

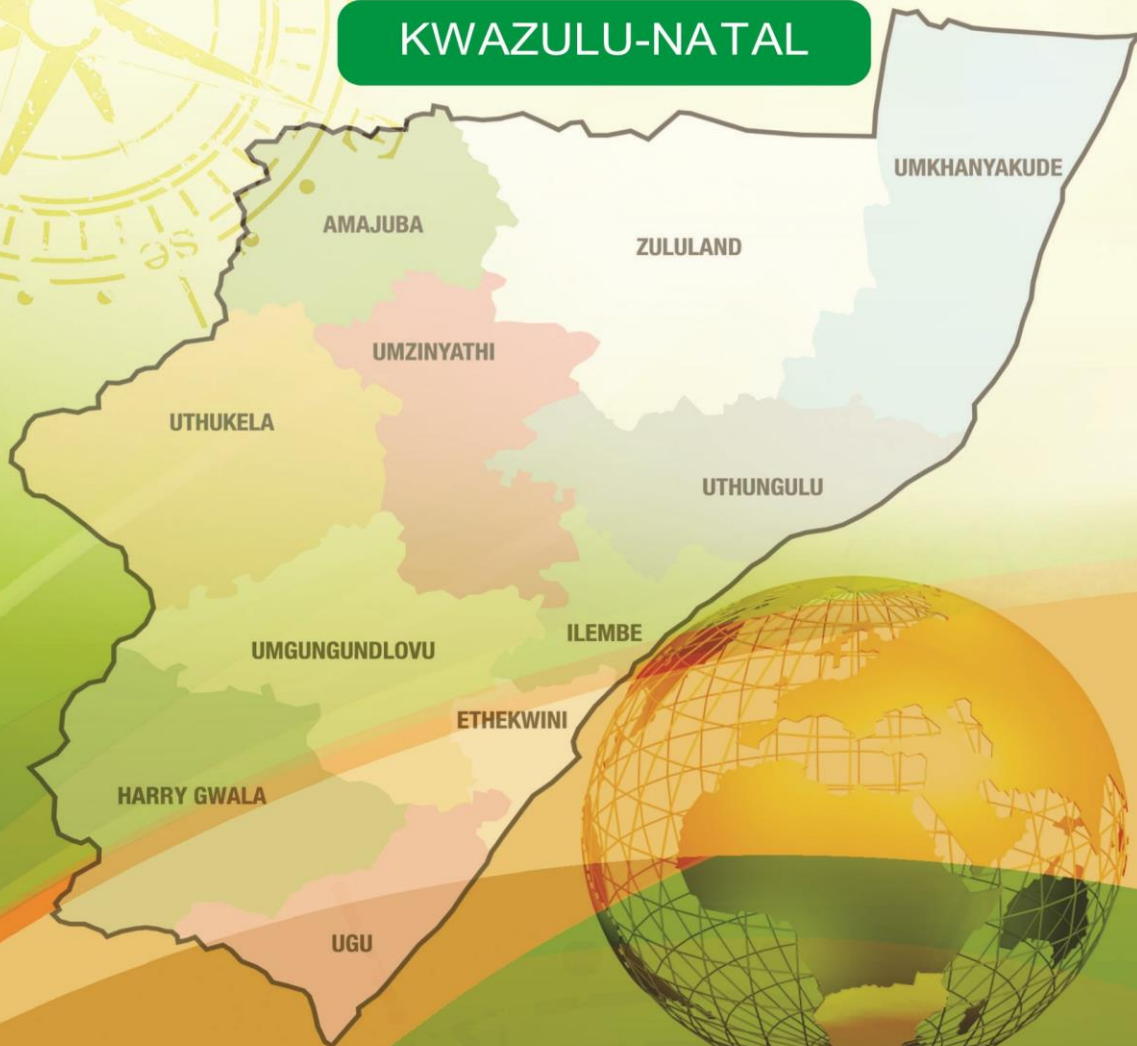


provincial planning  
commission

PROVINCE OF KWAZULU-NATAL

**OFFICE OF THE PREMIER**

**KWAZULU-NATAL**



# 2030 PROVINCIAL GROWTH AND DEVELOPMENT PLAN

*Building A Better Future Together*

AUGUST 2015

## FOREWORD BY THE HON. PREMIER OF KWAZULU-NATAL FOR THE KWAZULU-NATAL PROVINCIAL GROWTH AND DEVELOPMENT PLAN

The National Growth and Development Plan remains the only document, since the adoption of the Freedom Charter that will unite the people of this country for many more years to come.

The Charter became a common tool through which the hopes and aspirations of millions of our people were articulated. It gave clarity on a path to a free and democratic South Africa for many generations long after its adoption.

The Charter stood the test of time and outlived its critics until the day the people of this country held aloft the banner of freedom on the 27<sup>th</sup> April 1994.

We commend the President of the Republic His Excellency J.G Zuma for taking a bold step to implement the National Development Plan. The creation and implementation of the plan will undoubtedly go down as one of the epoch making decisions of our generation. When we developed our own Provincial Growth Development Plan (PGDP) we deliberately aligned it to the NDP because we want to unite the people of KwaZulu-Natal behind a common goal of creating a prosperous province for future generations.

History has placed on the shoulders of all of us as public representatives triple challenges of poverty, unemployment and inequality. I renew our pledge to achieve our goal of building a better life for all the people of this province. The PGDP remains the only tool that will help us achieve this goal.

Whilst for millions of our people today is better than 60 years ago, when the Freedom Charter was adopted, there are millions of our people who are yet to experience significant change. Despite this, our people remain hopeful that this democratic government will make tomorrow much better than today.

The PGDP gives us confidence more than ever before that we have everything it takes to become a great province. However, we are cognisant of the fact that we need to double our efforts in order to unlock the potential of KwaZulu-Natal and its people.

I commit myself and the Provincial Executive Council to use our energies to implement the PGDP. Importantly, all the people of this province will be made part of all efforts to do whatever is necessary to ensure that by **2030 KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the World.**

**Senzo Mchunu**

**The Honourable Premier of the Province of KwaZulu-Natal**

**ACRONYMS AND ABBREVIATIONS**

ABET	Adult Basic Education and Training
AG	Auditor General
AIDS	Acquired Immune Deficiency Syndrome
ASSA	Actuarial Society of South Africa
AWG	PGDP Action Work Groups
BMI	Body Mass Index
BR&E	Business Retention and Expansion Programme
B-BBEE	Broad-Based Black Economic Empowerment
CO <sup>2</sup>	Carbon Dioxide
COHOD	Committee of Heads of Department
CONCOURT	Constitutional court
CPI	Consumer Price Index
CWP	Community Work Programme
DAC	Department of Arts and Culture
DARD	Department of Agriculture and Rural Development
DCOGTA / COGTA	Department of Co-operative Governance and Traditional Affairs
DCSL	Department of Community Safety and Liaison
DEDTEA	Department of Economic Development, Tourism and Environmental Affairs
DHS	Demographic and Health Survey
DM	District Municipality
DM	Disaster Management
DOE	Department of Education
DOH	Department of Health
DHS	Department of Human Settlements
DoL	Department of Labour
DPW	Department of Public Works
DOT	Department of Transport
DTP	Dube Trade Port
DRDLR	Department of Rural Development and Land Reform
DSD	Department of Social Development
DWAS	Department of Water Affairs and Sanitation
ECD	Early Childhood Development
EDR	Effective Dependency Ratio
EKZNW	Ezemvelo KwaZulu-Natal Wildlife
EPWP	Expanded Public Works Programme
ESID	Economic and Strategic Infrastructure Development
TVET	Technical Vocational Education and Training Institutions (formerly known as FET Further Education and Training)
FTE	Full Time Equivalent
GDP-R	Gross Domestic Product - Regional
GVA	Gross Value Add
ha	Hectare
HALE	Health Adjusted Life Expectancy

HDI	Human Development Index
HIV	Human immunodeficiency virus
HOD	Head of Department
HRD	Human Resource Development
i.e.	Namely
ICT	Information, Communication, and Technology
IDP	Integrated Development Plan
IDZ	Industrial Development Zone
IEC	Independent Electoral Commission
IGR	Inter-Governmental Relations
IMR	Infant Mortality Rate
IRP	Integrated Resource Plan
ITB	Ingonyama Trust Board
JCPS	Justice, Community Protection and Security
KZN DOT	KwaZulu-Natal Department of Transport
KZN EC	KZN Economic Council
LED	Local Economic Development
M, E & R	Monitoring, Evaluation and Reporting
Mb	Mega bytes
MEC	Minister of Executive Council
MIG	Municipal Infrastructure Grant
MMR	Maternal Mortality Rate
MTSF	Medium Term Strategic Framework
MOU	Memorandum of Understanding
MW	Mega Watts
N2	National Route 2
N3	National Route 3
NDA CARA	National Department of Agriculture, Conservation of Agricultural Resources Act, 1983 (Act 43 of 1983)
NERSA	National Energy Regulator of South Africa
NPC	National Planning Commission
NDP	National Development Plan
OTP	The Office of the Premier
PGDP	Provincial Growth and Development Plan
PGDS	2011 KwaZulu-Natal Provincial Growth and Development Strategy
DGDP	District Growth and Development Plan
PHD	Doctor of Philosophy
PICC SIP	Provincial Infrastructure Coordinating Committee Strategic Infrastructure Project
POP	Points of Presence
PPC	Provincial Planning Commission
ppm	Parts Per Million
PRASA	Passenger Rail Agency of South Africa
PSEDS	Provincial Spatial Economic Development Strategy
R&D	Research and Development

SAAQIS	South African Air Quality Information System
SADC	Southern African Development Community
SANRAL	South African National Roads Agency Limited
SARCC	SA Rail Commuter Corporation
SDC	Social Development Council
SEDA	Small Enterprise Development Agency
SIPS	Strategic Infrastructure Projects
SMME	Small, Medium and Micro Enterprises
SOE's	State Owned Entities
SOER	KwaZulu-Natal State of the Environment Report
SPCHD	Social Protection, Community and Human Development
TB	Tuberculosis
TBD	To be determined
TC	Traditional Council
TEU	Twenty-foot Equivalent Units
TFCA	Trans Frontier Conservation Area
TIKZN	Trade and Investment KwaZulu-Natal
U5MR	Under 5 year Mortality Rate
UNDP	United Nations Development Programme
YDA	Youth Development Agency

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## A. BACKGROUND AND INTRODUCTION

In February 2011 the KwaZulu-Natal Provincial Executive Council tasked the Provincial Planning Commission (PPC) to develop and advise it on matters related to:

- a long term strategic development perspective and vision of the province;
- ensuring coherence in policy development and planning across Provincial Government; and
- strengthening performance monitoring and evaluation to assess the pace required to deliver on the desired outcomes by 2030.

The PPC firstly undertook a detailed Strategic Analysis of the Province, which details the status quo regarding each of the province's key sectors of growth and development and seeks answers on:

- How and where do we create sustainable jobs that build on our growing integration into Southern Africa, Africa and the world?
- How do we ensure that our people, and in particular our youth, have the education and skills to take up these job opportunities?
- How do we address social ills and restore pride in communities that are prepared to work hard at improving their quality of life?
- How do we reduce crime, violence and corruption?
- How do we improve the health status of people and entrench healthy lifestyles?
- How do we better utilise the natural resource base and the land still available for agricultural and other development, while ensuring stronger commitment to environmentally sustainable planning and development?
- How do we address the backlogs in delivery of basic services to those who do not yet have them, whilst also investing in maintenance of our infrastructure and also improving the quality of service delivered?
- How do we improve the way that Government works so that there are much higher levels of integration and collaboration between the departments and institutions in the national, provincial, district and local municipal spheres, and simultaneously achieve lower levels of corruption?
- How do we address issues of land reform and stimulate the development of rural areas?
- How do we address issues of food security in both rural and urban areas?
- How do we respond to the great challenges posed by climate change, and find opportunities for growth, offered by new innovations driven by the need for sustainability, such as renewable energy?
- How do we develop more community-empowering ways of planning and working as Government and social partners, so that the strategies to eradicate poverty and inequality are owned and championed by its' people, and not merely seen as Government initiatives?
- How do we manage the growth and development process in a way that builds partnership – between spheres of Government, Institutions of Traditional Leadership, implementation agencies, support institutions and the social partners of the private sector, organised labour and the community sector?

The answers to these questions obviously had to be based on a thorough understanding of the facts regarding the state of KwaZulu-Natal – the natural resource base, the environmental landscape, the economic make-up and opportunities, the social challenges, the infrastructure and spatial landscape and the institutional and governance status.



The PGDS therefore consists of a Situational Overview (August 2011) which surveyed the growth and development situation in the Province, sets a vision on where the Province aims to be in 2030, identifies seven strategic goals and thirty strategic objectives that will drive the Province towards this vision.

The purpose of the PGDS is to:

- Set a **long term (20 year +) vision** and direction for development in the province;
- Serve as the **overarching strategic framework** for development in the Province applying the 80/20 principle: it is not an inventory of all that we do but is a means of prioritising the province's strategic focus areas;
- **Provide spatial context** and prioritisation: not just what is to be done but also where;
- **Guide the activities and resource allocation** of provincial government and other spheres of government, business sectors, organised labour and other role players from civil society that can contribute to development in the province;
- Establish **clear institutional arrangements** to secure buy-in and ownership, through a structured consultation process with all development partners.
- **One strategy and plan for all "Ownership"**. Provincial government departments and KZN branches of state-owned-enterprises are tasked with the implementation of the Provincial Growth and Development Strategy and as such were referred to as "lead departments"; or (since February 2013) "convening departments". The Executive Council Clusters are the custodians of the PGDP together with the Provincial Planning Commission.
- **Alignment and integration**. Departmental strategic plans, municipal government IDP's and sector strategies and plans should cohere around the key goals and objectives of the PGDP.
- **Structured consultation within an agreed institutional framework**. Achieving alignment and integration across the range of government and civil society stakeholders is necessary and the PGD Plan recognises the need for an institutional framework which makes this possible.
- **Resource commitments and budget alignment**. With the agreed set of objectives and targets providing a common platform, the resource commitments of departments and municipal entities will be better leveraged for impact in the province.

After a broad consultation process, the PGDS was adopted in principle by the Provincial Executive Council in August 2011, and served as a basis for the first version of the Provincial Growth and Development Plan (PGDP) adopted in 2012, as well as subsequent annual refinements of the PGDP and is now approaching the end of the first five years of the long term strategy.

The PGDP, which serves as an implementation framework for the PGDS, has identified a set of indicators and targets to measure progress towards achieving the vision and objectives expressed in the PGDS.

This 2015 version of the PGDP represents the outcome of further consultations since adoption of the first version in August 2012. Noteworthy during this period was the conducting of three Operation Phakisa Labs i.e. Poverty Eradication Lab; the Makhathini Lab; and the Ocean Lab with the production of resultant strategies and plans aligned to the PGDP. During this period, all departments have developed new Five Year Strategic Plans, aligned to the NDP and PGDP for the period 2015 to 2020

Membership and active participation of all non-governmental partners in the activities of PGDP Action Work Groups (AWGs) are being encouraged so that both the refinement and implementation is done as a partnership between all stakeholders. This is critical to ensure that the PGDP remains a Plan for all in the Province and does not become only a plan for government.

## Underlying Principles

Economic growth is seen as the fundamental driver of social and human development. It has been argued by the Provincial Planning Commission that economic growth is the cross-cutting issue and implicit aim in every single aspect of the KZN PGDP. Economic growth is thus the lens through which this PGDP must be viewed.

The primacy of the rights of women, youth, the disabled and the aged is acknowledged – as these rights are safeguarded in the Constitution of South Africa. Targets for the participation of so-called “vulnerable groups” are set within government programmes from national to provincial level and are well established in principle and increasingly, in practice. This Provincial Plan takes its lead from National in stating that employment equity and other measures of redress should continue and be made more effective by focussing on the environments in which capabilities are developed.

It is estimated that 40% of KZN’s total land cover is under the custodianship of the Ingonyama Trust Board – land which is categorized as predominantly rural in context - covering areas where high poverty levels prevail. From job creation, through community development to spatial equity goal areas, the primacy of rural development is evident in the range of indicators and interventions in this Provincial Plan.

In selecting indicators by which to measure success in achieving the various objectives, the KZN Planning Commission considered the validity of the various indicators as well as the availability of data-sources to enable reliable measurement. The Commission was frequently faced with issues around availability of data and the more vexing consideration that the required forms of data could very well be gathered – but, at great expense. Unwilling to create a new industry around data and measurement, care was taken not to suggest indicators which would require onerous information-gathering exercises – with cost and reliability being factors to weigh up against each other.

## KwaZulu-Natal’s vision

**By 2030 KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the world**

**By 2030, the PROVINCE OF KWAZULU-NATAL should have maximized its position as a GATEWAY to South and Southern Africa, as well as its human and natural resources so creating a safe, healthy and sustainable living environment.**

**Abject poverty, inequality, unemployment and the current disease burden should be history, basic services must have reached all of its people, domestic and foreign investors are attracted by world class infrastructure and a skilled labour force.**

The people shall have options on where and how they opt to live, work and play, where the principle of putting people first and where leadership, partnership and prosperity in action has become a normal way of life.

## PGDP framework

The themes which emerged during the consultation and analysis phase lent themselves to the formulation of a set of strategic goals – which after lengthy consideration and finally adoption by the KZN Provincial Executive Council, were formulated as illustrated in the following diagram: seven strategic goals. Being focussed on the way forward and knowing that strategic goals are at too high a level to guide action, the key issues within the various landscapes were further analysed to work out exactly what improvements stakeholders were calling for; these were then fashioned into sets of strategic objectives allied to each goal. These are also set out in the illustration below.



## PGDP purpose

The main purpose of this PGDP document is to begin the process of enabling the province to measure its progress in achieving the accepted growth and development goals. The primary purpose of the PGDP is to:

- Describe the desired 2030 outcomes in the 7 goals and 30 objectives

- Agree on the set of indicators that will be applied to measure the progress we are making to achieve the desired outcomes
- Agree on the targets and the KZN growth path in respect of each of the indicators
- Agree on the strategic interventions required to achieve the set targets
- Describe the catalytic projects in support of the interventions, where possible
- Agree on the monitoring, evaluation, reporting and review framework of the plan.

The KZN Planning Commission, guided by the PGDP AWGs, has identified indicators to measure the extent to which the goals and objectives of the PGDP are being met. The targets set for each of these indicators collectively outlines the Province's growth trajectory towards 2030. Whereas the PGDS will be reviewed every five years, the PGDP is reviewed annually. The PGDP AWGs provide quarterly reports, via the institutionalised implementation structure, on progress with the implementation of the PGDP.

This document is proposed as a guide and strategic management tool to ensure that as a Province, there is concerted and measured effort to achieve the 2030 Vision. As the PGDP process continues to unfold, wider stakeholder groupings are participating in their fields in collaboration with the PGDP AWGs, the KZN Economic Council, the Council on Climate Change and the KZN HRD Council, so these targets are meant to be both a guide and measure for all stakeholders. **The PGDP is a plan for the Province of KZN and not just for government.**

## PGDP structure

The body of this document is a description of the strategic goal areas, their objectives and related indicators and targets to the years 2030. These statements describe the goal, the rationale for its inclusion in the provincial plan and how the achievement of the goal will contribute to KZN's growth and development trajectory. Each goal area has an overall cumulative measure of success proposed – "apex indicator" is the terminology used in the KZN PPC discussions.

Each objective is described as well the "primary indicators" relevant to the successful achievement of the strategic objective. These are proposed with targets to 2030.

A set of interventions are determined for each objective and are updated annually. These are not exhaustive, they are strategic interventions proposed to achieve the main goals and objectives of the PGDP.

The main narrative of strategic goals, objectives, indicators and interventions are set out in Section D. Each goal chapter contains a chart which summarises the indicators and interventions for that goal area. This is supported by the detailed Monitoring and Evaluation Framework in Section G which sets out details such as interim targets, means of verification and sources of data. This section also sets out the reporting and monitoring framework with reference to the institutional support framework including government and non-government components.

The key performance indicators for the strategic objectives and the targets for activities thus form the Monitoring and Evaluation Component of the PGDP and also become the Monitoring and Evaluation tools for the various government departments.

The last sections of the document provide preliminary notes on the institutional framework through which the PGDS and its implementation Plan are enacted and monitored and presents notes about the Monitoring and Evaluation framework.

## **Alignment with the MDGs, NDP and MTSF**

The PGDP is in alignment with the Millennium Development Goals (MDGs), the National Development Plan (NDP) and the Medium Term Strategic Framework (MTSF).

The Millennium Development Goals (MDGs) and targets from the Millennium Declaration, signed by 189 countries in September 2000 and from further agreement by member states at the 2005 World Summit to achieve eight critical economic and social development priorities by 2015 are as follows:

1. To eradicate extreme poverty and hunger
2. To achieve universal primary education
3. To promote gender equality and empower women
4. To reduce child mortality
5. To improve maternal health
6. To combat HIV/AIDS, malaria and other diseases
7. To ensure environmental sustainability
8. To develop a global partnership for development.

From the development focus of the MTSF the government has derived fourteen outcome areas that set the guidelines for more results-driven performance. The fourteen key outcomes, as an implementation framework for the NDP adopted in June 2014 are:

1. Quality basic education
2. A long and healthy life for all south Africans
3. All people in South Africa are and feel safe
4. Decent employment through inclusive growth
5. Skilled and capable work force to support an inclusive growth path
6. An efficient, competitive and responsive economic infrastructure network
7. Comprehensive rural development
8. Sustainable human settlements and improved quality of household life
9. Responsible, accountable, effective and efficient developmental local government system
10. Protect and enhance our environmental assets and natural resources
11. Creating a better South Africa and contributing to a better and safer Africa in a better world
12. An efficient, effective and development oriented public service
13. An inclusive and responsive social protection system
14. Transforming society and uniting the country

## B. SPATIAL DEVELOPMENT FRAMEWORK OF KZN

The PGDS recognises that environmental vulnerability, social need and economic development are not evenly distributed and spatial disparities will always exist due to the spatial distribution of natural resources, historical influences and cultural factors. These spatial disparities have often been aggravated by past spatial planning. This has resulted in a disjuncture between where people live and where social and economic opportunities are concentrated. This 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.

The strategic and targeted nature of the Provincial Growth and Development Strategy implies that specific interventions will be undertaken within key geographical areas of *need* and *potential*. Provincial strategies aimed at promoting growth and development must therefore be developed on the basis of a thorough understanding of the existing profile of the province and an analysis of the strengths, weaknesses, opportunities and threats of the current situation. Strategies, programmes and plans would be developed to build on the strengths, eliminate the weaknesses, explore the opportunities, and to mitigate the threats within social, economic and environmental realms. Provincial strategies for growth and development must therefore also make clear pronouncements on specific geographic areas of focus for the phased implementation of Province's strategy. This will require a thorough understanding of the physical, demographic, social, economic and institutional profile and the state of the environment of the Province as well as careful analysis of development trends and future projections.

The KwaZulu-Natal Provincial Spatial Development Strategy has therefore been developed in order to achieve the goals and objectives of the PGDS in a targeted and spatially co-ordinated manner. The Provincial Spatial Development Strategy sets out to:

- Be the **spatial expression of the Provincial Growth and Development Strategy** (PGDS) and provide spatial context for proposed strategic interventions;
- Provides a set of **normative principles** or departure points that guide the Province's approach to dealing with socio-economic issues that are manifested spatially;
- Provide a basis for informed consensus on the **province's spatial priorities** by providing a map giving guidance for the future spatial development of the Province based on **Broad Provincial Spatial Planning Categories** (BPSPCs) and a series of other relevant features;
- Assist to prioritise and **align where government directs its investment** and development initiatives to ensure sustainable and maximum impact;
- Capitalise on **complementarities** and facilitate consistent and **focused decision making**,
- **Guide municipal integrated development plans** (IDPs), spatial development frameworks (SDFs) and provincial and municipal framework plans (i.e. sub-SDF spatial plans); with normative principles, approach and content.
- Provide **clear intent to the private sector** about desired development directions;

- **Increase predictability** in the development environment.

These are further expanded in the KZN Spatial Development Framework which can be found on the Planning Commission's website [www.kznppc.gov.za](http://www.kznppc.gov.za).

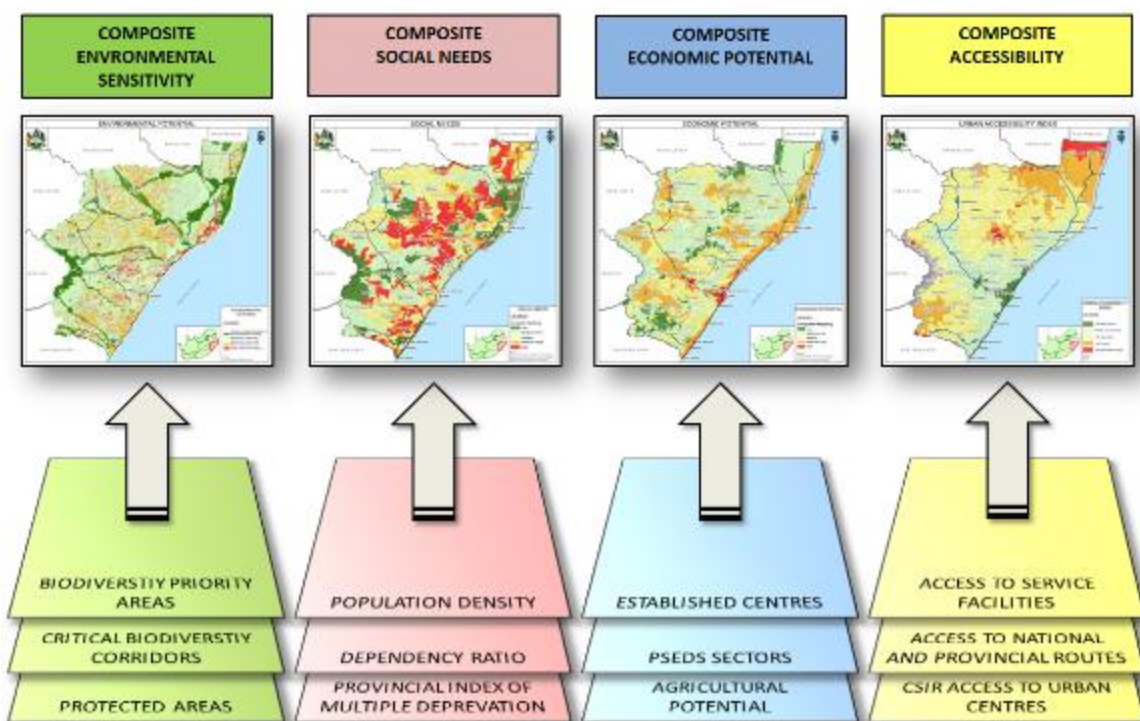
## Spatial Variables

Where previous provincial spatial prioritisation strategies such as the Provincial Spatial Economic Development Strategy has focussed on the identification of both areas of Social Need and Economic Potential and especially the areas where these two variables intersect, the PGDS incorporates a third vital component by considering environmental vulnerability or sensitivity as well and the spatial development strategy follows the same philosophy towards environmental responsibility and sustainable development. This approach to spatial variables is illustrated below and considers that the physical / environmental geography of any area impacts on and is impacted on by the human / economic geography and it is the interaction between these variables which is essential to understand and plan for growth and development.

Further, it is vital to consider general accessibility as a cross-cutting variable which impacts all three pillars of sustainable development and as a result the four main spatial variables informing the provincial spatial development framework include:

- Environmental Sensitivity
- Economic Potential
- Social Need
- Urban Accessibility

These variables themselves are also in turn represented by a number of spatial variables which are directly and indirectly representative of the particular spatial component as illustrated below:



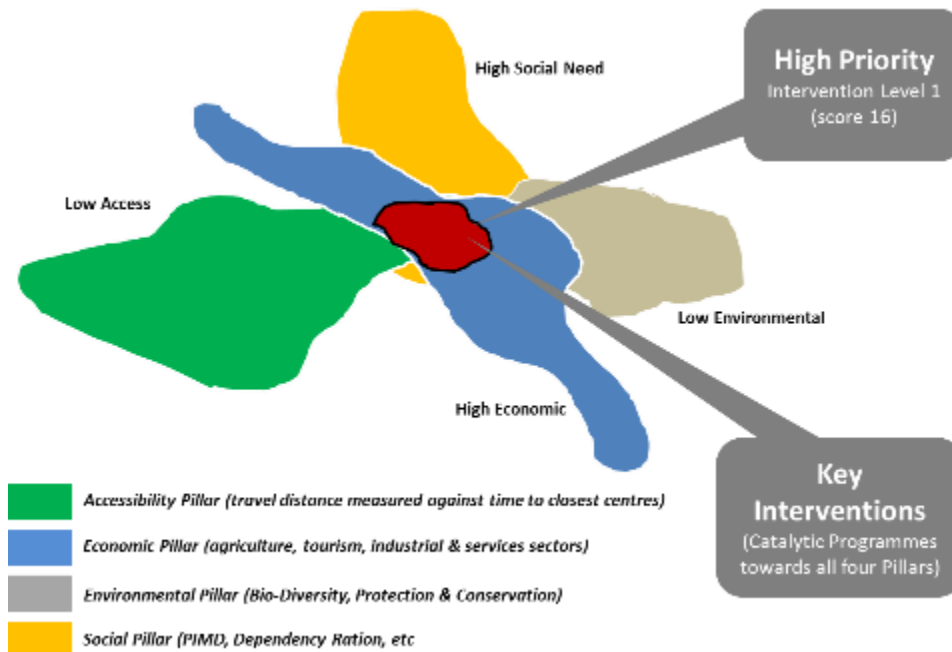
In order to effectively combine these four variables or pillars into a single map of key intervention areas, the categories/level of each variable was weighted and ranked into five similarly described categories to allow for effective overlaying comparisons. The various weighting and categories used per variable is briefly illustrated below:

Social Need		Economic Potential		Environmental Vulnerability		Accessibility	
Highest	4	Highest	4	Low	4	Low	4
Moderate-High	3	Moderate-High	3	Moderate-High	3	Medium-Low	3
Moderate	2	Moderate	2	Moderate	2	Medium-Low	2
Moderate-Low	1	Moderate-Low	1	Moderate-Low	1	Medium-High	1
Low	0	Low	0	Highest	0	Highest	0

It should be noted that where the social need and economic potential pillars scored 4 weighted points for areas where highest need and highest potential exist, the environmental vulnerability and accessibility pillars were weighted in reverse, meaning that where low vulnerability and low accessibility occurred, these areas scored 4 weighted points. The reason for this is to address social needs and economic potential firstly in areas where they will not have a severely negative impact on the environment. Secondly the areas where low accessibility currently occurs needed to be elevated as key intervention areas in order to address such accessibility constraints.

Thus an area with high social need, high economic potential, low environmental vulnerability and low accessibility would score a maximum of 16 variable weighted points and be identified as a high priority intervention area as graphically illustrated below:

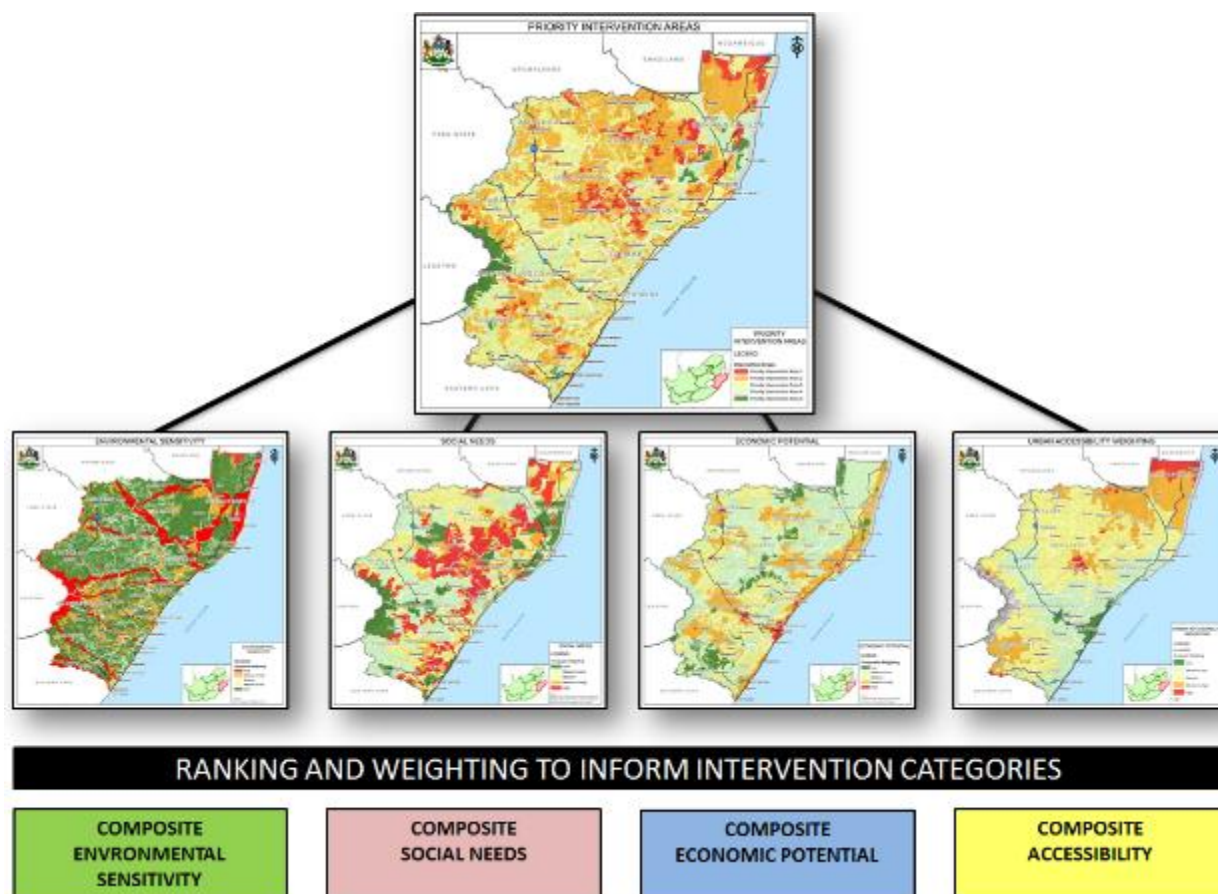




In order to compile a combined map of key intervention areas (using this method) for the entire province, intervention categories were classified as follow:

- Key Intervention Area **Level 1** (Scoring **between 13 and 16** variable weighed points),
- Key Intervention Area **Level 2** (Scoring **between 10 and 12** variable weighed points),
- Key Intervention Area **Level 3** (Scoring **between 7 and 9** variable weighed points),
- Key Intervention Area **Level 4** (Scoring **between 4 and 6** variable weighed points),
- Key Intervention Area **Level 5** (Scoring **between 0 and 3** variable weighed points),

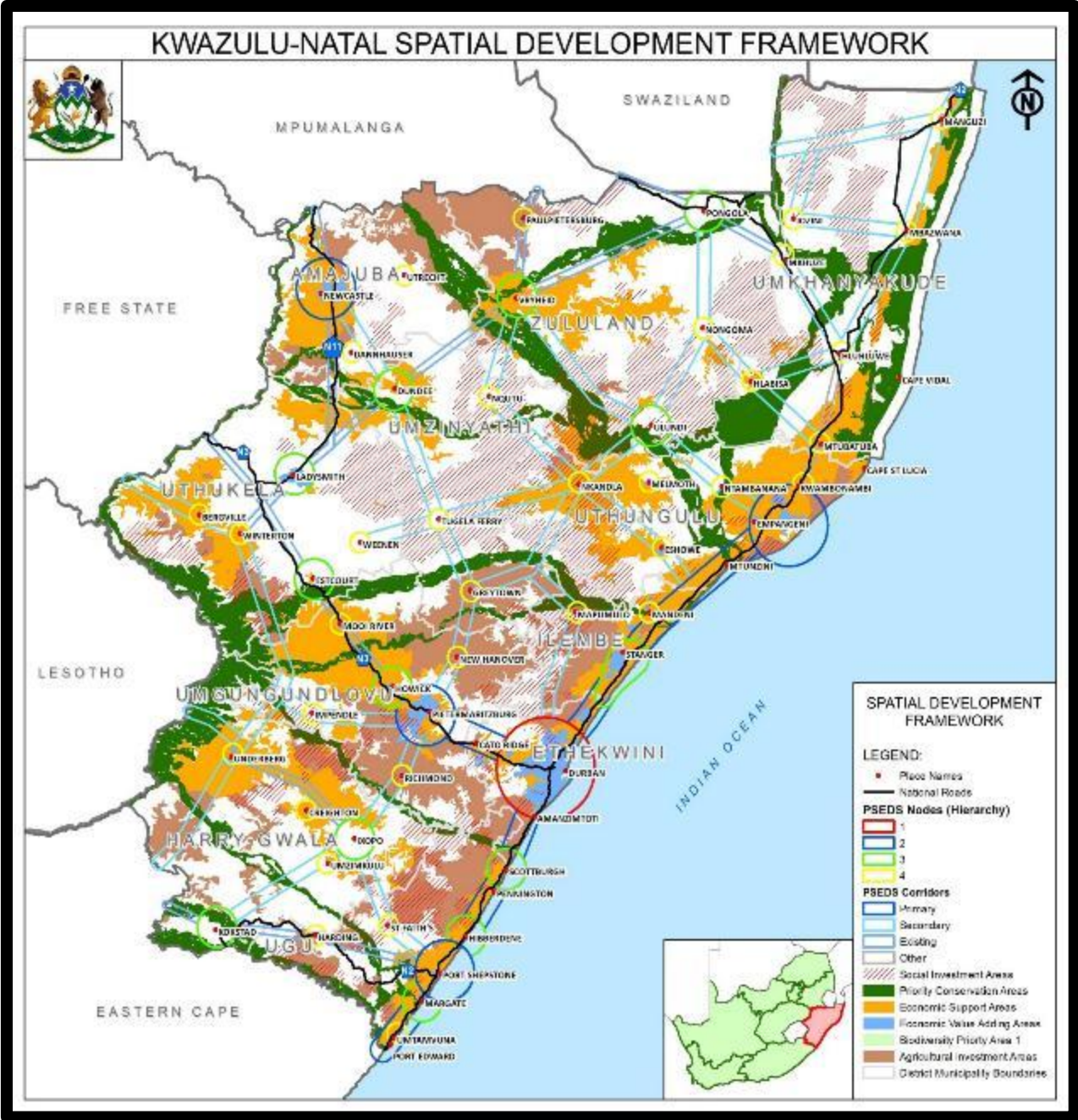
The process of compiling the combined map of key intervention areas is illustrated below:



The same set of variables, and their input maps were then also expressed into Broad Provincial Spatial Planning Categories to be combined into a single Provincial Spatial Development Framework. These categories are discussed in detail in the KZN Spatial Development Framework and summarised below.

These spatial variables were considered collectively and a ranking order to key elements was used to formulate a composite Provincial Spatial Development Framework which identifies Broad Provincial Spatial Planning Categories.

The map below shows the areas identified as social investment areas, priority conservation areas, economic support areas, economic value-adding areas, biodiversity priority areas and agricultural investment areas. Primary, secondary, tertiary and quaternary nodes are also shown. These provide broad guidelines for spatial planning within and across districts.



## Priority Intervention Areas

The composite map of priority intervention areas, based on the variable weighting described earlier in this chapter, is illustrated below.

The classification criteria which have been used define the core areas, especially within the interior of the province, however it should be noted that it is not the intention of the PGDS or the provincial spatial framework that only these core areas benefit from strategic interventions. Rather as a minimum, the Level 1 and Level 2 areas are identified as areas where urgent short term concentration and co-ordination of public interventions are required, with other intervention areas systematically being attended to.

The type and extent of the interventions which would be targeted at these areas, would be formulated jointly with the various district municipalities against the framework of the PGDS, its goals, objectives and envisaged interventions.

Given the urbanisation trends as well as the already significant contribution which major urban centres such as eThekweni, Msunduzi and Richards Bay make to the regional economy of the province, as well as the fact that these areas also accommodate concentrations of poverty stricken areas, these centres should not be neglected. The Provincial Spatial Economic Development Strategy (PSEDS) has identified a hierarchy of provincial nodes which contribute strategically to the provincial, regional and local economies as well as service as vital service centres to communities. These nodes, in relation to the Level 1 and 2 Priority Interventions areas are illustrated below.

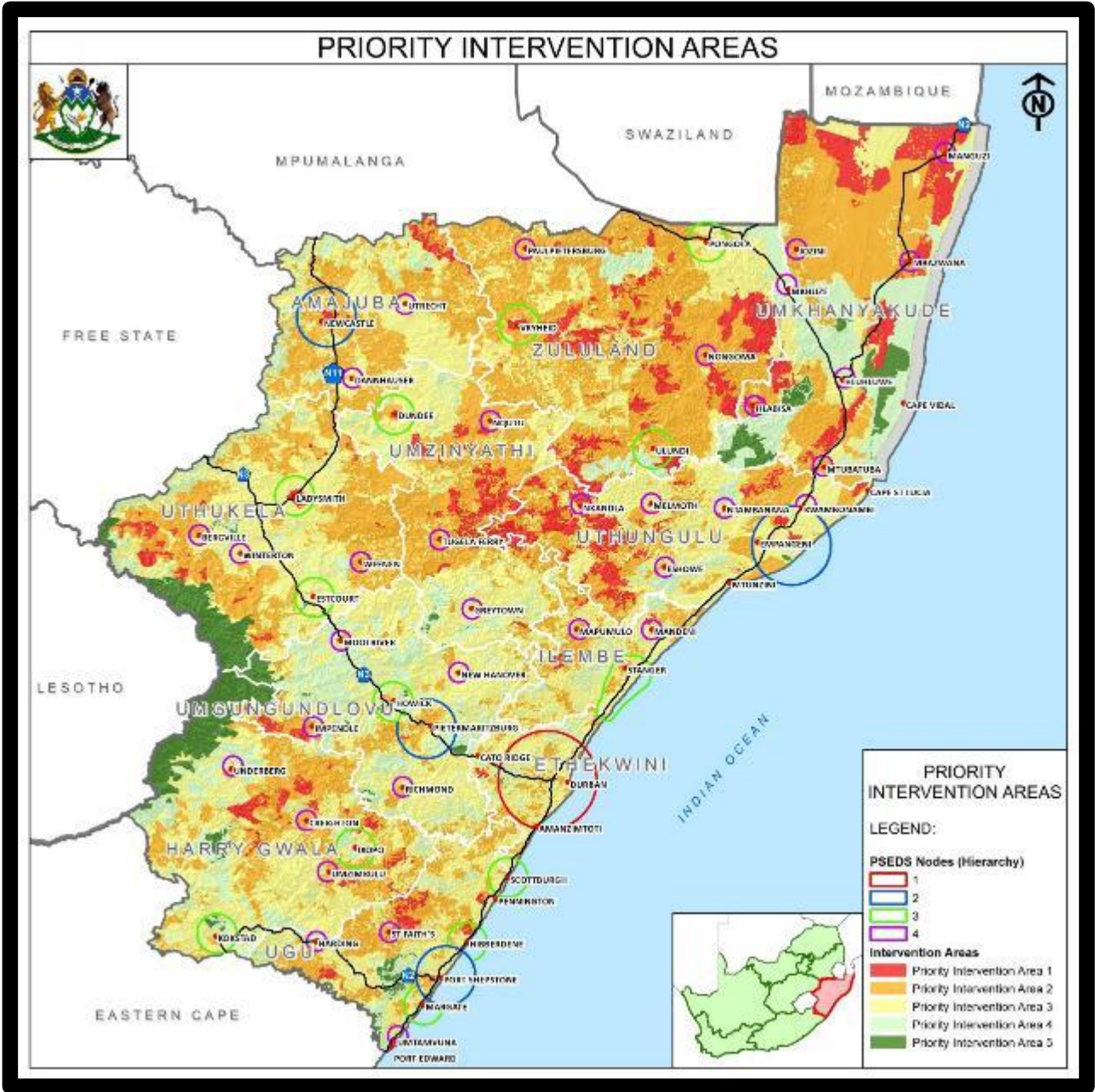
It is evident that in certain centres (e.g. Newcastle, Ulundi etc.) the proposed nodes and priority intervention areas do correspond to a high level. However, even the nodes which are seemingly not core areas of priority interventions such as eThekweni and Richards Bay also accommodate smaller, concentrated areas where priority interventions are proposed. Public investment areas are therefore directed both by the priority intervention areas as well as the identified provincial nodes. It is also envisaged that the nodes would serve as centres where the highest synergies between public and private investment would occur.

### Rural Service Centres

The proposed rural service centres which have also come to be known as “Community Service Centres” are envisaged as the simplest / lowest level of provincial nodes. They would typically be established around existing traditional administration centres as well as other accessible rural points identified as periodic markets. These will be identified in consultation with the district municipalities and should serve as first access to basic services within rural areas. The rural service centres / community service centres will include, as some have already emerged to include, a combination of the following activities:

- Traditional administration centre,
- Taxi/ bus stop,
- Informal trading / market area,
- Social facility (clinic, library etc),
- Skills development centre (mainly local schools),
- Mobile services point (mobile clinics, pension pay points, mobile library etc)
- Small commercial facility
- Recreational facility such as a sport field.





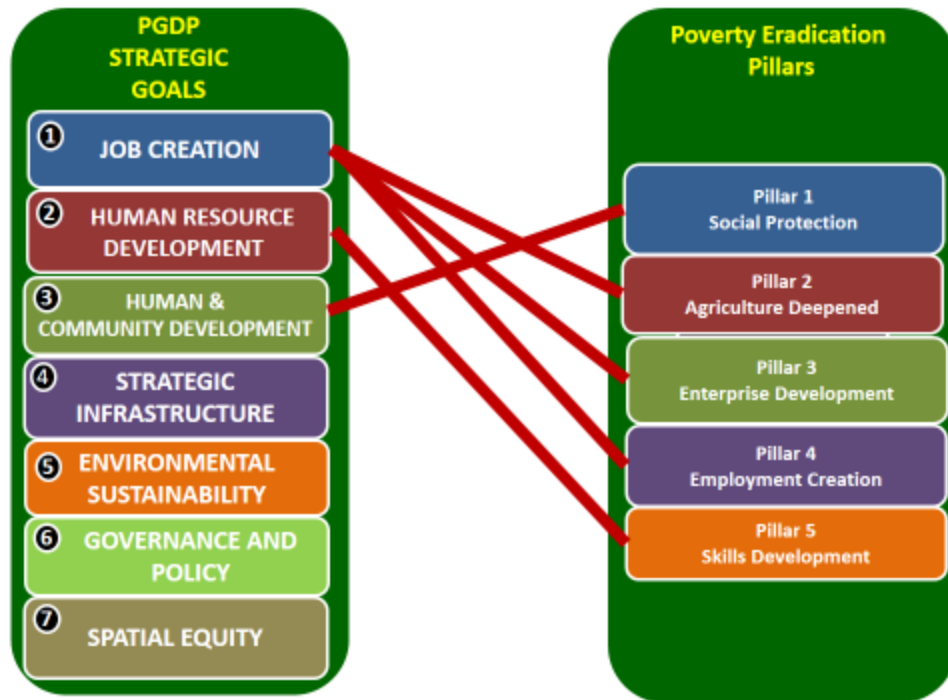
## C. POVERTY ERADICATION MASTER PLAN (PEMP)

The PEMP is a bold and multi-pronged plan for eradicating poverty in the Province and giving dignity to our people. The PEMP was developed through an Operation Phakisa Model and LAB process and has been fully aligned with the National Development Plan (NDP) and the PGDP.

The PEMP comprises **five key strategies or pillars**, each underpinned by specific game changers, namely:

1. **Social security and housing**, where the focus is on improving Child Health Outcomes, Improving access to quality Education, Uplifting Living Standards, Food and Nutrition Security, Social Security, as well as Community Mobilization and Development;
2. **Agriculture development**, by adopting, adapting and fast-tracking the Fetsa-Tlala approach to ensure household food security, linking mechanisation to entrepreneurship, commercialisation of livestock on communal land; revitalisation of land reform farms; promotion of agriculture cooperatives and agribusiness youth empowerment;
3. **Enterprise Development** through opportunities presented in waste management, construction, processing plants, rural renewable energy, mining and business support;
4. **Employment Creation** with specific emphasis on rural infrastructure development, revamped expanded public works programme, rural tourism and communal milling stations;
5. **Skills Development**, in particular to address issues of early childhood development, primary and secondary schools education improvement, skills alignment to economic growth, artisan development, and youth skills development and lifelong learning.

The PEMP is positioned within the context of the PGDP as depicted in the diagram below. This diagram clearly indicates the alignment between the PGDP and PEMP and in particular, the specific focus areas of the PEMP within the PGDP context. It further indicates that all seven Goals of the PGDS/P are critical for the successful implementation of the PEMP.



The **implementation approach** of the PEMP is targeted on:

- the most deprived households;
- in the most deprived wards; and
- in most deprived municipalities.

The Province has 3.2 million people living in conditions of extreme poverty, the majority of which households are in the identified 169 poorest wards. Most of these 169 poorest wards are located in the 5 Local Municipalities ranked as the poorest in the Province, namely Msinga, Umhlabyalingana, Maphumulo, Vulamehlo and Nkandla.

This targeted implementation approach comprises of 4 phases as follows:

- Phase 1: the 5 most deprived municipalities in KZN
- Phase 2: the 5 most deprived wards in each District of KZN
- Phase 3: expand to all 169 poorest wards in KZN
- Phase 4: the rest of the wards in KZN

The PEMP recognises the role of Operation Sukuma Sakhe (OSS) as an approach that will facilitate implementation in the wards using the OSS war rooms.

The successful implementation of the PEMP will rely heavily on the success achieved in components of the PGDP not contained in the PEMP, such as the strengthening of policy and governance in the Province, as well as on the support from all Departments, State Owned Entities, Municipalities, the Private Sector and the NGO Sector.

The **institutional framework** for the implementation of the PEMP is centred on a Poverty Eradication Operations Centre (PEOC) based within the Office of the Premier. The PEOC comprises of both a dedicated full-time Operations Centre Management Team and a team of assigned Departmental Specialists who remain full time officials of their respective departments, being released for one designated day a week to assist with coordination and implementation of the PEMP.



## D.PROVINCIAL GROWTH AND DEVELOPMENT PLAN

### STRATEGIC GOAL 1: JOB CREATION

***Expanded and sustained economic output is the fundamental driver for job creation.***

Unemployment has been identified as one of the major structural constraints within the Province and contributes to high levels of poverty and income inequality, which deteriorates the overall quality of life of the people of the Province. High unemployment results in high dependency ratios, with many more people relying on fewer wage earners. This has resulted in the phenomenon of a large number of working households living near or below the poverty line. Currently an unequally large proportion of the population of KZN relies on grants and related forms of welfare as a source of income. Subdued economic growth within KZN, due to the Euro-debt crisis, reduced domestic and foreign direct investment, and lower global consumer confidence, has had a direct impact on economic and job creation within the Province

KZN's Regional Annualised seasonally adjusted Gross Domestic Product (GDP-R) growth rate in the 1st quarter 2015 was (0.18%), which was lower than South Africa's National GDP-R growth rate of (1.33%) in the same quarter, but notably better than the previous year's 1st quarter GDP-R growth rate which contracted by (-0.29%). This figure also showed a decline from the 4<sup>th</sup> quarter 2014 growth rate of (3.74%). On an average annualised basis, GDP-R has slowed in 2014 to 1.69%, from 2.10% in 2013, 2.55% in 2012, 3.54% in 2011, and 3.43% in 2010. KZN's GDP-R growth rate has therefore declined since 2011.

Unemployment was heightened during the global economic recession at the turn of the last decade, with the KwaZulu-Natal unemployment rate increasing from about 21% in 2008 to 23% in 2014 and KZN shedding an estimated 185,000 jobs during the period 2008 – 2014

This sizeable loss of jobs has underscored the urgency of accelerating economic growth within KZN so as to create a conducive and supporting environment for the generation of jobs, and thus assist in meeting the twin development challenges of reducing poverty and inequality. Since 2012 the province has managed to create just over 92,000 jobs, although at the same time, an increase in the labour force has caused unemployment to increase by more than double this. Of concern is the decline in employment within the productive sectors of the economy, particularly agriculture and manufacturing. Of the 2.52 million individuals employed in KZN in 2014, 96,250 (or 4%) were employed in the primary sector, while 620,000 (24.9%) were employed in the secondary sector and 1.5 million (62.1%) in the tertiary sector. There was an estimated 220 000 (8.9%) individuals employed in the private household sector. The major industries employing the largest number of people were "Community, Social and Personal Services" (CSP) accounting for 23.4% or 582,000 jobs; "Wholesale and Retail Trade" with a share of 22.1% or 540,000 jobs, "Manufacturing" (14.1%) and "Finance and Business Services" (10.8%).

Job creation in the PGDS is viewed as a primary means through which economic growth and transformation can occur, by distributing the benefits of growth more widely and consequently reducing dependency on a the welfare system. This will require investment and interventions by both the public and private sector in order create a more enabling environment to stimulate the generation of employment opportunities and inclusive economic growth.

South Africa's biggest economic challenge and that of the Province is that the economy has not grown fast enough, for long enough. The growth of over 5% in the mid-2000s was driven by financial services and commodity exports. In addition, South Africa as a middle-income Developing Country, also faces a host of constraints to growth such as (i) electricity challenges; (ii) inadequate economic infrastructure in general; (iii) unwieldy regulatory processes which delay investment and (iv) insufficient Government co-ordination, which contributes to investor uncertainty. Having considered these constraints, the National government has developed a **9-POINT PLAN** comprising simultaneous actions in key strategic areas, at a scale large enough to constitute a 'Big Push' to ignite economic growth. The 9-Point Plan consists of the following, to which the PGDP is aligned:

- 1) Resolving the energy challenge;
- 2) Revitalising the Agriculture and the agro-processing value chain;
- 3) Advancing beneficiation and adding value to our mineral wealth;
- 4) More effective implementation of a higher-impact Industrial Policy Action Plan;
- 5) Encouraging private sector investment;
- 6) Moderating workplace conflict;
- 7) Unlocking the potential of SMMEs, Co-ops, Township and Rural enterprises;
- 8) State reform, including boosting the role of state owned companies in broadband, water, sanitation and transport infrastructure; and,
- 9) Growing the Ocean Economy and Tourism.

Key strategic objectives and interventions are proposed to stimulate economic growth and create jobs; so as to remedy the real constraints facing our traditional sectors and facilitate a process of unlocking opportunities and promoting the formation of new industries by emerging participants in the economy. Creating meaningful employment is a major cross-cutting issue, and is vital in achieving the vision of the Province as defined by the 2011 PGDS.

## Apex indicators

### Apex indicator 1:

Total value of output of all sectors within the provincial economy should increase from 2010 value of R433 846m to R736 166m in 2020; and to R1 249 165m in 2030 (as measured by Gross Value Added in Real Rands, 2010 )

### Apex Indicator 2:

Total employment within the provincial economy of KZN should increase from 2010 baseline of 2 340 000 people employed to 3 300 000 in 2020; and 4 500 000 people employed in 2030.

### Apex indicator 3:

The GDP per Capita within the provincial economy of KZN should increase from 2010 baseline of R28 110 per capita to R39 760 in 2020; and R56 230 in 2030. This is doubling of GDP Per Capita as per the National Development Plan.

The apex indicator 1 specifies the rate of economic growth that KZN needs to achieve in order to provide its share of the national job creation as set out by the National Development Plan of the National Planning Commission. Overall, the province needs to grow at 5.43% annually to achieve this. In the Apex Indicator 2 on employment, the rate of employment grows at almost 90% over the period from 2010 - 2030. This allows for issues around economic development to be resolved and unemployment to decrease. Not all sectors grow at the same rate; sectors such as agriculture are more labour absorbing than tertiary sectors such as community services. This indicator is aligned to the National Development Plan indicator which specifies that South Africa needs to grow at an average annual GDP growth rate of 5.4% over the period until 2030. Although the PGDP utilises GVA rather than GDP, growth in GVA of the same rate will help the Province achieve its targets and contribute to the National targets.

Apex indicator 2 relating to total employment within the Provincial economy is based on the current available Statistics SA Data Quarterly Labour Force Survey. This indicator is aligned with the National Development Plan, which indicates that an additional 11 million jobs are required by 2030 in order to reduce the unemployment rate from 24.9% in June 2012 to 6% by 2030. The PGDP proposes that the Province contribute to the national target by creating 2.1 million jobs, which is 19% of the total national job creation target. The average annual real growth rate required to create 2.1 million jobs is 3.2%.

Apex indicator 3 relates to the GDP per Capita. This is a measure of economic equality and is calculated by dividing the GDP-R by the population of a specific year, and again uses constant prices to ensure that inflationary increases are excluded and the real rate of economic growth per capita is measured. This indicator is aligned to the National Development Plan, which indicates that GDP per Capita must double by 2030, requiring the current GDP per Capita to grow at an average growth rate of 3.5% per annum between 2010 – 2030. Please note that this growth rate is based in doubling the GDP per capita and does not take into account population growth. Therefore, the GDP growth rate required (as measured by GVA) in order to align with the National Development Plan must still be 5.4%.

Note: The constant rand value used is a 2010 rand value on a base value of 2005. The year 2005 refers to the base year used to derive the constant rand value. Thus the measure is able to reflect the value in real

terms and not nominal terms. This has been used in all indicators that are rand based. “Real Rands” allows for the exclusion of inflationary pressure on prices.

The province must focus on the creation of employment through unleashing agricultural potential, enhancing industrial development through investment into the key productive sectors of manufacturing, tourism, transport and logistics, the green economy and service sectors, expansion of government-led job creation programmes, promoting SMME and entrepreneurial development and developing the knowledge base of the Province to enhance the knowledge economy.

***The chart below summarises the goal area and should be read in conjunction with the detailed monitoring and evaluation matrix provided in the Monitoring and Evaluation Framework.***

**GOAL 1: JOB CREATION***Expanded Provincial economic output and employment***APEX  
INDICATORS**

- 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

OBJECTIVES	Unleash agricultural potential	Enhance sectoral development through trade and investment	Improve efficiency of government led job creation programmes	Promote SMME and entrepreneurial development	Develop the knowledge base to enhance the knowledge economy
	<i>The KZN agricultural sector grows, generates employment and the Province is food secure</i>	<i>Provincial trade and investment grows and generates employment</i>	<i>Government-led job creation programmes yield incomes and prepare participants for entry into the labour market</i>	<i>SMME promotion increases economic participation and generates employment</i>	<i>Provincial economic growth is enhanced by innovation</i>
PRIMARY INDICATORS	<ul style="list-style-type: none"> <li>• Total employment within the agricultural sector (including forestry and livestock)</li> <li>• Value of agricultural contribution to the provincial economy</li> <li>• Development of commercial farmers (new entrant, small scale, ITB and land reform farmers)</li> <li>• Hectares of land under agricultural production</li> </ul>	<ul style="list-style-type: none"> <li>• Total employment within all sectors excluding primary agriculture</li> <li>• Total value of the provincial economy excluding primary agriculture</li> </ul>	<ul style="list-style-type: none"> <li>• Cumulative number of FTE's created through EPWP and CWP, inclusive of all sectors</li> <li>• Cumulative number of work opportunities created through EPWP and CWP inclusive of all sectors</li> <li>• Total rand value of each EPWP work opportunity</li> <li>• Number of emerging contractors registered on KZN database</li> <li>• Number of contracts awarded to emerging contractors</li> <li>• Number of emerging contractors trained</li> </ul>	<ul style="list-style-type: none"> <li>• Number of Cooperatives and SMMEs registered in KZN, that have been in operation for more than 2 years</li> <li>• Number of new jobs created through establishment of SMMEs and Coops.</li> <li>• Increase the level of BBBEE compliance in KZN</li> </ul>	<ul style="list-style-type: none"> <li>• % of SA patents and designs registered by KZN entities and individuals</li> <li>• % of registered professional engineers to the population of KZN</li> <li>• Gross expenditure on R&amp;D as a proportion of provincial GVA</li> <li>• Percentage of academic staff with PhD Qualifications</li> </ul>
INTERVENTIONS	<ul style="list-style-type: none"> <li>• Support for and Development of Commercial Farmers (new entrant, small-scale, land reform and ITB farmers)</li> <li>• Enhancement of agricultural value-adding and marketing</li> <li>• Expansion of irrigation schemes and improved water-use efficiency</li> <li>• Protection, rehabilitation and improved productivity of agricultural resources</li> <li>• Expedite the resolution of unresolved land claims and restitution projects</li> <li>• Expedite the review of and implementation of the Makhathini Integrated Development Plan</li> <li>• Accelerate women's land ownership and profitability of women small-scale farmers</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage utilisation &amp; beneficiation of mineral resources/natural gas</li> <li>• Enhance Value-Adding within the Manufacturing Sector</li> <li>• Develop, Diversify and Market the Tourism Sector to increase Domestic and Foreign Visitors in the Province</li> <li>• Improve the Efficiency and Productivity of the Maritime and Transport and Logistics Sectors</li> <li>• Intensify business retention drive and expand investment in key provincial sectors</li> <li>• Establish District Agencies to drive LED and Investment</li> <li>• Review the framework to improve access to economic development funding</li> <li>• Development SEZs and Industrial Hubs</li> <li>• Establish an integrated Business Retention and Expansion Programme (BR&amp;E)</li> <li>• Establish effective tracking mechanism to monitor provincial trade and investment flows and sector performance</li> <li>• Enhance local procurement and utilisation of local context</li> </ul>	<ul style="list-style-type: none"> <li>• Support enhanced implementation of the EPWP (incl CWP) Programme</li> <li>• Facilitate expanded access to the Jobs Fund</li> <li>• Implementation of the Youth Employment Accord</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitation of access to markets for small enterprises</li> <li>• Facilitation of access to finance for small enterprises</li> <li>• Capacity building and Mentorship Support for small enterprises</li> <li>• Advocate and lobby for the review of the business regulations and reduction of red-tape for small enterprises</li> <li>• Access to appropriately located facilities with linked services</li> <li>• Implementation and enforcement of B – BBEE</li> <li>• Strengthening women's economic development and support for women entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen the partnerships between public sector, private sector, and research institutes and tertiary institutions</li> <li>• Establishment of Regional Innovation and Technology Hubs</li> <li>• Establish a consolidated indigenous knowledge system towards commercialisation</li> </ul>

### **Strategic Objective 1.1: Unleash agricultural potential**

#### ***The KZN agricultural sector grows, generates employment and the Province is food secure***

The agricultural sector is of key strategic importance given the comparative advantages that KZN has with regard to its land and labour resources. As a primary sector, agriculture contributes about 4.4% to provincial GVA. However, KwaZulu-Natal produces almost 30% of national agricultural output and hence contributes significantly towards creating formal and informal employment, while providing food security in South Africa. Further, over 30% of Provincial GVA in the manufacturing sector can be attributed to the 'food, beverages and tobacco', and 'wood and paper' industries, which are directly related to outputs from the primary agricultural sector. Additionally, there are numerous inputs into the agricultural production chain that contribute to economic growth, including the procurement of local capital equipment and consumables.

At present, the primary agricultural sector contributes over 6.5% to total employment within all districts besides eThekweni and Amajuba, specifically contributing just over 12% to total employment in Harry Gwala Municipality, just over 10% in uMzinyathi and iLembe, and around 9% in Ugu.

If appropriately harnessed, the agricultural sector in KZN has the potential to create a substantially higher number of jobs in a shorter time frame. Over the short to medium term the agricultural value chain can support labour-intensive absorbing activities generating large-scale employment. This in turn contributes towards addressing food security and enabling sustainable livelihoods.

Notwithstanding the above, this sector currently faces severe constraints which have resulted in a significant decline in production and has contributed towards increased job losses. These constraints include:

- Inadequate access to funding for infrastructure;
- Lack of agri-industries and therefore value-adding;
- Ineffective linking of graduates to commercial farms;
- Increased competition due to subsidisation of international farming;
- Land reform process, and
- Access to Ingonyama Trust Board (ITB) Land for agricultural production.

Additionally, a dramatic decline in the scientific base within the agricultural sector has led to a position where the Province is under-capacitated to undertake scientific research and identification of agricultural potential.

