



CHRIS HANI DDM ONE PLAN AUGUST 2021

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Vision:

“A viable municipality that enables vibrant and eco-friendly economic development through capable and active citizenry guided by consistent and accountable leadership”



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EXECUTIVE SUMMARY

This DDM One Plan for Chris Hani is a realization of a new government approach to improve integrated planning and delivery across the three spheres of government with district and metropolitan spaces as focal points of government and private sector investment. This One Plan for our District will increasingly enable integrated planning and delivery backed up by a more credible joint planning, budgeting and implementation process.

The new 2050 Vision for the District is as follows:

“A viable municipality that enables vibrant and eco-friendly economic development through capable and active citizenry guided by consistent and accountable leadership”

We have a long way to go to realise this Vision, and it will take the combined efforts, resources and dedication of all stakeholders that will consistently need to be reinforced over a sustained period.

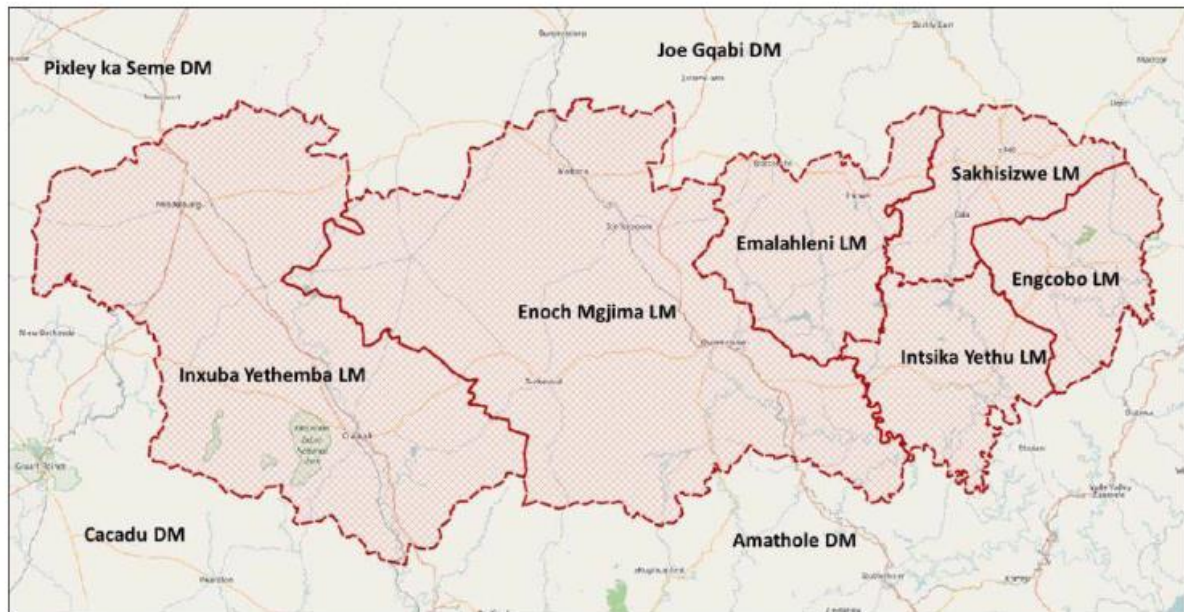
This One Plan contains a detailed analysis of the current local, provincial, national and international context as well as relevant District goals/outcomes/ targets and strategies relating to the following six transformations to move this District from the current problematic situation to a desired better future: i) People Development and Demographics, ii) Economic Positioning, iii) Spatial Restructuring and Environmental Sustainability, iv) Infrastructure Engineering, v) Integrated Services Provisioning, and vi) Governance and Finance. These six transformations are the backbone of the desired end state required for our District.

This One Plan also includes the current implementation commitments by all three spheres of government and key stakeholders will enable the identified strategies/interventions to be implemented. Various 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 stated purpose across eight focus areas, namely 1) Economically Self-sustained rural villages, 2) Infrastructure development linked to economic growth opportunities, 3) Transformed land use and ownership, 4) Revived Small Towns, 5) Revitalised industries, 6) Effective and efficient municipalities, 7) Active and able citizenry, and 8) Entrepreneurial and skills development linked to key sectors.

The Vision, Goals, Strategies and Targets included in this One Plan are a radical departure from the current unacceptable norm, which must be changed in the short, medium and long term. The targets contained herein are meant to shake up and reinvigorate hope across the whole of government and society in the District and leave a new legacy for generations to come. Various social compacts and agreements with key stakeholders will be put in place shortly to ensure that this Plan is actively co-owned, resourced, implemented and monitored.

CHAPTER 1 INTRODUCTION

Chris Hani District Municipality is situated on the northern region of the Eastern Cape Province and covers a surface area of 36,756 Km². Only 35.2% of the district population live in areas classified as urban, while 63.8% live in predominantly rural areas. The district also shares borders with five other districts, namely, Pixley ka Seme DM, Joe Gqabi DM, Sarah Baartman DM, Amathole DM and O.R. Tambo DM. The district has sixteen functional satellite offices in the following towns: Komani, Whittlesea, Tarkastad, Hofmeyer, Sterkskroom, Moltemo, Middleburg, Cradock, Tsomo, Cofimvaba, Engcobo, Cala, Khowa, Cacadu, Dordrecht and Indwe.



The Chris Hani District is comprised of three historically distinct areas, the result of which is seen in the spatial development of the district. The former Ciskei – made up of Hewu and Glen Grey magisterial districts – and the former Transkei – which includes primarily the districts of Ngcobo, Cala, Cofimvaba, Tsomo and Lady Frere magisterial districts – are characterised by significant underdevelopment and a high level of poverty.

The balance of the Chris Hani District Municipality area is made up of former RSA magisterial districts. The settlement and land use patterns in the two former homeland areas are distinctively different. Settlement in the former Ciskei and Transkei is predominantly of the dispersed “traditional” rural village settlement type, where subsistence-farming practices (pastoral and dry land cultivation) are the dominant forms of land use activity apart from the residential function of these areas. In contrast, settlement and land use in the former RSA component of the district is largely characterised by nodal urban development (small service towns) and commercial farms. Largely, the spatial pattern of the Study Area is characterised by a “mismatch” of separate rural and urban areas, which are nevertheless functionally interrelated and dependent on a core area like Queenstown. It is important to note that the spatially fragmented settlement pattern of the Study Area is the result of different political historical factors, as well as administrative and ideological based development initiatives implemented in the area over the last century.’

1.1 PURPOSE

The purpose of the Chris Hani District Municipality DDM One Plan is:

- i. 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 Chris Hani District Municipality space through integrated planning, budgeting, and delivery by all three spheres of government working together with stakeholders and communities.
- ii. 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 Chris Hani District Municipality;
- iii. 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 Chris Hani District Municipality space that is co-produced by all three spheres of government together with stakeholders and communities.
- iv. To enable a programmatic Intergovernmental Relations approach in relation to Chris Hani 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 Chris Hani District Municipality according to the **shared vision** and desired future development of Chris Hani District Municipality and its people.
- v. To create an **environment** which is conducive for **investment**.
- vi. To stabilize **governance and financial management practices** in the Chris Hani District Municipality;

1.2 ONE PLAN

The Chris Hani District Municipality DDM One Plan 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:

- i. **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).
- ii. **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.
 - iii. **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.
 - iv. **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.
 - v. **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.
 - vi. **Governance and Finance** – 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 One Plan development and its formulation was guided through the setting up and establishment of various DDM Technical and Political Structures and Teams as outlined below:

Political Structures

- Council – Speaker
- Mayoral Committee – Executive Mayor
- Standing Committee – Portfolio Heads
- DIMAFO – Executive Mayor
- Speaker’s Forum – Speaker
- District Health Council

- Women's Caucus
- Work Streams / Focus Areas / Working Groups (Chaired by Portfolio Heads):
 - SMME Working Group – Portfolio Head
 - Audit Working Group - Portfolio Head
 - Infrastructure Working Group - Portfolio Head
 - Billing and Installation of Smart Metering - Portfolio Head
 - Repairs and Maintenance and Customer Care - Portfolio Head
 - Revenue Enhancement - Portfolio Head
 - Conditional Grants Spending Focus Group - Portfolio Head
 - Project Reprioritization and Virement Focus Area - Portfolio Head
- Joint Operation Centre – Executive Mayor
- Rapid Response Team

Technical Structures

- Head of Departments – Municipal Manager
- Intergovernmental Relations – Municipal Manager / Strategic Manager
- Technical Joint Operation Centre – Strategic Manager
- Municipal Manager's Forum – Municipal Manager
- CFO Forum – CHDM CFO
- Internal DDM Work Stream – Senior Manager: IGR/DDM
- Chris Hani District Municipality Work Stream (Practitioners) – Senior Manager: IGR/DDM
- Internal Forums:
 - Communications District Forum
 - Municipal Health and Environmental Services Forum
 - Disaster Advisory Forum and Climate Change Forum
 - Safety and Security Forum
 - District AIDS Council
 - ISDM Forum
 - LED Forum
 - IDP Forum
 - EPWP Forum

In addition to the above, the consultation process embarked on to finalise the DDM One Plan included the following consultations:

- Consultation with Internal Work Stream - 16 July 2021
- Consultation with Local Municipalities - 22 July 2021
- Consultation with Sector Departments – 27 July 2021
- Consultation with Technical IGR – 05 August 2021
- Working Session with Provincial Champions and all stakeholders – 12 August 2021
- Mayco consultation – 17 August 2021
- Moral Regeneration Movement Consultation with Traditional Leaders- 18 August 2021

This One Plan also builds on and takes forward the work and consultations related to the development of the Vision 2030 Long Term Plan for the District.

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 PROFILE ACCORDING TO SIX PILLARS

Diagnostic summary points	Suggested Actions
1. Underdeveloped rural communities with high levels of poverty within the CHDM	Economically self-sustained rural villages
2. Low economic growth in CHDM	Infrastructure development linked to economic growth opportunities
3. Majority of citizens, especially Black Africans are mainly excluded from the mainstream economy, with limited or no access to resources and factors of production	Transformed land use and ownership
4. CHDM and its local municipalities not being able to provide adequate government services that are necessary to transform the spatial planning that is predominantly inherent of the apartheid government.	Revived small towns
5. CHDM has no aggressive and effective marketing strategies that are collaborated with strategic public investment that will guarantee conducive business and industrial development environment	Revitalised industries
6. Underfunded and ineffective local municipalities within the CHDM	Effective and efficient municipalities.
7. Lack of proper and effective communication and partnership between the local municipalities and the communities that are less informed of the government policies and plans	Active and able citizenry
8. Low literacy rate especially for post-matric qualification, and high unemployment rate	Entrepreneurial and skills development linked to key sectors

Pillar 1	Demographic Change and People Development
Key Issues	Trends/ Challenges/Opportunities
Population Dynamics (Size & Structure)	<ul style="list-style-type: none"> The total population in Chris Hani was in 727 652 in 2020 with Enoch Mgijima Local Municipality having the largest share of the District Population 234,932, whilst Sakhisizwe had the lowest share of 56,713 people Fertility in 2025 is expected to be significantly lower compared to that of 2020. In 2020, there was a significantly larger share of young working age people between 15 and 34 (29.2%), compared to what is estimated in 2025 (27.55%). This age category of young working age population will decrease over time. The share of children between the ages of 0 to 14 years is projected to be significant smaller (32.3%) in 2025 when compared to 2020 (34.8%). In 2020, female population for the 15 to 64 years age group accounts for 28.5% of the total population, while the male population group accounts for 26.0% of the total population.

