

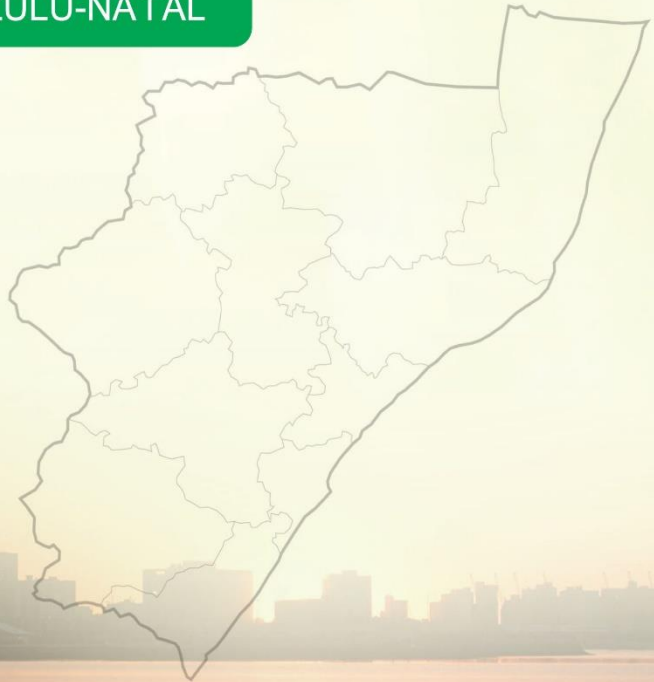


provincial planning  
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PROVINCE OF KWAZULU-NATAL

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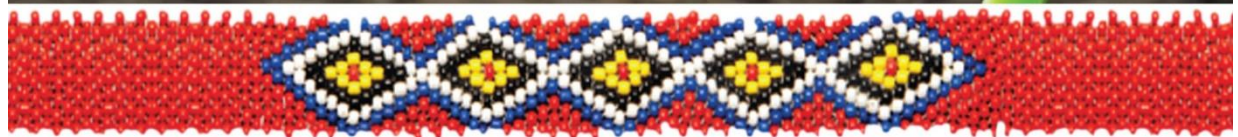
**KWAZULU-NATAL**



**2035**

# PROVINCIAL GROWTH AND DEVELOPMENT PLAN

*Building A Better Future Together*



ISBN Number: 1-920041-24-9

2016/17

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- The KZN Provincial Planning Commissioners (KZN PPC);
- The KZN PPC Secretariat;
- The nominated representatives of the PGDP (Provincial Growth and Development Plan) Technical Committee from the KZN Provincial Departments, Provincial State Owned Entities, National Departments, National State Owned Entities, SALGA KZN and Municipalities;
- Our stakeholders and partners who took time to comment on and give input into the Plan from provincial departments, traditional councils, organised labour, organised business, the community sector and academic institutions.

## Abbreviations

a	annum
ADA	Agribusiness Development Agency
AeT	Asiye eTafuleni
AFOLU	Agriculture, Forestry and Other Land Use
AGL	above ground level
AGOA	African Growth and Opportunity Act [deal]
APAP	Agricultural Policy Action Plan
AU	African Union
AWG	Action Work Groups – structures for joint planning and monitoring of PGD Plan incorporating government and social partners
BES	Biodiversity and Ecosystem Services
BBSDP	Black Business Supplier Development Programme
BR&E	Business Retention and Expansion
BRIC	Brazil, the Russian Federation, India, and China (BRICS excluding South Africa)
BRICS	Brazil, the Russian Federation, India, China and South Africa (sometimes referred to as BRICSA)
BUR	Biennial Update Report
C	Celsius
CARA	Conservation of Agricultural Resources Act
CASP	Comprehensive Agricultural Support Programme
CBA	Critical Biodiversity Area
CCSD	Climate Change and Sustainable Development Council
CCGT	Combined Cycle Gas Turbine
CDM	Clean Development Mechanism
CER	Centre for Environmental Rights
CET	Community Education and Training Colleges
CGE	Commission on Gender Equality
CH <sub>4</sub>	Methane
CIP	(The) Critical Infrastructure Programme)
CIS	(The) Co-Operative Incentive Scheme
CIVETS	Colombia, Indonesia, Vietnam, Egypt, Turkey and South Africa
CMA	Catchment Management Agency
CO <sub>2</sub>	Carbon Dioxide
COD	Chemical Oxygen Demand
COGTA	Department of Cooperative Governance and Traditional Affairs
COMESA	Common Market for Eastern and Southern Africa
COP	Conference of Parties
CPAs	Communal Property Associations
CPFP	(The) Capital Projects Feasibility Programme
CSIR	Council for Scientific and Industrial Research
CWP	(The) Community Work Programme
DAC	(The) Durban Adaptation Charter
DAFF	Department of Agriculture, Forestry and Fisheries
DARD	(KZN) Department of Agriculture and Rural Development

DCCS	Durban Climate Change Strategy
DBSA	Development Bank of South Africa
DEA	(The) Department of Environmental Affairs
DEAT	(The) Department of Environmental Affairs and Tourism
DERO	Desired Emissions Reduction Outcomes
DME	Department of Minerals and Energy
DMR	Department of Mineral Resources
DoL	(The) Department of Labour
DRDLRD	Department of Rural Development and Land Reform
(The) dti	The Department of Trade and Industry
DTS	Domestic Tourism Survey
DWA	Department of Water Affairs
DWAF	Department of Water and Forestry
DWS	Department of Water and Sanitation
EAC	(The) East African Community
EAP	Economically Active Population
EDTEA	Department of Economic Development, Tourism and Environmental Affairs
EE	Energy Efficiency
EIAs	Environmental Impact Assessment
EMIA	Export Marketing and Investment Assistance
EO	Energy Office
EPCPD	Environmental Planning and Climate Protection Department
EPIP	Environmental Protection and Infrastructure Program
EPWP	Expanded Public Works Programme
ERP	Extension Recovery Program
FDI	Foreign Direct Investment
FEPA	Freshwater Ecosystem Priority Areas
FTA	Free Trade Area
GDP	Gross Domestic Product
GEM	Global Entrepreneurship Monitor
GHG	Greenhouse Gas
GIS	Geographic Information Systems
GLBT	Gay, lesbian, bisexual, and transgender.
GVA	Gross Value Added / Addition
GW	gigawatt
ha	hectares
HRD	Human Resource Development
I&APs	Interested and Affected Parties
IASP	Invasive Alien Species Program
ICLEI	Local Governments for Sustainability
ICMA	Integrated Coastal Management Act
ICWA	iMfolozi Community and Wilderness Alliance
IDC	Industrial Development Corporation

IDF	Integrated Development Framework
IDP	Integrated Development Plan
IDZs	Industrial Development Zones
IGRFA	Intergovernmental Relations Framework Act
INDC	Intended Nationally Determined Contribution
IPP	Independent Power Producer
IPAP	Industrial Policy Action Plan
ISP	Internal Strategic Perspective
IRP	Integrated Resources Plan
ITB	Ingonyama Trust Board
Km	kilometre
KPI	Key Performance Indicator
kW	kilowatt
KZN	KwaZulu-Natal
l	litre
LTA	Long Term Adaptation Scenarios
LULUCF	Land Use, Land Use Change and Forestry
m	metres
m <sup>3</sup>	cubic metres
MAR	Mean annual Runoff
MCEP	The Manufacturing Competitiveness Enhancement Programme
MDG	Millennium Development Goals
MEA	Millennium Ecosystem Assessment
MI	megalitre
mm	millimetres
MICE	Meetings, Incentives, Conferences and Exhibitions
MINT	Mexico, Indonesia, Nigeria and Turkey (group of countries)
MMTS	Mooi-Mgeni Transfer Scheme
MPA	Marine Protected Area
mt	million tonnes
MtCO <sub>2</sub> e	million metric tons of carbon dioxide equivalent
MTSF	Medium Term Strategic Framework
MW	Megawatt
NASA	National Aeronautics and Space Administration
NC	National Communication
NCCRP	National Climate Change Response Plan
NCPC	National Cleaner Production Centre
n.d.	no date
NDP	(The) National Development Plan
NEPAD	New Partnership for Africa's Development
NFEPA	National Freshwater Ecosystem Priority Areas
NGP	(The) New Growth Path
N <sub>2</sub> O	Nitrous oxide

NPAES	National Protected Area Expansion Strategy
NPC	National Planning Commission
NSBA	National Spatial Biodiversity Assessment
NSSD	National Strategy for Sustainable Development
NWC/WDMS	National Water Conservation and Water Demand Strategy
NWI	National Wetlands Inventory
NWRS2	National Water Resources Strategy 2
NYDA	(The) National Youth Development Agency
OECD	(The) Organisation for Economic Co-operation and Development
OEMs	Original Equipment Manufacturers
OSS	Operation Sukhuma Sakhe
PA	Protected Area
PCEC	Provincial Committee for Environmental Coordination
PEMP	Poverty Eradication Master Plan
PV	Photovoltaic
PGDP	KZN Provincial Growth and Development Plan
PGDS	KZN Provincial Growth and Development Strategy
PSDF	Provincial Spatial Development Framework
PSDS	Provincial Spatial Development Strategy
RAMSAR	International Convention on Wetlands
R&D	Research and Development
RBIDZ	Richards Bay IDZ
RE	Renewable Energy
REDZ	Renewable Energy Development Zones
REIPPPP	Renewable Energy Independent Power Producers Procurement Programme,
RES	Revenue Enhancement Strategies
RMP	Resource Management Plan
RQO	Resource Quality Objective
s	second
SACN	South African Cities Network
SACU	Southern African Customs Union
SADC	(The) Southern African Development Community
SALGA	South African Local Government Association
SANAs	Situational Analysis and Needs Assessment
SANBI	South African National Biodiversity Institute
SANParks	South African National Parks
SAPOA	South African Property Owners Association
SARB	(The) South African Reserve Bank
SARS	South African Revenue Service
SASA	South African Sugar Association
SASS	South African Scoring System
SASSA	South African Social Security Agency
SATSA	Southern African Tourism Services Association
SDF	Spatial Development Framework

SDG	Sustainable Development Goals
SE	Sustainable Energy
SEA	Strategic Environmental Assessment
SEDA	Small Enterprise Development Agency
SEIF	(The) Shared Economic Infrastructure Facility
SESE	Survey of Employers and the Self-employed
SETA	Skills Education Training Authority
SEZ	Special Economic Zones
SFRA	Streamflow Reduction Activities
SIP	Strategic Infrastructure Project
SMMEs	Micro, small and medium enterprises
SPLUMA	(The) Spatial Planning and Land Use Management Act
StatsSA	Statistics South Africa
STEG	Solar Thermal Electricity Generation
SWSA	Strategic Water Source Area
TAs	Traditional Authorities
tCO <sub>2</sub> e	tonnes of carbon dioxide equivalent
TEU	Twenty Foot Equivalent Units
TFCA	Transfrontier Conservation Area
TKZN	Tourism KwaZulu-Natal
TIZKN	Trade Investment KwaZulu-Natal
UNFCCC	United Nations Framework Convention on Climate
UNIDO	United Nations Industrial Development Organisation
WDM	Water Demand Management
WfW	Working for Water
WMA	Water Management Area

## GLOSSARY

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

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

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

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

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

## A. BACKGROUND AND INTRODUCTION

The KwaZulu-Natal Provincial Executive Council tasked the KwaZulu-Natal Provincial Planning Commission (PPC) in February 2011 to prepare a long term vision and Provincial Growth and Development Strategy (PGDS). The Provincial Growth and Development Strategy (PGDS) 2011 was adopted by Executive Council on 31 August 2011. In adopting the PGDS, the Executive Council resolved to review the PGDS every 5 years. With the first 5 years of the PGDS 2011 concluded, the PPC undertook a review of the PGDS in 2016.

The 2016 review of the PGDS was informed by the following documents and processes:

- Progress made with the implementation of the 2011 PGDS as reflected in Provincial Executive Council Cluster Reports to Makgotla;
- The 2015 KwaZulu-Natal Citizen Satisfaction Survey;
- The Stats SA 2016 Community Survey;
- The KZN Situational Overview;
- Reports on Social Cohesion and Migration; and
- Broad Based Consultation with and Comments from Development Partners

The Revised 2016 KwaZulu-Natal Provincial Growth and Development Strategy (KZN PGDS) was approved by the KZN Executive Council on 2 November 2016.

### KwaZulu-Natal's Vision

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

By 2035, 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 will have options on where and how they opt to live, work and play, where the principle of putting people first, living together in dignity and harmony, and where leadership, partnership and prosperity in action, has become a normal way of life.

### PGDP purpose

The main purpose of this PGDP is to translate the PGDS into an implementation plan which will provide a sound platform for departmental, sectoral and stakeholder annual performance planning and therefore to guide resource allocation. In this transition from strategy to plan, the focus is on driving implementation in a coordinated and integrated manner, where progress can be measured against predetermined targets and where roles and responsibilities have been confirmed within established lines of accountability.

The significance of this 2016/17 Version of the PGDP is that it is the first version of the PGDP adopted on the basis of the 2016 Version of the PGDS. The further significance of this version of the PGDP is

that, in addition to the initial 2010 Baseline, a secondary Baseline for 2015 is now established and as much as the focus is now shifting to Vision 2035, the immediate focus is on targets set towards 2020. This version of the PGDP therefore now contains revised goals, objectives, interventions, indicators and targets, as well as a revised list of Catalytic Projects which will be leading the implementation process.

This 2016/17 Version of the PGDP now clearly indicates:

- The desired 2035 outcomes in the 7 goals and 31 objectives, with a focus on 2020;
- A set of indicators that will be applied to measure the progress being made to achieve the desired outcomes;
- The targets and the KZN growth path for 2020, 2025, 2030 and 2035 in respect of each of the indicators;
- The strategic interventions required to achieve the set targets;
- The catalytic projects in support of the PGDP Goals;
- The institutional framework for the implementation of the PGDP; and
- The monitoring, evaluation, reporting and review framework of the plan

This document is a strategic management tool to ensure that as a Province, there is a concerted and measured effort to achieve the 2035 Vision.

The PGDP is a plan for the Province of KZN and not just for government.

## **“One Province – One Plan – One Future”**

### **Structure of the PGDP document**

In addition to this section on the introduction to and background of the PGDP, the attention is firstly focused on the Spatial Context of the PGDP as pronounced in the Provincial Spatial Development Framework (PSDF). From there the attention shifts to the seven strategic goal areas and the specific objectives listed under each goal. Up to this point, all information is largely derived directly from the PGDS. The PGDP however from here on elaborates further and includes a more detailed narrative on the strategic interventions that will drive the identified goal and objective indicators, as well as the five year targets set for each indicator. In doing this, the PGDP provides a clear roadmap or development trajectory towards 2035. Each goal chapter also contains a chart which summarises the indicators and interventions for that goal area.

Given the clearly stated objective of facilitating and expediting implementation, the next section focusses on the concept of Catalytic Projects. This concept is clearly defined in this section and the process of achieving catalytic accreditation is outlined. Because of the dynamic and more detailed nature of project planning and reporting within the context of a broader Provincial Growth and Development Strategy and Plan, this section will be reviewed on a quarterly basis to ensure that it remains relevant and current. A list of accredited Catalytic Projects will also be a standing annexure to the APP and quarterly updates will be published.

This is then followed by a section outlining the Institutional Framework through which the PGDP is to be implemented and monitored. The focus here is on the alignment and integration of activities of Government, Business, Labour and Civil Society towards achieving Vision 2035.

From here the focus moves to a detailed Monitoring and Evaluation Framework, which sets out details such as interim targets, means of verification and sources of data. This level of detail is contained in a

## PGDP STRATEGIC FRAMEWORK

To realise the KZN Vision, the following strategic framework has been identified, comprising of seven long-term goals and 31 strategic objectives to guide policy-making, programme prioritisation and resource allocation, as indicated in the table below.

Figure 1: PGDS Listing of Strategic Goals and Strategic Objectives

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

## ALIGNMENT WITH OTHER STRATEGIC PLANS

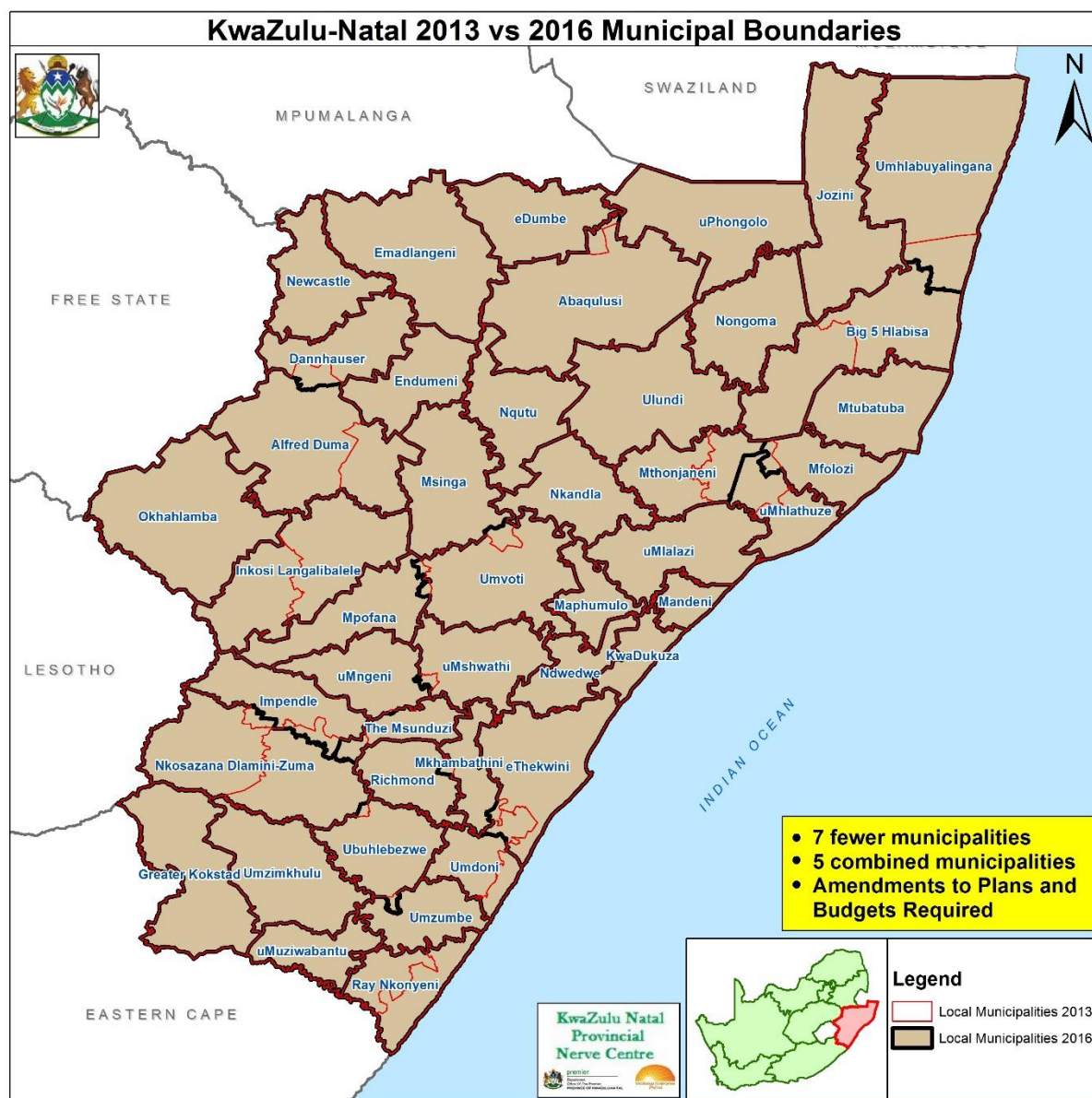
At the global level, cognisance has been taken of the United Nations Sustainable Development Goals (SDGs) which have replaced the Millennium Development Goals (MDGs). Within the African context, this provincial plan has also been aligned with the 10 priority actions of the African Union Agenda 2063.

The National Development Plan and the 14 outcomes of the Medium Term Strategic Framework (MTSF) provide a central reference point for alignment with the national programme of action. In reviewing this plan, the Nine Point Plan adopted by national government, as a measure to address challenges related to global economic downturn, has also been taken into account.

## B. PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK

**NOTE :** The Municipal landscape of KwaZulu-Natal has changed substantial after the 3 August 2016 municipal elections and the subsequent revision of municipal boundaries. The diagram below provides an overview of the key amendments:

Figure 2: Spatial planning contexts – Rationalisation Map



## 1. Introduction and Purpose

With the focus of the PGDP being on implementation, due recognition must be given to the fact that it is not only important to agree on **what** it is that will be implemented, but that it is equally important to agree on **where** this is to be implemented. It is for this reason that this extract of the Provincial Spatial Development Framework, as is contained in the PGDS, is again included in the PGDP. The optimisation of collective input is just not possible without spatial alignment and integration.

The Provincial Growth and Development Strategy 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 disparities and cultural factors. Past spatial planning has often aggravated these spatial disparities. This has resulted in a disjuncture between where people live and where social and economic opportunities are concentrated. This spatial marginalisation 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 KwaZulu-Natal Provincial Spatial Development Framework (PSDF) has therefore been developed in order to guide the spatial dimension achieve the goals and objectives of the PGDS in a targeted and spatial coordinated manner. The interventions and catalytic projects being pursued in the Provincial Growth and Development Plan (PGDP) must therefore be undertaken within the context of the Provincial Spatial Development Framework. The manner in which the PGDP is implemented must therefore be guided by the PSDF to ensure that the spatial imperatives and priorities of the Province find practical expression towards greater spatial equity.

The PSDF is also essential to facilitate the alignment between national, provincial and municipal spatial imperatives. The KZN PSDF thus aims to strengthen the linkages between the three spheres of government towards optimising the returns on public investment to the benefit of affected communities and industries. This in turn should provide greater certainty to communities and the private sector towards the sectoral and geographical focus areas of spatial growth.

## 2. Spatial Rationale

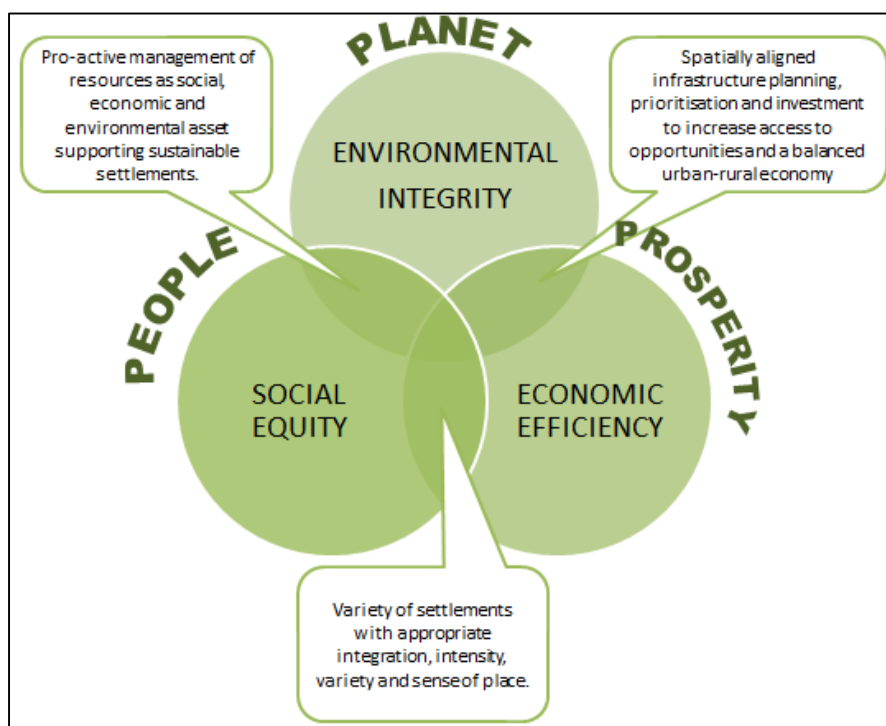
### 2.1 Spatial Vision and Approach

The envisaged spatial vision for KwaZulu-Natal could be summarised as follow:

*“Optimal and responsible utilisation of human and environmental resources, building on addressing need and maximising opportunities toward greater spatial equity and sustainability in development.”*

From the above spatial vision, the Provincial Spatial Development Framework PSDF takes as its starting point the goal of sustainable development which, in spatial terms, could be expressed as follows:

Figure 3: Illustration of the Concept of Spatial Sustainability



The three pillars of sustainability, also referred to as the "triple bottom line".

## 2.2 Spatial Principles

The following nine spatial principles underscores the general spatial intentions of the PGDS and serves as provincial guiding principles which should, ideally, be pursued within all levels of spatial planning at district and local level in alignment with the provincial spatial development strategy.

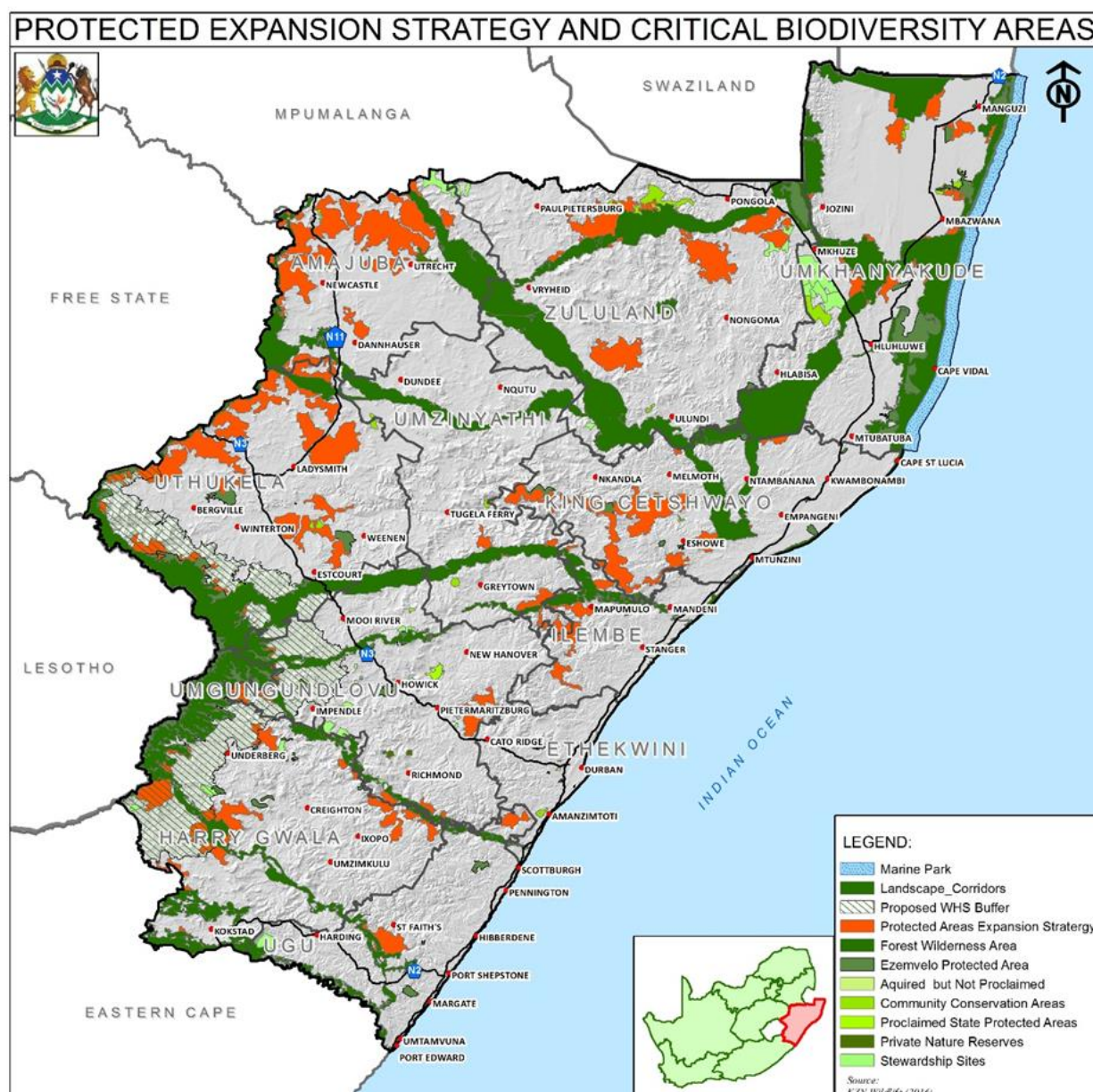
Figure 4: Nine Spatial Principles

Sustainable Communities	Economic Potential	Environmental Planning
Sustainable Rural Livelihoods	Spatial Concentration and Urban Development	Local Self-Sufficiency
Coordinated Implementation	Accessibility	Balanced Development

## 2.3 Environmental Sensitivity and Resilience

The critical bio-diversity areas and associated environmental management areas (at a provincial scale) are represented by the map below and these have been incorporated as a key element to the PSDF map as a series of landscape / conservation corridors. It is important to note that these conservation corridors are not suggested as absolute “no-go” areas, but rather highlighted as areas of environmental significance to the sustainable development of the entire province.

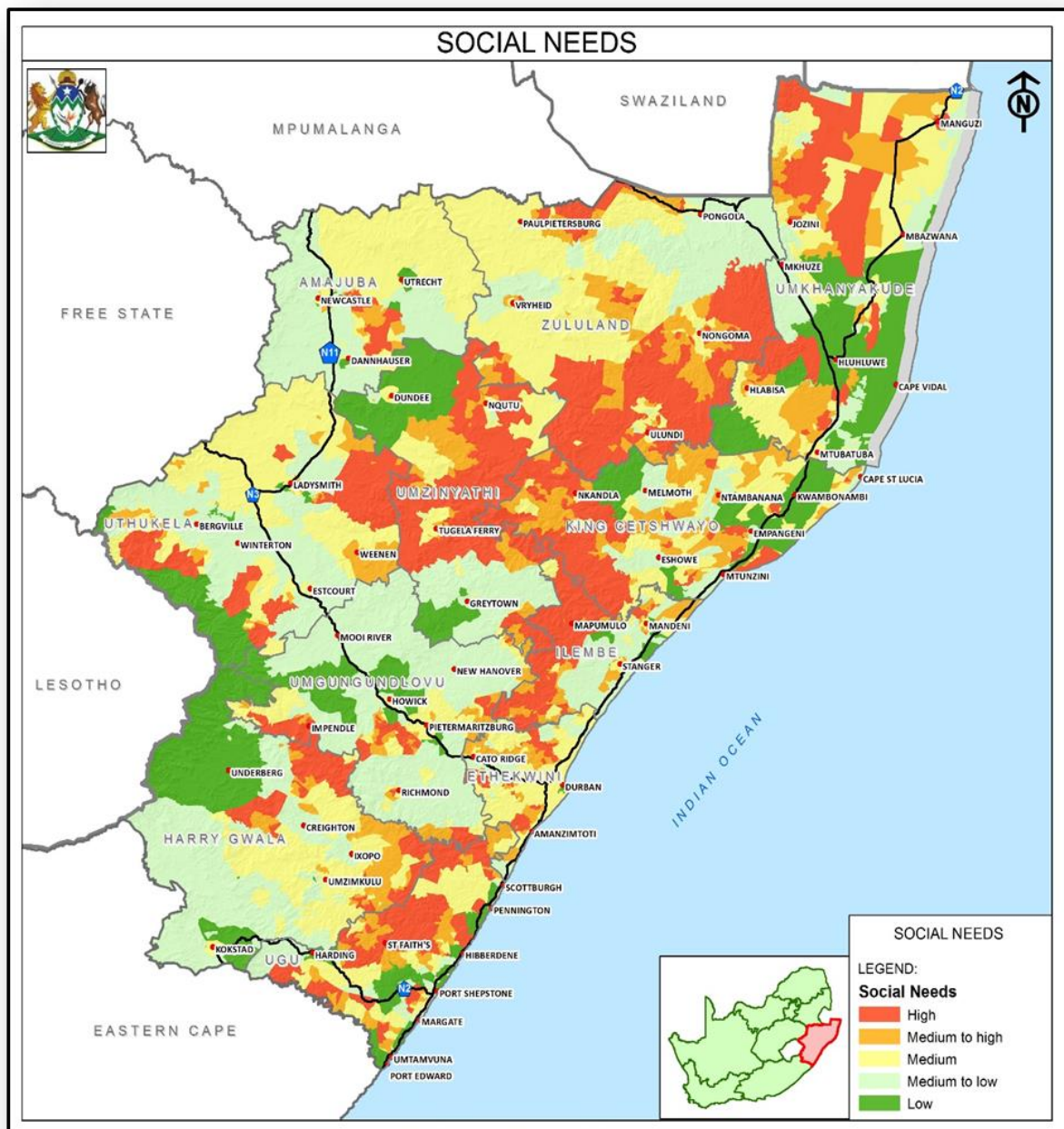
Figure 5: Environmental management areas



## 2.4 Priority Social Intervention Areas

The composite map of priority social intervention areas, based on the variable weighting described is illustrated below

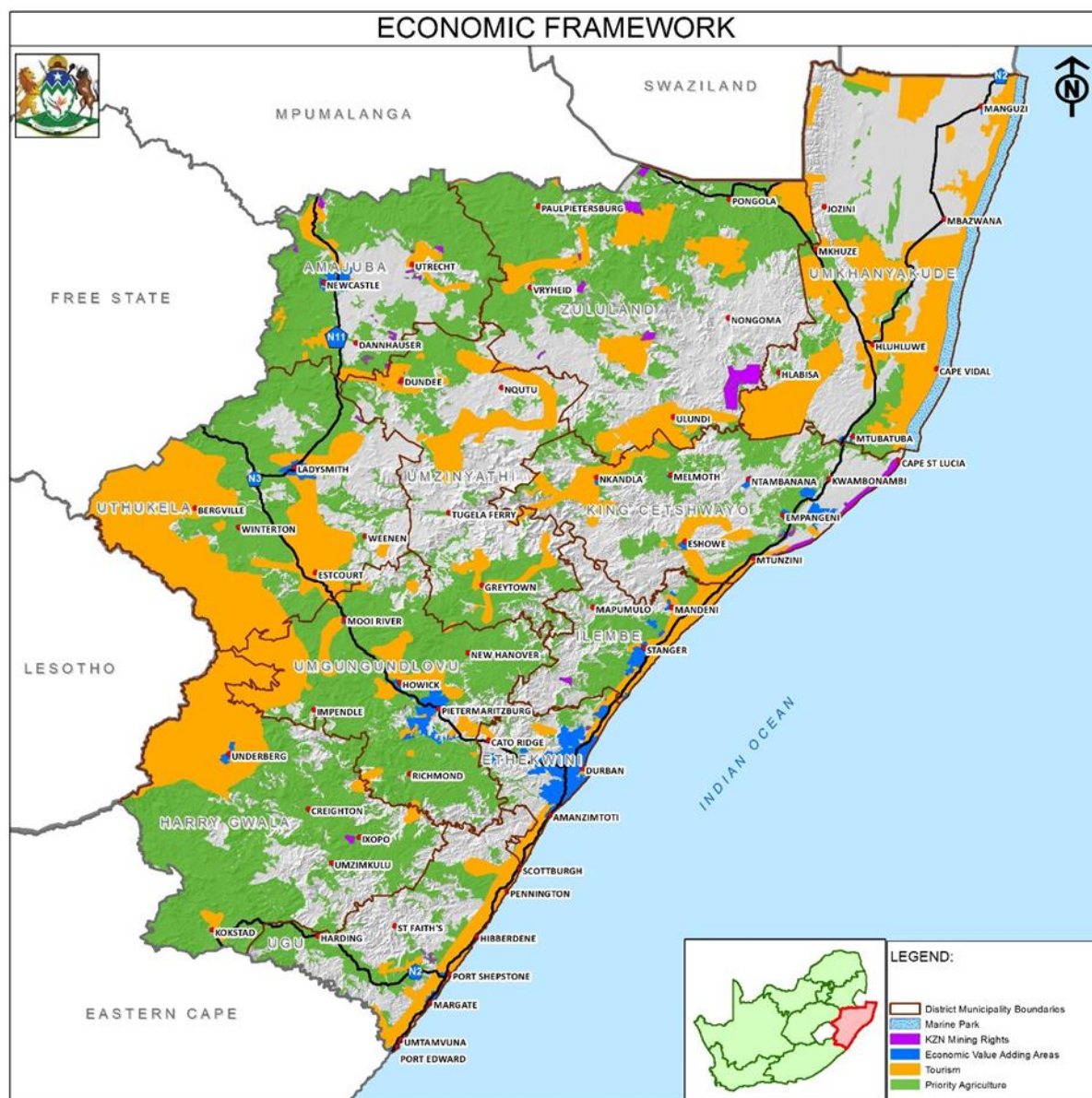
Figure 6: Composite Map illustrating Priority Social Intervention Areas



## 2.5 Priority Areas of Economic Activity and Potential

Based on the current economic activities in the Province, as derived from the performance of the respective lead sectors of the KZN economy, augmented by areas with further development potential as identified in competitive assessments of the Metro and districts in the Province, the following map depicts the priority economic focus areas in the Province.

**Figure 7: Composite map of Economic Potential**



**NOTE :** The economic contribution to provincial gross value added (henceforth GVA) is largely driven by eThekweni (53%), uMqungundlovu District (12%) and King Cetshwayo District- previously known as uThungulu District (8%).

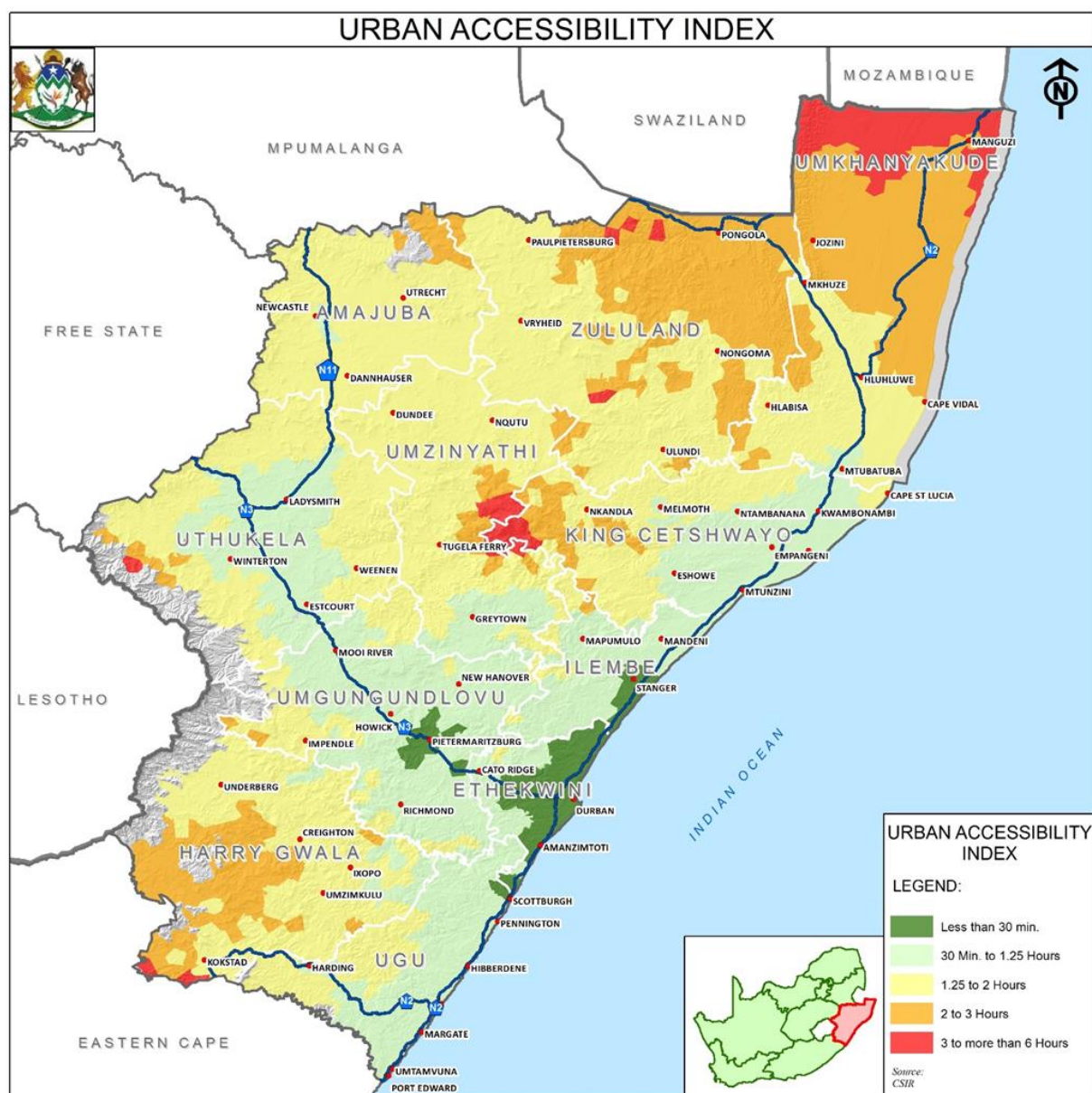
*Economic activities remain dominated by the three cities of Durban, Pietermaritzburg and Richards Bay.*

*The smaller towns and rural areas contributing less than 30% to total GVA.*

## 2.6 Levels of accessibility to public and private sector services

Mapping the areas of the Province where accessibility to public and private sector services are proving to be restriction to the realisation of the development of a particular area in the Province is an important variable in determining the priority of governance intervention. For potential to be maximised and optimal spatial equity to be achieved, will require specific interventions to improve and expand accessibility.

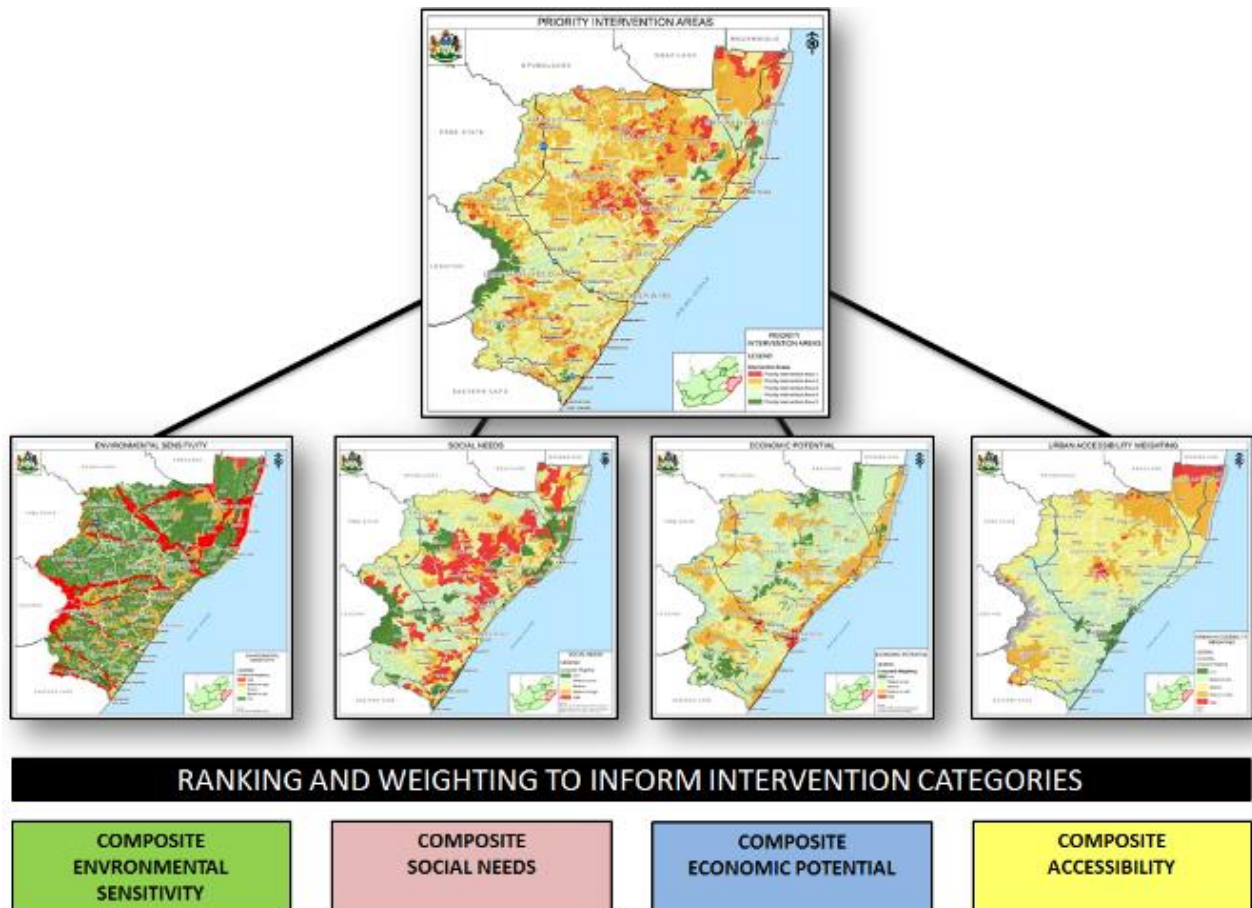
Figure 8: Composite map of level of accessibility to public and private sector services



## 2.7 Combined Priority Intervention Areas of the Province

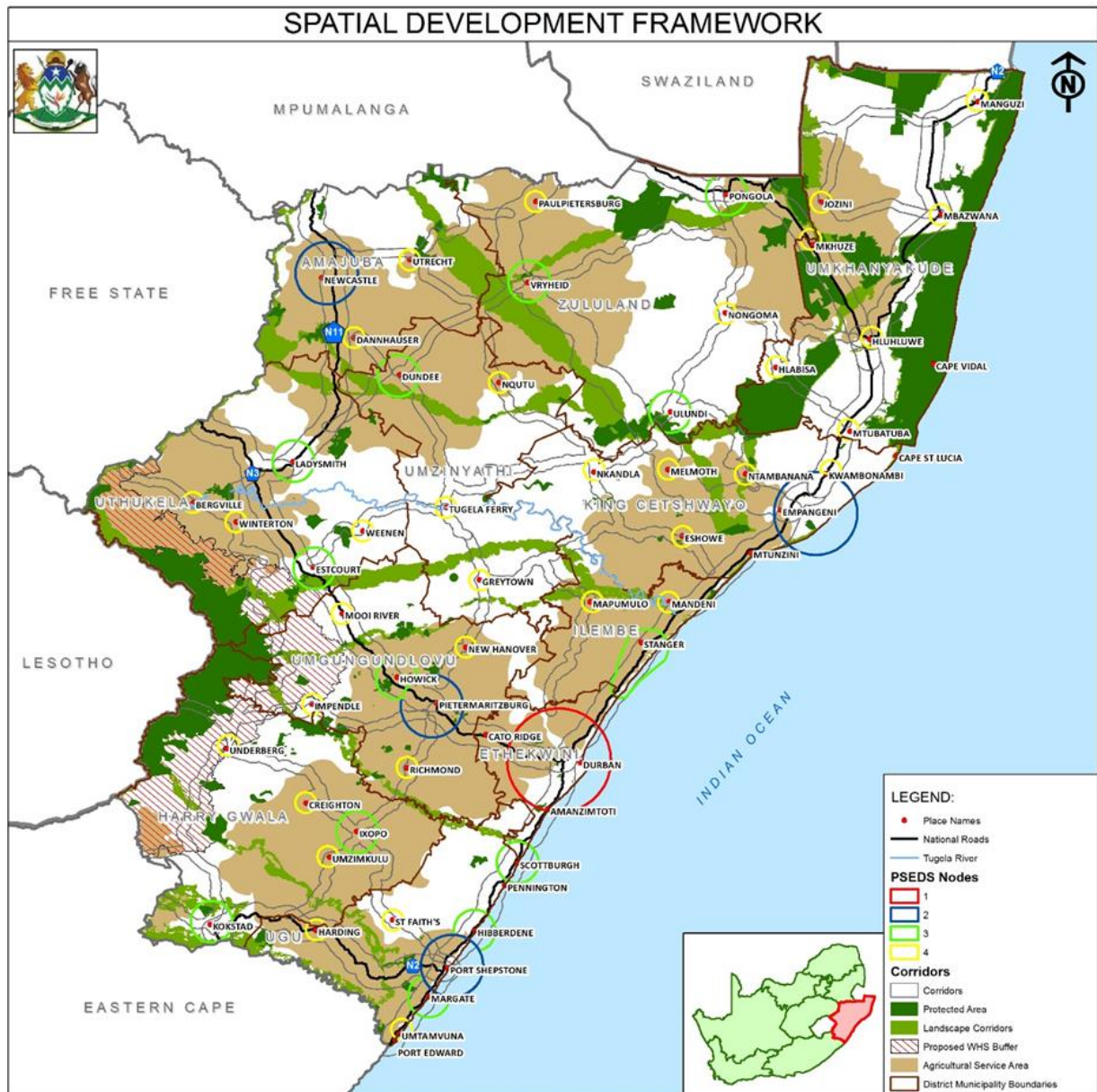
These spatial variables were considered collectively and a ranking order to key elements used to formulate a composite Provincial Spatial Development Framework, which identifies Broad Provincial Spatial Planning Categories as, indicated below.

