

Provincial Growth and Development Strategy and Plan Abridged Version

October 2018



provincial planning
commission
PROVINCE OF KWAZULU-NATAL
OFFICE OF THE PREMIER
KWAZULU-NATAL

Quick Start
Operations Manual
for the Implementation
of the Provincial Growth
and Development Strategy
Building A Better Future Together

provincial planning
commission
PROVINCE OF KWAZULU-NATAL
OFFICE OF THE PREMIER
KWAZULU-NATAL

provincial planning
commission
PROVINCE OF KWAZULU-NATAL
OFFICE OF THE PREMIER
KWAZULU-NATAL

DRAFT
2035
PROVINCIAL
GROWTH AND
DEVELOPMENT PLAN
Building A Better Future Together

2035
PROVINCIAL GROWTH
AND DEVELOPMENT STRATEGY
Building A Better Future Together

2035
PROVINCIAL
GROWTH AND
DEVELOPMENT PLAN
Building A Better Future Together

2035
PROVINCIAL
GROWTH AND
DEVELOPMENT PLAN
Building A Better Future Together

REVIEWED DECEMBER 2016

2016

Contents

Glossary.....	2
Introduction.....	3
The KwaZulu-Natal Provincial Planning Commission (KZNPPC)	4
The National Planning Commission	4
The Provincial Growth and Development Strategy.....	5
Provincial Spatial Development Framework	9
Provincial Vision for KZN	10
Strategic Goal 1: Inclusive Economic Growth	13
Strategic Goal 2: Human Resource Development.....	17
Strategic Goal 3: Human and Community Development.....	20
Strategic Goal 4: Strategic Infrastructure.....	25
Strategic Goal 5: Environmental Sustainability.....	29
Strategic Goal 6: Governance and Policy	31
Strategic Goal 7: Spatial Equity	34
Institutional framework	36
Monitoring and Evaluation Framework.....	39

Glossary

Strategic Goal: A desired end result, which reflects the high level ultimate change that is sought.

Strategic Objectives: Sub-goals that help to convert a mission statement from a broad vision into more specific strategic initiatives that contribute towards achieving the ultimate goal. These are likely to be applicable over longer periods, and are likely to remain quite stable over-time, though the targets will change. Strategic objectives are achieved through strategic projects and programmes that cumulatively contribute towards the goal. In the context of this document, such projects and programmes will find more detailed expression in the Provincial Growth and Development Plan with targets set for five year intervals.

Interventions: Strategic project, programme or course of action dedicated to facilitate the most practical and effective forms of strategic action to effect change through strategic objectives.

Indicator: Measurable variable used to gauge current state/condition, project future trends and measure progress in achieving goals. It tracks and indicates how the Province is performing relative to its goals and whether the overall strategy has been accomplished.

Targets: A target extends the indicator by providing a measurement. An indicator describes what is to be measured, the target specifies how much, how many, how far, where (in spatial terms).

Introduction

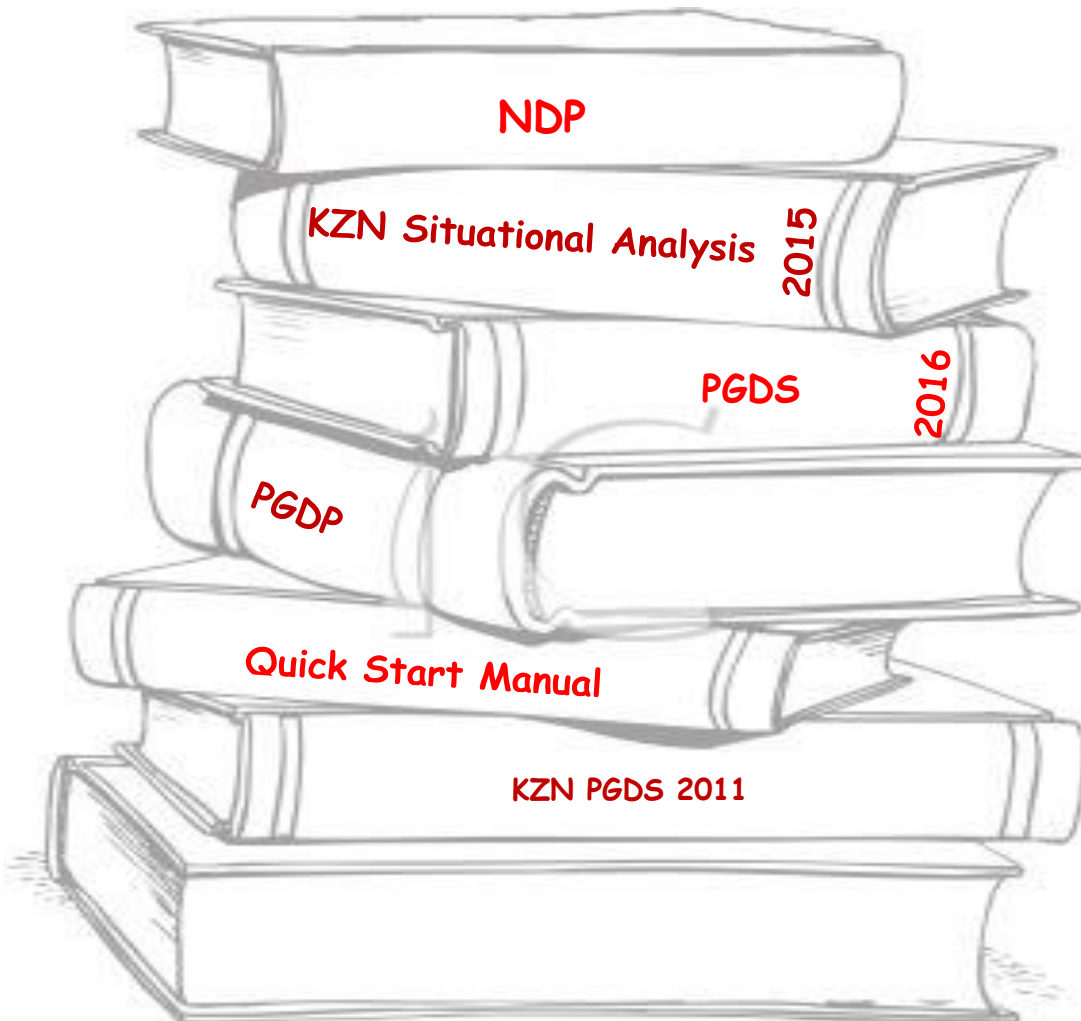
This booklet has been compiled to provide readers with a very brief snapshot of the context and content of our Provincial Growth and Development Strategy and- and Plan. It is not intended to replicate the finer details and content of the plan. Readers wanting to read more are invite to explore the relevant website and documents:



National Planning Commission and National Development Plan at <https://www.nationalplanningcommission.org.za/>

Provincial Planning Commission and Provincial Growth and Development Strategy at www.kznppc.gov.za.

Recommended Reading (copies available from the KZNPPC website)



The KwaZulu-Natal Provincial Planning Commission (KZNPPC)

The KwaZulu-Natal Provincial Planning Commission (PPC) compliments the National Planning Commission (NPC). The PPC was originally established by Resolution No 229 of 28 July 2010 of the KwaZulu-Natal Executive Council (Cabinet), as an advisory body to the Premier and Cabinet on matters related to a long term strategic development perspective and vision of the province; facilitating coherence in policy development and planning across the Provincial Government; and strengthening performance monitoring and evaluation to enable it to assess the pace required to deliver on the desired outcomes.



Figure 1: KZNPPC 2018

The PPC is constituted of nine Commissioners, eight part-time Commissioners and a fulltime Chairperson appointed by the Premier to serve for a period of 5 years. The selection of persons to be appointed by the Premier as members of the Commission is based on experience, knowledge, expertise and the contribution an individual can make in the physical environment and spatial planning; social environment (socio-economic, human settlement patterns, human resource development, health issues and poverty eradication); economic environment and infrastructure; and/or the governance environment.

It is tasked to ensure that the *Provincial Growth and Development Strategy* and *-Plan* remains aligned to the National Development Plan, as well as to support and the effective and efficient implementation of these plans within KwaZulu-Natal.

For more information, visit the website at www.kznppc.gov.za.

The National Planning Commission



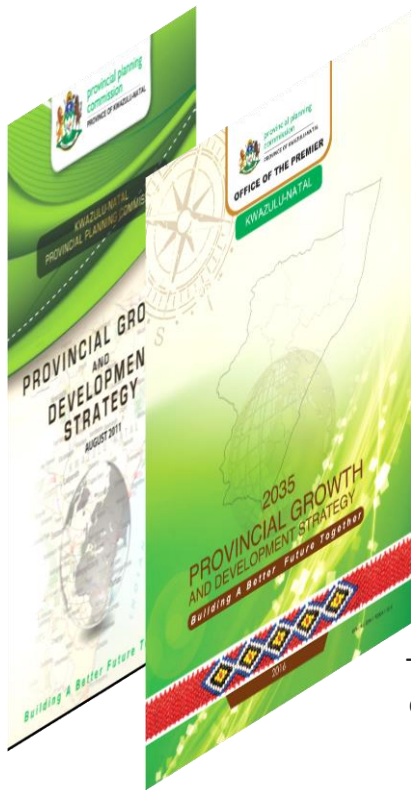
The National Planning Commission was established in May 2010 to develop a long term vision and strategic plan for South Africa.

The main objective of the Commission is to rally the nation around a common set of objectives and priorities to drive development over the longer term. The Commission advises government on cross-cutting issues that influence the long term development of South Africa.

The NPC comprises of 24 part-time external commissioners, a chair person and a deputy chairperson appointed by the President on the basis of their specialist skills and expertise. The commissioners were drawn from nominations made by the public throughout South Africa and are largely from outside government. The mandate of the Commission is to take a broad, independent and critical view of South Africa, by consulting with and drawing on the skills and expertise of multiple stakeholders, to build consensus and find concrete solutions to key challenges faced within the country.

The National Planning Commission's Diagnostic and Planning documents, the *National Development Plan*, have drawn on a number of interrelated policies that chart a new course by shifting the balance of spending towards programmes that will help people improve their own lives and the communities they live in.

For more information, visit the website at <https://www.nationalplanningcommission.org.za/>.



The Provincial Growth and Development Strategy

When the Province of KwaZulu-Natal adopted its first Provincial Growth and Development Strategy (PGDS) in 2011, it undertook a situational analysis to ensure that growth and development of the Province will at all times be guided and directed by a long term Vision and Strategy. It is for this reason that a 20 year vision was adopted.

The strategy is updated every 5 years to maintain a 20 year rolling Vision for the Province, and these reviews are based on updated situational analysis. The *Situational Overview Report*, summarised in the PGDS as the Strategic Analysis, which provides an analysis of the status quo in KZN – its weaknesses and its strengths. The complete version can be found on the website:

www.kznppc.gov.za.

The *Provincial Growth and Development Strategy* is aligned within the current global, national and provincial policy frameworks, including

- The United Nations Sustainable Development Goals
- The African Union Agenda 2063
- National Development Plan and its 14 Outcomes, and the 9 Point Plan.

The PGDS provides the compass for growth in KZN and promotes the alignment of initiatives.

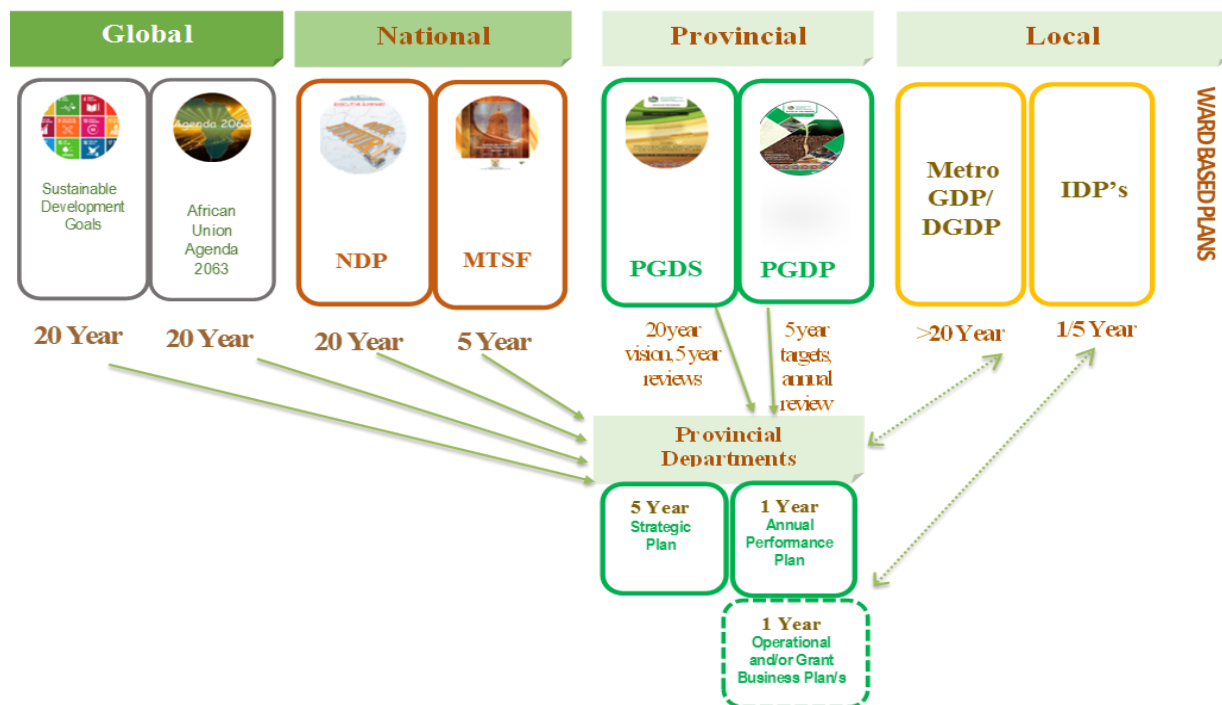


Figure 2: Alignment of Plans from Global to Local

STRATEGIC ANALYSIS

Our plan is informed by our provincial context, and identifying key issues that need to be addressed to ensure growth in the interest of all our citizens

A sustainable approach

The diagram that follows illustrate the approach used by the KZN PPC in its analysis and solution-seeking. They illustrate the main aspects of human life: the social, economic and environmental pillars being supported by infrastructure and spatial arrangements, all of which are underpinned or regulated by governance and policy considerations.

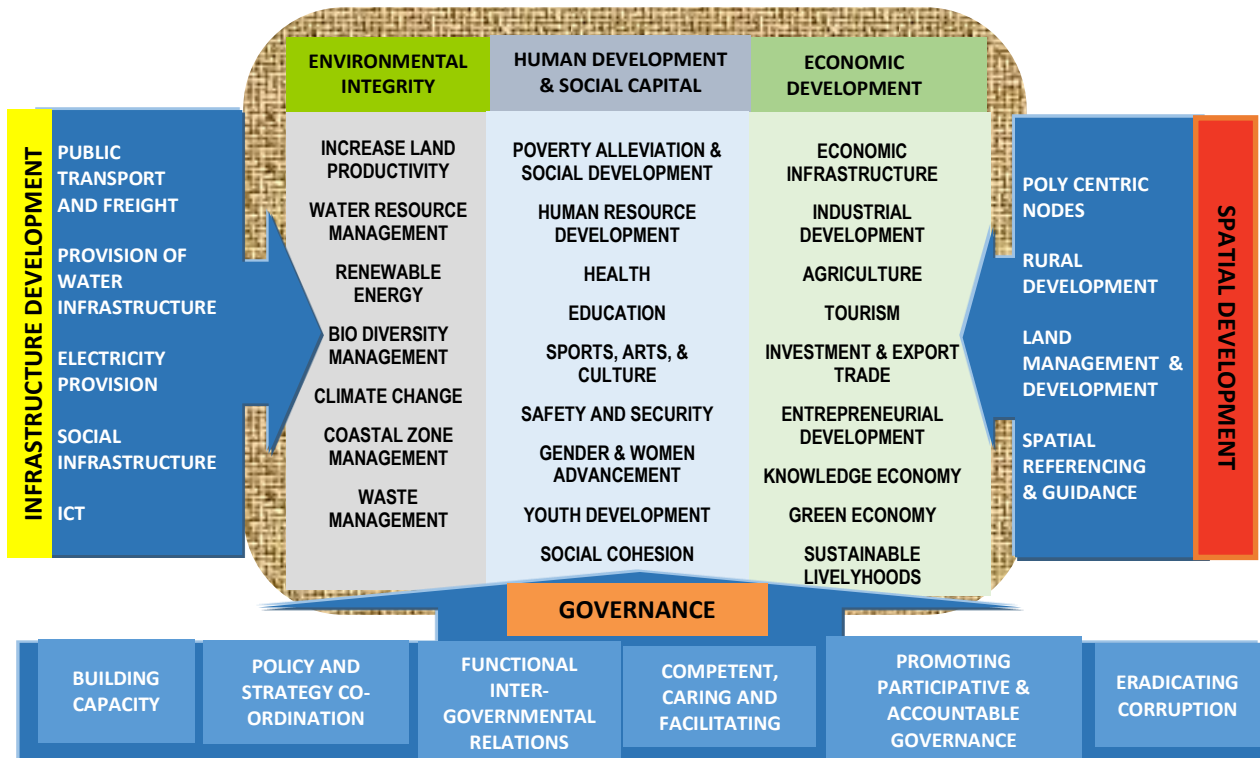


Figure 3: Sustainability Approach

The approach followed by the Commission was to first undertake a thorough assessment of the Province. The key finding of this assessment was that KwaZulu-Natal has the potential to become an economic powerhouse, not only within South Africa, but also within the rest of Africa due to its geographic location, its economic assets, its infrastructure, its human and social capital and its natural endowments. To realise this potential and to achieve success the Strategy emphasised the need to create jobs, which is only possible through human resource development and economic growth, which in turn needs the provision of strategic infrastructure and services to support this growth and development. Strong governance and policy direction would be required to channel these interventions into the correct locations.