Population Growth Trends	<ul style="list-style-type: none"> • Total population in Chris Hani District is projected to decline by 7.3% between 2020 and 2025, from 727 652 to 674 386 people. Chris Hani • The Local Municipality under Chris Hani projected to have the highest decline rate is Intsika Yethu projected to decline by 10.6%, from 127 025 in 2020 to 113 564 people in 2025, with Inxuba Yethemba projected to decline by 4.8% from 62 722 in 2020 to 59 734 in 2025.
Poverty	<ul style="list-style-type: none"> • In 2020, there were 656 000 people living in poverty, using the upper poverty line definition, across Chris Hani, which is 9.31% higher than the 600 000 in 2010. • The percentage of people living in poverty increased from 73.30% in 2010 to 74.44% in 2020, which indicates an increase of -1.15 percentage points. • It has been observed that in terms of the percentage of people living in poverty for each of the regions within the Chris Hani, Engcobo Local Municipality had the highest percentage of people living in poverty, with a total of 81.0%, and the lowest percentage of people living in poverty was observed in the Inxuba Yethemba Local Municipality with a total of 57.9% living in poverty.
Literacy/skills/education	<ul style="list-style-type: none"> • Within Chris Hani, the number of people without any schooling decreased from 2010 to 2020 with an average annual rate of -3.60%, while the number of people within the '<i>matric only</i>' category, increased from 66,200 to 97,800. • The number of people with '<i>matric and a certificate/diploma</i>' increased with an average annual rate of 4.50%, with the number of people with a '<i>matric and a Bachelor's</i>' degree increasing with an average annual rate of 2.29%. • An overall improvement in the level of education is visible with an increase in the number of people with '<i>matric</i>' or higher education.
Health & Vulnerability	<ul style="list-style-type: none"> • According to the District Health Barometer 2019/2020, the top 3 causes of death in the district were HIV/AIDS and Tuberculosis, and the HIV/AIDS prevalence rate increase at an average annual rate of 1.82% since 2010, and in 2020 13.75% of the local municipality's total population were infected with HIV/AIDS • The outbreak of the Novel Coronavirus (2019-nCoV) Pandemic across the globe (commonly referred to as Covid-19) in March 2020 has been reported as the single biggest humanitarian crisis of this generation, and to date, the Eastern Cape has reported a total of 223 477 confirmed cases; 12 572 deaths; 204 663 recoveries; and a reported 6 243 active cases, with the District reporting 21 102 cumulative cases and 467 active cases out of a population of 733 743 people, with an overall recovery rate of 86,9% as at the 25 July 2021. • In terms of the ratio for medical practitioners per 100 000 uninsured population for District municipalities between March 2009 and March 2020, the ratio for the Eastern Cape was 243.3, while for Chris Hani the rate was 22.7. • In terms of "health beds per 10 000" which refers to the ration between the number of inpatient beds across public sector health facilities in a given area and the target population for that area, Chris Hani DM had 27.4 beds per 10 000 uninsured population, which includes inpatient beds approved in all categories of health facilities in public sector, namely, district, regional, provincial, national centra, specialised TB, specialised psychiatric, specialised orthopaedic, and specialised chronic hospitals as well as rehabilitation centres. <ul style="list-style-type: none"> ▪ The antenatal 1st visit coverage measures the proportion of pregnant women visiting a health facility for at least one antenatal visit before 20

	<p>weeks pregnancy. Five provinces exceeded the national coverage of 83.1%, and four provinces (including the Eastern Cape) achieved an antenatal 1st visit coverage of between 68% and 80%. The Chris Hani DM performance for antenatal visits before 20 weeks in 2019/20 is at 59.2%, which is significantly lower than the provincial coverage of 68.7% and national coverage stated above.</p> <ul style="list-style-type: none"> ▪ The annual trends for the in-facility delivery rate amongst 10–19 years old declined slightly in some districts in the province (e.g. Alfred Nzo and OR Tambo, and fluctuated in Sarah Baartman between 2017/18 and 2019/20). The in-facility delivery rate for Chris Hani was 17.8% in 2019/20. This is a one percent increase from 2018/19. The delivery for 10–14 years old in-facility rate in 2019/20 in Chris Hani was 0.7%. ▪ Service delivery in districts with high rates of delivery in 10–19 years in-facility should be given special attention. Expanding interventions to local municipalities/sub-districts to promote contraceptive use among 10–19-year-olds should be considered. ▪ The maternal mortality in-facility ratio in the Chris Hani DM was 81.9 maternal deaths per 100 000 live births in 2019/20. Whilst still worryingly high, it is lower than the provincial ratio (108.2 maternal deaths per 100 000 live births) and national ratio (88.0 maternal deaths per 100 000 live births). ▪ The neonatal death in facility rate in Chris Hani DM was 10.2 deaths per 1 000 births in 2019/20. This is lower than the national rate (11.9 deaths per 1 000 births) and the provincial level (12.3 per 1 000 births) for the same period. ▪ The death in-facility under 5 years rate in the Chris Hani DM was 3.6 deaths per 1 000 children in 2019/20. This is lower than the provincial rate (4.8 deaths per 1 000 children) and national rate (5.0 deaths per 1 000 children). ▪ Although child mortality rates have declined over the past decade, these rates remain unacceptably high for an upper-middle-income country such as South Africa and these should be carefully monitored and addressed. ▪ The couple year protection rate (CYPR) is defined as women protected against pregnancy by using modern contraceptive methods, including sterilisation. The indicator is calculated as the number of women 15–49 years using a contraceptive method, divided by the total number of women 15–49 years in the population expressed as a percentage. In 2019/20 South Africa had an overall national CYPR of 54.5% in 2019/20. The Eastern Cape has improved on the CYPR between 2017/18 and 2019/20 with 2.0 percentage point difference observed between 2018/19 and 2019/20. The CYPR for Chris Hani DM in 2019/20 was 69.7%. This was higher than the national rate and provincial rate (55.2%).
Unemployment	<ul style="list-style-type: none"> • In 2020, Chris Hani employed 125 000 people which was 9.00% of the total employment in Eastern Cape Province (1.39 million) and 0.80% of total employment in South Africa (15.7 million). • Employment within Chris Hani increased annually at an average rate of 0.91% from 2010 to 2020. • The unemployment rate for Chris Hani was 30.1% and increased overtime to 46.2% in 2020, and the gap between the labour force participation rate and the unemployment rate decreased, which was indicative of a negative outlook.
Migration Patterns	<ul style="list-style-type: none"> • There is evidence of both migrations between the District and major metropolitan centres and within the district itself.

	<ul style="list-style-type: none"> • The migration of males to look for work in major metropolitan areas is evident by the fact that women head 58% of households in the District. • According to Stats SA data, the level of out-migration from the district is alarming. This high rate of migration is attributed to a combination of a limited local economy, access to tertiary education and significant challenges in local service delivery and infrastructure. The rural-urban migration is also resulting in an increased growth in Urban Nodes (e.g. Queenstown) and an associated decrease in the growth rate of the rural population.
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Pillar 2	Economic Positioning
Key Issues	Trends/ Challenges/Opportunities
Key Economic Growth Sectors	<ul style="list-style-type: none"> • The district has a Council approved Regional Economic Development Strategy (REDS) that has identified the agriculture and a sector that can build economic value chains from primary production agricultural activities, towards the creation of a developed agriculture - driven rural economy which can contribute towards the growth of other industry economic sectors currently underperforming in the District e.g. the manufacturing sector, and the growth of this sector can significantly contribute to the growth of other economic sectors, as well as ensure the integration of small businesses into the mainstream economy in the District. • The REDS further promotes of rural - urban integration and equity in infrastructure development, services expansion, and stimulation of economic opportunities. • The district should thus structure its COVID 19 Economic Recovery Plan in accordance with the National and Provincial 5-point plan, using its agriculture sector potential as a fundamental pillar and a spring - board for economic growth, and this could primarily be driven with the District's Economic Development Agency i.e., the Chris Hani Development Agency (CHDA).
Economic Sector Performance (Primary, Secondary, Tertiary)	<ul style="list-style-type: none"> • In 2020, the community services sector was the largest performing economic sector within Chris Hani, accounting for R 11.9 billion or 44.1% of the total GVA. • The sector that contributed the second most to the GVA of the Chris Hani was the trade sector at 20.6%, followed by the finance sector with 14.7%. • The sector that contributed the least to the economy was the mining sector with a contribution of R 31.1 million or 0.11% of the total GVA • The economic sectors that recorded the largest number of employments in 2020 were the community services sector with a total of 42 400 employed people or 34.0% of total employment in the district. • The trade sector employed the second highest number of people relative to the rest of the sectors, with a total of 25 000 (20.1%) people • The mining sector employed the least number of people i.e 143 accounting for (0.1%) people, followed by the electricity sector with 460 (0.4%) people employed
GVA contribution Per Economic sector	<ul style="list-style-type: none"> • The mining sector is expected to grow fastest at an average of 6.14% annually from R 44.5 million to R 60 million in 2025. • The community services sector is estimated to be the largest sector within District in 2025, with a total share of 42.4% of the total GVA (as measured in current prices), growing at an average annual rate of 0.9%.

	<ul style="list-style-type: none"> The sector that is estimated to grow the slowest is the agriculture sector with an average annual growth rate of -0.26%.
Economic Growth Trends	<ul style="list-style-type: none"> It is expected that the Chris Hani District economy is expected to grow at an average annual rate of 1.70% from 2020 to 2025, compared to an average annual growth rate of Eastern Cape Province and South Africa that is expected to grow at 2.39% and 2.55% respectively. Sakhisizwe Local Municipality had the highest average annual economic growth, averaging 2.97% between 2010 and 2020, when compared to the rest of the regions within Chris Hani. On the other hand, the region that performed the poorest relative to the other regions was the Intsika Yethu Local Municipality with an average annual growth rate of 0.02%.
Informal Trade Performance	<ul style="list-style-type: none"> In 2020 the Trade sector recorded the highest number of informally employed, with a total of 11 500 employees or 36.62% of the total informal employment, and this can be expected as the barriers to enter the Trade sector in terms of capital and skills required is less than with most of the other sectors. The Manufacturing sector had the lowest informal employment with 1 380 and only contributes 4.38% to total informal employment.

Pillar 3	Spatial Restructuring & Environmental Sustainability
Key Issues	Trends/ Challenges/ Opportunities
Land Ownership Patterns	<ul style="list-style-type: none"> The Chris Hani District comprises parts of the former Transkei and Ciskei homelands and former RSA (Cape Province), and the most common form of tenure in the former Transkei and Ciskei areas is the communal land tenure system. All the land for development in the urban areas is owned by the Municipality and private individuals, whilst the State owns the rural land in the former Transkei and Ciskei The land that is available for development is not quantified, with ownership issues that are unclear and zoning schemes The spatial development frameworks for the District and all its local municipalities are all outdated and inadequate in providing direction for future and current development needs.
Settlement Patterns (<i>Rural vs Urban</i>)	<ul style="list-style-type: none"> The district municipality is predominantly rural in character with a number of urban settlements. They are as follows: Cradock, Middleburg, Komani, Whittlesea, Tarkastad, Molteno, Hofmeyer, Cacadu (Lady Frere), Dordrecht, Indwe, Cofimvaba, Tsomo, Cala, Khowa and Engcobo. Komani is an economic hub, due to its strategic position in the Chris Hani District Municipality. Komani has signs of more compactness compared to other small urban areas in the district municipality. The settlement patterns that occur within district municipality are in the form of rural sprawl and low-density urban sprawl in small towns in municipality. This reflects the existent texture of the already existing urban centres together with the rural villages. These above-mentioned patterns are not sustainable or effective and has given rise to settlements that range from low density agrarian communities to relatively high density urban settlements. The layout of these rural villages is informal and are based firstly on family units and secondly on community units.
Densification	<ul style="list-style-type: none"> In 2017, with an average of 23.3 people per square kilometre, Chris Hani District Municipality had a lower population density than Eastern Cape

	<p>(41.9 people per square kilometre). Compared to South Africa (46.3 per square kilometre) it can be seen that there are less people living per square kilometre in Chris Hani District Municipality than in South Africa.</p> <ul style="list-style-type: none"> • In 2017, Chris Hani District Municipality had a population density of 23.3 per square kilometre and it ranked highest amongst its peers. The region with the highest population density per square kilometre was the Nelson Mandela Bay with a total population density of 650 per square kilometre per annum. In terms of growth, Chris Hani District Municipality had an average annual growth in its population density of 0.58% per square kilometre per annum. • The region with the highest growth rate in the population density per square kilometre was Sarah Baartman with an average annual growth rate of 1.65% per square kilometre. In 2017, the region with the lowest population density within Eastern Cape Province was Sarah Baartman with 8.58 people per square kilometre. • The region with the lowest average annual growth rate was the Amatole with an average annual growth rate of -0.21% people per square kilometre over the period under discussion. • Using population density instead of the total number of people creates a better basis for comparing different regions or economies. A higher population density influences the provision of household infrastructure, quality of services, and access to resources like medical care, schools, sewage treatment, community centres, etc. • In terms of the population density for each of the regions within the Chris Hani District Municipality, Engcobo Local Municipality had the highest density, with 65.1 people per square kilometre. The lowest population density can be observed in the Inxuba Yethemba Local Municipality with a total of 6.03 people per square kilometre.
Informal Settlements	<ul style="list-style-type: none"> • Chris Hani District Municipality had a total number of 43 200 (18.80% of total households) very formal dwelling units, a total of 92 200 (40.08% of total households) formal dwelling units and a total number of 31 900 (13.85% of total households) informal dwelling units. • Households by dwelling unit type - Inxuba Yethemba, Intsika Yethu, Emalahleni, Engcobo, Sakhisizwe and Enoch Mgijima local municipalities, 2017. • The region within the Chris Hani District Municipality with the highest number of very formal dwelling units is the Enoch Mgijima Local Municipality with 25 800 or a share of 59.72% of the total very formal dwelling units within Chris Hani District Municipality. The region with the lowest number of very formal dwelling units is the Engcobo Local Municipality with a total of 238 or a share of 0.55% of the total very formal dwelling units within Chris Hani District Municipality.
Land Invasions (if any)	<ul style="list-style-type: none"> • The Chris Hani District Municipality comprises parts of the former Transkei and Ciskei homelands and former RSA (Cape Province). The most common form of tenure in the former Transkei and Ciskei areas is the communal land tenure system. Ownership of land in the urban areas and former RSA areas is held by Free-hold Title Deeds. • A considerable amount of land in the area of the former homelands remain in state ownership. This situation results in difficulty in obtaining land and use rights for developmental purposes. • There have been calls from communities in the rural areas to be given title to their land on an individual basis. • Spatial planning professionals working within the district are faced with developmental challenges due to the varying perceptions of communities