A strategy for Agrarian Transformation in KZN has been developed in alignment with key policy frameworks including the NDP, PGDP and the Agricultural Policy Plan (APAP). The Agrarian Transformation Strategy focuses on 4 pillars: Land Reform Support; Agri-Village Development Support; Communal Estates; and River Valley Catalytic Projects. A five year implementation plan focuses on the varying geographical competitive advantages of all eleven geographic districts in the Province.

## **Indicators**

### **1.1.1 Total employment within the agricultural sector - including forestry and livestock farming.**

This should increase from the current estimated baseline of 108 800 jobs in 2010 to 200 000 jobs in 2020 and to 350 000 jobs in 2030.

### **1.1.2 Value of agricultural contribution to the provincial economy.**

This must improve from 2010 baseline of R R17 714 to R34 527 in 2020 and to R67 553 in 2030 (Real Rands, 2010).

### **1.1.3 Development of commercial farmers (new entrant, small-scale, ITB and land reform farmers)**

This figure must improve from 2007 baseline of 3574<sup>1</sup> farming units, to 4270 farming units in 2020 and 5200 farming unit in 2030.<sup>2</sup> This excludes ITB and Land Reform farmers, and merely measures farming units that were Vat and Tax registered in 2006/2007, and is utilised given the lack of updated data available.

### **1.1.4 Hectares of land under agricultural production including forestry and livestock farming.**

This measure will include both dry land and irrigated activities. The current 2010 baseline of 4,148,743 ha does not include land currently administered by the ITB. The 2012 ITB Land Survey indicated that 750,773 ha of ITB land is 'actively farmed' agricultural land. The baseline for 2012 is therefore estimated at 4,980,000 ha. The targets for this indicator can therefore be adjusted upward and the new targets are now 5,395,000 ha in 2020 and to 5,960,000 ha in 2030. This does not include Land Reform agricultural land.

**The lack of reliable data available regarding the number of commercial farmers and hectares of land under active production (particularly the distinction between new entrant, small-scale, ITB and land reform) indicates the need for a comprehensive agricultural land audit.**

The secondary indicators for success will track progress in the above-mentioned activities, for example: value of crop and horticultural production for those products identified in relation to markets and the diversification of agricultural products; value of total livestock production; hectares of active agricultural land under irrigation; hectares of agricultural land; and ratio of agricultural exports to imports within the Province.

The KZN Provincial Planning Commission has noted a concern about the prospect of growth in the agricultural sector; specifically, employment in the agricultural sector in developing countries. The number of people dependent on primary agricultural production as a livelihood is steadily decreasing worldwide. The objective in this sphere is to grow the sector as a whole, using modern agricultural

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<sup>1</sup> This relates to the total number of farming units which were VAT and Income Tax registered during the 2006/2007 financial year.

<sup>2</sup> There is no certainty in terms of the growth of commercial farmers, as this number has been declining since 1993. 2% average annual growth in the number of commercial farmers is used as this was previously used, but this needs some verification.

methods and extending to agri-processing (with attendant growth in technological advancement, skills development, development of markets) – with agriculture thus serving as a springboard for growth.

### **Proposed Interventions**

#### **Intervention 1.1.a: Support for and Development of Commercial Farmers (new entrant, small-scale, land reform and ITB farmers)**

The Province recognises the importance of stimulating commercial farming as a means of expanding agricultural production and enhancing the contribution of small-scale farmers within the sector in KZN. This intervention relates to the establishment and support of commercial farmers through the full range of agricultural sub-sectors including crop and horticultural production, dairy production, large and small livestock production (especially beef), forestry, and fisheries. Specifically, the sugar and timber industries present a number of opportunities, as well as ensuring that new farmers are developed in higher value crop production, and dairy and livestock production.

Support must be provided to new commercial farmers, particularly access to new trade markets and opportunities, improved production methods and mechanisation, access to funding, and skills training and mentorship. In addition, on-going and enhanced post-settlement support must be provided to land reform farmers. It is crucial that all work on commercial farmer development being done by various key stakeholders is integrated, through strengthening of strategic partnership between government and private sector, streamlining of support packages, and consolidation of funding.

#### **Intervention 1.1.b. Enhancement of agricultural value-adding and marketing**

The Province has the potential to penetrate new domestic and international markets, through the development of new value-added products and commodities and enhancing marketing of KZN products and commodities. This requires the province to have a clear plan focussing specifically on commodity development, areas of new potential for agri-processing and exports (including niche markets), and a strategy for penetration of new markets, which entails securing local, national and international markets for locally produced agricultural commodities. A key area of focus is the development of agricultural hubs, incorporating fresh produce markets, in areas that require supporting infrastructure yet have the potential to expand agro-processing and access to both the domestic and international market.

The National Agricultural Marketing Council (NAMC) and the Department of Agriculture (DoA) identified post-harvest handling facilities as a missing link between the production sites and markets in the value chain of smallholder fresh produce farmers. The establishment of key marketing infrastructure is imperative for the survival of the emerging producers, who might, if well-organised, share market infrastructure and transport, resulting in economies of scale and reduce costs of doing business. The facilities would allow the producers to centrally bring in their produce, subject them to cleaning, managing post-harvest pests, grading, packaging, loading and transporting to fresh produce markets in South Africa and neighbouring countries where the prices are attractive. The proposed depot facilities could also act as points of leverage, where market information, production information and extension services are discharged.

#### **Intervention 1.1.c. Expansion of irrigation schemes and improved water-use efficiency**

The provision of good infrastructure, particularly irrigation, as a requirement for achieving higher levels of agricultural productivity and profitability is widely acknowledged. Hence of strategic importance to unleashing the potential of the agricultural sector is ensuring the expansion of, and access to irrigation schemes, as well as improving water-use efficiency in the Province. To this end the Province must commit



to the further expansion of access to irrigation infrastructure where required, as well as improving water-use efficiency within existing schemes, in order to support the development of the agricultural sector by increasing the production of land under irrigation. This will require a detailed assessment of current irrigation schemes to assess efficiency, and each water catchment resource in order to identify areas where there is excess capacity and areas where there is potential to increase capacity or development new capacity. In addition, there is a need to identify agricultural land with potential for irrigation and develop suitable irrigation schemes to enhance land productivity while ensuring water-use efficiency, particularly for small-holder and emerging commercial farmers.

This intervention requires a close, cooperative relationship between provincial government and the National Department of Water Affairs and Sanitation and Department of Agriculture, Forestry and Fisheries to ensure that the provincial priority areas are being aligned to the national plans for roll-out of water supply and irrigation schemes.

#### **Intervention 1.1.d: Protection, rehabilitation and improved productivity of agricultural resources**

This intervention aims to protect and rehabilitate agricultural land through co-ordinated planning for the protection of zoned agricultural land. It is essential to establish a practical arrangement between national and provincial authorities in respect of the regulation of the sub-division of agricultural land. High-value agricultural land must be protected through appropriate statutory land use management schemes. The Province must identify agricultural land that is under threat and develop an action plan in order to protect threatened and potentially threatened agricultural land. In addition, improving the productivity of agricultural land under production is crucial in ensuring that higher yields are achievable and that environmentally friendly agricultural processes are adopted to maintain the quality and quantity of agricultural land under production. This intervention requires that the Province identify land that requires rehabilitation, and implement a programme for the rehabilitation of this land in coordination with the EPWP thereby further increasing the potential to create jobs. This also requires an enhancement of research and development within the agricultural sector, and a focus of attention to alternative energy, soil quality, minimum tillage and other forms of conservation farming. This works in conjunction with Strategic Objective 5.1 on improving land productivity.

#### **Intervention 1.1.e: Expedite the resolution of unresolved land claims, restitution and redistribution projects**

A substantial amount of agricultural land is currently under claim within the Province, and the slow resolution of these claims has had a negative impact on the agricultural sector. The uncertainty around the completion of land claims has led many previously productive farms to collapse or become unproductive, as farmers are either unwilling to re-invest capital and operational expenditure or have shut down operations altogether. There have been cases where almost 70% of a district's agricultural land is under claim, and this has caused a significant decline in agricultural production, re-investment and employment in the sector. The province must ensure that future dis-investment in the sector is halted and reversed through installing certainty through expedition of land claim resolutions. This will assist in installing confidence into the agricultural sector and stimulate re-investment into abandoned and non-operational farms. This will require establishment of a mechanism to shorten the land claim processes to secure land tenure for aspiring commercial farms (including agricultural land with high potential under Ingonyama Trust Board), as well as the acceleration and optimisation of post-settlement agricultural support on land reform farms. (Technical, financial and capacity development support).

**Intervention 1.1.f: Expedite the implementation of the Makhathini Integrated Development Plan through Operation Phakisa**

The Makhathini Flats has been earmarked as one of the key agricultural investment areas within the province with the potential to stimulate the agricultural sector and create vast amounts of employment through primary agriculture and agri-processing activities. The area has been the target of a number of research and pilot projects yet has seen very little implementation. An Integrated Development Plan has been developed for the Makhathini region and it is essential that the Province prioritises and expedites implementation of this plan. This will involve close coordination and cooperation between various spheres and departments of government, as well as the private sector, and requires support for innovative public-private partnerships. There is a dire need to accelerate the expansion and rehabilitation of irrigation schemes to enhance crop production, as well as to expedite the implementation of livestock development plan.

**Intervention 1.1.g: Accelerate women's land ownership and profitability of women small-scale farmers**

The Province is committed to accelerating measures to ensure women's access to land rights and ownership, to anchor their contribution to agrarian reform and development, and contribute towards women's economic development measures. Women should in their individual rights have access to land rights and ownership, and the two classes of citizens in terms of women subject to traditional leadership and those not, addressed. Provincial measures will include interventions to ensure women benefit from current land reform and restitution measures, and have access to necessary finance, resources, irrigation, agricultural extension services and markets to farm optimally and profitably.

**Strategic Objective 1.2: Enhance sectoral development through trade and investment**

***Provincial trade and investment grows and generates employment***

The enhancement of sectoral development is fundamental to the creation of employment and to growth and development within the Province. The provincial key strategic assets such as the Durban and Richards Bays Ports, the Richards Bay IDZ and the Dube Trade Port present a range of opportunities for the Province. However, the Province still faces significant constraints to the expansion of industrial capacity, namely; lack of new investment to stimulate domestic trade and exports due partially to uncoordinated investment and export promotion, the high cost of electricity and input costs, inflexibility of labour and lack of affordable and zoned industrial land for development.

During 2014 a total of 2 487 000 people were employed in the KZN economy, compared to 2 553 000 in 2008 and 2 340 000 in 2010. Between 2010 and 2014 a total of 147 000 jobs were added to the economy.

The aim of this objective is to enhance sectoral development through trade (including exports) and investment through the strengthening of traditional sectors, investment into new high potential value-adding sectors, improvement of investment and business environment, provision of affordable and serviced land at key strategic industrial nodes, strengthening the business chamber model, and ensuring access to funding for critical LED projects. The Province has developed various economic and sectoral development strategies, which act guiding documents in the stimulation of sectoral development in the Province. To name a few, this includes the Industrial Development Strategy, KZN Investment Strategy, KZN Export Strategy, and the KZN Tourism Master Plan, and these and other sectoral and industrial plans are aligned to, and influence the PGDP.

Within the primary sector, the Province must enhance the utilisation and beneficiation of mineral resources. Potential also exists for offshore natural gas extraction along the expansive KwaZulu-Natal

coastline and onshore coal-bed methane extraction at KZN coalfields. Within the manufacturing sector, there is a need to encourage value-adding, particularly within chemicals, pharmaceuticals, automotive and components, capital equipment and electronics, metal and metal products, clothing, textiles and footwear, renewable energy products, furniture, and marine manufacturing. Additionally, expansion is required in the tertiary sectors of tourism, retail, BPO, transport and logistics, finance and business sectors, ICT, and creative industries (film, craft, music). The maritime industry is crucial in ensuring that we boost the competitiveness of our manufacturing and agricultural sectors, and in assisting the Province reach its vision of being a gateway to trade in African and South Africa.

These sectors have not only proven to be relatively labour-absorbent, but also have the potential to be expanded to strategically position KwaZulu-Natal as a lead investment destination and hence contribute to achieving the vision of KZN becoming a trade gateway within South and Southern Africa. The Province must be committed to encouraging the retention and expansion of existing business to ensure that the domestic market is correctly functioning, which will stimulate economic activity and job creation. The green economy is strategically important as this has strong linkages between achieving job creation and sustainability objectives. Various international and national reports, policies and strategies have emphasised the importance of the green economy in assisting developing nations in achieving their developmental goals, and the PGDP must ensure that interventions and strategic projects are identified and implemented, and funding that available from various sources is accessed.

### **Indicators**

#### **1.2.1 Total employment within all sectors excluding primary agriculture.**

The 2010 baseline is 2 226 000 jobs - which should increase to 3 115 000 jobs in 2020 and rise to 4 230 000 jobs in 2030 (Real Rands, 2010)

#### **1.2.2 Total value of the provincial economy excluding primary agriculture**

The 2010 baseline for sectors excluding agriculture account for R416 132m This figure should increase to R706 111m by 2020 and to R1 198 161m by 2030 (Gross-Value Added in Real Rands, 2010).

Important secondary indicators which will drive overall growth in trade, investment and export include value of direct fixed capital formation in KZN; total value of exports generated from within KZN; ratio of exports to imports within the Province; total value of foreign and domestic tourism expenditure within the province; and foreign direct investment and domestic investment into the Province.

### **Proposed Interventions**

#### **Intervention 1.2.a: Encourage the utilisation and beneficiation of mineral resources and natural gas**

The Province must ensure that investment is encouraged into productive primary sectors, through expansion of mineral beneficiation, as well as natural gas extraction. South Africa is extremely well endowed in terms of mineral resources, and this presents an opportunity for the Province to capitalise on the utilisation of these mineral resources. Beneficiation of minerals has the potential to create substantial employment and boost economic growth within KZN, and given the location of the Durban and Richards Bay ports within the Province, creates even further opportunities for export of value-added mineral products. Potential of mineral beneficiation has been highlighted in the IPAP, NGP and NDP and the province must ensure that new opportunities are identified and actively facilitated. This must include engagement with the Council for Geo-sciences and other institutions that have undertaken research.

Specifically, a number of coal mines have been closed and abandoned over the past decade and potential exists to rehabilitate viable coal mines, particularly small-scale coal mines.

Potential also exists for offshore natural gas extraction along the expansive KwaZulu-Natal coastline and onshore coal-bed methane extraction at KZN coalfields. The Petroleum Agency South Africa is awarding bids to explore the coastline from Port Shepstone to Richards Bay in search of natural gas potential, while the potential for coal-bed methane mining for future power generation should not be overlooked with the Province. Although the mandate for gas exploration is a national concern, the Province must ensure close coordination with the relevant National bodies to ensure that potential gas extraction is translated into meaningful productive economic growth and development within the KZN border, and to ensure that activities are environmentally sustainable.

#### **Intervention 1.2.b: Enhance Value-Adding within the Manufacturing Sector**

The manufacturing sector is a key traditional productive sector within the Provincial economy, contributing significantly to economic growth, job creation and the generation of foreign capital. However, the stark decline in the sector over the past decade, coupled with a move towards new technologies and value-adding within the global manufacturing sector highlights the urgent need for the Province to stimulate growth within this labour-absorptive sector.

The Province must ensure a continued focus on the traditional industries such as automotive and components, metal and metal products, chemicals, furniture and wood products, and clothing and textiles, through initiatives that seek to improve the competitiveness of these industries, and ensure their retention and expansion into new markets. This must be driven by investment into new technology to improve efficiency and reduce costs, as well as new opportunities for value-adding. Additionally, numerous new opportunities exist in industries such as the manufacture of renewable energy products, rolling stock (rail) and other capital equipment, and marine manufacturing (boat building and ship repair), and the Province must encourage investment into these industries, as well as those that arise with the potential for growth.

#### **Intervention 1.2c: Develop, Diversify and Market the Tourism Sector to increase Domestic and Foreign Visitors in the Province**

The KZN Tourism Master Plan provides a vision for the Province that 'by 2030 KwaZulu-Natal will be globally renown as Africa's top beach destination with a unique blend of wildlife, scenic & heritage experiences for all visitors'. The overall objectives are to grow both the levels of foreign and domestic arrivals to the Province and to enhance the geographic spread of tourism with the province. The Master Plan also speaks to improving the overall visitor service and satisfaction levels throughout the province in all areas in which a visitors are serviced and to achieve significant transformation in the sector. As such, the Province must ensure that tourism products are developed, diversified and marketed to ensure that additional domestic and foreign visitors are attracted into the Province, and contribute significantly to economic growth and employment within KZN. Some of the areas of focus are meetings, incentives, conferences and exhibitions (MICE), niche experiences such as cruise tourism, events and sports tourism, beach tourism, heritage tourism, scenic tourism, wildlife tourism, and rural tourism. This will require improving infrastructure, accessibility to tourism products, and human resource development.

#### **Intervention 1.2d: Improve the Efficiency and Productivity of the Maritime and Transport and Logistics Sectors**

South Africa's Liner Shipping Connectivity Index fell from 33 in 2010 to 39 in 2012, indicating that South Africa has become relatively less competitive within liner shipping trade internationally. Additionally, the

CSIR's 9<sup>th</sup> State of Logistics Costs report indicates that logistics costs as a percentage of total GDP have risen by 0.7% to 12.6% in 2011, and are estimated to have risen to 12.8% in 2012. When comparing logistics cost as a percentage of only transportable GDP (primary and secondary sectors), these costs have increased from 44% in 2011 to 46% in 2012, which is the highest they have been in the past nine years, and much higher than the global average.

The Transport and Logistics sector within KZN is a large contributor to GDP and will continue to play a significant role in the growth of the Provincial economy, particularly in light of the Provincial vision of enhancing industrial development through exports and investment. The KZN Integrated Maritime Industry Development Strategy identifies the maritime industry as a broad, cross-cutting industry, encompassing shipping, transport and logistics (including warehousing and distribution), marine tourism and leisure, and marine manufacturing. Numerous challenges currently exist within the industry and the strategy identifies opportunities for growth of the industry, in order to improve the competitiveness of industry to stimulate trade, and to create economic growth and employment within the many sub-industries that exist and have potential for large and small enterprise development. The four key focus areas of the strategy are infrastructure and spatial development, marine sub-sector development, enterprise development and human resource development. In order to successfully implement that key interventions required within the industry, numerous role players are required to work in close cooperation. In particular, coordination will be required between national projects such as SIP 2 and development of Special Economic Zones, provincial initiatives such as the development of industrial hubs and other transportation and logistics plans, and local initiatives such as the Durban Back-of Port Plan and the Richards Bay IDZ Master Plan. This highlights the cross-cutting nature of the maritime, transport and logistics sectors and linkages to the PGDS goals of Job Creation, Strategic Infrastructure, Human Resource Development, Governance and Policy, as well as Spatial Equity. The Province must ensure that maritime sector is prioritised through the goals and objectives of the PGDP, and that key stakeholders are coordinated to ensure effective implementation of critical maritime interventions.

**Intervention 1.2. e: Intensify business retention drive and expand investment in key provincial sectors.**

The creation, attraction, retention and expansion of business activity is regarded as one of the most effective ways through which economic growth and development can be achieved. It provides a means through which the province can significantly increase the number of employment opportunities available within the economy. As such, the investment promotion drive needs to be strengthened in order to effectively leverage on the province's competitive and comparative advantages. There is need therefore, to reinforce coordination among all spheres of Government in the promotion, attraction and facilitation of investment into the key, as well as growth sectors of KwaZulu-Natal. Furthermore, there is also need to strengthen the collaborative efforts between the social partners of Government, Business, Labour and the Community Sector, together with other economic role-players, to ultimately increase investment into the province. This is in view of the multitude of benefits that can accrue from collective action in the positioning of KwaZulu-Natal as an attractive investment destination, and in attracting investment into the province at large. Public-Private-Partnerships (PPPs) must also be encouraged as a means through which the province can promote productivity, efficiency and competitiveness, as well as mobilise capital for investment into high value projects and infrastructural developments.

**Intervention 1.2.f: Establish District Agencies to drive LED and Investment**

This intervention aims at creating a more conducive environment for existing business and potential investors by establishing district-level agencies to realise the economic potential of each district. Currently, a number of districts have development agencies which seek to improve the business and investment environment within their respective regions, facilitate business expansion, promote investment opportunities, and assist in coordinating the implementation LED initiatives and projects. There is however a need to ensure that all districts are capacitated to undertake and coordinate economic development activities, through establishment of agencies in each district that speak to the specific requirements of that district.

Essentially district agencies are mechanisms that are tasked with ensuring that the economic development potential of a specific area is realised, through integrating and coordinating the activities of various stakeholders. District agencies must therefore seek to address the blockages to development through coordinating the activities of all key role-players in order to facilitate business expansion and new investment. In the case of trade and investment promotion and facilitation, district agencies must work in close coordination with the provincial trade and investment agency, TIKZN, while facilitating other development and business expansion in coordination with the various national and provincial departments, state-owned enterprises, private sector, and any other key role-players.

**Intervention 1.2.g: Review the framework to improve access to economic development funding**

The Province needs to review its funding framework to improve access to economic development funding. This requires a funding policy review in order to improve the magnitude and percentage of applicants that access funding for economic development purposes, while at the same time increasing the actual amount of funds disbursed. Funding is currently available through various agencies and departments. However, access to these funds is often cited as a major constraint to economic development. This intervention aims at reviewing the current funding framework, to ensure that access to funding is improved. The Province should explore the possibility of providing equity funding as an alternative to debt funding. The Province should also aim to increase access to prefeasibility funding, and also explore the possibility of having an integrated LED funding mechanism to assist local government in accessing funds for local economic development initiatives. The Province must ensure that a level of coordination is achieved between all funding departments and institutions in order to consolidate funding that is available for LED implementation. This will require regular engagement between development finance institutions and the various national and provincial departments that allocate funding to LED initiatives in order to align funding priorities and jointly make decisions about the allocation of funding. In addition, the Province must ensure that local government is sufficiently capacitated to access funding through capacity building, while additional funding is made available to local government to develop marketable business plans, in turn assisting local government in motivating for funding from other funding sources.

**Intervention 1.2.h: Development of Special Economic Zones and Industrial Hubs**

Given the economic assets and linkages that the Province possesses, there is sufficient scope to enhance industrial development through provision of suitably located, affordable, and even serviced land for development, including where possible, encouraging a value-chain or clustered approach to industrial development. The DTI is in the processes of identifying the feasibility of establishing SEZs in each province, with the focus in KZN on development of an Aerotropolis around the King Shaka Airport and Dube Tradeport. The Province must support the DTI and encourage investment into the SEZ at the Dube Tradeport as a regional and international transport and logistics hub and mixed-use development zone,

through development of a conducive and supporting policy framework, and provision of infrastructure and investment facilitation and coordination functions.

Additionally, an Industrial Hub initiative is being driven by the DEDTEA which seeks to identify and develop industrial hubs within each district, based on the competitive and comparative advantages of the district. This builds on the existing industrial capacity of hubs or clusters of activity, as well as identified new potential opportunities for industrial hub development. The Province must ensure that all municipalities identify areas of potential for industrial development in line with the Industrial Hubs efforts of the DEDTEA, and work towards release of affordable, zoned and even serviced industrial land to private sector for development. In line with the DEDTEA's activities, this must be encouraged within areas of high demand and under-supply and must be centered around the hub and/or cluster development concept which promotes cost reduction and improved efficiencies. Essential to the development of industrial hubs is ensuring support for the further advancement and functionality of industrial development within the Richards Bay IDZ. The IDZ is in the processes of developing Master Plan, and this must be supported by the Province. In addition, the Richards Bay IDZ must continue to develop and package bankable projects for investors to ensure that feasible opportunities are available to the market.

**Intervention 1.2.i: Establish an integrated Business Retention and Expansion Programme (BR&E)**

The Province must develop a standardised BR&E programme that can be rolled out across the Province, while incorporating existing information received through previous BR&E programmes. Through such an intervention the key issues and challenges facing the private sector can be identified and spatially referenced in order to provide a clear understanding of the real action that is required to address these issues. An early warning system must also be linked to BR&E programmes to allow for issues or constraints that are expected to negatively impact the business environment to be identified before they cause job losses. The Province must ensure that the provincial BR&E programme not only identify potential issues, but also lobby with National Government to overcome the constraints that are expected to create further job losses. As an additional tool through the Provincial BR&E Programme, the KZN government must strategically facilitate a process whereby local businesses can take advantage of funding provided through the Jobs Fund and Distressed Business Fund. This can be done through active promotion of the funds and providing information and support to businesses that require assistance in applying for these funds. This will stimulate investment into new ventures that will contribute towards creating sustainable employment.

**Intervention 1.2.j: Establish an effective tracking mechanism to monitor provincial trade and investment flows and sector performance**

The Province requires an effective mechanism to assist in tracking and monitoring trade and investment flows and sectoral performance in KZN. Although statistics are available to monitor economic growth in the Province, there is no provincially monitored system that assists in identifying trade and investment flows within the KZN on a sectoral and spatial basis. Establishment of such a monitor will provide up-to-date information on sectoral growth and assist the Province in tracking economic and employment growth relevant to each district municipality, and in turn assist in future planning.

**Intervention 1.2.k: Enhance Local Procurement and utilisation of local content.**

The province's ability to create jobs lies in stakeholders' ability to increase the province's productive capacity, while at the same time increasing the marginal propensity to consume. Consumption of domestic produce is indispensable in the creation of demand of domestic goods, which can be the catalytic enabler for domestic businesses to thrive. The local procurement drive and the utilisation of local content therefore forms a significant part of this vision. This is because local procurement is not only a stimulant

for domestic demand, but it also carries with it a host of other multiplier benefits through the forward and backward linkages that could potentially arise from its successful implementation. This intervention is to drive the implementation of Chapter 1 of the Provincial Social Accord which outlines the commitments of government, organised business, organised labour and civil society around the area of local procurement. Therefore in order to aid job creation there is need to enforce the commitments made by the Social Partners through the KZN Social Accord. A Local Procurement Task Team established under the ambit of the KZN Economic Council is the vehicle for enforcing the commitments made by the Social Partners through KZN Social Accord.

### **KZN Economic Council Interventions**

The Social partners acknowledged that promoting local procurement of goods and services is critical to building the local economy and stimulating production and job creation. A sustained household income will guarantee food security in the Province. To that end, the social partners committed to pursuing a “buy local” campaign which included:

- Minimum local content in the cost of production
- High quality products
- Fair labour practice and
- Adherence to environmental standards

These measures guarantee competitiveness, stimulating production of local products, ensuring job security and job creation

### **Strategic Objective 1.3: Improve efficiency of government-led job creation programmes**

***Government-led job creation programmes yield incomes and prepare participants for entry into the labour market.***

There is significant potential to create employment / work opportunities through improving the efficiency and expansion of government-led investment programmes, specifically through enhancement of existing mechanisms such as the Expanded Public Works Programmes (EPWP), the Community Work Programmes (CWP) and the Jobs Fund. Provincial government is committed to creating sustainable work / employment opportunities through investment into labour-intensive programmes targeting infrastructure development, food security, health and safety, social and community development, environmental protection and rehabilitation, development of sport and recreation, and road maintenance. In particular, there is a focus on the development of youth and vulnerable groups within these government-driven programmes.

Hence the aim of this objective is to focus government spending into the provision of social services and facilities, as well as economic opportunities and related infrastructure, so as to further create a platform for job creation whilst simultaneously enhancing the position of marginalised people within the Province.

These programmes must have a strong focus on the development and transfer of skills through training linked to development programmes, as prescribed in Goal 2 (Human Resource Development). Within the appropriate lead catalytic projects, specific skills growth programmes could provide internships and work experience for priority skills areas especially in technical, engineering, actuarial fields. In addition, the principle of targeted procurement has the capacity to grow the local supplier base and strengthen components of value chains where goods are produced locally, specifically for small enterprises and B-



BBEE ventures. Although this is dealt with in Goal 6 (Good Governance), it has a strong relationship with government-led job programmes.

The government-led job creation targets seek to establish the total rand value of each EPWP or CWP job in KZN. The existing baseline is derived from government statistics and grown at 9% capital expenditure growth rate.

Note on Indicators below: The Department of Public Works uses multiple year periods in setting its targets. In order to synchronise these with the PGDP time frames, the PWD periods are used as follows: 2015 refers to the period 2009-2014, 2020 refers to the period 2014- 2019, 2025 refers to the period 2019-2024 and 2030 refers to the period 2024- 2029.

### **Indicators**

#### **1.3.1 Cumulative total number of FTEs created through EPWP and CWP, inclusive of all sectors.**

The 2010 baseline is 163 800 FTE jobs created. For 2015 the target is 211 156 as set by National Government. For 2020 the target is 282 060. For 2025 the target is 338 472. For 2030 the target is 406 166.

#### **1.3.2 Cumulative total number of work opportunities created through EPWP and CWP, inclusive of all sectors.**

The 2010 baseline is 483 921 work opportunities created. For 2015 the target is 424 088 as set by National Government. For 2020 the target is 725 340. For 2025 the target is 870 408. For 2030 the target is 957 449.

#### **1.3.3 Total rand value of each EPWP work opportunity**

Rand value per full-time equivalent (FTE) and work opportunity in each sector varies widely due to nature of work and labour intensity level. The following figures are for 2015 (EPWP period 2014-2019).

Infrastructure sector: The 2010 baseline is R25 000. The target for 2020 R60 000 and for 2030 the target is R45 000

Environmental and culture sector: The 2010 baseline is R20 000. The target for 2020 is R25 000 and for 2030 the target is R22 000

Social sector: The 2010 baseline is R18 000. The 2020 target is R40 000 and for 2020 the target is R30 000

#### **1.3.4 Number of emerging contractors registered on KZN database**

From a baseline of 24 800 in 2010. The target for 2020 is 60 000 and for 2030 the target is 140 000.

#### **1.3.5 Number of contracts awarded to emerging contractors.**

The 2010 baseline is 284 contracts awarded. For 2020 the target is 900 and for 2030 the target is 2000.

#### **1.3.6 Number of emerging contractors trained**

The 2010 baseline is 200 contractors. For 2020 the target is 450 and for 2030 the target is 600.

## **Interventions**

### **Intervention 1.3.a: Support enhanced implementation of the EPWP (including the CWP) Programme**

The Province must ensure that the Extended Public Works Programmes (EPWP) and the Community Work Programme (CWP) is enhanced and strengthened within KZN through investment into targeted strategic infrastructure projects, as well as social and environmental programmes. The Province must ensure the identification of strategic infrastructure and facilities, community service projects, and environmental projects, and lobby with National Government for the implementation of EPWP programmes for these identified projects. Roll-out of the Community Works Programme (CPW) needs to be expedited to ensure the creation of sustainable employment opportunities at a local level. The Province must continue to support local government and ensure that they identify programmes within: food security; home-based care; care for orphans, vulnerable children, and child-headed households; social programmes; development of recreational space; environmental rehabilitation; informal settlement upgrading and road maintenance. These programmes must ensure the participation of youth and vulnerable groups, and facilitate the adsorption of trained youth into Public Sector (artisans, tradespersons, etc) and development of Cooperatives.

Current EPWP programmes that must be expanded are the National Youth Service Programme, the Artisan Development Programme, the Maintenance Programme, the Zibambele Road Maintenance Programme, as well as the Vukuzakhe Emerging Contractor Development Programme.

### **Intervention 1.3.b: Facilitate expanded access to the Jobs Fund**

The Province must facilitate access to the Jobs Fund through the provision of support to enterprises. In addition, where challenges are faced by business in accessing the Jobs Fund, the Province must lobby with National Treasury and the DBSA to ensure that the funding criteria can be adjusted to expand access to the fund.

### **Intervention 1.3.c: Implementation of the Youth Employment Accord**

Youth unemployment is a major challenge both nationally and provincially. The recently signed Youth Employment Accord strives to improve youth employment by ensuring that parties agree to work together to address the challenges to youth unemployment and expand access to opportunities for greater employment and youth empowerment. In addition to the youth employment strategy (YES) agreed within the Youth Employment Accord, the Youth Employment Incentive Scheme is an additional tool through which the Province can leverage opportunities for absorption of youth into the job market. Although not formalised, the National Treasury plans to table the youth employment incentive for consideration by Parliament during the 2013/14 year. The incentive will allow government to share the costs of expanding job creation for young, inexperienced job seekers with the private sector. The cost-sharing arrangement will assist the youth in entering the labour market in order to gain experience, access career opportunities, and improve their employability in the long run.

Both these opportunities must be utilised to encourage employers to hire additional youths, which in turn will encourage youth to become more actively involved in the labour market, and provide them with the skills to eventually establish their own small enterprise advance their position within the labour market.

#### **Strategic Objective 1.4: Promote SMME and entrepreneurial development**

##### ***Promotion of small enterprises increases economic participation and generates employment***

Within KZN there is a low rate of start-up of small enterprises and a low rate of success for start-ups. This is due to factors such as a lack of business management, financial and technical skills; incorrect targeting of markets; strict lending criteria by formal financial institutions and a general lack of economic opportunities within the Province. In addition there is insufficient growth and stability of small and medium-sized business entities. These are the entities that provide significant job creation in developing countries. They also form crucial parts of supply chains in all industries.

The aim within this objective is to encourage the establishment of small enterprises (including cooperatives) and other entrepreneurial ventures in the lead sectors of the economy. Underpinning this objective is the recognition of the importance of mentorship programmes for the owners of small enterprises and cooperatives in the formative stages of their businesses – as well as ongoing support to facilitate their adaptation to changing markets and market conditions.

The access of young people is an important aspect of this objective and the participation of youth is supported by national agencies such as the National YDA and SEDA which have specific targets for youth. Youth-focused learnership and apprenticeship programmes will play an invaluable part in facilitating the participation of youth.

Broad-Based Black Economic Empowerment (B-BBEE) is another crucial element of enterprise development, and this strategic objective ensures that B-BBEE is promoted through implementation of various initiatives identified in the KZN B-BBEE Strategy, and other national legislation relating to B-BBEE. In addition, the BBBEE Advisory Council was established to provide advice, promote, and monitor B-BBEE, and this objective must be implemented in close engagement with this advisory council.

This objective is aligned to the key strategic focus areas of the Provincial Small Enterprise and Cooperatives Development Strategies, and the Province must ensure that the strategic interventions identified within these strategies are implemented efficiently in close coordination with the PGDP. Additionally, the Province must provide the required support to local government to ensure that there is sufficient local capacity to undertake the interventions and provide the required assistance and support in order to develop and grow local small enterprise capacity. The Province is in the process of establishing a Provincial SMME Entity, which will assist in driving objective of the PGDP.

This objective is closely tied to objective 3 (expansion of government-led job creation programmes), as the skills and expertise gained by participants in government-driven job programmes is anticipated to create a base off which small enterprises can be developed. This objective is also closely linked to Goal 2 (Human Resource Development), particularly within the ambit of skills development and training, mentorship, internships and apprenticeships, as well as entrepreneurial promotion.

Indicator 1.4.2 refers to the number of jobs created through establishment of SMMEs and cooperatives: The mechanism for determining this figure is that for every registered SMME/cooperative there is an assumed 80% success rate attributed, and these firms are assumed to each create 5 jobs over the 5 year interval period, growing at a modest, but sustainable rate. The categories as provided in the National Small Business Act as Amended 1996 as Amended is used as basis for defining SMMEs and cooperatives per sector and size in terms of the turnover, employment and asset base of the businesses.

## **Indicators**

### **1.4.1 Number of Cooperatives and SMMEs registered in KZN that have been in operation for more than 2 years.**

In 2010 the baseline for businesses in operation for more than 2 years is 15 622. This should rise to 21 021 by 2020 and to 28 286 by 2030.

### **1.4.2 Number of new jobs created through the establishment of SMMEs and coops.** The current baseline is 1 506 100. By 2020 there should be 1 680 000 jobs in SMMEs and co-ops and in 2030 there should be 1 830 000.

### **1.4.3 Increase the level of BBBEE Compliance in KZN**

This indicator measures BBBEE within Provincial Government Departments. The 2010 baseline is Level 4 Compliance. In 2020 there should be Level **2** compliance and in 2030 Level **1** compliance should be evident.

## **Interventions**

### **Intervention 1.4.a: Facilitation of access to markets for small enterprises**

The establishment of the KZN SMME Entity by the DEDTEA is expected to create a platform off which small enterprises can access new markets. A key focus area of the intervention is to improve business linkages and create a marketing platform for small enterprises to facilitate linkages between small and big businesses to improve and create market & business opportunities. A Supplier Development Programme is also crucial in developing the skills, knowledge and capacity of suppliers to effectively deliver on supply contracts and agreements. A business incubation and support programme must be initiated to provide business incubation and support to assist small enterprises grow their businesses. Additionally, SCM Regulatory Policy Framework Reforms are required to ensure that a larger proportion of procurement expenditure is allocated to SMMEs & Coops as per KZN Executive Council Resolution No. 437 of 13 December 2011 and National Cabinet Resolution of 07 November 2007. Improving access to markets also implies that small enterprises are promoted within catalytic projects in the Province.

### **Intervention 1.4.b: Facilitation of access to finance for small enterprises**

Access to finance is arguably the most commonly voiced constraint by small enterprises. Large amounts of money are set aside for business support (SMME and large business support) which is either unspent, under-utilised or spent but without visible positive effect. This intervention seeks to facilitate access to finance for small enterprises through a number of tailored programmes and initiatives. The promotion of information on available finance is important in ensuring that small enterprises are aware of the various financial institutions and their funding packages. The province must develop a guide of funding and project development assistance that is available from DFI's, commercial banks and development agencies, together with key requirements. Additionally, the preparation and readiness of small enterprises to attract and receive business finance from commercial banks and financial institutions is important to ensure small enterprises make optimal use of funding. Two specific funds that are supported by the Province relate to the KZN Cooperatives Bank and KZN Small Enterprise Development Fund. The prior relates to provision of access and efficacy to finance and financial services for cooperatives in KZN, while the latter refers to the development of appropriate funding model and provision of finance to small enterprises.

**Intervention 1.4.c: Capacity building and Mentorship Support for small enterprises**

Carefully structured mentorship programmes have been shown to reduce business failure and to enable sustainable operations. Mentorship programmes could be the work of business support agencies, chambers of commerce, professional associations and/or tertiary institutions. State owned enterprises and government departments can provide mentorship programmes to their smaller or newer suppliers. The BBBEE codes provide for entrepreneurship development and this component can be used in developing companies' supplier chains. The idea of structured mentorship programmes needs to be popularised across the Province.

A key component of this intervention focuses around the proposed KZN Small Enterprise Academy, which is being developed with the aim of providing continuous entrepreneurial training, education and development to small enterprises and business advisors in KZN. In addition, the Province must ensure provision of mentorship and incubation support to aspirant, emerging and existing small enterprises in KZN. The Province also has a proposed Institute of Small Enterprise Development Practitioners, which is aimed at formalising and professionalising the field of small enterprise development and to develop standards with regards to accreditation, ethics, code of conduct, and training. This must be supported by continues research on small enterprise development with a view of formulating strategies and programmes aimed at improving the performance of the small enterprise sector in KZN. Additionally, business and export development programmes being driven by TIKZN must be enhanced to assist business with growth and developmental matters, business linkages, and assistance to business to become export ready.

**Intervention 1.4.d: Advocate and lobby for the review of the business regulations and reduction of red-tape for small enterprises**

This intervention is meant to ameliorate the reported high costs of doing business on the one hand, and on the other, it is meant to ease the barriers to entry of new businesses. In many cases "red-tape" and legislation refers to matters like registration, taxation, health and safety standards, which are out of the control of provincial government. However, the case is for there to be advocacy and lobbying on behalf of small enterprises. This will require identification of policies, laws (by-laws and ordinances and acts), rules and incentives that can be developed and/or reviewed to support and propel small enterprises, and impact assessments of small enterprise development programmes to ensure monitoring and evaluation of this intervention.

**Intervention 1.4.e: Access to appropriately located facilities with linked services**

This intervention recognises the key role of location and services in business operations. "Appropriately located facilities" would mean different things to different businesses; to some it would mean accessible to consumers while to others, it would mean affordable manufacturing space on transport routes. The motivation is for a range of facilities with linked services that are subsidised by province or where Province or municipal structures stimulate private sector involvement. This relates to the provision of business trading centres or premises, provincial and district operational infrastructure and facilities, and district wide information and communication technology centres to small enterprises.

**Intervention 1.4.f: Implementation and enforcement of B - BBEE**

Broad-Based Black Economic Empowerment is currently a national focus area being driven by the Preferential Procurement Regulations 2011, the Employment Equity Act 55 of 1998, the B-BBEE Act 53 of 2003, as well as B-BBEE Codes of Good Practice 7<sup>th</sup> of February 2007. On a provincial level, the KZN B-BBEE Strategy draws from these national papers to provide a framework for promotion of B-BBEE in the

province. The Department of Economic Development and Tourism is the custodian of B-BBEE implementation within the province, and currently undertakes B-BBEE promotion and support under their 'Economic Empowerment' sub-programme. This involves facilitation and implementation of B-BBEE policies and strategies, coordination of B-BBEE stakeholders for strategy implementation, the empowerment of women and youth, facilitating B-BBEE complaints, verification and monitoring and B-BBEE implementation, and facilitating access to market opportunities.

The Province must continue to provide support and facilitation of market opportunities to B-BBEE business through implementation and enforcement of these and other departmental B-BBEE programmes and preferential procurement policies of government. The B-BBEE Advisory Council is crucial in ensuring the promotion of B-BBEE enterprises and implementation of procurement policy, and the Province must ensure close engagement with the council. This intervention relates specifically to Implementation of the Executive Council Resolution No. 437 of 13 December 2011 re Preferential Procurement Targets by the KZN Provincial Government, implementation of capacity building programmes targeting Supply Chain Management (SCM) within each department and/or public entity for the successful Preferential Procurement, Enterprise Development and Public Sector Scorecard, to establish and co-ordinate key stakeholders/structures in the implementation of B-BBEE policy in the Province, and to assist small enterprises to undertake verification of their businesses through a B-BBEE Verification Panel.

#### **Intervention 1.4.g: Strengthening women's economic development and support for women entrepreneurs**

Women entrepreneurs and women in the informal economy require specific additional measures to ensure that they benefit from the interventions outlined above, and that structural barriers that impede their access to such measures are addressed and eliminated. Such measures include targeted dissemination of information on development programmes, tender opportunities and small business support interventions through women entrepreneurs' associations, and assisting women's associations in areas of good governance, planning, membership services and networking exchanges. Business chambers should hold regular consultative meetings with women entrepreneurs and their associations to identify priorities for development female entrepreneur-focused services. Mapping of business women's associations is required, with an emphasis on service gaps for all levels of women in business, to identify challenges these associations are facing in promoting women's entrepreneurship, and inform a situational analysis for developing appropriate support interventions.

The Province is committed to establishing a KZN Women in Business Council, to provide opportunities for the alignment of development initiatives, track and assess the impact of development programmes, and create linkages between women entrepreneurs and provincial development programmes for women in business. Envisaged training measures through the KZN Small Enterprise Academy will be decentralised to women's business associations and other stakeholders that can assist businesswomen in rural areas and women in the informal economy to access development initiatives. Province in addition commits to ensuring that an appropriate policy framework and support measures are enacted to support women in the informal economy, such as women street and informal traders, and enable them to access and benefit from SMME support interventions.

#### **KZN Economic Council Interventions**

Social partners in the KZN Social Accord focused on a specific target group in line with this PGDP strategic goal, the youth who are a vital resource base with potential to shape the future of the Province. The partners agreed to pursue and implement initiatives such as:

- Youth entrepreneur sponsorships where a specific target will be set for the number of new entrepreneurs established and an on-going sustainability monitoring and evaluation system being implemented.
- Youth in Agriculture Programme where there will be development of a comprehensive programme to facilitate the entry of at least 1000 new young farmers a year in the Province.
- A Youth in Maritime Programme and
- A Youth in ICT and BPO industry programme.

**Strategic Objective 1.5: Develop the knowledge base to enhance the knowledge economy.**  
***Provincial economic growth is enhanced by innovation.***

The term “knowledge economy” results from a fuller recognition of the role of knowledge and technology in economic growth. Knowledge, as embodied in human beings - as “human capital” - and in technology, has always been central to economic development. The knowledge economy is a term that refers either to an economy of knowledge focused on the production and management of knowledge in the frame of economic constraints, or to a knowledge-based economy. In the second meaning, more frequently used, it refers to the use of knowledge technologies (such as knowledge engineering and knowledge management) to produce economic benefits as well as job creation. In a knowledge-based economy, knowledge is a tool.

There are 4 pillars to a Knowledge Economy framework

- An economic and institutional regime to provide incentives for the efficient use of existing and new knowledge and the flourishing of entrepreneurship;
- An educated and skilled population to create, share, and use knowledge well;
- An efficient innovation system of firms, research centres, universities, consultants and other organizations to tap into the growing stock of global knowledge, assimilate and adapt it to local needs, and create new technology;
- Information and communication technology to facilitate the effective creation, dissemination, and processing of information.

To participate in the knowledge economy trade the World Bank provides four core requirements that a country must have – namely, a sound institutional and economic regime, education system, telecommunications infrastructure, and an innovative system. An Innovation System is the flow of technology and information among people, enterprises and institutions which is key to the innovative processes. Innovation and technology development are results of a complex set of relationships among actors in the system, which includes enterprises, universities and government research institutes.

The Knowledge Index or KI is an economic indicator prepared by the World Bank to measure a country's ability to generate, adopt and diffuse knowledge. Methodologically, the KI is the simple average of the normalized performance scores of a country or region on the key variables in three Knowledge Economy pillars - education and human resources, the innovation system and information and communication technology (ICT).

In terms of the Knowledge Indexes that were designed by the World Bank as an interactive tool for benchmarking a country's position vis-a-vis others in the global knowledge economy, South Africa in 2008 was ranked 55 out 140 countries (with Denmark in first position and Zambia in last position). According to the 2012 South Africa has fallen further backwards to 67 out of 146 countries, (with Sweden and Finland

having overtaken Denmark and with Haiti occupying last position) this implies that since year 2000 South Africa has drifted 15 spots backwards from position 52. The low ranking in 2008 was attributed to poorer performance in areas of Education, ICT and Innovation, compared to other countries while the 2012 reversal is attributed to poor performance on the ICT pillar.

The KZN Province has used the Information Society Framework as a guide to develop ICT strategies to redress the reversal recorded in the period under review. The information society pillars of connectivity and access is being implemented via the provinces broadband strategy and Public Digital Access strategies. The broadband rollout in the province has made great strides in that 80 % of the identified backbone routes already have high speed fibre optic cables rolled out throughout the province. Access networks are fairly established in some municipalities and are steadily being rolled. Last mile connectivity in prioritised areas of education and health is continuously being rolled out in schools and clinics. Businesses and citizens are continuously getting connected as prices and regulation improves. All the provinces universities and main public research houses are connected on a South African National Educational Research Network (SANREN) via the national cyber infrastructure programme led by the CSIR. ICT Research and Innovation centres have been established in Artificial Intelligence, Robotics, Wireless Technologies and eHealth. Technologies and solutions in these ICT focus areas have been successfully commercialised. A Provincial ICT Skills Development Strategy for all segments of society and industry development has been developed. It is currently being implemented via various interventions. Continuous implementation and beefing up provision of financial resources will accelerate the development of ICT skills that will undoubtedly contribute to the development of the knowledge economy in KZN.

In terms of the Knowledge Economy Index (KEI) South Africa was rated 5.55 in 2008 and in 2012 was sitting 5.21. The KEI takes into account whether the environment is conducive for knowledge to be used effectively for economic development. It is an aggregate index that represents the overall level of development of a country or region towards the Knowledge Economy. The KEI is calculated based on the average of the normalized performance scores of a country or region on all 4 pillars related to the knowledge economy - economic incentive and institutional regime, education and human resources, the innovation system and ICT. South Africa scores as follows: Knowledge Index (5.11); Economic Incentive Regime (5.49); Innovation (6.89); Education (4.87) and ICT (3.58)

The World Economic Forum also provides ways of assessing factors that contribute to the knowledge economy. These factors are represented by the 9th and 12th pillar of the Global Competitiveness Index Report namely Technological Readiness and Innovation respectively.

The Technological Readiness pillar measures the agility with which an economy adopts existing technologies to enhance the productivity of its industries, with specific emphasis on its capacity to fully leverage information and communication technologies (ICTs) in daily activities and production processes for increased efficiency and enabling innovation for competitiveness. South Africa ranked 66th out of 144 countries for the 2014 – 2015 report, whilst Luxemburg and Myanmar ranked first and last respectively.

Innovation can emerge from new technological and non- technological knowledge. The final pillar of competitiveness focuses on technological innovation. Although substantial gains can be obtained by improving institutions, building infrastructure, reducing macroeconomic instability, or improving human capital, all these factors eventually run into diminishing returns. The same is true for the efficiency of the labour, financial, and goods markets. In the long run, standards of living can be largely enhanced by technological innovation. Technological breakthroughs have been at the basis of many of the productivity



gains that our economies have historically experienced. For this pillar South Africa was ranked 43rd and Finland and Libya came in first and last place respectively.

Efforts to measure the contribution of scientific knowledge to the economy are difficult for several reasons. First, because most scientific knowledge is freely disclosed, it is hard to trace its use and therefore its benefits as it is employed within private economic activities. Second, the results of scientific investigation are often enabling rather than directly applicable to technological innovation, further obscuring any overt trace of their beneficial impact. Third, new scientific knowledge may save resources that would otherwise be spent in exploring scientific or technological dead-ends and these resource savings are not observed. As a result, cost-benefit analysis, a leading method for evaluation of public investments, is likely to understate the benefits of scientific research.

Measuring the performance of the knowledge-based economy may pose a greater challenge. There are systematic obstacles to the creation of intellectual capital accounts to parallel the accounts of conventional fixed capital. At the heart of the knowledge-based economy, knowledge itself is particularly hard to quantify and also to price. We have today only very indirect and partial indicators of growth in the knowledge base itself. An unknown proportion of knowledge is implicit, un-codified and stored only in the minds of individuals. Terrain such as knowledge stocks and flows, knowledge distribution and the relation between knowledge creation and economic performance is still virtually unmapped.

Indicators can consist of individual indicators such as R&D expenditure as a percentage of the gross domestic product (GDP). Composite indicators are formed when individual indicators are compiled into a new indicator such as the European Innovation Scorecard or the World Bank's Knowledge Economy Index. Composite indicators are useful communication tools in terms of their ability to integrate a large amount of information, but can be misleading and are easily manipulated

The rationale behind the selection of indicators in this planning document lies in the observation that developing countries of South-East Asia and India seem to have developed their growth trajectories in tandem with the output of skilled professionals in the various fields of engineering. Thus the main indicators for success lie in evaluating the Province's success in producing engineers in the various fields of endeavour.

There are numerous institutions, organisations, and firms undertaking research into new market opportunities and product development across the KZN Province. Whilst the Province currently has a substantial knowledge economy, the lack of coordination amongst stakeholders constrains the potential to further enhance and expand the knowledge sectors within the Province. Further, the relationship between the public sector, private sector, tertiary institutions, and research institutions undertaking research is weak and fragmented. Although there have been numerous successful initiatives created through partnerships between the private sector and tertiary institutions, which have led to productive operations being established, there is a lack of acknowledgement and evaluation of these initiatives to identify employment and other opportunities created.

The aim of this objective is therefore to expand the knowledge economy through strengthening mechanisms between key stakeholders, as well as establishing innovation hubs within the Province. This does not merely relate to research and development in the sense of 'translational research', but in addition to 'technology transfer'. Simply, the Province must ensure that on-going research is occurring to assist in developing the knowledge base of the economy. However, at the same time, there must be a drive to advance research towards commercialisation through technology transfer. Essentially this intervention seeks to build on the numerous potential for stakeholders to research, design, and

manufacture an idea towards creation of employment in the Province. Stakeholders encouraged promoting and enhancing research and development focusing on key sectors as identified in the PGDP, as well as new opportunities in potential growth sectors or industries.

In indicator 1.5.2 the number of registered professional engineers in KZN the intention is to track the absolute number – i.e. actual number of practicing professional engineers (Pr Eng) in KZN. The percentage change will reflect the growth in this number of professionals each year. i.e. that more graduates are being retained in KZN.

### **Indicators**

#### **1.5.1 Percentage of SA patents and designs registered by KZN entities and individuals:**

The 2010 baseline is 222. The 2015 target is 237, however, this number has dropped significantly to 181 in 2014 (168 pending, 5 accepted, 8 granted). The number of these patents and designs should increase by 12% from the baseline in 2020, by 17% in 2025 and by a further 22% from baseline in 2030.

#### **1.5.2 Percentage of registered professional engineers in the KZN labour force.**

The current baseline is 0.023% (representing 1 595 registered engineers in KZN in 2010). From this baseline, there should be 14% increase in 2015, 18% in 2020, 23% in 2025, 30% in 2030.

#### **1.5.3 Gross expenditure on R&D as a proportion of provincial GVA.**

From the current baseline of R2 167m, this proportion should increase to R3 000m in 2015 and R4 000m in 2020, R6 000m in 2025 to R8 000m in 2030 this proportion should increase to R4 000m in 2020 and to R8 000m in 2030 (Real Rands, 2010).

### **Interventions**

#### **Intervention 1.5.a: Strengthen the partnerships between public sector, private sector, and research institutes and tertiary institutions**

For purposes of research and development, the Province must ensure that partnerships are strengthened with academic institutions, the public sector, as well as other private sector organisations and institutions that undertake research. The aim is to provide a strong research, information and data platform within the Province towards transferring knowledge to the development of technology. The KZN Regional Office of Technology Transfer is a current initiative that is driving coordination between all universities in the Province, and this initiative, along with other private sector and government driven research initiatives and organisations, must ensure that there is coordination amongst stakeholders within the field of R&D and Technology Transfer. Close coordination between all stakeholders will ensure that resources are optimised and more opportunity can arise to transfer from a research concept to commercial production and therefore job creation.

**Intervention 1.5.b: Establishment of Regional Innovation and Technology Hubs**

The clustering of activities, particularly around the knowledge economy in the form of innovation and technology hubs, has been globally successful as it encourages amalgamation advantages and synergies between institutions. This intervention seeks to promote the development of technology parks, innovation hubs and/or any other sectoral knowledge clusters in an attempt to boost the effectiveness of research and development institutions and stimulate the development of new products in the Province. Provincial Treasury is currently driving the process of establishing technology hubs in 4 regions within the Province, and has been successful in raising awareness around the concept and mobilising interested private sector investors. The Province must continue to promote the development of such clusters, particularly around the key sectors of the economy, in order to contribute towards improved productivity, development of new research and technology, and the creation of new commercial products within KZN.

**Intervention 1.5.c: Establish a consolidated indigenous knowledge system towards commercialisation**

This intervention seeks create a consolidated system of information which draws on indigenous knowledge systems in various disciplines which will enhance current social and economic realities. The World Bank Group identifies the fact that indigenous knowledge is part of the lives of the rural poor and that many indigenous knowledge systems are at the risk of becoming extinct. It also notes that indigenous knowledge is of particular relevance for areas such as agriculture, animal husbandry, use and management of natural resources, primary health care, medicine, saving and lending, community development and poverty eradication. The South African Medical Research Council (MRC) has established an Indigenous Knowledge System with the aim to promote, develop and protect indigenous health systems of health. In addition, the Department of Arts and Culture, Department of Social Development, and the Moses Kotane Institute all have undertaken work around Indigenous Knowledge Systems at a provincial level. The Province must ensure the promotion and preservation of Indigenous knowledge in KZN, while simultaneously developing a reference point in order to identify opportunities to eradicate poverty in rural areas, and move towards commercialisation of certain opportunities in order to create employment.

**Note:**

Improving the quality of education (Goal 2) and improving ICT infrastructure (Strategic Objective 4.3) will be key in promoting the knowledge-based economy.

## 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***

The strategic goal related to human resource development within the PGDP seeks to highlight the need to look at the whole education continuum starting with early childhood development, through school and adult education and training, as well as artisanal and technical training, and higher education rendered at university level. The linkages in relation to this continuum must be emphasised, although by definition most of the indicators can only be measured at the end of the process. However there are a number of input and process indicators which will generally predict particular outcomes.

The key issue for consideration is how the system locks together to produce the desired output – the ability of as many people as possible to be socially and economically productive. It must be stated upfront that this will not be by accident – key decisions will have to be taken and implemented by the state for the right numbers to be enrolled in appropriate programmes at the right time.

In its entirety, the PGDP captures a wide range of factors that impact on human resource development, although the responses to all these factors do not appear only in the HRD section. For example, the issue of child nutrition, a crucial factor for educational performance, is monitored in Goal 3: indicators and interventions which deal with food security (Indicators 3.1.2., 3.3.2 and 3.3.3). These refer to various measures of child poverty, household hunger and child food insecurity, all of which impact on educational outcomes.

At the same time, human resource development is central to many other elements of the growth and development plan, and indeed the solution to many of the challenges. For coherence, where factors are dealt with specifically in other goal areas, the paragraphs in this section are cross referenced. These linkages are important when considering the holistic improvement of the KZN's human resource development system.

The human resource development apex indicators for human development focus on access, efficiency, and the quality of outputs. Access is a critical first imperative, ensuring maximum opportunities for human development, and must be maximised as far as possible. Efficiency is measured by flow through in the system, and is secured by regular progress through school or post-school programmes, in accordance with expectations. This is a major matter of concern for government, since spending on human development is directly related to the efficiency of the system. Every repetition or drop-out constitutes a double cost to the system, and must be avoided as far as possible. Finally, the quality of outputs is ultimately the measure of the success of any education and training system, however it is measured. The production of highly educated persons, skilled in relevant areas, is a necessary and sufficient contribution to social and economic development.

The state of school education is largely reflected in the system's own monitoring and evaluation systems, and is the major focus of the Strategic Goal, including the Strategic Objectives and the related Interventions. However large numbers of people have missed out on educational experiences at school level (with less than 50% of 24 year olds holding a matric), or have been provided with an education that has not prepared them sufficiently for the world of work or further study, and the PGDP attends to this aspect of human resource development in its Strategic Objective 2.2, focused on youth and adult skills development, and life-long learning, including higher education. It is however imperative that in the period under consideration (until 2030) we take steps to correct the situation "from below", from the school level, by ensuring universal participation of 5 year olds in pre-school programmes, whether state or independently provided. Likewise, the school system must expect and demand full participation from Grade 1 to 12, except under special circumstances, and minimise the number of drop-outs.

The essence of human resource development planning – defining the numbers and working towards them is the approach taken in Section 2.2, which seeks to align skills to the chosen growth path, and which requires specific local interventions – mapping needs and opportunities in each municipality. Local campuses of TVET Colleges must be the first choice of institution to deliver this training, and must be engaged to ensure responsiveness. The private sector (especially schools and colleges) is also a major provider of education and training, and must also be brought on board in ensuring a sufficient supply of diverse educational opportunities at every level.

At the higher levels of education we look at participation and success rates, as well on the responsiveness of the tertiary training sector to the needs of the province, especially its economic priorities. By focusing on graduation rates in key areas of development (education, as well as science, engineering and technology), as well as on the production of doctoral graduates, we can determine the growth potential of the province in both social and economic development. However all these areas require research-based interventions to review the baselines and targets, in consultation with the providers, and to set up appropriate monitoring mechanisms, in association with the provincial Department of Education, the Department of Higher Education and Training, colleges (public and private), universities, and other agencies.

Provincial monitoring of participation and success is complicated by the fact that many students are registered with UNISA, who cannot be allocated to a particular province. The DHET has therefore advised that a provincial measure of the Higher Education Participation Rate is not appropriate. Indicators should rather include a Gross Enrolment Ratio (the percentage of 20-24 year olds in public and private higher education), which is calculated from Census data. It will only be updated during periodic Census, but for long-term planning this is sufficient. This longer term data could be supplemented by actual numbers of students enrolled in public and private contact institutions in the province, which would indicate a trend, but this information would not be a true reflection of the situation, and is not proposed.

The Provincial HRD Strategy for the province is intended to support the achievement of the goals in the PGD Plan, and a draft of this has been prepared. The Strategy spells out in some detail the necessary steps and actions to be taken, including interventions, as well as facilities to set and monitor specific outcomes. Current work indicates the need for in depth research, by district, in order to identify the skills needed in priority economic sectors. The information is currently scattered between the various SETA's and is inconsistent between SETA's and across provinces. The Strategy identifies the need for a separate study to be undertaken on the matter of critical skills for priority economic sectors.

The HRD Council has been established and is functional. The Council comprises of Government (National and Provincial), education and training, organised labour, organised business, community sector, industrial sectors and professional bodies. The role of the council is to:

- Advise the Provincial Government (Provincial Executive Council through the HRD Council Chairperson and Chairperson of the Planning Commission) on HRD related matters.
- Endorse and coordinate the development, review and implementation of the Provincial Human Resource Development Strategy.
- Identify bottlenecks (institutional, organizational, financial, etc.) to ensure the optimal functioning of the KwaZulu-Natal HRD system.
- Provide a platform for dialogue and strategic partnerships on matters related to HRD
- Define and co-ordinate implementation of a research agenda around HRD and facilitate resourcing of identified priority interventions.

There are many indicators that can be considered which will give meaning to the above, and each of them will add a specific flavour to the result. Disaggregation of data around gender, region, age and race will add further to our understanding of the province, and must be undertaken as part of the HRD Strategy. Any indicators should also take cognisance of a range of macro-planning initiatives, including the National Planning Commission, and the Planning, Monitoring and Evaluation unit of the Presidency, which has determined various indicators for each of the Cabinet Ministers. In addition, the Department of Higher Education and Training manages the National Human Resource Development Strategy for South Africa, and it is imperative that any provincial indicators continuously reference and are aligned to the targets and indicators in these. In addition, StatsSA, Department of Basic Education and the Department of Higher Education and Training generate much of the data, and the province needs to be sure that the data to populate the indicators is available and reliable. An ongoing process of interaction with all of these bodies is therefore essential.

A selection of indicators has to be made to give a “dashboard” picture, at the highest possible level, while recognising that a wealth of further information should underlay each of these. The selected apex indicators attempt to give such a picture, and include participation, progress and achievement.

### **Apex indicators**

#### **Apex Indicator 1: Gross enrolment rates: Primary (7-15) and Secondary (16-18)**

Current rates are available from the provincial and national Departments of Education. In 2012 there was 94% participation by 7 to 15 year olds, and 86.7% among 16 to 18 year olds. The goal here should be 100%, although this is statistically not possible. The aim is that there should be universal participation for the compulsory phase, and this target makes that point. GER at primary school level (7-15 years of age) should reach 97% by 2020 and 100% by 2030. AT secondary school level, the Province should reach 89% by 2020 and 90% by 2030. Both of these indicators are significant.

#### **Apex indicator 2: Percentage of Grade 3, 6 and 9 learners performing at the required levels in the Annual National Assessments**

The baseline is 36%. The 2015 target is 60%, while the 2020 target is 70% and for 2030 is 90%. The intermediate targets are below the national targets, since the province starts from a lower baseline.

#### **Apex indicator 3: Performance in Reading and Mathematics as measured by the Southern and Eastern African Consortium for Measuring Education Quality (SACMEQ)**

An international comparative marker such as SACMEQ is a key component in tracking the performance of a system. The provincial baseline performance in each area is 485 (2007 survey), and the goal is to increase this to 600 by 2030 with 550 being the target for 2020.

#### **Apex indicator 4: Pass rate (%) in the National Senior Certificate**

122 126 students wrote in 2011, of which 83 201 (68.1%) passed. This rate should increase to 75% in 2015; to 80% in 2020 and to 90% by 2030. Linking this to declining enrolment for the examination, it should be noted that at national level the target is that “by 2014 half of all youth will obtain a National Senior Certificate”, which should be tracked as part of the HRD Strategy.

#### **Apex indicator 5: Number of learners qualifying for Bachelors programmes in the National Senior Certificate**

The baseline for 2011 is 27 826, and the goal is to increase this to at least 33 000 by 2020 and then to 35 000 in 2030. Thereafter the number could stabilise, depending on the absorption capacity of institutions in the province.

**Apex indicator 6: Gross Enrolment Rate (GER) in TVET Colleges**

Census data from 2011 shows a 12.5% Gross Enrolment Rate (GER) which should be massively expanded. The targets provide for a modest increase to 15% in 2020, with a view to achieving a GER of 30% by 2030. This should be monitored in future Census counts.