During the consultative process the recommendations for achieving growth and development found a logical arrangement into seven strategic goal areas and these were further expanded into thirty strategic objectives. The 2011 and 2016 KZN PGDS set the scene for the Province to build on these seven key priorities in developing its own growth and development trajectory.

The purpose of the *PGDS* is to be the primary growth and development strategy for KwaZulu-Natal to 2035. It sets a long term (20 year +) vision and sets out the strategic goals and objectives for the Province.

The *PGDS* is meant to serve as the overarching strategic framework for development—it is not an inventory but focusses on strategic areas. The *PGDS* is meant to guide the activities and resource allocation of all levels and spheres of government as well as provide suggestions to private sector and non-government agencies that can contribute to development in the Province. The main challenge is to devise people-centred strategies to advance a sustainable and transformative agenda which also curb historically derived social and spatial disparities.

One strategy for all

One United Province – One Plan – One Future

The *PGDS* was not intended to be a plan for Government only. In developing the strategy, the aim was to secure buy-in and ownership through a structured consultation process with all development partners. In this way it was hoped to mobilise and synchronise strategic plans and investment priorities in all spheres of government, state owned entities, business, higher education institutions, labour, civil society and all other social partners. Organisations of civil society, the academic and research sector, and specialist interest groups in the development sector should be able to have access to the implementation machinery and add their value in the implementation planning and execution of plans, within the legal framework. It thus became important for the *PGDS* to address an institutional framework.

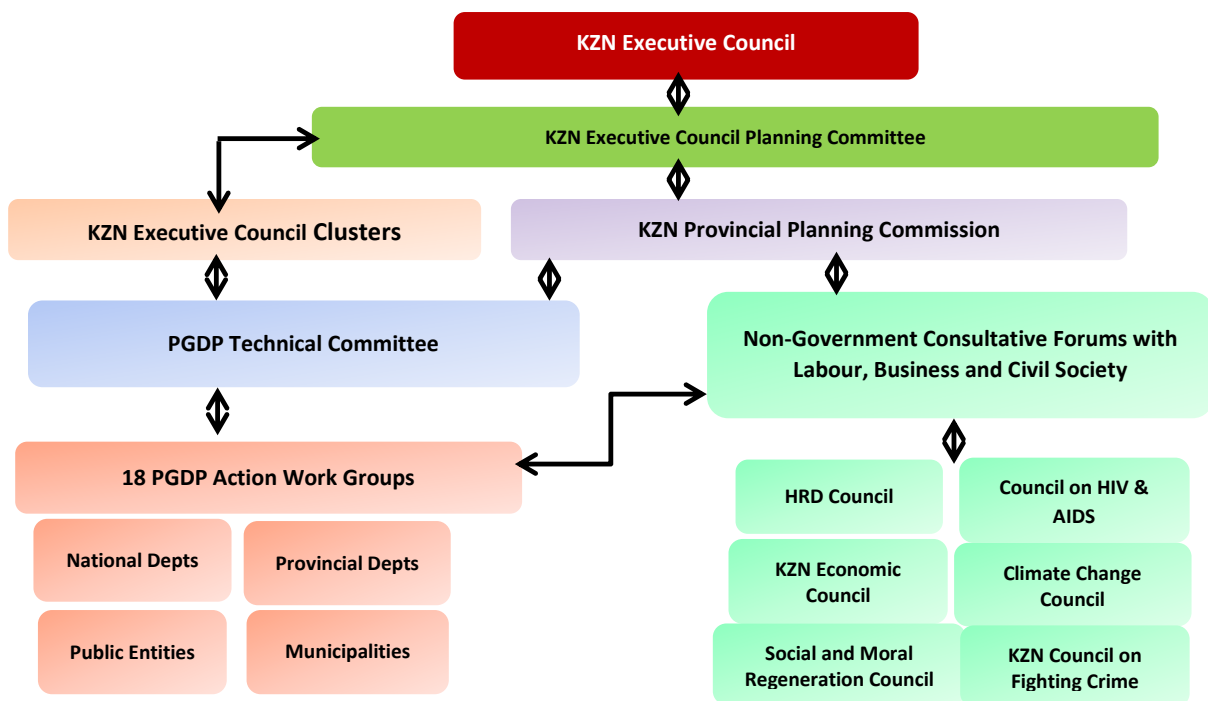


Figure 4: Institutional Framework

Strategic Goals and Objectives for KZN until the Year 2035

The PPC generated many far-reaching and ambitious responses to the challenges raised in this analysis. It needed to group these responses, a culmination of months of discussion and synthesis, in a way that reflects the main aims embodied in the Vision. It was found that the responses cohered around a number of goal areas and objectives and finally shaped into seven goal areas and 31 objectives.











STRATEGIC GOAL	VISION 2035	No	STRATEGIC OBJECTIVE 2016		
1 INCLUSIVE ECONOMIC GROWTH 	VISION 2035 KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway to Africa and the World 	1.1	Develop and promote the agricultural potential of KZN		
		1.2	Enhance sectoral development through trade investment and business retention		
		1.3	Enhance spatial economic development		
		1.4	Improve the efficiency, innovation and variety of government-led job creation programmes		
		1.5	Promote SMME and entrepreneurial development		
		1.6	Enhance the Knowledge Economy		
		2.1	Improve early childhood development, primary and secondary education		
2 HUMAN RESOURCE DEVELOPMENT 		2.2	Support skills development to economic growth		
		2.3	Enhance youth and adult skills development and life-long learning		
		3.1	Eradicate poverty and improve social welfare services		
3 HUMAN AND COMMUNITY DEVELOPMENT 			3.2	Enhance health of communities and citizens	
			3.3	Safeguard and enhance sustainable livelihoods and food security	
			3.4	Promote sustainable human settlements	
			3.5	Enhance safety and security	
	3.6		Advance social cohesion and social capital		
	3.7		Promote youth, gender and disability advocacy and the advancement of women		
4 INFRASTRUCTURE DEVELOPMENT 			4.1	Development of seaports and airports	
		4.2	Develop road and rail networks		
		4.3	Develop ICT infrastructure		
		4.4	Ensure availability and sustainable management of water and sanitation for all		
5 ENVIRONMENTAL SUSTAINABILITY 			4.5	Ensure access to affordable, reliable, sustainable and modern energy for all	
			4.6	Enhance KZN waste management capacity	
			5.1	Enhance resilience of ecosystem services	
6 GOVERNANCE AND POLICY 			5.2	Expand the application of green technologies	
			5.3	Adapt and respond climate change	
7 SPATIAL EQUITY 				6.1	Strengthen policy, strategy coordination and IGR
				6.2	Build government capacity
		6.3		Eradicate fraud and corruption	
		6.4		Promote participative, facilitative and accountable governance	
		7.1		Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities	
7.2	Ensure integrated land management use across the Province, ensuring equitable access to goods and services, attracting social and financial investment				

Figure 5: Vision 2035, Goals and Strategic Objectives

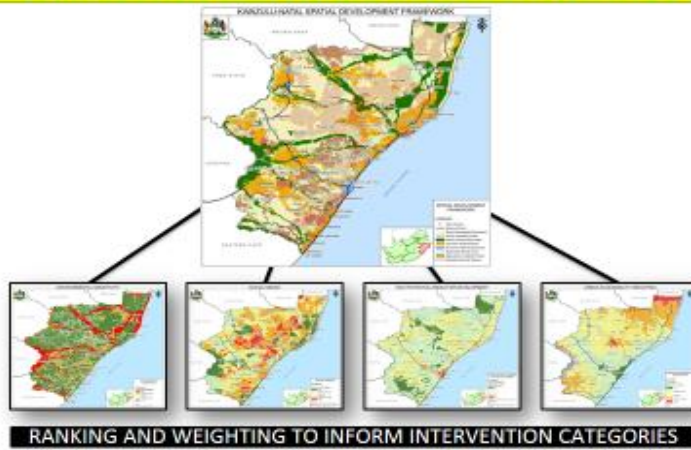
Provincial Spatial Development Framework

An important part of the PGDS is the *Spatial Development Framework*. This was an assignment to provide spatial context and prioritisation for the goals of the strategy within the PGDS process. The *Provincial Growth and Development Strategy* recognises that economic, social and environmental benefits are not evenly distributed in society. The spatial marginalization from economic opportunities of the majority of the population needs to be addressed in order to reduce poverty and inequality and ensure shared growth and the protection of vulnerable bio-resources.

**IT IS NOT ONLY ABOUT
WHAT, BUT ALSO
ABOUT WHERE**

Provincial strategies are aimed at promoting growth and development based on a thorough understanding of the existing profile of the Province and analysis of the strengths, weaknesses, opportunities and threats of the current situation. In developing the *Spatial Development Framework* four variables were identified; environmental sensitivity, social need, economic potential and accessibility. These variables were considered collectively and then ranked to formulate the composite Provincial Spatial Development Framework map. The strategic and targeted nature of the Provincial Growth and Development Strategy means that interventions will be undertaken within key geographical areas of Need and Potential. Maps were drawn up, as shown in the diagram below to

GENERATING A SPATIAL INTERVENTION MAP



indicate priority intervention areas for these variables, based on the Spatial Planning Land Use Management Act (SPLUMA). The complete version can be found on the website.

www.kznppc.gov.za

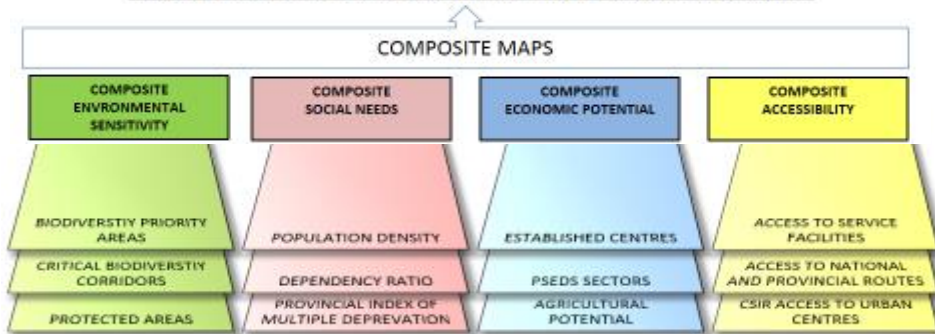
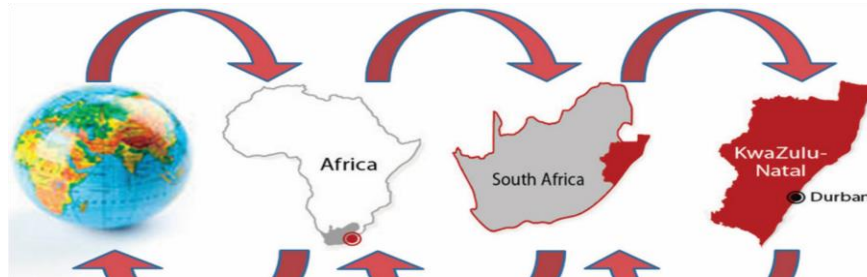


Figure 6 : Provincial Spatial Framework

Provincial Vision for KZN

“By 2035 KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway to Africa and the World”



PGDS 2016

A response to adjust the growth path of KwaZulu-Natal, based on the current situation and alignment to the NDP, MTSF, and new Global commitments.

From Strategy to Plan

After a broad consultation process, the first *PGDS* was adopted by KZN Cabinet in August 2011, and Executive Council (Provincial Cabinet) mandated the KZN PPC to prepare an implementation plan in the form of a *Provincial Growth and Development Plan (PGDP)*. It was also noted that the *PGDS* and the *PGDP* should be in alignment with the *National Development Plan* prepared by the National Planning Commission. The 2016 KZN *PGDS* sets out a growth and development strategy for the Province to 2035 and hence inherently requires periodic review to ensure that the strategy remains relevant and that progress towards achieving its goals and objectives is monitored and evaluated. This is illustrated as follows:

ESTABLISHING A 20 YEAR AND 5 YEAR PLANNING CYCLE

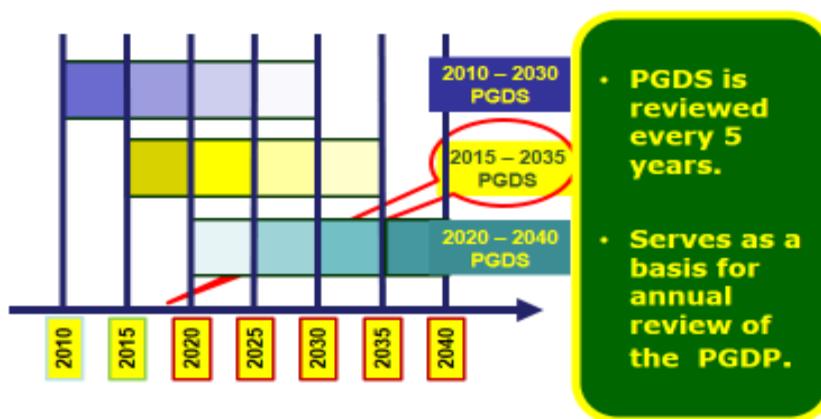


Figure 7: PGDS 20 Year Vision, 5 Year Cycle

The Provincial Growth and Development Plan

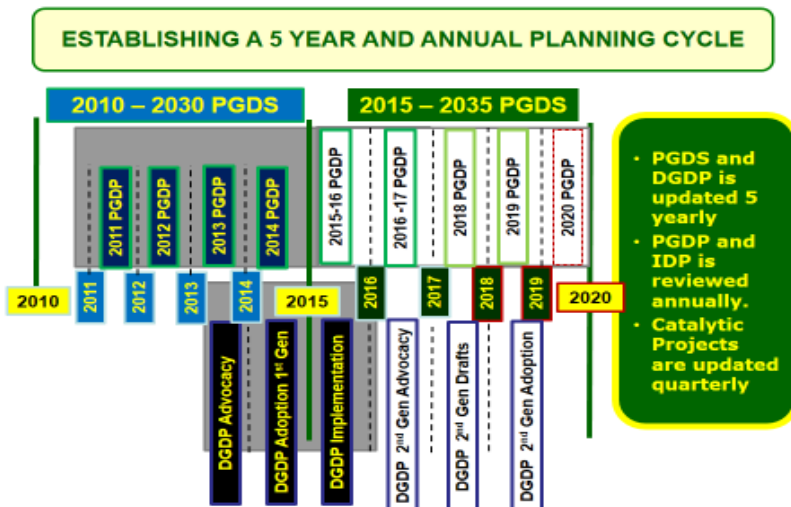


Figure 8: PGDS 5 Year Cycle and PGDP Annual Review

Whereas the Provincial Growth and Development Strategy sets the 2035 Vision for the Province as well as the Strategic Goals and Objectives that will drive the Strategy, the Provincial Growth and Development Plan sets out to describe the desired outcomes in respect of each Strategic Objective. The Commission’s mandate is to drive and direct growth and development and this requires that ‘desired outcomes’ should be clearly defined for all the strategic goal areas. Province

progress in achieving the goals and objectives. This meant that the Commission and government departments in consultation with social partners had to agree on a set of measurements: indicators of performance. This included targets to measure progress towards achieving the Vision.

The PGDP is in fact a framework for monitoring the achievement of the strategy. Each strategic goal area has an overall measure of success – ‘apex or goal indicator’ is the term used. Each strategic objective has a set of ‘primary indicators’ – the main measurements relevant to successful achievement in that area. In addition, there are sets of ‘secondary indicators’ – which measure actions related to the achievement of the objective.

A set of interventions is proposed for each objective. These are not exhaustive, but are meant to put in place the conditions for success. Because it is a 20 year plan, the measurements or indicators are set in five yearly

wanted to be able to measure or monitor its

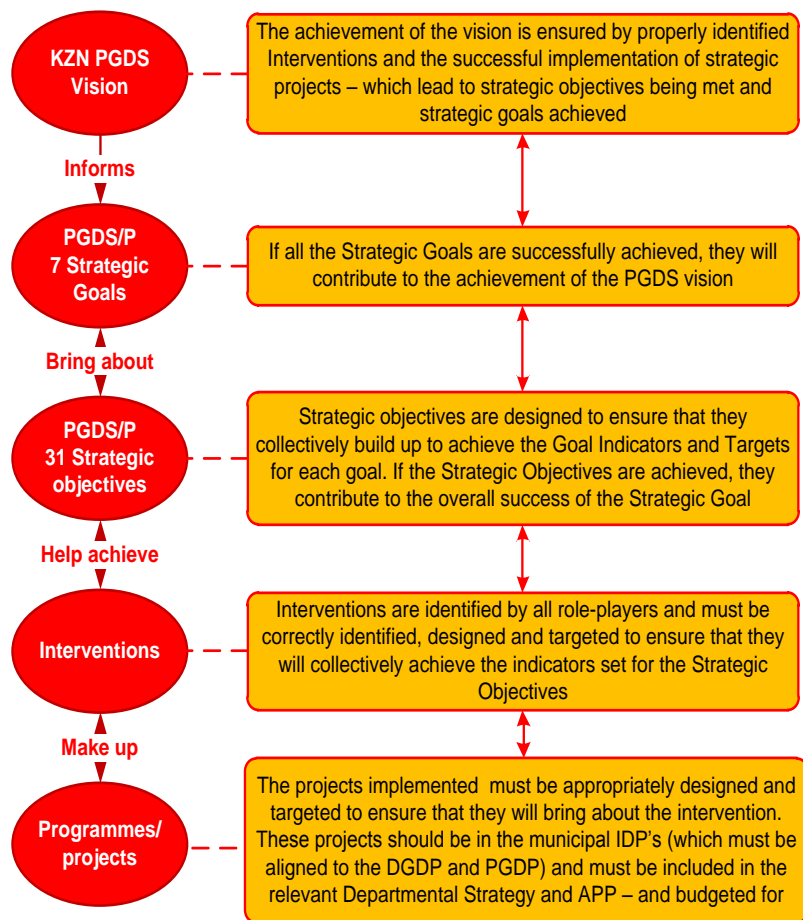


Figure 9: From Vision to Implementation

intervals; setting targets for 2015, 2020, 2025, 2030 and 2035. All the above add up to a 'growth trajectory' for the province.