	<p>and prevailing administrative practices which are largely still based on past legal frameworks. This has led the district to focus on creating of spatial development plans and guidelines that outline the development direction of the key nodes within our area, namely SDFs, Precinct / Small town development plans and Land Use Management systems.</p> <ul style="list-style-type: none"> Although these initiatives are new to our district, it serves as evidence that the district and its LMs' are committed to create an environment to promote economic growth in both the urban and rural environs, that benefits the residents, the business community and the Local municipalities.
Climate Change Impact	<ul style="list-style-type: none"> The key elements of the district Environmental Framework are identified as follows: -:- <ul style="list-style-type: none"> ✓ The area along the Great Kei River and its tributaries from the Xonxa and Lubisi Dams southwards consists of important valley thicket vegetation. ✓ The area north of Ngcobo contains pockets of <i>afromontaine</i> forests. Both these areas are important natural areas, which should be protected. ✓ The formal protected area network is relatively extensive with the Mountain Zebra National Park (SANP) and the Commando Drift and Tsolwana provincial reserves ✓ Formally protected water sources include a number of large water catchments, including the dams: Grassridge, Lake Arthur, Commando Drift, Xonxa, Lubisi and Ncora.

Pillar 4	Infrastructure Re-engineering
Issue	Trends/ Challenges/Opportunities
Water Supply	<ul style="list-style-type: none"> The Chris Hani District had a total number of 47 800 (or 20.24%) households with piped water inside the dwelling, a total of 57 900 (24.51%) households that had piped water inside the yard and a total number of 47 100 (19.92%) households had no formal piped water. The regions within Chris Hani with the highest number of households with piped water inside the dwelling is Enoch Mgijima Local Municipality with 25 600 or a share of 53.44% of the households. The region with the lowest number of households with piped water inside the dwelling is Emalahleni Local Municipality with a total of 1 990 or a share of 4.16% of the total households with piped water. When looking at the water backlog (number of households below RDP-level) over time, in 2009 the number of households below the RDP-level were 81 500 within Chris Hani, this decreased annually at -1.88% per annum to 67 400 in 2019. For local municipalities, the following is observed that the number of households below the RDP-level were 1 520 within Inxuba Yethemba Local Municipality decreased highly annually at -8.81% per annum to 603 in 2019, and Engcobo Local Municipality that was having 27 200 households below the RDP-level decreasing the least annually at -0.70% per annum to 25 400.
Sanitation	<ul style="list-style-type: none"> The region within Chris Hani with the highest number of flush toilets is Enoch Mgijima Local Municipality with 47 000 or a share of 53.20%. The region with the lowest number of flush toilets is Intsika Yethu Local Municipality with a total of 3 460 or a share of 3.91%.

	<ul style="list-style-type: none"> When looking at the sanitation backlog (number of households without hygienic toilets) over time, in 2009 the number of Households without any hygienic toilets was 108 000 in the district, which decreased annually at a rate of -6.86% to 53 100 in 2019. For local municipalities without any hygienic toilets, it was observed that in 2009 the highest number of Households were 30 400 residents under Intsika Yethu Local Municipality which decreased annually at a rate of -5.30%, and Inxuba Yethemba Local Municipality having the least with 2 100 households, which decreased annually at a rate of -3.53% to 1 470 in 2019.
Energy & Electricity	<ul style="list-style-type: none"> Chris Hani District had a total number of 18 400 (7.81%) households with electricity for lighting only, a total of 200 000 (84.45%) households had electricity for lighting and other purposes, and a total number of 18 300 (7.75%) households did not use electricity. The region within Chris Hani with the highest number of households with electricity for lighting and other purposes is Enoch Mgijima Local Municipality with 71 100 or a share of 35.62% within the District, with Sakhisizwe Local Municipality holding the lowest number of 15 400 or a share of 7.74% of the total households with electricity for lighting and other.
Roads & Transportation Networks	<ul style="list-style-type: none"> The overall condition of the road network in the province and in the Chris Hani, District has not improved, mainly due to insufficient funds for maintenance and inherited backlogs. Gravel roads require regular maintenance especially with heavy rains and high traffic volumes as can be seen in the photograph above. From an economic point of view, gravel roads suppress economic development since they lead to high vehicle operating costs and often lead to the damage of crops transported. With reference to local municipalities, the Enoch Mgijima Local Municipality has the most paved road network system (235.2 kms) as compared to the others, with IntsikaYethu LM having the least (6.7 kms)
Waste Management/Refuse Removal	<ul style="list-style-type: none"> The region within Chris Hani with the highest number of households where the refuse is removed weekly by the authority is Enoch Mgijima Local Municipality with 45 500 or a share of 60.23%. The region with the lowest number of households where the refuse is removed weekly by the authority is Engcobo Local Municipality with a total of 1 720 or a share of 2.28%. 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 the district was 153 000, which increased annually at 0.22% per annum to 157 000 in 2019, with Inxuba Yethemba Local Municipality having the least at 3 320, which increased annually at 0.04% per annum to 3 330 in 2019.

Pillar 5	Integrated Service Provisioning
Key Issues	Trends/ Challenges/Opportunities
Integrated Human Settlements/Housing	<ul style="list-style-type: none"> Chris Hani District had a total number of 44 200 (18.72% of total households) living in very formal dwelling units, a total of 93 600 (39.61% of total households) formal dwelling units, and a total number of 21 400 (9.07% of total households) informal dwelling units.

	<ul style="list-style-type: none"> • The region within the district with the highest number of very formal dwelling units is the Enoch Mgijima Local Municipality, with 27 000 or a share of 61.01%. • The region with the lowest number of very formal dwelling units is the Engcobo Local Municipality with a total of 295 or a share of 0.67%. • When looking at the formal dwelling unit backlog (number of households not living in a formal dwelling) over time, in 2009 the number of households not living in a formal dwelling were 83 800 within Chris Hani and this number increased at an average annual rate of 1.17%, which is higher than the annual increase of 1.96% in the number of households in South Africa. • For local municipalities, in 2009 the number of households not living in a formal dwelling were the highest at Intsika Yethu Local Municipality, which increased annually at 1.50% to 32 000, and Inxuba Yethemba Local Municipality with the least at 444, a number that decreased annually at -1.69% to 374.
Public Facilities	<ul style="list-style-type: none"> • Looking at the number of health facilities within Province, Chris Hani district has the highest number of public health facilities with 152 public clinics, followed by Amathole DM with 144 public clinics. • Chris Hani District has a total of 177 Health Facilities which include 152 Primary Health Care (PHC) facilities, 7 Community Health Centres (CHC), 14 District Hospitals, 1 regional hospital and 3 other hospitals.

Pillar 6	Governance & Financial Management
Key Issues	Trends/ Challenges/Opportunities
Municipal Financial Planning (Budgeting)	<ul style="list-style-type: none"> • EC-Treasury analysis of budgets adopted by local authorities has identified that the following municipalities in the CHDM to have adopted 'unfunded' budgets for 2021/22, these included: The CHDM, Enoch Mgijima LM, and the Sakhisizwe LM, and the impact of this phenomenon is wide and manifest in service delivery and effectiveness, and the overall financial viability of the institutions involved. • Furthermore, in the context of the three municipalities cited above, it is evident that this problem has persisted in these municipalities over several years and has become a recurring feature within these institutions. In this regard, Sakhisizwe LM has been identified by EC-Treasury as having adopted 'unfunded' budgets since 2017/18.
Municipal Financial Management (UIFW expenditure)	<ul style="list-style-type: none"> • The overall performance by the Chris Hani (including the CHDA - Development Agency) together with all of its LMs has been varied, with all registering some improvement on UIFW during the current reporting period. However, these improvements are marred by regressions in their management of UIFW. • Lastly, the AG has noted with concern the use of consultants for financial reporting by municipalities around the country without a visible improvement in the management of controls in these institutions. In this regard the CHDM is identified by the AG as having a consultant budget of R24,3m, which is not only disproportionately higher than any other MFMA auditee in the EC Province but is also conspicuous due to its inability to improve from its disclaimer opinion since its previous audit¹.
Audit Outcomes	<ul style="list-style-type: none"> • In terms of audit outcomes in the district, the performance by the DM and the LMs were varied, and most notable in this regard were the regression by Sakhisizwe LM, and the continued Disclaimer received by the CHDM. • In terms of reported improvements, the Enoch Mgijima LM was able to move from an adverse outcome to a qualified outcome with findings. • The audit outcomes for the district and LMs are reported by the AG as being driven by poor compliance with legislation, and all auditees in the district were found to be repeat offenders in this area of control. • Similarly, in the management of predetermined objectives, all but the Emalahleni LM and Engcobo, were identified as having recurrent findings in this critical area of institutional governance. Particularly worrying in this regard is the link between the management of predetermined objective, performance information and service delivery to local communities. In this

¹ AGSA (2021). 2019/2020 MFMA Audit Outcomes Report (Annexure 5: Consultant costs) for 2019/20.

