

alFred nzo DDM ONE PLAN AUGUST 2021

Draft version 4 dated 19 August 2021

**Vision:**

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

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# **EXECUTIVE SUMMARY**

**[to be completed when all contents of this document are all finalised]**

# **CHAPTER 1 INTRODUCTION**

## **1.1 PURPOSE**

The purpose of the Alfred Nzo District Municipality DDM One Plan is:

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.
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;
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.
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.
5. To create an **environment** which is conducive for **investment**.
6. To stabilize g**overnance and financial management practices** in the Alfred Nzo District Municipality;

## **1.2 ONE PLAN**

The Alfred Nzo District Municipality is based on the **DDM Theory of Change** which 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. **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).
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.
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.
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.
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.
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.

## **1.3 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 have been 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 202. 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.

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

The one plan is under development with commitments received from Municipalities, Sector Departments and Agencies of the state. The Office of the Premier and EC COGTA have played a critical role in coordinating the Sector Departments and SOE’s to provide information needed to develop the One Plan.

These discussions, together with the integration of various existing studies and plans have informed the drafting of a Diagnostic Report, the Vision Setting, Strategy Formulation and Implementation Commitments adapted as per the One Plan stages outlined in the DDM Circular and a set of One Plan guidelines issued by the Director-General of CoGTA in January 2021.

**DDM Political Champions:**

* Both National and Provincial Political Champions were appointed by the Presidency to provide an oversight role for the implementation of the DDM in Alfred Nzo District.
* To promote transparency and accountability on the implementation of the DDM.
* To unlock any blockages that may impede the development of communities and/or delay in the implementation of the DDM.
* The guide stipulates that they should visit the District at least once in six months.
* At the District level, the Executive Mayor is the Political Champion for the DDM in the District
* The Local Municipalities Mayors are the chairpersons of the IGR/IDP Representative Forums.

**The following table detail the names of the DDM Political Champions;**

|  |  |
| --- | --- |
| **Names** | **Level** |
| 1. Minister S. Ndabeni-Abrahams | National Political Champion |
| 2. MEC F. Gade | Provincial Political Champion |
| 3. Cllr P. Mohale | District Political Champion |
| 4. Cllr Mbedla | Local Political Champion |
| 5. Cllr Sobuthongo | Local Political Champion |
| 6. Cllr Mafumbatha | Local Political Champion |
| 7. Cllr Mnukwa | Local Political Champion |

**DDM Technical Champions:**

* The Technical Champions were appointed to support the implementation of the DDM from National, Provincial and District level.
* They are providing the Technical Support in the implementation of the DDM in the District.

**The following table details the names of the Technical Support team:**

|  |  |
| --- | --- |
| **Names** | **Level** |
| Ms Pontsho Rafedile | National Technical Support |
| Mr Don Nyatela | Provincial Technical Support |
| Mr M. Pinyana | CoGTA ANDM |
| Mr Z. Sikhundla | ANDM Technical Support |

**DDM Structures:**

* The current existing IGR Structures either Political or Technical (DIMAFO, IGR/IDP Representative Forums, Municipal Manager’s Forum will be utilized to present the progress on the implementation of the DDM in the District.
* The DDM Champions from National and Provincial will attend the Forums on invitation to be part of the meetings.
* DDM Steering Committee is the structure that will provide support to all the forums.
* Current sub-forums in the District will be used as Work Streams for DDM.
* Terms of References for IGR Sub-Forums will be reviewed.
* The Chairperson of the DIMAFO will report on the Provincial Political IGR Forums (PCF and Political MuniMEC).
* The Chairperson of MM’s Forum will present in the DIMAFO and Technical MuniMEC.
* The Chairpersons of the District IGR Sub-Forums are reporting to the MM’s Forum

