



Chris Hani Development Agency

5 Year Strategic Plan

2023-2028

(Reviewed Final Document Year 2024/25)



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TABLE OF CONTENTS

1. ACRONYMS	5
2. OFFICIAL SIGN-OFF	7
3. EXECUTIVE MAYOR'S FOREWORD	8
4. BOARD CHAIRPERSON'S OVERVIEW	9
5. BACKGROUND	11
5.1 Reviewed and Confirmed Mandate of the CHDA	11
5.2 The Strategic Model and Methodology followed	12
5.3 Vision of the CHDA	14
5.4 Mission of the CHDA.....	14
5.5 Values	14
5.6 Legislative and Other Mandates	15
6. BROAD POLICY CONTEXT AND ALIGNMENT	16
6.1 The Context.....	16
6.1.1 Economic Outlook	16
6.1.2 Summit Resolutions	18
6.2 The Strategic workshop context	24
6.3 Alignment to National, Provincial and Local Development Strategies	24
6.4 Strategic outcome-oriented goals of the CHDA	29
7. SITUATIONAL ANALYSIS	29
7.1 Contextual Environment Macro Level.....	29
7.2 Contextual Environment Micro/District Level	30
(a) Geographical Location:	30
(b) Demographics:	31
(c) Economic Growth and Transformation	32
7.3 Strategic Objectives	36
8. STRATEGIC FOCUS AREAS	38
8.1 Mining Corridor Development Program (MCDP).....	43
8.2 Agri-Processing Corridor Development Program (ACDP)	43
8.3 Eco-tourism Commercial Enterprise (ETCE)	43
8.4 Livestock Corridor Development Program (LCDP).....	43
8.5 Crop Corridor Development Program (CCDP)	43
8.6 Investment Promotion & Revenue Generation	44
9. FACILITATION FOR THE ESTABLISHMENT OF COMMERCIAL ENTERPRISES.....	44
9.1. Food Value Chain – Enterprises	44
9.1.1. Grain Production and Value Chain (Aggregation Model)	44
9.1.2. Chris Hani Fresh Produce Pack House (Aggregation model)	45

9.1.3.: Fertilizer Blending Plant	46
9.1.4 Livestock Production and Value Chain (Aggregation)	46
9.2 Renewable Energy – Development.....	47
9.2.1. Proposed Action Plans	47
9.3 Value Chain Structure.....	48
10. CHDA – SERVICE OFFERINGS AND BENEFICIATION MODEL.....	49
11. ORGANISATIONAL ANALYSIS	50
11.1. SWOT Analysis	50
11.2 Pestel Analysis Review	51
11.3 Risk Management.....	53
11.4 Governance Structure	54
11.5 Organizational Structure	56
12 STRATEGIC GOALS AND SPECIFIC OBJECTIVES	58
13 PROPOSED CHDA COMPETENCY FRAMEWORK.....	59
14 KEY SUCCESS FACTORS	63
15 FIVE-YEAR OPERATIONAL PLAN.....	64
References.....	72

LIST OF TABLES

TABLE 1: ALIGNMENT WITH DEVELOPMENT PLAN (NDP-VISION 2030)	26
TABLE 2: CHDM – POLICY TOWARDS MANDATE IMPLEMENTATION OF REGIONAL ECONOMIC DEVELOPMENT STRATEGY – APPROVED IN 2019.....	27
TABLE 3: ROLES AND RESPONSIBILITIES (REDS).....	28
TABLE 4: BROAD ECONOMIC POLICY ALIGNMENT	28
TABLE 5: STRATEGIC GOALS AND SPECIFIC OBJECTIVES	37

LIST OF FIGURES

Figure 1: Seven main areas of focus for the Chris Hani Development Agency	12
Figure 2: The Basic Strategic Model	13
Figure 3: CHDA Core Values	15
Figure 4: Broad Policy Alignment	25
Figure 5: Map of Chris Hani District Positioning	30
Figure 6: Map of Chris Hani District Local Municipality.....	31
Figure 7: Gross Domestic Product (GDP) - Chris Hani District Municipality, 2020.....	33
Figure 8: Gross Value Added (GVA) by aggregate sector - Chris Hani District Municipality, 2020.....	33
Figure 9: Hub and Spoke Model.....	40
Figure 10: Corridor Agro-Development Distributed across Agro-Industrial Zone	41
Figure 11: Map of Komani Industrial Park Layout.....	42
Figure 12: CHDA Governance Structure, Goals and Objectives.....	54
Figure 13: CHDA’s Current High-level Organisational Structure.....	57
Figure 14: Proposed High-level Functional Organisational Structure.....	64
Figure 15: CHDA’s Key Success Factors Model	64

1. ACRONYMS

CHDA	Chris Hani Development Agency
CHDM	Chris Hani District Municipality
CHREDS	Chris Hani Regional Economic Development Strategy
CRDP	Comprehensive Rural Development Plan
DFI's	Developmental Finance Institutions
EC	Eastern Cape
ELM	Emalahleni Local Municipality
EMLM	Enoch Mgijima Local Municipality
FET	Further Education and Training College
IDP	Integrated Development Plan
IPAP	Industrial Policy Action Plan
IPED	Integrated Planning and Economic Development
IYLM	Intsika Yethu Local Municipality
MFMA	Municipal Finance Management Act, Act No. 56 of 2003
MSA	Municipal Systems Act, Act No. 32 of 2000
MSAA	Municipal Systems Amendment Act, Act No. 44 of 2003
NDP	National Development Plan
PFMA	Public Finance Management Act
PGDP	Provincial Growth and Development Plan
SETA	Sectoral Educational and Training Authority
SEZ	Special Economic Zones
SMME	Small Micro and Medium Enterprises
MMCE	Mining & Manufacturing Commercial Enterprise

ETCE	Eco Tourism Commercial Enterprise
APCE	Agro-Processing Commercial Enterprise
LDCE	Livestock Development Commercial Enterprise
CDCE	Crop Development Commercial Enterprise

2. OFFICIAL SIGN-OFF

It is hereby certified that this Strategy was developed and reviewed in Year 2024 by the leadership of Chris Hani Development Agency, a State-Owned Company (SOC) Ltd established in 2012 by a Council resolution dated 27th March 2012 in terms of the Municipal Systems Amendment Act No. 44 of 2003, Companies Amendment Act, No 71 of 2008 and Municipal Finance Management Act, No. 56 of 2003.

The Strategic Plan considers all relevant policies, legislative and other mandates, and accurately reflects the strategic outcomes and outputs that Chris Hani Development Agency seeks to achieve during 2023-2028.


Recommended by:

Signature:  _____

Mr A. Hala (Chief Executive Officer)

Date:

Approved by:

Signature  _____

Ms W. Dukuza (Board Chairperson (Interim))

Date:

3. EXECUTIVE MAYOR'S FOREWORD

It was the failure of the South African local governments to champion LED that resulted in the establishment of Local Economic Development Agencies (LEDAs). These entities were established as subnational institutions tasked with creating an appropriate environment to address the triple challenges (unemployment, poverty and inequality), and enforce a capable local government. The premise behind the establishment of development agencies was to create the necessary capacity to drive the developmental local government agenda that is linked to South Africa's developmental state ambitions.

To promote a culture of efficiency and effectiveness, these local economic development agencies were devised with the idea of creating institutions that would respond to the needs of both the public and private sectors in order to advance inclusive and effective economic development at the local level. For this reason, these entities were created to operate 'outside the mainstream of ministries and departments and ...under different rules of central control and internal operations.' This, therefore, places development agencies in a space where, while meeting the mandate from the shareholder, are sensitive to the competitive environmental dynamics within which they operate (CoGTA, 2014; Khambule, 2018).

As the shareholder, we acknowledge not just these dynamics, but that political stability and continuity, collaboration and partnerships, a supportive domestic environment and good governance are pivotal for the CHDA to meet its Mandate. Finally, our experience has taught us as the shareholder, that the success of Chris Hani Development Agency depends upon the establishment of partnerships, collaboration, committed and visionary leadership, an entrepreneurial approach undertaken with public interest at its centre, a clear strategic vision for district development, and the appropriate mobilisation and deployment of the limited development assets at our disposal.

.....
EXECUTIVE MAYOR
HON. CLLR L. Sizani

4. BOARD CHAIRPERSON'S OVERVIEW

The purpose of the Chris Hani Development Agency (CHDA) is to give operational effect to the agency's strategic mandate to respond to the needs of both the public and private sectors in order to advance the inclusive and effective economic development of the Chris Hani District. CHDA has aligned its Strategic vision, mission, strategic goals and objectives to the attainment of the goals as set out in several policy instruments including the National Development Plan (2030), the Eastern Cape Provincial Development Plan, Chris Hani District Municipality Vision 2030 Framework and Chris Hani District Municipality Regional Economic Development Strategy.

CHDA has reviewed the strategy that was approved by end of financial year 2023, there are no changes to the strategic goals of the organization as below approved strategic goals in the period 2023-2028:

- To develop a proficient, viable and self-sustainable entity by 2028;
- To mobilise funding and facilitate Investment Promotion into the District by 2028;
- To develop economically viable and sustainable Rural Corridors by 2028; and
- To support social and economic development infrastructure by 2028.

To achieve these goals, CHDA will embark on a drive to promote a culture of innovation at all levels with a focus on efficient and effective utilisation and deployment of resources. The aforementioned strategic goals will jointly and individually contribute to the realisation of the Mandate as indicated by the parent municipality – Chris Hani District Municipality and to ensure financial sustainability, good governance and increased stakeholder confidence. This shall further be achieved through developing the CHDA leadership, promoting innovation, and increasing staff capacity and skills at all levels. The guidance from the shareholder and the oversight role from the Board is paramount to the successful implementation of this strategy. Employee commitment and the fortitude of management are required to ensure the achievement of the set targets over the five-year strategic period.

Finally, the Chief Executive Officer shall ensure that the directors receive accurate, timely and precise information to enable them to take accurate and authoritative decisions. The chair shall ensure that sufficient time is allowed for complex or contentious issues and encourage active engagement by all board members. Both the internal and external stakeholder sentiments shall provide a barometer through which CHDA's success is monitored and gauged.

.....
INTERIM CHAIRPERSON OF THE BOARD
Ms W. Dukuza

5. BACKGROUND

The Chris Hani Development Agency (CHDA) is a State-Owned Company (SOC) Ltd established in 2012 by a Council resolution dated 27th March 2012 in terms of the Municipal Systems Amendment Act No. 44 of 2003, Companies Amendment Act, No 71 of 2008 and Municipal Finance Management Act, No. 56 of 2003.

The primary purpose of establishing this institution was based on the Chris Hani District Municipality's Integrated Regional Economic Development Strategy. At the Centre of this strategy was a focus on the development of Corridor multi-sector initiatives which would be supported by value chain addition programmes.

From the year 2012, the focus of the Chris Hani Development Agency was spelt out as to unlock the economic potential of the identified corridors within the Chris Hani District Municipality through partnerships and investments as well as to increase economic growth rates.

Some of the corridors that have been identified for development within the Chris Hani District are Sisulu Development Corridor (R61 linking Engcobo, Cofimvaba, Queenstown, Tarkastad and Cradock), Ndondo Development Corridor (links Elliot, Cala, Lady Frere, Queenstown along the R394 and Calata Development Corridor (Links Whittlesea, Queenstown, Molteno, Middleburg to Cradock along the N10).

The aim of the CHDA, when it was established, was for it to be a self-sustainable institution tasked with the coordination of regional economic development within the Chris Hani District Municipality. Since its establishment, the CHDA focused on achieving this mandate amid challenges. After careful consideration of the path taken by the CHDA over these past years, a review of the mandate to re-direct it to the initial purpose has been undertaken.

5.1 Reviewed and Confirmed Mandate of the CHDA

The mandate of the CHDA as confirmed by the Shareholder:

- Is the Realisation of Organisational Sustainability and Funding Opportunities to Enable Development Mandate;
- Is the Facilitation of Investment and Trade Promotion in District Corridors;
- Is the Facilitation of Economic Development in District Corridors;
- Is to Support Economic Enabling Infrastructure Development.

Added to this, the CHDA would need to focus on the adopted Chris Hani Regional Economic Development Strategy grounded on the concept of Multi-Sectoral Corridor Development supported by Value Chain Development programmes as one of the key District Economic Development Framework to achieve the above mandate. The CHDA strategic objectives have to be aligned with this framework.

The unlocking of the CHDM economic potential will be through Partnerships and Investments within the three identified Corridors namely, Sisulu Development Corridor, Ndondo Development Corridor and Calata Development Corridor. Within the confirmed mandate, the diagram below depicts the 7 main areas of focus for the Chris Hani Development Agency.



Figure 1: Seven main areas of focus for the Chris Hani Development Agency

5.2 The Strategic Model and Methodology followed

While there are several models and frameworks that an organisation can follow in developing and/or reviewing its strategy, the choice of what model or framework to adopt must be informed by the size, strategic planning experience and the availability of resources to give effect to the strategy. Strategic planning is vital in defining where the organisation is going in the next three to five years. With the right strategic planning model and/or framework, the organisation can uncover opportunities, identify risks, and create a strategic plan to fuel its success. The following roadmap was created to guide both the workshop discussions and the compilation of this strategic document.

The **Basic Strategic Planning Model** is ideal for establishing or reviewing the organisation’s vision, mission, goals, strategic objectives and values. This model helps the organisation to outline the specific steps the organisation needs to take to reach its goals, monitor progress to keep everyone on target and address issues as they arise. The model followed in the review of the CHDA strategic plan is as depicted below:

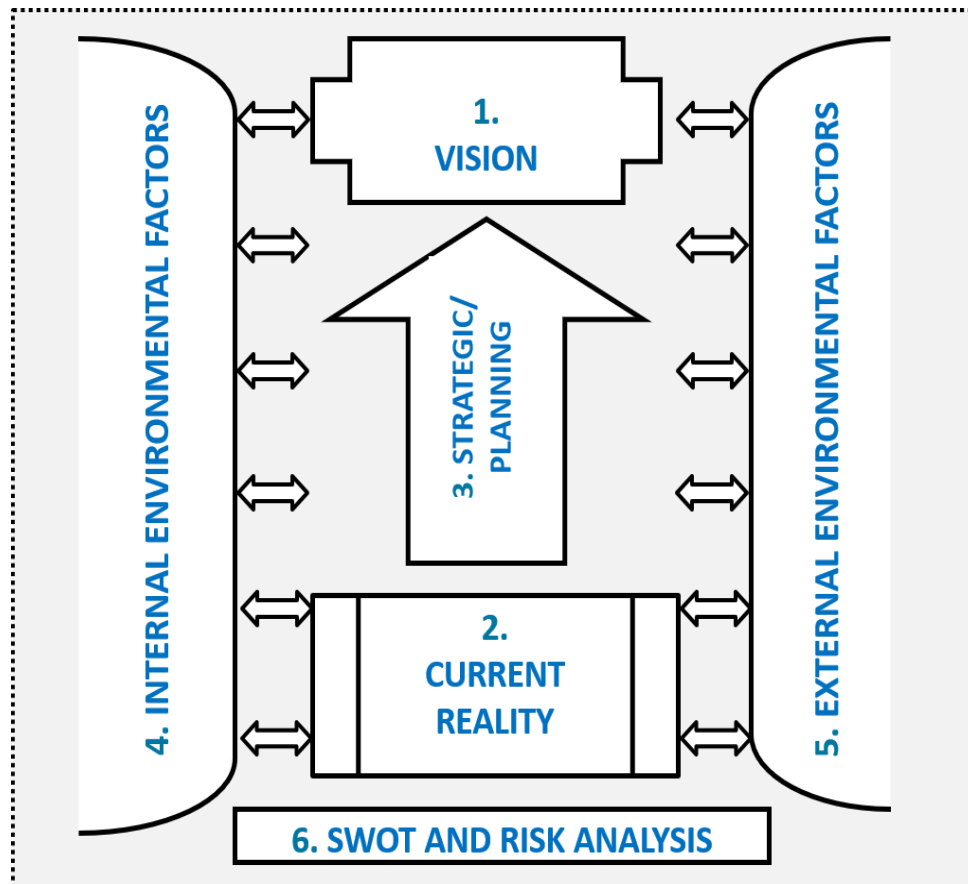


Figure 2: The Basic Strategic Model

Roadmap followed:

- a) Reviewed the CHDA Vision, Mission and desired state;
- b) Reviewed the current reality/state to reasonably estimate what effort it would take CHDA to migrate from its current reality to the desired state;
- c) Identified/reviewed the CHDA goals and objectives;
- d) Outlined strategies that would help CHDA reach its goals. Identified steps that CHDA have to take in order to reach these goals and break them down into long-term, mid-term, and short-term goals;
- e) Created action plans to implement each of the strategies;
- f) Analysed the environment (both internal and external) to understand what factors in the environment would assist or impede CHDA’s efforts to implement its goals and

reach its desired state, develop mitigation strategies while taking advantage of the positive factors;

- g) Conduct SWOT and RISK analyses; and develop mitigation strategies to counter the risks, threats, and weaknesses, while taking advantage of the strengths and opportunities.

5.3 Vision of the CHDA

**An economic growth Catalyst for the
Chris Hani District**

5.4 Mission of the CHDA

**To unlock the economic potential of the
Region through investment facilitation
for corridor development**

5.5 Values

The following values are the guiding principles that provide CHDA with purpose and direction. They help the organisation to manage its interactions with both customers and employees. They set behavioural standards for CHDA employees, board members and CHDA stakeholders.