**Apex indicator 7: TVET NC(V) graduation rate**

The NC(V) is the flagship programme of technical institutions, and graduates from these programmes will be a huge asset to the province. From the baseline of 66% this rate should rise to 70% in 2020 and to 75% by 2030, demonstrating greater efficiencies in these institutions. The NDP target is 75% for 2030.

**Apex indicator 8: Gross Enrolment rate in higher education**

This indicator should be measured by the Gross Enrolment Rate (the percentage of 20-24 year olds in higher education), which is available from Census data. The baseline for 2011 is 22.1%, and the goal should be to reach 23% by 2020 and 25% by 2030.

**Apex indicator 9: Adult literacy rate**

This serves as a broad marker of human development. At present the baseline is 80% and should be raised to 84% in 2020 and to 90% by 2030.

*The chart below summarises the goal area and should be read in conjunction with the detailed monitoring and evaluation matrix provided in the Monitoring and Evaluation Framework*

**GOAL 2: HUMAN RESOURCE DEVELOPMENT**

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

**APEX INDICATORS**

- Gross enrolment rates: Primary (7-15) and Secondary (16-18)
- % of Grade 3, 6 & 9 learners performing at the required levels in the ANA
- Performance in Reading and Mathematics as measured by SACMEQ
- Pass rate in the National Senior Certificate
- Number of learners qualifying for Bachelors programmes in the NSC
- Gross enrolment rate (GER) in TVET colleges
- TVET NC(V) graduation rate
- Gross enrolment rate in higher education
- Adult literacy rate

OBJECTIVES	<p><b>Improve early childhood development, primary and secondary education</b></p> <p><i>The education sector produces sufficient people with relevant knowledge, skills and attitudes to contribute to growth and development</i></p>	<p><b>Support skills alignment to economic growth</b></p> <p><i>The development of skills is sufficient and appropriate to service the economic growth and development needs of the province</i></p>	<p><b>Enhance youth skills development and life-long learning</b></p> <p><i>The skills level of youth is enhanced</i></p>
PRIMARY INDICATORS	<ul style="list-style-type: none"> <li>• % of 3 to 5 old children in education institutions (public and private)</li> <li>• % of Grade 1 learners who have attended a Grade R class</li> <li>• Retention rate: Grades 10-12</li> <li>• % of learners in Grade 3 performing at the required levels in the ANA, for literacy and numeracy</li> <li>• % of learners in Grade 6 performing at the required levels in the ANA, for literacy and numeracy</li> <li>• % of learners in Grade 9 performing at the required levels in the ANA, for literacy and numeracy</li> <li>• % of children who turned 9 in the previous year in Grade 4 or above</li> <li>• % of children who turned 12 in the previous year in Grade 7 or above</li> <li>• % of youth who obtain a NSC from school</li> <li>• Number of learners qualifying in NSC for Bachelors, Diploma and Certificate programmes</li> <li>• Retention rate: Grade 1 – Grade 12</li> </ul>	<ul style="list-style-type: none"> <li>• The number of NSC candidates taking Mathematics and Science</li> <li>• Full and part time students in public TVET colleges for NC(V) courses, N courses and occupational programmes</li> <li>• Students graduating in fields of Education, and in Science, Engineering and Technology (SET)</li> <li>• Number of PhD graduates</li> <li>• % of Academic staff with PHD Qualifications</li> </ul>	<ul style="list-style-type: none"> <li>• Number of youths supported by the National Skills Funds, SETAs and other youth programmes</li> <li>• Participation in AET</li> </ul>
INTERVENTIONS	<ul style="list-style-type: none"> <li>• Ensure the delivery of professional management and relevant teacher development programme</li> <li>• Efficient data collection to track learner progress and enhance retention</li> <li>• Improving school infrastructure</li> <li>• Promoting the use of new technologies</li> <li>• Enhance technical and vocational education</li> </ul>	<ul style="list-style-type: none"> <li>• Develop human resource development plans for lead economic sectors per district municipality based on skills demand and implement in partnership with post-school institutions</li> <li>• Massively expand the enrolment of youth in TVET College programmes and in other post-school training institutions focusing on artisan development</li> <li>• Ensure an appropriate "programme and qualification mix" at Universities, Universities of Technology and TVETs to promote the production of professionals and academics</li> <li>• Data-base of graduates for employers to access</li> <li>• Ensure partnerships between TVETs, HEIs, SETAs and Industry</li> <li>• Encouraging development of women professional and technical graduates, and people with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Develop counselling and vocational / career guidance services for schools and out of school youth</li> <li>• Relevant life-long learning programmes to be delivered by accessible and vibrant community-based adult education and training (AET) Centres</li> <li>• Enhance youth skills development</li> </ul>



## **Strategic Objective 2.1: Improve early childhood development, primary and secondary education**

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

Education is regarded as fundamental to the aspirations of the province in relation to growth and development. The focus is placed on language literacy, mathematics and science abilities as these are key to economic growth and development. However this emphasis must not detract from the social and aesthetic needs of society for which education systems must also cater. The goal of our education system must be to give every child an equal opportunity to develop the knowledge, skills and attitudes to make a positive contribution in society.

The Department of Education Strategic Plan for 2012/13 has baselines set in 2010/2011 and projected to 2015. However the range of indicators and baseline data are not always formulated with the data that provincial monitoring would find useful. Targets like the actual number of university graduates in certain fields, or trained artisans, may be more useful for a developing context, and are not always consolidated at a provincial level. It would fall to independent studies to design such indicators in relation to empirical data, collect baseline data and set targets, and then monitor the indicators and report. The verification and validation of these would however take some time; for this reason, an intervention on research has been included in this goal area.

Educational challenges are reflected both in the low number of youth that finish school and in the poor quality issues as measured by the Department and articulated by various stakeholders. These challenges must be tackled simultaneously because they are interrelated, and because they profile race and class patterns of inequality in our society. Specific interventions must be targeted towards the many factors that result in the spatial inequalities in education in relation, in particular the unequal provision of educational infrastructure and materials, qualified teachers, and inequitable access to remedial and specialized education to learners with needs for these. Basic services such as water, sanitation and electricity must be provided to schools, the quality of management and school governance must be enhanced, and the quality of teaching and learning addressed. Under-performance cannot be tolerated. Where capacity development programmes are required they should be provided; where disciplinary measures are appropriate they must be applied without fear or favour.

On issues of quality, the Department of Basic Education conducts Annual National Assessments (ANA) across the system, and the instrument is continually being refined. This provides a useful tool from which the province can learn about the performance of learners at Grades 3, 6 and 9 levels, and about the success or failure of schools. In addition, matric results still serve as a comparative benchmark at a school leaving level – not just the pass rate, but actual numbers succeeding in particular areas and at particular levels of quality.

To support the focus on quality and equity issues, strategic thinking must also be deployed towards incentives to attract professionals to different parts of the province. Goal area 7: Spatial Equity deals with poly-centric nodal development wherein small towns are made attractive for residence of potential professionals, so that rural schools, hospitals, municipalities and businesses are able to benefit from quality expertise. In education, the efficient deployment of teachers is severely hampered by teachers themselves and SGBs, which impacts upon improving the quality of poorer schools.

Finally it must be recognized that educational performance is influenced by community and family dynamics, and not all measures of success are in the hands of the school or teacher. Participation is the responsibility of parents and the community, as is support and encouragement to learners. In turn, teachers should try to “add value” to the abilities of the children they teach – improving their performance whatever the starting point.

### **Primary Indicators**

#### **2.1.1 Percentage of three to five year old children in education institutions (public and private)**

The National Development Plan calls for two years of pre-school experience, so this indicator is relevant. The HRD Strategy calls for Early Childhood Development programmes for children over 4, and for “educational stimulation and play facilities” for those under 4. The current levels of participation are 20%, which is cited as a matter of concern for the Department. 35% is the target for 2020 and by 2030, the target is 50% of children.

#### **2.1.2 Percentage of Grade 1 learners who have attended a Grade R class**

This indicator is more reliable than the former, since it is based on actual headcounts. 92% are currently in this category; the goal is 95% for 2020 and 100% in 2030.

#### **2.1.3 Retention rates: Grades 10-12**

The baseline here is 57%, which is of concern – because, for example, although there were 209 454 pupils in Grade 11 (in 2012), there were only 132 029 in Grade 12. A target of 80% is set for 2020 and 85% is set for 2030.

#### **2.1.4 Percentage of learners in Grade 3 performing at the required levels in the ANA, for literacy and numeracy.**

Targets for 2.1.4 to 2.1.6 are aligned to the NDP, and are based on a new system of national assessments. Data is not yet completely reliable, and the targets are somewhat unpredictable. These will have to be monitored and reviewed based on emerging results each year. The definition of “required levels” is provided by the national department of Basic Education, and is taken to be 50%. The 2012 baseline for literacy is 33%, and it is intended that this should be 70% by 2020 and 90% by 2030. Numeracy is at 15% (2012 baseline) with the same goal of 70% by 2020 and 90% by 2030. These are very ambitious goals, which will require strong interventions to achieve.

#### **2.1.5 Percentage of learners in Grade 6 performing at the required levels in the ANA, for literacy and numeracy**

The baseline for literacy is 10%, with a goal of 70% in 2020, increasing to 90% for 2030. For numeracy, the baseline is only 7%, with targets of 70% and 90% for 2020 and 2030 respectively.

#### **2.1.6 Percentage of learners in Grade 9 performing at the required levels in the ANA, for literacy and numeracy**

The Grade 9 ANAs were written for the first time in 2012 revealing baselines as follows: literacy is at 38% and numeracy is at 12%. The targets are 70% in 2020 and 90% in 2030 for both literacy and numeracy.

**2.1.7 Percentage of children who turned 9 in the previous year in Grade 4 or above**

This is an important indicator of the through-put rate and hence of the efficiency of the system. The baseline is 62%; the 2020 target is 70% and the 2030 target is 80%. The national target is 85% (2029), but the national baseline is slightly higher than KZN Province.

**2.1.8 Percentage of children who turned 12 in the previous year in Grade 7 or above**

Baseline is 47%, indicating a flow-through problem and significant repeats. Target for 2020 is 60% and target for 2030 is 70% (against a national target of 75%).

**2.1.9 Percentage of youth who obtain a National Senior Certificate from school**

This should be the normal route, although only 47% do so at present. The goal is that 55% of youth should gain a NSC in 2020 and 65% should get to continue in school to matric in 2030. The national target is 70%.

**2.1.10 Number of learners qualifying in NSC for Bachelors, Diploma and Certificate programmes**

Current figures are 27 826, 35 488 and 24 202 respectively. The 2020 targets are 33 000, 38 000 and 26 000. The 2030 targets are 35 000, 40 000 and 28 000. While the overall numbers are important, so too is the balance between these in regard to the human resource needs of the province. The aim is to accelerate the proportions of technical and vocational programmes in relation to degree courses (please see Indicator 2.2.2. and Intervention 2.2.b. below. The targets should therefore be continually reviewed through the HRD Strategy, taking account of economic and social developments.

**2.1.11 Retention rate Grade 1 – 12**

Percentage of learners entering Grade 1 and complete Grade 12. Baseline is 45.04%. Target for 2020 is 55% and for target for 2030 is 65%.

**Interventions****Intervention 2.1.a: Ensure the delivery of professional management and relevant teacher development programmes**

International evidence shows that this intervention, effectively carried out, can make the greatest difference to the performance of an education system. It must therefore be vigorously pursued, in the form of both short courses and longer term programmes, and close relations with higher education institutions is critical to ensure quality. Resources must be made available for this.

Various projects are proposed under this intervention, including a programme to strengthen Management Development Programmes at schools, aimed at schools that under-perform in the National Assessments. Targets have been set and budgets are available.

Specific programmes are also proposed for the development of mathematics and science teachers in both content and pedagogy.

**Intervention 2.1.b: Efficient data collection to track learner progress and enhance retention**

Data is central to planning, and to greater efficiency in resource allocation. By tracking every learner, progress through the system can be monitored, including possible dropouts. Aggregation of data will also point to under-performing schools and Districts, which can be targeted for interventions.

This project should be pursued as part of a broader data management framework for the province, in collaboration with other relevant departments and agencies, and should be fast-tracked.

In 2013/14 this intervention seeks to utilise the improved connectivity of schools to utilise the SA-SAMS and LURITS systems to track learner progress. It involves a range of Departments, including GOGTA, Treasury and DEDTEA, and will seek to ensure that the database is able to interface with other information systems (such as Home Affairs).

**Intervention 2.1.c: Improving school infrastructure**

Ensure delivery of the basic services and equipment required by schools - expanded effort to ensure all school infrastructure is compliant with the proposed Norms and Standards for School Infrastructure, which should be finalised shortly, and that secondary schools have laboratory facilities for Science.

**Intervention 2.1.d: Promoting the use of new technologies**

This intervention has four elements, of which the major goal is to ensure that all schools are connected and able to receive electronic communications.

Effort will also be put into ensuring a more equitable provision of ECD opportunities, working together with DSD to target 0-4 year old children.

Effort will also be put into the provision of opportunities for children with special needs, in the form of special schools as well as the identification and support of inclusive, full-service schools.

**Intervention 2.1.e: Enhance technical and vocational education**

A major investment in this area will better enable the province to develop the artisanal and other skills required in the economy. Recapitalisation of the sector will serve as a major incentive for participation, especially among 16-18 year olds, provided programmes are relevant to the workplace.

The intervention will be in the form of increased offering of technical subjects at ordinary schools, and the establishment of new technical and vocational schools, including agricultural schools, in areas where there is no provision. Where necessary agricultural schools should be recapitalised as well.

**Strategic Objective 2.2: 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.***

While schools provide the foundation for development, post-school education and training has a more direct impact on growth and development. Diverse opportunities should include a range of programmes and institutions, as well as different forms of study, including full and part time options. Effective career guidance in schools must enable learners to choose subjects and develop skills that will guide them into different occupations, informed by the economic potential of the province and their districts.

The indicators for this strategic objective seek to measure the alignment of skills with the needs of industry, and the extent to which the requisite skills are being developed. Information will need to be obtained from a multiplicity of public and private institutions, through the Department of Higher

Education and Training, and the provincial Department of Education, and supplemented by the SETAs, who also carry information about “short course” skilling programmes. The complexity of the data demands a dedicated capacity to collect and collate this. Data collection on the indicators will be based on statistical information, but this would be enhanced by qualitative perception studies to gauge the views of business enterprises in relation to the availability of appropriately skilled people.

The investment in data collection must facilitate targeted planning to ensure a continuous supply of useful citizens. It should also inform government investments in human resource development, including the establishment of appropriate institutions, and support to students at college and university.

One of the primary undertakings in the province must be the precise identification of skills shortages in each sector, and by location, after which relevant departments must work with different stake-holders and providers to find a solution to the supply of relevant critical skills. This is a complex field, in which there are many players, including the SETAs, public and private colleges, as well as numerous industry led skills development institutions. The SETAs are mandated to provide data on the skills profile in each sector, and this should be a starting point for a global analysis. The province should identify lead sectors in terms of employment so that planning may link with these in a bid to advance skills and penetrate economic opportunities.

However each local area also needs to interrogate its own situation and develop appropriate responses. Each municipality within the province must be aware of its economic potential and identify short, medium and long term actions to overcome any human resource limitations and advance economic performance.

In addition, high-level aptitudes are essential for global competitiveness and intellectual growth, and graduates are the drivers of any modern economy. Universities must be engaged to support the growth and development trajectory of the province, and assisted to absorb and produce the numbers of graduates in specific disciplines. Targeted funding by the province (in the form of bursaries, grants or even the establishment of professorial chairs) can assist to give direction to particular focus areas, and ensure that each university becomes a “centre of excellence” in relation to areas of comparative advantage which are of interest to the province.

The identified priority growth sectors for the province include Agriculture, Manufacturing, Transport and Logistics and Tourism. These need to be supported by graduate growth in the foundation areas of Teaching, as well as Science, Engineering and Technology. Higher Education maintains provincialised data based on these categories.

## **Indicators**

### **2.2.1 The number of NSC candidates taking Mathematics and Science**

This is an important indicator towards post-school study, in terms of participation and discipline. In 2011, 15 844 learners wrote Mathematics and 15 726 wrote Science. By 2020 this should rise to 40 000 and 50 000 and by 2030 this should be 60 000 and 50 000 respectively.

### **2.2.2 Full and part time students in public TVET Colleges for NC(V), N courses and occupational programmes**

88 166 students are enrolled across all College programmes, and a target of 100 000 has been set, subject to a review based on an analysis of economic needs. 25 393 are registered for the NC(V) programme, 53 007 for N courses, and 4 109 for occupational courses, or artisan training. Targets

aim at significant growth in the NC(V) and occupational programmes, and modest growth in regard to N courses. The targets advocated are: in 2020 the Province should have 29 000 NC(V), 54 000 (N) courses and 6 000 in occupational courses. In 2030 we should see students enrolled as follows: 35 000 NC(V), 55 000 (N) courses and 8 000 artisans. This totals less than 100 000 in 2030. Note that the National Development Plan advocates 1 million students nationally, of which KZN would be expected to accommodate more than 200 000.

### **2.2.3 Students graduating in fields of Education, and in Science, Engineering and Technology (SET)**

These are key fields for social and economic development. DHET data shows 3 680 Education graduates in 2011, and 5 928 in SET. The 2020 target is 4 000(Education) and 6 200 (SET). The 2030 targets re 4 500 and 6 500.

These figures are low as a proportion of national, constituting between 10 and 12% of the national output of graduates in these fields. Short and long term targets will have to be reviewed in consultation with the four higher education institutions in the province. Higher Education data excludes UNISA students, who are all regarded as “national”, but the HRD Strategy could interact with UNISA to get data, for example about students writing exams in the province.

### **2.2.4 Number of PhD graduates**

This is an indicator of high-level intellectual development, and supports all facets of human existence. Cultural, social and scientific knowledge is a platform for advancement, and this measure will give an indication of the quality of our systems and our society. Only three of the institutions produce PhDs, which in 2011 totalled 187. At least 250 should be targeted by 2030, with interim target in 2020 being 200 for KZN. Consultation with the institutions should be held to determine what is needed to achieve this. A provincial investment may be required. Data is also available on the number of Masters Degrees (873), and the HRD Strategy could valuably monitor the conversion rate for Masters to Doctorate.

### **2.2.5 Percentage of academic staff with PhD Qualifications**

The National Development Plan target is 75% by 2030, and the Province must be aligned to this target by 2030. The KZN HRD Strategy will determine the baseline, however UKZN has indicated that 48% of their academic staff have PhD Qualifications. This should rise to 59% and then to 75% in 2020 and 2030 respectively.

## **Interventions**

Many of the interventions related to this Strategic Objective are elaborated in the Human Resource Development Strategy, which supplements this Plan. The interventions proposed will in themselves provide a means to assess the above, and may also make necessary a further series of indicators.

### **Intervention 2.2.a: Develop human resource development plans for lead economic sectors per district municipality based on skills demand and implement in partnership with post-school institutions.**

Apart from provincial level information, the need for local level analysis and intervention is critical in order to overcome the spatial and other disparities in the province. This intervention must become part of the growth plans of every municipality, with fine detail on numbers. Institutional planning and provision must respond to this information as required.

This intervention will be guided by the work of the provincial HRD Council, and its establishment and successful operation is a key project under this intervention.

In addition, the Council should work with the Labour Market Survey that is currently underway, and use data that is obtained in this process to guide its work and decisions. Where necessary it should be supplemented by further research.

Once finalised the province should make use of the Youth Employment Development Initiative to facilitate work placements.

**Intervention 2.2.b: Massively expand the enrolment of youth in TVET College programmes and in other post-school training institutions focusing on artisan development**

This is a national effort, strongly pursued in the National Development Plan, which calls for 1 million students by 2030. TVET College enrolments should vastly exceed those of our universities, which is not the case at present. Good institutions, and substantial advocacy, will be needed for this, and these must be pursued.

The current TVET Colleges are full to capacity, and more Colleges are needed. There are plans by the Department of Higher Education and Training to develop new TVET Colleges in the province: these must be strategically located in terms of the information from a skills audit. In addition the province may need to consider its own contribution and the construction of even more institutions. It is also necessary to increase localisation of TVET College education in line with the Provincial Spatial Economic Development Framework.

**Intervention 2.2.c: Ensure an appropriate “programme and qualification mix” at universities, Universities of Technology and TVETs to promote the production of professionals and academics**

Universities, Universities of Technology and TVETs are subject to national funding, and to national “programme and qualification mixes” (PQMs). This will require the province to work closely with DHET and universities to ensure an appropriate number of students enrolled in key areas. PQMs are driven by national imperatives, but without subverting these, the province could promote certain fields of study relevant to its needs. This has been done in teaching, where the province has provided bursaries, and also in various other scarce-skill areas. The province could also support them in expanding student numbers and success rates in key areas. This intervention is vital and must be pursued with the four contact universities in the province, as well as with private higher education providers and distance providers.

Specific projects involve the targeted use of bursary programmes by the state, as well as the purchase of “self-funded” programmes from universities, according to need. Universities should also be offered support and facilities to encourage private contracted research.

Distance education, driven by new technologies, should be specifically supported to reach the targets.

**Intervention 2.2.d: Data-base of graduates for employers to access**

Ensure that data-bases of graduates from TVET colleges and universities are set-up, maintained and advertised for easy accessibility by employers. Generally universities have a service for advertising positions but this is rarely done as a data-base and TVET colleges generally do not do this at all. This intervention will require co-ordination across institutions that do not normally work together and will need to be placed under the appropriate project leader. As there are several data bases, further research

needs to consider the feasibility of one portal that links to TVET data base, HEIs database, NYDA database, MKI database and other databases.

**Intervention 2.2.e: Ensure partnerships between TVETs, HEIs, SETAs and Industry**

The mismatch in the supply of skills as against those needed in the South African economy dictates that there must be closer partnerships between SETAs, TVET colleges, HEIs and Industry. This will ensure that there is co-ordination and alignment in the knowledge and skills supplied and those demanded by the economy. These partnerships should be sector-based. This will enable business to play a lead role in defining the skill gap relevant to their sectors. The issue of specialisation by TVET Colleges will assist in enhancing their prospects of establishing relevant partnerships. When deciding on specialisation TVETs will have to consider the dominant sectors and opportunities in the economy that is local to each TVET because it is those that will need to be leveraged in the establishment of such partnerships.

**Intervention 2.2.f: Encouraging development of women professional and technical graduates, and people with disabilities**

Province recognises the disjuncture between the number of qualified women graduates and people with disabilities, and those taken up in the formal economy through employment and entrepreneurship measures. Province is therefore committed to expand the enrolment of young women and people with disabilities in TVET colleges, and promote their qualification in key areas to promote the production of professionals. Supporting measures will include the compilation of a database of qualified women and people with disabilities, and creation of partnerships between women entrepreneur and business forums, disability networks, and skills development entities.

There is need for young girls and children with disabilities to study and perform well in Science, Engineering and Technology subjects, from the Foundation Phase. Educators' attitudes, knowledge and skills required to develop appropriate teaching interventions for these subjects to young girls and children with disabilities needs to be enhanced.

There is also a need to:

- Increase the number of girl children and children with disabilities' selection of appropriate subjects for future technical and professional tertiary study;
- Increase the number of women, and people with disabilities, enrolled at district TVET colleges and Institutions of Higher Learning, in professional and technical sectors;
- Put in place support and mentoring programmes for women students and people with disabilities, enrolled at district TVET colleges and Institutions of Higher Learning, in professional and technical sectors, to enable them to complete their qualifications successfully.
- Ensure that TVET colleges and HEIs are accessible to people with disabilities and buildings and that facilities comply with codes and reasonable accommodation requirements;
- Establish a database of women graduates and graduates with disabilities in the professional and technical sectors;
- Establish partnerships between professional and technical industry stakeholders, DHET, DTI and Department of Labour, and women's professional, entrepreneur and disability networks, to encourage and promote recruitment and employment of women and people with disabilities from these sectors.

**Strategic Objective 2.3: Enhance youth skills development and life-long learning**

***The education and skills level of youth and adults is enhanced***

The 2013 population statistics for KwaZulu-Natal indicate that 43,3% of the population is between 0-19 years of age and as many as 47,4% of youth and 57,1% of adults still had education levels below matric.



This constitutes a heavy burden on the province since most of these would be unemployed. In 2014 of all the provinces KwaZulu-Natal had the highest number of youth who were not in employment, education or training, NEETS (693 000). There is therefore a critical need to deal urgently with the challenge of NEETs as this is key to promoting peace and stability in society.

Serious effort has been expended in the years since democracy, with some gains, but these are few in terms of empowering citizens and making them independent and critical participants in society. There appears to be a need to offer programmes that either link directly to the economy (such as learnerships), or else provide a centre for social interaction and growth – a learning co-operative of sorts. These must also be supplemented by basic programmes such as Masifundisane, in order to improve adult literacy rates.

The apex indicator focuses on the general levels of literacy, which is an important development indicator, and this is complemented by an indicator on participation in Adult Education and Training. A second indicator for this Strategic Objective considers the number of youths participating in employment oriented education and training (learnerships, internships and mentorships).

### **Indicators**

#### **2.3.1 Number of youths supported by the National Skills Funds, SETAs and other youth programmes**

In 2012 the DHET reports that there are 45 253 youths in the province supported by these initiatives, which should increase to at least 50 000 in 2020 and 70 000 by 2030. This is an important contribution to HRD, but since it is largely non-institutional it is not always visible or recorded.

#### **2.3.2 Participation in AET**

Enrolment in formal AET programmes is currently 59 000; the 2020 target is 69 000, and the target for 2030 is 83 000. The HRD Strategy may also consider participation in informal literacy programmes, as a supplement to this figure.

### **Interventions**

#### **Intervention 2.3.a: Develop counselling and vocational/career guidance services for schools and out of school youth**

This intervention has long been promised but with little progress. Students and out-of-school youth need to be made aware of the many opportunities and resources that are available for post-school training, and all those involved should collaborate to ensure this gets out. Teachers themselves are badly placed to provide advice, as are parents and community members. Centralised services (such as job centres) must be used, with well-informed personnel. Technology must also be deployed here; every learner knows how to use a cell-phone, which can be used to provide relevant and useful information.

Specific projects proposed for this intervention include the expansion of existing services, primarily those based at TVET Colleges (for academic guidance), the DoL Employment Service Centres (for career guidance), and other facilities which provide more personal growth advice and support.

The State must also be an active participant in terms of offering employment opportunities to youth and in promoting careers in the public service.

**Intervention 2.3.b: Relevant life-long learning programmes to be delivered by accessible and vibrant community-based adult education and training (AET) Centres**

AET Centres need to be lively and attractive venues, in use 24 hours a day and 7 days a week. Programmes should include a mix of formal, qualification bearing courses, relevant skills programmes, informal short courses, and even self-help and motivational programmes. Internationally this is shown to be an important intervention to pursue in support of general development.

Perception is a major issue here, partly the result of moribund management and the marginalisation of AET Centres. These Centres should provide formal programmes (including second chance programmes) to out-of-school youth, and those too old for school. They should also provide AET programmes leading to a GETC, or towards another goal. Life-skills and other courses should also be offered. Dynamic activists should be brought into this sector to turn it into an exciting and developmental project.

A request was made to establish dedicated “stand-alone” AET Centres, but this is not feasible. However a project to improve the governance and operation of AET Centres is proposed, since many have difficulties and limitations in the use of other facilities “after hours” and during school holidays. Particular problems are incurred in respect of “second chance” matric students, who prefer to study during the day.

This strategic objective focuses on the numbers participating in Second Chance Matric Programmes. Second chance matric is based on the new curriculum implemented in 2008. Only learners who wrote grade 12 in 2008 and onwards can enrol to repeat any subjects offered. This programme gives grade 12 learners an opportunity to; repeat subjects that they have failed in matric and to improve their results to gain access to higher education institutions

**Intervention 2.3.c: Enhance youth skills development**

Learning, career development, economic development, social development and workplace programmes targeting youth that is Not in Education, Employment or Training (NEET).

This intervention focuses on programmes that government initiates, facilitates or forge partnerships on with relevant stakeholders to bridge the gap of skills shortage. The province needs to give support and ensure that the following programmes are being implemented:

- Second chance matric programmes for those with poor results or that have not passed and improving support for better results in the Basic Education sector;
- High quality, personalized and impartial career counselling and vocational guidance services;
- Expand intake of youth into educational, skills, up-skilling, reskilling and training programmes;
- Opportunities in the public employment programmes reserved for youth in cumulative total of FTEs created through EPWP, CPW; and NYS inclusive of all sectors and additional learning opportunities;
- Number of Youth Cooperatives and SMMEs registered in KZN that have been in operation for more than 2 years.

## STRATEGIC GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT

### *Poverty and inequality in KZN is reduced*

An overview of leading socio-economic indicators of development progress in KwaZulu-Natal is provided in the table below. Thereafter are proposed indicators suitable for assessing the impact of the Provincial Growth and Development Plan on human and community development.

In order to place the province in context, a suite of conventional indicators for KwaZulu-Natal are compared to South Africa as a whole, and to countries with either similar levels of human development or with similar levels of economic development. This is followed by the identification of a primary apex indicator based on the Human Development Index (HDI) and a set of secondary apex indicators which separately track critical aspects of socio-economic progress.

It is useful to first place KwaZulu-Natal in context, both in terms of the overall South African situation as well as in terms of countries that are similar to the province. This is shown in the table below which reports comparable information for six countries in addition to South Africa. The base line year is 2011 [unless otherwise stated] which is the most recent year for which complete information is available for all countries.

Index	Turkey	Egypt	South Africa	KwaZulu-Natal	Chile	Mexico	Malaysia	Brazil
HDI Rank	90	112	121	<b>125<sup>1</sup></b>	40	61	64	85
Life expectancy at birth [Total]	74.9	70.9	61.4	<b>52.2<sup>2</sup></b>	79.6	77.1	74.8	73.8
Adult literacy (%) (2011)	90.8	72	88.7	<b>77.9</b>	98.6	93.1	93.1	90.3
Combined enrolment (% 7-18) (2011)	76	74	93	<b>98.8</b> (7-15 yrs)	85	80	71	87
GDP per capita (PPP\$) <sup>3</sup>	11347	3155	9594	5625 <sup>4</sup>	15363	9795	10422	11347
HDI Value	0.722	0.622	0.629	<b>0.614</b>	0.819	0.775	0.769	0.73
Population (2005) (m) (2011)	74.5	84	50.5 52.98 (2013)	<b>10.5</b>	17.4	116.2	29.3	198.4

<sup>1</sup>Although sub-national structures are not ranked by the UNDP, this can be interpreted that KwaZulu-Natal would be ranked 125<sup>th</sup> out of 177 countries in which Norway is the most developed country and Niger the least.

<sup>2</sup>2012 Baseline

<sup>3</sup>Gross Regional Product (GRP) is reported for KwaZulu-Natal. This refers to the value of all economic activity within the province. [Q1, 2013]

<sup>4</sup> At constant 2005 prices

Index	Turkey	Egypt	South Africa	KwaZulu-Natal	Chile	Mexico	Malaysia	Brazil
< \$2 PPP poverty line	10.3	43.9	34.1 [2004]	<b>36.6</b> [2004]	9.6	26.3	9.3	22.4
% 1yrs measles immunization	97	96	74	<b>85.4</b> [DHIS]	91	98	95	97
< \$2 PPP poverty line	10.3	43.9	34.1 [2004]	<b>36.6</b> [2004]	9.6	26.3	9.3	22.4
% 1yrs measles immunization	97	96	74	<b>85.4</b> [DHIS]	91	98	95	97
Infant Mortality Rate (/1000) (2011)	12	18	35	<b>32.1</b>	8	13	6	14
Under 5 Mortality (/1000) (2012)	14	21	45	<b>43.4</b>	9	16	9	14
% Births attended	91	79	91	<b>81%</b> [Delivery in Facility]	100	95	99	97
% Stunting (5-60 months)	12	19	15.3	<b>6.7</b>	No data	16	17	7
TB/100 000	22	17	993	<b>1090</b>	16	23	80	46
HIV (% of 15-49)	<0.1	<0.1	15.9	<b>37.4</b>	0.5	0.2	0.4	0.1
MMR (/100 000 live births)	20	66	300	<b>195</b>	25	50	29	56

Source: UNDP 2011; UNDP 2012; Stats SA, 2013; National Department of Health APP, KZN Department of Education APP 2012/13, 2012 National HIV Antenatal and Herpes Simplex Survey, HST

In the table, countries in the columns on the left hand side of South Africa and KwaZulu-Natal have a similar HDI index while those to the right have a Gross Domestic Product (GDP) per capita that is similar. The striking economic wealth of both South Africa and KwaZulu-Natal is evident when comparing the region to countries which have similar outcomes in terms of social indicators. Equally striking is that those countries with similar economic wealth reveal social outcomes well above that of South Africa, suggesting that South Africa has some way to go in translating economic progress into human development. The comparison between South Africa and KwaZulu-Natal is also noteworthy, which the province performing less well than the country as a whole for most indicators.

Attaining the goals set for the apex indicators demonstrates the overall impact of the PGDP and rests on the many strategic objectives that have been established for the plan. Indicators for a sub-set of these relating to poverty, social cohesion, health status, and food security are also described and targets are proposed for each level of indicator. In each case, a brief list of interventions is proposed to demonstrate the type of action that would result in the attainment of the goals that are set.

Within the PGDP the term “community development” implies interventions that take place at a local scale. Meaningful impact on the citizenry in their communities requires attention as to how development is effected and how oversight on deployment of resources is exercised. Operation Sukuma Sake is seen as one of the vehicles to drive this “community development” and forges an integrated approach by all

sectors in service delivery at the coal-face. Another is the Poverty Eradication Programme, spearheaded by the Office of the Premier that has the primary objective to accelerate the response to poverty thereby addressing the high incidences of malnutrition, hunger and related social ills. To further entrench community and human development the plight of the vulnerable has to be addressed through improving the living conditions of communities especially those living on commercial farms, Communities living in slums and those communities without decent sanitation.

There are serious implications derived from “social issues” for infrastructure development, economic approaches, environmental and spatial planning issues. Strategic action related to poverty eradication, sustainable livelihoods and food security requires an iterative process between stakeholders in spatial planning and infrastructure development that will move people from a poverty coping mode to economic empowerment. While the goal of Human and Community Development recognises a rights-based approach to service delivery, it seeks also to increase empowerment for self-sustenance. Underlying this is a need to transform the mind-set of asset-entitlement whereby poverty eradication and social grants orientation is balanced with a mission towards socio-economic empowerment of citizens coupled with the promotion of personal and community action.

The objective on social capital recognises that the development potential of KwaZulu-Natal will depend, in part, on the diversity, spread and capacity of its institutions, the existence of strong social and business networks, relationships of trust and reciprocity between citizens and their institutions, as well as citizen access to wider level institutions, across all KZN communities.

### Apex indicators

#### **Apex indicator 1: PGDP Adjusted Human Development Index**

A composite indicator of human development that combines scores for the health and longevity of the population of KwaZulu-Natal, its' knowledge and education and its economic standard of living. The 2012 baseline is 0.70. The overall target to 2030 is 1.00 with an interim 2020 target of 0.80.

#### **Apex indicator 2: Life Expectancy at Birth**

A composite measure of health that combines mortality and morbidity data to represent overall population health in terms of life expectancy. The 2010 baseline is 52.6 years (total), 49.1 years for males and 50.2 years for females. The 2020 target is 60.5 years (total); 58.4 years for males and 62.7 years for females, and the 2030 target is 65.9 years (total), 63.7 years for males and 68 years or females

#### **Apex indicator 3: Decrease in Absolute Poverty**

This refers to the percentage of the population below the food poverty line. The aim is to reduce the percentage of households that lie below the Food Poverty Line to zero. The current 2012 baseline is 25.70 %. The interim 2020 target is 10.79 %. The overall 2030 target is 0.00

#### **Apex indicator 4: Decrease in Social Inequality**

This indicator refers to the share of income earned by poorest 60% of the population. The aim is to increase the current share of total income received by the poorest 60 %. Currently in 2012, the poorest 60% of people receive / earn 17.60 % of KZN's total income. The overall

target for 2030 is that the poorest 60% of KZN people receive 29.2% of KZN's total income. The interim target for 2020 is 22.01 %.

**Apex indicator 5: Total number of crimes measured as the number of crimes reported per 100 000/population**

The 2011/2012 baseline is 3 608. The 2020 target is 3 057 and the 2030 target is 2 476.

*The chart below summarises the goal area and should be read in conjunction with the detailed monitoring and evaluation matrix provided in the Monitoring and Evaluation Framework.*

GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT						
Poverty and inequality in KZN is reduced						
APEX INDICATORS						
<ul style="list-style-type: none"><li>• PGDP Adjusted Human Development Index</li><li>• Life expectancy at birth</li><li>• Decrease in absolute poverty</li><li>• Decrease in social inequality; Total number of crimes</li></ul>						
OBJECTIVES	<b>Poverty eradication and social welfare</b>  <i>Grants and allied social welfare transfers reduce poverty in the KZN population</i>	<b>Enhance health of communities and citizens</b>  <i>The health of the KZN population is improved</i>	<b>Enhance sustainable household food security in KZN</b>  <i>Ensure household food security in KZN</i>	<b>Sustainable human settlements</b>  <i>KZN households have secure residential tenure and access to basic utility services</i>	<b>Safety and security</b>  <i>The safety and security of the KZN people and their property is improved</i>	<b>Advance Social Capital</b>  <i>Institutions, partnerships and networks amongst the poor are expanded and strengthened</i>
PRIMARY INDICATORS	<ul style="list-style-type: none"><li>• Reduction in relative poverty</li><li>• Reduction in child poverty and malnutrition</li><li>• Effective dependency ratio</li><li>• The poverty gap and severity gap</li></ul>	<ul style="list-style-type: none"><li>• Increasing compliance with National Core Standards</li><li>• Decrease in maternal and child mortality rates/ratios</li><li>• Decrease in the incidence of chronic illnesses</li><li>• Prevalence and incidence of communicable diseases</li><li>• Professional Nurses per 100 000 population</li><li>• Medical Officers per 100 000 population</li></ul>	<ul style="list-style-type: none"><li>• Dietary Diversity Index</li><li>• Hunger episodes: household member has gone hungry at least sometimes in past 12 months</li><li>• Number of local municipalities supported with informal economy policies</li><li>• Number of municipal officials capacitated to support the informal economy</li><li>• Number of municipalities funded for informal economy infrastructure development</li></ul>	<ul style="list-style-type: none"><li>• % Housing Backlog</li><li>• % Households with registrable form of tenure</li><li>• % of Provincial Human Settlement budget spent on formal settlement development</li><li>• % of Social Housing and Rental Opportunities</li></ul>	<ul style="list-style-type: none"><li>• Number of serious crimes reported</li><li>• Number of crimes against women and children</li><li>• Number of drug related crimes reported</li></ul>	<ul style="list-style-type: none"><li>• Number of community level institutions active in participating in government departments, with active registration status in KZN</li></ul>
INTERVENTIONS	<ul style="list-style-type: none"><li>• Promote and accelerate roll-out of Sukuma Sakhe</li><li>• Implementation of comprehensive social welfare safety net</li><li>• Expanding social welfare services to under-served areas</li><li>• Bringing women into development and social welfare measures</li><li>• Massification of Early Childhood Development</li><li>• Implementation of social protection services systems</li></ul>	<ul style="list-style-type: none"><li>• Primary Healthcare re-engineering</li><li>• Scaling up programmes to reduce incidence and manage the prevalence of HIV, AIDS and STIs</li><li>• Scaling up integrated programmes to expand healthy lifestyle programmes and reduce and manage non-communicable diseases</li><li>• Scaling up programmes to improve maternal, child and women's health outcomes</li><li>• Scaling up programmes to improve TB outcomes</li><li>• Implementing programmes to reduce the local malaria incidence</li></ul>	<ul style="list-style-type: none"><li>• Developing facilities for local markets</li><li>• Provide a progressive regulatory framework within which municipalities can support the informal economy</li><li>• Skills development to support local production.</li><li>• Expedite the roll-out of the National School Nutrition Programme</li><li>• Support to smallholder farmers to expand production and access markets</li><li>• Integrated system for continuous assessment: poverty, malnutrition and hunger</li><li>• Engendering food security measures</li><li>• Access to food through food security programmes</li><li>• Support insecure households to benefit from food security initiatives</li></ul>	<ul style="list-style-type: none"><li>• Establishment of a joint provincial forum addressing integrated development planning</li><li>• Densification of Human Settlements</li><li>• Transformation of informal settlements</li><li>• Develop provincial strategy and plan to address housing Gap Market</li><li>• Expand the Social Housing Programme and Rental Programme</li></ul>	<ul style="list-style-type: none"><li>• Implementation of Community Protection through Environmental Design</li><li>• Strengthen programmes aimed at curbing violence against the vulnerable</li><li>• Strengthen partnerships: civil society, business and criminal justice system</li><li>• Establish educational programmes on Safety for Children</li><li>• Reduction in livestock theft</li><li>• Addressing gender based violence and its impact on women and girl children</li></ul>	<ul style="list-style-type: none"><li>• Develop and resuscitate community institutions to advance social capital</li><li>• Strengthen the capacity of provincial structures to provide support services to community level institutions</li><li>• Promote social cohesion</li></ul>

### **Strategic Objective 3.1: Poverty eradication and social welfare**

***Social support is primarily aimed at eradicating poverty in the KZN population***

Unemployment, a poor quality of life, and often devastating social and economic distress, identify the need for a clear government role in poverty eradication. However, this role needs to be linked to a wider role in social and economic development and poverty reduction. Government needs to link with civil society and business to develop a holistic community development approach that seeks not only to alleviate poverty, but also to enable citizens to improve their own situation and to eradicate poverty in totality.

Operation Sukuma Sakhe aims to rebuild communities, address spatial and racial imbalances across the province through the rehabilitation and construction of economically enabling infrastructure such as roads, housing, electricity and water, among many others. It has begun to do this by coordinating the responses of different agencies and departments. Key to its success is the active support of a broad stakeholder base. Government departments, civil society organisations and private sector stakeholders with expertise in community development need to be co-ordinated to provide an integrated response across the province. The KwaZulu-Natal Poverty Eradication Programme is a combination of successful elements from the KZN Integrated Poverty Package, the National Schools Nutrition Programme, and Department of Agriculture and Rural development's Food Security Programme.

While it is important to provide support to communities and individuals in distress, this must not create dependency on poverty eradication strategies such as the social grant system. In South Africa, KwaZulu-Natal is the province where social grant expenditure is the highest. Whilst support to the poor and indigent is essential, measures to empower communities towards self-sufficiency and sustainable economic activities must also be sought. For this reason welfare and development services need to be expanded into under-served areas, and a comprehensive social welfare safety net needs to be implemented which focuses not simply on the provision of relief to those in distress, but which also provides a broad basket of services which will enable people to climb out of poverty and reduce dependence on social grants.

The provision of welfare services is undermined unless it is known where and when they are most needed. It is essential that a responsive, integrated system for continuous assessment of poverty, hunger, social and economic distress is developed and implemented so that need is quantified and services provided. This is specifically addressed under Intervention 3.3.g: Develop a Responsive, Integrated System for Continuous Assessment. To which this intervention is linked.

The elimination of corruption and fraud within the social grant system continues to be a cross-cutting issue requiring sustained and active attention. In order to provide an efficient, effective and equitable service to those in need the system needs to make best use of the resources available and ensure they are targeted and delivered effectively. A baseline and targets in respect of the reduction of fraud and corruption within the system need to be established, and a quantified, measurable response implemented.

#### **Indicators**

##### **3.1.1 Reduction in relative poverty**

The overall aim is to halve the percentage of households that lie below the Upper Bound Poverty Line. The 2012 Baseline is 67.5 %. The overall aim is a target of 33.8% in 2030. The interim target is 54.7% in 2020.



### **3.1.2 Reduction in child poverty and malnutrition: % children that are stunted, wasted or obese**

Current 2013 baselines are 15.3 (stunted), 2.5 (wasted) and 14.6 (obese). The aim, by 2030 is to halve the current prevalence of stunting, wasting and under-weight children to 7.9 (stunted) 1.5 (wasted), 8.0 (obese). KZN Interim targets to 2020 are 12.3 (stunted), 2.0 (wasted) and 12 (obese).

*Since data on these measures is collected through intermittent surveys, additional proxy indicators are proposed:*

Children under 5 years severe acute malnutrition incidence (per 1000)

Baseline MDG 2010: 8.3 (Source: DHS). The target for 2020 is 4.6 and for 2030 it is 3.

Underweight for age under 5 years incidence (per 1000)

Baseline MDG 2010: 44.6 (Source DHS). The target for 2020 is 35 and for 2030 the target is 25.

Percentage of children under five years with moderate acute malnutrition (MAM)

Baseline: 8.3% (2012), Source: DHIS. The target for 2020 is 5.5% and for 2030 is 3.5%.

### **3.1.3 Effective dependency ratio:**

The 2012 baseline is 4, the 2030 target is 2.8 and the interim target in 2020 is 3.2.

### **3.1.4 Poverty gap (p1) and severity of poverty (p2)**

The baseline is 28.8 (p1) and 16.7 (p2). The 2030 target is 14.3 (p1) and 8.3 (p2) the interim targets are 23.3 (p1) and 13.5 (p2).

## **Interventions**

### **Intervention 3.1.a: Promote and accelerate roll-out of Operation Sukuma Sakhe**

Operation Sukuma Sakhe is the provincial flagship programme that seeks to rebuild communities and address historical developmental spatial and racial imbalances across the province through the rehabilitation and construction of enabling infrastructure such as roads, housing, electricity and water, among others. Issues of halting rural-urban migration, service delivery, human and community capital development, poverty eradication, crime prevention, job creation, and building social cohesion are at the heart of Operation Sukuma Sakhe.

As part of this it is recommended that functioning war rooms be established at district level to coordinate Operation Sukuma Sakhe more effectively. Socio-economic profiling of households should also be conducted to determine a poverty baseline and the basic requirements required for those in need. Related to this baseline, a plan for the provision of the minimum requirements for poverty-stricken households should be developed. Supporting this is the provision of low-cost houses

**Intervention 3.1.b: Implementation of comprehensive social welfare safety net.**

In the 2012 PGDP this intervention called for the rationalization and alignment of the community development approach, but this was not elaborated.

Recession, a decrease in per capita income, increasing poverty, and extreme inequality in the distribution of income contribute to high levels of social and economic distress in KwaZulu-Natal. Social and economic support across a wide range of disciplines is necessary to provide for the welfare of vulnerable citizens. The provision of a minimum level of social support for citizens is essential, but insufficient to provide for basic human needs. It is known that social grants enable vulnerable groups to have an income and so supply some of their basic needs. This in turn can create small, local economies in poverty-stricken areas. This intervention calls for a social welfare safety net that effectively targets vulnerable groups and individuals, and provides them with a more comprehensive set of services. As such this intervention also relates closely with 3.2: Enhancing health of communities and citizens, 3.3: Enhance sustainable food security, and 3.6: Advance social capital.

The provision of comprehensive social grant system is part of a national rollout and is consistent with the community development approach. This system will include the payment of social grants, but will also be supported by the provision of relief for those in social distress, as well as enabling and support services such as the provision of identity documents, residential care, and protective workshops for people with disabilities.

Evidence of ghost beneficiaries, bureaucratic, process and procedural corruption among government officials responsible for the approval of social grants was evident throughout the stakeholder consultations process. This is extensively documented. Strategies must be developed to curb corruption within government agencies and through use of the justice system. The establishment of a database of people reliant on social grants and those qualifying for rebates in terms of local government policies will ensure that only deserving people are provided assistance. As a starting point an empirical baseline needs to be established to quantify the extent of the problem. Supporting projects must be identified, and quantified targets need to be set.

**Intervention 3.1.c: Expanding social welfare services to under-served areas**

There are many communities where social and economic distress is evident, but which do not receive adequate welfare services. Providing a comprehensive social welfare system includes not only providing access to grants, but to providing a range of services to distressed and vulnerable individuals and communities.

This intervention covers key elements and catalytic projects to lead the expansion of welfare services to under-served areas. These include awareness and prevention services aimed at mitigating the impact of HIV and AIDS by improving access to psycho-social care and support services, the extension of family preservation services, the expansion of early childhood development services and the improvement of centre-based services, increasing the number of service centres for active aging, and the expansion of care and prevention services aimed at children in conflict with the law.

**Intervention 3.1.d: Bringing women into development and social welfare measures**

Patriarchal and traditional perceptions in relation to women's role in the family, community and in governance, severely impacts their ability to participate equally in measures identified above. Specific measures need to be implemented to encourage women to participate actively in municipal war rooms, through liaison with local women's groups and associations. Municipalities

should be encouraged to actively set targets for women's equal representation and full participation in development and project committees established to address local poverty, service delivery, infrastructure interventions and responses to crime, supported by appropriate capacity-building measures, where required. Particular measures in addition are required to identify single women-headed households, where the impact of poverty is proven to be higher, to ensure adequate social welfare support service measures are provided. In addition, households affected by HIV and AIDS, where women in the main are the sole supporters and carers of those affected, need to be identified, their needs assessed and responded to appropriately through municipal welfare and development services

**Intervention 3.1.e: Massification of the Early Childhood Development services in compliance to norms and standards**

The Provincial Integrated Early Childhood Development Plan (PIECD Plan) focuses on Early Childhood Development services and the increase of access to Early Childhood Development services especially in rural areas. The PIECD Plan focuses on the provision of an essential package of Early Childhood Development services including health services, stimulation, education and psychosocial services.

The PIECD Plan also focuses on the Massification of Early Childhood Development which ensures registration of Early Childhood Development centres in compliance with the Children's Act No 38 of 2005.

**Intervention 3.1.f: Implementation of systems to strengthen coordination, integration, planning, monitoring and evaluation of social protection services**

Social Protection is one of the key priorities identified in the NDP and is central to ensuring the links between social and economic policy goals.

Social Protection ensures inclusive social development by ensuring that protective, preventive, transformative and generative measures are in place for human well-being across all sectors of society. The NDP 2030 conceptualises social protection as much broader and more inclusive than social security. Social protection incorporates non-statutory or private measures for providing social security without excluding traditional social security measures.

**Strategic Objective 3.2: Enhance health of communities and citizens**

***The health of KZN population is improved***

An effective health system is supported by committed leadership, efficient management structures and oversight, functional and efficient delivery systems, equitable distribution of resources at the appropriate level of care, evidence-based practice, collaboration and participative decision-making, and equitable access to decent housing, clean water, sanitation, waste removal, nutrition and education (social determinants of health). The primary health care approach is used as underlying philosophy of health service delivery, shifting focus from curative care to the promotion of health and prevention of illness. The National Health Act, Act No 61 of 2003 (as amended) enunciates the essential components of primary health care as equity; provision of comprehensive services; effectiveness; efficiency; quality; improved access to services; decentralisation; overcoming fragmentation; developmental and inter-sectoral approach; local accountability and community participation; and sustainability. This resonates with the

health sector Negotiated Service Delivery Agreement for Outcome 2 (A Long and Healthy Life for all South Africans) aiming for the *“Re-engineering of the health system to one that is based on a PHC approach, with more emphasis on promotive and preventive (instead of curative) healthcare that will underlie all interventions needed to achieve desirable health outputs”*. To ensure seamless service delivery from community to central levels of care, primary health care services will prioritise participative initiatives through Operation Sukuma Sakhe, partnerships with communities and other community-based organisations as vehicles to improve the development of healthy communities and the health of citizens through participation and ownership.

KwaZulu-Natal is at the epicentre of the quadruple burden of disease including HIV, AIDS, sexually transmitted infections and tuberculosis; high maternal and child morbidity and mortality; non-communicable diseases; and violence and injury. In spite of considerable progress in reducing the burden of HIV, AIDS and TB, the impact of these diseases is still profound in health outcomes including maternal and child morbidity and mortality. Diseases of lifestyle e.g. diabetes, hypertension, etc. is increasing and concerted integrated interventions is critical to ensure behavioural change. The high levels of violence and injury require a multi-disciplinary response to reduce risk behaviour and to ensure an appropriate response to violence and injury at all levels.

Poverty and deprivation is inextricably associated with disease and health outcomes and closely linked with the synergies of malnutrition, HIV and Tuberculosis which in turn are the leading causes of maternal and child morbidity and mortality. Food insecurity leads to poor nutrition, which affects the functioning of the immune system leading to increased susceptibility to disease. The inter-related complexities of poverty, deprivation and disease therefore compel multi-sectoral community-based programmes where communities actively participate in community development and health initiatives while at the same time accepting responsibility for their own health and well-being. Effective communication, ongoing consultation and feedback, partnerships between communities and service providers will therefore be paramount in developing healthy communities and the well-being of citizens. The Provincial Poverty Eradication Plan will therefore be paramount in addressing the burden of disease.

The Province will scope the extent to which the citizenry is catered for in terms of the provision of community and facility-based services to inform evidence-based health interventions. Regular reviews, monitoring and evaluation will ensure that strategies and interventions remains dated as informed by evidence. The main focus will include system development through business process reviews to ensure seamless and sustainable health services.

### **Indicators**

#### **3.2.1 Increasing compliance with National Core Standards**

**Percentage of Primary Health Care facilities scoring above 80% on the Ideal Clinic Dashboard**

Baseline: 6.25% (2014). Source: Ideal Clinic Database/ DHIS. Target 2020 is 100%

#### **3.2.2 Decrease in maternal and child mortality rates/ratios**

National MMR (population-based) is currently recorded as 300, suspected that KZN is higher.

Maternal mortality in facility ratio (per 100 000 live births). 2010 baseline is 195 (DHIS). The target for 2020 is 100 or less and for 2030 it is 60. (Source: Recommended: DHIS)

**Infant mortality rate (per 1000 live births)** 2010 baseline is 32.1. The target for 2020 is 29 and for 2030 the target is 36 (Source: Stats SA and Rapid Mortality Surveillance Report.)

**Under-5 mortality rate (per 1000 live births).** 2010 baseline is 43.4. The target for 2020 is 40 and for 2030 it is 36. (Source: Stats SA and Rapid Mortality Surveillance Report.)

### 3.2.3 Decrease in the prevalence and incidence of chronic illnesses

The aim is to decrease the prevalence and incidence of chronic illness through improved detection, management, follow-up and support. The National Information Data System (NIDS) makes provision for monitoring incidence of diabetes and hypertension:

**Diabetes incidence and prevalence (per 1000 population).** The 2010 baseline is 2.2 per 1000. The 2020 target is 1 and the target for 2030 is 1 (Source: DHIS)

**Hypertension incidence and prevalence (per 1000 population over 40 years).** The 2010 baseline is 29.5. The target for 2020 is 11.4 and for 2030 the target is 7. (Source: DHIS)

### 3.2.4 Prevalence and incidence of communicable diseases

**HIV incidence and prevalence** (in general population). Baseline: 1.01%, Source: ASSA 2008 modelling; Stats SA; HSRC. The 2020 target is 0.9% and the 2030 target is 0%.

**HIV prevalence and incidence among 15-24 year old pregnant women (pregnant women)**  
Baseline: 25.8% (2012). The 2030 target is 24%. Source: National Antenatal Sentinel HIV & Herpes Simplex Type-2 Prevalence Survey (Annual National Survey)

**Infant 1<sup>st</sup> PCR test positive around 6 weeks' rate**  
Baseline: 6.8% (2010). The 2030 target is 0%. Source: DHIS

**TB incidence and prevalence (per 100 000 population).** 2010 Baseline: 1 161 per 100 000. Source: ETR.net; Research. The 2020 target is 200 and for 2030 the target is 170.

**Malaria incidence and prevalence per 1000 population at risk. 2010** Baseline: 0.80. Source: Malaria database. The target for 2020 is zero (0) new local cases and for 2030 the target is to maintain zero (0) new local cases.

### 3.2.5 Professional Nurses per 100 000 population

Provision for Private Practitioners and Private Nurses not included in current targets: Baseline: 130 per 100 000 (2010). Source: Persal DOH and Stats SA. The 2020 target is 147 and for 2030 the target is 155.

### 3.2.6 Medical Officers per 100 000 population

Provision for Private Practitioners and Private Nurses not included in current targets:  
Baseline: 24 per 100 000 (2010). Source: Persal DOH and Stats SA. The 2020 target is 36 and for 2030 the target is 48.

### **Proposed interventions:**

#### **Intervention 3.2.a: Primary Healthcare Re-engineering (PHC)**

The PHC approach will be the underlying philosophy for health system transformation using Operation Sukuma Sakhe and other community and facility based services as vehicles for delivery. Interventions are intrinsically linked with Strategic Objectives 2.1 (Improve early childhood development), 3.1 (Poverty alleviation); 3.3 (Enhance sustainable household food security); 4.5 (Improve water resource management and supply); and 4.6 (Improve energy production and supply). Deprivation index scores (per ward) will be used to inform prioritisation of health interventions and allocation of resources in line with the Provincial Poverty Eradication Plan. Coverage of community-based services targeting households, schools, high risk populations, etc. will be scaled up (including mobile services) to improve access to facility-based services (clinics, Community Health Centres and District Hospitals). This will expand the service delivery platform at the entry level of health care.

The Operation Phakisa “Ideal Clinic Realisation and Maintenance” programme, one of the Presidential priorities, will be implemented as part of the re-engineering of PHC. Interventions will fast track delivery on the National Development Plan priorities to improve efficiencies and quality of services at both community and facility levels. The intervention will focus on eight main streams including service delivery, waiting times, supply chain management, financial management, infrastructure, human resources, institutional arrangements and scale up and sustainability. There will be a strong emphasis on change management, leadership, participation and collaboration with all service providers and stakeholders (including community structures and members) to ensure participative development, ownership and sustainability. Programme output and outcomes will be measured using customised national standards for Ideal Clinics incorporated in an Ideal Clinic Dashboard for regular self-assessment and quality improvement plans. These performance measures are aligned with the National Core Standards that will be monitored by the Office of Standard Health Compliance.

#### **Intervention 3.2.b: Scaling up and improving the quality of programmes to reduce the incidence and manage the prevalence of HIV, AIDS and STI's**

In spite of significant achievements in curtailing HIV infections and managing the prevalence, the relentless increase of the disease underscores the need for the rapid scale up of prevention and treatment initiatives to reduce new infections and ensure that all eligible clients receive the appropriate treatment and support.

The social unit will be placed at the epicentre of initiatives to address and control the epidemic to ensure active community participation, community-led initiatives and ownership, partnerships with all stakeholders, both professional and non-professional, supported by integrated resources and systems that are considered vital for expanding and sustaining innovations and services.

Interventions will include prevention programmes through Operation Sukuma Sakhe and Hlola Manje Campaigns, mass mobilisation and community campaigns, medical male circumcision drives, and male and female condom distribution as part of dual protection, and focussed prevention programmes for key populations. Treatment programmes will be scaled up including HIV counselling and testing, appropriate

treatment programmes for people eligible for treatment as per policy directives, adherence management, pre and post-exposure ARV prophylaxis, elimination of mother to child transmission of HIV, and elimination of stigma, discrimination and social exclusion.

Implementation of the 90-90-90 HIV Epidemic Master Plan will be rapidly scaled up over the coming years. Modelling suggests that the AIDS epidemic can be ended by 2030 if the 90-90-90 targets are achieved by 2030 (90% of people living with HIV know their HIV status; 90% of all people with diagnosed HIV infection receive sustained antiretroviral therapy; and 90% of all people receiving antiretroviral therapy have viral load suppression). This will in turn generate profound health and economic benefits for the Province.

**Intervention 3.2.c: Ensure equitable access to health services.**

This intervention is aimed at ensuring that all of the citizens of KwaZulu-Natal have equitable access to health facilities and services. Equitable access covers *all* health services

Equitable access to health services and facilities is necessary for a population that is increasingly mobile. Using population to determine what services and how many facilities may be required in a community is an increasingly unreliable measure of demand. Using headcount alone may mean that some communities in need of services and facilities will not qualify in terms of simple quantitative norms used. In other communities, people may prefer to go to facilities outside their community. Calculating demand for services needs to include not only the resident population of a community, but also factors such as road, water and other infrastructure. Location and access issues must be reviewed so satellite services are also provided in the interests of equal access to all health services. Similarly, this intervention needs to consider issues relating to the attraction of health professionals to under-resourced areas.

Projects supporting this intervention include a spatial establishment framework, planning and implementation of the appropriate infrastructure for the provision of health services, the provision of human resources for health, as well as the expansion of specialist services, for example, eye care, cataract, and refraction services.

**Intervention 3.2.d: Implementation of the first phase of National Health Insurance pilot programme**

The National Health Insurance system will on the one hand be a systems change project and on the other will require structural interventions around health facilities. This intervention revolves around the implementation of the first phase of the National Health Insurance Scheme in a phased roll-out in three pilot districts, and strengthening health systems effectiveness in three pilot districts.

**Intervention 3.2.e: Scaling up and improving quality of integrated programmes to expand healthy lifestyle and mental health programmes and reduce and manage non-communicable diseases**

Lifestyle diseases including obesity, hypertension, diabetes, heart disease, etc. are increasing at an alarming rate in spite of widespread education programmes. Intensified scale up of integrated healthy lifestyle and mental health programmes will be prioritised targeting both children and adults at community level, schools, institutions of higher learning and the workplace. There will be a strong focus on targeted health promotion and education programmes to facilitate sustainable behaviour change. Programmes will seek to motivate communities and the workplace to own behaviour change programmes to ensure improved health outcomes.

Mass screening programmes, early detection, counselling and effective management of non-communicable and chronic diseases will be scaled up to ensure appropriate interventions based on

evidence. Interventions will include initiatives targeting Rehabilitation and Disability, Mental Health and Substance Abuse, Chronic Diseases, Geriatrics, and Eye Care (including cataracts and blindness). All initiatives will be community and facility based as part of PHC re-engineering, Operation Sukuma Sakhe and in partnerships with other role players, stakeholders and communities. Disease trends, informed by appropriate research and evidence, will inform priority interventions.

The chronic medication distribution model will be rolled out to ensure improved access to chronic medication. This will decongest health services, reduce patient waiting times and ensure that people receive their medication closer to where they live.

### **Intervention 3.2 f: Scaling up and improving the quality of programmes to improve maternal, child and women's health outcomes**

Interventions to improve maternal and child health are in line with the countdown to MDG 1 (Eradicate extreme poverty and hunger), MDG 4 (Reduce child mortality), and MDG 5 (Improve maternal health).

There will be a strong focus on the prevention of priority conditions such as diarrhoea, pneumonia, malnutrition, primary obstetric causes of deaths, and HIV and TB infections, which will require strengthening of health systems with particular emphasis on family and community oriented services at PHC level including referral to district hospitals.

Community based services (first level of care) will focus on the prevention of preventable causes of morbidity and mortality with intensified emphasis on promotion of health and health education. Services will be strengthened through integration with Operation Sukuma Sakhe to ensure an integrated comprehensive approach in addressing the social determinants of health and to accelerate community participation and ownership. The scope of practice of Community Care Givers will be reviewed to enable them to provide limited therapeutic services at household level including issuing of Vitamin A, emergency contraception, deworming medication, and pregnancy testing. There will be a strong focus on HIV/AIDS/TB awareness and appropriate management of infected women, nutrition services including feeding practices and nutrition supplements. Prevention of mother to child transmission of HIV will be prioritised through integrated strategies.

Implementation of CARMMA (Campaign on Accelerated Reduction of Maternal and Child Mortality in Africa) and Siyanqoba (MDG Countdown) will be scaled up to intensify programmes to reach 3 million young women and girls as part of the contraceptive campaign, expand community-based interventions to prevent preventable causes of morbidity and mortality, increase quality improvement programmes at facility levels, and linking Community Care Givers to all pregnant and postnatal women and neonates to ensure appropriate health seeking behaviour and follow up, and expand and improve immunisation and oral rehydration campaigns.

Services at General Hospitals (second level of care) will cater for patients requiring admission to hospital for treatment at specialist level; Tertiary Hospitals (third level of care) will provide sophisticated medical care; and Central Hospitals (fourth level of care) will provide multi-speciality clinical services.