Large scale strategic Interventions or 'catalytic projects' have been identified. These are projects that will receive priority attention and support, based on the potential and scale of these projects to fast track achieving PGDS Goals and Objectives (Please visit the KZN PPC website at www.kznppc.gov.za for details on project registration.

The achievement of the seven strategic goals which make the Vision for KZN possible, are described in the pages that follow. Each Goal outlines a number of Objectives and the interventions to realise these objectives. These interventions are driven by projects, programmes and related enablers. The Goal Indicators indicate the desired outcomes of these goals.

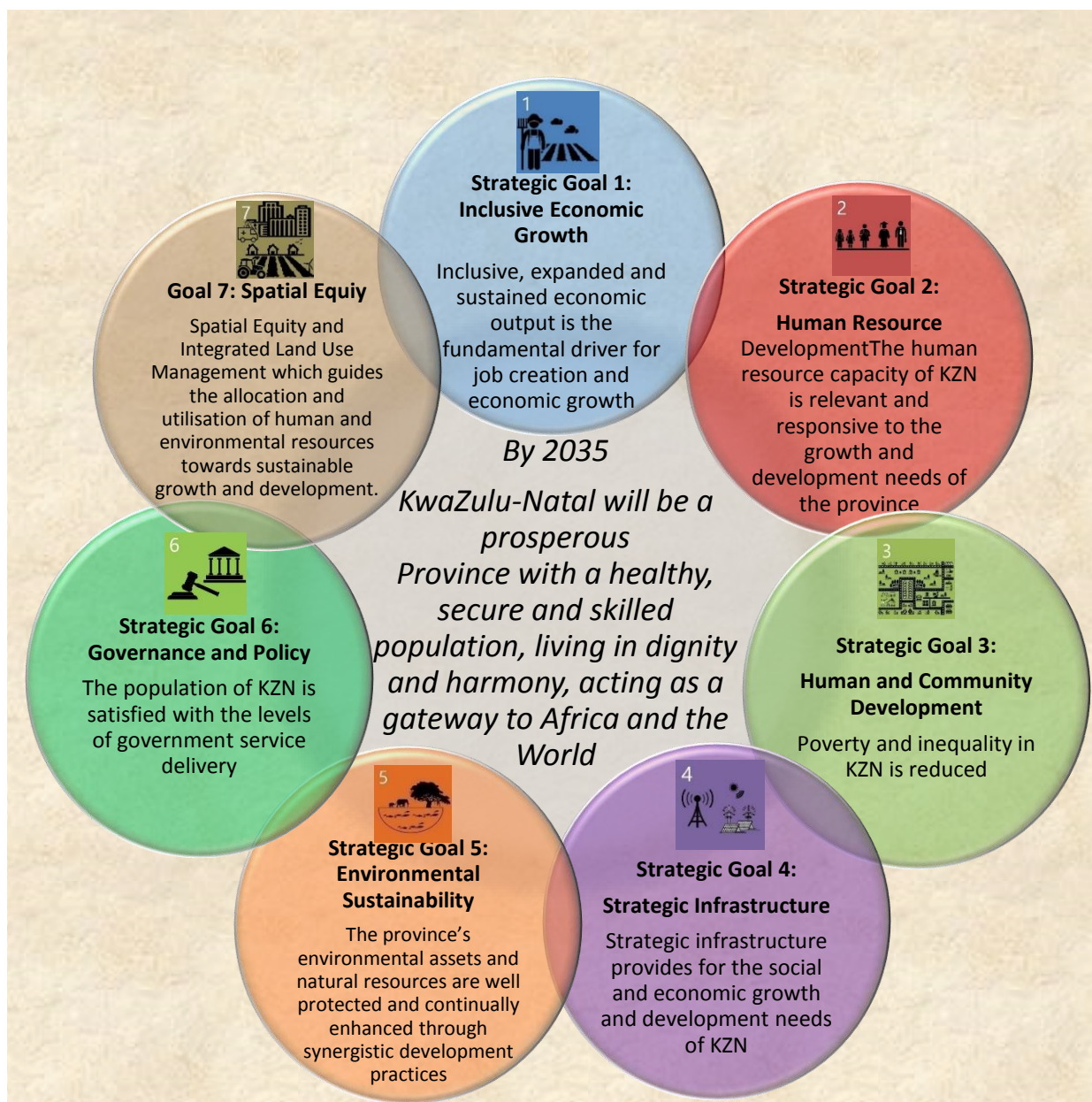


Figure 10: Achieving the Vision through 7 Goals



Strategic Goal 1: Inclusive Economic Growth

Inclusive, expanded and sustained economic output is the fundamental driver for job creation and economic growth

Economic growth is viewed as the primary means through which job creation and economic transformation can occur. This distributes the benefits of growth more widely and consequently reduces dependency on the welfare system. This needs to be supported by growing businesses, SMME's and supporting entrepreneurship.



Goal Indicators:

- **Improve total output value of all sectors within the provincial economy.**
- **Improve total employment in all sectors within the provincial economy.**
- **Increase GDP per capita within the provincial economy.**
- **Reduce annual unemployment rate (narrow and broad) for KZN.**
- **Improve employed youth (15-34).**
- **Increase of percentage youth (15-34) amongst economically active in employment.**

To achieve inclusive economic growth, the interventions centre around 6 objectives:

- 1.1 Develop and promote the agricultural potential of KZN.
- 1.2 Enhance sectoral development through trade investment and business retention.
- 1.3 Enhance spatial economic development.
- 1.4 Improve the efficiency, innovation and variety of government-led job creation programmes.
- 1.5 Promote SMME and entrepreneurial development.
- 1.6 Enhance the Knowledge Economy.

1. Develop and promote the agricultural potential of KZN

What do we need to do?

Strategic Objective 1.1 Indicators:

- 1.1.1 Increase employment within the agricultural sector (including forestry and livestock).
- 1.1.2 Increase in commercial farmers.
- 1.1.3 Increase in emerging commercial farmers.
- 1.1.4 Increase in hectares of land under irrigation.
- 1.1.5 Real value of output of the agricultural sector.



How?

Interventions:

- 1.1(a) Diversification of agricultural production and markets (niche markets and agri-processing).
- 1.1(b) Revitalization of the agro-processing value chain through the beneficiation of particular agricultural products, as defined by the Industrial and Agricultural Policy Action Plans.
- 1.1(c) Development, implementation and monitoring of new models to support the development of emerging commercial farmers and promote commercial agricultural ventures at all levels and including RASET.
- 1.1(d) Efficient maintenance and expansion of appropriately scaled irrigation schemes.
- 1.1(e) Appropriate protection and rehabilitation of agricultural resources.
- 1.1(f) Expedite the resolution of unresolved land claims and restitution projects.
- 1.1(g) Support, monitor and evaluate progress on agri-villages and agri-parks and related services and infrastructure requirements to deliver their intended impacts.
- 1.1(h) Revitalise extension service to provide support to commercial agriculture.

2. Enhance sectoral development through trade and investment so that trade and investment grows and generates employment.

What do we need to do?

Strategic Objective 1.2 Indicators:

- 1.2.1 Increase total absolute value of the provincial economy (excluding primary agriculture).
- 1.2.2 Improve absolute growth in provincial exports.
- 1.2.3 Increase absolute growth in provincial investment (including in key sectors such as maritime economy, renewable energy and other parts of the green economy) (KZN Gross Fixed Capital Formation).
- 1.2.4 Growth in employment in key manufacturing and service sectors.
- 1.2.5 Growth output of manufacturing sector.
- 1.2.6 Increase number of tourists (domestic and international).
- 1.2.7 Increase value spend in the tourism sector.
- 1.2.8 Growth in the number of jobs of those employed in the Green Economy.
- 1.2.9 Increase in the number of businesses supported through BR&E interventions.



How?

Strategic Objective 1.2 Interventions:

- 1.2(a) Improved access to economic development funding.
- 1.2(b) Facilitate statutory development approval processes in support of new investments (One-Stop Shop).
- 1.2(c) Raise awareness on key sectors and on support measures and improve the quality of programmes available in these sectors and in new sectors such as, presently those of the maritime and green economy.
- 1.2(d) Improve performance monitoring of the value chain in key sectors within KZN.
- 1.2(e) Develop, diversify and market the tourism sector to increase domestic and foreign visitors in the Province.
- 1.2(f) Support the job creation and retention prospects of firms in key sectors.
- 1.2(g) Develop and implement a green public procurement policy to help support local green businesses.
- 1.2(h) Implement the Provincial Green Economy Strategy.
- 1.2 (i) Review the KZN Tourism Master Plan.

3. Enhance spatial economic development

What do we need to do?

Strategic Objective 1.3 Indicators:

- 1.3.1 Annual percentage change in employment improved and unemployment reduced per district.
- 1.3.2 Increase the extent of (m²) of appropriately zoned and serviced industrial and commercial land available (gross leasable area: DTP and RBIDZ).
- 1.3.3 Increase Rand value of private sector investment in the Durban Aerotropolis and Richards Bay SEZ.



How to do this?

Strategic Objective 1.3 Interventions:

- 1.3(a) Improve the funding model for SEZs to optimally expand key spatial zones in KZN, through public-private sector partnership options, as well as evaluation of budgets and spending by municipalities in support of key new spatial projects.
- 1.3(b) Develop a programme focused on rehabilitation, regeneration and expansion of existing industrial parks and access DTI funding set aside for this purpose.
- 1.3(c) Provide quality affordable zoned land with the appropriate level of infrastructure and maintain good service provision when sites are occupied.
- 1.3(d) Establish and implement a monitoring and evaluation framework to assess the institutional arrangements and performance of key spatial projects.

4. Improve the efficiency of government-led job creation programmes so that these programmes yield incomes and prepare participants for entry into the labour market



What do we need to do?

Strategic Objective 1.4 Indicators:

- 1.4.1 Growth in the number of new small contractors.
- 1.4.2 Reduction in the cost per EPWP and CWP jobs: Infrastructure Sector; Environmental and Cultural Sector and the Social Sector.
- 1.4.3 Increase direct employment multipliers from infrastructure development and maintenance and related development projects.
- 1.4.4 Increase cumulative number of FTEs created through EPWP and CWP, inclusive of all sectors.
- 1.4.5 Increase cumulative number of work opportunities created through EPWP and CWP inclusive of all sectors: Infrastructure Sector; Environmental and Cultural Sector and the Social Sector;
- 1.4.6 Increase the number of emerging contractors trained.

How to do this?

Strategic Objective 1.4 Interventions:

- 1.4(a) Monitor and evaluate the effectiveness, efficiency and impact of EPWP and CWP jobs programmes in KZN on job creation and inclusive economic growth.
- 1.4(b) Support enhanced implementation of the EPWP (including the CWP) Programme.
- 1.4(c) Facilitate expanded access to the Jobs Fund.
- 1.4(d) Implementation of the Youth Employment Accord.
- 1.4(e) Emerging Contractor Development.

5. Promote SMME and entrepreneurial development so that their economic participation increases and generates employment

What do we need to do?

Strategic Objective 1.5 Indicators:

- 1.5.1 Increase in the number of SMMEs and Cooperatives established.
- 1.5.2 Increase in survival rate of SMMEs and Cooperatives.
- 1.5.3 Increase in the number of jobs generated by SMMEs and Cooperatives.
- 1.5.4 Increase the percentage of expenditure on goods and services procured on local content
 - 1.5.4.1 Percentage of private sector expenditure on goods and services procured on local content.
 - 1.5.4.2 Percentage of provincial government expenditure on goods and services procured on local content.
- 1.5.5 Local municipalities supported to develop informal economy policies.
- 1.5.6 Increase the number of municipal officials capacitated to support the informal economy sector.
- 1.5.7 Municipalities funding informal economy infrastructure development.
- 1.5.8 Increase the level of B-BBEE Compliance in KZN.

How to do this?

Strategic Objective 1.5 Interventions:

- 1.5(a) Facilitate SMMEs' (including informal businesses') access to finance, markets, trading facilities and infrastructure with linked services.
- 1.5(b) Develop a progressive regulatory framework for the broader support of the informal economy.
- 1.5(c) Review business regulations to reduce bureaucratic processes and procedures for small businesses.
- 1.5(d) Improve coordination and monitoring of government and private sector programmes aimed at uplifting SMMEs and Cooperatives.
- 1.5(e) Improve awareness on public and private sector support available to priority groups who want to participate in the work and business sphere.
- 1.5(f) Monitor use of government set-asides for local SMMEs and Cooperatives.
- 1.5(g) Support local municipalities to develop the informal economy.
- 1.5(h) Implement and enforce the B-BBEE policy.
- 1.5 (i) Develop a mechanism for collecting data on private and provincial government expenditure on local content.

6. Develop the knowledge base to enhance the knowledge economy

What do we need to do?

Strategic Objective 1.6 Indicators:

- 1.6.1 Increase gross expenditure on R&D as a proportion of GDP.
- 1.6.2 Increase percentage of SA patents and designs registered by KZN entities and individuals.
- 1.6.3 Functional technology hubs.
- 1.6.4 Maximise occupancy rate in techno hubs.
- 1.6.5 Improve government expenditure on green economy R&D.
- 1.6.6 Increase the percentage of registered engineers in the KZN labour force.



How to do this?

Strategic Objective 1.6 Interventions:

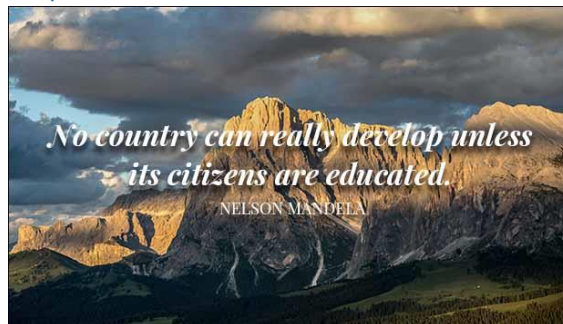
- 1.6(a) Evaluate the provincial system of innovation and identify where the Province currently has a strong R&D platform or strong potential or prospect (e.g. some agricultural sub-sectors, traditional medicine).
- 1.6(b) Establish a knowledge repository.
- 1.6(c) Improve the funding model for the planned technology hubs where appropriate.
- 1.6(d) Establish mechanisms to further strengthen the partnerships between the relevant institutions (public, private and tertiary), particularly with regard to the commercialization of R&D projects, including indigenous knowledge.
- 1.6(e) Develop a proxy indicator to measure government gross expenditure on green economy R&D.



Strategic Goal 2: Human Resource Development



The human resource capacity of KZN is relevant and responsive to the growth and development needs of the province



Human resource development looks at the whole education continuum from early childhood development, school education, artisan and technical skills to professional education at university level.

Access to quality education in all these areas is of critical importance. The challenge to basic education is that it must feed the human resource chain to ensure good linkages between economic growth and people development. Further challenges relate to the availability and distribution of specific skills and professions throughout the Province.

The disparities observed between education provision in rural areas and education in urban areas (including between urban settings) must also be addressed.

Goal Indicators:

- **Reduction in skills shortage in key priority skills areas.**
- **Gross Enrolment Rate (GER) for primary and secondary schools improved.**
- **Gross Enrolment Rate (GER) in TVET Colleges improved.**
- **TVET NC(V) graduation rate improved.**
- **Gross Enrolment Rate (GER) in higher education improved.**
- **Adult literacy rate increased.**
- **The proportion of the unemployed who are unable to find employment or self-employment due to not having the appropriate education and/or skills reduced.**
- **Percentage of Grade 12 learners passing with Mathematics and Science increased.**
- **Performance in SACMEQ (Reading and Mathematics) improved.**

To achieve human resource development, interventions centre around 3 objectives:

2.1	Improve early childhood development, primary and secondary education.
2.2	Support skills development to economic growth.
2.3	Enhance youth and adult skills development and life-long learning.

1. Improve early childhood development, primary and secondary education so that the education sector produces sufficient people with the relevant knowledge, skills and attitudes to contribute to growth and development

What do we need to do?

Strategic Objective 2.1 Indicators:	
2.1.1	Learners performing at the required levels in all grades in the CAPS provincial assessments. (Maths and Language, Grades 3, 6 and 9).
2.1.2	Improve the percentage of NSC pass rate (70% across KZN should be the minimum requirement for the Province).
2.1.3	Increase the percentage of children in lower quintiles who succeed in secondary school.
2.1.4.1	Children with special needs whose needs are being adequately met by the education system.
2.1.4.2	"At risk" children whose needs are being adequately met by the educational system.
2.1.5	ECD facilities adhering to norms and standards.
2.1.6	Children in 0-4 age group accessing ECD facilities.
2.1.7	NSC candidates taking (1) Mathematics and (2) Science.
2.1.8	Increase the percentage of Grade 12 learners passing Mathematics at 50% or more in the NSC.

