ANDM many investment opportunities have been identified (as illustrated in this DDM). But less than ideal land governance prevents these investment opportunities being realized, and there are very few large land-based investments³ being made in the District.

Substantial long-term land-based investments require secure long-term legal tenure, and this is rarely available and difficult to acquire. Investment in fixed assets by the private sector (particularly finance capital) requires the availability of suitable land with formal/legal long-term security and transferability (either freehold or long-term leasehold). The non-availability of such acts as a serious constraint on investment, particularly (though not only) in the former homelands.

The details of future land redistribution modalities are still being worked out at national government level.

It must be noted that availability of long-term secure tenure for land-based investments is not a "silver bullet" that will guarantee that investments happen. Rather, such tenure is a precondition, or an "entry-level requirement". Investment opportunities also need to demonstrate good (risk-adjusted) returns and need to be promoted by fully capacitated investment promotion agencies.

Strategic Outcomes/ Intervention/ Actions

The above can be achieved through:

- Complying with all environmental laws/ provisions/ plans, including biodiversity plans and nodal areas
- Mitigation and adaption measures in place (migration);
- Disaster management needing to be more proactive and ANDM's closer assistance needs to be optimally explored and built on
- Optimizing renewable energy
- Respond to climate change and green technology innovations
- Environmental governance
 - Access to environmental information be boosted/ improved
 - Include environmental and coastal management issues in IDPs and SDFs
 - Improve coordination between and with government entities
 - Improve capacity and accountability at LM level in particular
 - Improve implementation and enforcement of coastal policy and legislation
 - Address capacity constraints for controlling and regulating development in the coastal zone

DDM priority actions/ interventions include:

- stop illegal building on the Wild Coast. DEDEAT's Wild Coast Nature Conservation Plan and the nodal development approach need to be strictly enforced; the Mzamba-Mtentu

³ Investments in fixed and immovable property

N2 corridor needs a vision and development plan to avoid blight associated with the new road and illegal occupation of pristine land; support is needed for the Amadiba Tribal Authority in this regard;

- Introduce solid waste disposal and recycling systems;
- Better management and prevention of land degradation caused by livestock over-grazing, indicating the need for land rehabilitation projects (and fencing);
 - Better management and prevention of human settlement encroachment on agricultural land;
- Prevention of untreated sewage flowing into rivers;
- Scaling-up environmental EPWP and creation of livelihoods through sustainable environmental practices (DEA programmes and NGOs);
- Continued management and protection of the existing conservation areas:
 - Pondoland Centre of Endemism
 - Maluti Drakensberg Transfrontier Conservation Area
 - Matatiele Nature Reserve
 - Ongeluknek Nature Reserve
 - Pondoland Marine Protected Area (the area is next to the Mkhambathi Nature Reserve on the Wild Coast – and approximately 90 km long with about 1380 km² of protected ocean. It is situated between the Mzamba River and the Umzimvubu River, extending 10 km out to sea. The central restricted zone is about 40 km long with an area of about 643 km².)
- Continued protection of existing nature reserves and wetlands.

Other *key overarching interventions* here include:

- Ensure sustainable community agriculture and diversified livelihoods
- Development of agricultural value chains
- Land reform and land rehabilitation programmes:
 - Arrange formal ownership of land of specific parcels (“development precincts”) of land suitable for investment attraction in the communal areas/former homelands, Dispose of state land for private investment
 - Arrange formal title to land already restituted or redistributed
- Implement SPLUMA (including Fast-tracking the establishment of Municipal District Tribunal and the Appeals Authority in ANDM by end December 2019),
- Developing District and LM LUMs, etc, finalise any related Land Audits and resolve outstanding Land Claims).

Long -, Medium- and Short -Term Targets

4. The natural resource base protected and harnessed by 2025.
5. Well planned spatial settlement patterns by 2030
6. Connected and integrated places and communities across the district by 2050

PILLAR 4: INFRASTRUCTURE ENGINEERING FOCUS AREA

Strategic Goal

By 2050 we envisage that the Alfred Nzo district has a well-developed enabling infrastructure network and systems to aid investment in key economic nodes and precincts to strategically transform apartheid spatial patterns.

This Infrastructure Goal will enable economic growth and transformation, provides the basis for a wide range of social services, and will present a potential to enable more sustainable utilization of national resources, should the appropriate choices be made. This Goal therefore reinforces the other 5 DDM goals mentioned above and below, and each of them in turn, both individually and collectively, reinforce this Goal. This Goal also builds on the

relevant aspects in the NDP and PDP that are being implemented at a national and provincial level.

Strategic Outcomes and Priority Interventions/Actions

i) Build resilient enabling infrastructure in a viable, sustainable, and adequate manner to promote social and economic activity and production.

Key intervention/actions

- Improve infrastructure planning, delivery, operations, and maintenance.
- Increase access to water, sewer, sanitation, power/energy, roads and storm water, ICT and telecommunications to the district communities as social and economic enablers.
- Increase access by the district citizens to transport infrastructure for all relevant modes of transport in district, including transport logistics, rails etc especially to agricultural areas with a potential to address food security and economically transform the district space.
- Increase access to social facilities e.g. education (*reduced classroom backlogs*), health facilities (*increased access to clinic, hospitals, mobile clinics and emergency services*) and social service points (SASSA, etc.) and parks
- Put in place planned, costed and preventive infrastructure maintenance programmes.
- Prepare district for successful participation rapidly changing ICT environments and in 4th industrial revolution.

ii) Develop and roll-out innovative alternative and sustainable energy and electricity sources.

Key intervention/actions

- Increase access to conventional alternative energy sources e.g. paraffin, gas etc. to the district residents
- Identify feasible land pockets and pockets for wind & solar energy in areas with substantiated wind & solar potential and engage investors for delivery with relevant sector departments and entities

Long, Medium and Short -Term Targets

5. A district infrastructural audit, inter-spherical planning and budgeting is completed by 2024.
6. Infrastructural support for economic development is integrated into sector departmental and state entity plans and budgets sector plans by 2030.
7. The district has universal power supply by 2030 within the district.
8. ICT coverage throughout the district increased to 20% by 2030 and 50% by 2050

PILLAR 5: INTEGRATED SERVICE PROVISIONING FOCUS AREA

Strategic Goals

By 2050 district the residents will experience improved reliable, sustainable, and integrated human settlements and other social services to improve social integration and social stabilisation through enhanced flexibility and mobility by enabling people to work close to where they work, and thereby enhance municipal revenue collection from property rates and services for a financially viable local government sector

Strategic Outcomes and Key Interventions/ Actions

i) Enhanced universal access to decent and affordable integrated human settlements to improve urban, peri-urban, and rural efficiencies.

Key intervention/actions

- Facilitate access to affordable rental units by the district residents to nationally subsidized social housing grants schemes on identified and approved restructuring zones by the National Department of Human Settlements (*social housing subsidy schemes managed/administered by accredited social housing institutions with own capital contributions*)
 - Facilitate and provide access to middle income nationally subsidized social housing schemes i.e. the Finance Linked Subsidy Programme to first time homeowners/buyers.
 - Facilitate bulk infrastructure provisioning and other complimentary services for maximum development impact by relevant key sector departments and entities on the land pieces zoned for integrated human settlements by local municipalities in the district.
- ii) Improve the local coordination framework for coherency in the delivery of services between and across government as per Schedule 4 & 5 (Part A & B) of the Constitution of the Republic of South Africa**

Key intervention/actions

- Improve political and technical coordination for relevant sector departments and organs of the state to provide respective services in line with their respective constitutional functional areas of legislative competence.
- Facilitate the provisioning of social and economic facilities to prioritise and fund primary social and economic amenities (*schools, clinics, community halls, recreational facilities, and trading facilities*) where funding is not available from other sources.

Long, Medium and Short Targets

7. Housing backlogs reduced by 20% by 2030, by 30% in 2040 and by 50% in 2050.
8. All the rural local municipalities within the district declared as restructuring zones for sustainable and affordable rental units by 2050.
9. Housing options broadened by 20% in 2030 and by 35% in 2050 for a functional housing sector.
10. Increased access to primary social and economic amenities for the district's residents by 20% by 2030, and by 50% in 2050.
11. Enhanced municipal revenue and financial viability by 35% 2030 and by 50% by 2050.
12. Joint inter-spherical service delivery impact monitoring and accountability mechanisms in place by the end 2050.

PILLAR 6: GOVERNANCE AND MANAGEMENT FOCUS AREA

Strategic Goal

By 2050 ANDM is more effective, efficient, and transparent in utilising financial resources, has accountable and capable political and administration leadership that can develop and sustainable inter-governmental service delivery implementation protocols and social compacts with its broader citizenry.

The presence and effective functioning of democratic, capable, and accountable government institutions are at the centre of the change that is needed to drive the district towards 2050, especially to tackle unemployment, poverty and inequality, ensure that the State is able to intervene to support and guide development to benefit society (especially to the poor), and to build consensus. There is also a need to prioritise catalytic/ key interventions for ensuring that the state has the capability to deliver, is transformed and has integrated and innovative service delivery, and is reinforced by good corporate governance, appropriate organisation cultures, and that this is achieved through mutually beneficial local, African and international multi-agency partnerships.

This Goal must be seen in relation to the other 5 goals mentioned above and below, and each of them in turn, both individually and collectively, reinforce this Goal.

To achieve a more capable provincial and local government in the district there is a need to ensure that it:

- has clear policies, mandates, values/ culture flowing from the Constitution and other key legislation.
- operates according to clear and innovative norms, priorities, standards, processes, and systems, which reflect alignment to relevant policies, mandates and values.
- maximally utilise its human and financial resources, are well skilled, co-ordinated, led and managed by competent leaders and managers.
- promotes and ensures that all public representatives, officials, communities, and citizens know their rights and obligations, understand and comply with relevant laws, policies, mandates and values, and
- has the required democratic, accountability, consequence management, integration, multi-stakeholder arrangements in place to ensure excellence in service delivery.

Strategic Outcomes and Key Interventions/ Actions

i) Build a capable developmental local governance in the district.

The public sector is the dominant player in the socio-economic development of the district and potentially a key enabler of economic growth. The relevant public sector institutions need to be strengthened to support the achievement of the other strategic goals. To achieve its developmental mandate the public sector must have strong leadership and much improved management capabilities.

