

OR TAMBO DDM : INTRODUCTION AND WAY FORWARD FEBRUARY 2022



WHAT THE PRESENTATION COVERS

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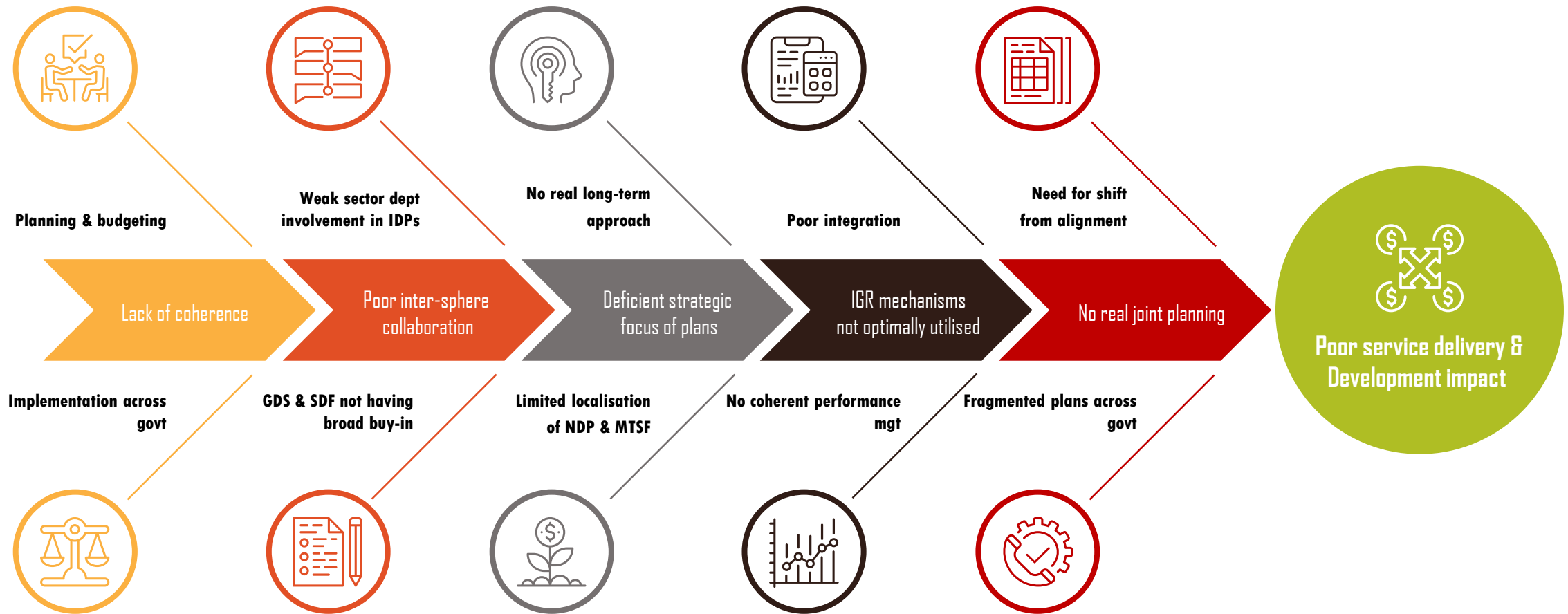
Umzimvubu Project

1. WHAT IS THE DISTRICT DEVELOPMENT MODEL?

- The District Development Model (DDM) is an **operational model** for improving Cooperative Governance aimed at building a capable, ethical Developmental State.
- **All of Government and Society Approach** – A method by which all three spheres of government and state entities work in unison in an impact-oriented way, where there is higher performance and accountability for coherent and effective service delivery and development outcomes.
- It influences **Spatialisation** and **Reprioritisation** of Government Planning, Budgeting, Implementation and Reporting in relation to jointly agreed outcomes and commitments in a District Space.
- It expresses **Jointly agreed outcomes and commitments** as an IGR Plan or whole of Government plan (“One Plan”) in relation to each district space over short, medium and long-term.