Figure 9: Composite map of priority intervention areas in KZN



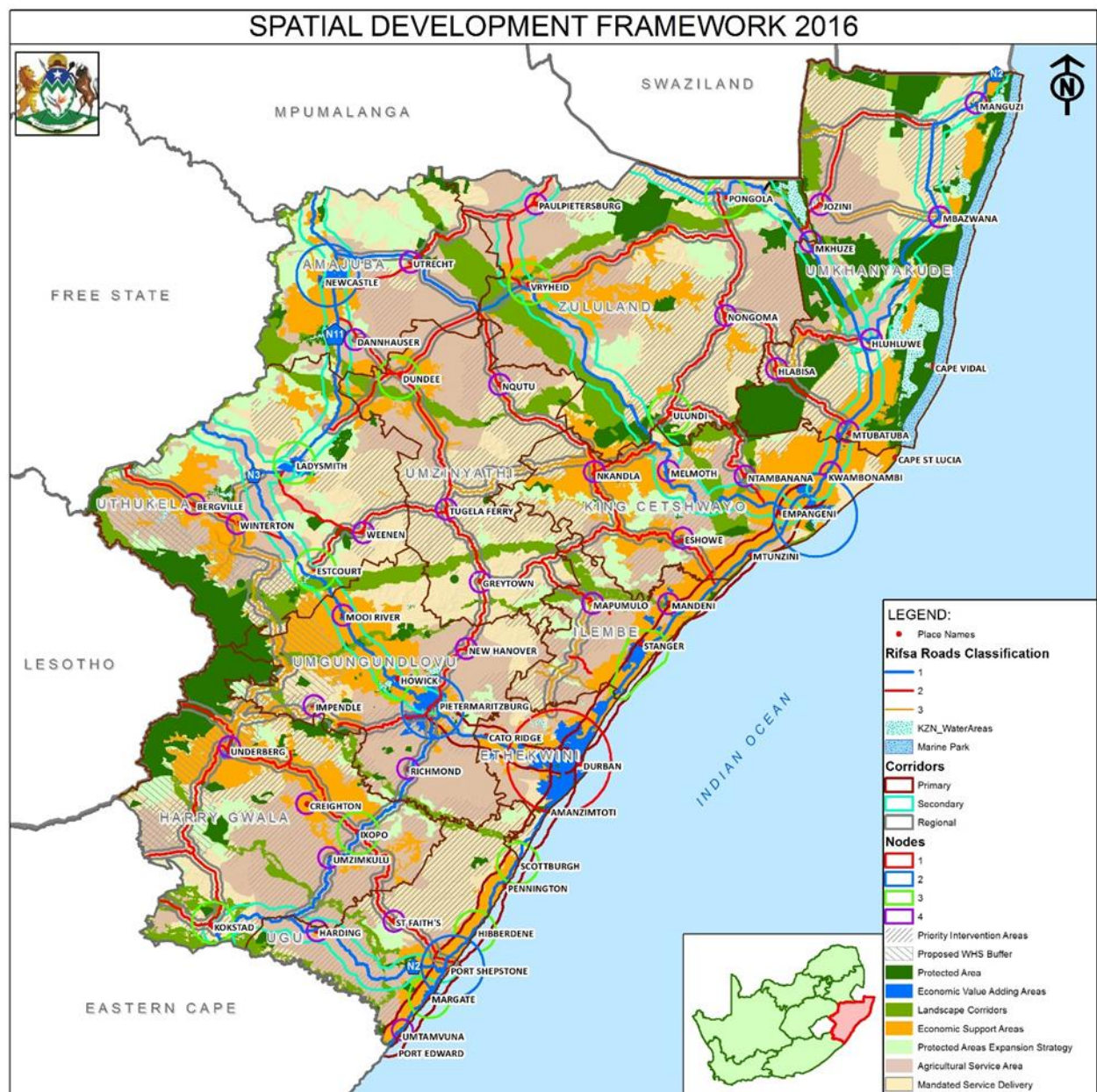
Although the classification criteria used defines core areas, especially within the interior of the Province, it should be noted that it is not the intention of the PGDS or the provincial spatial framework that only these core areas benefit from strategic interventions.

Figure 10: Illustration of the Nodes in relation to Priority Interventions



### 3. Provincial Spatial Development Framework

Figure 11: Illustration of Composite Provincial Spatial Development Framework



The various nodes and their broad intended function and possible interventions are described in the table below.

**Figure 12: Intervention Nodes and Broad Intended Function**

<b>Intervention Node</b>	<b>Broad Intended Function</b>
<b>Primary Node</b>	Only eThekweni is classified as a Primary Node within the provincial context as an urban centre with very high existing economic growth and the potential for expansion thereof. Provides service to the national and provincial economy.
<b>Secondary Nodes</b>	Richards Bay, Msunduzi, Newcastle and Port Shepstone have been identified as provincial Secondary Nodes and thus urban centres with good existing economic development and the potential for growth and services to the regional economy.
<b>Tertiary Nodes</b>	These nodes are mainly centres, which should provide service to the sub-regional economy, and community needs and is represented by the following towns such as Pongola, Vryheid, Ulundi, Dundee, Ladysmith, Estcourt, Howick, KwaDukuza, Ixopo, Scottburgh, Hibberdene, Kokstad, and Margate.
<b>Quaternary Nodes</b>	These nodes are mainly centres which should provide service to the local economy and community needs and is represented by 31 towns, such as but not limited to: Nongoma, Nkandla, Bergville, Greytown, Underberg, uMzimkulu, etc.
<b>Rural Service Centres</b>	<p>The proposed Rural Service Centres are envisaged to serve as the lowest level of provincial nodes and could 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. These rural service centres will include, and some have already emerged to include, a combination of the following activities:</p> <ul style="list-style-type: none"> <li>• Traditional administration centre.</li> <li>• Taxi/ bus stop.</li> <li>• Informal trading / market area.</li> <li>• Social facility (clinic, library etc.).</li> <li>• Skills development centre (mainly local schools),</li> <li>• Mobile services point (mobile clinics, pension pay points, mobile library etc.).</li> <li>• Small commercial facility.</li> <li>• Recreational facility such as a sport field.</li> </ul> <p>A conceptual model of these rural service centres will guide the formulation of a provincial implementation strategy towards the implementation of the proposed Rural Service Centres.</p>

## 4. Implementing the Provincial Spatial Development Framework

The KwaZulu-Natal Provincial Spatial Framework represents the long term spatial vision of the province. As such it is not merely a short term prescriptive Masterplan to be implemented, but rather a framework for:

- aligned and integrate sectoral / departmental planning on a regional scale which will result in the co-ordinated planning, budgeting and implementation by the spheres of government and SOEs, and
- local communities and the private sector investor to have greater certainty in the spatial growth and development within the province as well as the opportunities it presents.

The implementation of the PSDF will require the following elements to be addressed:

- 1. Co-operative Spatial Planning and Governance** – The continuously improving integration of planning and governance amongst spheres of government and departments. This will also include support to local municipalities both in terms of guidelines and provincial norms and standards, but also in the gathering and distribution of data and shared services and support where needed.
- 2. Effective Development Partnerships** – The formulation and implementation of effective mechanisms to involve the private sector and communities in planning and implementation processes. This will require a) effective communication channels and working relationships, b) streamlined administrative processes and c) a mechanism to unlock or fast track provincially significant developments and investment such as bulk regional infrastructure (traversing multiple local municipalities) or large scale foreign investment into developments which will have a significant regional and local economic benefit.
- 3. Catalytic Interventions** – Such interventions will include (but is not limited to) major strategic capital investments into regional economic and infrastructure, as well as effective spatial knowledge management, dedicated spatial targeting instruments (e.g. Provincial Housing Development Areas, Urban Development Zones etc.) and land assembly. It is important that such catalytic interventions consider and enable the national and provincial strategies aimed at growth and development (e.g. Special Economic Zones, Agri-Parks etc.).
- 4. Monitoring of Spatial Transition and Performance** –The introduction of a planning performance, monitoring and evaluation system, a set of SMART (Specific, Measurable, Achievable, Relevant, Time bound) indicators to be developed and applied at provincial, district and local municipal level. These should measure progress on delivering on the Provincial spatial target, its spatial transformation and governance components.

A vital part in the implementation of the PSDF would be the manner in which it manifests and contributes to the District Growth and Development Plans as well as the District Spatial Development Plans (as guidance to local SDFs).

## C. PROVINCIAL STRATEGIC GOALS

### STRATEGIC GOAL 1: INCLUSIVE ECONOMIC GROWTH

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

#### **National Outcome 4: Decent employment through inclusive economic growth**

This Strategic Goal is aligned to the National Outcome 4 which focuses on more labour absorbing growth; increased competitiveness to grow the production base, to withstand international competition, to raise net exports, to grow trade as a share of world trade, and to improve its composition; improved support to a variety of businesses - including small businesses – including by reducing the costs of doing business.

Additional efforts are needed to align provincial support with available national support programmes and measures; further improve the performance, scale and impact of the Expanded Public Works (EPWP) and of the Community Work (CWP) programmes; and to expand the range of opportunities available to the youth and other marginalized groups, including by reducing the costs of bringing such groups into the productive sphere.

#### **Goal Indicators:**

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

**The lead sectors of the KZN Economy** in terms of contribution to GDP, and which will require continued business retention and growth support are:

- Manufacturing 22%;
- Finance, Real Estate and Business Services 20%;
- Wholesale and retail trade, Catering and Accommodation 15 %; and
- Transport, Storage and Communications 14%.
- Although the Agriculture sector has a relatively low direct contribution to GDP at 4%, it still remains a key growth sector with significant employment creation and radical socio economic transformation opportunities. Unemployment remains one of the major structural constraints within the Province and contributes to high levels of poverty and inequality and deteriorates the overall quality of life of and the socio-economic prospects available to the people of the Province.

**Key sectors for job creation (and including the production value chain) are:**

- Manufacturing.
- Agriculture.
- Tourism.
- Transport and logistics.
- Maritime.

- Green Economy.
- Services.

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 numbers 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. Additional income pressure on the household related to job losses appear in signs that discouraged workers are going back to look for jobs again.

Although there has been a slight increase in employment in the Province, those that are employed remain vulnerable. This growth in employment has primarily been in the informal economy. South Africa and the Province notably have very high proportions of youth unemployment (those between the age of 15 and 34 years) with an under-representation of women in particular in top positions. Current trends, however, indicate that the unemployed and discouraged work seekers are at risk.

The current pattern of employment and of unemployment means that the current growth path of KZN is still far from being inclusive. Serious challenges are also being experienced in achieving the objective of enhancing decent employment, given the work conditions of those in informal employment. Concomitantly, sluggish growth brings upfront issues of skills and how to best boost labour demand. Significantly more needs to be done to alter and accelerate economic growth in KZN so as to boost demand from the labour-intensive sectors, to protect existing employment and to create new quality jobs. This is critical to ensure that the progress that has been made in KZN in reducing poverty are not rapidly eroded and reversed. This will also help address inequality.

Job creation in this PGDS remains a primary objective of inclusive growth and structural transformation, distributing the benefits of growth more widely and consequently reducing dependency on the welfare system by broadening economic participation. This is a critical and central dimension of inclusive economic growth. The pattern and pace of economic growth need to be adjusted and accelerated to achieve this outcome. It continues to require investment and interventions by both the public and private sectors to enable a conducive environment to further stimulate the generation of employment opportunities and inclusive economic growth. Government needs to be increasingly efficient and innovative, in view of increasingly limited financial and human resources, relative to what is required to achieve its development goals. This goes hand in hand with skills development including internships, mentorship and learnerships which is dealt with under Goal 2: Human Resource Development and in particular Strategic Objective 2.3.

Key strategic objectives and interventions proposed in the PGDS 2011 to stimulate economic growth and create jobs remain highly relevant. These have been refined to take into account that some important constraints remain and that new constraints have emerged. The aim is still to unlock the full range of opportunities around existing and new industries, for emerging participants, as well as promote job retention. Creating meaningful as well as decent employment is a major cross-cutting issue, and is vital in achieving the vision of the Province. Creating jobs through an inclusive economy is a key enabling factor for the Province to drive successful interventions in all the goals of the PGDS. This includes education and skills development, the preservation of the assets of the Province in a sustainable manner and the unlocking of integrated development opportunities.

**The Province must continue to focus on the creation of employment through the realisation of agricultural potential, enhancing industrial development through investment into the key productive sectors of manufacturing, tourism, transport and logistics, the maritime sector, the green economy and services sectors.** This is to be assisted through a Provincial Business Retention and Expansion (BR&E) programme, as well as a full range of industrial policy support programmes and measures. Further attention will also have to be given to the expansion of government-led job creation

programmes, such as the Expanded Public Works Programme (EPWP) and Community Work Programme (CWP). The efficiency of these programmes should be improved to promote a higher cost benefit ratio and value add. It is equally important to move focus from job creation to the promotion of entrepreneurship; continue with the empowerment of those currently marginalised, including youth and women as well as enhancing the knowledge economy.

It is recognised that urban centres are driving economic growth globally and account for the major part of world GDP. They are also centres of innovation and create the agglomeration to drive economic growth. This situation is bound to become even more prevalent given current urbanization trends and the role of eThekwin and the four (4) secondary cities (Pietermaritzburg, Richards Bay, Newcastle and Ray Nkonyeni) in particular will be critical to achieve the economic growth and employment targets set in the Provincial Growth and Development Plan. It is for this reason that specific attention will have to be given to the development of an Urban Management Framework for the Province that will give due recognition to the needs of city and large town managers to grow the economy and create jobs in a manner that will also promote the attainment of the social and environmental objectives of this Strategy. Furthermore, more than 80% contribution to the Province's GDP is generated in the seven (7) largest urban centres. These centres therefore require special attention through appropriate governance processes to build on existing potential and expand the economic footprint across the Province through a clearly defined hierarchy of places and development corridors.

**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: INCLUSIVE ECONOMIC GROWTH

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

### GOAL 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
- Annual unemployment rate (narrow and broad) for KZN
- Percentage increase of youth (15-34) amongst economically active in employ

OBJECTIVES	Develop and promote the agricultural potential of KZN	Enhance sectoral development through trade investment and business retention	Enhance spatial economic development	Improve the efficiency, innovation and variety of government-led job creation programmes	Promote SMME and entrepreneurial development	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>Spatial economic development provides opportunities for inclusive economic growth and facilitates investment growth</i>	<i>Government-led job creation programmes yield incomes and prepare participants for entry into the labour market</i>	<i>Promotion of small enterprises increases economic participation and generates employment</i>	<i>Provincial economic growth is enhanced by knowledge generation and innovation</i>
PRIMARY INDICATORS	<ul style="list-style-type: none"> <li>• Increase employment within the agricultural sector</li> <li>• Increase in commercial farmers</li> <li>• Increase in emerging commercial farmers</li> <li>• Increase in hectares of land under irrigation</li> <li>• Real value of output of the agricultural sector</li> </ul>	<ul style="list-style-type: none"> <li>• Total absolute value of the provincial economy (excluding agriculture)</li> <li>• Absolute growth in provincial exports</li> <li>• Absolute growth in provincial investment</li> <li>• Growth in employment in key manufacturing and service sectors</li> <li>• Growth output of manufacturing sector</li> <li>• Number of tourists</li> <li>• Value spend in the tourism sector</li> <li>• Growth in the number of jobs of those employed in the Green Economy</li> <li>• Increase in the number of businesses supported through BR&amp;E interventions</li> </ul>	<ul style="list-style-type: none"> <li>• Annual percentage change in employment and unemployment per district- Extent of (m<sup>2</sup>) of appropriately zoned and serviced industrial and commercial land available</li> <li>• Rand value of private sector investment in the Durban Aerotropolis and Richards Bay SEZ</li> </ul>	<ul style="list-style-type: none"> <li>• Growth in the number of new small contractors</li> <li>• Reduction in the cost per EPWP and CWP jobs</li> <li>• Percentage of provincial government expenditure of goods and services procured on local content</li> <li>• Direct employment multipliers from infrastructure development and maintenance and related development projects</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in the number of SMMEs and cooperatives established</li> <li>• Increase in survival rate of SMMEs and cooperatives</li> <li>• Increase in the number of jobs generated by SMMEs and Cooperatives</li> <li>• Proportion of private sector expenditure on goods and services procured on local content</li> <li>• Number of local municipalities supported to develop informal economy policies</li> <li>• Number of municipal officials capacitated to support the informal economy sector</li> <li>• Number of municipalities funded for informal economy infrastructure development</li> </ul>	<ul style="list-style-type: none"> <li>• Contribution of Research &amp; Development to GVA in KZN</li> <li>• Percentage of SA patents and designs registered by KZN entities and individuals</li> <li>• Number of functional technology hubs</li> <li>• Occupation rate in techno hubs</li> <li>• Government contribution on green economy R&amp;D</li> </ul>
INTERVENTIONS	<ul style="list-style-type: none"> <li>• Diversification of agricultural production &amp; markets (niche markets and agri-processing)</li> <li>• Revitalisation of the agro-processing value chain through the beneficiation of particular agricultural products</li> <li>• Development, implementation and monitoring of new models to support the development of emerging commercial farmers and promote commercial agricultural venture</li> <li>• - Efficient maintenance and expansion of appropriately scaled irrigation schemes</li> <li>• Appropriate protection and rehabilitation of agricultural resources</li> <li>• Expedite the resolution of unresolved land claims and restitution projects</li> <li>• Support, monitor and evaluate progress on agri-villages and agri-parks</li> </ul>	<ul style="list-style-type: none"> <li>• Improved access to economic development funding</li> <li>• Facilitate statutory development approval processes in support of new investments (Provincial One-Stop Shop)</li> <li>• Raise awareness on key sectors and on support measures and improve the quality of programmes available in these sectors and in new sectors such as, presently those of the maritime and green economy</li> <li>• Improve performance monitoring of the value chain in key sectors within the KZN</li> <li>• Develop, diversify and market the tourism sector to increase domestic and foreign visitors in the Province</li> <li>• Support the job creation and retention prospects of firms in key sectors</li> <li>• Develop and implement a green public procurement policy to help support local green businesses</li> <li>• Implement the Provincial Green Economy Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Improve the funding model for SEZs to optimally expand key spatial zones in KZN, through public-private sector partnerships options, as well as evaluation of budgets and spending by municipalities in support of key new spatial projects</li> <li>• Develop programme focused on rehabilitation, regeneration and expansion of existing industrial parks and access DTI funding set aside for this purpose</li> <li>• Provide quality affordable zoned land with the appropriate level of infrastructure and maintain good service provision when sites are occupied</li> <li>• Establish and implement a monitoring and evaluation framework to assess the institutional arrangements and performance of key spatial projects</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor and evaluate the effectiveness, efficiency and impact of EPWP and CWP jobs programmes in KZN on job creation and inclusive economic growth</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate SMMEs' (including informal businesses) access to finance, markets, trading facilities and infrastructure with linked services</li> <li>• Develop a progressive regulatory framework for the broader support of and the informal economy</li> <li>• Develop a progressive regulatory framework for the broader support of and the informal economy</li> <li>• Review business regulations to reduce bureaucratic processes and procedures for small businesses</li> <li>• Improve coordination and monitoring of government and private sector programmes aimed at uplifting SMMEs and Cooperatives</li> <li>• Improve awareness on public and private sector support available to priority groups who want to participate in the work and business sphere</li> <li>• Monitor use of government set-asides for local SMMEs and Cooperatives</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate the provincial system of innovation and identify where the province currently has a strong R&amp;D platform or strong potential or prospect</li> <li>• Develop a market plan for the knowledge economy in KZN</li> <li>• Improve the funding model for the planned technology hubs where appropriate</li> <li>• Establish mechanisms to further strengthen the partnerships between the relevant institutions (public, private and tertiary) particularly with regard to the commercialization of R&amp;D projects, including indigenous knowledge</li> </ul>

### ***Strategic Objective 1.1: Develop and Promote the Agricultural Potential of KZN***

#### **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 possesses with regard to its land and labour resources and natural assets. 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. The sector has strong linkages with a number of manufacturing sectors such as 'food, beverages and tobacco', and 'wood and paper' industries that are very important for the provincial economy through employment and export activities. There are also numerous inputs into the agricultural production chain that contribute to economic growth, including the local procurement capital equipment, consumables and services required by the sector. Agriculture also offers critical prospects for particular renewable energy projects, notably those that use biomass.

The agriculture sector has exhibited signs of growth in the last five years, suggesting that the agricultural potential is slowly being unlocked. It is likely that the growth of the sector reflects adjustments and changes of production methods by commercial farmers, signalling that there is scope to grow the sector further.

At present, the primary agricultural sector contributes 7% to total employment within all districts besides eThekweni and Amajuba. Agriculture contributes just over 9% to total employment in uMzinyathi and Harry Gwala, almost 8% in iLembe, and around 7% in Ugu, Zululand, uMkhanyakude, and King Cetshwayo (previously known as uThungulu).

In essence, the agricultural sector in KZN, if appropriately harnessed, has the potential to create a substantially higher number of jobs in the short term with good prospects for sustaining this into the longer term. This will also contribute significantly to sustainable rural development. Over the short to medium term agricultural value chains can support labour-intensive absorbing activities generating large-scale employment. This increased employment in rural areas will contribute towards addressing household food security and sustainable livelihoods. New models of rural transformation have been put in place and a number of model-case land transfers have been concluded. This confirms that land redistribution can work and benefit all parties. A range of initiatives has been set in motion to help expand sustainable agricultural production which is supported the revitalisation of agriculture and the agri-processing value chain. This has also been recognised as a priority of the Nine—Point Plan.

Notwithstanding the above, this sector currently faces severe constraints that have resulted in the stagnation in the production of some agricultural commodities and has contributed towards job losses. These constraints include amongst others, inadequate access to funding for new capital development and maintenance of infrastructure, inappropriate land and water-use practices, a concentrated agri-industrial base, limited access for agricultural graduates to commercial farms, increased competition due to subsidisation of international farming and reduced tariff barriers, slow land reform progress, as well as poor coordination between agriculture agencies, rural development agencies and traditional authorities. Additionally, the scientific base within the agricultural sector has been eroded, resulting in the Province being unable to cope with the demands for scientific research. This is serious cause for concern, given that the growth of this sector in the Province is reliant upon sound research and development, which in itself presents substantial potential as a commercial service.

Strategic interventions have been identified to address the constraints to unlock the agricultural sector. These are intended to achieve greater production as well as more effective and sustainable utilisation of highly productive agricultural land. In order for the Province to realise its agricultural

potential, the entire sector needs to be diversified further and expanded. This will create a substantial amount of jobs directly in the agricultural sector and related rural economic sectors.

Beneficiation of agricultural produce also needs to be unlocked. This will require greater economies of scale through expanded irrigation and water infrastructure, as well as the implementation of a rural transformation model which supports the expansion of emerging commercial farmers. Land with high agricultural production potential needs to be protected and degraded agricultural land should be rehabilitated to ensure that there are sufficient resources to sustain the sector. This will require a scientific base for the consideration of development of land for uses other than agriculture.

The development of new forms of rural agricultural settlements, such as agri-villages, can play an important role in promoting nodal rural settlements and protecting productive agricultural land from sprawling human settlements. This model also promotes cooperation between farm dwellers, farm workers and land owners, enhancing commercial farming potential and facilitates social cohesion.

The national agri-parks strategy as one of the new rural transformation models has a critical role to play in eradicating poverty and in ensuring that the agricultural sector catalyses rural development. This is also aimed at facilitating the establishment of new agricultural value chains in the Province. Agri-parks have been identified as a critical element for the growth of agriculture in the Nine-Point Plan.

The strategic objective indicators include:

**Strategic Objective 1.1 Indicators:**

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

Current performance, as measured against the above indicators, emphasise that insufficient progress has been made towards increasing the contribution of commercial agriculture to inclusive economic growth. The objective indicators take into account the critical role which agriculture plays in rural development as well as the role the sector has in both upstream and downstream value chains through interventions such as the development of agri-parks. Of concern however in the further development and promotion of agriculture is the need to ensure that future generations are able to secure optimum and continued benefits from the sector. This relies on the implementation of sustainable land use methods and practices as well as appropriate infrastructure networks. Agri-villages can contribute significantly to manage spatial dimensions of human settlement in rural areas, ensuring optimal use of high potential agricultural land whilst promoting social cohesion.

Interventions to further the development and promotion of the agricultural potential in KZN include the following:

### **Strategic Objective 1.1 Interventions:**

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

#### **1.1(a) Diversification of agricultural production & markets (niche markets and agri-processing) and revitalization of the agro-processing value chain through the beneficiation of particular agricultural products, as defined by the Industrial and Agricultural Policy Action Plans**

The following key deliverables are identified:

- (i) Quantify number of hectares under various agricultural enterprises in the Province.
- (ii) Quantify market opportunities and alternatives for provincially produced agricultural produce locally and abroad and within South Africa.
- (iii) Invest in market access enhancing activities and business development for emerging and commercial farmers.
- (iv) Quantify available opportunities for agro-processing in commodity value chains.

#### **1.1(b) Development, implementation and monitoring of new models to support the development of emerging commercial farmers and promote commercial agricultural ventures (for both small-holder and large-scale) (Radical Socio-economic Transformation Model)**

The following key deliverables are identified:

- (i) Implement RASET (Radical Socio-economic Transformation Model) and other suitable models for development of commercial farmers.
- (ii) Identify and support new emerging commercial farmers in agricultural production for all commodities (crops, sugar cane, livestock, forestry and fisheries).
- (iii) Identify and support existing emerging commercial farmers to reach full commercialization.
- (iv) Improve the mentorship program and skills development for farmers and other stakeholders (extension services, scientific services, education (FET and Higher education) in the agricultural sector.
- (v) Accelerate and optimize post settlement support in land reform farms.
- (vi) Secure tenure in communal areas with high growth potential for APAP commodities.

### **1.1(c) Efficient maintenance and expansion of appropriately scaled irrigation schemes**

The following key deliverables are identified:

- (i) Identify agricultural land with potential for irrigation and develop suitable irrigation schemes to enhance land productivity and water-use efficiency.
- (ii) Develop appropriate irrigation schemes for small-holder/emerging commercial farmers in line with natural resource constraints (soils, water, climate).
- (iii) Improve efficiency of current irrigation schemes.
- (iv) Develop policy on maintenance of irrigation schemes and comply with legislative requirements on extractions to avoid over/under irrigation.

### **1.1(d) Appropriate protection and rehabilitation of agricultural resources**

The following key deliverables are identified:

- (i) Invest in improving productivity of current agricultural resources in use.
- (ii) Protect land and other agricultural resources.
- (iii) Identify and develop action plans for protection of high value agricultural land in every municipality.
- (iv) Identify degraded land for rehabilitation.
- (v) Rehabilitate degraded land.

### **1.1(e) Expedite the resolution of unresolved land claims and restitution projects**

The following key deliverables are identified:

- (i) Find mechanisms to shorten the land claims process to secure land tenure for aspiring commercial farmers.
- (ii) Accelerate and optimize post settlement agricultural support on land reform farms.
- (iii) Secure tenure for agricultural land with high potential under Ingonyama Trust.
- (iv) Monitor district agricultural committees for land redistribution and include all stakeholders in these committees (government, organized agriculture, financial institutions, private business NGOs etc).

### **1.1(f) Support, monitor and evaluate progress on agri-villages and agri-parks including related services and infrastructure requirements to deliver their intended impacts**

The following key deliverables are identified:

For Agri-villages:

- (i) Provide agricultural development support to activities related to agri-villages in the Province.
- (ii) Promote market access for produce from the agri-villages.
- (iii) Address costs of transactions from agriculture through cooperatives for demand and resource pooling.

For Agri-Parks:

- (iv) Quarterly Agri-Parks reports for the Province.
- (v) Consider reports and necessary support and guidance for progress and achieving of set Agri-Park goals.

### **1.1(g) Revitalization of the agro-processing value chain through the beneficiation of particular agricultural products, as defined by the Industrial and Agricultural Policy Action Plans**

The following key deliverables are identified:

- (vi) Identify and expand strategic subsectors in the agricultural value chain for KZN.
- (vii) Support the establishment of agri-hubs value adding and agri-processing facilities guided by sound feasibility findings.
- (viii) Facilitate the development of commodity organisations to strengthen institutional capacity for management of value adding and agro-processing infrastructure.
- (ix) Invest in infrastructure and logistics for agricultural produce.
- (x) Advance market linkages for rural and land reform farmers (local and exports).
- (xi) Support turnaround strategies for existing agro-processing facilities.
- (xii) Establish sales yards.

### **1.1(h) Revitalise extension service to provide support to commercial agriculture**

The following priority actions are identified:

- (i) Partnerships with commodity organizations for training of extension officers.
- (ii) Improvement of extension ICT equipment.
- (iii) Organize and participate in extension summits for presentation of extension research.
- (iv) Participate in the international AFAAS-SASAE conference.
- (v) Hold annual extension service excellence awards.

## ***Strategic Objective 1.2: Enhance Sectoral Development through Trade Investment and Business Retention***

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

In assessing the comparative and competitive advantages, as well as the nature and structure of the KZN economy, it has become evident that the lead sectors are industrial development and manufacturing, finance, real estate and business services, infrastructure development and construction, transport storage and communications, tourism, mining and beneficiation as well as wholesale and retail trade. The diversified nature of the KZN economy is one of its key strengths and has enabled resilience in response to economic volatility.

Industrial development has been the anchor of the KZN economy and its enhancement remains fundamental to the creation of employment contributing to inclusive economic growth in the Province. Manufacturing remains important for sustainable growth and for meaningful employment, as emphasized in a strong national industrial policy action plan. This is also acknowledged in the Nine-Point Plan with specific reference to advancing beneficiation and adding value to South Africa's mineral wealth, as well as growing the ocean economy. Further, although more broadly, the Nine-Point Plan specifically identifies a "more effective implementation of a higher impact Industrial Policy Action Plan" as a key measure to further rapidly boost growth and job creation.

As a direct result of the current economic downturn, jobs have been lost in KwaZulu-Natal generally as well as across a number of key growth sectors. Some progress has been made in the area of job recovery but the unemployment rates in South Africa and in the Province remain excessively high when measured against similar developing countries.

Three main high-level approaches can be put into action to support growth of employment:

- (a) Firstly, the current production base around businesses that are weak but that have sound foundations and can become viable with further (contained) short-term support needs to be strengthened. This is not about supporting all firms in difficulty, but rather about supporting firms in key sectors in a manner that would ensure a sound balance between mechanisation and manual labour and /or closure of businesses due to easily preventable causes. Possible interventions are catered for in existing industrial policy support programmes and instruments. These have been conceived to help contain further job losses in South Africa as well as to protect important production capabilities in the country. However, businesses that remain unviable might need to exit the market.
- (b) Secondly, new businesses need to emerge. This requires a dedicated programme of support to new or young businesses as they are more vulnerable than larger older established businesses to shocks and harsh economic conditions.
- (c) Thirdly, existing businesses need to expand. This requires an environment that is conducive to new investment, as well as new market opportunities. The Nine-Point Plan also specifically encourages the enhancement and facilitation of private sector investment.

The aforementioned elements are about enhancing development through industrial development. The protection of existing jobs and new job creation in KZN can be achieved by ensuring an awareness of national policy support and measures and support to those that seek to access these. This objective can also be achieved through a Business Retention and Expansion (BR&E) programme linked to an early warning system, utilising mechanisms such as the Jobs Fund and Distressed Fund. Generally, the Province must firmly commit to encourage the retention and expansion of existing business to ensure that the domestic market has the right capabilities and opportunities, which will stimulate economic activity, as well as sustainable and broad base job creation. However, BR&E programmes currently appear to be primarily undertaken on an *ad hoc* basis by district and local municipalities, and are not coordinated or integrated to provide a spatial picture of the current challenges and constraints faced by businesses in different locations across the Province. Stronger partnerships will be required to help move this forward. Nevertheless, opportunities are also about growing markets. This includes selling goods and services abroad and having access to foreign machinery, equipment and other inputs that are not available on the domestic market and that enable the provincial firms to remain internationally competitive. It also includes stronger relations between existing businesses, as envisaged by government, through the uptake of relevant support measures and programmes and growing value addition around the commodities that are available, extracted or produced in the Province.

The objective of enhancing industrial development is, therefore, through business retention, trade and investment focusing on the key sectors of manufacturing as defined by the Industrial Policy Action Plan (e.g. automotive, maritime, etc.) or other sectors for which the Province has strong comparative advantages such as agriculture, transport and logistics and the green economy. Tourism has to have a special place in the list of key sectors given that KZN has important cultural and tourism assets that support the fast and inclusive growth of this labour-absorbing sector.

All the aforementioned sectors have not only proven to be relatively labour-absorbent, but also have the potential to be expanded to position KwaZulu-Natal strategically as a lead investment destination and hence contributing to achieving the vision of KZN becoming a trade gateway within South and southern Africa. However, manufacturing still requires special attention given its strong linkages with and spill overs onto other sectors and on inclusive economic growth.

Strategic Objective Indicators include:

**Strategic Objective 1.2 Indicators:**

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

In order to create employment through enhanced industrial development and through the growth of crucial labour-absorbing service sectors, a number of strategic interventions need to be accelerated to ensure that all job opportunities are leveraged. Particular attention needs to still be in place to ensure that these opportunities are in line with existing national priorities. Interventions to facilitate a process of enhancing industrial development through trade, investment and exports in KZN, include the following:

**Strategic Objective 1.2 Interventions:**

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

**1.2(a) Improved 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.

### **1.2(b) Facilitate statutory development approval processes in support of new investments (Provincial One-Stop Shop)**

The Investment Centre - One Stop Shop, is an investment facilitation mechanism which seeks to bring relevant government agencies to one location, coordinated and streamlined, to provide efficient and transparent services to investors. It will provide investors with a single place to pick up all documents and approvals that are statutorily needed to set up an investment project in KwaZulu-Natal. The centre also aims to remove obstacles and overcome bureaucracy faced by investors in setting up and running of businesses.

Following the feasibility study that has been undertaken, the following are key actions to be undertaken:

- (i) The implementation plan is to be finalized.
- (ii) Various options are to be evaluated regarding the location of the One Stop Shop facility within Durban.
- (iii) Various National agencies such as Home Affairs, DTI, SARS and CIPC are to be engaged to have them represented at the One-Stop-Shop.
- (iv) Msunduzi, Umhlathuze and Ethekwini Municipalities will be approached to consolidate efforts and set up a direct link between the Provincial One Stop Shop and Municipalities;
- (v) The two Special Economic Zones, namely Richards Bay and Dube Tradeport will also form a strong link with the One Stop Shop.

### **1.2(c) Raise awareness on key sectors and on support measures and improve the quality of programmes available in these sectors and in new sectors such as, presently those of the maritime and green economy**

**Green Economy-** The provincial government formulated the Green Economy Strategy. The green is not an additional component of the existing economy. However, the essence of green economy is that current economy thinking must be re-oriented and aligned with green economy. The principal aim of the green economy strategy is to support and direct the re-orientation and growth of the KZN economy to become increasingly competitive and resilient by:

- (i) Increasing efficient use of business and government infrastructure and development.
- (ii) Increasing the supply of renewable energy.
- (iii) Securing the supply of ecosystem services from the province's natural assets.
- (iv) Reducing environmental and climate related risks.
- (v) Creating sustainable jobs for local people.
- (vi) Reducing poverty.
- (vii) Addressing social equity throughout the province.

In order to raise awareness of the green economy, the provincial government is undertaking the following interventions:

- Solar PV rooftop
- KZN Bio-Energy action plan
- KZN Industrial symbiosis programme

**Maritime-** The provincial government developed the maritime strategy which shapes the future of the maritime sector in the province. The provincial government recognizes the importance of the maritime industry in creating meaningful and sustainable economic and employment opportunities in the province. The maritime strategy seeks to advance the provincial maritime industry through four goals:

- Increase Competitiveness through Infrastructure Development, Integrated Spatial Planning and Cost Reduction
- Promote Sectoral Development through Expansion of Marine Sub-Sectors
- Enhance Enterprise Development through the Promotion of Small Business and BBBEE, and Provision of Funding
- Develop Human Resources through Education, Skills Development and Training, and Knowledge Development

To raise awareness about the maritime industry, government has developed a study towards establishing a Maritime Centre of Excellence or KZN Maritime Institute. Government is also working with Non Profit Organisations which focuses on skills development, enterprise development, ship building and repair, knowledge management and industry promotion.

#### **1.2(d) Improve performance monitoring of the value chain in key sectors within the KZN**

In order to efficiently undertake the above, a close working relationship will be established predominantly with Statistic South Africa and the following institutions: Quantec, Consensus Economics, International Data Corporation (IDC) and the Reserve Bank of South Africa to develop a Performance Management System to be incorporated in the knowledge repository.

#### **1.2(e) 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.

### **1.2(f) Support the job creation and retention prospects of firms in key sectors e.g. by expanding the scale of the existing Provincial Business Retention and Expansion Programme**

The Province must expand the scale of the existing BR&E programme across the Province. 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.

### **1.2(g) Develop and implement a green public procurement policy to help support local green businesses**

In 2010, a situational analysis of the Province was undertaken to better understand the green economy opportunities. The analysis further seeks to unlock opportunities for business and thereby create new jobs and community empowerment. The green public procurement seeks to ensure that in government and business procurement operations, green principles are included in purchasing of goods and services. To effectively implement the green public procurement policy, the KZN Energy Agency will be established and be responsible for driving provincial economic growth and investment related to green economy.

### **1.2(h) Implement the Provincial Green Economy Strategy**

By 2035 the Province will have an economy that provides opportunities for all of its citizens to prosper, and where the natural resources are enhanced and used sustainably in supporting the “green” economic growth. The provincial Green Economy Strategy aims to support and direct the re-orientation and growth of the KZN economy to become increasing competitive and resilient. To ensure the development of the green economy, the Province must ensure that its implement programmes such as:

- (i) The Development of an agency that will drive provincial economic growth and investment through the rapid development of public and private sector energy investment on energy related projects;
- (ii) The installation of water heaters on low income and middle income housing to help achieve climate-change goals and increase the number of people who have access to hot water;
- (iii) KZN Industrial Symbiosis Programme. The Programme aims to attract new industries/ investment into the province while at the same time making the current ones more efficient in their resource use and disposal by setting up a programme whereby the waste from one industry can be used as an input into another and thereby set up a network of industry linkages in terms of waste and resources required.

### **1.2(i) Review the KZN Tourism Master Plan**

TIKZN and DEDTEA to review the KZN Tourism Master Plan with the assistance of Stats SA to align it to the PGDS/P and the national tourism sector strategy. The national minister has appointed a team to revisit the tourist satellite account with a view to ensuring the accuracy of national and provincial tourism figures.

### ***Strategic Objective 1.3: Enhance Spatial Economic Development***

**Spatial economic development provides opportunities for inclusive economic growth and facilitates investment growth**

The enhancement of industrial development remains fundamental to the creation of employment and to contributing to growth and development within the Province. Special spatial projects are critical in this regard. These projects provide opportunities for all people across the Province to participate in, as well as benefit from new growth opportunities that such projects can facilitate, when these are guided by area specific comparative advantages.

There are a number of key infrastructure projects in the province that are being expanded to further boost industrial development. Whilst provincial key strategic assets such as the Durban and Richards Bay Ports, the Richards Bay IDZ and the Dube Tradeport present a range of opportunities for the Province, the expansion of these are still constrained by the need to expand industrial capacity generally and throughout the Province. Progress on this has been accelerated as new zones are on the point of becoming operational, such as some industrial economic hubs. However, further new investment to stimulate domestic trade, including exports, and notably exports that can command higher value per unit internationally (including beneficiated goods exported), are still constrained by skills shortages, red-tape and bureaucracy in the area of public service provision and uncoordinated investment and export promotion.

The high and uneven cost of water and electricity across District Municipalities' are also constraints. A number of these projects will, going forward, confront notable funding limits while important financial resources are still needed for land acquisition and development and for further upfront infrastructure provision. This is essential for the Special Economic Zones (SEZs). A rethink of sound and effective partnerships between the public and private sectors is needed to help advance this particular problem. An international analysis of where public and private partnerships have worked or failed might also be required to help inform a best practice model for such partnerships. The outcome of these partnerships will need to be acted upon urgently to, firstly fast-track the expansion of the SEZs to their optimum size and, secondly to ensure that other smaller industrial projects, such as the industrial economic hubs, are fully operational. The latter have a key role to play in ensuring that the benefits of growth are spatially sustainably shared.

In addition to the focus on hubs and SEZs, quality zoned and serviced industrial land has to be released in order to stimulate investment in areas of high demand and under-supply. This requires an appropriate institutional arrangement to ensure the growth of investment and the number of businesses in key spatial areas. Strong co-ordination and intergovernmental co-operation will however be required to promote an improved equitable spatial and economic distribution of development opportunities. Streamlining of existing institutions and avoiding the duplication of structures is essential within the context of scarce financial and human resources. A more effective exchange of information and open lines of communication is required between all stakeholders to facilitate co-ordination. Such a conduit already exists in the form of a trade and investment promotion and facilitation agency, namely, TIKZN.

The KZN Investment Strategy provides clear guidelines on the functions of key agencies, on areas of responsibility and on mechanisms in place for large scale investment projects. It also specifies the broad role of municipalities with regard to investment. Municipalities however need to be efficient in their service provision to businesses, particularly as smaller economic actors disproportionately bear the burden of poor and inefficient service provision. Charges and rates also need to be clear and transparent for businesses to understand the nature of administered prices, the increases of these prices and to properly internalise such increases. Government has to respond effectively and efficiently to the queries of investors and of exporters.

The strategic indicators below reflect the fundamental goal of attracting further, at times significantly more, investment in all key new spatial projects that are being set up in or that are planned for KZN. Such investments are required for the purpose of ensuring that these projects achieve their main goal. However, also as emphasised above, it is quality spatial projects that will help the uptake of the new facilities provided and attention needs to be paid to ensuring that infrastructure supply is at least in line with demand. It is noted above that uneven and, at times, unclear pricing formulae and mechanisms remain a problem area in some parts of KZN. This might adversely influence private investment and set up decisions.

Ensuring efficient and effective implementation of LED projects requires an integrated consolidated funding mechanism, which will streamline the process of accessing funds for strategic projects and stimulate growth and employment creation.

Strategic objective indicators include:

**Strategic Objective 1.3 Indicators:**

- 1.3.1 Annual percentage change in employment and unemployment per district.
- 1.3.2 Extent of (m<sup>2</sup>) of appropriately zoned and serviced industrial and commercial land available.
- 1.3.3 Rand value of private sector investment in the Durban Aerotropolis and Richards Bay SEZ.

Interventions to facilitate a process of spatial economic development include the following:

**Strategic Objective 1.3 Interventions:**

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

**1.3 (a) Improve the funding model for SEZs to optimally expand key spatial zones in KZN, through public-private sector partnerships options, as well as evaluation of budgets and spending by municipalities in support of key new spatial projects**

The Province has two SEZs, namely: Richards Bay Industrial Development Zone and Dube Trade Port Industrial Development Zone. These two SEZs play a critical role in the industrial development and remain fundamental to the creation of employment and economic growth. The SEZs further forms a key strategic intervention in the province that address spatial development challenges. As part of the Province's industrial approach, a decision was taken to expand or spread the special reach to develop the Industrial Economic Hubs. The intention is for each district of the ten district municipalities of the Province to have at least one sector-specific industrial development hub located therein. These industrial hubs will then be guided through their development path to create critical economic linkages with the provincial Special Economic Zones.

The industries located in the hub will benefit by receiving:

- Lower than market rentals
- Subsidized rates,
- Serviced industrial land;
- Incentives from the Municipality and Provincial government,
- Research, development and technology facilities to support innovation,
- Incubation facilities to support business linkages and integration
- Trade facilities

There is a need to focus on:

- (i) the funding model for SEZs and to consider a compendium of public-private sector partnerships options; and
- (ii) the monitoring and evaluation of municipal expenditure that supports new spatial projects.

### **1.3(b) Develop programme focused on rehabilitation, regeneration and expansion of existing industrial parks and access DTI funding set aside for this purpose**

The enhancement of industrial parks remains important in the Province for the creation of a sustainable and resilient regional economy. The expansion of the industrial parks will serve as catalyst for broader economic and industrial development in the province. The industrial parks contribute to economic growth, diversification of economic activity, attracting investments, job creation and addressing inequality. The objectives of the rehabilitation, regeneration and expansion of the industrial parks are:

- To accelerate economic development;
- To support job creation in manufacturing and related sectors; and
- To remove barriers related to infrastructure, market access and support firm level competitiveness

In order to rehabilitate and expand the existing industrial parks, the Province needs to resolve matters related to:

- (i) Land assembly
- (ii) Regulatory approvals
- (iii) Industrial infrastructure
- (iv) Investment attraction plan
- (v) Industry support measures
- (vi) Role of state owned entities

### **1.3(c) Provide quality affordable zoned land with the appropriate level of infrastructure and maintain good service provision when sites are occupied**

Quality affordable zoned land and infrastructure remains critical for industrial development. The provincial government undertook an initiative of assessing the industrial economic hubs. The assessment included among others, industrial infrastructure for each hub and the location analysis to determine optimal location for the hubs. The refinement of the PSEDs needs to be prioritised.

### **1.3(d) Establish and implement a monitoring and evaluation framework to assess the institutional arrangements and performance of key spatial projects**

The Province will develop and implement the institutional structures and systems for management of key special projects to ensure their sustainability and on-going monitoring and evaluation. Government will lead the formulation of a comprehensive governance and management framework for the key special projects. The comprehensive monitoring and evaluation framework will be influenced by the master plans and business plans of the SEZs and IEHs.

### ***Strategic Objective 1.4: Improve the Efficiency, Innovation and Variety of Government-led Job Creation Programmes***

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

As a developmental state, government has an important role to play in creating an enabling environment for the growth of an economy which will create jobs. Government has a dual role in this regard. On the one hand it is to facilitate inclusive economic growth by creating opportunities for private sector to grow the labour market and create employment. On the other hand it has to ensure that opportunities for employment are also maximised through innovative models of rendering government services and procurement processes. This should be balanced, however, to ensure that Government provides the appropriate and quality level of social services and facilities in a manner that is cost effective. Furthermore, infrastructure needs to be developed and maintained at the appropriate level and in the right geographical areas to enhance access for marginalised people within the Province. Jobs created in the process must have a strong focus on the development and transfer of skills through training linked to development programmes, although government might have an extra role to play in helping those that have short term employment find longer term employment by working on potential placement schemes or to gain further skills.

There is significant potential to create employment directly through improving the efficiency of government-led job creation programmes which would help grow the scale of current as well as new programmes. Government can shape job creation in other areas through support and management of the procurement process that involves particular economic actors and stakeholders. This should include actively supporting procurement that offers new sale opportunities to a variety of *local* producers through localisation and procurement of goods that support the green economy as a new area which has the potential for large labour-absorption, as well as large positive energy, water and food-security spinoffs.

Government spending can lever new opportunities across a wide range of sectors. There is also more scope to significantly tap into a number of “Working for” sub-programmes of the Extended Public Works Programme (EPWP), example: Working for the Coast; Working for Water; Working for Waste; Working for Land; Working for Wetlands; Working on Fire; Youth Environmental Services; Youth Jobs in Waste; Groen Sebenza Jobs Fund Partnership; the Eco Furniture Programme; Working for Energy; Working for Ecosystems; Working for Forests; and People and Parks and growing the Community Work Programmes (CWP). There are important environmental, developmental and social benefits to be derived from the experience, empowerment and fulfilment people obtain from being involved with a number of government led-programmes. Efforts around government led-job creation, however, are currently affected in some areas by relatively high costs per job created. This is fuelled by leakages between what is financially allocated for the purpose of creating a job and what is actually received by the beneficiaries resulting in some programmes do not have their full intended effects.

Research by the Human Sciences Research Council indicates the need to significantly enhance the impact of the EPWP and the CWP to achieve the full time equivalent (FTE) employment targets and skills enhancement opportunities for the intended beneficiaries. A revision of the EPWP and of the funding sources has been called for by HSRC and attention needs to be paid to monitoring the scheme as the impact varies across sub-sectors to ensure that public funds are “efficiently turned into jobs”. The infrastructure area needs to be prioritised as there is significant spending in South Africa and KZN in a sector which tends to be capital intensive. Indirect employment opportunities also need to be taken into account in this sector to obtain a full picture of what is happening in this sector. Growing employment around the production of goods and services directly required by infrastructure development projects through

localisation programmes should also be considered. Infrastructure development plays a key role in enhancing the competitiveness of businesses across areas and, as such, indirectly supports job creation across various economic sectors as emphasised in the National Infrastructure Plan. Jobs created through infrastructure maintenance need more attention as it is in this area that long-term jobs emerge, as opposed to short term employment with new infrastructure projects. Maintenance further allows the infrastructure to continue to play its intended role over time.