Figure 3: CHDA Core Values

5.6 Legislative and Other Mandates

The Chris Hani Development Agency (CHDA) is a State-Owned Company (SOC) Ltd established in 2012 by a Council resolution dated 27th March 2012 in terms of the Municipal Systems Amendment Act No. 44 of 2003, Companies Amendment Act, No 71 of 2008 and Municipal Finance Management Act, No. 56 of 2003.

6. BROAD POLICY CONTEXT AND ALIGNMENT

6.1 The Context

Notwithstanding the Basic Strategic Model proposed for the strategic planning workshop, various presentations were made and input was given through deliberations. These are presented for their relevance and value-add.

6.1.1 Economic Outlook

The Chris Hani District total population with 881 000 people and its growth of 0.75% per annum is slightly lower than the Eastern Cape average annual rate of 0,98%. In the year 2020, the district contributed about R30,7 billion, which has improved by R16,7 billion from 2010 and contributed approximately 8,11% to the Eastern Cape Province GDP of R 378 billion in 2020 and 0,62% of the country's GDP, which had a total of R 4,97 Trillion in 2020. The long-term average growth rate for the district is 0.69%. In terms of local municipality contribution, Inxuba Yethemba LM had the highest average annual economic growth of 1,23% between 2010 and 2020.

Intsika Yethu LM had the second largest of 0,83% annual economic growth and Emalahleni LM had the lowest average annual growth rate of 0,29% between 2010 and 2020. The forecast expected of the district with an annual growth rate of 2,21% from 2020 to 2025. The production sectors through Gross Value Addition led by the Community Services Sector with R 12,3 billion or 43,7% of the total GVA. This was followed by the Trade Sector at 20,6% and the third sector is the Finance sector at 14,7%.

Agriculture is the second smallest sector and mining is the sector which contributes the least, with 0,11% of the total GVA. The Tertiary Sector contributes the most to the GVA at 86,0% and the secondary sector contributes a total of 11,1%, while the primary sector contributes at least 2,9%. The least contributing sectors are the primary sector, whilst agriculture around the year 2017, reported a positive growth with an average growth rate of 19,3% and the mining sector in 2017 reported 5.5%.

The strategy of the Chris Hani Development Agency (CHDA) should be to support the mining and farming sector towards improving primary production efficiencies, which is part of the Hub and Spoke Development Model within Corridor Development. The Secondary Sector consists of the manufacturing sector, which experienced the highest positive grow in 2010 with a growth rate of 3,3%.

The construction sector reached the highest growth in 2013 with 4,7%. In 2020 the manufacturing sector experienced the lowest growth rate, with 10,5%. The Tertiary Sector is constituted of the trade, transport, finance and community services sectors. Trade experienced the highest positive growth in 2011 with 4,0% and transport in 2014, reached the highest growth of 3,2%. The partnerships towards the development of the primary and secondary agro-industries Gross Value Added and the Mining sector as significant Industries of the Rural Districts of the Eastern Cape Province, becomes crucial, as this will improve the performance of these sectors and contribute towards employment.

Considering the above economic outlook, the Mandate of the CHDA must therefore focus on:

- the Realisation of Organisational Sustainability and Funding Opportunities to Enable the Development Mandate;
- the Facilitation of Investment and Trade Promotion in District Corridors;
- the Facilitation of Economic Development in District Corridors; and
- the Support of Economic Enabling Infrastructure Development.

Added to this, the CHDA would need to focus on the adopted Chris Hani Regional Economic Development Strategy grounded by the concept of Multi-Sectoral Corridor Development supported by Value Chain Development programmes as one of the key District Economic Development Framework to achieve the above mandate. The CHDA strategic objectives must be aligned with this framework.

The unlocking of the CHDM economic potential will be through Strategic Partnerships and Investments within the three identified Corridors namely, Sisulu Development Corridor, Ndondo Development Corridor and Calata Development Corridor. Within the confirmed mandate, and seven main areas of focus for the CHDA:

- Corridor Development;
- Investment and Funders;
- Stimulation of economic growth;
- Employment Creation;
- Viable Partnerships;
- Skills Development; and
- Self-Sustainability.

It is on the basis of the following focus areas of the CHDA Mandate that the four goals of the CHDA are formulated and aligned – to give effect to the mandated focus areas.

FOCUS OF THE MANDATE OF THE CHDA	MATCHING CHDA STRATEGIC GOALS
a) the Realisation of Organisational Sustainability and Funding Opportunities to Enable the Development Mandate;	Goal 1: To Develop a Proficient, Viable and Self-Sustainable Entity by 2028.
b) the Facilitation of Investment and Trade Promotion in District Corridors;	Goal 2: To mobilize funding and facilitate Investment Promotion into District by 2028
c) the Facilitation of Economic Development in District Corridors; and	Goal 3: To Develop Economically Viable and Sustainable Rural Corridors by 2028.
d) the Support of Economic Enabling Infrastructure Development.	Goal 4: To support social and economic development infrastructure by 2028

The seven specific focus areas of Corridor Development; Investment and Funders; Stimulation of economic growth; Employment Creation; Viable Partnerships; Skills Development; and Self-Sustainability also find expression in both the strategic objectives and indicators in this strategy, as follows:

7 SPECIFIC MANDATE FOCUS AREAS	MATCHING CHDA FIVE-YEAR TARGETS
a) Corridor Development;	a) Facilitate the development of the Chris Hani Corridor Framework/ Master Plan by 2025.
b) Investment and Funders;	b) To mobilize funding, Investment facilitation and trade promotion by 2028.
c) Stimulation of economic growth;	c) Facilitate the establishment of commercial enterprises and Strategic High Impact Programme Implementation by 2028.
d) Employment Creation;	d) Facilitation of Job Creation and Work Placement by 2028
e) Viable Partnerships;	e) Develop Partnerships to Leverage Funding and Non-Financial Resources by 2028
f) Skills Development;	f) Develop and implement an effective Human Resource Strategy by 2028
g) Self-Sustainability.	g) Develop a financially viable, and implementable financial management systems by 2028

6.1.2 Summit Resolutions

The following Summit Resolutions, while not handled during the strategic planning session, must form part of the to-do list as the CHDA rolls out this strategy.

NO.	RESOLUTIONS	ACTION	RESPONSIBLE ENTITY
1.	Resolved towards Infrastructure planning, water distribution, management, and network, especially agriculture for production.	Covered from Implementation Plan	CHDA for Planning

NO.	RESOLUTIONS	ACTION	RESPONSIBLE ENTITY
2.	Resolved towards an integrated solution (nexus), on food-water-energy and land, through a partnership with EC-Province Infrastructure Development Unit, DRDAR, CHDA, DBSA, DRDLR, Eskom, DTIC and ECDC, through the corridor development program.	Development of an Energy Sector Master Plan, to include renewable energy, water and agriculture. Covered under resolution 8 (renewable energy, infrastructure and agriculture)	CHDA and Local Municipalities
3.	The Summit resolved on Agri-Input and Supply Infrastructure, warehousing, and transport infrastructure (rail, etc.)	Covered	CHDA, CDC and Mandated Departments
4.	The summit resolved on prioritizing the Grain and Fodder Production Infrastructure towards Fodder Bank establishment, along Great Fish River, Irrigation Schemes, and other potential agricultural land.	Covered	CHDA, CDC, Industry Partners and Mandated Departments
5.	Resolved to commit to Dairy Production Infrastructure, and Livestock Production Infrastructure for Commercialization.	Covered	Industry Partners and CHDA
6.	CHDA to undertake comprehensive Feasibility Studies, working with mandated Partners.	Covered	
7.	Establishment and support of an Agri-Input Finance Facility, and inputs like the fertilizer blending plant, mechanization Centers, and Production Management Unit.	Covered	CHDA and Industry Partners
8.	The summit resolved to focus on Fruit Production Corridor (Gubenxa valley, Shiloh, Ntabethemba Pomegranate, and other potential areas),	Covered	CHDA, DRDAR and Industry Partners
9.	The Summit to note the investment value for Gubenxa Valley, as per phase one feasibility study, of 1716ha to a tune of R635m excluding the infrastructure requirement (roads, etc.)	Covered	Same as resolutions 8, 9
10.	The note and accept the designation of Komani Industrial Park, as a Hub, and the Corridor Development Model, mandating the CHDA to develop comprehensive Corridor Development Master Plans and the clear Investment value of these Corridor Commodities	Covered	CHDA and CSIR (Eco-Industrial Park), received a council resolution from Enoch Mgijima LM
11.	Summit welcomes the written communication from SunFarming, German Renewable Investment, focusing on Inxuba Yethemba LM, Enoch Mgijima LM and Emalahleni LM as phase one, to the tune of R500m,	Covered	CHDA, SunFarming and Local Municipalities
12.	The Summit to note and accept the Business Case to be developed in partnership with CHDA, and Coega Development Corporation.	Covered	

NO.	RESOLUTIONS	ACTION	RESPONSIBLE ENTITY
13.	Fresh Produce Production Corridor in partnership with Farmwise need to be developed, and appreciation of initial investment value of R120m, combining Private and Public Sector	Covered	Farmiwise, CDC and CHDA
14.	SMME Support through compliance with 30% for SMME		CHDM and Local Municipalities through IPED Department (Monitoring)
15.	Accept and note the blended finance scheme from the Department of Small Business Development and Eastern Cape Rural Development Agency (ECRDA)		CHDA is still in discussions with DSBD
16.	The automotive sector requires infrastructure investment and incentivizes the transport infrastructure		CHDA and AIDC
17.	The summit resolved to explore the energy and water incentive schemes,		CHDA – not yet achieved, and no progress
18.	AIDEC resolve to establish the Automotive Hub, about an R80m		Project Preparation (Planning), through AIDC
19.	To focus on Energy Infrastructure with Renewable Energy Infrastructure		CHDA and Industry Partners
20.	The Summit resolved towards the Development of Mining Corridor and Investment Facilitation.		CHDA and Project Steering Committee
21.	The Summit to note and accept the Investment pledge of 50 million litres of the available market through Crickley Dairy with a tune of R400m.		Stakeholder Facilitation
22.	The Summit to note and accept the investment from Amadlelo toward aggregation with emerging farmers,		Facilitation and Planning
23.	The resolution towards forestry development of more than 10,000ha in CHDM, working with ECRDA.		Not yet started
24.	Usizo Engineering pledged an investment for renewable energy for the total amount of R765m, to cover Emalahleni LM for 10MW, Inxuba Yethemba LM for 20MW and Enoch Mgijima LM for 30MW.		Planning
25.	CHDA to explore licensing of Cannabis and Hemp, and feasibility study development		Not yet started
26.	The summit resolved to establish an Agro-Industry Forum for the District.		DEDEAT- achieved

NO.	RESOLUTIONS	ACTION	RESPONSIBLE ENTITY
27.	To support the Farmers and Co-ops towards production and supply to the Chris Hani Fresh Produce Pack House		Achieved
28.	The summit resolved the partnership with Renewable Energy and Sustainable Energy Studies (University of Stellenbosch) through Chris Hani Development Agency.		Achieved
29.	Note and accept the partnership towards RAIN Agri-Fund.		Still in the conceptualization phase
30.	The Summit resolved the establishment of an Investment Council, which will be Chaired by the CHDM-Executive Mayor		Not Achieved
31.	The Summit resolved the establishment of the Chris Hani Investment Advisory Committee.		Achieved

RESOLUTION	ACTION	INDICATION	TIME FRAME
Agriculture Infrastructure Development, Planning	All Local Municipalities Project Preparation: for Ncora, Qamata and Bilatye Irrigation Schemes, and other farms and communal land. Land Mapping, Design of relevant infrastructure required as per commodity potential, and operationalization. Focusing, Ncora, Qamata/ Bilatye, Guba Hoek Farms, Cradock Farms, Tsomo Production Irrigation, Xonxa and Xuka Irrigation Development and Komani Industrial Park. Estimated Value of Investment – R5 billion. Potential Investors and Existing Investors – DWS, Twin City, Rafi Beef, Amadlelo Dairy, in Qamata, started with Planning (Infrastructure), working with CHDA and DRDAR. (R500m)	In partnership with the Office of the Premier (OTP), through World Bank support, DRDAR, Provincial and National Treasury, and DRDLR, towards resuscitating the Major Irrigation Schemes	Completion of Project Preparation- December 2024 Working close with DWS for the establishment of the Water Use Association and (Water use licenses), Initial Irrigation Scheme Investment, Exxaro and SAFDA, and Amadlelo Dairy for Ncora, Fresh Produce Pack House for Qamata, and ES Holding for Fresh Produce and Grain Production.

RESOLUTION	ACTION	INDICATION	TIME FRAME
Development of Agri-Input and Supply Infrastructure	Alignment with the development of Agri-Input Infrastructure within the Komani Industrial Park, and the construction of the Provincial Fertilizer Blending Plant, using 7000sqm Building to produce 60,000 tons of granular fertilizer, with a Current Investment of R25m. Establishment of Grain, Fodder and Fresh Produce Input Supply – for an initial investment of 5000ha, and First Three Inputs Warehouse. Establishment of Qamata and Ncora Agri-Inputs Warehouse, Ibuyambo, Indwe/Dordrecht, Xuka, Ntabethemba, Cradock and Whittlesea.	In partnership with Farmers, Industry partners, and CDC.	July 2024 Procured the Fertilizer Blending Plant, Renovations of 7000m ² commenced at the end of November 2023 for completion. Commercial Business Plan and Establishment of Agri-Input Enterprise by August 2023, with a possible investment value of an initial 5000ha (R12,000 per ha for R60m by the end of September).
Grain and Fodder Production Infrastructure, for Fodder Bank Establishment and supply of Feedlot	Designate a portion of Irrigation Schemes towards the Fodder Bank Establishment. Project Preparation and Investment Facilitation, (Exxaro, SAFDA, Twin City, Humansdorp Corp, Amadlelo Dairy, Fertilizer Blending Plant and CHDA. Initial Investment Require – 5000ha and Silo Storage and Animal feed Mill – Commercial Business Plan		May 2025 SE Holding for Investment towards 5000ha, for Tyger Brands and SAB Holdings. Mechanization Centre Investment

RESOLUTION	ACTION	TIME FRAME
The note and accept the designation of Komani Industrial Park, as a Hub, and the Corridor Development Model, mandating the CHDA to develop comprehensive Corridor Development Master Plans and the clear Investment value of these Corridor Commodities	Partnership with DTIC-CSIR, finalized, they have developed the Project Plan for Komani Eco - Industrial Park, and conducted the workshop with stakeholder (Enoch Mgijima, CHDM, and CHDA) The Komani Industrial Park – Master Plan completion date	By December 2024
Dairy Production and Livestock Production Infrastructure	The partnership between Ncora Dairy, Amadlelo and Danone (Market and Processing Plant), for more than 250 000 liters per day. Grain and Fodder Production for Dairy, planning for 2000ha, working with Exxaro, SAFDA, DRDLR and CPA – Ncora. Feasibility for Cradock Farms – Dairy, and Bilatye Irrigation Scheme.	June 2024

The Summit to note and accept the Investment pledge of 50 million litres of the available market through Crickley Dairy with a tune of R400m.	Aggregation and expansion of dairy farms (add tow dairy farms in Ncora, and expand to Bilatye for 2000 liters. Undertake investigation towards Xuka River,	Planning completed by June 2024, and Investment Commitment by December 2024,
Agri-Input Finance Facility	Development of an Agri-Input Finance Facility, in partnership with Development Finance Institutions	December 2024 (Land Bank, IDC, ECRDA, ECDC and SEFA) Currently drafting the MOA between ECDC, DRDAR, ECRDA and CHDA, for Economic Development Fund, Mandate alignment and Financing.
Fresh Produce Production Corridor in partnership with Farm wise	Establishment of Chris Hani Fresh Produce Pack House, designate first 81ha in Qamata for fresh produce through CHDA, and 45ha – Ncora through SAFDA, SE Holdings – Investment facilitation for Fresh Produce Production. South African Seeds Group (they have partnership with Motsepe Foundation	Signed Memorandum of Intent by 31 March 2024, Planning from April to August 2024 Investment Commitment by October 2024, for Fresh Produce Aggregation
Farmer Support (Supplier development program), to supply the Chris Hani Fresh Produce Pack House	Development of designated Farm Unit, for Fresh Produce Production, irrigation designs, farm budget development, water use licenses, and Gap accreditation. Off-take agreement with Chris Hani Fresh Produce Pack House.	September 2024
The Summit to note the investment value for Gubenxa Valley, as per phase one feasibility study, of 1716ha to a tune of R635m excluding the infrastructure requirement (roads, etc.)	No progress	No progress
The Summit resolved on Agri-Input and Supply Infrastructure, warehousing, and transport infrastructure (rail, etc.)	Planning with EL-Port and Transnet Freight Rail	Secured Import Warehouse within the EL-Port, finalization of tarrifs for Limagro (Fertilizer Operator), with CFC/Evergrow Egypt and TFR
Usizo Engineering pledged an investment for renewable energy for the total amount of R765m, to cover Emalahleni LM for 10MW, Inxuba Yethemba LM for 20MW and Enoch Mjijima LM for 30MW.	Planning Stage	Progress – establishment of Project Steering Committee, with Emalahleni LM,

Summit welcomes the written communication from SunFarming, German Renewable Investment, focusing on Inxuba Yethemba LM, Enoch Mgijima LM and Emalahleni LM as phase one, to the tune of R500m,	Confirmed Grid Capacity for Komani Industrial Park, 30MW, - 28ha, at a value of R600m. Discussions with Enoch Mgijima LM, for finalization of EIA, subdivision, and securing the PPA (Power Purchase Agreement), and the Business Model	By November 2024
The Summit resolved towards the Development of Mining Corridor and Investment Facilitation.	Elitheni Coal Mine (busy with resuscitation of the Mine), Bulk sampling for 6-months Technical Studies by Geologist, further studies from Council for GeoScience	Target for exploration commenced, drafting MOU with CHDA and Geologist, Monitoring the Elitheni Coal Mine -Progress November 2024

6.2 The Strategic workshop context

The identification of the CHDA’s strategic goals and programs in the next 5 years is also aligned with key outcomes and priorities at a national, provincial and local government level. The table below seeks to provide some of the alignment the CHDA has with these priorities. The strategic planning review workshop of CHDA, there were no changes to the below national, provincial and local government alignment frameworks. Figure 4 below, depicts the alignment.