2. WHAT PROBLEMS IS THE DDM TRYING TO SOLVE?



3. WHAT IS ONE PLAN?

A One Plan is an **Intergovernmental Plan** setting out a long-term strategic framework to guide investment and delivery **in relation to a specific district or metropolitan space.**

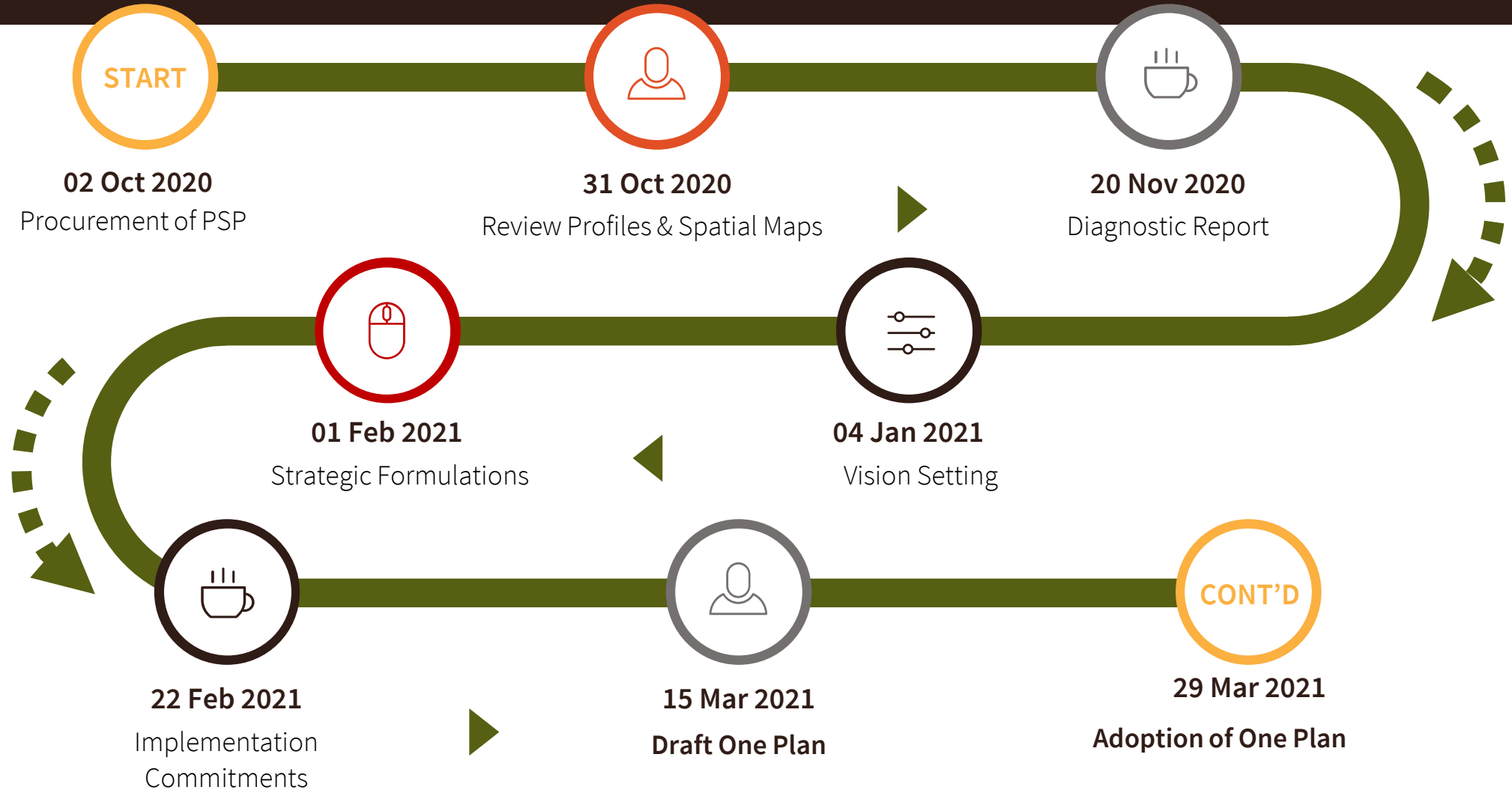
- It is **collaboratively produced** by all three spheres of government (“Co-Created”) **informed by Existing Plans** of all three spheres of government.
- It confirms what is in Existing Plans, refines as necessary and identifies key strategic gaps/issues. It **expresses IGR agreement, alignment, and commitments** and is therefore not a detailed development plan.
- **Adopted collectively** by all three spheres of government and stakeholders as an **IGR and Social Compact**:
 - Shared understanding of the space
 - Agreement on priorities
 - Common vision and measurable outcomes
 - 5 • Targets and Commitments