Key Interventions/Action

- Continue to implement the various short-, medium- and long-term turnaround plan recommendations on Financial Management, Infrastructure Development and Municipal Services (IDMS), Institutional Transformation as well as Legal and Contracts flowing from the ANDM session on the 10-11 May 2017, aimed at turning around the municipality's existing financial challenges, so that the municipality can continue with its constitutional mandate of fast-tracking services provisions to its citizens.
- The district possesses some important intangible assets, such as a strong identity (based on struggle history) and social cohesion (despite language differences, etc). The ANDM leadership needs to fully plan for how these assets can be built upon to strengthen the long-term development of the district.
- Furthermore, the economic governance leadership in the district should also have:
 - Good knowledge of the economic issues facing it
 - A good understanding of the needs of stakeholders
 - A clear development vision and agenda
 - An ability to communicate these persuasively to relevant stakeholders.
 - An ability to leverage resources from national and provincial state sector departments and state-owned entities (such as IDC, PIC, CSIR, ECDC, ECSECC, etc).
 - Directly and indirectly strengthen local government through capacity-building and financial strategies focussed on increasing income and decreasing grant-dependency.
- The Alfred Nzo Development Agency (ANDA) needs to be positioned as a key facilitator of the planning and implementation of its DDM Vision. This will require various organizational development interventions, planned from the 2021/22 financial years onwards.

ii) Deepen inter-government coordination and multi-party compacting.

The DDM therefore seeks to create local, African, and international multi-agency partnerships for shared development. Key local partners include the NGO and business sectors, the higher education sector, and traditional leaders. The district is committed to embracing the utility of, and building the institutional capabilities and related instrumentalities of, a developmental agency that extends beyond the confines of government – an organised citizen-centric multi-agency for development action. It aims to cultivate social and shared values and practical development actions that bind provincial, regional and local stakeholders across and within sectors. Multi-agency partnerships should also promote a culture of dialogue, accords and practical commitments, as well as platforms for citizen participation and joint accountability, to achieve inclusive development across the district.

The DDM also promotes the building of capabilities that will anchor these multi-agency partnerships and propagates development that is people-centred and people-driven. There should be more intelligent deployment of resources and better value is required from existing allocations.

Key Interventions/Actions

The key interventions/ actions will be:

- To institutionalize the DDM for joint planning and implementation through strengthen and improved inter-governmental coordination in the district.
- To construct and mobilise multi-agency partnerships for development,
- Encourage the emergence of a strong, capable, independent, and responsible civil society committed to developing the province.

Long, Medium and Short Targets

1. All municipalities within the district practise good and sound financial practices by 2030 and all have clean audits by 2050.
2. Inter-governmental Implementation Protocols (*section 35 of IGR Framework Act of 2005*) entered between the different spheres of government and monitored across government by 2030.
3. Improved institutionalization of the DDM within the district to realise a coherent and integrated provisioning of services to communities for maximum development impact by 2030.
4. Regional public trust deficit on government/state reduced by 2050.
5. 6 x compacts signed between each municipality and its constituent social partners by 2050

CHAPTER 4: DDM CATALYTIC PROJECTS

Departmental Name: ALFRED NZO DISTRICT MUNICIPALITY

Sector Department Catalytic Projects

Project Name	Provincial Support	Local Support	Project Owner	Alignment to which SDF or Social Dev. Investment Priority? (Crime/GBVF/ Poverty/Skills & Capable Dev. State)	Time-frame	Reporting Indicators				
						Beneficiaries No	Youth	Women	Total No. of Jobs	Total Investment
Project Name	Oversight: Department of Water and Sanitation/UNEP	Unblock Challenges Financing: ANDM	DWS	Infrastructure	Five years	4 SMME's	7	2	21	R22 million
Project Name	Oversight: DRDAR	Unblock Challenges Financing: ANDM ANDM ANDM	ANDM	Economic positioning	Three Years	21 Cooperatives/SMM E's	24	35	223	R3 million
Project Name	DoT	ANDM	SANRAL	Infrastructure	Five years					
Project Name	Financing: COGTA DEDEAT	Unblock Challenges Financing: DEDEAT	ULM	Economic positioning	Three years	The project has a				

CHAPTER 5: IMPLEMENTATION COMMITMENTS

TEMPLATE FOR DISTRICT DEVELOPMENT MODEL PROJECTS (INFRASTRUCTURE AND NON-INFRASTRUCTURE PROJECTS)											QUARTRL
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Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budgeted for /not)	Project duration	Implementation partners	PROGRES S	
ALFRED NZO											

By 2050, the district envisage that the development challenges must be addressed in a manner that ensures environmental sustainability and builds resilience to the effects of climate change particularly in poorer	Spatial Re-engineering and Environmental Sustainability	Redoubt precinct plan	Planning	To develop Redoubt Precinct Plan to stimulate Economic Growth	Ward 18 & 20, WMMMLM	R400 000	Funded	1 year	WMMMLM	The project will be outsourced . Terms of Reference have been developed and approved. It is now in the procurement stage.
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communities.										
By 2050, the district envisage that the developmental challenges must be addressed in a manner that ensures environmental	Economic Positioning	Dundee Rural Precinct Development	Trading and Industry	1. Social Services Satellite Office Space (Home Affairs, SASSA, Employment and Labour, Social Services and Police)	ANDM - Umzimvu bu LM -Dundee A/A -Ward 3	R35 m	Not yet funded	3 years	-ULM - Social Services Department -MISA -ESDP -ANDM -ULM -NEF -SEFA -VCH -BP SA	Pending SANRAL permission and approval to start the regulatory reports. -BP SA committed +-R1M to fund all required licenses.

	<p>sustainability and builds resilience to the effects of climate change particularly in poorer communities.</p>				<p>2. Community Services Centre (library, wellness centre, security academy)</p> <p>3. Filling Station (BP Service Station)</p> <p>4. Rural Retail and small commercial shops</p> <p>5. Private Office Space</p> <p>6. Rental Accommodation</p>						<p>NEF, SEFA Funding awaiting regulatory reports</p>
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By 2050, the district envisage that the development challenges must be addressed in a manner that ensures environmental sustainability and builds resilience to the effects of climate change particularly in poorer	Social, Economic Transformation	Bizana Trade Market Square	Trading and Transportation	The feasibility study and designs has been successfully developed by the Alfred Nzo District Municipality. As part of conducting the study the Bill of Quantities was also compiled and the next step of the project is to mobilize resource for construction of the facility.	- 30.863269, 29.855805	R38 506 200.00	Not budgeted	1 year	WMM LM Eastern Cape Development Cooperation DSBBD	The District Municipality is presently mobilizing resources from institutions for actual construction of the facility.
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communities.										
By 2050, the district envisage that the developmental challenges must be addressed in a manner that ensures environmental	Social, Economic Transformation	Ntabankulu Trade Port	Trading and logistics	The feasibility study and designs has been successfully developed for Ntabankulu Trading Hub by the Alfred Nzo District Municipality. As part of conducting the study the Bill of Quantities was also compiled and the next step of	Ntabankulu CBD	R60 999 21	R0.00	3 years	Ntabankulu LM, Eastern Cape Development Cooperation , DSBD	The District Municipality is presently mobilizing resources from funding institutions for actual construction of the facility.

	<p>sustainability and builds resilience to the effects of climate change particularly in poorer communities.</p>				<p>the project is to mobilize resource for actual construction of the facility.</p>						
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By 2050, the district envisage that the development challenges must be addressed in a manner that ensures environmental sustainability and builds resilience to the effects of climate change particularly in poorer	Social, Economic Transformation	Kwa-Bhaca Market Square and Bus Rank	Trading and Transportation	The feasibility study and designs has been successfully developed for Umzimvubu Market Square by the Alfred Nzo District Municipality. As part of conducting the study the Bill of Quantities was also compiled and the next step of the project is to mobilize resource for actual construction of the facility.	- 30.90781 2, 28.99209 8	R10 999 095.00	Not budgeted	1 year	Umzimvubu LM Eastern Cape Development Cooperation DSBD	The District Municipality is presently mobilizing resources from funding institutions for actual construction of the facility.
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communities.										
By 2050, the district envisage that the developmental challenges must be addressed in a manner	Social, Economic Transformation	Maluti Trading Hub & Taxi Rank	Trading and Transportation	The feasibility study and designs has been successfully developed by the Alfred Nzo District Municipality. As part of conducting the study the Bill of Quantities was also compiled and	- 30.264959, 28.788378	R32 558 139.90	R0.00	3 years	Matatiele LM Eastern Cape Development Cooperation DSB	The District Municipality is presently mobilizing resources from funding institutions for actual construction

	that ensures environmental sustainability and builds resilience to the effects of climate change particularly in poorer communities.				the next step of the project is to mobilize resource for construction of the facility.					Department of Water Affairs	No budget for actual implementation as such no progress made.
	Economic development and employment creation	Social, Economic Transformation	Development Of Tourism Centre At Nlenetyan a Dam	Tourism	Feasibility study and designs have been done and the project is deemed feasible for the benefit of tourism sector in the District.	Unknown	R120 000	R0.00	5 years	Department of Water Affairs	No budget for actual implementation as such no progress made.

Economic development and employment creation	Social, Economic Transformation	Alfred Nzo Agro-processing Hub	Agriculture and Agro-processing Hub	The Alfred Nzo District Municipality (ANDM) is presently instigating Agri-Park Programme. The Agri-Park Programme aims to bring about rural economic transformation and sustainable economic growth in the District. As part of the Agri-Park	-	30.801394, 29.362549	R72 818	R13 000 00	3 years	DRDAR DRDLR ANDA LM's SEDA SANAMI	The Department is in the process of procuring the animal feed mill processing machine and vegetable processing equipment. The Department has also developed the expression of interest for interested qualified private operator to
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Economic development and employment creation	Social, Economic Transformation	Cement Products Manufacturing Hubs	Manufacturing	Manufacturing of cement and concrete related products and materials	- 31.012858, 29.354712	R7 000 000	Not budgeted	3 years	Mataatiele LM Umzimvubu Ntabankulu LM	The Department is presently mobilizing funding for Hubs and monitoring the Hubs supported by Municipality with machinery and equipment.
Economic development and employment creation	Social, Economic Transformation	Gomo Tourism Village	Tourism	Feasibility Study and Business Plan_ Provide Natural and Cultural Tourism Products and Services (Water Park facilities, Water Sport equipment, Motor	- 31.012858, 29.354712	R5 000 000	Not budgeted	3 years	Ntabankulu LM ANDM DEDEAT DFFE	The construction of the Information Centre has been completed together with the hiking trail

Economic development and employment creation	Social, Economic Transformation	Garment Processing Facility	Manufacturing	The Department is presently in a process of developing the Project Feasibility Study for Garment Processing Facility.		R1 000 000,00	Not budgeted	Three years	Matatiele LM ANDM	The department has been supporting fashion designers at Winnie Madikizela Mandela LM and now is currently in a process of extending the support to Matatiele LM. Funding proposals has been developed and submitted to relevant institution
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A. LOCAL MUNICIPALITIES