6.3 Alignment to National, Provincial and Local Development Strategies

The identification of the CHDA’s strategic goals and programs in the next 5 years is also aligned with key outcomes and priorities at a national, provincial and local government level. The table below seeks to provide some of the alignment the CHDA has with these priorities. Figure 4 below, depicts the alignment:

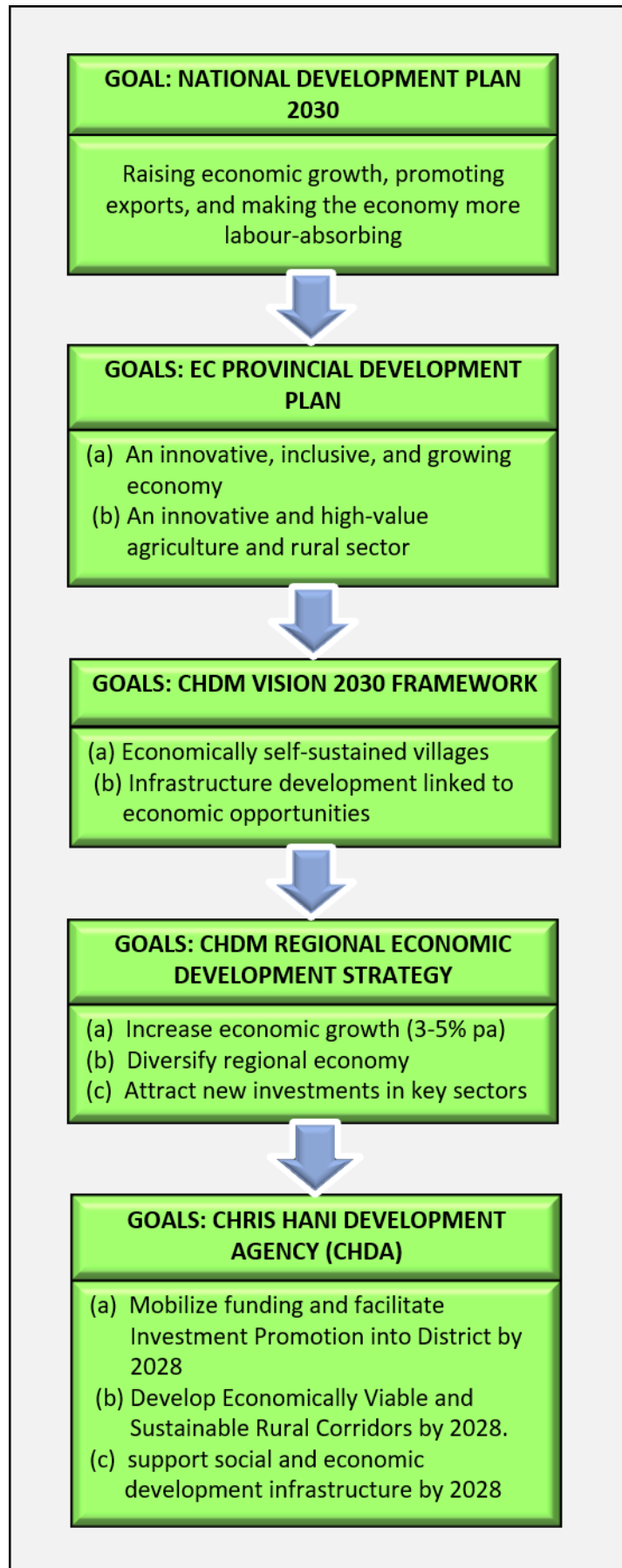


Figure 4: Broad Policy Alignment

TABLE 1: ALIGNMENT WITH DEVELOPMENT PLAN (NDP-VISION 2030)

GOAL	STRATEGIC OBJECTIVE	CHDA STRATEGIC OBJECTIVE ALIGNMENT
1. Economically self-sustained villages	<ul style="list-style-type: none"> a) Improvement of data management for rural development. b) Enhancement of entrepreneurial and business management skills in rural villages. c) Commercialization of communal and small-scale farming; d) Availability of financial support for rural businesses. 	<p>Facilitate and Undertake Research and Technical Studies towards Rural Corridor Development by 2028</p> <p>Facilitate the Development of SMMEs and Capacitation by 2028</p> <ul style="list-style-type: none"> a) Develop Partnerships to leverage funding and Non-financial Resources by 2028 b) Facilitate the establishment of Commercial enterprises and strategic High Impact Programmes Implemented by 2028 c) To undertake economic infrastructure development support by 2028
2. Infrastructure development linked to economic opportunities	<ul style="list-style-type: none"> a) Development of sustained water management techniques and sanitation plants that would meet demands for business and commercial development. b) Development of electricity and energy infrastructure that will match the needs of growing industries. c) Support productive farms that are linked with retailers through maintained roads and railway lines for accessibility to enhance competition and profitability. d) Effectiveness of catchment management of invader species that consume ample water. 	<p>Facilitate and Undertake Research and Technical Studies towards Rural Corridor Development by 2028</p> <p>To undertake economic infrastructure development support by 2028</p>
3. Land use and ownership	<ul style="list-style-type: none"> a) Fast-track commercial land transformation. b) Fast-track agricultural land transformation. 	
4. Revive small towns	<ul style="list-style-type: none"> a) Redesign small towns to eliminate undesirable outcomes associated with linear town planning. b) Embark on inclusive settlement development. 	
5. Revitalize industrial areas	<ul style="list-style-type: none"> a) Creation of a business climate at the Chris Hani District Municipality that will attract investors 	<p>To mobilize funding, Investment Facilitation and Trade Promotion by 2028</p>

- To achieve an **economic growth rate of 3-5%** between **2023 and 2028**.

TABLE 2: CHDM – POLICY TOWARDS MANDATE IMPLEMENTATION OF REGIONAL ECONOMIC DEVELOPMENT STRATEGY – APPROVED IN 2019

CHREDS Strategic Objectives (2019-2024)	Performance Measure	Key Economic Growth & Development Strategies	CHDA Strategic Objectives (Alignment)
1. Grow and diversify the regional economic base	<ul style="list-style-type: none"> a. GDP % growth b. New investments Rand Value c. Number of jobs created d. Business confidence index e. Infrastructure investments 	<ul style="list-style-type: none"> a) Build competitiveness of key priority sectors/ clusters b) Attract and retain higher levels of new investment. c) Improve access to appropriate enterprise finance 	<ul style="list-style-type: none"> a. To mobilize funding, Investment Facilitation and Trade Promotion by 2028 b. Facilitate the development of the District Corridor Framework/ Master Plan c. Facilitate and Undertake Research and Technical Studies towards Rural Corridor Development by 2028 d. Develop Partnerships to leverage funding and Non-financial Resources by 2028 e. Facilitate the establishment of Commercial enterprises and strategic High Impact Programmes Implemented by 2028 f. To undertake water and sanitation infrastructure development support by 2028 g. Facilitate a 2% increase in the contribution of rural economies to the economy by 2028
2. Build a strong and resilient informal economy	<ul style="list-style-type: none"> a. Number of jobs created b. Youth participation c. Women participation d. Number of new enterprises formed e. Micro-credit/funding accessed 	<ul style="list-style-type: none"> a) Better support the informal trading sector b) Promote and support entrepreneurship c) Strengthen SMME & cooperative development d) Improve sustainability of community-based job creation and poverty alleviation projects 	<ul style="list-style-type: none"> a. Facilitate Job Creation and Work Placement by 2028 b. Facilitate the Development of SMMEs and Capacitation by 2028

CHREDS Strategic Objectives (2019-2024)	Performance Measure	Key Economic Growth & Development Strategies	CHDA Strategic Objectives (Alignment)
3. Strengthen regional LED coordination and implementation system	<ul style="list-style-type: none"> a) LED budget increase b) LED municipal vacancy reduction c) Value/ Number of signed SLAs d) Number of stakeholders trained e) Number of seminars/ workshops f) Financial support to organizations 	<ul style="list-style-type: none"> a) Build an effective strategic planning and implementation institutional capability. b) Improve stakeholder mobilization and cooperation c) Promote Public-Private Partnerships to deliver support Services 	

TABLE 3: ROLES AND RESPONSIBILITIES (REDS)

KEY STAKEHOLDER	KEY RESPONSIBILITY
CHDM IPED Local Economic Development Unit	<ul style="list-style-type: none"> a) LED strategy and programme planning b) Policy and programme development c) Funding facilitation and syndication d) Institutional and municipal support e) Stakeholder coordination f) Monitoring and evaluation
Chris Hani Development Agency	<ul style="list-style-type: none"> a) Strategic implementation b) Investment promotion c) Tourism promotion d) Skills training and development e) Funding facilitation and syndication
District Business/Government Forum(s)	<ul style="list-style-type: none"> a) Business participation and mobilization b) Technical support and funding

TABLE 4: BROAD ECONOMIC POLICY ALIGNMENT

Goals: National Development Plan	Goals: EC Provincial Development Plan	Goals: CHDM Vision 2030 Framework	Goals: CHDM Regional Economic Development Strategy
Raising economic growth, promoting exports, and making the economy more labour absorbing	<ul style="list-style-type: none"> a) An innovative, inclusive, and growing economy b) An innovative and high-value agriculture and rural sector 	<ul style="list-style-type: none"> a) Economically self-sustained villages b) Infrastructure development linked to economic opportunities 	<ul style="list-style-type: none"> a) Increase economic growth (3-5% pa) b) Diversify regional economy

			c) Attract new investments in key sectors
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6.4 Strategic outcome-oriented goals of the CHDA

The strategic goals of the CHDA are broadly categorised into two, namely; inward-looking and outward-looking. Inward-looking refers to strengthening the governance and compliance of the CHDA, with good corporate governance as per King IV, which is defined as the exercise of ethical and effective leadership by governing body towards the achievement of the following governance outcomes:

- Ethical Culture
- Good Performance
- Effective Control and Legitimacy and other factors that are internal to the CHDA and issues that management needs to address or focus on for the CHDA to achieve its strategic intent.

Outward-looking refers to the identified areas of focus for service delivery for CHDA which, once implemented and achieved will have the desired impact of unlocking the economic potential of the district.

7. SITUATIONAL ANALYSIS

7.1 Contextual Environment Macro Level

IN-WARD LOOKING	
Strategic Outcome Oriented Goal 1	To develop a Proficient, Viable and Self-Sustainable Entity by 2028.
Goal Statement	The CHDA will ensure that it designed the institution in such a way that it is efficient, effective, with good performance and compliant
OUT-WARD LOOKING	
Strategic Outcome Oriented Goal 2	To mobilise funding and facilitate Investment Promotion into the District by 2028
Goal Statement	The CHDA will ensure that focus is given to the mobilisation of resources and securing Investors to achieve Investment.

Levels of inequality (as measured by the Gini Coefficient), poverty and unemployment in South Africa are critically high. The extent of the marginalisation of poor people from the formal mainstream economy and opportunities for income generation is of a level that demands that successful interventions must address issues of distribution of resources and meaningful

participation of the marginalised communities in the economy. Chronic poverty is usually transferred across generations. A lack of access to assets prevents households from accumulating sufficient surpluses to move out of poverty over time. Living in precarious circumstances also of itself acts as a brake on people's ability to use their resources to move out of poverty. Focused strategies to address poverty alleviation and meaningful participation of disadvantaged communities in the mainstream economy need to be implemented.

7.2 Contextual Environment Micro/District Level

(a) Geographical Location:

The Chris Hani District Municipality is landlocked and is located in the north-eastern sector of the Eastern Cape. It includes parts of the former homelands in the previous dispensation and South Africa. The district includes major mountain ranges –the Stormberg and Bamboesberg Mountains near Sterkstroom and Molteno, as well as the Drakensberg north of Elliot.



Figure 5: Map of Chris Hani District Positioning

The district is surrounded by the district municipalities of Amathole, Cacadu, Joe Gqabi and OR Tambo. The district is made up of the following six local municipalities: Emalahleni, Engcobo, Intsika Yethu, Inxuba Yethemba, Sakhisizwe and Enoch Mgijima local municipalities, as indicated in the map below.



Figure 6: Map of Chris Hani District Local Municipality

The Chris Hani District has a land mass of 36 558 square kilometres, a change from its previous size of 36, 561 Km² in extent due to the changes in demarcation. Enoch Mgijima is the largest local municipality in the district, followed by Inxuba Yethemba and Intsika Yethu, with Sakhisizwe and Engcobo being the smallest in terms of size (6% each).

(b) Demographics:

The District Municipality is home to about 896 000 people, the population growth averaged of 0.84% per annum, and the District accounts for 11.9% of the Eastern Cape Province, which is 7,550.000, total population for 2023. The annual average growth shows that, the Inxuba Yethemba annual average growth rate of 1.14% is the highest followed by Enoch Mgijima annual average growth rate of 1.11% which is above from the District Annual average growth rate of 0.84%.

The population pyramid reflects a projected change in the structure of the population from 2023 and 2028. The differences can be explained as follows:

- In 2023, there is a significantly larger share of young working age people between 20 and 34 (23.1%), compared to what is estimated in 2028 (21.3%). This age category of young working age population will decrease over time.
- The fertility rate in 2028 is estimated to be slightly higher compared to that experienced in 2023.
- The share of children between the ages of 0 to 14 years is projected to be significantly smaller (29.3%) in 2028 when compared to 2023 (31.2%).

(c) Economic Growth and Transformation

The Chris Hani District's total population with 898 000 people and its growth of 0.84% per annum is slightly lower than the Eastern Cape average annual rate of 1.04%. The district contributes about 11.9% of the Eastern Cape total population.

Chris Hani District Municipality's male/female split in population was 94.0 males per 100 females in 2023. The Chris Hani District Municipality appears to be a fairly stable population with the share of female population (51.55%) being very similar to the national average of (51.05%). In total there were 462 000 (51.55%) females and 434 000 (48.45%) males. This is different from the Eastern Cape Province as a whole where the female population counted 3.93 million which constitutes 52.04% of the total population of 7.55 million.

In the year 2023, the district contributed about R42.6 billion, which improved by R16, 7 billion in 2010 and contributed about 8.02% to the Eastern Cape Province GDP of R 532 billion in 2023. The Chris Hani District Municipality contributes 0.61% to the GDP of South Africa which had a total GDP of R 6.97 trillion in 2023 (as measured in nominal or current prices). Its contribution to the national economy stayed similar in importance from 2013 when it contributed 0.63% to South Africa, but it is lower than the peak of 0.64% in 2015.

In 2023, the Chris Hani District Municipality achieved an annual growth rate of 1.99% which is a very similar GDP growth than the Eastern Cape Province's 2.08%, and is higher than that of South Africa, where the 2023 GDP growth rate was 1.91%. Similar to the short-term growth rate of 2023, the longer-term average growth rate for Chris Hani (0.89%) is also very similar than that of South Africa (0.73%). The economic growth in Chris Hani peaked in 2021 at 4.74%.