- 2.1.9 Increase percentage of Grade 12 learners passing Science at 50% or more in the NSC.
- 2.1.10 Increase percentage of Grade 1 learners who attended a Grade R class.
- 2.1.11 Improve retention rates: Grade 10-12.
- 2.1.12 Improve retention rate Grade 1 – 12
- 2.1.13 Improve percentage of children who turned 9 in the previous year who are currently in Grade 4 or above.
- 2.1.14 Improve percentage of children who turned 12 in the previous year who are currently in Grade 7 or above.
- 2.1.15 Learners qualifying in NSC for Bachelors, Diploma and Certificate programmes.
- 2.1.16 Learners in public ordinary schools benefiting from the “No Fee Schools” policy.
- 2.1.17 Learners benefitting from school nutrition programme.

How to do this?

Strategic Objective 2.1 Interventions:

- 2.1(a) Monitor, evaluate, review and resource teacher education and capacity development programmes, including in scarce skill categories.
- 2.1(b) Improve school infrastructure through the implementation and monitoring of water, sanitation and electricity programmes.
- 2.1(c) Develop and implement programme to enhance logistical support to facilities (books and equipment).
- 2.1(d) Improve effective governance and management at schools and district level.
- 2.1(e) Improve and monitor performance management of educators.
- 2.1(f) Counselling and career guidance to be provided in all schools.
- 2.1(g) Minimise drop-out rates of learners in the system, including a focus on girl child challenges.
- 2.1(h) Promote the use of new technology to encourage distance learning.
- 2.1 (i) Massification of ECD services.
- 2.1(j) Develop and maintain a monitoring tool to assess adherence of ECD curriculum and facilities to norms and standards.
- 2.1(k) Promote partnerships with NGOs to support school improvement.
- 2.1(l) Improve the database management capacity in the Department of Education.
- 2.1(m) Promote the establishment and functionality of school libraries and promote reading as an integral part of teaching and learning.

2. Improve early childhood development, primary and secondary education so that the education sector produces sufficient people with the relevant knowledge, skills and attitudes to contribute to growth and development

What do we need to do?

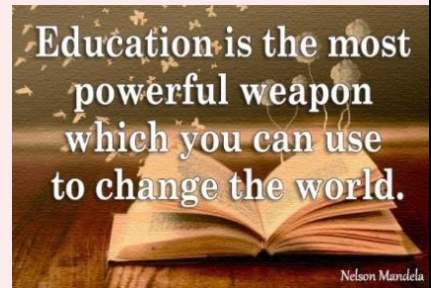
- 2.2.1 Increase the number of full- and part-time students in public Technical and Vocational Education and (TVET) Colleges for NC(V), N courses and occupational programmes.
- 2.2.2 Students graduating in fields of Education, and in Science,
- 2.2.3 Academic staff with PhD Qualifications.
- 2.2.4 Pass rate at Training (TVET) colleges.
- 2.2.5 Engineering and Technology (SET).
- 2.2.6 Improve the proportion of students graduating within 4 years of registering.
- 2.2.7 Increase the number of PhD graduates.
- 2.2.8 Pass rate at Community Education and Training (CET) colleges improved
- 2.2.9 Students successfully placed in employment on graduation from TVET Colleges.
- 2.2.10 Increase the number of artisans qualifying in scarce skills.



How to do this?

Strategic Objective 2.2 Interventions:

- 2.2(a) Improve skills development planning and implementation in the Province.
- 2.2(b) Develop district human resource development plans and implement in partnership with post-school institutions.
- 2.2(c) Improve the functionality of TVET sector and Education Training and Education College Administrative Centre (CETCAC) sector
- 2.2(d) Skills development for the informal sector, township and rural economies focusing on enterprise education and technical skills.
- 2.2(e) Strengthen the Provincial HRD Council to develop partnerships between the state HRD sector and the private sector.
- 2.2(f) Encourage the development of women professional and technical graduates and people with disabilities.
- 2.2(g) Undertake a skills audit to determine the skills shortages in key areas
- 2.2(h) Ensure SETAs develop partnerships between CETCs, TVETs, HEIs, and Industry and support establishment of centres of specialization.
- 2.2(i) Ensure an appropriate “programme and qualification mix” at universities, Universities of Technology and TVETs to promote the production of professionals and academics.
- 2.2(j) Data-base of graduates for employers to access.
- 2.2(k) Engage with relevant stakeholders to develop and measure the indicator on proportion of students graduating within 4 years of registering.



3. Enhance youth and adult skills development and life-long learning.

What do we need to do?

Strategic Objective Indicators 2.3:

- 2.3.1 Increase the number of youth on mentorships / internships / learnerships.
- 2.3.2 CET colleges established that conform to government norms and standards.

How to do this?

Strategic Objective 2.3 Interventions:

- 2.3(a) Facilitate targeted support to meet youth skills development needs.
- 2.3(b) Monitor progress of education and training programmes prepared for delivery in community-based colleges.
- 2.3(c) Develop awareness campaigns regarding opportunities for learnerships, apprenticeships, mentorships and internships within the public and private sectors.
- 2.3(d) Relevant life-long learning programmes to be delivered by accessible and vibrant Community Education and Training Centres (CETCs).
- 2.3(e) Maximise the enrolment in Community Education and Training College Centres focusing on SMMEs, Cooperatives, and persons in the informal economy.
- 2.3 (f) Develop counselling and vocational guidance for out-of-school youth.
- 2.3 (g) Increase the number of youth work-integrated learning opportunities.

3

Strategic Goal 3: Human and Community Development

Poverty is eradicated and inequality in KZN is reduced

The high rate of poverty combined with the widely acknowledged challenges in relation to quality of life in KwaZulu-Natal makes it imperative that the strategic interventions addressing poverty be integrated. Community development needs to be approached holistically in order to empower citizens by mobilising various agencies to support communities with the differing challenges they face in specific districts. It is important to adopt a supportive approach to communities confronting poverty while at the same time not create dependency on poverty alleviation strategies such as the social grant system.



Health, housing and sustainable development, as well as safety and security are also key priorities to ensure basic needs are met and are protected, whilst rebuilding our communities through social cohesion and moral regeneration are priority strategies to promote peace and harmony.

Goal Indicators:	
•	Life expectancy at birth.
•	Gini Coefficient.
•	South African Multi Deprivation index.
•	Decrease in Absolute poverty (percentage of households below the national food poverty line).
•	Percentage of households below the lower bound poverty line.
To enhance our community development, the interventions centre around 7 objectives:	
3.1	Eradicate poverty and improve social welfare services.
3.2	Enhance health of communities and citizens.
3.3	Safeguard and enhance sustainable livelihoods and food security.
3.4	Promote sustainable human settlements.
3.5	Enhance safety and security.
3.6	Advance social cohesion and social capital.
3.7	Promote youth, gender and disability advocacy and the advancement of women.

1. Eradicate poverty and improve social welfare services so that grants and allied social welfare transfers reduce poverty in the KZN population

What do we need to do?

Strategic Objective 3.1 Indicators:	
3.1.1 Effective dependency ratio (economically inactive people / economically active people) reduced.	
3.1.2 Functional Operation Sukuma Sakhe war rooms.	
3.1.3 The poverty gap (p1) and severity of poverty (p2) reduced.	
3.1.4 Reduction in child poverty and malnutrition:	
3.1.4 .1	Stunting prevalence among children 0-14 years.
3.1.4.2	Wasting prevalence among children 0-14 years.
3.1.4.3	Obesity prevalence among children 2-14 years.
3.1.4.4	Child under 5 years severe acute malnutrition incidence (per 1,000) (Proxy Indicator).
3.1.4.5	Child under 2 years underweight for age incidence (annualised) (Proxy Indicator).
3.1.5 Percentage of social grant beneficiaries.	



How to do this?

Strategic Objective 3.1 Interventions:

- 3.1(a) Scaling up integrated community and facility-based interventions to decrease malnutrition in children under the age of 5 years.
- 3.1(b) Accelerate the roll-out of the Poverty Eradication Master Plan and evaluate the impact it has made in the most deprived wards.
- 3.1(c) Accelerate the roll-out of Operation Sukuma Sakhe and evaluate the impact it has made in the Province.
- 3.1(d) Implement a comprehensive social security system.
- 3.1(e) Expand social welfare services to under-served areas.
- 3.1(f) Strengthen collaboration with and capacity building of NPOs to augment service delivery.

2. Enhance health of communities and citizens so that the health of the KZN population is improved

What do we need to do?

Strategic Objective 3.2 Indicators:

- 3.2.1 Percentage of population within a 5km radius of a health service – improve access.
- 3.2.2 Infant mortality rate (per 1000 live births) reduced.
- 3.2.3 Under-5 mortality rate (per 1000 live births) reduced.
- 3.2.4 Maternal mortality in facility ratio (per 100 000 live births) reduced.
- 3.2.5 Percentage of the population with private medical cover improved.
- 3.2.6 Percentage of fixed Primary Health Care facilities scoring above 70% on the Ideal Clinic Dashboard increased.
- 3.2.7 Decrease in incidence of chronic illnesses.
 - 3.2.7.1 Diabetes incidence (per 1000 population). (Proxy Indicator).
 - 3.2.7.2 Hypertension incidence (per 1,000 population over 40 years). (Proxy Indicator).
- 3.2.8 Prevalence and incidence of communicable diseases.
 - 3.2.8.1 HIV incidence (in general population)
 - 3.2.8.2 HIV prevalence among 15-24 year old pregnant women.
 - 3.2.8.3 Infant PCR test positive around 10 weeks rate.
 - 3.2.8.4 TB incidence (per 100 000 population). (Proxy Indicator).
 - 3.2.8.5 Malaria incidence (per 1,000 at risk population).
- 3.2.9 Professional Nurses per 100, 000 population increased. (Proxy Indicator)
- 3.2.10 Medical Officers per 100,000 population increased. (Proxy Indicator)



How to do this?

Strategic Objective 3.2 Interventions:

- 3.2(a) Scale up implementation of strategic interventions to fast track transformation of public health services towards universal health coverage.
- 3.2(b) Implement the KZN 2017-2022 Multi-Sectoral Response Plan for HIV, TB and STIs to reduce the burden of communicable diseases.
- 3.2(c) Accelerate implementation of comprehensive integrated community- and facility-based services/ interventions to improve maternal, neonatal and child health.
- 3.2(d) Accelerate implementation of comprehensive and integrated community- and facility-based services/ interventions to reduce the burden of non-communicable diseases.
- 3.2(e) Facilitate health research and knowledge management to inform evidence-based and responsive planning and decision-making.



3. Safeguard sustainable livelihoods and food security to ensure household food security in KZN

What do we need to do?

Strategic Objective 3.3 Indicators:

- 3.3.1 Dietary Diversity Index (percentage of households consuming < 15 major food categories in the previous month) improved.
- 3.3.2 Percentage of households experiencing food inadequacy [food access severely inadequate] reduced.
- 3.3.3 Percentage of households involved in agriculture to produce food for the household in the Province increased.



How to do this?

Strategic Objective 3.3 Interventions:

- 3.3(a) Develop facilities for local markets, production / processing facilities and retail including appropriate storage and logistics measures.
- 3.3(b) Facilitate skills development in communities aligned to local economies to support local food production and provision of consumer services.
- 3.3(c) Accelerate the implementation of the KZN Poverty Eradication Master Plan to contribute to food security with specific focus on support on insecure households to benefit from food security initiatives.
- 3.3(d) Expedite the roll-out of the National Schools Nutrition Programme.
- 3.3(e) Implement an integrated system for continuous assessment of poverty, malnutrition and hunger and to measure migration out of the poverty trap, targeting the most marginalised urban and rural communities.



4. Develop sustainable human settlements so that KZN households have secure residential tenure and access to basic utility services

What do we need to do?

Strategic Objective 3.4 indicators:

- 3.4.1 Percentage of households living in formal dwellings per district increased
- 3.4.2 Percentage housing backlog reduced.
- 3.4.3 Percentage households with a registerable form of tenure improved.
- 3.4.4 Percentage of Provincial Human Settlement budget spent on formal settlement development improved.
- 3.4.5 Percentage of Social Housing and Rental Opportunities improved.
- 3.4.6 Municipalities accredited to undertake the housing function.
- 3.4.6.1 Percentage of operational costs funding for institutional capacity paid based on the projects expenditure / investments in the accredited municipalities.



How to do this?

Strategic Objective 3.4 Interventions:

- 3.4(a) Establish a joint provincial forum to address human settlements to ensure coordinated and integrated development planning and implementation.
- 3.4(b) Implement polycentric nodal development aligned to Provincial Spatial Development Framework to achieve sustainable livelihoods.
- 3.4(c) Undertake a comprehensive review of the KZN Human Settlements Strategy incorporating the key focus areas of informal settlements upgrade, social housing, housing in the gap market and a comprehensive rural settlement policy.
- 3.4(d) Improve the number of households with registrable form of tenure.
- 3.4(e) Support municipal accreditation to undertake the housing function.

5. Enhance Safety and Security so that the safety and security of people of KZN and their property is improved

What do we need to do?

Strategic Objective 3.5 Indicators:

- 3.5.1 Total number of crimes measured as the number of crimes reported per 100 000 /population) reduced.
- 3.5.2 Fatal accidents reduced.
- 3.5.3 Spread of functional Community Policing Forums improved.
- 3.5.4 Serious crimes reduced.
- 3.5.5 Crimes against women and children and elderly reduced.
- 3.5.6 Drug related crimes reduced.



How to do this?

Strategic Objective 3.5 Interventions:

- 3.5(a) Monitor the implementation of the KZN Provincial Safety Strategy through identified implementation programs.
- 3.5(b) Develop a consolidated Road Safety Strategy for the Province.
- 3.5(c) Institute Victim Empowerment Programmes across the Province.
- 3.5(d) Improve and extend programmes to address violence and anti-social behaviour amongst men, especially young men (who are often perpetrators and victims of such violence).
- 3.5(e) Improve and extend programmes providing services to those often targeted in violence with a particular focus on women and children and those in the LGBT communities.
- 3.5(f) Strengthen and empower Community Policing Forums (CPFs) and Community Safety Forums (CSFs) across the Province.
- 3.5(g) Reduce livestock theft.



6. Advance social cohesion and social capital



What do we need to do?

Strategic Objective 3.6 Indicators:

3.6.1 Community level organisations (NPOs) active in participating in government department programmes, with active registration status.

How to do this?

Strategic Objective 3.6 Interventions:

- 3.6(a) Finalise and implement a Social and Moral Regeneration Strategy for the Province to cover responsible citizenry, moral regeneration, ethics and support mutually beneficial platforms to help reduce tensions between SA and foreign nationals.
- 3.6(b) Develop and implement programmes that provide norms and behaviour that create an enabling environment for the NPO sector.
- 3.6(c) Develop industry-orientated arts, culture and sports programmes.
- 3.6 (d) Monitor the implementation of the Military Veterans Support Programme.

7. Promote youth, gender and disability advocacy and the advancement of women.

What do we need to do?

Strategic Objective 3.7 Indicators:

- 3.7.1. Youth in all spheres of socio-economic opportunities.
- 3.7.1.2 Wards that have functional youth structures.
- 3.7.2.1 Women in all spheres of socio-economic opportunities.
- 3.7.2.2 Wards that have functional women structures.
- 3.7.3.1 People with disability in all spheres of socio-economic opportunities.
- 3.7.3.2 Functional local disability forums.
- 3.7.4 Participation of women, youth and people with disabilities in the processes of governance and consultative structures at all levels.



How to do this?

Strategic Objective 3.7 Interventions:

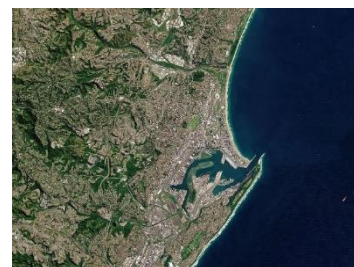
- 3.7(a) Develop programmes to track social and economic development among the youth.
- 3.7(b) Develop programme to track the socio-economic empowerment of women in both rural/traditional and urban areas.
- 3.7(c) Develop programme for tracking social and economic advancement of people with disabilities.
- 3.7(d) Strengthen mechanisms to measure the impact of development plans in the empowerment of women, youth and people with disabilities, including increased levels of participation in the governance structures and processes of the Province.

4



Strategic Goal 4: Strategic Infrastructure

Strategic infrastructure provides for the social and economic growth and development needs of KZN



While historic under-investment in basic infrastructure (roads, transportation, water provision, sanitation etc.) has undermined the growth of this province, the Province's long-term success and participation in the global market will depend on its ability to maintain good governance, to continue to provide services and improve its transport and logistics infrastructure. In line with national government policy, public-sector investment in infrastructure is seen as key to building the overall levels of investment in fixed assets, which is central to achieving growth and development targets. The need is therefore to invest in both operational infrastructure (water, sanitation, roads etc) and connectivity (information technology, mobility) infrastructure. The challenges pose also as economic opportunities for innovation that could lead to new job-creating value chains in sectors such as waste recycling, renewable energy, and information technology and so on. Infrastructure development, therefore, is a driver for economic growth, not only through job creation, but providing the necessary logistics for the movement of goods and services, uplifting and connecting communities through development.

Goal Indicators:

- **Improved Provincial and Municipal Fix Capital Formation as a percentage of KZN GDP (2010 constant prices).**
- **Percentage of provincial budget allocated to new capital infrastructure increased.**
- **Provincial budget allocated to new capital infrastructure spent.**
- **Provincial budget allocated to infrastructure, operation and maintenance proportional to new capital infrastructure spent.**
- **Percentage of municipal budget allocated to new capital infrastructure increased.**
- **Municipal budget allocated to new capital infrastructure spent.**
- **Municipal budget allocated to infrastructure, operation and maintenance proportional to new capital infrastructure spent.**

To improve strategic infrastructure the interventions centre around 6 objectives:

4.1	Development of seaports and airports.
4.2	Develop road and rail networks.
4.3	Develop ICT infrastructure.
4.4	Ensure availability and sustainable management of water and sanitation for all.
4.5	Ensure access to affordable, reliable, sustainable and modern energy for all.
4.6	Enhance KZN waste management capacity.