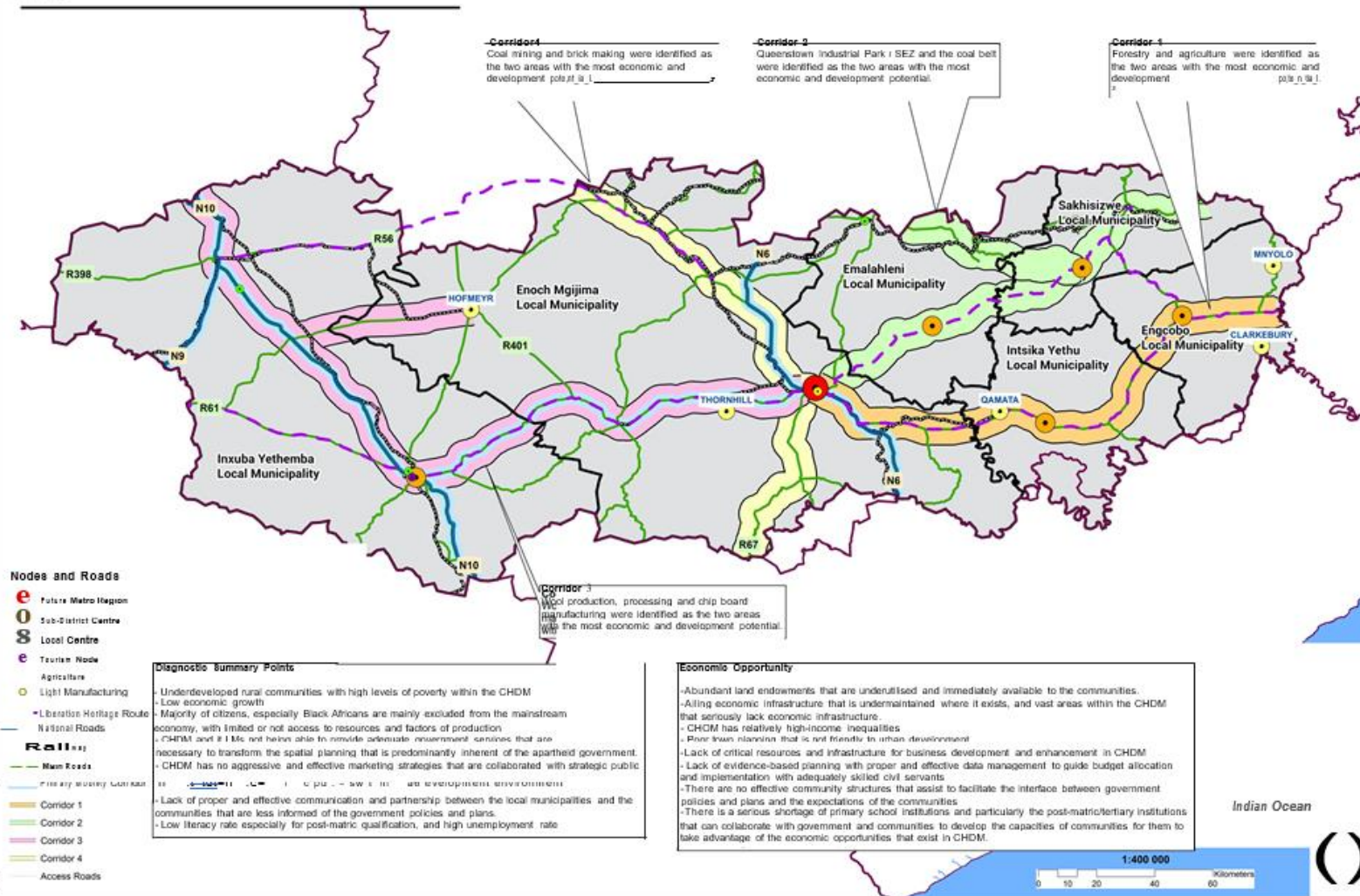
	<p>regard the AG identifies Sakhisizwe LM as one of the seven (4%) of LMs around the country which “submitted performance reports without complete and accurate underlying records”.</p> <ul style="list-style-type: none"> • Another area of significant concern in this year’s report was that of Supply Chain Management, in which all municipalities were identified with material findings in SCM linked to <i>Uncompetitive or unfair procurement processes</i>². • In its assessment of the underlying root causes for the prevailing audit outcomes in the district, the 2019/20 Report the AGSA identifies “Inadequate consequences for poor performance and transgressions” as a driving factor for four of the seven audit outcomes in the district, except for Engcobo LM and Intsika Yethu LM³.
Human Resource Capacity (Vacancy Rates), especially at senior management level	<ul style="list-style-type: none"> • Currently there no vacancies reported at the level of Senior management in the district according to the final IDP review for 2021/22. • In the context of the LMs the following was accessible from the final 2021/22 IDPs available on individual municipal websites: • Sakhisizwe LM: IDP reports that 4 of the 5 Section 56 managers ‘posts are filled, except for the Community Services Director post still vacant at the time of finalisation of the IDP. According to the IDP the adopted organisational structure accommodates approximately 250 posts, with 162 filled post and 88 vacant posts. The LM notes that there are challenges with funding for the vacant positions, but it isn’t clear if the LM adopted an unfunded structure? • Emalehleri LM: Reported in the IDP that 80% of budgeted/funded posts in the LM are filled. In terms of the senior management cohort (Sec. 56 managers), the IDP identifies 3 of the 6 directorates as currently occupied by Acting Directors, namely, corporate services, Community services, Environment and Waste
Vertical & Horizontal Inter-Governmental Collaborations (IGR)	<ul style="list-style-type: none"> • Chris Hani uses the DIMAFO as being for co-ordinating the district municipality and its local municipalities to ensure horizontal alignment of the IDPs of the local municipalities in the district area of jurisdiction for vertical alignment between district and local planning. • In enhancing the effectiveness of this structure, the CHDM also hosts IGR Technical Committee Meetings in preparations for the DIMAFO. • In terms of the horizontal integration and coordination between neighbouring and adjacent local authorities located outside of the CHDM area, the DM has indicated that it utilises its SDF and existing IGR structures and process to ensure that this horizontal interface is effectively coordinated. These structures remain the DIMAFO and the Technical IGR forum in the district.
Public Participation/Communication with Communities (Key issues/ service delivery needs/ priorities highlighted by them)	<ul style="list-style-type: none"> • Public Participation is conducted through IDP Roadshows during IDP Processes, Mayoral Imbizos and community outreaches

² AGSA (2021). 2019/2020 MFMA Audit Outcomes Report (Annexure 2: Auditees’ financial health indicators, supply chain management findings and root causes for 2019/20.

³ Ibid.



CHRIS HANI DISTRICT MUNICIPALITY 2050 DDM ONE PLAN CONSTRAINTS AND OPPORTUNITIES PLAN



2.2 KEY DRIVING FORCES/ ISSUES IN PROVINCE & DISTRICT 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
	2. Declining trust in political and government institutions		X		X		X
	3. Social cohesion and racial tension		X		X		X
	4. Governance and institutional capability		X	X	X	X	X
ECONOMIC	5. Investment, maintenance and responsiveness of infrastructure	X	X	X	X	X	
	6. Economic and fiscal policy	X	X		X		X
SOCIAL	7. Inequality, poverty and hunger	X	X	X			X
	8. Demographic trends (Migration, ageing, declining fertility, population health)	X		X	X	X	X
	9. Settlement densification and urbanisation	X		X	X	X	X
	10. Human agency, in both its individual and collective form		X	X			X
	11. Quality and relevance of education systems	X	X		X	X	
TECHNOLOGICAL	12. Technology development, uptake and adaptation	X	X	X	X	X	X
	13. Connectivity						
ENVIRONMENTAL	14. Climate change and climate mitigation.	X	X	X	X	X	X
	15. Natural resources state, use and protection.		X	X	X	X	X
LEGAL	16. Land Reform	X	X	X	X	X	X
	17. Macro-organisation of state/Local government legal/policy reform	X	X	X	X	X	X

EXTERNAL DRIVER DESCRIPTIONS (FROM THE PREVIOUS TABLE)

Driver	Description
1. International, Regional political re-alignment (Geopolitics)	The global financial situation and associated geo-politics that impact on trade patterns and relations are uncertain. Future national fiscal conditions and the possibility of more extreme versions of the current sovereign debt crisis in South Africa, the rest of the World, especially with South African trading partners.
2. Declining trust in political and government institutions	The 2019 elections showed declining voter turn-out, larger diversity in terms of the number of parties, yet fewer votes for smaller parties. Voter participation is particularly low among youth. Declining voter turn-out is consistent with global trends, however the Eastern Cape and South Africa are below the global and African average. These trends indicate lack of interest in electoral politics and mistrust in the formal institutions of government. Low levels of trust in the political system is also a global trend. For the coming decade questions that arise are how urbanisation, access to information and technology as well as rising levels of long-term unemployed among young adults will affect politics trends.
3. Social cohesion and racial tension	<p>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).</p> <p>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.</p>
4. Governance and institutional capability	<p>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.</p> <p>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</p>

Driver	Description
	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.
5. 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, interoperability).
6. Economic and fiscal policy	<p>Domestically, COVID-19 has further exacerbated the precariousness of public finances, which had already reached an unsustainable position before the pandemic. Since 2008/09, there has been a large and growing gap between government spending and tax revenues, resulting in exponential growth in borrowing to fund the fiscal gap. Debt-service costs continue to be the fastest growing area of spending. The rising debt-to-GDP ratio may in the long-term lead to a threat of loss of fiscal sovereignty, if not managed. Other concerns are declining tax revenue and declines in revenue streams for municipalities and other public institutions. This may lead to pressure for increases in municipal rates, while citizens and business struggle to pay. The Eastern Cape already has several municipalities that are not financially viable, and this is expected to exacerbate.</p> <p>Economically, the country is constantly teetering between neo-liberal capitalism and socialism, trying, yet on many accounts failing to make either work as intended. The political arena is littered with ideological battlefields such as “the right to private property” versus “land expropriation without compensation”, “the rights of workers and the role of unions” versus “the need for businesses to remain competitive”, and growing levels of social dependence versus a shrinking tax base.</p> <p>Internationally there is growing scepticism about neo-liberal capitalism making the world a more equal or just place. Characterised by rising consumerism – which puts the accumulation of goods and materials above the wellbeing and happiness of others, and which is often associated with status consumption, wastefulness and materialism – some are calling for the end of capitalism in its current form. Furthermore, corruption, favouritism and nepotism are widely prevalent in the South African context. While there is still no consensus on what an “after-capitalism” world should look like, it is widely recognised that a system that is free of corruption and greed is non-negotiable.</p>
7. Inequality, poverty and hunger	Research by StatsSA, UNDP-SA, HSRC and Spaul, 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

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

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

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

Driver	Description
	<p>challenges now faced by many of the SA communities today, namely <i>“insecurity, landlessness, spatial segregation, social injustice, poverty, and inequality.”</i> 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 <i>“Land Reform Programme” (LRP)</i> in the country that also reinforces section 25(5) of the Constitution. Government additionally developed a wide range of other <i>legislative policies instruments</i> 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 <i>“Work their Land”</i> for productive purposes, and for the overall development of the Province. Various policy options are currently being explored to reinforce and strengthen the LRP. The 3 key developmental outcomes that are important going forward:</p> <ul style="list-style-type: none"> • Provide provincial communities to develop land to narrow the inequality gap. • Unlock the land development potential of the province for food security, poverty alleviation and self-reliance. • Foster sustainable livelihoods by creating conditions for a greater, more inclusive, and meaningful economic growth
17. Macro-organisation of state/Local government legal/policy reform	<p>The state system is complex and in its production of public goods it isn’t merely a conduit of goods and services to the public, instead it is also a driving force for social production in society, transforming, molding, and shaping the very structure of societies. Similarly, the state and it how it is organized and structured within society is nor 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 its forms does retain at its essence its Weberian core, which is fundamental to all states, that being the monopoly of cohesive 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 did whilst not Uhuru, did however provide for the all-important <i>beachhead</i> 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, continues to organize and reorganize itself to be more responsive and alive to the needs in society and the environment more broadly, it too will continue to have an impact on society into the future.</p>

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

CONSOLIDATED PRIORITISED SERVICE DELIVERY NEEDS OF KEY STAKEHOLDERS AND COMMUNITIES		
PILLAR NAME	LIST OF PRIORITISED SERVICE DELIVERY NEEDS FROM KEY STAKEHOLDERS	LIST OF PRIORITISED SERVICE DELIVERY NEEDS FROM COMMUNITIES
PILLAR 1: DEMOGRAPHIC CHANGE AND PEOPLE DEVELOPMENT	<ul style="list-style-type: none"> • Widespread Information sharing • Civic Education • Improved Labour Standards • Marketing Communication in order to engage with various audiences • Advanced Network Connectivity • Observing and enhancing the system of customary law in the areas of a municipality • Municipality should respect areas that are proclaimed to be under traditional leaders to allow them to exercise their powers freely and independently. 	<ul style="list-style-type: none"> • Youth Development Programmes • Education and Skills Development Programmes • Social Security • Spatial Redress Programmes • Women development GBV and Femicide • HIV/AIDS, STI and TB (Support for Community based organization) • Elderly (interventions: Make Winter Warmer) • Disability (Supporting programmes) • Traditional leaders need education of issues concerning: - Local government administration, Change Management, Community development, Governance and Political System.
PILLAR 2: ECONOMIC POSITIONING	<ul style="list-style-type: none"> • Subsidized services • Reduced Rates • Infrastructure Maintenance • Cost-Sharing Grants 	<ul style="list-style-type: none"> • Infrastructure Development • Queen industrial Park • SMME Support • Livestock Development • Agro Processing • Irrigation Schemes • Coal Mining
PILLAR 3: SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY	<ul style="list-style-type: none"> • Climate Change Initiatives • Advanced Network and Technical Services • Green and Clean Sustainable Energy • Disaster and Fire Management Service 	<ul style="list-style-type: none"> • Alien Species Eradication • Water Conservation Management • Small Revitalisation Programme • Corridor Development Programmes • Disaster and Fire Management Programmes • Green Economy Programmes