In addition to labour-intensive programmes, provincial government is committed to creating sustainable employment opportunities in other areas such as food security, health and safety, social and community development, environmental protection and rehabilitation, development of sport and recreation and road maintenance.

Generally, government-led job creation can be considered to be directly associated with the following:

- (a) Jobs created through government's procurement of goods and services purchased for its activities.
- (b) Jobs created through new mandates requiring public goods and services such as new infrastructure development projects and new key spatial projects fall in this category.
- (c) Jobs created from the maintenance of goods and services provided to the public.

The objective takes the above into account and also emphasises that government, as a large employer, also has a role to play in facilitating potential positions for the employment of youth as a priority group. Due to the large proportion of young people in KZN that are unemployed, added attention needs to be given to the youth in order to facilitate access to work and learning. On this, an under-utilised area is about placing competent / qualified youth directly to work on short term assignment with staff in the public sector. The matters relating to youth employment and skills development (including experiential learning) is addressed in more detail in Goal 2, *Human Resource Development*, Strategic Objective 2.3 *Enhance youth and adult skills development and life-long learning* of this PGDS.

Strategic objective indicators to track progress of improving efficiency, innovation and the variety of government-led job creation programmes include the following:

**Strategic Objective 1.4 Indicators:**

- 1.4.1 Growth in the number of new small contractors.
- 1.4.2 Reduction in the cost per EPWP and CWP jobs.
- 1.4.3 Percentage of provincial government expenditure of goods and services procured on local content.
- 1.4.4 Direct employment multipliers from infrastructure development and maintenance and related development projects.
- 1.4.5 Cumulative Number of FTEs created through EPWP and CWP, inclusive of all Sectors.
- 1.4.6 Cumulative Number of Work Opportunities created through EPWP and CWP inclusive of all Sectors: Infrastructure Sector; Environmental and Cultural Sector and the Social Sector;
- 1.4.7 Number of emerging contractors trained.

The following interventions, albeit not exhaustive, has been identified to facilitate a process of Government-led job creation programmes in KZN:

**Strategic Objective 1.4 Interventions:**

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

**1.4(a) Monitor and evaluate the effectiveness, efficiency and impact of EPWP and CWP jobs programmes in KZN on job creation and inclusive economic growth**

EPWP Reporting System (M&E) developed by National NDPW is used to monitor progress in terms of WO and FTEs achieved for both CWP and EPWP jobs. The information is analysed on a monthly basis by the coordinating department (DPW) in terms of ensuring that set targets are met by the Province and this information is fed into the AWG report.

**1.4(b) 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.

The following programmes need to be expanded, namely, the Zibambele Road Maintenance Programme, Community Works Programme, the EPWP Department of Education School Maintenance programme, the Department of Health Maintenance of Gardens and Grounds and the Izandla Ziyagezana Programme.

**1.4(c) 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.

**1.4(d) Implementation of the Youth Employment Accord**

Youth unemployment is a major challenge both nationally and provincially. The 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.

#### **1.4(e) Emerging Contractor Development**

Emerging contractor development will be focused on through the Vukuzakhe Emerging Contractor Development Programme, the Eyesizwe Contractor Development Programme and the Human Settlements' Contractor Development Programme.

#### ***Strategic Objective 1.5: Promote SMME and Entrepreneurial Development***

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

There is a low success rate of start-up entrepreneurial and SMME ventures within the Province, and few opportunities are being created to support the absorption of youth and of women into the labour market. Specifically youth-owned business are curtailed due to factors such as: risk-averse formal financial institutions; a lack of collateral; a lack of business management, financial and technical skills; incorrect targeting of markets; and a lack of economic opportunities within the Province. Women entrepreneurs and women in the informal economy are also affected by specific structural barriers that impede their access to particular opportunities and activities. These barriers, together with a lack of economic alternatives, push vulnerable economic actors into the informal economy. This sector is critical for the survival of a growing number of people in the province. Informal activities are changing in the poorer parts of cities and in rural areas as larger retailers and more established traders are growing their operations in the townships and rural communities. As these enter with new business models and greater product variety, smaller economic actors cannot compete and exit, a process that fuels marginalisation and exclusion.

Generally, the Province needs to further and more systematically stimulate entrepreneurship and put in place activities and programmes that help strengthen economic participation. Priority groups, youth, women and the disabled need to be specifically empowered to own businesses and to participate more actively in the whole range of economic activities for inclusive growth to emerge.

The aim of this objective is to create an enabling environment for entrepreneurial growth and viable SMME's. This can be achieved by addressing the barriers to entrepreneurial activities and supporting the establishment of all types of SMMEs, within it the informal economy, (described as "the second economy")<sup>1</sup> as well as other entrepreneurial ventures in the lead sectors of the economy where entrepreneurial development helps enhance prospects and opportunities. Also, as smaller firms are important to generate new opportunities in specific parts of the Province, including in townships and in rural areas, a new model of small business development and of partnership needs to be promoted. Such partnership is important for business sustainability and for the emergence of business and management role models.

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<sup>1</sup> The term is controversial and suggests that this economy operates separately from a first economy. In fact high interactions / linkages have been found between the two "types" of economy. The situational analysis uses the term "informal" given the main StatsSA's definition and how this agency collects the relevant data. The term "informal" economy is used internationally and recognised by the ILO moreover.

It is also important to improve social cohesion, particularly given the tensions that are at play between the poor South African people of KZN and the vulnerable foreigners that are located and have small businesses in townships and informal settlements in the Province. The latter aspect is dealt with under Goal 3, *Human and Community Development*, Strategic Objective 3.7, *Social Cohesion*.

The Report of the Special Reference Group on Migration and Community Integration in KwaZulu-Natal emphasises that new dynamics are at play in townships and other areas that threaten, if not well managed, relations and stability. A growing number of studies identify that there are enormous opportunities for more township enterprises to emerge as these cater for a range of specific but to date unmet needs in townships. Rural enterprises also have a particular role to play for vibrant rural areas and a number of these involve women (e.g. brick making, wood and small repairs, small milling and craft operations, sewing, etc.)

However, the fact that the barriers to entry are high for youth and women, translate into these being large marginalized groups in KZN. Tackling these barriers is important to help engage these groups into economic activities and to become recognised development actors in a meaningful and proper manner. Of note, however, is that empowerment in the form of “the process of increasing the capacity of individuals or groups to make choices” is necessary to change decisions and thus actions and outcomes.<sup>2</sup>

There is good progress on many of the issues set out above. SMME and Cooperatives Strategies are in place for KZN and these guide how these small production entities are supported. However, the informal policy is still in draft form. A strategy of entrepreneurship requires developing the capacity to set up and manage a business venture and to help reduce the risks around this. It also requires *altering* the willingness of those that are currently marginalised to set up business ventures. Central to the empowerment process are actions which build individual and collective assets, and improve the efficiency and fairness of the organizational and institutional context which govern the use of these assets.<sup>3</sup> This is a difficult concept to operationalise. There are many government and private sector programmes aimed at uplifting SMMEs and cooperatives, however, lack of proper coordination results in duplication of services and wastage of resources.

Indicators for the strategic objectives include:

**Strategic Objective 1.5 Indicators:**

- 1.5.1 Increase in the number of SMMEs and cooperatives established.
- 1.5.2 Increase in survival rate of SMMEs and cooperatives.
- 1.5.3 Increase in the number of jobs generated by SMMEs and Cooperatives.
- 1.5.4 Proportion of private sector expenditure on goods and services procured on local content.
- 1.5.5 Number of local municipalities supported to develop informal economy policies.
- 1.5.6 Number of municipal officials capacitated to support the informal economy sector.
- 1.5.7 Number of municipalities funded for informal economy infrastructure development.
- 1.5.8 Increase the level of BBBEE Compliance in KZN.

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<sup>2</sup> This objective, as such, also links closely with the Goal 2 where the importance of mentorship, learnership and apprenticeship programmes in creating sustainable small businesses is recognised. Also, human resource development enhances the prospects of unemployed youths to be part of the job market as entrepreneurs.

<sup>3</sup> World Bank’s approach to empowerment.

Interventions to facilitate a process of promoting SMME and entrepreneurial development and the economic empowerment of the youth, women and the disabled in KZN, include the following:

**Strategic Objective 1.5 Interventions:**

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

**1.5(a) Facilitate SMMEs' (including informal businesses') access to finance, markets, trading facilities and infrastructure with linked services**

The following key actions are identified:

- (i) Stimulate entrepreneurship in small enterprises.
- (ii) Capacitate small enterprises to develop viable business ideas.
- (iii) Negotiate with financial institutions to design finance packages suitable for small enterprises.
- (iv) Promote public private procurement from small enterprises.
- (v) Support municipalities to provide production and trading facilities for small enterprise.

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 and Cooperatives as per KZN Executive Council Resolution No. 437 of 13 December 2011, the National Cabinet Resolution of 07 November 2007 and August 2015 Procurement Indaba and subsequent Executive Council Resolution. Improving access to markets also implies that small enterprises are promoted within catalytic projects in the Province.

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 (SMMEs, Cooperative and Social Enterprises).

### **1.5(b) Develop a progressive regulatory framework for the broader support of the informal economy**

In 2015 The International Labour Organisation (ILO) together with its member states had adopted Recommendation 204 which essentially paves the way for the transition of the Informal sector to the Formal Sector. In a nutshell Recommendation 204 provides guidance to Members to:

- a) Facilitate the transition of workers and economic units from the informal to the formal economy, while respecting workers' fundamental rights and ensuring opportunities for income security, livelihoods and entrepreneurship;
- b) Promote the creation, preservation and sustainability of enterprises and decent jobs in the formal economy and the coherence of macroeconomic, employment, social protection and other social policies; and
- c) Prevent the informalisation of formal economy jobs.

In order to give credence and action towards implementing R204, DEDTEA, through its Business Regulations Business Unit, has developed a Draft Master Plan for KZN to address the issue of transitioning the informal sector to formality. The overall goal of the Draft Master Plan is to provide for an integrated and strategic transition from the informal to the formal economy.

The following key strategic pillars for action have been identified:

- (i) To provide for an integrated, co-ordinated and responsive legal and policy framework to facilitate the transition from the informal to the formal economy
- (ii) To facilitate effective promotion and protection of the human rights of workers and economic units operating in the informal sector.
- (iii) To ensure a balanced approach amongst incentives , enforcement and compliance measures.
- (iv) To facilitate promotion of social protection rights for all persons in the sector.
- (v) To facilitate promotion of enterprise development during the transition processes.

### **1.5(c) Review business regulations to reduce bureaucratic processes and procedures for small businesses**

The following key actions are identified:

- (i) Identify Red Tape issues for small enterprises.
- (ii) Formulate a red tape reduction plan.
- (iii) Monitor implementation of reduction of red tape.

**1.5(d) Improve coordination and monitoring of government and private sector programmes aimed at uplifting SMMEs and Cooperatives**

The following key actions are identified:

- (i) Co-ordinate Small enterprises according to specific sectors/industry.
- (ii) Identify sector/industry specific issues and provision of solutions/interventions.
- (iii) Stimulate entrepreneurship in small enterprises.
- (iv) Strengthen capacity building and mentorship for small enterprises especially in township and rural areas.

**1.5(e) Improve awareness on public and private sector support available to priority groups who want to participate in the work and business sphere**

The following key actions are identified:

- (i) Disseminate information on relevant support measures and programmes, engaging with business chambers and establishing business forums for marginalised groups;
- (ii) Facilitate and monitor partnerships between private sector partners that have enterprise development programmes and the uptake of social accords, including the Youth Employment Accord;
- (iii) Monitor implementation of Social Accords from the private sector through the KZN Economic Council.

**1.5(f) Monitor use of government set-asides for local SMMEs and Cooperatives**

The following key actions are identified:

- (i) Promote public private procurement from small enterprises;
- (ii) Monitor implementation of Social Accords from the public sector through the KZN Economic Council.

**1.5(g) Support local municipalities to develop the informal economy**

The following key actions are identified:

- (i) Support LMs to develop LED strategies that include the informal economy and small enterprise development.
- (ii) Support local municipality to develop institutional arrangement with capacity to implement LED Strategies.
- (iii) Assist LMs to incorporate implementation of LED Strategies to their budgets.

**1.5(h) Implement and enforce B- BBEE Policy**

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 amended, as well as B-BBEE Codes of Good Practice 7th of February 2007, as amended. At a provincial level, the KZN B-BBEE Strategy, the KZN Youth Economic Empowerment Strategy, and the Draft KZN Women Economic Empowerment Strategy draw their mandates from the national economic transformation policy framework to provide a framework for promotion of B-BBEE in the Province. DEDTEA is the custodian of economic empowerment and its implementation in the Province and

currently undertakes economic transformation co-ordination and facilitation 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, 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 on Preferential Procurement Targets by the KZN Provincial Government, the Procurement Indaba Resolutions of 2015, 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.

The Province is committed to Radical Economic Transformation. The precondition for radical economic transformation to be realised is a swift departure from the existing approach to a new and different cause of action. All barriers that are affecting change must be abolished and replaced with new and urgent actions that will change the lives of its intended beneficiaries. The Procurement Indaba resolutions lay the basis for this to happen when it comes to Government Procurement spending as a tool to drive radical economic transformation: 35% Youth, 30% Women, 10% Military veterans, and 5% on people with disabilities, and that the overall procurement spending of 60% should be allocated to Africans. This will be achieved through implementation of a variety of key actions that aspire to achieve radical economic transformation, namely:

- (i) Finalisation of the KZN Small Enterprise Development Academy
- (ii) Finalisation and implementation of the KZN Framework of Revitalization of Townships and Rural Economies (*Mall Tenancy Ratio, Local Content and Empowerment Framework*).
- (iii) Finalisation and implementation of KZN Black Industrialists Framework.
- (iv) Finalisation or ring-fencing of sectors/commodities for targeted procurement in line with Procurement Indaba resolutions.
- (v) Submission of annual reports or B-BBEE verification certificates by all.
- (vi) Maximising implementation of economic empowerment strategies.

#### **1.5(i) Tool and mechanism for collecting data on private sector expenditure on local content**

The following key actions are identified:

- Conduct regular scientific analysis to determine procurement spend on transformation (localisation and opportunities).
- Finalisation or ring-fencing of sectors/commodities for targeted procurement in line with KZN Procurement Indaba 2015 resolution.
- Prescription of commodities for local spend.
- Design or readjust current enterprise or supplier development programmes in line with set-aside objectives.
- Review of data bases to determine existence of small enterprises/co-operatives for target group;
- Supplier development program for designated sectors.

- Identification of sectors for set asides.
- Setting of sector targets for set asides.

### ***Strategic Objective 1.6: Enhance the Knowledge Economy***

#### **Provincial economic growth is enhanced by knowledge generation and innovation**

Knowledge has been found to be a critical driver of productivity and of economic growth in a large number of countries, including those that are emerging. Growth in the knowledge economy is being realised as an enabler of international competitive and comparative advantage. This has been the case in developed and developing countries where intellectual capital and capabilities have been prioritised and economic benefits have been derived, in spite of limited physical inputs and natural resources. Traditionally the field has been associated with technological advancement and product innovation, typically associated with the manufacturing industries and information technology. The sector evolved to incorporate improvements in the service sector. The notion of “trading” intellectual property is not new, but its potential to facilitate economic growth has not yet realised its full potential.

Whilst there is a view that the growth of the sector as a threat to job creation, it also stimulates new forms of employment and areas of trade, including the trade of intellectual property. Knowledge and innovation is widely recognised as key components to leverage economic growth, improve wages and employment opportunities whilst also increasing local and global competitiveness. As countries realise the potential of trading with intellectual property in various forms and across all sectors. Knowledge favours new modes and models of production, new and innovative ways of doing business and provides greater resilience to external shocks, including through new roles for information, technology as well as learning, all of which accelerate economic performance. Moreover, the knowledge economy allows new areas, such as those of the green economy, to be properly developed and tapped into; a knowledge economy allows better and higher value products to be produced and exported, and offers a greater range of capabilities, thereby the potential for the production of a greater range of products (greater product variety).

There are numerous institutions, organisations, and firms undertaking research into new market opportunities and product development across the Province. However, whilst the Province currently has a substantial knowledge economy, the relationship and coordination amongst stakeholders, including public sector, private sector and tertiary institutions is still weak and fragmented. This constrains the potential to further enhance and expand knowledge sectors within the Province. Although there is a growing number of 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. In addition, the four techno-hubs currently planned in the Province are at various stages of developments and the impact of these can only be assessed at a later stage.<sup>4</sup>

There are short-term versus medium and long-term trade-offs and adjustments in a knowledge-based growth that require proper investigation, the benefits of such growth tend to be seen as outweighing the costs. The aim of this objective is, therefore, to continue the efforts required for an expansion of

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<sup>4</sup> These are affected by issues of project funds possibly being insufficient for these to attract both, the right number and type of investors and of tenants. Infrastructure development issues are also a problem for a number of these hubs. These problems are similar to those established for other key new spatial projects and that are dealt with under Strategic Objective 1.3.

the knowledge economy through strengthening mechanisms between key stakeholders, as well as tapping on the specialised knowledge base that is already in place in the Province. Positively, the Province is now well marketed as an African tertiary institution destination. This helps to attract skilled individuals into KZN as well as new investment into the information, communication, and technology (ICT) sectors and research and development (R&D). However, skilled South Africans in a number of key scientific sectors remain in short supply, causing important as well as growing wage differences between those that are skilled and those that are not. This sector also depends on technological investment and skilled labour, hence also relates to increasing the Human Resource Development and research capacity as outlined in Goal 2 of the PGDP, and read with Goal 4 in relation to ITC. As such, the knowledge economy requires that the skills platform of KZN be enhanced, as discussed in the Human Resource Development part of the Strategy.

KZN requires additional efforts towards increasing its knowledge base for the provincial economy to develop and maximise its comparative advantage further, thereby enhancing its regional and international position. Key priorities for the growth of the knowledge economy in KZN are to increase the contribution of Research & Development to GVA in KZN; facilitate an increase in the proportion of SA patents and designs registered by KZN entities and individuals; and ensure that technology hubs are optimised as models to encourage innovation and technology.

Strategic objective indicators to enhance the knowledge economy platform in KZN include:

**Strategic Objective 1.6 Indicators:**

- 1.6.1 Contribution of Research & Development to GVA in KZN.
- 1.6.1.1 Gross expenditure in R&D as a proportion of GVA
- 1.6.2 Percentage of SA patents and designs registered by KZN entities and individuals.
- 1.6.3 Number of functional technology hubs.
- 1.6.4 Occupation rate in techno hubs.
- 1.6.5 Government contribution on green economy R&D.
- 1.6.6 Percentage of registered professional engineers in the KZN labour force

Interventions to enhance the knowledge economy include:

**Strategic Objective 1.6 Interventions:**

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

### **1.6(a) Provincial Innovation Strategy**

Innovation is an important driver of productivity and economic growth. Taking its widest definition, innovation could account for up to two thirds of private sector productivity growth. The recognition of the relationship between technological progress, innovation and economic performance, investment in research and development (R&D) has grown rapidly, along with a widening of innovation activity

across many sectors of the economy. Innovation is now embedded as a primary pillar of economic development strategy across the world. As a result, KwaZulu-Natal province initiated the development of a provincial innovation strategy to advance industrialisation as well as ensuring an inclusive economic development agenda. The key objectives of the strategy are:

- To conduct a provincial innovation audit for the province;
- Identify sectors with potential for innovation that improves the quality of life in KZN;
- Priorities skills and human capital development programmes to support the growth of KZN's knowledge economy;
- Promote social creativity and inclusive innovation;
- Encourage innovative entrepreneurship development to enhance KZN's economic competitiveness;
- Create an enabling environment to support innovation development in the Province

### **1.6 (b) Establish a knowledge repository**

As the economy moves from a resource-driven towards one that is knowledge driven the need for effectively understanding the dynamic interactions between business, government and households becomes critical. The ability to measure these dynamics is of critical importance for understanding the sources of output, productivity and job growth. Economic policy makers rely heavily on timely, relevant and accurate statistics at the global, national, provincial, district and municipal levels and so do potential investors and other stakeholders. Therefore up-to-date economic data remain critical for effective monitoring and evaluation of government policy interventions and in tracking economic performance of various sectors in the province. However, there are still many challenges around the availability of reliable and easily accessible information.

Firstly, most of the available databases are not packaged in a way that is easily accessible. It is not always easy to access provincial economic indicators promptly, let alone obtaining a picture of the changes in these indicators over time according to a variety of covariates such as race, gender and age. In order to do this, a range of sources are always examined and analysed and the relevant information extracted from each of these sources. This can be a time-consuming and frustrating process.

Secondly, large gaps still remain regarding the coverage of certain micro level issues like small, micro and medium scale enterprises. Furthermore, reliability of available databases for lower level analyses (e.g. district and municipal) has for a long time been questionable.

The view of the provincial cabinet, and rightly so, is that we should utilize the official statistics provided by Statistics South Africa (StatsSA), the official statistical agency in the country. However, the statistics provided by StatsSA are limited for the purposes of analysing provincial economic developments. The key challenge with StatsSA data is that the focus is on national indicators and in most instances regional data is updated only annually. Furthermore, there are statistics that are not obtainable from Stats SA such as Tourism and Infrastructure data.

In cases where data is not available from StatsSA, departments often make use of private, secondary data mainly from Quantec and Global Insight. Both Quantec and Global Insight rely mostly on StatsSA for primary data and then estimate and interpolate for provincial and district data. However, both Quantec and Global only provide regional annualised data which again prove insufficient for quarterly economic briefings. The most crucial challenge with these secondary sources of data is that they sometimes provide different figures for the same indicator. This is due to the fact that both Quantec and Global insight make use of not readily disclosed economic models of calculating regional data making use of StatsSA data. Preliminary engagements with provincial StatsSA representatives suggest that it will be very costly for StatsSA to obtain and provide regional statistics that is required by the Department.

It is for these reasons that there is a provincial initiative to create centralised data. The lack of an integrated statistical database poses a challenge for the provincial departments' executive management and members of the executive council when they want to have a dashboard view of the economic developments in the province.

#### **1.6(c) Funding model for the KZN 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.

The initiative is funded by a grant advanced by the European Union and beyond the expiry of that grant the sustainability of KZN techno hubs hangs in the balance. It is thus essential to consider various possibilities of funding the initiative going forward including public private partnerships.

#### **1.6(d) 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 organizations and institutions that undertake research. The aim is to provide a strong research, information and data platform within the Province. A mechanism must therefore be established that can play a coordinating role between all stakeholders, and provide a continuous audit of partnerships to ensure that the outcomes and spin-off's emanating from these relationships are closely monitored and reported on; including new products developed leading to commercial production as well as employment created. The Province must ensure that KZN establishes and promotes research institutes focusing on key sectors. This should be broadened over time to include other fields of knowledge, including the humanities. This requires capacity to be developed within existing tertiary institutions, new tertiary institutions to be developed in areas of potential and high need.

The Technology Transfer Partnership is a partnership between the Department of Economic Development Tourism and Environmental Affairs (EDTEA) and all KZN universities namely UKZN, UniZulu, DUT and MUT. Under the partnership EDTEA provides funding to promote the commercialization of research outputs and interventions. The partnership has potential to increase the number of patents registered by KZN domiciled entities and individuals. Funding Agreements with the respective institutions need to be finalised.

## 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

### National Outcomes 1, Education, and Outcome 5, Skills Development

This goal is aligned to National Outcomes 1, Education, and Outcome 5, Skills Development. National Outcome 1: Education which is aimed at improving the quality of teaching and learning through development, supply and effective utilisation of teachers; and through provision of adequate, quality infrastructure and Learning and Teaching Support Materials (LTSM); tracking learner performance, expanded access to Early Childhood Development (covered in Outcome 13) and improvement of the quality of Grade R; strengthening accountability and improving management at the school, community and district level; and partnerships for is aimed at education reform and improved quality. National Outcome 5: Skills Development seeks to create a credible institutional mechanism for labour market and skills planning; Increase access and success in programmes leading to intermediate and high level learning and occupationally directed programmes in needed areas and thereby expand the availability of intermediate level skills with a special focus on artisan skills. Education and skills development are critical success factors for economic growth and social stability.

#### Goal Indicators:

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

The acquisition of knowledge and skills needed by a robust and forward looking economy will take place throughout the value chain of the education and training system. For example, the basic education sector must feed the human resource chain to ensure good linkages between economic growth and people development. Basic education is one of the elements that contribute towards the distribution of opportunity, especially in unequal societies like South Africa. Access to opportunity works as a leverage for levelling the playing-field as it provides tools for social mobility.

Challenges being experienced in basic education. This is evident by low ECD enrolments; poor performance in literacy and numeracy at primary school level, as well as persistent poor Grade 12 results. The issue of access to quality education in basic education is of critical importance. The disparities observed between education provision in rural areas and education in urban areas (including between urban settings) must be addressed.

Post-school education that accommodates those who have completed and those who have not completed the 12 years of schooling is the next necessary step to this opportunity giving continuum. The provision of post-school education to all young people in the Province an essential intervention. It

is important that young people, once they leave school, are absorbed into, for example, TVET and CET colleges where they will be given a second chance education and their skills enhanced; learnerships and apprenticeships to learn job-related skills; and higher education in order to improve the knowledge-base of the Province. It is suggested that the Province must consider its contribution to the expansion of the physical facilities of both the TVET and CET colleges in order to accommodate the growing number of those who are Not in Education, Employment or Training (NEET). As much as the Province actively monitors the numbers of enrolments in basic school education, it is equally important to monitor enrolments of its young citizens in all post-school institutions. The social mobility that post-school education will provide these groups should, in turn, translate into many benefits for the society. These include a political democracy where most individuals have a stake and also facilitating increased industrialisation with a more educated and skilled workforce.

The professional, managerial and political coordination within municipalities often poses challenges. Some of the challenges relate to continued provision of certain skills within certain employment terrains or sectors. This is not an issue in relation to sharpening skills at a higher level but there are still challenges in providing education and training for adults whether they are employed or not. This challenge also stretches to communities who have traditionally not had any education and training support for individuals and groups.

The strategic goal related to human resource development within the PGDS highlights the need to look at the whole education continuum i.e. early childhood development, school education, artisan and technical skills, community education and training, and professional education rendered at University level. The linkages in relation to this continuum must be emphasised. Opportunities to partner with the private sector also need further consideration. Best practices from both government- and private led education can be valuable contributions to strengthening interventions, this should also include engagement on farm schools and community colleges, engagements with tertiary institutions to reconsider the courses offered to meet the needs of KZN, as well as partnering with the private sector to expand internship programmes across sectors.

Strategic thinking must also be deployed towards incentives to attract professionals to different parts of the Province to support quality and equity issues. Nodal enhancement must be undertaken so that small towns are made attractive to potential professionals, so that rural schools, hospitals, municipalities and businesses are able to benefit from their quality expertise. Institutions of higher learning must be engaged in producing professionals ready for the social context of the Province. This means quality education related to the professional focus as well as social skills relevant to working with various communities in the Province.

**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 relevant and responsive to growth and development needs*

### GOAL INDICATORS

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

OBJECTIVES			
	Improve early childhood development, primary and secondary education	Support skills alignment to economic growth	Enhance youth skills development and life-long learning
	<i>The school sector produces students with the ability to study further, or to enter the workplace</i>	<i>The development of skills is sufficient and appropriate to service the economic growth and development needs of the province</i>	<i>The education and skills level of youth and adults is enhanced</i>
PRIMARY INDICATORS	<ul style="list-style-type: none"><li>• Percentage of learners performing at the required levels in all grades in national benchmark assessments equivalent (previously ANA)</li><li>• Percentage of NSC pass rate (70% across KZN should be the minimum requirement)</li><li>• Percentage of children in lower quintiles who succeed in primary and secondary school</li><li>• Percentage of children with special needs (disability, giftedness) and "at risk" children whose needs are being adequately met by the education system</li><li>• Number of ECD facilities adhering to norms and standards</li><li>• Percentage of children in 0-4 age group accessing ECD facilities</li><li>• % of 3-5 year old children in educational institutions (public and private)</li><li>• Percentage of Grade 1 learners who attended a Grade R class</li><li>• Retention rates: Grades 10-12</li><li>• Retention rate: Grades 1 - 12</li><li>• Percentage of children who turned 9 in the previous year who are currently in Grade 4 or above</li><li>• Percentage of children who turned 12 in the previous year who are currently in Grade 7 or above</li><li>• Number of learners qualifying for NSC in Bachelors Programme, Diploma and Certificate</li></ul>	<ul style="list-style-type: none"><li>• Number of NSC candidates taking Mathematics and Science</li><li>• Percentage of Grade 12 learners passing Mathematics at 50% or more in the NSC</li><li>• Percentage of Grade 12 learners passing Science at 50% or more in the NSC</li><li>• Number of full- and part-time students in public TVET Colleges for NC(V), N courses and occupational programmes</li><li>• Students graduating in fields of Education, and in Science, Engineering and Technology (SET)</li><li>• Proportion of students graduating within 4 years of registering</li><li>• Number of PhD graduates</li><li>• Percentage of academic staff with PhD Qualifications</li><li>• Pass rate of TVET and CET colleges</li><li>• Percentage students successfully placed in employment on graduation from TVET Colleges</li><li>• Number of artisans qualifying in scarce skills</li></ul>	<ul style="list-style-type: none"><li>• Number of youth on mentorships / internships / learnerships</li><li>• Number of Adult Education Training Centres that conform to government norms and standards</li><li>• Number of CET colleges established and throughput of the CET College sector across the Province, disaggregated by types of courses studied</li></ul>
INTERVENTIONS	<ul style="list-style-type: none"><li>• Monitor, evaluate, review and resource teacher education and capacity development programmes, including in scarce skill categories</li><li>• Improve school infrastructure through the implementation and monitoring of water, sanitation and electricity programmes</li><li>• Develop and implement programme to enhance logistical support to facilities (books and equipment)</li><li>• Improve effective governance and management at schools and district level</li><li>• Improve and monitor performance management of educators</li><li>• Counselling and career guidance to be provided in all schools</li><li>• Minimise drop-out rates of learners in the system, including a focus on girl child challenges</li><li>• Promote the use of new technology to encourage distance learning</li><li>• Develop and maintain a monitoring system to assess adherence of ECD facilities to norms and standards</li><li>• Promote partnerships with NGOs to support school improvement</li><li>• Improve capacity in the Department of Education</li><li>• Efficient data collection to track learner progress and enhance retention</li><li>• Enhance technical and vocational education</li></ul>	<ul style="list-style-type: none"><li>• Improve skills development planning and implementation in the Province as detailed in the KZN HRD Strategy, and including skills plans for lead economic sectors per district municipality</li><li>• Revitalise and expand the TVET sector and develop CET Colleges</li><li>• Develop counselling and vocational guidance for out-of-school youth</li><li>• Skills development for the informal sector, township and rural economies focusing on enterprise education and technical skills</li><li>• Strengthen Provincial HRD Council to develop partnerships between the state HRD sector and the private sector</li><li>• Encourage the development of women professional and technical graduates and people with disabilities</li></ul>	<ul style="list-style-type: none"><li>• Expand and targeted skills development, capacity building and mentoring programmes for the SMMEs, Cooperatives, and persons in the informal economy</li><li>• Facilitate targeted support to meet youth skills development needs</li><li>• Preparation of district based HRD plans linked to IDPs, including the assessment and development of district needs based supply pipelines</li><li>• Monitor progress of education and training programmes prepared for delivery in community-based colleges</li><li>• Develop awareness campaigns regarding opportunities for learnerships, apprenticeships, mentorships and internships within the public and private sectors</li><li>• Maximise the enrolment of youth in TVET colleges and other post-school training institutions focusing on artisan 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**

Whilst progress has been made to ensure universal access to education at all levels. The critical issues to be attended to now relate to the quality of education. Inequality in the quality and attainment of educational qualifications is still growing and is inhibiting eradication of inequality in all spheres of society and is also regarded as one of the main drivers of poverty in the Province.

Strategic intervention should be directed to the low quantitative gains in the educational achievement of the youth who finish school successfully, as well as to address issues of the poor quality of education. These challenges are interrelated, hence must be tackled simultaneously. Education is fundamental to the Province in relation to growth and development.

Interventions must be directed towards:

- (a) the varying quality of education depending on the location of schools in rural areas, townships and urban areas;
- (b) the challenges relating to the logistical provision of educational materials in the form of books and laboratory material; and
- (c) inequitable access to remedial and specialised attention to learners with specific challenges.

Both community and family related aspects of life influence educational performance. Thus, under-resourced schools affect school performance. Services such as water, sanitation and electricity, must be provided to schools. The quality of teacher education must also be addressed directly and capacity development programmes for teachers who are currently employed must be designed. The quality of management and school governance must also be enhanced in order for schools to set targets and be able to achieve the best from their learners through local support and enhancement of learner effort.

The KZN HRD Strategy is in alignment with this objective. The HRD Strategy Pillar 1 refers to a sound foundation in education for all, giving children a flying start and has a comprehensive set of interventions and activities for enhancing achievement and success in education supported by in-depth analysis.

Alarming trends have been observed in decreasing performance at NSC level and with the inordinately low numbers of 0-4 year olds enrolled in ECD and related ECD provision. There is concern about the disparity in performance and provision depending on location and/or whether the school is in a well-resourced area or not. The issue of coordination and policy guidelines on ECD need to be clarified further, and clear policy direction and regulatory measures should apply to all sectors and roleplayers involved in ECD. Renewed focus is required to accommodate the provision for special needs and *at risk* children.

The strategic interventions identified seek to impact on provision and focus on educators, governance and logistical support for equipment and books. The area of vocational guidance has a focus as well because it is extremely under-provided for and has a bearing on skills alignment to economic growth as recorded in the HRD Strategy, the aim is for “employment literacy to make sound choices about post school opportunities and successfully manage the challenges of the post school environment”.

Strategic objective indicators include:

**Strategic Objective 2.1 Indicators:**

- 2.1.1 Percentage of learners performing at the required levels in all grades in national benchmark assessments equivalent (previously ANA).
- 2.1.2 Percentage of NSC pass rate (70% across KZN should be the minimum requirement for the Province).
- 2.1.3 Percentage of children in lower quintiles who succeed in primary and secondary school.
- 2.1.4 Percentage of children with special needs (disability, giftedness) and “at risk” children whose needs are being adequately met by the education system.
- 2.1.5 Number of ECD facilities adhering to norms and standards.
- 2.1.6 Percentage of children in 0-4 age group accessing ECD facilities;
- 2.1.7 Number of NSC candidates taking Mathematics and Science;
- 2.1.8 Percentage of Grade 12 learners passing Mathematics at 50% or more in the NSC;
- 2.1.9 Percentage of Grade 12 learners passing Science at 50% or more in the NSC;
- 2.1.10 Percentage of Grade 1 learners who attended a Grade R class;
- 2.1.11 Retention rates: Grade 10-12;
- 2.1.12 Percentage of children who turned 9 in the previous year who are currently in Grade 4 or above;
- 2.1.13 Percentage of children who turned 12 in the previous year who are currently in Grade 7 or above;
- 2.1.14 Number of learners qualifying in NSC for Bachelors, Diploma and Certificate programmes;
- 2.1.15 Retention rate Grade 1 – 12

Interventions to drive Early Childhood Development and Basic Education (Grades 1-12) include:

**Strategic Objective 2.1 Interventions:**

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

### **2.1(a) Monitor, evaluate, review and resource teacher education and capacity development programmes, including in scarce skill categories**

A key priority is to ensure the delivery of professional management and relevant teacher development. Continuous training of newly-appointed principals, deputy principals and heads of departments from all 12 districts will be conducted. All trained heads of departments will be used to conduct induction workshops for all newly-appointed PL1 educators in their respective schools. Through this programme newly-appointed teachers will be empowered to perform their duties, roles and responsibilities effectively and efficiently. A Flamingo NGO that has a 5 year MOU with the Department of Education from 2017 to 2022, will deliver programmes to capacitate subject specialists, inclusive education and teacher development.

The continuous recruitment of Grade 12 Maths and Science learners into the teaching profession through the Funza Lushaka District-based Recruitment Campaign to address teacher supply and demand challenges is critical to ensure that provision of a diversified curriculum.

### **2.1(b) Improve school infrastructure through the implementation and monitoring of water, sanitation and electricity programmes**

Ensure delivery of basic services and equipment required by schools in terms of norms and standards for school infrastructure with a view to eliminate poor sanitation system. Strengthen cooperation with municipalities to ensure that all schools have access to water and electricity.

### **2.1(c) Develop and implement programme to enhance logistical support to facilities (books and equipment)**

The Department of Education continues to aspire to universal coverage. Interventions to accelerate textbook coverage include:

- (i) Allowing schools maximum benefit of their textbook budget allocations by funding logistical costs separately;
- (ii) Allowing schools to utilize budgets for LTSM resources to purchase additional textbooks;
- (iii) Advancing the textbook procurement plan, thereby, ensuring that textbooks are purchased at 2016 prices;
- (iv) Increasing school participation in central procurement to ensure benefits of economies of scale to cover ECD LTSM;
- (v) To progressively move towards the utilisation of eBooks and eMaterials; and
- (vi) To ensure effective utilisation of the libraries, the Department of Education partnered with the University of KwaZulu-Natal and UNISA in ensuring that teacher-librarians obtain a qualification in school librarianship.

### **2.1(d) Improve effective governance and management at schools and district level**

An important lever to govern and manage schools well is the devolvement of power to local management structures. The devolvement of power to District Directors is a critical gap in the delegation of authority by the Department of Education. The gap is in the provision of minimum powers to districts aimed at:

- (a) Reducing bureaucratic delays in service delivery by allowing efficient decision making processes closer to operations;
- (b) Enhancing measures of enforcing policy compliance by making officials accountable;
- (c) Strengthening districts to be able to support schools more efficiently and effectively;
- (d) Active community participation in quality education; and
- (e) Promoting and ensuring the safety of learners and educators in schools.

Strategic Priorities / Actions to action the intervention:

- (i) Build capacity and support services to governing bodies in financial management and T60 schools on the implications of Section 58B of SASA;
- (ii) Build capacity and support services to learners; mass meetings where Representative Councils of Learners (RCL) are informed of their roles and responsibilities and advocate for participation of RCLs in making school safe;
- (iii) Monitor and support independent education (Independent schools and home sites); and
- (iv) Establish safety support and cascade the National School Safety Framework.

### **2.1(e) Improve and monitor performance management of educators**

Performance and consequence management is key to the delivery of teaching and learning in the classroom. All supervisors to include a KRA or Key Objective on Performance Management in their Workplans and Performance Agreements. Continuous monitoring of the implementation of IQMS will ensure the effective utilisation of teaching personnel.

### **2.1(f) Counselling and career guidance to be provided in all schools**

In line with the provisions of the Curriculum and Assessment Policy Statement, career guidance is provided to learners from the beginning of the Senior Phase and as per the Life Orientation subject content under the topic World of Work.

The *My Life My Future* campaign, the Career Guidance and Counselling support programme has as a key focus the retention of learners in schools by:

- Supporting both educators and learners by providing information on school to work linkages within the framework of the National Qualifications Framework; and
- Disseminating information and providing career advisory services to assist in both conventional and alternate career pathing for vulnerable learners, particularly learners in remote areas with limited access to career development services and learners at risk of non-completion of schooling.

### **2.1 (g) Minimise drop-out rates of learners in the system, including a focus on girl child challenges**

The introduction of a diversified curriculum which is based on academic, technical and technical vocational skills will ensure that all learners are catered for within the schooling system.

Research shows that girls in Africa miss out school when they menstruate because they cannot afford sanitary towels. In South Africa it is estimated that 3 770 514 girls of menstruation age are potentially unable to purchase pads. These girls are attending no fee schools. The provisioning of sanitary pads to indigent girl learners who are in quintile 1-4 schools and in Grades 4-12 is critical to ensure learner retention.

### **2.1(h) Promote the use of new technology to encourage distance learning**

Learners need to be provided with access to the educational resources (harnessing all media as appropriate) and learning opportunities necessary to successfully meet the requirements of the curriculum.

The White Paper on e-Education provides a strategic intent for the use of information and communication technology to deliver and manage curriculum on demand 'anywhere' and 'anytime'.

Connectivity to each school will be based on best available technology. There are many limitations within the Province with regard to connectivity, and this could have an impact on the quality of the solution at the school-level, as well as the scale which the solution can be rolled out at. The first choice

in connectivity is fibre, thereafter, one-directional satellite technology coupled with 3G access appears to be the best option based on a cost-benefit analysis.

### **2.1(i) To develop and maintain a monitoring system to assess adherence of ECD facilities to norms and standards**

The ECD facilities are registered with Department of Social Development. The Department of Education monitors adherence to the standards for curriculum in accordance with the National Curriculum Framework (NCF). In this regard, NCF training must be rolled out to all ECD sites including independent and community providers.

#### Key actions:

- (i) Continue the Qualification training of Practitioners on ECD NQF Level 4;
- (ii) Complete the training on National Curriculum Framework of all remaining ECD sites; and
- (iii) Implement the new project to be funded by SITFE, to train ECD sites in the sugar growing areas.

### **2.1(j) Promote partnerships with NGOs to support school improvement**

The Department of Education will continue to work with relevant NGO's to promote the delivery of education. The relationships will be monitored and reviewed according to the terms and reference of MOU's. Partnerships with the private sector will be pursued to ensure delivery of quality education especially in Maritime Schools, Technical Schools and Agricultural Schools.

### **2.1(k) Improve capacity in the Department of Education**

This intervention seeks to utilise the improved connectivity of schools to utilise SASAMS and LURITS systems to manage schools' data and track learner performance. It will ensure that the data base of the Department of Education is accurate and accessible to all users to enhance evidence-based decision making.

## ***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**

One of the key undertakings of the Province must be to identify the skills shortage and to work with different stakeholders to find solutions to the brain drain of critical skills in the Province. Each district within the Province must be made aware of its economic potential and identify short, medium and long-term advancement of optimal economic performance. The Province must also identify lead sectors in terms of employment so that district planning may link with these identified sectors in a bid to advance skills and penetrate economic opportunities. The educational continuum must support the identified strengths of the economy which must also be as area-specific as possible. Schools and providers of career counselling must, therefore, be equipped with all the information to guide children towards different professions and be acutely aware of the economic potential of the Province and its districts.

The KZN HRD Strategy Pillar 2 aligns to this strategic objective which aims to build the foundations for employment and entrepreneurship. The pillar of educational foundation for employment has 3 major components: general educational foundations for employment; formal education for employment through TVETs, skills centres, apprenticeships, learnerships and higher education institutions; and workplace learning for employee development, thus the KZN HRD Strategy supports this objective comprehensively.

The institutions through which this objective lives are the severely compromised TVET sector colleges and the recently launched Community Education and Training Colleges. This objective (as does the HRD Strategy Pillar 2) relies on the approach of linking skills development with economic sectors. This is a frequently discussed topic but has proved difficult to pin down in terms of curricula, private-sector partnerships and accessible courses. The TVET Colleges are generally under-staffed, with educators who have no orientation to pedagogy and the colleges are ill-equipped even in terms of the practical subjects they offer. Governance needs to be strengthened to maximise the impact of education and skills development on growth. The objective also focusses on artisan training, not to deny the value of other types of training but because artisan skills across all economic sectors / technical fields are in short supply and because artisan training offers a route with diverse prospects and enables development of superior skills and knowledge bases compared to other short courses, skills programmes and learnerships.

Strategic objective indicators include:

**Strategic Objective 2.2 Indicators:**

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

Interventions to support skills alignment to economic growth include:

**Strategic Objective 2.2 Interventions:**

- 2.2(a) Improve skills development planning and implementation in the Province
- 2.2(b) Develop district human resource development plans and implement in partnership with post-school institutions.
- 2.2(c) Revitalise and expand the TVET sector and develop CET Colleges.
- 2.2(d) Skills development for the informal sector, township and rural economies focusing on enterprise education and technical skills.
- 2.2(e) Strengthen Provincial HRD Council to develop partnerships between the state HRD sector and the private sector.
- 2.2(f) Encourage the development of women professional and technical graduates and people with disabilities.
- 2.2(g) Undertake a skills audit to determine the skills shortages in key areas
- 2.2(h) Improve the functionality of TVET Colleges to bring about a comprehensive and sustainable performance improvement in the TVET college sector
- 2.2(i) Ensure SETAs develop partnerships between CETC, TVETs, HEIs, and Industry and support establishment of centres of specialization.
- 2.2.(j) Ensure an appropriate “programme and qualification mix” at universities, Universities of Technology and TVETs to promote the production of professionals and academics.
- 2.2(k) Data-base of graduates for employers to access.

## **2.2(a) Improve skills development planning and implementation in the Province**

The Department of Higher Education and Training (DHET) has developed a new Sector Skills Plan framework (2015 SSP framework) that provides a detailed outline and minimum requirements for credible skills planning at the sectoral level. The 2015 SSP framework focuses on gathering and analysing data to support SETAs' key roles in aligning education and training supply side with employers' demand for skills in their sector, that is, their intermediary roles. The rationale for regular forward-looking assessments includes the need to give high priority to anticipate changing needs of the economy due to globalisation, economic restructuring, technological and organizational change, and demographic developments (including HIV/AIDS, ageing populations and migration).

Moreover, the need for regular, coherent and systematic quantitative forecasts of key provincial economic indicators has received further impetus following the setting of employment targets and the adoption of the new industrial policy framework (IPAP2), the NDP and the NGP. Clearly, provincial policy-makers need to devise strategies and pursue related investments which can influence, in a desired fashion, the future path of the province's economy. Such choices need to be guided by robust information and intelligence, including a forward looking element, so that policymakers not only anticipate future requirements but can also actively shape them. Regular and systematic early warning systems that employ forecasting, scenario development and other approaches are essential. Well informed choices made by policymakers, enterprises and individuals on investment and human resource development in the province will help drive the province's economic development. There is therefore clearly a need for provincial Labour Market Forecasting and Information Management System.

## **2.2(b) Develop district human resource development plans 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.

## **2.2(c) Revitalize and expand the TVET sector and develop CET Colleges**

The DHET has developed a VCET Institutions Turnaround Strategy that seeks to systematically address key challenges associated with the dysfunctionality in colleges in order to ensure marked and sustainable improvement in the quality of teaching and learning delivery and certification and throughput rate of learners.

When DHET took over the colleges, many College Councils and Management structures were dysfunctional and unable to provide oversight, strategic leadership and guidance resulting in high levels

of instability. The VCET College sector was marked by fragmented and insufficient administrative and management capacity due to inefficiencies in the allocation of resources.

Poor academic performance of college's, poor curriculum delivery, low throughput rates are hampering progression into the labour market and create backlogs in the pipeline of new students. Limited engagement between colleges and industry restricts curriculum alignment and limits access to workplace learning opportunities undermining the value of the curriculum in enhancing employability.

The turnaround strategy seeks to create a coherent, comprehensive and differentiated post-school system that contributes to the lives of individuals, the national economy and to the development of an equitable and capable South African society. SIP 14 also makes provision for the upgrading and building of new TVETs to expand the sector in the Province.

## **2.2(d) Skills development for the informal sector, township and rural economies through enterprise education and technical skills**

This intervention is rooted in the National Development Plan which states that 90% of the new 11 million jobs to be created by 2030 will come from Small Micro and Medium Enterprises (SMME).

In order to ensure there is inclusive and equitable economic growth it is necessary that SMMEs operating in the informal sector, rural and township economies are capacitated by providing them with relevant enterprise education. This intervention should focus on mobilising CETC, TVETs and SETAs to focus on developing programmes new entrepreneurs in the informal sector, township and rural economies.

These skills development initiatives must be linked to the efforts of the Department of Economic Development Tourism and Environmental affairs aimed at promoting SMME and entrepreneurial development.

The National Informal Business Upliftment Strategy (NIBUS) is driven by the Department of Small Business Development to improve rate of survival and enable growth within Small, Medium and Micro Enterprise (SMME) Sector. The focus is mainly about supporting designated groups, i.e. women, youth and people with disabilities, in townships and rural areas of South Africa already participating in the informal economy.

The NIBUS seeks to uplift informal businesses and render support to local chambers/business associations and Municipal Local Economic Development offices to deliver and facilitate access to upliftment programmes. The strategy specifically targets entrepreneurs in the informal economy.

## **2.2(e) Strengthen Provincial HRD Council to develop partnerships between the HRD sector, SETAs and the private sector**

The KZN HRDC is required to strengthen their research capacity, to improve Sector Skills Plans in-line with the new PGDP using the SSP framework developed by DHET. 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.

## **2.2(f) Encourage the 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:

- (i) Increase the number of girl children and children with disabilities' selection of appropriate subjects for future technical and professional tertiary study;
- (ii) Increase the number of women, and people with disabilities, enrolled at district TVET colleges and Institutions of Higher Learning, in professional and technical sectors;
- (iii) 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.
- (iv) Ensure that TVET colleges and HEIs are accessible to people with disabilities and buildings and that facilities comply with codes and reasonable accommodation requirements;
- (v) Establish a database of women graduates and graduates with disabilities in the professional and technical sectors;
- (vi) 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.