3. WHAT IS ONE PLAN?

- One Plan cannot and does not replace any existing prescribed development plans, departmental strategic and annual performance plans that each sphere, department and state entity is responsible for. It is rather informed by these plans and once adopted it will guide the review of these plans and budgets
- The One Plan is also not a simple summation of entity plans but a **strategic collaboratively synthesised plan** that articulates development outcomes, targets, strategies and commitments.
- The **joint planning / co-planning** culminates in an **Intergovernmental One Plan**
- As an Intergovernmental Plan, the formulation and monitoring of the One Plans are facilitated by CoGTA as part of its IGR mandate and responsibility to drive the DDM institutionalisation. To undertake this role, **CoGTA is extending its capacity** by configuring a functional capability at district level in the form of **District & Metropolitan Hubs**.

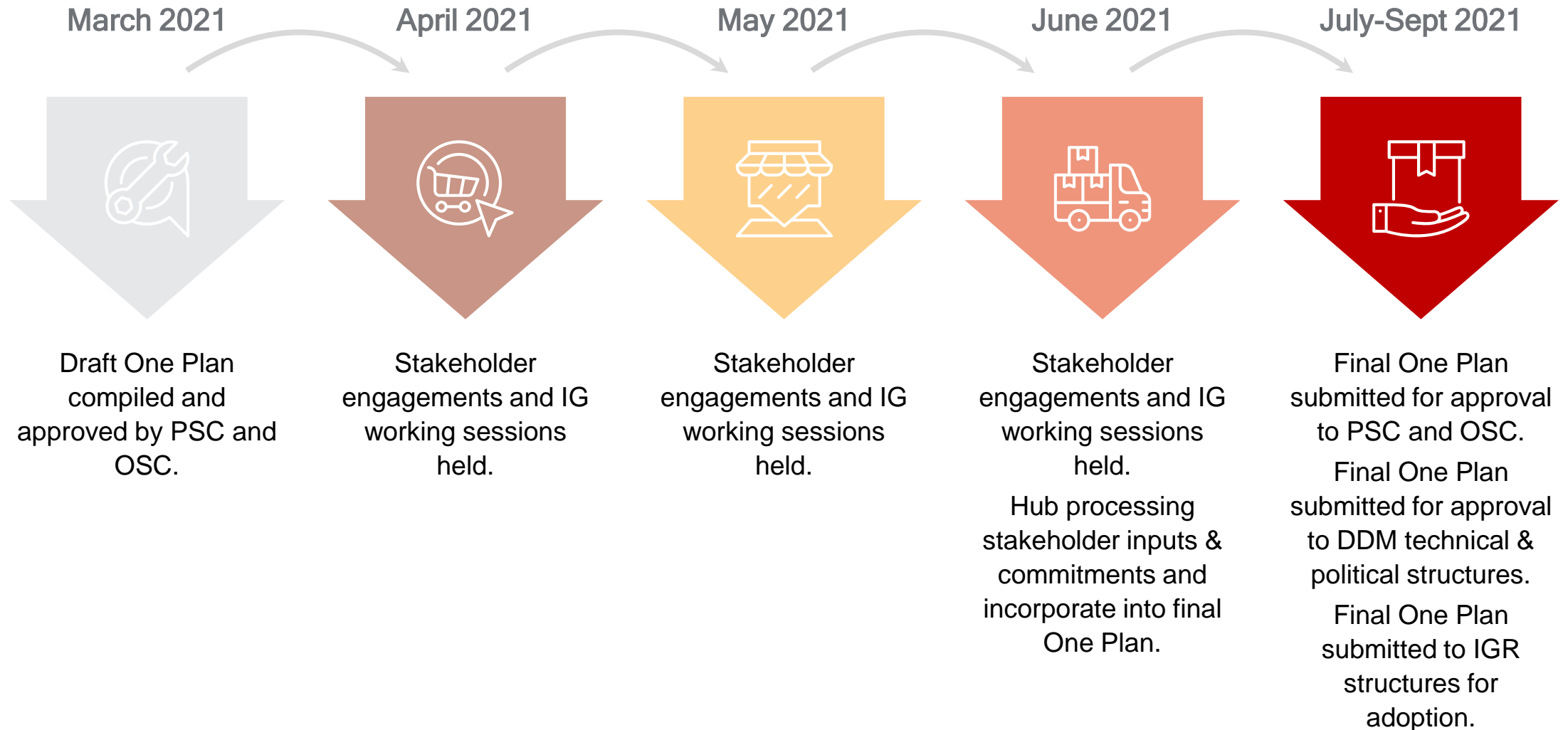
3. ONE PLAN DEVELOPMENT

Road Map for the OR Tambo District



OVERVIEW OF ONE PLAN PROCESS

KEY ACTIVITIES AND STEPS



HOW IS A ONE PLAN DIFFERENT TO OTHER PLANS?

NDP & NSDF	Sector Strategies	MTSF, DSP and APPs	PGDSs & PSDF	GDSs, CDSs & SDFs	IDPs, LED, Infrastructure, Departmental
Country Approach National Priorities	Cuts across National, Provincial and Municipal spheres	National and Provincial Departments	Provincial Approach Provincial Priorities	Local Approach Local Priorities	Municipal Strategic and Departmental Planning
National Development Plan & National Spatial development Framework	Water, Energy, Transport, Human Settlements, etc.	Medium-Term Strategic Framework, Departmental Strategic Plans, Annual Performance Plans	Provincial Growth & Development Strategies , Provincial Spatial Development Frameworks	District/Metro Growth & Development Strategies, City Development Strategies	Integrated Development Plans, Local Economic Development Plans, Infrastructure Plans,
Long-Term Development Goals and Spatial Directives for the country	Long-Term Sector Policies, Goals, outcomes and Plans	5-Year Term of Office sectoral targets and outcomes	Long-Term Development Goals and Spatial Directives for the province	Long-Term Development Goals and Spatial Directives for the district or metro	5-Year Term of Office Plan, Infrastructure Master Plans, Annual Plans