To improve access to health facilities with skilled personnel, Midwifery Obstetric Units will be established to provide basic emergency obstetric care. Dedicated obstetric ambulances will be deployed at appropriate locations to ensure that obstetric cases receive the appropriate support for effective referral of high risk patients to the appropriate level of care. Waiting Mother's Lodges will be increased in especially rural areas where there are challenges with appropriate transport to health facilities.



Community Care Givers will be trained in various aspects of antenatal, postnatal and child health as part of the community-based strategy, to ensure that pregnant women access care early in pregnancy and soon after delivery and children access health services for both “well and sick child” services.

Child morbidity and mortality due to preventable causes will be addressed through implementation of GOBIFFF (growth monitoring, oral rehydration therapy, breast feeding, immunisation, family spacing, family education, food supplementation) at community and facility level. Phila Mntwana sites will be rolled out to all war rooms (Operation Sukuma Sakhe) to expand access to essential services for oral rehydration, deworming, growth monitoring, nutritional supplements and health promotion and education.

Poverty and deprivation remain key upstream factors that make women and children vulnerable to preventable morbidity and mortality. Integrated focus, through Operation Sukuma Sakhe and expanding partnerships, will be prioritised to address these factors in an integrated manner.

### **Intervention 3.2.g: Scaling up and improving the quality of programmes to improve TB outcomes**

TB is both a medical condition and a social problem as it is closely linked to poverty related conditions. Problems of overcrowding, poor social conditions and environmental factors are contributory factors to the increased burden of TB. Interventions will therefore have a strong emphasis on inter- and intra-sectoral collaboration to ensure a comprehensive approach to reducing new infections and improving TB outcomes.

Interventions will be rapidly scaled up including mass education drives to prevent new infections, improve health seeking behaviour, and improve early identification and rapid diagnosis of TB to ensure prompt, and efficient and effective treatment and care. TB hot spots, with particular emphasis on informal settlements and key populations e.g. prisons, will be prioritised for active case finding, door to door training, follow up and support to strengthen prevention, support and adherence to treatment. TB teams will be deployed in wards worst affected by poverty in line with Poverty Eradication Master Plan.

The DOTS (Directly Observed Treatment Strategy) will be strengthened including diagnoses of TB cases; treatment of patients for 6-8 months; and promoting adherence to the relatively difficult treatment regimen. DOTS-plus supporters will include Community Care Givers / Community Health Workers and community DOTS volunteers or family members who have received the appropriate training to prepare them for this function. The strategy will lean heavily on the effective utilisation of resources at community and facility levels; case detection through quality-assured bacteriology; standardized treatment regimens with supervision and patient support; effective medicine supply and management systems to ensure an uninterrupted supply of medicines; and research to ensure that evidence-based interventions are maintained.

Integration of TB/HIV will be scaled up as entry point for both diagnosis and HIV and TB treatment, taking into consideration the dual epidemics of HIV and TB. TB screening of HIV positive patients and HIV testing of TB patients will be prioritised as part of the HIV Counselling and Testing and PHC re-engineering initiatives with special attention to key populations.

A system for early tracing of treatment interrupters will be prioritised through community-based structures (including Operation Sukuma Sakhe and Community-Based PHC and PHC/TB/HIV Teams). Collaboration with partners will be strengthened to improve compliance to treatment.

Decentralised management of patients with Multi Drug Resistant Tuberculosis (MDR-TB) will be scaled up to shorten the number of days between diagnosis and treatment initiation, increase treatment coverage, reduce transmission, and making it possible for patients to be treated closer to their homes, increasing the social acceptability of treatment.

**Intervention 3.2.h: Promote awareness programmes against substance abuse** Substance abusers join the ranks of addicts gradually and the contributing factors are various (and sometimes disputed) with complex inter-play between psycho-social factors, socio-environmental and genetic predispositions. This intervention must capitalise on existing knowledge and best practice - to design specific interventions, as well as to identify the positive methods within the justice system for dealing with drug abusers. Dealing with the problems of substance abuse requires the two types of interventions: individual awareness for prevention and law enforcement. This intervention recognizes the programmes already in place and makes further recommendation for the targeting of known high-risk areas. This intervention recognizes that people at risk need options for study and work. It therefore includes collaborative work between departments responsible for awareness programmes. Departments including Health and Social Development must join forces with infrastructure delivery programmes, as well as with NGO's and CBO's at provincial municipal levels.

Supporting projects include services from mobile facilities, community-change through behavioral change, anti-substance abuse programmes, and the implementation of the integrated Mini Drug Master Plan.

#### **Intervention 3.2 i: Implementing programmes to reduce the local malaria incidence**

Interventions are in line with the count-down to MDG 6 (Combat HIV, Malaria and other diseases). KwaZulu-Natal is one of the three malaria endemic areas in South Africa. Three districts (Umkhanyakude, Zululand and Uthungulu) are endemic to malaria with approximately 2.5 million people at risk of contracting the disease.

Interventions will be scaled up to improve surveillance, epidemic preparedness and response, vector control, health education, indoor residual spraying, cross border collaboration to reduce cross border cases, ongoing assessment of antimalarial drug efficiency to detect resistance to malaria d

### **Strategic Objective 3.3: Enhance sustainable household food security in KZN**

#### ***Ensure household food security in KZN***

The concept of sustainable livelihoods is critical to promoting individual and community empowerment for self-sustenance. This approach enables the identification of individual and community strengths and works towards the deployment of these strengths, together with appropriate inputs from various sources to enable people to act on and in their environments, to produce results for their own livelihoods. From the identification of household needs and residents' capabilities, this approach points to production and income generating activities, and skills training for those activities. The framework encompasses the physical capital (infrastructure, equipment) required, the human capital (individual and group skills) required, the financial capital (savings clubs, financial support mechanisms) available and possible, and extends to the social capital (partnerships, institutions, trade and barter networks) required to make the production and income generation activities possible.

As such this is integrally linked to interventions identified under Strategic Objective 3.1: Poverty eradication and social welfare, and Strategic Objective 3.6: Advance social capital. All this is done within

the conservation of natural capital (environmental considerations). This is the approach recommended for the assurance of food security at the level of households and communities.

The informal economy requires support in so far as this strengthens food security through local production and commercial ventures. There is a need to identify community-based assets, establish support for use of these assets in order to promote sustainable linkages or trade between producers and consumers at local level and establishing access and linkages into formal markets.

Food security as a specific objective within the Province will require co-ordinated effort. Although led by the Department of Social Development, the role of the departments of Agriculture and Environmental Affairs, Rural Development and Land Reform, as well as NGO's and civil society organisations promoting food security will be central.

### **Indicators**

#### **3.3.1 Dietary diversity Index**

This refers to the percentage of households consuming fewer than the 15 major food categories in the previous month. The current baseline is 60 %. The 2030 target is 30 % and the interim 2020 target is 46 %

#### **3.3.2 Hunger episodes**

This index monitors the incidence of a household member gone hungry at least sometimes in the preceding 12 months and refers to a percentage of households. The baseline 2012 is 35 % and the overall 2030 target is 6 %. The interim 2020 target is 24%.

#### **3.3.3 Number of local municipalities supported to develop informal economy policies**

The baseline is 31 municipalities in 2010. The target for 2020 is 36 and for 2030 it is 45.

#### **3.3.4 Number of municipal officials capacitated to support the informal economy sector**

The baseline is 22 municipal officials in 2010. The target for 2020 is 31 and for 2030 the target is 45.

#### **3.3.5 Number of municipalities funded for informal economy infrastructure development**

The baseline is 35 municipalities. The target for 2020 is 50 which is maintained for 2030.

**Interventions:****Intervention 3.3.a: Develop facilities for local markets.**

This intervention is meant to deal with expansion of local economic sustainability. Districts should understand their economic potential and to establish key projects related to such potential and enabling linkages to local markets. At district-level, products suitable for soil and microclimate must be identified; crucially important are support mechanisms for productivity and access to local markets. This may include fresh as well as processed produce. The role of the Department of Agriculture Rural Development (District Agricultural Plans), and COGTA will be key. As such coordination through the Work Group dealing with this Strategic Objective will be important.

**Intervention 3.3.b Provide a progressive regulatory framework within which municipalities can provide support to the informal economy**

Bearing in mind that poverty eradication will also require production in non-formal settings for local markets, this intervention draws attention to the need for various interventions in support of the informal economy for example appropriate and affordable manufacturing and retail spaces.

The projects supporting this intervention will revolve around support to the informal economy through skills development, provision of district level infrastructure and market access that will encourage and enable increased household production.

**Intervention 3.3.c: Skills development to support local production for household consumption**

This intervention is about linking communities with skills agencies that will enable them to generate production – whether this is in the line of crafts, agriculture, dress-making, etc. This intervention is linked to intervention 3.3.b. in that it seeks to enhance the potential for local enterprise to produce quality products and enhance their own competitiveness.

Permaculture practices in particular can increase production levels to improve household food security and needs to be promoted. Permaculture concepts and skills will raise awareness of the need to increase productivity in an environmentally sustainable manner. The Department of Agriculture and Rural Development will largely lead supporting projects through training and the provision of inputs for permaculture practices and other appropriate agricultural practices for food production.

Once again, coordination between contributing agencies through the Work Group will be key to success.

**Intervention 3.3.d: Expedite the roll-out of the National School Nutrition Programme**

This will bring together institutional structures such as under the municipal development agencies all 10 districts and the eThekweni Metro. Training components of the National School Nutrition Programme, led by the Department of Education, and based on the purchase of surplus production from community households will constitute some of the projects supporting this intervention. Similarly, there are activities undertaken by the Agribusiness Development Agency, the Department of Rural Development and Land Reform, the Department of Economic Development and Tourism, and the Department of Agriculture and Rural Development that provide skills training that link local producers to formal and informal markets.

**Intervention 3.3.e: Support to smallholder farmers to successfully expand production and access markets: local, government, existing retailers**

The Province of KwaZulu-Natal is strategically located to use agriculture and agro-processing as a catalyst for growth and prosperity. To this end, the Department of Agriculture and Rural Development aims to support smallholder farmers to:

- Shift towards more labour-intensive agricultural subsectors;
- Encourage fuller use of land within commercial farming areas, especially via conservation agriculture / climate smart agriculture and land redistribution;
- Strengthen the smaller stratum of large-scale commercial farms, which account for a disproportionate share of farm jobs, and
- Promote a better balance between large-scale commercial farms and smallholder farms via land reform and development.

**Intervention 3.3.f: Integrated system for continuous assessment: poverty, malnutrition and hunger. (Community-based screening of children <5years for malnutrition).**

This intervention is about the establishment of an early-warning system in relation to poverty, food security, and malnutrition. This is to enable timeous response to outbreaks of severe hunger and malnutrition. An integrated system for continuous assessment and monitoring of poverty, malnutrition and hunger is essential in order to enable both pro-active and reactive responses to individuals, households, and communities vulnerable or in need.

The monitoring system applies not just to food security, but also to monitoring Strategic Objective 3.1: Poverty eradication and social welfare.

**Intervention 3.3.g: Engendering food security**

Mindful of normalised gender stereotypes in relation to family responsibility for food provision and preparation and family nutrition, the province will ensure the roll-out of nutrition-awareness intervention programmes for men and women at the community level, to ensure both men and women are educated on their family's nutritional needs. Municipal-based food security household interventions will be required, informed by municipal assessments of vulnerable areas and families, and the needs of single women-headed households in particular. Extension services should advise on food diversity for optimal health.

**Intervention 3.3.h: Access to food through food security programmes**

This intervention seeks to inform households of how to access food security programmes in order to benefit from food security interventions.

### **Intervention 3.3.i: Support insecure households to benefit from food security initiatives**

Food security initiatives range from crop production to animal production where insecure households are supported through the Fetsa Tlala campaign. Families without income generation means that have the capacity to grow their own nutritious food are supported to make the latter possible. Support provided addresses challenges to promote household, community and institutional food availability and access, as well as promoting wholesome indigenous food, organic production and good agricultural practices.

### **Strategic Objective 3.4: Sustainable human settlements**

#### ***KZN households have secure residential tenure and access to basic utility services***

The provision of housing has previously dominated the approach to human settlements in the Province as in South Africa in general. Whilst the provision of a house remains an important part of human settlements it is now common cause that liveable human settlements require decent planning that involves: designing a safe environment, infrastructure that allows and enables economic activity, delivery of services and social facilities as well as good maintenance capacity. This desired human settlement has been slow to materialise. The causes are many and varied, yet not insurmountable. This intervention is about finding an appropriate institutional mechanism to achieve a co-ordinated and aligned service delivery programme, with DOHS being the driver of this institutional mechanism as they are most acutely affected by the uncoordinated service delivery response.

In addition the fragmented and current dispersed settlements have added to the cost of service delivery as well as increase the ecological footprint of human settlement by increasing travel distance from home to workplace. The densification programme proposed is an attempt to increase densities in urban areas as well as encourage identified rural nodes to increase densities. The densification of human settlements is recommended to enable equitable provision of basic water, sanitation and electricity. The Provincial Spatial Framework Development provides a departure points for aligned and co-ordinated spatial intervention for sustained human settlement which included infrastructure delivery.

Densification can be defined as increased usage of space both horizontally and vertically within existing areas /properties and new developments accompanied by an increased number of units and/or population thresholds. This ensures that the number of dwellings per hectare increase in a planned and sustained manner without adversely affecting the quality of life of established communities within a defined area

The anticipated urbanisation of the Province will require that the DOHS is able to response to all income levels with the appropriate housing typology. This ranges from new entrants to the housing market as well as the gap housing market beneficiaries. Thus stakeholders involved in land allocation, establishment of social facilities, designing human settlements must begin to think about promoting polycentric planning in order to achieve sustainable livelihoods and sustainable human settlements.

The National Minister's Budget Speech directed that Provinces partner with the Private Sector and large Employers assist where finance is a challenge for people who fall into the "gap" i.e. cannot qualify for a full subsidy/free house, and also cannot qualify for a mortgage bond.

To this end, partnership with the private sector is proposed in instances where the Department of Human Settlements gives a serviced site to an individual, such site has value and therefore, "equity" which will be leveraged to finance building the top-structure with financial institutions and financiers /developers.

Innovative construction technologies i.e. alternative building technology and materials versus brick and mortar need to be considered to reduce the waiting period for beneficiaries to benefit from housing opportunities.

Interventions include the establishment of a joint provincial forum to ensure coordinated and integrated development planning, the development of a densification strategy for the provinces. In managing the urbanisation process, the transformation of Informal Settlements, the expanding of the Social Housing Programme as well as developing a provincial strategy and plan to address the housing gap market are all interventions included in this strategic objective.

### **Indicators**

#### **3.4.1. Percentage housing backlog**

The baseline is 716 079 which is 17.9%. The figure should decrease from this baseline by 14% in 2020 and a further 14% decrease from baseline is expected by 2030.

#### **3.4.2. Percentage households with a registrable form of tenure.**

The current baseline is 55.1%. This should increase to 57% in 2020 and to 59% in 2030

#### **3.4.3. Percentage of Provincial Human Settlement budget spent on formal settlement development.**

The current baseline is R1 049 207 000 which is 36%. This should rise to 42% in 2020 and to 50% in 2030. [Financially Linked Individual Special Programme (FLISP), Informal Settlements Upgrading (ISU), Integrated Residential Development Programme, Social and Rental]

#### **3.4.4. Percentage of Social Housing and Rental Opportunities**

The baseline is 684 units. The target for 2015 is 944 units which is to increase by 15% by 2020 and by 20% in 2030.

### **Interventions**

#### **Intervention 3.4.a: Establishment of a joint provincial forum addressing integrated development planning**

A human settlement in particular requires co-ordination such that houses, water, electricity and sanitation are an immediate part of the same product, whilst community life is also enabled by provision of schools, and other social facilities. It is not clear why this co-ordination is not possible despite it having been long recognised to be a requirement. This intervention is about providing a model for this alignment and co-ordination of government efforts for improved delivery of sustainable Human Settlement. This forum will use as its departure point the Provincial Spatial Development Framework, which has identified KZN's areas of opportunity and intervention. The key government departments that need to be part of this forum is : COGTA (Municipal Planning, Municipal Infrastructure, land management in traditional affairs, DHS, DOT, DARD, DWAS, RDLR (Land Reform, Rural Infrastructure Development), Land Claims Commission, ITB DOE, Eskom.

**Intervention 3.4.b: Densification of settlement patterns**

This intervention recognises that the current settlement patterns are not conducive to cost effective service delivery or environmentally sustainable settlements. This is as a result of dispersed and fragmented settlement patterns that require people to travel long distance to access economic opportunities or lesser density per hectares that are more expensive to service. This intervention is about proposes an alternative densification model that uses current housing instruments to achieve greater urban densities and more coherent integrated settlements around identified emerging nodes. This intervention will also again be informed by the identified urban and rural nodes within the Provincial Spatial Development Framework.

**Intervention 3.4.c: Transformation of Informal Settlements**

This intervention is about providing housing opportunities to people at the low end of the housing market. It proposes to transform these informal settlements via the business instruments of: Informal Settlements Upgrade; Integrated Residential Development Programme; and Enhanced Peoples Housing Programme. In this way, people living in informal settlements have greater opportunity to access tenure of housing, economic and social opportunities. Property markets must be persuaded to cater for people who are ordinarily not part of the housing social grant and yet cannot afford houses in urban areas.

**Intervention 3.4.d: Develop provincial strategy and plan to address housing Gap Market**

This intervention seeks to provide housing subsidy for people, who earn between (R3501 - R15000) in the gap market to allow for purchase of property. These properties ranges from R450,000 to R700,000 which is entry level housing and usually difficult to obtain bonds.

The intervention will include a targeted inclusion of gap housing in all new housing projects aligned to the target contained in national outcome 8. The current housing instrument of Financially Linked Intervention Subsidies (FLIPS) is being used to address this housing challenge. Role players include DoH (Breaking New Ground Strategy), financial institutions and Social Housing Companies.

**Intervention 3.4.e: Expand the Social Housing Programme and Rental Programme**

This intervention is to address the current lack of housing opportunities for low end housing market entrants. The intervention seeks to provide well located accommodation on a rental basis for income brackets between (R3 501 - R7 500). The current housing instruments being used to achieve this are the Social Housing Programme, the Institutional Subsidy Programme and the Community Residential Units Programme. These instruments either purchase or build units for rental purposes as well as refurbish previous hostels. A description of these instruments follows:

- Social Housing addresses the need to provide affordable rental units, with convenient access to employment opportunities, only in restructuring zones (areas of economic opportunity/urban renewal).
- Institutional Subsidies provide:
  - Affordable rental accommodation in other parts of settlements (i.e. not areas of economic opportunity);
  - Capital grants to housing institutions which construct and manage affordable rental units;
  - For sale of units after 4 years.
- Community Residential Units aim to facilitate the provision of secure, stable rental tenure for lower income persons / households not provided for by Social Housing and Institutional Subsidies.



### **Strategic Objective 3.5: Safety and security**

#### ***The safety and security of the KZN people and their property is improved***

Communities and individuals in KwaZulu-Natal face a broad and diverse range of safety and security challenges. These range from violent crime such as trio crime and contact crime, to commercial crime which includes white collar crime and cybercrime to fraud, from theft of non-ferrous metals through to corruption. Contributing to safety and security challenges are matters related to transport conflicts, violent service delivery protests, intra/inter political violence and inter-group violence.

The underlying causes of these challenges are equally diverse and complex. High levels of inequality, poverty, unemployment, social marginalisation and exclusion contribute. The criminal justice system is unable to respond adequately. A sub-culture of violence and criminality has developed, and vulnerable groups including women, children, the elderly and the disabled are increasingly its most powerless victims.

Addressing these issues requires a range of skills and resources, drawn from a broad range of stakeholders within a variety of government departments, traditional leadership, civil society bodies, and business. It requires effective partnerships and considerable effort to integrate and coordinate a coherent approach.

There is recognition within the Department of Community Safety and Liaison that other agencies including the departments of Justice, Correctional Services, Social Development, Health, Human Settlements, COGTA, local government structures, civil society organisations, Community Crime Prevention Associations (CCPAs) and business should all co-operate to try and address the social causes of crime.

Community safety and security requires a multi-stakeholder and multi-faceted approach that balances an orientation towards advocacy and punitive enforcement. Community policing as a philosophy of crime prevention has proven to be effective where Community Police Forums are effectively functioning. Partnership or collaboration with other organisations becomes important in dealing with safety and security related issues. The implementation of the strategic objective would be achieved through engagements of other stakeholders.

The interventions supporting this strategic objective do not mark a significant departure from the emphasis within the 2012 PGDP. An intervention specifically dealing with livestock theft has been added. The interventions do however attempt to populate the interventions with specific supporting projects with quantifiable outcomes. The interventions developed to support the objective (safety and security) would be implemented through projects including those designed to address stock theft in rural areas of the province and neighbouring provinces or other states beyond the borders of the Republic.

It should be stressed that the achievement of the strategic objective will not be achieved only by these interventions. It will also be influenced by interventions in the other goal areas, notably COGTA, social development, human settlements, health, skills development, and social capital. For this reason an effort has been made to draw a more tangible link (through additional secondary indicators) between the interventions and the strategic objective measured by the indicators monitoring the number of serious crimes and the number of crimes against women and children. A reduction in these and an increase in the number of drug related crimes reported are taken to demonstrate that the safety and security of the people of KwaZulu-Natal and the property has been improved.

The interventions all require considerable and sustained effort in collaboration, integration, and coordination if they are to be implemented to measurable effect.

## **Indicators**

### **3.5.1 Number of serious crimes reported**

The baseline (2013) is 282 747. The 2020 target is 251 574 and the 2030 target is 209 749.

Source: National SAPS Crime Statistics.

### **3.5.2 Number of crimes against women and children**

The baseline (2013) is 44. The 2020 target is 39 757 and the 2030 target is 35 938. Source: National SAPS Crime Statistics.

### **3.5.3 Number of drug related crimes reported**

The baseline (2013) is 45 80. The 2020 target is 95 441 and the 2030 target is 175 844. Source: National SAPS Crime Statistics.

## **Interventions**

### **Intervention 3.5.a: Implementation of Community Protection through Environmental Design**

Community protection through environmental design is a multi-disciplinary approach to deter criminal behaviour through planning and environmental design. Changing the areas we live in to deter criminals from committing acts in our communities is the main goal of Community Protection through Environmental Design. With good urban design, planning and maintenance citizens can feel more secure, and be safer. Similarly, the reformation or rehabilitation of older communities can have positive impacts in reducing crime.

One of the main aims of the safety and security objective is to design human settlements in a way that promotes the safety and security of people living in those settlements. It therefore requires mainstreaming the concept within the practice of various planning and development practices as well as civil society programmes. The international standard of design for Community Protection through Environmental Design (CPETD) should become standard within the design of sustainable human settlements, as this comes directly from the White Paper on Safety and Security (1999). This strategy is to be rolled out by municipalities who have a responsibility in terms of the Municipal Systems Act, towards improving the "health and safety" of their communities and the CPETD strategy should be integrated into all Integrated Development Plans (IDPs)

This intervention will ensure that housing and community development projects feature safety and security during their planning stages, and that they are subsequently supported by active maintenance. This will require collaboration and planning with COGTA and municipalities on supporting projects such as those that ensure the installation of street lights in high crime areas, the destruction or rehabilitation of dilapidated or disused buildings which serve as centres of crime, the cutting and maintenance of long grass and shrubs close to households. Other elements of this intervention focus on community policing through the implementation of awareness campaigns, the Adopt a Cop programme, Operation Sukuma Sakhe, CCPAs and the implementation of National Crime Prevention Strategy.

### **Intervention 3.5.b: Strengthen programmes aimed at curbing violence against the vulnerable**

International research and studies in South Africa show that women, children, the elderly, and people with disabilities are disproportionately vulnerable to violence. Factors that place vulnerable people at a higher risk of violence include stigma, discrimination, ignorance, inadequate levels of community policing, and a lack of social support.

Programmes to enhance the safety of vulnerable groups need to be integrated and coordinated with activities and programmes from a variety of government departments and civil society organisations addressing this issue. From a safety and security perspective this is partly about ensuring that people know about their rights, and that safety and security personnel are known in the community and are approachable and effective. A more coherent and structured intervention is required.

Awareness programmes should target schools and ensure that awareness days within the year calendar are used optimally. The intervention has support projects including monitoring the implementation of Domestic Violence Act and Sexual Offences Act by SAPS, the Victim-Offender Dialogue Programme by Correctional Services, the National Drug Master Plan by Social Development, the National Interdepartmental Anti-Rape Strategy focusing on prevention, responses and support interventions, the provincial Victim Empowerment Programme, the Provincial Gender Machinery Programme implemented by the Office of the Premier, Government's program of 16 days of activism against crimes against women and children and the Protection Against Harassment Act by the Department of Justice. Additional programmes include those to provide service centres for the elderly, and protective workshops for people with disability. These programmes require the development of an overall coherence, structure, and defined outcomes.

#### **Intervention 3.5.c: Strengthen partnerships: civil society, business and criminal justice system**

Community partnerships involving civil society, business, and the criminal justice system have been shown to both reduce and prevent crime. These partnerships require individuals, communities, businesses, non-government organisations and government to work together in a coordinated way to implement effective strategies to prevent and reduce crime.

Provincial programmes to strengthen partnerships against crime should recognise different types of criminal activities (violent crime, white collar crime, corruption, etc.) as well as trends in different localities. Supporting strategic projects include SAPS Sector Policing Strategy, the establishment of safety structures in communities partnering with traditional leaders, faith-based organisations, the private sector industry and the business sector. A partnership dealing crime and societal deviation is envisaged with the Department of Correctional Services, SAPS, the Justice Department and the Department of Social Development. Priority committees focusing on intergroup violence, transport violence, rural and tourism safety, bank robberies / cash in transit heists and the non-ferrous metal combatting committee will be sustained.

#### **Intervention 3.5.d: Establish educational programmes on Safety for Children.**

This intervention focuses on the implementation of educational programmes to raise awareness of safety risks faced by children. These include programmes on safety in schools through community safety structures, linking schools to police stations, community safety programmes in collaboration with the Department of Education to establish school safety committees, the Community Safety Volunteer Social Crime Prevention Programme (VSCPP) where volunteers patrol the community schools, the School Health Programme through the Department of health, and the Early Childhood Development Programme. These different programme require integration and coordination, and the establishment of agreed overall outcomes and specific targets.

#### **Intervention 3.5.e: Reduction in livestock theft**

Livestock theft is a major issue that was highlighted in the previous PGDP, but was not identified as a specific intervention. Livestock theft had been classified as a priority crime in KwaZulu-Natal. Research

has been conducted that has led to an understanding of the way livestock theft is perpetrated in KwaZulu-Natal through organised networks and local petty criminals and stock speculators.

Livestock is central to both livelihoods and to the success of commercial enterprises in the province, and communities are central to combating stock theft. Partnerships between communities and the authorities will be central to combatting livestock theft and protecting the livelihoods and businesses that centre on them. Stock theft investigations are carried out by 16 Stock Theft Units located across the Province.

This is an intervention that will require the participation of a wide range of stakeholders and needs to be developed. The SAPS Rural Safety Strategy will be implemented in all rural and rural / urban mix stations.

**Intervention 3.5.f: Addressing gender-based violence and its' impact on women and girl children**

Province is keenly aware of the need for adequate prevention and awareness strategies, tailored to particular community needs, inclusive of empowerment programmes and measures that address patriarchy and embedded gender power relations and inequality which lead to gender based violence (GBV). These include measures to address women's economic independence to reduce their dependency on abusive relationships, interventions to identify causal factors leading to GBV and sexual offences to inform the development of appropriate prevention strategies, and measures to identify and eradicate harmful traditional and religious practices, such as forced and under-age marriage, human trafficking and violence against lesbian, gay, bisexual, transgendered and intersex people. In addition, Province is committed to ensure justice for GBV survivors, and will ensure the roll-out of training on sexual offences legislation and gender-sensitive awareness interventions for police officers, court officials and prosecutors to prevent secondary victimisation of survivors of GBV, and ensure their access to their right to justice. SAPS is committed to the rendering of victim friendly services at SAPS contact points across the province. Particular interventions are required for traditional and religious groups to prevent GBV, and special measures required to address GBV and sexual offences in schools and at tertiary institutions in the province. The province is committed to ensuring that adequate medical, legal and counselling services, designated courts and places of safety are made available for survivors of GBV and sexual offences, with appropriate training for medical professionals, and the set-up of proper referral procedures to expedite the finalisation of these cases.

**Strategic Objective 3.6: Advance social capital**

***Institutions, partnerships and networks amongst the poor are expanded and strengthened***

The term social capital is usually understood to refer to a composite of three factors in a society , its institutions, the relationships between people and their institutions, and norms that govern the behaviour and thus the quality and quantity of a society's social interactions.

An increasing body of evidence has demonstrated that social capital is a crucial factor underpinning community productivity and wellbeing- Thus for example, studies by Portes (1995) and Light and Karageorgis (1994) show that some immigrant groups in the USA do better than others because of the social structure of the communities into which they arrive.

Commentators note that there is a horizontal and vertical dimension to social capital – the horizontal referring to interactions within a particular community or grouping and the vertical through interconnecting or bridging interactions and institutions. They note that without the vertical dimension social interactions can degenerate into parochialism and community conservatism and that important

vertically transmitted information (such, for example, as the availability of jobs) may not be accessed by a community. In KZN, with its extremely high levels of inequality between different communities, the simultaneous promotion of both the horizontal and vertical dimensions to social capital is essential.

Other social capital commentators, such as Petersen et al 2004, note that not all social capital is necessarily developmental and that forms of negative social capital, such as gangs, can serve to inhibit community productivity and wellbeing. In KZN, therefore, a critical approach to the building of social capital is necessary, focussing on identifying and promoting positive social capital, and avoiding the reinforcement of negative social capital.

In KZN a very high failure rate in community level institutions has been evident for some time, as evidenced by the widespread collapse of Community Property Associations, Local business cooperatives, and School Governing Bodies.

Further diagnostic work is necessary to understand the underpinnings of these failures and correctly design remedial strategies but, based on the international precedent, a programme targeting the construction of social capital in KZN would seek to target the following six strategic outcomes:

- 1 Increased number and diversity of community level institutions interacting with and providing positive services to its customers or members.
- 2 Increased levels of positive citizen support and constructive norms and behaviours which support the activities of these institutions.
- 3 Increased number of KZN citizens who are willing and able to participate effectively in the running of these organisations.
- 4 Office bearers in community level institutions have learnt the behaviours and acquired the skills needed to effectively run and sustain these organisations.
- 5 Increased number and capacity of organisations providing support services to community level institutions.
- 6 Deepened networks of positive interaction and exchange between institutions at both the intra and inter community level.

The World Bank (2012) notes that social capital is difficult to measure both quantitatively and qualitatively. In KZN, given its diversity, further work will be necessary to develop a refined set of indicators of positive social capital.

The indicator used here defines the population we are working with as “implementing partners”. It proposes to measure the number of organisations which are active in the social and health fields – as measured through the participating departments Social Development (DSD), Health, Arts & Culture and Sports and Recreation. The aim is to enable and facilitate delivery of services.

### **Indicators**

#### **3.6.1 Number of community level organisations active in participating in government department programmes, with active registration status.**

Organisations are deemed to be operating if they have valid registration. The baseline from Department of Social Development was 2 438 in 2010. DSD expects this to increase to 2 950 in 2020 and to 3 569 in 2030. The validity of this indicator needs to be tested.

### **Proposed Interventions**

**Intervention 3.6.a: Develop and resuscitate community institutions to advance social capital.**

The resuscitation of civic organisations would require support. Specific measures are also required to address and transform normative gender roles, which lead to persistent inequality, discrimination and ultimately, gender-based violence. These would include gender consciousness and awareness-raising measures for women, focused interventions with men on masculinity, gender roles and gender based violence, to change their views and behaviours towards women, and LGBTI (lesbian, gay, bisexual, transgender and intersex) rights awareness interventions through municipal, traditional and religious structures, and in partnership with civic organisations. Such issues should become action items for municipal war rooms. Issues of gender equality, gender based violence, social and gender norms should be included in Life Orientation programmes in the basic education curriculum to challenge stereotypes and discriminatory attitudes and practices, and change behaviours at this level. Specific measures are required in schools to challenge and transform normative roles and behaviours that lead to the current high levels of gender based violence and teenage pregnancy experienced.

This intervention includes, *inter alia*:

- The development and facilitation of the implementation of norms and standards of institutions that advance social capital;
- Establishment and refurbishment of existing Arts Centres;
- Promotion and support of community participation forums: e.g. establishment of arts and culture forums at ward, local and district levels;
- Implementation of annual campaigns against social ills:
- Implementation of the anti-rape campaign;
- Implementation of the 365 days action plan against gender based violence;
- Substance abuse prevention and rehabilitation;
- Crime prevention and support;
- Intergenerational and intercultural dialogues especially with men (usually called “boys to men”) whereby elders share with boys their experience and using cultural experts to mentor and sensitize young men about , for example, the following: male circumcision, rape, teenage pregnancy, substance and drug abuse;
- Provision of support to voluntary organizations: e.g. stokvels and burial societies, grants in Aid for DAC organizations.

**Intervention 3.6.b: Strengthen the capacity of provincial structures to provide positive and useful support services to community level institutions**

This intervention seeks to build on the work currently undertaken by departments which provide support to health service-oriented as well as arts, culture and sports oriented organisations which operate on a voluntary basis.

The aim is to audit the skills that provincial structures currently have in order to ascertain their capacity to support arts, culture and sports oriented community level institutions. Capacity development programmes will be designed and customised in order to meet the needs of these institutions.

**Intervention 3.6.c: Support the building and maintenance of networks between linking and community-level institutions.**

Horizontal and vertical linkages work to strengthen and maximise functionality and impact. This intervention seeks to augment the stretched resources of voluntary organisations especially those that operate in poverty-prone areas.

**Intervention 3.6.d: Promote voluntary associations such as stokvels and burial societies.**

Recognising that financial capital is central, support to stokvels and burial societies would focus on the development of banking regimes which promote the local circulation of money.

**Intervention 3.6.e Promote social cohesion**

This intervention contributes to the development of a cohesive society that works towards the wellbeing of all its members; fights exclusions and marginalization; creates a sense of belonging and promotes trust; and offers its member's opportunity for upward mobility.

## STRATEGIC GOAL 4: STRATEGIC INFRASTRUCTURE

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

Globalization, is a dominant feature of the world. As barriers between continents, countries and cities have diminished, and a surging population has urbanized, economic growth and prosperity have become inextricably linked to accessibility; accessibility to markets, to production materials, to services, to food and to culture, which are all preconditions for human survival. The increasing density of urban living, however, can slow the movement of people as well as goods; therefore, accessibility is dependent on an efficient and intricate global network of air, rail, road, and water links between and within our population centres.

Studies confirm that infrastructure development is the foundation for poverty reduction and economic growth in developing countries. As KZN is en route to greater socio- economic growth, there are many unfulfilled needs in the provision of services and infrastructure. The long-term success and participation in the global market by the Province of KwaZulu-Natal will be in its' ability to maintain good governance, to continue to provide services and improve its transport and logistics infrastructure.

Historic under-investment in basic infrastructure (roads, transportation, water provision, sanitation etc.) has undermined the growth potential of this province. 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 infrastructure in order to stimulate and sustain growth and development and this includes both operational infrastructure (water, sanitation, roads etc.) and connectivity (information technology, mobility) infrastructure.

The challenges presented in the infrastructure sector 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.

Transport, logistics and communication are important components of the services sector, and the province already enjoys considerable comparative advantages in this regard. A major priority for the province therefore is to build on this comparative advantage by further investment towards positioning KwaZulu-Natal as the trade entrance into the continent. This requires further investments in building a modern infrastructure, particularly transportation and logistics, that reduces business transaction costs, enhances competitiveness with smart and innovative technology support and creating employment opportunities.

As the world undergoes rapid urbanization and greater numbers of people in developing countries move to the cities, the need to improve basic services and infrastructure such as drinking water, waste disposal, transportation infrastructure and access to electricity has reached a critical point. Infrastructure development is the foundation for economic growth and poverty reduction and the strategic objectives proposed herein will assist in laying that foundation.

This goal area of strategic infrastructure covers the supply and management of water and electricity for social and business purposes – not households per se. accordingly:



- Indicators for human settlements' infrastructure are covered in Strategic Goal 3.4. as it is directly related to human and community development.
- The production of alternative energy is covered in Goal 5: Environmental Sustainability.

The fragmentation of funding channels creates challenges because it restricts the provision of electricity and water services; the link between bulk supply and reticulation needs to be synchronised.

National Government adopted a National Infrastructure Plan in 2012. With the plan it aim to transform the economic landscape while simultaneously creating significant numbers of new jobs, and strengthen the delivery of basic services. The plan also supports the integration of African economies.

Government will over the three years from 2013/14 invest R827 billion in building new and upgrading existing strategic infrastructure. These investments will improve access by South Africans to healthcare facilities, schools, water, sanitation, housing and electrification. On the other hand, investment in the construction of ports, roads, railway systems, electricity plants, hospitals, schools and dams will contribute to faster economic growth.

The National Development Plan sets a goal of eleven million new jobs to be created by 2030, and identifies structural problems in the economy and points to opportunities in specific sectors and markets or "jobs drivers". The first jobs driver being infrastructure, laying the foundation for higher growth, inclusivity and job creation. In response to address these challenges and goals, Cabinet established the Presidential Infrastructure Coordinating Commission (PICC) to:

- coordinate, integrate and accelerate implementation;
- develop a single common National Infrastructure Plan that will be monitored and centrally driven;
- identify who is responsible and accountable; and
- develop a 20-year planning framework beyond one administration to avoid a stop-start pattern to the infrastructure roll-out.

Furthermore, the PICC mandate is to ensure systematic selection, planning and monitoring of large projects to unlock economic potential and address socio-economic needs. The PICC has formulated 18 Strategic Infrastructure Projects (SIPs), of which the following 15 are directly relevant to KZN.

#### **SIP 1: Unlocking the Northern Mineral Belt with Waterberg as the catalyst – export via Richards Bay**

Investment in rail, water pipelines, energy generation and transmission infrastructure to catalyse the unlocking of rich mineral resources in Limpopo with export via an expanded Richards Bay coal / rail / harbour facility.

#### **SIP 2: Durban – Free State – Gauteng Logistics and Industrial Corridor**

Strengthen the logistics and transport corridor between SA's main industrial hubs; improve access to Durban's export and import facilities, raise efficiency along the corridor and integrate the currently disconnected industrial and logistics activities as well as marginalised rural production centres surrounding the corridor.

#### **SIP 3: South Eastern Node and Corridor Development**

Promote rural development through a new dam at Umzimvubu with irrigation systems and the N2 Wildcoast Highway which improves access into KZN and national supply chains.

**SIP 6: Integrated Municipal Infrastructure Project**

Improve co-ordination between national and provincial government to support 23 identified district municipal areas, which include 9 KwaZulu-Natal Districts. The focus of this SIP will be on addressing maintenance backlogs and upgrades required in water, electricity, sanitation and road maintenance programmes.

**SIP 7: Integrated Urban Space and Public Transport Programme**

Densifying urban spaces and improving public transport. City of eThekweni has been involved in this programme e.g. new bus programme.

**SIP 8: Green Energy in support of the South African economy**

To support sustainable green energy initiatives on a national scale through a diverse range of clean energy options and to support biofuel production facilities.

**SIP 9: Electricity Generation to support socio-economic development**

To accelerate the construction of new electricity generation capacity to meet the needs of the economy and address historical imbalances.

**SIP 10: Electricity Transmission and Distribution for all**

To accelerate transmission and distribution network to address historical imbalances, provide access to electricity for all and support economic development.

**SIP 11: Agri-Logistics and Rural Development**

Improve investment in agricultural and rural infrastructure that supports expansion of production and employment, small-scale farming and rural development.

**SIP 12: Revitalisation of public logistics and other health facilities**

To build and refurbish hospitals and other public health facilities; Extensive capital expenditure to prepare the public health care system to meet the further requirements of the NHI.

**SIP 13: National School Build Programme**

A national school build programme driven by uniformity in planning, procurement, contract management and provision. Replace inappropriate school structures and address basic service backlogs and provision of basic services under the Accelerated School Infrastructure Delivery Initiative.

**SIP 14: Higher Education Infrastructure**

Infrastructure development for higher education focusing on lecture rooms, student accommodation, libraries and laboratories, ICT connectivity and development of university towns.

**SIP 15: Expansion access to communication technology**

Broadband rollout; Digital Community Hubs; Technology Park Projects. KZN chosen as lead province to pilot national broadband rollout.

**SIP 17: Regional Integration for African Co-operation and Development**

Participation in mutually beneficial infrastructure projects to unlock long term socioeconomic benefits through partnering with fast growing African economies.

**SIP 18: Water and Sanitation**

A 10-year plan to address the estimated backlog of adequate water to supply 1.4 million households and 2.1 million households to basic sanitation. The project will involve provision of sustainable supply of water to meet social needs and support economic growth. Projects will provide for new infrastructure, rehabilitation and upgrading of existing infrastructure, as well as improve management of water infrastructure.

**Kwazulu-Natal Provincial Infrastructure Master Plan**

In February 2012 the KZN Department of Public Works, through the Provincial Infrastructure Coordination Workgroup (PICWG) and with the support of the Provincial Planning Commission was tasked to:

- Produce a process on how to develop the KZN Infrastructure Master Plan; and
- To be an information sharing platform for infrastructure in the province.

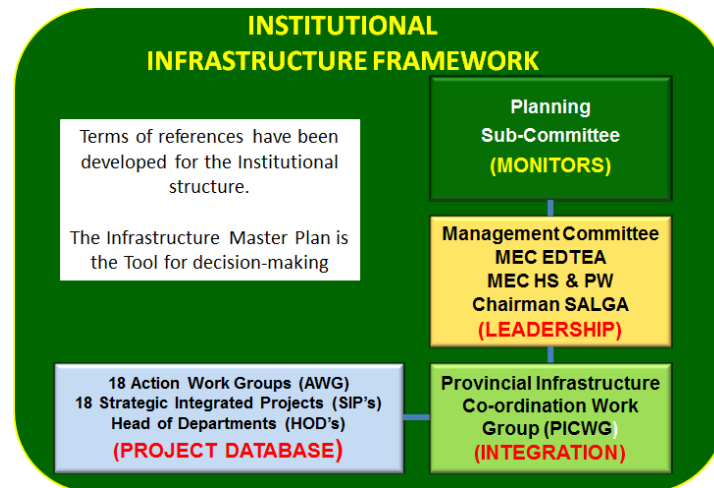
The PICWG has as a primary responsibility to ensure the facilitation, integration and co-ordination of all Infrastructure programmes and projects in KwaZulu-Natal that are identified as being strategic and to the extent that they have the ability to advance the strategic objectives and interventions identified in the Provincial Growth and Development Plan (PGDP).

In addition, the PICWG responsibility includes the facilitation and co-ordination of integrated infrastructure related inputs from of the 18 PGDP Action Work Groups within the province that are tasked with championing the 30 PGDP Strategic Objectives and aligning to the relevant national Strategic Integrated Projects (SIPs).

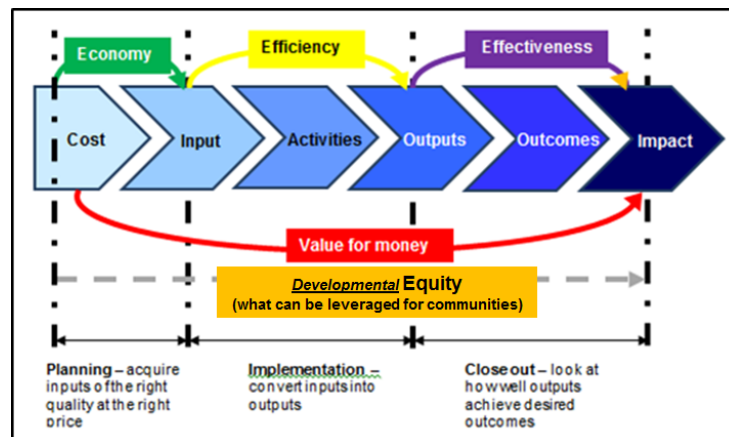
The Planning Sub-Committee of the KwaZulu-Natal Provincial Executive Council was established by Resolution 229 of 28 July 2010. This Sub-Committee was established to oversee the drafting and implementation of the PGDS and PGDP, as well as to oversee the work performed by the Provincial Planning Commission.

In May 2015 the Premier requested that the Terms of Reference of this Sub-Committee be expanded to focus more directly on the coordination of infrastructure development in KwaZulu-Natal in a manner similar to the functions being performed by the Presidential Infrastructure Coordinating Commission (PICC) at national level. The Planning-Sub-Committee reports directly to the Premier and the Provincial Executive Council.

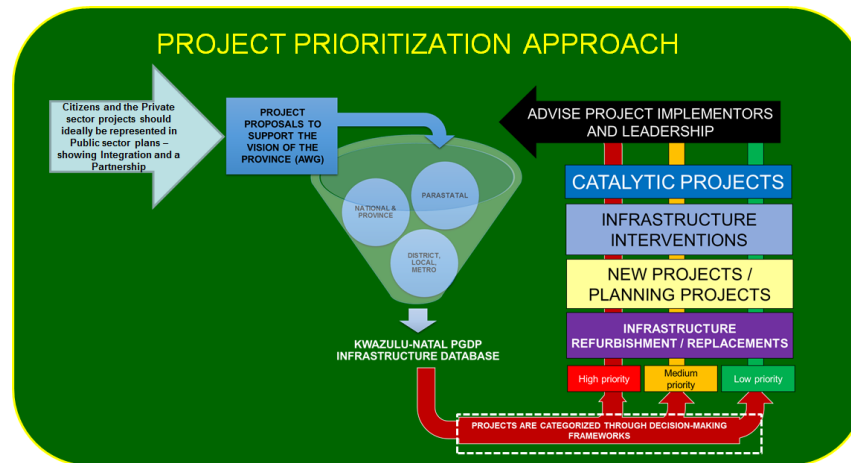
The **Provincial Institutional Infrastructure Framework** is depicted in the figure below:



The Provincial Infrastructure Master Plan will aim to ensure that strategic infrastructure is developed to support the successful implementation of the the Provincial Growth and Development Strategy (PGDS) and the PGDP. The Provincial Infrastructure Master Plan will provide a technical platform for the spatial alignment, time-line programming and budgetary alignment of the respective infrastructure components. This will promote effective, efficient and economical provision of both economic (productive) and social (redistributive) infrastructure services.

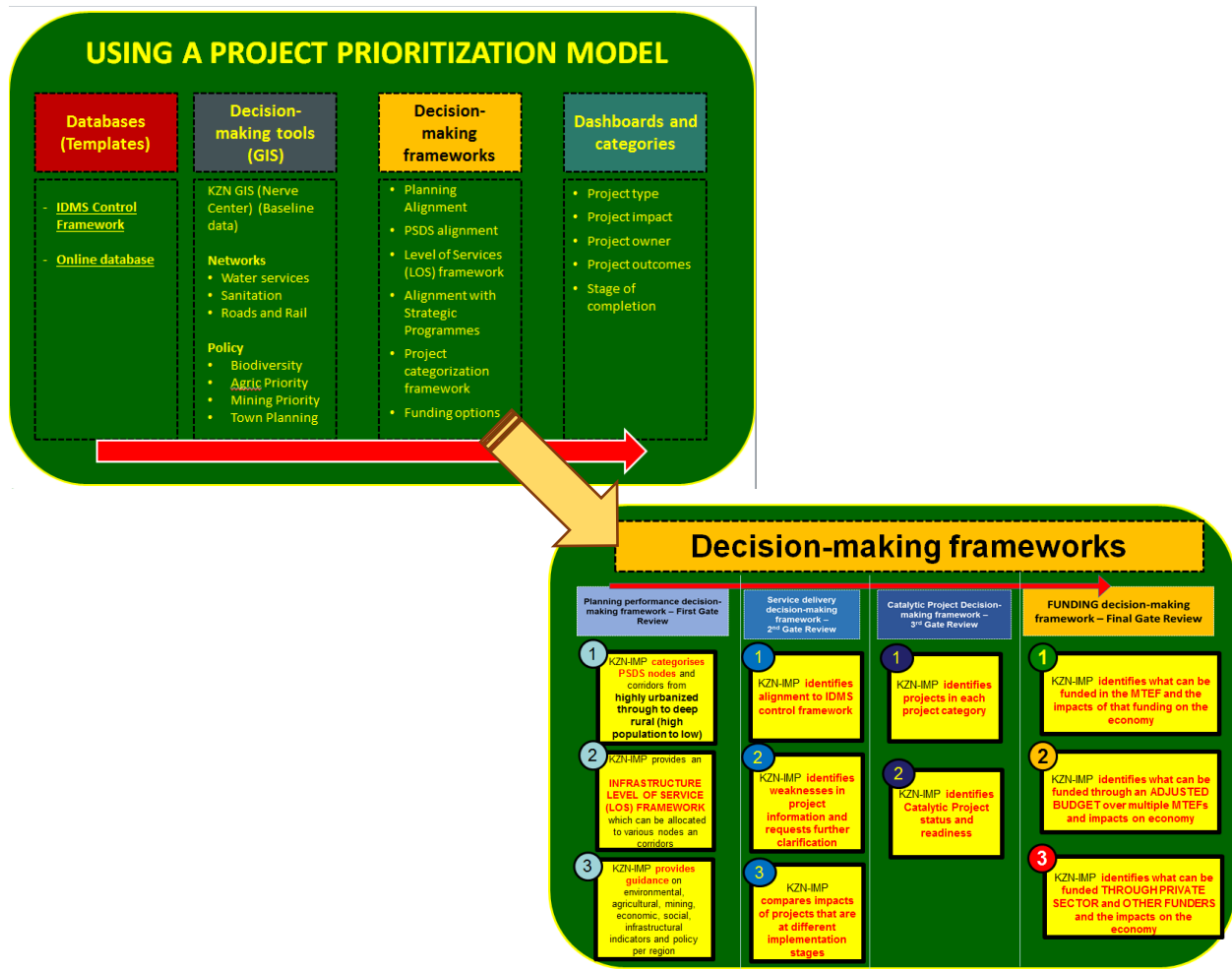


The Provincial Infrastructure Master Plan provides an overall decision-making framework for investment in key infrastructure platforms required to give effect to the PGDP. In essence, the Provincial Infrastructure Master Plan will be used to measure performance of the infrastructure delivery programme in KwaZulu-Natal.



The KZN-IMP is to be used as a project prioritisation framework as well as a proactive tool for decision-making. The key pillars of the KZN-IMP is as follows:

- a) Infrastructure Database: this is an online system which is IDMS Control Framework compliant and ensure that data is recorded in an acceptable manner that can assist in decision-making and financial control. The defining feature of the database is the ability to review scope definition.
- b) Tools for decision making (KZN Nerve Center GIS Tool): the KZN Nerve center will be host various GIS based information which will be updated on a regular basis by data custodians such as KZN Department of Transport; KZN Ezemvelo Wildlife; National and KZN Rural Development and Land Reform; Department of Agriculture; KZNCOGTA and other providers of policy; strategy and spatial data analysis. The intention of the GIS tool is ensure that the PSDS is updated with the most recent spatial development policy and strategy information. Projects will be located in the GIS tool to verify amongst other factors: economic, social and environmental need; projects at EIA risk; and so forth.
- c) Decision-making frameworks: these are ongoing data, guidelines and policy instruments which will be uploaded on the GIS system as well as within the IDMS control framework to enable the leaderships and (public and private) investors, project owners, implementers and the general public to have a general awareness of the various criteria used to plan, implement and monitor service delivery.
- d) Dashboard reporting: this is a simple approach being undertaken to raise awareness of progress in service delivery. A dashboard report will be provided at various levels: at a regional level; district, local and ward level. Furthermore, sector dashboard reports will be developed to illustrate specific service requirements and threats. A key feature of the dashboard principle is the categorisation of projects and dependencies on various stakeholders.



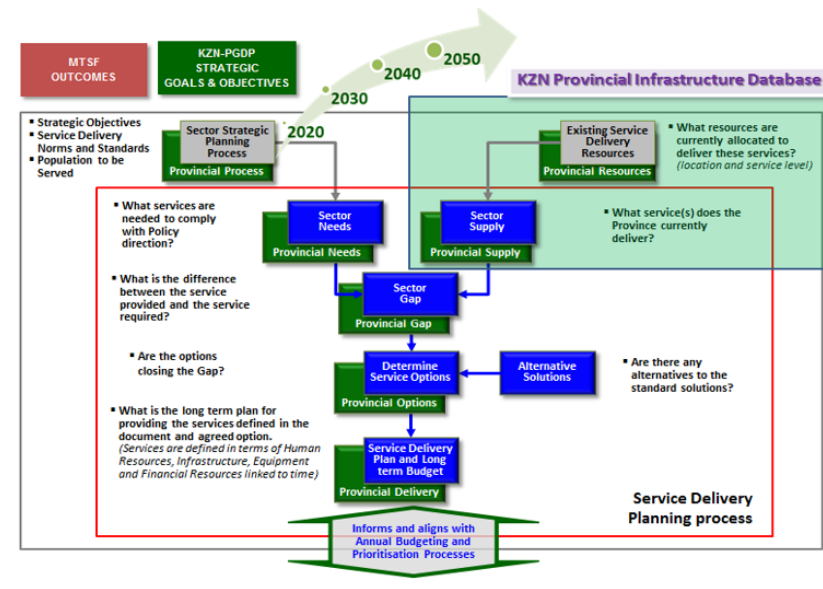
The strategic outcomes for infrastructure delivery are further packaged in terms of key objectives:

- Policy outcomes
- Institutional outcomes
- Planning outcomes
- Infrastructure delivery outcomes
- Monitoring of integrated development

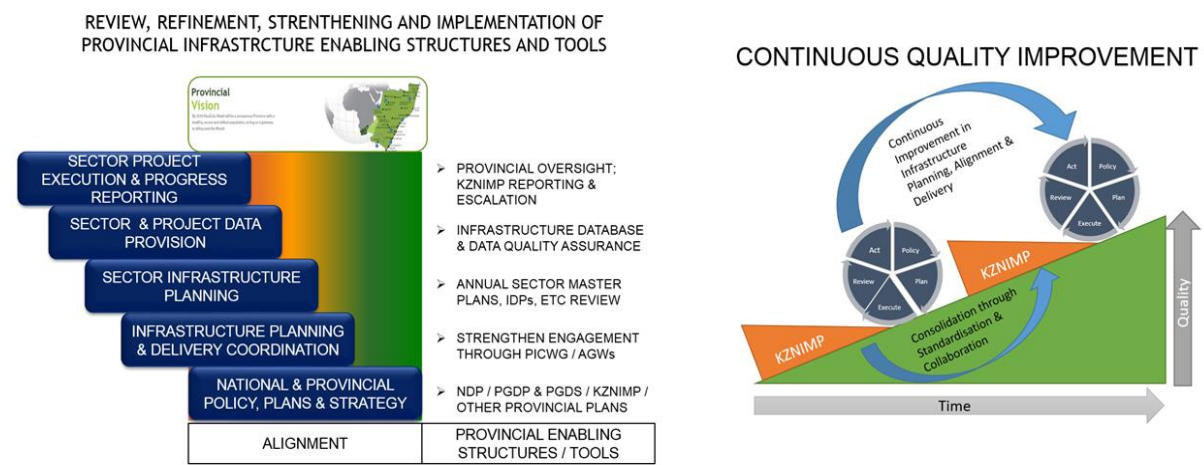
The Provincial Infrastructure Master Plan is focused on providing clear direction in terms of provincial priorities and benefits accruing in both financial and non-financial terms. A public benefit outweighs financial return in intangible ways such as quality of life; protection of natural resources; safety and security and social well-being. The economy, however, is used as a term to represent the following:

- **Environmental economy** = value of environmental goods and services
- **Social economy** = value of quality of life improvements and social upliftment
- **Real economy** = value of payments received to fund continuous improvement of infrastructure and services

The first phase of the Provincial Infrastructure Master Plan aims to highlight progress, challenges to progress made and opportunities to work smartly in addressing future challenges. The Provincial Infrastructure Master Plan Framework and supporting tools will form part of an enabling environment.



The ongoing annual review and reporting cycle of the Provincial Infrastructure Master Plan Framework includes:



- A strengthening and broadening of the engagement of stakeholders through the PICWG and priority PGDP AWGs, especially those linked to SIPs;
- Annual Sector Infrastructure Planning review feedback and monitoring of the implementation of proposed refinement and / or alignment;
- Implementation of the KZNIMP Infrastructure Database and Sector Department data provision aligned to minimum project data requirements, including supporting Sector and User Department

orientation and training. This specifically includes Data Quality feedback and Assurance for future data reporting cycles for identified catalytic and intervention projects;

- Regular reporting at agreed intervals for catalytic and intervention projects, as well as application of Diagnostic Management Reporting to monitor progress and any escalation for supportive intervention.

### Infrastructure Delivery Management System (IDMS)

Government's Infrastructure Delivery Management System (IDMS) is the model that describes the processes that make up public sector delivery and procurement management as it applies to the construction industry. The model reflects the diverse needs of the construction industry, in responding to the demands placed on it for the delivery of infrastructure and tangible assets for South Africa. It outlines the core processes associated with the model for delivery and procurement management where the project delivery processes relate to the provision of infrastructure works.

The IDMS comprises three core systems namely a planning and budgeting system, a supply chain management system and an asset management system, all of which have forward and backward linkages. These core systems are located within portfolio management, programme and project management processes and operation and maintenance processes. Collectively these processes and systems, together with a performance management system, establish the institutional system for infrastructure delivery



The IDMS is designed to effect compliance with relevant institutional arrangements supported by legislation and monitor performance. It has a strong focus on the effective and efficient functioning of the supply chain management system. Procurement is a core infrastructure delivery function and a key component in the supply chain management system (SCMS). The IDMS is developed to support the broader SCM function and can be readily integrated into the various infrastructure systems.



The Presidential Infrastructure Coordinating Commission (PICC) has endorsed the IDMS as the methodology to support its infrastructure drive.

National Treasury and Provincial Treasury are currently coordinating and assisting with the implementation and institutionalisation of the IDMS for the Provincial Departments of Health, Education and Public Works initially. Provincial Treasury will also provide support in the institutionalisation of IDMS to all Provincial Departments in KwaZulu-Natal and support the implementation of IDMS at eThekweni Municipality through the National Treasury's Municipal IDMS implementation pilot and then roll IDMS out to Local Government.

To aid the development of the Provincial Infrastructure Master Plan and provide guidance to infrastructure service delivery the IDMS gateway system and methodologies will be implemented in the Infrastructure Master Planning Framework processes that will aid and define a set of decision-making gate processes for infrastructure programmes and projects.

***The chart below summarises the goal area and should be read in conjunction with the detailed monitoring and evaluation matrix provided in the Monitoring and Evaluation Framework.***

<b>GOAL 4: STRATEGIC INFRASTRUCTURE</b> <i>Strategic infrastructure provides for the social and economic growth and development needs of KZN</i>					
		<b>APEX INDICATORS</b> • Provincial and Municipal Fix Capital Formation as a % of KZN GDP (2010 constant prices)			
OBJECTIVES	Development of harbours	Development of airports	Development of road and rail networks	Development of Information and Communications Technology	Improve water resource management and supply
	<i>The harbours in KwaZulu-Natal operate at optimal capacity</i>	<i>KZN airports offer greater potential to increase connectivity both a domestic and international level</i>	<i>The roads and rail networks in KwaZulu-Natal provide efficiently for cargo and commuter needs</i>	<i>Sufficient 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 KwaZulu-Natal</i>
	<ul style="list-style-type: none"> <li>Port capacity measured in million TEUs</li> <li>Ports capacity measured in Dry Bulk volumes (million tons)</li> <li>Port capacity measured in containers (Crane handling moves crane hour)</li> <li>Port capacity measured by Cruise Ship Operators</li> <li>Port Capacity measured by number of Cruise Liner visits</li> </ul>	<ul style="list-style-type: none"> <li>Volume of passengers through KZN airports</li> <li>Tonnage throughput from DTP cargo terminal (international)</li> <li>Tonnage throughput from DTP cargo terminal (domestic)</li> </ul>	<ul style="list-style-type: none"> <li>Total number of TEUs on Natcor rail line</li> <li>Road to rail ratio out of Durban</li> <li>Number of kilometres of declared rural roads that provide access to communities</li> <li>Percentage of provincial road network in poor to very poor condition</li> <li>Percentage of national road network in poor to very poor condition</li> <li>% Modal Split in Commuter transport</li> <li>% Tonnage to Capacity Utilisation (Demand Installed)</li> </ul>	<ul style="list-style-type: none"> <li>Number of kilometres of backbone Fibre Optic cables rolled out</li> <li>Number of Points of Presence (POPS)</li> <li>Number of established Municipal Access Networks</li> <li>Number of Schools connected</li> <li>Number of Health Facilities connected</li> <li>Number of ICT Infrastructure Nodes</li> <li>Minimum broadband speed available within the Province</li> <li>Lowest cost of data</li> <li>Number of public WI-FI hotspots</li> <li>Number of OSS centres connected</li> <li>Number of prioritised Poverty Eradication Master Plan wards in a Broadband coverage area</li> </ul>	<ul style="list-style-type: none"> <li>Cubic metres per capita per year available.</li> <li>Number of water service systems in balance</li> <li>Non-revenue water</li> <li>Value of development/rezoning applications not approved due to bulk water and effluent constraints.</li> <li>% of KZN households with water (75 l pp pd) to MIG standards</li> <li>% of KZN households with yard water connections</li> <li>% of households with sanitation to MIG standards</li> <li>Number of MIG projects meeting 75 l pp pd</li> </ul>
PRIMARY INDICATORS					
INTERVENTIONS	<ul style="list-style-type: none"> <li>Develop Port Capacity and associated Support Infrastructure</li> <li>Develop inland Multi-Modal Logistic Hubs (Inland Port)</li> </ul>	<ul style="list-style-type: none"> <li>Develop and Implement Aerotropolis Strategy/ Initiative</li> <li>Implement Regional Airports Strategy</li> <li>Finalise the establishment of a KZN Aviation Co-ordinating Authority</li> </ul>	<ul style="list-style-type: none"> <li>Expand and Maintain Core Rail Freight Network and the Branch Lines</li> <li>Revitalise Branch Rail Lines</li> <li>Expand and Maintain Coal line to Richards Bay (SIP1)</li> <li>Create additional Capacity along Primary Movement Corridors</li> <li>Maintain Secondary Road Network</li> <li>Extend Rural Road Access</li> <li>Improve Passenger Rail Services</li> <li>Develop Integrated Public Transport Services</li> </ul>	<ul style="list-style-type: none"> <li>Develop ICT Backbone Infrastructure</li> <li>Develop Access Network Infrastructure at Provincial &amp; Municipal Level</li> <li>ICT Access Centres &amp; Technology Upskilling</li> </ul>	<ul style="list-style-type: none"> <li>Review and Implement the Prov. Water Strategy</li> <li>Rationalise and extend Water Board Jurisdiction</li> <li>Research &amp; promote skills development for more localised water harvesting</li> <li>Programme for building dams</li> <li>Programme for devt of water sources</li> <li>Develop a financial model for the implementation of operations &amp; maintenance</li> <li>Water Conservation and Demand Management Programme in all the WSAs</li> <li>Establish policy/ design standards for the provision of 75 l of water per person per day</li> </ul>
					<ul style="list-style-type: none"> <li>Value of development/ rezoning applications not approved due to electricity supply constraints</li> <li>% of households with a source of electricity supply</li> </ul>

### **Strategic Objective 4.1: Development of Harbours**

#### ***The harbours of KZN operate at optimal capacity***

Key among the Province's superior physical infrastructure facilities are the two strategically situated ports of Durban and Richards Bay. Together, the two ports handle nearly 80% of South Africa's cargo tonnage. Here is the base of a transportation and freight logistics complex which will provide an effective platform for forging trade linkages between provinces within the country, with neighbouring states and the rest of the world (particularly the Asian and South American sub-continent), offering the province considerable investment spin-offs and opportunities. KZN's competitive edge is thus greatly enhanced and the roll-out of these developments must proceed apace.

Rail and road links to these two major seaports will make it easy to switch cargo between different modes of transport. Large quantities that arrive by sea can be dispersed in disaggregated volumes at speed by air.