## **2.2(g) Undertake a skills audit to determine the skills shortages in key areas.**

The HRD Strategy identifies the need for a separate study to be undertaken on the matter of critical skills for priority economic sectors. The information is currently scattered between the various SETA's and is inconsistent between SETA's and across provinces. It is an established fact that people and their skills are the most valuable asset in any society. But the rapid changes we live through necessitate that there be constant analysis of the relevance of the skills available and those likely to be required in the future. The changes include among others: Mobile supercomputing. Intelligent robots. Self-driving cars. Genetic editing.

The evidence of dramatic change is all around us and it's happening at an exponential speed. In his book *The Fourth Industrial Revolution* (January:2016) Professor Klaus Schwab, Founder and Executive Chairman of the World Economic Forum posits that; we stand on the brink of a technological revolution that will fundamentally alter the way we live, work and relate to one another. In its scale, scope and complexity, the transformation will be unlike anything humankind has experienced before. We do not yet know just how it will unfold, but one thing is clear: the response to it must be integrated and comprehensive, involving all stakeholders of the global polity, from the public and private sectors to academia and civil society. Prof Schwab's contention drives home the obvious skills needs challenges brought about by the digital revolution we are experiencing.

This project will help in the identification of available skills across economic sectors and comparing them with those required now and in the future so that the skills shortfall can be determined and addressed accordingly.

## **2.2(h) Improve the functionality of TVET Colleges to bring about a comprehensive and sustainable performance improvement in the TVET college sector**

Discussions around the introduction of the occupational programmes funded through the voted funds is underway. QCTO is currently undertaking an exercise to re-package N4- N6 programmes into occupational programmes. Business Studies programmes should be completed by end 2017. Emphasize is on TVET Colleges delivering Occupational Programmes.

Occupational programmes provide for a greater programme choice and will enhance college responsiveness. DHET will only be able to support high volume programmes with detailed syllabus and learning material. College capacity will therefore need to be strengthened to deliver the occupational programmes. Occupational programmes do not rely on national examinations, therefore greater flexibility will also be possible in the curriculum.

DHET has developed network models and guidelines to support colleges to develop relationships with local industries through the Labour Market Intelligence Programme (LMIP). DHET is in a process of identifying colleges as Centers of Specialization through the SIP's programmes. This will allow the DHET to incentivise colleges to deliver on the occupations in high demand. It will also provide support to colleges to deliver on the occupation in high demand.

## **2.2 (i) Ensure SETAs develop partnerships between CETC, TVETs, HEIs, and Industry and support establishment of centres of specialisation**

The SSI framework is useful for informing the work of SETAs because it considers the differences between sectors in terms of their knowledge bases, skills needs and conditions, rather than focusing on industrial concentration. Within the SSI framework, a sector is defined as 'a set of activities which are unified by some related product groups for a given or emerging demand and which share some basic knowledge'. So, for example, the actors within the subsectors/sectors governed by MerSETA share a focus on metals and engineering-related product groups, and they share a knowledge base of engineering and other technological processes that all those who work in the sector will need to acquire. While the framework emphasises activities at the sector level, it considers the influence of stakeholders at the national and regional levels (e.g. national and provincial government)

We propose a sectoral system of innovation (SSI) framework that emphasises interaction and alignment between the needs and capabilities of the different types of stakeholder in skills development systems – firms, government departments and agencies, post-school education and training providers, trade unions, research organisations, industry associations, and so on. The approach is dynamic and emphasises change over time, but also how history shapes what is possible. In this research guide, the focus is on developing SETAs' 'interactive capabilities', that is, the capacity to form effective partnerships and learn through interaction. A good example of interactive capabilities is the subsector committees of sector education and training authorities (SETAs) (e.g. AgriSETA's Sugar Subcommittee, merSETA's Automotive Chamber) that serve as forums for key employers, unions and industry associations to meet in order to discuss general issues and challenges they may face. The committees are potentially useful mechanisms for facilitating interaction among the range of stakeholders in the skills development system.

## **2.2(j) 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.

## **2.2(k) 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.

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

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

Whilst much has been done to improve access to primary and secondary education, much is still to be done to improve access to tertiary and adult, coupled with skills development coupled also to experiential learning to employment opportunities. Whilst a serious effort has been made in the years since democracy, there is relatively little demonstrable effect in empowering citizens to make them competitive in the globally competitive economy. Programmes need to be designed that simultaneously link people with the economy while skilling the unemployed youth - redundant in the current economy - with capabilities that they do not have. The new Community Education and Training (CET) colleges which are about to be established, are to replace the Adult Education and Training Centres. The new CET colleges will incorporate the Adult Education and Training curricula and will combine with skills centres and NGO programmes to form a college. This is envisaged to be rolled out per District municipality. This should be done in a manner that ensures an appropriate level of coverage in the provision of Adult Education Training through centres that adhere to government norms and standards; as well as development and throughput of the CET College sector across the Province with an appropriate portfolios of courses offered that will promote economic growth and employment. All the pillars of the draft KZN HRD Strategy support this objective. It is a most neglected field and will benefit from the attention afforded by the HRD Strategy.

The focus in this objective is on supporting the organisational framework for streamlining HRD (as proposed in the HRD Strategy) and on information gathering to support the planning function and the monitoring which will be required. The recent Community Survey (2016) also points to the need to intensify engagements with tertiary institutions and the private sector to curb the brain drain of talented students to other Provinces through the inability of local institutions to meet the needs skill sets required in the Province. This section must also be read in conjunction with Goal 3, Strategic Objective 3.7 as transversal issues relating to youth are also addressed in this section.

Strategic objective indicators include:

**Strategic Objective Indicators 2.3:**

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

Interventions to facilitate youth skills development and life-long learning include:

**Strategic Objective 2.3 Interventions:**

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

**2.3(a) Facilitate targeted support to meet youth skills development needs**

At the Youth Development Summit in August 2014, the constituencies agreed that learnerships, apprenticeships and internships provide a useful vehicle for developing the country's skills needs. It was agreed that more young unemployed people be recruited into learnerships, apprenticeships and internships to acquire the skills they need to become self-employed and improve access to employment opportunities.

Targeted youth skills development interventions need to raise the quality of basic and higher education, re-engage drop-outs with the education system and provide an environment that cultivates academic, technical and vocational skills. These include measures to improve literacy and numeracy; increase the number of quality passes in maths and science, and encourage the National Curriculum to offer vocational education options for young South Africans in order to reduce drop-out rates after Grade 9.

### **2.3(b) Monitor progress of education and training programmes prepared for delivery in Community-based colleges**

The KZN Community Education and Training College and its centres should after conducting the audit of training needs at district level should develop and introduce relevant and need based education and training programmes that support the goals of the NDP and Provincial Growth and Development Plan. These programmes must need based and prepare our population for work, self-employment and entrepreneurship

### **2.3(c) Develop awareness campaigns regarding opportunities for learnerships, apprenticeships, mentorships and internships within the public and private sectors**

Career exhibitions are brought together to provide awareness, knowledge and education about various industries, jobs, colleges, gap years, internships, universities and many more for the youth of today by guiding them in the right direction for their future. Exhibitions and career information sessions increases awareness among youth of various jobs and career opportunities, serve as an entry point for young people into public and private sectors.

Each District should host an integrated Careers Exhibition involving all sectors of the economy. These exhibition should on annual bases reflect a specific economic sector theme. The exhibition should also integrate the promotion of other youth programmes that are being rolled out within that District.

### **2.3(d) Relevant life-long learning programmes to be delivered by accessible and vibrant Community Education and Training College 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

### **2.3(e) Maximise the enrolment in Community Education and Training College Centres focusing on SMMEs, Cooperatives, and persons in the informal economy**

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.

Currently in the province there is one Community Education and Training College (CETC) with head office based in Pietermaritzburg and 500 Community Education and Training centres spread throughout the province. This is a new approach to community and continuing education as proposed by the White Paper on Post School Education and Training. The College was launched in 2016 and currently the college has embarked on a process that includes the following:

- a). Rationalising the current Adult Education and Training Centres
- b). Rationalising the teaching staff at the Adult Education and Training Centres
- c). Conducting district skills audits to determine the needs for community and continuing
- d). Develop the curriculum and training that will be delivered by the College and centres
- e). Finalise partnerships with SETAs and others to deliver the training

Once fully established and functional the sector will be in a position to supply enrolment figures.

### **2.3(f) Develop counselling and vocational guidance for out-of-school youth**

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.

## STRATEGIC GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT

Poverty and inequality in KZN is reduced

**This Goal is aligned to various National Outcomes. These are: Outcome 2: Health; Outcome 3: All people in South Africa are and feel safe; Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all; Outcome 8: Sustainable Human Settlements and Improved Quality of Household Life; Outcome 11: Create a better South Africa, contribute to a better and safer Africa in a better world; Outcome 13: An inclusive and responsive social protection system; Outcome 14: Nation Building and Social Cohesion**

The following goal indicators are aimed at enabling a long and healthy life for all people in KwaZulu-Natal: All people are and feel safe. Vibrant, equitable, sustainable rural communities contributing towards food security for all. Sustainable human settlements and improved quality of household life

### **Goal Indicators:**

- **Life expectancy as a measure of the availability and quality of health services and related nutrition and social welfare.**
- **Decrease in social inequality (Gini Coefficient)**
- **Adjusted Human Development Index.**
- **Decrease in Absolute poverty: (% of households below the national food poverty line).**

Human development and the development of communities are central themes of the Province's strategy for growth and development. The development of communities encompasses a wide range of services and functions that support the manner in which people live and socialise, and the PGDS recognises that social issues and social functioning have serious implications for infrastructure development, economic approaches, environmental and spatial planning issues. This goal area looks at social services such as welfare, health services, the means for establishing and maintaining livelihoods and the structures / settlements in which citizens live; the safety of citizens and the means to maintain and re-create bonds between people are pertinent here. The interventions in this goal area take place at a local level and all the other areas of the PGDS have implications for the way that community life is realised.

As with other goal areas, this area has to deal with the tangible and intangible legacies of deprivation and under-resourcing. An underlying theme is that of moving people from a mode of coping with poverty to a mode of empowerment – 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. Qualitative and sustainable interventions have been proposed at community level – these require monitoring and evaluation mechanisms. As in other areas, political support is required for realising the objectives set out in this goal and the co-ordination of mandates across different levels and spheres of government. In delivering services there is need to prioritise under-served areas and the objectives require the co-ordination of effort amongst the social partners: community organisations, business and labour organisations in partnership with government. The overarching KZN initiative, described in the Poverty Eradication Master Plan, sets an important framework for delivery: Integration and Coordination: calling for / mandating social partners to act in concert, the technical facilitation of game changing interventions through a central point of

co-ordination and harnessing the resource commitments of provincial and municipal resources and of course to co-ordinate resource commitments of social partners.

This goal has particular resonance with services for the vulnerable. The demographic and poverty profile of KZN make it necessary to have a strong net of social services and the concept of community development encompasses social as well as local economic / livelihood strategies. This goal area can only achieve its objectives with the parallel efforts of human resource development interventions – to bolster and further the individual’s participation in and contribution to community life.

Since the publication of the 2011 PGDS, the Province, frequently in concert with national organs, has further built on and developed programmes and interventions to deal with poverty, unemployment and inequality at local level. This goal area incorporates much of the thinking that informs the Poverty Eradication Master Plan, the Agricultural Radical Socio-Economic Transformation Model and the Social Cohesion, Migration and Community Integration projects and works in tandem with SMME and informal economy support measures. These studies and plans are leaned on in this goal area as they offer latest research, approaches and have been drawn up in multi-stakeholder forums.

Human and community development services depend largely on access to a variety of social, socio-economic and health infrastructure. Goal 4 of the PGDS deals with transport – accessibility and bulk infrastructure to ensure in the medium to long term that social and health facilities are accessible – within relatively easy reach of communities both urban and rural. This goal area calls for accessible, quality services and leaves the task of enumerating the various types of facilities to the PGD Plan.

Communities are vital vehicles to effect collective transformation of rural and urban community areas. The opportunity to transform the lives of the poor are best located within the social, economic and institutional dynamics of communities. Therefore, community development programmes and projects that could be designed and implemented by the collective efforts of community members or in which community members have been fully participants and are more responsive to community felt needs and are capable of generating an enthusiastic sense of ownership. These are critical ingredients for sustainable development programmes and projects.

The strategic objectives towards the goal of Human and Community Development are the following:

- (i) Eradicate poverty and improve social welfare services;
- (ii) Enhance health of communities and citizens;
- (iii) Safeguard and enhance sustainable livelihoods and food security;
- (iv) Promote sustainable human settlements;
- (v) Enhance safety and security;
- (vi) Advance social cohesion; and
- (vii) Promote youth, gender and disability advocacy.

**The charts 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				GOAL INDICATORS			
Poverty and inequality in KZN is reduced				Life expectancy as a measure of the quality of life Decrease in social inequality (Gini Coefficient) Adjusted Human Development Index Decrease in absolute poverty: % of households below the poverty line			
OBJECTIVES	Eradicate poverty and improve social welfare	Enhance the health of communities and citizens	Enhance sustainable household food security in KZN	Promote sustainable human settlements	Safety and security	Advance Social Cohesion and Social Capital	Promote youth, gender and disability advocacy and the advancement of women
	Social support is primarily aimed at eradicating poverty in the KZN population	The health of the KZN population is improved	Livelihoods and food are sustainable and secure	KZN households have secure residential tenure and access to basic utility services	The safety and security of the KZN people and their property is improved	Institutions, partnerships and networks amongst the poor are expanded and strengthened	Participation and advocacy of vulnerable groups is advanced
PRIMARY INDICATORS	<ul style="list-style-type: none"><li>Effective dependency ratio</li><li>Functional Operation Sukuma Sakhe war rooms</li><li>The poverty gap (p1) and severity of poverty (p2)</li><li>Reduction in child poverty and malnutrition</li><li>Percentage of children that are stunted, wasted or obese</li><li>Child under 5 years severe acute malnutrition incidence (per 1000 incidence)</li><li>Child under 2 years underweight for age incidence</li><li>Reduction in relative poverty: % below upper bound poverty line</li><li>Number of eligible social grant applications</li></ul>	<ul style="list-style-type: none"><li>Percentage of people living within an internationally acceptable radius of a fully functional healthcare facility</li><li>Infant mortality rate (per 1000 live births)</li><li>Under 5 mortality rate (per 1000 live births)</li><li>Maternal mortality in facility ratio (per 100 000 live births)</li><li>Percentage of the population with private medical cover</li><li>Percentage of Primary Health Care facilities scoring above 70% on the Ideal Clinic Dashboard</li><li>Decrease in incidence of chronic illnesses: diabetes and hypertension</li><li>Prevalence and incidence of communicable diseases<ul style="list-style-type: none"><li>HIV incidence in general population</li><li>HIV prevalence among 15-24 year old pregnant women</li><li>Infant 1st PCR test positive around 10 weeks rate</li><li>TB incidence (per 100 000 population)</li><li>Malaria incidence (per 1000 at risk population)</li></ul></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: % of households consuming &lt; 15 major food categories in previous month</li><li>Hunger episodes: household member has gone hungry at least sometimes in past 12 months</li></ul>	<ul style="list-style-type: none"><li>Percentage of households living in formal dwellings per district</li><li>Total number of households</li><li>Households in formal dwellings</li><li>Percentage housing backlog</li><li>Percentage households with a registrable tenure</li><li>Percentage of Provincial Human Settlement's budget spent on formal settlement development</li><li>Percentage of Social Housing and Rental Opportunities</li><li>Percentage of operational costs funding for institutional capacity paid based on the projects expenditure / investments in the accredited municipalities</li></ul>	<ul style="list-style-type: none"><li>Total number of crimes measured as the number of crimes reported per 100 000 population</li><li>Number of fatal accidents reported</li><li>Number and/or spread of functional Community Policing Forums</li><li>Number of serious crimes reported</li><li>Number of crimes against women, children and the elderly</li><li>Number of drug related crimes reported</li></ul>	<ul style="list-style-type: none"><li>Numbers of incidents of politically motivated, racially or religiously based violence or other forms of intolerance or disharmony reported per district per annum, and trends, throughout the Province</li><li>Number and extent of community level organisations (NGOs) active in participating in government department programmes, with active registration status, as brought together through and represented in the proposed Social Development Council</li></ul>	<ul style="list-style-type: none"><li>Percentage of youth in all spheres of socio-economic opportunities</li><li>Percentage of women in all spheres of socio-economic opportunities</li><li>Percentage of people with disability in all spheres of socio-economic opportunities</li><li>Level of participation of women, youth and people with disabilities in the processes of governance and consultative structures at all levels</li></ul>
	INTERVENTIONS	<ul style="list-style-type: none"><li>Accelerate the roll-out of and the monitoring and evaluation impact of the Poverty Eradication Master Plan and Sukuma Sakhe and related social welfare programmes including the development of Community and Ward Based Plans for the identified, most poverty stricken municipalities</li><li>Implement a comprehensive social welfare system</li><li>Massification of ECD services</li><li>Collaborate with NGOs with proven track records to augment service delivery, training of trainers/practitioners, and for implementation models</li></ul>	<ul style="list-style-type: none"><li>Re-engineer Primary Health Care including community and facility based services and programmes, as well as to integrate lessons learned from NHI pilot</li><li>Implement the 90-90-90 strategy for HIV, AIDs; TB and non-communicable diseases</li><li>Enhance physical and mental health programmes with increased focus on screening and referral</li><li>Research metric to track causes of natural deaths and notifiable deaths as an early warning system</li><li>Develop norms and standards to measure the percentage of people living within an internationally acceptable radius of a fully functional healthcare facility</li></ul>	<ul style="list-style-type: none"><li>Development of facilities for local markets, production / processing facilities and retail facilities including appropriate storage and logistics measures</li><li>Facilitate skills development in communities aligned to local economies to support local food production and provision of consumer services</li><li>Accelerate the implementation of the KZN Poverty Eradication Master Plan to contribute to food security</li><li>Expedite the roll-out of the National Schools Nutrition Programme</li><li>Implement an integrated system for continuous assessment of poverty, malnutrition and hunger and to measure migration out of the poverty trap, targeting the most marginalised urban and rural communities</li></ul>	<ul style="list-style-type: none"><li>Establish a joint provincial forum to address human settlements to ensure coordinated and integrated development planning and implementation</li><li>Implement polycentric nodal development aligned to the Provincial Spatial Development Framework to achieve sustainable livelihoods</li><li>Undertake a comprehensive review of the KZN Human Settlements Strategy incorporating the key focus areas of informal settlements upgrade, social housing, housing in the gap market and a comprehensive rural settlement policy</li></ul>	<ul style="list-style-type: none"><li>Develop a comprehensive Crime Prevention and Crime Combating Strategy</li><li>Develop a consolidated Road Safety Strategy for the Province</li><li>Institute Victim Empowerment Programmes across the Province</li><li>Improve and extend programmes to address violence and anti-social behaviour amongst men, especially young men (who are often perpetrators and victims of such violence)</li><li>Improve and extend programmes providing services to those often targeted in violence with a particular focus on women and children and those in the LGBT communities</li><li>Establish and strengthen Community Police Forums across the Province</li><li>Reduce livestock theft</li></ul>	<ul style="list-style-type: none"><li>Establish a Social Development Council at Provincial level to systematically build social capital and work for social cohesion</li><li>Formalise and implement a social cohesion strategy for the Province (to cover responsible citizenry, moral regeneration, ethics at work etc.) and to support mutually beneficial platforms as solutions to help reduce tensions between South African and foreign small and informal traders</li><li>Develop and implement programmes that provide norms and behaviour that create an enabling environment for the NGO sector</li><li>Develop industry-orientated arts, culture and sports programmes</li></ul>

### ***Strategic Objective 3.1: Eradicate poverty and improve social welfare***

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

The aim in this objective is to achieve successful and thorough-going implementation of the various policy and service specifications that fall within the ambit of the Department of Social Development together with its social partners i.e. NGOs such as SANCA and the many early childhood development, health and care giving NGOs operating in the social sector. Social services on their own will not migrate people out of “the poverty trap” because the poverty line is a measure of income; this is more usefully measured as an overall goal indicator.

The definition of poverty used in the PEMP points to the type of interventions formulated: an “economic condition that hinders access to health, education, food, shelter and clothing as a consequence of lack of adequate income”. This objective has to do with social security and is mainly concerned with the strategy and interventions aimed at the poor and most vulnerable. These are people who are not able to support their own basic daily needs and the majority are in a crisis situation. The plan provides a safety net and stabilizes citizens for participation in higher level interventions.

The mainstay of the social welfare programme is the Social Grant System with attendant social protection / safety net measures targeting identified vulnerable households, progressively, across the Province.

Specific aspects of educational provision are being brought into the ambit of the Department of Social Development (DSD). Early Childhood Education is administered through the (DSD) and the massification of Early Childhood Education is called for i.e. developing community-based ECD Centres, practitioners and educators. The provision of counselling and vocational guidance services is also falling within the ambit of the DSD. Programmes to curb drug abuse and develop resilience against drug use are called for. With the demographic trend noting a future increase in the number of elderly people in the Province and noting that currently the majority of the elderly are not within the ambit of targeted government services (besides social grants), it is imperative to put in place programmes aimed at housing the elderly with the required medical care catered for.

Success in achieving this objective must refer to the provision of services: the quality and spread of service provision breaching rural-urban divides and formal-informal settlements. The establishment and upgrading of social services still follows the apartheid legacy of superior provision in middle class areas. It also requires the identification of local municipalities and wards which carry the heaviest indicators of poverty and then programming for provision in these most vulnerable areas, progressively cascading services to other geographical areas of need. An initiative within the PEMP offers a structured way of taking forward the development and institution of an integrated system for continuous assessment i.e. profiling of vulnerable households, linking them to a potential game changing intervention or project; progress by each beneficiary is recorded and tracked towards “migration” out of poverty: the development of a single registry to support this integrated approach.

The approach is to use existing structures and resources (such as DSD social workers, the DSD input / structures for ECD and extending the welfare services to include the elderly, those vulnerable to drug abuse *inter alia*.) Noting the breadth and depth of the services required, there is a specific call to involve the services of the non-governmental sector which are able to be responsive timeously because of their location within communities. This approach is supported in the PEMP through more formal agreements and the use of agencies and formalizing co-ordination with supply services, including building formal relations with the private and NGO sectors. The support of the NGO sector is dealt with in Strategic Objective 3.6.

Strategic objective indicators include:

**Strategic Objective 3.1 Indicators:**

- 3.1.1 Effective dependency ratio.
- 3.1.2 Functional Operation Sukuma Sakhe war rooms.
- 3.1.3 Poverty gap (p1) and severity of poverty (p2).
- 3.1.4 Reduction in child poverty and malnutrition: % children that are stunted, wasted or obese.
  - 3.1.4.1 Child under 5 years severe acute malnutrition incidence (per 1,000)
  - 3.1.4.2 Child under 2 years underweight for age incidence (annualised)
- 3.1.5 Reduction in relative poverty.
- 3.1.6 Number of eligible social grant applications.

Interventions, albeit not exhaustive, include:

**Strategic Objective 3.1 Interventions:**

- 3.1(a) Accelerate the roll-out of and the monitoring and impact evaluation of the Poverty Eradication Master Plan and Sukuma Sakhe (on which the PEMP builds) and related social welfare programmes
- 3.1(b) Implement a comprehensive social security system.
- 3.1(c) Massification of ECD services
- 3.1(d) Collaborate with NGOs with proven track records to augment service delivery, training of trainers / practitioners, and for implementation models.

**3.1(a) Accelerate the roll-out of and the monitoring and impact evaluation of the Poverty Eradication Master Plan and Sukuma Sakhe (on which the PEMP builds) and related social welfare programmes**

Whilst Operation Sukuma Sakhe programme has been in place for several years and has been recognized nationally it is important that an evaluation of its impact be undertaken. It is also important that the monitoring and reporting system thereof continue to focus on the functionality of the war rooms and strengthening of the stakeholder participation. In this respect the development of a standardised monitoring and reporting tool is important. In addition to this, the development of Community and Ward Based Plans for the identified, most poverty stricken municipalities and to address facilities and services for the elderly, drug addicted individuals, indigent households and victims of abuse needs to be promoted.

Priority focus in this intervention should then be on the following:

- Development of a standardised monitoring and reporting tool for Operation Sukuma Sakhe.
- An impact evaluation study for Operation Sukuma Sakhe.

**3.1(b) Implement a comprehensive social welfare system**

This refers to the services traditionally within the ambit of social welfare services – the imperative here is to expand social services progressively to people in all areas, urban and rural, formal and informal settlements, and hence this intervention will incorporate the implementation of a comprehensive social security system and the expansion of social welfare services to under serviced areas.

### **3.1(b)(i) Implement a comprehensive Social Security System**

The Constitution of South Africa, 1996 obliges the state to provide social security for those individuals who cannot provide for themselves. These include all vulnerable groups such as children, the disabled and the elderly.

In order for South Africans to access these services specific documents such as birth certificates; marriage certificate and death certificate are essential. Provision of these documents demand that citizens in every corner of the province travel to specific points in order to obtain them. It is also important to note that some of these documents have a cost to these vulnerable individuals.

The South African Social Security System includes social grants such as foster care grants, care dependency grants and child support grants for children; disability grants for disabled persons; old age pension grant for older persons and dependency aid grant for assisting old aged individuals and those that cannot look after themselves. Social security would also include provision of free housing, water and sanitation and electricity to indigent persons. The state is obliged to gradually provide these services to its citizens.

Other challenges in the provision of these services include shelter (service points) for the payment of social grants as well as ensuring strict prevention of fraud and corruption.

Priorities include the following:

- (i) Increasing access to grants for those people qualifying to obtain them.
- (ii) Provision of shelters that serve as pay points.
- (iii) Provision of prevention strategies for fraud and corruption.

### **3.1(b)(ii): Expanding social welfare services to under-serviced areas**

Expanding social welfare services to under serviced areas imply that 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 the distressed and vulnerable individuals and communities.

Provision of social welfare services is the responsibility of the state working in partnership with civil society organizations in the NPO sector. It is also important to recognize that the active expansion require effort not only from Social Development but also from Health, Local Government and Department of Justice.

Priority areas in the expansion of social welfare services include:

- (i) Awareness and prevention services aimed at mitigating the impact of HIV and AIDS by improving access to psycho-social care and support services.
- (ii) The extension of family preservation services.
- (iii) The expansion of early childhood development services and the improvement of centre-based services.
- (iv) Increasing the number of service centres for active ageing.
- (v) The expansion of care and prevention services aimed at children in conflict with the law.
- (vi) Expanding services to persons with disabilities.

### 3.1(c) Massification of ECD services

Early Childhood Development is recognized as a primary programme for the care protection and development of children. The early years are recognized as ideal for the passing of values that are important for the building of peaceful, prosperous and democratic society. The ECD interventions are the most cost effective investments the government can make in human development and therefore giving children the best possible start in life. ECD programmes provide parents especially women opportunities to continue with full time education, take up employment and advance in their work in professional lives. Furthermore scientific work over the last two decades have confirmed that the first one thousand days of life (two hundred and seventy days of pregnancy and 365 days in the first two years) constitute the most important developmental period for children.

Census 2011 indicates that of the 5,189 528 children within the 0 – 4 cohort in South Africa, 1,198 133 (23, 5%) live in KwaZulu-Natal. Of the above figure only 188 820 are receiving ECD services from 2653 registered. Massification of ECD centres therefore needs an integrated effort from all stakeholders.

In order for the provincial government to address this challenge a need to increase access to ECD services is essential. This can be done through development of appropriate infrastructure in both rural and urban areas. Secondly there is a need to provide training and skills to ECD practitioners in order to enable children receive proper stimulation and education. Thirdly, it is important that a drive to register ECD is instituted. This is important in ensuring that all ECDs adhere to proper norms and standards. Fourthly, the issue of nutrition for children in ECDs has to be prioritised. This will help address the issues of poverty and malnutrition.

The intervention includes the requirement to:

- (i) Achieve universal coverage in ECD for children from 0 to 4 years through the ECD Educator Development.
- (ii) ECD Practitioner Development and ECD Centre Development projects.
- (iii) Recognising the potential for income generation and job creation. This should include up-skilling and development of DSD, its systems and professional staff to extend their roles to systematically address the Massification of ECD.
- (iv) Increase of access to Early Childhood Development services especially in rural areas.
- (v) The PIECD Plan focuses on the provision of an essential package of Early Childhood Development services including health services, stimulation, education and psychosocial services.
- (vi) 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.
- (vii) Conditional grant on ECD document/presentation-catalytic project.

Priority areas are therefore as follow:

- (i) Infrastructural development through the Provincial Integrated Early Childhood Development Plan.
- (ii) Provision of training and skills to Early Childhood Development practitioners.
- (iii) Registration of all ECD centres.
- (iv) Focus on standardization of nutrition programmes within ECDs.

### **3.1(d) Collaborate with NGOs with proven track records to augment service delivery, training of trainers / practitioners, and for implementation models**

Generally, state departments conduct their business and service delivery matters in collaboration with the registered NGOs. The service delivery departments such as Social Development, Health and Education to mention a few have a history of working with the NGO sector. Indeed, well-known institutions such as hospitals and schools originate from the efforts of the NGO sector in alleviating the plight of the citizens in this province. The Department of Social Development in South Africa is to a very large extent working in collaboration with NGOs.

Historically the NGOs have been operating in urban areas to the disadvantage of the rural areas. Incidentally, because of this situation the services rendered by NGOs have focused on certain racial groups and furthermore these NGOs have better facilities and better resources. They have more skills in financial management and administration in general than those that are found in the rural areas. The promulgation of the Public Finance Management Act 1999 as well as the King I, King II, King III and recently King IV report have not favoured the emerging NGOs found in the rural areas. Typically, these NGOs are established by semi-illiterate and rural women who in their quest for better living venture into the establishment of the NGOs. It stands to reason therefore that the emerging rural NGOs would not compete for financial support from big businesses and their annual performance report would leave much to be desired.

Priority areas in the implementation of this intervention will be as follows:

- (i) Development of a plan that will identify the need for the utilisation of NGOs with proven track record
- (ii) Develop a credible database of well-established NGOs. This database will indicate who these NGOs are, their location, target audience and nature of services.
- (iii) Establish the fields of services rendered by various government departments and identify the areas of concern.
- (iv) Formalise the relationship between the government and the NGO sector.

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

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

KwaZulu-Natal is at the epicentre of the quadruple burden of disease including HIV/AIDS, sexually transmitted infections and tuberculosis; high maternal and child mortality; non-communicable diseases; and violence and injury.

A healthy life is the product of a functional and effective health system based on the use of cost-effective interventions rendered at the appropriate level of the health system and reliable and equitable access to decent housing, clean water, sanitation, waste removal, nutrition and education (i.e. social determinants of health) which require effective consultation, community involvement and inter-departmental collaboration. The primary health care approach has been the underlying philosophy of the health system for the past 15 years, although the focus was predominantly focussed on curative care rather than the promotion of health and prevention of illness.

The National Health Act, Act No 61 of 2003 (as amended) clearly articulates and prioritises Primary Health Care with specific focus on 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. The health sector committed to 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 outputs”*. To ensure seamless

service delivery, from community to central levels of care, the focus will shift from a high cost, curative-based system to an integrated community-based approach where communities are central in delivery of programmes and services.

Poverty is inextricably associated with disease and closely linked with the synergies of malnutrition, HIV and Tuberculosis which in turn are still the leading causes of maternal and child 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 where community members accept responsibility for their own health and well-being with support from service providers.

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 outcomes.

The main focus will be on the development of effective systems for delivery of seamless health services and will target the quadruple burden of disease in collaboration with all relevant stakeholders and partners.

Building healthy communities and citizens in KZN society necessitates the development of a comprehensive primary health care programme that is premised on a proactive approach with the capacity to deal with both prevention and cure of diseases. A comprehensive health care approach would entail scoping of local and institutional capacity to enhance health for communities. Partnerships between community health practitioners, the rationalisation of health care facilities as provided by government, as well as nutritional, physical and spiritual wellness, are all elements of health for communities. This entails partnerships with traditional healers, faith organisations, sports development practitioners as well as health care facilities. These practitioners are important not only in dealing with health in terms of restoration of ill-health to wellness, but in keeping human beings healthy. The Province thus has to scope the extent to which the citizenry is catered for in terms of management of disease, maintaining good health, management of chronic diseases and epidemics, as well as provision of integrated special facilities for the disabled within the provision of primary health care.

KwaZulu-Natal already has negative trends in relation to substance abuse, debilitated families (as exemplified in the growing phenomenon of street children and teenage pregnancies), as well as the adverse impact of HIV and AIDS. This requires measures to reverse adverse trends in relation to HIV and AIDS, maternal and child mortality as well as impacts of substance abuse.

There is a need to deal with health in KZN through improved access to facilities, reversing negative trends, encouraging citizens to take a proactive approach to health, and affording the citizens quality health care through affordable quality of care and equitable access to services. Affirmative attention to quality of facilities and quality of professionals needs to be directed to rural areas and informal settlements in particular. The issue of quantity and quality of professionals as well as the provision of facilities and the operation and maintenance of facilities is paramount in providing for this objective.

Access to health care also includes the issue of medical cover for universal access to health care. From national level there is the implementation of a NHI pilot and it is developing systems to inform the rollout of the National Health Insurance scheme for universal access. Targeting and reporting on the

structures within KZN Department of Health and other stakeholders are in collaboration and this forms part of the interventions in the health sector. Goal 4 of the KZN PGD Strategy deals with provision of infrastructure regarding bulk utilities (water, energy) and accessibility (roads, rail and multi-modal transport) which caters for the issue of citizens being able to reach health facilities. The provision of health facilities on the ground must be seen as a PGD Planning issue and the enumeration of facilities planned for and provided must be targeted and monitored through the PGDP process. The interventions of Goal 7: Spatial Equity deal with the broader placement of facilities in towns, villages and the smaller units of urban areas.

Strategic objective indicators include:

- 3.2.1 Percentage of people living within an internationally acceptable radius of a fully functional healthcare facility throughout the Province.
- 3.2.2 Infant mortality rate (per 1000 live birth).
- 3.2.3 Under-5 mortality rate (per 1000 live birth).
- 3.2.4 Maternal mortality in facility ratio (per 100 000 live births).
- 3.2.5 Percentage of the population with private medical cover.
- 3.2.6 Percentage of Primary Health Care facilities scoring above 70% on the Ideal Clinic Dashboard.
- 3.2.7 Decrease in incidence of chronic illnesses.
- 3.2.7.1 Diabetes incidence (per 1000 population).
- 3.2.7.2 Hypertension incidence (per 1,000 population over 40 years).
- 3.2.8 Prevalence and incidence of communicable diseases.
- 3.2.8.1 HIV incidence (in general population)
- 3.2.8.2 HIV prevalence among 15-24 year old pregnant women.
- 3.2.8.3 Infant 1<sup>st</sup> PCR test positive around 10 weeks rate.
- 3.2.8.4 TB incidence (per 100 000 population).
- 3.2.8.5 Malaria incidence (per 1,000 at risk population).
- 3.2.9 Professional Nurses per 100, 000 population.
- 3.2.10 Medical Officers per 100,000 population.

Interventions, albeit not exhaustive, include:

**Strategic Objective 3.2 Interventions:**

- 3.2(a) Re-engineer Primary Health Care including community and facility-based services and programmes, as well as to integrate lessons learned from NHI pilot.
- 3.2(b) Implement the 90-90-90 strategy for HIV, AIDS; TB and Non-Communicable Diseases.
- 3.2(c) Enhance physical and mental health programmes with increased focus on screening and referral.
- 3.2(d) Research metric to track causes of natural deaths and notifiable deaths as an early warning system.
- 3.2 (e) Develop norms and standards to measure the percentage of people living within an internationally acceptable radius of a fully functional healthcare facility throughout the Province.

### **3.2(a) Primary Health Care (PHC) re-engineering including implementation of community and facility based services and programmes successfully piloted during the phased implementation of National Health Insurance**

With the rollout of National Health Insurance (NHI) over a 14 year period it is imperative to overhaul and transform public health services to become the service of choice. This provides the opportunity to aspire to sustainable health services of excellence that will re-dress the inequities of the past and at the same time ensure equitable access to high levels of quality health care that will reduce the quadruple burden of disease and ultimately increase life expectancy at birth.

Developments post Alma Ata indicates that unless PHC is articulated and delivered through a coherent vehicle, the objectives set at the Alma Ata Conference would not be met. This recognition resulted in the development of the District Health System (DHS) concept by the World Health Organisation and the subsequent Department of Health Policy decision that service delivery must be integrated as prescribed in the White Paper on Transformation of the Health System in South Africa, 1997. The World Bank views the decentralisation of public health services as “...*potentially the most important force for improving efficiency and responding to local health conditions and demands*” (World Bank, 1993).

This paradigm shift from facility to community-based health services is at best challenging, but a solid foundation has been crafted through the re-engineering of PHC with Operation Sukuma Sakhe and other community-based interventions e.g. Phila Mntwana Centres for children under-5 years as ideal vehicles for improved community-based health care. PHC re-engineering therefore earns high priority status over the coming years to ensure successful implementation of NHI.

The PHC re-engineering model makes provision for community oriented and facility-based PHC with communities at the centre of health care. The model, which also finds expression in NHI pilot projects, makes provision for 4 streams of PHC re-engineering namely Ward Based Outreach Teams, School Health Teams, District Clinical Specialist Teams, and contracting of private service providers e.g. General Practitioners and Pharmacists.

To ensure seamless service delivery at all levels of the health care system, focus shifted through the re-engineering of PHC, from the high cost, curative-based health system to an integrated community-based PHC approach with strong emphasis on health promotion, prevention and development. Documented evidence is compelling for this fundamental paradigm shift at especially community level to instil community participation, development and self-reliance.

Inequities in access to health services still exist with clinic catchment populations varying between 5,000 and 34,000 mainly attributed to the historic location of health facilities, the demographic distribution of population and households, topography, and delay in new infrastructure projects due to significant decrease in infrastructure budget over the last few years. Currently, mobile services render PHC services in areas with poor access included areas that is too sparsely populated to warrant a fixed facility that operates daily.

Ultimate catchment population per clinic will be off-set against population trends, increase in demand for services as well as the increase in facilities taking into consideration the marginal increase in the expected funding envelope. The DHIS uses a crude method for estimating catchment populations for health facilities. Population estimates for the district or sub-districts are broken down onto health facilities based on proportional headcounts per clinic. Therefore, a clinic with a high headcount gets a higher catchment population [higher and lower means in comparison to the clinics' `natural` catchment population e.g. patients attended the health facility]. Catchment populations for Community Health Centres (CHC) are determine by the proportional headcounts versus external population e.g. if a sub-district has 200,000 people and 500,000 headcount per year with one CHC having 25,000 of this

headcount, the proportional factor for that CHC will be 0.05 (5%) or a catchment population of 200,000 x 0.05 = 10,000.

A more advanced methodology to determine specific health needs per facility will be used once the relevant data is available. The methodology will use population, health behaviour (utilisation specific to age and gender), disease profiling and epidemiological/ psycho-social variables to inform out-reach, expansion and equity. This scenario is more specific and detailed to inform facility-specific strategies to address need/demand with the potential to develop over time to update epidemiological and socio-demographic data.

Catchment population norms have been adjusted to accommodate topography and geographic distribution of population, households and facilities. The ultimate aim is to provide access to PHC services as per national norm (5km radius) in densely populated areas and 10km – 15km in rural areas and sparsely populated areas e.g. game reserves, forests, mountainous areas, etc. Improved outreach services, mobile service delivery points and reconfiguration of support services e.g. patient transport services, will further improve access.

The methodology to determine PHC catchment population relies on the spatial relationship between households and facilities, with the building blocks being the formal inter-facility referral system to determine the hierarchy of facilities and their catchment population using ESRI ArcGIS software for analysis. The lack of updated data on informal settlements, housing projects, etc. however limits projections and will be factored in once available.

Calculations provide an assumed 'catchment population' per facility by calculating a weighted population based on enumeration area data from Stats SA. This has been used to calculate the potential patient activity per facility, estimated workload, and measurement criteria for evaluation of actual versus potential clinic performance. Patient preference of health services, topography and transport routes, availability of specific services in the package of services, and clinic hours of operation will ultimately determine utilisation and are therefore considered per facility.

The Operation Phakisa "Ideal Clinic Realisation and Maintenance" programme will be expanded over the next 3 years in line with the national commitment towards implementation of National Health Insurance (NHI). The intervention focusses on eight core streams including service delivery, waiting times, supply chain management, financial management, infrastructure, human resources, institutional arrangements and scale up and sustainability. The programme principles under-score 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 are measured using customised norms and standards as per National Core Standards. Compliance will be monitored by the Office of Health Standards Compliance. The accreditation standards specify the minimum range of services to be provided at different levels of care. Central to the accreditation is the provision of PHC services that can demonstrate performance linked to health outcomes. This will entail involvement of competent health and medical staff with appropriate skills. In addition, providers at all levels of care must adhere to the referral procedures as defined by the National Health Insurance and the referral system will be clearly defined for services within and outside the health sub-district, district and province to assure continuity of care and effective cost containment.

### 3.2(b) Implement the 90-90-90 strategy for HIV, AIDS, TB and Non-Communicable Diseases.

In September 2015, the General Assembly of the United Nations approved the Sustainable Development Goals (SDG). These goals are the focus of global priorities for development cooperation and will also guide national priorities in most countries for the coming 15 years. The 90-90-90 strategy, as response to the targets set in the SDG, prioritizes *equity* as the AIDS epidemic cannot be addressed unless *all* communities affected by HIV have full and equitable access to life-saving treatment and other prevention services; emphasizes *speed* in scale-up and early initiation of HIV treatment in a manner consistent with human rights; and focus on the *quality and outcomes* of antiretroviral therapy as treatment services are scaled up.

The 2020 targets for HIV and AIDS include:

- 90% of all people living with HIV will know their HIV status.
- 90% of all people with diagnosed HIV infection will receive sustained antiretroviral therapy.
- 90% of all people receiving antiretroviral therapy will have viral suppression.

The End TB Strategy and the Global TB Plan shift the emphasis from controlling and reversing the advance of the TB pandemic to a much more aggressive goal namely ending TB. The 2020 targets to achieve the TB goal include:

- Reaching at least 90% of all people with TB and place all of them on appropriate therapy - first-line, second-line and preventive therapy as required. This requires early detection and the prompt treatment of 90% of people with TB (including both drug-susceptible and drug-resistant TB) and 90% of people who require preventive therapy (e.g. people living with HIV/AIDS and those in contact with TB patients).
- Reach at least 90% of key populations - provide treatment and care through affordable health care programmes. Vulnerable, underserved, at-risk populations includes key populations that are more frequently missed by health systems, often unable to access health services, or suffer particularly detrimental consequences as a result of TB. Equity and human rights demand a special effort to reach these populations.
- Achieve at least 90% treatment success for all people diagnosed with TB through affordable treatment services, adherence to complete and correct treatment, and social support – including treatment for drug-susceptible TB, drug-resistant TB, or preventive TB therapy.

Addressing the non-communicable disease (NCD) epidemic is critical to the virtuous cycle of improved public health outcomes and subsequent improved economic growth. By 2030, NCDs will account for five times as many deaths as communicable diseases in low- and middle-income countries, with the NCD epidemic in SA an even greater burden because as it is occurring concurrently with an ageing HIV-positive population. Preventing and postponing NCDs is appreciably more effective and considerably less costly than treatment of those who become sick.

Targeting patients with multiple lifestyle risk factors by secondary prevention is another approach, but even under the best of circumstances, efficacious behavioural or drug interventions involve complex implementation challenges. Interventions will create an environment in which rich and poor alike are empowered to make healthy lifestyle choices. The 90-90 targets for NCDs include:

- 90% of the population over 40 years screened for Hypertension.
- 90% of the population over 40 years with hypertension put on treatment (new).
- 90% of population over 18 years with diabetes put on treatment (new).
- 90% of population under 18 years with diabetes put on treatment (new).

### **3.2(c) Enhance physical and mental health programmes with increased focus on screening and referral**

Mental disorders result in reduced quality of life, lower life expectancy, increased risk of co-morbid physical illness, and often result in limited access to appropriate general health care services. Mental disorders often co-occur with, and exacerbate the quadruple burden of disease namely maternal and child illnesses, infectious diseases such as HIV and TB, non-communicable diseases such as cardiovascular diseases and diabetes, and injury. Research suggests a high prevalence of mental disorders among people living with HIV<sup>5</sup> as well as those diagnosed with TB<sup>6</sup>, which is specifically relevant to KZN with the high prevalence of HIV and TB. There is substantial evidence showing that mental and substance use disorders are associated with poor adherence to HIV and TB treatment. Increase in detection, referral, treatment and support will be prioritised with a strong emphasis on community-based treatment, support and rehabilitation.

Implementation of the social ills campaign and anti-substance abuse forums under leadership of the Office of the Premier will be prioritised.

Healthy lifestyles programmes, as integral component of healthy community's campaigns, will be targeted as part of the integrated Provincial Growth and Development Plan.

### **3.2(d) Research matrix to track causes of natural and notifiable deaths as an early warning system**

Health research, to serve as gauge for health system reform and evidence-based practice, has been prioritised in collaboration with Institutions of Higher Learning and Scientific Organisations. Health Research Priorities have been identified through a process of consultation and communicated with Institutions of Higher Learning to serve as guide for identification of research priorities.

### **3.2(e) Develop norms and standards to measure the percentage of people living within an internationally acceptable radius of a fully functional healthcare facility throughout the Province**

Norms and standards will be developed for measurement in 2018 of the percentage of people living within an internationally acceptable radius of a fully functional healthcare facility throughout the Province. Progress on the development of these norms and standards will be reported on in 2017.

## ***Strategic Objective 3.3: Safeguard and enhance sustainable livelihoods and food security***

### **Livelihoods and food are sustainable and secure**

The concept of *sustainable livelihoods* is critical in promoting individual and community empowerment for self-sustenance and includes food production along with other consumables and services. This approach includes the identification of individual and community needs, and enables individuals and groups (co-operatives, micro and small businesses) to fulfil those needs through selling products or services either for gain or on a non-profit basis (social enterprises) as the case may be. State-promoted

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<sup>5</sup> Freeman M, Nkomo N, Kafaar Z, Kelly K. Mental disorders in people living with HIV/AIDS in South Africa. S Afr J Psychol. 2008;38(3):489-500

<sup>6</sup> Peltzer K, Naidoo P, Matseke G, Louw J, McHunu G, Tutshana B. Prevalence of psychological distress and associated factors in tuberculosis patients in public primary health care clinics in South Africa. BMC Psychiatry. 2012;12:89

business development assumes that various organs of state create an enabling environment for the kick-start of such enterprises, together with appropriate inputs from various sources to enable people to act on and in their environments, to produce results for their own livelihoods. The identification of household and community needs, to which entrepreneurs respond, leads to production / income generating activities underpinned by a range of technical and business skills training for those activities. The framework would encompass the physical capital (infrastructure, equipment) required, the human capital (individual and group skills) required, the financial capital (savings clubs, financial support mechanisms) available and extend to the social capital (partnerships, institutions, trade and barter networks) required to make the production / income generation activities possible. 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.

Food security as a specific objective within the Province will require coordinated effort. The informal economy requires support in so far as this strengthens food security through local production and smaller scale commercial ventures. There is a need to identify community-based assets and establish support for use of these assets in order to promote sustainable linkages i.e. trade between producers and consumers at local level.

A big portion of the provincial population is currently in rural and traditional areas with predominantly informal socio-economic relations in many areas of their daily lives. However, the larger proportion of KZN's poor and marginalised citizens are in urban townships and informal settlements. This socio-demographic reality is a background to a number of human and community development challenges faced by the Province, especially in planning and coordinating interventions that aim to achieve spatial equity in access to development infrastructure, goods and services by all people in the Province.

The informal sector plays a critical role in the livelihood of many people in urban, rural and traditional areas. The informal economic and social sectors are terrains that many people in rural and traditional areas are accustomed to. These sectors therefore serve a consensus entry point for addressing complex and cross-cutting development challenges, including household livelihood and food security, gender equity, environmental sustainability, women's empowerment, family resilience, community solidarity and social cohesion.

The above are supported by the KZN Poverty Eradication Master Plan which provides a focus for the production of a range of specific commodities and provides guidance on the achievement of these sustainable livelihood goals. Generally these interventions rely on access to land which then applies to people living in rural and peri-urban communities. These will not be seen as narrowly definitive because environmental conditions differ from area to area and community needs are broader than the PEMP focus areas. A number of these are referred to below to indicate the range of interventions which make up this area of sustainable livelihoods.

The National Schools Nutrition Programme has been well taken up in the Province and it needs expansion. The *Fetsa Tlala* Integrated Food Production Initiative, initiated at national level in concert with a range of roleplayers provides a framework of activities, institutional arrangements and resourcing mechanisms aimed at ensuring food security. This is to be achieved through increasing hectares of land under cultivation and feeding into formal and informal markets, including the Schools Nutrition Programme. KwaZulu-Natal is expected to achieve the food production hectares of 80 000 Ha on communal land and 120 000 Ha on commercial land under the framework.