**The following table details the DDM Structures and the names of the chairpersons:**

|  |  |
| --- | --- |
| **IGR Structures** | **Chairperson** |
| **DIMAFO** | Cllr Mohale (Acting Executive Mayor) |
| **IGR/IDP Representative Forums** | Local Municipalities Mayors |
| **MM’s Forum** | Mr Z. Sikhundla |
| **DDM Steering Committee (Day to day Operational Technical Committee)** | Mr M. Vakalisa |
| **IGR District Sub-Committees*** **CFO’s Forum**
* **LED Forum**
* **HR Forum**
* **District Wide Forum**
* **District Comm’s Forum**
* **Social Cluster Forum**
 | District Senior Managers |

## **1.4 ONE PLAN OUTLINE**

The DDM Theory of Change logical framework was the structure followed during the DDM One Plan preparation, underpinned by the following components structured in relation to the six DDM Transformation Focal Areas.

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.

# **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** |
| Population Dynamics (Size & Structure) | * Total population in Alfred Nzo is estimated to decrease from 832 248 in 2020 to 335 962 in 2025. The fertility rate in 2025 is estimated to be slightly higher compared to that experienced in 2020.
 |
| Population Growth Trends | * The working population (15 – 64 years) is 51.9% of the total population in 2020, this age group was estimated to increase to 58.5 % of total population in 2025. This will indicate high demands for jobs.
 |
| 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.
 |
| Literacy/skills/education | * Within Alfred Nzo District Municipality, 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.
 |
| 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.
* 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 actives 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.
 |
| Teenage Pregnancy | * 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 child bearing; 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 age 15-19 who have begun child bearing 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, child bearing 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 a 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 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.
* 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 | * 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 | * 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  | * 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.
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| **Pillar 2** | **Economic Positioning** |
| **Key Issues** | **Trends/ Challenges/Opportunities** |
| Key Economic Growth Sectors | * 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 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%.
 |
| Economic Sector Performance *(Primary, Secondary, Tertiary)* | * 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%.
 |
| GVA contribution Per Economic sector | * 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.
 |
| Economic Growth Trends | * 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.
 |
| Informal Trade Performance | * 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** |
| **Key Issues** | **Trends/ Challenges/ Opportunities** |
| Land Ownership Patterns  | * Land ownership within the Alfred Nzo District Municipal Area is dominated by state land, which function as the rural villages and accommodates the majority of the population. There are few privately owned farms within Matatiele and Umzimvubu Municipal Areas.
 |
| Settlement Patterns *(Rural vs Urban) and Densification* | * 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 | * 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.
* Alfred Nzo District Municipality had a population density of 81.1 per square kilometre.
 |
| Informal Settlements | * Informal settlements are areas that do not have a formal layout and are not proclaimed.
* There are 4 Informal settlements in the Alfred Nzo i.e. 2 in Mount Frere and 2 in Mbizana
 |
| Land Invasions *(if any)* | 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 | 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. |

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| **Pillar 4** | **Infrastructure Re-engineering** |
| **Issue** | **Trends/ Challenges/Opportunities** |
| Water Supply | * When looking at the water backlog (number of households below RDP-level) over time, it can be seen that 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 | * When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that 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 | * When looking at the number of households with no electrical connection over time, it can be seen that 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 | * Poor Road conditions, particularly on the N2 between Ngcweleni Bridge and KwaBhaca CBD, and R56 between Kokstad and Matatiele
 |
| Waste Management/Refuse Removal | * When looking at the number of households with no formal refuse removal, it can be seen that 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.
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| **Pillar 5** | **Integrated Service Provisioning** |
| **Key Issues** | **Trends/ Challenges/Opportunities** |
| Integrated Human Settlements/Housing | * 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.
 |
| Public Facilities |  |
| Other  |  |

| **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 | According to the 2021/22 IDP, the ANDM’s processes are focussed on the following structures in terms of the *vertical IGR*, namely: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.