CONSOLIDATED PRIORITISED SERVICE DELIVERY NEEDS OF KEY STAKEHOLDERS AND COMMUNITIES		
PILLAR NAME	LIST OF PRIORTISED SERVICE DELIVERY NEEDS FROM KEY STAKEHOLDERS	LIST OF PRIORTISED SERVICE DELIVERY NEEDS FROM COMMUNITIES
PILLAR 4: INFRASTRUCTURE ENGINEERING	<ul style="list-style-type: none"> • Renovation of abandoned buildings • Maintenance of Poor Infrastructure • Land Ownership • Road Network Upgrade 	<ul style="list-style-type: none"> • Engcobo Canca Dam Construction • Road Network Upgrade • Upgrading of Electrification at Komani • Water Infrastructure Services
PILLAR 5: INTEGRATED SERVICE PROVISIONING	<ul style="list-style-type: none"> • Enforcement Programmes • Gender Equality Initiatives • Business Indaba • Networking Workshops • Enterprise Development Programme 	<ul style="list-style-type: none"> • Integrated Human Settlement • Thusong Centre • One Stop Centre • Early Childhood Development Centres • Integrated Sustainable Human Settlement Programme
PILLAR 6: GOVERNANCE AND FINANCE	<ul style="list-style-type: none"> • Fair Share of Economic Growth • Attracting Investments • Support on forming Partnerships • Proper Control on services 	<ul style="list-style-type: none"> • Moral Regeneration Programmes • Strengthen Outreach Programme • Institution • Support on forming partnerships • Financial Support and Incubation to SMMEs • Civic Education • Advocacy and Research Development • Heritage

2.4 KEY GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN DISTRICT AGAINST EACH OF THE SIX PILLARS

LIST OF GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN DISTRICT				
PILLAR NAME	NATIONAL/ PRIORITIES	PROVINCIAL MTSF	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 <ul style="list-style-type: none"> • Increase access to Early childhood development. • Improved quality of primary and secondary education for improved educational outcomes. • Increase skills for development of the province. • Improved health profile and health outcomes in communities. • Improve the safety of the people in the Eastern Cape. • Promotion of Social Cohesion and moral regeneration. • Social Protection and Viable Communities. 	<p>To establish and maintain a skilled labour force guided by policies to function optimally towards the delivery of services to Communities.</p> <p>To ensure development and implementation of regional economic strategies and effective Spatial Planning and Land Use Management approaches as drivers for economies of scale and social cohesion.</p>
PILLAR 2: ECONOMIC POSITIONING	Priority 2: Economic Transformation and Job Creation		Goal (Impact Area) 1: Innovative and Inclusive Growing Economy <ul style="list-style-type: none"> • Stronger industry and enterprise support. • Rapid development of high-potential economic sectors. • Spatially balanced economic development, urban development and small-town revitalization. • Digital transformation and development of the ICT sector. 	<p>To ensure development and implementation of regional economic strategies and effective Spatial Planning and Land Use Management approaches as drivers for economies of scale and social cohesion.</p>

LIST OF GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN DISTRICT					
PILLAR NAME	NATIONAL/ PRIORITIES	PROVINCIAL	MTSF	EC PDP PRIORITIES	DISTRICT PRIORITIES
				Goal (Impact Area) 3: Rural Development and an Innovative and High-Value Agriculture Sector <ul style="list-style-type: none"> Sustainable community agriculture and diversified livelihoods. Development of agricultural value chains. Accelerate land reform and land rehabilitation programmes. 	
PILLAR 3: SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY	Priority 5: Spatial Integration, Human Settlements and Local Government			Goal (Impact Area) 2: An Enabling Infrastructure Network <ul style="list-style-type: none"> Develop sustainable and integrated settlements. Goal (Impact Area) 5: Environmental Sustainability <ul style="list-style-type: none"> Safeguarding ecosystems and existing natural resources. Respond to climate change and green technology innovations. Improvement of environmental governance. 	To ensure development and implementation of regional economic strategies and effective Spatial Planning and Land Use Management approaches as drivers for economies of scale and social cohesion.
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 <ul style="list-style-type: none"> 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. 	To ensure development and implementation of regional economic strategies and effective Spatial Planning and Land Use Management approaches as drivers for economies of scale and social cohesion.

LIST OF GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN DISTRICT					
PILLAR NAME	NATIONAL/ PRIORITIES	PROVINCIAL	MTSF	EC PDP PRIORITIES	DISTRICT PRIORITIES
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 3 Universal access to basic infrastructure.	<ul style="list-style-type: none">To provision Municipal Health, Environmental Management and Basic Services in a well-structured,efficient and integrated manner.
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 2 Building the Capability of the State to deliver. 3 Transformed, Integrated and Innovative Service Delivery. 4 Instilling a culture of good corporate governance. 5 Build multi-agency partnerships.	<ul style="list-style-type: none">To create an Efficient, Effective, Accountable and Performance oriented Administration.To Ensure an Effective, Efficient and Coordinated Financial Management that enables CHDM to deliver its mandate.To establish and maintain a skilled labour force guided by policies to function optimally towards the delivery of services to Communities.

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

OVERALL VISION STATEMENT FOR DISTRICT				
“A viable municipality that enables vibrant and eco-friendly economic development through capable and active citizenry guided by consistent and accountable leadership”				
Focus Area One: Economically Self-sustained rural villages.				
Goal	Description	Sector / Industry	Intended Benefits	Targets
Strategic Goal 1.1:	Improvement of data management for rural development	Government	Evidence-based rural development plan.	<ul style="list-style-type: none"> By 2025 Chris Hani DM has a functional data management system in place. The 4IR technologies are employed or precision farming, crop watching and ARD (Analysis Ready Data) be applied in the district by 2027. By 2040 both poverty and vulnerability will be reduced will be reduced by 30-50%. By 2050 the CHDM residences will have a prosperous and functional rural development economy coupled with sustainable incomes.
Strategic Goal 1.2:	Enhancement of entrepreneurial and business management skills in rural villages	Agriculture & Agro-processing	Job creation, Entrepreneurship Development, Economic Growth.	<ul style="list-style-type: none"> By 2025 Business analysis and Agro Processing skills programme shall be fully operational using our research institutions such as TIA (Technology Innovation Agency, CSIR (Council for Scientific and Industry Research) and ARC (Agricultural Research Council). Education outcomes (literacy, maths, science, grade 12 pass rates, etc] in rural areas will also improve by 20-40% by 2027 Commercialisation will be advocated and implemented by 2027 as well as the use 4IR Technologies. By 2035 all rural villages will be more self-sufficient and also export their crops in various towns and poverty will be reduced by due to the economic growth.
Strategic Goal 1.3:	Commercialisation of communal and small-scale farming	Agriculture & Agro-processing	Skills Development & Economic Growth	<ul style="list-style-type: none"> By 2030 the poverty levels in Chris Hani DM will be reduced by 20-50%, the number of rural areas will have a functional and effective rural economic development plan. Entrepreneurship development programmes will be advocated and implemented by 2027. By 2040 unemployment will be reduced by 30-50% and vulnerability (including GBV) will be reduced by 50% (especially for youth and other vulnerable groups). By 2050 all residents will engage in quality of work .

Strategic Goal 1.4:	Availability of financial support for rural businesses	Government	Rural Development & Entrepreneurship	<ul style="list-style-type: none"> By 2025 CHDM will utilise multiple streams of funding from various sectors i.e Agriculture, DRDLR and Agric Research Councils. The funding to be channelled for skills development commercialisation training, entrepreneurship and the development of rural economy.
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Focus Area Two: Infrastructure development linked to economic growth opportunities.

Goal	Description	Sector / Industry	Intended Benefits	Targets
Strategic Goal 2.1	Development of sustained water management techniques and sanitation plants that would meet demands for	Water & Sanitation	Increased Business Investment & Job creation	<ul style="list-style-type: none"> By 2030 Engcobo Canca Dam Construction must be functional and Water Infrastructure Services must be upgraded. By 2035 all villages must have access to basic water and sanitation.
Strategic Goal 2.2:	Development of electricity and energy infrastructure that will match the needs of growing industries	All Sectors & Industries	Increased Business Investment & Job creation	<ul style="list-style-type: none"> By 2027 Road Upgrading of Electrification at Komani must be completed. Coal Mining at Emalahleni must be fully functional by latest 2030 as it will play a huge role in the development of energy that is complemented by various other Green Energy projects. By 2035 all villages must have access to electricity (via traditional and/ or Green Energy sources)
Strategic Goal 2.3:	Support productive farms that are linked with retailers by means of maintained roads and railway lines for accessibility to enhance competition and profitability	Agriculture & Agro-processing	Increased Business Investment & Job creation	<ul style="list-style-type: none"> By 2025 Business analysis and Agro Processing skills programme shall be fully operational using our research institutions such as TIA (Technology Innovation Agency, CSIR (Council for Scientific and Industry Research) and ARC (Agricultural Research Council). Commercialisation development will be advocated and implemented by 2027 as well as the use 4IR Technologies. By 2027 most associated skills must be mastered and by 2035 rural villages must be more self sufficient and must export their crops in various town and poverty will be reduced by due to the economic growth
Strategic Goal 2.4:	Effectiveness of catchment management of invader species that consume ample of water	Water & Sanitation	Increased Water Supply	<ul style="list-style-type: none"> By 2030 all Dams, Reservoirs must be functional and Water Infrastructure Services must be upgraded and integrated in the cadastra of the entire district. By 2035 all villages must have access to basic water and sanitation

Focus Area Three: Transformed land use and ownership.				
Goal	Description	Sector / Industry	Intended Benefits	Targets
Strategic Goal 3.1:	Fast-track commercial land transformation	Agriculture & Agro-processing	Entrepreneurship Development & Job creation	<ul style="list-style-type: none"> By 2025 CHDM to undertake spatial planning, land use management and regulatory approvals effectively and efficiently across the district space unlocking Trust Land development, catalytic projects and promoting integrated urban and rural development
Strategic Goal 3.2:	Fast-track agricultural land transformation	Agriculture & Agro-processing	Entrepreneurship Development & Job creation	<ul style="list-style-type: none"> By 2025 CHDM to undertake spatial planning, land use management and regulatory approvals effectively and efficiently across the district space unlocking Trust Land development, catalytic projects and promoting integrated urban and rural development
Focus Area Four: Revived Small Towns.				
	Description	Sector / Industry	Intended Benefits	
Strategic Goal 4.1:	Redesign small towns to eliminate undesirable outcomes associated with linear town planning	Transport, Logistics & Manufacturing	Increased Business Investment, Economic Growth & Job creation	By 2025 CHDM to undertake spatial planning, land use management and regulatory approvals effectively and efficiently across the district space unlocking Trust Land development, catalytic projects and promoting integrated urban and rural development

Strategic Goal 4.2:	Embark on inclusive settlement development	All Sectors & Industries	Increased Business Investment, Economic Growth & Job creation	By 2025 CHDM to undertake spatial planning, land use management and regulatory approvals effectively and efficiently across the district space unlocking Trust Land development, catalytic projects and promoting integrated urban and rural development
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Focus Area Five: Revitalised industries				
	Description	Sector / Industry	Intended Benefits	
Strategic Goal 5.1:	Creation of business climate at the Chris Hani District Municipality that will attract investors	Government	Increased Business Investment,	<ul style="list-style-type: none"> By 2025 CHDM to develop and implement strategies as well as substantially grow marketing and the Tourism industry by 20-30% (across its key sectors and industries - Agriculture and Agro-processing, Travel and Tourism, Manufacturing, Construction, Transport and logistics, Renewable energy, Ocean economy, Mining, Forestry, Infrastructure, Water and Sanitation)
			Economic Growth & Job creation	
Strategic Goal 5.2:	Development of marketing strategies aimed at increasing Chris Hani District Municipality market share	Travel & Tourism	Increased Business Investment, Economic Growth & Job creation	By 2025 CHDM to develop and implement strategies as well as substantially grow marketing and the Tourism industry by 20-30%
Strategic Goal 5.3:	Provision of conducive regulatory environment with clear trade agreements and governance	Government	Increased Business Investment, Economic Growth & Job creation	By 2023 CHDM to have a clear and functional, implementable investment strategy and economic growth plan.

Strategic Goal 5.4:	Development and support of Small, Micro and Medium Enterprises (SMMEs)	SMME	Entrepreneurship Development & Job creation	<ul style="list-style-type: none"> By 2023 CHDM to provide entrepreneurship, innovation support, business support and finance that is easily accessible for informal traders, youth income generating projects artisanal entrepreneurs and SMMEs (across its key sectors and industries - Agriculture and Agro-processing, Travel and Tourism, Manufacturing, Construction, Transport and logistics, Renewable energy, Ocean economy, Mining, Forestry, Infrastructure, Water and Sanitation)
Focus Area Six: Effective and efficient municipalities				
	Description	Sector / Industry	Intended Benefits	
Strategic Goal 6.1:	Enhancement of municipality's ability to plan, implement, and enforce government policies	Government	Government Efficiencies &	By 2023 CHDM to have a functional document management system
Strategic Goal 6.2:	Strengthen the municipality's ability to practice effective oversight, and to strengthening monitoring systems	Government	Government Efficiencies &	By 2023 CHDM functional e- governance and effective functional monitoring systems.
Strategic Goal 6.3:	Development of transparent and consultative municipality	Government	Government Efficiencies	By 2023 CHDM to have fully transparent and efficient systems
Strategic Goal 6.4:	Increase focus on training and developing skills of municipality officials	Government	Government Efficiencies &	By 2025 all municipal officials to be capacitated and with the latest 4IR Technologies.