The assets of emerging farmers and those based on Land Reform projects will be enhanced through a reworking of the current mechanization program. Included is the promotion of egg-layers and broilers and a wide range of grains, legumes, fruit and vegetables. Household production units and larger

formations of co-operatives form part of the implementing network. Led by the DAFF, it will rely on the co-ordinated efforts of DRDLR, DWS, DTI, DSD, DPW, NT and PDAs.

Included in the above programme are plans for the commercialisation of livestock in communal land, the revitalisation of land reform farms, the promotion of agriculture cooperatives, an agribusiness youth empowerment programme, the establishment of small scale processing facilities and milling stations (e.g. essential oils, maize), a commercial farmer programme, attention to irrigation and water availability (cross reference this to the interventions and indicators on quarternary catchment areas in Goal 5) and research and technology development encompassing horticulture, soil fertility, livestock farming methods, analytical services, farm systems and research.

Rural tourism initiatives are also encouraged with a range of activities to stimulate this sector on a localised level.

Achieving sustainable livelihoods and food security in under-resourced, marginalised urban settings still follows the general approach of identifying needs and creating an enabling environment for producers / business-people (whether formal or informal) to supply those needs, in other words, support for SMME development. There are many models for the provision of this support and cross-linkages between government departments to create enabling environments are required. Importantly as well, as in the development of rural towns, land-use planning and area-based plans are vital for orderly atmospheres, conducive for the ease of consumer and business owner. This goal area is thus cross referenced to that of goal 4 on Strategic Infrastructure, to Goal 7 on Spatial Equity and importantly to Goal 1 on Inclusive economic growth.

The activities taken up by a particular community / in a particular area will depend on the competitive advantages of that area and the community needs identified. The PEMP and the DSD work stream focusing on sustainable livelihoods, relies on drawing in a range of supporting departments and mobilising resources (material and intellectual) across a range of social partners. This is potentially a massive task which will bear sustainable and admirable results. The challenge is to kick-start these initiatives in a planned, sustainable fashion within good governance guidelines.

It is acknowledged that the informal economy contributes towards this strategic objective and therefore aspects relating to the informal economy are addressed in Goal 1: Inclusive Economic Growth which includes matters related to local economic development and supporting municipalities in this process.

Strategic objective indicators include:

**Strategic Objective 3.3 Indicators:**

3.3.1 Dietary Diversity Index (%of households consuming fewer than the 15 major food categories in the previous month).

3.3.2 Hunger episodes (the incidence of a household member gone hungry at least sometimes in the preceding 12 months and refers to a percentage of households).

The objective will be supported through, inter alia, the following interventions:

**Strategic Objective 3.3 Interventions:**

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

**3.3(a) Development of facilities for local markets, production / processing facilities and retail facilities including appropriate storage and logistic measures**

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.

Priorities also include the following:

*Provide a progressive regulatory framework within which municipalities*

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.

*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.

### **3.3(b) 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 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.

### **3.3(c) Accelerate the implementation of the KZN Poverty Eradication Master plan with specific focus on support of insecure household to benefit from food security initiatives**

The KwaZulu-Natal Provincial Administration has developed a Poverty Eradication Master Plan that attempts to holistically address the issues of poverty in the province. Amongst other things the plan identifies the challenges facing the province as lack of training and skills resulting in unemployment, unsustainable economic resource allocation, poor quality education, insufficient infrastructural development and widespread corruption. It is important to also note that this has got a negative impact on food security affecting mostly poor households.

The Provincial Poverty Eradication Master Plan (PPEMP) identifies five pillars that must be addressed in integrated manner, namely Agriculture and Asset building, Enterprise Development, Employment Creation, Skills Development and Social Protection. The Social Protection and Human Development Cluster has a significant role in ensuring that in order to address poverty, focus is on agricultural development in order to address issues of food security as well as social protection to address issues of access to social institutions.

#### Priority areas are as follows:

- Profiled poor households to be linked to food security initiatives such as Community Nutrition and Development Centres (CNDC). These initiatives can in an integrated manner address issues of unemployment, skills training and enterprise development.
- Focus on most deprived municipalities in KZN. There is a need for the province to measure and evaluate the impact the province has had on the most deprived municipalities in the province.

### **3.3(d) Expedite the roll-out of the National School Nutrition Programme**

The National School Nutrition Programme is a government intervention programme intended to alleviate hunger and poverty among school children especially those in rural primary schools. The programme recognises that most of the children come from poverty stricken households characterised by unemployment and diseases. Most of these households are either child-headed or headed by elderly people. The programmes seek also to alleviate poverty by employing local people as cooks and assistants in the programme in schools.

The National School Nutrition Programme 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.

Priority focus areas in this intervention are as follows:

- Generating employment opportunities within the communities through employment of local people within the National School Nutrition Programme.
- Establishment of community gardens within the vicinity of local schools that will supply schools with vegetables and other necessities.
- Creation of District cooperatives that will provide bulk supply of food within districts.
- General improvement of health for the children in local communities.

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

This intervention seeks to create monitoring system for poverty, malnutrition and hunger, and also to have a research repository that will facilitate proactive interventions in the province. 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 to provision of social security, services aimed at mitigating the impact of HIV/AIDS, service centres for active aging, nutrition programmes for ECD, s, school nutrition programmes and food security initiatives within the community nutrition development centres.

For the effective implementation of this intervention, there is an urgent need for the development of a monitoring system.

### ***Strategic Objective 3.4: Promote 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 liveable human settlements require integrated planning that involves: a safe and sustainable living environment, infrastructure that allows and enables economic activity, delivery of services and social facilities, as well as ongoing maintenance capacity. Equitable human settlement refers to developments in both urban and rural settings that address the poverty traps that were created in the location of settlements in the past. This has not been an easy ideal to achieve given the historical issues related to land availability and the slow progress, almost a stalemate, on land reform in the Province.

This requires the building of technical capacity in the rural communities and informal settlements through human and social capital enhancement; institution building; provision of socio-economic infrastructure; exploitation of indigenous and received technology based knowledge; and market

information to partner with government in scaling- up service delivery and to engage in agricultural (on-farm food production) and non-agricultural (off-farm) economic activities.

There has been progress in the way human settlements are conceptualised. The delivery of housing has been augmented with building standards that support energy efficient design. There is wider acceptance that living spaces are an asset and that environment has an impact on social and economic investment. Notwithstanding these improvements, the Province is hampered by slow progress with suitable tenure arrangements that would promote sustainable settlements, as well as the delivery of adequate services throughout the province. Delivery in this strategic objective, therefore, also links directly to *Strategic Infrastructure* (Goal 4) as well as *Spatial Equity* (Goal 7).

Much is still to be done to facilitate the existence of racially and culturally integrated human settlements, which are also promoting citizens to pursue their social, cultural, political and economic goals. This requires communities and their members to be at the center of the scaling-up of service delivery through their involvement in planning and implementation of programmes either as part of voluntary self-provisioning system or as paid up community members.

Provision of decent housing in the urban setting has taken the mode of in-situ upgrading as well as provision of new sites. However, there are land-related constraints relating to tenure, as well as suitability of sites for safe, sustainable and efficient development. The Province must ensure that housing programmes address the needs of all KZN citizens, ensuring a mixed approach in terms of tenure and products in support of the National focus on mega-projects and incorporating the Integrated Development Housing Programme.

Besides urban initiatives there are challenges related to provision of human settlements with all the elements of sustainability in rural areas. The spatial integration, and where possible, densification of human settlements is recommended to enable equitable provision of basic water, sanitation and electricity. The Inkululekho model that has been applied also demonstrates the possibility of creating sustainable settlements in rural areas, but also points to the need to develop a spatial human settlements master plan for the Province. Access to social facilities such as schools and clinics as well as provision of road linkages to markets and other economic activities must begin to inform the manner in which human settlements are designed in the near future, considering also the impact of catalytic projects in the broader development context. Thus stakeholders involved in land allocation, establishment of social facilities and designing human settlements must together implement polycentric planning in order to achieve sustainable livelihoods and sustainable human settlements.

Considering the complexity of issues, the variety of stakeholders and governance matters and considering the modern approaches to settlement design, the strategic approach required at this point is for the Province to undertake a comprehensive review of the KZN Human Settlements Strategy incorporating the key focus areas of informal settlements upgrade, social housing and a comprehensive rural settlement policy. There are various aspects to this review: the development of a spatial human settlement plan for the Province, informed by the PGDS as well as an Integrated Rural Human Settlement Development Strategy.

The requirements for integrated planning / polycentric planning require co-ordination across various departments, in conjunction with municipalities, and it is imperative for private sector partnerships to be developed. With this being one of the main areas for delivery in the Province, the establishment of a joint provincial forum addressing integrated development planning is important as a strategic means to take forward the issue of housing delivery. It is also imperative to enhance capacity to deliver through the accreditation of municipalities

The Province's success in the area of human settlement delivery will be seen by the percentage of households living in formal dwellings in integrated, sustainable settlements, across rural and urban areas, using a mixed approach in terms of tenure and products available.

As the issue of integrated development is yet to become standard practice, the Province should at this stage consider it strategic to monitor the extent / number of integrated developments across the Province, again applying this to rural and urban areas.

The issue of having a home with a registrable form of tenure is a strategic consideration at this point: it recognizes that a site has value which can be leveraged for further development. This aspect is important for building state and private sector partnerships.

Strategic objective indicators include:

**Strategic Objective 3.4 indicators:**

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

Interventions include:

**Strategic Objective 3.4 Interventions:**

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

**3.4(a) Establish a joint provincial forum to address human settlements to ensure coordinated and integrated development planning and implementation**

The first KZN Joint Service Delivery Forum (JSDF) meeting convened in July 2015. The Forum meets on a quarterly basis and co-chaired by the Heads of Department of Department of Human Settlements and KZN Department of Cooperative Governance and Traditional Affairs (COGTA) respectively. To date the forum has convened three quarterly meetings in 2015/16 and 2016/17 respectively.

Although the Forum has adopted the terms of reference as a guiding document for implementation, however they will be effective once they are approved by both the Executive Authorities of the respective departments. To this end, the Cabinet Memorandum has been signed by both HODs and MEC for COGTA. It is now pending signature of the MEC of Human Settlements and Public Works and

then presentation to the Social Protection, Community and Human Development Cabinet Cluster for noting and support. Achievements to date:

- Concept document for JSDF developed and finalised;
- Project Steering Committee stakeholders identified and is meeting per quarter attending on the Action Plans;
- Terms of Reference developed, adopted by JSDF and are submitted for approval to the Executive Authorities; and
- Draft performance indicators developed and to be monitored going forward and to be reported quarterly to the relevant Cabinet Clusters.

Moving forward, the main priority will be to:

- (i) Finalise the approval of TOR and execute the action plan developed to support the priority actions identified by the joint forum.

### **3.4(b) Implement polycentric nodal development aligned to Provincial Spatial Development Framework to achieve sustainable livelihoods**

The Spatial Land Use Management Act requires the development of wall-to-wall spatial development frameworks. There is, thus, a linkage between the human settlements related strategic objective, and that outlined in Goal 7 – Spatial Equity. The focus, in the context of Goal 3 will be to align the Human Settlement Master Plan with the Municipal Spatial Development Frameworks (SDFs) in order to enhance the concept of multi centres.

The priority for the next years will be:

- (i) To promote and support the development of the municipal SDF's, focussing on nodal development aligned to the Provincial SDF to be piloted in the accredited nodal municipalities (eThekwin Metro, uMhlathuze, KwaDukuza, Ray Nkonyeni, uMsunduzi, Alfred Duma and Newcastle).

### **3.4(c) Undertake a comprehensive review of the KZN Human Settlements Strategy incorporating the key focus areas of informal settlements upgrade, social housing, housing in the gap market and a comprehensive rural settlement policy**

This will ensure housing programmes that address the needs of all KZN citizens and that lays the foundation for a mixed approach in terms of tenure and products available, as well as reduce travel time between work and place of residence.

The Slums clearance programme has been launched and summarised to be 116 slums within the province with the total of 134 601 families within the KZN Province to be relocated. Four (4) has been cleared and further Ten (10) will be cleared during the 2016/17 financial year.

Key priorities include:

- (i) A comprehensive review of the KZN Human Settlements Strategy incorporating the key focus areas of informal settlements upgrade, social housing, housing in the gap market and a comprehensive rural settlement policy.
- (ii) Finalisation and implementation of the KZN Human Settlement Master Plan. This will inform the review of the informal settlement eradication- and social and rental strategies of the Province.

### **3.4(d) Improve the number of households with registrable form of tenure**

Accelerating title deed registrations has been prioritised. The Department of Human Settlements has set aside a dedicated budget of R59 million to fast track the Title Deeds Restoration Programme. Whilst budget has been allocated, dedicated capacity is needed to execute the initiative.

The priority actions are as follows

#### **(i) Enhancement of Institutional Arrangements**

- Establishment of Chief Directorate to deal with Title Deed Restoration;
- Appointment of Built Environment Professional (town-planners, conveyancers, land surveyor and social facilitators) to deal with Township Establishment and Opening of Township Registers;
- Establishment of Provincial Title Deed Restoration Programme Steering Committee with membership of Accredited Municipalities [eThekweni Metro; Dr Ray Nkonyeni; Alfred Duma; Msunduzi; Newcastle; uMhlathuze and KwaDukuza]; KZN SALGA; Office of Surveyor General ; Office of Registrar of Deeds and the department;
- Establishment of Task Team with Cooperative Governance and Traditional Affairs [COGTA] to finalise all LEFTEA Township Establishment applications.

### **3.4(e) Support municipal accreditation to undertake the housing function.**

It is imperative to enhance capacity to deliver through the accreditation of municipalities. The plan of the department is to ensure that the 7 accredited municipalities carry out their function in line to the revised Implementation Protocols and improve the reporting and performance in the following instruments:

- Informal Settlements Upgrade Programme
- Finance Linked Individual Subsidy Programme
- Service Stands Programme
- Social and Rental Housing Programme
- Title Deed Restoration Programme

It is to be noted that the accreditation programme is under review at a National level and this could impact on the implementation of the model moving forward. Currently there are seven municipalities accredited in the KwaZulu-Natal Province namely:

*Level 2* : eThekweni Metro Municipality, Newcastle Local Municipality, Alfred Duma Local Municipality, KwaDukuza Local Municipality and uMhlathuze Local Municipality

*Level 1* : uMsunduzi Local Municipality and Dr Ray Nkonyeni Local Municipality

The Province and accredited municipality must amongst others:

- Develop a Memorandum of Understanding on the delegated functions;
- Work out the operational funding;
- Indicative MTEF 3 year budget allocation for the municipality based on the allocation formula
- Municipality must prepare an Annual Housing Budget Allocation Plan
- Annual Housing Implementation Management Plan
- National and Province continue to provide ongoing accreditation support and M&E role.

The Operational Funding paid to municipalities is based on Performance.

Level 1 municipalities are paid 3% of their Capital /Projects expenditure.

Level 2 municipalities are paid 4% of their Capital/Projects Expenditure.

Municipalities at the end of each Quarter advance invoices to the Province and Province pays what is due to them in their municipal accounts. These funds are monitored in terms of their expenditure, of which municipalities are required to account and provide expenditure reports.

It is for this reason that the expenditure patterns will be monitored as an interim indicator, until the national and provincial policy context, informed by the National process, is clarified.

The priorities will therefore be:

- (i) Monitor and support the existing accredited municipalities
- (ii) Capacitate municipalities on human settlements development.

### ***Strategic Objective 3.5: Enhance 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 assault, robbery, burglary, hijacking, to commercial crime which includes white collar crime and cybercrime to fraud, from theft of non-ferrous metals through to corruption. The perception of increased gender-based violence and child abuse reported through NGOs is cause for alarm. 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, as well as an overloaded justice system, and a police force with varying levels of training and competence. As a whole, 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. Road safety and traffic accident fatalities have become a serious concern with the loss of productive citizens and the economic consequences.

Issues which also need attention are the public perception and lack of confidence in law enforcement agencies and the low level of satisfaction with police and policing systems (*Statistics South Africa, Victims of Crime Survey, 2014/2015* and *Citizens Satisfaction Survey 2015*). The data indicates an increase in the level of fear among residents of KZN concerning basic normal activities, especially among children. For instance, fear of going to open places and parks, allowing children to play outside alone, and walking to school and shops, has increased since 2011.

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.

The mandate of the Department of Community Safety and Liaison (DCSL) does not bear directly on the SA Police Services, however, the DCSL's supplementary liaison and supportive role does contribute to making the functioning of the police services effective and efficient. The mandate of DCSL focusses on partnership building, ensuring civilian oversight, evaluation of police stations and addressing complaints against police.

Considering the mandate of DCSL and the issues identified, the Province will know of its' success in this objective only by seeing a decrease in the number of crimes committed, reported and prosecuted.

These issues seem to fall outside of the ambit of the DCSL, however, the strategic analysis and consultations showed that procedures at police stations have great impact on the reporting and prosecution of crimes. The DCSL can directly intervene in matters contributing to efficiency and effectiveness at this level.

Further, KZN needs to ensure that survivors of gender-based violence and abused children have access to justice and integrated, responsive and appropriately supported response mechanisms such as access to places of safety such as shelters, health care facilities, counselling and legal advice. Victim Empowerment Programmes, as advocated by the Commission for Gender Equality, provide models for the establishment and maintenance of these programmes. The relevant departments should establish appropriate collaboration, referral and statistics gathering mechanisms to ensure integrated services for survivors of child and gender-based violence.

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.

Considering that community policing as a philosophy of crime prevention has proven to be effective where Community Police Forums (CPF's) are effectively functioning, success in this area must be measured by the extent / coverage of functioning CPF's. Ward level may be too small a unit for this and local municipalities are too large a unit. This indicator must be developed in conjunction with spatial experts, municipalities and COGTA because it has to do with geographical location.

Victim Empowerment Programmes are crucial as a response to the rising gender-based violence and abuse of children. Such programmes affect police station performance, educate the police and justice services as well as provide safety to citizens. The evidence that these programmes are operating will indicate success in this aspect.

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. Road safety is increasingly becoming a concern as incidents of fatalities through road accidents challenge the safety and security of communities throughout the province. This affects drivers, passengers and pedestrians.

Strategic objective indicators include:

**Strategic Objective 3.5 Indicators:**

- 3.5.1 Total number of crimes measured as the number of crimes reported per 100 000 /population).
- 3.5.2 Number of fatal accidents reported.
- 3.5.3 Number and/or spread of functional Community Policing Forums.
- 3.5.4 Number of serious crimes reported.
- 3.5.5 Number of crimes against women and children and elderly.
- 3.5.6 Number of drug related crimes reported.

Interventions, albeit not exhaustive, include:

**Strategic Objective 3.5 Interventions:**

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

**3.5(a) Develop a Consolidated Crime Prevention and Crime Combating Strategy for the Province**

The purpose of the strategy is to:

- Facilitate crime prevention programmes and create an integrated approach in fighting crime
- To avoid duplication and promote synergy and better coordination of crime prevention and combating
- Improve implementation of prevention and combatting of corrupt activities act and
- Improve case flow management through improved awareness in line with the guidelines procedure manual and holding relevant stakeholder accountable, the strategy will be finalised by the 31 March 2017

**3.5(b) Develop a consolidated Road Safety Strategy for the Province**

The purpose of the strategy is to:

- Create a safe road environment by decreasing road crashes and fatalities.
- Encourage collective responsibility towards road safety.
- A task team has been established and the strategy is expected to be finalized by the 31 March 2017 in line with the National Road Safety Strategy, which is currently in draft format

**3.5(c) Institute Victim Empowerment Programmes across the Province**

The purpose of the intervention is to:

- Provide safety and protection to all victims
- Funding of shelters and White Door Centres for abused women in Districts
- Provision of psycho-social support services
- Implementation of National and Provincial Programme of Action against Gender-Based Violence
- Establishment of fully functional Therapy rooms in State Facilities (Child and Youth Care Centres, Treatment Centres and Secure Care Centres) in order to render specialized therapeutic services to clients.
- Strengthening Intersect oral collaboration with through the coordination of the Provincial Victim Empowerment Forum and establishment of Victim Empowerment Forums in all Districts.

**Full implementation of the Trafficking in Persons Act (103, 2013).** This will include accreditation of Shelters for Victim of Human Trafficking and Programmes in four shelters in Ethekwini North, Mgunundlovu and Amajuba Districts.

- (i) Vigorous and aggressive implementation of programmes on Gender-Based Violence, this will include the roll-out of Khuseleka One Stop Centre in Inanda to assist victims of gender-based violence.
- (ii) Optimise the provision of Victim Friendly Services:
- (iii) To be fully equipped and consist of skilled staff who can provide adequate services to victims.
- (iv) Conduct Awareness Campaigns with roleplayers such as Communications, EHW, Social Crime Prevention, etc.
- (v) Improved collaboration with Department of Social Development, DCS, CPF, Youth Desk, BAC.

**3.5(d) Improve and extend programmes to address violence and anti-social behaviour amongst men, especially young men (who are often perpetrators and victims of such violence)**

Key Priority Action:

- (i) Conduct Awareness Campaigns with role-players such as Communications, EHW, Social Crime Prevention, etc including: **Men for Change Campaigns** and **Stakeholder Relationship Building**:

**3.5(e) Improve and extend programmes providing services to those often targeted in violence with a particular focus on women and children and those in the LGBT communities**

This will include:

- (i) Initiate LGBT programmes.
- (ii) Enhance current Provincial Women Network Programmes.

**3.5(f) Establish and strengthen Community Policing Forums (CPFs) across the Province**

The DCSL must take the lead role in promoting the effective functioning of Community Policing Forums across urban-rural, formal and informal settlements, including business and commercial districts. This requires partnerships between civil society, business and the criminal justice system at a local level and working in tandem with Victim Empowerment Programmes.

Facilitate the establishment of Community Policing Forums in 184 Police Stations and capacitate CPFs including sub-forums. It is envisaged that the established and capacitated CPFs and sub-forums will embark on already existing programmes listed below.

- (i) Enhance existing programmes / projects in respect of:
  - Drug Forum
  - Safer Cities
  - School Safety
  - Missing Children
  - Adopt senior citizens
  - Bring a girl child to work
  - Thuthuzela Care Centres
- (ii) Funding of shelters and White Door Centres for abused women in Districts
- (iii) Provision of psycho-social support services
- (iv) Implementation of National and Provincial Programme of Action against Gender-Based Violence

- (v) Establishment of fully functional Therapy rooms in State Facilities (Child and Youth Care Centres, Treatment Centres and Secure Care Centres) in order to render specialized therapeutic services to clients.
- (vi) Strengthening Intersectoral collaboration through the coordination of the Provincial Victim Empowerment Forum and establishment of Victim Empowerment Forums in all Districts.
- (vii) Full implementation of the Trafficking in Persons Act (103, 2013). This will include accreditation of Shelters for Victim of Human Trafficking and Programmes in four shelters in Ethekwini North, uMungundlovu and Amajuba Districts.
- (viii) Vigorous and aggressive implementation of programmes on Gender-Based Violence, this will include the roll-out of Khuseleka One Stop Centre in Inanda to assist victims of gender-based violence.

### **3.5(g) Reduce livestock theft**

Livestock theft continues to pose threat in attaining the envisaged safety and security in communities of KwaZulu-Natal. In an attempt to reduce the effect and impact of this criminal act, a series of **programmes** will be embarked upon as indicated below.

- (i) Enforcement of branding of livestock.
- (ii) Visit pension payouts, abattoirs, funerals, butcheries, traditional functions.
- (iii) Establish and maintain Rural Safety Committee with all relevant role players.
- (iv) Promote awareness campaigns.
- (v) Train Vispol and RTI members in respect of Stock Theft Act.
- (vi) Co-ordinate the realignment of Stock Theft Units with Clusters.
- (vii) Conduct Cross Border operations.
- (viii) Enhance partnership between SAPS and NPA by including other relevant roleplayers such as Amakhosi, Farmers Union, KZNCCPA, etc
- (ix) Enhance Farm Watch.
- (x) Monitoring of movement of stock.
- (xi) Improve detection and conviction rate of cases.

### ***Strategic Objective 3.6: Advance social cohesion and social capital***

**Institutions, partnerships and networks within and amongst communities are expanded and strengthened**

Ideas of social capital and social cohesion are seen as inter-related concepts, as expressed in the KZN PGDS. Social cohesion can be described as the glue that holds society together and social capital refers to the individual sacrifices of time, effort and consumption made in an effort to co-operate with others. Other elements of the idea of social cohesion expressed, for example, through conferences in KZN and SA generally, link culture, religion and the idea of morality / moral regeneration into the broad concept of social cohesion. These issues are often raised in response or reaction to the violence which seems endemic in our society: child and women abuse, the erosion of family and community structures, gang-warfare, and criminality. Issues of racism in social interactions also point to a lack of social cohesion.

Studies on Migration and Community Integration (KZN, October 2015) also raise issues around social cohesion. The report notes that the lack of integration applies to foreign nationals as well as South Africans born outside of the Province and notes that institutional and structural causes of the violence against foreign nationals are amplified and underpinned by socially rooted issues inter-alia stereotypes, misperceptions and a lack of dialogue and understanding amongst various communities. The underlying causes of social discord include high levels of poverty and unemployment, intermittent service delivery and inequitable access to basic resources which are, to some extent, the unresolved challenges of the social engineering that defined apartheid in South Africa. Relative socio-economic

deprivation, heightened competition for employment and social services, widespread perceptions of impunity for criminals and a systematic lack of dialogue have further impeded cohesive and constructive relationships.

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. 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. It is also noted 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.

Furthering the social cohesion project (and the related social capital which results from communities acting in constructively in concert) requires the continuation of programmes directed at dealing with challenges identified within specific areas and sectors in social relationships. The work of statutory bodies such as the South African Human Rights Commission, the Public Protector and the Commission of Culture, Language and Religion, which tends to be dominated by a complaints approach, needs to be broadened. The Province needs to continue with its efforts on social cohesion as has been done in previous programmes on African Renaissance and Ubuntu.

A proactive approach will entail making arts and culture not only an events-based leisure sector but cultivating it as an industry worth investment and linked to economic gain. Poverty and crime seem to be related and as poverty still ravages in mainly the black communities and has been racialised, the association of blackness and criminality has been a challenge, despite the fallacy of this association.

At the most basic level, the Province will know if it is succeeding in its **social cohesion** aims if there is a reduction in all the categories of crime and violence referred to by the SAPS, including reference to racist incidents and utterances which become public. Intangible evidence, such as members of different race and cultural groups mixing more freely and more frequently would also be an indication of increased social cohesion, however, this is difficult to measure objectively. In addition it is proposed that the KZN Citizen Satisfaction Survey and related tools will also provide a measure of social cohesion.

The World Bank 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. However, in order to bring the issue into strategic focus, this strategic objective aims for the following outcome: the institutions, partnerships and networks amongst the poor are expanded and strengthened and refers in this instance to the social partners, viz. community-level organisations and NGOs which partner with government in delivering services. It proposes to measure the number of organisations which are active in the social, health, sports and recreation 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 – addressing a wide range of tangible services such as health and welfare but which also address the intangibles which arise through sports and forms of artistic expression. During the consultation process of the revision of the PGDS, the idea of a Social Development Council was raised from various quarters (the Commission for Gender Equality, organisations at the Human and Community Development consultation workshop and during the consultations on Governance). It was raised in response to challenges faced by the NGO sector as a whole, such as the lack of organisation, coherence and standard setting, which impacts on the ability of government to implement the quantity and pace of service delivery required.

Strategic objective indicators include:

**Strategic Objective 3.6 Indicators:**

- 3.6.1 Numbers of incidents of politically motivated, racially or religiously based violence or other forms of intolerance or disharmony reported per district per annum, and trends, throughout the Province.
- 3.6.2 Number and extent of community level organisations (NGOs) active in participating in government department programmes, with active registration status, as brought together through and represented in the proposed Social Development Council.

The report and ensuing proposed Social Cohesion Implementation Plan drawn up by the Special Reference Group on Migration and Community Integration KZN is a useful reference as it locates the challenges and solutions across all citizens of KZN. It contains a range of interventions spanning local economic development, provision of bulk infrastructure and integrated human settlements (as expressed in the PGDS Goal 3: *Human and Community Development*, Goal 4: *Strategic Infrastructure* and Goal 7: *Spatial Equity*). It also include interventions relating to peace education, citizen education and trauma healing dialogues as well as administrative and awareness-raising interventions on the procedures relevant to migrants. It, thus, provides a lead-in to the following interventions:

**Strategic Objective 3.6 Interventions:**

- 3.6(a) Establish a Social Development Council at Provincial level to systematically build social capital and work for social cohesion.
- 3.6(b) Formalise and implement a social cohesion strategy for the Province (to cover responsible citizenry, moral regeneration, ethics at work etc.), and to support mutually beneficial platforms as solutions to help reduce tensions between South African and foreign small and informal traders.
- 3.6(c) Develop and implement programmes that provide norms and behaviour that create an enabling environment for the NGO sector.
- 3.6(d) Develop industry-orientated arts, culture and sports programmes.

**3.6(a) Establish a Social Development Council at Provincial level to systematically build social capital and work for social cohesion**

The establishment of a Social Development Council at a provincial level is premised on the recognition that a structure has to be established to guide the implementation of the social cohesion strategy in KwaZulu-Natal. The Social Development Council will be established to systematically build social capital and strive for social cohesive society. The council will host the social cohesion strategy.

The deliverables of the Social Development Council include advocacy campaigns to promote unity, strengthening and development of the family unit as well as development programmes aimed at building national identity.

The main focus will be on the conceptualization and formalization of the Social Development Council.

**3.6(b) Formalise and implement a social cohesion strategy for the Province (to cover responsible citizenry, moral regeneration, ethics at work etc.)**

In the last ten years South Africa including KwaZulu-Natal experienced what is popularly known as xenophobic attacks that were directed towards foreign nationals. Much was said of the causal factors of this phenomenon including unemployment, general criminality, and unequal distribution of resources such as housing as well as perceptions that foreigners were taking job and trading opportunities. Lack of social cohesion has however been identified as the primary cause of the attacks against other people who have come to live in this country for a variety of reasons.

The formalization and implementation of a social cohesion strategy is therefore essential for a province in order to address the issues not only of good neighbourliness but also of responsible citizenry, good ethics and strengthening.

*The social cohesion strategy should focus mainly on the following:*

- Arts, Culture and Heritage as central to identity social cohesion and prosperity. This should address issues of low self-esteem and taking pride to African identity. Cultural practices by different cultural groups within the province should be encouraged and include Diwali, Umkhosi woMhlanga.
- Community education of traditional practices on bringing up of individuals from birth to death
- Family preservation through Social Development interventions that address social ills (victim empowerment, social crime prevention, anti-substance abuse, community policing, cultural activities, music and sport.
- Support mutually beneficial platforms as solutions to help reduce tensions between South African and foreign small and informal traders. In this respect priority must be given in undertaking programmes that build inclusive and equitable economy, undertaking of peace education programmes at schools, community centres and religious institutions.

### **3.6(c) Develop and implement programmes that provide norms and behaviour that create an enabling environment for the NGO sector**

The Non-Profit Organisation Act, 1997 governs the management of the non-profit organisations in South Africa. The Act is a responsibility of the Minister for Social Development. The Act is not delegated to the provinces. One of the provisions of the Act is the establishment of the Office of the Director responsible for the registration of NPOs.

Development and implementation of programmes that enable the optimal functioning of the NPOs require an integrated effort from a number of stakeholders, namely civil society, organised labour, business and government. Importantly is to note that presently the DSD, DOH, DSR, DARD, DAC employ the services of NPOs in rendering their services. It is therefore important that the NPOs be assisted largely through creation of capacity development initiatives intended to align them with the objectives of a developmental state. This entails transforming the NPO sector by improving their governance mechanisms.

It is important to recognise that historically the NPOs have been inequitably distributed within the Province with most developed NPOs located in urban areas to the disadvantage of the rural areas. Right sizing and rationalisation would ensure that the government fully benefits from the NPO services.

As indicated above, departments such as DSR are in partnership with a number of NPOs. DARD to a large extent also operates in partnership with NPOs. DOH in rendering services specifically for HIV and AIDS also rely on these partnerships. It is, therefore, important that the departments in the Province engage in an integrated manner to maximise the benefits of NPOs.

#### Priority Actions:

- (i) Create a reliable integrated database of all NPOs in accordance with the fields of service of government departments;
- (ii) Develop an integrated capacity building programme for NPOs.

### **3.6(d) Develop industry-orientated arts, culture and sports programmes**

The Provincial Poverty Eradication Master Plan identifies among other pillars the need for skills development, employment creation and enterprise development. To this end Arts Culture and Sports programmes play a significant role.

KwaZulu-Natal has an abundant talent for arts and crafts in the rural areas. Such talent should be harnessed into enterprise development through identification of markets internally and externally. Entertainment in music is also important. Musical and drama groups should be identified and developed for enterprise development. In this respect youth development structures and youth development clubs should be identified and these talents be developed.

For sport it is important to recognise that participants should be developed to employment or self-employment as instructors or sports assistants. This can be done through identification of SAQA accredited training. Graduates in this field can be employed as physical instructors in public or private educational institutions.

Priorities in this intervention include:

- (i) Developing a data base of youth development structures or clubs with the aim of identifying specific talents for enterprise development.
- (ii) Increasing access to development in arts, culture and sports programmes for women and youth in general. Focus must be on identified rural areas.
- (iii) Creation of awareness to accredited training for sports, arts and culture.

### ***Strategic Objective 3.7: Promote youth, gender and disability advocacy and the advancement of women.***

#### **Participation and advocacy of vulnerable groups is advanced**

This objective focusses on advocacy and recognises the central role played by “champions” and “advocates” in responding to and improving the position of vulnerable people and vulnerable groups. Vulnerability is defined slightly differently depending on the context in which it is used, however, the common themes, which are relied on in this objective, are around the following: *Vulnerability is the degree to which a population, individual or organisation is unable to participate, cope with and recover from social and environmental impacts.* The term generally covers children, especially orphaned children, pregnant women, elderly people, people who are disabled or differently-abled. Poverty, and its consequences such as malnutrition, homelessness, poor housing and destitution, is a major contributor to vulnerability. In the current context youth are seen as vulnerable especially when poverty and lack of access to skills training and higher education intersect. Women are not seen as a vulnerable group, however, women are over-represented where poverty measures, measures of unemployment, and where gender-based violence statistics intersect.

Advocacy is a process of supporting and enabling people to express their views and concerns, access information and services, defend and promote their rights and responsibilities. It is an activity by an individual or group which aims to influence decisions within political, economic and social systems and institutions. It involves speaking, writing and acting with minimal conflict of interest on behalf of particular vulnerable groups.

The PGD Strategy aims to produce conditions in KZN society which can generally be described as a prosperous society. The PGD Plan sets out the activities for achieving this prosperity and sets in place planning and monitoring mechanisms. The Strategy and its' attendant plans are structured so that rural development, the participation of youth and the participation of women are worked into the delivery models of these strategic plans. This strategic objective recognises that planning and delivery in complex scenarios such as exist in KZN may result in insufficient attention being paid to actually achieving the principle of inclusivity. Even where inclusivity is planned for, it is frequently not achieved because vulnerable groups are sometimes rendered invisible or difficult to reach.

This objective adds a component which is about "giving voice" and should operate in support of all other interventions. It is envisaged that advocacy and "championing" will happen through government structures, through the NGO sector and through the organisations of labour and the private sector. It is tied to the achievement of all the other goals and objectives and in particular this objective seeks to see socio-economic empowerment. Working from the premise that if an activity is not measured, it most likely will not be undertaken and improved systematically. This objective seeks to advocate for and measure the participation of the vulnerable and of women in the plans and programmes of the Province, noting that the issue of data collection is one in which the Province is increasingly developing expertise and even while data-collection and monitoring systems are improving, the participation of particular groups needs to be advocated for and monitored.

The work of this objective could be co-ordinated through the proposed Social Development Council in concert with other Action Work groups and the Nerve Centre. It should also be read with Goal 2: *Human Resource Development*, Strategic Objectives 2.3 which looks at the skills development aspects.

Strategic objective indicators include:

**Strategic Objective 3.7 Indicators:**

- 3.7.1 Percentage of youth, in all spheres of socio-economic opportunities.
- 3.7.2 Percentage of women in all spheres of socio-economic opportunities.
- 3.7.3 Percentage of people with disability in all spheres of socio-economic opportunities.
- 3.7.4 Level of participation of women, youth and people with disabilities in the processes of governance and consultative structures at all levels.

Interventions include:

**Strategic Objective 3.7 Interventions:**

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

**3.7(a) Develop programmes to track social and economic development among the youth**

The intervention develops an environment that help young people develop constructive and sustainable socio-economic opportunities.

The recognition of youth as an important phase in life has increased focus of the public and private sector to this age group. The criminal justice system for example recognises that the majority of offenders are young persons between the ages of 15-35 years of age. The Health system recognises that most diseases such as HIV/AIDS are prevalent among the young group. The private industry would want to invest more on young persons under the age of 35 rather than the older groups. It is therefore important that the intervention targets specifically persons within the ages 15-35 years.

Within this intervention there is a need to support Youth Development structures at all levels of Government. District and Local Municipalities need to enhance their support of these structures and create new job opportunities for their sustenance. At a Provincial level there is a need to ensure that Youth do not fall prey of social ills such as substance abuse and crime. Youth must be mobilised in identifying skills development opportunities. Specific programmes must be developed by all Departments to focus on youth development skills.

### **3.7(b) Develop programmes to track social economic development of women in both rural/traditional and urban areas**

This intervention seeks to create an environment that assist women develop constructive affirmative and sustainable relationships whilst currently providing opportunities for them to build their competencies and needed skills to engage as partners in their own development and that of their communities. The intervention entails providing good governance skills; leadership and life skills; intergenerational programmes; evidence-based management and support structures.

It is recognised that women play a significant role in the socio-economic development of both rural and urban societies. It is also recognised that the apartheid system created an environment where women especially those in rural areas were left to care for children and households whilst their husbands were seeking employment in urban areas. Women have also played a role in taking care of those members of the household that happen to fall ill, irrespective of their age.

Data for women involved in various social economic activities would form the basis for this intervention. The Province of KwaZulu-Natal need to establish a reliable database for example: women in construction, women in agriculture, women in taxi industry, women in manufacturing to mention but a few. The intervention will seek to empower these categories of women thus ensuring their socio-economic development.

### **3.7(c) Develop programme for tracking social and economic advancement of people with disabilities**

The intervention seeks to implement integrated programmes and provide services that facilitate the promotion of the wellbeing and socio-economic empowerment of persons with disabilities. The intervention entails intervention programmes for the care and support of persons with disabilities, education and awareness programmes on disability and development and implementation of community-based programmes.

People with disabilities are a responsibility of all Public Sector Departments. Each and every sector has a responsibility of addressing issues that relate to people with disabilities. The sector could be Transport, Agriculture, Education, Health, Economic development etcetera. It must also be noted that the people with disabilities have their expectations and have to be involved in decision making for anything that would affect their socio-economic life. The Department of Health, Education and Social Development would be able to provide basic data on persons with disability; and Stats SA would provide critical data on various forms of disability in the province thus enabling the government to implement disaggregation strategies. Another basic area that should be addressed by this intervention

is to recognise the skills that people with disability have that can enable them to enter into active socio-economic empowerment opportunities.

**3.7(d) Strengthen mechanisms to measure the impact of development plans in the empowerment of women, youth and people with disabilities, including increased levels of participation in the governance structures and processes of the Province.**

Whilst various initiatives are in place to promote active participation of vulnerable groups, these are fragmented and coordination needs to be improved and impact of programmes per sector need to be evaluated to inform future policy direction.

## STRATEGIC GOAL 4: STRATEGIC INFRASTRUCTURE

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

### National Outcome 6: An efficient, competitive and responsive economic Infrastructure network

This Strategic Goal is aligned to the National Outcome 6 which focuses on maintaining and building an efficient and effective infrastructure network.

#### Goal Indicators:

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

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 KZN. 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. This needs to be supported with alternative funding and partnership models for development, prioritising catalytic projects, as well as the development of alternative funding and partnership models for strategic investment, infrastructure development and coordination. These aspects will be dealt with in Goal 6: *Governance and Policy*, Strategic Objective 6.2.

Guidelines need to be developed on how funding is allocated, and review processes on expenditure should be supported, whilst alignment of plans, including infrastructure plans to the PGDS/P must be promoted to ensure scarce resources are used optimally. This will be incorporated in the interventions relating to spatial equity, Goal 7: *Spatial Equity*.

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 amongst other sectors.

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 costs, enhances competitiveness and creates employment for firms.

As the world undergoes rapid urbanisation 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.

Substantial and large scale infrastructure development is underway and 15 of the 18 Strategic Integrated Projects (SIPs) contained in the National Infrastructure Master Plan has direct reference to and implications for KwaZulu-Natal.

**Figure 13: Strategic Integrated Projects**

No	18 STRATEGIC INTEGRATED PROJECTS
1	Unlocking the Northern Mineral Belt with Waterberg as a Catalyst
2	Durban -Free State - Gauteng Logistics and Industrial Corridor
3	South Eastern Node and Corridor Development
*4	Unlock the Economic Opportunities in the North West Province
*5	Saldanha - Northern Cape Development Corridor
6	Integrated Municipal Infrastructure Project
7	Integrated Urban Space and Public Transport Programme
8	Green Economy in support of the South African Economy
9	Electricity Generation to support Socio-Economic Development
10	Electricity Transmission and Distribution for all
11	Agri-logistics and Rural Infrastructure
12	Revitalisation of Public Hospitals and other Health Facilities
13	National School Build Programme
14	Higher Education Infrastructure
15	Expanding access to communication technology
*16	SKA and Meerkat
17	Regional Integration for African Co-operation and Development
18	Water and Sanitation
<b>*Note :</b> <i>Grey shaded projects are not relevant to KZN</i>	

The coordination of the planning and delivery of infrastructure has improved substantially through the development of the KwaZulu-Natal Infrastructure Master Plan. The momentum must be retained in this process and focus must be expanded to include major municipal infrastructure 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.**

## GOAL 4: STRATEGIC INFRASTRUCTURE

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

### GOAL INDICATORS

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

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

### ***Strategic Objective 4.1. Development of seaports and airports***

**The ports of KZN operate at optimal capacity and offer greater potential to increase connectivity both at domestic and international level**

The two seaports of the Province, Durban and Richards Bay continue to be key infrastructure investments for the Province. The Dube Tradeport as well as the King Shaka International Airport, have contributed to the international logistics and connectivity competitive advantage of the Province. The world class road and rail connectivity also enhances the province's logistic stature, both nationally and internationally.

Transnet has ambitious Port development plans for expansion of both sea ports on the short, medium and long term within the KwaZulu-Natal Province. Transnet National Ports Authority (TNPA) is an active participant of Operation Phakisa and will continue to contribute to this strategy of government.

Further developments by TNPA include the development of a Smart People's Port where Information Technology will be further improved to enhance port operations. TNPA is proactively pursuing cohesive intergovernmental collaboration to ensure that port assets are optimally utilised. The alignment to Port, City and provincial planning will be critical to achieve this.

The infrastructure investment into the Port of Durban is for the expansion of the Durban container volumes which are currently at 2.7 million TEU's and forecasted by 2043 to be around 8.8 million TEU's. Vehicle handling is currently around 465,000 vehicles and this is forecast to grow to 1,440,000 vehicles by 2043. There is also forecasted increase in volumes of liquid bulk products and dry bulk exports. The Durban Port expansion includes the P2 Berth Deepening project, Pier 1 Salisbury Island Infill and proposed Durban Dig Port on the longer planning horizon. The value of the investment is in excess of R20 billion.

The Port of Richards Bay is the largest in South Africa by tonnage, handling about 89 million tonnes of cargo per year (by means of over 1800 commercial vessel calls), equating to about 40% of South Africa's total port demand. The 30 year freight demand forecast predicts over 170 million tonnes of cargo per year. Major growth areas for the port are seen to be dry bulk, liquid bulk and break bulk cargo handling.

Bulk operations in the port currently focus on four major activities: export coal, dry bulk, break bulk and liquid bulk. Other services include bunkering and minor ship repairs and facilities for service and recreational craft. In addition to providing bulk facilities for the hinterland, the port plays an important role in the local economy of the City of uMhlatuze, with its growing industrial base.

The primary challenge for the Port is to accommodate growing demand for handling bulk cargoes. This is to be achieved by means of the Port Capacity Expansion Project in the Bayview precinct. A potential future development will be a dedicated ship repair facility, and a gas (LNG) import facility to supply gas for the conversion to power. Allowance will also be needed for additional liquid bulk freight.

The KZN Regional Aviation Strategy developed in 2014 as a consequence of the 2011 PGDS and adopted by the KZN Executive Council argues for the provincial wide connectivity of the regional airports in KZN to the central hub airport of the KSIA. The rationale for such a strategy and the subsequent development of several regional airports is both for disaster management exercises as well as for potential economic benefits for regional cargo transfer.

Two regional airports currently being developed are in Msunduzi and in Ladysmith. These projects have a capital value of about R2 million and the KZN Government anticipates invest further in the development of other regional airports.

KSIA is the major airport in the province and regarded as the third busiest airport in South Africa. It continues to expand its passenger and cargo terminal and in the 2015-2016 period is had recorded a total of 4.93 million passengers with 288, 188 being international passengers. The Introduction of new direct international flights to Durban has seen an average year on year growth of 13% on passenger volumes.

The optimization of the KSIA as well as the regional airports therefore remains the strategic objective and the expansion of these airports has the potential to increase regional accessibility and improve logistics in the province.

The interventions proposed seek to optimise existing infrastructure but more importantly, to build on KZN's competitive advantage – creating economic infrastructure that will result in sustainable job creation.

Strategic objective indicators include:

**Strategic Objective 4.1 Indicators:**

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

The interventions, albeit not exhaustive, include:

**Strategic Objective 4.1 Interventions:**

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

**4.1(a) Advanced collaborative planning and development of the Durban Aerotropolis with relevant authorities to ensure its realisation**

The Province is in the process of developing a Durban Aerotropolis Master Plan for KZN.

Amongst other things the Durban Aerotropolis Master Plan is envisaged to address aspects of land use, corridors and nodes, infrastructure requirements such as Transport corridors, public transport, Bulk services of water, sanitation and Electricity and investment. It is also expected to indicate the list of priority projects for implementation.

As part of the Durban Aerotropolis institutional arrangement, multi stakeholder forums were formulated as vehicles to implement the Integrated Aerotropolis Strategy. Many relevant authorities and key entities are represented in the various forums and working groups.

Short term priorities are:

- Finalisation of the Durban Aerotropolis Master Plan.
- Addressing of Aerotropolis related skills by the Aerotropolis Institute Africa.
- Formulation of a Public Transport solution strategy for King Shaka International Airport.

#### **4.1(b) Explore options for the development of an inland inter-modal logistics hub to improve efficiency and cost competitiveness of Port of Durban for all main cargo types**

The N3 SIP2 Corridor Study and the eThekweni freight logistics studies have identified the need for inland Logistic Hubs along the N3 corridor. An example of this is the Cato Ridge Hub. The City is currently undertaking a review of the Cato Ridge Local Area Plan (LAP) which will identify the location for a potential inter-modal hub. . The planning for other nodes along the corridor still need to be developed.

#### **4.1(c) Improve efficiency of cargo handling in Port of Durban**

Systems need to be implemented/expanded in the Port of Durban to improve the overall Cargo Handling efficiency:

- Existing equipment must be well maintained to ensure maximum capacity in cargo handling with the existing available equipment.
- Smart communication system between TPT and the “Freight Customers” need to be finalised and implemented widely to reduce the traffic congestion Back of Port and related social type problems.

#### **4.1(d) Increase Richards Bay Port Multi-Purpose handling facility**

The current Richards Bay Multi-Purpose handling facility provides the necessary capacity and Transnet have identified long terms plans to increase the capacity based on the demand. Dedicated terminal facilities will made available when the demand reaches the necessary volumes.

#### **4.1(e) Provide a modern Durban passenger terminal facility**

Transnet National Ports Authority embarked on the development of World-Class cruise ship passenger handling facilities to attract more cruise tours. There have been two unsuccessful calls for tenders for this development, due to limited appetite in the market for a private service provider to pursue this. The third tender for the new passenger terminal has been advertised and the tender closes in February 2017.

#### **4.1(f) Create an environment conducive for the development of small craft harbours**

A master plan for the development of small craft harbours along the KZN Coastline needs to be developed to identify suitable sites. The original site that was proposed at the entrance to the Durban Harbour is no longer going to happen.

#### **4.1(g) Development of appropriately located Regional Airfields**

The KwaZulu-Natal Department of Economic Development, Tourism and Environmental Affairs recognises KwaZulu-Natal Regional Airports as catalysts for tourism, cargo and economic development in the Province. A strategy was developed for the Province and is being implemented to ensure connectivity for the movements of goods and passengers within the Province.