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.In terms of *horizontal collaborative* 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:1. City of Lusaka;
2. O. R. Tambo District Municipality;
3. The Development Bank of Southern Africa (DBSA);
4. Swedish Government (Ohstresund Municipality);
5. Thina Sinako (European Union);
6. Coega;
7. department of Minerals and Energy (DME);
8. National Youth Development Agency (NYDA);

Alfred Nzo Development Agency (ANDA). |
| Public Participation/Communication with Communities (Key issues/ service delivery needs/ priorities highlighted by them) | 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. 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). |
| Municipal Financial Planning (Budgeting)  | 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. 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:* 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
 |
| Municipal Financial Management (UIFW expenditure) | 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. 1. 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:
	1. Alfred Nzo DM: Irregular = 88,6m (Improved).
	2. Matatiele LM: Unauthorised = 38,5m (Regressed), Irregular = 1,5m (Improved), Fruitless and wasteful = 0,003m.
	3. Ntabankulu LM: Unauthorised = 69,0m (Regressed); Irregular = 2,4m (Improved), Fruitless and wasteful = 4,2m (Regressed).
	4. Winnie Madikizela-Mandela (Mbizana) LM: Irregular = 5,7m (Improved), Fruitless and wasteful = 0,1m (Regressed).
	5. Umzimvubu LM: Irregular = 0,18m.

Alfred Nzo Development Agency LM: Irregular = 2,7m (Improved), Fruitless and wasteful = 0,42m (Regressed). |
| 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 Umzimvuvbu 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 un*der 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 distri*ct was employee related costs, t*he expenditure for the month und*er 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; *All money owing by the municipality be paid within 30 days of receiving the relevant invoice or statement, unless prescribed otherwise for certain categories of expenditure”*.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. 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):*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. |

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

| **PESTEL Domain** | **MACRO DRIVERS** **IMPACT ON DDM ONE PLAN****2020-2050** | 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 |
| 1. Declining trust in political and government institutions
 |  | X |  | X |  | X |
| 1. Social cohesion and racial tension
 |  | X |  | X |  | X |
| 1. Governance and institutional capability
 |  | X | X | X | X | X |
| **ECONOMIC** | 1. Investment, maintenance and responsiveness of infrastructure
 | X | X | X | X | X |  |
| 1. Economic and fiscal policy
 | X | X |  | X |  | X |
| **SOCIAL** | 1. Inequality, poverty and hunger
 | X | X | X |  |  | X |
| 1. Demographic trends (Migration, ageing, declining fertility, population health)
 | X |  | X | X | X | X |
| 1. Settlement densification and urbanisation
 | X |  | X | X | X | X |
| 1. Human agency, in both its individual and collective form
 |  | X | X |  |  | X |
| 1. Quality and relevance of education systems
 | X | X |  | X | X |  |
| **TECHNOLOGICAL** | 1. Technology development, uptake and adaptation
 | X | X | X | X | X | X |
| 1. Connectivity
 |  |  |  |  |  |  |
| **ENVIRONMETAL** | 1. Climate change and climate mitigation.
 | X | X | X | X | X | X |
| 1. Natural resources state, use and protection.
 |  | X | X | X | X | X |
| **LEGAL** | 1. Land Reform
 | X | X | X | X | X | X |
| 1. 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. |
| 1. 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 unemployed among young adults will affect politics trends.  |
| 1. 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.  |
| 1. 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 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. |
| 1. Investment, maintenance and responsiveness of infrastructure
 | 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).  |
| 1. Economic and fiscal policy
 | 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. 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.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. |
| 1. Inequality, poverty and hunger
 | 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. 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. 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.  |
| 1. Demographic trends
 | 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.  |
| 1. Settlement densification and urbanisation.
 | 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.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. |
| 1. Human agency, in both its individual and collective form
 | 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 spokespeople and representatives of institutions 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.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? |
| 1. Quality and relevance of education systems
 | 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). |
| 1. Technology development, uptake and adaptation
 | 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. 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. |
| 1. Connectivity and data
 | 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 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. 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.  |
| 1. Climate change and climate mitigation
 | 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.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. |
| 1. Natural resources state, use and protection
 | 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. 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. |
| 1. Land reform
 | 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* *instruments* 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:* 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
 |
| 1. Macro-organisation of state/Local government legal/policy reform
 | 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 leviathan 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 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.  |