WINNIE MADIKIZELA MANDELA LOCAL MUNICIPALITY

TEMPLATE FOR DISTRICT DEVELOPMENT MODEL PROJECTS (INFRASTRUCTURE AND NON-INFRASTRUCTURE PROJECTS)										
Institution	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budgeted for /not)	Project duration	Implementation partners
Winnie Madikizela-Mandela Local Municipality	By 2050, the district is envisioned to be innovative and inclusive with a growing economy that is larger and more efficient, which optimally exploits its competitive advantage within its key economic growth sectors for increased employment, wealth creation and reduced inequalities for	Economic Positioning	Bizana Trade Market Square	Informal	Development of a new bus and taxi terminal that will incorporate the product market place for hawkers.	WMMLM Ward 01	R35 000 000	Planning	3 Years	ANDM
			GBS Manufacturing Hubs	Manufacturing	Construction of manufacturing hubs to produce building blocks	Wards 08, 16, 31 WMMLM	R59 657 842,00	Funded	3 years	NT, DEDEAT, ANDM, SEDA
			Agro-Processing (Izinini Forest Development)	Agriculture	rehabilitation of the 500 ha of the old wattle stand into high quality Eucalyptus plantation,	ward 07, WMMLM	R50 000 000	Planned	3 years	ECRDA, COEGA SEZ, ANDA

TEMPLATE FOR DISTRICT DEVELOPMENT MODEL PROJECTS (INFRASTRUCTURE AND NON-INFRASTRUCTURE PROJECTS)										
Institution	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budgeted for /not)	Project duration	Implementation partners
	the district citizens.		Agro- Processing (Farmer Production Support Unit)	Agriculture	rural small-holder farmer outreach and capacity building program that aims to link with farmers and markets. This program combines agro-production, processing, logistics, marketing, training and extension services.	Ward 31, WMMMLM	R40 000 000	Planned	3 years	ECRDA, DRDAR, DALRRD, ANDM
			Mzamba gateway centre	Tourism	An establishment of a thriving and vibrant cultural and tourism business centre that stimulates economic growth of the area.	ward 24, WMMMLM	R10 000 000,00	Planned	3 years	DSRAC, DEDEAT

TEMPLATE FOR DISTRICT DEVELOPMENT MODEL PROJECTS (INFRASTRUCTURE AND NON-INFRASTRUCTURE PROJECTS)

Institution									
Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budgeted for /not)	Project duration	Implementation partners
By 2050, the district envisage that the developmental challenges must be addressed in a manner that ensures environmental sustainability and builds resilience to the effects of	Spatial Re-engineering and Environmental Sustainability	OR Tambo Heritage Route	Tourism	Development of a heritage tourism route	Wards 04, 05,22, 11, 14	R15 000 000	Planned	3 years	ANDM, DSRAC
		Ludeke dam	Tourism	To establish a tourism recreational centre that will stimulate economic growth of the area	ward 04, WMMMLM	120 000 000	Planned	3 years	ANDM
		Skhombra, Mnyameni and Mthentu tourism chalets	Tourism	To develop tourism attraction along the coast	Bizana Coastal line	R12 000 000	Planned	3 years	DEDEAT,
		Mixed-Use and Middle-Income Township Establishments	Planning and Human Settlements	To develop mixed use township to cater for middle class residents	Ward 01 WMMMLM	50 000 000	Planned	3 years	DEDEAT, Dept. of Human Settlements, Eskom, Private Investors
Mzamba Beach Infrastructure development	Tourism	To construct beach infrastructure to allow the municipality to get blue flag status	Ward 25, WMMMLM	3 000 000	Planned	3 years	ANDM, ECPTA, NDT, ANDM		

WINNIE MADIKIZELA-MANDELA LOCAL

TEMPLATE FOR DISTRICT DEVELOPMENT MODEL PROJECTS (INFRASTRUCTURE AND NON-INFRASTRUCTURE PROJECTS)

Institution		Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budgeted for /not)	Project duration	Implementation partners
		climate change particularly in poorer communities.		Redoubt precinct plan	Planning	To develop redoubt precinct plan to stimulate economic growth	Ward 18, 20	8 500 000	Planned	3 years	ANDM
				Revitalization of nurseries, parks including outdoor gymnasium for Mbizana town library and Mphuthumi Mafumbatha stadium	Environment	To provide sustainability service of nurseries, parks by greening the outdoor environment	Ward 01	18 000 000	Planned	3 years	DFFE, ECPTA, SANBI, DEDEAT, ANDM
				Working for the Coast	Environment	Cleaning and preservation of beaches	Ward 24, 25, 28	20 000 000	Planned	3 years	DFFE, ECPTA, SANBI, DEDEAT, ANDM, Community Development Trust, NGOs
				Waste Minimization and Recycling Initiatives	Environment	Growing the contribution of the waste sector to green economy through encouragement of recycling initiatives	WMMMLM	10 000 000	Planned	3 years	DFFE, DEDEAT, ANDM, NGOs, Traditional Councils and Private Business

TEMPLATE FOR DISTRICT DEVELOPMENT MODEL PROJECTS (INFRASTRUCTURE AND NON-INFRASTRUCTURE PROJECTS)										
Institution	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budgeted for /not)	Project duration	Implementation partners
			Majazi Landfill site	Environment	Construction of Majazi Landfill site	Ward 07	25 000 000	Planned	3 years	DEDEAT,
			Mbizana Regional Landfill Site and Waste to Energy Project	Environment	Construction of a regional land fill site	ward 31 and 04	30 000 000	Planned	3 years	DFEE, DEDEA, COGTA, Community, ANDM, Traditional Councils, NGOs, Private Business
			Rehabilitation of Impacted Ecosystems, Alien Invasive Plant Control and Charcoal Project	Environment	Rehabilitation of land	wards - 16, 22, 23, 24, 25 and 28	20 000 000	Planned	3 years	by DFFE, DEDEA, COGTA, Community, ANDM, Traditional Councils, NGOs, Private Business
	By 2050 the district envisage to have a well-developed	Infrastructure Engineering	N2 WILD COAST ROAD – MTENTU	infrastructure	Construction of N2 toll road	WARDS 16, 23, 24, 25,& 28 WMMMLM	R25 Million	funded	5 years	SANRAL DOT ANDM

TEMPLATE FOR DISTRICT DEVELOPMENT MODEL PROJECTS (INFRASTRUCTURE AND NON-INFRASTRUCTURE PROJECTS)										
Institution	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budgeted for /not)	Project duration	Implementation partners
	enabling infrastructure network and systems to aid investment in key economic nodes and precincts to strategically transform apartheid spatial patterns		CONTRACT NRA X003-071-2024/1 FOR THE ROUTINE ROAD MAINTENANCE OF NATIONAL ROUTE R61 SECTION 8EX FROM KM 0 TO SECTION10 KM 80.54 AND NATIONAL ROUTE N2 SECTION 20 KM 0 TO 37.4	Infrastructure	Routine roads maintenance of the national roads – R61 and N2	WARDS 1, 4, 7, 9, 13, 17, 18, 20, 22, 23, 24, 26, 29, 31, & 32 WMMMLM	R285 Million	Planned		DOT, SANRAL ANDM
			WMMMLM INFRASTRUCTURE MASTER PLAN	Infrastructure	Develop a master plan for infrastructure	ALL WARDS WMMMLM	R5 000 000	Planned	3 Years	CSIR COGTA Alfred Nzo District Municipality Traditional councils
WINNIE MADIKIZELA	More effective, efficient and transparent in utilizing financial	Governance & Finance Workstream	Revenue Enhancement	Finance	Strengthening revenue sources and collection	WMMMLM	R947 700	Funded	2024/25	PT and CoGTA

TEMPLATE FOR DISTRICT DEVELOPMENT MODEL PROJECTS (INFRASTRUCTURE AND NON-INFRASTRUCTURE PROJECTS)

Institution										
Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budgeted for /not)	Project duration	Implementation partners	
resources, has accountable and capable political and administration leadership that can develop, comply and sustain intergovernmental service delivery implementation protocols and social compacts signed with its broader citizenry		PMS Implementation	Governance	Cascading of PMS to all officials	WMMMLM	R102 292	Funded	2024/25	PT and CoGTA	
		AIP Implementation	Governance	Implementation of the audit improvement plan	WMMMLM	R5 700 000	Funded	2024/25	PT and CoGTA	
		Strengthen ICT Systems	Information systems	Strengthening of ICT systems	WMMMLM	R19 000 000	Funded	2024/25	PT and CoGTA	
		GRAP compliant annual financial statements	Finance	Development of GRAP compliant AFS	WMMMLM	-	-	2024/25	PT and CoGTA	
		Training of councilors on Oversight and Petitions Handling	Governance	Training of councilors	WMMMLM		Funded	2024/25	SALGA, COGTA, PT	

MATATIELE LOCAL MUNICIPALITY

TEMPLATE FOR DISTRICT DEVELOPMENT MODEL PROJECTS (INFRASTRUCTURE AND NON-INFRASTRUCTURE PROJECTS)											PROGRESS	PROGRESS	PROGRESS	PROGRESS
Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budgeted for /not)	Project duration	Implementation partners	PROGRESS	PROGRESS	PROGRESS	PROGRESS	
										SS Q1	SS Q2	Q3	Q4	
Economic development and employment creation	Social, Economic Transformation	Matatiele Nature Reserve	tourism	Expansion of the Matatiele Nature Reserve to create a Matatiele Waterfront	28°47'26.74"E 30°18'6.16"S	R10 500 000,00	Not budgeted	Three Years	Matatiele Local Municipality, Eastern Cape Parks and Tourism Agency					
Economic development and employment creation	Social, Economic Transformation	Ongelukusnek Nature Reserve	tourism	Revamping/ Revitalisation of the Ongelukusnek Nature Reserve	28°21'56.59"E 30°19'46.98"S	R10 000 000,00	Not budgeted	Three years	Matatiele Local municipality, Eastern Cape Parks and Tourism Agency					
Economic development and employment creation	Social, Economic Transformation	Mehlodlog Hiking Trail	tourism	Revamping/ Revitalisation of infrastructure (Chalets)	28°36'35.9"E 30°10'21.51"S	R3 500 00,000	Not budgeted	Three years	Mehlodlog Community Trust and Matatiele Local Municipality					
Economic development and employment creation	Economic Transformation	Matatiele Mountain Lake	tourism	Revamping/ Revitalisation of the Mountain Lake	28°48'27.477"E 30°23'53.763"S	R1 000 000,00	Not budgeted	Three years	Matatiele Local municipality					
Economic development and employment creation	Economic Transformation	Airstrip/ Airport	transport	Regional airports are an important part of the aviation system. They are engines of socio economic.	28°47'36.35"E 30°19'17.98"S	R10 Billion	Not budgeted							