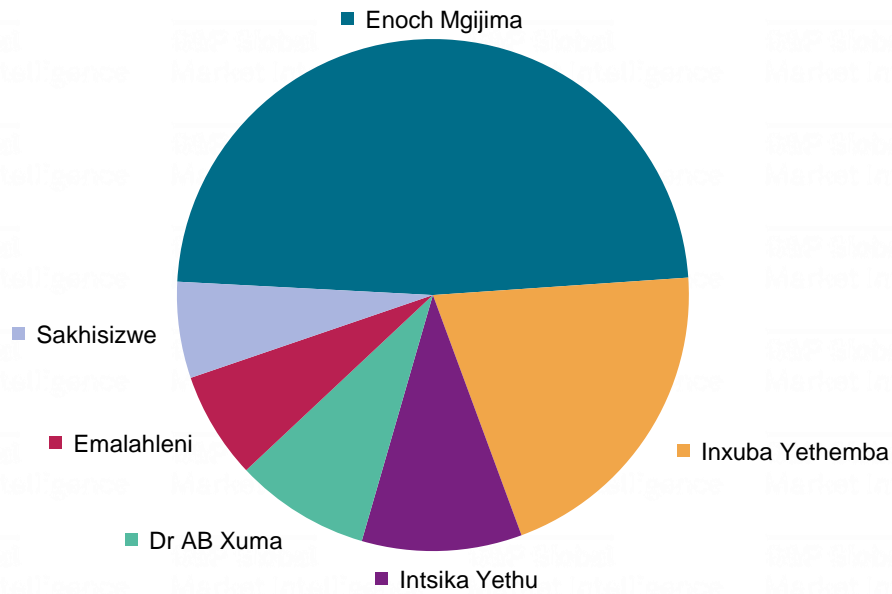


Figure 7: Gross Domestic Product (GDP) – Annual Growth Rate - Chris Hani District Municipality, 2023

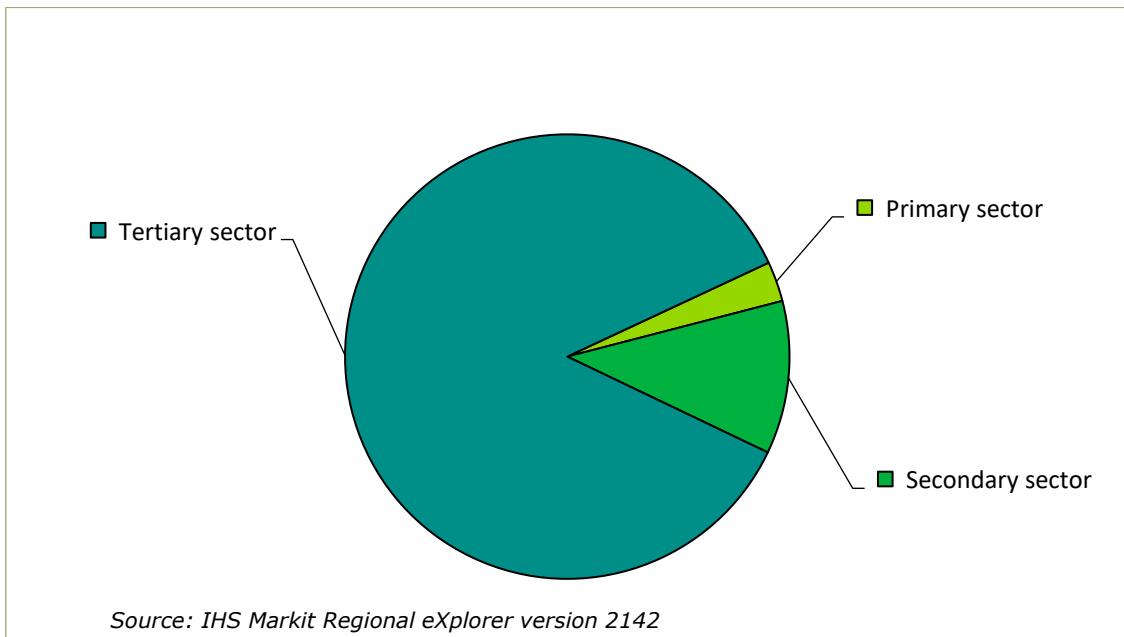
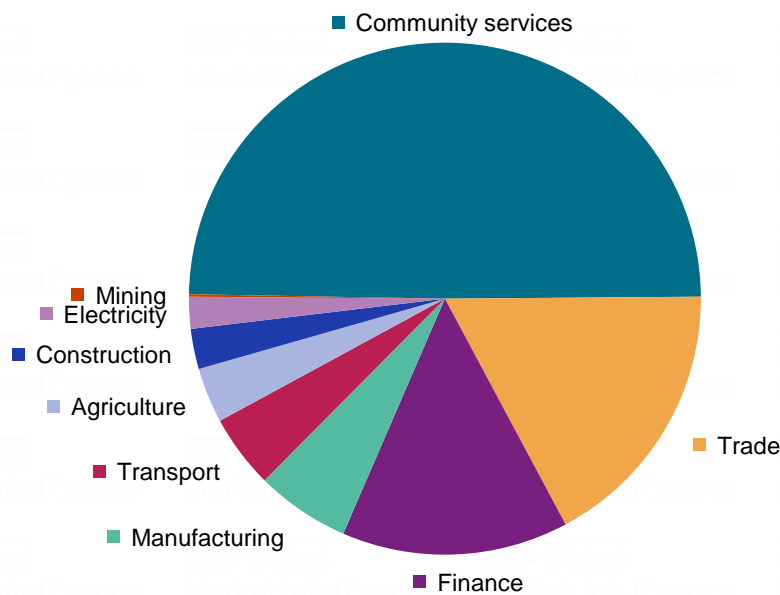


Figure 8: Gross Value Added (GVA) by aggregate sector - Chris Hani District Municipality, 2020

Intsika Yethu had the highest average annual economic growth, averaging 1.51% between 2013 and 2023, when compared to the rest of the regions within the Chris Hani District Municipality. The Inxuba Yethemba Local Municipality had the second highest average annual

growth rate of 1.17%. Dr AB Xuma Local Municipality had the lowest average annual growth rate of 0.48% between 2013 and 2023.

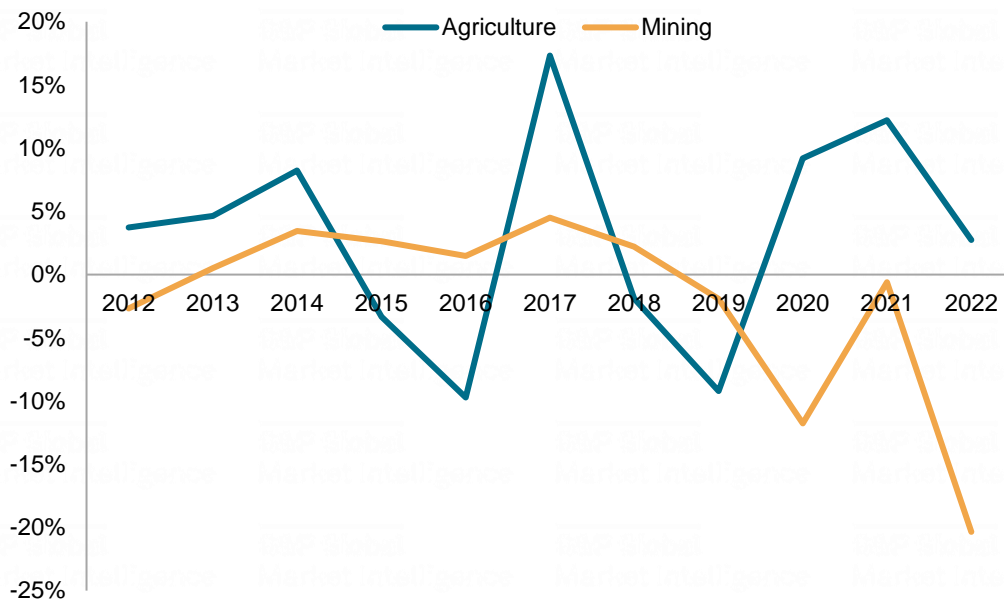
In 2023, the community services sector is the largest within Chris Hani District Municipality accounting for R 19.6 billion or 49.6% of the total GVA in the district municipality's economy. The sector that contributes the second most to the GVA of the Chris Hani District Municipality is the trade sector at 17.3%, followed by the finance sector with 14.3%. The sector that contributes the least to the economy of Chris Hani District Municipality is the mining sector with a contribution of R 61.5 million or 0.16% of the total GVA.



The community sector, which includes the government services, is generally a large contributor towards GVA in smaller and more rural local municipalities. When looking at the regions within the district municipality, the Enoch Mgijima Local Municipality made the largest contribution to the community services sector at 45.57% of the district municipality. As a whole, the Enoch Mgijima Local Municipality contributed R 19.1 billion or 48.31% to the GVA of the Chris Hani District Municipality, making it the largest contributor to the overall GVA of the Chris Hani District Municipality.

The tertiary sector contributes the most to the Gross Value Added within the Chris Hani District Municipality at 85.9%. This is significantly higher than the national economy (69.9%). The secondary sector contributed a total of 10.5% (ranking second), while the primary sector contributed the least at 3.6%.

The primary sector consists of two broad economic sectors namely the mining and the agricultural sector. The following chart represents the average growth rate in the GVA for both of these sectors in Chris Hani District Municipality from 2013 to 2023.



Between 2013 and 2023, the agriculture sector experienced the highest positive growth in 2017 with an average growth rate of 17.3%. It is evident for the mining sector that the highest positive growth rate also existed in 2017 and it experienced a growth rate of 4.5% which is lower than that of the agricultural sector. The agricultural sector experienced the lowest growth for the period during 2016 at -9.7%, while the mining sector reaching its lowest point of growth in 2022 at -20.4%. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period.

Between 2013 and 2023, the manufacturing sector experienced the highest positive growth in 2021 with a growth rate of 8.9%. The construction sector reached its highest growth in 2013 at 4.8%. The manufacturing sector experienced its lowest growth in 2020 of -13.6%, while construction sector also had the lowest growth rate in 2020 and it experiences a negative growth rate of -17.9% which is higher growth rate than that of the manufacturing sector. The electricity sector experienced the highest growth in 2021 at 1.9%, while it recorded the lowest growth of -7.2% in 2020.

In the Tertiary sector the trade sector experienced the highest positive growth in 2021 with a growth rate of 6.9%. The transport sector reached its highest point of growth in 2022 at 9.7%. The finance sector experienced the highest growth rate in 2013 when it grew by 4.3% and recorded the lowest growth rate in 2020 at 0.7%. The Trade sector also had the lowest growth rate in 2020 at -11.7%. The community services sector, which largely consists of government, experienced its highest positive growth in 2021 with 3.3% and the lowest growth rate in 2020 with -2.3%.

7.3 Strategic Objectives

This section covers the strategic objectives identified to achieve the set goals. The strategic objectives that have been identified should be related to and discussed within the context of the proposed mandate of the CHDA as well as the available budget structure.

TABLE 5: STRATEGIC GOALS AND SPECIFIC OBJECTIVES

STRATEGIC GOALS AND OBJECTIVES	
STRATEGIC GOAL	STRATEGIC OBJECTIVES
Strategic Goal 1: To Develop a Proficient, Viable and Self-Sustainable Entity by 2028	1.1. Achieve Clean Administration and Legislative Compliance by 2028
	1.2. Achieve Effective Board, Secretariat and Legal Support by 2028
	1.3. Improve Shareholder Accountability and Value Creation by 2028
	1.4. Improve Financial Sustainability and Viability by 2028
	1.5. Implement an Effective Risk Management and Business Continuity Framework by 2028
	1.6. Implement Efficient and Effective Information Management and Knowledge Management by 2028
	1.7. Implement an Effective Human Resource Strategy by 2028
Strategic Goal 2: To mobilize Funding and Facilitate Investment Promotion into District by 2028	2.1. No of investments facilitated by 2028
	2.2. No of Trade Promotion attended by 2028
	2.3. Value of resources mobilized by 2028
Strategic Goal 3 : To develop Economically Viable and Sustainable Rural Corridors by 2028	3.1. Facilitate the development of Chris Hani Corridor framework or Master Plan by 2025
	3.2. Facilitate the Development of SMME's and Capacitation by 2028
	3.3. Facilitate and undertake Research and Technical Studies towards Rural Corridor Development by 2028
	3.4. Development Partnerships to leverage funding and Non-financial resources by 2028
	3.5. Facilitation of Job creation and work placement by 2028
	3.6. Facilitate the establishment of commercial enterprises and strategic high impact programmes implementation by 2028
	3.7. Facilitate a 2% increase in the contribution of rural economies to the economy by 2028.
Strategic Goal 4: To support social and economic development infrastructure by 2028.	4.1. Undertake economic infrastructure development support by 2028.

8. STRATEGIC FOCUS AREAS

The CHDA will focus its development through Corridor Development Program, through the development of a Master Plan, throughout the Three Corridor Routes, with Hub and Spoke Model. The below challenges towards the achievement of the Corridor development, within and outside the district:

- a) The province has some serious limitations towards, declining manufacturing subsectors that are non-automotive;
- b) A small and declining primary sector as per the above contribution to GDP, which primary agriculture and mining are some of these main sectors, especially in rural Districts like Chris Hani District Municipalities;
- c) Stagnant Growth in District Municipalities such as Chris Hani, OR Tambo, Amathole, Alfred Nzo and Joe Gqabi over the past 12 years, with social grant dependence increasing because of employment contraction on the mines and traditional manufacturing sub-sectors;
- d) Disinvestment from the former industrial decentralization zones such as Komani Industrial Park, where there are intentions of Agri-Hub, Logistics and Manufacturing will be located as an Agri-Hub Park;
- e) Insufficient Public Investment in economic infrastructure (transport, energy, ICT etc.), particularly in the rural economy of the former Bantustan areas (Transkei and Ciskei), especially former Industrial Parks (Komani etc.), without underestimating the great work with visible progress of DTIC through their Special Economic Zones, Department of Economic Development Environmental Affairs and Tourism (EC-DEDEAT), through Eastern Cape Development Corporation (ECDC) and Komani Industrial Park;
- f) Increasing number of people living below the poverty line, inequality, and unemployment;
- g) Despite these challenges, the province is well positioned to take advantage of export opportunities by expanding its transport infrastructure (road and railway) linking the coastal SEZ with In-land Industrial Parks, like Komani Industrial Park and is well endowed with natural resources (for exploitation in tourism, mining, agriculture and agro-processing and green industries), for massive agricultural industrialization and manufacturing sector;
- h) Recent studies confirmed that the Eastern Cape has the potential to produce about 1.2 million tons of maize per annum (Sihlobo, 2015), and a potential to produce about

1,1 million tons of soybeans (Blignaut & Taute, 2010). The contribution of black emerging and household farmers is regarded as very insignificant (National Treasurer: Provincial Budgets and Expenditure Review, 2010/11–2016/17). Hence, the emerging black agricultural co-operatives decided to pursue commercial farming, them leading the way through the Tertiary Agricultural Co-operative with government and private sector support and mentorship by the Chris Hani Co-operative Development Centre. The development supposition for this initiative and the strategy of the CHDA and CDC presupposes that the development of agro-industrialisation first, will have multiplier effects on primary and agro-processing and eventually lead to commercially viable, sustainable, and black-owned value chain enterprises.

The partnership with farmers and agro-industrialists from Commercial Farming Communities and Agro-Industries is to improve and increase the capacity of production for the Eastern Cape smallholder and subsistence farmers to produce commercially in-order to change the status-quo as presented above. And as such, a preparation phase which is pre-feasibility studies, environmental impact studies, and compliances through water use licenses is underway, for technical feasibility studies of 50,000ha and mapping these identified lands, social facilitation and Co-operative Development, signed communal land consents and commercial agreements with more than 50-farms and 40,000ha of arable and non-arable land. Business Planning and Market Access through Industry Partnership with Commercial Partners developed primarily for agri-secondary production co-operative enterprises and farmers through access and signed more than 50,000ha of their own land through a household facilitation model.

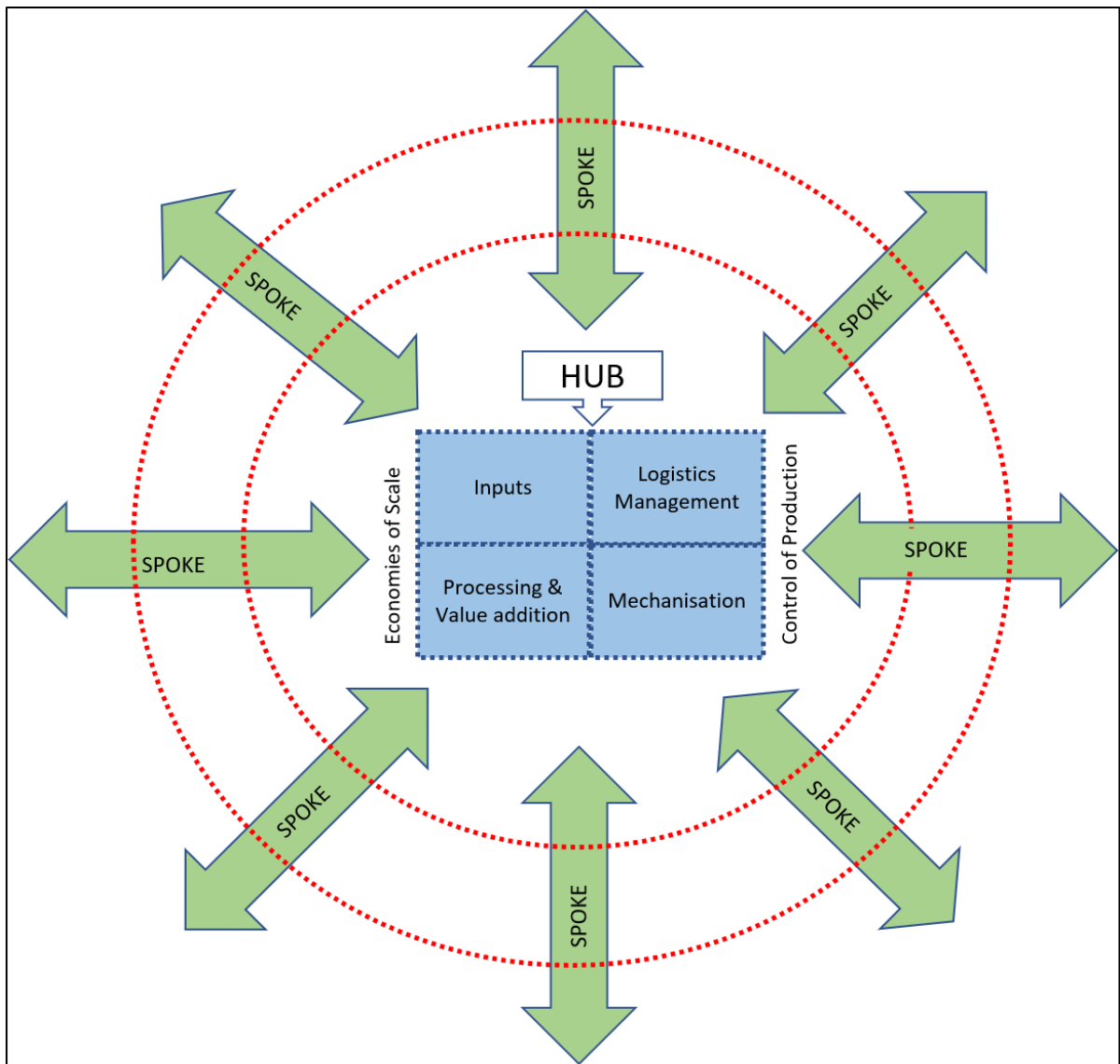


Figure 9: Hub and Spoke Model

The **hub** and spoke model shall provide a framework characterised by a distribution method in which a centralized "hub" exists. Everything is either initiated from the hub or sent to the hub for distribution to the client. From the hub, goods and services travel outward to smaller locations serviced by CHDA through the spokes, for further processing and distribution.