1. Develop ports (sea and air) so that the harbours in KZN operate at optimal capacity, and ensuring optimal connectivity

What do we need to do?

Strategic Objective 4.1 Indicators:

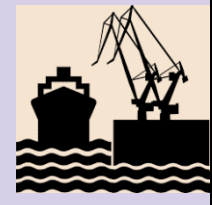
- 4.1.1 Increase in efficiencies and volumes (of cargo and passengers) of Durban Port, Richards Bay Port and Dube Tradeport as measured by the following:
 - 4.1.1.1 Ports throughput measured in millions of TEUs at Durban Port and Richards Bay Port improved.
 - 4.1.1.2 Ports throughput measured in Dry Bulk Volumes (Million Tons) at Durban Port and Richards Bay Port improved.
 - 4.1.1.3 Turnaround time at ports improved
 - 4.1.1.4 Port capacity improved measured by number of Cruise Ship Operators.
 - 4.1.1.5 Port capacity improved measured by number of Cruise Liner visits.
 - 4.1.1.6 Tonnage throughput from DTP cargo terminal (international) increased.
 - 4.1.1.7 Tonnage throughput from DTP cargo terminal (domestic) increased.
- 4.2.1 Volume of passengers through KZN seaports and airports increased.
- 4.2.2 Number of scheduled domestic connections increased.
- 4.2.3 Number of scheduled international connections increased.



How to do this?

Strategic Objective 4.1 Interventions:

- 4.1(a) Advance collaborative planning and development of the Durban Aerotropolis with relevant authorities to ensure its realisation.
- 4.1(b) Explore options for the development of an inland inter-modal logistics hub to improve efficiency and cost competitiveness of the Port of Durban for all main cargo types.
- 4.1(c) Improve efficiency of cargo handling in the Port of Durban.
- 4.1(d) Increase Richards Bay Port's Multi-Purpose handling facility.
- 4.1(e) Provide a modern Durban Passenger Terminal Facility.
- 4.1(f) Create an environment conducive for the development of small craft harbours.
- 4.1(g) Development of appropriately located Regional Airfields.
- 4.1(h) Promote KZN seaports as a desirable destination for international cruise liners.



2. Develop road and rail networks so that the roads and rail networks in KZN efficiently provide for cargo and commuter needs

What do we need to do?

Strategic Objective 4.2 Indicators:

- 4.2.1 Percentage of container cargo destined for inland (inter- and intra-provincial) hubs leaving eThekweni by rail increased.
- 4.2.2 Volume (in tons) of coal being transported from inland areas to Richards Bay Port for export increased.
- 4.2.3 Kilometres of declared rural roads that provide access to communities increased.
- 4.2.4 Percentage Modal Split in Commuter transport improved.
- 4.2.5 Road and rail ratio out of Durban improved.
- 4.2.6 Percentage of provincial road network in poor to very poor condition reduced.
- 4.2.7 Percentage of national road network in poor to very poor condition reduced.
- 4.2.8 Percentage tonnage to Capacity Utilisation (Demand Installed) improved



How to do this?

Strategic Objective 4.2 Interventions:

- 4.2(a) Improve inter-modal connectivity between the Port of Durban and Inland Hubs.
- 4.2(b) Expansion of Coal Rail Link.
- 4.2(c) Implement road-building and maintenance programmes and improve rural accessibility.
- 4.2(d) Improve public transport.
- 4.2(e) Expand and maintain core rail network and the branch lines to increase road to rail ratio.
- 4.2(f) Develop inter-modal facilities in identified secondary cities.

3. Develop ICT infrastructure so that sufficient ICT infrastructure is available for the growth and development needs of KZN

What do we need to do?

Strategic Objective 4.3 indicators:

- 4.3.1 Kilometres of backbone Fibre Optic cables rolled out increased.
- 4.3.2 Local municipalities with good established access networks.
- 4.3.3 Percentage of users that penetrate the Internet increased (FTTH)
- 4.3.4 Increase in mobile broadband coverage in the Province.
- 4.3.5 Reduction in average cost of data per megabyte (mb).
- 4.3.6 Schools connected.
- 4.3.7 Health facilities connected.
- 4.3.8 Minimum broadband speed available.
- 4.3.9 Public Wi-Fi hotspots increased..



How to do this?

Strategic Objective 4.3 Interventions:

- 4.3(a) Expedite the rollout of the national broadband backbone. (SA Connect)
- 4.3(b) Expand community access to broadband services.
- 4.3(c) Increase bandwidth for economic competitiveness.
- 4.3(d) Expand the number of Public WiFi hotspots.
- 4.3(e) Revise and update the Provincial Broadband Strategy and Implementation Plan.

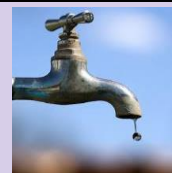


4. Ensure availability and sustainable management of water and sanitation for all so that sufficient water is available for the growth and development needs of KZN

What do we need to do?

Strategic Objective 4.4 Indicators:

- 4.4.1 Surface water storage as a percentage of surface mean annual runoff per district.
- 4.4.2.1 Quantity of surface water abstracted per annum in each district.
- 4.4.2.2 Quantity of groundwater abstracted per annum in KZN as a percentage of groundwater potential in each district.
- 4.4.3 Percentage of households with infrastructure access to a basic level of sanitation (Ventilated Improved Pit Latrine) and higher.
- 4.4.4 Percentage of households with infrastructure access to potable drinking water, within 200m of the dwelling.
- 4.4.5.1 Non-revenue water – real physical water loss as a percentage.
- 4.4.5.2 Non-revenue water – non-physical water loss as a percentage.
- 4.4.6 Percentage of water service systems in balance (supply and demand).
- 4.4.7 Percentage of households with infrastructure access to 75 litres of water per person per day and higher.
- 4.4.8 Percentage of households with yard water connections and higher level of service.



How to do this?

Strategic Objective 4.4 Interventions:

- 4.4(a) Review and implement the Provincial Water Sector Investment Strategy.
- 4.4(b) Policy and guidelines on the inclusion of quaternary catchment for groundwater, grey water and desalination.
- 4.4(c) Develop and implement water sector capacity building programme with all water institutions.
- 4.4(d) Develop new water and sanitation tariff policy.
- 4.4(e) Expedite the approval of Water Use Licences.
- 4.4(f) Programme for development of water sources (desalination, rainwater, recycling, and groundwater).
- 4.4(g) Programmes for reduction of non-revenue water.

5. Ensure access to affordable, reliable, sustainable and modern energy for all so that sufficient electricity is available for the growth and development needs of KZN.

What do we need to do?



Strategic Objective 4.5 Indicators:

- 4.5.1 Households receiving reliable and affordable electricity supply.
- 4.5.2 Reduction in distribution losses (technical and non-technical losses).

How to do this?

Strategic Objective 4.5 Interventions:

- 4.5(a) Develop and implement the Provincial Energy Strategy. Cover generation, delivery, and financial partnerships.

6. Enhance KZN waste management capacity to promote healthy environments.

What do we need to do?



Strategic Objective 4.6 Indicators:

- 4.6. Increase in tonnage of waste recycled.
- 4.6. Legally registered landfill sites that are fully compliant.

How to do this?

Strategic Objective 4.6 Interventions:

- 4.6(a) Review the KZN Integrated Waste Management Plan.
- 4.6(b) Municipal capacity building in waste and environmental management.



Strategic Goal 5: Environmental Sustainability

The province's environmental assets and natural resources are well protected and continually enhanced through synergistic development practices



Environmental sustainability is one of the cornerstones of the Sustainable Development Goals. It moves beyond just mitigating against climate change and its impact on sustainable rural livelihoods, agriculture and the biodiversity economy to include more proactive approaches to ensure greater resilience of our ecosystems. This includes stabilising concentrations of greenhouse gasses in the atmosphere and to improve the resilience of both the natural environment, through rehabilitation, conservation and management. There also needs to be a conscious shift to balance the need to expedite development and that of protecting our natural resources as basic needs (such as water and usable land for agriculture); as well as using our these natural resources economic enablers through the biodiversity economy and ecotourism. These measures would enhance the ability of the people of KwaZulu-Natal to live in a more sustainable manner within their environment.

Goal Indicators:

- Reduction in Greenhouse gas emissions.
- Percentage protection of High Risk Biodiversity Planning Units.

To improve environmental sustainability, interventions centre around 3 objectives:

5.1	Enhance resilience of ecosystem services.
5.2	Expand the application of green technologies
5.3	Adapt and respond climate change

1. Enhance resilience of ecosystem services

What do we need to do?

Strategic Objective 5.1 Indicators:

- 5.1.1 0% increase in the Provincial Land Degradation Index.
- 5.1.2 Land rehabilitated annually.
- 5.1.3 Reduced use of high value agricultural land for non-agricultural activities.
- 5.1.4 Compliance with national Ambient Air Quality Standards.
- 5.1.5 Compliance with Blue Drop rating.
- 5.1.6 Compliance with Green Drop rating.
- 5.1.7 Waste water treatment works complying with enforcement measures to meet effluent standards.
- 5.1.8 Waste license applications finalized within legislated time frames.
- 5.1.9 Environmental Impact Assessments (EIAs) processed within legislated time frames.
- 5.1.10 Compliance inspections conducted.



How to do this?

Strategic Objective 5.1 Interventions:

- 5.1(a) Promote sustainable agricultural land-use practices.
- 5.1(b) Enforcement of Conservation of Agriculture Resources Act (CARA) legislation relating to erosion prevention and control and eradication of alien and invasive plant species.
- 5.1(c) Finalisation of surface water and groundwater reconciliation and reserve determination studies for all quaternary catchments.
- 5.1(d) Enhance monitoring of compliance and enforcement of environmental legislation.
- 5.1(e) Licensing, upgrading and monitoring of wastewater treatment works.
- 5.1(f) Coordination of the systematic reduction of carbon emissions.
- 5.1(g) Develop annual environmental implementation and management plans.

2. Expand the application of green technologies

What do we need to do?

Strategic Objective 5.2 Indicators:

- 5.2.1 Number of small scale renewable energy projects increased.
- 5.2.2 Units of energy produced through alternative energy generation (new build) increased.

How to do this?

Strategic Objective 5.2 Interventions:

- 5.2(a) Implement the Renewable Energy Action Plan.
- 5.2(b) Develop a provincial Renewable Energy Strategy.
- 5.2(c) Develop sustainable energy plans.



3. Adapt to climate change so that KZN is able to effectively anticipate, mitigate and respond to the effects of climate change

What do we need to do?

Strategic Objective 5.3 Indicators:

- 5.3.1 Districts / Metro with updated Disaster Management plans.
- 5.3.2 Provincial coverage of functional Disaster Management Centres.
- 5.3.3 Early warning alerts were received by affected parties prior to incident.
- 5.3.4 Improve average time taken to respond to disaster events by primary responders.
- 5.3.5 IDP's incorporating climate change adaptation and disaster risk reduction programs.



How to do this?

Strategic Objective 5.3 Interventions:

- 5.3(a) Identification of focus areas for disaster management.
- 5.3(b) Development and implementation of the Provincial Coastal Management Program.
- 5.3(c) Mainstreaming and integration of climate change adaptation strategies into IDPs.
- 5.3(d) Develop a monitoring system to determine the functionality of disaster management centres, including the number of Districts/Metro with updated disaster management plans.
- 5.3(e) Appropriate measures taken to address climate change induced vulnerabilities on different sectors within the Province.
- 5.3 (f) Develop the indicator on average time taken to respond to disaster events by primary responders.





Strategic Goal 6: Governance and Policy

The population of KZN is satisfied with the levels of government service delivery

Sound governance provides the foundation for the development, implementation, monitoring and evaluation of policy. It impacts on growth through investor confidence and is also articulated through the satisfaction of the citizens. Whilst national legislation has set out the competencies and roles of the three spheres of Government (National, Provincial and Local), this is also based on the principle that these structures, and the specialist agencies which they have formed, will coordinate their policy development and implementation, to ensure that optimal impact on the beneficiary and partner constituencies. This also requires participative processes for successful implementation and concerted efforts to reduce waste and losses and shaping the future of the Province and Country as a whole in partnership with all stakeholders.

Goal Indicators:

- Level of satisfaction of citizens of KwaZulu-Natal with governance of Provincial and Local Government, as measured in the KZN Citizens Satisfaction Survey.
- Functionality of social partnership structures (Councils).

To improve environmental sustainability, interventions centre around 4 objectives:

6.1	Strengthen policy, strategy coordination and IGR
6.2	Build government capacity
6.3	Eradicate fraud and corruption
6.4	Promote participative, facilitative and accountable governance

1. Strengthen policy, strategy coordination and Inter-Governmental Relations so that public expenditure is in accordance with the coordinated policy and strategy

What do we need to do?

Strategic Objective 6.1 Indicators:

- 6.1.1 Percentage of IDPs and District Growth and Development Plans, departmental and public entity Annual Performance Plans aligned to the PGDS/P.
- 6.1.2 Level of functionality of IGR forums.
- 6.1.3 Average IDP assessment score.
- 6.1.4 Reduction in the number of registered IGR disputes.
- 6.1.5 Number of cross border (inter municipal, inter provincial and international) agreements and shared services agreements maintained.



How to do this?

Strategic Objective 6.1 Interventions:

- 6.1(a) Develop and implement credible mechanisms to regularly measure the level of alignment between provincial and municipal budgets and the PGDP and District/Local growth and development plans.
- 6.1(b) Develop and implement a strategy alignment framework that applies across the three spheres of Government in KZN, and which is monitored and supported by dedicated capacity.
- 6.1(c) Strengthen the effectiveness of the Provincial Executive Council Cluster System.
- 6.1(d) Develop a stronger provincial coordinating structure for collaboration between Provincial / Local Government and institutions of Traditional Leadership.
- 6.1(e) Maintain and implement policy co-ordination and inventory instruments.

2. Build government capacity so that it can effectively and efficiently deliver infrastructure and services to the population of KZN

What do we need to do?

Strategic Objective 6.2 Indicators:

- 6.2.1 Percentage of vacant funded posts in provincial departments, municipalities and public entities.
- 6.2.2 Number of municipalities, provincial departments, public entities achieving clean audits.
- 6.2.3 Percentage of positive rating of service delivery at provincial and local levels, measured through the KZN Citizens Satisfaction Surveys.
- 6.2.4 Percentage of provincial departments that achieve at least level 3 within 50% of the Management Performance Assessment Tool (MPAT) standards for each cycle.
- 6.2.5 Percentage of conditional grant funding spent in accordance with approved business plan/s.

How to do this?

Strategic Objective 6.2 Interventions:

- 6.2(a) Rationalisation of municipalities and public entities.
- 6.2(b) Finalisation and Implementation of the KZN integrated public sector HRD strategy and professional support programme.
- 6.2(c) Promote shared services amongst municipalities.
- 6.2(d) Strengthen the capacity of the Provincial Nerve Centre and Provincial Planning Commission to monitor and evaluate Government performance.
- 6.2(e) Establishment of a central project management unit to coordinate infrastructure planning as well as support and monitor implementation of catalytic infrastructure projects.
- 6.2(f) Develop alternative funding and partnership models for development, prioritising catalytic projects.
- 6.2(g) Develop alternative funding and partnership models for strategic investment, infrastructure development and coordination.
- 6.2(h) Operation Clean Audit.
- 6.2 (i) Reduce the vacancy rate in provincial departments, municipalities and public entities to 10% or less.



3. Eradicate fraud and corruption in government so that it is corruption free

What do we need to do?



Strategic Objective 6.3 Indicators:

- 6.3.1 Percentage of positive rating of provincial performance as regards eradication of fraud and corruption at provincial and local levels, measured through the KZN Citizens Satisfaction Surveys.
- 6.3.2.1 The rand value affected by fraud and corruption in the public sectors.
- 6.3.2.2 Number of government officials convicted of corruption or offences related to corruption.
- 6.3.2.3 Conviction rate measured as percentage convictions of the total number of dockets received in the year.
- 6.3.2 Number of departments achieving a satisfaction or better rating through MPAT on fraud and integrity.
- 6.3.3 Percentage of cases from the National Anti-Corruption hotline closed by departments.

How to do this?

Strategic Objective 6.3 Interventions:

- 6.3(a) Fast track disciplinary processes and effective criminal prosecution.
- 6.3(b) Implementation of more centralised public procurement systems with more effective and reliable anti-fraud monitoring mechanisms.
- 6.3(c) Implement proactive integrity management programmes in the public and private sectors.
- 6.3(d) Develop and implement a new public-private coalition dedicated to combatting fraud and corruption and promoting good governance.
- 6.3 (e) Expedite the conclusion of all forensic and disciplinary cases related to fraud and corruption
- 6.3 (f) Ensure effective recovery of monies defrauded.



4. Promote a participative, facilitative and accountable government that listens to and is accountable to the people

What do we need to do?

Strategic Objective 6.4 Indicators:

- 6.4.1 Voter participation in provincial and municipal elections.
- 6.4.2 Number of engagements with functional social partnerships in the form of sector-specific multi-stakeholder forums/councils to engage and collaborate on aspects of the PGDP.
- 6.4.3 Increase in representation and participation of non-governmental partners/stakeholders in the implementation structures (Action Working Groups) of the PGDP.
- 6.4.4 The number of district municipalities with functional development agencies which actively involve the private sector and civil society at local level.
- 6.4.5 Number of functional wards committees.
- 6.4.6 Level of participation/awareness of programmes (PGDP/OSS/Izimbizo attended).
- 6.4.7 Percentage of high PGDP intervention areas (as per the PGDP Priority Interventions Areas Map) with functional OSS war rooms.
- 6.4.8 Public perception of provincial government implementation of Batho Pele principles.