#### **4.1(h) Promote KZN seaports as a desirable destination for international cruise liners**

KZN Seaports specifically must be developed as a “Destination” for cruise passengers with sufficient tourism products available from these ports to increase the number of cruise ship operators and passengers. Passengers must not only “pass through” the city and the port to get on the ship, it must form part of their itinerary.

### ***Strategic Objective 4.2. Develop road and rail networks***

#### **The road and rail networks in KZN provide efficiently for cargo and commuter needs**

The road and railway network in the Province is the backbone of the logistics network in the Province and for the country. In this review the implementation of the road upgrade programs as well as increasing rural accessibility by improving standards of the province’s gravel roads has seen improvement in the passenger and cargo movement. Major road authorities continue to invest in the acceleration of these programs as well as drive a safer and more efficient road and rail environment.

The fiscal crisis and increasing demand for services has implications for funding availability and consequently the pace at which the above programmes can be implemented. Furthermore, financial limitations within the local sphere of government results in inadequate budgetary provisions for development of new roads and, particularly, upkeep, of existing road infrastructure. This dictates more prudent planning. The other area which demands more focus to avoid retardation of road infrastructure delivery is the extent of co-ordination and alignment between district and local municipalities, which is not at the desired level. Duplication of efforts contributes to delays in delivery.

Transnet’s rolling 7-year capital investment strategy, namely the Market Demand Strategy (MDS), was launched in 2012 and is in its 4th year of implementation. One of the key objectives of the MDS is to drive the move of cargo from road to rail, thereby assisting in the national imperative of driving down the total cost of logistics. According to the 2015 version of this strategy, total rail volumes are anticipated to grow from current levels of approximately 225 million tons per annum to about 362 million tons over the next 7 years.

This drive to move freight from road to rail formed a part of the 2011 PGDS and again finds expression in the 2016 review of the PGDS. This is primarily due to the increasing logistics costs associated with freight by road as well as increasing pressure being placed on road infrastructure.

The increasing connectivity by road, rail, airport and harbours is fundamental to the realization of the provincial industrial hubs, agri-parks, aerotropolis and new urban spaces or secondary cities. In addition, infrastructure stakeholders have recognised the need for multi-modal facilities that cater for fast-moving consumer goods as well as bulk minerals and lighter manufactured goods. Mandeni local municipality has been identified as an area for such a multi-modal facility and currently is in the planning phase. These will be fundamental to the success of the above key spatial projects.

Whereas road and rail transportation infrastructure has provided job opportunities through EPWP programs, this should continue to provide at least temporary employment for youth and female headed households. In addition, continued investment to improve the efficiency of public transport will greatly reduce carbon emissions in the Province. Local employment also contributes to improve community upliftment both in terms of local employment and also local social cohesion.

Road authorities should have long term plans to guide their MTEF budgets as well as guiding the distribution of funds to the respective regions/disciplines to ensure a fair and scientific basis of distributing construction and maintenance funds. In addition, road authorities should have long term (30 year) road improvement strategies aimed at accommodating the increasing traffic demands expected over this planning horizon.

Strategic objective indicators include:

**Strategic Objective 4.2 Indicators:**

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

The interventions, albeit not exhaustive, include:

**Strategic Objective 4.2 Interventions:**

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

**4.2(a) Improve inter-modal connectivity between the Port of Durban and Inland Hubs.**

The planned network refurbishment and operational improvements will release additional slots. Initial planned operational improvements have identified the addition of 4 extra train slots in the short term

**4.2(b) Expansion of Coal Rail Link**

The project incorporates a combination of capital expenditure and operational optimisation initiatives such as power Supply, OHTE, yard and line upgrades to increase the overall coal export system to 81 mtpa.

**4.2(c) Implement road-building and maintenance programmes and improve rural accessibility**

The DOT continues to maintain the road network through its roads maintenance and access roads programmes.

**4.2(d) Improve public transport**

PRASA has close working relationship with ETA to ensure integrated transport solutions are achieved. The C2 rail corridor in eThekweni's IRPTN (KwaMashu / Bridge City – Umlazi / Isipingo) is recognised as the backbone of the transport system. The modernisation of the corridor and other parts of the network is currently underway. Various projects under the modernisation programme have commenced, including resignalling, station upgrades and depot modernisation (in preparation for the arrival of the new rolling stock).

The Development and implementation of projects that emerge from IPTNs. Implementation of the Msunduzi IPTN is in progress, it is envisaged that Phase 1 will be completed by 2019.

Development of Harry Gwala IPTN is in progress, it is envisaged that it will be completed by 2018 and implementation will then be planned.

Construction of Port Shepstone Intermodal facility is going through procurement processes, it is envisaged that construction will commence in 2017.

#### **4.2(e) Expand and maintain core rail network and the branch lines to increase road to rail ratio**

Engagement with Transnet on the revitalisation of the Branch lines is required to ensure it supports the Economic development of the Province.

#### **4.2(f) Develop inter-modal facilities in identified secondary cities**

Inter-modal facilities in secondary cities will in future be developed in accordance with the outcomes and recommendations of the recently completed SIP2 Strategic Corridor Development Plan.

### ***Strategic Objective 4.3: Develop ICT infrastructure***

**Sufficient Information & Communications Technology (ICT) infrastructure is available for the growth and development needs of KZN**

The Province has made significant strides in the delivery of ICT, however, much more needs to be achieved. ICT broadband connectivity will have a huge impact on the access to information by citizens, including government services and access to employment opportunities. In addition, it has a positive impact on spatial location of residence, work and recreational opportunities. Increased internet access and wireless connectivity enables ease of access to information and faster business to business interaction. To date 28 140 km of fibre optic cable has been rolled out to various districts and the metro in the Province. The number of schools connected are 1999 against a 2020 target of 1800. 131 municipal digital access centres have been established a 2020 target of 250. ICT infrastructure in rural or previously disadvantaged communities still remains a challenge due to the nature of the terrain. Further, household access to internet access, while it has improved is still not sufficiently supplied. In addition, maintenance of existing infrastructure must be managed effectively by Industry to ensure reliable connectivity and speed, particularly as it relates to the needs of business and government communication as well as citizens needing to access information. This is further complicated the existence of a plethora of ICT implementing agents. Integration and alignment between programmes of such agents could streamline processes whilst also reducing costs.

In terms of ICT skills development, several initiatives have been implemented since 2008, with the Moses Kotane Institute and more recently, the KZN Smart Exchange Incubator program which have been established in Port Shepstone and Richards Bay respectively. The technology park for the Durban Dube Tradeport is currently underway and will consist of an Enterprise zone for both large and small companies, ICT Innovation Incubators and an ICT R&D Innovation Institute. In addition, 4 techno innovation hubs are being established in PMB, Newcastle, Port Shepstone (was launched in June 2016) and Richards Bay (was launched in July 2016).

The above are substantial ICT infrastructure investment and; will stimulate economic growth in the area through science, research and technological innovations as well as assist greatly in improving ICT skills in the province. However in this review we proposed that ICT skills development remains an intervention so to ensure we meet growing demand for ICT connectivity.

Strategic objective indicators include:

**Strategic Objective 4.3 indicators:**

- 4.3.1 Number of kilometres of backbone Fibre Optic cables rolled out.
- 4.3.2 Percentage of local municipalities with good established access networks.
- 4.3.3 Percentage of users that penetrate the Internet.
- 4.3.4 Percentage increase in mobile broadband coverage in the Province.
- 4.3.5 Reduction in average cost of data per megabyte (mb).
- 4.3.6 Percentage of schools connected.
- 4.3.7 Percentage of health facilities connected.
- 4.3.8 Minimum broadband speed available.
- 4.3.9 Number of public wi-fi hotspots.

Interventions, albeit not exhaustive, include:

**Strategic Objective 4.3 Interventions:**

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

**4.3(a) Expedite the rollout of the national broadband backbone (SA Connect)**

SA Broadband Connect 2030 project is a national project, where funding is held by the National Department of Treasury and the Department of Telecommunications and Postal Service to roll out the fibre optic backbone. An initiative is to develop alternative funding models by lobbying with external stakeholders, including industry, to align their ideas with Government.

As a monitoring tool the Province has signed non-disclosure agreements with the major stakeholders due to information being sensitive and confidential. On a quarterly basis, updated information is requested from these stakeholders to monitor any increases in the fibre optic backbone roll out. As at November 2016 it was reported that there was approximately 29 660 km of fibre laid in the Province.

**4.3(b) Expand community access to broadband services**

Broadband services needs to focus on two aspects, namely, community access and business access.

Community Access:

- This will shrink the distances that isolate remote communities;
- Will reduce the socio-economic gap between the richer and poorer areas; and
- Give rural areas access to online services i.e.: Home Affairs, SARS

Business Access will:

- Benefit job creation;
- Increase productivity and reduce costs; and
- Provide access to online training facilities.

**4.3(c) Increase bandwidth for economic competitiveness**

- Broadband enables changes in how we access educational resources, collaborate in the educational process, conduct research and continue to learn anytime, anyplace and at any pace.
- Broadband enables improved healthcare access, treatments and information.

- Broadband enables new business models, creates business efficiencies, drives job creation, and connects manufacturers and store-fronts to clients and partners worldwide.
- Broadband can also help bring communities together and improve public safety, create a greener planet, and make our transportation systems more resilient and efficient.
- It will enforce government to start implementing Smart Government and Smart City.

#### 4.3(d) Expand the number of Public WiFi hotspots

Various solutions are being looked at for Public Wi-Fi hot spots, with one of them turning Government Sites that have a strong network into Public Wi-Fi hot spots.

In support of the 9 – point plan the rollout of free Wi-Fi to the Public in the following 5 priority towns EThekweni, Msunduzi, Richards bay, Port Shepstone and Newcastle.

EThekweni has announced that they will be rolling out 750 free Public Wi-Fi Hotspots in strategic points over the next three financial years.

#### 4.3(e) Revise and update the Provincial Broadband Strategy and Implementation Plan

The initial Provincial Broadband Strategy and Implementation Plan was developed in March 2007 through the appointment of consultants by Economic Development and Tourism. Office of the Premier is currently looking at appointing a consultant to revise and update the documents.

June 2016 – StatsSA report shows the percentage of the various means that the internet is being penetrated.

Place Internets accessed	Geotype	Province (per cent)									
		WC	EC	NC	FS	KZN	NW	GP	MP	LP	RSA
At home	Metro	25,2	10,8	NA	10,1	8,2	NA	16,4	NA	NA	16,0
	Urban	14,4	4,9	7,0	4,5	6,0	6,5	10,6	7,9	3,7	7,5
	Rural	12,6	1,2	4,5	4,1	1,1	0,9	10,2	6,0	0,5	2,1
	<b>Total</b>	<b>21,4</b>	<b>5,2</b>	<b>6,3</b>	<b>6,1</b>	<b>4,9</b>	<b>3,6</b>	<b>15,6</b>	<b>6,8</b>	<b>1,3</b>	<b>9,6</b>
At work	Metro	22,7	19,9	NA	13,9	21,7	NA	24,5	NA	NA	23,1
	Urban	13,9	12,2	11,6	9,7	20,7	12,5	14,6	15,5	15,7	14,4
	Rural	4,7	1,1	4,9	3,8	4,7	4,1	11,7	5,7	2,8	3,7
	<b>Total</b>	<b>19,1</b>	<b>9,8</b>	<b>9,7</b>	<b>10,0</b>	<b>14,7</b>	<b>8,2</b>	<b>23,1</b>	<b>9,9</b>	<b>5,8</b>	<b>15,0</b>
Using mobile devices	Metro	63,7	53,1	NA	56,7	36,3	NA	56,9	NA	NA	54,7
	Urban	39,4	50,3	51,6	45,2	48,8	50,6	58,7	63,1	50,5	51,1
	Rural	12,3	29,5	33,4	36,1	28,8	39,9	54,7	45,5	31,9	33,7
	<b>Total</b>	<b>53,6</b>	<b>41,9</b>	<b>46,4</b>	<b>47,1</b>	<b>36,2</b>	<b>45,1</b>	<b>57,1</b>	<b>53,2</b>	<b>36,3</b>	<b>47,6</b>
At Internet Cafes or educational facilities	Metro	15,5	13,6	NA	6,8	9,5	NA	16,7	NA	NA	14,9
	Urban	9,5	8,1	2,2	7,0	9,5	6,3	6,9	7,1	2,4	7,0
	Rural	0,8	1,3	2,6	6,6	4,2	5,3	1,2	5,0	0,9	3,1
	<b>Total</b>	<b>12,9</b>	<b>6,9</b>	<b>2,3</b>	<b>6,9</b>	<b>7,4</b>	<b>5,8</b>	<b>15,3</b>	<b>5,9</b>	<b>1,2</b>	<b>9,3</b>

#### ***Strategic Objective 4.4: Ensure availability and sustainable management of water and sanitation for all***

##### **Sufficient water is available for the growth and development needs of KZN**

"The Province of KZN with approximately 8% of the land area of South Africa contributes 25% of South Africa's streamflow .KZN contributes nearly twice as much total runoff per unit of rainfall than in South Africa as a whole."

The 2015/2016 drought experienced in the country and more so in the Province has had a severe impact on the citizens of the Province and their livelihoods. The most severe impact has been felt by the rural communities of KZN whose livelihoods depend on agriculture, including livestock. The Province, through various initiatives and programs, has attempted to ensure a reliable supply of water to its citizens. The continued low rainfall has made this task increasingly challenging. National and Provincial government have spent millions of rand to ensure citizens have access to water.

The discourse on reliable and affordable water supply has forced the water sector to re-look at several aspects of the water source management and water supply. In terms of water source it is being argued that the Province requires a better understanding of groundwater and its catchment areas. This strategy argues that water planning and resource management should be done at a quaternary catchment level - the focus should not only be at regional level. Alternative water sources, like grey water and desalination must become viable options as sources of supply.

There is also a school of thought that the severity of the drought is a direct correlation to the poor maintenance programs of water services authorities. These related to poor borehole upgrades and spring protection, high water losses due to leakages not been attended to urgently, water theft and lack of bulk and reticulation planning.

The water value chain should form the basis of skills development, capacity building and water infrastructure funding. Skills development and capacity building, in the water sector continues to be an area of investigation in this review. There is a school of thought that argues that the skills required are more at an artisan level rather than at engineering level. This relates to the maintenance issue around boreholes and spring protection and attendance of water leaks. There is, however, another school of thought that water services authorities have focused more on water demand rather than water source management and that shift must be emphasised. Further, there is increasing pressure being put on the water sector institution to begin to develop a sustainable water sector capacity building model. The water services boards, the water services departments and the water services authorities all have various levels and type of expertise within their institutions. Therefore, these institutions along with engineering councils and the private sector must begin to provide a holistic sustainable capacity building model that contributes to a new water sector investment strategy. In addition, there is a growing demand for localized water skills at all levels as well as employment and business opportunities. The water sector through the vast capital spend have the potential to improve employment opportunities and create entrepreneurs in decentralized local spaces.

The financial cost of water supply cannot be underestimated and the Province needs to have a funding model to address this. Like energy, water costs will increase and become increasingly expensive for consumers and business, thus the importance of having a reliable and affordable water supply. The Department of Water and Sanitation in the Province have several key capital water projects that will ensure a relative supply of water in the province. The growing concerns will be the pace at which our province is urbanizing and the greater demand this will have on water provision in these urbanized areas as well as to ensure reliable access to water, in rural areas.

Given the above, the Province in the next five years must engage in the development of a new water sector investment strategy. This strategy must include elements of water loss and maintenance, water availability, cost of water supply. In addition, the strategy should include water source plans that consider ground water, desalination, grey-water. Further a discussion on localized skills and local

business development. Greater emphasis on improving rural access to water and increasing mitigating measures to this section of our population.

Strategic objective indicators include:

**Strategic Objective 4.4 Indicators:**

- 4.4.1 Surface Water Storage as a percentage of surface mean annual runoff per district
- 4.4.2 Quantity of water abstracted per annum in each district.
- 4.4.3 Percentage of households with access to a basic level of sanitation (ventilated improved pit latrine) and higher
- 4.4.4 Percentage households with access to potable drinking water, within 200m of the dwelling.
- 4.4.5 Non-Revenue Water loss (physical and non-physical water loss).
- 4.4.6 Percentage of water service systems in balance.
- 4.4.7 Percentage of households with access to 75 litres of water per person per day.
- 4.4.8 Percentage of households with yard water connections and higher level of service.
- 4.4.9 Percentage of households with sanitation to MIG standards.

Interventions, albeit not exhaustive, include:

**Strategic Objective 4.4 Interventions:**

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

**4.4(a) Review and implement the Provincial Water Sector Investment Strategy**

Critical in the review of the Provincial Water Sector Investment Strategy was the completion of Phase 2 of the Universal Access Plan study. The study covered KZN in its entirety. The study revealed more than just water supply backlogs, but also projected the cost of providing the highest level of service that the respective water sources to an area would allow. Thus, this UAP Phase 2 study will inform the review of the Provincial Water Sector Investment Strategy. The greatest challenge to the implementation of the Provincial Water Sector Investment Strategy is the sheer volume of funding required. The annual budgets in KZN for the primary infrastructure grants are diminutive in comparison to the funding required.

**4.4(b) Policy and guidelines on the inclusion of quaternary catchment for groundwater, grey water and desalination**

Quaternary catchments are being considered by DWS during the current (and on-going) review of the water reconciliation studies. These studies assess the water sources for all the primary towns and assist also to examine the volumes of water available to these towns/areas. See answer to 4.4f which may assist though on groundwater, grey water and desalination.

#### **4.4(c) Develop and implement water sector capacity building programme with all water institutions**

CoGTA works very closely with MISA in regards to the support of ailing municipalities. As such, many engineers have been deployed by MISA into specific municipalities in order to assist them with their core functions. CoGTA continues to forge ahead with their Operation and Maintenance (O&M) programme, which also tackles many aspects of capacity building within water service authorities, including actual training of staff, production of GIS as built data and O&M Manuals, asset registers and asset management plans. Training needs and organograms are also assessed. The MUSSA/MPAP programmes of DWS also assist in scoring the municipalities on their key or core functions and draft an action plan for improving the areas where Municipalities are failing.

#### **4.4(d) Develop new water and sanitation tariff policy**

The rationalisation and expansion of water boards in the Province is being fast tracked and this will thus contribute towards the development of new water and sanitation tariff policies. The rationalisation and expansion of water boards in the KZN province will assist to provide fair and consistent tariffs to the communities of KZN, as it will assist with cross subsidisation.

#### **4.4(e) Expedite the approval of Water Use Licences**

The backlog on water use licence applications (WULA) at Department of Water and Sanitation (DWS) has been eradicated. The WULAs that are not approved/passed as yet, are due solely to the water service authority (WSA) not having submitted pertinent information/documents e.g. outstanding EIA. Furthermore, DWS is relooking at their WULA process in order to streamline it and thus avoid any unnecessary delays on water projects.

#### **4.4(f) Programme for development of water sources (desalination, rainwater, recycling, and groundwater)**

**Desalination:** A CoGTA funded study is underway that will determine the most feasible positions in coastal district for desalination plants. The study is progressing well and will eventually result in a business plan per site (1 site per WSA). Sites have been identified and assessed. They are now being further assessed by the relevant specialists.

**Rainwater:** The Department of human settlements does not construct houses without also fitting a rainwater tank. The Department of Agriculture has also continued to distribute and install rainwater harvesting tanks in rural and needy communities. CoGTA and the Department of Water and Sanitation (DWS) are also considering ways of supporting rainwater harvesting.

**Recycling:** Waste water recycling has already begun in KZN, with Siza Water Sembcorp having successfully constructed and commissioned a waste water recycling plant in the North Coast of Ilembe DM. The communication to the receiving community was successful and the recycled water is still being injected to the potable water supply pipelines. CoGTA KZN is conducting further studies to ascertain which other towns in KZN will benefit most from such an intervention, and if there is acceptance by the communities.

**Groundwater:** CoGTA is currently busy with a programme for drilling and equipping of new boreholes, as well as the equipping and refurbishment of existing boreholes. This is similar to the programme that DWS carried out with WSAs in 2016 as part of the drought intervention. All these boreholes are not just drought interventions but will continue to serve the communities long after the drought is declared over.

#### 4.4(g) Expedite the planning and implementation of sub-transmission networks in the Province

##### *Strategic Objective 4.5: Ensure access to affordable, reliable, sustainable and modern energy for all.*

**Sufficient electricity is available for the growth and development needs of KZN.**

The energy supply in KZN and the country is becoming increasingly expensive for both domestic consumers and business/industrial consumption. The multi-pronged approach to electricity provision as indicated in the DOE Electricity Masterplan is indicative of the fact that alternative sources of energy must become a reality. The coal generation power stations of Medupi and Kusile are able to produce 9,563 megawatts of energy to the national grid. These power stations will come into operation incrementally and will be fully operational by 2017. Hydropower, through the Grand Inga hydropower plant, a treaty signed with Democratic Republic of Congo, is expected to provide South Africa with at least 9,540 megawatts by end of August 2016. Energy is also anticipated through gas and diesel turbines which are anticipated to be on-line later in 2016 and it is estimated that they could provide as much 700 megawatts. Wind and solar energy as well as co-generation are on the energy mix for a reliable supply of energy.

Eskom has also invested significantly in bulk infrastructure projects in the Province and this to deal primarily with electricity backlogs in parts of the Province. The 2015/2016 financial year, saw this potential financial investment to be in the region of R519 million.

The increasing demand to supply electricity for consumption and economic growth is expensive and the continued lack of investment in electricity infrastructure is also not an option. A new funding model has to be considered to curb the growing electricity cost. In addition, maintenance of existing electricity infrastructure must become a priority for both local municipalities as well as for Eskom reticulated areas. Skills development at local level must become enhanced for both on and off-grid technology to ensure reliability of service but also improved local skill set. The current lack of local grid must be addressed by Eskom but simultaneously with the required skilled set mentioned about.

The Province must prioritise alternative energy projects and or programs to determine their feasibility as a reliable supply of energy. Alternative energy supply or the green economy must become measurable in the PGDP with an institutional structure accountable to ensure targets are met.

Strategic objective indicators include:

##### **Strategic Objective 4.5 Indicators:**

- 4.5.1 Percentage of households receiving reliable and affordable electricity supply.
- 4.5.2 Percentage reduction in transmission losses.

Interventions:

##### **Strategic Objective 4.5 Interventions:**

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

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

As a planning tool, the Department of Energy (DoE) has been developing and is currently finalising the Provincial Energy Master Plan to assist in quantifying the current electrification backlogs as well as the associated capital investment required to eradicate the backlogs. DoE also has prioritised Harry Gwala, uMgungundlovu, UMkhanyakude and Zululand Districts with R 164.5 million, R 180.5 million, R 232 million and R 221.5 million respectively allocated to the aforementioned districts for bulk infrastructure projects. A sum of R 554 million and R 863 million has been allocated to municipalities and Eskom respectively for electrification projects yielding a total of R1.417 billion for FY 2016/17.

#### ***Strategic Objective 4.6: Enhance KZN waste management capacity***

##### **Waste disposal sufficiently protects the environment and communities**

This is a new objective and it reflects on the state of solid waste disposal landfill sites. The Province developed a KZN Waste Management Strategy in 2012 and it reflects the state of the waste land fill sites in the Province. The overall conclusion is that while land fill sites are adequately provided for within the urban areas, this is not the case in rural communities.

A KZN Waste Management Forum has been established and 6 of the 10 Districts have active District Waste Management Forums. There is a need to accelerate the number of local municipalities that have Integrated Waste Management Plans adopted by their Council. There is a lack of registration of land fill sites in terms of the Environmental Conservation Act (No.73 of 1998) which could mean that some of the current sites are illegal. There is also the issue of air pollution from uncontrolled burning of waste and wind scatter from sites because waste is not covered. There is also an issue with regards to a lack of capacity on sites both in terms of personal and equipment used onsite. These are sometimes inadequate for what is required. The consequence of a lack of management of these sites can have a negative impact on surrounding communities and the environment in general. There is also incidence of sites not being properly fenced and controlled which means that tip pickers gain access to sites for salvaging of food or other material from sites.

There are currently several initiatives by the Province to create employment opportunities from waste recycling in local communities. There is also opportunity to create waste management entrepreneurs, particularly within the rural areas of the province. These could relate to collection and preparation of the waste prior to collection or transfer. This must be accompanied by waste management education which could be done by local youth and women once they themselves are trained. Train a trainer capacity building program.

The proposed interventions must address the management of the waste land fill sites as well as formal recycling initiatives. Localised skills development and entrepreneurship must also be considered. Crematoria and graveyards, the disposal of bodies, coffins and graves must also be catered for in the waste management policies and plans.

Strategic objective indicators include:

##### **Strategic Objective 4.6 Indicators:**

4.6.1 Percentage increase in tonnage of waste recycled.

4.6.2 Percentage of legally registered landfill sites that are fully compliant.

The interventions include:

**Strategic Objective 4.6 Interventions:**

4.6(a) Review the KZN Integrated Waste Management Plan.

4.6(b) Municipal capacity building in waste and environmental management.

**4.6(a) Review the KZN Integrated Waste Management Plan**

An Integrated Waste Management Plan (IWMP) is a requirement of the National Environmental Management: Waste Act, No 59 of 2008 (NEMWA), for the provincial and local spheres of government. The KZN Provincial government developed an IWMP which was finalised in 2013. Due to significant changes in the legislation and government institutions since the IWMP was finalised, the current IWMP is to be revised and updated, including a consultative process as required in NEMWA.

**4.6(b) Municipal capacity building in waste and environmental management**

Local government has a significant mandate in terms of environmental management functions, which includes the provision of waste management services. Capacity constraints at municipal level are a constant challenge to ensuring effective waste management service provision to all residents of municipalities. The Province therefore will continue to assist municipalities with training and technical advice with respect to waste management and broader environmental management issues.

## STRATEGIC GOAL 5: ENVIRONMENTAL SUSTAINABILITY

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

**National Outcome 10: Environmental assets and natural resources are well protected and continually enhanced.**

**Goal Indicators:**

- **Reduction in Greenhouse gas emissions.**
- **Percentage (%) protection of High Risk Biodiversity Planning Units.**

South Africa has committed to reducing greenhouse gas emissions (from reported Business as Usual levels) by 34% by 2020 and by 42% by 2025. This strategic objective also speaks to the need for increased efficiencies in the use of energy and water and the reduction of greenhouse gas emissions in line with international commitments.

The NDP 2030 vision is that by 2030, South Africa's transition to an environmentally sustainable, climate-change resilient, low-carbon economy and just society will be well under way. The desired trajectory to 2030 is one which assumes more compact and energy efficient urban development and a refocusing of political priorities towards the protection and rehabilitation of natural assets. Immediate challenges include addressing and preventing further deterioration of environmental quality due to pollution and natural resource degradation, destruction and/or depletion. South Africa's progressive environmental legislation provides a framework within which natural resources can be protected and managed, but this needs to be supported through effective compliance, monitoring and enforcement.

The 2016 KZN Situational Overview report provides an overview of the changes that have taken place in terms of the physical and environmental landscape in KwaZulu-Natal over the last 5 years, since the 2011 version of the PGDS was published. The changing landscape has been influenced by the following:

- (a) There is a plethora of new spatial data, policies and plans relating to the environmental landscape, allowing for more refined, quantitative analysis of the impacts of development patterns in the Province over time and to better identify provincial priority areas.
- (b) New environmental impact assessment legislation requires greater intergovernmental coordination and decision-making.
- (c) Climate change commitments relating to COP21 agreements mean that the Province must commit more strongly to a green growth path and embrace green economy opportunities.
- (d) There is evidence that climate change is resulting in shifting crop belts and natural habitats, increased risk of storm events and changing weather patterns. This climate change trend requires dynamic policies and programs to address agricultural development, biodiversity conservation and disaster management, including targeting interventions in the most vulnerable communities.
- (e) The natural resource base including the soil, water, air, biodiversity and the natural landscapes provide a range of ecosystem services to support growth and development in the Province. There is an opportunity to better understand environmental thresholds, such as the water balance in stressed catchments, in order to plan for more sustainable growth and development in order to maintain and enhance the resilience of these ecosystem services to provide not only for the current generation but for future generations and to withstand the impact of a changing climate.

The Resilient Cities Development program also encourages cities to revisit their development strategies and to incorporate environmental considerations. Strategies adopted by Ethekewini as a member of the programme, demonstrate the need to approach development and environmental considerations holistically. Environmental sustainability also cuts across the seven goals of the PGDS. Alternative energy Goal 4: *Strategic Infrastructure*, Strategic Objectives 4.4, 4.5, and 4.6 is a means of protecting the environment and our natural resources in the value chains looking at water and sanitation, electricity and waste management . It also contributes towards creating jobs in the green economy (Goal 1: *Inclusive Economic Development*, Strategic Objective 1.2 and 1.4). Based on these changes, the PGDS has been reviewed to include a number of refined strategic objectives, goal indicators and interventions. Measurable indicators relating to the monitoring of progress towards the goal indicators will be outlined in the PGDP document.

A set of strategic objectives was formulated to encapsulate the strategic imperatives of the Province in terms of meeting environmental commitments and in terms of environmental management.

**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 5: ENVIRONMENTAL SUSTAINABILITY

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

- GOAL INDICATORS**
- Reduction in Green House Gas Emissions
  - %Percentage (%) protection of High -Risk Biodiversity Planning Units (HRBPU)

OBJECTIVES	<p><b>Enhancing resilience of ecosystem services</b></p> <p><i>Land productivity is sustainably improved, and biodiversity loss trends are halted and reversed</i></p>	<p><b>Expand application of green technologies</b></p> <p><i>Greater proportion of renewable energy used in KZN</i></p>	<p><b>Mitigation and adaptation to climate change</b></p> <p><i>The province is able to effectively anticipate, respond to and mitigate the effects of climate change</i></p>
STRATEGIC OBJECTIVE INDICATORS	<ul style="list-style-type: none"> <li>• Land Degradation Index</li> <li>• Ha of land rehabilitated annually</li> <li>• % use of high value agricultural land for non-agricultural activities</li> <li>• % compliance with Blue Drop rating.</li> <li>• % compliance with Green Drop status.</li> <li>• % compliance with national Air Quality Standards.</li> <li>• % of waste water treatment works complying with enforcement measures to meet effluent standards.</li> <li>• % waste licence applications finalized within legislated time frames.</li> <li>• Number of biodiversity plans for threatened species developed.</li> <li>• % EIAs processed within legislated time frames.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of small scale renewable energy projects (&lt;1MW ).</li> <li>• Units of energy produces through alternative energy generation (new build).</li> </ul>	<ul style="list-style-type: none"> <li>• Number of Districts / Metro with updated Disaster Management plans.</li> <li>• Provincial coverage of functional Disaster Management Centres.</li> <li>• Proportion of events with early warning systems where affected parties receive prior warning.</li> <li>• Average time taken to respond to disaster events.</li> <li>• % of IDP's incorporating comprehensive strategies for adaptation and mitigation of climate change.</li> </ul>
INTERVENTIONS	<ul style="list-style-type: none"> <li>• To promote sustainable agricultural land use practices</li> <li>• Enforcement of Conservation of Agriculture Resources Act (CARA) legislation relating to erosion prevention and control and eradication of alien and invasive plant species.</li> <li>• Finalisation of surface water and groundwater reconciliation and reserve determination studies for all quaternary catchments.</li> <li>• Enhanced monitoring of compliance and enforcement of environmental legislation.</li> <li>• Licensing, upgrading and monitoring of wastewater treatment works.</li> <li>• Coordination of the systematic reduction of carbon emissions and develop and maintain a provincial greenhouse gas emissions inventory.</li> <li>• Develop annual environmental implementation and management plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the Renewable Energy Action Plan.</li> <li>• Develop provincial renewable energy strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of focus areas for disaster management.</li> <li>• Development and implementation of the Provincial Coastal Management Program.</li> <li>• Update mapping of climate vulnerability and integration into IDPs.</li> <li>• Develop a monitoring system to determine the provincial coverage of functional disaster management systems, including the number of Districts/Metro's with updated disaster management plans.</li> </ul>

### ***Strategic Objective 5.1: Enhancing resilience of ecosystem services***

#### **Land productivity is sustainably improved and biodiversity loss trends are halted and reversed**

This strategic objective recognises the wealth of natural resources in the Province and the critical ecosystem services provided, including provision of water, soil, air and food, flood attenuation, as well as the rich biodiversity which supports the agricultural and tourism sectors., and this strategic objective aligns with National Outcome 10 (Protect and Enhance our Environmental Assets and Natural Resources) and in particular Sub-outcome 01 (Ecosystems are sustained and natural resources are used efficiently). The resilience of ecosystems can be improved through effectively increasing the conservation estate, the protection of biomes and endangered species, rehabilitation and restoration of degraded land and ecosystems as well as through sustainable utilization of natural resources. The desired impact is to maintain and where possible enhance the ecological integrity of natural resources and environmental assets. The objective aligns to key interrelated sub-outcomes, i.e. reduction in water demand and improved management of water resources; reduced threats to resilience in priority terrestrial and marine landscapes; improved intergovernmental coordination in environmental planning and decision-making; and enhanced compliance, monitoring and enforcement of environmental legislation.

Protection of land resources to ensure sustainable development and land use, and to support the objectives set to promote commercial and emerging commercial farming (Goal 1: *Inclusive Economic Growth*), as well as protecting communities so that they can have sustainable food security, remain a key focus area. Priority landscapes which provide a range of important ecosystem services, including high value agricultural land and high value biodiversity areas, wetlands and priority catchments, the National Freshwater Ecosystem Priority Areas (NFEPA's), have been identified in the Spatial Development Framework. These priority areas allow for targeting of monitoring and interventions. Monitoring should focus on tracking the main threats undermining the resilience of these systems, including land use change, alien/invasive plants, land degradation, and resource use and developments within the coastal zone. Environmental thresholds and sustainable harvesting rates need to be identified. Addressing threats to ecosystem resilience may require extending the formal and informal conservation estate, rehabilitation in degraded systems, developing management and offset plans and declaring specific geographic areas with guidelines for development to be considered in land use plans and environmental impact assessments.

This objective therefore also relates to planning to reduce urban sprawl (also addressed in Goal 7: *Spatial Equity*), green design (also addressed in Goal 3: *Human and Community Development*, Strategic Objective 3.4: *Sustainable Human Settlements*) and the public transport infrastructure which supports sustainable mobility and connectivity addressed in Goal 4: *Strategic Infrastructure*). A transition to higher levels of residential density within compact settlements is viewed as a means of achieving a number of key environmental objectives and greater functional efficiencies.

In line with National Outcome 10, *Protect and enhance our environmental assets and natural resource*, sub-outcome 01, the emphasis needs to be placed on conserving and protecting the quality and quantity of finite surface and groundwater resources of the Province, so as to meet current demands and not to undermine projected future water demands. Nationally, there is a commitment to reduce water demand in urban areas to 15% below Business as Usual demand by 2030. The most important water catchments that deliver the bulk of the Province's water have been identified on a national scale, and these Strategic Water Resource Areas (SWSAs) must be carefully managed. Catchment level interventions need to be informed by water balance/ reconciliation studies for quaternary catchments, considering the cumulative impact of water transfer schemes and the current and existing ground and surface water use allocations. The improvement of the ecological category of water resources will result in ecosystem services provided.

Incremental project-specific decision-making takes place through the Environmental Impact Assessment, Water Use Licensing and other permitting and licensing processes. While project impacts may be considered in these processes, it is the overall cumulative impacts of activities that needs to be monitored. A system for tracking these impacts needs to be developed, and used to inform decision-making and planning. This is of particular relevance to sand mining and residential developments in the Province. Government Departments such as Department of Water and Sanitation, Department of Economic Development, Tourism and Environmental Affairs, Department of Agriculture and Rural Development, and the Department of Mineral Resources, amongst others need to collaborate to allow for coordinated decision-making. However, in addition to this, the monitoring of non-compliances and the effectiveness of existing compliance, monitoring and enforcement programs and the penalties, fines and legal action taken is required, as outlined in National Outcome 10: Sub-outcome 4 (Enhanced governance systems and capacity), needs to be intensified.

Given that landfill space and the regulation of landfills remains a challenge in the Province (see Goal 4: *Strategic Infrastructure*, Strategic Objective 4.6), there is a need to reduce the volume of waste entering landfills for disposal. There are many strategies that can be employed and monitored to track reductions in volumes of waste going to landfill, throughout the waste hierarchy, including source reduction, reuse (on- or off-site), recycling (on- or off-site), treatment (on-site), treatment (off-site), with the least favoured option being disposal. Effective recycling programs are just one of the required interventions in the waste hierarchy. The waste sector can through the various interventions contribute towards the green economy.

Strategic objective indicators include:

**Strategic Objective 5.1 Indicators:**

- 5.1.1 Provincial Land Degradation Index.
- 5.1.2 Hectares of land rehabilitated annually.
- 5.1.3 Percentage use of high value agricultural land for non-agricultural activities.
- 5.1.4 Compliance with national Ambient Air Quality Standards.
- 5.1.5 Percentage compliance with Blue Drop rating.
- 5.1.6 Percentage compliance with Green Drop rating.
- 5.1.7 Percentage of waste water treatment works complying with enforcement measures to meet effluent standards.
- 5.1.8 Percentage of waste license applications finalized within legislated time frames.
- 5.1.9 Percentage EIAs processed within legislated time frames
- 5.1.10 Number of compliance inspections conducted.

Interventions include:

**Strategic Objective 5.1 Interventions:**

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

**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>7</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

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<sup>7</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.*)

- Land Care Programme implemented by DARD: Rehabilitation through the removal of alien plants and the minimizing soil loss on agricultural lands. The target is 8000 ha for the 2016/17 financial year. Invasive Alien Species Programme implemented by DEDTEA aims to clear 160 000 per annum 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.

#### **5.1(b) Enforcement of Conservation of Agriculture Resources Act (CARA) legislation relating to erosion prevention and control and eradication of alien and invasive plant species.**

Prevention of loss of agricultural resources specific attention. This includes prevention measures relating to erosion, as well as combatting the adverse effects of alien plant species on land and water resources. Priority landscapes which provide a range of important ecosystem services, including high value agricultural land and high value biodiversity areas, wetlands and priority catchments, the National Freshwater Ecosystem Priority Areas (NFEPA's), have been identified in the Spatial Development Framework. These priority areas allow for targeting of monitoring and interventions. Monitoring should focus on tracking the main threats undermining the resilience of these systems, including land use change, alien/invasive plants, land degradation, and resource use and developments within the coastal zone. Environmental thresholds and sustainable harvesting rates need to be identified. Addressing threats to ecosystem resilience may require extending the formal and informal conservation estate, rehabilitation in degraded systems, developing management and offset plans and declaring specific geographic areas with guidelines for development to be considered in land use plans and environmental impact assessments.

#### **5.1(c) Finalisation of surface water and groundwater reconciliation and reserve determination studies for all quaternary catchments.**

In line with National Outcome 10, sub-outcome 01, the emphasis is on conserving and protecting the quality and quantity of finite surface and groundwater resources of the Province, so as to meet current demands and not to undermine projected future water demands. Nationally, there is a commitment to reduce water demand in urban areas to 15% below Business as Usual demand by 2030. The most important water catchments that deliver the bulk of the Province's water have been identified on a national scale, and these Strategic Water Resource Areas (SWSAs) must be carefully managed. Catchment level interventions need to be informed by water balance/ reconciliation studies for quaternary catchments, considering the cumulative impact of water transfer schemes and the current and existing ground and surface water use allocations. The improvement of the ecological category of water resources will result in ecosystem services provided.

#### **5.1(d) Enhanced monitoring of compliance and enforcement of environmental legislation.**

This intervention, in the context of PGDS Goal 5, is transversal in nature. It aligns with National Outcome 10: Sub-outcome 4 (Enhanced governance systems and capacity). Monitoring of non-compliances and the effectiveness of existing compliance, monitoring and enforcement programs and the penalties, fines and legal action taken is required. It also links directly with key focus area identified relating to interventions outlined for this strategic objective. The focus here, however, is to ensure that environmental related interventions are monitored, and enforcement is enhanced with consequence management.

#### **5.1(e) Licensing, upgrading and monitoring of wastewater treatment works.**

This intervention is aimed at ensuring wastewater treatment works operate in a manner that minimizes adverse affects on the environment.

#### **5.1(f) Coordination of the systematic reduction of carbon emissions**

South Africa has committed to reducing greenhouse gas emissions (from reported “business as usual” levels) by 34% by 2020 and by 42% by 2025. This intervention also emphasises the need for increased efficiencies in the use of energy and water and the reduction of greenhouse gas emissions in line with international commitments.

A priority action: Develop and maintain a provincial greenhouse gas emissions inventory.

#### **5.1(g) Develop annual environmental implementation and management plans.**

This interventions seeks to promote proactive planning and planning for implementation measures to ensure sustainable environmental development.

### ***Strategic Objective 5.2: Expand application of green technologies***

#### **Greater proportion of renewable energy used in KZN**

The shift to renewable energy will allow for a reduction of greenhouse gas emissions. Renewable energy sources include solar heat, biomass, geothermal, wastes, hydro, wind and photovoltaic. Nationally, there is a commitment towards 17,800 MW renewable energy generated by 2030, and 13,225 MW renewable energy generated by 2025. Importantly, it is reported that for each kilowatt hour of renewable energy that displaces fossil fuels in the national grid, 1.2 litres of water will be saved, allowing the Province to achieve both greenhouse gas emission and water demand reduction targets. These initiatives also contribute towards Goal 4: *Strategic Infrastructure*, Strategic Objective 4.5.

Furthermore, the use of green technologies also create opportunities to grow the green economy. South Africa's New Growth Path (2010) outlines markets for employment creation and growth, implying fundamental changes in the structure of production to generate a more inclusive and greener economy. The green economy opens up opportunities for economic growth and job creation whilst addressing environmental issues such as reducing greenhouse gas emissions through renewable energy use, reducing pollution and waste going to landfill, promoting integrated water resource management, improving public transport, green design and energy efficiency. This Strategic Objective is aligned with National Outcome 10: Sub-outcome 02 (An effective climate change mitigation and adaptation response) and Sub-outcome 03 (An environmentally sustainable, low-carbon economy resulting from a well-managed just transition). Objective therefore links to Goal 1, inclusive Economic Growth. The green economy has been recognised internationally as an area that contributes towards economic growth. It has a niche with increasing potential to support job creation, e.g EPWP programmes to eradicate alien species and/or ecological restoration. Public green economy participation programs such as Working on Waste, Working for Water and others contribute towards employment generation and skills development in the Province. Goal 1: *Inclusive Economic Growth* addresses the need for job creation cross various sectors.

This strategic objective relates to a transition to a sustainable economy which can be monitored through the national Department of Environmental Affairs Environmental Sustainability Indicators and the 20 NSSDI Sustainable Development Indicators.

Participation and growth of jobs in the Green Economy, will be supported through investment in education and skills development, research, development and innovation (Socio-economic indicators to be included under Goal 1: *Inclusive Economic Growth*).

Progress on the expansion of green technologies will be monitored through the following indicators, albeit not exhaustive:

**Strategic Objective 5.2 Indicators:**

- 5.2.1 Number of small scale renewable energy projects (<1MW ).
- 5.2.2 Units of energy produced through alternative energy generation (new build).

Interventions include:

**Strategic Objective 5.2 Interventions:**

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

**5.2(a) Implement the Renewable Energy Action Plan.**

There are opportunities to incentivise and increase the number of provincial hydro-electric power, wind power, solar power and biomass projects as well as Carbon Capture and Storage, to reduce reliance on non-renewables and to allow for decentralised electricity generation. The removal of traditional regulatory barriers, through the 2015 EIA guideline for Renewable Energy projects, will require greater coordination between regulatory authorities.

Priority areas include the following actions:

- (i) KZN Energy Agency.
- (ii) Energy Efficiency projects in municipalities.
- (iii) KZN Bio-energy Action Plan.
- (iv) Municipal Renewable Energy initiatives.

**5.2(b) Develop provincial renewable energy strategy.**

Whilst the national plan provides a broad framework for alternative energy initiatives, the geographical and natural resources within Provinces are unique, and thus the development of a provincial renewable energy strategy is required to guide localised approaches. Such strategy should also promote sound feasibility studies to be undertaken in considering renewable energy projects

**5.2(c) Develop sustainable energy plans for municipalities (COGTA/EDTEA)**

Whereas development planning is driven by municipalities, these plans need to also consider the impact of development, as well as opportunities that it brings to ensure sustainable energy. Municipalities have responded differently to the energy challenges and opportunities in their environments. Sound planning is a critical element to ensure sustainable energy interventions are integrated in development approaches. Priority actions include:

- (i) Setting baseline for all energy consumption (electricity, fuel, transport-CSIR/eThekwinini).
- (ii) Benchmarking of municipality energy consumption.
- (iii) Resource assessment.

### ***Strategic Objective 5.3: Adapt and Respond to Climate Change***

**The province is able to effectively anticipate, respond to and mitigate the effects of climate change**

Climate change is predicted to impact on temperatures, rainfall patterns, evaporation rates, growth rates and sea-level rise. There is evidence of these changes taking place locally, and the vulnerable, poor communities are most at risk in terms of loss of livelihood, impact on access to basic services, increased exposure to diseases and risk of flooding and damage to property.

This Strategic Objective is aligned with the climate change adaptation response called for in National Outcome 10: Sub-outcome 2 (*An effective climate change mitigation and adaptation response*). The national sub-outcome calls for inclusion of climate change risks in disaster management plans. This requires that the disaster management planning considers the scientific evidence for increased storm intensity and changes in weather patterns, causing flooding or droughts, and prioritises more vulnerable communities.

There is a need to assess the mainstreaming of climate change adaptations strategies in local planning, such as Integrated Development Plan reporting and Sector Plans. These strategies relate to *inter alia* food security issues, health issues, water availability, mapping of vulnerability and reducing vulnerability to risks and early warning systems. Strategies need to address both the immediate and longer term threats to the health and well-being of communities. Areas more vulnerable to effects of climate change need to be highlighted in policy and programs, both in terms of disaster management responses and means of increasing resilience in these areas. In relation to the high risk coastal areas in KZN, the Provincial Coastal Management Programme is in progress and through the work of the Provincial Coastal Committee (PCC), this will inform coastal management strategies and management (setback) lines based on the latest sea-level rise modelling. Disaster management planning and interventions must consider the latest provincial vulnerability assessments and climate change modelling.

Strategic objective indicators include:

#### **Strategic Objective 5.3 Indicators:**

- 5.3.1 Number of Districts / Metro with updated Disaster Management plans.
- 5.3.2 Provincial coverage of functional Disaster Management Centres.
- 5.3.3 Percentage of events with early warning systems, where affected parties received prior warning.
- 5.3.4 Average time taken to respond to disaster events by primary responders.
- 5.3.5 Percentage of IDP's incorporating comprehensive strategies for adaptation and mitigation of climate change.

Interventions include:

**Strategic Objective 5.3 Interventions:**

- 5.3(a) Identification of focus areas for disaster management.
- 5.3(b) Development and implementation of the Provincial Coastal Management Program.
- 5.3(c) Update mapping of climate vulnerability and integration into IDPs.
- 5.3(d) Develop a monitoring system to determine the provincial coverage of functional disaster management systems, including the number of Districts/Metro's with updated disaster management plans.
- 5.3(e) Appropriate measures taken to address climate change induced vulnerabilities on different sectors within the Province.

**5.3(a) Identification of focus areas for disaster management.**

This intervention seeks to identify areas more vulnerable to effects of climate change to ensure facilitate the proactive development of appropriate interventions both in terms of disaster management responses and means of increasing resilience in these areas.

**5.3(b) Development and implementation of the Provincial Coastal Management Program.**

This seeks to extends the KZN Provincial Management Programme to ensure appropriate coverage along the entire coastline. In relation to the high risk coastal areas in KZN, the Provincial Coastal Management Programme is in progress and through the work of the Provincial Coastal Committee (PCC), this will inform coastal management strategies and management (setback) lines based on the latest sea-level rise modelling.

**5.3(c) Update mapping of climate vulnerability and integration into IDPs.**

This intervention seeks to facilitate the mainstreaming of climate change adaptations strategies in local planning, in relation Integrated Development Plan and Sector Plans.

**5.3(d) Develop a monitoring system to determine the provincial coverage of functional disaster management systems, including the number of Districts/Metro's with updated disaster management plans.**

Disaster management planning and interventions must consider the latest provincial vulnerability assessments and climate change modelling. 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.

### **5.3(e) Appropriate measures taken to address climate change induced vulnerabilities on different sectors within the Province.**

The intervention aims to ensure that each sector within province have improved adaptive capacity that will inform climate change initiatives, including policy, research, awareness, community development and implementation.

#### Areas of focus include;

- (i) Developing insight into potential gaps in the existing vulnerability assessment and the draft action plan.
- (ii) Consolidating and updating the Climate Risk and Vulnerability profile within the Province for the short, medium and long term (i.e. from 2020 to 2070). Review (where necessary) and update current adaptation response strategies and actions/interventions to climate change risks.
- (iii) Developing an implementation/action plan for the province based on risks and response strategies.