## **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 PRIORTISED SERVICE DELIVERY NEEDS FROM STAKEHOLDERS** | **LIST OF PRIORTISED SERVICE DELIVERY NEEDS FROM COMMUNITIES** |
| **PILLAR 1: DEMOGRAPHIC CHANGE AND PEOPLE DEVELOPMENT** | * 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.
 | * 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** | * 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
 | * 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 AND ENVIRONMENTAL SUSTAINABILITY** | * Open more land for housing development to ensure that the money circulates within the region
* 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.
 | * Protection of environmental areas including Wetlands, Springs…
* 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** | * 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.
 | * 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** | * One plan of government to be given a true meaning through intergovernmental relations.
* Enhance collaborations of government programmes.
 | * Integrated services by government
* Optimal use of multi-purpose centers
* Heightened collaboration of government programmers to ensure maximum beneficiation of communities.
 |
| **PILLAR 6: GOVERNANCE AND FINANCE** | * Incorporation of workers inputs into the programme of government.
* Consideration of workers needs in the policy and budgeting of government.
 | * 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.
 |

## **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** | **Priority 3: Education, Skills and Health****Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services****Priority 6: Social Cohesion and Safer Communities** | **Goal (Impact Area) 4: Human Development*** + 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.
 | Inclusive Growth and Development Basic Services Delivery and Community Empowerment  |
| **PILLAR 2: ECONOMIC POSITIONING** | **Priority 2:** **Economic Transformation and Job Creation** | **Goal (Impact Area) 1: Innovative and Inclusive Growing Economy*** + 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.

**Goal (Impact Area) 3: Rural Development and an Innovative and High-Value Agriculture Sector*** + Sustainable community agriculture and diversified livelihoods.
	+ Development of agricultural value chains.
	+ Accelerate land reform and land rehabilitation programmes.
 | Inclusive Growth and Development  |
| **PILLAR 3: SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY** | **Priority 5: Spatial Integration, Human Settlements and Local Government** | **Goal (Impact Area) 2: An Enabling Infrastructure Network*** + Develop sustainable and integrated settlements.

**Goal (Impact Area) 5: Environmental Sustainability*** + 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** | **Goal (Impact Area) 2: An Enabling Infrastructure Network*** + Build resilient economic infrastructure that promotes economic activity.
	+ Universal access to basic infrastructure.
	+ Sustainable energy and electricity provision.
	+ Develop sustainable and integrated settlements.
	+ Improve infrastructure planning, delivery, operations and maintenance.
 | Basic Services Delivery and Community Empowerment  |
| **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*** + 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*** + 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, OUTCOMES/ STRATEGIES AND TARGETS**

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| **OVERALL VISION STATEMENT FOR DISTRICT/ METRO** |
| A District whose communities are self-sustaining and enjoy a good quality life, equitable access to basic services and socio-economic opportunities |

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| **PILLAR 1: DEMOGRAPHIC CHANGE AND PEOPLE DEVELOPMENT FOCUS AREA** |
| Overarching Goal for this Pillar | By 2050 we envisage a society with no abject poverty, no hunger, improved standards of living, and where conditions enable all to fulfil their human potential. Collaborative innovative approaches to child, youth and women and community development abound. 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, public services such as education and training and health are also critical enablers of socio-economic development. The quality of these public services must be greatly improved by 2050.  |
| Outcomes/ Strategies/ Key Actions | DDM education priority actions/ interventions are to inter alia, * 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.
* to 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 Revolutionand 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 pursuit the ongoing quest to ensure that no leaner 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 ANDM should give consideration to 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. DDM health priority actions/ interventions 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.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 hopeless-ness 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. 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.Key interventions here include:* 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

Promotion of Social Cohesion and moral regenerationThe 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.The social cohesion efforts include social dialogues to combat social ills such as; racism, xenophobia, human trafficking and drug abuse. The 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, collective memory on liberation history, heritage and museums development, mass participation in sport. Within social cohesion efforts is the 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.The District may 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.Key interventions here include:* 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.