How to do this?

Strategic Objective 6.4 Interventions:

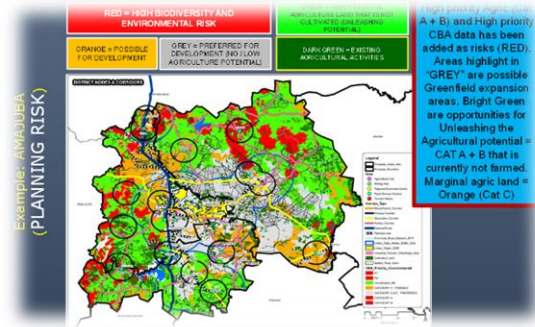
- 6.4(a) Support effective multi-stakeholder and social partnership forums for consultation on all key elements of the PGDP.
- 6.4(b) Strengthen local development agencies at District level.
- 6.4(c) Strengthen functionality of Ward Committees.
- 6.4(d) Undertake a review of the service delivery and implementation models of Government and public entities at provincial and local government spheres to ensure that most effective and efficient implementation options are being presented.
- 6.4(e) Strategies to increase participation and to engage stakeholders as well as provincial communication.
- 6.4(f) Provincial M&E framework to streamline reporting and performance information.



Strategic Goal 7: Spatial Equity

Spatial Equity and Integrated Land Use Management which guides the allocation and utilisation of human and environmental resources towards sustainable growth and development.

Spatial planning and development at a provincial scale considers what can and should happen and where it should happen. It investigates the interaction of different policies and practices across regional space and sets the role of localities in a wider provincial context. It reaches beyond localised land-use planning by setting out a strategic framework to guide future development and policy interventions, whether or not these relate to formal land use planning controls as contained in a scheme.



Integrated Spatial Planning is subsequently the single most important tool utilised to co-ordinate the distribution of population, land uses, existing resources, and proposed initiatives etc. in relation to each other in order to create an improved sustainability to such uses of scarce land resources.

The goal indicator intends to represent the ultimate outcome of the various spatial interventions and ultimately measures the degree to which the people of the province have an opportunity to utilise the land while having equitable access to social service standards and development opportunities. Although the concept of spatial equity / accessibility is commonly used academically, for the purposes of the PGDP, a robust and representative methodology had to be developed which could be replicated in future years to assess progress in achieving spatial equity. The determination of spatial equity is based on the methodology outlined in the 2015 PGDP.

Goal Indicator:

- **Improved population physical access to goods as services as measured by the Spatial Equity/Accessibility index.**

To achieve inclusive economic growth, the interventions centre around 2 objectives:

- | | |
|-----|--|
| 7.1 | Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities |
| 7.2 | Ensure integrated land management use across the Province, ensuring equitable access to goods and services, attracting social and financial investment |

1. Promote spatial concentration and coordination of development interventions so that public and private investment is concentrated in locations that have been selected on the basis of their development potential

What do we need to do?

Strategic Objective 7.1 Indicators:

- | | |
|-------|--|
| 7.1.1 | Spatial distribution of Human Development (HDI) Index at provincial scale. |
| 7.1.2 | Number of municipalities meeting minimum hierarchy of plans standards. |

How to do this?

Strategic Objective 7.1 Interventions:

- 7.1(a) Integrate the outcomes of the Nodal Study into the Provincial Spatial Development Framework.
- 7.1(b) Develop specific Corridor Plans to co-ordinate interventions around provincial corridors.
- 7.1(c) Monitor progress in the implementation of the Small Town Regeneration and Rehabilitation Programme.
- 7.1(d) Formalise Strategic Rural Nodes (which might include the dedicated establishment of new towns).
- 7.1(e) Review, implement and monitor a Densification Strategy.
- 7.1 (f) Implement the Urban Development Framework (IUDF) in the Province.

2. Facilitate integrated spatial planning and land management systems so that these are effectively applied across KZN

What do we need to do?

Strategic Objective 7.2 Indicators:

- 7.2.1 Percentage of land covered by comprehensive land use schemes.
- 7.2.2 Percentage of municipal capital expenditure aligned with the Provincial Spatial Development Framework.
- 7.2.3 Number of municipalities with functional municipal planning units.
- 7.2.4 Number of municipal Spatial Development Frameworks aligned with the Provincial Spatial Development Framework.
- 7.2.5 Number of municipalities with functional GIS units.

How to do this?

Strategic Objective 7.2 Interventions:

- 7.2(a) Promote and monitor the development of Ward-Based Plans.
- 7.2(b) Formulate Land Reform Area-Based Plans within each District.
- 7.2(c) Resolve the impasse between application of Act 70 of 1970 and KZN Land Use Management Framework.
- 7.2(d) Implement land use schemes across the Province.
- 7.2*(e) Align District and Local municipal Spatial Development Frameworks with the Provincial Spatial Development Framework.
- 7.2(f) Formulate Provincial Planning Norms, Standards and Guidelines (Including Rural Settlement Planning).
- 7.2(g) Improve alignment for integrated planning through the Provincial Infrastructure Master Plan.
- 7.2(h) Promote spatial planning systems within municipalities to improve evidence based decision making.
- 7.2(i) Capacity and technical support for the effective monitoring and implementation of function planning units and GIS systems.



Institutional framework

The success of the PGDP rests to a large extent on having an institutional framework which:

- (i) Promotes an action-oriented approach to the objectives and interventions of the PGDP;
- (ii) Promotes the involvement of all the social partners and relevant stakeholders, and not just Government;
- (iii) Sets clear parameters and lines of accountability for each area of work in the plan;
- (iv) Brings high levels of integration in action planning for interventions across the strategic objective areas;
- (v) Leverages existing capacity within the public sector, private sector and civil society in both planning and implementation across all strategic objective areas;
- (vi) Discourages duplication of efforts in the public and private sectors and promotes appropriate sharing of intellectual and capacity resources.

The PGDP is *not* a plan only for Government. It must be both owned and driven by the social partners, including the private sector, organised labour and community sector. Organisations of civil society, the academic and research sector, and specialist interest groups in the development sector must be able to have access to the implementation machinery and add their value in the implementation planning and execution of plans, within the parameters of the legal framework. The institutional framework, therefore, tries to give effect to this openness and opportunity for all stakeholders to participate and add their value to the implementation process.

The diagram below depicts the institutional structure for implementing the PGDP.

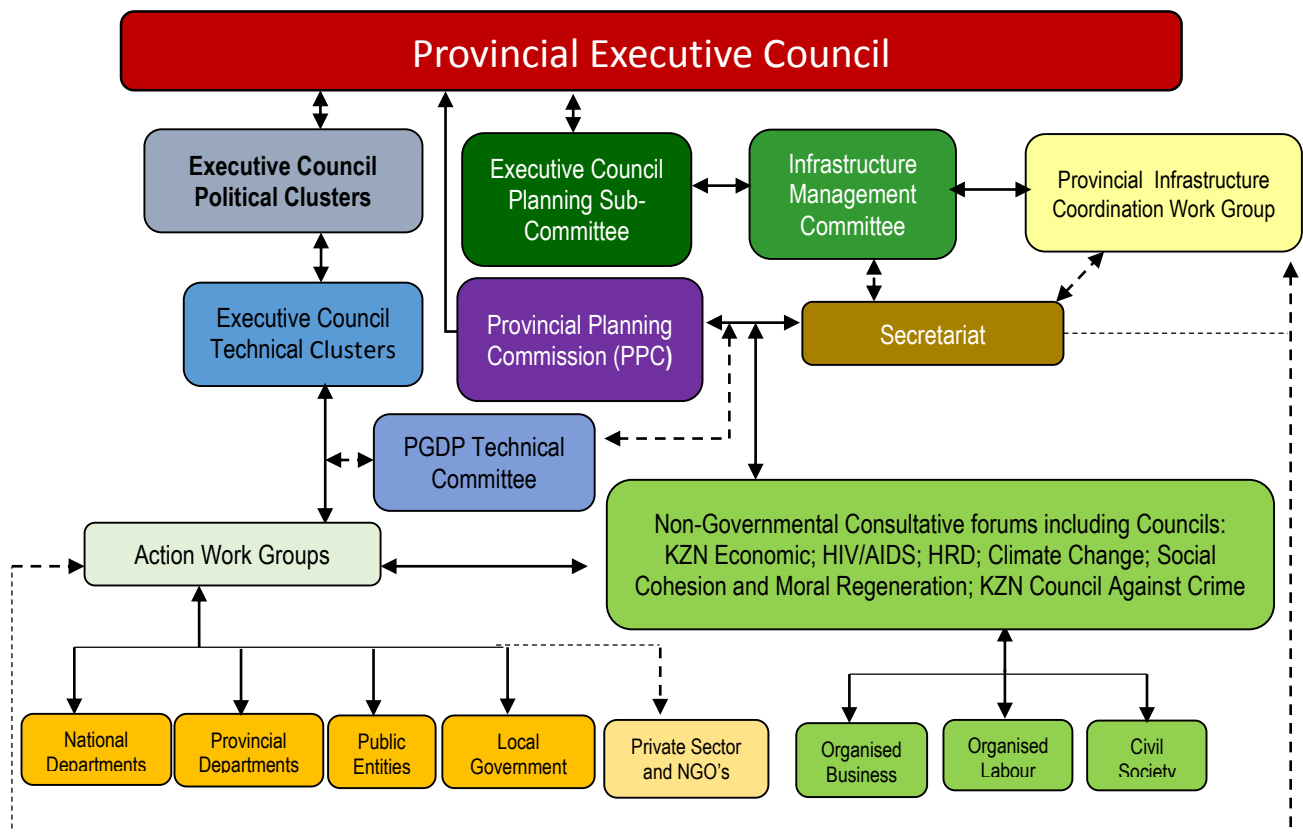


Figure 11 Institutional Framework and Organisations

A brief explanation of the institutional participants and organisations in the implementation of the PGDP follows:

Action Workgroups The implementation and refinement of the PGDP has been institutionalised through a structure of Action Work Groups. These PGDP Action Work Groups (AWGs), of which there are 18, have been set up to take responsibility for the implementation and reporting of the strategic objectives of the PGDP, as well as to provide input to the annual refinement of the PGDP. The AWGs operate across government departments and external stakeholders to promote collaborative planning, resource allocation, implementation and reporting. The 31 strategic objectives of the PGDP have been assigned to the AWGs. The membership of an AWG comprises of government departments and external stakeholders, including organised business, labour and civil society which have a role to play in the implementation of the particular strategic objective. Each AWG is convened by the relevant lead government department through an AWG Convenor, appointed by a Head of Department and is also responsible to report progress to the relevant Provincial Executive Council Cluster.

In order to promote further alignment, the AWGs have also been tasked to manage the implementation of Executive Council Lekgotla Resolutions, pronouncements contained in the State of the Province Address and resolutions emanating, inter alia, from the Executive Council, the Social Partner Councils and the KZN Growth Coalition, as specifically assigned to an AWG.



Figure 12: Action Work Group Composition

For more information on the functioning of the Action workgroups, please refer to the *Quick Start Manual for the Implementation and Review of the Provincial Growth and Development Plan*. This is updated annually and can be found on the following website: www.kznppc.gov.za.

Social partners (organised business, organised labour and civil society) are mobilised through the four Councils to participate in and contribute to the implementation of the PGDP. The four Councils are, namely, the KZN Economic Council; the KZN Human Resource Development Council; the Provincial Council on Aids and the KZN Council on Climate Change and Sustainable Development.

PGDP Technical Committee is composed of the 18 AWG Convenors and representatives from departments' M&E units and the Provincial Infrastructure Co-ordination Workgroup. This Committee is coordinated and facilitated by the Secretariat to the Provincial Planning Commission. The PGDP Technical Committee is responsible for:

- Coordinating all the activities of the PGDP and its' implementation;
- Ensuring coordination of PGDP efforts and activities across all AWG and provincial departments;

- Ensuring that the AWGs carry out all the required actions to advance the PGDP.

The **Cluster system** underpins the Provincial Executive Council decision making process i.e. matters to be dealt with by the Provincial Executive Council have to be processed by Technical and Political Clusters. The four Provincial (political) **Executive Council Clusters** are:

- Governance and Administration (G&A)
- Economic Sectors and Infrastructure Development (ESID)
- Social Protection, Community and Human Development (SPCHD)
- Justice, Crime Prevention and Security (JCPS)

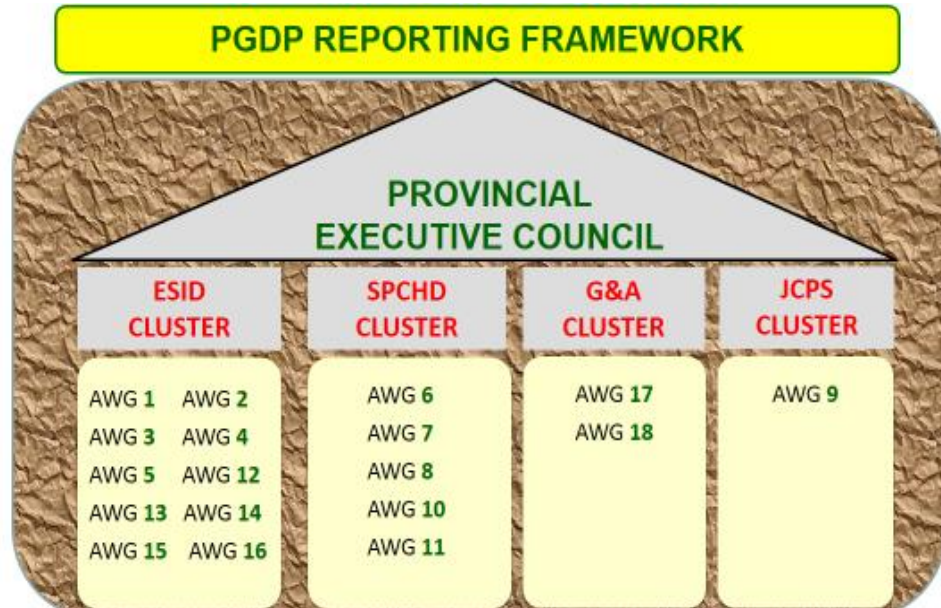


Figure 13: AWG Reporting Framework

There are four corresponding **Technical Support Clusters** which support the Executive Council Clusters.

The **Provincial Planning Commission (PPC)** was established by a resolution of the Provincial Executive Council as an advisory body to the Premier and the Executive Council to make recommendations on matters related to the KZN Vision, the PGDS and the PGDP.

The **PPC Secretariat** comprising the Provincial Strategic Planning Branch in the Office of the Premier provides secretariat support to the Provincial Planning Commission.

The **Executive Council Planning Sub - Committee** is a coordinating and advisory structure of the Provincial Executive Council which oversees the following:

- the work performed by the Provincial Planning Commission;
- the coordination of infrastructure development in the Province; and
- the coordination of any strategic provincial programme and Catalytic Projects as identified by the Sub-Committee.

The **Management Committee** coordinates the activities and functioning of the Planning Sub-Committee.

The **Provincial Infrastructure Co-ordination Work Group (PICWG)** provides technical support to the Management Committee to manage the technical processes in respect of coordination, integration and alignment of all information, reports and presentations from infrastructure delivery line departments and relevant PGDP Action Work Groups.

The **Provincial Executive Council**, established in terms of the Constitution of South Africa, is the apex decision making body in Provincial Government and is responsible for the performance of Provincial Government, including performance on the PGDS and PGDP.

Monitoring and Evaluation Framework

The monitoring, evaluation and reporting framework provides a methodical, participative, and synchronized approach to the implementation and expected impact of the PGDP. It encompasses intervention activities, key indicators and targets in order to achieve the desired outcomes of the strategic objectives and the strategic goals that underpin the provincial growth and development trajectory. As a means to assess and report on progress, this framework facilitates more inclusive planning, continuous improvement and accountability in the implementation of the interventions.

Targets are set for the goal- and strategic objective indicators for 5 year intervals. These are recorded in the monitoring tables appended to the PGDP and updates on progress is collected on a quarterly basis. The indicators are described more fully in the *Quick Start Manual for the Implementation and Review of the Provincial Growth and Development Plan* which can be obtained from the website at www.kznppc.gov.za.

The monitoring and evaluation of the implementation of the PGDP is driven through the Cluster system which underpins the Provincial Executive Council as the apex decision making body in Provincial Government which is ultimately responsible for the performance of Provincial Government, including performance on the PGDP. Please note that from October 2018, catalytic projects are to be reported on by the Project Management Unit (PMU) which provides secretariat support to the Provincial Infrastructure Co-ordination Work Group (PICWG). The PMU will provide updates on catalytic projects to AWGs on a quarterly basis for their information and any inputs

The PGDP Technical Committee and the Provincial Nerve Centre based in the Office of the Premier evaluates a wide range of data to assess the effectiveness of the provincial government departments and entities that are responsible for implementing the PGDP.

The KZN Provincial Planning Commission (PPC) advises on strengthening performance monitoring and evaluation to enable it to assess the pace required to deliver on the desired outcomes.

Progress with the implementation of the PGDP is reported in Provincial Executive Council Cluster reports to Makgotla.

For more information on the functioning of the Action workgroups, please refer to the *Quick Start Manual for the Implementation and Review of the Provincial Growth and Development Plan*. This is updated annually and can be found on the following website: www.kznppc.gov.za.