## STRATEGIC GOAL 6: GOVERNANCE AND POLICY

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

**National Outcome 9: A responsive, accountable, effective and efficient local government system.**

**National Outcome 11: Create a better South Africa, contribute to a better and safer Africa in a better world.**

**National Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.**

This Strategic Goal is aligned to National Outcomes 9 and 12 which focus on a transformed and transformative Government. Both outcomes seek not only to make Government more effective, efficient, responsive and accountable, but they also require that Government becomes more inclusive in its planning, implementation, monitoring and evaluation of delivery. This is given emphasis in National Government's assertion of the need for "delivery agreements" in which the social partners of business labour and communities are made part of the delivery team for these outcomes, and agreements are negotiated before implementation. "Effective" governance focuses on doing the things that have the greatest impact on people's lives. "Efficient" governance points to the need for appropriate capacity and strong management to implement. "Responsive" governance means developing policy which meets people's needs. "Inclusive" governance expresses the need to have structured partnerships amongst the social partners aimed at delivering the targeted development outcomes. Through participatory decision making processes effectively design and deliver quality and dependable social services such as health, education and social security to meet universal access to these services by both the poor and non-poor members of rural and urban communities. The Governance and Policy Goal thus attempts to give expression to these outcomes in the PGDS.

### **Goal Indicators:**

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

Targets set are summarised in the table annexed hereto as Section F.

The implementation of the PGDP 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 that 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. This is partly because there has been an enormous amount of policy formulation by Government – much of which has been translated into legislation. But it is also because Government has yet to develop very 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.

What has however emerged from the initial assessments and engagements with KZN stakeholders regarding governance and policy are the following:

- a) National Government's commitment to the *National Development Plan* provides all institutions and spheres of Government with a central reference point for assessing policy and strategy alignment at all levels. Similarly at Provincial Level, the *Provincial Growth and Development Plan*, if fully aligned to the NDP, provides a similar central reference point in the Province. This is a major breakthrough since 2011.
- b) The Provincial Government has made an impressive and positive approach to trying to coordinate the implementation of the PGDP. Some 18 *Action Working Groups* have been established to try to coordinate, manage and monitor the implementation of the 30 strategic objectives of the PGDP, and whilst there is still much to be fixed and improved in the representivity and effectiveness of these AWG's, their continued existence and functioning shows an encouraging commitment to integration and coordination within Provincial Government.
- c) There is a need to have much greater levels of participation from stakeholders outside of Government in the policy formulation, implementation and monitoring processes. 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. As an example, there is sporadic and very limited participation in the AWG's from non-governmental social partner organisations.
- d) The intentions behind the establishment of the National and Provincial Planning Commissions (and indeed local government planning commissions) need to be given effect through specific systems for monitoring and intervention in Government policy formulation processes so that integration and alignment are proactively fostered by these planning commissions.
- e) At local government level, there is a need 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.
- f) Improving the institutional partnerships between municipalities and the social partners at local level can only strengthen the developmental approach of local government. There is therefore a need to support partnership building. The District Growth and Development Plans are an important reference point 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.
- g) Urban Agenda: One of the issues that the New Urban Agenda is emphasizing is the need for further devolution of powers and functions from National and Regional Government to that of the cities. This approach is also supported in the National Development Plan which states that: "Large cities should be given greater fiscal and political powers to coordinate human settlement upgrading, transport and spatial planning".

**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*

**GOAL INDICATORS**

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

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

### ***Strategic Objective 6.1: Strengthen policy and strategy coordination and inter-governmental relations***

#### **Public expenditure is spent in accordance with coordinated policy, strategy and plans**

A major focus of the 2011 PGDS was around the need for greater policy and strategy alignment between national and provincial levels. Whilst this is still an important requirement, this 2016 review suggests that more of a focus is now needed on coordination between provincial and local levels of planning and implementation. The 2016 KZN Situational Overview report highlighted the major steps forward that have been taken in the adoption of the *NDP* (at national level), and the *PGDP* (at provincial level) – as these serve as critical central reference points for building policy and strategy coordination. However the adoption of the plans is just the first step in the process. The National Planning Commission reported in April 2016 that they found a 47% alignment between the national budget and the NDP, pointing to the need for better tools for alignment and better resource allocation frameworks.

Three key challenges flow from these first important steps of having commonly agreed development plans:

- (1) The Province must have an effective mechanism and capacity to assess and report on the level of alignment between old and new policy and strategy initiatives and the PGDP, and to influence changes to policy/strategy processes to maximize such alignment;
- (2) The level and quality of strategy formulation and implementation coordination at local government level needs to be significantly improved; and
- (3) There is a need to develop strong fora for engagement between Government and its social partners at both provincial and local levels around strategies for growth and development, in particular where private sector and community sector development strategies need support from Government to achieve their goals.

These three challenges are the focus of the interventions proposed, and these must find more concrete expression in the 2016 version of the PGDP. However, a difficult and continuing challenge overall remains the question of how the levels of coordination of policy and strategy are measured. Through this review process it has become clear that two complementary reference points need to be further developed in order to get a more fair and accurate measurement of coordination levels.

*The first is measurement* through public opinion. Although reports through the media are an important expression of public opinion, most stakeholders and the public at large would agree that robust and credible surveys, such as the *KZN Citizens Satisfaction Survey (2015)* are the most reliable measures as they allow for the quantification of peoples' perceptions of levels of coordination and the outcomes of coordination (or lack of it). Hence this survey, the first of its kind in the province, is used as a lead indicator as regards governance and coordination.

*The second form of measurement* is the assessment of the efficacy of the institutions and structures through which coordination is supposed to happen. At provincial level, these structures include:

- (a) The cluster system and structures of the Provincial Executive Council.
- (b) The structures related to the implementation of the PGDP (in particular the Action Working Groups).
- (c) The structures where provincial government and local government plan and build coordination, which include the Premier's Coordinating Forum, and the Muni-MEC.

- (d) The provincial level multi-stakeholder fora and institutions where Government discusses policy and strategy with non-governmental partners, such as the KZN Economic Council, the KZN Council on Climate Change and Sustainable Development, the KZN HRD Council and the KZN HIV and AIDS Council.
- (e) The municipal structures (especially at district municipality level) where all spheres of government, as well as non-governmental partners/stakeholders, consider and try to coordinate development strategies for specific localities.

These two elements of measurement of coordination at present give us the most balanced perspective of how much coordination is actually happening, and more importantly, whether the coordination efforts are indeed bearing fruit in terms of improved service delivery and higher levels of satisfaction amongst the citizenry regarding governance in the province.

As regards interventions, it must be noted that Provincial Government has taken an important step forward in drafting a *KZN Intergovernmental Relations Strategy*. If comprehensive, practical and strongly supported by all institutions of Government, this *KZN IGR Strategy* can constitute one of the most important interventions towards better policy and strategy coordination. In addition there is a need to put renewed focus and energy into revising policies and strategies in the province towards much greater empowerment of women and youth in our society, and these imperatives must find practical expression on the revised PGDP and in the agenda's and programmes of all institutions and fora dealing with policy and strategy coordination.

Strategic objective indicators include:

**Strategic Objective 6.1 Indicators:**

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

Interventions include the following:

**Strategic Objective 6.1 Interventions:**

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

### **6.1(a) Develop and implement credible mechanisms to regularly measure the level of alignment between provincial and municipal budgets and the PGDP and District/Local growth and development plans**

The 2015 version of the PGDP expressed the need to develop an Integrated Funding and Implementation Management Framework to raise awareness and build capacity on accessing these funds. Whilst this remains useful, uncoordinated spending in times of fiscal constraints is a high risk to service delivery. Pooling of resources is a means to maximise delivery impact but this needs to be preceded by ensuring budget alignment is planned, and guided by development priorities across the Province. This means that an integrated funding framework needs not only explore options available, but needs to ensure that funds are aligned to PGDP and District/Local growth and development plans. It is anticipated that the infrastructure masterplan will be an important tool to guide integrated funding and implementation.

The 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.

#### Priority actions include:

- (i) Assessment IDP alignment with PGDP (COGTA).
- (ii) Assessment DDP alignment with PGDP (COGTA).

### **6.1(b) Develop and implement a strategy alignment framework that applies across the three spheres of Government in KZN, and which is monitored and supported by dedicated capacity**

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.

The need to create a single window of co-ordination between the Provincial Government and Municipalities, remains and continues to support the need for improving coordination. Whilst the this Premier's Coordinating Council has been revived, the establishment of working committees structured along the KZN Executive Council Cluster themes, constituted of Heads of Departments and municipal managers should be revived. 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.

Furthermore, whilst good strategies and policies are developed, implementation, monitoring and evaluation needs more attention to ensure service delivery improvement.

Priority actions include:

- (i) Functional Municipal IGR Forums (COGTA)- IGR Functionality matrix developed and implemented.
- (ii) IGR Strategy finalised and implemented.
- (iii) Operational manual for IGR structures developed.
- (iv) IGR Portal established.
- (vi) Monitoring system for IGR disputes (COGTA)- and facilitation of dispute resolution; and Provincial Dispute resolution protocol document.
- (vii) Coordination and Monitoring of cross-border and international agreements - Implementation matrix for agreements to be developed and maintained.

#### **6.1(c) Strengthen the effectiveness of the Provincial Executive Council Cluster System.**

The monitoring and evaluation of government's programme of action, which includes the implementation of the PGDP in partnership with civil society driven through the Cluster system which underpins the Provincial Executive Council as the apex decision making body in Provincial Government which is ultimately responsible for the performance of Provincial Government, including performance on the PGDS/P. The four Provincial Executive Council Clusters are:

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

There are four corresponding Technical Support Clusters which support the Executive Council Clusters. The action workgroups report to the clusters as illustrated in the following diagram:



The 18 Action Workgroups report to the Executive Council Clusters on the implementation of the PGDP. These working groups are subcommittees and technical task teams that support the Clusters in the

development of the province. It is critical for the Clusters to be functional and well capacitated to develop proactive programmes to serve the citizens of the Province, whilst also providing leadership in ensuring sound coordination and governance systems.

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

#### **6.1(d) Develop a stronger provincial coordinating structure for collaboration between Provincial/ Local Government and institutions of Traditional Leadership**

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. 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 and in the business of government should be enabled and 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.

The Local Government IGR Framework was reviewed (including coordination model, powers and functions) and 10 District IGR Forums have been established. MuniMEC (including Technical MUNIMEC) is an IGR structure established to be a consultative forum between Provincial CoGTA and the municipalities. MuniMEC should be extended with the inclusion of Chairpersons of the respective Houses of Traditional Leaders. Through the MuniMEC, stakeholders from all the spheres of government get an opportunity to interact with local government in the true expression of the concept of cooperative governance.

The participation of Traditional Leaders in the Municipal Councils in terms of Section 81 of the Municipal Structures Act 1998 (Act No.117 of 1998) remain one of the main areas of focus. Whilst enabled platforms have been created for the the participation of traditional leaders in the proceedings of all municipal councils within the Province, attendance to respective municipal council meetings remains a challenge. In this regard, Provincial Cogta will ensure that all municipalities develop and implement appropriate mechanisms to improve cooperation and support will be provided to increase the participation and attendance to acceptable levels.

The participation of Traditional institutions at Municipal Intergovernmental Forums is also critical towards the cooperation of municipal organs of state and local level service delivery and development coordination. The platforms for engagements and participation of traditional institutions in District Intergovernmental Forums will continue to be facilitated. Cooperation between Ward Committees and

Traditional Councils remain critical towards optimum service delivery and development in traditional communities.

Priority actions therefor include:

- (i) Promote regular inclusive Munimec and Technical Munimec (COGTA) engagements.
- (ii) Monitor and promote the participation of Traditional Leaders in Municipal Councils I implementation of Section 81 of the MSA (COGTA).
- (iii) Promote cooperation and collaboration between traditional institutions and municipalities.

#### **6.1(e) Maintain and implement policy co-ordination and inventory instruments**

Concerns raised regarding the plethora of policies and lack of policy coordination remains. Whilst a policy register with provincial policies has been developed, this inventory of policy instruments and a strategy alignment framework – “policy audit” now needs to be maintained. 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.

Priority action includes:

Maintain an annual updated policy inventory.

#### ***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 remains 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. The outcomes of the *2015 KZN Citizens’ Satisfaction Survey* show public levels of dissatisfaction with some areas of service delivery of provincial and local government being unacceptably high. As described in the NDP, a major cause of poor levels of service delivery is skills and capacity within the public sector.

Despite the increased support given to institutions such as the KZN Public Service Academy under the Office of the Premier, there are still a multitude of initiatives needed to address capacity limitations at different levels and spheres of Government. The urgency for these interventions is especially found in the case in rural municipalities that are caught between lack of funding for sustainability and difficulty attracting appropriately skilled officials to their areas. The implementation of the “*Back to Basics*” initiative in local government, the establishment of “war rooms” in municipalities and the deployment of Provincial Treasury’s “crack team” to help weak municipalities with infrastructure projects have been a useful start to address service delivery problems, but much more needs to be done to build skills and capacity, especially in weak municipalities. The Citizens

Satisfaction Survey points to those municipal areas which are most affected by these problems, and thus some prioritization and targeting of capacity-building will be needed for many years.

The challenge with capacity building is that it is in most cases supply driven and not really demand driven. It is very often based on the resources that the departments have; and not really based on the support municipalities need/require.

It is also imperative that skills audit should be prioritised to ensure that municipal employees have Personal Development Plans (PDPs) that will enable them to receive appropriate training that addresses their performance related needs. These PDPs will inform the annual Workplace Skills Plans.

As part of a systematic plan, 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.

Whilst noting the progress made by the province to formulate a more integrated and holistic human resource development strategy for the public sector in the Province, much more needs to be invested in implementing that strategy, and professionalizing the public sector. A key aspect of this strategy must be transforming the culture of service of the public in all institutions.

Strategic objective indicators include:

**Strategic Objective 6.2 Indicators:**

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

Interventions include:

**Strategic Objective 6.2 Interventions:**

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

### **6.2(a) Rationalisation of municipalities and public entities**

Resource constraints are a challenge to government and the private sector. Government has introduced measures to reduce unnecessary expenditure and this includes streamlining systems and institutions in the delivery process. Whilst the number of municipalities have been reduced, processes still need to unfold to ensure that the rationalisation yields the desired results. Likewise, the functions of all entities must be reviewed to ensure that systems and processes are streamlined and service delivery is enhanced through the most appropriate vehicle/s.

The Municipal Demarcation Board has been approached regarding the re-opening of the next round of re-demarcation of boundaries in order to address those boundaries which were not finalised during the previous round. Any new applications for re-demarcation and/or rationalisation would be included in this next round.

The Municipal Demarcation Board will be holding a meeting towards the end of January 2017 to determine the processes and procedures to be followed for the re-opening of the demarcation process. An undertaking has been received from the Board that a communique would be issued shortly thereafter informing stakeholders of their programme going forward.

#### Priority actions include:

- (i) Development of a single performance reporting system for municipalities (COGTA).
- (ii) Implementation of the rationalisation programme for public entities (EDTEA).

### **6.2(b) Finalisation and Implementation of the KZN integrated public sector HRD strategy and professional support programme**

Provincial Government has drafted 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,

#### Priority actions include:

- (i) Develop specific targets for verified skills levels and competence for all key levels in the public service – at provincial and municipal spheres.
- (ii) Work with relevant tertiary institutions to provide a Certificate Programme in Management Development for Municipal Finance.
- (iii) Work with the South African Institute of Chartered Accountants on the Local Government Accounting Certificate targeted at municipal finance officials.
- (iv) 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.
- (v) 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.

### **6.2(c) 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:

#### Priority actions include:

- (i) Support comprehensive infrastructure planning at municipal level;
- (ii) 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;
- (iii) Support the management of operations and ensuring a proper maintenance programme for municipal infrastructure;
- (iv) 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;
- (v) Monitor the quality of infrastructure provided;
- (vi) 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.

### **6.2(d) Strengthen the capacity of the Provincial Nerve Centre and Provincial Planning Commission to monitor and evaluate Government performance.**

Whilst there is a plethora of government policies and programmes targeting service delivery, the 2011 and 2016 situational Review indicate that service delivery is still fragmented and not yielding the desired results in some parts of the province. The Office of the Premier has a leading role in the ensuring effective strategic- and policy management in the Province. The Provincial Nerve Centre, as well as the Provincial Planning Commission are key instruments. Capacity has, however, been a challenge and strategies are required to ensure appropriate capacity is maintained to ensure KZN Vision 2035 is achieved.

#### Priority actions include:

- (i) Filling of critical vacancies
- (ii) Integrating reporting systems

### **6.2(e) Establishment of a central project management unit to coordinate infrastructure planning as well as support and monitor implementation of catalytic infrastructure projects.**

This intervention is aimed at ensuring improved coordination of strategic projects across the province and to ensure that capacity is available to support stakeholders in achieving project deliverables that will contribute towards the growth of the province. It is aimed at facilitating the formalisation of the work

undertaken by the Infrastructure Coordination Team, Executive Council Planning Sub-Committee, as well as the SIPs.

Priority actions include:

(i) Monitor the Coordination of catalytic projects through the Infrastructure Task Team.

**6.2(f) Develop alternative funding and partnership models for development, prioritising catalytic projects.**

Whilst government funding is limited, and the PGDS and P promotes public and private sector investment through catalytic projects, alternative models are to be explored to ensure delivery against the approved strategic catalytic projects.

Priority actions include:

(ii) Develop a database of alternative funding and partnership models relating to **catalytic projects**.

- Determine existing models and research alternative models.

**6.2(g) Develop alternative funding and partnership models for strategic investment, infrastructure development and coordination.**

The rationale for this intervention is similar as for 6.2(f) above, the difference being that the focus is on leveraging funding and other resources to promote strategic investment and delivery of strategic infrastructure.

(i) Develop a database of alternative funding and partnership models for strategic investment, infrastructure development and coordination.

**6.2(h) Operation Clean Audit**

Implement the Departmental Audit Improvement Strategy (AIS) in partnership with Provincial Treasury and the Auditor General.

Priority actions include:

- (i) Implement the AIS in order to reduce the findings and ~~reduction in the number of~~ municipalities with adverse audit outcomes in Provincial Departments.
- (ii) Monitor the implementation of audit response plans in municipalities to ensure corrective action is taken to address audit findings (COGTA)
- (iii) Capacity Building Programme and skills development for councillors on financial oversight (KZNPT & COGTA).

**6.2(i) Reduce the vacancy rate in provincial departments, municipalities and public entities to 10% or less.**

Provincial departments, municipalities and public entities must ensure that all vacant funded posts are filled through the relevant recruitment process and unfunded vacant posts must be removed from the Persal system (or from the system/records used by municipalities and public entities).

### ***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 PGDS, 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. In the *2015 KZN Citizens Satisfaction Survey* this was the area where the province scored worst, with 49% of people regarding the province's performance at eradicating fraud and corruption as "poor". The media similarly carries the general perception of high levels of fraud and corruption which has beset the public sector generally. Part of the challenge is to find more objective, accurate and credible ways to measure the levels of fraud and corruption in institutions of government, in the private sector and in society generally. A further challenge is to build stronger collaboration amongst the range of institutions and mechanisms at national, provincial and local levels that have been established to both monitor and act against 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. It is also proposed that new institutionalized partnerships involving Government, the private sector and civil society be developed around ways to combat fraud and corruption and promote a culture of good governance in society in general.

Strategic objective indicators include:

#### **Strategic Objective 6.3 Indicators:**

- 6.3.1 Percentage of positive rating of provincial performance as regards eradication of fraud and corruption at provincial and local levels, measured through the KZN Citizens Satisfaction Surveys.
- 6.3.2 The rand value affected by fraud and corruption in the public sectors.
- 6.3.3 Number of departments achieving a satisfaction or better rating through MPAT on fraud and integrity.
- 6.3.4 Percentage of cases from the National Anti-Corruption hotline closed by departments.

Interventions include:

#### **Strategic Objective 6.3 Interventions:**

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

### **6.3(a) Fast track disciplinary processes and effective criminal prosecution**

Whilst systems have been developed to monitor fraud and corruption cases, swift completion of disciplinary cases and effective prosecution needs to be fast tracked as a key instrument for effective consequence management and prevention. 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. Priority actions include

- (i) Functional Anti-corruption Management Committee where law enforcement agencies share synergies for better completion of investigations and prosecution
- (ii) Functional municipal anti-corruption working forum where Commercial crimes unit with Cogta and OTP find ways to fast track specific investigations and prosecutions.
- (iii) Release statistics on convicted officials, rand value affected and cases resolved which will be commissioned by the SAPS

### **6.3(b) Implementation of more centralised public procurement systems with more effective and reliable anti-fraud monitoring mechanisms**

Management of SCM fraud through dispersed systems is not efficient and alternative approaches are required to minimise risks associated with fraud. 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.

Priority actions include:

- (i) Improved monitoring and actioning of municipal irregular and unauthorised expenditure (Quarterly progress reports and action taken on irregular, unauthorised expenditure(COGTA))

### **6.3(c) Implement proactive integrity management programmes in the public and private sectors**

Traditionally, the issue of fraud of 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.

The Office of the Premier is currently rolling out the 'I do right campaign' and facilitation of ethics workshops for all government officials as part of promoting ethics and good governance in the province. An integrity forum has been established to deal with matters of ethics infrastructure and functions in the departments and the current and backlog cases on the National Anti-Corruption Hotline (NACH)

Priority actions include:

- (i) Roll out I do right campaign
- (ii) Ethics workshops
- (ii) Functional provincial integrity management forums

**6.3(d) Develop and implement a new public-private coalition dedicated to combatting fraud and corruption and promoting good governance**

Fraud and corruption is prevalent in both public and private spheres. Cases reported since 2012 indicate a mix of private and public sector involvement. Both public and private sphere intervention is required to address the phenomenon. This includes, but is not limited to:

- b. Concluding commitment charters;
- c. Best practice development and capacity building;
- d. Advocacy programmes in government and private institutions.

Priority actions include:

- (i) Establishing a forum between OTP and business, through existing structures.

***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 that still maintain the responsibility of Government to carry out its developmental mandate without extraordinary delays or endless disputes with interested parties which create unreasonable obstacles to effective and efficient service delivery. The PGDS therefore proposes that the principle of participative governance be given real meaning through sector-specific consultative forums which will allow social partners to engage and collaborate around specific areas of the PGDP. Significant progress in this regard has already been made in the operation of:

- (a) The KZN Economic Council.
- (b) KZN HRD Council.
- (c) The KZN Council on Climate Change and Sustainable Development.

(d) The KZN HIV/AIDS Council.

Some in the civil society sector especially have called for the establishment of a similar consultative council to be established around issues of social development and poverty eradication, and this is worthy of consideration.

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 together 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.

The effectiveness of government interventions and its attempts to ensure participative governance need to be monitored and could be reflected in the level of participation and/or awareness, as communicated through the citizen satisfaction survey.

Strategic objective indicators include:

**Strategic Objective 6.4 Indicators:**

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

The interventions include:

**Strategic Objective 6.4 Interventions:**

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

#### **6.4(a) Support effective multi-stakeholder and social partnership forums for consultation on all key elements of the PGDP.**

The revised PGDS is a product of inputs from all social partners in KZN, namely the public and private sector, organised civil society, organised labour, academia and the non-governmental sector. This engagement has been pivotal to this transformation initiative, ensuring that the process secures the ownership of all stakeholders. This also ensured that the engagement focused on an inside-out view (i.e. internal stakeholders) and an outside-in view (i.e. external stakeholders). These relationships are key to ensuring inclusivity and broad participation in delivery against the PGDP and hence need to be supported to ensure that engagements are productive and that the forums remain functional.

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.

The commitment of the various stakeholders is critical in bringing to fruition the KwaZulu-Natal 2016 Provincial Growth and Development Strategy. Hence, in the institutionalisation of the 2016 PGDS, the partners commit as follows:

- a. Government will be developmental, competent, caring and facilitating,
- b. Private Sector will grow a shared economy and provide employment,
- c. Labour will be protect workers from exploitation while promoting labour productivity, and
- d. Civil Society will be responsible for shaping its own destiny.

#### Priority actions include:

- (i) Develop a tool to assess the functionality of all Councils (KZN Economic Council, HIV and AIDS, Climate Change, HRD Council)

#### **6.4(b) Strengthen local development agencies at District level.**

This interventions builds on the 2015 PGDP intervention 1.2.f: *Establish District Agencies to drive LED and Investment*. The focus in the 2016 version is on ensuring that development agencies are strengthened to ensure sound governance is practices within the agencies and that the agencies ensure participation.

This purpose of such agencies are to promote a more conducive environment for existing business and potential 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.

#### **6.4(c) Strengthen functionality of Ward Committees.**

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.

##### Key priority actions are:

- (i) 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.
- (ii) 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.
- (iii) Developing stronger collaboration and accountability system between ward committees, community development workers, and traditional leadership at local level.
- (iv) 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).
- (v) 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.

#### **6.4(d) Undertake a review of the service delivery and implementation models of Government and public entities**

The outcomes of the 2015 KZN Citizens' Satisfaction Survey show public levels of dissatisfaction with some areas of service delivery of provincial and local government being unacceptably high. Whilst capacity and funding is cited as possible reasons for poor delivery, evidence based decision making requires objective review of service delivery models and systems used by government. This should seek to identify underlying causes for poor service delivery and propose appropriate interventions to address them.

Priority actions include:

- (vi) Finalise the rationalisation of public entities.
- (vii) Prioritise the evaluation frameworks for areas that scored low in the Citizen Satisfaction Survey.

**6.4(e) Strategies to increase participation and to engage stakeholders as well as provincial communication.**

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.

Priority actions include:

- Develop and implement the provincial stakeholder engagement strategy
- Monitor and review the Provincial Communication strategy.

**6.4(f) Provincial M&E framework to streamline reporting and performance information.**

As stated previously, monitoring and evaluation is a critical element in ensuring sustainable delivery. Departments, entities and municipalities have different approaches and a number of interventions are monitored at different levels. Whilst these have good intentions, institutions should be cautioned to ensure that such monitoring and reports add value to service delivery and do not dilute implementation efforts by promoting uncoordinated and unfocussed reporting. The development of a provincial framework should provide guidance and promote the use of credible data, balanced against service delivery priorities, i.e over reporting and under performing.

Priority actions include:

- (i) Develop and implement a Provincial Framework for M&E.

**6.4(g) Develop a provincial Urban Management Framework to facilitate optimal contribution by metro and secondary cities to growth and development.**

Urban management involves the coordination and promotion of integrated public and private activities that enable residents to participate and uplift their communities with the aim of building more competitive, equitable and sustainable cities. The approach requires regional consideration within the city, but also between cities. It requires consideration of comparative advantages, and recognition that

city regions have a greater role to play in role in developing, managing and coordinating resources to achieve their development objectives. This also requires consideration to be given to an array of development planning and implementation imperatives informed by by plans developed by the city/ies, - including its own long term growth and development plans, that of the district, and the province, the IDP's, as well as, the Spatial Development Framework, regional spatial development frameworks and regional urban management plans.

Public participation is vital to the process and have many possibilities to assist communities to contribute towards their upliftment. Whereas the approach is competitive in nature in terms of resource considerations, a provincial framework needs to be developed to facilitate optimal contribution by metro and secondary cities to growth and development and in consultation with these institutions.

## STRATEGIC GOAL 7: SPATIAL EQUITY

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

The envisaged outcome for this Strategic Goal is not directly aligned to any one specific National Outcome, but rather implicit in all of them. The outcome will focus on the promotion of spatial concentration, the co-ordination of development interventions, the integration of spatial planning initiatives and effective land use management.

Goal Indicator:

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

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

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

The availability of information has been a shortcoming within government departments and it is the intention to establish a point of reference where all spatial data can be obtained from and should include data on all aspects of development i.e. infrastructure, social needs, environmentally sensitive areas, road networks, etc.

The goal indicator intends to represent the ultimate outcome of the various spatial interventions and ultimately measures the degree to which the people of the province have an opportunity to utilise the land while having equitable access to social service standards and development opportunities. Although the concept of spatial equity / accessibility is commonly used academically, for the purposes of the PGDP, a robust and representative methodology had to be developed which could be replicated in future years to assess progress in achieving spatial equity. The determination of spatial equity is based on the methodology outlined in the 2015 PGDP. Whilst updated datasets are available, it is acknowledged that refinement will be required to recalculate the projected improvement to 2035.

Various data sets have been sourced in order to do 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.

**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 7: SPATIAL EQUITY</b> <i>Spatial Equity and Integrated Land Use Management which guides the allocation and utilisation of human and environmental resources towards sustainable growth and development.</i>		<b>GOAL INDICATOR</b> Improved population physical access to goods and services as measured by the Spatial Equity / Accessibility Index
<b>OBJECTIVES</b>	<b>Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities promote spatial concentration and co-ordination of development interventions</b>  <i>Concentrate public and private investment in locations that have been selected on the basis of their developmental potential</i>	<b>Ensure integrated land use management across the Province, ensuring equitable access to goods and services, attracting social and financial investment</b>  <i>Effective spatial planning and land management systems are applied across the province</i>
	<ul style="list-style-type: none"> <li>Spatial Distribution of Human Development Index (HDI) at provincial scale</li> <li>Number of municipalities meeting minimum hierarchy of plans standards.</li> </ul>	<ul style="list-style-type: none"> <li>% of land covered by comprehensive landuse schemes.</li> <li>% of municipal capital expenditure aligned with the Provincial Spatial Development Framework.</li> <li>Number of municipalities with functional municipal planning units.</li> <li>Number of municipal Spatial Development Frameworks aligned with the Provincial Spatial Development Framework.</li> <li>Number of municipalities with functional GIS units.</li> </ul>
	<ul style="list-style-type: none"> <li>Establish a classification of Provincial Nodes with clearly defined functions and interventions per node</li> <li>Develop specific Corridor Plans to co-ordinate interventions around provincial corridors.</li> <li>Monitor progress in the implementation of the Small Town Regeneration and Rehabilitation Programme.</li> <li>Formalise Strategic Rural Nodes (which might include the dedicated establishment of new towns).</li> <li>Review, implement and monitor a Densification Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Promote and monitor the development of Ward-Based Plans.</li> <li>Formulate Land Reform Area-Based Plans within each District.</li> <li>Facilitate alignment between Act 70 of 1970 and Land Use Management legislation.</li> <li>Implement land use management schemes across the Province.</li> <li>Align District and Local municipal Spatial Development Frameworks with the Provincial Spatial Development Framework.</li> <li>Formulate Provincial Planning Norms, Standards and Guidelines (Including Rural Settlement Planning).</li> <li>Improve alignment for integrated planning through the Provincial Infrastructure Master Plan.</li> <li>Promote spatial planning systems within municipalities to improve evidence based decision making.</li> <li>Capacity and technical support for the effective monitoring and implementation of function planning units and GIS systems</li> </ul>

***Strategic Objective 7.1: Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities***

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

This objective has to do with spatial concentration; facilitating development interventions development investment interventions in nodal and corridor areas; to ensure that initiatives are coordinated, cost effective and not counterproductive. Densification in designated development areas in this context refers to the number of households accommodated within formalized small towns and settlements with efficient and secure land management systems, able to secure investment in rural areas. It is of strategic importance that investment from various departments needs to be coordinated to ensure integrated development provides all the needs of the targeted communities.

To ensure a coordinated approach, it is necessary to identify nodal areas for focused investment, and to classify nodes into hierarchical levels of importance. Scarce resources limit equal development of all nodes. Subsequently it is necessary to prioritise and guide development initiatives to be located in areas where the greatest impact and positive spin-offs from an initiative can be achieved.

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.

Strategic objective indicators include:

**Strategic Objective 7.1 Indicators:**

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

Interventions, albeit not exhaustive, include:

**Strategic Objective 7.1 Interventions:**

- 7.1(a) Establish a classification of Provincial Nodes with clearly defined functions and interventions per node.
- 7.1(b) Develop specific Corridor Plans to co-ordinate interventions around provincial corridors.
- 7.1(c) Monitor progress in the implementation of the Small Town Regeneration and Rehabilitation Programme.
- 7.1(d) Formalise Strategic Rural Nodes (which might include the dedicated establishment of new towns).
- 7.1(e) Review, implement and monitor a Densification Strategy.

**7.1(a) Establish a classification of 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 centred on strengthening rural-urban linkages; urban resilience and climate change and urban safety should be based on the following aspects:

- (i) Economic Potential& Opportunities;
- (ii) Social Need;
- (iii) Environmental Vulnerability;
- (iv) 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.

In addition to this, the development of the development of norms and standards in the hierarchy of plans will be undertaken to support the measurement of indicator 7.1.2. Assessment has been done in 6 municipalities to determine the available plans and this will be used to develop the indicator.

Following the assessment done in 6 municipalities COGTA will prioritise the following:

Key actions/priorities:

- (i) Develop the minimum hierarchy of plans basic standard
- (ii) Support municipalities in implementation
- (iii) Develop a monitoring tool
- (iv) Monitor implementation

### **7.1(b) Develop specific Corridor Plans to co-ordinate interventions around 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:

- (v) That the influence sphere and positive spill over effects of major nodal areas are extended as far as possible.
- (vi) That high level of accessibility is facilitated to ensure access to higher level services.
- (vii) That potential economic drivers within the corridor is identified and capitalised on in support of nodal development.
- (viii) Facilitate possible establishment of additional economic drivers.

Spatial nodes and economic activities needs 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.

### **7.1(c) Monitor progress in the implementation of the Small Town Regeneration and Rehabilitation Programme.**

The South African Local Government Association (SALGA), in partnership with municipalities and COGTA, initiated a rural economic development programme coined "Small Town Regeneration" in 2014 to support the development and regeneration of small towns in South Africa. Whilst the 2016 Community Survey demonstrates the increasing trend in urbanisation in the Province, small towns remain an important role player in driving regional and local economies, especially in rural nodes. The development, regeneration and rehabilitation of small towns should be driven by the sustainable growth model of compact, connected and coordinated cities and towns as spearheaded by the Integrated Urban Development Framework (IUDF). The transformative vision of the IUDF is to create liveable, safe, resource efficient cities and towns that are socially integrated, economically inclusive and globally competitive, where residents actively participate in urban life.

In order for greater benefits to be attained for the urban dividend, inclusive and resilient urban economic growth is to be promoted whilst coordinated efforts to invest in people and places are

prioritised. Efficient urban spaces should be created by aligning land use, transport planning and housing; increasing urban densities and reducing sprawl including the prevention of development of housing in marginal areas; improving public transportation and reducing travel costs and distances as well as shifting jobs and investment towards dense peripheral townships. Through the spatial integration of settlements, regeneration and rehabilitation of small town's initiative and efficient governance the citizens will be afforded access to social and economic services, opportunities and choices.

**7.1(d) Formalise Strategic Rural Nodes (which might include the dedicated establishment of new towns).**

KwaZulu-Natal remains one of the three provinces in South Africa where the rural population outnumbers the urban population, though with a decreasing margin. The sustaining of livelihoods and opportunities for accessing social services in rural areas is a recurring theme in the various landscapes of the PGDS.

Rural contexts are described in relation to the physical environment, spatial planning issues and to economic opportunity / interventions the NDP also emphasises the need to develop well-functioning and supported rural communities that will enable people to seek economic opportunity. Key elements of support relate to quality education, health care and access to basic services.

**7.1(e) Review, implement and monitor a Densification Strategy.**

Densification has been identified as government objective in various pieces of legislation and policy frameworks over the years. Current government policy and legislation provides clear directives in terms of the move towards more compact and efficient towns and cities and the spatial transformation of our urban and rural areas. The Province has developed a framework that aims to improve the sustainability of settlements, address in part the remnants of the past spatial planning, create quality environments and protect natural resources.

The Provincial Densification Framework provide guidance to the development of densification strategies in Spatial Development Frameworks (SDFs), Land Use Schemes, service delivery plans and capital expenditure and start giving effect to the government's vision of promoting spatial transformation and restructuring through compaction of settlements. However, it is critical that the implementation of densification strategy models is considerate of the socio-cultural dimensions that exist in our rural and semi-urban areas. In this regard, adequate and continuous consultations with local communities should constitute major components of a long-term human settlement strategy and infrastructure development in the Province. In order for sustainable densification to be achieved in the Province, the implementation of the densification strategy models in municipalities must be constantly monitored and reviewed.

***Strategic Objective 7.2: Ensure integrated landuse management across the Province, ensuring equitable access to goods and services, attracting social and financial investment***

**Effective spatial planning and land management systems are applied across the Province**

Cadastral boundaries do not necessarily conform to the characteristics of land and the natural environment, and residential activities, economic activities and natural phenomena traverses municipal, provincial and international boundaries. All municipalities do not possess the required resources to provide services to communities e.g. water. Hence the aim of this objective is to ensure that spatial planning is aligned to allow government organisations to take advantage of comparative advantages offered within an area. This also refers to cross boundary provision of services such as education facilities, which can be utilised by communities residing in two municipalities. This allows for

cost effective provision of services and is applicable to the provision of civil services, social services and economic opportunities. Alignment of initiatives will also prevent conflicting initiatives and land uses to be implemented on opposite sides of a boundary i.e. mining activities versus tourism due to pristine natural environment.

Sustainable development can only be reached through proper land management. Land use schemes serve to improve land use management through provision of guidelines and regulations for the development and utilisation of land. Schemes form part of a larger and more comprehensive land use management system, which address valuation of properties, the payment and collection of rates and taxes, and ultimately provide insight related to the service requirements for a town, and the available capacity of bulk infrastructure to handle additional development pressures. Land use management is difficult in areas where no cadastral boundaries exist especially in the traditional council areas of KwaZulu-Natal.

There is thus a resulting need for Land Use Schemes to ensure that land use activities do not negatively impact on the natural environment, on existing developments by negating the economic potential and value of adjacent land portions/properties and the general amenity of an area. These schemes also stimulate and guide economic investment within the affected areas.

A large number of the population in KwaZulu-Natal especially in rural and semi-urban areas resides within high agricultural potential, environmental sensitive and natural disaster prone areas. 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 or the ecology and natural resources resulting in destruction of infrastructure and loss of lives 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 spheres of government. There is thus a need to coordinate land management within these departments spheres, which includes inter alia, local and district municipalities, the National Department of Agriculture, Department of Economic Development, Tourism and Environmental Affairs, KZN Ezemvelo Wildlife, Department of Human Settlements, Department of Co-operative Governance and Traditional Affairs and Department of Rural Development & Land Reform.

Strategic objective indicators include:

**Strategic Objective 7.2 Indicators:**

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

Interventions include:

**Strategic Objective 7.2 Interventions:**

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

**7.2(a) Promote and monitor the development of Ward-Based Plans**

Ward based plans are to be developed as the building blocks for municipal IDPs and for all government programmes and interventions. SPLUMA recognises the need for the development of ward based plans as a differentiated approach in strategic planning and regulatory framework to ensure appropriate land use management mechanism for managing and regulating land use activities especially in rural and traditional areas.

Ward based plans enable communities to identify and prioritise development within their areas. It promotes participative, community driven planning. This process should be facilitated to ensure communities are guided through the process to promote sustainable development. This should also support the Operation Sukuma Sakhe and Poverty Eradication Master Plan.

**7.2(b) Formulate Land Reform Area-Based Plans within each District**

Land reform ~~have~~ has not yielded the desired results due to the lack of a seamless alignment of both pre and posts-settlement support services from the government and agricultural sector. Area based plans should be developed to facilitate sustainable development. The NDP sets out a three pronged approach to agriculture and rural development, namely:

- a) Agricultural development that is based on successful land reform, employment creation together with strong environmental safeguards;
- b) Well-functioning and supported rural communities that will enable people to seek economic opportunity. Key elements of support relate to quality education, health care and access to basic services; and
- c) The promotion of agro-processing, tourism, fisheries and small enterprise development based on an area's economic potential.

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.

## **7.2(c) Resolve the impasse between Act 70 of 1970 and Land Use Management legislation**

The development of single municipal Land Use Schemes is required in terms of the National Spatial Planning and Land Use Management Act No. 16 of 2013. A number of Land Use 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.

## **7.2(d) Implement land use schemes across the Province**

Land use management systems are critical to ensure sustainable development. It should optimise agricultural production and for a sustainable expansion of agricultural activities and food security; protection of natural environmental assets and management of disasters. From the perspective of industrial and service activities access to land and the amount and quality of services associated with property development as well as the costs associated with service provision influence where firms locate themselves and what kind of production activities can take place. In this regard, there is need to ensure that an effective land use management system is created to facilitate quality decision making, speedy and coherent service delivery whereby regulatory burden are reduced.

The Spatial Planning and Land Use Management Act No. 16 of 2013, requires that municipalities prepare and adopt a single land use scheme for their area of jurisdiction, this in turn follows the Constitutional powers set out in Schedule 4, Part B, by correctly locating municipal planning as a local government function. Municipalities are required to adopt a systematic and incremental approach to integrate rural land use activities and informal settlements into formal systems of spatial planning and land use management as part of their land use scheme development processes.

SPLUMA recognises the need for guidelines and strengthening of roles and responsibilities of each sphere of government, traditional leaders and the local communities where municipal planning is concerned. In this regard, both the national and provincial spheres need to support build the capacity of municipalities to deliver on this requirement and monitor the implementation of land use schemes across the Province.

## **7.2(e) Align 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 of Government to ensure alignment between various spatial development plans. In this regard, it is crucial to ensure that the spatial vision for the long term

development of the District and Local Municipalities as highlighted within their Spatial Development Frameworks (SDFs) 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 provincial SDF. In this way competition between municipalities 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.

The following actions will also be prioritised to support the collection of data towards indicator 7.2.4 *Number of municipal Spatial Development Frameworks aligned with the Provincial Spatial Development Framework*:

- (i) To ensure that vertical alignment between NSDF, PSDF and municipal SDFs is achieved in line with MSA and SPLUMA.
- (ii) Annual assessments of municipal SDFs to be undertaken.
- (iii) Support and monitor municipalities in reviewing SDFs.

#### **7.2(f) Formulate Provincial Planning Norms, Standards and Guidelines (Including Rural Settlement Planning)**

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.

#### **7.2(g) Improve alignment for integrated planning through the Provincial Infrastructure Master Plan**

The Infrastructure Master Plan has been developed and is an instrument that promotes integrated development planning, guided by infrastructure development needs, and the mapping of catalytic projects. Strategic capital Infrastructure investment should include targeted infrastructure investments to steer investment to strategic locations and also focus on softer service delivery provisions to improve quality of life. The development of Capital Investment Framework Plans (CIF) as part of municipal SDFs should be promoted as part of institutionalisation of long term planning. The alignment between the CIF plans and the Provincial Infrastructure Master Plan should be encouraged in order to strengthen coordination in planning and delivery of services and infrastructure across the Province.

#### **7.2(h) Promote spatial planning systems within municipalities to improve evidence based decision making**

Sound integrated planning must be based on good information and spatial data. Geographic information System (GIS) technology allows for the capturing, storage, analysis interpretation and display of geo-referenced spatial data and trends. Participatory GIS technology will enable the development of spatial development scenarios and projections as well as the monitoring of

migration and densification patterns throughout the Province. GIS systems should be promoted within municipalities and/or shared service centres to guide planning and development decisions.

**7.2(i) Capacity and technical support for the effective monitoring and implementation of function planning units and GIS systems**

Notwithstanding the interventions proposed in the PGDS 2016, technical support and systems are required to effectively monitor the functionality of planning units and use of GIS to improve planning in municipalities.

The following actions will also be prioritised support the collection of data towards indicator 7.2.3 *Number of municipalities with functional municipal planning units ;*

COGTA to assist with:

- (i) Ensuring that all Municipalities have planning capacity
- (ii) Planning Institutional Arrangements to be in place in line with SPLUMA and provincial planning law
- (iii) Capacity building and training.

The following actions will also be prioritised support the collection of data towards indicator 7.2.5 *Number of municipalities with functional GIS units:*

- (i) Ensuring that all Municipalities have GIS capacity.
- (ii) Capacity building and training.

## D. CATALYTIC PROJECTS AS A KEY TO SUCCESSFUL IMPLEMENTATION OF THE PGDP

There is a very clear and emphatic emphasis on processes and mechanisms to enhance implementation of the PGDP. Whilst recognising the value of a long term vision and strategy, as well as targets setting a trajectory to 2035, there is an equal recognition of the need for a clear implementation plan with a focus on immediate action and the attainment of short term gains. One of the processes to be pursued in this regard is to ensure that the PGDS goals, objectives are driven through a range of strategic interventions and Catalytic Projects.

A Catalytic Project is defined as a project of significant scale and scope that will make a substantial impact and contribution to the achievement of the vision and goals of the Province. It is also acknowledged that projects cut across these goals and objectives and seldom only contributes to a single goal or objective. It is for this reason that it is imperative for prioritisation purposes, to give specific preference and attention to projects that impacts on as many as possible of the strategic goals of the Province.

It is further recognised that there are different categories of Catalytic Projects. Some are mostly government projects driven through social need and demand, whilst others are largely private sector driven to capitalise on economic development opportunities. It is virtually impossible to prioritise across projects that are needs driven, enabling by providing essential infrastructure, or are regarded as economic game changers. It is for this reason that the current framework for prioritisation of catalytic projects provide for the following three categories:

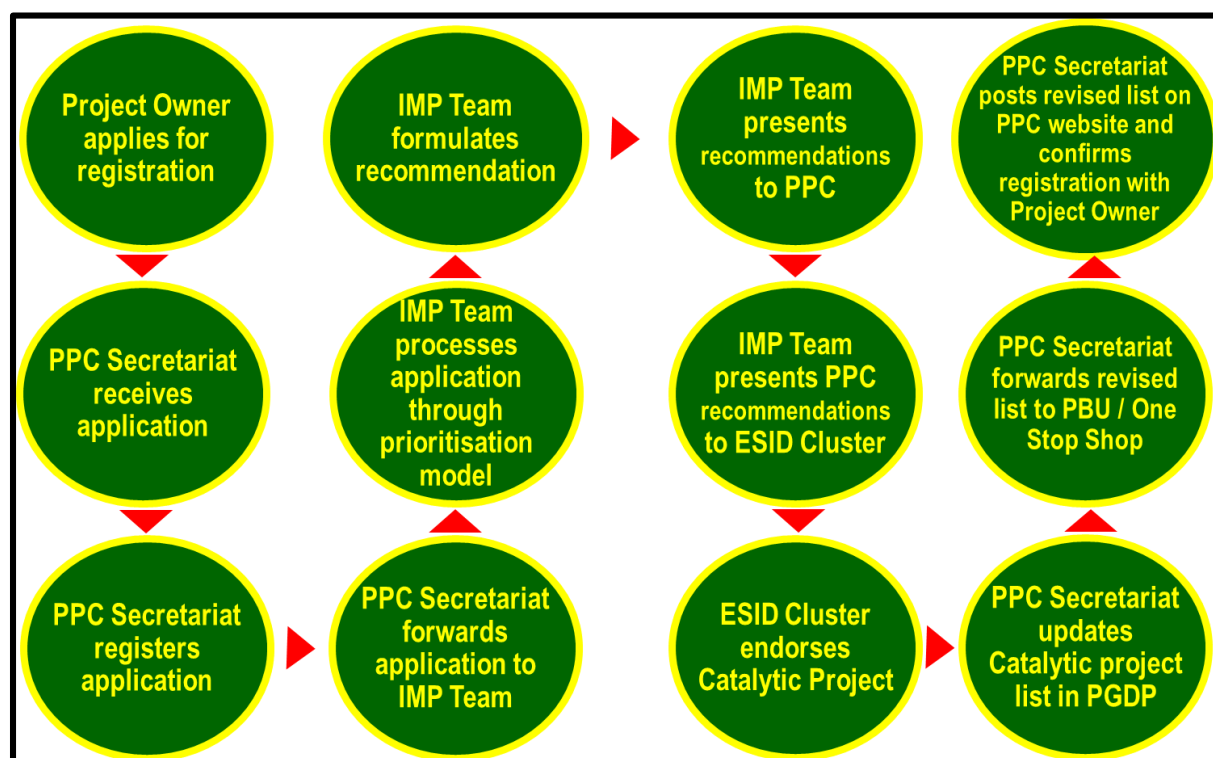
Figure 14: Catalytic project categories

Catalytic projects			
	<b>Major needs</b> This applies to projects that are meant to address wide-scale regional needs	<b>Major Enablers</b> This applies to projects that will unlock downstream infrastructure services	<b>Game changers</b> This applies to projects that will structurally change the economy
<b>National and parastatal 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 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>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>

The significance of a project being awarded “Catalytic” status is that it will confirm that such a project had been subjected to a screening and prioritisation process of the Provincial Planning Commission and the Infrastructure Coordination Work Group. As such, Catalytic Projects will receive preferential facilitation support and guidance, in recognition of the contribution such a project can make to achieve the growth targets of the Province. These Catalytic Projects therefore form an integral part of the PGDP).