Not specific to district and metro spaces and local dynamics	Not specific to district and metro spaces and local dynamics ↑ ↓ ↑ ↓	Not spatially focused and not specific to district and metro spaces ↑ ↓	Not always specific to district and metro spaces, reliant on sectoral and municipal alignment ↑ ↓	Lack of buy-in and broader picture, unclear commitments from other spheres, reliant on alignment ↑ ↓	Lack of buy-in and broader picture, unclear commitments from other spheres, reliant on alignment ↑ ↓

One Plan is an Intergovernmental Plan:

- Develops localised plans, by which all 3 spheres of government, SOEs, the private sector, donors, civil society, social partners and communities can contribute to and seeks investments opportunities.

Where does OR Tambo want to be in 30 years in terms of its storyline?

“A coastal smart city, anchored by a thriving oceans and agricultural economy”

DDM Transformation Focal Areas:

- **People Development and Demographics** – The number of people, people’s income profile (poverty), their location and density, their place of work and their migration patterns.
- **Economic Positioning** – The primary economic sectors, the contribution areas in the province and region and their contribution to job creation and poverty alleviation.
- **Spatial Restructuring and Environmental Sustainability** – The creation of a sustainable spatial development pattern and of integrated sustainable human settlements, the location of environmentally sensitive areas and the method followed to preserve such areas and to use them for economic development through agriculture, oceans economy, tourism, mining and forestry
- **Infrastructure Engineering** – The enabling component to ignite the area’s economic development
- **Integrated Services Provisioning** – The status and location of backlogs in service provision to the people
- **Governance & Management** – The district’s performance against national standards such as those issued by the Auditor General of South Africa and the management of the district and local municipalities.

One Plan Development Goals & Strategies:

➤ **Goal 1: People Development / Demographics:**

- Improve quality of life.
- **How to achieve?** Supporting the unemployed and vulnerable / marginalised groups through entrepreneurial development, training and upskilling in relevant existing and new economic sectors, identification and creation of business opportunities. Eradicating gender-based violence through creation of awareness campaigns and establishing essential support systems and places of safety.