The promotion of women and youth development aims to address inequalities that exist in the building capacities of the youth and that of women. Women Development (including Persons with Disabilities)The transformation of the position of women and persons with disabilities in society requires the elimination of structural barriers and discriminatory laws and social norms to create equal economic opportunities and outcomes. This includes 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 the District’s rural countryside, women and persons 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 patriarchic arrangements within communities and families. For example, early marriages experienced by girls limit the potential for transformation for girl children. In order to shift and transforms the condition of women 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.Youth Development The 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. Social protection and viable communitiesThe 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.
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| Targets | 1. Increase learning opportunities by 15% by 2030 and 25% by 2050.
2. Increase employment opportunities by 25% and lower unemployment by 25% (either/or) by 2030.
3. Increase household income by 20% by 2030 and by 30% by 2050
4. Decrease incidents of gender-based violence by 30% by 2023
5. All LMs and the district have well established and active forums and networks available to challenge GBV by 2022.
6. All LMs and the district are using a uniform communication mechanism that is monitored and measured against its efficacy and success rate through yearly customer satisfaction surveys and bi-yearly good governance surveys starting in 2022. This system should also have an inbuilt internal management system to ensure accountability and responsiveness.

An effective well designed media strategy is established for all LMs and the district by no later than the end of 2022. |

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| **PILLAR 2: ECONOMIC POSITIONING FOCUS AREA** |
| Overarching Goal for this Pillar | By 2050 we envisage that the ANDM has an innovative, inclusive, and growing economy which is larger and more efficient, and optimally exploits its competitive advantages, increases employment, and reduces inequalities of income and wealth. Also, by 2050 we envisage accelerated agricultural development and opportunities for producers across all scales in local, provincial, national and global value chains. The goal is more and better jobs, as well as economic self-sufficiency in rural areas through stimulating the growth of rural towns and strengthen the links between them and their rural surroundings. 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.  |
| Outcomes/ Strategies/ Key Actions | There is also a need for interventions to grow specific business sectors, 6 of which are prioritized, which are: * agriculture & agro-processing (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.

Forestry: 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 actions/ interventions are:* Identify communities wishing to enter into community forestry arrangements
* Explore partnerships with Sappi and Hans Merensky, etc.

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 useswith 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
	+ Ntanbankulu: 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 I 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.
* 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
	+ 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.

Five priority areas have been identified relating to Oceans Economy. By focusing on these priority growth areas, the Oceans Economy will unlock the economic potential of Alfred Nzo District’s ocean and dams, providing significant contribution to GVA growth and job creation potential. These priority areas include:* 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
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| Targets | 1. The IGR structures to be fully functional by end 2023
2. A donor engagement strategy is developed and communicated by the end of 2023
3. The business and investment incentive scheme is developed and communicated by the end of 2023.
4. Create conditions that are conducive for investment and to attract investors for job opportunities and other economic development by 2025
5. Investment increases by 20% by 2030 and by 50% by 2050
6. All local and district business forums are inclusive and actively engaged in local development initiatives by the end of 2022.
7. Rejuvenation of tourism Attractions and heritage destinations by 2030.
8. There is increase in the work allocated to SMMEs by 50% by end 2030.
9. There is increase in commercial farming practices by 35% by 2030.

The informal sector has grown by 25% by 2030 and by 35% by 2050. |

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| **PILLAR 3: SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY FOCUS AREA** |
| Overarching Goal for this Pillar | 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 no 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 investments[[1]](#footnote-1) 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.  |
| Outcomes/ Strategies/ Key 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 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
	+ Ongeluksnek 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).
 |
| Targets | 1. To have audited all land and human settlements by 2023
2. To have an updated sector plan by 2025
3. To begin implementing strategic projects by 2025
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| **PILLAR 4: INFRASTRUCTURE ENGINEERING FOCUS AREA** |
| Overarching Goal for this Pillar | By 2050 we envisage that the ANDM has a well-developed and enabling infrastructure network and that infrastructure investment responds to spatial aspects of future infrastructure demand and progressively undoes apartheid geography. This Infrastructure Goal enables, for example economic growth and transformation, provides the basis for a wide range of social services, and has the 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.  |
| Outcomes  | By 2050 the District needs:* Improved social and economic infrastructure, including
	+ water, sanitation and electricity infrastructure
	+ An improved transport infrastructure (for all relevant modes of transport in district, including roads network, transport logistics, freight, etc), including to agricultural areas
	+ Improved education and health infrastructure (e.g. reduced classroom backlogs)
	+ ICT infrastructure