Durban and Richards Bay Ports are largely responsible for KwaZulu-Natal's reputation as the transport and logistics hub of South Africa. Moreover, the province has an extensive rail and road network connecting other parts of the country and linking the Province to Mozambique and Swaziland. Over the past decade the port industry has seen significant growth in operations. This leads to major investments in cargo-handling equipment and even bigger investments in infrastructure.

The Presidential Infrastructure Co-ordinating Commission SIP 1 (PICC SIP 1) objective of unlocking the Northern Mineral Belt in the Waterberg requires the investment in linkages and expansion of Richards Bay as an export port.

The Presidential Infrastructure Co-ordinating Commission SIP 2 (PICC SIP 2) objective seeks to strengthen the logistics and transport corridor between SA's main industrial hubs. This includes improving access to Durban's export and import facilities and improving efficiency along the corridor. Additionally it includes integrating the disconnected industrial and logistics activities as well as marginalised rural production centres surrounding the corridor that are isolated from the main logistics system.

Transnet's Long Term Planning Framework (LTPF) linked to its huge infrastructure-spending drive is under way in KwaZulu-Natal and nationally. The province's harbours and railways are all receiving injections of cash for developments in sync with provincial government priorities.

Transnet remains a major investor in the South African economy and has committed to expansion and replacement capital expenditure of R300 billion over the next seven years of which 33% will be allocated to key capacity development initiatives. Three major projects are under way at the existing Port of Durban, to upgrade the existing Durban Container Terminal (DCT), develop new deep-water quays at the Pier 2 and convert Pier 1, Salisbury Island Infill to handle containers.

The Durban harbour entrance-widening project is completed and will significantly increase the facility's capacity, more than doubling the number of twenty-foot equivalent units (TEUs) that it can handle from 4 000 to 9 000. Both Pier 1 and the Durban Container Terminal (DCT) are receiving upgrades. At current volumes, the Durban container terminal deals with 2.7 million TEUs annually. This will increase to 3.3 million in 2020.

Transnet Port Terminals has spent R150m on the installation of 7 new Ship to Shore Cranes (STS Cranes) at Pier 2 to improve loading speeds within the harbour.

The interventions proposed seek to optimise existing infrastructure, to increase capacity and to improve the overall efficiency of the ports but more importantly, to build on KZN's competitive advantage – creating economic infrastructure which will result in sustainable job creation.

### **Indicators**

#### **4.1.1 Port Capacity throughput measured in millions of TEUs**

The baseline is 2,5million TEUs rising to 6 million by 2020 and 9,5million by 2030.

#### **4.1.2 Port Capacity measured in Dry Bulk Volumes (Million Tons)**

Success should be indicated from year to year by an increasing figure – starting with the 2010 baseline of 108 million units, rising to 115 million in 2020 and 125 million in 2030

#### **4.1.3 Port Capacity measured in Containers (Crane Handling)**

The baseline is 26 moves per hour. In 2020 this should improve to 33 moves per hour and in 2030 it should be at 40 moves per hour.

#### **4.1.4 Port Capacity measured by number of Cruise Ship Operators in KZN**

This indicator is to measure the expansion of the industry. Baseline is 2 and 2020 target is 4.

#### **4.1.5 Port Capacity measured by number of Cruise Liners**

The baseline is 32 cruise-liner visits. The 2020 target is 50 visits and the 2030 target is 70 visits per annum

### **Interventions**

#### **Intervention 4.1.a: Develop Port Capacity and associated Support Infrastructure**

The proposed dig-out port will provide a massive injection into the KZN regional economy as well as support the N3 corridor growth to Gauteng. With 10% of South Africa's manufacturing muscle concentrated in the South Durban Basin. With a projected first phase development of some 16 berths for container vessels and a car terminal, the proposed Durban Dig Out Port (DDOP) will afford huge relief to the congested container operations within the port of Durban. A drastic reduction in the convergence of road-operated container traffic to South Coast Road and the Bayhead area will also result.

With the emphasis on containerisation at the Durban port, these operations are likely to focus on higher value goods, relating to elements of the manufacturing sector. It is expected that there will be many spin-offs from this intervention, including job creation as a result of increased capacity of the Durban port. Apart from sustaining much needed jobs, this project will support Durban's economic growth vision initiative. In addition, the port has a well-equipped passenger terminal at N-berth on the T-Jetty for the convenience of cruise ships, which operate mostly during the summer months between November and May. During the summer each year MSC and Starlight Cruises base a cruise ship for all-summer cruising at Durban, operating to the Mozambique and Indian Ocean island destinations. These and other cruise ships make use of one or more berths as required and at times the port can have as many as three cruise ships in port together. A new purpose built Cruise Ship Terminal near Point Road is planned and proposals that have been received in this regard is currently being evaluated.

Waterfront development has become a global phenomenon, identified by cities as an opportunity for urban renewal through the creation of a revitalised land-water interface and its associated economic

benefits for the province at large. Various opportunities are available for the development of small craft harbours in KZN coastal areas including Durban, Richards Bay and the Hibiscus Coast.

The following catalytic programmes/projects are in support of the proposed intervention, contributing to the overall target indicators:-

- PIER 1 Improvements, Salisbury Island Infill and DCT Phase 2;
- PIER 2 Improvements, New STS Cranes and Berth Deepening;
- Dig Out Port, Develop the old Durban International Airport to a deep-water Mega Container Port;
- Relocation of the Single Buoy Mooring (Crude Oil Transfer)
- Rail Yards and Terminals, The upgrading, reconfiguration and relocation of yards and terminals;
- Improve Back of Port Road Network, Dedicated Freight Route & Back of Port Plans;
- Develop a new purpose built Durban Passenger Terminal;
- Durban - Gauteng Multi Purpose Pipeline (SIP 2);
- Electronic Messaging System (pilot) \* Bay Head - stacking of vehicles \* Dedicated Freight Routes;
- Develop Small Craft Harbours

SIP 1 looks at unlocking the Northern Mineral Belt with Waterberg as the Catalyst and supporting the export of minerals via Richards Bay.

The province's role in this operation is to ensure the port and rail network within KwaZulu-Natal is sufficient to meet these objectives. In the case of SIP1, the Port of Richards Bay Capacity Expansion Programme aims for the expansion of the port terminals' capacity to support the immediate capacity constraints and the medium to long term growth in general freight.

Richards Bay is South Africa's premier bulk port. Bulk operations in the port focus on four major activities: export coal, break bulk, dry bulk and liquid bulk. The port has a world class coal export terminal, a general purpose dry bulk terminal, a multi-purpose terminal, and a liquid bulk terminal. Other services include bunkering and minor ship repairs, and facilities for service and recreational craft. In addition to providing bulk facilities for a broad South African hinterland, the port plays a significant role in the local economy of the City of uMhlatuze, with its growing industrial base.

The primary challenge for the Port of Richards Bay will be to accommodate growing demand for the handling of bulk cargoes. The achievement of this is planned to be through three main expansion projects. The first is the Port Capacity Expansion Project (formerly ECICS) in the Bay View precinct, the second the 500 and 600 series terminal expansion for additional dry bulk and the third, the development of a new coal terminal with a capacity of 32 mtpa, as part of the 500 series development. Other developments will include a ship repair and dry dock facility, and an additional two berth liquid bulk terminal.

In summary the key infrastructure projects for Richards Bay are as follows:

- Establishment of a new and separate coal export terminal with an anticipated export capacity of 32 Million tons per annum
- Basin and berths dredged to a depth of -17.5m chart datum
- Quay construction for 2 berths for Cape size vessels
- The new coal export terminal will be a "greenfield" development which will re-quire: Basin and berths dredged to a depth of -17.5m chart datum;

SIP 2 aims to optimise the Durban - Free State – Gauteng Logistics and Industrial Corridor. Many of the other infrastructure are included in this broad objective, however some cross province coordination is required to ensure programmes are sufficiently integrated throughout the corridor.

#### **Intervention 4.1.b: Develop inland Multi-Modal Logistic Hubs (Inland Port)**

Modal integration is encouraged and the movement of some goods from road to rail emphasized, so to increase the efficient utilization of infrastructure. KZN strategy ought to encompass all transportation modes including air, rail, road and pipelines. There is a continual debate about the potential for switching road freight cargo back to rail as a more desirable form of transport, from the perspective of fuel efficiency, environmental friendliness, reduction of externalities such as congestion and accidents and improvement to utilisation by the state owned railway system. There has been a suggestion that the railway system should be rebuilt to the wider “Standard Gauge” to improve options for inter-modality. In the longer term, it may be possible to develop systems for intermodal transport of a range of different commodities, but this would only be possible within a rail operation that is geared to customer demand in relation to general freight. The focus of the state railway system has been developed by government policy and is unlikely to change without very significant institutional and organisational reform of the structure and management of the railway system of the country.

The following catalytic programmes/projects are in support of the proposed intervention, contributing to the overall target indicators:-

- Cato Ridge LAP, Development and release of 119 ha of land for Industrial Development; and
- Dry Port / Inland Logistics Hub at Cato Ridge or surrounding area a proposed private sector development

#### **Strategic Objective 4.2: Development of Airports**

*The airports of KZN offer greater potential to increase connectivity both at domestic and international level*

Situated between Durban and Richards Bay is King Shaka International Airport (KSIA) and the Dube Tradeport - the hub of an aerotropolis initiative which will eventually include commercial, residential and production activities. The Dube Tradeport will greatly expand the capacity of KwaZulu-Natal to import and export goods. The principal component of the Dube Tradeport is a new international passenger and cargo airport, but it is the new facility's proximity to the harbours of Durban and Richards Bay that give it the edge as a transport and logistics hub. The ESID cluster through DEDTEA is currently developing an integrated Aerotropolis strategy (IAS) that aims to coordinate stakeholders and identify quick-win and priority projects to implement the Aerotropolis programme in the province.

With regards to the Province's regional airport infrastructure, a Regional Airport Strategy was developed in 2012 indicating that there are currently 130 airstrips in the province, consisting of numerous types that vary from small dirt landing strips to regional airports, all under capacity. The said strategy suggest the integration thereof into the public transportation system in such a way that these smaller airports support and complement each other, support tourism as well as delivery of emergency health services; they can operate as a co-ordinated public transportation system while providing affordable service to the user.

#### **Indicator**

##### **4.2.1 Volume of passengers through KZN airports**

The current baseline is 5million, rising to 8million in 2020 and to 15million in 2030.

#### **4.2.1 Tonnage throughput from Dube Trade Port cargo terminal (international)**

The current baseline is 5 000 tonnes. The target range for 2020 is 8 000 to 12 000 tonnes. The target for 2030 is 30 000 to 50 000 tonnes.

#### **4.2.2 Tonnage throughput from Dube Trade Port cargo terminal (domestic )**

No 2010 baseline as airport was newly opened in 2010. The 2020 target is 8 000 tonnes and the 2030 target is 10 102 tonnes.

### **Interventions**

#### **Intervention 4.2.a: Develop and Implement Aerotropolis Strategy/Initiative**

In an increasingly globalised world, the role of airports as attractors for investment and growth is increasing. This concept, known as the Aerotropolis, airport region, or airport city, essentially recognises the role of airports as drivers for growth. This intervention needs to provide a framework that assists to direct national, provincial and local government spending to maximise growth opportunities; attract foreign direct investment to grow the manufacturing, logistics, commercial, industrial, transport and tourist sectors; attract national and local investment through growth of new business rather than relocation of existing business and provide a framework that encourages and facilitates co-ordinated, aligned and sustainable regional growth. Being a greenfield site surrounded by a largely undeveloped area creates the opportunity to put in place a plan that responds and capitalises on the location of the airport. It is believed that airports will shape business location and urban development in the 21st century, just as highways did in the 20th century. A city growing around an airport will connect workers, suppliers, executives and goods to the global market place. Dube Tradeport will serve a wide catchment area and will contribute to some key economic objectives including creating an operating business environment conducive to growth and development, and reinforcing the potential of local businesses in identified growth sectors, to rapidly increase their profile of high-value manufactured exports and attract new investors to the region as part of the global manufacturing platform.

The following catalytic programmes/projects are in support of the proposed intervention, contributing to the overall target indicators:-

- Watson Highway DTP Roadlink Ridge LAP;
- Interchange between the R102 and Airport Link Road;
- Interchange between the entrance to Support Zone 2 and the Eastern link road;
- Interchange between the Watson Highway and the DTP link road;
- Interchange on Airport link road, at the entrance to the Passenger Terminal;
- Watson Highway Upgrade;
- Dube West / R102 realignment;
- Develop Fuel Line to KSIA;
- Development of Trade Zone 2;
- SAPS Airwing Relocation;
- SAAF Relocation;
- Mega Industrial Integrated Township;
- Support Zone 2 Commercial Development;
- Support Zone 2 Interchange; and
- Passenger Terminal Interchange

**Intervention 4.2.b: Implement Regional Airports Strategy**

Airfields play an important role in health and in disaster management for delivering equipment and relief / aid. KZN Provincial Government has initiated and concluded a study to optimize the use of our regional airfields. The purpose of this intervention is to implement the findings and recommendations. Small airports and airfields have the potential to contribute effectively towards sustainable and equitable development through increasing connectivity to markets and places. The Regional Airports Strategy has been finalised for submission to the ESID Executive Council Cluster.

**Intervention 4.2.c: Finalise the establishment of a KZN Aviation Co-ordinating Agency**

This intervention responds to the challenges of standards setting and monitoring as well as issues around connectivity and communication between the Airport Company SA and other airfields. Considerable progress has been made towards finalising the establishment of a KZN Aviation Co-ordinating Agency.

**Strategic Objective 4.3: Development of Road and Rail Networks*****The road and rail networks in KZN provide efficiently for cargo and commuter needs***

An over-burdened road network and under-utilised rail network are factors contributing to infrastructural deficiencies in the province. Because of the acknowledged lack of investment in public infrastructure spanning some years, freight is more effectively moved by road – which overburdens the road network. Latest plans from Transnet, Department of Transport (DoT) and SANRAL do attend to these problems incrementally – however serious co-ordination between provincial and local government and SOE's is required to achieve the type of world class infrastructure envisaged.

From analysis of road freight operations in the different provinces in South Africa there are several aspects that become apparent and significant. It is very evident that road freight is expanding very rapidly to fill areas of demand, serving a wide range of industries, with purpose built vehicle and trailer configurations. The automotive industry in South Africa that supplies the freight vehicles for these operations has become very sophisticated with a wide range of models and makes from all around the world, many of which have had extensive periods of operation in Southern Africa and have become increasingly adapted to achieve high levels of performance and efficiency. It is thus evident that a co-ordinated effort is needed to optimize efficiencies in this area.

Freight will continue to be transported via a combination of road and rail, however what remains of critical importance is the achievement of the proposed and planned for modal shift from road to rail. In the event of the modal shift target not been achieved, the proposed road expansion and capacity upgrades becomes immediately inadequate and could potentially lead to certain routes becoming grid locked with widespread adverse effects to the logistics and other industries impacting negatively on the performance of the Province. (Refer to indicator 4.3.4 below) The infrastructure stakeholders have recognised the need for multi-modal facilities which cater for fast-moving consumer goods as well as bulk minerals and lighter manufactured goods. The development of nodes in the interior of the province and the enhancement of rail, airfields and corridors will be crucial in this development. Efficient communication systems will also be crucial in the ongoing operation of these multi-modal facilities.

KwaZulu-Natal has two national double carriageway highways running through the Province. These are the N2, which runs along the coast from South to North, and the N3, which runs from Durban westwards and is the main road link to Johannesburg and Gauteng and other inland areas.



Fully recognising the economic importance of a good road structure, DoT has instituted an ongoing, long-term programme to continually upgrade the Province's road network. Major infrastructure projects being undertaken currently.

The newly-established Passenger Rail Agency of South Africa, PRASA, merges the operations, personnel and assets of the South African Rail Commuter Corporation, Metrorail, Intersite Property Management Services, Shosholoza-Meyl and the long distance bus company, Autopax (Translux and City-to-City). As part of the process of integrating these entities, the role of Intersite is being redefined in order to more effectively support PRASA's new strategic direction and objectives. PRASA's critical objective over the next few years is to upgrade the existing passenger railway system in order to meet the challenges of a modern society. This means implementing plans for the modernisation of the signalling, telecommunications systems, rolling stock and train operating systems. Its business units will focus on the delivery of high-quality services.

### **Indicators**

#### **4.3.1 Total number of TEUs on Natcor Rail Line**

The 2012 baseline is 400 000 TEUs. The aim is for this volume to rise to 1 222 600 in 2020 and to 2 750 900 TEU's in 2030.

#### **4.3.2 Road to rail ratio out of Port of Durban**

This indicator shows the share between road and rail of containers leaving the port. The baseline is 5.5:1 and actual is currently 6.2:1 in favour of road. This needs to be reduced to 3:1 by 2030. This is in line with container growth forecasts and NATCOR rail line growth projections.

#### **4.3.3 Number of kilometres of declared Rural Roads that provide access to communities**

From the 2012 baseline of 30 335 km, this is expected to improve to 33 270km in 2020 and to 36 120km in 2030.

#### **4.3.4 Percentage of Provincial Road Network in poor to very poor good condition**

The current baseline for roads in poor condition is 52%. This must decrease to the 2020 target of 30% and to 10% in 2030

#### **4.3.5 Percentage of National Road Network in poor to very poor condition.**

The current baseline for roads in poor condition is 15%. This must decrease to the 2020 target of 10% and remain at 10% in 2030.

#### **4.3.6 % Modal split in commuter transport**

The current baseline for eThekweni is 7% modal split. The Provincial baseline has not been calculated. Targets for 2020 and 2030 to be determined.

#### **4.3.7 % Tonnage to Capacity Utilisation (Demand Installed)**

2010 baseline is 18%. Targets for 2020 and 2030 to be determined

### **Interventions**

#### **Intervention 4.3.a: Expand and Maintain Core Rail Freight Network and the Branch Lines**

The need for greatly improved rail network for economic development is well illustrated with the example of timber. KZN forestry industry is a major source of road and rail freight as well as contributing a significant export tonnage through the ports of KwaZulu-Natal. The volume transported on the land modes (road and rail) to processing plants and exported through the ports is estimated at approximately 10 million tons per annum in the form of timber and timber-related products, paper, woodchips, etc. Approximately 1,4 million tons of timber is transported via rail on the KZN branch lines and onto the main lines. Approximately 108,045 tons of timber is also railed from Swaziland to Richards Bay on the Durban - Empangeni - Golela and Swaziland line. The largest proportion of timber is transported by road to various processing plants, mills and for export. The vehicles used are flat decks with steel stakes or purpose-designed, stake-sided trailers with the vehicle configurations of all groups from 5-40 ton carrying capacity. The ideal is to transport heavy goods by rail and free up road for passenger and light commerce. In addition, the issues of accessibility for human and community needs are paramount – improvements in rail infrastructure will increase the population's physical access to goods and services.

The following catalytic programmes/projects as planned in accordance with the Transnet Long Term Planning Framework (LTPF) are in support of the proposed intervention, contributing to the overall target indicators:-

- Glencoe to Booth - Transformer Replacement;
- Glencoe to Booth - Implement CTC signal infill scheme to reduce headways;
- Glencoe to Cato Ridge - Relieve Gradients and Curves;
- Glencoe to Booth - Upgrade to 25 kV AC and voltage changeover at All DC Traction Intersections;
- Glencoe to Booth - Train Control System - ETCS (Level 3);
- Rolling stock;
- Cato Ridge - Rail Bypass (2033);
- Natcor Rail Line: Section 3 - KZN North Coastlines; and
- Natcor Rail Line: Section 3 - KZN South Coastlines

#### **Intervention 4.3.b: Revitalise Branch Rail Lines**

The need for greatly improved rail network for economic development is well illustrated with the example of timber. KZN forestry industry is a major source of road and rail freight as well as contributing a significant export tonnage through the ports of KwaZulu-Natal. The volume transported on the land modes (road and rail) to processing plants and exported through the ports is estimated at approximately 10 million tons per annum in the form of timber and timber-related products, paper, woodchips, etc. Approximately 1,4 million tons of timber is transported via rail on the KZN branch lines and onto the main lines. Approximately 108,045 tons of timber is also railed from Swaziland to Richards Bay on the Durban - Empangeni - Golela and Swaziland line. The largest proportion of timber is transported by road to various processing plants, mills and for export. The vehicles used are flat decks with steel stakes or purpose-designed, stake-sided trailers with the vehicle configurations of all groups from 5-40 ton carrying capacity. The ideal is to transport heavy goods by rail and free up road for passenger and light commerce. In addition, the issues of accessibility for human and community needs are paramount – improvements in rail infrastructure will increase the population's physical access to goods and services. Transnet is investing R200m on the upgrading of branch lines during 2014.

#### **Intervention 4.3.c: Expand and Maintain Coal line to Richards Bay (SIP1)**

The volume of coal transported on the coal line decreased from 68.7 million tonnes in 2005/6 to 63.5 million tonnes in 2007/8 which is believed to be due to capacity constraints rather than decreased demand

by the coal export industry. The potential linking of the coal mines that might develop in the western areas of Limpopo Province to the Richards Bay coal line will increase the demand for capacity on the coal line significantly. Most of the coal produced in KwaZulu-Natal is used by industries in the province or exported via the port of Durban, with very little distribution into other provinces to the north. The coal mining industry has in the past used rail transport wherever possible, and where necessary newer mines transport coal by road to a point where it can be railed. However, due to railway policy regarding minimum consignment size, it has become necessary to divert most of the production of the KZN mines to road transport to meet the needs of customers all over the province. As a result, large fleets of articulated tippers with 28-32 ton loads are currently running on KZN roads, delivering coal from the local mines and from as far afield as the Mpumalanga coal producing area, to industries all over the province.

**Intervention 4.3.d: Create additional Capacity along Primary Movement Corridors**

To improve mobility along the corridors to contribute to user frequency and efficiency.

The following catalytic programmes/projects are in support of the proposed intervention, contributing to the overall target indicators:-

- eThekweni Dedicated Freight Route;
- African Renaissance Road Upgrading Programme;
- N2 - Umdloti to Isipingo;
- N3 Paradise Valley to Cedara;
- N3 Pietermaritzburg Bypass;
- N3 Cedara to Keeversfontein;
- N3 Paradise Valley to EB Cloete; and
- N11 Ladysmith and Newcastle Bypass Roads

**Intervention 4.3.e: Maintain Secondary Road Network**

The Departmental Programmes like Operation kuShunquthuli focuses on road infrastructure development in the rural areas. The Department has identified key projects that will be the stimulus in linking the rural communities to the provincial hubs of the activities, which achieve the strategic goal of providing access and mobility within the province.

**Intervention 4.3.f: Extend Rural Road Access**

The Departmental Programmes like Operation kuShunquthuli focuses on road infrastructure development in the rural areas. The Department has identified key projects that will be the stimulus in linking the rural communities to the provincial hub of the activity, which achieves the strategic goal of providing access and mobility within the province, where the priority was in the rural areas in this term of governance.

The following catalytic programmes/projects are in support of the proposed intervention, contributing to the overall target indicators:-

- Route 66: Pongola, through Nongoma, Ulundi, Melmoth, Eshowe, Mgingindlovu to N2.
- African Renaissance Road Upgrading Programme;
- Operation Kushunq'uthuli Programme; and
- Roads for Rural Development Programme

**Intervention 4.3.g: Improve Passenger Rail Services**

*An integrated passenger Strategy and Action Plan should focus on Integrated Rapid Public Transport Networks aims to implement high quality networks of “car competitive” public transport services that are fully integrated, have dedicated rights-of-way and are managed and regulated by a capable municipal transport department. In this regard, the aim is for major cities, such as eThekweni, to upgrade both commuter rail services and bus and minibus services to a Rapid Rail and a Bus Rapid Transit (BRT) level of quality respectively. Ultimately, these services will be fully integrated to form a single system regardless of mode.*

The following catalytic programmes/projects are in support of the proposed intervention, contributing to the overall target indicators:-

- PRASA Rolling Stock Upgrade;
- Station and Depot Upgrade, Improvements and Modernisation ;
- Business Express;
- PRASA Rail Corridor Improvement;
- Resignalling Project; and
- National Station Precinct Development Project (NSPDP)

**Intervention 4.3.h: Develop Integrated Public Transport Services**

The ability to make a decision is a basic human right. An effective integrated public transport system offers current and future commuters, the option to choose. Public transport offers passengers a time-saving and environmental friendly method of travelling. It focuses on reducing the number of private cars on the roads. Research identified a strong need for reliable modes of public transport in the ever-growing population of the province. The government designed a plan to provide effective transport services which led to the proposal of an integrated public transport system and hence the various projects associated with the intervention. An integrated public transport system incorporates different services to allow passengers access to areas along specific routes.

The following catalytic programmes/projects are in support of the proposed intervention, contributing to the overall target indicators:-

- eThekweni Metro Municipality IRPTN; and
- Rural IRPTN's

**KZN Economic Council Interventions**

The Social partners committed to implementing the National Strategic Infrastructure Programme in KwaZulu-Natal. One of the most prominent and critical Strategic Integrated Projects (SIPs) for KZN is the SIP 2 which relates to the development of the Durban-Free State-Gauteng logistics and Industrial Corridor. The main components of SIP 2 for the Social Partners focus are:

- Expansion of rail capacity and rolling stock to meet forecast demand
- Upgrading of roads, principally the N3 route as well as feeder roads and the N2 and
- The development of cargo nodes in Harrismith, Cato Ridge, Tambo Springs and Dube Trade Port.

#### **Strategic Objective 4.4: Development of information and communications technology**

##### ***Sufficient Information & Communications Technology (ICT) infrastructure is available for the growth and development needs of KZN***

Regions are being empowered technologically, as the core systems on which they are based become instrumented and interconnected, enabling new levels of intelligence. Pervasive information and communication technology means that there is much greater scope for leveraging technology for the benefit of the province.

KwaZulu-Natal has made rapid progress in its broadband programme. It has completed its Provincial Broadband Strategy and Action Plan, Baseline Study of all available broadband infrastructure and services, Demand Survey, Gap Analysis, Financial and Mapping of the Provincial Broadband Backbone Routes and scoping of its Wireless Access Networks. The progress made thus far is that KZN now has 14 600 km of fibre optic cables with 80% of its identified fibre optic backbone routes filled with fibre optic cables via the telecommunications state owned entities and private companies. It has 43 Primary Points of Presence (POPS) throughout the province. The province has made significant progress in its last mile access in that 1928 schools, 85 hospitals, 119 clinics and 252 post offices are now connected. Schools are being connected via the Licensing Obligation Programme of ICASA for the 4 major private telecoms providers. 131 of the targeted 300 Public Digital Access Centres have been established and connected. All universities in KwaZulu-Natal are connected on the South African National Research Network (SANREN) fibre optic high speed cyber infrastructure.

Mobile telephone usage has increased dramatically while access to fixed line telephony has declined over the last few years due to more people acquiring cell phones and smartphones and tablets. Internet usage has steadily increased in both urban and rural areas through the rollout of broadband. A significant number of citizens and areas of the province still need to be connected but the situation is steadily improving via the efforts of national and provincial initiatives and the completion and adoption of the National Broadband Policy. According to the National Broadband Policy, the entire country has to be broadband enabled by 2020. Thus internet provision and usage in KwaZulu-Natal has improved and the province is well on its way to achieve the national broadband policy 2020 targets. The National Department of Post and Telecommunications, who have the mandate for broadband, have initiated its national broadband programme via SA Connect. Phase one sees the rollout of broadband in all the NHI districts. All government buildings and institutions will be connected via these 2 projects in Umzinyathi and Umgungundlovu. This will ensure sufficient infrastructure in these areas for businesses, homes and citizens to latch onto this infrastructure. Phase two will see the rollout of the remaining districts by the National Government of Telecommunications and Postal Services.

Thus internet provision and usage in KwaZulu-Natal has improved and the province is well on its way to achieve the national broadband policy 2020 targets. During the past year provisioning of broadband infrastructure, telecommunication regulation and legislation rapidly improved. While there are various programmes for the attainment of ICT skills, the establishment of the e-skills Ikamva Institute, a national facility, at the Durban University of Technology, has accelerated these programmes to the masses. However more resources are needed to implement the KZN ICT Skills Development Strategy which targets all segments of society to produce e-citizens. The business community has realised the need for connectivity for their operations and growth. Efforts are being made to introduce connectivity and e-commerce platforms for the informal sector. The introduction of cell phone banking is playing a significant role in this regard. The importance of this sector must be seen in the light of KZN's growth trajectory: the

technological skills required in workplaces, citizens' needs to access information and our economic growth ambitions within the global context.

The interventions thus revolve around rapidly extending access to and use of information and communications technology; to ensure that computer skills are taught from an early age and form part of the standard adult basic education and training (ABET) curriculum by 2015. Public servants are receiving ICT training through programmes implemented within the government departments via the HR skills development initiative and workplace skills plans. The Provincial Department of Education has undertaken a number of ICT initiatives in training educators and pupils via the e-Learning programme. E-Learning centres have been established via private partnerships. More needs to be done in this area.

Improvement in access, uptake and usage is the result of improved broadband regulation with regard to costs and greater competition among the public and private telecoms providers.

With most of the main towns in the province already connected to broadband infrastructure, it now affords KZN industry and logistics the opportunity for efficient communication within and across borders using modern means.

The KZN ICT Infrastructure programme identified the following ICT Focus Areas to concentrate its efforts, on identifying the relevant ICT infrastructure indicators, necessary interventions and targets:-

- Broadband
- ICT Access
- ICT SMME Development
- ICT R&D and Innovation
- ICT Skills Development
- E-Government
- E-Health
- E-Education
- E-Waste

A KZN Provincial ICT Strategy has been developed and has been implemented over the last few years with significant progress. Various role players are involved that range from Department of Communications, Sentech, Infraco, USAASA, Telkom, State Enterprises, EDTEA, etc. The ultimate purpose of this intervention is to propel KZN as a leader in ICT Competitiveness. The continued implementation of all ICT strategies and Technology Roadmaps and the completion of the National Broadband Implementation Plan and National Broadband Funding Strategy will steer the province towards this vision.

Interventions include programmes to expand community access to broadband services and to increase bandwidth (speed) for economic competitiveness. The province has now added on extra priorities for the Broadband Rollout viz Connectivity for the Operation Sukuma Sakhe (OSS) War rooms, Broadband coverage for the prioritised areas (169 most poverty stricken wards) identified in the Poverty Eradication Master Plan and the establishment of Wi-Fi Hotspots in strategic locations.

The following indicators measure the main components of region-wide provision.

Kilometres of fibre optic cables are rolled out along the identified backbone routes so that it becomes possible to connect hybrid access networks that will provide last mile connectivity to citizens, organisations, households, schools, government administration buildings, hospitals, clinics, post offices,

Wi-Fi hotspots and other public and private buildings etc. 80% of the identified provincial backbone routes have fibre optic backbone. The remainder is mostly in difficult terrain and will need to be connected via satellite as it is not viable to rollout fibre optic cables in these areas.

Points of Presence are vital points of ICT broadband infrastructure at strategic areas in the province. This is necessary for the connection of Hybrid Access Networks to enable large areas of the province to be in a broadband coverage area after which last mile connectivity to citizens and other ICT infrastructure nodes can be connected via their method of choice (fixed broadband or fixed wireless or mobile wireless).

The rollout of Hybrid Access Networks in each municipality will enable broadband coverage and last mile connectivity to schools, hospitals, clinics businesses, post offices government administration buildings etc.

Provision of last mile connectivity for schools is critical for improved teaching and learning via e-learning, school administration and management and breaking down of geographical and social barriers.

The Province needs to secure additional financial resources to fast-track the roll out of last mile connectivity.

### **Indicators**

#### **4.4.1 Number of kilometres of backbone Fibre Optic cables rolled out**

The 2010 baseline is 11 800km. This must increase to 16 000km in 2020 and to 18 000km in 2030.

#### **4.4.2 Number of Points of Presence (POPS)**

The 2010 baseline is 8 POPs. This must increase to 51 in 2020 and to 70 in 2030.

#### **4.4.3 Number of established Municipal Access Networks**

The 2010 baseline is 1 out of 10 districts. All districts will be covered by 2015.

#### **4.4.4 Number of Schools Connected**

The 2010 baseline is 300 schools connected. This will increase to all schools, 6 000 by 2020.

#### **4.4.5 Number of Health Facilities Connected**

The 2010 baseline is 45 health facilities connected. This must increase to all hospitals and clinics, 935 by 2020.

#### **4.4.6 Number of ICT Infrastructure Nodes**

The 2010 baseline is 68. The 2020 target is 568 and the 2030 target is 2 013.

#### **4.4.7 Minimum broadband speed available within the Province**

The 2010 baseline is 256kbs. The 2020 target is 5MB (90% coverage) and the 2030 target is 10 MB (100% coverage).

#### **4.4.8 Lowest cost of data**

The 2010 baseline (256kbs) average is R3 681 pm. The target for 2020 (5MB) is an average of R4 450 pm and for 2030 (10MB) the target is an average of R1 309 pm.

#### **4.4.9 Number of Public Wi-Fi Hotspots established**

The baseline to be determined. The target for 2020 is 40 and for 2030 it is 100.

**4.4.10 Number of Operation Sukuma Sakhe (OSS) Centres connected**

The baseline to be determined. The 2020 target is all OSS centres (889) connected.

**4.4.11 Number of prioritised Poverty Eradication Master Plan wards in a Broadband Coverage Area**

The baseline to be determined. The 2020 target is the 169 most deprived wards.

**Interventions**

**Intervention 4.4.a: Develop ICT Backbone Infrastructure**

This intervention is largely driven by the socio-economic need for fast efficient telecommunications. All segments of society will benefit from cost efficient and reliable ICT services.

The following catalytic programmes/projects are in support of the proposed intervention, contributing to the overall target indicators:-

- Establish Primary District and Municipal Open Access (POP's); and
- To roll-out Urban & Rural Fibre Optic Infrastructure

**Intervention 4.4.b: Develop Access Network Infrastructure at Provincial and Municipal Level**

The following catalytic programmes/projects are in support of the proposed intervention, contributing to the overall target indicators:-

- Construct Fixed and Wireless Access Networks;
- Increase connections/connectivity to public precincts & facilities; and
- Connect Tertiary research Institutions on National Cyber Infrastructure (SANRN)

**Intervention 4.4.c: ICT Access Centres and Technology Upskilling**

This intervention refers to the availability in public institutions like educational institutions, libraries, post offices of ICT infrastructure for users. It requires skills development and in turn will generate skills development as young people especially are known to latch onto electronic technology. The aim is not only for skills development but for access to information and services being a prime outcome of access to ICT services.

The following catalytic programmes/projects are in support of the proposed intervention, contributing to the overall target indicators:-

- Construct Digital Access Centres (Hubs);
- Roll-out Provincial ICT Incubator Programme;
- Roll-out Provincial Skills Training Centres;
- Construct Technology/Science/Innovation Hubs at Primary Industry Nodes;
- Establish E-Government Cloud Computing Data Centres (complete the Nerve Centre Project);
- Connect schools and Introduce E-learning programmes;
- Connect health facilities viz hospitals and clinics and develop e-health and telemedicine programme;
- Establish E-waste facilities at the 5 primary industrial node towns of Durban, PMB, Newcastle, Richards Bay and Port Shepstone. Currently e-Waste Centres have been established in the towns of Durban and PMB



### **Strategic Objective 4.5: Improve water resource management and supply**

#### ***Sufficient water is available for the growth and development needs of KZN***

A balanced and sustainable supply of water in the KZN Province is important to ensure that we meet our constitutional obligation of access to water to all residents as well as to ensure that sufficient water is available to be a catalyst for economic growth of the region.

The current backlog of water provision in the province is estimated 1.4 million people residing in approximately 350,000 houses/households.

The water requirements of the KwaZulu-Natal metropolitan coastal areas are growing rapidly. This is as a result of the current economic growth, improved water supply services, urbanisation of the population and associated expansion of residential and other developments being implemented. This trend is expected to continue over the medium term as reflected in planned new urban developments. The area along the coast between the Tongati and the Thukela Rivers within the iLembe District Municipality (DM) is experiencing developments of large residential estates and industries which require additional water resources for the North Coast supply area. In addition, the development of the Dube Trade Port, which includes the King Shaka Airport and the commercial and residential development that the trade port will attract in the vicinity of La Mercy, will also result in increasing water requirements.

In reviewing this Strategic Goal, it became apparent that the co-ordination of the water supply to ensure integrated and co-ordinated service delivery of services, a co-ordinated Provincial institutional approach as well as a co-ordinated delivery programme is required. This to be achieved, by ensuring that the Provincial Spatial Economic Development Plan, be the departure point for integration. It has been recognised that an Integrated Joint Provincial Forum (Capital Investment Forum) co-ordinated by the Department of Human Settlement, include COGTA as well as Department of Water and Sanitation (DWS) and other built environment Departments. In this way, the delivery of government services, human settlements (housing and water, electricity and other services) will be co-ordinated at this Joint Provincial Department Forum. In other words housing delivery can either be accelerated in areas where current water supply is available, while water services plans are developed for future housing projects. Similar process would be followed for identified economic growth area in terms of the PSED.

Similarly, in order to sustain our water supply, WSA need to ensure that they have developed Water Conservation and Demand Management Programmes (WC/WDM). These should also have a funding model that speaks to the operational and maintenance of water infrastructure. In regards to progress on this particular issue, 13 of the 14 WSAs in KZN now have their own 5 year WC/WDM Master Plan.

The Province is relatively water rich compared with the rest of the country. KwaZulu-Natal has good rainfall in most parts of the Province. Many of the major rivers have their source in the Drakensberg Mountains. The urban areas are therefore well serviced with high quality water. South Africa is one of the few countries in the world where the Municipal tap water is perfectly safe to drink. Water supply for urban use is sourced from a network of storage dams strategically located around the Province. The provincial water utility companies are Umgeni Water and Mhlathuze Water. South Africa subscribes to world-class environmental management protocols and local authorities enforce these.

In addition to the dam building programme of DWS, there is a need to look at alternative water supply sources e.g. desalination, rain water harvesting which can be used in conjunction with conventional water

supply. Currently, grey water and treated effluent although supply of recycled water can be negotiated for specific industrial applications in more urban areas.

In order to reconcile the future water requirements with the available water resources the Department of Water Affairs and Sanitation (DWS) initiated a reconciliation strategy study as the next step in securing appropriate water supply solutions for the region. Much of the reconciliation studies for the WSAs is still in progress.

The interventions proposed cover water supply and focus attention on the institutional matters affecting water supply.

### **Indicators**

#### **4.5.1 Cubic metres per capita per year available.**

It is recommended that in KZN approximately 10 million require 1000 billion litres per year. This indicator measures whether this is achieved. Currently KZN is approximately 10% short of this target. The 2010 baseline is 917 million m<sup>3</sup>. The target for 2020 is 1 000 million m<sup>3</sup> and for 2030 it is 1250 million m<sup>3</sup>

#### **4.5.2 Number of water service systems in balance**

The 2010 baseline is 40% in balance out of 155 measures of systems. Currently in 60% of systems, demand exceeds supply. The 2020 target is 80% and the 2030 target is 95

#### **4.5.3 Non-revenue water (NRW)**

The International Water Association defines Non-revenue water (NRW) as the difference between the system input volume and billed authorised consumption. NRW serves as a valuable indicator that dictates the planning of appropriate corrective action. Currently 60% of KZN municipalities are implementing WCWDM programmes. This needs to improve hence the intervention on WSA Municipalities to set up systems for establishing these measurement standards. The 2010 baseline is 60% NRW. The target for NRW in 2020 is 40% and the target for NRW in 2030 is 25%.

#### **4.5.4 Value of development/rezoning applications not approved due to bulk water and effluent constraints.**

This indicator will enable the provincial authorities to gauge the extent to which water resources are being managed for the good of development or otherwise. From a baseline figure of R3.826billion in 2015, the targets for 2020 and 2030 are to be determined.

#### **4.5.5 Percentage of KZN households with access to water (75 litres per person per day) to MIG standards**

The baseline and targets to be determined

#### **4.5.6 Percentage of households with yard water connections.**

The 2012 baseline is 23%. This is expected to rise to 35% in 2020 and reach 100% in 2030.

#### **4.5.7 Percentage of households with access to sanitation (to MIG standards)**

The 2012 baseline is 85.61%. This is expected to rise to 100% in 2020 and be maintained at that level through 2030.

**4.5.8 Number of MIG projects meeting 75 litres of water per person per day**

The baseline and targets to be determined.

**Proposed interventions****Intervention 4.5.a: Review and Implement the Provincial Water Strategy**

The KwaZulu-Natal provincial growth and development strategy highlights spatial development corridors to promote economic development in the province. It is quite clear that a lot of thinking and energy went into these initiatives, but the province will also have to follow that with strategic planning to ensure sustainability of this initiative by developing the water resources needed to give effect to this initiative. Without efficient utilisation of water resources, all these efforts could come to naught i.e. water resources must be utilised carefully in order to ensure sustainability. The success of integrated water management depends heavily on the development of a framework of co-operation among all relevant institutions, organisations and individuals. This co-operative framework must facilitate planning at all geographic scales ranging from international projects to activities on individual smallholdings, and the co-ordination of programmes. Successful water resources management will therefore depend on co-operation among all spheres of government, and the active involvement of water users and other organisations and stakeholders. The province therefore needs to ensure that our water resources are managed in a sustainable manner to enable the provision of reliable and cost effective water services to all water users. With local government demonstrations against poor service delivery across the country vivid in our minds, we need to identify the challenges that prevent us from providing a good quality service to our people and come up with robust plans to deal with the challenges facing us. The spirit of cooperative governance is paramount for us to achieve the ideals identified. The ageing water infrastructure, the unauthorised connections to the systems, and lack of capacity and skills facing all three spheres of government are some of the challenges that we need to confront.

**Intervention 4.5.b: Rationalise and extend Water Board Jurisdiction**

In terms of the Water Services Act, Act 108 of 1997, Clause 12(1), every water services authority must prepare and submit a draft Water Services Development Plan (WSDP), in conjunction with the development of an Integrated Development Plan (IDP), for its area of jurisdiction. The WSDP is prepared to provide a 5 year strategic plan of the Water Service Authority as to how it is planning to delivery water and sanitation services, and to meet the requirements of the above Act. It sets the scene for a dynamic continuous integrated planning process that aimed to promote the efficient, affordable and sustainable development of water services within the water services authority's area of jurisdiction.

The main purpose of a Water Board is to provide bulk water and support WSAs in the provision of bulk infrastructure and water provision. Other water services support services will include:

- establishing responsibility for monitoring groundwater utilization;
- establishing clear guidelines for water resources quality monitoring in terms of the responsibilities of various organisations including Department of Water and Sanitation (DWS);
- establishing a more consolidated and co-ordinated borehole database in terms of position, yields and ownership, gathering information on the extent of groundwater contamination so that proper protection measures can be put in place;
- establish responsibilities and involvement in terms of Catchment Management.

The Department of Water and Sanitation provides the policy and support function to Water Services Authorities (WSA) in terms of Water Resources development, while water provision is the responsibility of the WSAs. A number of WSAs face challenges to secure the required technical capacity especially to deal with water services planning and Bulk water supply. As a result, service delivery is delayed. The water board re-alignment is intended to ensure that technical capacity is to support WSAs especially on the regional bulk water supply schemes is available. Institutional alignment between water resources availability, bulk infrastructure development and water reticulation is one of the approaches being adopted to ensure service delivery efficiency. Currently, there are two major water boards in KZN, namely Mhlathuze Water and Umgeni Water

**Intervention 4.5.c: Research and promote skills development for more localised water harvesting**

This intervention is retained with a focus on research to quantify the availability and quality of localised water harvesting in the different areas of the province.

Rainwater harvesting and protected springs can reduce water usage by half if water is utilised for washing, irrigation etc. As a strategy to improve accessibility to water to rural sparsely located communities without bulk infrastructure to store water in large capacities. It might be necessary to provide communities with small reservoirs specifically for this purpose. In addition, it is acknowledged harvesting rainwater and protected springs is not a reliable water supply as the quality and quantity cannot be guaranteed and the quality is difficult to manage. It is proposed that efforts to promote water harvesting, water quality compliance, be conducted in conjunction with efforts to promote the land care programme. The secondary objective would include training of communities regarding water harvesting and the treatment of water for domestic purposes; and develop a delivery strategy to provide basic portable reservoirs.

**Intervention 4.5.d: Programme for building of dams**

Related to water security, a properly planned programme for the construction of dams is currently underway. Water security is necessary for socio-economic growth.

**Intervention 4.5.e: Programme for development of water sources (desalination, rainwater, recycling, groundwater).**

This intervention will focus on providing localised water sources to meet the demand identified by water reconciliation studies. These will be alternative water sources for specific areas that are used in conjunction with the conventional supply of water. This intervention is closely linked with current research as most of these alternative water sources are currently not regarded as sustainable water alternatives or being capable of providing the full quota of water required by a community throughout the calendar year.

**Intervention 4.5.f: Develop a financial model for the implementation of operations and maintenance**

The primary objective in this regard should be to ensure that an appropriate planned maintenance programme is in place and is funded adequately in order to ensure that the economic life of the water infrastructure throughout KwaZulu-Natal is optimised. COGTA has assisted with their Operations and Maintenance (O&M) programme which targets the ten District Municipalities (DMs) in the KZN Province. The O&M Manuals (and asset registers) for 4 DMs have been completed and are underway for the remaining 6 DMs.

**Intervention 4.5.g: Water Conservation and Demand Management Programme in all the WSAs**

This intervention is central to the improvement of Water Resource Management and Supply by addressing water losses in the supply system. A Provincial Forum to address Water Conservation and Demand Management is also proposed as a part of this intervention that has already been initiated. 13 of the 14 WSAs now have a 5 year WC/WDM Master Plan, which is a critical step forward in the reduction of NRW and water consumption in the province.

**Intervention 4.5.h: Establish policy and design standards for the provision of 75 litres of water per person per day**

The free basic water per person was derived from the World Health Organisation standard, which stipulates a standard of 25 Litres per person per day and based on a household of 8 people this translates to 6000 Litres of water per month per household. The motivation for 75 litres per person per day targets an intermediate level of service which would enable households to have a yard connection as opposed to a communal tap. It would support a flush toilet with a septic tank which is an improvement on Ventilated Pit Latrines.

**Strategic Objective 4.6: Improve energy production and supply**

***Sufficient electricity is available for the growth and development needs of KZN.***

KZN has insufficient electricity infrastructure to meet the rising demands of both industry and household consumers due to the limited capacity of the current power stations. This is further compounded by the backlogs in the supply of electricity. Overall there is limited funding for bulk infrastructure and maintenance. Consequently household access to electricity will be delayed and there will be increased power outages which will negatively impact on growth and development.

South Africa is in the midst of an energy crisis. Electrical generation capacity is depleted and it would take at least 5 to 7 years to bring new generation capacity on-stream. Since economic growth is dependent on the availability of electricity, this energy shortage brings into question whether South Africa can achieve and sustain its targeted economic growth rates of between 6% and 8%. KwaZulu-Natal, being one of the economic and industrialized hubs of South Africa would be affected and therefore needs to look at solutions to solve its own energy crises.

While conventional (thermal, hydro and nuclear) energy generation plants would take many years to install, an immediate solution to the energy crises would be to reduce the wastage of energy/electricity and to encourage the use of renewable energy sources. In the year 2000, the Department of Mineral and Energy recommended a 15% reduction of fossil fuels as a source of electricity energy and an equivalent increase in the use of renewable energy and electricity efficient technologies. Whether this target has been achieved or not raises issues about the availability of infrastructure for assessing the savings is difficult to determine without a country-wide energy audit.

The second Integrated Resource Plan for electricity (IRP2) foresees a near-doubling of electricity capacity by 2030, with 33% of new generation coming from renewable sources and 25% from nuclear power. It is also a key part of the plan to improve economic efficiency and to reduce emissions.

KwaZulu-Natal consumes in excess of 6700 MW of electricity or almost two Eskom six-pack power stations in its peak demand period. Average growth in electricity demand, which closely tags economic growth rates, is predicted to be between 6 and 7%. This implies that KwaZulu-Natal requires between 400 MW

and 470 MW more electricity each year to achieve and sustain its growth targets. The recent un-scheduled power cuts and national initiatives to reduce electricity consumption during peak demand periods are signs that Eskom is currently unable to meet national electricity demands.

Although the use of firewood and crop residues is extensive in specific rural areas, other more modern forms of renewable energy form a very small part of the energy sector. Technologies in wind generation are said to be new in South Africa although it is a mature form of technology in other countries and KZN has the second largest number of solar water heaters installed in the country. Other renewable sources include mini-hydro energy generation using natural and piped water flows, wind – generated energy and ocean-current generation along the coastal regions, biogas and bio-ethanol from crops such as sugar cane. There is recognition of existing plants however their use is limited and still on a small- scale basis. The cost efficiency of electricity produced by renewable technologies in relation to the low price of coal-generated electricity presents a challenge for the growth of this sub-sector.

This strategic objective concerns itself chiefly with electricity production and supply. Alternative energy generation is dealt with more comprehensively in goal area 5: Environmental Sustainability.

### **Indicators**

#### **4.6.1 Value of development/rezoning applications not approved due to electricity supply constraints.**

This indicator will enable the provincial authorities to gauge the extent to which electricity resources are being managed for the good of development or otherwise. The baseline of R2.393 billion was established in 2015. The targets for 2020 and 2030 are to be determined.

#### **4.6.2 Percentage of households with a source of electricity supply.**

The 2012 baseline is 75.9% and this should rise to 89% in 2020 and to 98% in 2030.

### **Interventions**

#### **Intervention 4.6.a: Review and implement the Provincial Energy Strategy.**

A review of the strategy that was completed in January 2011 to determine its relevance and the extent of implementation in line with Provincial Priorities is proposed. The 2010 draft was limited to the electrification programmes. The proposed review should incorporate renewable energy, hydrocarbons and nuclear.

KwaZulu-Natal has seen the need to investigate and establish programmes that would ensure the availability of sustainable energy resources in the province to meet its future economic and domestic growth requirements. The primary focus is on two segments, namely Energy Efficiency (EE) AND Renewable Energy (RE), of a sustainable Energy Strategy, it is recommended that a comprehensive Energy Policy and Strategy be developed for KwaZulu-Natal to ensure that the Province's energy needs are met in order to sustain and indeed encourage economic growth. Present total dependence on the national energy utility and conventional non-renewable fossil fuel-derived electricity and the future shortage thereof could be a hindrance to sustainable economic growth and job creation in the province. There are other economic and environmental advantages to encouraging the use of sustainable energy resources. The stripping of potential agricultural land of its trees for rural energy (firewood) needs and the mining of coal resources cause irreparable environmental degradation rendering the land useless for many thousands of years. The availability of energy through sustainable resources could prevent this. There are several behavioural and tariff mechanisms that could be introduced to encourage the more efficient use

of electricity which delays the building of expensive power plants. Several RE options such as wind, solar, biomass, bio-gas etc. are being discussed in some detail together with recommended applications in KZN.

**Intervention 4.6.b: Provide base-load alternative energy supply**

This intervention in this review is retained. However, base load, implies a continuous supply of energy, which alternative energy is not. However, the Province does have areas that are able to supply alternative energy through solar and wind, but this needs additional research to determine quality and quantity.

**Intervention 4.6.c: Programme and funding for operations and maintenance**

The primary objective in this regard should be to ensure that an appropriate planned maintenance programme is in place and is funded adequately in order to ensure that the economic life of the electricity infrastructure in KwaZulu-Natal is optimised. The Approach to Distribution Asset Management (ADAM) Turnaround Programme is a comprehensive, multi-year initiative targeted at addressing maintenance, refurbishment and strengthening shortcomings in key electricity distribution infrastructure throughout South Africa. In KZN, Msunduzi is a currently ADAM pilot and a review of implementation needs to happen to assess the effectiveness of the programme and the possibility to extend this into other Local Municipalities.

**Intervention 4.6 .d: Expedite the planning and implementation of sub-transmission networks in the Province**

**Rationale:** Delays in sub-transmission network planning and implementation.

## STRATEGIC GOAL 5: ENVIRONMENTAL SUSTAINABILITY

### *Environmental percentage of IDPs incorporating comprehensive strategies for adaptation and mitigation of climate change*

Attainment of the 2030 PGDS vision is strongly dependent on the extent to which growth and development activities will advance principles of environmental sustainability. The depletion of natural resources in KZN and the impacts associated with the decline in resource quality is of concern as it threatens the future well-being of the province's people and economy. The threat associated with climate change intensifies concerns about the future of the province as the province is particularly vulnerable to change and it is highly likely that the poor will be the first to suffer under conditions of environmental change.

This goal area recognises the undesirable situation which was created by past patterns of resource use in the province and the Constitutional imperative of the need "to secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development".

The province's plan for the future is therefore aimed at changing trends to advance the desire for sustainability over the long-term and to integrate environmental considerations into the process of service delivery. Key strategic objectives and interventions are proposed to improve the productivity of the land we need for agriculture production; to reduce KZN's reliance on unsustainable non-renewable energy sources which contributes to global GHG emissions; to reverse the unacceptably high rate and extent of biodiversity loss to build resilience in our ecosystems; and to improve the adaptive capacity of communities to mitigate the effect of disasters. The province can unlock opportunities for job creation and economic growth in the green economy sector.

The focus of the climate change-related indicators and interventions in this report is disaster management. It is recognised that this is just one of the many possible adaptation responses to the climate change issue. It is envisaged that future reviews of the PGDP will reflect broader indicators and interventions linked to the outcomes of the National Climate Change Response White Paper (October, 2011). One of the critical impacts of climate change in Sub-Saharan Africa is the impact on agricultural production: by the 2030s droughts and heat will leave 40 percent of the land now growing maize unable to support that crop, while rising temperatures could cause major loss of savanna grasslands threatening grazing lands and pastoral livelihoods (World Bank report: Turn Down the Heat: Climate Extremes, Regional Impacts, and the Case for Resilience, Potsdam Institute for Climate Impact Research and Climate Analytics, June 2013). In terms of adaptation, the National Climate Change Response includes a risk-based process to identify and prioritise short- and medium-term adaptation interventions to be addressed in sector plans.

In terms of mitigation, the national response is looking to developing and implementing a wide range and mix of different types of mitigation approaches, policies, measures and actions that optimise the mitigation outcomes as well as job creation and other sustainable developmental benefits. There is recognition of the need for mainstreaming of climate change considerations and responses into all relevant sector, national, provincial and local planning regimes including the PGDP and IDPs.

It is envisaged that the future reviews of the PGDP will reflect the outcomes of the following national strategies and policies which seek to embed the Green Economy and which contribute towards growth and economic development as well as sustainable development objectives:



- National Strategy for Sustainable Development and Action Plan: 2011-2014 (Nov, 2011), particularly in terms of strategic priority 3 (Towards a Green Economy)
- Green Economy Report (Towards a Green Economy: Pathways to Sustainable Development and Poverty) (UNEP, 2011)
- National Green Economy Strategy, the Framework for South Africa's response to the international economic crisis (Department of Trade and Industry, 2009)
- Medium-term Strategic Framework (MTSF) 2009–2014
- Ten-year Innovation Plan
- Revised Industrial Policy Action Plan for 2010/11–2012/13 (IPAP2)
- Revised Integrated Resource Plan (IRP2)
- New Growth Path (NGP).

The overall achievement in the development of a new sustainable trajectory for KZN will be measured by apex indicators that are centred on building resilience for adaptive capacity in the social and ecological systems of the province.

### Apex indicators

#### **Apex indicator 1: Green House Gas Emissions**

The baseline for this indicator has yet to be ascertained for KZN<sup>4</sup>. The 2020 target is 14,788,200 MtCO<sub>2</sub>e from 2010 Baseline and the 2030 target is 10,603,200 MtCO<sub>2</sub>e from 2010 Baseline.

#### **Apex indicator 2: % protection of High Risk Biodiversity Planning Units**

In the absence of a national and provincial consolidated biodiversity index (underway), overall indicator is % protection High Risk Biodiversity Planning Units. **Baseline to be established. Target is 100% protection of High Risk Biodiversity Planning Units by 2030.**

#### **Apex indicator 3: Units of energy produced through alternative energy generation**

The current baseline is 9.1 MW (2012). The 2020 target is to establish 2 400 MW through new build programmes and 5 000 MW in 2030.

*The chart below summarises the goal area and should be read in conjunction with the detailed monitoring and evaluation matrix provided in the Monitoring and Evaluation Framework.*

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<sup>4</sup> The eThekweni Energy Office has a greenhouse gas emissions inventory for the eThekweni Municipality, which is a starting point. This inventory is updated annually, and the 2011 study has been completed (available on the web) while an updated version based on 2012 data is in progress. Through the proposed provincial study on quantifying greenhouse gas emissions per sector in KZN (to be implemented over the period 2013-2015), it is hoped that this gap can be addressed (project identified for implementation under Strategic Objective 5.4).

GOAL 5: ENVIRONMENTAL SUSTAINABILITY				
Environmental percentage of IDPs incorporating comprehensive strategies for adaptation and mitigation of climate change				
APEX INDICATORS				
<ul style="list-style-type: none"><li>Green House Gas Emissions</li><li>% protection of High -Risk Biodiversity Planning Units (HRBPU)</li><li>Units of energy produced through alternative energy generation (new build)</li></ul>				
OBJECTIVES	<div>Increase productive use of land</div> <div>Land productivity is sustainably improved</div>	<div>Advance alternative energy generation and reduce reliance on fossil fuels</div> <div>Greater proportion of renewable energy used in KZN</div>	<div>Manage pressures on biodiversity</div> <div>Biodiversity trends are halted and reversed</div>	<div>Mitigation and adaptation to climate change</div> <div>The province is able to effectively anticipate, respond to and mitigate the effects of climate change</div>
PRIMARY INDICATORS	<ul style="list-style-type: none"><li>Provincial Land Degradation Index</li><li>Ha of land rehabilitated annually</li><li>% use of high value agricultural land for non-agricultural activities</li></ul>	<ul style="list-style-type: none"><li>Units of energy saved through energy efficiency interventions</li><li>Number of small scale renewable energy projects (&lt;1MW)</li></ul>	<ul style="list-style-type: none"><li>Land transformation in High-Risk Biodiversity Planning Units per district municipality</li><li>% conformance of land and resource use decisions with High-Risk Biodiversity Planning Unit (HRBPU) guidelines per district municipality.</li><li>100% compliance with national Ambient Air Quality Standards by 2020</li><li>% Blue Drop rating</li><li>% of waste water treatment works complying with enforcement measures to meet effluent standards</li><li>% increase in volume of waste recycled</li><li>Percentage of waste license applications finalised within legislated timeframes</li><li>% of environmental impact assessments (EIA) applications finalised within legislated timeframes</li><li>Number of compliance inspections conducted</li></ul>	<ul style="list-style-type: none"><li>Share of events with early warning systems, where affected parties received prior warning.</li><li>Average time taken to respond to disaster events</li><li>Regular forecast of anticipated impacts of climate change and response plan</li><li>Share of development applications addressing disaster risk Management</li><li>% of IDPs incorporating comprehensive strategies for adaptation and mitigation of climate change</li></ul>
INTERVENTIONS	<ul style="list-style-type: none"><li>To promote sustainable land use practices to preserve and enhance agricultural potential</li><li>Provide capacity and support measures to equip women to ensure sustainable land-use practice and mitigate the impact of climate change</li></ul>	<ul style="list-style-type: none"><li>Develop provincial alternative energy resource assessments, strategies and policy interventions.</li><li>Programme for development of catalytic projects</li><li>Implementation of energy management systems and energy efficiency measures</li><li>Promotion of Renewable Energy Manufacturing in the province</li></ul>	<ul style="list-style-type: none"><li>Spatial biodiversity planning, decision-support tool development and monitoring</li><li>Cooperative environmental governance procedures</li><li>Environmental quality management</li><li>Provincial policies, programmes, plans and processes identified in the provincial EIMP</li><li>Participation in environmental IGR structures</li><li>Annual Environmental Monitoring reports</li><li>River Eco Status Monitoring Programme</li><li>Adopt-a River Programme</li></ul>	<ul style="list-style-type: none"><li>Climate change policy, planning and monitoring</li><li>Disaster management planning and monitoring</li></ul>

## **Strategic Objective 5.1: Increase productive use of land**

### ***Land productivity is sustainably improved***

The productive use of land relates to both economic use as well as the limitation of the spread of land use impacts on the natural environment of the Province. Fertile agricultural land as a commodity is under pressure from a variety of other land uses, the threat of alien and invasive plant species and poor soil management practices. Subsequently it is important to increase the yield of existing agricultural land to ensure the future demands for food commodities can be met.

It is equally important to research and refine alternative methods of agriculture where the environmental conditions can be controlled to optimum circumstances. This will allow for higher productivity and more cost effective production of foods with the aim of South Africa returning to being a net exporter of food, instead of importer of food.

In some areas the productivity of land needs to be increased, whilst in other areas it is necessary to prevent land degradation from occurring. Land degradation affects all consumers of food due to decreases in production, but its impact is the most severe on rural communities who are dependent on agriculture for survival. It also impacts on water quality and the general condition of the natural environment.

The land degradation index is a composite measure for soil and vegetation degradation in the bio resource units of the province. It measures a change in status of land resources which gives an indication of the production potential of KZN. The indicator reports on the % improvement (as a total in different classes of degradation).

Soil erosion, loss of palatable species, bush encroachment, alien plant infestations, forest degradation occur with a conservative estimated increase in the rate of 1.8% per annum across all degradation types.

### **Indicators**

#### **5.1.1 0% Increase in the Provincial Land Degradation Index**

In 2003 approximately 12% of the province (1,118,313 ha) was in a severely degraded state. 57% of the total area of the province falls within the upper half of the Index (classes 5-8) and 25% is classified under class 6 of the Index. The rate of degradation is to be restricted to 2.1% (current rate), 1.9% in 2020 and 1.6 % in 2030

#### **5.1.2 Hectares of land rehabilitated annually**

To counter balance the indicator 5.1.1. above, this indicator would measure the reclamation of degraded land.

#### **5.1.3 Percentage use of high value agricultural land for non-agricultural activities.**

13% of total land area in KZN is classified as high potential agricultural land. Between 1994 and 2000 there was a 3% decline in the area of high potential land under agricultural cultivation and a 5% increase in productive land which has been permanently transformed. Current rate is 1.5%, 1.3% by 2020 and 1% by 2030.

### **Proposed interventions**

#### **Intervention 5.1.a: To promote sustainable land use practices to preserve and enhance agricultural potential**

The aim of this intervention is to optimise use of high value agricultural land and to protect large-scale agricultural practices, to map areas of high value agricultural land (based on the **National Land Classification** undertaken by the Department of Rural Development & Land Reform- standard for land use classifications, methodology, reporting and notations in South Africa<sup>5</sup>) and Land Categories dataset and the Land Use Regulatory Unit, DARD, to integrate land use management guidelines into Spatial Development Frameworks (SDFs) in relation to identified areas, and the enhancement and implementation of the Land Care programme.

This intervention includes the following active projects and programmes:

- Land degradation mapping in SDF and scheme guidelines on preventing land degradation implemented by COGTA SDF (Development Planning). This includes SDF strategies for growth and retention of productive agriculture in 61 municipalities based on empirical soil testing in each municipality; and
- Land Care Programme implemented by DARD: Rehabilitation through the removal of alien plants and the minimizing soil loss on agricultural lands. The target is 6000 ha for the 2014/15 financial year. Invasive Alien Species Programme implemented by DEDTEA aims to clear 160 000 p.a. for the current financial year and the next two years. The main activity in meeting the target is the removal of alien plants on productive and grazing areas. Projects are funded throughout the province, across 11 district municipalities. The other critical element of natural resources management is advocacy, making people aware of the importance of managing the resources for agricultural production.

**Intervention 5.1.b: Provide capacity and support measures to equip women to ensure sustainable land-use practice and to mitigate the impact of climate change**

Province will initiate appropriate mapping, policy and service delivery responses to ensure women living on farms and small-holdings, and women beneficiaries of land reform, have access to appropriate land-scale and -use technology, resources, extension and irrigation services, as well as access to finance and markets to ensure sustainability. Agriculture extension services should include information on food diversity for optimum food security and health. Furthermore, additional measures are required to enable women to mitigate the impact of climate change on critical issues determining their development, namely access to food security, productive land use, energy and participation in climate change response, deliberation and decision-making processes. Targeted interventions are required to ensure women's equal representation in such forums and committees, to act against engrained discrimination and exclusion of women from such processes.