➤ **Goal 2: Economic Positioning:**

- Resilient transformed regional economy.
- **How to achieve?** Restructuring of land ownership, further development of existing economic sectors, establishment and development of new economic sectors.

➤ **Goal 3: Spatial Restructuring & Environmental Sustainability:**

- Transformed spatial form.
- **How to achieve?** Spatial restructuring of human settlements to integrate all living spaces and improve housing conditions, by taking into consideration environmental sensitivity and integration.

➤ **Goal 4: Infrastructure Engineering:**

- Support economic and spatial structure.
- **How to achieve?** Provision efficient, effective, sustainable, integrated infrastructure network to support economic business centres and human settlement areas.

➤ **Goal 5: Integrated Services Provisioning:**

- Reliable seamless services.
- **How to achieve?** Provision of efficient and effective services by relevant institutions, focussed on addressing backlogs and planning for future demand in line with population and economic growth.

➤ **Goal 6: Governance & Management:**

- Improved performance.
- **How to achieve?** Improvement of institutional capacity through skills development and training. Instilling transparency, accountability, good financial practices, sound financial management processes and procedures. Involving all stakeholders, both institutional and communities.

Future 2050 Outcome:

- **People:** Smart people with good quality of life
- **Economy:** Strong resilient economy
- **Spatial restructuring & environmental sustainability:** Well-planned, transformed spatial transformation, inclusive of all, sustainable environmental natural resources
- **Infrastructure:** Smart infrastructure, providing accessibility for all economic and spatial networks
- **Services:** Reliable, innovative, smart services
- **Governance:** Efficient oversight, coordination and monitoring to ensure proper management

AGRICULTURE



FORESTRY



OR Tambo Investment Opportunities

N2 DEVELOPMENT



TOURISM

OCEAN'S ECONOMY



District Development Model (DDM) Strategic Implementation Framework

Problem Statement

Poor service delivery and development impact caused by: lack of coherent planning, budgeting & implementation; weak inter-sphere collaboration; deficient strategic focus of plans; existing IGR mechanisms not optimally utilised; and no real joint planning by government departments & entities.

Objectives

Solve horizontal & vertical silos; narrow distance between people and government; deliver integrated services and M&E; maximising impact and aligning resources; facilitate inclusive economic development; infuse long-term strategic planning. Build state capacity and strengthen system of LG.

Outcomes

Sustainable development resulting in poverty reduction, increased employment & improved equality; Inclusive & gender-mainstreamed budgets based on people/ community needs.

Phases

1 Establishment

Objectives:

To develop and obtain approval for the DDM concept document.

Outputs:

- Concept note developed.
- Broad Intergovernmental & private sector consultations held.
- DDM concept approved by Cabinet.
- National and provincial DDM inter-governmental coordinating structures established.
- CoGTA national and provincial DDM teams established
- Political champions appointed.

Yr. 1 (Aug. 2019-Mar 2020)

2 Piloting

Objectives:

To launch the three pilots and establish the requisite technical capacity for the DDM implementation.

Delivery packages/work streams:

- Launch of three pilots
- Appointment of Implementing Agent (DBSA)
- Development of 52 district/metro profiles
- Establishment of DDM hubs in pilots
- One Plan development

Key indicators:

- 3 pilots launched by Nov. 2019
- DBSA appointed by March 2020
- 52 profiles developed & published by Aug. 2020
- One Plan process guidelines issued by Sept. 2020
- 3 DDM hubs launched by Oct. 2020
- One Plan prototypes developed by March 2021
- DDM IMS One Plan module launched by March 2021
- CoGTA internal DDM institutional realignment completed by March 2021

Yr. 1-2 (Aug. 2019-March 2021)

3 Institutionalisation

Objectives:

To improve Integrated long-term planning, budgeting & implementation and the sustainability of local government.

Delivery packages/work streams:

- Budget reprioritisation and spatialisation.
- One Plan development & implementation
- Intergovernmental (IGR) coordination & structures
- Local Government Recovery & Stabilisation.