Focus Area Seven: Active and able citizenry.				
	Description	Sector / Industry	Intended Benefits	
Strategic Goal 7.1:	Development of community structures that will facilitate consultation effective and continuous engagement between the municipality and communities, transparency and accountability	Government	Increased Public Participation and Education	By 2023 CHDM to increase Public participation, consultation and education by 60%
Focus Area Eight: Entrepreneurial and skills development linked to key sectors				
	Description	Sector / Industry	Intended Benefits	
Strategic Goal 8.1:	Linking the primary and tertiary schooling curricular with the strategic sectors and industries within the municipality	Government	Skills Development, Entrepreneurship	By 2025 CHDM to drastically improve education and training outcomes from Early Childhood Development (ECD) to tertiary levels

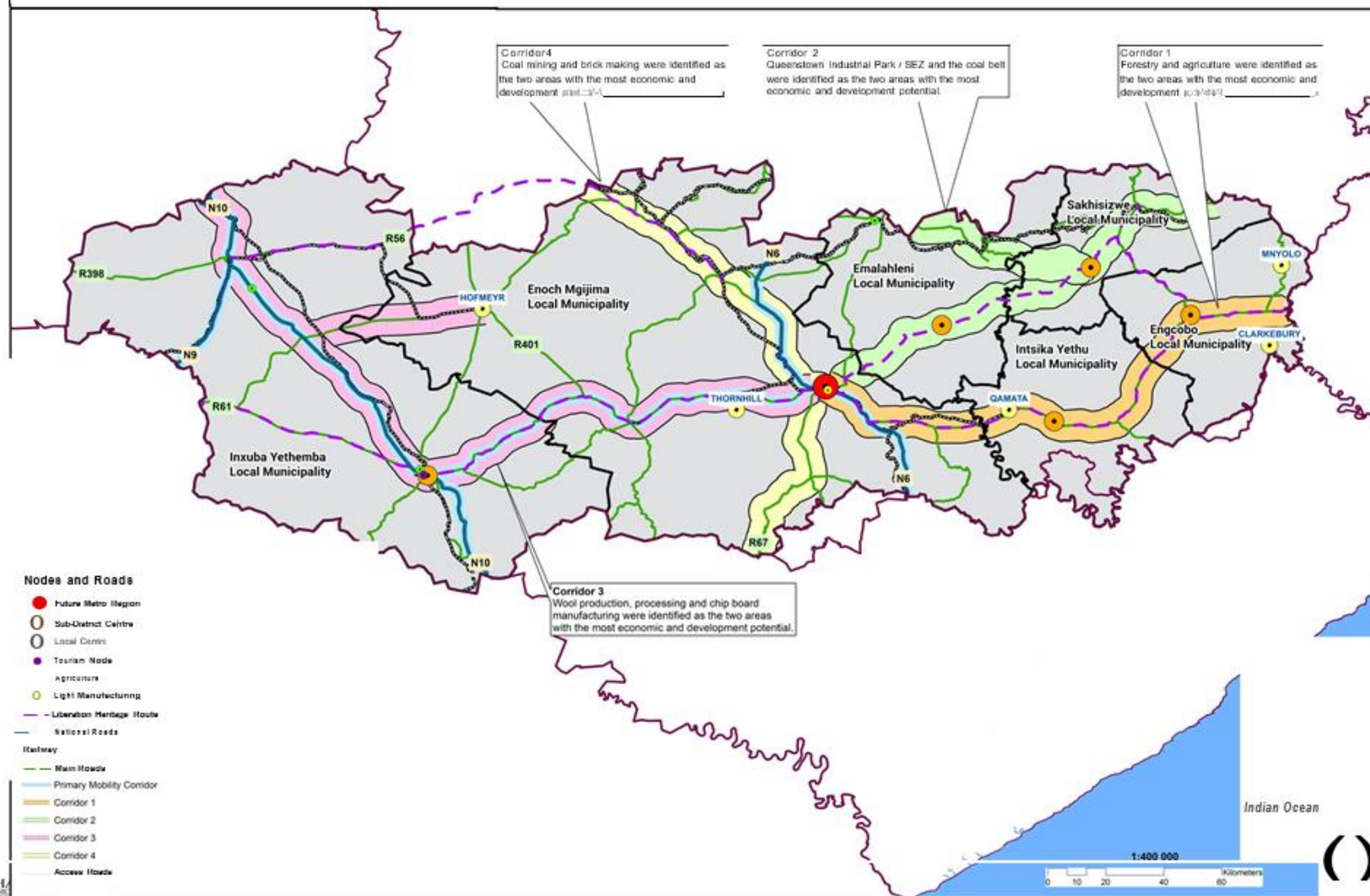
Key sectors and/or industries

- Agriculture and Agro-processing
- Travel and Tourism
- Manufacturing
- Construction
- Transport and logistics
- Renewable energy
- Ocean economy

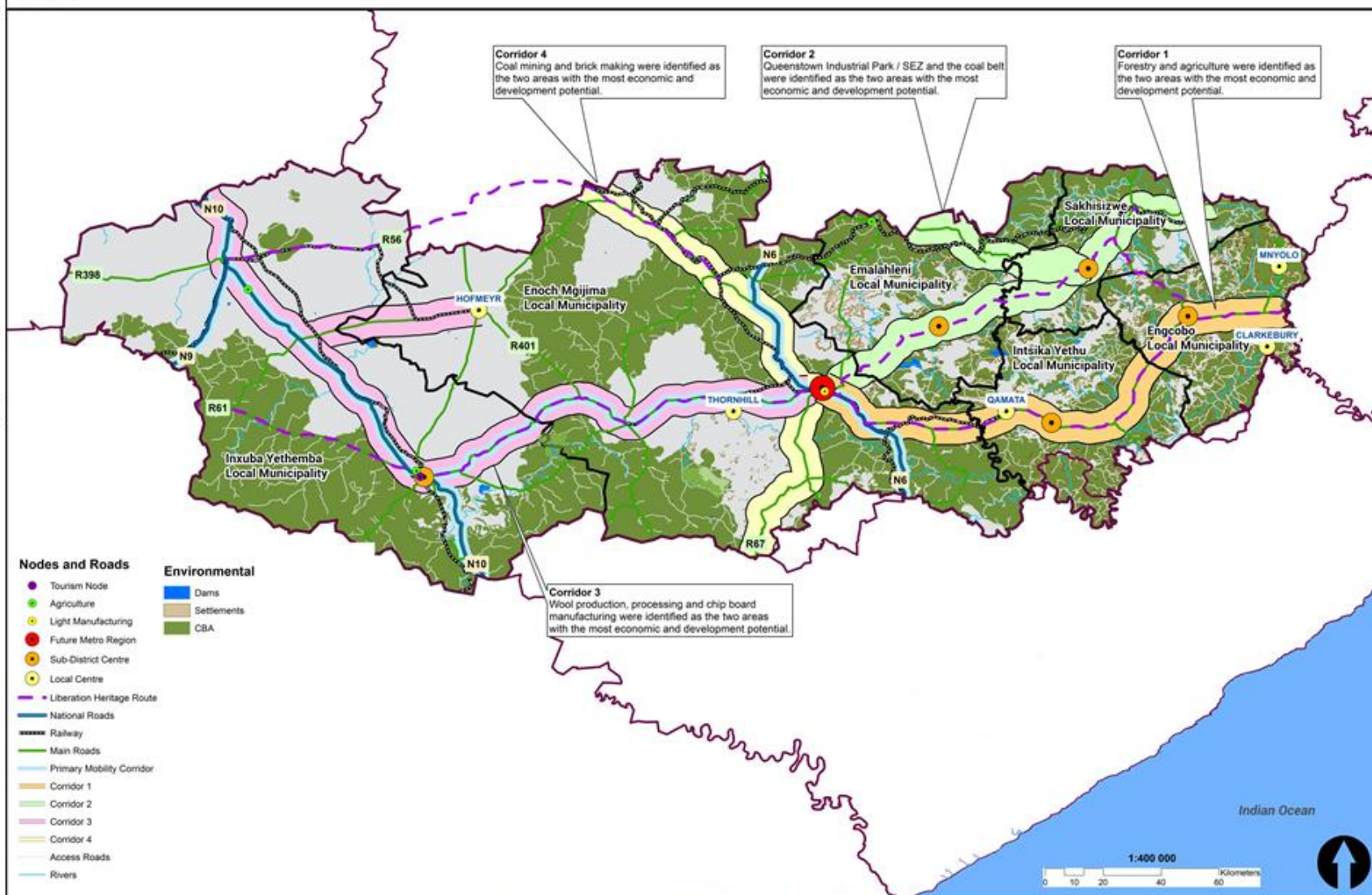
- Mining
- Forestry
- Infrastructure
- Water and Sanitation
- Small and Medium Enterprises (SME)
- Government

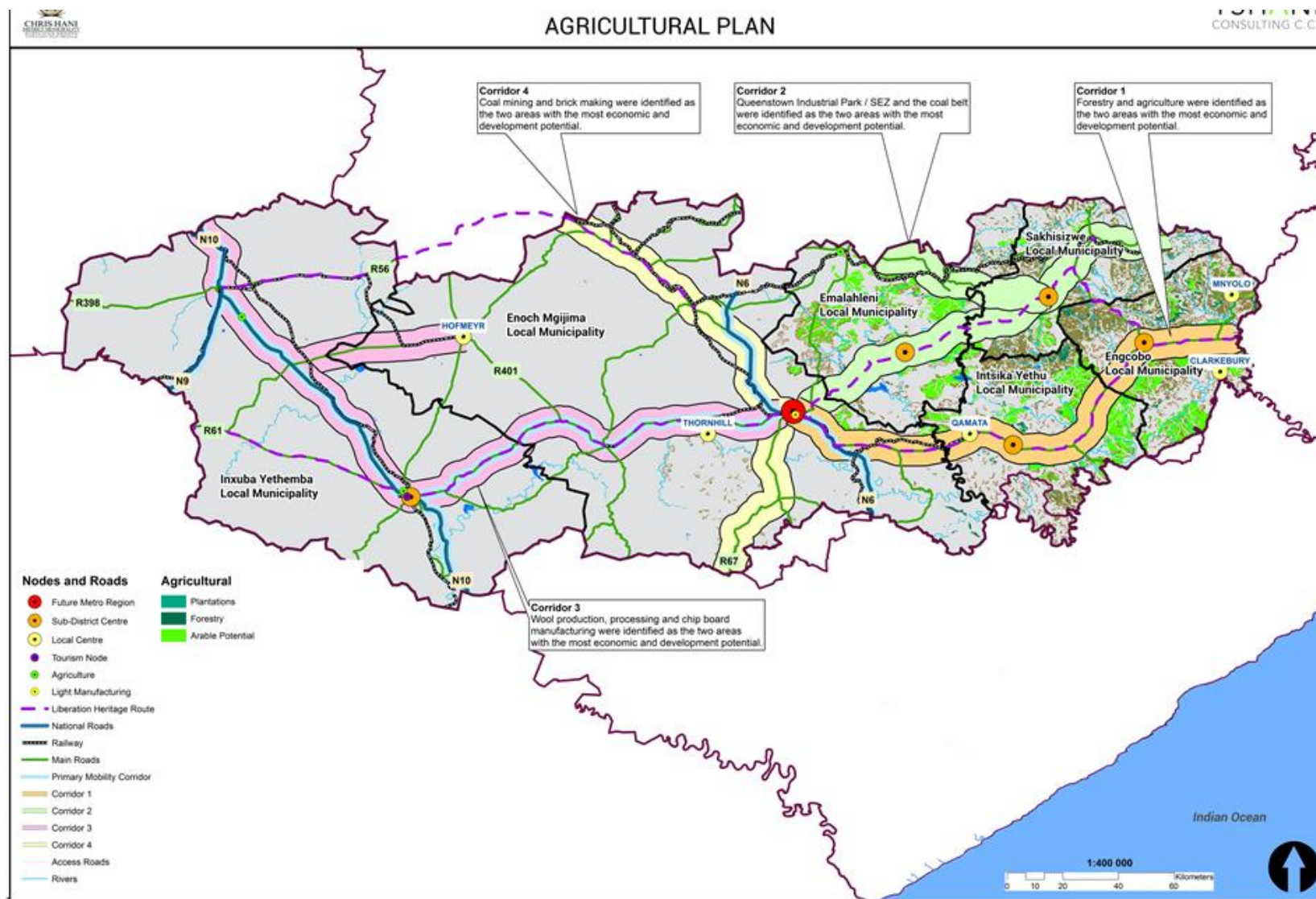
The following spatial maps provides the details of the following aspects: 1) Towns and Linkages Plan, 2) Environmental Plan, 3) Agricultural Plan, 4) Economic Plan, 5) Tourism Plan, and 6) Overall Spatial Proposals.