**Strategic Objective 5.2: Advance alternative energy generation and reduce reliance on fossil fuels**

***Greater proportion of renewable energy used in KZN***

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<sup>5</sup> The National Land Use Classification Standard for South Africa project is divided into three phases: with the first phase being consultation with various stakeholders, the process which took place in November 2012. The project is currently in the second phase of the project: the development an interim framework for Land Use Classification that will inform the third phase, the development of a National Land Use Classification Standard for South Africa (R. Rashopola *pers comm.*)

Energy costs and the sustainable generation thereof has in recent times become more important than ever before. Against the backdrop of climate change, the rapid loss of non-renewable resources such as coal and the pressures on Eskom to provide increasing supply, the pursuit of alternative energy options is both an economic and environmental concern.

KwaZulu-Natal's comparative advantage in renewables is biomass due to the large presence of sugar cane and forestry as well as large amounts of alien vegetation. KwaZulu-Natal, due to its topography and coast line has a significant potential for hydro-electricity generation as well as for wind-generated energy – as far as large scale installations are concerned. In the Northern inland parts of the province, the potential for solar farms also exists. The discussion around embedded generation regulations allows for the potential for individual home solar systems to also become a viable option for residential sites as well as commercial and industrial buildings.

To be fully aware of the requirements within the Province a comprehensive Renewable Energy Zones tool has been developed which contains all relevant information pertinent to renewable energy development, including resource maps for wind, solar, biomass and hydro.

The three key areas of focus for renewable energy would be the following:

- **Renewable Energy Generation:** This would include large scale renewable energy generation; small and business/industrial usage; rural renewable energy schemes and biofuels
- **Renewable Energy Manufacturing:** This area of focus is setting up KZN as a manufacturing hub of renewable energy technologies for the greater South African market as well as the larger SADC/African market
- **Energy Efficiency:** This would focus on reducing energy demand in a public and private sector

### **Indicators**

#### **5.2.1 Units of energy saved through energy efficiency interventions**

The current baseline is to be established. The 2020 target is to save 7811 GWh from the 2010 baseline. The 2030 target is to save 9649 GWh from the 2010 baseline. These targets are calculated from the national GHG reduction commitments of 34% by 2020 and 42% by 2025. There is no target for 2030 so the assumption is that we will have reached our target and it needs to be maintained to 2030. Limited baseline data is available for KZN and the eThekweni Municipality energy consumption data for 2010 was doubled as an indication of KZN consumption.

**5.2.2 Number of small scale renewable energy projects (<1MW)**

The baseline is to be determined. The 2020 target is 50 projects and for 2030 the target is 300 projects

**Interventions****Intervention 5.2.a: Develop provincial alternative energy resource assessments, strategies and policy interventions**

The need for policy development has been highlighted in order to stimulate the transition to alternative energy resources in the province. Projects identified through the Renewable Energy Working Group of the KZN Climate Change and Sustainable Development Council include:

- Development of Provincial Energy Agency and Renewable Energy Fund
- Development of a Provincial energy strategy to include rural renewable energy roll out plan;
- Green Transport and Biofuels Strategy
- Development of Industrial Symbiosis Programme;
- Development of a Green Procurement Policy;
- Development of a Rooftop PV Database;
- Renewable energy written into scheme clauses for developments; and
- National lobbying on policy development.

**Intervention 5.2.b: Programme for development of alternative energy demonstration projects**

Together with Trade and Investment KZN and EDTEA a service will be procured which will develop 5 alternative energy demonstration projects in the Industrial Symbiosis and Renewable Energy sector. The development of these projects will be to post business plan phase and will be ready for investors or financiers to fund.

**Intervention 5.2.c: Implementation of energy management systems and energy efficiency measures**

It is anticipated that over the short term (1-5 year) timeframe, there will be a number of incentives and programs from national government that will support residential energy efficiency technologies. These are already taking place through the National Solar Water Heater Program and the Compact Florescent Light retrofit program. There needs to be a provincial program in place to make sure that local municipalities in KZN benefit from these incentives and programs. Proposed projects that support this intervention include:

- Continued support and participation in the national VNAMA programme
- Roll out of Rooftop PV systems on government buildings in urban and rural areas
- Programme of auditing and retrofitting of government buildings.

**Intervention 5.2.d: Promotion of Renewable Energy Manufacturing in the province.**

The Renewable Energy Working Group of the Climate Change and Sustainable Development Council is working towards promotion of renewable energy manufacturing in KZN, through localised Renewable Energy Development (RED) Hubs and a Sustainable Energy Investment Policy for KZN. The move to renewable energy manufacturing at local level has many advantages including reduced environmental footprint, assurance of supply, reduced energy costs, reduced costs for distribution of electricity and development of self-sufficiency in terms of energy. Projects include:

- KZN Renewable Energy Development (RED) HUB; and
- KZN Renewable Energy Manufacturing Strategy.

**Strategic Objective 5.3: Manage pressures on biodiversity within all growth and development activities*****Biodiversity loss trends are halted and reversed***

Excessive use of natural resources, changes in land use, and emissions of chemicals and waste into the natural environment are *pressures* that cause environmental damage. The 2004 KZN State of Environment Report demonstrates that past and present use patterns are not sustainable. The province is experiencing an unacceptably high rate and extent of biodiversity loss, particularly in the terrestrial environment. A general decline in resource quantity and quality is also being observed in the inland aquatic environment, the marine and coastal environment, and in the province's atmosphere. These trends are expected to continue, and implementation of the provincial plan for development will create new pressures which may have consequences for the environment and for society. The purpose of this objective is to ensure that pressures are managed responsibly in order to ensure that growth and development meets society's needs in an equitable manner while the needs of future communities are also taken into account. The aim is to ensure that environmental considerations are integrated into the process of service delivery and strategic interventions are proposed to address the most significant pressures in the context of the PGDS.

Ecosystems provide a range of services, many of which are of fundamental importance to human well-being, for health, livelihoods, and survival. Despite international commitments (through among others the Convention on Biological Diversity (CBD, 2010)) global biodiversity continues to decline at unprecedented rates and this undermines ecosystem functioning and resilience and thus threaten the ability of ecosystems to continuously supply the flow of ecosystem services. Expressing the value of ecosystem services in monetary units through the Payment for Ecosystem Services (PES) approach is an important tool to raise awareness and convey the (relative) importance of ecosystems and biodiversity to policy makers. Protection and restoration projects can thus be prioritised and compensation determined for the loss of ecosystem services in liability regimes.

It is anticipated that the most significant threat to biodiversity in the future will be as a result of pressures to *transform* land. To manage this threat an integrated biodiversity planning system has been initiated to halt the rate and extent of degradation and transformation, to secure areas of biodiversity significant to the province and to manage these areas responsibly. This system identifies areas that need to be set aside as representative and viable samples of biodiversity and supporting processes in order to secure a 'safe level of ecosystem resilience' or the minimum biodiversity assets needed by society for receiving a sustained supply of ecosystem services over time. For the purpose of the PGDS these priority areas have been termed "High Risk Biodiversity Planning Units", which relate to Critical Biodiversity Areas (see Figure 1).

	<b>CBA</b> (Critical Biodiversity Areas)	<b>ESA</b> (Ecological Support Areas)	<b>EGSA</b> (Ecosystem Goods & Service Areas)
<b>TERRESTRIAL SCP* (TSCP)</b>	<ul style="list-style-type: none"> <li>• The CBA 1 and CBA 2 Mandatory Sub-categories are combined to form CBA Mandatory</li> <li>• CBA 3 Optimal forms CBA Optimal</li> <li>• KZN Threatened Ecosystems</li> <li>• KZN PAES*</li> <li>• National PAES</li> <li>• Forests</li> </ul>	<ul style="list-style-type: none"> <li>• Macro-Ecological Corridors</li> <li>• The terrestrial matrix within the identified FSCP planning unit areas</li> </ul>	<ul style="list-style-type: none"> <li>• All remaining natural/near natural terrestrial land**. Classified as High, Medium, Low Ecological Service provision areas</li> </ul>
<b>AQUATIC SCP (FSCP)</b>	<ul style="list-style-type: none"> <li>• The CBA 1 and CBA 2 Mandatory Sub-categories are combined to form CBA Mandatory</li> <li>• CBA 3 Optimal forms CBA Optimal</li> <li>• All wetlands within FSCP areas (excluding forests)</li> <li>• Perennial Rivers in FSCP areas</li> </ul>	<ul style="list-style-type: none"> <li>• All priority wetlands outside FSCP areas</li> <li>• Non-perennial rivers in FSCP areas</li> <li>• Perennial rivers outside FSCP areas</li> <li>• Top 10 Free-Flowing Rivers</li> </ul>	<ul style="list-style-type: none"> <li>• All remaining wetlands</li> <li>• Water production areas</li> <li>• All remaining Non-perennial rivers outside FSCP areas</li> </ul>
<b>ESTUARINE SCP (ESCP)</b>	<ul style="list-style-type: none"> <li>• The CBA 1 and CBA 2 Mandatory Sub-categories are combined to form CBA Mandatory</li> <li>• CBA 3 Optimal forms CBA Optimal</li> </ul>	<ul style="list-style-type: none"> <li>• All estuaries not in ESCP but identified as important by EKZNW</li> </ul>	<ul style="list-style-type: none"> <li>• All remaining estuaries</li> </ul>
<b>MARINE SCP (SEA-Plan)</b>	<ul style="list-style-type: none"> <li>• The CBA 1 and CBA 2 Mandatory Sub-categories are combined to form CBA Mandatory</li> <li>• CBA 3 Optimal forms CBA Optimal</li> </ul>	<ul style="list-style-type: none"> <li>• All process layers and species pathways</li> </ul>	<ul style="list-style-type: none"> <li>• All areas not included as a CBA or ESA</li> </ul>

Figure 1: High Risk Biodiversity Planning Units include the identified provincial Critical Biodiversity Areas (EKZNW, 2012)

Targets must be linked to targets set for national vegetation types of South Africa, updated provincial targets for vegetation types, forest targets from and targets from NPAES, which is based on the national target of expanding the land-based protected area network by 2.7 million ha by 2013, and expanding offshore marine protected areas, sets ecosystem-specific targets for protected area expansion, and identifies spatial biodiversity priority areas.

The expansion of protected areas, identification of corridors to improve connectivity of these areas as a means of maintaining ecosystem goods and services, and the involvement of private landowners in these initiatives are crucial in terms of the province's adaptation to climate change and increasing the resilience and "buffer capacity" of the province.

In order to foster cooperation and joint implementation of this objective it will be necessary to ensure that biodiversity priorities are integrated into the policy-making and planning processes of all organs of state. Baseline information must be made available in spatial form to facilitate planning and there must be appropriate guidelines and parameters to steer all stakeholders in the desired direction. To further support cooperation and continual improvement around biodiversity priorities there must be a system to monitor changes in the pressures and the impacts of development on high-risk areas.

Development pressures as a result of provincial consumption and production levels are also expected to increase. The release of chemicals and waste into the natural environment will cause environmental damage and will place risk on the well-being of communities. To manage these threats emissions into the air, water and land must be within acceptable limits. Strategic interventions are therefore required to give attention to air pollution hotspots in the province, to improve the quality of KZN's surface water, and to improve the waste management practices of all activities associated with provincial growth and development.



## **Indicators**

### **5.3.1 Land transformation in High-Risk Biodiversity Planning Units per district municipality**

Baseline information: at the average rate of transformation of 127 909 ha/annum the persistent threshold will be met in 2012 and the fragmentation threshold will be met in 2035. In 2020: not exceeding connectivity thresholds, i.e. 75% of land in identified planning units remains untransformed. In 2030 not exceeding connectivity thresholds, i.e. 75% of land in identified planning units remains untransformed.

### **5.3.2 Percentage conformance of land and resource use decisions with High-Risk Biodiversity Planning Unit (HRBPU) guidelines per district municipality.**

Baseline: HRBPUs defined in 35% of district municipalities. The 2020 target is 80% and 100% conformance in the future.

### **5.3.3 Compliance with national Air Quality Standards**

Baseline: non-compliance with national ambient SO<sub>2</sub> and PM<sub>10</sub> standards in provincial air pollution hotspots. 2020 target is 80% and 100% in 2030.

### **5.3.4 Blue Drop rating.**

Baseline is 65%, 80% in 2020 and 90% in 2030.

### **5.3.5 Percentage of waste water treatment works complying with enforcement measures to meet effluent standards**

Baseline is 40%, with 70% in 2020 and 90% in 2030.

### **5.3.6 Percentage increase in volume of waste recycled**

- Paper and Packaging – 44.5 % of packaging put onto the market is recycled annually (1,539 million tons recycled of 3,460 million tons). Targets for 2020 and 2030 are 50% and 50% respectively.
- Lighting – 0% of lamps put on the market is recycled annually. Targets for 2020 and 2030 are 25% and 25% respectively.
- Waste tyres – 2% of tyres put onto the market is recycled annually (4000 tons recycled of 200 000 tons). The target for 2020 and 2030 are 80% and 80% respectively.

### **5.3.7 Percentage of waste license applications finalised within legislated time frames.**

Baseline is 80%. Target for 2020 is 90% and the target for 2030 is 100%.

### **5.3.8 Percentage of environmental impact assessment (EIA) applications finalised within legislated timeframes.** The integration of ecological infrastructure considerations into land-use planning and decision making about new developments is imperative. The 2013/14 baseline is 89% and the 2030 target is 98%.

### **5.3.9 Number of compliance inspections conducted**

Compliance mechanisms to be improved to create a culture of compliance. The baseline is 600, the target for 2020 is 7250 and the target in 2030 is 14 500.

## **Interventions**

### **Intervention 5.3.a: Spatial biodiversity planning, decision-support tool development and monitoring**

In line with biodiversity legislation and the need for projects to support the management and conservation of biological diversity in KZN, a suite of spatial planning and decision support tools need to be developed, with the aim of an integrated biodiversity planning system, implementation of biodiversity spatial planning and decision support tools.

Projects include:

- Development of KZN Environment Outlook Report 2014 (has replaced the State of Environment reporting framework);
- Development of 11 district-level Biodiversity Sector Plans by 2014 – these sector plans are aimed at ensuring that biodiversity priority areas are mainstreamed into the planning tools, including IDPs and SDFs;
- Development of the provincial Strategy and Spatial Framework for Environmental Management 2020 (by March 2014);
- Development of the provincial State of Biodiversity report;
- To continue efforts to enforce protection of sensitive environmental features through review and comment on development and land use applications, the inclusion of biodiversity mitigation measures in Environmental Authorisations, and monitoring of conformance of land resources use with biodiversity guide lines in SDF scheme guideline documentation and in Schemes; and
- Protected area expansion strategy.

### **Intervention 5.3.b: Cooperative environmental governance procedures**

This intervention is meant to ensure that environmental considerations are integrated into the process of provincial service delivery in order to promote environmental accountability in government. It builds on existing procedures to facilitate coordination and alignment of environmental policies, plans, programmes and decisions as specified in Chapter 3 of the National Environmental Management Act (Act 107 of 1998). The immediate focus is to strengthen the work of the Provincial Committee for Environmental Coordination which is the institutional structure, constituted in terms of the IGR Act, to oversee the implementation of the relevant procedures. There is a need to improve and institutionalise the Province's Environmental Implementation Plan and to promote better participation of all organs of state whose functions may affect the environment, including local government, in the procedures and the annual reporting cycles of the Plan. Special attention must be afforded to the alignment of provincial biodiversity priorities with the planning frameworks of all organs of state in the province, and the indicators proposed in the PGDP should form part of the Annual KZN EIP Performance Report.

### **Intervention 5.3.c: Environmental quality management**

This intervention is aimed at addressing the following provincial priority areas:

- Environmental impact assessment;
- Air quality management;
- Integrated coastal management;
- Water quality management; and
- Waste management
- Enhance compliance, monitoring and enforcement within the sector

These aspects are described in detail below.

Chemicals and emissions that are released into the atmosphere must be managed within acceptable limits to avoid harm to communities and the natural environment. It involves implementation of the National Environmental Management Air Quality Act (2004) which will give attention to the monitoring and control of the sources of air pollution and emission levels at a provincial and local level. The key priority of this programme is to give attention to the lack of reliable and consistent air quality data from monitoring stations across the province. Key programme activities include managing the network of ambient air quality monitoring which has been established, developing source inventories, enforcing emission and ambient standards; and improving government and industrial reporting. Richards Bay, owing to increasing industrial development, is at risk of health and environmental problems associated with air pollution. An in-depth health study was conducted in Richards Bay to determine the relationship of atmospheric contaminants and health based outcomes especially respiratory ailments and afflictions. The report is yet to be finalised.

The coastal zone is under pressure from growth and development, as well as unsustainable uses, and is vulnerable to the impacts of climate change and sea level rise. Integrated coastal zone management involves the integration of various legislative measures, management measures that focus spatially on coastal land and marine waters; and a high level of intergovernmental cooperation. Special attention is needed to coordinate and align provincial and national plans, and in turn to support coastal municipalities to integrate these plans into their own planning frameworks. The programme has to overcome local challenges of an extended planning system (it requires coastal municipalities to plan across the land/sea interface); managing the pressures of coastal urbanisation, dealing with harvesting and exploitation of marine and coastal resources; and meeting minimum requirements for protecting marine areas. Key areas of focus of the provincial conservation authority, Ezemvelo KZN Wildlife, is the establishment and management of Marine Protected Areas, monitoring of compliance along the coastline, with regards to planning and development and harvesting and the management of estuaries. DEDTEA are developing a provincial Coastal Management Program (CMP) which is a provincial policy directive for the management of the coastal zone in the province, and in the determination of coastal set back line for KZN Province, which will inform planning and development control along the coastline.

In terms of improving the management of water quality in the province, the national Department of Water Affairs and Sanitation is running the Green Drop and Blue Drop programmes, which are aimed at monitoring, reporting on and improving the operation and maintenance of wastewater treatment plants, and the quality of drinking water. The DWAS are currently prioritising efforts towards improvements in the uThukela District Municipality in KZN.

In terms of the Constitution (Act No. 108 of 1996), waste management service delivery is a local government function. The National Environmental Management: Waste Act, 2008 (Act No. 59 Of 2008) provides for a system of licensing of waste management activities, and for the establishment of a National Waste Management Strategy (NWMS), which was published in November 2011. The goals of the NWMS are:

- **Goal 1: Promote waste minimisation, re- use, recycling and recovery of waste** – 2016 target is 25% of recyclables diverted from landfill sites for re-use, recycling or recovery. All metropolitan municipalities, secondary cities and large towns have initiated separation at source programmes. Achievement of waste reduction and recycling targets set in industrial WMPs for paper and packaging, pesticides, lighting (CFLs) and tyres industries.
- **Goal 2: Ensure the effective and efficient delivery of waste services.** 2016 target is 95% of urban households and 75% of rural households have access to adequate levels of waste collection services. 80% of waste disposal sites have permits.

- **Goal 3: Grow the contribution of the waste sector to the green economy.** 2016 target is 69 000 new jobs created in the waste sector 2 600 additional SMEs and cooperatives participating in waste service delivery and recycling.
- **Goal 4: Ensure that people are aware of the impact of waste on their health, well-being and the environment.** 2016 target is 80% of municipalities running local awareness campaigns. 80% of schools implementing waste awareness programmes.
- **Goal 5: Achieve integrated waste management planning.** 2016 target is all municipalities have integrated their IWMPs with their IDPs, and have met the targets set in IWMPs. All waste management facilities required to report to SAWIS have waste quantification systems that report information to WIS.
- **Goal 6: Ensure sound budgeting and financial management for waste services.** 2016 target is all municipalities that provide waste services have conducted full-cost accounting for waste services and have implemented cost reflective tariffs.
- **Goal 7: Provide measures to remediate contaminated land.** 2016 target is assessment complete for 80% of sites reported to the contaminated land register. Remediation plans approved for 50% of confirmed contaminated sites.
- **Goal 8: Establish effective compliance with and enforcement of the Waste Act.** 2016 target is 50% increase in the number of successful enforcement actions against non-compliant activities. 800 EMIs appointed in the three spheres of government to enforce the Waste Act.

The DEDTEA is planning a number of projects to address recycling and waste management, including:

- Gazetting of the Provincial Integrated Waste Management Plan (IWMP) which has been finalised and will undergo public consultation;
- Establishment of the IWMP Review Committee for endorsement by MEC of municipal IWMPs, which is aiming to achieve 50% of municipalities with adopted IWMPs;
- Provision of annual financial support to 5 recycling facilities supported;
- Facilitation of the Small Recyclers Summit for small recyclers across the Province to learn and share ideas;
- Re-design of the Greenest Municipality Competition; and
- Feasibility study on potential recycling facilities in KZN to investigate the creation of markets for recycled products in the Province.

**Intervention 5.3.d:** Provincial policies, programs, plans and processes identified in the provincial Environmental Implementation and Management Plan (EIMP)

Increase the number of provincial policies, programs, plans and processes identified in the provincial EIMP with implementation frameworks that are informed by environmental, social and economic impact management guidelines.

**Intervention 5.3.e: Participation in the environmental Intergovernmental Relations (IGR) structures**

Increase the number of provincial authorities identified in the provincial EIMP participating in the environmental IGR structures.

**Intervention 5.3.f: Annual environmental monitoring reports**

Increase the number of annual environmental monitoring reports approved.

**Intervention 5.3.g River Eco Status Monitoring Programme**

Increase the number of rivers where the River Eco Status Monitoring Programme is implemented.

**Intervention 5.3.h: Adopt-a-River Programme**

Increase the number of rivers where Adopt-a-River Programme is implemented

**Strategic Objective 5.4: Mitigation and Adaptation to climate change**

*The province is able to effectively anticipate, respond to and mitigate the effects of climate change.*

At the national level, climate change policy and planning is directed by the National Climate Change Response White Paper (2011), National Communications reports under the UNFCCC, the national Greenhouse Gas inventory project and the Long Term Mitigation Scenarios (LTMS) study. KZN Province has a newly established Climate Change & Sustainable Development Council which is tasked with shaping provincial government policy on climate change. The Council is also tasked with Monitoring the KwaZulu-Natal Climate Change and Sustainable Development Response Strategy to Climate Change to address the needs for both mitigation and adaptation responses to climate change.

In terms of mitigation, according to South Africa's Second National Communication under the United Nations Framework Convention on Climate Change (DEA, 2011), four major areas with the largest mitigation potential in terms of achieving the greatest emission reductions in a cost effective manner have been identified as energy efficiency, electricity generation, transport and carbon capture and storage. The province needs to determine a baseline greenhouse gas emissions level and the relative contributions of each sector of the economy, with a view towards desired sectoral mitigation projects and programmes in order to meet the provincial greenhouse gas emissions reductions targets.

With regards to adaptation, the province must incorporate anticipated climatic changes into sectoral policies and plans, relating to water, agriculture, health, biodiversity, and human settlements. Effective adaptation responses can potentially create many jobs, particularly "green jobs", and could contribute significantly to sustainable development goals.

Disaster risk reduction and management are short term adaptations to climate change because both address vulnerability to climate change related impacts. Natural Disaster management as a district level function supported by the Provincial Disaster Management Unit needs to act proactively through the development of scenarios (risks assessment) which can be used to develop responses to potential disaster scenarios. The disaster management centres must also serve as early warning mechanisms. Disaster Management in this instance does not only refer to risks of flash floods that can occur due to higher volumes of rain in a shorter period of time, but also to possible long term effects such as food security that is being threatened by the changing climate. Subsequently disaster management must be conducted by all Departments, including Department of Agriculture, Department of Water Affairs etc. to determine the risks associated with climate change for South Africa and the Province.

It is necessary for the country to adapt to changing circumstances and will only be able to do so if enough information is being made available.

Interventions will include continuous research and monitoring of climate change and variability together with formulation of Provincial Climate Change Disaster Response Plans.

**Indicators****5.4.1 Share of events with early warning systems where affected parties receive prior warning**

The baseline is 100% and the target is 100%.

**5.4.2 Average time taken to respond to disaster events**

The baseline is 100% and target is 100%

**5.4.3 Regular forecast of anticipated impacts of climate change and response plan**

The baseline is 100% and target is 100%

**5.4.4 Share of development applications addressing disaster risk Management**

The baseline is 50%; the 2015 target is 75% and the 2020 target is 100%.

**5.4.5 Percentage of IDP's incorporating comprehensive climate change strategies for adaptation and mitigation of climate change.**

The 2010 baseline is to be determined (new). The 2020 target is 100%

**Interventions****Intervention 5.4.a: Climate change policy, planning and monitoring**

This intervention addresses the need for a coordinated approach to climate change responses through formulation of climate change policy and plans, and monitoring implementation of these policies and plans. The province must establish a provincial baseline for greenhouse gas emissions that can underpin effective sectoral mitigation plans that can help to achieve emissions reductions targets, and build climate change adaptation into sectoral policies and plans.

Key projects include:

- Development of biodiversity adaptation plans for specific biomes;
- Development of a provincial greenhouse gas emissions inventory, related to an improved ambient air quality monitoring network; and
- Identification of mitigation and adaptation projects in accordance with national Climate Change Response Policy.

**Intervention 5.4.b: Disaster management planning and monitoring**

There is need for development of a Provincial Climate Change Disaster Management Response which should be updated as regularly as new information becomes available. The main aim of this Response Plan is to address aspects such as food shortages/food security. The plan should therefore address aspects related to agriculture and a change in crop production patterns.

With the support of the Provincial Disaster Management Centre (PDMC), all district municipalities have to date prepared disaster management plans based on identified risks and hazards. Many local municipalities have also embarked on the preparation of disaster management plans. All municipalities are required by law to prepare disaster management sector plans to be included in their Integrated Development Plans where specific projects are identified and budgets allocated.

Disaster management capacity is being strengthened at the district level through establishment of disaster management centres equipped with supplies and communication technology to coordinate efforts, training of personnel. To date, the PDMC has supported 6 of the 10 district municipalities (Ugu, UThukela, Amajuba, uMkhanyakude, Ilembe and Harry Gwala Municipality) with conditional grant funding for the construction of dedicated disaster management centres. Once these centres are complete the municipalities will be responsible to provide personnel and "tools of the trade" that is required to effectively ensure the functioning of the day-to-day activities of the disaster management centre. This will include a communication system that will enable them to link to the Provincial Disaster Management Centre and neighbouring municipalities.

The PDMC has developed an integrated public awareness strategy and continues to implement it in KZN 10 districts and 1 metro. The fundamental purpose of these campaigns is to encourage communities at risk to exercise risk-avoidance behaviour and to teach them about precautionary measures to prevent or mitigate disasters. The PDMC supports municipalities with emergency relief material when the incident exceeds the capabilities of the municipalities. The PDMC has a Technical Task Team affiliated to the Provincial Disaster Management Advisory Forum where relief responses are determined and coordinated.

## STRATEGIC GOAL 6: GOVERNANCE AND POLICY

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

The implementation of the PGDS is heavily dependent on there being effective and efficient governance systems, across all sectors, but particularly in the Government sector. Similarly, the practical interventions proposed for growth and social transformation are dependent on a policy environment and policy alignment which facilitates change and better efficiencies.

Since 1994, a multitude of structures of governance have been developed in the public sector. National legislation has set out the competencies and roles of the three spheres of Government (National, Provincial and Local), but with the underlying principle that these structures, and the specialist agencies which they have formed, will coordinate their policy development and implementation, to ensure that the impact on the beneficiary and partner constituencies is consistent with the overall policy objectives of Government. At this point it is very difficult to know with certainty that such alignment exists, because there has been an enormous amount of policy formulation by Government – much of which has been translated into legislation – but there are no effective systems to constantly assess the alignment of policies across the different sectors (community services, economy, environment, etc.) and across the different spatial areas of the Province. Thus a more comprehensive inventory and assessment of existing policy instruments applicable in KZN is needed.

The Executive Council and National Cabinet cluster system of operating has made a very important start to developing a more integrated approach to policy and strategy formulation, but there are serious weaknesses in giving effect to collaborative planning below this level;

There is a need to make it a stronger requirement that Provincial Departments consult and collaborate more meaningfully and openly with other institutions of Government which may relate to a particular policy area.

There is a need to have much greater levels of participation in the policy formulation, implementation and monitoring processes, from stakeholders outside of Government. More substantive and compulsory participation processes need to be entrenched. More specifically, the partnership with the key social partners of Government, namely organised business, organised labour and the organised community sector, needs to be given greater emphasis and structure. The implementation of a PGDS to which the social partners commit themselves can form a strong starting point for a new social accord amongst the partners at provincial level.

The intentions behind the establishment of the National and Provincial Planning Commissions need to be given effect to through specific systems for monitoring and intervention in Government policy formulation processes so that integration and alignment are proactively fostered by these planning commissions.

At local government level, there is a need for seem to continuously improve the quality of integrated planning, and to ensure that Government-related institutions/agents of delivery do work closely and collaboratively with local government, especially through structures and alignment processes at the district municipality level. The Local Government Turnaround Strategy needs to be expanded to include stronger systematic partnerships with state-owned enterprises, private sector and civil society.



The developmental approach of local government can only be strengthened by improving the institutional partnerships between municipalities and the social partners at local level. There is therefore a need to support partnership-building. The District growth summits are an important platform for building these partnerships but this should be taken further through the promotion of strong local development agencies which bring business and civil society on board with the district and local municipalities in promoting shared growth and development.

**Apex indicator****Apex indicator 1: Improvement in the level of client satisfaction measured through percentage of citizens satisfied with the level of government services**

This will be deduced from periodic citizen surveys. Baseline (2013) is 53%. The target for 2020 is 60% and 70% for 2030

*The chart below summarises the goal area and should be read in conjunction with the detailed monitoring and evaluation matrix provided in the Monitoring and Evaluation Framework.*

GOAL 6: GOVERNANCE AND POLICY				
The population of KZN is satisfied with the levels of government service delivery				
APEX INDICATOR				
• Improvement in the level of client satisfaction measured through % of citizens satisfied with the level of government services				
OBJECTIVES	<div>Strengthen policy, strategy co-ordination and IGR</div> <div>Public expenditure is spent in accordance with coordinated policy and strategy</div>	<div>Build government capacity</div> <div>Government is able to effectively and efficiently deliver infrastructure and services to the population of KZN</div>	<div>Eradicate fraud and corruption</div> <div>Government is corruption free</div>	<div>Promote participative, facilitative and accountable governance</div> <div>Government listens to and is accountable to the people</div>
PRIMARY INDICATORS	<ul style="list-style-type: none"><li>% of public sector expenditure spent in accordance with the municipal Integrated Development Plan</li><li>% of public sector capital expenditure within KZN spent in accordance with the PGDS identified/aligned projects</li><li>% of development applications that meet time norms for processing</li></ul>	<ul style="list-style-type: none"><li>% municipal expenditure allocated to capital infrastructure (new construction, maintenance and operation) spent</li><li>% of municipal budget allocated to capital infrastructure (new construction, maintenance and operation)</li><li>% of budget of provincial departments and public entities allocated to capital infrastructure spent</li><li>% of budget of provincial departments and public entities allocated to capital infrastructure (new construction, maintenance and operation)</li><li>% of municipalities with clean audits</li><li>% of provincial departments and provincial entities with clean audits</li><li>% of provincial departments that achieve at least level 3 within 50% of MPAT standards for each cycle</li><li>% of vacant funded posts in provincial departments</li></ul>	<ul style="list-style-type: none"><li>% of provincial and municipal entities that have audit disclaimers, or adverse findings</li><li>Number of government officials convicted for corruption or offences related to corruption</li><li>Conviction rate measured as a % of the total number of dockets received per year</li></ul>	<ul style="list-style-type: none"><li>Voter participation in municipal and provincial elections</li><li>Increase in % of non-governmental stakeholders in the PGDP Action Workgroups</li><li>Increase in % of women, youth and people with disabilities within the public and private sphere<ul style="list-style-type: none"><li>Percentage of Women in Management Positions (levels 13-16) in the KZN Provincial Administration</li><li>Percentage of Women in other occupational levels (levels 1-12) in the KZN Provincial Administration</li><li>Percentage of Employees with Disabilities in KZN Provincial Administration</li></ul></li><li>% of PGDP high priority interventions areas with functional OSS war rooms</li></ul>
INTERVENTIONS	<ul style="list-style-type: none"><li>Develop an Integrated Funding and Implementation Management Framework</li><li>Create a single window of co-ordination between the Provincial Government, Municipalities and non-government forums</li><li>Re-orientate the business of the Clusters to align to government's core policies of transformation, growth and development.</li><li>Extended Citizen Satisfaction Survey</li><li>Enhanced inter-and-intra governmental and international relations strategy</li><li>Gender / Human Rights Policy alignment intervention</li></ul>	<ul style="list-style-type: none"><li>Monitor the implementation of an integrated public sector HRD and professional support programme</li><li>Promote shared services amongst municipalities</li><li>Align staff performance agreements to PGDP interventions</li><li>Enhance organisational capacity to deliver services</li><li>Secure appropriate office space for service delivery</li></ul>	<ul style="list-style-type: none"><li>Provincial Operation Clean Audit</li><li>Implement proactive measures to prevent fraud through establishment of a business intelligence tool and fast track disciplinary processes and effective prosecution</li><li>Implement proactive integrity management programmes</li><li>Improve and report on the monitoring of resolution of corruption related matters</li><li>Efficient municipal and provincial SCM databases enable transparency and effective oversight</li></ul>	<ul style="list-style-type: none"><li>Improve relationship between traditional councils, municipalities and provincial departments</li><li>Strengthen capacity of KZN Economic Council</li><li>Develop advocacy programmes to strengthen the ward committee system</li><li>Functional OSS war rooms</li><li>Facilitate public participation, communication and stakeholder engagement strategy and implementation</li><li>Ensuring women's participation</li><li>Ensuring the needs of people wit disabilities are addressed</li></ul>

### **Strategic Objective 6.1: Strengthen policy, strategy coordination and IGR**

#### ***Public expenditure is spent in accordance with coordinated policy and strategy***

The Strategic Analysis report highlighted the fact that there has been a plethora of policies formulated which have a major impact on growth and development at provincial level, but there is still a large amount of uncertainty as to how the policies should be implemented at provincial and local levels, and even more uncertainty as to whether these policies are aligned with the strategies and programmes of provincial and municipal government spheres. Identifying the implications of policies at provincial and local spheres, and practical mechanisms for facilitating alignment of provincial and local strategies and programmes, is a priority for an effective PGDP.

Many of the policy competencies of Government are shared between national and provincial spheres of Government, however there is a need for the Province to build a clearer perspective and consequent strategy regarding how to shape policy instruments and strategies at provincial level in such a way that they are aligned to national policies and optimise the positive impacts of policy for growth and development. In the economic sphere, Provincial Government has formulated an industrial development strategy, an investment strategy, an export strategy, an informal economy policy, a tourism strategy, etc.; however there is not a clear enough alignment with similar policy instruments at national level. The PGDP therefore proposes this alignment as a critical starting point.

As regards governance, the PGDP proposes interventions that target strategic areas to bolster the effectiveness of governance systems. Firstly, the Executive Council Cluster system, which has already made great strides in shifting the mind-set away from silo-style governance, must be strengthened so that there is de facto management of transversal policy and programme interventions. Secondly, whilst the Premier's Coordinating Council and the Provincial IDP Forum have made important starts to inter-governmental collaboration, there is a need for a more effective platform for planning and coordination between Provincial Government and municipalities (especially district municipalities).

While recognising the strides that have been made in the development of a coherent IGR system, there is widespread agreement that there are major gaps in terms of implementation of a collaborative approach to when it comes to implementation of policies, strategies and programmes. Lack of integrated service delivery and too many instances of unintended misalignment continue to bedevil delivery in the programmes of Government. Addressing these problems is arguably the single biggest challenge of Government as a whole.

As articulated in the Strategic Analysis, there are a complex set of issues underlying this challenge. However the PGDP must initiate new mechanisms to ensure that at least the interface between the Provincial Government and municipalities must be enhanced. The PGDP itself is meant to be a key reference point for planning and collaboration between the Province and municipalities – and the hope is that the PGDP becomes a point of collaboration and coordination at all for a where Province meets with its municipalities. In addition to strengthening of the existing fora for coordination, including the Premier's Coordinating Council and the Provincial IDP Forum, the PGDP proposes interventions aimed at using the platform created by the new Provincial Planning Commission to guide alignment between Province and municipalities. The key instrument for ensuring more practical alignment at implementation level is the local municipality's IDP, and interventions are proposed to strengthen these significantly. A further area requiring attention is the relationship between the structures of traditional leadership and those of municipal and provincial government.

The proposed interventions respond to the challenges identified, develop Inventory of policy Instruments and a strategy alignment framework, strengthen the effectiveness of the Provincial Executive Council Cluster System, develop a stronger provincial coordinating structure for collaboration between Provincial Government and municipalities, strengthen linkages between National and Provincial Planning

Commissions, implement a revised IDP Improvement Programme (focused at District level), improve relationship between Traditional Councils, municipalities and departments, develop an Integrated Funding and Implementation Management Framework (to coordinate and rationalize various funding sources e.g. MIG, Housing, DWAS, BIG, Electricity, NDGP, Jobs Fund, etc.)

Further, Province recognises that the policies that will flow from this document should, however, take into consideration all the people in the Province of KwaZulu-Natal, in their demographic diversity. In this regard women constitute a very important policy constituency, making up 52% of the Province's population. The effects of policies on women, men, and vulnerable groups (also including the youth, elderly and disabled) in a differential way requires attention.

Vulnerable groups, including women, youth, elderly and disabled are deeply affected by poverty. Women, youth and disabled face overwhelming institutionalised challenges in gaining access to land and land ownership, employment, and remain largely unrecognised by and excluded from the formal economy. It is important that the PGDP specifically recognises and addresses these engendered imbalances and vulnerabilities. Provincial strategies, structures and interventions for all vulnerable groups, including but not limited to gender equality, youth, women and the disabled empowerment strategies, accordingly require alignment within PGDP planning mechanisms and processes, to ensure their full and effective implementation.

### **Indicators**

#### **6.1.1. Percentage of public sector expenditure spent in accordance with the municipal Integrated Development Plan**

The 2010 baseline is 51.6%. The target for 2020 is set at 75% and the target for 2030 is set at 95%.

#### **6.1.2. Percentage of public sector capital expenditure within KZN spent in accordance with the PGDS identified/aligned projects**

No baseline available - this analysis is not currently undertaken and needs to be instituted. COGTA draft strategic plan has prioritised the development of a system. The target for 2020 is 70% and for 2030 it is 95%.

#### **6.1.3. Percentage of development applications that meet time norms for processing**

Baseline is 60% in 2010. This must improve to 80% in 2020 and 90% in 2030.

### **Interventions**

#### **Intervention 6.1.a: Develop an Integrated Funding and Implementation Management Framework**

This is with reference to funding instruments such as MIG, Housing, DWAS, BIG, Electricity, NDGP, Jobs Fund, etc.). There are a range of legislative and policy instruments which speak to the financing of service delivery and development programmes of Government. These include the Division of Revenue Act, the Public Finance Management Act, the Municipal Systems Act, the Municipal Finance Management Act, and their accompanying regulations, etc. National Treasury and other national and provincial departments, state-owned enterprises and other Government-related institutions have established a number of different funds which are targeted at one or more sector or focus area of delivery of infrastructure, services and/or development programmes (including local economic development). Some of these funds require that provincial government and/or municipalities apply for these funds. In other cases, the beneficiaries of these funds are decided upon without application, but the decisions are often made on an assessment of need based on information about a local/municipal area. In instances, the success and sustainability of the deployment of such funds most often depends on provincial and local government

being clear about the nature and objectives of the funding, and the parameters for application and management of the funds. Very often, due to poor communication and overlap amongst such funds, there is uncertainty about this, resulting in problems in both service delivery and financial management. Many of the national funds, such as funding for water infrastructure, roads, etc. are administered at provincial level. Provincial Government departments have also established funds for different programmes such as the Corridor Development Fund, the Small Town Regeneration Fund, the Local Competitiveness Fund, etc. An integrated funding and implementation management framework is needed to clearly describe the range of funds that are available and/or applicable to municipalities and to other stakeholders or partnerships for development. Such a framework should set out the objectives of the funding, the criteria applicable, the extent of and parameters of the fund, any conditions attached to the funding, the application and/or motivation process and the relevant contact points for the funding. This framework should be structured into a user-friendly web-based form so that it can be easily accessed and regularly updated, and should provide live reporting on the funding allocations being made by the various funds to beneficiaries in the province. The framework should go further to provide advisory support, especially for municipalities and agencies in accessing these funds. It is proposed that an appropriately skilled official be designated in each district municipality to provide direct support to the local municipalities and agencies within their area of jurisdiction, to raise awareness of the funding sources available and to provide hands-on support to municipalities/agencies that lack capacity. Through its monitoring and evaluation function, this framework should provide quarterly reports to the KZN Department of Cooperative Governance and Traditional Affairs, Provincial Treasury as well as the Premier's Coordinating Council.

**Intervention 6.1.b: Create a single window of co-ordination between the Provincial Government, Municipalities and Non-Government forums**

This intervention is about creating a single window of co-ordination between the Provincial Government and Municipalities. It is proposed that this Premier's Coordinating Council be this window, but that the Council establish working committees structured along the KZN Executive Council Cluster themes, constituted of Heads of Departments and municipal managers. The task of these working committees, which should meet quarterly, would be to develop and implement the plans to implement the PGDS strategic objectives/interventions in line with the spatial framework, ensuring that the relevant municipalities are integrating these objectives/interventions into their planning, programmes and budgeting, and that a monitoring and evaluation mechanism for this is in place. The committees should provide quarterly reports to the PCC on progress against specific integration targets highlighting hurdles to more integrated delivery of the PGDS programmes and high-level decisions required of the political leadership. These working committees should be supported in their work by a dedicated team of officials/experts from the KZN Department of Cooperative Governance and Traditional Affairs, which would provide technical input and guidance to the working committees, liaising with the District for a where local municipalities meet to coordinate their planning and implementation. The PCC would in turn adopt an annual *Integrated Delivery Performance Plan* and table reports to the President's Coordinating Council and the National Department of Cooperative Governance and Traditional Affairs, highlighting areas where National Government intervention or support is needed.

**Intervention 6.1.c: Re-orientate the business of the Clusters to align to government's core policies of transformation, growth and development**

This refers to the development of an inventory of policy instruments and a strategy alignment framework – “policy audit”. Each Provincial Government Department and all provincial public entities and agencies must be asked to develop a coherent database of all of the policy and strategy documents that have been drafted within their respective jurisdictions, including description of those that have been implemented and the assessed impact thereof. The KZN Executive Council Secretariat must also be asked to develop a

similar database/report of all policy/strategy instruments which have been through Executive Council consultation. In both instances the databases/reports need to honestly show evidence of the extent of involvement of the relevant partner departments/spheres of Government/institutions/stakeholders in the formulation and implementation of the respective policy/strategy instruments. The Provincial Nerve Centre must then develop a central inventory of all of these instruments. The inventory must include a prioritisation matrix reflecting the level of importance of an integrated approach and multi-stakeholder involvement for optimal intended impact of the policy/strategy instrument, and apply this matrix to the body of policies/strategies, undertaking a qualitative analysis.

#### **Intervention 6.1.d: Extended citizen satisfaction survey**

This refers to improving the methodology, and scope and increasing the sampling technique that was used in the pilot survey undertaken by the Office of the Premier to establish the level of satisfaction with government services. Improvements to include increasing the sample size, identification of the levels of satisfaction of services by the different spheres of government, alignment and streamlining of surveys undertaken by other provincial departments and correlation with surveys identified in terms of the Medium Term Strategic Framework Outcome 14. It also needs to test the level of satisfaction of the business and non-governmental sector.

#### **Intervention 6.1e: Enhanced inter- and intra-governmental, and international relations strategy**

Effective strategies are required to ensure that this strategic objective is met and delivers the desired outcomes. The strategy must outline the roles and responsibilities of the different spheres of government (intergovernmental relations), KZN provincial departments (intra-governmental relations) and Office of the Premier. It also needs to ensure clear linkages between the Office of the Premier and the Department of Co-operative Governance and Traditional Affairs on IGR structures.

A Provincial strategy on international relations must also be developed taking into account the Province's priorities. The strategy must focus on the following:

- Tourism;
- Opening of new markets;
- Protection of new the Province and Country's interest;
- Interaction with International Community; and
- Alerts on international risks and threats.

This should be supported by frameworks and /or strategies on communication, stakeholder engagement and public participation.

#### **Intervention 6.1.f: Gender / human rights policy alignment intervention**

In light of the imperative both socially and legally, to gender mainstream all state policies and interventions to ensure women's particular situation and needs are addressed for their full and equal development, it is critical that in governance and policy measures to align and strengthen policy, strategy coordination and IGR, that provincial initiatives to promote women's empowerment and gender equality, and women's economic development, are aligned and mainstreamed into PGDP planning, implementation, reporting and accountability measures, and are accordingly located within this Goal and Strategic Objective. Women's empowerment and gender equality programmes and initiatives housed within the Office of the Premier and other provincial departments, should accordingly be aligned into

PGDP structures and processes for optimum implementation, monitoring and evaluation, and accountability.

### **Strategic Objective 6.2: Build government capacity**

***Government is able to effectively and efficiently deliver infrastructure and services to the population of KZN***

The need to build Government capacity to implement the policies, strategies and programmes of Government has become one of the most critical priorities of our Province and country. Lack of appropriate implementation capacity is one of the main underlying reasons for the outcry about poor service delivery. There are a multitude of initiatives needed to address capacity limitations at different levels and spheres of Government, but in KwaZulu-Natal, the lack of skills and capacity at local government level stands out as requiring urgent intervention. This is particularly the case in rural municipalities which are caught between lack of funding for sustainability and difficulty attracting appropriately skilled officials to their areas. Some of these rural municipalities are unlikely to ever be able to develop a revenue stream from their rates base given the high levels of poverty and lack of capacity to deliver services. It is proposed that the options with regard to dis-establishment of some of these municipalities be assessed, along with the process of rationalising some of the municipal boundaries to develop more sustainable municipal units.

In addition, there needs to be much greater sharing of knowledge, resources and specialist services amongst district and local municipalities in the province. More needs to be done to strengthen the “shared services centre” approach, where at district levels, strong specialist service teams can be enlisted to provide services for the local municipalities across a whole district.

The move towards a “single public service” also provides an imperative (and opportunity) to formulate a more integrated and holistic human resource development strategy for the public sector in the province. This strategy must go beyond the traditional development of courses and short skill development programmes and must incorporate and promote the development and use of learnerships, mentorships and internships at all levels in the public service. This will need partnerships between Government and the education and training provider sector.

The interventions therefore proposed to address this strategic objective include the rationalisation of municipal boundaries and dis-establishment of non-functioning and unviable local municipalities, development of an integrated HRD and professional support programme for the public sector in KZN, promote shared services amongst municipalities, strengthen the capacity of the Provincial Nerve Centre and Provincial Planning Commission to monitor and evaluate Government performance.

#### **Indicators**

##### **6.2.1 Percentage of municipal budget allocated to capital infrastructure (new construction, maintenance and operation) spent**

The baseline (2013/14) is 86%. The target is to spend 100% in each cycle.

##### **6.2.2 Percentage of municipal budget allocated to capital infrastructure (CAPEX) (new construction, maintenance and operation)**

The current baseline is 18.9%. The target for 2020 is 30% and for 2030 it is 45%.

##### **6.2.3 Percentage of budget of provincial departments and public entities allocated to capital infrastructure spent**

The baseline (2013/14) is 98%. The target is to spend 100% in each cycle.

**6.2.4 Percentage of provincial departments and public entities budget allocated to capital infrastructure (new construction, maintenance and operation)**

The 2010 baseline is 17.2%. The target for 2020 is 22% and for 2030 it is 30%.

**6.2.5 Percentage of municipalities with clean audits**

The 2010 baseline is 8.2% of municipalities having clean audits. The target is to achieve 100% clean audits in 2020 and in to maintain this to 2030.

**6.2.6 Percentage of provincial departments and provincial entities with clean audits.**

The 2010 baseline is 28.2%. The target is to achieve 100% clean audits in 2020 and in to maintain this to 2030.

**6.2.7 Percentage of provincial departments that achieve at least level 3 within 50% of the Management Performance Assessment Tool (MPAT) standards for each cycle.**

The baseline is 50%. The target is to achieve 70% by 2020 and 80% by 2030.

**6.2.8 Percentage of vacant funded posts in provincial departments.**

This is calculated as the average % of posts on PERSAL which are vacant over a quarter. The 2010 baseline is 38%. The target is 10% by 2020, and to maintain this to 2030.

**Interventions****Intervention 6.2.a: Monitor the implementation of an integrated public sector HRD and professional support programme**

Provincial Government has developed an integrated human resource development strategy for KZN which is intended to also provide direction on the development of appropriate skills and capacity within the public sector in the province. This strategy will become a key reference point for more detailed planning of interventions in the public sector space. It is however clear that financial and other capacity-building programme of municipalities must be intensified. Together with the relevant national stakeholders, Provincial Government should:

- Develop specific targets for verified skills levels and competence for all key levels in the public service – at provincial and municipal spheres.
- Work with relevant tertiary institutions to provide a Certificate Programme in Management Development for Municipal Finance.
- Work with the South African Institute of Chartered Accountants on the Local Government Accounting Certificate targeted at municipal finance officials.
- Participate in the piloting of new certificated courses in technical areas of local government management and facilitate the involvement of the private sector in assisting municipalities with their financial management challenges.
- Developing a professional management support programme in the public sector, coordinated through the KZN Public Sector Training Academy – to provide on-going management development and support for both provincial and local government managers.

**Intervention 6.2.b: Promote shared services amongst municipalities**

Provincial Government has piloted the establishment of “shared service centres” in key function areas of municipalities such as development planning. These pilots have had very limited success, partly because of them not having been fully supported and used by local municipalities, and partly because of



inadequate capacity and resources being invested in the pilots. This programme needs to be significantly strengthened. The Province also needs to play a lead role in the management/oversight of the proposed new Municipal Infrastructure Support Agency (MISA), which is being set up at national level to accelerate municipal infrastructure delivery. Particular attention must be paid to the weaker municipalities. The aim would be to:

- Support comprehensive infrastructure planning at municipal level;
- Support municipal infrastructure development, maintenance, operations and service provision in low capacity municipalities through the procurement of relevant service providers, and ensuring performance as contracted;
- Support the management of operations and ensuring a proper maintenance programme for municipal infrastructure;
- Coordinate a focused technical support programme with existing support partners (national sector departments, provinces and service providers) in terms of an agreed Support Plan to assist municipalities to deliver on their comprehensive infrastructure plan, its delivery modalities and funding streams;
- Monitor the quality of infrastructure provided;
- Develop and coordinate the implementation of an appropriate sector-wide capacity development initiative and assist municipalities to develop a capacity development plan to strengthen their institutions over the long term.

#### **Intervention 6.2.c: Align staff performance agreements to PGDP interventions**

The Office of the Premier is meant to be the centre of governance in the Province, and is officially responsible for “institutional development” and “policy and governance”, overseeing the business of the range of provincial government departments and public entities, as well as the functioning of municipalities. Thus a very large component of the work of the Office of the Premier is monitoring and evaluating the functioning, effectiveness and performance of the many arms and legs of government in the Province. Carrying out this work effectively means that there needs to be exceptional information management capacity in the Office of the Premier, and to a large extent this task falls on the Provincial Nerve Centre, based in that Office.

The PGDS brings together the key indicators, targets and interventions which are proposed in order to achieve the strategic objectives and high-level goals of the Province as regards growth and development. Thus the Provincial Nerve Centre will need to enhance its capacity to formulate, capture and evaluate a wide range of data to assess the effectiveness of the provincial government departments and entities that are shouldered with responsibility for implementation of many of the strategies and interventions of the PGDS.

A detailed capacity building programme for the Nerve Centre is required once the PGDS has been adopted and the requirements as regards areas of monitoring and evaluation are specified. Similarly the Provincial Planning Commission is expected to play a leading role in monitoring and facilitating alignment in the planning and execution of development strategies across a wide range of stakeholders, but in particular as regards alignment amongst the three spheres of government in the Province. For the PPC, capacity building for this role may need to focus on processing information from municipalities in relation to alignment of their planning with the PGDS. Hereto detailed capacity requirements still need to be determined following adoption of the PGDS, and a detailed programme for meeting those requirements

and building a centre of excellence as regards monitoring and evaluation, must be formulated and implemented. It is however clear that the Commission will need to look at enhancing the efficiency of the District Information Monitoring System (DIMS) and ensuring that all the District Municipalities have established a structure to support the implementation of an enhanced DIMS.

#### **Intervention 6.2.d: Enhance organisational capacity to deliver services**

Departments, municipalities and public entities need to ensure the ongoing assessment of their mandates, and in particular in the context of each strategic planning cycle. Departments need to identify changes and expedite the finalisation their organograms, evaluation of posts and filling of critical vacancies.

#### **Intervention 6.2.e: Secure appropriate office accommodation for service delivery**

Government needs to provide reasonable functional accommodation that facilitates the attainment of departments' service delivery objectives. One of the key functions of public works departments is to provide functional accommodation to national and provincial departments and thereby facilitate the delivery of frontline services that are suited to the requirements of the public. This accommodation is provided through the letting of government owned properties and leasing of private sector properties. The reasonableness of the accommodation provided is reflected in the quantity, quality, environmental friendliness, safety, accessibility as well as cost effectiveness of accommodation. Matters such as progress on the establishment of co-terminus structures, government precincts, and ensuring government facilities comply with health and safety requirements need to be mobilised and monitored.

### **Strategic Objective 6.3: Eradicate fraud and corruption**

#### ***Government is corruption-free***

The eradication of fraud and corruption is an especially critical objective of the PGDP, as the credibility of the entire governance system rests on people being able to trust that the system works and is transparent, fair and accountable. At national government level there are a range of institutions and mechanisms which have been established to both monitor and act against fraud and corruption. The challenge is to improve the working relationship between these specialised national units/agencies and those provincial mechanisms created to combat fraud and corruption.

The Office of the Auditor-General is a key reference point for the assessment of the fraud prevention policies and strategies of provincial and local government and their respective agencies. With the much wider scope of the audits now being carried out by the AG, fraudulent and corrupt practices are more likely to be noticed and in turn, pursued. The campaign to have all municipalities, departments and public entities achieve "clean audits" must be strengthened as this is the first sign of clean administration. Where officials are found or suspected to be involved in illegal activity of this type there has historically been inordinate delays in the process of pursuing disciplinary cases against these individuals and this must be corrected. Similarly where criminal investigations and/or cases are being pursued against officials, this must be seen to be undertaken with due diligence and speed, as rapid convictions of those involved in fraud and corruption has been shown to be a major deterrent of such behaviour.

Therefore the key interventions being proposed to achieve this objective are: Provincial Operation Clean Audit and the fast tracking of disciplinary processes & effective criminal prosecution.

**Indicators****6.3.1 Percentage of provincial and municipal entities that have audit disclaimers, or adverse findings**

The 2012 baseline is 15.4% in respect of disclaimers and qualifications for provincial departments and entities. The target is 0% for the future, with new emphasis being placed on disclaimers and adverse opinions.

**6.3.2 Number of government officials convicted for corruption or offences related to corruption**

207 Officials were convicted in the 2012-2013 financial year. Whilst this indicator is informed by the Medium Terms Strategic Framework, targeting is difficult as figures of the past 3 years have fluctuated considerably. Recording the actual figures will help in establishing a trend.

**6.3.3 Conviction rate measured as a percentage of the total number of dockets received per year.**

This was 77% for the 2012/2013 financial year (546 convictions of 708 dockets received by SAPS). Whilst the rate has improved considerably, the nature of dockets and complexities yield inappropriate to maintain at least an 80% ratio.

**Interventions:****Intervention 6.3.a: Provincial Operation Clean Audit**

The “Operation Clean Audit” campaign, aims at ensuring that all provincial departments, agencies, entities and municipalities receive unqualified audits by 2014. The activities of this Operation need to be intensified. The campaign aims to strengthen the capacity of provincial and municipal entities to ensure efficient financial management, accountability, transparency and value-for-money activities. Improved financial systems will lead to greater service delivery and development. Provincial Treasury needs to ensure that all KZN municipalities have established Municipal Public Accounts Committees and individual or shared Internal Audit Committees. Programmes to strengthen the effectiveness of these committees through more intensive training and oversight must be implemented on an on-going basis. Treasury also needs to drive the implementation of municipal audit remedial action plans to address audit findings. Urgent but sustainable interventions are also required in order to recruit and retain critical skills in relation to financial management of municipalities and consideration also needs to be given to appointing chartered accountants in as many municipalities as possible. Treasury needs to raise the profile and seriousness of the mid-term review of financial performance of municipalities in the province, and annually use this review as the basis for making more radical interventions in those municipalities which show greater risks (through internal audit reports). This review must be integrated with the monitoring of the implementation of the Local Government Turnaround Strategy and reports presented to the Premier’s Coordinating Council for deliberation and remedial actions.

**Intervention 6.3.b: Implement proactive measures to prevent fraud through establishment of a business intelligence tool and fast track disciplinary processes and effective prosecution**

Provincial Treasury will be implementing a tool that will enable the easier detection of fraudulent activity through the proper management and analysis of information within each public sector organisation in the province. The business intelligence tool will ensure increased validity, accuracy and completeness of

information available within each organisation, thereby enabling the system to interrogate information and identify anomalous information/transactions.

In order to achieve much speedier resolution of disciplinary cases in the public sector a rigorous and centralised tracking system needs to be developed and implemented, where provincial departments and municipalities are compelled to report and explain any delays in the processes immediately. This will allow the central monitoring unit (proposed for the Office of the Premier) to intervene through the relevant MEC and Accounting Officer. Tighter monitoring of the Accounting Officers with regard to resolution of disciplinary cases and laying of criminal charges where necessary, must be implemented through quarterly performance assessments of the Accounting Officers, their respective Heads of Corporate Services and in turn their Human Resource Managers. Given the strong link between the slow and ineffective rate of implementation of disciplinary instruments and the increase in cases of fraud and corruption, the Office of the Premier needs to elevate failures to prosecute to the level of mismanagement, and public sanction should be mandatory.

#### **Intervention 6.3.c: Implement proactive Integrity Management Programmes**

Traditionally, the issue of fraud or corruption has been addressed through better policing, better prosecution systems and harsher sanctions. However, it is now acknowledged that these 'reactive' mechanisms need to be supplemented by more proactive mechanisms to prevent transgressions. The Integrity Management Unit within the Office of the Premier will therefore be undertaking a number of initiatives in order to ensure the systemic improvement of the control environment and risk management within each public organisation. In addition to the installation of better planning, monitoring and risk management systems within public organisations in KZN, the OTP will also ensure that all provincial and local government staff have participated in Integrity Management Training and that all public officials disclose all of their financial interests outside of their public sector work. The information contained within financial disclosures will be verified by Treasury via random audits of financial declarations.

#### **Intervention 6.3.d: Improve and report on the monitoring of resolution of corruption related matters.**

Citizens need to be made aware of government's actions and the consequences of engaging in fraudulent and corrupt activities as a deterrent, whilst also demonstrating government's commitment to combat fraud and corruption. Regular feedback should be provided on the resolution of cases, cases finalised and value of recoveries. This should include monitoring and reporting on the number of government officials convicted for corruption or offences related to corruption number of cases resolved, and number of persons convicted for corruption or offences relating to corruption where the amount benefited per case is more than R5 million, and the value of funds recovered by the state in civil fraud and corruption related cases.

#### **Intervention 6.3.e: Efficient municipal and provincial SCM databases enable transparency and effective oversight**

Transparency and effective oversight provide an important mechanism for preventing procurement fraud as well as picking up other problems in the system, including areas where government is failing to achieve adequate value for money. This requires a degree of differentiation in order to focus oversight on where it is most needed, either because of the size or risks of particular procurement decisions. The main actions include: (a) Improve the public availability of information on procurement decisions; (b) Focus oversight mechanisms on assessing value for money as well as procedural compliance, with tenders that deviate significantly from benchmarks being subject to additional scrutiny; and (c) Allow for variation in the level

of oversight depending on the nature, size and duration of tenders, as well as prior performance of the department; and empowering auditors to investigate procurement decisions in order to assess both procedural compliance and value for money.

**Strategic Objective 6.4: Promote participative, facilitative and accountable governance**  
***Government listens to and is accountable to the people***

The Constitution as well as many of the regulated planning processes of Government imposes a requirement for Government to consult with stakeholders and communities in the formulation of their plans. However an honest assessment would agree that in many instances, such consultation is done merely for the sake of compliance with the requirement rather than in the belief that stakeholders and communities should be important and respected partners to Government in the planning and implementation of initiatives which affect people's lives.

The challenge is for Government and its social partners to be able to identify both structures and mechanisms for partnership which still maintain the responsibility of Government to carry out its developmental mandate without extraordinary delays or endless disputes with interested parties which unreasonable obstacles to effective and efficient service delivery. The PGDS therefore proposes that the principle of participative governance be given real meaning through the establishment and support of the KZN Economic Council, which will allow social partners to collaborate around economic development strategy and programme implementation in a meaningful way. Similarly at local level, the capacity of municipalities to leverage social partnerships and in particular to accelerate local economic development, must be strengthened through the establishment of specialist local development agencies where the private sector and civil society can contribute with the local and district municipalities to the development agenda.

The ward committee system is in theory a very powerful mechanism for enhancing community participation in the governance process, but the system lacks resources and support and needs to be enhanced significantly. The PGDS also believes that the Provincial Nerve Centre in the Office of the Premier, as well as the Provincial Planning Commission are well-placed to play a strong monitoring and evaluation role with respect to alignment of planning and implementation, as well as general accountability of the Departments and municipalities of the Province.

**Indicators**

**6.4.1 Voter participation in municipal and provincial elections**

Baseline: Provincial elections 2014 turnout was 75.98 % and Local Government Elections 2011 turnout was 61.52%. The targets for 2020 are Provincial: 82% and Local: 67%. In 2030 it is expected that turn out will increase by 10% and 20% respectively for 2020 and 2030.

**6.4.2 Increase in percentage of non-governmental stakeholders in the PGDP action workgroups**

Current baseline is less than 4%. Targets for 2020 and 2030 are a 5% annual increase from previous year.

**6.4.3 Increase in percentage of women, youth and people with disabilities within the public and private sphere.**

Baseline 2012: Women occupy 40% of jobs across all occupational levels. The 2020 target is for women to occupy 44% of jobs within each tier of the political sphere and within each occupational level in KZN. The 2030 target is that women occupy 46% of jobs within each tier of the political sphere and within each occupational level in KZN.

Baseline 2012: people with disabilities occupy 0.83% of jobs across all occupational levels. The 2020 target is 2.5% and the 2030 target is 3.5%.

**6.4.3.1 Percentage of Women in Management Positions (levels 13-16) in the KZN Provincial Administration**

The baseline (2013) is 40%. The target for 2020 is 50% which is to be maintained at 50% for 2030.

**6.4.3.2 Percentage of Women in other occupational levels (levels 1-12) in the KZN Provincial Administration**

The baseline (2013) is 40%. The target for 2020 is 50% which is to be maintained at 50% for 2030.

**6.4.3.3 Percentage of Employees with Disabilities in KZN Provincial Administration**

The baseline is 0.21% (2013). The target for 2020 is 4% and for 2030 the target is 6%.

**6.4.4 Percentage of PGDP high priority intervention areas (as per the PGDP Priority Intervention Areas Map) with functional OSS war rooms.**

The baseline for functional OSS war rooms in all the Priority Intervention Areas 1 (red zones) is 60% (2014); the baseline for Priority Intervention Areas 2 (orange zone) is to be determined. The target for 2020 is 100% which is to be maintained for 2030.

**Interventions**

**Intervention 6.4.a: Improve relationship between Traditional Councils, Municipalities and Provincial Departments**

Provincial Government, through the Department of Cooperative Governance and Traditional Affairs need to provide active support for strengthening the active participation of traditional leaders in ward committees. This may be done through providing professional capacity where this is needed, but also through formulating further guidelines on how municipalities should encourage and gain value from the participation of traditional leadership in the ward committees. At the District inter-governmental fora, the participation of the traditional councils and the local houses of traditional leadership in each district in the business of government should be evaluated in terms of a systematic evaluation tool which KZN COGTA should formulate in consultation with the Provincial. This evaluation should be used for on-going planning of support measures to improve working relations between the traditional leadership and formal municipal structures and leadership.