Key indicators:

- IMS fully developed by Sept. 2021
- IGR structures strengthened & aligned to DDM approach by March 2021
- IGRF Act regulations promulgated by April 2021.
- 52 One Plans developed & adopted by March 2022
- Identified DDM hubs established by March 2022
- LG support & shared services (*powers & functions reviewed*) implemented by March 2023
- Budget reprioritisation and spatialisation principles infused across govt by March 2025

Yr. 2-5 (April. 2020-Mar 2025)

4 Sustainability

Objectives:

To improve quality of life and transform district/metro economies and further enhance the institutional and financial sustainability of LG.

Delivery packages/work streams:

- One Plan implementation & monitoring.
- IGR coordination & structures
- Local Government Stabilisation.

Key indicators: All 52 Spaces;

- Inclusive repositioned economies
- Spatial transformation and environmental sustainability
- Sustainable Infrastructure Development
- Reliable service provisioning
- Empowered citizens and good governance
- Functioning hubs and IGR coordinating structures by 1 April 2025
- LG system supported & effectively performing mandated functions

Yr. 5+ (April 2025 - onwards)

Enablers (tools, frameworks & systems):

DDM Information Management System; Stakeholder Management & Communications; Risk Management; etc.

Critical Success Factors:

CoGTA internal DDM realignment & focus; Whole of government buy-in; Leadership & guidance; Spatial budgeting; Opportunities for reflection, key shifts & bold ideas; Credible data & evidence-based planning; Process management & joint planning facilitation; etc.

OR Tambo District Institutional Arrangements



Extended District Mayors Forum –
DIMAFO
(DDM Political Committee)

Extended MM Forum (DDM
Technical Committee)

OR Tambo IGR Clusters

OR Tambo Operational Hub

Workstream Clusters	SOCIAL TRANSFORMATION CLUSTER	ECONOMIC DEVELOPMENT & INFRASTRUCTURE CLUSTER	GOVERNANCE & ADMIN CLUSTER
Members	Dept. Social Development(DSD), Dept. Health, Dept. Education, Dept. Sport, Recreation, Arts Culture (DSRAC), Dept. Safety and Liaison, Dept. Home Affairs, CoGTA, OTP, Prov. Treasury, SAPS, DEDEAT, DRDAR	Econ Dev & Env, Public Works & Infrastructure, Rural Dev, Agric & Land Reform, SANRAL, CoGTA, Eskom, Telkom, Prov. Treasury, Water and Sanitation, Amathola WSA, OTP, ECDC	Office of the Premier, Prov Treasury, Municipality CFOs & CoGTA.



Role of Hubs in Joint Programme Management

Brief Clusters on One Plan
Support the Convening and Secretariat of Clusters
Identification of IG/Societal Task Teams
Constitute Task Teams
Convening and Secretariat of Task Teams
Collation of Progress Reports
Analysis & Review
Unblock and Accelerate progress
Undertaking the JPMA is instrumental in
implementing, monitoring and tracking the One Plan
commitments



cooperative
governance

Department:
Cooperative Governance
REPUBLIC OF SOUTH AFRICA



OR TAMBO ONE PLAN

Vision 2050

A coastal smart city region anchored by a thriving oceans and agricultural economy

6	Transformation Focal Areas
33	Strategies
170	Projects
R82bn	Implementation Commitments

- A **strong economic drive** will be required to realise the vision. The building blocks of the regional economy will include developments in the **agriculture sector** as well as the development drive for the new **oceans economy**.
- The agriculture sector will need changes to land rights, training and skills development to reskill the available workforce, infrastructure such as roads to support the link to markets and investment from the private sector to convert to commercial farming.
- The oceans economy needs development plans to map the tasks of government, enabling infrastructure to allow the development of nodes and investment from private.

CATALYTIC PROJECT REPORT

Mzimvubu Water Project

Project Description

The Mzimvubu River catchment in the Eastern Cape Province lies within one of the poorest and least developed regions of South Africa. Development of the area, with the express purpose of accelerating social and economic upliftment of the communities in the region, has been identified as a priority of Government. Harnessing the water resources of the Mzimvubu River, the only major river in the country which is still largely unutilized, is considered as offering one of the best opportunities to supply water that is needed to support a variety of poverty alleviation developments in the region. As a result of this need for development, Government, through the DWS, commissioned the Mzimvubu Water Project which consists of two multi-purpose dams on the Tsitsa River, a major tributary to the Mzimvubu River. The two dams will be built and operated as one integrated scheme to make the scheme sustainable throughout its useful life..