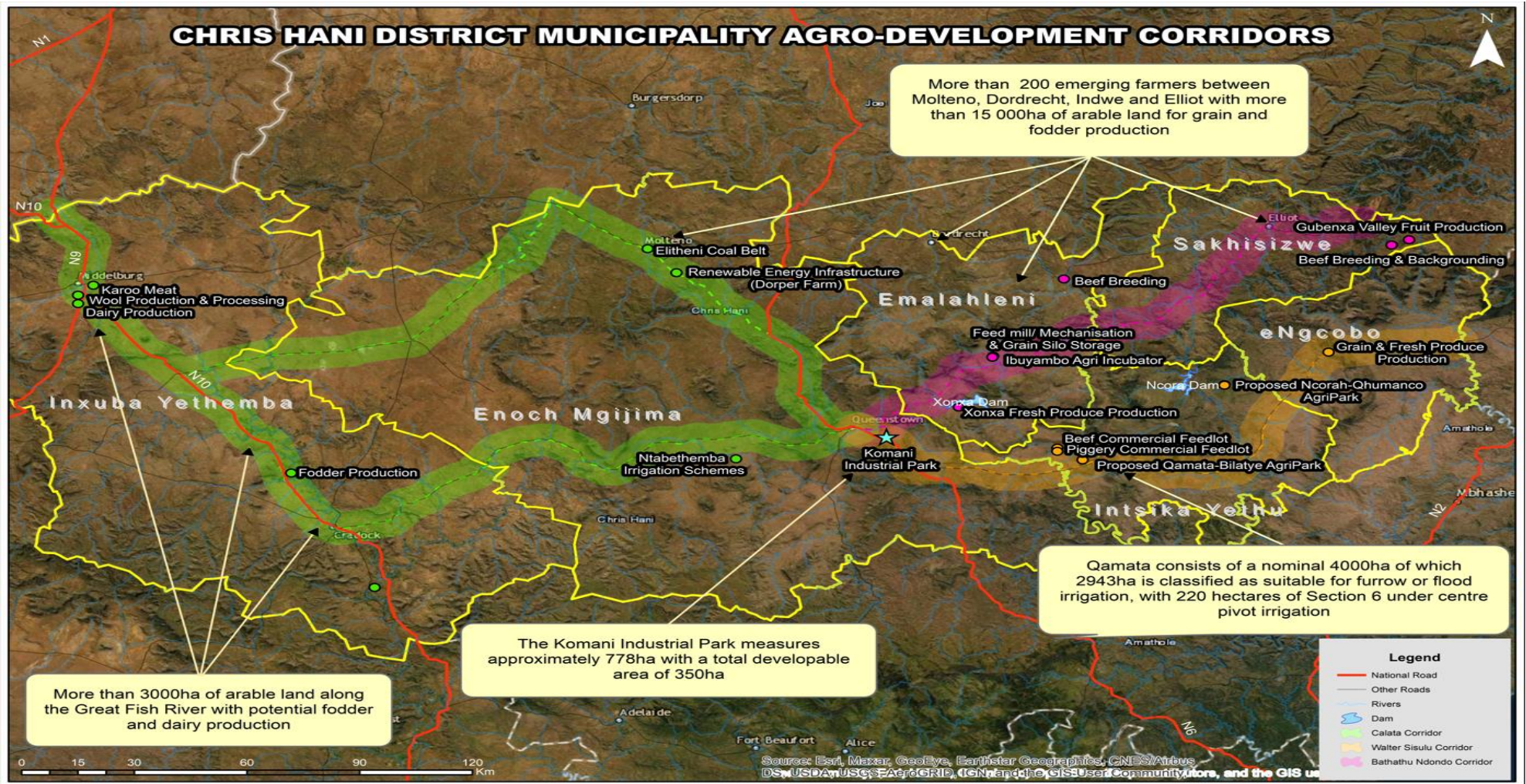


Figure 10: Corridor Agro-Development Distributed across Agro-Industrial Zone

8.1 Mining Corridor Development Program (MCDP)

Within this programme, the focus will be on the exploitation of the Coal Mining opportunity within one of the Development Corridors of the District. The PGDP has identified coal mining at Indwe and Molteno as a High Impact Priority Project (HIPPS). The second component within this programme will be a focus on the gains that can be attained from the manufacturing potential of the area. Manufacturing represents a significant proportion of the CHDM economy even at this current time and therefore needs to be developed further.

8.2 Agri-Processing Corridor Development Program (ACDP)

Within this programme, the focus will be on commercialising agro-processing and value-addition efforts to ensure that the primary production output of the district is value-added locally to stimulate a sustainable and profitable agro-processing industry and value chain integration.

8.3 Eco-tourism Commercial Enterprise (ETCE)

Within this programme, the CHDA will focus on developing the commercialisation of the already extensive Tourism Potential of the Chris Hani District. The district has a rich history and natural resources that can promote tourism development in the region. These resources are untapped and under-utilised, as the district has more than a hundred sites already identified for potential development.

8.4 Livestock Corridor Development Program (LCDP)

Within the Chris Hani District, there is great potential for the establishment of viable and sustainable livestock initiatives. Within this programme, the CHDA will focus on the commercialisation of the livestock production processes implemented within the Corridors of the District.

8.5 Crop Corridor Development Program (CCDP)

Agriculture and primary production activities are still the most dominant sectors within the Chris Hani District. The CHDA within this programme will focus on development that will yield sustainable and commercial crop production within the Corridors of the District through the exploitation of value chain combinations.

8.6 Investment Promotion & Revenue Generation

At the centre of the CHDA's Focus will be the promotion of investment & generation of revenue.

9. FACILITATION FOR THE ESTABLISHMENT OF COMMERCIAL ENTERPRISES

9.1. Food Value Chain – Enterprises

9.1.1. Grain Production and Value Chain (Aggregation Model)

Strategic Goal 2: To mobilize funding, Investment facilitation and trade promotion by 2028

To improve the total agricultural output, by producing grains and fodder under 50,000ha of land. The 10,000ha will be under irrigation, targeting about 10 tons per hectare, from Four existing Irrigation Schemes (Xonxa, Ncora, Qamata, and Bilatye), the expansion to Xuka, Guba Hoek, Great Fish River farms and Mzimvubu River Catchment. The remainder will be 40,000ha non-irrigated land, expecting about 5tons per hectare of grains. To establish about 3- Grain and Fodder Storage facilities with combined capacity of 50,000 metric tons and animal feed Mill for combined capacity of 60 480 metric capacity.

The Business Model, will be through consolidated Production Planning through the partnership between Sector, Local Municipalities, Industry Partners, CHDA and District Municipality. This requires partners to consider procurement approach, to improve quality, cost efficiency and project management.

CHDA Beneficiation

The CHDA- will benefit through Mechanization – Project Management, working with Limagro Fertilizer Blending Plant for input financing of fertilizers and other inputs.

9.1.1.2. Mechanization Centre (Year One – 2024/25)

The MOA, to be signed between DRDAR and CHDA, to manage the pilot of 1500ha, through mechanization centre requirement of R3200 per hectare, for total of **R4,8m**, for first year, **the CHDA will charge Mechanization Centre fees, which total to R 4.8m.**

- (i) To lead planning, towards development of production plan, especially the “District Grain One Production Plan” as Business Model, for Grain Production. Part of this process will be to develop an input financing model, working with Limagro Fertilizer Blending Plant for seeds, fertilizers and chemical supplies, and to supply the farmers through financing, the guarantee or security will be through Producer Agreement signed with the farm Unit, and Farmers.
- (ii) **Access to Market** - The payback period, will be measured through harvest period. The inputs required per hectare, minimum of R6200 per ha, and for 1500ha, will be **R9.3m** for planting season, which CHDA will charge the facilitation fees and social facilitation fees.
- (iii) Facilitation of an off-take agreement through Beef and Dairy Producers

9.1.2. Chris Hani Fresh Produce Pack House (Aggregation model)

To expand the production of fresh produce, for processing facility towards production of more than 3000ha for vegetable with a capacity of more than (1200tons)1 200 000 kg’s monthly as phase one.

(i), To support the Producer farmers through aggregation model, by making sure that, viable Farm units are being developed, through signing of Producer Agreement. The Pack House, owns, about 80ha for production. The farm unit, will be managed by the Pack House, so as to improve the sustainability of the Pack House, and for assurance of the production efficiencies and availability for the market. Year two, about 200ha under irrigation, will be under production, which include the 81ha, owned by Pack House. The market will be secured through CHDA and Industry Partnership.

(ii). **Proposed Actions:**

Submission of Project Investment Memorandum (PIM), by end of August 2024, to PFI

Reviewing of the Financial Model, Finalization of HACCAP Accreditation, Confirmation of Secure Funding (working capital), for Pack House and Production Financing for Farmers. Confirmation of Partnership agreement with ECDC, Land Bank, DRDAR, SEFA, CDC, Industry Partners. Through CDC, development of Farm Unit- Producer Agreement, CHDA, DRDAR. LM’s and Industry partners, development of Farmer Unit (between 15-100ha) Production Plans. Partnership with Industry Partners, DRDAR- Irrigation Designs and Farm Unit Plans (Agrico). Water Use Licenses.

9.1.3.: Fertilizer Blending Plant

Strategic Goal 2: To mobilize funding, Investment facilitation and trade promotion by 2028

To manage the margins of crop production output, the establishment of bulk inputs fertilizer, and other inputs), becomes crucial. The establishment of the fertilizer blending plant (60,000 tons) to produce various blends of fertilizers, and to supply the farms through input financing as phase one and phase two Investment to set up 500,000tons fertilizer manufacturing plant, through coal. Construction of Phase One, 60,000 tons capacity of the fertilizer blending plant, to supply about 50,000ha.

(i). Proposed Action Plan

Submission of Project Investment Memorandum (PIM), by 15 January 2024 to CHDA, DRDAR, ECDC –March 2024 (achieved), revised the Financial Model, Finalization of Investment Structing, Secure the Financial Instruments, Revised the Operational Plan, Governance Structure established, Secured working capital funding. Year One – signed off-take agreement for 4000ha (Year 2024/25) or in tons. Secure –R10m to complete the Construction – Year One. The CHDA will benefit through Investment facilitation and commission fees, which determines the percentage as per financial model. The access to market will be phased in, from Eastern Cape Province, to supply farmers and commercial partners.

9.1.4 Livestock Production and Value Chain (Aggregation) **Beef Production and Value Chain**

To improve the total livestock output, by beef production through breeding, back grounding from initial 60-emerging farms, with total of 60,000ha, mostly owned by government and leased to farmers, commercial feedlot through 30,000 head capacity feedlots located in state land (Sterkstroom, Cradock and Dordrecht) and Processing Plant, located into Komani Industrial Park, for processing. Aggregation of Customary Feedlot, established through NAMAC, CHDM and CHDA to be sustainable feedlot facilities. Currently we have Middleburg feedlot, Indwe feedlot, Ncora feedlot, Hewu feedlot, Gwalubomvu feedlot, and Komani feedlot (6 customary feelodt). They will receive weaners and matured animals and add 100kg weight per animal and supply the Commercial Feedlot. They buy animals from communities and condition them, before selling to Commercial Feedlot. Designate amadlelo, and fence them, with grazing facilities within communities working with Traditional Leaders for breeding and back grounding.

The access market will be focusing to both local and export market, through supply of two containers to African and middle East Countries. Local Market through supply of private and public markets.

(i). **Proposed Action Plans**

Submission of Project Investment Memorandum (PIM), by 30 August 2024, to CHDA, DRDAR, ECDC and DEDEAT, MOA signed by DRDAR, Al-Mabroor, CHDA, and ECDC

Finalization of Project Preparation – (Confirmed Sites for three Commercial Feedlot – DRDAR, Emalahleni LM, Inxuba Yethemba LM, and Enoch Mgijima LM- EIA, signed lease agreement with Al Mabroor and landlord. Finalization of Commercial Agreement with Al-Mabroor and Confirmation of Financial Model. Finalization of Customary Feedlot Aggregation Model, Business Plan and Signed Agreement

9.2 Renewable Energy – Development

Due to electricity challenges, part of CHDA infrastructure development, especially where there is production through industrial areas and primary production. The prioritization of energy supply is crucial. At Komani Industrial Park, the Agency faced challenges of load shedding, and Industrialist started to move from the park to other areas due to production challenges because of electricity.

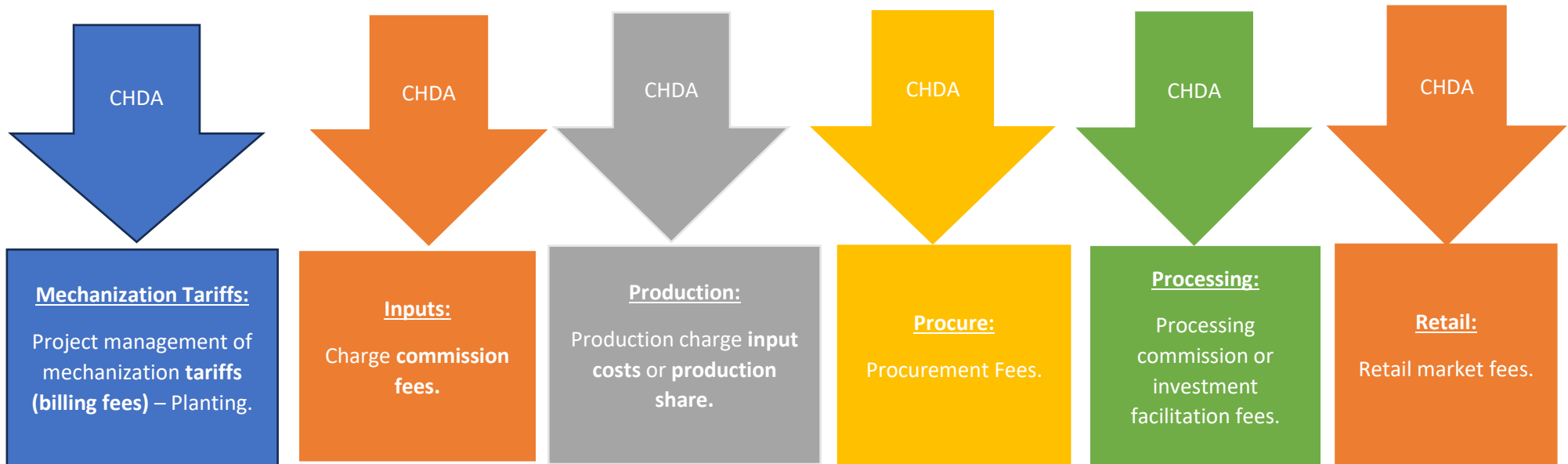
During the investment summit, the district received commitments from EDISP, they busy with planning for renewable energy for Emalahleni LM, and Enoch Mgijima LM, for more than 30MW. The second investor is Sun Farming, from Germany, they made commitment of 30MW in Komani Industrial Park, as phase one they secured 28ha within to invest to Agri-PV Solar Panels. The Chris Hani Development Agency (CHDA), in partnership with Enoch Mgijima LM, as their mandate busy with securing the Power Purchase Agreement, (PPA), and the approval of the business model, for establishment of the special purpose vehicle.

The last investor is the Buma Holdings, they secured their investor from China, to secure investment from one of the farms within Enoch Mgijima LM, for 100MW, this will cover Local Municipalities within Chris Hani District. The beneficiation of CHDA will be towards investment facilitation and commission fees.