**Intervention 6.4.b: Strengthen capacity of KZN Economic Council**

The KZN Economic Council, which is being established by the KZN Department of Economic Development and Tourism, is mandated to be the high-level forum where the four main social partners (Government, Organised Business, Organised Labour and the Community Sector) discuss and reach agreements on economic growth and development strategies and programmes for the province. The PGDS will form a

major point of reference for the agenda at the Economic Council, and the intention is for the social partners to develop a “social compact” which will commit all the stakeholders to specific agreements aimed at accelerating economic growth and progressive equity. In order to be effective the Economic Council will require a high degree of support from the top leadership of each of the social partners, but perhaps most importantly, from the Government sector – local, provincial and national spheres as well as specialised state-owned enterprises (e.g. Transnet, Eskom, SANRAL, etc.) and provincial public entities (e.g. Trade and Investment KZN, Ithala, KZN Growth Fund, Tourism KZN, etc.) – as the planning and investment around infrastructure and project development are central to the economic growth strategy of the Province. Executive Council and the Provincial Planning Commission will need to give full and meaningful support for the emerging social partnership at the Economic Council through information sharing, joint planning, and committing resources to the priority programmes and actions agreed to at the Economic Council. Stakeholders will monitor the effectiveness of the Economic Council in terms of its ability to facilitate consensus on key issues and commitments which significantly improve the potential for accelerated growth and for a more equitable distribution of the benefits of growth.

#### **Intervention 6.4.c: Develop advocacy programmes to strengthen the ward committee system**

The ward committee system is in theory a very powerful mechanism for enhancing community participation in the governance process, but the system lacks resources and support and needs to be enhanced significantly. Ward committees are intended to enhance participatory democracy and strengthen the alignment between municipal planning and community needs at a local level. Whilst the ward councillors, who chair the ward committees, are expected to be the voices of ward committees, there is evidence for the need to strengthen the capacity and space for ward committee members to themselves become more directly involved in the planning and implementation and monitoring and evaluation processes of the municipality. A wide range of measures need to be implemented to strengthen the ward committee system and to enhance the accountability of both municipal councillors and officials to the communities they serve. Amongst some of the key interventions are:

- Providing appropriate training to ward committees in a range of relevant fields of service delivery planning, budgeting, implementation and monitoring/evaluation. Amongst other topics - these should cover IDP processes, LED processes/programmes and EPWP processes.
- Training selected members of ward committees in skills to gather and process more detailed information on local community needs and proposals relating to municipal/government services/support, e.g. conducting community surveys.
- Developing stronger collaboration and accountability system between ward committees, community development workers, and traditional leadership at local level.
- Developing a better financial strategy for support of ward committees to address unintended negative consequences of the voluntary status of ward committee membership (e.g. appropriate levels of payment of out-of-pocket costs for ward committee members is a significant factor, especially in rural areas).
- Integrating an evaluation report of ward committees into the auditing and annual reporting of local municipalities.

Most importantly, there needs to be a provincially-driven campaign to develop and entrench a sense and approach which appreciates the value of the type of public participation in governance that ward committees provide. Municipal officials in particular need to be encouraged to structure their programme and project planning in consultation with the relevant councillors and ward committees.

**Intervention 6.4.d: Functional OSS war rooms**

Operation Sukhuma Sakhe enabled increased participation through war room at a ward level. This momentum needs to be maintained to ensure increased efficiency and participation through effective monitoring of the war rooms on a quarterly basis, and should also facilitate the ward level based planning and integration of systems. The functionality of the 169 most deprived wards, and alignment of functionality of warrooms in accordance with the Poverty Eradication Master Plan in particular needs to be monitored on an ongoing basis.

**Intervention 6.4.e: Facilitate public participation, communication and stakeholder engagement strategy and implementation**

Government recognises that measures to professionalise the public service need to be accompanied by measures to improve accountability as set out in the Batho Pele Principles and the Public Service Charter. Government will focus on strengthening accountability to citizens, particularly at the point of delivery. It is recognised that service users provide an important source of information on the quality of services and problems that arise at the frontline. These experiences, as well as other sources, need to be inform into service delivery improvement plans. This requires both routine mechanisms that allow citizens to raise concerns at the point of delivery as well as effective oversight mechanisms led by national or provincial departments. It is therefore important to improve participation, and hence the finalisation of a public participation policy, communication and stakeholder engagement strategy needs to be expedited to facilitate the realisation of the strategic objective, and to improve service delivery.

**Intervention 6.4.f: Ensuring women's participation**

Specific measures are required to ensure that the KZN Economic Council is inclusive and partners with women in business and women entrepreneurs' associations, which should be brought on board as partners. Building the capacity of women's trading and business associations should be considered, to ensure that they are adequately represented and heard in decision-making processes. In addition, state institutions in the Province should assess existing public participation mechanisms with a view to ensure that these offer particularly marginalised women opportunities to engage and participate in these, such as their representation and participation in ward committees, municipal IGR structures, municipal war room structures and processes. Responsive measures should be put in place to address barriers to women's participation, such as access to transport to meetings, access to information, structure and format of deliberations, representation on committees, and decision-making mechanisms.

**Intervention 6.4.g: Ensuring the needs of the disabled are addressed**

Government recognises the need to intensify its efforts in ensuring the needs and participation of the disabled are addressed. The draft Provincial Strategy for the Disabled needs to be finalised and monitored on an ongoing basis. This should also include improved data collection on employment and business opportunities created for the disabled.



## STRATEGIC GOAL 7: SPATIAL EQUITY

### *Increased spatial access to goods and services*

One of the fundamental components of the national vision statement contained within the National Development Plan: Vision for 2030 (August 2012) highlights the importance of spatial planning and equity linked to development. It is therefore acknowledged that growth, development and overall human well-being is inextricably linked to sustainable use of the land and its life-giving resources. Our actions, guided by spatial planning, both enrich and complicate the contribution we make towards the sustainable use of land.

Spatial equity and planning underpins economic, environmental and social development in order to:

- Achieve sustainability,
- Adapt to climate change,
- Ensure place-making,
- Ensure social safety and security,
- Ensure environmental protection and enhancement,
- Achieve economic development
- Address service delivery – infrastructure, transport, energy, utilities and flood management.

Integrated Spatial Planning is subsequently the single most important tool utilised to depict the distribution of population, land uses, existing resources, and proposed initiatives in relation to each other, in order to create a better understanding of the status quo and realities faced within a region.

Spatial Planning is dependent on the availability of reliable and credible spatial information from government and private organisations.

The availability of information has been a shortcoming within government departments and it is the intention to establish a point of reference to centralise the gathering of all spatial data - including data on all aspects of development i.e. infrastructure, social needs, environmentally sensitive areas, road networks, and other variables.

Various data sets have been sourced in order to undertake the spatial analysis of KwaZulu-Natal. The analysis is depicted on the various maps included in the PGDS document and assisted in the identification of the localities as envisioned in the strategic objectives below.

### **Apex indicator**

**Apex Indicator 1:**  
**Improved population physical access to goods and services as measured by the Spatial Equity / Accessibility Index. Current index calculated at 0.499 with a target to improve to 0.585 by 2030.**

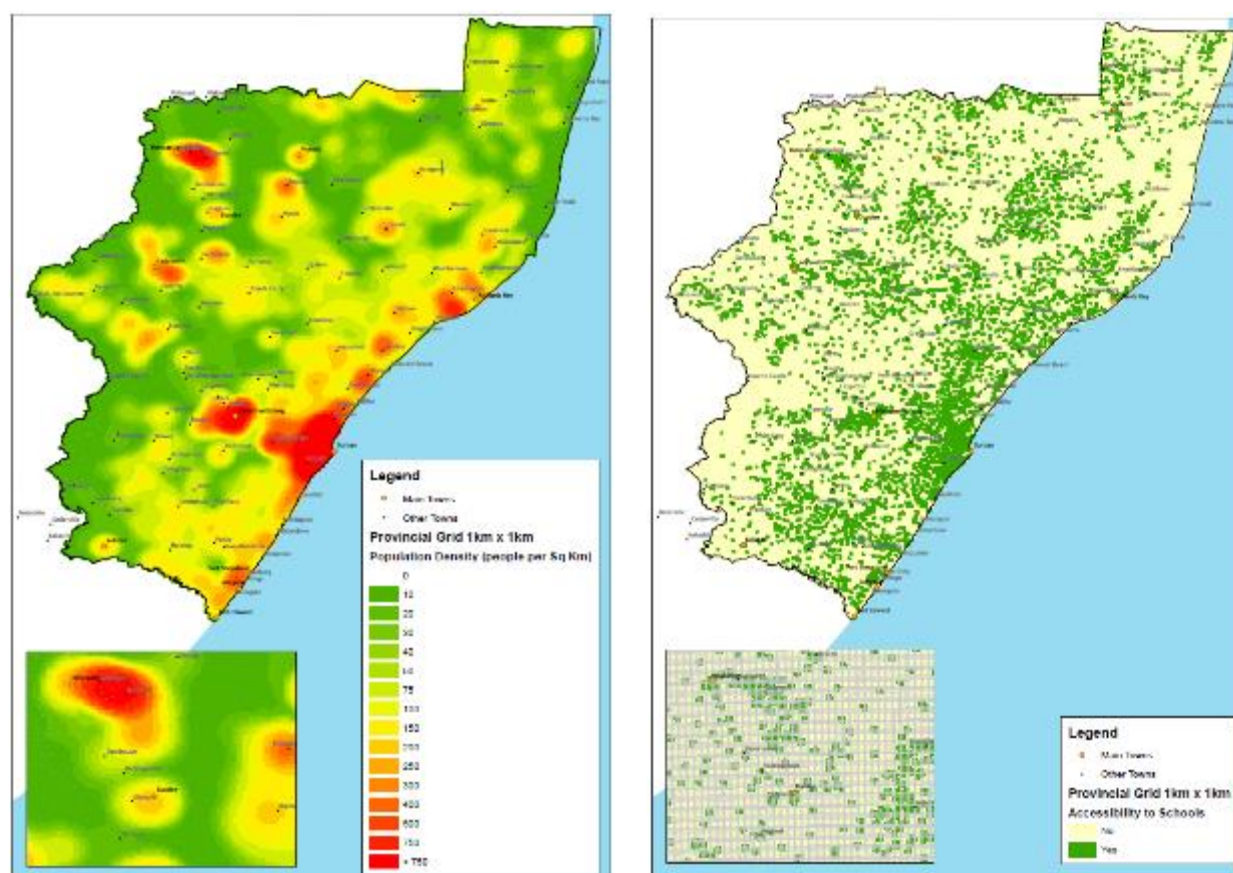
The apex indicator intends to represent the ultimate outcome of the various spatial interventions and ultimately measures the degree to which the people of the province have an opportunity to utilise the

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 this plan, a robust and representative methodology had to be developed which could be replicated in future years to assess progress in achieving spatial equity.

The first input into the determination of spatial equity is a calculation of where the population is located. This is represented by the method of density interpolation to generate the population density map illustrated below. In order to simplify the data, a mesoframe of a 1 x 1 km grid (resulting in 95 565 cells) have been drawn over the total area of the province and the population density illustrated according to the said grid.

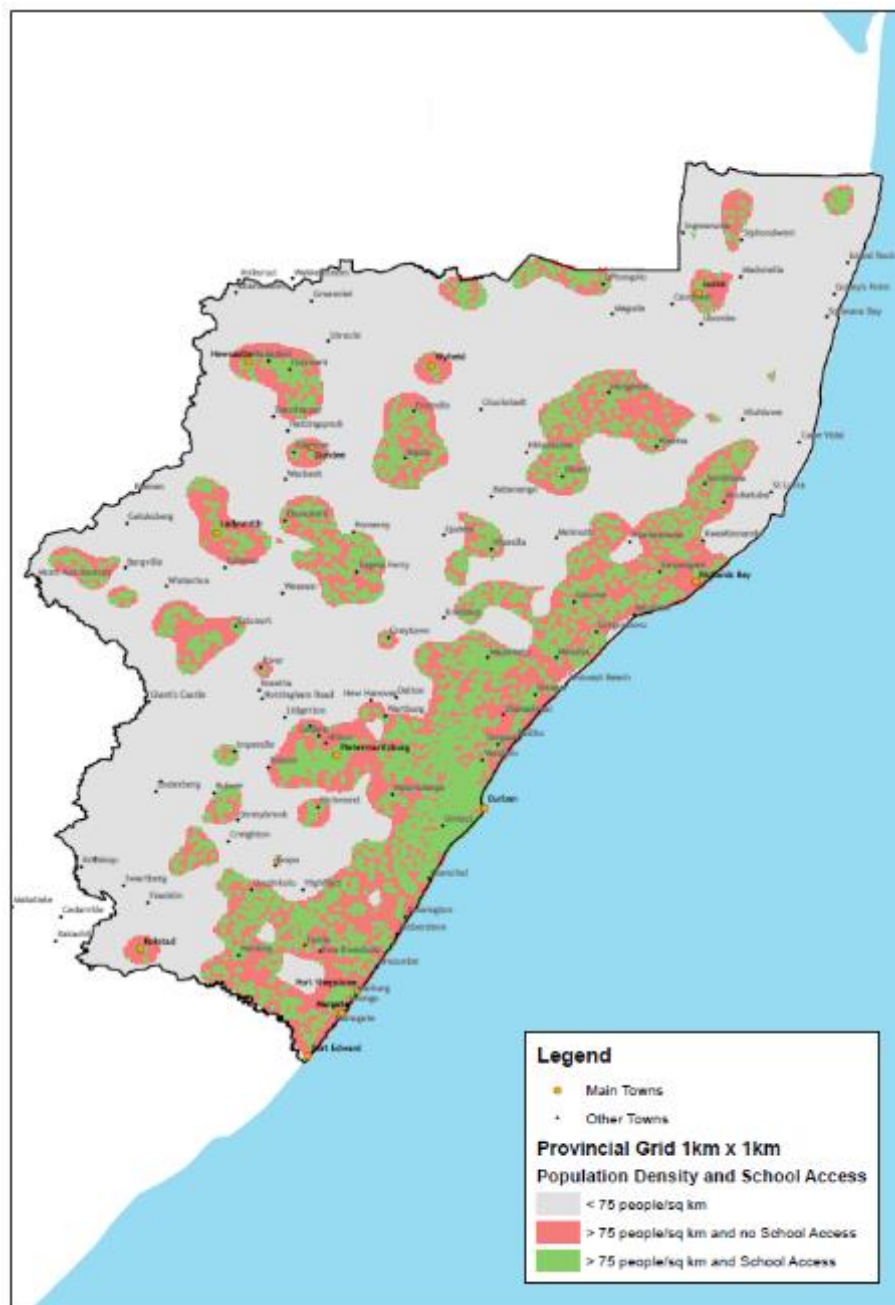
Similarly, the locality of various social service facilities within the province has been mapped on the mesoframe. Each social facility was buffered by 1 km and any single cell within the mesoframe which intersects with such a buffer area was deemed to be serviced by and/or have access to social facilities.

The final step in the calculation of the value of the Apex Indicator was to transpose these two variable maps over each other in order to identify all the significantly populated cells with sufficient access to social service facilities. The cells with a population density of more than 75 households per km<sup>2</sup> which were sufficiently served by social service facilities were then identified as broadly representing the areas with higher spatial equity. Through this method a total of 16 253 cells of the total of 32 516 higher density cells was identified, representing a spatial equity factor of 0.499.



It should be noted that this method is a robust and simplified method to serve as an illustration of the concept of spatial equity at the provincial scale and could potentially be used within each municipality to compare spatial equity between municipalities. It is however acknowledged that the method could be refined during the review of the plan toward a standardised method of measurement.

When these two variables are interpolated the resulting map is a spatial illustration of the spatial equity calculated according to the described methodology and is illustrated below:



*The chart below summarises the goal area and should be read in conjunction with the detailed monitoring and evaluation matrix provided in the Monitoring and Evaluation Framework.*

GOAL 7: SPATIAL EQUITY <i>Increased spatial access to goods and services</i>		APEX INDICATOR	<ul style="list-style-type: none"> <li>Improved population physical access to goods and services as measured by the Spatial Equity / Accessibility Index</li> </ul>
OBJECTIVES	<p><b>Actively promote spatial concentration and co-ordination of development interventions</b></p> <p><i>Concentrate public and private investment in locations that have been selected on the basis of their developmental potential</i></p>		<p><b>Facilitate integrated land management and spatial planning</b></p> <p><i>Effective spatial planning and land management systems are applied across the province</i></p>
PRIMARY INDICATORS	<ul style="list-style-type: none"> <li>Increase in the population density within designated development areas</li> <li>Spatial Distribution of Human Development Index (HDI) at provincial scale</li> </ul>		<ul style="list-style-type: none"> <li>% of total provincial geographical area with Land Use Management Schemes.</li> </ul>
INTERVENTIONS	<ul style="list-style-type: none"> <li>Establish Provincial nodes with clearly defined functions and interventions per node</li> <li>Development of specific Corridor Plans to co-ordinate interventions along provincial corridors</li> </ul>		<ul style="list-style-type: none"> <li>Implementation of a suite of plans</li> <li>In terms of the KZN Planning and Development Act No. 6 of 2008 and the Spatial Planning and Land Use Management Act No. 16 of 2013, address Act 70 of 1970 alignment with Land Use Management Schemes</li> <li>Implementation of Land Use Management Schemes across the entire provincial landscape</li> <li>Alignment of district and local municipalities Spatial Development Frameworks with the Provincial Spatial Development Framework</li> <li>Formulation of provincial planning norms, standards and guidelines</li> </ul>

**Strategic Objective 7.1: Actively promote spatial concentration and co-ordination of development interventions.**

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

Spatial concentration is a direct response to the historical, fragmented spatial patterns that currently exist in the KZN. The result is expensive service delivery as well as increased travel costs for most of the population. Increasing urbanisation is however forcing new spatial and consequently settlement patterns to emerge. Spatial concentration, through densification is just some of the urban management tools being used to manage this urbanisation and create more sustainable human spaces. The identification of nodal developments is an attempt to concentrate and focus investment in that particular space, so that service delivery is increase and has a wider impact on population being served. Scarce resources limit equal development of all nodes so it is of strategic importance that investment from various departments needs to be coordinated to ensure integrated development benefits a larger percentage of the population.

By stating that all nodes cannot be equally developed does not imply that no development should take place in lower order nodes, but that the initiatives, type of interventions, and level of investment will differ from Metropolitan areas, to sparsely populated rural areas. Different services will thus be provided within different nodal levels. Higher order services should be made accessible by developing movement and development corridors, to allow for ease for movement to facilities, services and amenities.

Interventions include: establishment of a hierarchy of provincial nodes with clearly defined functions and interventions per node and development of specific Corridor Plans to co-ordinate interventions around provincial corridors. A KZN Densification Strategy is in development; this will provide the framework for the strategy of densification - concentration of people around logistics corridors with reference to a region-wide hierarchy of nodes.

**Indicators**

**7.1.1 Increase in the population density within designated development areas**

From the Provincial Spatial Development Framework a number of areas where potential for a variety of economic sectors exist, have been identified as areas where economic value adding could and should occur. These are also typically area where a large number of households are concentrated and thus also serve as key service delivery areas and important designated development areas. In total 147 450 Ha of land have been identified under the Economic Value Adding Areas. A total of 580 471 households currently reside within these areas - calculated at a current density of 3.97 Households per Hectare. Projected at a growth rate of 4% per annum, the resulting density target for 2030 would be 8.29 households per Ha.

**7.1.2 Spatial Distribution of Human Development Index (HDI) at provincial scale**

This refers to the HDI described at Goal 3 Apex Indicator 1 which can be calculated at both district and provincial level. Baselines and targets for individual districts are illustrated in the table below. It should be noted that the HDI targets per district have been projected at the same rate and should be confirmed and/or amended based on the outcomes of district growth and development summits and resulting localised targets.

District	Baseline 2011	2015	2020	2025	2030
Ugu	0.45	0.47	0.49	0.52	0.54
uMgungundlovu	0.55	0.57	0.60	0.63	0.66
uThukela	0.43	0.45	0.47	0.49	0.52
uMzinyathi	0.37	0.39	0.40	0.43	0.45
Amajuba	0.52	0.54	0.57	0.60	0.63
Zululand	0.39	0.41	0.43	0.45	0.47
uMkhanyakude	0.35	0.36	0.38	0.40	0.42
uThungulu	0.47	0.49	0.51	0.54	0.57
iLembe	0.47	0.49	0.51	0.54	0.57
Harry Gwala	0.4	0.42	0.44	0.46	0.48
eThekweni	0.61	0.63	0.67	0.70	0.74

Baseline Source: DEDTEA, 2012

## **Interventions**

### **Intervention 7.1.a: Establish provincial nodes with clearly defined functions and interventions per node**

Spatial nodes should be identified in order to provide for focused investment by government departments into specific nodes where services are required by the population. Nodal identification needs to be determined by the population thresholds serviced, and the needs/requirements of the population. Intervention strategies should be based on the following aspects:

- Economic Potential & Opportunities;
- Social Need;
- Environmental Vulnerability;
- People Mobility (migration patterns)

The above order should be determined by the development of a Provincial Spatial Development Framework, taking the spatial distributions of the above aspects into consideration.

### **Intervention 7.1.b: Development of specific Corridor Plans to co-ordinate interventions along provincial corridors**

In conjunction with strategic intervention 1 (development of Nodes), a number of corridors will be identified which is linked to the nodal areas. The aim is to ensure mobility and accessibility to services where limited services are provided within smaller nodes. It will also facilitate the following:

- That the influence sphere and positive spill over effects of major nodal areas are extended as far as possible.
- That high level of accessibility is facilitated to ensure access to higher level services.
- That potential economic drivers within the corridor is identified and capitalised on in support of nodal development.
- Facilitate possible establishment of additional economic drivers.

Spatial nodes and economic activities need to be classified /identified on provincial level, and should play an integral part in developing provincial development strategies. In order to reach this objective the Provincial Government needs to assist in the development of economic development plans.

**Strategic Objective 7.2: Facilitate integrated land management and spatial planning**  
*Effective spatial planning and land management systems are applied across the Province*

The Municipal Systems Act (2006) prescribes in terms of Section 26, what the content of an Integrated Development Plan contains. An integral part of this IDP is a Spatial Development Framework, which essentially is a desired spatial pattern for a Local Municipality. Land Use Management Schemes essentially are spatial planning tools used to manage urban growth. They also are the only planning tools that confer development rights to a designated area. Land Use Schemes are also prescribed by the newly promulgated Spatial Planning and Land Use Management Act No. 16 of and the KZN Planning and Development Act (2008). Both these pieces of legislation not only indicate that all Local Municipalities must have schemes governing their areas within five years of the Act being implemented, but also prescribe what the legislative requirements needed to develop and implement a scheme.

Local municipalities, in effect need to have “wall to wall” land use schemes. This in effect means that both urban and rural areas of a municipality must be governed by a land use scheme. The current challenge is that land use management schemes for urban areas tend to be developed quicker than those for rural components of the LM. There are a host of reasons for this, namely easy access to information, well defined land uses and scheme clauses. The rural components which are primarily commercial and traditional authority areas are still largely without schemes. This is mainly due to the challenges around implementation of Act 70 of 1970 that has stringent land use clauses around the subdivision and use of agricultural land, as well as lack of cadastral information for most of these areas. There is also limited mainstream documentation of the existing traditional authority land use allocation system which is currently practised. This indigenous knowledge is a significant piece of the land use puzzle that must be solved and documented. It will assist in documenting traditional land use practices as well as provide different land use terminology. The initiative of developing land use plans for all traditional areas would be guided by indigenous knowledge and practices.

A large number of the population in KwaZulu-Natal resides within rural areas with agricultural potential. These areas also need to develop economically, but need to do so without impacting on the agricultural potential of land and subsequently negating food security within the Province. The Province has recently embarked on a project of developing Traditional Settlement Master Plans. These plans are meant to ensure that planning is extended to rural areas, wherein land use has some level of management, and being sensitive to the rural context and circumstances.

A large number of the population in KwaZulu-Natal resides within rural areas with agricultural potential. These areas also need to develop economically, but need to do so without impacting on the agricultural potential of land and subsequently negating food security within the Province.

The above mentioned land use activities are controlled, impacted on, and influenced by a number of governmental role players within the three tiers of government. There is thus a need to coordinate land management within these departments which includes inter alia the National Department of Agriculture, Department of Co-operative Governance and Traditional Affairs and Department Rural Development & Land Reform.

The primary intervention here is the Implementation of an appropriate suite of plans.

### **Indicators**

#### **7.2.1. Percentage of total provincial geographical area with Land Use Management Schemes and Systems**

Baseline is 1.8%. The 2020 target is 100% which must then be maintained.

### **Interventions**

#### **Intervention 7.2.a: Implementation of a suite of plans**

This singular intervention speaks to the legislative requirements of spatial transformation prescribed in our Constitution. The contributing projects are a systematic and programmatic approach to achieve spatial transformation.

##### **Promote development of Local Area Plans (ward-based plans)**

Ward based plans and Traditional Settlement Master Plans are to be developed as the building blocks for municipal IDPs and for all government programmes and interventions.

##### **Formulation of Land Reform Area Based Plans within each District**

The Land Reform Plan is equivalent to a Land Sector Plan for the Department of Rural Development & Land Reform. This is to assist the Department to plan, schedule and prioritise implementation projects with the aim of addressing shortages in the following sectors:

- Housing Delivery
- Economic Development
- Agricultural Development
- Infrastructure Development

Land reform refers to the transferring of land owners to Historical Disadvantaged Individuals, whether by means of providing residential properties, or by providing agricultural land for the purpose agrarian reform. It is necessary for the land reform plan to strategize for the implementation of training programmes to ensure that agricultural productivity remains the same, or increase in order to ensure food security within the province.

#### **Intervention 7.2.b: In terms of the KZN Planning and Development Act No. 6 of 2008 and the Spatial Planning and Land Use Management Act No 16 of 2013, address Act 70 of 1970 alignment within Land Use Management Schemes**

The development of wall-to-wall schemes is required in terms of the National Spatial Planning and Land Use Management Act No. 16 of 2013 and the KZN Provincial Planning and Development Act, 2008 (Act No. 6 of 2008). A number of scheme submissions to the Department of Agriculture have been returned with comments stating that the schemes cannot be approved. The intentions of a Scheme is not to take control of land away from the Department of Agriculture, but to provide for measures by which land uses can be better managed. The inclusion of Agricultural Land into schemes will thus allow Local Authorities to act as an extension of the National Department of Agriculture. It is necessary to nominate representatives from the Department of Cooperative Governance and Traditional Affairs to engage with the National Department of Agriculture and to develop land use controls and measures that is acceptable by the Department of Agriculture. A protocol has been developed to assist the National Department of Agriculture to assess and consider municipal land use management tools and land development proposals. The National Minister is considering the protocol at present.



### **Intervention 7.2.c: Implementation of Land Use Management schemes across the entire provincial landscape**

The KZN Planning and Development Act, 2008 (Act No. 6 of 2008) transferred all legislative power to manage and approve land use and applications, as well as to develop strategic plans such as Spatial Development Frameworks and the Land Use Management Systems to the Local Municipalities. This devolution of the planning function is further entrenched in the National Spatial Planning and Land Use Management Act No. 16 of 2013 with a particular focus on rural development as contained in the development principles of the Act as contained in section 7(a). Predominantly rural municipalities of KZN do not have the knowledge base to develop schemes or the funds to appoint service providers to fulfil this task. Other factors hindering the development of a wall-to-wall scheme is agricultural land affected by Act 70 of 1970. In response to the setbacks created by the agricultural land, municipalities opted to develop schemes for the urban areas only, and will have to broaden the scheme boundaries at a later stage. There is thus double expenditure which could have been prevented. In order to assist the local authorities to address these challenges the following actions are proposed:

- Address Act 70 of 1970 alignment within Land Use Management Schemes;
- Determine human and fiscal capacity of Local Authorities to develop Schemes;
- Develop Role-out schedule for assisting municipalities in need.

### **Intervention 7.2.d: Alignment of district and local municipal Spatial Development Frameworks with the Provincial Spatial Development Framework**

The Department of Rural Development & Land Reform advocates the alignment of Spatial Planning Initiatives of the various spheres tiers of Government for the following reason namely to ensure alignment between various spatial plans is crucial to ensure that the spatial vision for the long term development of the District and Local Municipalities are not contradicted by conflicting planning in neighbouring areas, but rather enhanced through a common vision of the future of the district space economy. The Provincial SDF will play an important role in defining the future spatial structure of the province by indicating development corridors and desired investment areas. The District and Local Municipalities have to align their spatial vision to that of the district SDF. In this way competition between authorities to attract investment and establish growth (mostly with negative results for both) can be mediated, and duplication of development projects can be avoided. The development of a Provincial Spatial Development Framework is subsequently required to provide overarching guidelines towards investment within the province.

In line with the PGDP, Districts have been encouraged to develop District Growth and Development Plans (DGDP), which are meant to act as implementation plans for District wide initiatives.

It is the intention, moving forward, that there should appropriate institutional arrangements at District level to review and monitor the implementation of the PGDP.

### **Intervention 7.2.e: Formulation of Provincial Planning Norms, Standards and Guidelines**

The Department of Cooperative Governance and Traditional Affairs developed a set of norms and standards for the provision of social facilities such as schools, health facilities etc. The application of these standards still seems unrealistic, especially when applied to rural areas. There is subsequently a need to revise the standards to be more realistic in terms of a rural setting.

## E. PGDP INSTITUTIONAL FRAMEWORK

### Introduction

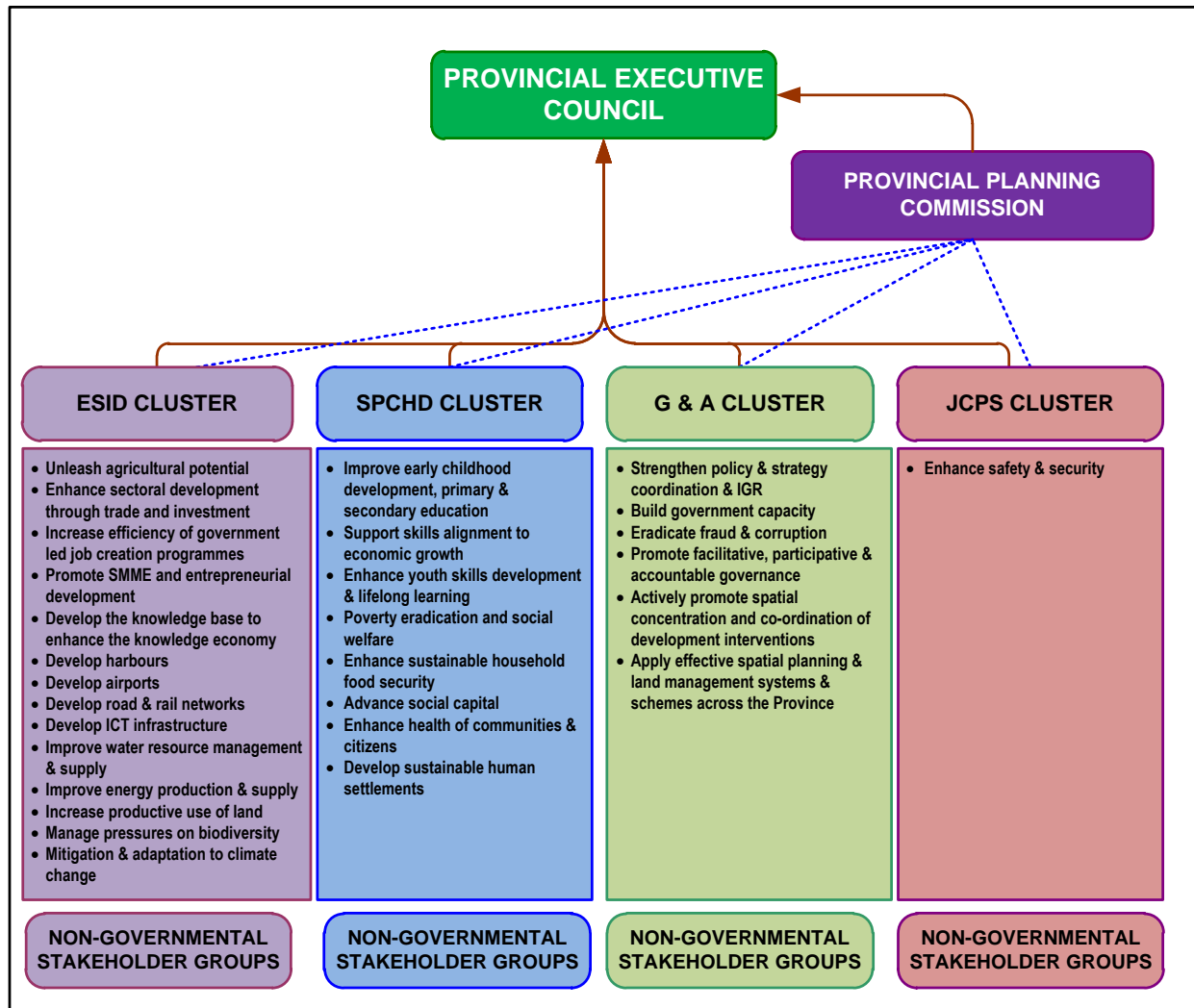
The success of the PGDP rests to a large extent on having an institutional framework which:

- Promotes an action-oriented approach to the objectives and interventions of the PGDP
- Promotes the involvement of all the social partners and relevant stakeholders, and not just Government
- Sets clear parameters and lines of accountability for each area of work in the plan
- Brings high levels of integration in action planning for interventions across the objective areas
- Leverages existing capacity within the public sector, private sector and civil society in both planning and implementation across all strategic objective areas
- 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.

Ultimately though, the Constitution of South Africa makes Government the leading role-player in the protection and promotion of rights and the development of our society – socially, economically and in terms of environmental sustainability. Therefore it is appropriate that in KwaZulu-Natal province, the Executive Council must be the ultimate custodian of the PGDP and thus monitor, promote and support the implementation of the plan, but in recognition of the importance of the partnership with those stakeholders who also participate in the implementation. In turn, the Executive Council has mandated the Provincial Planning Commission to be the active management agent for advancing the PGDP, and it is for this reason that the PPC is placed as the central point for reporting, monitoring and overall coordination of the implementation.

The diagrams below present institutional structure for implementing the PGDP.



## Social partnerships

The implementation of the PGDP is driven through social partnership structures – which currently are:

- **KZN Economic Council** : which comprises four constituency groupings:
  - Organised business through the regional forum drawing together the various chambers of commerce
  - Organised labour through COSATU, NACTU and other groupings of independent union
  - Organised Civil Society through SA National Civics Organisation and other representative groupings.
  - Government as a constituency represented by the Planning Commission Secretariat as well as other MEC's and HOD's.

- ***KZN Human Resource Development Council:*** which is focused on education, training and labour market matters.
- ***KZN Council on Climate Change and Sustainable Development:*** which is focused on objectives and strategies related to the environment and responses to climate change.
- ***KZN AIDS Council:*** which has representation from all District and Metro Municipalities in the Province, as well as from all non-governmental stakeholders involved in the fight against HIV/AIDS.

As indicated earlier, there is no “perfect” institutional structure; however the intention in creating these “Councils” is to entrench the shared ownership of the PGDS and PGDP. These councils send a clear signal to the people and stakeholders of the Province that the promotion of growth and development in the Province is not the prerogative of Government and Government structures, but it is a shared responsibility amongst the key social partners and the formations and interest groups in society that are willing and able to participate in the implementation process.

The approach being taken with the Councils is that they are structured and managed to allow and encourage stakeholders to participate in the planning, implementation and monitoring of the interventions in the PGDP, as well as other interventions and programmes which may be added to the agendas of these Councils.

Each Council should have representation at least from each of the social partners – Government, Business, Labour and Community Sector. Other stakeholders and/or interest groups should be invited to participate in the Councils, based on criteria which should be formulated by the Provincial Planning Commission, in consultation with relevant leadership of the social partner representatives, but these may include issues of representivity and specialist interest/value, etc. so that these formations are on the one hand not limited only to organisations which can prove a high representivity in society (thereby possibly excluding small but specialist groups that can add value), but on the other hand are not so open that would make the structures and process completely un-manageable.

### **The KZN Economic Council**

The Council is functional with 6 representatives each from Government, Business Labour and Community sector. The Council serves as a consultative and agreement-making body where decisions will be made by consensus. The Council is able to co-opt specialist inputs and to have capacity to manage its’ agenda and the forms of engagement around issues of economic development and infrastructure for the economy. The Council is convened and chaired by the MEC for Economic Development and Tourism.

The Economic Council will establish multi-stakeholder “Task Teams” or “Working Groups” to deal with the key issues and interventions captured in the strategic objectives of the PGDP, including (but not necessarily limited to):

- The creation of employment through; unleashing agricultural potential;
- Enhancing industrial development through investment into the key productive sectors of manufacturing, tourism, transport and logistics, the green economy and services sectors;
- Improving the efficiency of government-led job creation programmes such as EPWP and CWP;

- Promoting SMME, entrepreneurial, and youth development and
- Enhancing the knowledge economy.

The Economic Council meets at least quarterly and reports to the Executive Council through the MEC for Economic Development and Tourism.

### **The KZN Human Resource Development Council (KZN HRD Council)**

The KZN HRD Council has been established and it is chaired by the Premier of the Province of KwaZulu-Natal. The Council deals with strategic programmes and delivery relating to all levels and spheres of education and training, from early childhood development to tertiary education in KZN, with specific emphasis being placed on the interventions identified in the strategic objectives of the PGDP:

- Early Childhood Development, Primary and Secondary levels
- Skills alignment to Economic Growth (KZN HRD Strategy focus)
- Youth Skills Development and Life Long Learning.

### **The Provincial Council on Aids**

*“We, the people of KwaZulu-Natal have reached an important moment in the fight against HIV and AIDS, STIs and TB. We recognise that this fight, led by our Government, cannot be won by Government alone. It requires all of us to make a meaningful contribution”*

*Extract from Constitution of the Provincial Council on AIDS (PCA) 2013: Page 2.*

For the better part of the last 20 years, the province of KwaZulu-Natal has had to contend with the tag of being the province with the highest burden of disease including HIV & AIDS, Sexually Transmitted Infections (STIs) and Tuberculosis (TB). The province has some of the highest statistics on HIV & AIDS, STIs and TB, infant, child and maternal mortality in the country. There is evidence abounding that this has had devastating effect on the social, economic and development fabric of the province.

The provincial response has evolved through various stages ranging from the setting up of the HIV & AIDS sub-directorate, the launch of the executive council initiative, the launch of the AIDS 2000 challenge to the establishment of the Provincial AIDS Action Unit. As combatting HIV & AIDS, STIs and TB became more complex; and with the introduction of the multi-sectoral and integrated approach, the provincial government resolved to ensure that response initiatives and activities were more coordinated through the establishment of the Provincial Council on AIDS (PCA) and a support secretariat based in the Office of the Premier known as the Chief Directorate of HIV & AIDS. Towards this end, the PCA is the sole provincial coordinating body of the HIV & AIDS, STIs and TB response in the province. Through this the Provincial Government committed to the principle of having one coordinating authority that is also reflected in all the administrative structures of the province down to the ward level.

The PCA’s membership is made up of a cross-section of partners ranging from Governmental organisations to the traditional institutions of leadership. The Council is chaired by the Premier of the Province of KwaZulu-Natal.

The functions of the Provincial Council on AIDS are:

1. To guide and facilitate the implementation of the National HIV & AIDS, STI and TB (HAST) Strategic Plan and other related matters

2. To facilitate, monitor and evaluate the protection, promotion and fulfilment of the rights of the affected and infected persons living with HIV in the Province
3. To promote HIV and AIDS awareness in the Province
4. To promote a uniform approach and cooperation by all organs of state in the provincial and local spheres in respect of any matter relating to HIV and AIDS
5. To advise the Government on HIV and AIDS and related matters
6. To monitor and coordinate implementation programmes and strategies of the provincial multi-sectoral response to the epidemic
7. To ensure periodic review of the Province's HIV and AIDS, STI and TB strategic plan and other related matters
8. To mobilize resources for the implementation of HIV and AIDS programmes and strategies in the Province at community level
9. To recommend appropriate research around HIV and AIDS; and report to the South African National AIDS Council

These functions provide the PCA with the mandate to coordinate implementation of the multi-sectoral response through one strategic plan as guided by the HIV & AIDS, STIs and TB strategic plan and to also monitor and evaluate implementation through one monitoring, evaluation and reporting system.

The Province is conscious of the notable progress it has made in the multi-sectoral response to HIV& AIDS, STIs and TB, but at the same time recognises the considerable amount of effort still required towards achieving the 2030 vision of zero new HIV infections, zero deaths associated with HIV & AIDS and TB and zero discrimination associated with HIV & AIDS and TB thereby contributing to a healthy citizenry that can participate fully to the developmental aspirations of the Province. The PCA and its associated structures will therefore continue to provide the necessary guidance towards the 2030 "zero" vision.

### **The KZN Council on Climate Change and Sustainable Development**

The Council has been established to monitor the implementation of the adaptation and mitigation policies and strategies to climate change and sustainable development. Its purpose is to facilitate and support coordination efforts of the many roleplayers in response to the challenge of global warming and climate change, with specific emphasis being placed on the interventions identified in the strategic objectives of the PGDP including:

- Increasing land productivity
- Investigation and development of alternative energy generation options
- The management of pressures on biodiversity
- The implementation of disaster management services.

In conclusion, it is clear that if the principle of “partnership in implementation” of the PGDP is to be adhered to, then there is a need to develop and support multi-stakeholder formations or forums where Government and its social partners can engage, plan, coordinate, monitor, evaluate, re-calibrate and manage the wide range of interventions proposed in the PGDP.

The obvious risk faced is that the process of establishing such structures can become an area of contestation and power struggles amongst the many interest groups, and such conflict can not only delay or obstruct the process of implementation, but can also detract from the spirit of collaboration which is at the heart of the Provincial Growth and Development Strategy.

There is also a real risk that this process of putting in place an elaborate institutional structure and the reporting burdens placed on those institutions responsible for implementation of economic and social development strategies/programmes, can lead to greater levels of unproductive bureaucracy and formalities in consultation processes which will slow down, rather than accelerate development. It would be a travesty for the imperative for faster, more efficient service delivery and development to be sacrificed in favour of unnecessary protocol.

Despite these risks, the need for a more inclusive process for implementing the PGDP is unquestionable. Good faith is needed from all stakeholders in ensuring that consultative and partnership forums and institutions can be established and can be oriented towards efficient and integrated implementation, rather than positioning and power plays.

Ultimately, the test is whether the commitment to partnership for development can rise above the individual interests of stakeholders. The call for commitment to the greater good must be made from each quarter so that the PGDP becomes an expression of partnership in action in KwaZulu-Natal.

### Action Work Groups

The implementation and refinement of the PGDP has been institutionalised through the system or 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 various Strategic Objectives of the PGDP, as well as to provide input to the annual refinement of the PGDP. They operate across government departments and external stakeholders to promote collaborative planning, resource allocation, implementation and reporting. The 30 strategic objectives of the PGDP have been assigned to the AWGs. The membership of an AWG comprises of the 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. In order to promote further alignment, the AWGs have also been tasked to manage the implementation of Executive Council Lekgotla Resolutions and pronouncements contained in the State of the Province Address.

The 15 Strategic Integrated Projects (SIPs) of the Presidential Infrastructure Coordinating Commission (PICC) which are of relevance to KwaZulu-Natal, have been assigned as follows to the relevant AWGs. The table also indicates the assignment of the SIPs to AWGs.

SO AWG number	SO AWG Convening department	Reports to cluster	SIP	Responsible for Strategic Objectives
1	DARD	ESID	SIP 11	1.1 Unleash agricultural potential
2	DEDTEA	ESID		1.2 Enhance sectoral development through trade and investment
3	DPW	ESID		1.3 Improve efficiency of government-led job creation programmes
4	DEDTEA	ESID		1.4 Develop SMME and entrepreneurial development
5	DEDTEA	ESID		1.5 Develop the knowledge base to enhance the knowledge economy
6	DOE	SPCHD	SIP 13 SIP 14	2.1 Improve early childhood development, primary and secondary education
7	OTP	SPCHD		2.2 Support skills alignment to economic growth
	OTP	SPCHD		2.3 Enhance youth skills development and life-long learning
8	DSD	SPCHD		3.1 Poverty eradication and social welfare
	DSD	SPCHD		3.3 Enhance sustainable household food security in KZN
	DSD	SPCHD		3.6 Advance social capital
9	DCSL	JCPS		3.5 Enhance safety and security



SO AWG number	SO AWG Convening department	Reports to cluster	SIP	Responsible for Strategic Objectives
10	DOH	SPCHD	SIP 12	3.2 Enhance health of communities and citizens
11	DHS	SPCHD		3.4 Develop sustainable human settlements
12	DOT	ESID	SIP 1	4.1 Develop harbours
	DOT	ESID	SIP 2	4.2 Develop airports
	DOT	ESID	SIP 3 SIP 7	4.3 Develop road and rail networks
13	DEDTEA	ESID	SIP 15	4.4 Develop information and communications technology (ICT)
14	COGTA	ESID	SIP 6 SIP 9	4.5 Improve water resource management and supply
	COGTA	ESID	SIP 10 SIP 18	4.6 Improve energy production and supply
15	DEDTEA	ESID	SIP 8	5.2 Advance alternative energy generation and reduce reliance on fossil fuels
16	DEDTEA	ESID		5.1 Increase productive use of land
	DEDTEA	ESID		5.3 Manage pressures on Biodiversity
	DEDTEA	ESID		5.4 Mitigation and adaptation to climate change
17	OTP	G&A	SIP 17	6.1 Strengthen policy and strategy coordination and IGR
	OTP	G&A		6.2 Build government capacity
	OTP	G&A		6.3 Eradicate fraud and corruption
	OTP	G&A		6.4 Promote participative, facilitative and accountable governance
18	COGTA	G&A		7.1 Actively promote spatial concentration and co-ordination of development interventions
	COGTA	G&A		7.2 Facilitate integrated land management and spatial planning

Each AWG has a convener who provides leadership to the AWG and is also responsible to report progress to the relevant Provincial Executive Council Cluster. The responsibility matrix is set out in Section F: Monitoring and Evaluation.

## CATALYTIC PROJECTS

Project prioritization is a lengthy task in terms of categorizing projects to be supported by the PGDP Technical Task team and Action Work groups. In order to have these projects considered for Catalytic project decision-making, all projects should be located in a municipal spatial development framework (SDF) within the year of review.

These projects will then be captured on the KZN Infrastructure Database – a key feature of the KZN Infrastructure Master Plan (KZN-IMP).

The project data will be required to provide at least a locality descriptor: GPS points; physical address or property description. In the case of network projects i.e. linked infrastructure, GPS positions and shapefiles of the routing is required.

Within the KZN-IMP projects will undergo a rigorous Gate Review Process to ensure amongst other items:

- Alignment with national, provincial and local spatial development principles as enshrined in the National Spatial Development Perspective as well as KZNPGDP and localised planning frameworks.
- Alignment with PGDP strategic goals and objectives
- Meeting targets as set out in the PGDP
- Meeting Job creation targets
- Within environmentally-friendly; socially accepted; economic justifiable areas
- Stage of development in terms of IDMS control framework guidelines
- Funding options

Once the projects pass through Gate 2 (IDMS guidelines), the next decision making framework aims to provide more guidance on the nature and extent of the catalytic project. This decision-making framework is outlined below through differentiation between catalytic projects and interventions.

Catalytic projects			INTERVENTIONS		
<b>Major needs</b>	<b>Major Enablers</b>	<b>Game changers</b>	<b>High Priority backlogs</b>	<b>High priority infrastructure</b>	<b>High priority Programmes</b>
This applies to projects that are meant to address wide-scale regional needs	This applies to projects that will unlock downstream infrastructure services	This applies to projects that will structurally change the economy	This applies to projects that are backlogs for priority communities	This applies to bulk infrastructure projects that are in backlogs	This applies to programmes that have long term social and economic transformation Agendas

The framework below and the intervention categories are a working progress attempt at categorizing projects. A review of the project categorization and typologies will be undertaken through consultation with AWGs.

The KZN-IMP is currently refining the criteria for Catalytic Projects; however the table below provides the current thinking on project categorisation:

<div>CATALYTIC PROJECTS</div>	<ul style="list-style-type: none"> <li>• <b>Economic Game changers</b> – structural changes to economy</li> <li>• <b>Major Social Needs</b> – projects that support societal needs</li> <li>• <b>Major Enablers</b> – enabling infrastructure</li> </ul>
<div>INFRASTRUCTURE INTERVENTIONS</div>	<ul style="list-style-type: none"> <li>• <b>High priority backlogs</b> – projects in sensitive communities</li> <li>• <b>High priority infrastructure</b> – This applies to bulk infrastructure projects that are in backlogs</li> <li>• <b>High priority programmes</b> – This applies to programmes that have long term social and economic transformation Agendas</li> </ul>
<div>NEW PROJECTS / PLANNING PROJECTS</div>	<ul style="list-style-type: none"> <li>• <b>High priority urban and industrial nodes and corridors</b> – regions that are high economic generators and service centers</li> <li>• <b>Rural nodes and corridors</b> – high priority rural service centers</li> <li>• <b>Rural transformation nodes</b> – nodes that serve to become a future consolidation point for rural farming communities</li> <li>• <b>Off-grid settlements</b> – areas that are vulnerable to low service provision</li> </ul>
<div>INFRASTRUCTURE REFURBISHMENT / REPLACEMENTS</div>	<ul style="list-style-type: none"> <li>• <b>High priority replacements</b> – infrastructure nearing life-cycle end</li> <li>• <b>High priority refurbis</b> – projects that are affected by storm damage</li> <li>• <b>High maintenance programmes</b> – projects that are impacting on the budget requiring funding / management solutions</li> </ul>

Furthermore, the categorisation of projects recognises the competency level of projects i.e. project owners level of expertise and responsibility in delivering on projects. In light of this, the following framework has been developed for Catalytic projects and Interventions:

Catalytic projects			
	Major needs	Major Enablers	Game changers
	This applies to projects that are meant to address wide-scale regional needs	This applies to projects that will unlock downstream infrastructure services	This applies to projects that will structurally change the economy
<b>National and parastatal and private sector focus areas / competencies</b>	<ul style="list-style-type: none"> <li>Flagship Integrated Human Settlements</li> <li>Higher education facilities</li> <li>Health facilities</li> <li>Business incubators</li> <li>Skills centers</li> </ul>	<ul style="list-style-type: none"> <li>Class 1 roads upgrade</li> <li>Freight Rail upgrades</li> <li>Pipeline infrastructure</li> <li>ICT infrastructure</li> <li>IRPTN / IPTN</li> <li>Energy Upgrades / Power plants / Subs</li> <li>Dam development</li> </ul>	<ul style="list-style-type: none"> <li>Airport Development</li> <li>Port Development</li> <li>Intermodal Development</li> <li>Mining Licenses</li> <li>Refinery</li> <li>IDZs / SEZs</li> </ul>
<b>Provincial and private sector competencies</b>	<ul style="list-style-type: none"> <li>Flagship Integrated Human Settlements</li> <li>Hospitals</li> <li>Small Town Rehabilitation &amp; Urban renewal</li> <li>Business incubators</li> <li>Skills centers</li> </ul>	<ul style="list-style-type: none"> <li>Class 2 &amp; 3 roads upgrade</li> <li>Intermodal</li> <li>IRPTN / IPTN</li> <li>Energy Upgrades</li> <li>Dams / Water transfer schemes</li> <li>WWTW</li> </ul>	<ul style="list-style-type: none"> <li>Airport Development</li> <li>IDZs / SEZs</li> <li>Technology Hubs</li> <li>Industrial Hubs</li> <li>Cluster Parks / Industrial Parks</li> <li>AgriZone / AgriParks</li> </ul>
<b>Private sector, District, Metro and Local Govt. competencies</b>	<ul style="list-style-type: none"> <li>Flagship Integrated Human Settlements</li> <li>Urban Renewal</li> <li>Business incubators</li> <li>Skills centers</li> </ul>	<ul style="list-style-type: none"> <li>Class 3 &amp; 4 roads upgrade</li> <li>IRPTN / IPTN</li> <li>Energy Upgrades</li> <li>Water transfer schemes</li> <li>WWTW</li> <li>Substations</li> </ul>	<ul style="list-style-type: none"> <li>Airport Development</li> <li>IDZs / SEZs</li> <li>IT / Technology Hubs</li> <li>Industrial Hubs</li> <li>Industrial Cluster development</li> <li>Intermodal</li> <li>New nodal development</li> </ul>

In terms of Infrastructure interventions, the following table illustrates the key criteria and classification.

INTERVENTIONS			
	High Priority backlogs	High priority infrastructure	High priority Programmes
	This applies to projects that are backlogs for priority communities	This applies to bulk infrastructure projects that are in backlogs	This applies to programmes that have long term social and economic transformation Agendas
<b>National and parastatal and private sector focus areas / competencies</b>	<ul style="list-style-type: none"> <li>• Electricity backlogs</li> <li>• Health</li> <li>• Social Welfare</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Bulk Infrastructure Grant programme – department of water and sanitation</li> </ul>	<ul style="list-style-type: none"> <li>• Land Reform</li> <li>• Comprehensive Rural Development</li> </ul>
<b>Provincial and private sector competencies</b>	<ul style="list-style-type: none"> <li>• In-situ housing</li> <li>• Subsidy housing</li> <li>• Basic services package – RDP standards</li> <li>• Ordinary schools</li> <li>• Clinics and CHC</li> </ul>	<ul style="list-style-type: none"> <li>• Roads maintenance</li> <li>• Upgrade to Class 2, 3 and 4 roads</li> <li>• Reservoirs</li> </ul>	<ul style="list-style-type: none"> <li>• Poverty eradication</li> <li>• Commercialization of livestock/ Rural enterprise development</li> <li>• Sector development programmes</li> <li>• SMART revenue</li> </ul>
<b>Private sector, District, Metro and Local Govt. competencies</b>	<ul style="list-style-type: none"> <li>• In-situ housing</li> <li>• Subsidy housing</li> <li>• Basic services package – RDP standards</li> </ul>	<ul style="list-style-type: none"> <li>• Roads maintenance</li> <li>• Upgrade to Class 2, 3 and 4 roads</li> <li>• Reservoirs</li> </ul>	<ul style="list-style-type: none"> <li>• Poverty eradication</li> <li>• Commercialization of livestock</li> <li>• Sector development programmes</li> <li>• SMART revenue</li> </ul>

## CATALYTIC PROJECTS – GAME CHANGERS

This applies to projects that will structurally change the economy

No	PROJECT	PROJECT DETAIL	PROJECT LEADER	Project categorisation
1	<b>Thukela Agricultural Hub</b>	Proposed development of a high-value intensive farming zone for local and export markets	DARD	Catalytic - Game Changer
2	<b>Richards Bay SEZ</b>	Recognition of Richards Bay IDZ as an SEZ and support the expansion of the area to be included in the SEZ	DEDTEA	Catalytic - Game Changer
3	<b>Renewable Energy Park</b>	Development of an industrial and business park focused on the development of renewable energy technologies and the manufacturing of renewable energy products.	DEDTEA	Catalytic - Game Changer
4	<b>Dube Trade Port SEZ</b>	Recognition of DTP as SEZ and support the expansion of the area to be included in the SEZ	DEDTEA	Catalytic - Game Changer
5	<b>Automotive Supplier Park</b>	Auto Supply Park in South Durban Area	DEDTEA & eThekweni	Catalytic - Game Changer
6	<b>Nonoti Beach Tourism Resort</b>	IDC Project - 272 hotel rooms and self-catering units of 3* and 4*, as well as 5* tented camp of 18 suites. This is to be developed in partnership with the local community as land owners.	TIKZN	Catalytic - Game Changer
7	<b>Durban Dig-out Port (SIP2)</b>	Green-field Port Development on DIA site	Transnet	Catalytic - Game Changer
8	<b>Durban Port Expansion (SIP2)</b>	Pier 1 Phase 2 Salisbury Island Infill, Pier 2 Berth Deepening	Transnet	Catalytic - Game Changer
9	<b>Durban Passenger Cruise Terminal</b>	Development of world-class cruise ship passenger handling facilities to attract more cruise tours.	Transnet	Catalytic - Game Changer
10	<b>Richards Bay Port Expansion (SIP 1)</b>	Expanding of facilities in support of SIP 2 and development of a specialised container handling capacity	Transnet	Catalytic - Game Changer

11	<b>Dube Trade Port Mega Industrial Park</b>	This entails further expansion to the Dube Trade Port	Action Group	Catalytic - Game Changer
12	<b>Bhakresa SA Mills</b>	Flour Mill industry	Bhakresa SA Mills Developers	Catalytic - Game Changer
13	<b>Ngagane/Colenso Steel Smelter</b>	Proximity to Newcastle this smelter will enhance the competitiveness of the region's production	CACS	Catalytic - Game Changer
14	<b>Samsung Electronics</b>	Electronics manufacture	Dube Trade Port	Catalytic - Game Changer
15	<b>Music City South Africa</b>	Mega tourism development proposal for the development of an international destination resort on the South Coast	MCSA	Catalytic - Game Changer
16	<b>Durban Film Studio</b>	Development of a Hollywood style, beachfront film studio	Private	Catalytic - Game Changer
17	<b>TAB (Toyota Auto Body)</b>	Major new taxi body panel manufacturing plant	Toyota	Catalytic - Game Changer
18	<b>Dube Trade Aerotropolis (SIP2)</b>	25 000ha industrial/logistics park + 1 400 000m2 business park / logistics/offices + 240000m2 commercial floor area: +10 000units	DEDTEA	Catalytic - Game Changer
19	<b>Durban Harbour</b>	Redevelopment of the Durban Harbour Yacht Basin from the Car Terminal to Wilsons Wharf	Private Sector Consortium	Catalytic - Game Changer
20	<b>John Ross Interchange</b>	Development of 32ha site on John Ross/N2 interchange between Richards Bay and Empangeni. Predominately business park use, but also 3000m2 retail	Arctic Sun	Catalytic - Game Changer
21	<b>Nkodibe Interchange</b>	Mixed use development at Nkodiba Interchange in Mtubathuba. Development enhanced by 50000m2 shopping centre	Arctic Sun	Catalytic - Game Changer
22	<b>Durban Tower (DCC)</b> <b>Iconic Project</b>	Mixed use development of 575000m2 in Durban Point precinct. Part of CBD regeneration initiative	Durban Point Dev Company	Catalytic - Game Changer
23	<b>Finningley Growth Sphere</b>	2624ha Integrated mixed use development incorporating 800ha general industry and commercial space, 1000ha Open Space, retirement and residential, hotels and leisure, logistics node, local regional airport, autozone and intensive agriculture supported by greentech infrastructure.	Finningley Development Co	Catalytic - Game Changer

24	<b>Investec/ Corobrik</b>	Logistics and business park including: light industrial, general business and warehousing and IRPTN depot, possible housing section as well.	Investec property Limited	Catalytic - Game Changer
25	<b>Kings Estate - Wewe Driefontein Mixed Used Development</b>	An integrated, contemporary mixed use development on 623ha site, to be comprised of a blend of industrial, agricultural, commercial, retail, office, business park and residential products.	KDC Projects and Dev	Catalytic - Game Changer
26	<b>Keystone Park</b>	Logistics and light industrial precinct on N3 Corridor.	Keystone Park	Catalytic - Game Changer
27	<b>Hilton – Mondi Project</b>	100ha Total: 50ha Business Park; 12ha Office; 11ha Retail; 6ha Residential	Mondi	Catalytic - Game Changer
28	<b>Mr Price Distribution Centre</b>	New Mr Price Group Distribution Centre to replace existing Riverhorse facility, no longer able to service Group's distribution and warehousing requirements for 5 retail chains. Completion August 2016	Mr Price Group/TCCA/Keystone Investment	Catalytic - Game Changer
29	<b>Bluff Headlands</b>	Property maximisation and redevelopment on old military land	Origin Group	Catalytic - Game Changer
30	<b>Ballito ICC</b>	4000 delegate convention centre with 198 room 3* or 4* hotel, office park and a 640 parking bays	Private	Catalytic - Game Changer
31	<b>Blythedale Coastal Resort, Blythedale Beach</b>	5123 Residential opportunities, with 1095 affordable housing opportunities, 40 000 m2 commercial & retail space, 1200 sleeper hotel & resort, water theme park, school of golf, sporting school of excellence	Private	Catalytic - Game Changer
32	<b>Clairwood Racecourse</b>	Property maximisation & redevelopment on old course	Private	Catalytic - Game Changer
33	<b>Compensation Flats industrial &amp; business park development: Ballito</b>	100ha industrial/logistics; 140ha business park offices	Private	Catalytic - Game Changer
34	<b>Tugela River Lodge Farm Meycol</b>	Eco Resort and Conference facilities, residential estate development	RZT Zepley	Catalytic - Game Changer
35	<b>Westwood Estate</b>	Westwood Estate and commercial development. Completion 2017	Spencer Gore	Catalytic - Game Changer



36	<b>Waterstone Lifestyle Estate</b>	Proposed development situated on Sub 1 & 2 of Lot 197 and Portion 6 of Wilton Park Farm No. 11484 being approx 464 hectares in extend to the north of Empangeni.	Thanda Group	Catalytic - Game Changer
37	<b>Compensation Flats Industrial Estate</b>	Industrial estate for manufacturing and logistics businesses on the R102 between Othongathi and Ballito	Tongaath Hulett	Catalytic - Game Changer
38	<b>Inyaninga Integrated Human Settlement</b>	The proposal is to create, in support of the new KSIA and particularly in support of the DTP, a multi-modal logistics hub, industrial and manufacturing opportunities, business parks and service industrial opportunities together with offices and commercial land uses.	Tongaath Hulett	Catalytic - Game Changer
39	<b>Ntshongweni</b>	Integrated Human settlement development with retail, commercial, industrial and residential uses - housing opportunity for eTM. 110 ha logistics/industrial, 320 000m2 commercial, 15500 units.	Tongaath Hulett	Catalytic - Game Changer
40	<b>Sibaya Mixed Nodes Development Sibaya Nodes 1 &amp; 5 (part of larger project)</b>	Five nodes consisting of a minimum: residential (6,000 units), 8 hotels/resorts, 186,000m2 commercial bulk and conservation, recreation and leisure activities, 400ha open space.	Tongaath Hulett	Catalytic - Game Changer
41	<b>Ushukela Highway Development</b>	Logistics, warehousing and Business Park development. 70 ha industrial + 50 000m2 commercial + 22 ha open space	Tongaath Hulett	Catalytic - Game Changer
42	<b>Westbrook Project</b>	Mixed use development – commercial, business, residential and resort development 400 000m2 commercial, 28 ha Business Park, 7300 units, 140 ha open space	Tongaath Hulett	Catalytic - Game Changer
43	<b>Canelands industrial Estate</b>	Final phase 15 ha already Industrial land, the project started in 2011	Tongaath Hulett Dev	Catalytic - Game Changer
44	<b>Zimbali Lakes</b>	Coastal lifestyle resort and residential development on the banks of the Tongati estuary including some 1600 units, resort hotel and commercial activities	Tongaath Hulett/IFA	Catalytic - Game Changer
45	<b>Giba Business Park</b>	Mid-size industrial and commercial estate on N3 Marianhill Corridor	TQM consulting	Catalytic - Game Changer

46	<b>Suncoast Expansion</b>	Gaming, hospitality and entertainment facilities. 3 year project from commencement	Tsogo Sun	Catalytic - Game Changer
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## CATALYTIC PROJECTS – MAJOR ENABLERS