TEMPLATE FOR DISTRICT DEVELOPMENT MODEL PROJECTS (INFRASTRUCTURE AND NON-INFRASTRUCTURE PROJECTS)														
MATATIELE	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budgeted for /not)	Project duration	Implementation partners	PROGRESS Q1	PROGRESS Q2	PROGRESS Q3	PROGRESS Q4
						development and improve accessibility to certain locations, those that are remote or not well served by other forms of transportation. They also have a vital role in terms of economic and social cohesion, stimulating tourism & employment, as well as facilitating access to essential services. In addition, they can help to reduce congestion at major hub airports.								
			Matatiele Tax Rank	transport	Development of Taxi rank to create new regional nodes that will attract investment		R5 000 000,00	Not budgeted						
	Economic development and	Social, Economic	Matatiele Botanical Garden & Parks	tourism	Development of 3 Parks		R500 000,00	Not budgeted	Three years	Matatiele Local Municipality				

TEMPLATE FOR DISTRICT DEVELOPMENT MODEL PROJECTS (INFRASTRUCTURE AND NON-INFRASTRUCTURE PROJECTS)														
MATATIELE	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budgeted for /not)	Project duration	Implementation partners	PROGRESS Q1	PROGRESS Q2	PROGRESS Q3	PROGRESS Q4
		employment and creation	Transformation											
	Economic development and employment creation	Social, Economic Transformation	Agri-Parks Programme	Agriculture	Agri-Hub mainly focused on providing support to animal feed, maize meal, mutton, scoured wool		R15 000 000,00	Budgeted	Three years	Matatiele Local municipality				
			Township Establishment Matatiele & Cedarville	Human settlements	Sub-project linked to the Agro-Processing Hub to supplying produce from farmers	30.327242°S 28.797323°E 30.384247°S 29.034087°E	R50 000 000,00							
	Economic development and employment creation	Social, Economic Transformation	Matatiele Fresh Produce Market and Silo Facility	Agriculture	Development of market for commercial farmers to sell Fresh Produce and storage facility for Maize	28°48'6.303"E 30°20'2.765"S	R60 000 000,00	Budgeted	Three years	Matatiele Local municipality				
	Economic development and employment creation	Social, Economic Transformation	Matatiele Fresh Produce Market and Silo Facility (Renewable Energy Project)	Agriculture	High potential for wind energy has been identified on the border of Lesotho and Matatiele, indicating potential for renewable	28°48'36.333"E 30°20'0.265"S	R60 000,00	Not budgeted	Three years	Matatiele Local municipality				

TEMPLATE FOR DISTRICT DEVELOPMENT MODEL PROJECTS (INFRASTRUCTURE AND NON-INFRASTRUCTURE PROJECTS)										PROGRESS	PROGRESS	PROGRESS	PROGRESS
Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budgeted for /not)	Project duration	Implementation partners				
										SS 01	SS 02	Q3	Q4
				energy Wind Energy) -Research study was conducted by ESKOM. -Project proposes PPP model to established between relevant public sector partner and the private sector partner to act as an IPP. -Project responds to national priorities, and critical infrastructure demand in the energy sector. -Project creates opportunity for strategic revenue generation and economic development for both private and public sector									
Spatial consideration	Spatial Transformation Economic	Matatiele shopping Mall	finance	Development of Shopping Mall on vacant and brownfield sites	28°47'48.023"E 30°19'37.047"S	R10 000 000,00	Not yet budgeted for- only township	N/A	Not yet identified- projects falls within Mixed Use development				

TEMPLATE FOR DISTRICT DEVELOPMENT MODEL PROJECTS (INFRASTRUCTURE AND NON-INFRASTRUCTURE PROJECTS)											PROGRESS	PROGRESS	PROGRESS	PROGRESS
MATATIELE											SS Q1	SS Q2	Q3	Q4
Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budgeted for /not)	Project duration	Implementation partners					
	Transformation						establishment process budgeted for		township establishment					
							Funding will be sourced externally							
Spatial consideration	Spatial Transformation Economic Transformation	Mixed Use Development	Finance	Development of mixed-use development on vacant and brownfield sites	30.351588°S 28.846747°E	R8 000 000,00	Only township establishments process budgeted for	2 years	Not yet identified-funding to be sourced externally					
Economic development and employment creation	Social, Economic Transformation	Zone centre	Manufacturing	Manufacturing of concrete related materials		R1 000 000,00	Not budgeted	Three years	Matatiele Local Municipality and Alfred Nzo District Municipality					
Economic development and employment creation	Social, Economic Transformation	Zone Centres (Pontseng)	Manufacturing	Manufacturing of concrete related materials		R1 000 000,00	Not budgeted	Three years	Matatiele Local Municipality and Alfred Nzo District Municipality					

TEMPLATE FOR DISTRICT DEVELOPMENT MODEL PROJECTS (INFRASTRUCTURE AND NON-INFRASTRUCTURE PROJECTS)														
MATATIELE	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budgeted for /not)	Project duration	Implementation partners	PROGRESS S5 Q1	PROGRESS S5 Q2	PROGRESS Q3	PROGRESS Q4
		Economic development and employment creation	Social, Economic Transformation	Zone centres (Mangolong)	Manufacturing	Manufacturing of concrete related materials		R1 000 000,00	Not budgeted	Three years	Matatiele Local Municipality and Alfred Nzo District Municipality			
	Economic development and employment creation	Social, Economic Transformation	Zone centres	Manufacturing	Manufacturing of concrete related materials		R1 000 000,00	Not budgeted	Three years	Matatiele Local Municipality and Alfred Nzo District Municipality				
	Economic development and employment creation	Social, Economic Transformation	Matatiele cropping programme	Agriculture	Matatiele Local Municipality cropping programme aims to plough 500ha of grain under dry land production. This is a pilot programme which will cover all wards as a base for leveraging villages to become the centres of economic activity. The aim of the project is to create food security through use of available fertile		R20 000 000.00	Not budgeted	Three years	Matatiele Local Municipality				

TEMPLATE FOR DISTRICT DEVELOPMENT MODEL PROJECTS (INFRASTRUCTURE AND NON-INFRASTRUCTURE PROJECTS)														
MATATIELE	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budgeted for /not)	Project duration	Implementation partners	PROGRESS Q1	PROGRESS Q2	PROGRESS Q3	PROGRESS Q4
				Maluti trading hub & taxi rank	Finance	Matatiele Local Municipality has identified a need for the construction of a trading facility, where street vendors will conduct their operations. This project will ensure that communities within the region would have a formal trading facility, in a safe environment that will be accessible to the market. In addition to creating a definite market for conducting operations in the area, the trading facility would also		R50 000 000.00	Not budgeted					

TEMPLATE FOR DISTRICT DEVELOPMENT MODEL PROJECTS (INFRASTRUCTURE AND NON-INFRASTRUCTURE PROJECTS)														
MATATIELE	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budgeted for /not)	Project duration	Implementation partners	PROGRESS Q1	PROGRESS Q2	PROGRESS Q3	PROGRESS Q4
	Economic development and employment creation	Social, Economic Transformation	Upgrading of mountain lake road and mountain lake chalets	Tourism	The project entails the upgrade of the existing 10km of the mountain lake access road to surfaced road. The project also entails the construction of chalets along the lake, as well as a hiking trail. The project is aimed at increasing visitor numbers to Matatiele Local Municipality, and in robustly contribute to economic development. The construction/upgrade of the road will improve access to the facility and provide a safe route for tourists.	28°48'27.477"E 30°23'53.763"S	R50 million	Not Budgeted for	Three years	Matatiele Local Municipality				

TEMPLATE FOR DISTRICT DEVELOPMENT MODEL PROJECTS (INFRASTRUCTURE AND NON-INFRASTRUCTURE PROJECTS)														
MATATIELE	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budgeted for /not)	Project duration	Implementation partners	PROGRESS SS Q1	PROGRESS SS Q2	PROGRESS Q3	PROGRESS Q4
						The Project is in the IDP of Matatiele Local Municipality. As a Sustainable Tourism initiative, it is linked to the National Development Plan, the Eastern Cape Provincial Economic Development Strategy and the Eastern Cape Tourism Masterplan.								

NTABANKULU LOCAL MUNICIPALITY



TEMPLATE FOR DISTRICT DEVELOPMENT MODEL PROJECTS (INFRASTRUCTURE AND NON-INFRASTRUCTURE PROJECTS)														
NTABANKULU LOCAL MUNICIPALITY	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budgeted for /not)	Project duration	Implementation partners	PROGRESS SS Q1	PROGRESS SS Q2	PROGRESS Q3	PROGRESS Q4
	Economic Development and Employment Creation	Social Economic Transformation	Ntabankulu Agricultural College	Agro - processing and Skills Development Centre	Construction of Agricultural College for Agro - processing and Skills Development	Lat: 30°56'48.25'S Lon: 29°18'10.85"E	R530 M	DHTE	3 yrs	DHET, Ingwe TVET, SETAs and NLM	Site Establishment, Construction Phase			
			Ntabankulu Trade Port	Economic hub for trading of SMMEs	Construction of economic hub to house SMMEs	Lat: 30°57'6.37"S Lon: 29°18'9.19"E	R15M	ANDM	2YRS	NLM, ANDM and DSDB				

TEMPLATE FOR DISTRICT DEVELOPMENT MODEL PROJECTS (INFRASTRUCTURE AND NON-INFRASTRUCTURE PROJECTS)															
NTABANKULU LOCAL MUNICIPALITY	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budgeted for /not)	Project duration	Implementation partners	PROGRESS	PROGRESS	PROGRESS	PROGRESS	
											SS Q1	SS Q2	Q3	Q4	
			Ntabankulu Dam Development	Tourism	Development of recreational facilities in Ntabankulu Dam	Lat: 30°58'57.34'S Lon: 29°19'33.77'E	R50 M	R300.000	3yrs	NLM and ANDM	Appointed Service Provider for Phase 1 construction				
	Economic Development	Social Economic Transformation	Development of Social Housing in Extension 7, Ntabankulu	Spatial Planning and Development	Ntabankulu LM has identified land for Social Incentive Housing for Ntabankulu. NLM has appointed Eastern Cape Socio-Economic Consultative Council to assist the municipality with the application to the Department of Human Settlements.	Lat: 30°56'53.10"S Long: 29°18'0.49"E	R50M	DHS		NLM and Department of Human Settlements	ECSEC have been appointed to facilitate the application				