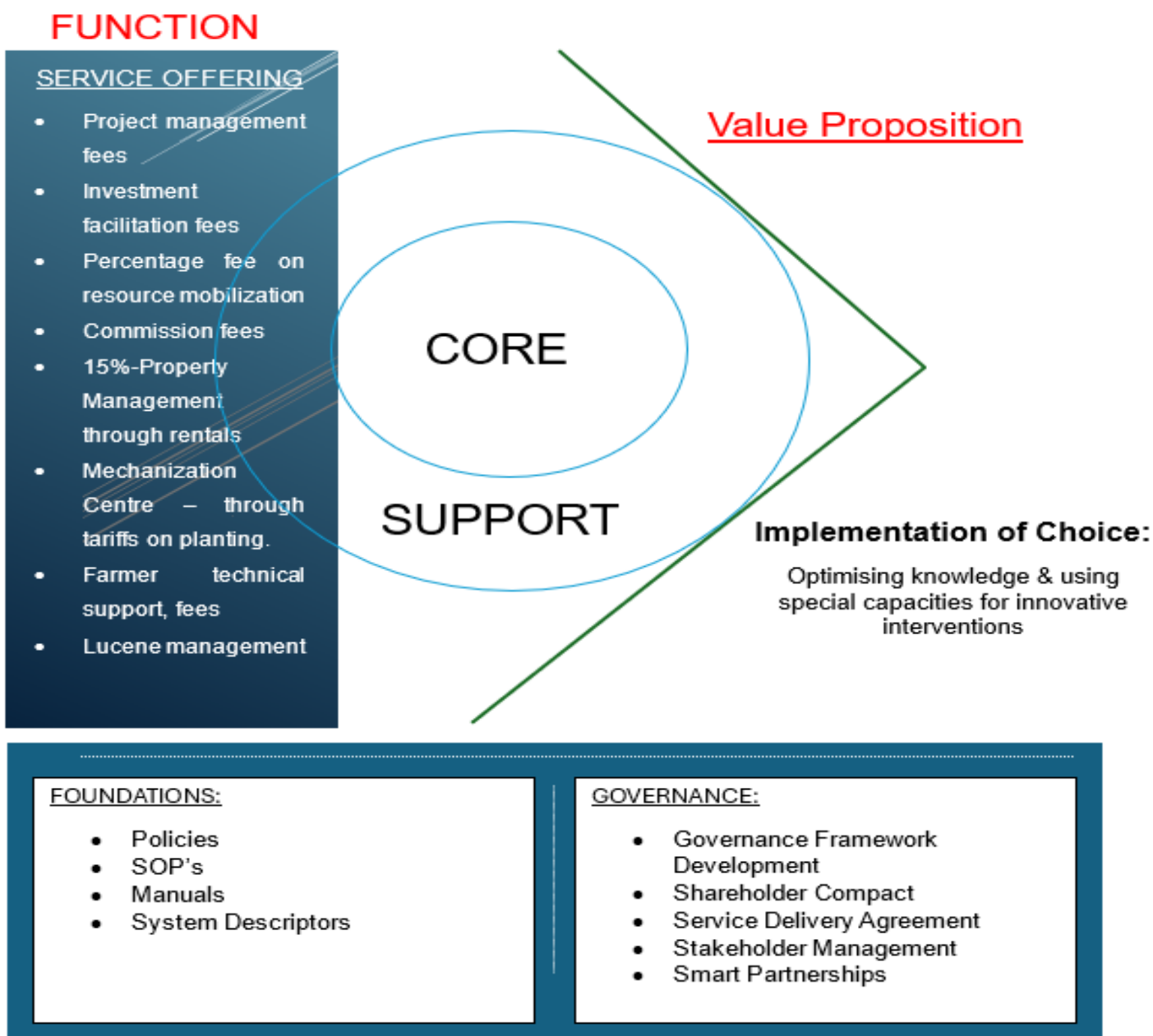
9.2.1. Proposed Action Plans

- Confirmation from National Treasury for PPA from Enoch Mgijima LM
- Council approval for establishment of Special Purpose Vehicle with Enoch Mgijima, to approve the business model.
- To approve the partnership with Sunfarming and Buma Holdings for renewable energy
- The approval for the wheeling agreement with Local Municipalities
- The finalization of environmental authorization

9.3 Value Chain Structure



10. CHDA – SERVICE OFFERINGS AND BENEFICIATION MODEL



11. ORGANISATIONAL ANALYSIS

11.1. SWOT Analysis

The SWOT analysis is a tool or mechanism by which an institution can be able to identify and understand its strengths, weaknesses, opportunities and even threats. The CHDA undertook a process of analysing these components within the organisation and some conclusions were drawn which provide a picture regarding the CHDA realities:

STRENGTHS	WEAKNESSES	ACTION PLAN TO ADDRESS WEAKNESS & THREAT
<ul style="list-style-type: none"> • Clear legislative framework and mandate for the Development Agency • Political and Administrative support of the shareholder • Buy-in and support from local municipalities 	<ul style="list-style-type: none"> • Highly dependent on the shareholder for its operational grant limited revenue generated programs • Limited communication and marketing skills • No formal mechanism for monitoring/measuring development impact • Lack of Business Contingency Plan 	<ul style="list-style-type: none"> • Development and Implementation of Own Revenue Enhancement Strategy • Build a Cash Reserve Fund to reduce Reliance on External Grant Funding • Develop a Grant Dependency Reduction Plan • Implement a Communication and Marketing Strategy • Develop a Business Contingency Plan • Develop a Monitoring and Evaluation Framework to improve the impact of LED Programmes
OPPORTUNITIES	THREATS	
<ul style="list-style-type: none"> • Developing innovative solutions, products and services for all stakeholders • Operational Mandate to manage and operate Komani Industrial Park • Partnering with both private and public institutions to fast-track programme and project implementation • Vibrant Uptake of the Skills Development Programme by 	<ul style="list-style-type: none"> • Lack of sufficient co-funding • Limited Resource Commitments from District • The inability to generate own income/revenue streams undermines sustainability • Unstable power supply/load-shedding • Supply of skills to match the evolving development agency • Growing business competitiveness amongst Agency 	<ul style="list-style-type: none"> • Development and Implementation of Own Revenue Enhancement Strategy • Build a Cash Reserve Fund to reduce Reliance on External Grant Funding • Develop a Grant Dependency Reduction Plan • To attract and Retain Funding and Investment through a high-impact Project portfolio.

Sector Education & Training Authorities <ul style="list-style-type: none"> • Evolving nature of development agencies 		
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11.2 Pestel Analysis Review

To understand the current performance delivery environment of the CHDA, it was critical to analyse the impact of political, economic, social/cultural, technological, environmental and legislative factors on the organisation through the 2023/24 – 2027/28 PESTEL Review.

Additional issues emerged during the Board Strategy Session which warranted consideration and inclusion in the SWOT Analysis, whilst some factors have been maintained as still relevant in the environment of the Agency.

AREA	EMERGING ISSUE	IMPLICATIONS FOR CHDA
POLITICAL	National Government elections in 2024	<ul style="list-style-type: none"> • Political Changes in Government may lead to possible changes in strategic priorities and institutional arrangements
	Political Instability in the Shareholder	<ul style="list-style-type: none"> • Effects of Change in the Mandate and Scope of the Agency, Financial Support and Development in the District
	Vision 2030, REDS, DDM and IDP 2023/24	<ul style="list-style-type: none"> • Programmatic alignment to District -wide policy priorities. • Integrate with other growth and development strategy-led initiatives from different municipalities
ECONOMIC	Low growth economy	<ul style="list-style-type: none"> • Decrease in the share to the CHDA due to the impact of the Fiscus at the National, Provincial and Municipal levels. • Limited budgets, cause a strain on infrastructure growth and development
	Lack of Incentivising Investment Growth	<ul style="list-style-type: none"> • The cost of doing business will be high. • Driving existing Investors away. • The high Cost of living and doing business may also drive away Potential Investors
	The current state of infrastructure is a deterrent to economic development	<ul style="list-style-type: none"> • Inability to attain and retain Investors • Cost of doing business due to the absence of special tariffs to Investors to do or remain in business • Bulk infrastructure not available due to lack of funding or as a result of planning delays • Negatively affects the ability of developers to obtain service agreements for new developments.

AREA	EMERGING ISSUE	IMPLICATIONS FOR CHDA
		<ul style="list-style-type: none"> In some cases, it can lead to broken agreements that threaten project feasibility and developer sustainability. This may threaten the overall development of the municipal spaces which will continue to put pressure on the state to provide jobs Need for Rehabilitation of Infrastructure Network in existing formal and informal areas
	Enterprise / SMME development	<ul style="list-style-type: none"> Opportunity for partnerships with SMMEs Where capacity from SMMEs lacks, this might result in poor quality of work.
	Green Economy Initiatives	Explore the possibility of exploiting provincial initiatives for infrastructure development in green industries
	The changing economic landscape of the District Municipality (eg: Fuel price increases; Rand / Dollar exchange rate etc)	<ul style="list-style-type: none"> Mitigating the impact on the cost of CHDA services. Orientate services and Programmes to best respond to the environment.
	Land Tenure System	<ul style="list-style-type: none"> Inability to commercialise communal land attraction to Investors
	High youth unemployment	<ul style="list-style-type: none"> The need to promote job creation opportunities. Mobilising youth structures at the community level to partner with CHDA in Programmes.
	Need for recreation and environmental conservation facilities	<ul style="list-style-type: none"> Maintenance of existing facilities according to best practice standards. Development of further facilities in areas of need. Ensure open space conservation is happening. Consider issues of accessibility when developing facilities.
	The proliferation of dump sites	<ul style="list-style-type: none"> Neglect in the management of open spaces in impoverished areas has resulted in an increase in dump sites.
TECHNOLOGY	Green technology rollout in existing facilities and new capital developments	<ul style="list-style-type: none"> Development of policies around green technologies and specifications for developers/consultants/contractors. Explore new technologies in facilities. hydroponics, etc. Explore green construction / green building. Use of natural “green” materials. Is there an opportunity for CHDA to be involved in supplying/facilitating the supply of such products? Use of new waste technologies. Explore the use of green waste to generate electricity etc. Look into using green technology to deal with our ecosystems (e.g., flooding). How technology can be better used by CHDA (paperless environment, etc.)
	Development of IT systems	Development of an Electronic Performance Management system (including upskilling of staff)

AREA	EMERGING ISSUE	IMPLICATIONS FOR CHDA
ENVIRONMENTAL	Climate change mitigation measures and environmental degradation	<ul style="list-style-type: none"> Strengthen conservation and environmental management. Explore carbon reduction measures.
		<ul style="list-style-type: none"> Strengthen conservation and environmental management. Resilience - mitigating environmental risks (for example: giving back to nature to reduce the risk of flooding).
	Promoting environmental culture	<ul style="list-style-type: none"> Conduct environmental culture awareness Potential effect on the rights of people Implications of EIAs in the implementation of certain projects Impact on communities due to business operations of certain industries Deal with environmental illiteracy and ignorance – strengthen environmental education
	Amendments to relevant Acts	<ul style="list-style-type: none"> Compliance and ethical considerations- ensure policies and procedures are aligned as legislation is changed/enhanced.
	Zero Waste to Landfill Site	<ul style="list-style-type: none"> The CHDA should adopt the Reduce, Reuse and Recycling strategies to reduce waste.
LEGISLATIVE	Amendments to relevant Acts	<ul style="list-style-type: none"> Compliance - ensure policies and procedures are aligned as legislation is changed/enhanced.
	Municipal By-laws and different regulations	<ul style="list-style-type: none"> There may be extensive delays in respect of approvals and issuing of licences and permits, which leads to further delays in any development.
	Expropriation of Land Legislative Changes	<ul style="list-style-type: none"> The CHDA should ensure the security of tenure on all land parcels transferred by the district. This will give confidence to Investors.

11.3 Risk Management

The Risk Management Process has been developed through a strategic risk register developed by the ARC Committee Members and Management, this was through a facilitated session by Internal Auditors and a strategic risk register report was developed. The identified risks could arise from different sources, including financial uncertainty, legal liabilities, strategic management errors, program related risks, especially outward looking programs, accidents and even natural disasters. The Audit and Risk Committee's part of its mandate is to oversee the implementation of the mitigation plans.

11.4 Governance Structure

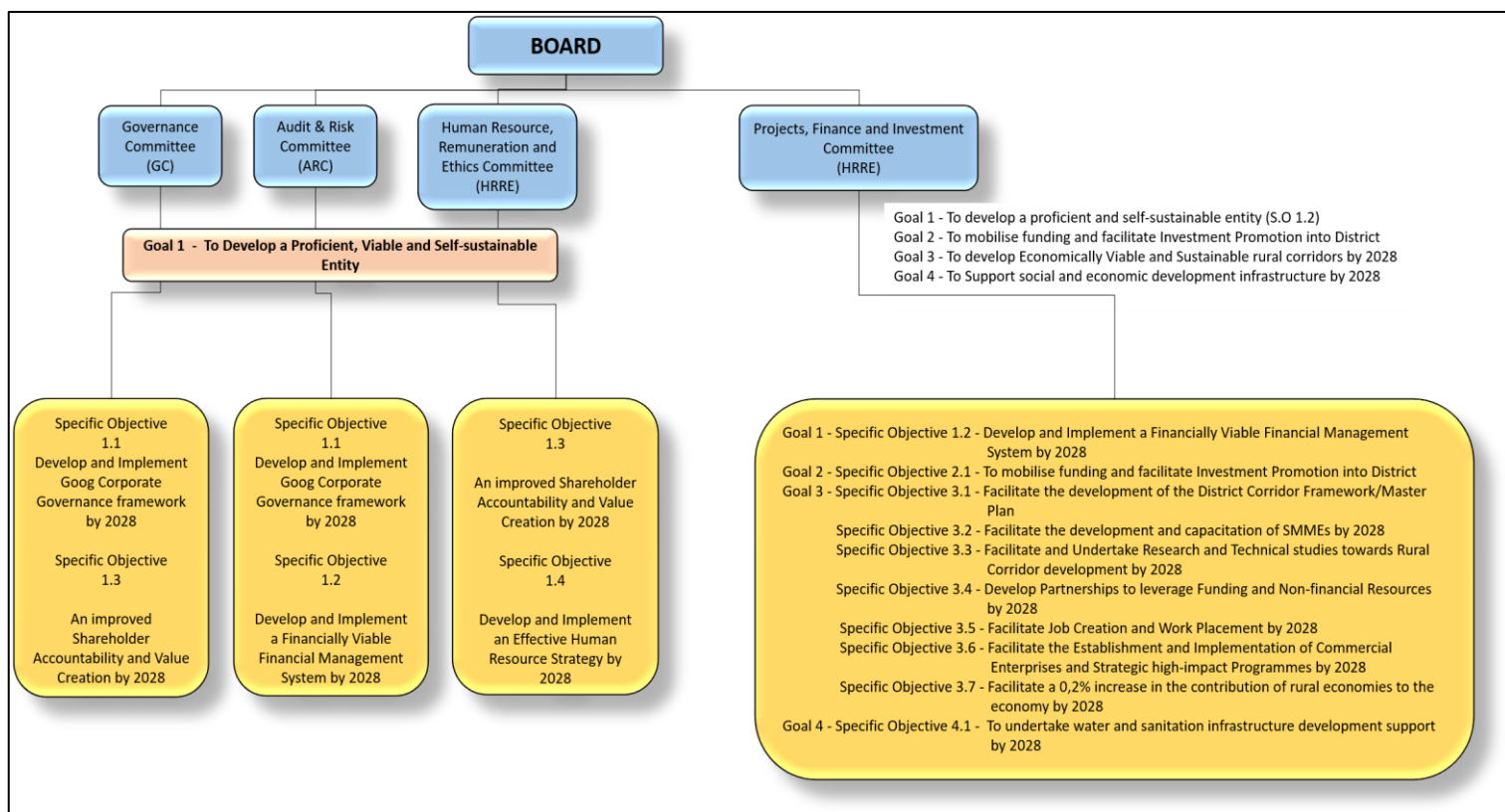


Figure 12: CHDA Governance Structure, Goals and Objectives

The CHDA has a clear board that provides oversight, governance and leadership to the total function of the institution. The board of the CHDA is responsible for ensuring that the institution functions well. The Board of the CHDA complies with and applies the King Code of good governance in its practice, which ensures established policies and systems of internal financial controls and that these controls are continuously reviewed to be in line with the South African legislative framework. Current members of the CHDA Board are:

No.	Member	Position
1.	Ms Welekazi Dukuza	Interim Board Chairperson
2.	Mr Lita Mbokotho	Finance and Investment Committee (PFI) Chairperson
3.	Dr Noncedo Khewu	Board Member. PFI and HRRE Committee Member

4.	Mr Tshililo Ramabulana	Deputy Chair, Human Resources and Remuneration Committee (HRRE) Chairperson
5.	Ms Minty Makapela	Board Member and HRRE Committee Member
6.	Adv Nombasa Bleki	Board Member and HRRE Committee Member
	Executive Management Members	
7.	Mr Abongile Hala	Chief Executive Officer
8.	Ms Nomveliso Nyukwana	Executive Manager – Operations
9.	Ms Flicker Tiso	Chief Financial Officer
	Audit and Risk Committee Members (Independent Committee)	
10.	Mr A.M Langa	Audit and Risk Committee Chair
11.	Mr Y. Madolo	Audit and Risk Committee Member
12.	Prof W. Plaatjies	Audit and Risk Committee Member
13.	Mr Y. Madolo	Audit and Risk Committee Member
14.	Mr M. Mbenenge	Audit and Risk Committee Member
15.	Ms Z. Klassen	Audit and Risk Committee Member
16.	Mr L. Mbokotho	Audit and Risk Committee Member

The Board of the CHDA has a total of four Committees namely – the Governance Committee, Human Resource Remuneration and Ethics Committee, Project, Finance and Investment (PFI) Committee and Audit and Risk Committee., which is an Independent Committee, their members are not Non-executive Directors, and one Board Member representative.