TOWNS AND LINKAGES PLAN

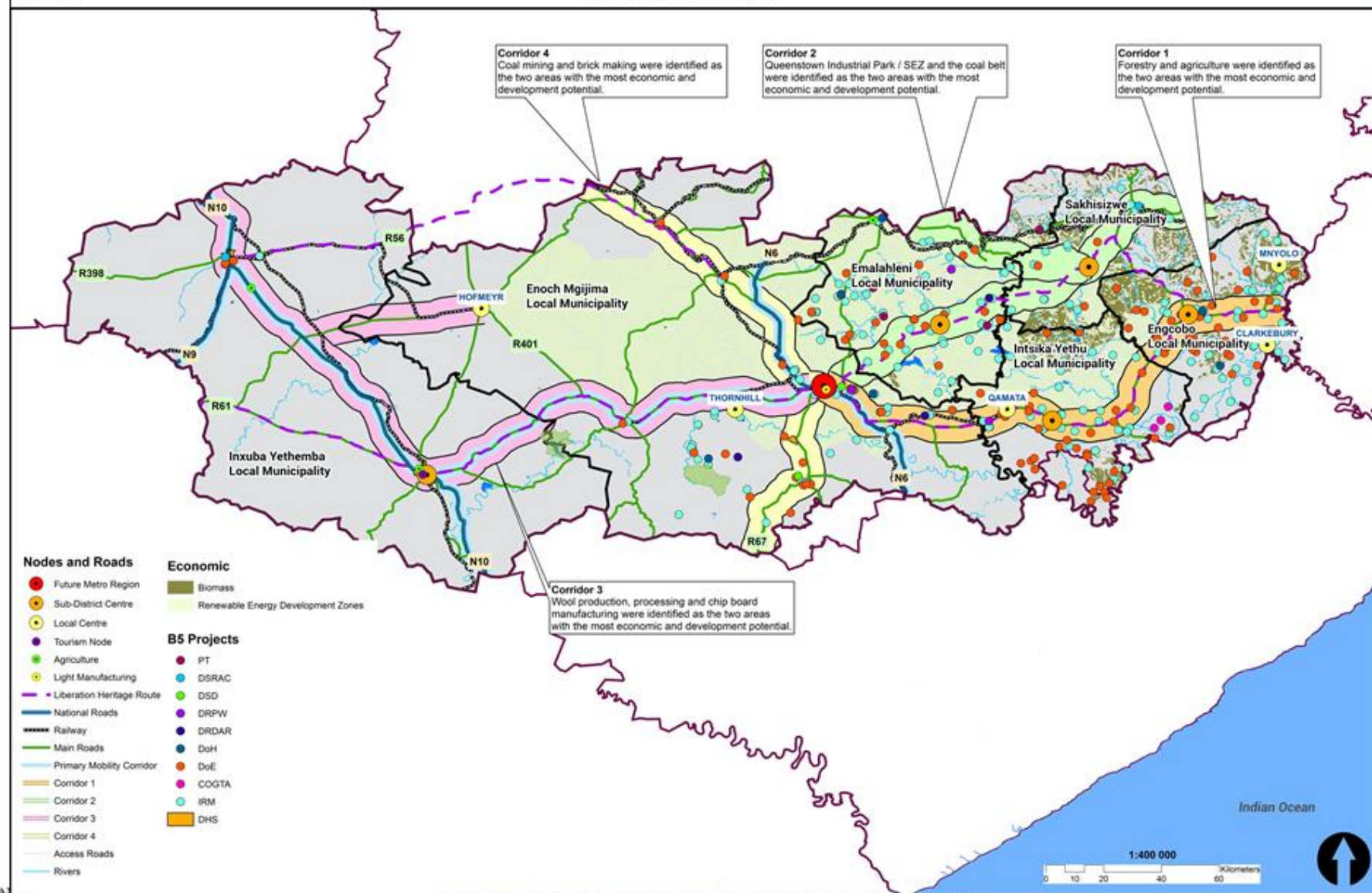


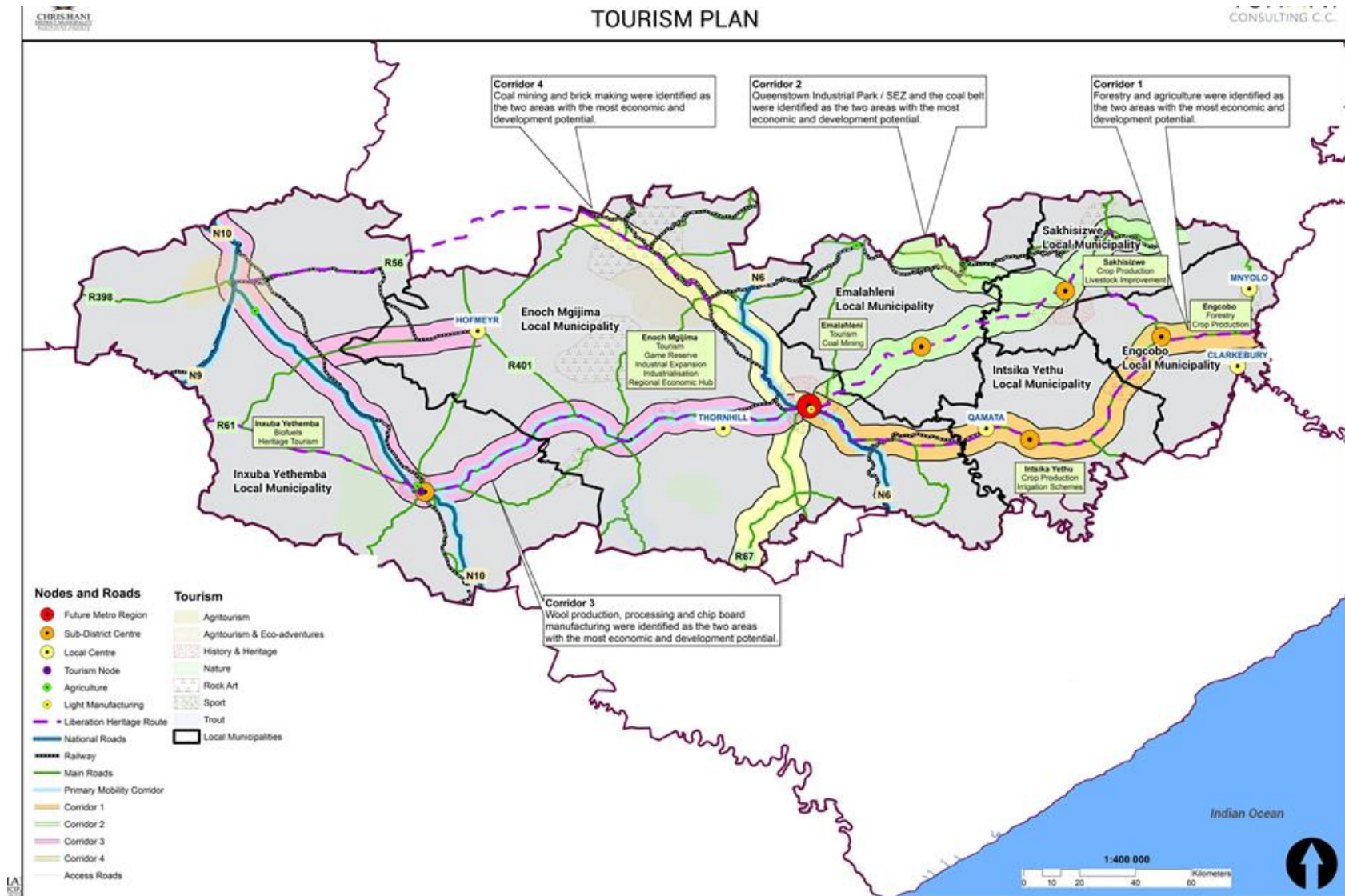
ENVIRONMENTAL PLAN

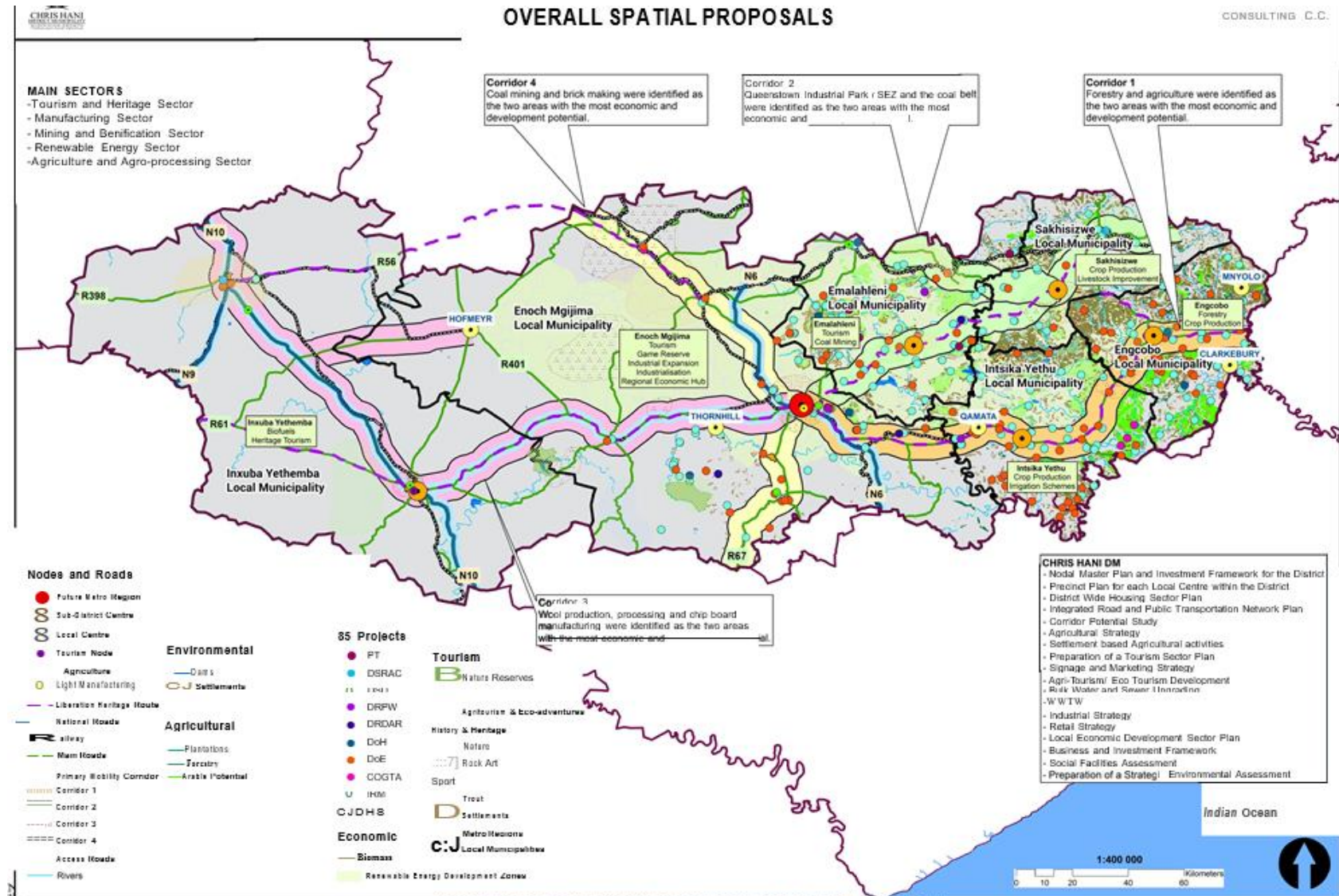




ECONOMIC PLAN







CHAPTER 4: IMPLEMENTATION COMMITMENTS

LIST OF NATIONAL PROJECTS IMPLEMENTED IN CHRIS HANI DISTRICT MUNICIPALITY.