TEMPLATE FOR DISTRICT DEVELOPMENT MODEL PROJECTS (INFRASTRUCTURE AND NON-INFRASTRUCTURE PROJECTS)															
NTABANKULU LOCAL MUNICIPALITY	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budgeted for /not)	Project duration	Implementation partners	PROGRESS	PROGRESS	PROGRESS	PROGRESS	
											SS Q1	SS Q2	Q3	Q4	
	Economic Development and Employment Creation	Economic Development and Employment Creation	Upgrading of Silver City Informal Settlements Extension 7	Spatial Planning and Development	The NLM is in the process to apply for Upgrading Informal Settlements known as Silver City Informal Settlements (Extension 7 – Ntabankulu)	Lat: 30°56'56.12" S Long: 29°18'0.22"E		DHS		NLM and Department of Human Settlements	The data base for the existing informal structural res (shelter) has been collected and waiting for the final approval and to be submitted to Executive Committee				

TEMPLATE FOR DISTRICT DEVELOPMENT MODEL PROJECTS (INFRASTRUCTURE AND NON-INFRASTRUCTURE PROJECTS)											PROGRESS	PROGRESS	PROGRESS	PROGRESS
NTABANKULU LOCAL MUNICIPALITY	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budgeted for /not)	Project duration	Implementation partners	SS Q1	SS Q2	Q3	Q4
				Development of Shopping Complex on Erf 52	Spatial Planning and Development Section	The NLM is sourcing for service provider for long-term lease agreement for the development of shopping complex or mixed-use development.	30°57'24.42" S 29°18'9.71" E		Private Developer	N/A	NLM	to take a resolution.		
			Development of complex and filling station on Erven 254 and 2138		The Municipality entered into a long-term lease agreement with the private developer for	30°57'6.54" S 29°18'15.52" E		Private Developer		NLM and Private Developer	On Erf 254, the project is still on the planni			

TEMPLATE FOR DISTRICT DEVELOPMENT MODEL PROJECTS (INFRASTRUCTURE AND NON-INFRASTRUCTURE PROJECTS)															
NTABANKULU LOCAL MUNICIPALITY	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budget allocated for /not)	Project duration	Implementation partners	PROGRESS	PROGRESS	PROGRESS	PROGRESS	
											SS Q1	SS Q2	Q3	Q4	
					shopping complex and filling station.						ng stage. On erf 2138 the project is on the pre-construction phase for the actual construction of petrol filling station.				

UMZIMVUBU LOCAL MUNICIPALITY

UMZIMVUBU LM CATALYTIC PROJECT LIST		SECTOR	LOCALITY	INDICATIVE BUDGET (Rm)	PERMANE NT JOBS	STAGE COMPLETED	PROJECT REQUIREMENTS
N O.	NAME						
1	Waste Separation Centre (CE)	Waste	Mt. Frere	14	75	None	Feasibility S
2	Kwabhaca Bus & Taxi Rank	Transport	Kwabhaca	130	145	Feasibility	Project funding
3	Agro-processing hub	Agro-processing - crops	Mount Ayliff	72	150	Bulk Infrastructure	Project Funding
4	Kwabhaca Trading Hub	Commerce	uMzimvubu	25	185	Feasibility	Funding
5	Peach processing hub	Agro-processing - fruit	uMzimvubu	15	120	Feasibility + Business Plan	Funding
6	Lugangeni Feedlot	Agriculture - livestock	uMzimvubu	50	50	Feasibility + Business Plan	Funding
7	Tourism Centre Ntenetyana Dam	Tourism	uMzimvubu	75	24	Feasibility	Funding
8	Ntsizwa Hiking Trails	Tourism	uMzimvubu	2	10	Feasibility	Needs review
9	Mixed Use Development + Mall	Property	Kwabhaca	105	100	Feasibility	Funding Plan
10	Middle Income Housing	Human Settlements	Kwabhaca	100	50	Feasibility	Funding Plan
TOTAL				588	909		

B. National, Provincial Government Departments and Entities

ESKOM (INEP)

50 Projects

50 Projects

R80 256 000,00

Province	District Municipality/ Local Municipality	Local Municipal Code	Local Municipal Name	Project Name (every project should have area name)	Project Type (Infrastructure/ Household s/PreEngineering)	Project description: (Switching Station (SWS), Substation new (SSN), Feeder Line (FL), Refurbishment (RFB), Farm Dweller (FDH), Infills (INF), Pre-Engineering, (PreEng), NMD Upgrade)	Project Recommended? Not Recommended	Funding Recommended	Recommended Number of Connections	Recommended Cost/Connection	Project Area of Supply (Municipality/Eskom)
Eastern Cape	Alfred Nzo	EC441	Matatiele	Nkululekwe ni	Households	HH	Recommended	R 12 500 000,00	500	R 25 000,00	Eskom
Eastern Cape	Alfred Nzo	EC441	Matatiele	Tholang	Households	HH	Recommended	R 10 125 000,00	405	R 25 000,00	Eskom

Eastern Cape	Alfred Nzo	EC441	Matatiele	Skiti	Households	HH	Recommended	R 7 750 000,00	310	R 25 000,00	Eskom	
Eastern Cape	Alfred Nzo	EC441	Matatiele		Matolong	Households	HH	Recommended	R 1 400 000,00	56	R 25 000,00	Eskom
Eastern Cape	Alfred Nzo	EC441	Matatiele		Bethesda	Households	HH	Recommended	R 3 000 000,00	120	R 25 000,00	Eskom
Eastern Cape	Alfred Nzo	EC441	Matatiele		Fubane	Households	HH	Recommended	R 1 250 000,00	50	R 25 000,00	Eskom
Eastern Cape	Alfred Nzo	EC441	Matatiele		Jabavu	Households	HH	Recommended	R 3 875 000,00	155	R 25 000,00	Eskom
Eastern Cape	Alfred Nzo	EC442	Umzimvub u		Badibanise	Households	HH	Recommended	R 5 600 000,00	224	R 25 000,00	Eskom
Eastern Cape	Alfred Nzo	EC442	Umzimvub u		Maduna - Majojweni	Households	HH	Recommended	R 1 750 000,00	70	R 25 000,00	Eskom
Eastern Cape	Alfred Nzo	EC442	Umzimvub u		Ntlangano	Households	HH	Recommended	R 2 700 000,00	108	R 25 000,00	Eskom
Eastern Cape	Alfred Nzo	EC442	Umzimvub u		Shayamoya	Households	HH	Recommended	R 2 225 000,00	89	R 25 000,00	Eskom
Eastern Cape	Alfred Nzo	EC442	Umzimvub u		Siindini	Households	HH	Recommended	R 575 000,00	23	R 25 000,00	Eskom
Eastern Cape	Alfred Nzo	EC443	Umzimvub u		Sogoni Electrification	Households	HH	Recommended	R 4 500 000,00	189	R 23 809,52	Eskom
Eastern Cape	Alfred Nzo	EC443	Winnie Madikizela-Mandela/Mbizana		Lower Etherige Phase 2 (Redoubt)	Households	HH	Recommended	R 3 798 000,00	105	R 36 171,43	Eskom
Eastern Cape	Alfred Nzo	EC443	Winnie Madikizela-Mandela/Mbizana		Msarhweni Phase 2	Households	HH	Recommended	R 3 256 000,00	90	R 36 177,78	Eskom
Eastern Cape	Alfred Nzo	EC443	Winnie Madikizela-Mandela/Mbizana		Nomlacu Phase 2	Households	HH	Recommended	R 6 871 000,00	191	R 35 973,82	Eskom

Eastern Cape	Alfred Nzo	EC443	Winnie Madikizela-Mandela/ Mbizana	Ziziyani Electricity	Households	HH	Recommended	R 3 075 000,00	85	R 36 176,47	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankulu	Cola	Households	HH	Recommended	R 70 000,00	5	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankulu	Silindini	Households	HH	Recommended	R 378 000,00	27	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankulu	Dwaku	Households	HH	Recommended	R 112 000,00	8	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankulu	Nyabeni	Households	HH	Recommended	R 98 000,00	7	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankulu	Sidakeni	Households	HH	Recommended	R 350 000,00	25	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankulu	Xhukula	Households	HH	Recommended	R 70 000,00	5	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankulu	Ngalo	Households	HH	Recommended	R 28 000,00	2	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankulu	Mhlonyaneni	Households	HH	Recommended	R 112 000,00	8	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankulu	Matshona	Households	HH	Recommended	R 84 000,00	6	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankulu	Ntsinyani	Households	HH	Recommended	R 84 000,00	6	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankulu	Mqatyeni	Households	HH	Recommended	R 84 000,00	6	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankulu	Jiliza	Households	HH	Recommended	R 126 000,00	9	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankulu	Mtyeni	Households	HH	Recommended	R 42 000,00	3	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankulu	Dalindyebo	Households	HH	Recommended	R 210 000,00	15	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankulu	Thaleni	Households	HH	Recommended	R 56 000,00	4	R 14 000,00	Eskom

Eastern Cape	Alfred Nzo	EC444	Ntabankul u	Magoyini	Households	HH	Recommended	R 84 000,00	6	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankul u	Mbangweni	Households	HH	Recommended	R 294 000,00	21	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankul u	Nongalasha	Households	HH	Recommended	R 112 000,00	8	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankul u	Khumbini	Households	HH	Recommended	R 84 000,00	6	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankul u	Upper Mwenyane	Households	HH	Recommended	R 294 000,00	21	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankul u	Magcakane ni	Households	HH	Recommended	R 126 000,00	9	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankul u	Simbomvini Bonxa	Households	HH	Recommended	R 168 000,00	12	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankul u	Luncedweni	Households	HH	Recommended	R 378 000,00	27	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankul u	Dedeko	Households	HH	Recommended	R 630 000,00	45	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankul u	Mkhomanzi	Households	HH	Recommended	R 644 000,00	46	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankul u	Mbongweni	Households	HH	Recommended	R 294 000,00	21	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankul u	Bhisa	Households	HH	Recommended	R 210 000,00	15	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankul u	Entsunguzini	Households	HH	Recommended	R 112 000,00	8	14000	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankul u	Euthambeko	Households	HH	Recommended	R 42 000,00	3	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankul u	Emlambondaba	Households	HH	Recommended	R 84 000,00	6	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankul u	Dlephu	Households	HH	Recommended	R 56 000,00	4	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankul u	Lundzwana	Households	HH	Recommended	R 364 000,00	26	R 14 000,00	Eskom
Eastern Cape	Alfred Nzo	EC444	Ntabankul u	Presbyterian	Households	HH	Recommended	R 126 000,00	9	R 14 000,00	Eskom