11.5 Organizational Structure

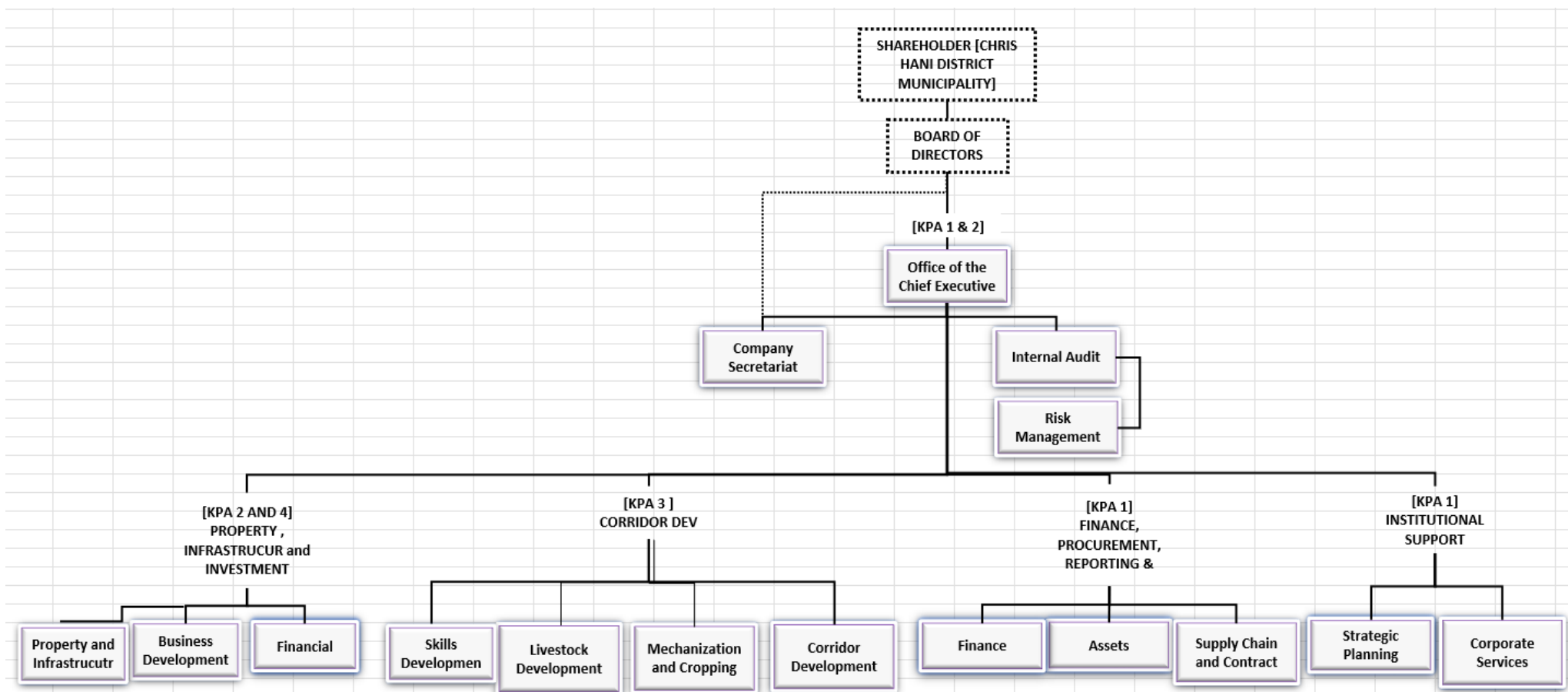
The mandate of the CHDA requires that the institution be well-capacitated with competent personnel occupying critical positions. To realise this, CHDA must develop and implement a targeted and competency-anchored employee development programme to ensure that internal capacities and competencies are strengthened. In anticipation of the evolution of the CHDA to a self-sustaining/self-supporting entity, it is imperative that capacity be built, not only in the number of warm bodies occupying designated positions in the organisational structure but building the capacity of the existing personnel from a pre-dominantly inward-looking competence to dually competent personnel who demonstrate both corporate (inward-looking) as well as investor-support (outward-looking) competence.

The foregoing assertion calls for the reprofiling of the jobs to meet the evolving needs of the CHDA followed by the filling of the competency gaps through retraining and/or redeployment. The alignment of the proposed high-level organisational structure is undertaken to ensure that jobs created assist CHDA in realising its strategic objectives.

- 1) To Develop a proficient, viable and Self-sustainable entity by 2028;
- 2) To Mobilise Funding and Facilitate Investment Promotion into the District by 2028;
- 3) To Develop Economically Viable and Sustainable Rural Corridors by 2028;
- 4) To Support Economic Development Infrastructure Development by 2028.

As the goals, objectives and the CHDA strategic focus shift, so must the organisational structure to track the changing functional streams. The current high-level organisational structure in Fig. 13 below, attempts to address these competency needs. Notwithstanding, an exercise must be undertaken, post-strategic review, to re-examine whether or not, it still meets the demands of this strategy.

Figure 13: CHDA’s Current High-level Organisational Structure



12 STRATEGIC GOALS AND SPECIFIC OBJECTIVES

STRATEGIC GOALS AND OBJECTIVES	
STRATEGIC GOAL	STRATEGIC OBJECTIVES
Strategic Goal 1: To Develop a Proficient, Viable and Self-Sustainable Entity by 2028	1.8. Achieve Clean Administration and Legislative Compliance by 2028
	1.9. Achieve Effective Board, Secretariat and Legal Support by 2028
	1.10. Improve Shareholder Accountability and Value Creation by 2028
	1.11. Improve Financial Sustainability and Viability by 2028
	1.12. Implement an Effective Risk Management and Business Continuity Framework by 2028
	1.13. Implement Efficient and Effective Information Management and Knowledge Management by 2028
	1.14. Implement an Effective Human Resource Strategy by 2028
Strategic Goal 2: To mobilize Funding and Facilitate Investment Promotion into District by 2028	2.1. No of investments facilitated by 2028
	2.2. No of Trade Promotion attended by 2028
	2.3. Value of resources mobilized by 2028
Strategic Goal 3 : To develop Economically Viable and Sustainable Rural Corridors by 2028	3.1. Facilitate the development of Chris Hani Corridor framework or Master Plan by 2025
	3.2. Facilitate the Development of SMME's and Capacitation by 2028
	3.3. Facilitate and undertake Research and Technical Studies towards Rural Corridor Development by 2028
	3.4. Development Partnerships to leverage funding and Non -financial resources by 2028
	3.5. Facilitation of Job creation and work placement by 2028
	3.6. Facilitate the establishment of commercial enterprises and strategic high impact programmes implementation by 2028
	3.7. Facilitate a 2% increase in the contribution of rural economies to the economy by 2028.
Strategic Goal 4: To support social and economic development infrastructure by 2028.	4.1. Undertake economic infrastructure development support by 2028.

13 PROPOSED CHDA COMPETENCY FRAMEWORK

A competency framework is a model that broadly defines the blueprint for ‘excellent’ performance within CHDA. It consists of several competencies, which can be generically applied to a broad number of roles within CHDA. Each of these competencies must be defined, using a language that is clear enough to ensure that everyone has a common understanding of what ‘excellent’ performance means within the CHDA context. This common understanding then becomes the benchmark against which the performance of an individual, team, project, or even entire CHDA can be assessed. It helps management select new staff, review performance and support learning and development.

The competency framework reflects the culture and business objectives of the development agency, in this case, CHDA. It is at the heart of driving organisational success. By identifying these essential competencies against which to measure performance, the CHDA can feel confident in placing its personnel in the areas of activities where they can be most effective. This Local Economic Development Competency Framework supports the development of the CHDA/community/parent municipality and promotes both personal development and professional standards, which can contribute to the delivery of improved customer service and business results and secure higher quality of life for the local community. The following competencies must particularly be demonstrated by the leadership and management positions at the CHDA:

COMPETENCE	KNOWLEDGE	SKILLS	BEHAVIOURS
Strategic capability for the Visualization and Leadership in Local Economic Development	<ul style="list-style-type: none"> • Knows how to serve as an architect of the local economy; • Knows how to lead the process of recognition, integration and implementation of the potential of the region and how to determine vision, mission, goals and objectives for developing a strong local economy; • Knows how to design measures aimed to optimize the efficiency of the Local/Regional Integrated System for Economic Development – governing bodies, business entities, academic institutions, 	<ul style="list-style-type: none"> • Serves the board of the CHDA with developing the long-term vision for the economic development of the territory; • Represents CHDA in professional debates on issues linked to the national economy and advises the local political leadership when decisions must be made; • Communicates with the heads of regional and local entities which are having an impact on the local economy, and earns their support for the process of long-term economic development strategic planning; 	<ul style="list-style-type: none"> • Think out of the Box, i.e., beyond the CHDA; • Inspire others to think out of the box by creating loyalty, comradeship and an environment that permits innovative thinking; • Be emotionally attached to the region; • Holds self, accountable for executing the CHDA strategy to reach the set goals;

CHRIS HANI DEVELOPMENT AGENCY – 5 YEAR STRATEGY (2023/24 – 2027/28)

COMPETENCE	KNOWLEDGE	SKILLS	BEHAVIOURS
	<p>NGOs, and relevant legislation.</p> <ul style="list-style-type: none"> • Knows how to translate complicated data and analysis into a vision which could be easily understood by everybody; • Knows how to incorporate the regional vision for development into the national one and to generate support for the local vision implementation; • Knows how to take advantage of the short-, mid- and long-term trends in the global economy on behalf of the local community's interests and to incorporate these perspectives into the local vision for development; 	<ul style="list-style-type: none"> • Possess skills to manage business entities engaged with local/regional economic development (e.g., Development Agencies); 	
<p>Capability for LEADING the process of development of instruments for fulfilling the agreed vision for Local Economic Development</p>	<ul style="list-style-type: none"> • Possess the capacity to see the big picture of the local economy, and determine directions which need to be changed, as well as corrections which need to be applied; • Knows how to direct the process of drafting instruments which will make it possible for the district community to turn its long-term vision for economic development into a reality; • Knows how to mobilise resources, internal and external, and secure funding for the implementation of the designed instruments; • Knows what to expect during the process of 	<ul style="list-style-type: none"> • Leads the process of designing multiple instruments for boosting the local economy • Leads and coordinates the translation of LED instruments/policy into action plans; • Unites stakeholders for fulfilling the agreed vision for local economic development; • Serves as a contact point between the expert team working on instruments' design and the political leadership of the CHDA and the region; • Introduces new approaches towards local economic development instruments based on researched best practices 	<ul style="list-style-type: none"> • Ensures the expert team engaged with designing the LED instruments is well prepared and possesses the professional capacity for Economic Development Strategic Planning; • Ensures the stakeholders Influencing the process of Strategic Planning, including the political leadership and the administration, are presented with enough opportunities to upgrade their knowledge about Economic Development Strategic Planning;

COMPETENCE	KNOWLEDGE	SKILLS	BEHAVIOURS
	<p>debates on the proposed strategies/ programmes/ policies and prepares arguments based on knowledge/ analysis/ forecasts;</p>	<p>of leading development agencies in the world;</p> <ul style="list-style-type: none"> • Ensures the financial planning in the region will support the implementation of the instruments suggested; • Ensures the identification and implementation of partnerships, including public-private partnerships, and explores other avenues to achieve financial capacity for CHDA instruments' implementation 	<ul style="list-style-type: none"> • Ensures the development of standards and processes to meet future knowledge management requirements; • Takes calculated risks and is constantly seeking new ideas from leading-edge organizations and external sources;
<p>Management of the implementation of MULTIPLE projects/ instruments for Local Economic Development</p>	<ul style="list-style-type: none"> • Knows how to evaluate all activities to determine value-added and alignment with the community's strategic goals; • Knows how to ensure alignment of strategies across various functional areas to the CHDA/ regional strategy for development; • Knows how to monitor the management of multiple projects and balances priorities and conflicts between projects based on the broader community's goals; • Knows how to monitor the management of risks across multiple projects by examining total resource requirements and assessing the impact of projects on the day-to-day operations; • Knows how to modify project approach and budget without compromising the quality 	<ul style="list-style-type: none"> • Monitors and participate in the review of strategic plans consistently and take corrective action to keep plans on track in light of new challenges in the environment; • Motivates and coaches project teams to achieve the highest project results; • Monitors results of the local economic development multiple instruments' implementation and reports to stakeholders frequently; • Manages and maintains good stakeholder relations; • Designs and implements complex problem-solving tools and methods; • Succeeds in achieving maximum results with limited resources; 	<ul style="list-style-type: none"> • Puts in place procedures to manage risks; • Persuades CHDA leadership to adopt and implement designed local economic development instruments; • Creates a network of leaders who support the designed local economic development instruments; • Identifies and assists in resolving resistance to change with stakeholders;

COMPETENCE	KNOWLEDGE	SKILLS	BEHAVIOURS
	<p>of outcomes and the desired results;</p> <ul style="list-style-type: none"> • Knows how to monitor policy implementation and puts in place procedures to manage risks. 		
<p>Relations with Stakeholders/ Public Diplomacy/ LEADERSHIP in Change Management</p>	<ul style="list-style-type: none"> • Possess the capability to act as a leader who can promote CHDA's mission and vision to all relevant stakeholders and motivate others to achieve a common goal; • Knows how to lead through complexity and uncertainty of vision; • Knows how to lead and unite by building consensus among stakeholders who represent different values and interests and the community as a whole; • Knows how to express ideas to individuals and groups both in formal and informal settings in an interesting and motivating way; • Knows how to balance political views with the community's needs when communicating differing viewpoints on complex issues; 	<ul style="list-style-type: none"> • Identifies obstacles in the relations with stakeholders and apply measures for adjustment to executing strategy for public diplomacy; • Establishes broad stakeholder involvement and communicates the CHDA measures' status and key milestones; • Communicates in a manner that gains support, commitment and agreement; • Steers negotiations around complex issues and arrives at a win-win situation; 	<ul style="list-style-type: none"> • Demonstrates commitment through actions; • Supports stakeholders in achieving their goals; • Impacts positively on the community's morale, sense of belonging and participation; • Demonstrates objectivity, thoroughness, insightfulness, and probing behaviours when approaching stakeholders' reservations; • Communicates controversial messages to stakeholders tactfully; • Communicates high-risk sensitive matters to all relevant stakeholders;
<p>Delivering business objectives/Accountability and Ethical Conduct</p>	<p>Knows that high-performing leaders in economic development are the ones who:</p> <ul style="list-style-type: none"> • have passionate, innovative, and capable leadership. • are strategic thinkers and operators. 	<ul style="list-style-type: none"> • Creates an environment where integrity, honesty and accountability flourish; • Develops and implements anti-corruption measures; • is widely recognized as an expert in fighting fraud, corruption and other acts of dishonesty; 	<ul style="list-style-type: none"> • Develops and applies self-corrective measures; • Makes proposals and recommendations in a way that wins the trust and support of others; • Promotes transparent and accountable administration;

COMPETENCE	KNOWLEDGE	SKILLS	BEHAVIOURS
	<ul style="list-style-type: none"> • are highly effective communicators. • embrace change as a baseline for success. • form great teams to carry out the work. • are ethical and represent community interests. 	<ul style="list-style-type: none"> • Sets shared accountabilities and integrity standards across the organization in support of CHDA objectives; • Is fully responsible for own actions even if it reflects negatively on self or organization; • Creates a culture of accountability; 	<ul style="list-style-type: none"> • Presents ideas and beliefs in a manner which is consistent with CHDA policies; • Acts decisively against corrupt and dishonest conduct; • Promotes CHDA values and beliefs internally and externally; • Co-operates with others and works as a team and not for personal benefit; • Oversee the acceptance of responsibility and accountability by self and others.

14 KEY SUCCESS FACTORS

Development agencies act as engines of economic growth and development especially in developing countries. These agencies provide incentives to investors for accelerating business activities on relaxed terms and conditions. On the other hand, it generates employment and contributes towards fast-paced developments in intended areas. In this way, it becomes an effective tool to magnetize inward investment (foreign and local). The arrangement facilitates accelerated production cum businesses, growth and enhanced competitiveness. Consequently, the upswing in the economy provides better opportunities for technological advancement and its applications. Application of technology multiplies growth at economy of scales thus completing the cycle of production, distribution, consumption and consequently return on investment for the investor, the shareholder and the societies at large. The following model depicts what factors are likely to lead to a CHDA that will make an economic contribution to the CHDM economy and beyond, as envisaged in its Mandate and this strategy.

While there is no generic list of success factors and outcomes of development agencies, there are multiple strategic approaches that development agencies can follow. The drivers of success and economic outcomes of CHDA depend on the strategic approach adopted in the operation of the agency, and its effectiveness.