GOAL 1: INCLUSIVE ECONOMIC GROWTH

Inclusive, expanded and sustained economic output is the fundamental driver for job creation and economic growth

GOAL

- Total value of output of all sectors within the provincial economy
- Total employment in all sectors within the provincial economy
- GDP per capita within the provincial economy
- Annual unemployment rate (narrow and broad) for KZN
- Employed Youth (15-34) ; and
- Percentage increase of youth (15-34) amongst economically active in employment

INDICATORS

OBJECTIVES	<p>Develop and promote the agricultural potential of KZN</p> <p><i>The KZN agricultural sector grows, generates employment and the Province is food secure</i></p>	<p>Enhance sectoral development through trade investment and business retention</p> <p><i>Provincial trade and investment grows and generates employment</i></p>	<p>Enhance spatial economic development</p> <p><i>Spatial economic development provides opportunities for inclusive economic growth and facilitates investment growth</i></p>	<p>Improve the efficiency, innovation and variety of government-led job creation programmes</p> <p><i>Government-led job creation programmes yield incomes and prepare participants for entry into the labour market</i></p>	<p>Promote SMME and entrepreneurial development</p> <p><i>Promotion of small enterprises increases economic participation and generates employment</i></p>	<p>Enhance the Knowledge Economy</p> <p><i>Provincial economic growth is enhanced by knowledge generation and innovation</i></p>
PRIMARY INDICATORS	<ul style="list-style-type: none"> • Increase employment within the agricultural sector (including forestry & livestock) • Increase in commercial farmers • Increase in emerging commercial farmers • Increase in hectares of land under irrigation • Real value of output of the agricultural sector 	<ul style="list-style-type: none"> • Total absolute value of the provincial economy (excluding primary agriculture) • Absolute growth in provincial exports • Absolute growth in provincial investment (KZN Gross Fixed Capital Formation) • Growth in employment in key manufacturing and service sectors • Growth output of manufacturing sector • Number of tourists (domestic & international) • Value spend in the tourism sector • Growth in the number of jobs of those employed in the Green Economy • Increase in the number of businesses supported through BR&E interventions 	<ul style="list-style-type: none"> • Annual percentage change in employment and unemployment per district • Extent of (m²) of appropriately zoned and serviced industrial and commercial land available (gross leasable area: DTP and RBIDZ) • Rand value of private sector investment in the Durban Aerotropolis and Richards Bay SEZ 	<ul style="list-style-type: none"> • Growth in the number of new small contractors • Reduction in the cost per EPWP and CWP jobs (Infrastructure Sector; Environmental and Cultural Sector and the Social Sector); • Direct employment multipliers from infrastructure development and maintenance and related development projects • Cumulative number of FTEs created through EPWP and CWP, inclusive of all Sectors. • Cumulative number of work opportunities created through EPWP and CWP inclusive of all Sectors: Infrastructure Sector; Environmental and Cultural Sector and the Social Sector; • Number of emerging contractors trained. 	<ul style="list-style-type: none"> • Increase in the number of SMMEs and cooperatives established • Increase in survival rate of SMMEs and cooperatives • Increase in the number of jobs generated by SMMEs and Cooperatives • Percentage of private sector expenditure on goods and services procured on local content • Percentage of provincial government expenditure of goods and services procured on local content • Number of local municipalities supported to develop informal economy policies • Number of municipal officials capacitated to support the informal economy sector • Number of municipalities funding informal economy infrastructure development • Increase the level of B-BBEE Compliance in KZN. 	<ul style="list-style-type: none"> • Gross expenditure on Research & Development as a proportion of GDP • Percentage of SA patents and designs registered by KZN entities and individuals • Number of functional technology hubs • Occupation rate in techno hubs • Government contribution on green economy R&D • Percentage of professional registered engineers in the KZN labour force
INTERVENTIONS	<ul style="list-style-type: none"> • Diversification of agricultural production & markets (niche markets and agri-processing) • Revitalisation of the agro-processing value chain through the beneficiation of particular agricultural products • Development, implementation and monitoring of new models to support the development of emerging commercial farmers and promote commercial agricultural ventures • Efficient maintenance and expansion of appropriately scaled irrigation schemes • Appropriate protection and rehabilitation of agricultural resources • Expedite the resolution of unresolved land claims and restitution projects • Support, monitor and evaluate progress on agri-villages and agri-parks • Revitalise extension service to provide support to commercial agriculture 	<ul style="list-style-type: none"> • Improved access to economic development funding • Facilitate statutory development approval processes in support of new investments (Provincial One-Stop Shop) • Raise awareness on key sectors and on support measures and improve the quality of programmes available in these sectors and in new sectors such as, presently those of the maritime and green economy • Improve performance monitoring of the value chain in key sectors within KZN • Develop, diversify and market the tourism sector to increase domestic and foreign visitors in the Province • Support the job creation and retention prospects of firms in key sectors • Develop and implement a green public procurement policy to help support local green businesses • Implement the Provincial Green Economy Strategy • Review the KZN Tourism Master Plan 	<ul style="list-style-type: none"> • Improve the funding model for SEZs to optimally expand key spatial zones in KZN, through public-private sector partnerships options, as well as evaluation of budgets and spending by municipalities in support of key new spatial projects • Develop a programme focused on rehabilitation, regeneration and expansion of existing industrial parks and access DTI funding set aside for this purpose • Provide quality affordable zoned land with the appropriate level of infrastructure and maintain good service provision when sites are occupied • Establish and implement a monitoring and evaluation framework to assess the institutional arrangements and performance of key spatial projects 	<ul style="list-style-type: none"> • Monitor and evaluate the effectiveness, efficiency and impact of EPWP and CWP jobs programmes in KZN on job creation and inclusive economic growth • Support enhanced implementation of the EPWP (including the CWP) Programme. • Facilitate expanded access to the Jobs Fund. • Implementation of the Youth Employment Accord. • Emerging Contractor Development. 	<ul style="list-style-type: none"> • Facilitate SMMEs' (including informal businesses') access to finance, markets, trading facilities and infrastructure with linked services • Develop a progressive regulatory framework for the broader support of and the informal economy • Review business regulations to reduce bureaucratic processes and procedures for small businesses • Improve coordination and monitoring of government and private sector programmes aimed at uplifting SMMEs and Cooperatives • Improve awareness on public and private sector support available to priority groups who want to participate in the work and business sphere • Monitor use of government set-asides for local SMMEs and Cooperatives • Support local municipalities to develop the informal economy. • Implement and enforce the B-BBEE policy • Mechanism for collecting data on private sector and provincial government expenditure on local content. 	<ul style="list-style-type: none"> • Evaluate the provincial system of innovation and identify where the province currently has a strong R&D platform or strong potential or prospect • Establish a knowledge repository • Improve the funding model for the planned technology hubs where appropriate • Establish mechanisms to further strengthen the partnerships between the relevant institutions (public, private and tertiary) particularly with regard to the commercialization of R&D projects, including indigenous knowledge • Develop a proxy indicator to measure government gross expenditure on green economy R&D

GOAL 2: HUMAN RESOURCE DEVELOPMENT

The human resource capacity of the province is relevant and responsive to growth and development needs

GOAL INDICATORS

- Reduction in skills shortage in key priority skills areas
- Gross enrolment rates: Primary and Secondary School
- Gross enrolment rate (GER) in TVET colleges
- TVET NC(V) graduation rate
- Gross enrolment rate in higher education
- Adult literacy rate
- The proportion of the unemployed who are unable to find employment or self employment due to not having the appropriate education and/or skills
- Percentage of Grade 12 learners passing with Mathematics and Science
- Performance in SACMEQ: Reading and Mathematics

OBJECTIVES

Improve early childhood development, primary and secondary education

The school sector produces students with the ability to study further, or to enter the workplace

Support skills alignment to economic growth

The development of skills is sufficient and appropriate to service the economic growth and development needs of the Province

Enhance youth and adult skills development and life-long learning

The education and skills level of youth and adults is enhanced

PRIMARY INDICATORS

- Percentage of learners performing at the required levels in all grades in the CAPS provincial assessment (Maths and Language for Grades 3, 6, and 9).
- Percentage of NSC pass rate (70% across KZN should be the minimum requirement for the Province)
- Percentage of children in lower quintiles who succeed in secondary school
- Percentage of children with special needs and "at risk" children whose needs are being adequately met by the education system
- Number of ECD facilities adhering to norms and standards
- Percentage of children in 0-4 age group accessing ECD facilities
- Number of NSC candidates taking (1) Mathematics and (2) Science
- Percentage of Grade 12 learners passing Mathematics at 50% or more in the NSC
- Percentage of Grade 12 learners passing Science at 50% or more in the NSC
- Percentage of Grade 1 learners who attended a Grade R class
- Retention rates: Grades 10-12
- Retention rate: Grades 1 - 12
- Percentage of children who turned 9 in the previous year who are currently in Grade 4 or above
- Percentage of children who turned 12 in the previous year who are currently in Grade 7 or above
- Number of learners qualifying for NSC in Bachelors Programme, Diploma and Certificate Programmes
- Percentage of learners in public ordinary schools benefiting from the "No Fee Schools" policy
- Percentage of learners benefitting from the school nutrition programme

- Number of full- and part-time students in public TVET Colleges for NC(V), N courses and occupational programmes
- Students graduating in fields of Education, and in Science, Engineering and Technology (SET)
- Proportion of students graduating within 4 years of registering
- Number of PhD graduates
- Percentage of academic staff with PhD Qualifications
- Pass rate of TVET colleges
- Pass rate of CET colleges
- Percentage students successfully placed in employment on graduation from TVET Colleges
- Number of artisans qualifying in scarce skills

- Number of youth on mentorships / internships / learnerships
- Number of CET colleges that conform to government norms and standards

INTERVENTIONS

- Monitor, evaluate, review and resource teacher education and capacity development programmes, including in scarce skill categories
- Improve school infrastructure through the implementation and monitoring of water, sanitation and electricity programmes
- Develop and implement programme to enhance logistical support to facilities (books and equipment)
- Improve effective governance and management at schools and district level
- Improve and monitor performance management of educators
- Counselling and career guidance to be provided in all schools
- Minimise drop-out rates of learners in the system, including a focus on girl child challenges
- Promote the use of new technology to encourage distance learning
- Massification of ECD services
- Develop and maintain a monitoring tool to assess adherence of ECD curriculum and facilities to norms and standards
- Promote partnerships with NGOs to support school improvement
- Improve the database management capacity in the Department of Education
- Promote the establishment and functionality of school libraries and promote reading as an integral part of teaching and learning

- Improve skills development planning and implementation in the Province
- Develop district human resource development plans and implement in partnership with post-school institutions
- Improve the functionality of the TVET sector and and Education Training and Education College Administrative Centre (CETCAC) sector
- Skills development for the informal sector, township and rural economies focusing on enterprise education and technical skills
- Strengthen the Provincial HRD Council to develop partnerships between the state HRD sector and the private sector
- Encourage the development of women professional and technical graduates and people with disabilities
- Undertake a skills audit to determine the skills shortages in key areas
- Ensure SETAs develop partnerships between CETCs, TVETs, HELs, and Industry and support establishment of centres of specialization.
- Ensure an appropriate "programme and qualification mix" at universities, Universities of Technology and TVETs to promote the production of professionals and academics.
- Data-base of graduates for employers to access.
- Engage with relevant stakeholders to develop and measure the indicator on proportion of students graduating within 4 years of registering

- Facilitate targeted support to meet youth skills development needs
- Monitor progress of education and training programmes prepared for delivery in community-based colleges
- Develop awareness campaigns regarding opportunities for learnerships, apprenticeships, mentorships and internships within the public and private sectors
- Relevant life-long learning programmes to be delivered by accessible and vibrant Community Learning Centres
- Maximise the enrolment in Community Education and Training College Centres focusing on SMMEs, Cooperatives, and persons in the informal economy.
- Develop counselling and vocational guidance for out-of-school youth.
- Increase the number of youth work-integrated learning opportunities

GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT

Poverty is eradicated and inequality in KZN is reduced

GOAL INDICATORS

- Life expectancy at birth
- Gini Coefficient
- South African Multi Deprivation Index
- Decrease in absolute poverty -measured by percentage of households below the national food poverty line
- Percentage of households below the lower bound poverty line
- Percentage of households below the upper bound poverty line

OBJECTIVES	<p>Eradicate poverty and improve social welfare</p> <p><i>Social support is primarily aimed at eradicating poverty in the KZN population</i></p>	<p>Enhance the health of communities and citizens</p> <p><i>The health of the KZN population is improved</i></p>	<p>Safeguard and enhance sustainable livelihoods and food security</p> <p><i>Livelihoods and food are sustainable and secure</i></p>	<p>Promote sustainable human settlements</p> <p><i>KZN households have secure residential tenure and access to basic utility services</i></p>	<p>Enhance safety and security</p> <p><i>The safety and security of the KZN people and their property is improved</i></p>	<p>Advance Social Cohesion and Social Capital</p> <p><i>Institutions, partnerships and networks amongst the poor are expanded and strengthened</i></p>	<p>Promote youth, gender and disability advocacy and the advancement of women</p> <p><i>Participation and advocacy of vulnerable groups is advanced</i></p>
PRIMARY INDICATORS	<ul style="list-style-type: none"> • Effective dependency ratio • Percentage of functional Operation Sukuma Sakhe war rooms • The poverty gap (p1) and severity of poverty (p2) • Reduction in child poverty and malnutrition: <ul style="list-style-type: none"> - Stunting prevalence among children 0-14 years - Wasting prevalence among children 0-14 years - Obesity prevalence among children 2-14 year - Child under 5 years severe acute malnutrition incidence (per 1000 incidence) (Proxy) - Child under 2 years underweight for age incidence (Proxy) • Percentage social grant beneficiaries 	<ul style="list-style-type: none"> • Percentage of population within a 5 km radius of a health service • Infant mortality rate (per 1000 live births) • Under 5 mortality rate (per 1000 live births) • Maternal mortality in facility ratio (per 100 000 live births) • Percentage of the population with private medical cover • Percentage of fixed Primary Health Care facilities scoring above 70% on the Ideal Clinic Dashboard • Decrease in incidence of chronic illnesses: <ul style="list-style-type: none"> - Diabetes incidence (per 1,000 population) - Hypertension incidence (per 1,000 population over 40 yrs) • Prevalence and incidence of communicable diseases <ul style="list-style-type: none"> - HIV incidence (in general population) - HIV prevalence among 15-24 year old pregnant women - Infant PCR test positive around 10 weeks rate - TB incidence (per 100 000 population) - Malaria incidence (per 1000 at risk population) • Professional nurses per 100 000 population • Medical officers per 100 000 population 	<ul style="list-style-type: none"> • Dietary Diversity Index: % of households consuming < 15 major food categories in the previous month • Percentage of households experiencing food inadequacy (food access severely inadequate) • Percentage of households involved in agriculture to produce food for the household in the Province 	<ul style="list-style-type: none"> • Percentage of households living in formal dwellings per district <ul style="list-style-type: none"> - Total number of households - Households in formal dwellings • Percentage housing backlog • Percentage households with a registrable form of tenure • Percentage of Provincial Human Settlement budget spent on formal settlement development • Percentage of Social Housing and Rental Opportunities • Number of municipalities accredited to undertake the housing function • Percentage of operational costs funding for institutional capacity paid based on the projects expenditure / investments in the accredited municipalities 	<ul style="list-style-type: none"> • Total number of crimes measured as the number of crimes reported per 100 000 population • Number of fatal accidents reported • Number and/or spread of functional Community Policing Forums • Number of serious crimes reported • Number of crimes against women, children and the elderly • Number of drug related crimes reported 	<ul style="list-style-type: none"> • Number and extent of community level organisations (NPOs) active in participating in government department programmes, with active registration status, as brought together through and represented in the Social and Moral Regeneration Council 	<ul style="list-style-type: none"> • Percentage of youth in all spheres of socio-economic opportunities • Percentage of wards that have functional youth structures • Percentage of women in all spheres of socio-economic opportunities • Percentage of wards that have functional women structures • Percentage of people with disability in all spheres of socio-economic opportunities • Percentage of functional local disability forums • Level of participation of women, youth and people with disabilities in the processes of governance and consultative structures at all levels
INTERVENTIONS	<ul style="list-style-type: none"> • Scaling up integrated community- and facility based interventions to decrease malnutrition in children under the age of 5 years • Accelerate the roll-out of the Poverty Eradication Master Plan and evaluate the impact it has made in the most deprived wards. • Accelerate the roll-out of the Operation Sukuma Sakhe and evaluate the impact it has made in the Province • Implement a comprehensive social security system • Expand social welfare services to under-served areas • Strengthen collaboration with and capacity building of NPOs to augment service delivery 	<ul style="list-style-type: none"> • Scale up the implementation of strategic interventions to fast track transformation of public health services towards universal health coverage • Implement the KZN 2017-2022 Multi-Sectoral Response Plan for HIV, TB and STIs to reduce the burden of communicable diseases. • Accelerate the implementation of comprehensive and integrated community- and facility-based services/ interventions to improve maternal, neonatal and child health • Accelerate the implementation of comprehensive and integrated community- and facility-based services/ interventions to reduce the burden of non-communicable diseases • Facilitate appropriate health research and knowledge management to inform evidence-based and responsive planning and decision-making 	<ul style="list-style-type: none"> • Develop facilities for local markets, production / processing facilities and retail including appropriate storage and logistics measures • Facilitate skills development in communities aligned to local economies to support local food production and provision of consumer services • Accelerate the implementation of the KZN Poverty Eradication Master Plan to contribute to food security • Expedite the roll-out of the National Schools Nutrition Programme • Implement an integrated system for continuous assessment of poverty, malnutrition and hunger and to measure migration out of the poverty trap, targeting the most marginalised urban and rural communities 	<ul style="list-style-type: none"> • Establish a joint provincial forum to address human settlements to ensure coordinated and integrated development planning and implementation • Implement polycentric nodal development aligned to the Provincial Spatial Development Framework to achieve sustainable livelihoods • Undertake a comprehensive review of the KZN Human Settlements Strategy incorporating the key focus areas of informal settlements upgrade, social housing, housing in the gap market and a comprehensive rural settlement policy • Improve the number of households with a registrable form of tenure • Support municipal accreditation to undertake the housing function 	<ul style="list-style-type: none"> • Monitor the implementation of the KZN Provincial Safety Strategy through identified implementation programmes. • Develop a consolidated Road Safety Strategy for the Province • Institute Victim Empowerment Programmes across the Province • Improve and extend programmes to address violence and anti-social behaviour amongst men, especially young men (who are often perpetrators and victims of such violence) • Improve and extend programmes providing services to those often targeted in violence with a particular focus on women and children and those in the LGBT communities • Strengthen and empower Community Policing Forums and Community Safety Forums (CSF's) across the Province • Reduce livestock theft 	<ul style="list-style-type: none"> • Finalise and implement a Social and Moral Regeneration Strategy for the Province to cover responsible citizenry, moral regeneration, ethics and support mutually beneficial platforms to help reduce tensions between SA and foreign nationals • Develop and implement programmes that provide norms and behaviour that create an enabling environment for the NPO sector • Develop industry-orientated arts, culture and sports programmes • Monitor the implementation of the Military Veterans Support Programme 	<ul style="list-style-type: none"> • Develop programmes to track social and economic development among the youth • Develop programmes to track social and economic empowerment of women in both rural/traditional and urban areas • Develop programmes for tracking social and economic advancement of people with disabilities • Strengthen mechanisms to measure the impact of development plans in the empowerment of women, youth and people with disabilities, including increased levels of participation in the governance structures and processes of the Province