DEPARTMENT OF ENVIRONMENT, FORESTRY AND FISHERIES

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget
<p>EPIP</p> <p>Alfred Nzo District Thuma Mila Green Deeds</p>	<p>The project is aimed at encouraging better environmental management practices through street cleaning, clearing of illegal dumps and public open spaces as well as the conducting of environmental education with the following deliverables: recruitment and placement of participants, street cleaning and clearing of illegal dumps, Education and Awareness campaigns, Non-accredited training to participants.</p>	<p>Implementation</p>	<p>Apr 2019 – Nov 2021</p>	
<p>EC - Conservation MTP001 - National Certificate – Environmental Practice NQF 2</p>	<p>The project is in line with the NDP 2030 outcome for transition to a society which is internationally competitive, equitable, job creating and sustainable which the Department of Environmental Affairs is facilitates and addresses through its strategic plan. It affiliates to outcome (4) four and (11) eleven of the priorities of government as listed in the strategic plan. It focuses on the creation of employment, sustainable development and skills development opportunities. It is biased towards young people.</p>	<p>Completed</p>	<p>Mar 2018 – Sep 2019</p>	
<p>EC - Agriculture MTP001 - National Certificate - Horticulture NQF 2</p>	<p>The project is in line with the NDP 2030 outcome for transition to a society which is internationally competitive, equitable, job creating and sustainable which the Department of Environmental Affairs is facilitates and addresses through its strategic plan. It affiliates to outcome (4) four and (11) eleven of the priorities of government as listed in the strategic plan. It focuses on the creation of employment, sustainable development, and skills development opportunities. It is biased towards young people.</p>	<p>Completed</p>	<p>Mar 2018 – Sep 2019</p>	
<p>EC - SP: Construction MPT100 - Construction Plumbing NQF 4</p>	<p>The skills development interventions are in line with the current seven priorities of government. The project is aimed at offering skills development opportunities to the young people with an objective of encouraging further education, employment, and exploration of entrepreneurial avenues.</p>	<p>Implementation</p>	<p>Sep 2019 – May 2020</p>	

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget
EC - SP: Construction MPT101 - Construction Tiling NQF 3	The skills development interventions are in line with the current seven priorities of government. The project is aimed at offering skills development opportunities to the young people with an objective of encouraging further education, employment, and exploration of entrepreneurial avenues.	Implementation	Sep 2019 – May 2020	
EC - SP: Environmental Practice MTP040 - Waste Management NQF 5	The skills development intervention is in line with the current seven priorities of government. The project is aimed at offering skills development opportunities to the young people with an objective of encouraging further education, employment, and exploration of entrepreneurial avenues.	Implementation	Sep 2019 – Apr 2020	
EC-MTHAMVUNA NATURE RESERVE	The project will focus on proclamation of Mthamvuna Nature Reserve, fencing and planting of trees, office establishment, water establishment, construction of paths & level outdoor area, installation of tunnel, construction of shade house, construction of potting bench, construction of soil & compost storage and remedial work on EC-Matattiele Nature Reserve project.	Implementation	Feb 2014 – Mar 2020	
Mshazi donga rehabilitation	The project aims to rehabilitate a total of 17 hectares of degraded land in two different sites as Mshazi and Tshungwana within the Umzimvubu Local Municipality.	Planning	Mar 2018 – Mar 2020	
Oceans and Coasts				
Oceans & Coasts (Operation Phakisa	Operation Phakisa- A National Pollution Lab established for the monitoring of coastal waters; determining water quality status for human use and health, including industrial purposes.	Not indicated	Not indicated	Not indicated
NRM				
NRM MATATIELE	Fire Control and Prevention	Implementation	2018/19 – 2021/22	Not indicated

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget
NRM WoF Ongeluknek Fire Base	Fire Control and Prevention	Implementation	2018/19 – 2021/22	Not indicated
NRM EC Umzimkulu-Mvenyane WFW_2	Alien Plant Clearing Project	Implementation	Not indicated	Not indicated
NRM EC Umzimvubu-Medlangala WFW_2	Alien Plant Clearing Project	Implementation	Not indicated	Not indicated
NRM EC Umzimvubu-Mdakeni WFW_2	Alien Plant Clearing Project	Not Active	Not indicated	Not indicated
NRM EC Umzimvubu-Nijini WFW_2	Alien Plant Clearing Project	Implementation	Not indicated	Not indicated
NRM EC Umzimvubu-Ntiszwa WFW_2	Alien Plant Clearing Project	Not Active	Not indicated	Not indicated

DEPARTMENT OF SMALL BUSINESS DEVELOPMENT

Projects	Project description	Location / Targeted areas	Time frames	Budget
SheTradesZA	Initiative supporting women owned businesses with products that are ready for market or with limited market access. It is a platform that serves as a unique opportunity for women entrepreneurs in the SME sector to participate in the global value chains and markets	Targeted beneficiaries - 4000	2019 - 2024	Not indicated
100 Thousand Young entrepreneurs	Initiative targeting young people between the ages of 16 and 40 with businesses with the potential to create a minimum of 10 sustainable jobs	Targeted beneficiaries - 1700	Not indicated	Not indicated
SME expansion/ scale up	Initiative targeting small and medium enterprises that have been in existence for more than 4 years and employ more than 5/10 staff members. It supports businesses to scale up and expand through access to working capital and markets for goods and services.	Targeted beneficiaries - 3300	Not indicated	Not indicated
Township and rural entrepreneurship	A dedicated programme to transform and integrate opportunities in townships and rural areas into productive business ventures.	Targeted beneficiaries - 8679	Not indicated	Not indicated
Incubation and digital hubs	Business and technology incubation centres that offer enterprises business and management skills, support and platforms for a minimum of 3 years. It targets start-ups that require hard holding as they start their journey in business.	Targeted beneficiaries - 3	Not indicated	Not indicated

Cooperatives	Initiative aimed at supporting cooperatives as enterprises that are income and profit generating. It targets registered cooperatives that have potential to generate income and profit.	Targeted beneficiaries - 170	Not Indicated	Not indicated
Informal businesses	Initiative aimed at supporting informal businesses with compliance support, business skills development, business infrastructure and technical support.	Targeted beneficiaries - 17357	Not indicated	Not indicated
SMMME products	Initiative to coordinate and direct the buy local campaign to be impactful by targeting a minimum number of enterprises that should benefit.	Targeted beneficiaries - 3200	Not indicated	Not indicated
Start-up nation	Initiative that seeks to promote innovation that can have a ripple effect on the national economy. Target beneficiaries are Tech and Engineering Start-ups and Social enterprises.	Targeted beneficiaries - 6400	Not indicated	Not indicated

DEPARTMENT OF AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT

Projects	Project description	Project Status	Time frames	Budget
UMZIMVUBU FPSU	Crop production inputs, tractor with implements, Sewing material and equipment, 1-day old chicks/layers with feed and medication	Specification submitted to SCM	Not indicated	R9,250,000.00
MBIZANA FPSU	Crop production inputs, tractor with implements, sewing material and equipment, milling machine, and piglets feed and medication	Specification submitted to SCM	Not indicated	R13,200,000.00
MATATITILE Agrithub (Nlabankulu FPSU)	Crop production inputs, tractors with implements	Specification submitted to SCM	Not indicated	R12,950,000.00
Nijini /Owidlana project.	Appointment of a contractor to supply, deliver and erect 10.11km, 9 strand stock proof fences	98% complete	Not indicated	R693,196.00
Bon Accord	Stimulus Package. Delivery of production inputs, machinery and Infrastructure	Busy with specifications	Not indicated	R10,456,940.00
Oden	Stimulus Package	Awaiting approval	Not Indicated	R11,959,251.00
Vlakfontein	Stimulus Package. Delivery of production inputs, machinery and Infrastructure	Awaiting approval	Not Indicated	R8,116,924.45
Claybrook	Stimulus Package		Not indicated	R10,787,704.00
Izini	Restitution Development. Production inputs, machinery and Infrastructure	Planning	Not indicated	R4,668,250.00

Imikhonde	Restitution Development. Production inputs, machinery and infrastructure	Planning	Not indicated	R 5,000,000.00
Witbooi	Restitution Development. Production inputs, machinery and infrastructure	Planning	Not indicated	R 8 114 610,00
Ndunge.	Restitution Development. Production inputs, machinery and infrastructure	Planning	Not indicated	R 5,000,000.00
Wepener	Stimulus package. Delivery of livestock, machinery and infrastructure	Implementation	Not indicated	R 8,213,346.00
Ribbles dale	Stimulus package. Delivery of livestock, machinery and infrastructure	Busy with specifications	Not indicated	R 9,267,210.00
Vaalkop	Stimulus package. Delivery of livestock, machinery and infrastructure	Implementation	Not indicated	R10,190,106.00
Kingsdale Dairy Trust	ALHA commitment. Supply and delivery of production inputs	Completion stage	Not indicated	R1 561 880
HOFFMEYER FARMS (SIYAYA PROJECT) Q6/3/9/H6/5	ALHA commitment. Supply and delivery of production inputs	Project halted due to investigations	Not indicated	R2 548 450
MOTINAER 3 SUGAR BEAT PHASE 2	ALHA commitment. Supply and delivery of production inputs	Reconciliation of invoices	Not indicated	R10 897 150
Oden	ALHA 1HH1HA project. Supply and delivery of fencing material	Busy with specifications	Not indicated	R 175 000.00
Claybrook	ALHA 1HH1HA project. Supply and delivery of fencing material	Service provider appointed	Not indicated	R 395 000,00
Driefontein	ALHA 1HH1HA project. Supply and delivery of fencing material	Busy with specifications	Not indicated	R 500 000,00
Bon Accord	ALHA 1HH1HA project. Supply and delivery of fencing material	Busy with specifications	Not indicated	R 270 000,00
75 CPAs supported to be compliant	Communal property Associations supported to be compliant with the Act	Not indicated	Not indicated	Not indicated

DEPARTMENT OF TELECOMMUNICATION AND POSTAL SERVICES

Projects	Project description	Location / Targeted areas	Time frames	Budget
SITA	Government connectivity services	All districts	2020/21 – 2022/23	Not indicated
BBI Programme	Implement secure backup for AC mains power supply to network critical sites during AC mains supply interruptions. Install Permanent Standby Generators at 5 main sites 100Gbps network capacity upgrade on selected network routes were completed.	All districts and metros	2020/21 – 2022/23	Not indicated
	Migration of overhead fibre to underground fibre as part of the maintenance projects to reduce network failures.	All districts and metros	2020/21 – 2022/23	Not indicated
	IP Network Refurbishment phase 0 where old equipment will be replaced with newer and better performing equipment.	Alfred Nzo DM	2020/21 – 2022/23	Not indicated
USAASA	BDM Phase 2	Alfred Nzo DM	2020/21 – 2022/23	Not indicated
DCDT	Broadcasting Digital Migration (BDM) Distribution of Vouchers and decoder rollout	All districts and metros	2020/21 – 2022/23	Not indicated