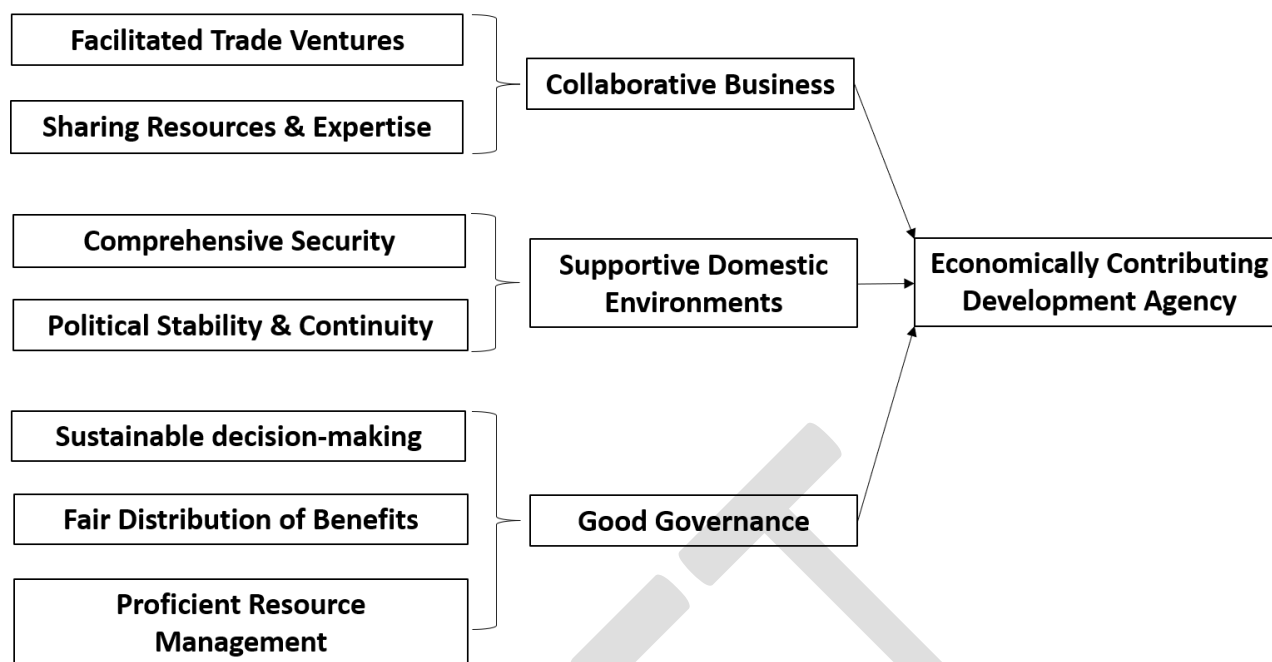


Figure 15: CHDA’s Key Success Factors Model

As is depicted in the model above, a politico-economic convergence is a must for the success of the CHDA, where such critical factors as the distribution of benefits, security, political stability, decision-making and availability of resources are essential for any worthwhile chance to succeed. In this view, the challenge is to analyse the success factors and best practices that have underpinned successful development agencies elsewhere and replicate these more consistently to minimise the chances of failure.

The types of services each development agency provides help the agency achieve a distinctive value proposition, setting it apart from its competitors. Non-infrastructure services can include security services, human-resources-related services, and catering and housing services, among others. Such investment-facilitating services have repeatedly been singled out as key success factors.

15 FIVE-YEAR OPERATIONAL PLAN

The CHDA Five-year Operational Plan forms the basis for the year-on-year Annual Performance Plans (APPs). It entails the target to be realised in the five years life of the strategic plan which is further broken down into yearly milestones. The process of operational planning entailed the identification of the overall corporate objectives, resources necessary and the measurement of success. The process included setting priorities, focusing resources and energy, strengthening operations, and aligning organisational arrangements around organisational goals. Reaching consensus on the expected outcomes, and building a mechanism for course correction to avert straying away from set goals.

CHRIS HANI DEVELOPMENT AGENCY – 5 YEAR STRATEGY (2023/24 – 2027/28)

The process linked the vision to the details. Identify the keywords in the vision that focus on the future and what CHDA aspires to be in the future. Focused on what CHDA wishes to offer and who it serves. Aligned with the Core Values that define the CHDA DNA (what CHDA stands for, traits and driving priorities). The Operational Plan is further aligned with the short- and long-term goals which umbrella the whole plan and are the highest-level aspirations for the strategic period ahead. The Operational Plan details activities that CHDA will work on and that will utilize CHDA resources. To facilitate the review of CHDA performance, performance indicators, intervals and sources of evidence are included in the framework.

The following framework outlines the Operational Plan for the period 2023/2024 to 2027/2028 (Annexure 1.1) **As reviewed:**

HIGHLEVEL MULTI-YEAR STRATEGIC OUTCOMES							
GOALS	OBJECTIVES	KEY PERFORMANCE INDICATORS	BASELINE / CURRENT REALITY	Annual Target 2024/2025	Annual Target 2025/2026	Annual Target 2026/2027	Annual Target 2027/2028
Strategic Goal 1: To Develop a Proficient, Viable and Self-Sustainable Entity by 2028	1.1 Achieve Clean Administration and Legislative Compliance by 2028	1.1.1 No of unqualified audit reports	Qualified	1	1	1	1
		1.1.2 Percentage implementation of audit recommendations and improvements	>100%	100%	100%	100%	100%
		1.1.3 Percentage of policies reviewed and approved	<100%	100%	100%	100%	100%
		1.1.4 Percentage of compliance register implemented	<100%	100%	100%	100%	100%
	1.2 Achieve Effective Board, Secretariat and Legal Support by 2028	1.2.1 Percentage of annual board and committee calendar implemented	<100%	100%	100%	100%	100%
		1.2.2 Percentage of annual board and committee calendar implemented	<100%	100%	100%	100%	100%
		1.2.3 No of board and secretariat performance reviews conducted	Nil	1	1	1	1
		1.2.4 Percentage implementation of legislated board secretariat functions	Unconfirmed	100%	100%	100%	100%
		1.2.5 Percentage resolution of litigation matters within approved timeframes	<100%	100%	100%	100%	100%
		1.2.6 Percentage of agency legal contracts / agreements subjected to legal assessment to minimise litigation risk	Nil	100%	100%	100%	100%

CHRIS HANI DEVELOPMENT AGENCY – 5 YEAR STRATEGY (2023/24 – 2027/28)

HIGHLEVEL MULTI-YEAR STRATEGIC OUTCOMES							
GOALS	OBJECTIVES	KEY PERFORMANCE INDICATORS	BASELINE / CURRENT REALITY	Annual Target 2024/2025	Annual Target 2025/2026	Annual Target 2026/2027	Annual Target 2027/2028
	1.3 Improve Shareholder Accountability and Value Creation by 2028	1.3.1 No of strategy review documents developed and approved for implementation	1	1	1	1	1
		1.3.2 No of annual performance plans (APPs) developed and approved for implementation	1	1	1	1	1
		1.3.3 No of quarterly performance reports developed	4	4	4	4	4
		1.3.4 No of annual performance reports (APRs) developed	1	1	1	1	1
		1.3.5 No of integrated annual reports developed	1	1	1	1	1
		1.3.6 No of monitoring and evaluation (M+E) reports developed	Nil	1	1	1	1
		1.3.7 No of annual general meetings held (AGM) by shareholder	Nil	1	1	1	1
		1.3.8 No of reviews on agency service delivery plan with shareholder	Nil	1	1	1	1
		1.3.9 No of engagements held between Executive Mayor and Board Chairperson	Unconfirmed	4	4	4	4
		1.3.10 No of engagements held between Municipal Manager and Accounting Officer / CEO	Unconfirmed	4	4	4	4
	1.4 Improve Financial Sustainability and Viability by 2028	1.4.1 Percentage implementation of approved financial sustainability strategy / turnaround plan	<100%	80%	100%	n/a	n/a
		1.4.2 Percentage spending within approved operational grant / subsidy received from shareholder	>100%	100%	90%	90%	80%
		1.4.3 Rand value of own revenue generated from agency operations	R5.0m	R5.0m	R7.5m	R9.0m	R10.5m
		1.4.4 Percentage collection on commission earned from investments facilitated and offtakes brokered	Nil	Min 2.5%	Min 5%	Min 5%	Min 10%
		1.4.5 Percentage collection on own revenue, project	>50%	60%	75%	100%	100%

HIGHLEVEL MULTI-YEAR STRATEGIC OUTCOMES							
GOALS	OBJECTIVES	KEY PERFORMANCE INDICATORS	BASELINE / CURRENT REALITY	Annual Target 2024/2025	Annual Target 2025/2026	Annual Target 2026/2027	Annual Target 2027/2028
		management fees and third-party grant allocations					
		1.4.6 Percentage reduction in commitments and payables at year end	-25%	-25%	-50%	-50%	-75%
		1.4.7 No of quarterly financial performance reports prepared and submitted in line with MFMA reporting timelines	4	4	4	4	4
		1.4.8 No of monthly budget statements prepared and submitted in line with MFMA reporting timelines	12	12	12	12	12
		1.4.9 Percentage implementation of the approved supply chain management (SCM) policy	<100%	100%	100%	100%	100%
		1.4.10 Percentage reduction in UIFWE items	Nil	-75%	-100%	0%	0%
		1.4.11 Percentage increase in accounting surplus recorded as evidence of effective income and expenditure management	Deficit	+50%	+75%	+80%	+100%
		1.4.12 Percentage implementation of asset recapitalisation plan to support own-revenue generation	Nil	50%	65%	80%	100%
	1.5 Implement an Effective Business Continuity and Risk Management Framework by 2028	1.5.1 No of business continuity / disaster recovery plans developed for implementation	Nil	1	1	1	1
		1.5.2 Percentage implementation of approved business continuity / disaster recovery plans	Nil	60%	75%	90%	100%
		1.5.3 No of risk assessment exercises conducted per annum	1	5	5	5	5
		1.5.4 Percentage implementation of approved risk mitigation action plans	<100%	100%	100%	100%	100%
		1.5.5 No of risk-based internal audit plans developed and approved for implementation to support combined	1	1	1	1	1

HIGHLEVEL MULTI-YEAR STRATEGIC OUTCOMES							
GOALS	OBJECTIVES	KEY PERFORMANCE INDICATORS	BASELINE / CURRENT REALITY	Annual Target 2024/2025	Annual Target 2025/2026	Annual Target 2026/2027	Annual Target 2027/2028
		assurance					
		1.5.6 Percentage implementation of approved risk-based internal audit plan	<100%	100%	100%	100%	100%
		1.5.7 No of hits on shareholder fraud reporting hotline	Nil	Nil	Nil	Nil	Nil
	1.6 Implement Efficient and Effective Information Management and Knowledge Management by 2028	1.6.1 Percentage implementation of approved ICT Governance Framework	<100%	100%	100%	100%	100%
		1.6.2 Percentage implementation of computer hardware improvement plan	<100%	75%	90%	100%	n/a
		1.6.3 No of recorded data losses from failed backup procedures	Nil	Nil	Nil	Nil	Nil
		1.6.4 No of external threats and network vulnerabilities identified	Unconfirmed	<5	<2	Nil	nil
		1.6.5 No of MSCOA compliance projects undertaken – Sage/Solar integration to support budget circular compliance	Nil	1	0	0	0
		1.6.6 No of document management system rollout projects undertaken – EDMS	Nil	0	1	0	0
	1.7 Implement an Effective Human Resource and Human Capital Management Strategy by 2028	1.7.1 Percentage implementation of the approved human resource strategy and plan	<100%	75%	90%	100%	n/a
		1.7.2 Percentage implementation of the approved organisational structure to support strategy implementation	<100%	75%	90%	100%	100%
		1.7.3 Percentage implementation of approved plan towards building of a supportive and conducive working environment	Unconfirmed	100%	100%	100%	100%
		1.7.4 Percentage implementation of approved employment equity (EE) plan to promote diversity	Nil	60%	80%	90%	100%

HIGHLEVEL MULTI-YEAR STRATEGIC OUTCOMES

GOALS	OBJECTIVES	KEY PERFORMANCE INDICATORS	BASELINE / CURRENT REALITY	Annual Target 2024/2025	Annual Target 2025/2026	Annual Target 2026/2027	Annual Target 2027/2028
		1.7.5 Percentage implementation of approved workplace skills plan (WSP) to build internal capacity and legislated minimum competencies	Unconfirmed	100%	100%	100%	100%
		1.7.6 Percentage implementation of approved PMS policy	<100%	100%	100%	100%	100%
Goal 2: To mobilize Funding and Facilitate Investment Promotion into District by 2028	2.1. Implement Investments facilitation by 2028	2.1.1. Rand value of investment facilitated by 2028	R70m	R80m	R120m	R170m	R300m
	2.2. Trade Promotion attended by 2028	2.2.1. No of trade promotion attended by 2028	2	2	3	4	4
	2.3. Secured Off-markets by 2028	2.3.1. Rand Value of Off-take markets secured by 2028	R50m	R70m	R150m	R170m	R185m
Goal 3: To develop Economically Viable and Sustainable Rural Corridors by 2028	3.1. Facilitate the Development of the Chris Hani Corridor Framework / Master plan by 2028	3.1.1. No of developed Chris Hani Corridor framework / master plan by 2028	1 Feasibility studies developed (Komani Eco-Industrial Park)	2 Feasibility studies developed (Animal Feed Plant, Wool Production and renewable Energy)	3 feasibility studies developed (Fruit Production and Fertilizer Manufacturing Plant. Renewable Energy)	1 Feasibility Studies developed	2 feasibility studies developed
		3.1.2. No of SMME funding applications submitted on behalf of local SMME's	25 SMME's	Establishment of Agri-Aggregation Framework	Implementation of Agri-Aggregation Program	30 SMME's signed the Aggregation agreement	30 SMME receives enterprise development support
	3.2. Facilitate to undertake Research and Technical Studies towards Rural	3.2.1. No of research and or technical studies	1	2-studies undertaken (Fertilizer Manufacturing and Wool Production)	2 Studies on Coal and Agri Economic Infrastructure	2 studies undertaken (Fruit Production and Agri-Logistic	1 Study undertaken (Agri – Logistics and Renewable Energy)

CHRIS HANI DEVELOPMENT AGENCY – 5 YEAR STRATEGY (2023/24 – 2027/28)

HIGHLEVEL MULTI-YEAR STRATEGIC OUTCOMES

GOALS	OBJECTIVES	KEY PERFORMANCE INDICATORS	BASELINE / CURRENT REALITY	Annual Target 2024/2025	Annual Target 2025/2026	Annual Target 2026/2027	Annual Target 2027/2028
	Corridor Development by 2028					s)	
	3.3. Develop partnerships to leverage funding by 2028	3.3.1. No of partnership established	1	2- Public Private Partnership, Industry Partnerships	1- partnership established	2 partnership agreement signed	1 Partnership agreement signed
	3.4. Facilitation of 2000 Jobs Created	3.4.1. No of jobs created by 2028	500 jobs created	600 jobs created	500 jobs created	1200 jobs created	500 jobs created
	3.5. Facilitate the Establishment of Commercial Enterprises	3.5.1. No of Commercial Enterprises Established	2	Established Fertilizer Blending Plant and Fresh Produce Pack House	Established Beef Commercial Enterprise	Established Renewable Energy Enterprise	Established Animal Feed Mill Enterprises and Beef Processing Plant
	3.6. Facilitate a 2% increase in the contribution of rural economies to the economy by 2028.	3.6.1. No of economic development framework developed to measure contribution to rural economies by 2028.	Nil	1	1	1	1
		3.6.2. No of tons per ha produced towards measurement of economic contribution towards rural economies by 2028. (Grains under dryland)	Nil	3 tons (dryland)	5 tons (dryland)	5 tons (dryland)	6 tons (dryland)
		3.6.3. No of hecter under production towards measurement of economic contribution towards rural economies by 2028. (Grain Production)	Nil	2000ha	5000ha	10,000 ha	10,000ha
		3.6.4. No of hecters under production towards measurement of economic contribution to rural economies by 2028. (Fresh Produce – Production – Vegetables)	Nil	200ha	500ha	1000ha	1000ha
		3.6.5. No of tons produced per hecter towards measurement of economic contribution to rural economies by 2028. (Fresh Produce – Production – Vegetables)	Nil	10 tons	20 tons	20 tons	20 tons
Goal 4:	4.1.	4.1.1. No of economic	4	4	5	5	5

HIGHLEVEL MULTI-YEAR STRATEGIC OUTCOMES							
GOALS	OBJECTIVES	KEY PERFORMANCE INDICATORS	BASELINE / CURRENT REALITY	Annual Target 2024/2025	Annual Target 2025/2026	Annual Target 2026/2027	Annual Target 2027/2028
To support social and economic development infrastructure by 2028.	Undertake economic infrastructure development support by 2028.	development infrastructure projects supported by 2028					
		4.1.2. No of Water Infrastructure feasibility Studies developed for water use licenses by 2028	0	4	6	6	6
		4.1.3. No of Rail Infrastructure feasibility Assessment developed by 2028	0	2	2	2	2
		4.1.4. No of Feasibility study Agri Logistics, In-Land Grain terminal and Warehousing Developed by 2028	0	2	2	2	2
		4.1.5. No of Infrastructure Business Plan (Primary and Processing) developed for Infrastructure Funding by 2028	0	1	1	1	1
		4.1.6. No of Renewable Energy Infrastructure Project Completed by 2028	0	1	1	1	1
		4.1.7. No of facilitated Power Purchase Agreement signed by 2028	0	1	2	1	1

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CoGTA. (2014). *Cooperative Governance and Traditional Affairs and South African Local Government Association: Moving KZN forward: District Development Agencies as strategic implementers of economic development (Unpublished Report)*. Pietermaritzburg: CoGTA.

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