All this infrastructure provision should: * Eliminate household backlogs, support economic growth and assist public service delivery
* Respond appropriately to current spatial changes (urbanisation and peri-urbanisation) in the district.
* Put in place planned, costed, preventive maintenance programmes
* Prepare district for successful participation rapidly changing ICT environments and in 4th industrial revolution
 |
| Targets | 1. That an infrastructural audit is completed by 2023.
2. That there is full ICT coverage throughout the district by 2030.
3. That all bulk infrastructural projects are completed within 3 years of their inception.
4. That the infrastructural support for economic development is integrated into all sector plans by 2025.
5. That there is universal power supply by 2030 within the district.
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| **PILLAR 5: INTEGRATED SERVICE PROVISIONING FOCUS AREA** |
| Overarching Goal for this Pillar | By 2050 the District needs:* Improved social and economic infrastructure, including
	+ water, sanitation and electricity infrastructure
 |
| Outcomes/ Strategies/ Key Actions | All this provision should: * Eliminate household backlogs, support economic growth and assist public service delivery
 |
| Targets | 1. That service breaks are reduced by 15% by 2023 and by 25% by 2030.
2. That services backlogs are reduced by 20% by 2050.
3. That local collection rates have increased by 15% by 2025 and by 25% by 2030
4. Investment increases by 15% by 2030 and by 20% by 2050.
5. Monitoring and accountability mechanisms are in place by the end of 2023.

All municipalities within the district have good financial practices in place by 2024 and clean audits by 2025. |

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| **PILLAR 6: GOVERNANCE AND FINANCE FOCUS AREA** |
| Overarching Goal for this Pillar | The vision for 2050 is therefore that the ANDM is much more effective and efficient in utilising its financial resources, has accountable and capable leadership, managers and institutions that are engaged in sustainable partnerships for provincial development with social actors and the 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.
 |
| Outcomes/ Strategies/ Key Actions | In this Goal, the DDM sets out actions 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. 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.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 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. There is also a need to 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 202122 financial year onwards.  |
| Targets | 1. Effective and accountable financial systems in place by 2024.
2. Clean audits in all municipalities in the district by 2025.
3. Petitions and Service Delivery protest mechanisms up and running by end 2022.
4. All IGR processes are running effectively and communication channels clear by 2022
5. Public participation targets are met as per the required standards with effect from 2021.
6. Customer satisfaction surveys are undertaken bi-yearly with effect from 2022.
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# **CHAPTER 4: IMPLEMENTATION COMMITMENTS (INFRASTRUCTURE DEVELOPMENT)**

**LIST OF NATIONAL PROJECTS IMPLEMENTED IN ALFRED NZO DISTRICT MUNICIPALITY.**

**Eastern Cape Provincial Departments**

|  |  |  |
| --- | --- | --- |
| **Department**  | **Total Budget: 2021-2022** | **Number of projects** |
| DRDAR | R19 769 000 | 32 |
| COGTA | R00 | 00 |
| DEDEAT | R00 | 00 |
| EDUCATION | R117 988 000 | 74 |
| HEALTH | R255 744 000  | 28 |
| OTP | R44 000 000 | 04 |
| PUBLIC WORKS | R40 170 000 | 06 |
| DSRAC | R1 550 000 | 02 |
| TRANSPORT | R158 763 000 | 05  |
| SOCIAL DEVELOPMENT | R2 349 000 | 03 |
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**ANDM**

**Capital Budget: R551 430 200 for 2021-2022 FY**

**LM Budgets - Capital**

# **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 sho 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 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!

1. Investments in fixed and immovable property [↑](#footnote-ref-1)