DEPARTMENT OF HIGHER EDUCATION AND TRAINING

Projects	Project description	Location/Target areas	Time frames	Budget
National Skills Fund Projects				
WL Scientific Roets - Rural Dev	Mbizana	Mbizana	Not indicated	R9,051,500.00
WL Scientific Roets - Rural Dev	Roman Catholic Church	Cedarville	Not indicated	
WL-2 Ilinge Labantu (UJF)	Gatsheni Church Hall	Mbizana	Not indicated	R311,301,443.09
WL-2 Ilinge Labantu (UJF)	Mkamane JS School	Mbizana	Not indicated	
WL-2 Ilinge Labantu (UJF)	Xauka/Xawuka Community Hall	Mbizana	Not indicated	
WL-2 Ilinge Labantu (UJF)	Lutateni Community Hall	Mt Frere	Not indicated	

WL-2 Ilinge Labantu (UIF)	Sihlahleni JS School Hall	Mt Frere	Not indicated							
WL-2 Ilinge Labantu (UIF)	Lubacweni Community Hall	Mt Frere	Not indicated							
WL-2 CEP-Eastern Cape	Assemblies of God	Ntabankulu	Not indicated							R43,645,000
WL-2 CEP-Eastern Cape	Lugelweni Community Hall	Mount Alyff	Not indicated							
WL-2 CEP-Eastern Cape	Mvenyane Methodist Church	Ntabankulu	Not indicated							
WL-2 CEP-Eastern Cape	New Almighty Gospel Church in Africa	Matatiele	Not indicated							
WL-2 CEP-Eastern Cape	Old Almighty Gospel Church in Africa	Matatiele	Not indicated							
WL-2 CEP-Eastern Cape	St John's Apostolic Faith Mission	Mount Alyff	Not indicated							
WL-2 CEP-Eastern Cape	Xolobeni Paystation centre	Mbizana	Not indicated							
King Hintsa TVET College	Agriculture Mount Alyff	Mount Alyff	Not indicated							R27,025,000
King Hintsa TVET College	Agriculture Mount Frere	Mount Frere	Not indicated							
King Hintsa TVET College	DRDAR Mount Frere	Mount Frere	Not indicated							
King Hintsa TVET College	DRDAR Mt Alyff	Mount Alyff	Not indicated							

DEPARTMENT OF WATER AND SANITATION

Project Code	Project Name	Location/Target areas	Total Project Budget (R'M)				2021/22	2022/23	2023/24
			Schedule 5, Part B	2021/22	2022/23	2023/24			
RS08	Matatiele Bulk Water Supply Scheme	Matatiele Local Municipality	-	-	-	R1 000	-	-	-
RS48	Kinira Regional BWSS	Matatiele Local Municipality	-	-	-	-	R 8 000	R13 969	-
RS43	Ntabankulu Bulk Water Supply	Ntabankulu Local Municipality	-	-	-	-	R8 000	R15 000	-

Project Code	Project Name	Location/Target areas	Total Project Budget (R'M)					
			Schedule 5, Part B		Schedule 6, Part B			
			2021/22	2022/23	2023/24	2021/22	2022/23	2023/24
RS49	Mount Ayliff Bulk Urban Water Supply	PeriUmzimvubu Local Municipality	-	-	-	R 30 000	-	-
RS50	Mkemane Regional WSS	Umzimvubu Local Municipality	-	-	-	-	R 9 003	R15 000

Department of Water and Sanitation (DWS)

Institution	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location:	Project Value To be confirmed	Funding (Budgeted for/not)	Project Duration To be confirmed	Implementation Partners
DWS	The integration of bulk water and basic yet crucial services to improve the coherence of the water sector and to realise economies of scale and efficient use of water	Infrastructure	Kirira dam Regional Bulk Water Supply	Water and Sanitation	This project entails the construction of a dam and provision of potable water supply to areas including the towns of Matatiele, Maluti, Cedarville, and all of the rural villages in the 26 Wards within the boundaries of the Municipality.	Matatiele LM		Still at planning stage		Alfred Nzo Municipality District

DWS	The integration of bulk water and basic yet crucial services to improve the coherence of the water sector and to realise economies of scale and efficient use of water	Infrastructure	Ntabankulu Regional Bulk Water Supply Scheme	Water and Sanitation	Water supply to 129,076 people in 31,000 households. The scheme aims to supply clean and reliable potable water to all 17 wards in the Ntabankulu LM. This project includes source development and supply infrastructure.	Ntabankulu Local Municipality	To be confirmed	Still at planning stage	To be confirmed	Alfred Nzo Municipality	Nzo District
	The integration of bulk water and basic yet crucial services to improve the coherence of the water sector and to realise economies of scale and efficient use of water	Infrastructure	Mkhemane dam Regional Bulk Water Supply Scheme	Water	Water supply to 162,462 people. Provide water services to eliminate backlogs in rural areas (Mt Frere in Wards 10 to 27, Matatiele Wards 18, 21 & 22 and Ntabankulu western & southern portions) and to provide for the long-term	Umzimvubu Local Municipality	To be confirmed	Still at planning stage	To be confirmed	Alfred Nzo Municipality	Nzo District

					water requirements. This project includes source development and supply infrastructure.					
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C. Eastern Cape Provincial Government Departments and Entities

Department of Rural Development and Agrarian Reform (DRDAR) & Eastern Cape Rural Development Agency (ECRDA)

Institution	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location:	Project Value	Funding (Budgeted for/not)	Project Duration	Implementation Partners
ECRDA	A Sustainably Forestry Sector Development in the Eastern Cape		Forestry Development Initiatives	Economic	New afforestation and forestry expansion to 100 000 ha in the Eastern Cape Province	Alfred Nzo DM, OR Tambo DM, Joe Gqabi DM, Chris Hari DM and Amathole DM	R1,5 billion	Private Sector Investment and Support from Financiers	10 Years	Private Sector partners, Communities, Entrepreneurs, DALRRD, DEDEAT, DFIs, Commercial Banks
DRDAR through ECRDA	Integrated and sustainable rural-urban economic development through increased local	Economic positioning; Spatial integration & Infrastructure	Cannabis/Herb Empowerment Industrialisation program	Economic	Cannabis industry development focusing in industrial & medicinal applications (as per applicable	Province-wide	600 million	Public-Private Partnership Investment	5 years	Public: DTIC, DSBD, DSI, DALRRD, ECRDA, DEDEAT, DRDAR, Municipal & State-Owned Entities

	beneficiaries of Cannabis				regulations					Traditional Authority. Private: Investors
DRDAR through ECRDA	A vibrant and sustainable rural economy that improves the livelihoods of rural communities within the Eastern Cape	Vibrant sustainable, equitable rural communities and food security for all	RED Hubs	Food security	Aggregate the excess produce from the village	Emalahleni, Ncora Mganduli, Winnie Madikizela	44.8 million	Community & Private investment, Equitable share	5 years	District, Local municipality, DALRRD, DRDAR, ECDC

Department of Sports, Arts and Culture

E1: Infrastructure projects

Areas of Intervention	Medium Term Strategic Framework (5 years - MTSF) – SP						
	Project description	Budget ⁴ allocation R'000	District Municipality	Location: Coordinates	GPS	Project leader	Social partners
Access to Information	New infrastructure assets						

⁴ Total Project Cost

Areas of intervention	Medium Term Strategic Framework (5 years - MTSF) – SP						
	Project description	Budget ⁴ allocation R'000	District Municipality	Location: Coordinates	GPS	Project leader	Social partners
	Ntabankulu Library	R39 500	Alfred Nzo			DSRAC	Ntabankulu L.M
	Upgrades and additions (Modular Libraries)						
	Mabobo	R800	Alfred Nzo	-30.914543° ; 28.997630°		DSRAC	Mzimvubu LM
	Rehabilitation, renovations and refurbishments						
	Refurbishment Libraries and Museums						
Access to information	Maintenance and repairs						
	Alfred Nzo Cultural History Museum ⁵	R3 200	Alfred Nzo	30.8185° S 29.3657° E		DSRAC	Mzimvubu Municipality

E2: Other social cohesion related projects

Project	Budget R'000	Location	Project leader	Social partners
Cultural Affairs				
Freedom Day	R1 000	To be determined	DSRAC	LMS, OTP, and ECLEG
Africa Day	R800	To be determined	DSRAC	LMS, OTP, and ECLEG
Heritage Day	R1 300	To be determined	DSRAC	LMS, OTP, and ECLEG
Day of Reconciliation	R1 000	To be determined	DSRAC	LMS, OTP, and ECLEG
Human Rights Day	R1 300	To be determined	DSRAC	LMS, OTP, and ECLEG
749 Capacitation of Artists in all districts	R4 848	All districts and Head Office	DSRAC	CCIFSA, LMs, Guild Theatre, Artists Centres, SEDTA, ECDC, DSAC, CCIFSA, LMs
Arts and Culture festivals (20)	R1 606	All Districts	DSRAC	Mdantsane, Gompo Art Centres, CAC Board, Artists, Choral Music Structures, Fashion Designers, Music Associations, CCIFSA, MBTC
Music Excellence Accelerated Programme, Eastern Cape	R2 500	All districts	DSRAC	Music Associations, CCIFSA, MBTC
Maskhandi Music Festival	R1 000	Alfred Nzo	DSRAC	Music Associations, CCIFSA,

⁵ This museum is also known as Emaxesbeni Cultural History Museum

Project	Budget R'000	Location	Project leader	Social partners
Rand Easter Show	R250	All districts	DSRAC	CCIFSA
Eastern Cape Music Showcase	R450	All districts	DSRAC	CCIFSA
Women programme in arts, crafts and fashion design	R120	All districts	DSRAC	CCIFSA, COGTA, ECPACC
Premier Visual Arts and Design Exhibitions	R130	All districts	DSRAC	CCIFSA, COGTA, ECPACC
Touring ventures	R200	All districts	DSRAC	CCIFSA, COGTA, ECPACC
Provincial Children's Theatre	R150	All districts	DSRAC	CCIFSA, COGTA, ECPACC
Transformation of museums programme through exhibitions	R1 559	All districts	DSRAC	LM: s DOE, Museum, Mandela Family, OTP, ECLEGG, DOE, COGTA, SANCO,
Restoration of Winnie Madikizela Mandela Cultural Landscape - Mbizana	R850	Alfred Nzo	DSRAC	Winnie Madikizela LM
Geographical Name Exchange programme	R800	All districts	DSRAC	DM and LMs, NGOs and NPOs, Traditional Councils.
Exhume, repatriate and rebury 2 human remains	R607		DSRAC	Affected families, Gov. Depts, Municipalities, NPA, MKMVA, SACC
Literature Festival (Lit fest)	R540	All districts	DSRAC	EC Literary Society, writers' associations, tertiary institutions;
Drama Radio	R450	All districts	DSRAC	Media, OTP, Gov. Depts, UWFM (SABC)
Manuscript and Isivivane publication projects	R550	All districts	DSRAC	PANSALB
Provincial Social Cohesion Dialogue and Masithethe Sign Language Khoisan Project; Traditional Literature/ Folklore	R450	All districts	DSRAC	EC Literary Society, writers' associations, tertiary institutions; Media and government departments, PANSALB
Library and Archive Services				
Delivery of library material to 204 public libraries	R10 010	Head Office and Districts Offices except NMM	DSRAC	Network, SITA, Publishers, Authors,
Public awareness programmes	R1 958	All districts	DSRAC	Governmental bodies Public entities Municipalities and NPOs
Sport and Recreation				