GOAL 4: STRATEGIC INFRASTRUCTURE

Strategic infrastructure provides for the social and economic growth and development needs of KZN

GOAL INDICATORS

- Provincial and Municipal Fix Capital Formation as a percentage of KZN GDP (2010 constant prices)
- Percentage of provincial and municipal budget allocated to new capital infrastructure
- Percentage of provincial and municipal budget allocated to new capital infrastructure spent
- Percentage of provincial and municipal budget allocated to infrastructure, operation and maintenance proportional to new capital infrastructure spent

OBJECTIVES	Development of seaports and airports	Develop road and rail networks	Develop ICT Infrastructure	Ensure availability and sustainable management of water and sanitation for all	Ensure access to affordable, reliable, sustainable and modern energy for all	Enhance KZN waste management capacity
	<i>The ports of KZN operate at optimal capacity and offer greater potential to increase connectivity both at domestic and international level</i>	<i>The roads and rail networks in KwaZulu-Natal provide efficiently for cargo and commuter needs</i>	<i>Sufficient information and communications technology (ICT) infrastructure is available for the growth and development needs of KZN</i>	<i>Sufficient water is available for the growth and development needs of KZN</i>	<i>Sufficient electricity is available for the growth and development needs of KZN</i>	<i>Waste disposal sufficiently protects the environment and communities</i>
PRIMARY INDICATORS	<ul style="list-style-type: none"> • Increase in efficiencies and volumes (of cargo and passengers) of Durban Port, Richards Bay Port and Dube Tradeport as measured by the following: <ul style="list-style-type: none"> - Ports throughput measured in million TEUs at Durban and Richards Bay Ports - Ports throughput measured in Dry Bulk volumes (million tons) at Durban and Richards Bay Ports - Turnaround times at Durban and Richards Bay Ports - Port throughput measured by number of Cruise Ship Operators - Port throughput measured by number of Cruise Liner visits - Tonnage throughput from DTP cargo terminal (international) - Tonnage throughput from DTP cargo terminal (domestic) • Volume of passengers through KZN Seaports and Airports • Number of scheduled domestic connections • Number of scheduled international connections 	<ul style="list-style-type: none"> • Percentage of container cargo destined for inland (inter-and-intra provincial) hubs leaving eThekweni by rail • Volume (in tons) of coal being transported from inland areas to Richards Bay Port for export • Number of kilometres of declared rural roads that provide access to communities • Percentage modal split in commuter transport • Road to rail ratio out of Durban • Percentage of national road network in poor to very poor condition • Percentage of tonnage to capacity utilisation (demand installed) 	<ul style="list-style-type: none"> • Number of kilometres of backbone Fibre Optic cables rolled out • Percentage of local municipalities with good established access networks • Percentage of households that penetrate the internet • Level of increase in mobile broadband coverage in the Province • Reduction in the average cost of data per megabyte (MB) • Percentage of schools connected • Percentage of health facilities connected • Minimum broadband speed available within the Province • Number of Public Wi-Fi Hotspots established 	<ul style="list-style-type: none"> • Surface water storage as a percentage of surface mean annual runoff per district • Quantity of surface water abstracted per annum in each district • Quantity of groundwater abstracted per annum in KZN as a % of groundwater potential abstracted per annum in each district • Percentage of households with infrastructure access to a basic level of sanitation (Ventilated Improved Pit Latrine) and higher • Percentage of households with infrastructure access to potable drinking water, within 200m of the dwelling • Non-revenue water loss (real physical water loss and non-physical water loss) • Percentage of water service systems in balance (supply and demand) • Percentage of households with access to 75 litres of water per person per day • Percentage of households with yard water connections and higher level of service 	<ul style="list-style-type: none"> • Percentage of households receiving reliable and affordable electricity supply • Reduction in distribution losses (Technical distribution losses and non-technical distribution losses) 	<ul style="list-style-type: none"> • Percentage increase in tonnage of waste recycled • Percentage of legally registered landfill sites that are fully compliant
INTERVENTIONS	<ul style="list-style-type: none"> • Advance collaborative planning and development of the Durban Aerotropolis with relevant authorities to ensure its realisation • Explore options for the development of an inland inter-modal logistics hub to improve efficiency and cost competitiveness of the Port of Durban for all main cargo types • Improve efficiency of cargo handling in Port of Durban • Increase Richards Bay Port Multi-Purpose handling facility • Provide a modern Durban Passenger Terminal facility • Create an environment conducive for the development of small craft harbours • Development of appropriately located Regional Airfields • Promote KZN seaports as a desirable destination for international cruise liners 	<ul style="list-style-type: none"> • Improve inter-modal connectivity between the Port of Durban and Inland hubs • Expansion of coal rail link • Implement road building and maintenance programmes and improve rural accessibility • Improve public transport • Expand and maintain core rail network and the branch lines to increase road to rail ratio • Develop inter-modal facilities in identified secondary cities 	<ul style="list-style-type: none"> • Expedite the rollout of the national broadband backbone (SA Connect) • Expand community access to broadband services • Increase bandwidth (speed) for economic competitiveness • Expand the number of Public Wi-Fi Hotspots • Revise and update the Provincial Broadband Strategy and Implementation Plan 	<ul style="list-style-type: none"> • Review and implement the Provincial Water Sector Investment Strategy • Policy and guidelines on the inclusion of quaternary catchment for groundwater, grey water and desalination • Develop and implement water sector capacity building programme with all water institutions • Develop new water and sanitation tariff policy • Expedite the approval of water use licences • Programme for the development of water sources • Programmes for reduction of on-revenue water 	<ul style="list-style-type: none"> • Develop and implement the Provincial Energy Strategy. Cover generation, delivery and financial partnerships 	<ul style="list-style-type: none"> • Review the KZN Integrated Waste Management Plan • Municipal capacity building in waste and environmental management

GOAL 5: ENVIRONMENTAL SUSTAINABILITY

The province's environmental assets and natural resources are well protected and continually enhanced through synergistic development practices

- GOAL**
- Reduction in Greenhouse Gas Emissions
- INDICATORS**
- Percentage protection of High-Risk Biodiversity Planning Units (HRBPUs)

OBJECTIVES	<p style="text-align: center;">Enhancing resilience of ecosystem services</p> <p style="text-align: center;"><i>Land productivity is sustainably improved, and biodiversity loss trends are halted and reversed</i></p>	<p style="text-align: center;">Expand application of green technologies</p> <p style="text-align: center;"><i>Greater proportion of renewable energy used in KZN</i></p>	<p style="text-align: center;">Adapt and respond to climate change</p> <p style="text-align: center;"><i>The province is able to effectively anticipate, respond to and mitigate the effects of climate change</i></p>
STRATEGIC OBJECTIVE INDICATORS	<ul style="list-style-type: none"> • 0% increase in the Provincial Land Degradation Index • Hectares of land rehabilitated annually • Percentage use of high value agricultural land for non-agricultural activities • Percentage compliance with national Ambient Air Quality Standards. • Percentage compliance with Blue Drop rating. • Percentage compliance with Green Drop rating. • Percentage of waste water treatment works complying with enforcement measures to meet effluent standards. • Percentage of waste licence applications finalized within legislated time frames. • Percentage of EIAs processed within legislated time frames. • Number of compliance inspections conducted. 	<ul style="list-style-type: none"> • Number of small scale renewable energy projects • Units of energy produced through alternative energy generation (new build). 	<ul style="list-style-type: none"> • Number of Districts / Metro with updated Disaster Management plans. • Provincial coverage of functional Disaster Management Centres. • Percentage of weather events where early warning alerts were received by affected parties prior to incident. • Average time taken to respond to disaster events by primary responders • Percentage of IDP's incorporating climate change adaptation and disaster risk reduction programmes.
INTERVENTIONS	<ul style="list-style-type: none"> • Promote sustainable agricultural land use practices • Enforcement of Conservation of Agriculture Resources Act (CARA) legislation relating to erosion prevention and control and eradication of alien and invasive plant species. • Finalisation of surface water and groundwater reconciliation and reserve determination studies for all quaternary catchments. • Enhanced monitoring of compliance and enforcement of environmental legislation. • Licensing, upgrading and monitoring of wastewater treatment works. • Coordination of the systematic reduction of carbon emissions . • Develop annual environmental implementation and management plans. 	<ul style="list-style-type: none"> • Implement the Renewable Energy Action Plan. • Develop provincial renewable energy strategy. • Develop sustainable energy plans. 	<ul style="list-style-type: none"> • Identification of focus areas for disaster management. • Development and implementation of the Provincial Coastal Management Program. • Mainstreaming and integration of climate change adaptation strategies into IDPs. • Develop a monitoring system to determine the provincial coverage of functional disaster management systems, including the number of Districts/Metro with updated disaster management plans • .Appropriate measures taken to address climate change induced vulnerabilities on different sectors within the Province.

GOAL 6: GOVERNANCE AND POLICY <i>The population of KZN is satisfied with the levels of government service delivery</i>				
		GOAL INDICATORS <ul style="list-style-type: none"> Level of satisfaction of citizens of KwaZulu-Natal with governance of Provincial and Local Government, as measured in the KZN Citizens Satisfaction Survey Functionality of social partnership structures (Councils). 		
OBJECTIVES	Strengthen policy, strategy co-ordination and IGR	Build government capacity	Eradicate fraud and corruption	Promote participative, facilitative and accountable governance
	<i>Public expenditure is spent in accordance with coordinated policy and strategy</i>	<i>Government is able to effectively and efficiently deliver infrastructure and services to the population of KZN</i>	<i>Government is corruption free</i>	<i>Government listens to and is accountable to the people</i>
STRATEGIC OBJECTIVE INDICATORS	<ul style="list-style-type: none"> % IDPs and District Growth and Development Plans, departmental and public entity Annual Performance Plans aligned to the PGDS/P. Level of functionality of IGR forums. Average IDP assessment score. Reduction in number of registered IGR disputes. Number of cross border (inter municipal, inter provincial and international) agreements and shared services agreements maintained. 	<ul style="list-style-type: none"> % vacant funded posts in provincial departments, municipalities and public entities. Number of municipalities, provincial departments, public entities achieving clean audits. % of positive rating of service delivery at provincial and local levels, measured through the KZN Citizens Satisfaction Surveys. % of provincial departments that achieve at least level 3 within 50% of the Management Performance Assessment Tool (MPAT) standards for each cycle. % of conditional grant funding spent in accordance with approved business plan/s. 	<ul style="list-style-type: none"> Percentage of positive rating of provincial performance as regards eradication of fraud and corruption at provincial and local levels, measured through the KZN Citizens Satisfaction Surveys. The rand value affected by fraud and corruption in the public sectors. Number of government officials convicted for corruption or offences related to corruption Conviction rate measured as a % of the total number of dockets received per year Number of departments achieving a satisfaction or better rating through MPAT on fraud and integrity. Percentage of cases from the National Anti-Corruption hotline closed by departments. 	<ul style="list-style-type: none"> Voter participation in municipal and provincial elections Number of engagements with functional social partnerships in the form of sector-specific multi-stakeholder forums/councils to engage and collaborate on aspects of the PGDP. Level of participation on non-governmental partners/stakeholders in the implementation structures (Action Working Groups) of the PGDP. The number of district municipalities with functional development agencies which actively involve the private sector and civil society at local level. Number of functional wards committees. Level of participation/awareness of programmes (PGDP/OSS/ Izimbizo). Percentage of high PGDP intervention areas (as per the PGDP Priority Interventions Areas Map) with functional OSS war rooms Public perception of Provincial government implementation of Batho Pele principle
INTERVENTIONS	<ul style="list-style-type: none"> Develop and implement credible mechanisms to regularly measure the level of alignment between provincial and municipal budgets and the PGDP and District/Local growth and development plans. Develop and implement a strategy alignment framework that applies across the three spheres of Government in KZN, and which is monitored and supported by dedicated capacity. Strengthen the effectiveness of the Provincial Executive Council Cluster System. Develop a stronger provincial coordinating structure for collaboration between Provincial / Local Government and institutions of Traditional Leadership. Maintain and implement policy co-ordination and inventory instruments. 	<ul style="list-style-type: none"> Rationalisation of municipalities and public entities. Finalisation and Implementation of the KZN integrated public sector HRD strategy and professional support programme. Promote shared services amongst municipalities. Strengthen the capacity of the Provincial Nerve Centre and Provincial Planning Commission to monitor and evaluate Government performance. Establishment of a central project management unit to coordinate infrastructure planning as well as support and monitor implementation of catalytic infrastructure projects. Develop alternative funding and partnership models for development, prioritising catalytic projects. Develop alternative funding and partnership models for strategic investment, infrastructure development and coordination. Operation Clean Audit Reduce the vacancy rate in provincial departments, municipalities and public entities to 10% or less 	<ul style="list-style-type: none"> Fast track disciplinary processes and effective criminal prosecution. Implementation of more centralised public procurement systems with more effective and reliable anti-fraud monitoring mechanisms. Implement proactive integrity management programmes in the public and private sectors. Develop and implement a new public-private coalition dedicated to combatting fraud and corruption and promoting good governance. Expedite the conclusion of all forensic and disciplinary cases relating to fraud and corruption Ensure effective recovery of monies defrauded 	<ul style="list-style-type: none"> Support effective multi-stakeholder and social partnership forums for consultation on all key elements of the PGDP. Strengthen local development agencies at District level. Strengthen functionality of Ward Committees. Undertake a review of the service delivery and implementation models of Government and public entities at provincial and local government spheres to ensure that most effective and efficient implementation options are being presented. Strategies to increase participation and to engage stakeholders as well as provincial communication. Provincial M&E framework to streamline reporting and performance information.

GOAL 7: SPATIAL EQUITY

Spatial Equity and Integrated Land Use Management which guides the allocation and utilisation of human and environmental resources towards sustainable growth and development.

GOAL INDICATOR

Improved population physical access to goods and services as measured by the Spatial Equity / Accessibility Index

OBJECTIVES

Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities

Concentrate public and private investment in locations that have been selected on the basis of their development potential

Ensure integrated land use management across the Province, ensuring equitable access to goods and services, attracting social and financial investment

Effective spatial planning and land management systems are applied across the province

STRATEGIC OBJECTIVE INDICATORS

- Spatial Distribution of Human Development Index (HDI) at provincial scale
- Number of municipalities meeting minimum hierarchy of plans standards.

- Percentage of land covered by comprehensive landuse schemes.
- Percentage of municipal capital expenditure aligned with the Provincial Spatial Development Framework.
- Number of municipalities with functional municipal planning units.
- Number of municipal Spatial Development Frameworks aligned with the Provincial Spatial Development Framework.
- Number of municipalities with functional GIS units.

INTERVENTIONS

- Integrate the outcomes of the Nodal Study into the Provincial Spatial Development Framework.
- Develop specific Corridor Plans to co-ordinate interventions around provincial corridors.
- Monitor progress in the implementation of the Small Town Regeneration and Rehabilitation Programme.
- Formalise Strategic Rural Nodes (which might include the dedicated establishment of new towns).
- Review, implement and monitor a Densification Strategy.
- Implement the Urban Development Framework (IUDF) in the Province.

- Promote and monitor the development of Ward-Based Plans.
- Formulate Land Reform Area-Based Plans within each District.
- Facilitate alignment between the application of Act 70 of 1970 and KZN Land Use Management Framework.
- Implement land use management schemes across the Province.
- Align District and Local municipal Spatial Development Frameworks with the Provincial Spatial Development Framework.
- Formulate Provincial Planning Norms, Standards and Guidelines (Including Rural Settlement Planning).
- Improve alignment for integrated planning through the Provincial Infrastructure Master Plan.
- Promote spatial planning systems within municipalities to improve evidence based decision making.
- Capacity and technical support for the effective monitoring and implementation of function planning units and GIS systems