This applies to projects that will unlock downstream infrastructure services

No	PROJECT	PROJECT DETAIL	PROJECT LEADER	Project categorisation
1	<b>Makhathini Integrated Development Project</b>	Expansion of the irrigation scheme, as well as expansion of agricultural production and processing facilities with supportive infrastructure, human settlements and social facilities.	DARD	Catalytic - Major enabler
2	<b>Tugela Dam</b>	Development of a new dam on the Thukela River with extensive capacity for hydro-energy generation.	DARD	Catalytic - Major enabler
3	<b>Regional Airports</b>	Development of regional airports as catalyst for new investments and development in small towns.	DEDTEA	Catalytic - Major enabler
4	<b>KZN Broadband</b>	To roll out backbone and access networks broadband infrastructure to all 51 municipalities of the province so that broadband services are available to all parts of the province	DEDTEA	Catalytic - Major enabler
5	<b>Drakensberg Cable Car</b>	Development of a Cable Car facility in the Okhahlamba Municipal area to increase accessibility to the sights of the World Heritage Site	DEDTEA	Catalytic - Major enabler
6	<b>Dr Pixley ka Isaka Seme Memorial Hospital</b>	Strategic Infrastructure Project 12. The building of a new 500 bed regional hospital at Bridge City, KwaMashue	DOH	Catalytic - Major enabler
7	<b>Inland Port/ Hub/Terminals (SIP2)</b>	Development of a Logistics Node Provision of a port support zone between the Port of Durban and PMB, with a dedicated freight management facility for both inbound and outbound cargo.	DOT	Catalytic - Major enabler
8	<b>Emadlangeni Agri-Village</b>	The development of Agri-Villages in the Emadlangeni Municipal area as a demonstration project for potential replication throughout KZN to ensure appropriate rural settlement patterns	OTP as coordinator	Catalytic - Major enabler
9	<b>Inkululeko Development Initiative</b>	The development of an education centre of excellence in Ndumo, with emphasis on maths, science and technology education. Accommodates 1600 day scholars and 200 boarders. Development of a Rural Service Centre and establishing a replicable model for the rollout of other similar centres in each District. The Executive Council has also approved Umzinyathi District Municipality, Msinga Local Municipality in Cwaka as the site for	OTP as coordinator	Catalytic - Major enabler

No	PROJECT	PROJECT DETAIL	PROJECT LEADER	Project categorisation
		Inkululeko 2. This will incorporate a TVET college, water infrastructure, residential and business site development and supporting infrastructure to improve the existing settlement.		
10	<b>Airport Rapid Rail Transit</b>	Develop fast-rail from KwaDukuza through Dube Tradeport/Airport, Gateway/Umhlanga, to Durban as well as potential extension to Pietermaritzburg	PRASA	Catalytic - Major enabler
11	<b>Techno Hubs in Newcastle, Msunduzi, Hibiscus Coast and Umhlatuze</b>	Establishment of techno Hub to serve as innovation centres in Newcastle	Provincial Treasury	Catalytic - Major enabler
12	<b>Sugar Industry Renewable cogeneration projects</b>	Renewable energy as electricity and ethanol - part of DTI sugar industry strategy. A total installed capacity of 712MW planned for current renewable projects 2014-2024, directly linked to procurement programme timelines implement by Department of Energy.	SASA	Catalytic - Major enabler
13	<b>Bamboo Bio-Resource Alternative Energy</b>	Establishing bamboo plantations and the construction of a 150 MW biomass power plant	Cosmic Energy & BPCH Holdings	Catalytic - Major enabler

## CATALYTIC PROJECTS – MAJOR NEEDS

This applies to projects that are meant to address wide-scale regional needs

No	PROJECT	PROJECT DETAIL	PROJECT LEADER	Project categorisation
1	<b>John Dube Hospital</b>	Building Hospital - Inanda	DOH	Catalytic - Major need
2	<b>Vulindlela</b>	292ha site, 2458 affordable housing opportunities, 62ha of light industrial, commercial and retail	DOHS	Catalytic - Major need
3	<b>Cornubia</b>	50 000 units (inc. 20 000 subsidised housing) + 90ha industrial platform + 1m bulk m2 commercial floor	eThekweni Metro	Catalytic - Major need
4	<b>iSimangaliso Wetland Park</b>	Support for new facilities and greater infrastructure development in and around the Park.	iSimangaliso Authority	Catalytic - Major need
5	<b>Bridge City</b>	Bridge City shopping centre now in operation, regional magistrate courts will open in September 2011 and development of new 500 bed regional provincial hospital shortly.	Effingham Dev Joint Venture	Catalytic - Major need

6	<b>BHP E-Village</b>	Initiative of Hillside aluminium smelter in 2011 - intended to provide offices and workshops for 1100 various contractors.	Hillside Aluminium	Catalytic - Major need
7	<b>Thukela Health and Wellness Centre</b>	Private hospital, rehabilitation centre, step-down facility, residential development, medical treatment	Private	Catalytic - Major need
8	<b>Greater Warwick Redevelopment Project</b>	Planning process aimed at integrating planned Public Transport System (IRPTN) and private development opportunities with particular emphasis on creating viable trading space for small traders	Private Sector Developer	Catalytic - Major need

## INFRASTRUCTURE INTERVENTIONS – HIGH PRIORITY BACKLOGS

This applies to projects that are backlogs for priority communities

No	PROJECT	PROJECT DETAIL	PROJECT LEADER	Project categorisation
1	<b>Greater Dukuduku Project</b>	Orderly settlement of communities in the Greater Dukuduku Project Area to establish an integrated service delivery model for sustainable human settlement for replication, as well as to protect the World Heritage Status of the iSimangaliso Wetland Park	COGTA	High priority backlog

## INFRASTRUCTURE INTERVENTIONS – HIGH PRIORITY INFRASTRUCTURE

This applies to bulk infrastructure projects that are in backlogs

No	PROJECT	PROJECT DETAIL	PROJECT LEADER	Project categorisation
1	<b>Manipal Medical Training Facility</b>	Development of medical training facility in Newcastle in collaboration with the University of Manipal	DOH	High priority infrastructure
2	<b>New King Edward the V111 Academic Hospital</b>	Strategic Infrastructure Project 12. The building of a new academic hospital in KZN as pronounced by the President.	DOH	High priority infrastructure
3	<b>Newcastle Airport</b>	Refurbishment of airport	Newcastle LM	High priority infrastructure
4	<b>Durban-Rail Resignalling Project</b>	Multi-disciplinary rail modernisation of the Durban main corridors to improve passenger rail transportation	PRASA	High priority infrastructure
5	<b>Government Precinct: Pietermaritzburg</b>	Development of a new Government Precinct in Pietermaritzburg	Provincial Treasury	High priority infrastructure
6	<b>Afrox Gas LTD</b>	New , Largely scale gas manufacture/distributing facility at Cornubia; This is a re-location of an existing industry. Located in CIBE.	Afrox	High priority infrastructure
7	<b>Arcelor Mittal blast refurnance</b>	Relining of Blast furnace NR 5, providing the steel plant extended lease of life medium and long term. Provides Newcastle with competitive edge regarding heavy manufacturing sector. 4 Month project	Arcelor Mittal	High priority infrastructure
8	<b>Zulti South</b>	Project scope is the design and development of a mining plant and infrastructure in the Zulti South mineral lease area and pumping the heavy mineral concentrate to the existing mineral separation plant to maintain RBM smelter production volumes.	Rio Tinto / RBM	High priority infrastructure

## INFRASTRUCTURE INTERVENTIONS – HIGH PRIORITY PROGRAMMES

This applies to programmes that have long term social and economic transformation Agendas

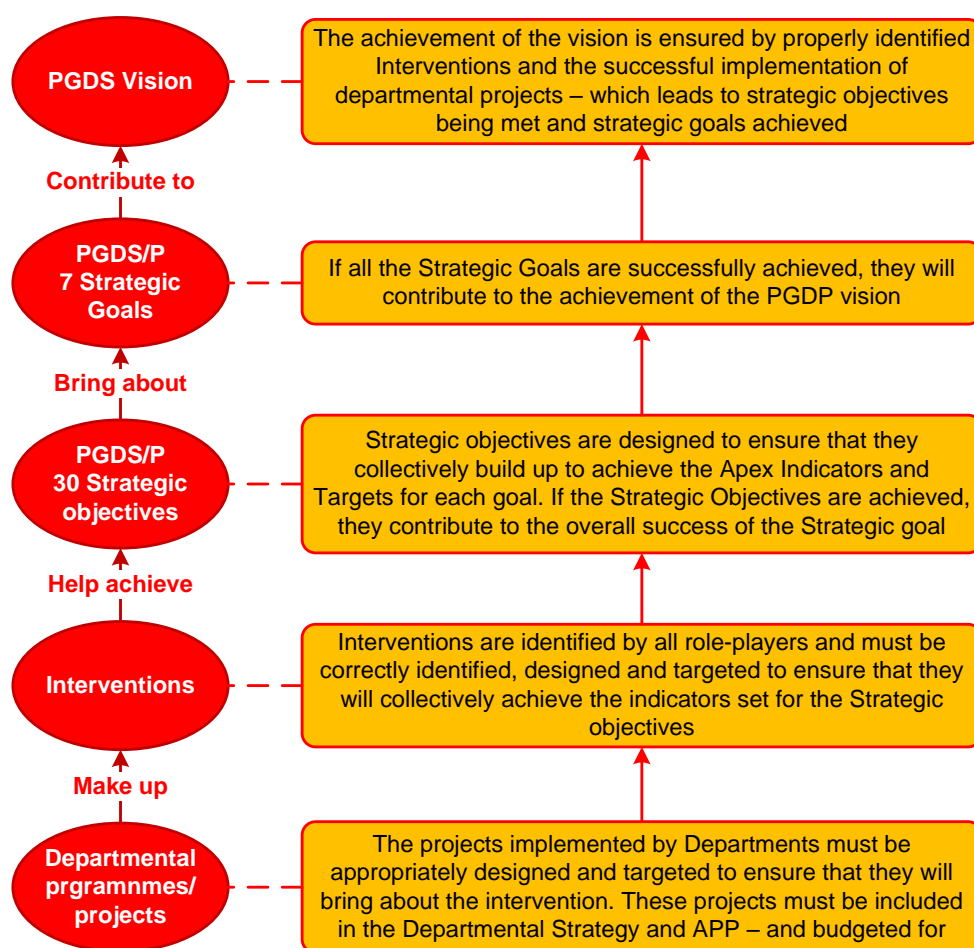
No	PROJECT	PROJECT DETAIL	PROJECT LEADER	Project categorisation
1	<b>Formalisation of Rural Towns</b>	Programme to formalise 15 top priority rural towns to promote orderly development, as well as security of land use and land tenure	COGTA	High priority programme
2	<b>Thukela Estate Agricultural Investment Project</b>	Facilitating private sector partnership with the Thukela Estate Committee as a demonstration project for potential further replication to bring 300 000 ha of fallow or underutilised land under commercial agricultural production.	DARD	High priority programme
3	<b>District Industrial Hubs</b>	Rollout of the KZN Industrialisation Programme by the development of specialised industrial hubs in each District of the Province	DEDTEA	High priority programme
4	<b>Cane Expansion</b>	Agriculture development through planting of sugar cane in new areas and rehabilitation back to can of areas that traditionally were under cane.	Community Co-Ops, growers & TGH	High priority programme

## G. MONITORING AND EVALUATION FRAMEWORK

### Introduction

The monitoring, evaluation and reporting framework provides a methodical, participative, and synchronized approach to the implementation and expected impact of the proposed interventions of the PGDS. 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.

The logic behind the PGDP and the monitoring thereof is described in the following diagram. It is important to note the significance of the PGDP interventions and their underlying departmental projects in bringing about the vision of the PGDP.

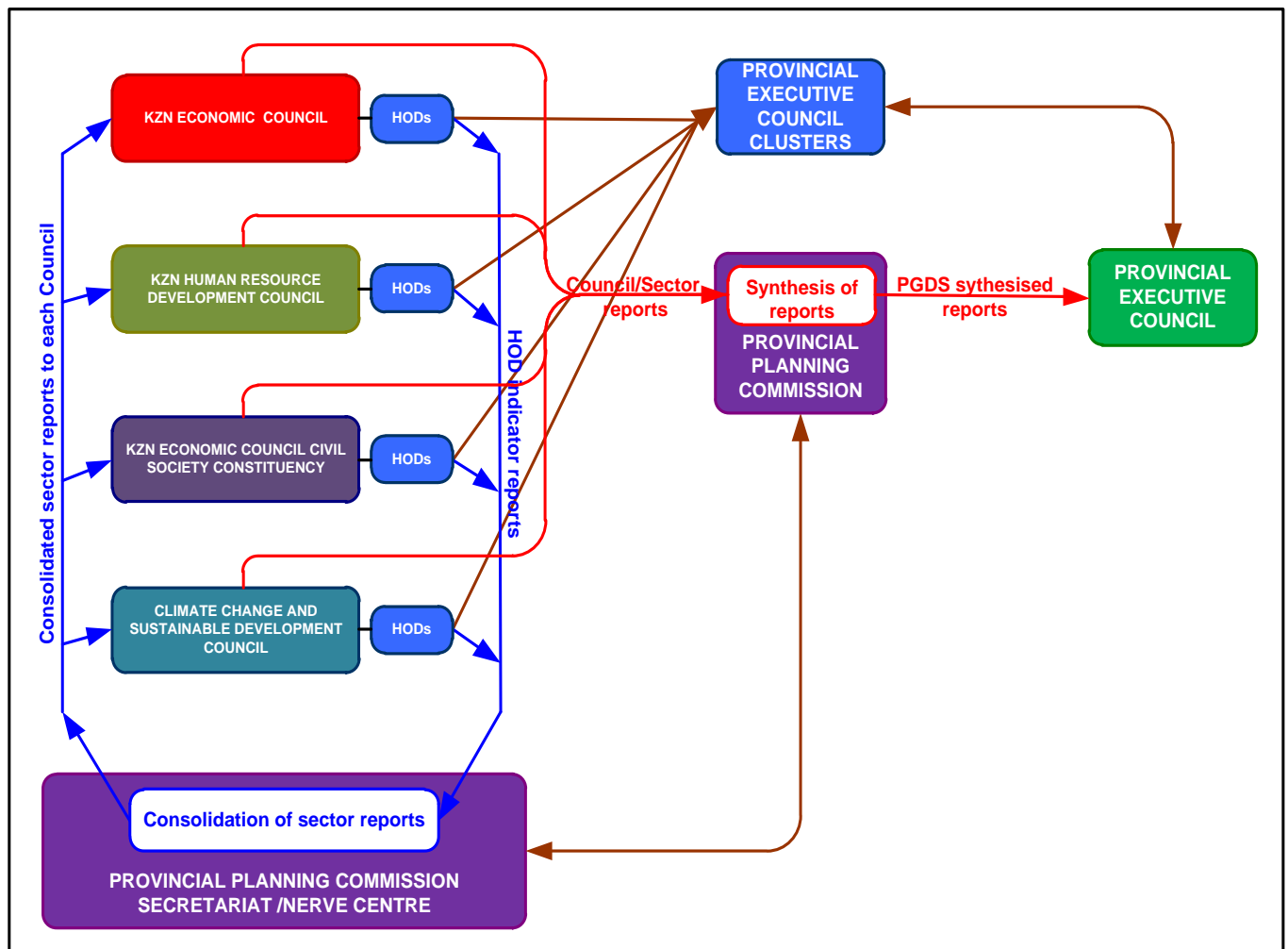


The Provincial Planning Commission Secretariat with the Provincial Nerve Centre in the Office of the Premier formulates, captures and evaluates a wide range of data to assess the effectiveness of the implementation of many of the strategies and interventions of the PGDS. The PGDP indicators and targets are clearly outlined in the monitoring tables in this section, below. The responsibility for reporting on these indicators is laid out in the responsibility matrix below.

## Reporting flows

Within government the reporting structure is consolidated at Provincial Executive Council Cluster level. Work Group Conveners report on the Strategic Objectives for which they are responsible and these are consolidated into Cluster reports.

The reporting flows are illustrated in the diagram below:





## Integrated nature of the M&E framework

The integrated nature of the Monitoring, Evaluation & Reporting framework across AWG Convening departments, Executive Council Clusters and the Coordinating Councils is illustrated by the following responsibility matrix:

Responsible cluster (reports to Executive Council)	Cluster receives reports from		Responsible for the following Strategic Objectives		Responsible Social Partner Structures
	SO AWG No.	Convening department			
<b>ESID</b>	1	DARD	1.1	Unleash Agricultural Potential	<b>KwaZulu-Natal Economic Council (KZNEC)</b>
	2	DEDTEA	1.2	Enhance sectoral development through trade and investment	
	3	DPW	1.3	Expand government-led job creation programmes	
	4	DEDTEA	1.4	Develop SMME and entrepreneurial development	
	5	DEDTEA	1.5	Develop the knowledge base to enhance the knowledge economy	
	12	DOT	4.1	Develop Harbours	<b>And</b>  <b>Climate Change and Sustainable Development Council</b>
			4.2	Develop Airports	
			4.3	Develop road and rail networks	
	13	DEDTEA	4.4	Develop Information and Communications Technology (ICT) infrastructure	
	14	COGTA	4.5	Improve Water Resource Management and Supply	
			4.6	Improve Energy production and supply	
	16	DEDTEA	5.1	Increase Land Productivity	
			5.3	Manage pressures on Biodiversity	
			5.4	Adapt to climate change	
	15	DEDTEA	5.2	Advance alternative energy generation and reduce reliance on fossil fuels	
<b>G&amp;A</b>	17	OTP	6.1	Strengthen Policy and Strategy Coordination and IGR	<b>KZN Economic Council</b>
			6.2	Build Government Capacity	
			6.3	Eradicate Fraud And Corruption	
			6.4	Promote participative, facilitative and accountable governance	
	18	COGTA	7.1	Actively promote spatial concentration and co-ordination of development interventions	
			7.2	Apply effective spatial planning and land management systems across the province	
<b>JCPS</b>	9	DCSL	3.5	Enhance Safety and Security	

<b>SPCHD</b>	6	DOE	2.1	Improve early childhood development, primary and secondary education	<b>KZN Human Resource Development Council</b>
	7	OTP	2.2	Support skills alignment to economic growth (KZN HRD Strategy focus)	
			2.3	Enhance Youth Skills Development and Life-Long Learning	
	8	DSD	3.1	Eradicate poverty and enhance social welfare	<b>KZN Economic Council</b>
			3.3	Enhance sustainable household food security in KZN	
			3.6	Advance Social Capital	
	10	DOH	3.2	Enhance Health of Communities and Citizens	<b>KZN AIDS Council</b>
	11	DHS	3.4	Develop Sustainable Human Settlements	

A key principle emphasised in the Monitoring, Evaluation & Reporting framework is National Government's assertion of the need for 'delivery agreements' where social partners of business, labour and civil society are made part of the delivery team and outcomes and agreements are shared.

To this end the KwaZulu-Natal Economic Council, the KZN Human Resource Development Council and the Climate Change and Sustainable Development Council will assist in driving the implementation of these interventions ensuring that the strategic outcomes are achieved through improved alignment, coordination, partnerships and good governance. The Councils are composed of representatives of business, labour, civil society, parastatals and government Heads of Departments.

The Councils will:

- be consulted on the relevant PGDS goals, objectives and associated indicators.
- consider and agree on the annual targets for these objectives and indicators.
- with the assistance of the PGDS Secretariat the Councils will formulate:
  - compacts / MOUs which reflect the agreements about who does what, and when; and
  - programmes for the integration of the various partners involved in the implementation of actions associated with the PGDS objectives relevant to the Commission.

Heads of Departments sitting on the various Councils will be allocated the responsibility for reporting on the PGDS indicators related to their departmental function. The HODs will submit requisite information on PGDS indicators to the PGDS Secretariat/ Nerve Centre.

The PGDS Secretariat / Nerve Centre will synthesize HODs reports into progress reports against indicators and submit these to the relevant Councils. The reporting arrangements between the HODs and the Executive Council Clusters are maintained. The Councils will scrutinize and vet reports, verify and interpret and outline the report on progress against their component of the PGDS. The PGDS Secretariat will assist the councils in the finalisation of the reports.

The PPC will consider the four Council reports and will then compile a synthesized report with recommendations for consideration by the Executive Council.

### **Monitoring tables**

**The tables below will be used to monitor, evaluate and report on the indicators and targets.**

**GOAL 1: JOB CREATION*****Expanded Provincial economic output and employment***

APEX INDICATORS	Baseline (2010)	TARGETS				VERIFICATION	REPORTING
		2015	2020	2025	2030		
Total value of output of all sectors within the provincial economy (Real Rands, 2010)	R433 846 m	R582 423 m	R736 166 m	R974 500 m	R1 249 165	Statistics South Africa and associated databases (Global Insight and Quantec)	Annual DEDTEA
Total employment in all sectors within the provincial economy	2 340 000	2 548 000	3 300 000	3 900 000	4 500 000	Statistics South Africa and associated databases (Global Insight and Quantec)	Annual DEDTEA
GDP per capita within the provincial economy	R 28 110	R33 400	R39 760	R47 280	R56 230	Statistics South Africa and associated databases (Global Insight and Quantec)	Annual DEDTEA

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline (2010)	TARGETS				Verification	Reporting
					2015	2020	2025	2030		
1.1	Unleash Agricultural Potential	1.1.1	Total employment within the agricultural sector (including forestry and livestock)	108 800	128 600	200 000	260 000	350 000	Statistics South Africa and associated databases such as Global Insight or Quantec	Annual DEDTEA
		1.1.2	Value of agricultural contribution to the provincial economy (Real Rands, 2010)	R 17 714 m	R24 994 m	R34 527 m	R51 040 m	R67 553	Agricultural Census, Statistics South Africa and associated databases such as Global Insight or Quantec	Annual DEDTEA
		1.1.3	Development of commercial farmers (new entrant, small scale, ITB and land reform farmers)	3 574 (2007)	3870	4 270	4 715	5 200	Agricultural Census and National Dept of Agriculture, Forestry and Fisheries and Kwanalu	Annual DEDTEA
		1.1.4	Hectares of land under agricultural production including forestry and livestock farming	4 148 700 (2012 baseline including ITB land: 4 980 000ha)	5 130 000	5 395 000	5 670 000	5 960 000	Agricultural Census, National Department of Agriculture, Forestry and Fisheries / Stats SA	Annual DEDTEA
1.2	Enhance sectoral development through trade and investment	1.2.1	Total employment within all sectors excluding primary agriculture	2 226 000	2 420 000	3 115 000	3 625 000	4 230 000	Statistics South Africa and associated databases such as Global Insight or Quantec	Annual DEDTEA
		1.2.2	Total value of the provincial economy excluding primary agriculture (Real Rands, 2010)	R 416 132 m	R558 290 m	R 706 111 m	R915 799 m	R1 198 161 m	Statistics South Africa and associated databases such as Global Insight or Quantec	Annual DEDTEA

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline (2010)	TARGETS				Verification	Reporting
					2015	2020	2025	2030		
1.3	Improve efficiency of government led job creation programmes	1.3.1	Cumulative number of FTEs created through EPWP and CWP, inclusive of all sectors	Phase 1 (2004-2009) 163 800	Phase 2 (2009-2014) 211 156	Phase 3 (2014-2019) 282 060	Phase 4 (2019-2024) 338 472	Phase 5 (2024-2029) 406 166	Department of Transport, Department of Agriculture, Department of Human Settlement and others that undertake job creation. Nerve Centre	Annual DPW
		1.3.2	Cumulative number of work opportunities created through EPWP and CWP inclusive of all sectors	483 921	424 088	725 340	870 408	957 449	Department of Transport, Department of Agriculture, Department of Human Settlement and others that undertake job creation. Nerve Centre	Annual DPW
		1.3.3	Total rand value of each EPWP work opportunity						CIDB Database, Dept of Transport and other Departments that undertake job creation programmes	Annual DPW
			Infrastructure sector	R25 000	R40 000	R60 000	R56 000	R45 000		
			Environmental & culture sector	R20 000	R22 000	R25 000	R20 000	R22 000		
			Social sector	R18 000	R21 000	R40 000	R36 000	R30 000		
		1.3.4	Number of emerging contractors registered on KZN database	24 800	35 000	60 000	90 000	140 000	KZN Treasury and Provincial Departments	Annual DPW
		1.3.5	Number of contracts awarded to emerging contractors	284	411	900	1200	2000	Provincial Departments that appointed emerging contractors	Annual DPW
		1.3.6	Number of emerging contractors trained	200	400	450	600	600	Provincial Departments that trained contractors	Annual DPW
1.4	Promote SMME and entrepreneurial development	1.4.1	Number of Cooperatives and SMMEs registered in KZN, that have been in operation for more than 2 years	15 622	18 122	21 021	24 384	28 286	Provincial government database, DEDTEA	Annual DEDTEA
		1.4.2	Number of new jobs created through establishment of SMMEs and Coops.	1 506 100	1 580 000	1 660 000	1 745 000	1 830 000	Survey, provincial government database, DEDTEA	Annual DEDTEA
		1.4.3	Increase the level of BBBEE Compliance in KZN	Level 4 Compliance	Level 3 Compliance	Level 2 Compliance	Level 1 Compliance	Level 1 Compliance	DEDTEA, BBBEE Advisory Council	Annual DEDTEA
1.5	Develop the knowledge base to	1.5.1	% of SA patents and designs registered by KZN entities and individuals	222	237 7% increase on base year	12% increase on base year	17% increase on base year	22% increase on base year	Registered patents - Companies and Intellectual Property Commission (CIPC)	Annual DEDTEA

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline (2010)	TARGETS				Verification	Reporting
					2015	2020	2025	2030		
	enhance the knowledge economy	1.5.2	% of registered professional engineers in the KZN labour force	0.023% 1595 reg engineers	14% increase on base year	18% increase on base year	23% increase on base year	30% increase on base year	Engineering Council of South Africa (ECSA). HSRC	Annual DEDTEA
		1.5.3	Gross expenditure on R&D as a proportion of provincial GVA (Real Rands, 2010)	R2 167m	R 3 000 m	R 4 000 m	R 6 0000 m	R 8 000 m	National Survey of Research and Experimental Development. National Department of Science and Technology (DST).	Annual DEDTEA

**GOAL 2: HUMAN RESOURCE DEVELOPMENT**

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

APEX INDICATORS	Baseline (2010)	TARGETS				Verification	Reporting
		2015	2020	2025	2030		
Gross enrolment rate (GER) Primary Secondary	94% 86.7%	95% 88%	97% 89%	98% 90%	100% 90%	DoE statistics Collected in Annual EMIS Survey	Annual DoE
Percentage of Grade 3, 6 and 9 learners performing at the required levels in Annual National Assessments (Literacy and Numeracy)	36%	60%	70%	80%	90%	ANA Report Tests conducted annually and results published	Annual DoE
Performance in SACMEQ • Reading • Mathematics	486 485	500 500	550 550	600 600	600 600	SACMEQ reports Assessment conducted very three years	Every three years DoE
Percentage National Senior Certificate (NSC) pass rate	68.1%	75%	80%	85%	90%	Published annually, with provincial data	Annual DoE
Numbers of students qualifying for Bachelors programme in the NSC	27 826	30 000	33 000	35 000	35 000	Published as part of the NSC results	Annual DoE
Gross Enrolment Rate (GER) in TVET Colleges	12.5%	15%	20%	25%	30%	DHET uses enrolment data against last census information	Annual OTP (DHET)
TVET NC(V) graduation rate	66%	68%	70%	73%	75%	Released annually	Annual OTP (DHET)
Gross Enrolment Rate (GER) in Higher Education	22.1%	22.5%	23%	24%	25%	DHET uses enrolment data against last census information	Annual OTP (DHET)
Adult Literacy rate	80%	82%	84%	87%	90%	Contained in General Household Survey (GHS) of StatsSA	Periodic OTP (DoE)

*Note: GER represents the percentage of 20 to 24 year olds registered in public and private institutions in the province, according to census enumeration*

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline (2010)	TARGETS				Verification	Reporting period
					2015	2020	2025	2030		
2.1	Improve early childhood development,	2.1.1	% of 3-5 year old children in educational institutions (public and private)	20 %	30%	35%	40%	50%	Extracted from General Household Survey (GHS) of StatsSA	Annual DoE

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline (2010)	TARGETS				Verification	Reporting period
					2015	2020	2025	2030		
primary and secondary education		2.1.2.	Percentage of Grade 1 learners who attended a Grade R class	92%	93%	95%	100%	100%	DoE Statistics Collected in Annual EMIS Survey by DoE	Annual DoE
		2.1.3	Retention rates: Grades 10-12	57%	75%	80%	83%	85%	DoE Statistics Collected in Annual EMIS Survey by DoE	Annual DoE
		2.1.4	Percentage of Grade 3 learners performing at the required levels in ANA <ul style="list-style-type: none"> <li>Literacy</li> <li>Numeracy</li> </ul>	33% 15%	60% 60%	70% 70%	80% 80%	90% 90%	ANA Report Published annually by DBE	Annual DoE
		2.1.5	Percentage of Grade 6 learners performing at the required levels in ANA <ul style="list-style-type: none"> <li>Literacy</li> <li>Numeracy</li> </ul>	10% 7%	60% 60%	70% 70%	80% 80%	90% 90%	ANA Report Published annually by DBE	Annual DoE
		2.1.6	Percentage of Grade 9 learners performing at the required levels in ANA <ul style="list-style-type: none"> <li>Literacy</li> <li>Numeracy</li> </ul>	50%	60% 60%	70% 70%	80% 80%	90% 90%	ANA Report Published annually by DBE	Annual DoE
		2.1.7	Percentage of children who turned 9 in the previous year who are currently in Grade 4 or above	62%	65%	70%	75%	80%	DoE Statistics Collected in Annual EMIS Survey by DoE	Annual DoE
		2.1.8	Percentage of children who turned 12 in the previous year who are currently in Grade 7 or above	47%	55%	60%	65%	70%	DoE Statistics Collected in Annual EMIS Survey by DoE	Annual DoE
		2.1.9	Percentage of youths that obtain a National Senior Certificate from school	47%	50%	55%	60%	65%	Extracted from General Household Survey (GHS) of StatsSA	Annual DoE
		2.1.10	Number of learners qualifying in NSC for: <ul style="list-style-type: none"> <li>Bachelors programme</li> <li>Diploma</li> <li>Certificate</li> </ul>	27 826 35 488 24 202	30 000 37 000 25 000	33 000 38 000 26 000	33 000 39 000 27 000	35 000 40 000 28 000	Report on NSC by DBE and DoE	Annual DoE
		2.1.11	Retention rate Grade 1 - 12	45.04%	50%	55%	60%	65%	DOE Statistics	Annual DOE



No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline (2010)	TARGETS				Verification	Reporting period
					2015	2020	2025	2030		
2.2	Support skills development for economic growth	2.2.1	Number of NSC candidates taking <ul style="list-style-type: none"> <li>Mathematics</li> <li>Science</li> </ul>	. 15 844 15 726	37 000 28 000	40 000 30 000	50 000 40 000	60 000 50 000	Report on NSC by DBE and DoE	Annual DoE
		2.2.2	Full and part time students in public TVET colleges for <ul style="list-style-type: none"> <li>All courses</li> <li>NC(V) courses</li> <li>N courses</li> <li>Occupational programmes</li> </ul>	88 166 25 393 53 007 4 109	88 600 26 000 53 500 4 500	92 000 29 000 54 000 6 000	97 000 33 000 54 500 7 000	100 000 35 000 55 000 8 000	Data contained in DHET Annual Reports	Annual OTP
		2.2.3	Students graduating in: <ul style="list-style-type: none"> <li>Education</li> <li>Science, Engineering and Technology (SET)</li> </ul>	3 680 5 928	3 800 6 100	4 000 6 200	4 200 6 300	4 500 6 500	Data contained in DHET Annual Reports	Annual OTP (DHET)
		2.2.4	Number of PhD graduates	187	190	200	220	250	Data contained in DHET Annual Reports	Annual OTP (DHET)
		2.2.5	Percentage of academic staff with PhD Qualifications	48%(UKZN) 6.5% (MUT) 8% (DUT) 5% (Unizul)	50% UKZN 8% MUT 13% DUT 29% Unizul	59%	66%	75%	Tertiary Institutions, Office of the Premier	Annual OTP
2.3	Enhance youth skills development and life-long learning	2.3.1	Number of youths supported by National Skills Fund, SETAs and youth programmes	45 253	46 000	50 000	60 000	70 000	Data contained in DHET Annual Reports; collates from National Skills Authority and others	Annual DHET
		2.3.2	Participation in AET	59 000	61 000	69 000	76 000	83 000	DoE Statistics Collected in Annual EMIS Survey by DoE	Annual DoE (DHET in future)

**GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT***Poverty and inequality in KZN is reduced*

APEX INDICATORS	Baseline (2010)	TARGETS				VERIFICATION	REPORTING
		2015	2020	2025	2030		
PGDP Adjusted Human Development Index (Baseline, Stats SA, KZN Department of Health. 2006)	0.70	0.72	0.80	0.90	1.00	Indicator of inequality calculated from official statistics provided by Stats SA, Census, LCS, IES, DHS, Gross Regional Product from Stats SA and National Accounts	Every three years DSD and Nerve Centre
Life expectancy at birth	Total: 52.6 M: 49.1 F: 50.2	Total: 58.6 M: 56.4 F: 60.7	Total: 60.5 M: 58.4 F: 62.7	Total: 63 M: 61 F: 65	Total: 65.9 M: 63.7 F: 68	Estimated life expectancy at birth – Stats SA Mid-Year estimates	Every five years DOH and Nerve Centre
Decrease in absolute poverty: % below food poverty line (Baseline: NIDS, 2008, PL = half R418 proposed by NPC) Please see note at end of table.	25.70	17.99	10.79	5.40	0.00	Composite indicator of absolute poverty calculated from official statistics provided by Stats SA LCS, IES	Every three years DSD and Nerve Centre
Decrease in social inequality: share of income earned by poorest 60% (source data: NIDS)	17.6	19.4	22.1	25.4	29.2	Indicator of inequality calculated from official statistics provided by Stats SA LCS, IES	Every three years DSD and Nerve Centre
Total number of crimes measured as the number of crimes reported per 100 000 /population)	3,608 2011/12)	3,396	3,057	2,751	2,476	Collated by National SAPS.	Annually Dept of Com Safety & Liaison

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline (2010)	TARGETS				Verification	Reporting
					2015	2020	2025	2030		
3.1	Poverty eradication and social welfare	3.1.1	Reduction in relative poverty: % below upper bound poverty line, PL = 1.25 R418 proposed by NPC) (Baseline: NIDS, 2008)	67.5	60.8	54.7	43.7	33.8	Composite indicator showing the % households below a relative poverty line. Calculated from official statistics provided by Stats SA. LCS, IES	Every 3 years. DSD
		3.1.2	Reduction in child poverty and malnutrition: % children that are stunted, wasted or obese (Baseline: NIDS, 2008, KIDS 2004)	Stunted: 15.3 (2013)	Stunted: 14.2	Stunted: 12.3	Stunted: 10. 5	Stunted: 7.9	Composite indicator of child malnutrition calculated from official statistics provided by Stats SA LCS, DHS	Every 3 years. DOH
				Wasted: 2.5 (2013)	Wasted: 2.3	Wasted: 2	Wasted: 1.7	Wasted: 1.5		
				Obese: 14.6 (2013)	Obese: 14	Obese: 12	Obese: 10	Obese: 8		
		NOTE: Because data on the above measures is collected through intermittent surveys, the following additional interim proxy indicators below are proposed:								

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline (2010)	TARGETS				Verification	Reporting
					2015	2020	2025	2030		
			<ul style="list-style-type: none"> <li>Children under 5 years severe acute malnutrition incidence (per 1000)</li> </ul>	8.3	5.1	4.6	3.6	3	Calculated from official statistics provided by DHIS	Annually DOH
			<ul style="list-style-type: none"> <li>Underweight for age under 5 years incidence (per 1000)</li> </ul>	44.6	40	35	30	25	Calculated from official statistics provided by DHIS	Annually. DOH
			<ul style="list-style-type: none"> <li>Percentage of children under 5 years with moderate acute malnutrition (MAM)</li> </ul>	8.3% (2012)	6.5%	4.5%	4.5%	3.5%	Calculated from official statistics provided by DHIS	Annually DOH
		3.1.3	Effective dependency ratio (economically inactive people/economically active people) Baseline: Stats SA QLFS, 2010)	4.0	3.6	3.2	2.9	2.8	Composite indicator of economic dependency calculated from official statistics provided by Stats SA Quarterly Labour Force Survey, Census	Quarterly DOH
		3.1.4	The poverty gap (p1) and severity of poverty (p2) (Baseline NIDS 2008)	28.8 (p1) 16.7 (p2)	27.4 (p1) 15.9 (p2)	23.3 (p1) 13.5 (p2)	18.6 (p1) 10.8 (p2)	14.3 (p1) 8.3 (p2)	Composite indicator of the depth and severity of poverty calculated from official statistics provided by Stats SA LCS, IES	Every 3 years DOH
3.2	Enhance health of communities and citizens	3.2.1	Increasing compliance with National Core Standards							
			Percentage of Primary Health Care facilities scoring above 80% on the Ideal Clinic Dashboard	6.25% (2014)	20%	100%	100%	100%	Source: Ideal Clinic Assessment Database/ DHIS	Annual DOH
		3.2.2	Decrease in maternal and child mortality rates/ratios							
			Maternal mortality in facility ratio (per 100 000 live births)	195	120	100 or less	75	60	DHIS (reporting on Public Health Facility mortality ratio)	Annual DOH
			Infant mortality rate (per 1000 live births)	32.1	30.5	29	27	25	Stats SA and Rapid Mortality Surveillance Report	Annual DOH
			Under-5 mortality rate (per 1000 live births)	43.4	42	40	38	36	Stats SA and Rapid Mortality Surveillance Report	Annual DOH
		3.2.3	Decrease in the prevalence and incidence of chronic illnesses							
			Diabetes incidence and prevalence (per 1000 population)	2.2	1.5	1	1	1	DHIS and Stats SA	Annual DOH
			Hypertension incidence and prevalence (per 1000 population over 40 years)	29.5	18.9	11.4	9.5	7	DHIS and Stats SA	Annual DOH
		3.2.4	Prevalence and incidence of communicable diseases							
			HIV incidence and prevalence (in general population)	1.01%	1%	0.9%	0.6%	0%	ASSA2008 modelling; Stats SA; HSRC	Annual

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline (2010)	TARGETS				Verification	Reporting
					2015	2020	2025	2030		
			HIV prevalence and incidence among 15-24 year old pregnant women	25.8% (2012)	25.5%	25%	24.5%	24%	Source: National Antenatal Sentinel HIV & Herpes Simplex Type-2 Prevalence. Annual National Survey	Annual DOH
			Infant 1 <sup>st</sup> PCR test positive around 6 weeks' rate	6.8%	<1%	<0.5%	<0.2%	0%	Source; DHIS	Annual DOH
			TB incidence and prevalence (per 100 000 population)	1 161 (2012)	700	200	180	170	ETR.net; Research	Annual DOH
			Malaria incidence and prevalence (per 1000 population at risk)	0.80 (2012)	<1/1000 local cases	Zero new local cases	Zero new local cases	Zero new local cases	KZN Malaria database	Annual DOH
		3.2.5	Professional Nurses per 100 000 population	130	141.3	147	152	155	Persal DOH / Vulindlela and Stats SA	Annual DOH
		3.2.6	Medical Officers per 100 000 population	24	33.9	36	42	48	Persal DOH / Vulindlela and Stats SA	Annual DOH
3.3	Enhance sustainable household food security	3.3.1	Dietary Diversity Index: % of households consuming < 15 major food categories in previous month	60	54	46	37	30	% of households consuming < 15 major food categories in previous month. LCS, IES, NIDS	Every 3 years. DSD
		3.3.2	Hunger episodes: household member has gone hungry at least sometimes in past 12 months - % of households	35	32	24	12	6	Household member has gone hungry at least sometimes in past 12 months - % of households. Living Conditions Survey, General Household Survey, National Income Dynamics Study	Annual DSD
		3.3.3	Number of local municipalities supported with informal economy policies	31	31	36	41	45	Data from DEDTEA	DEDTEA
		3.3.4	Number of municipal officials capacitated to support the informal economy sector	22	31	36	41	45	Data from DEDTEA	DEDTEA
		3.3.5	Number of municipalities funded for informal economy infrastructure development	35	50	50	50	50	Data from COGTA	COGTA

<b>3.4</b>	<b>Sustainable human settlements</b>	3.4.1	Percentage housing backlog	17.9% (716 079 units)	Decrease by 7%	Decrease by 7%	Decrease by 7%	Decrease by 7%		5 Years
		3.4.2	Percentage households with a registrable form of tenure.	55.1%	56%	57%	58%	59%	Census data	5 Years
		3.4.3	Percentage of Provincial Human Settlements budget spent on formal settlement development	36% (R1 049 207 000)	37%	42%	45%	50%	Municipal Housing Plans. Dept. Human Settlements, Municipalities Statistics South Africa	Annual DHS
		3.4.4	Percentage of Social Housing and Rental Opportunities	684 units	944 units	Increase by 15%	Increase by 10%	Increase by 20%	DHS Statistics	Annual DHS
<b>3.5</b>	<b>Safety and security</b>	3.5.1	Number of serious crimes reported	282 747 (2013)	277 092	251 574	227 403	209 749	SAPS Annual Crime Report	Annual DCSL
		3.5.2	Number of crimes against women and children	44 366 (2013)	43 478	39 757	35 938	33 148	SAPS Annual Crime Report	Annual DCSL
		3.5.3	Number of drug related crimes reported	45 802 (2013)	51 802	95 441	195 844	175 844	SAPS Annual Crime Report	Annual DCSL
<b>3.6</b>	<b>Advance Social Capital</b>	3.6.1	Number of community level organisations active in participating in government department programmes, with active registration status in KZN.	2 438	2 682	2 950	3 245	3 569	DSD database.	Annual DSD

**GOAL 4: STRATEGIC INFRASTRUCTURE***Strategic infrastructure provides for the social and economic growth and development needs of KZN*

APEX INDICATORS				Baseline (2010)	TARGETS				VERIFICATION	REPORTING
					2015	2020	2025	2030		
Provincial and Municipal Fix Capital Formation as a % of KZN GDP 2010 constant prices)				6%	8%	15%	17%	20%	KZN Treasury Data	Annual KZNT
4.1	Development of Harbours	No	Primary Indicators	Baseline (2010)	TARGETS				Verification	Reporting
		4.1.1	Ports Capacity measured in million TEU's	2.5m	3.2m	6m	8.8m	9.5m	Transnet National Ports Authority database and annual reports	Quarterly DOT
		4.1.2	Ports Capacity measured in Dry Bulk volumes (Million tons)	108m	110m	115m	120m	125m	Transnet National Ports Authority database and annual reports	Quarterly DOT
		4.1.3	Port capacity measured in containers (Crane handling moves crane hour)	26	30	33	36	40	Transnet National Ports Authority database and annual reports	Quarterly DOT
		4.1.4	Port Capacity measured by Cruise Ship Operators	2	3	4	4	4	Transnet National Ports Authority database and annual reports	Quarterly DOT
		4.1.5	Port Capacity measured by number of Cruise Liner visits	32	40	50	60	70	Transnet National Ports Authority database and annual reports	Quarterly DOT
4.2	Development of airports	4.2.1	Volume of passengers through KZN airports	5m	6m	8m	12m	15m	Airports Company of South Africa database and municipal annual reports collected by KZN treasury	Quarterly DOT
		4.2.2	Tonnage throughput from DTP cargo terminal (international)	5 000	7 000 - 8 000	8000 – 12000	12000 – 30000	30 000-50 000	DTP	Quarterly DOT
		4.2.3	Tonnage throughput from DTP cargo terminal (domestic)	New	6 700	8 000	8 929	10 102	DTP	Quarterly DOT
4.3	Development of road and rail networks	4.3.1	Total number of TEUs on Natcor rail line	400 000	600 000	1 222 600	1 833 900	2 750 900	Transnet Freight Rail database and annual reports	Annual DOT
		4.3.2	Road to rail ratio out of Durban	5.5:1	3.5:1	3:1	3:1	3:1	Transnet national Ports and eThekweni Transport Authority	Annual DOT
		4.3.3	Number of kilometres of declared rural roads that provide access to communities	30 335	31 845	33270	34695	36120	KZN Department of Transport Annual Report	Annual DOT

		4.3.4	Percentage of provincial road network in poor to very poor condition	52%	45%	30%	20%	10%	KZN Department of Transport Annual Report	Annual DOT
		4.3.5	Percentage of national road network in poor to very poor condition	15%	10%	10%	10%	10%	SANRAL Annual Report	Annual SANRAL
		4.3.6	% Modal Split in Commuter transport	(7% for eThekweni)	55%	TBD	TBD	TBD	PRASA Annual Report	Annual SANRAL
		4.3.7	% Tonnage to Capacity Utilisation (Demand Installed)	18%	26%	TBD	TBD	TBD	Transnet Annual Report	Annual SANRAL
4.4	Development of ICT	4.4.1	Number of kilometres of backbone Fibre Optic cables rolled out	11 800km	15 000km	16 000km	17 000km	18 000km	EDTEA database and reports	Annual DEDTEA
		4.4.2	Number of Points of Presence (POPS)	8	40	51	60	80	Telkom, CellC, MTN, Vodacom, , Broadband Infraco database and reports	Annual DEDTEA
		4.4.3	Number of established Municipal Access Networks	1 (2%) District	10 Districts (100%)	10 Districts (100%)	10 Districts (100%)	10 Districts (100%)	Telkom, CellC, MTN, Vodacom, database and reports	Annual DEDTEA
		4.4.4	Number of Schools Connected	300	2500	6000	All	All	DOE database reports	Annual DOE
		4.4.5	Number of Health Facilities Connected	45	200	935	All	All	DOH database reports	Annual DOH
		4.4.6	Number of ICT Infrastructure Nodes	68	403	568	571	2013	EDTEA database and reports	Annual DEDTEA
		4.4.7	Minimum broadband speed available within the Province See comment in narrative	256 kbs	5MB (50% coverage)	5MB (90% coverage)	10MB (50% coverage)	10MB (100% coverage)	Telkom, CellC, MTN, Vodacom, Virgin Mobile database and reports	Annual DEDTEA
		4.4.8	Lowest Cost of Data See comment in narrative	Average R3 681 pm	Average R8 440.00	Average R4 454.00	Average R2 479.00	Average R1 309.00	EDTEA database and reports	Annual DEDTEA
		4.4.9	Number of Public Wi-Fi Hotspots established	new	1	40	80	100		
		4.4.10	Number of OSS Centres connected	new	TBD	All OSS Centres 889	-	-		

		4.4.11	Number of prioritised Poverty Eradication Master Plan Wards in a Broadband Coverage area	new	TBD	169 most deprived wards	-	-		
4.5	Improve water resource management and supply	4.5.1	Cubic metres per capita per year available	917 m <sup>3</sup>	1 000m <sup>3</sup>	1 000m <sup>3</sup>	1 250m <sup>3</sup>	1 250m <sup>3</sup>	Department of Water Affairs and Sanitation National Water Management System.	Annual DCOGTA
		4.5.2	Number of water service systems in balance (supply and demand balance)	40% in balance out of 155 measures	60 %	80%	90%	195%	Reconciliation strategies available from DWAS and WSAs	Annual DCOGTA
		4.5.3	Non-revenue water	60%	60%	45%	30%	25%	Water Loss Surveys. District Municipalities / Water Authorities	Annual DCOGTA
		4.5.4	Value of development/rezoning applications not approved due to bulk water and effluent constraints	2015 baseline R3.826 billion	TBD	TBD	TBD	TBD	Development application reports. District Municipalities / Water Authorities	Annual DCOGTA
		4.5.5.	% of households with access to 75 litres of water per person per day	TBD	TBD	TBD	TBD	TBD	Municipal IDPs and DCOGTA	Annual DCOGTA
		4.5.6	% of households with yard water connections	23%	28%	35%	70%	98%	Municipal IDPs and DCOGTA	Annual DCOGTA
		4.5.7	% of households with sanitation to MIG standards	85.61%	93.12%	100%	100%	100%	Total households without sanitation services divided by total Provincial number of households. Municipal IDPs and DCOGTA	Annual DCOGTA
		4.5.8	Number of MIG projects meeting 75 litres of water per person per day	TBD	TBD	TBD	TBD	TBD	Municipal IDPs and DCOGTA	Annual DCOGTA
4.6	Improve energy production and supply	4.6.1	Value of development/rezoning applications not approved due to electricity supply constraints	2015 baseline R2 393 billion	TBD	TBD	TBD	TBD	Development application reports. Electricity Supply Authorities, Municipalities	Annual DCOGTA
		4.6.2	% of households with a source of electricity supply	75.90%	80%	89%	98%	98%	Total households without electricity services divided by total Provincial number of households. Municipal IDPs and DCOGTA	Annual DCOGTA



**GOAL 5: ENVIRONMENTAL SUSTAINABILITY***Environmental percentage of IDPs incorporating strategies for adaptation and mitigation of climate change*

APEX INDICATORS	Baseline (2010)	TARGETS				VERIFICATION	REPORTING
		2015	2020	2025	2030		
<b>Green House Gas Emissions</b>	Baseline to be established	5,102,200 MtCO <sub>2</sub> e from 2010 Baseline	10,603,200 MtCO <sub>2</sub> e from 2010 Baseline	14,131,200 MtCO <sub>2</sub> e from 2010 Baseline	14,788,200 MtCO <sub>2</sub> e from 2010 Baseline	National Greenhouse Gas Report. Department of Environment Affairs	Annual DEDTEA
<b>% protection of High -Risk Biodiversity Planning Units (HRBPU)</b>	To be determined	70%	85%	100%	100%	Provincial Environmental Outlook Reports, Land Cover study, District Biodiversity Sector Plans, TSCP, DEDTEA	Annual DEDTEA
<b>Units of energy produced through alternative energy generation (new build)</b>	9.1 MW	1 200 MW	2 400 MW	3 700 MW	5 000 MW	Purchase Power Agreements. NERSA/Single Buyers Office	Annual DEDTEA

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline (2010)	TARGETS				Verification	Reporting Intervals
					2015	2020	2025	2030		
5.1	Increase productive use of land	5.1.1	0% increase in the Provincial Land Degradation Index	2.1% current rate  2003 - 12% (1,118,313 ha) severely degraded. 57% within the upper half of the Index (classes 5-8) and 25% classified under class 6 of the Index.	2.0%	1.9%	1.7%	1.6%	Land degradation surveys (soil and vegetation evaluations). DARD	Annual DARD
		5.1.2	Ha. of land rehabilitated annually	Baseline to be established	100 000	100 000	100 000	100 000	The National Land Care Programme. DARD Invasive Alien Species Programme (DEDTEA)	Annual DARD DEDTEA

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline (2010)	TARGETS				Verification	Reporting Intervals
					2015	2020	2025	2030		
		5.1.3	% use of high value agricultural land for non-agricultural activities	1.8%	1.5%	1.3%	1.1%	1%	Land Categories dataset and the Land Use Regulatory Unit (DARD) National land cover data base. CSIR, ARC, NDA	Annual DARD
5.2	Advance alternative energy generation and reduce reliance on fossil fuels	5.2.1	Units of energy saved through energy efficiency interventions	180GWh (2012)	3905GWh	7811GWh	9649Gwh	9649Gwh	Municipal Greenhouse Gas Inventory. Department of Energy/ESKOM	Annual DEDTEA
		5.2.2	Number of small scale renewable energy projects	TBD	2	50	150	300	ESKOM	Annual DEDTEA
5.3	Manage pressures on biodiversity	5.3.1	Land transformation in High-Risk Biodiversity Planning Units (HRBPU) per district municipality	At the average rate of transformation of 127 909 ha/annum the persistent threshold will be met in 2012 and the fragmentation threshold will be met in 2035.	Not exceeding connectivity thresholds, i.e. 75% of land in identified planning units remains untransformed	Not exceeding connectivity thresholds, i.e. 75% of land in identified planning units remains untransformed	Not exceeding connectivity thresholds, i.e. 75% of land in identified planning units remains untransformed	Not exceeding connectivity thresholds, i.e. 75% of land in identified planning units remains untransformed	National land cover data base, District Biodiversity Sector Plans, Bioregional Plans and State of Biodiversity Reports. CSIR, ARC (National land cover data base); EKZNW (biodiversity reports) and DEDTEA	Every three years EKZNW
		5.3.2	% conformance of land and resource use decisions with High-Risk Biodiversity Planning Unit (HRBPU) guidelines per district municipality.	35%	75%	85%	100%	100%	National Environmental Authorisation System (NEAS); EKZNW Spatial EIA Database, Annual Performance Reports and Compliance Records. CARA records. Annual Compliance Reports (Chapter 3 of NEMA). DEA & DEDTEA, EKZNW, NDA (CARA)	Annual EKZNW
		5.3.3	Compliance with national Ambient Air Quality Standards	60%	60%	80%	100%	100%	Annual reports of SAAQIS	Annual DEDTEA
		5.3.4	Blue Drop rating	65%	75%	80%	85%	90%	Blue Drop Programme	Annual DWAS
		5.3.5	% of waste water treatment works complying with enforcement measures to meet effluent standards	40%	55%	70%	80%	90%	Green Drop Programme (new	Annual DWAS

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline (2010)	TARGETS				Verification	Reporting Intervals
					2015	2020	2025	2030		
		5.3.6	% increase in volume of waste recycled	Paper and Packaging – 44.5 % of packaging put onto the market is recycled annually (1,539 million tons recycled of 3,460 million tons)	50%	50%	50%	50%	Waste Sector Reports and Waste Information System. DEA, DEDTEA	Annual DEDTEA
				Lighting – 0% of lamps put on the market are recycled annually	25%	25%	25%	25%		
				Waste tyres – 2% of tyres put onto the market are recycled annually (4000 tons recycled of 200 000 tons)	80%	80%	80%	80%		
		5.3.7	Percentage of waste license applications finalised within legislated timeframes	64%	80%	90%	95%	98%	Waste Sector Reports and Waste Information System. DEA, DARD	Annual DARD
		5.3.8	% of environmental impact assessments (EIA) applications finalised within legislated timeframes	90% (2014)	90%	90%	95%	98%	NEAS, DEA. Impact Management Unit, DEDTEA	Annual DEDTEA
		5.3.9	Number of compliance inspections conducted	600	750	850	950	1000	Compliance, monitoring and enforcement, DEDTEA	Annual DEDTEA
5.4	Mitigation and Adaptation to climate change	5.4.1	Share of events with early warning systems, where affected parties received prior warning.	100%	100%	100%	100%	100%	Recording of events and disasters with early warnings. Dept of Co-operative Governance and Traditional Affairs (DM Unit)	Annual DCOGTA

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline (2010)	TARGETS				Verification	Reporting Intervals
					2015	2020	2025	2030		
		5.4.2	Average time taken to respond to disaster events	100%	100%	100%	100%	100%	Records of disaster response times and relief funding turnaround times. Dept of Co-operative Governance and Traditional Affairs (DM Unit)	Annual DCOGTA
		5.4.3	Regular forecast of anticipated impacts of climate change and response plan	100%	100%	100%	100%	100%	Records of forecasts and anticipated impacts. Dept of Co-operative Governance and Traditional Affairs (DM Unit)	Annual DCOGTA
		5.4.4	Share of development applications addressing disaster risk management (where applicable)	50%	75%	100%	100%	100%	Electronic Provincial Development Application Management System. Dept of Co-operative Governance and Traditional Affairs	Annual DCOGTA
		5.4.5	Percentage of IDP's incorporating comprehensive strategies for adaptation and mitigation of climate change	New	50%	100%	100%	100%	IDP review	DEDTEA

**GOAL 6: GOVERNANCE AND POLICY***The population of KZN is satisfied with the levels of government service delivery*

APEX INDICATORS	Baseline (2010)	TARGETS				VERIFICATION	REPORTING
		2015	2020	2025	2030		
Improvement in level of client satisfaction measured through percentage of citizens satisfied with the level of government services	53%	55	60	65	70	Citizen Survey by OTP	Annual (measured every second year) OTP

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline (2010)	TARGETS				Verification	Reporting
					2015	2020	2025	2030		
6.1	Strengthen policy, strategy co-ordination and IGR	6.1.1	Percentage of public sector expenditure spent in accordance with the municipal Integrated Development Plan	51.6%	60%	75%	85%	95%	Annual analysis of Levels of Public Sector Expenditure. Reports submitted by municipalities. Analysis by OTP, in conjunction with Treasury.	Annual. Reports to be submitted by municipalities after end of their financial year in June of each year. Analysis to be undertaken by September each year by OTP, in conjunction with Treasury and DCOGTA.
		6.1.2	Percentage of public sector capital expenditure within KZN spent in accordance with the PGDS identified/aligned projects	No baseline available - this analysis is not currently undertaken and needs to be instituted. COGTA draft Strategic Plan has prioritised development of a system	50%	70%	95%	95%	Annual analysis of public sector expenditure reports. Expenditure reports submitted by sector departments and implementing agents.	Annual. Analysis to be undertaken by September each year by OTP, and PPC in conjunction with Treasury and DCOGTA.
		6.1.3	% of development applications that meet time norms for processing	60% in 2010	70%	80%	85%	90%	Records from the Provincial Electronic Development Application System. Dept. of Co-operative Governance and Traditional Affairs; records from COGTA shared service centres.	Annual OTP

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline (2010)	TARGETS				Verification	Reporting
					2015	2020	2025	2030		
6.2	<b>Build government capacity</b>	6.2.1	Percentage of municipal budget allocated to capital infrastructure (new construction, maintenance and operation) spent	86% (2013/14)	100%	100%	100%	100%	Annual analysis and collation of information submitted by municipalities. Municipal reports analysed by OTP, in conjunction with Treasury. Analysis should allow for identification of problem areas and the initiation of corrective programmes by the OTP & DCOGTA.	Annual. Reports to be submitted by municipalities after end of their financial year in June of each year. Analysis to be undertaken by September each year by OTP
		6.2.2	Percentage of municipal budget allocated to capital infrastructure (CAPEX) (new construction, maintenance and operation)	18.9%	20%	22%	25%	30%	Annual analysis and collation of information submitted by municipalities. Municipal reports analysed by OTP, in conjunction with Treasury. Analysis should allow for identification of problem areas and the initiation of corrective programmes by the OTP & DCOGTA.	Annual. Reports to be submitted by municipalities after end of their financial year in June of each year. Analysis to be undertaken by September each year by OTP
		6.2.3	Percentage of budget of provincial departments and public entities allocated to capital infrastructure spent	98% (2013/14)	100%	100%	100%	100%	Annual analysis and collation of information submitted by provincial departments and public entities. Provincial departments and public entities reports analysed by OTP, in conjunction with Treasury. Analysis should allow for identification of problem areas and the initiation of corrective programmes by the OTP & Treasury.	Annual. Reports to be submitted by these organisations after the end of their financial year in March of each year. Analysis to be undertaken by June each year by OTP
		6.2.4	Percentage of provincial departments and public entities budget allocated to capital infrastructure (new construction, maintenance and operation)	17.2%	20%	22%	25%	30%	Annual analysis and collation of information submitted by provincial departments and public entities. Provincial departments and public entities reports analysed by OTP, in conjunction with Treasury. Analysis should allow for identification of problem areas and the initiation of corrective programmes by the OTP & Treasury.	Annual. Reports to be submitted by these organisations after the end of their financial year in March of each year. Analysis to be undertaken by June each year by OTP

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline (2010)	TARGETS				Verification	Reporting
					2015	2020	2025	2030		
		6.2.5	% municipalities with clean audits	8.2%	100%	100%	100%	100%	Auditor-General's office	Annual COGTA; Provincial Treasury
		6.2.6	% of provincial departments and entities with clean audits	28.2%	100%	100%	100%	100%	Auditor-General's office	Annual Provincial Treasury
		6.2.7	% of provincial departments achieving Level 3 within 50% of the Management Performance Assessment Tool (MPAT) standards for each cycle.	50%	65%	70%	75%	80%	OTP (M&E) MPAT assessment reports	Annual OTP
		6.2.8	% of vacant funded posts in provincial departments	38%	15%	10%	10%	10%	Average 5 of posts on PERSAL which are vacant over a quarter	6 monthly OTP (PERSAL)
6.3	Eradicate fraud and corruption	6.3.1	% of provincial and municipal entities that have audit disclaimers, or adverse findings	15.4% for provincial departments and entities	0%	0%	0%	0%	Auditor-General's office	Annual KZNT
		6.3.2	Number of government officials convicted for corruption or offences related to corruption	207	9	TBD	TBD	TBD	Reports from Provincial Treasury Internal Audit	Annual Provincial Treasury
		6.3.3	Conviction rate measured as percentage convictions of the total number of dockets received in the year )	77(2013)	80	80	80	80	Reports from Provincial Treasury Internal Audit	Annual SAPS, Treasury and OTP
6.4	Promote participative, facilitative and accountable governance	6.4.1	Voter participation in provincial and municipal elections	Prov 2009: 78.81 % Local 2011: 61.52%	Prov: 80% Local: 65%	Prov: 82% Local: 67%	Prov: 84% Local: 69%	Prov: 86% Local: 71%	Poll reports. IECC	After each election OTP
		6.4.2	Increase in representation and participation of non-governmental stakeholders in the PGDP action workgroups	Less than 4%	5% increase on baseline	5% annual increase from previous year	5% increase annual from previous year	5% increase from previous year	AWG reports	Quarterly OTP and PGDP Technical Task Team
		6.4.3	Increase in percentage of women, youth and people with disabilities within the public and private sphere	Women occupy 40% of jobs across all occupational levels	42%	44%	45%	46%	Information to be sourced from Stats SA, the Commission on Employment Equity and political structures & organisations. Information to be collated and analysed by OTP: Human Rights Unit.	Every two years. OTP

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline (2010)	TARGETS				Verification	Reporting
					2015	2020	2025	2030		
				People with disabilities occupy 0.83% of jobs across all occupational levels	1.2%	2.5%	3%	3.5%	Information to be sourced from Stats SA, the Commission on Employment Equity and political structures & organisations. Information to be collated and analysed by OTP: Human Rights Unit.	Every two years. OTP
		6.4.3.1	Percentage of Women in Management Positions (levels 13-16) in the KZN Provincial Administration	40 % (June 2013)	50%	50%	50%	50%	PERSAL	OTP, quarterly
		6.4.3.2	Percentage of Women in other occupational levels (levels 1-12) in the KZN Provincial Administration	40 % (June 2013)	50%	50%	50%	50%	PERSAL	OTP, quarterly
		6.4.3.3	Percentage of Employees with Disabilities in KZN Provincial Administration	0,21% (June 2013)	2%	4%	6%	6%	PERSAL	OTP, quarterly
		6.4.7	Percentage of high PGDP intervention areas (as per the PGDP Priority Interventions Areas Map) with functional OSS war rooms	60% in red zones- (October 2014)	100% for Priority 1 Areas (red zones) 30% for Priority 2 Areas (orange zones)	100%	100%	100%	OSS reports	Annual OSS



**GOAL 7: SPATIAL EQUITY***Increased spatial access to goods and services*

APEX INDICATORS	Baseline (2010)	TARGETS				VERIFICATION	REPORTING
		2015	2020	2025	2030		
Improved population physical access to goods and services as measured by the Spatial Equity / Accessibility Index	0.499	0.511	0.532	0.569	0.585	Calculated by standardised method based on population and facilities distribution.	Annual COGTA

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline (2010)	TARGETS				Verification	Reporting
					2015	2020	2025	2030		
7.1	Actively promote spatial concentration and co-ordination of development interventions	7.1.1	Increase in the population density within designated development areas	6.2 Households / Ha	6.5 Households / Ha	7 Households / Ha	8 Households / Ha	10 Households / Ha	Dept. Rural Development and Land Reform, Dept. of Co-operative Governance and Traditional Affairs, Statistics South Africa, Eskom Household Point Data.	Every 5 years. COGTA
		7.1.2	Spatial Distribution of Human Development Index (HDI) at provincial scale	0.57	0.57	0.60	0.64	0.69	Provincial Index of Multiple Deprivation	Every 5 years. COGTA
7.2	Facilitate integrated land management and spatial planning	7.2.1	Percentage of total provincial geographical area with Land Use Management Schemes and Systems. This accommodates other solutions not only the "scheme". It could be solutions such as SDFs, Regional Plans, Corridor Plans, TSMPs, etc.	1.8%	50%	100%	100%	100%	Calculated as a percentage of KZN land with a municipally approved land planning and management tool	Annual COGTA