Project	Budget R'000	Location	Project leader	Social partners
Athletes Support Programme	R4 495	In all Districts Sport Academies	DSRAC	ECAS
Support to Clubs, hubs and schools (480)	R8 130	All Districts	DSRAC	Federations, Clubs, ECSC and LM's
128 Local Leagues supported in all districts (16 codes)	R9 452	In all Districts	DSRAC	Federations, Clubs, ECSC and LM's
Resourcing of eight district academies and international participation and	R2 033	All districts	DSRAC	ECAS
Exchange programmes with Lower Saxony, Germany.	R1 500	All districts	DSRAC	ECAS and ECSC
Sport focus schools programme (8)	R312	All districts	DSRAC	ECAS and ECSC
Sport development programmes (Squads, tournaments, championships, marathons, road races, etc)	R16 925	All districts	DSRAC	ECSC, Federations, LMs
Recreation programmes (hub festivals, big walk, senior citizens, indoor and outdoor ventures, youth camp, etc)	R9 898	All districts	DSRAC	Recreation associations, NPOs, NGOs,
Investing in sport people programme	R6 697	All districts	DSRAC	Federations, Sport Science Institutions, sport and recreation associations
Provincial Sport & Recreation Awards	R1 500	All districts	DSRAC	ECSC & ECAS
Major event to stimulate sport tourism	R8 400	All districts	DSRAC	Federations, SCM and Service Providers
School Sport championships	R17 498	All districts	DSRAC	DOE, School Sport Associations

Department of Public Works & Infrastructure (DPW&I)

Institution	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location:	Project Value	Funding (Budgeted for/not)	Project Duration	Implementation Partners
Department of Public Works & Infrastructure	Provisioning of Provincial Office Accommodation or One Stop Shop / Cluster Offices	Social Infrastructure Development & Delivery	EmaXesibeni Cluster Offices (Block A)	Socio-Economic	Social Infrastructure investment in building a Capable State	Mount Ayiff – Mzimvubu LM (Alfred Ndzo District)	R130,732 000	Equitable Share	3 years	DPWI, Alfred Ndzo District & Private Sector
Department of Public Works & Infrastructure	Provisioning of Provincial Office Accommodation or One Stop Shop / Cluster Offices	Social Infrastructure Development & Delivery	EmaXesibeni Cluster Offices (Block B)	Socio-Economic	Social Infrastructure investment in building a Capable State	Mount Ayiff – Mzimvubu LM (Alfred Ndzo District)	R120,000,000	Equitable Share	3 years	DPWI, Alfred Ndzo District & Private Sector
Department of Public Works & Infrastructure	Provisioning of Provincial Office Accommodation or One Stop Shop / Cluster Offices	Social Infrastructure Development & Delivery	EmaXesibeni Cluster Offices (Block C)	Socio-Economic	Social Infrastructure investment in building a Capable State	Mount Ayiff – Mzimvubu LM (Alfred Ndzo District)	R145,200,000	Equitable Share	3 years	DPWI, Alfred Ndzo District & Private Sector
Department of Public Works & Infrastructure	Provisioning of Provincial Office Accommodation or One Stop Shop / Cluster Offices	Social Infrastructure Development & Delivery	Mount Fletcher Cluster Offices	Socio-Economic	Social Infrastructure investment in building a Capable State	Mount Fletcher – Elundini LM- (Joe Gqabi District)	R 75,000,000	Equitable Share	3 years	DPWI, Joe Gqabi District & Private Sector
Department of Public Works & Infrastructure	Social Infrastructure provisioning of behalf of the DoH	Social Infrastructure Development & Delivery	Refurbishment of Ntabankulu Community Health Centre	Socio-Economic	Social Infrastructure Investment for Client Dignity and Improvement of Health Condition	Ntabankulu LM- (Alfred Nzo District)	R11,000,000	Conditional Grant	3 years	DPWI, Alfred Ndzo District & Private Sector

WORK STREAMS	Project Name	Scope	Final Budget 2022/23	Final Budget 2023/24	Final Budget 2024/25	Budget	DISTRICT
Water Treatment & Sanitation	Taylor Bequest Matatiiele Water & Waste Water Treatment Works	Matatiiele Water & Wastewater Treatment Works	5 835 444	-	-	-	Alfred Nzo
Water Treatment & Sanitation	PVC Water tanks Alfred Nzo/ OR Tambo	Supply and install water tanks in Alfred Nzo and OR Tambo	-	3 200 000	2 000 000	2 000 000	Alfred Nzo
Electrification and water connections	Electrification and water connections - Alfred Nzo	Refurbishment of Solar Grid Installations, New Connections/Conversions, Water Storage, Water Borne Sewage System and Associated Plumbing	750 000	1 250 000	1 750 000	1 750 000	Alfred Nzo

Department of Transport (DOT)

TEMPLATE FOR DISTRICT DEVELOPMENT MODEL PROJECTS (INFRASTRUCTURE AND NON-INFRASTRUCTURE PROJECTS)										
Institution	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budgeted for /not)	Project duration	Implementation partners
	DEPARTMENT OF TRANSPORT	Provide and manage a safe Provincial road network (primary avenues of mobility) to enable and contribute to economic growth and social development.	Economic Positioning	T125 Phase 1 N2 to Siphethu Hospital	Economic	Road - Tarred	Alfred Nzo	45 900 000		2yrs
DR08017 Cedarville to Mwenyane				Building/Structures		Alfred Nzo	4 683 097		3yrs	
R61: Mzamba to magusheni P3 &4				Road - Tarred		Alfred Nzo	0			
DEPT										

TEMPLATE FOR DISTRICT DEVELOPMENT MODEL PROJECTS (INFRASTRUCTURE AND NON-INFRASTRUCTURE PROJECTS)

TEMPLATE FOR DISTRICT DEVELOPMENT MODEL PROJECTS (INFRASTRUCTURE AND NON-INFRASTRUCTURE PROJECTS)											
Institution	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budgeted for /not)	Project duration	Implementation partners	
	To improve public, private sector partnerships with the aim of building capacity amongst emerging contractors to execute the increasing amount of labour intensive work.		DR08017 CEDERVILLE TO MVENYANE-PRMG			Alfred Nzo	0				
			R61: Mzamba to magusheni PRMG			Alfred Nzo	0				
			Design for upgrading of DR08017, Phase 3			Alfred Nzo	3 030 700			3yrs	
			Design for upgrading of DR08017, Phase 4			Alfred Nzo	1 652 390			2yrs	
DMPP	To improve public, private	W O R K I N G	MBIZANA STATION	W O R K I N G	Building/Structures	Alfred Nzo	250 000		2yrs		

TEMPLATE FOR DISTRICT DEVELOPMENT MODEL PROJECTS (INFRASTRUCTURE AND NON-INFRASTRUCTURE PROJECTS)										
Institution	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budgeted for /not)	Project duration	Implementation partners
	sector partnerships with the aim of building capacity.									
	Reduce road fatalities to ensure a safer better and secures life for all by intensifying law enforcement and strengthen the arm of the law.									
DEPARTMENT OF TRANSPORT	To improve public, private sector partnerships with the aim of building capacity.	Economic Positioning	20/21 ROUTINE ROAD MAINTENANCE	Economic	Road	Various districts	393 188 781		6yrs	
			RMC 2021-22		Road	Various districts	187 092 164		6yrs	
			20/21 REGRAVELLING		Road	Various districts	115 741627		6yrs	
			2022/23 Reseals and Rehabilitations		Road	Various districts	541 119 948		10yrs	

TEMPLATE FOR DISTRICT DEVELOPMENT MODEL PROJECTS (INFRASTRUCTURE AND NON-INFRASTRUCTURE PROJECTS)										
Institution	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budgeted for /not)	Project duration	Implementation partners
	Reduce road fatalities to ensure a safer better and secures life for all by intensifying law enforcement and strengthen the arm of the law.									

CHAPTER 5: ONE PLAN IMPLEMENTATION, MONITORING & EVALUATION

5.1 IMPLEMENTATION READINESS

The success of District Development Model rests heavily on the political will, coupled with the functionality and cooperation of inter-governmental structures to achieve well-coordinated partnerships and commitments for resource allocation.

Capacitation of all stakeholders to understand their role is vital to make the one plan a reality. The One Plan has to outline the timeframes and quantifiable targets for ease of implementation. Adequate baseline data should be reliable during implementation so as to measure progress made through the oversight structures responsible for monitoring and evaluation.

5.2 MONITORING & EVALUATION

The Office of the Municipal Manager has an overall responsibility to coordinate and manage performance of the institution. As such, monitoring and evaluation of progress made on the DDM will be done in the Office of the Municipal Manager and reported to the Executive Mayor who has a responsibility to report to Council.

The DDM will be monitored on a quarterly basis through the multi-stakeholder forums that already exist within the municipality. Periodic reporting to these structures is vital to determine the following:

1. Identify quick – wins,
2. Whether targets are being met,
3. Identify constraints, challenges and failures,
4. Provide possible remedies and interventions,
5. Areas of collaboration,
6. Information sharing.
7. Document lessons learned from the implementation of programmes and projects
8. Improve service delivery and influence allocation of resources in the districts
9. Improved accountability and transparency

CHAPTER 6: CONCLUSION

Much work is still required between now and 2050, and if successful, the full implementation of the ANDM DDM One Plan, will leave a positive legacy and fundamentally change the lives of the communities within ANDM for generations to come. This is the minimum that the ANDM wishes to do in partnership with its stakeholders.

The ALFRED NZO DISTRICT DEVELOPMENT PLAN (DDM) ONE PLAN REVIEW FOR 2025/26 Financial Year was Approved by Council on the .30..... of .05 2025 as per Council Resolution:

Thus signed at ANDM on this .12..... day of .08..... 2025



Mr. O. Diko
Acting Municipal Manager

Date: 06/08/2025



Cllr. V. Mhlembana
Executive Mayor

Date: 26/08/2025