DEPARTMENT OF ENVIRONMENT, FORESTRY AND FISHERIES

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget
EPIP				
Chris Hani District Thuma Mina Green Deeds	The project is aimed at encouraging better environmental management practices through street cleaning, clearing of illegal dumps and public open spaces as well as the conducting of environmental education with the following deliverables: recruitment and placement of participants, street cleaning and clearing of illegal dumps, Education and Awareness campaigns, Non-accredited training to participants.	Implementation	Mar 2019 – Sep 2021	R 13 574 661.00
EC - Lukhanji Waste Recycling - multi buy back centers	The project is for the construction of the following facilities: <ul style="list-style-type: none"> • Ezibeleni Sorting Facility • Lesseyton Transfer Station • Ilinge Transfer Station • Mlungisi Transfer Station • Whittlesea Transfer Station 	Implementation	Mar 2014 – Apr 2019	R 30 000 000.00
EC - SP: Agriculture MTP023 - Horticulture NQF 2	The skills development interventions are in line with the current seven priorities of government. The project is aimed at offering skills development opportunities to the young people with an objective of encouraging further education, employment, and exploration of entrepreneurial avenues.	Implementation	Sep 2019 – May 2020	R 2 480 040.00
EC - SP: Construction MPT094 - Construction Plumbing NQF 4	The skills development interventions are in line with the current seven priorities of government. The project is aimed at offering skills development opportunities to the young people with an objective of encouraging further education, employment, and exploration of entrepreneurial avenues.	Implementation	Mar 2014 – Mar 2020	R 2 767 540.00
EC - Waste Capitalization Project	The Waste Capitalization project will include the following deliverables: <ul style="list-style-type: none"> • Palisade fencing & entrance gate • Construction of warehouse • Construction of guardhouse • Bailing machine • Ablution facilities • Capacity building • Landscaping • Collection & sorting of waste 	Implementation	Mar 2019 – May 2021	R 13 115 480.00
NRM				

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget
NRM EC Tsomo WFW_2	Alien Plant Clearing Project	Implementation	Not indicated	R1 556 665.00
NRM EC Xuka Drift WFW_2	Alien Plant Clearing Project	Implementation	Not indicated	R2 429 316.35
NRM SANP WfE Mountain Zebra _2	Alien Plant Clearing Project	Implementation	2019/20 - 2021/22	Not indicated
NRM SANP WfW Mtn Zebra 2_2	Alien Plant Clearing Project	Implementation	2019/20 - 2021/22	Not indicated
NRM Elliot	Fire Control and Prevention	Implementation	2018/19 - 2021/22	Not indicated
NRM Molteno	Fire Control and Prevention	Implementation	2018/19 - 2021/22	Not indicated
NRM WoF Elangeni Fire Base	Fire Control and Prevention	Implementation	2018/19 - 2021/22	Not indicated
NRM_WOF EC Tsomo	Fire Control and Prevention	Implementation	2018/19 - 2021/22	Not indicated

DEPARTMENT OF SMALL BUSINESS DEVELOPMENT

Projects	Project description	Location / Targeted areas	Time frames	Budget
SheTradesZA	Initiative supporting women owned businesses with products that are ready for market or with limited market access. It is a platform that serves as a unique opportunity for women entrepreneurs in the SMME sector to participate in the global value chains and markets	Targeted beneficiaries - 3800	2019 - 2024	Not indicated
100 Thousand young entrepreneurs	Initiative targeting young people between the ages of 16 and 40 with businesses with the potential to create a minimum of 10 sustainable jobs	Targeted beneficiaries - 1600	Not indicated	Not indicated
SMME expansion/ scale up	Initiative targeting small and medium enterprises that have been in existence for more than 4 years and employ more than 5/10 staff members. It supports businesses to scale up and expand through access to working capital and markets for goods and services.	Targeted beneficiaries - 3200	Not indicated	Not indicated
Township and rural entrepreneurship	A dedicated programme to transform and integrate opportunities in townships and rural areas into productive business ventures.	Targeted beneficiaries - 8401	Not indicated	Not indicated
Incubation and digital hubs	Business and technology incubation centres that offer enterprises business and management skills, support and platforms for a minimum of 3 years. It targets start-ups that require hand holding as they start their journey in business.	Targeted beneficiaries - 3	Not indicated	Not indicated
Cooperatives	Initiative aimed at supporting cooperatives as enterprises that are income and profit generating. It targets registered cooperatives that have potential to generate income and profit.	Targeted beneficiaries - 160	Not indicated	Not indicated
Informal businesses	Initiative aimed at supporting informal businesses with compliance support, business skills development, business infrastructure and technical support.	Targeted beneficiaries – 16801	Not indicated	Not indicated

SMME products	Initiative to coordinate and direct the buy local campaign to be impactful by targeting a minimum number of enterprises that should benefit.	Targeted beneficiaries - 3000	Not indicated	Not indicated
Start-up nation	Initiative that seeks to promote innovation that can have a ripple effect on the national economy. Target beneficiaries are Tech and Engineering Start-ups and Social enterprises.	Targeted beneficiaries - 6000	Not indicated	Not indicated

ESKOM

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget (R'M)
Komani - Cathcart 22kV Network Reconfiguration	Reliability	Not indicated	2020/2021	21.60
Ncora - Qamata 22kV Network Reconfiguration	Reliability	Not indicated	2020/2021	24.50
Freemantle Substation Reliability Alignment Ph1	Reliability	Not indicated	2020/2021	12.90

DEPARTMENT OF AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget
Qamata Bilatye FPSU	Procurement of crop and Vegetable production inputs, generator and refrigerated container	Busy with specifications	Not indicated	R44,846,318.00
Emalahleni FPSU	Supply and delivery of Procurement of sorghum seed for Guba land trust sorghum seed	Specification submitted to SCM	Not indicated	R9,530,000.00
Qamata FPSU-Storage facility and mechanization centre	Qamata / Bilatye FPSU - Construction of storage facility and Mechanization Centre in Qamata/Bilatye	Out on tender	Not indicated	R1 000 000
Qamata feed mill	Qamata / Bilatye FPSU - Construction of a feed mill in Qamata	Busy compiling tender documents	Not indicated	R1 000 000
Ndunge.	Restitution Development. Production inputs, machinery and infrastructure	Planning	Not indicated	R5,000,000.00
HOFMEYER FARMS (SIYAYA PROJECT) Q6/3/9/H6/5	ALHA commitment. Supply and delivery of production inputs	Project halted due to investigations	Not indicated	R2 548 450
MOTINAER 3 SUGAR BEAT PHASE 2	ALHA commitment. Supply and delivery of production inputs	Reconciliation of invoices	Not indicated	R10 897 150
Ulin	Land acquisition and allocation	Transferred. Allocation due for NLAACC	Not indicated	R6,455,576.00

Soetfontein	Land acquisition and allocation	Transferred. Allocation due for NLAACC	Not indicated	R12,200,000.00
Bonchurch	Land acquisition and allocation	Transferred. Allocation due for NLAACC	Not indicated	R9,450,000.00

DEPARTMENT OF TELECOMMUNICATION AND POSTAL SERVICES

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

DEPARTMENT OF HIGHER EDUCATION AND TRAINING

Projects	Project description	Location / Targeted areas	Time frames	Budget
National Skills Fund Projects				
King Hintsa TVET College	Mjanyana Hospital Dutywa	Ngcobo	Not indicated	R27,025,000
King Hintsa TVET College	All Saints Hospital Ngcobo	Engcobo	Not indicated	

DEPARTMENT OF WATER AND SANITATION

Project Code	Project Name	Location/Target areas	Timeframe / Duration	Total Project Budget (R'M)
RBIG 5b	Cluster 4 CHDM Bulk Water Supply	Engcobo Local Municipality	2021/2022	R82 682
RBIG 5b	Cluster 6 CHDM Bulk Water Supply	Engcobo Local Municipality	2021/2022	R27 586
RBIG 5b	Cluster 9 CHDM Bulk Water Supply	Intsika Yethu Local Municipality	2021/2022	R64 814
RBIG 5b	Xonxa Bulk Water Supply	Engcobo Local Municipality	2021/2022	R44 729
RBIG 5b	Hofmeyer Ground Water Supply	Enoch Mgijima Local Municipality	2021/2022	R2 000
RBIG 5b	Middleburg Ground Water Supply	Enoch Mgijima Local Municipality	2021/2022	R20 000

DEPARTMENT OF WATER AND SANITATION

Project Code	Project Name	Location/Target areas	Total Project Budget (R'M)					
			Schedule 5, Part B			Schedule 6, Part B		
			2021/22	2022/23	2023/24	2021/22	2022/23	2023/24
RBIG 5b	Cluster 4 CHDM Bulk Water Supply	Engcobo Local Municipality	R82 682	R40 000	R35 316	-	-	-
RBIG 5b	Cluster 6 CHDM Bulk Water Supply	Engcobo Local Municipality	R27 586	R17 586	R7 586	-	-	-
RBIG 5b	Cluster 9 CHDM Bulk Water Supply	Intsika Yethu Local Municipality	R64 814	R18 459	R14 814	-	-	-
RBIG 5b	Xonxa Bulk Water Supply	Engcobo Local Municipality	R44 729	R4 729	R2 000	-	-	-
RBIG 5b	Hofmeyer Ground Water Supply	Enoch Mgijima Local Municipality	R 2 000	-	-			
RBIG 5b	Middleburg Ground Water Supply	Enoch Mgijima Local Municipality	R20 000	R5 000	-	-	-	-
RBIG 5b	Cluster 4 CHDM Bulk Water Supply	Engcobo Local Municipality	R82 682	R 40 000	R35 316	-	-	-

CHAPTER 5: ONE PLAN IMPLEMENTATION, MONITORING & EVALUATION

5.1 IMPLEMENTATION READINESS

- Arrangements for driving development priorities and programmes have been set out in various pieces of legislation governing Local Government.
- These arrangements will need an Implementation Coordination, Monitoring and Accountability Plan.
- Established CHDM Structures will continue to Coordinate and Monitor contributions to the Vision 2030, even when these structures continue to strengthen their capabilities.
- The work will be driven by all Government Departments and Municipalities while Sector Heads or MMC and HODs will foster Integration across Municipal space, and the Office of the Executive Mayor will oversee all programmes and initiatives.
- The Vision 2030 which supports the IDP for Delivery mechanisms aim to maximize already existing structures whilst extending scope for inclusivity to allow meaningful participation of stakeholders and multi-agency partnerships
- The delivery mechanisms and institutional arrangements of the IDP and Vision 2030 therefore include public sector and the mobilization of sector- based outcome partners in labour, business, civil society and communities as legislated in all pieces of legislation.
- The implementation of the Vision 2030 follows the scheme depicted below. This graphic illustrates the processes and relationships required for collaborative planning, alignment, integration and co-ordination.
- The triangle below represents the hierarchy of plans to work together for a common vision across state and non-state actors.
- The figure also shows the relationship between the NDP 2030, EC-PDP, IDPs, CHD Vision 2030 and statutory plans that the local and provincial spheres of government are required to develop and implement.

5.2 MONITORING & EVALUATION

The formulation of the One Plan has to happen through a series of collaborative and deep Intergovernmental planning sessions reflecting on research, evidence, solution and Innovation-oriented dialogues based on each district/metro's own dynamics, challenges and Opportunities.

It is not about ticking boxes and being driven by compliance but rather re-imagining a preferred future and identifying the strategies and interventions that will enable change and Impact.

The development of the One Plan should follow all the stages outlined by the Cogta Circular 2 process and content guidelines as this is critical in ensuring credibility of the final One Plan, One Budget. All structures that are going to drive the development of the One Plan are Established or confirmed (where they already exist). This include both technical and political Structures.

Identification of specific officials to drive and manage the process for each district / metro in the province. Allocation of officials from national and provincial sector department to form part of the technical teams for each district or metro in the province.

The main aim of developing the One Plan for CHD is to eliminate Poverty and reduce, Inequality and create Jobs so as top decrease in poverty, inequality, and unemployment. The Chris Hani District Agency (CHDA) will also assist in the monitoring, evaluation and monitoring of the One Plan.

CHAPTER 6: CONCLUSION

The Vision, Goals, Strategies and Targets in this One Plan are meant to cause significant shifts in the district and while it may seem too optimistic, given our present performance and management of challenges, they are necessary to signal the level of change required. This One Plan is also meant to reinvigorate hope across the whole of government and society in the District and leave a new legacy for generations to come. To help ensure this, various social compacts and agreements with key stakeholders will be put in place shortly to ensure that this Plan is actively co-owned, resourced, implemented and monitored.