Current Status – Delivery tracking

This scheme will be built as the first phase of a much broader development programme of the Mzimvubu River catchment which will be phased over time. Due to the vital catalytic role the project will play in the socio-economic development of the region, Government has classified the Mzimvubu Water Project as a Strategic Integrated Project (SIP) to facilitate the allocation of sufficient resources and implementation on a fast-track basis

Development Impact

- Jobs Sustained: > 150
- Youth Jobs Sustained:
- People with disabilities:
- Training and Partnerships:

Implementation Challenges / Bottlenecks

- Legislative context for water, energy, land, and agric.
- Institutional context for water, energy, land and agric
- Displacement of people, covering of agric land, roads, services
- Change from a culture of subsistence to one of commercial agric
- Free water to paying for services
- Environmental impact

Schedule

MC Baseline: MC Forecast:



Budget

BC: BTD: R25 Million ETC: Rxxx

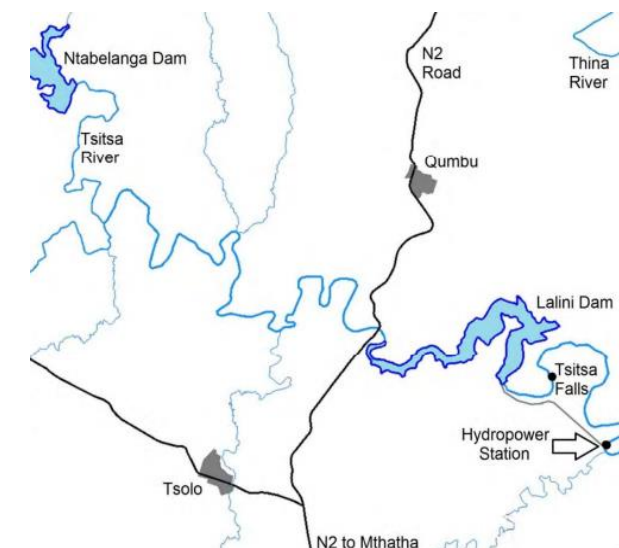


PSC (%)

100 Conceptual design & approvals 25% Construction

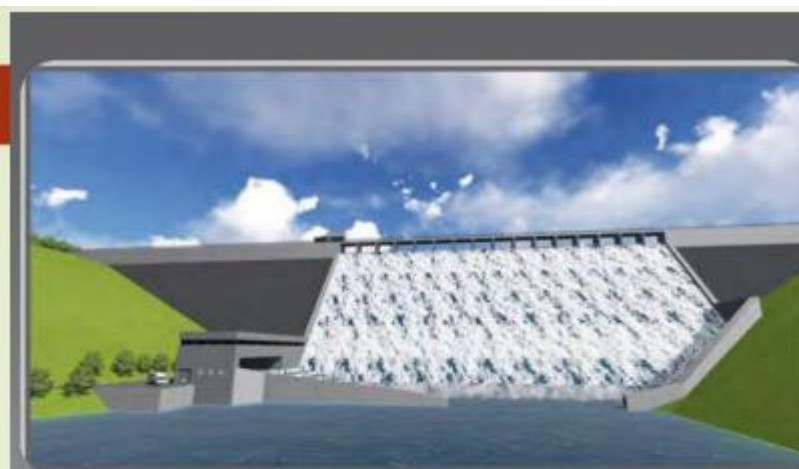


2021 - Milestones



Mzimvubu Water Project

The location of Umzimvubu Dam and Mtentu Bridge



Mzimvubu Bulk Water Scheme

- Project in Preliminary Design Stage
- 2 New Dams (Including 1 Hydro Electric)
- 100 Ml/d Water Care Works
- Water distribution System (1800km)
- Pump stations & Reservoirs
- Irrigation Bulk pipeline



THANK YOU

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