The following process will be followed in the registration of Catalytic Projects:

Figure 15: Registration and accreditation of Catalytic Projects



The registration form for the nomination of Catalytic Projects can be downloaded from the KZN Provincial Planning Commission website on [www.kznppc.gov.za](http://www.kznppc.gov.za). There is no closing date for nominations and the assessment of projects will be undertaken as nominations for registration are received. The list of accredited Catalytic Projects as attached at Annexure ??, will be updated on a quarterly basis and will also be published on the Provincial Planning Commission website.

Progress with the implementation of Catalytic Projects will also be monitored on a quarterly basis and progress or lack thereof will be reported to the Provincial Executive Council via the Economic Sector and Infrastructure Development Cluster.

## E. PGDP INSTITUTIONAL FRAMEWORK

### 1. INTRODUCTION

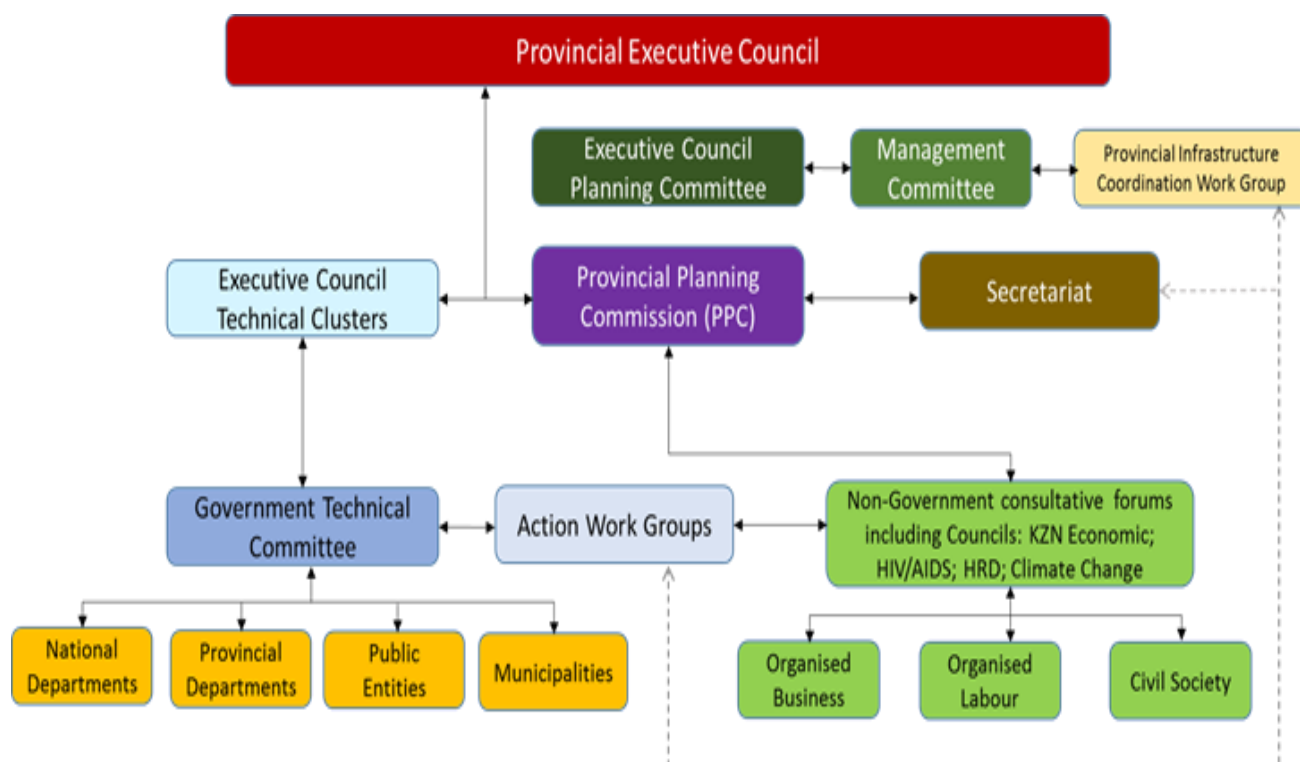
The success of the PGDP rests to a large extent on having an institutional framework which:

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

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

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

Figure16: Institutional Framework and Organisations



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

**Action Workgroups** The implementation and refinement of the PGDP is institutionalised through the system of Action Workgroups. Refer to paragraph 2 for further information on Action Work Groups.

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

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

- Coordinating all the activities of the PGDP and its' implementation;
- Ensuring coordination of PGDP efforts and activities across all AWG and provincial departments;
- Ensuring that the AWGs carry out all the required actions to advance the PGDP.

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

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

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

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

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

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

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

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

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

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

## 2. ACTION WORK GROUPS

The implementation and refinement of the PGDP has been institutionalised through a structure of Action Work Groups. These PGDP Action Work Groups (AWGs), of which there are 18, have been set up to take responsibility for the implementation and reporting of the strategic objectives of the PGDP, as well as to provide input to the annual refinement of the PGDP. The AWGs operate across government departments and external stakeholders to promote collaborative planning, resource allocation, implementation and reporting. The 31 strategic objectives of the PGDP have been assigned to the AWGs. The membership of an AWG comprises of government departments and external stakeholders, including organised business, labour and civil society which have a role to play in the implementation of the particular strategic objective. In order to promote further alignment, the AWGs have also been tasked to manage the implementation of Executive Council Lekgotla Resolutions, pronouncements contained in the State of the Province Address and resolutions emanating, inter alia, from the Executive Council, the Social Partner Councils and the KZN Growth Coalition, as specifically assigned to an AWG.

The 15 Strategic Integrated Projects (SIPs) of the Presidential Infrastructure Coordinating Commission (PICC) which are of relevance to KwaZulu-Natal, have been also been assigned to the relevant AWGs.

The table below depicts the institutional framework as it pertains to Action Work Groups.

**Figure 17: Institutional Framework: Action Work Groups**

AWG number	AWG Convening department	Reports to cluster	SIP	Responsible for Strategic Objectives
1	DARD	ESID	SIP 11	1.1 Develop and promote the agricultural potential of KZN
2	DEDTEA	ESID		1.2 Enhance sectoral development through trade investment and business retention
	DEDTEA	ESID		1.3 Enhance spatial economic development
3	DPW	ESID		1.4 Improve the efficiency, innovation and variety of government-led job creation programmes
4	DEDTEA	ESID		1.5 Promote SMME and entrepreneurial development
5	DEDTEA	ESID		1.6 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 development to economic growth
	OTP	SPCHD		2.3 Enhance youth and adult skills development and life-long learning
8	DSD	SPCHD		3.1 Eradicate poverty and improve social welfare services
	DSD	SPCHD		3.3 Safeguard and enhance sustainable livelihoods and food security
	DSD	SPCHD		3.6 Advance social cohesion and social capital
	DSD	SPCHD		3.7 Promote youth, gender and disability advocacy and the advancement of women
9	DCSL	JCPS		3.5 Enhance safety and security
10	DOH	SPCHD	SIP 12	3.2 Enhance health of communities and citizens
11	DHS	SPCHD		3.4 Develop sustainable human settlements

AWG number	AWG Convening department	Reports to cluster	SIP	Responsible for Strategic Objectives
12	DOT	ESID	SIP 1	4.1 Development of seaports and airports
	DOT	ESID	SIP 2	4.2 Develop road and rail networks
			SIP 3	
			SIP 7	
13	DEDTEA	ESID	SIP 15	4.3 Develop ICT infrastructure
14	COGTA	ESID	SIP 6	4.4 Ensure availability and sustainable management of water and sanitation for all
	COGTA	ESID	SIP 9	4.5 Ensure access to affordable, reliable, sustainable and modern energy for all
			SIP 10	
			SIP 18	
15	DEDTEA	ESID	SIP 8	5.2 Expand the application of green technologies
16	DEDTEA	ESID		4.6 Enhance KZN waste management capacity
	DEDTEA	ESID		5.1 Enhance resilience of ecosystem services
	DEDTEA	ESID		5.3 Adapt and respond 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 Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities
	COGTA	G&A		7.2 Ensure integrated land management use across the Province, ensuring equitable access to goods and services, attracting social and financial investment

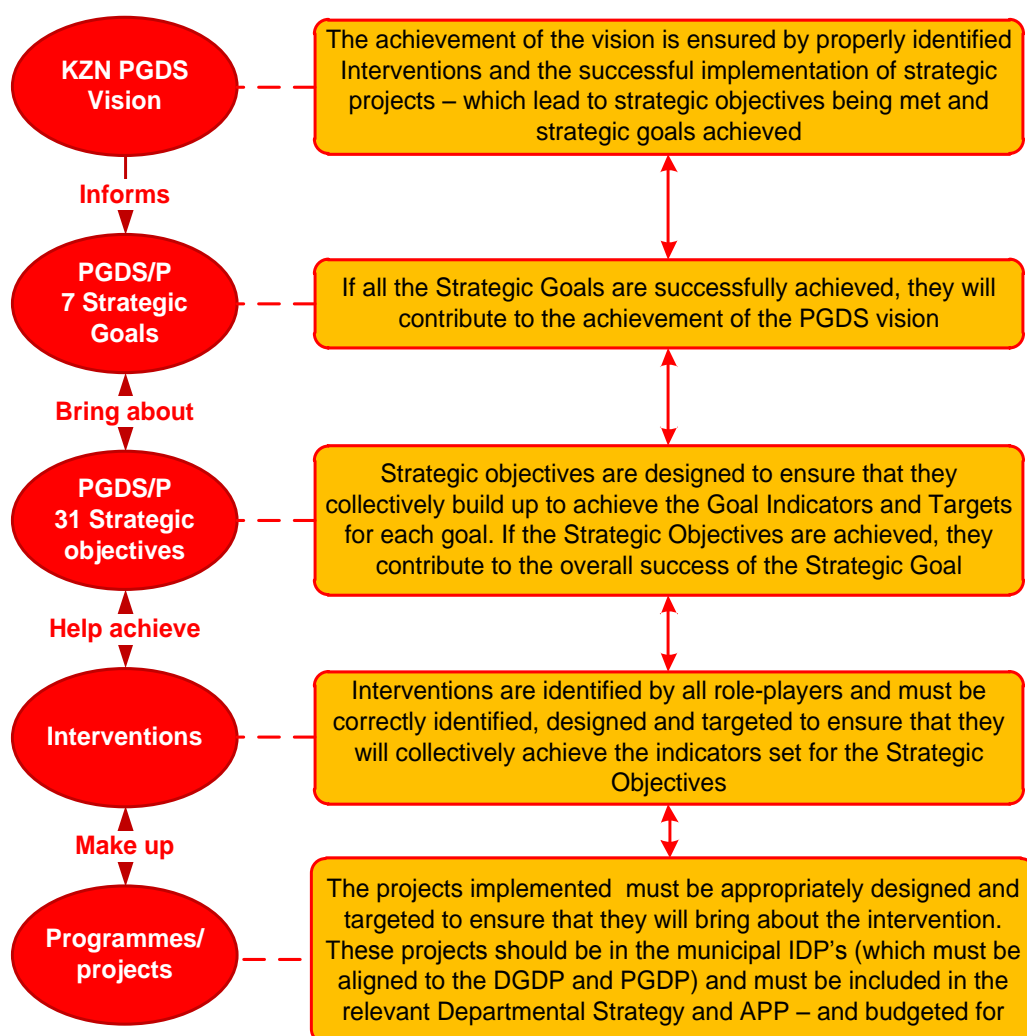
Each AWG is convened by the relevant lead government department through an AWG Convenor, appointed by a Head of Department and is also responsible to report progress to the relevant Provincial Executive Council Cluster.

## F. MONITORING AND EVALUATION FRAMEWORK

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

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.

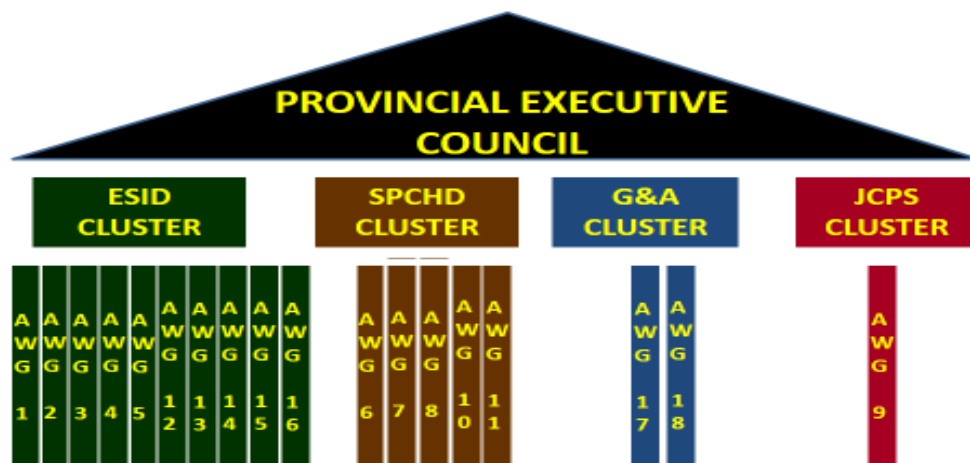
Figure 18: The PGDP Implementation Logic



The monitoring and evaluation of the implementation of the PGDP is driven through the Cluster system which underpins the Provincial Executive Council as the apex decision making body in Provincial Government which is ultimately responsible for the performance of Provincial Government, including performance on the PGDP.

The 18 Action Workgroups report to the Executive Council Clusters on the implementation of the PGDP (refer to Section D which explains the Institutional Framework). The reporting structure is depicted in the table below.

Figure 19: Reporting Structures



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

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

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

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

### Monitoring Tables

The tables below will be used to monitor, evaluate and report on the indicators and targets.

## GOAL 1: INCLUSIVE ECONOMIC GROWTH

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

GOAL INDICATORS	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
			2020	2025	2030	2035		
Total value of output of all sectors within the provincial economy (Constant, 2010 R Value)	R433 846 m	R489 208 m	1%: R 514 163m 3%: R567 126m 6%: R654 670 m	R 540 390m R657 455m R876 096 m	R 567 955m R762 170m R1 172 415 m	R 596 927m R883 564m R1 568 956 m	Statistics South Africa and associated databases (Global Insight and Quantec)	Annual DEDTEA
Total employment in all sectors within the provincial economy Growth Scenarios Low=1%, Medium=3%, High=6%	2 340 000	2 497 000	L: 2 640 000 M: 2 713 000 H: 2 810 000	L: 2 830 000 M: 3 011 000 H: 3 258 000	L: 3 034 000 M: 3 340 000 H: 3 777 000	L: 3 252 000 M: 3 706 000 H: 4 379 000	Statistics South Africa and associated databases (Global Insight and Quantec)	Annual DEDTEA
GDP per capita within the provincial economy Growth Scenarios Low=1%; Medium=3%; High=6%	R 28 110	R44 512	L: R 46 091 M: R 48 290 H: R 50 954	L: R 48 697 M: R 54 080 H: R61 024	L: R 51 449 M: R60 564 H: R73 085	L: R 54 358 M: R67 826 H: R87 530	Statistics South Africa and associated databases (Global Insight and Quantec)	Annual DEDTEA
Annual unemployment rate (narrow and broad) for KZN	Narrow = 19.65 Broad =36.62	Narrow = 21.47 Broad = 39.14	Narrow: 20 Broad: 38	Narrow: 19 Broad: 36.5	Narrow: 18 Broad: 34	Narrow: 17 Broad: 32.5	Statistics South Africa and associated databases (Global Insight and Quantec)	Annual DEDTEA
Employed Youth (15-34) ('000)	New	1 092	1 171	1 255	1 345	1 442	Statistics South Africa and associated databases (Global Insight and Quantec)	Annual DEDTEA
Percentage increase of youth (15-34) amongst economically active in employment.	New	New	7.23%	14.93%	23.17%	32.05%	Statistics South Africa and associated databases (Global Insight and Quantec)	Annual DEDTEA

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
1.1	Develop and Promote the Agricultural Potential of KZN	1.1.1	Increase employment within the agricultural sector (including forestry and livestock)	108 800	141 000	162 150	180 320	198 490	216 660	Statistics South Africa and associated databases such as Global Insight or Quantec	Annual DARD
		1.1.2	Increase in commercial farmers	New	17 432	19 175	20 918	22 661	24 404	Agricultural Census and National Dept of Agriculture, Forestry	Annual DARD
		1.1.3	Increase in emerging commercial farmers	3 574 (2007)	1 780	1 869	1 958	2 047	2 136	Agricultural Census and National Dept of Agriculture, Forestry and Fisheries and Kwanalu	Annual DARD
		1.1.4	Hectares of land under irrigation	New	170 597	173 097	175 597	178 097	180 597	Agricultural Census and National Dept of Agriculture, Forestry and Fisheries and Kwanalu	Annual DARD
		1.1.5	Real value of output of the agricultural sector (Real Rands, 2010)	R17, 7 bln	R21,3 bln	R23,7 bln	R26,4 bln	R29,4 bln	R32,8 bln	Agricultural Census, Statistics South Africa and associated databases such as Global Insight or Quantec	Annual DARD

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
1.2	Enhance sectoral development through trade investment and business retention	1.2.1	Total absolute value of the provincial economy excluding Strategic Objective agriculture. Low, Medium, High Growth Scenarios Low=1%; Medium=3%; High=6%	R 416 132 m	R468 715 m	L: 515 357 M:539 943 H:569 726	L: 580 241 M: 644 386 H: 727 130	L: 653 293 M: 769 033 H: 928 023	L: 735 542 M: 917 791 H:1 184 418	Statistics South Africa and associated databases such as Global Insight or Quantec	Annual DEDTEA
		1.2.2	Absolute growth in provincial exports.	-1, %	0.9%	2%	4%	4%	5%	Statistics South Africa and associated databases such as Global Insight or Quantec	Annual DEDTEA
		1.2.3	Absolute growth in provincial investment KZN Gross Fixed Capital Formation R 2010 Prices) (Assuming Medium at 3% Growth)	New	R104 504	R118 667 m	R137 567 m	R159 478 m	R184 879 m	Statistics South Africa and associated databases such as Global Insight or Quantec	Annual DEDTEA
		1.2.4	Growth in employment in key manufacturing and service sectors.	New	2 388 000	2 507 000	2 687 000	2 880 000	TBD	Statistics South Africa and associated databases such as Global Insight or Quantec	Annual DEDTEA
		1.2.5	Growth output of manufacturing sector.	New	R 79 104	R 88 272	R 99 385	R 111 898	R 125 985	Statistics South Africa and associated databases such as Global Insight or Quantec	Annual DEDTEA
		1.2.6.1	Number of Domestic Tourists (mn)	New	4.98	5.23	5.50	5.56	5.61	TIKZN	Annual DEDTEA
		1.2.6.2	Number of International Tourists (mn)	New	4.98	5.23	5.50	5.56	5.61	TIKZN	Annual DEDTEA
		1.2.7.1	Value Domestic spend in the tourism sector	New	R 1 108	R 1 413	R 1 804	R 1 894	R 1 989	TIKZN	Annual DEDTEA
		1.2.7.2	Value Foreign spend in the tourism sector	New	R 6 338	R 8 093	R 10 330	R 10 846	R 11 388	TIKZN	Annual DEDTEA
		1.2.8	Growth in the number of jobs of those employed in the Green Economy.	New	TBD	TBD	TBD	TBD	TBD	This is a new indicator that needs to be developed and tested. Progress will be reported through an intervention/action	Annual DEDTEA
		1.2.9	Increase in the number of businesses supported through BR&E interventions.	New	82	200	250	400	500	TIKZN and DEDTEA	Annual DEDTEA

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING		
						2020	2025	2030	2035				
1.3	Enhance Spatial Economic Development	1.3.1	Annual percentage change in employment and unemployment per district.										
			District Unemployment Rate		2015 Base Line	2020	2025	2030	2035	Stats SA & IHS Global Insight	Annual DEDTEA		
			Ugu	New	27.4%	26.0%	24.0%	23.0%	22.0%				
			uMgungundlovu	New	22.2%	21.0%	20.0%	19.0%	18.0%				
			uThukela	New	32.3%	30.0%	28.0%	27.0%	25.0%				
			uMzinyathi	New	27.4%	27.0%	26.0%	25.0%	24.0%				
			Amajuba	New	29.6%	28.0%	27.0%	25.0%	24.0%				
			Zululand	New	31.4%	29.0%	28.0%	27.0%	26.0%				
			uMkhanyakude	New	31.5%	29.0%	28.0%	27.0%	26.0%				
			King Cetshwayo	New	26.5%	24.0%	22.0%	20.0%	19.0%				
			iLembe	New	23.2%	21.0%	20.0%	19.0%	18.0%				
			Harry Gwala	New	25.4%	24.0%	23.0%	22.0%	21.0%				
			eThekwini	New	15.9%	15.2%	14.5%	14.0%	13.5%				
			KZN	New	21.25%	19.8%	18.6%	17.6%	16.7%				
			District Employment ('000)		2015 Base Line	2020	2025	2030	2035	Stats SA & IHS Global Insight	Annual DEDTEA		
			Ugu	New	139	144	153	163	174				
			uMgungundlovu	New	304	321	355	392	433				
			uThukela	New	114	120	131	143	156				
			uMzinyathi	New	55	57	62	67	72				
			Amajuba	New	101	104	110	117	124				
			Zululand	New	99	103	110	118	126				
			uMkhanyakude	New	74	78	87	96	106				
			King Cetshwayo	New	188	199	218	240	264				
			iLembe	New	129	137	152	169	187				
			Harry Gwala	New	79	84	93	102	113				
			eThekwini	New	1 269	1 293	1 360	1 428	1 497				
			KZN	New	2 551	2 640	2 830	3 034	3 252				

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
		1.3.2	1.3.2.1 Extent of (m²) of appropriately zoned and serviced industrial and commercial land available (Captured in gross leasable area)(DTP)	New	322 000 m²	833 133 m²	933 165 m²	905 560 m²	768 495 m²	Dube Tradeport and associated databases such as Global Insight or Quantec	Annual DEDTEA
			1.3.2.2 Extent of (m²) appropriately zoned and serviced industrial and commercial land available (Captured in gross leasable area) (RBIDZ)	New	620 000m²	1 720 000m²	2 500 000m²	5 000 000m²	1 000 000m²	RBIDZ and associated databases such as Global Insight or Quantec	Annual DEDTEA
		1.3.3	1.3.3.1 Rand value of private sector investment in the Durban Aerotropolis and Richards Bay SEZ.(Cumulative) (DTP)	New	R1.3 Billion	Est. private sector capex R7.5 Billion	Est. private sector capex R15 Billion	Est. private sector capex R22 Billion	Est. private sector capex R29.5 Billion	Dube Tradeport and associated databases such as Global Insight or Quantec	Annual DEDTEA
			1.3.3.2 Rand value of private sector investment in the Durban Aerotropolis and Richards Bay SEZ.(RBIDZ)	New	R320 Million	R2.5 billion (estimated)	R3.2 billion (estimated)	R3.6 billion(estimated)	R4 billion (estimated)	Dube Tradeport and associated databases such as Global Insight or Quantec	Annual DEDTEA

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
1.4	Improve the efficiency, innovation and variety of government led job creation programmes	1.4.1	Growth in the number of new small contractors.	New	614	7 114	9 114	10 014	10 314	Department of Transport, Department of Agriculture, Department of Human Settlement and others that undertake job creation.	Annual DPW
		1.4.2	Reduction in the cost per EPWP and CWP jobs.								
			Infrastructure sector	R37.972	R39.870	R38.674	R37.127	R35.271	R31.744	CIDB Database, Dept of Transport and other Departments that undertake job creation programmes	Annual DPW
			Environmental & Culture sector	R38.463	R39.617	R37.636	R35.655	R33.159	R29.843		
			Social sector	R30.001	R30.901	R29.355	R27.811	R26.266	R24.721		
		1.4.3	Percentage of provincial government expenditure of goods and services procured on local content.	New	New	25	30	35	40	Databases such as Global Insight or Quantec	Annual DPW
		1.4.4	Direct employment multipliers from infrastructure development and maintenance and related development projects	New	96 969	124 736	132 220	140 153	148 562	Department of Transport, Department of Agriculture, Department of Human Settlement and others that undertake job creation.	Annual DPW
		1.4.5	Cumulative Number of FTEs created through EPWP and CWP, inclusive of all Sectors	New	136 269	164 835	174 725	185 208	196 322	Department of Transport, Department of Agriculture, Department of Human Settlement and others that undertake job creation.	Annual DPW
		1.4.6	Cumulative Number of Work Opportunities created through EPWP and CWP inclusive of all Sectors	New	136 269	164 835	174 725	185 208	196 322	Department of Transport, Department of Agriculture, Department of Human Settlement and others that undertake job creation.	Annual DPW
			Infrastructure Sector	New	96 969	124 736	132 220	140 153	148 562		
			Environmental & Culture Sector	New	10 121	9 033	9 575	10 149	10 758		
			Social Sector	New	29 179	31 066	32 930	34 906	37 000		
		1.4.7	Number of emerging contractors trained	New	580	1 160	1 410	1 560	1 710	Provincial Departments that trained contractors	Annual DPW

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
1.5	Promote SMME and entrepreneurial development	1.5.1	Increase in the number of SMMEs and cooperatives established.	New	18 122	1812	1994	2192	2412	Provincial government database, DEDTEA	Annual DEDTEA
		1.5.2	Increase in survival rate of SMMEs and cooperatives.	New	5%	5%	6%	8%	10%	Provincial government database, DEDTEA	Annual DEDTEA
		1.5.3	Increase in the number of jobs generated by SMMEs and Cooperatives.	New	25 500	25 500	30 600	40 800	51 000	Provincial government database, DEDTEA	Annual DEDTEA
		1.5.4	Proportion of private sector expenditure on goods and services procured on local content.	New	TBD	TBD	TBD	TBD	TBD	This is a new indicator that needs to be developed and tested. Progress will be reported through an intervention/action	Annual DEDTEA, Reporting likely only from 2019, ceteris paribus
		1.5.5	Number of local municipalities supported to develop informal economy policies.	31	52	54	54	54	54	Data from DEDTEA	Annual DEDTEA
		1.5.6	Number of municipal officials capacitated to support the informal economy sector.	22	156	162	162	162	162	Data from DEDTEA	Annual DEDTEA
		1.5.7	Number of municipalities funded for informal economy infrastructure development.	35	40	45	50	55	55	Data from COGTA	Annual DEDTEA with COGTA
		1.5.8	Increase the level of BBBEE Compliance in KZN	Level 4 compliance	Level 3 compliance	Level 2 compliance	Level 2 compliance	Level 1 compliance	Level 1 compliance	DEDTEA, BBBEE Advisory Council	Annual DEDTEA

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
1.6	Enhance the knowledge economy	1.6.1	Contribution of Research & Development to GVA in KZN.	New	TBD	TBD	TBD	TBD	TBD	This is a new indicator that needs to be developed and tested. The PGDP 2015 indicator relating to gross expenditure on R&D as a proportion of GVA will be used in the interim. Progress will be reported through an intervention / action	Annual DEDTEA
			1.6.1.1 Gross expenditure on R&D as a proportion of GVA	R2 167m	R2 752m	R4 000m	R6 000m	R8 000m	TBD	National Survey of Research and Experimental Development. National Department of Science and Technology (DST)	Annual DEDTEA
		1.6.2	Percentage of SA patents and designs registered by KZN entities and individuals	222	181	12% increase from base year	17% increase from base year	22% increase from base year	25% increase from base year	Registered patents - Companies and Intellectual Property Commission (CIPC)	Annual DEDTEA
		1.6.3	Number of functional technology hubs.	New	0	4	TBD	TBD	TBD	Provincial Treasury and DEDTEA	Annual DEDTEA
		1.6.4	Occupation rate in techno hubs.	New	0	25%	TBD	TBD	TBD	Provincial Treasury and DEDTEA	Annual DEDTEA
		1.6.5	Government contribution on green economy R&D.	New	TBD	TBD	TBD	TBD	TBD	This is a new indicator that needs to be developed and tested. Progress will be reported through an intervention/action	Annual DEDTEA
		1.6.6	% of registered professional engineers in the KZN labour force	0.023% 1595 reg engineers	7.27% increase from the base year	10% increase on base year	12.5% increase on base year	15% increase on base year	17.5% increase on base year	Engineering Council of South Africa (ECSA). HSRC	Annual DEDTEA

Note: GER represents the percentage of 20 to 24 year olds registered in public and private institutions in the province, according to census enumeration

## GOAL 2: HUMAN RESOURCE DEVELOPMENT

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

GOAL INDICATORS	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
			2020	2025	2030	2035		
Reduction in skills shortage in key priority skills areas	New	TBD	TBD	TBD	TBD	TBD	A new indicator that needs to be developed and tested. Progress will be reported through an intervention. To conduct research.	Annual OTP
Gross enrolment rate (GER) Strategic Objective Secondary	94% 86.7%	99% 90.6%	100% 92%	100% 94%	100 95%	100% 96%	DoE statistics Collected in Annual EMIS Survey	Annual DOE
Gross Enrolment Rate (GER) in TVET Colleges	12.5%	13%	20%	25%	30%	35%	DHET uses enrolment data against last census information	Annual OTP
TVET NC(V) graduation rate	66%	55%	57%	60%	63%	65%	Released annually	Annual OTP
Gross Enrolment Rate (GER) in Higher Education	22.1%	26%	28%	30%	33%	35%	DHET uses enrolment data against last census information	Annual OTP
Adult Literacy rate	80%	90%	92%	95%	97%	98%	Contained in General Household Survey (GHS) of StatsSA	Periodic OTP (DoE)
The proportion of the unemployed who are unable to find employment or self-employment due to not having the appropriate education and/or skills.	New	TBD	TBD	TBD	TBD	TBD	A new indicator that needs to be developed and tested. Progress will be reported through an intervention. To conduct research.	Annual OTP
Percentage of Grade 12 leaners passing with Mathematics and Science.	18	15	24	32	38	44	DoE statistics	Annual DOE
Performance in SACMEQ <ul style="list-style-type: none"> <li>Reading</li> <li>Mathematics</li> </ul>	486 485	486 485	500 500	550 550	600 600	600 600	SACMEQ reports Assessment conducted very three years	Every three years DoE

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
2.1	Improve early childhood development, Strategic Objective and secondary education	2.1.1	Percentage of learners performing at the required levels in all grades in national benchmark assessments equivalent (previously ANA)								
		2.1.1.1	Percentage of learners performing at the required levels in grade 3 Language in national benchmark assessments equivalent (previously ANA)	No data	71.4%	90.4%	100%	100%	100%	Report Tests conducted annually and results published	Annual DoE
		2.1.1.2	Percentage of learners performing at the required levels in grade 3 Mathematics in national benchmark assessments equivalent (previously ANA)	No data	95.9%	100%	100%	100%	100%	Report Tests conducted annually and results published	Annual DoE
		2.1.1.3	Percentage of learners performing at the required levels in grade 6 Language in national benchmark assessments equivalent (previously ANA)	No data	76.4%	100%	100%	100%	100%	Report Tests conducted annually and results published	Annual DoE
		2.1.1.4	Percentage of learners performing at the required levels in grade 6 Mathematics in national benchmark assessments equivalent (previously ANA)	No data	61.4%	86.4%	100%	100%	100%	Report Tests conducted annually and results published	Annual DoE
		2.1.1.5	Percentage of learners performing at the required levels in grade 9 Language in national benchmark assessments equivalent (previously ANA)	No data	49%	74%	99%	100%	100%	Report Tests conducted annually and results published	Annual DoE
		2.1.1.6	Percentage of learners performing at the required levels in grade 9 Mathematics in national benchmark assessments equivalent (previously ANA)	No data	2.9%	27.9%	52.9%	77.9%	100%	Report Tests conducted annually and results published	Annual DoE
		2.1.2	Percentage of NSC pass rate (70% across KZN should be the minimum requirement for the Province).	68.1%	70.7%	80%	82%	85%	90%	Published annually, with provincial data	Annual DoE
		2.1.3	Percentage of children in lower quintiles who succeed in Strategic Objective and secondary school.	New	70%	75%	80%	85%	90%	DoE statistics	Annual DOE

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
		2.1.4	Percentage of children with special needs (disability, giftedness) and "at risk" children whose needs are being adequately met by the education system.	40%	45%	60%	75%	85%	100%	Learner enrolment and Household Survey from Stats SA	Annual DOE
		2.1.5	Number of ECD facilities adhering to norms and standards.	New	2 287	2 401	2 515	2 629	2 743	DSD	Annual DSD
		2.1.6	Percentage of children in 0-4 age group accessing ECD facilities.	New	25%	35%	40%	50%	55%	DoE statistics	Annual DOE
		2.1.7	Number of NSC candidates taking <ul style="list-style-type: none"> <li>Mathematics</li> <li>Science</li> </ul>	New	109 800 66 300	110 00 70 000	115 000 75 000	120 000 80 000	125 000 85 000	Report on NSC by DBE and DoE	Annual DoE
		2.1.8	Percentage of Grade 12 learners passing Mathematics at 50% or more in the NSC	New	12%	23%	34%	40%	45%	Report on NSC by DBE and DoE	Annual DoE
		2.1.9	Percentage of Grade 12 learners passing Science at 50% or more in the NSC	New	18%	24%	30%	36%	42%	Report on NSC by DBE and DoE	Annual DoE
		2.1.10	Percentage of Grade 1 learners who attended a Grade R class	92%	93%	95%	100%	100%	100%	DoE Statistics Collected in Annual EMIS Survey by DoE	Annual DoE
		2.1.11	Retention rates: Grades 10-12	57%	70%	80%	83%	85%	90%	DoE Statistics Collected in Annual EMIS Survey by DoE	Annual DoE
		2.1.12	Percentage of children who turned 9 in the previous year who are currently in Grade 4 or above	62%	67%	70%	75%	80%	90%	DoE Statistics Collected in Annual EMIS Survey by DoE	Annual DoE
		2.1.13	Percentage of children who turned 12 in the previous year who are currently in Grade 7 or above	47%	53%	60%	65%	70%	75%	DoE Statistics Collected in Annual EMIS Survey by DoE	Annual DoE
		2.1.14	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	28 500 36 000 25 000	33 000 38 000 26 000	33 000 39 000 27 000	35 000 40 000 28 000	36 000 41 000 29 000	Report on NSC by DBE and DoE	Annual DoE
		2.1.15	Retention rate Grade 1 - 12	45.04%	51%	55%	60%	65%	70%	DOE Statistics	Annual DOE

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
2.2	Support skills alignment to economic growth	2.2.1	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	109 490	119 490	129 490	139 490	149 490	Data contained in DHET Annual Reports	Annual OTP
		2.2.2	Students graduating in: <ul style="list-style-type: none"> <li>Education</li> <li>Science, Engineering and Technology (SET)</li> </ul>	3 680	4347	4857	5357	5857	6357	Data contained in DHET Annual Reports	Annual OTP (DHET)
		2.2.3	Proportion of students graduating within 4 years of registering.	New	TBD	TBD	TBD	TBD	TBD	A new indicator that needs to be developed and tested. Progress will be reported through an intervention. To conduct research	Annual OTP (DHET)
		2.2.4	Number of PhD graduates	187	239	291	343	395	447	Data contained in DHET Annual Reports	Annual OTP (DHET)
		2.2.5	Percentage of academic staff with PhD Qualifications  NB. National target for 2020 is 46% (Draft HRD Strategy for SA)	48% (UKZN) 6.5% (MUT) 8% (DUT) 5% (UniZul) Combined 17%	55% (UKZN) 11% (MUT) 17% (DUT) 31% (UniZul) Combined 28%	57% (UKZN) 27% (MUT) 27% (DUT) 36% (UniZul) Combined 35%	60% (UKZN) 31% (MUT) 37% (DUT) 41% (UniZul) Combined 42%	63% (UKZN) 41% (MUT) 47% (DUT) 46% (UniZul) Combined 49%	65% (UKZN) 51% (MUT) 57% (DUT) 51% (UniZul) Combined 56%	Tertiary Institutions, Office of the Premier	Annual OTP

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
		2.2.6	Pass rate of TVET colleges.	TBD	TBD	TBD	TBD	TBD	TBD	This is a new indicator that needs to be developed and tested. Progress will be reported through an intervention	Annual OTP
		2.2.7	Pass rate of CET colleges.	TBD	TBD	TBD	TBD	TBD	TBD	A new indicator that needs to be developed and tested. Progress will be reported through an intervention. To conduct research	Annual OTP
		2.2.8	Percentage students successfully placed in employment on graduation from TVET Colleges.	TBD	TBD	TBD	TBD	TBD	TBD	A new indicator that needs to be developed and tested. Progress will be reported through an intervention. To conduct research	Annual OTP
		2.2.9	Number of artisans qualifying in scarce skills.	New	1225 Completed 2 851 Registered	1500	1700	2000	2300	DHET	Annual OTP
2.3	Enhance youth and adult skills development and life-long learning	2.3.1	Number of youth on mentorships/ internships / learnerships	New	TBD	TBD	TBD	TBD	TBD	A new indicator that needs to be developed and tested. Progress will be reported through an intervention. To conduct research	Annual OTP
		2.3.2	Number of CETCs that conform to government norms and standards.  NB. No longer Adult Education and training Centres This a new indicator and with the CETCs launched this year	New	New	TBD	TBD	TBD	TBD	DHET data to be obtained to determine the baselines and targets	Annual OTP

### GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT

Poverty and inequality in KZN is reduced

GOAL INDICATORS	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
			2020	2025	2030	2035		
Life expectancy as measure of the quality of life	52.6 years	57.7 years	60.5 years	63 years	65.9 years	67.4 years	Stats SA Mid-Year estimates	Annual DOH and Nerve Centre
Decrease in social inequality (Gini Coefficient)	17.6	19.4	22.1	25.4	29.2	TBD	Indicator of inequality calculated from official statistics provided by Stats SA LCS, IES	Every three years DSD and Nerve Centre
Adjusted Human Development Index	0.70	0.72	0.80	0.90	1.00	TBD	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
Decrease in absolute poverty: % of households below the poverty line)	25.70	17.99	10.79	5.40	0.00	0.00	Composite indicator of absolute poverty calculated from official statistics provided by Stats SA LCS, IES	Every three years DSD and Nerve Centre

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
3.1	Poverty eradication and social welfare	3.1.1	Effective dependency ratio (economically inactive people/economically active people) Baseline: Stats SA QLFS. 2010)	67.5	60.8	54.7	52	49	47	Composite indicator of economic dependency calculated from official statistics provided by Stats SA Quarterly Labour Force Survey, Census	Department of Social Development
		3.1.2	Functional Operation Sukuma Sakhe war rooms.	New	New	783	822	863	906	Data from OSS unit in Office of the Premier	Office of the Premier, OSS Unit
		3.1.3	The poverty gap (p1) and severity of poverty (p2) (Baseline NIDS 2008)	28.8 (p1)	27.4 (p1)	23.3 (p1)	25,5 [p1]	5.1 (p1)	0.0 (p1)	Composite indicator of the depth and severity of poverty calculated from official statistics provided by Stats SA LCS, IES	Office of the Premier, PEMP Unit
				16.7 (p2)	15.9 (p2)	13.5 (p2)	14,4 [p2]]	3.3 (p2)	0.0 (p2)		
		3.1.4.	Reduction in child poverty and malnutrition: % children that are stunted, wasted or obese (Baseline: SANHANES 2013). South African National Health and Nutrition Examination Survey (SANHANES)	Used the SANHANES Report from 2013 onwards	Stunted:15.3% Wasted:2.5% Obese:14.6%	Stunted:12.3% Wasted:2% Obese:12%	Stunted:8.7% Wasted:1.8% Obese:10%	Stunted:7.6% Wasted:1.3% Obese:7.3%	Stunted:6.5% Wasted:0.9% Obese:6.4%	Composite indicator of child malnutrition calculated from official statistics provided by Stats SA LCS; SANHANES Survey	Every 3 years. DOH
		3.1.4.1	Child under 5 years severe acute malnutrition incidence (per 1,000)	8.3 / 1,000	5.3 / 1,000	4.6 / 1,000	3.6 / 1,000	3 / 1,000	2.6 / 1,000	DHIS and Stats SA population estimates	Quarterly DOH

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
		3.1.4.2	Child under 2 years underweight for age incidence (annualised)	59 / 1,000	56.1 / 1,000	46 / 1,000	38 / 1,000	30 / 1,000	22 / 1,000	DHIS and Stats SA	Quarterly DOH
		3.1.5	Reduction in relative poverty: % below upper bound poverty line, PL = 1.25 R418 proposed by NPC) (Baseline: NIDS, 2008)	4.0	3.6	3.2	6.5	5.5	4.2	Composite indicator showing the % households below a relative poverty line. Calculated from official statistics provided by Stats SA. LCS, IES	Every 3 years. DSD
		3.1.6	Number of eligible social grant applications.	3 893 305 (2014)	3 918 463	3 943 621	3 968 779	3 993 937	4 019 095	Data from South African Social Security Agency	Annual DSD
3.2	Enhance health of communities and citizens	3.2.1	Percentage of people living within an internationally acceptable radius of a fully functional healthcare facility throughout the Province.	TBD	TBD	TBD	TBD	TBD	TBD	This is a new indicator that needs to be developed and tested. Progress will be reported through an intervention/action	Annual DOH
		3.2.2	Infant mortality rate (per 1,000 live births)	32.1/ 1,000	31/ 1,000	29/ 1,000	27/ 1,000	25/ 1,000	23/ 1,000	Stats SA and Rapid Mortality Surveillance Report	Annual DOH
		3.2.3	Under-5 mortality rate (per 1,000 live births)	43.4/ 1,000	42/ 1,000	40/ 1,000	38/ 1,000	36/ 1,000	34/ 1,000	Stats SA and Rapid Mortality Surveillance Report	Annual DOH
		3.2.4	Maternal mortality in facility ratio (per 100,000 live births)	195/100,000	121.1/100,000	100/100,000	70/100,000	60/100,000	50/100,000	DHIS	Annual DOH
		3.2.5	Percentage of the population with private medical cover.	TBD	TBD	TBD	TBD	TBD	TBD		

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Revised Baseline (2015)	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
		3.2.6	Percentage of Strategic Objective Health Care facilities scoring above 70% on the Ideal Clinic Dashboard	No baseline – Programme commenced in 2015/16	62.6%	100%	100%	100%	100%	Source: Ideal Clinic Assessment Database/ DHIS	Annual DOH
		3.2.7	Decrease in incidence of chronic illnesses								
			Diabetes incidence (per 1,000 population)	2.2 / 1,000	2.2 / 1,000	2.2 / 1,000	2.1 / 1,000	2.1 / 1,000	2 / 1,000	DHIS and Stats SA	Annual DOH
			Hypertension incidence (per 1,000 population over 40 years)	29.5 / 1,000	18.6 / 1,000	18.8 / 1,000	18.6 / 1,000	18 / 1,000	17.5 / 1,000	DHIS and Stats SA	Annual DOH
		3.2.8	Prevalence and incidence of communicable diseases								
			HIV incidence (in general population)	1.01%	1.01%	1.0%	Less than 1%	0.8%	0.5%	ASSA2008 modelling; Stats SA; HSRC	Annual DOH
			HIV prevalence among 15 - 24 year old pregnant women	39.5%	24.9%	24.9%	24.9%	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 10 weeks rate	6.8%	1.2%	0.5%	0.4%	0.3%	0.2%	DHIS	Annual DOH
			TB incidence (per 100 000 population)	1,161 / 100,000	642.5 / 100,000	400 / 100,000	200 / 100,000	150 / 100,000	100 / 100,000	ETR.Net; Research	Annual DOH
			Malaria incidence (per 1,000 at risk population)	0.57 / 1,000	0.8 / 1,000	Zero new local infections	Zero new local infections	Zero new local infections	Zero new local infections	Malaria database	Annual DOH
		3.2.9	Professional Nurses per 100,000 population	130/100,000	161.1 / 100,000	164 / 100,000	169 / 100,000	172 / 100,000	175 / 100,000	Persal DOH/ Vulindlela and Stats SA	Annual DOH
		3.2.10	Medical Officers per 100,000 population	24 / 100,000	28.8 / 100,000	30 / 100,000	33 / 100,000	35 / 100,000	37 / 100,000	Persal DOH/ Vulindlela and Stats SA	Annual DOH

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
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	49	47	45	Living Conditions Survey, 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	0	0	Living Conditions Survey, Household Survey, National Income Dynamics Study	Annual DSD and OTP (PEMP unit)
3.4	Promote sustainable human settlements	3.4.1	Percentage of households living in formal dwellings in KZN	71.3%	72.6%	73.78	74.96	76.14	77.32	Stats SA census data and DHS Housing Plan	Every 5 years DHS
			Total no. of households	2 485 080	2 775 843	3 100 574	3 463 341	3 868 551	5 321 171		
			Households in formal dwellings	1 771 862	2 015 262	2 288 223	2 596 120	2 945 514	4 114 329		
		3.4.2	Percentage housing backlog	17.9% (716 079 units)	Decrease by 7%	Decrease by 7%	Decrease by 7%	Decrease by 7%	Decrease by 7%	Census data KZNDHHS Delivery figures (M&E) / Annual Report	5 Years
		3.4.3	Percentage households with a registrable form of tenure.	55.1%	56%	57%	58%	59%	60%	Census data as well as the departmental Title Deeds backlog list whereby consultants have been appointed to finalised the opening of township registers.	5 Years

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
		3.4.4	Percentage of Provincial Human Settlements budget spent on formal settlement development	36% (R1 049 207 000)	37% R34 219,0 00	42%	45%	50%	55%	Municipal Housing Plans. Dept. Human Settlements, Statistics South Africa	Annual DOHS
		3.4.5	Percentage of Social Housing and Rental Opportunities	684 units R 219,796m	944 units R 89,750m	Increase by 10%	Increase by 15%	Increase by 20%	Increase by 20%	DHS Statistics; Social and Community Residential Unit (CRU) Strategy; DORA / Budget Reports and HSDG Budget	Annual DOHS
		3.4.6	Percentage of Operational costs funding for institutional capacity paid based on the projects expenditure /investments in the accredited municipalities <i>(This is for AWG17 information)</i>	New	3.56 % R49 290 600.00 (Operational Cost)  R 1 ,382, 8460.00 (Projects Expenditure )	4.05%	4.1%	4.2%	4.2%	Human Settlement Development Grant (HSDG) DORA  Municipal Human Settlements Expenditure Performance Reports	Annual DOHS

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
3.5	Enhance safety and security	3.5.1	Total number of crimes measured as the number of crimes reported per 100 000 /population).	5204:100000	4925:100000	4646:100000	4367:100000	4088:100000	3809:100000	SAPS Stats	Annual DCSL
		3.5.2	Number of fatal accidents reported.	2343	2336	2312	2290	2267	2244	Department of Transport (RTI)	Annual DOT
		3.5.3	Number and/or spread of functional Community Policing Forums.	152	164	176	184	184	184	SAPS Stats	Annual DCSL
		3.5.4	Number of serious crimes reported	288932	270832	265415	260107	254905	249807	SAPS Annual Crime Report	Annual DCSL
		3.5.5	Number of crimes against women and children and elderly.	Total 44 366 (2014)	Women: 24872 Children: 8116 Total: 32988	Women: 22385 Children: 7304 Total: 29689	Women: 20146 Children: 6574 Total: 26720	Women: 18132 Children: 5917 Total: 24049	Women: 16318 Children: 5325 Total: 21643	SAPS Annual Crime Report Statistics on crimes against the elderly still to be determined	Annual DCSL
		3.5.6	Number of drug related crimes reported	45 802 (2013)	46 265	47653	49083	50555	52072	SAPS Annual Crime Report	Annual DCSL
3.6	Advance Social Capital	3.6.1	Numbers of incidents of politically motivated, racially or religiously based violence or other forms of intolerance or disharmony reported per district per annum, and trends, throughout the Province.	New	2 682	2 950	1 725	1 813	1 904	DSD database and associated databases such as Global Insight or Quantec	Annual DSD
		3.6.2	Number and extent of community level organisations (NGOs) active in participating in government department programmes, with active registration status, as brought together through and represented in the proposed Social Development Council.	New	New	2 798	2 938	3 085	3 239	DSD database	Annual DSD

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
3.7	Promote youth, gender and disability advocacy and the advancement of women.	3.7.1	Percentage of youth, in all spheres of socio-economic opportunities.	New	New	10%	15%	20%	25%	DSD database and associated databases such as Global Insight or Quantec	Annual DSD
		3.7.2	Percentage of women in all spheres of socio-economic opportunities.	New	New	10%	15%	20%	25%	DSD database and associated databases such as Global Insight or Quantec	Annual DSD
		3.7.3	Percentage of people with disability in all spheres of socio-economic opportunities.	New	New	10%	15%	20%	25%	DSD database and associated databases such as Global Insight or Quantec	Annual DSD
		3.7.4	Level of participation of women, youth and people with disabilities in the processes of governance and consultative structures at all levels.	New	New	TBD	TBD	TBD	TBD	OTP	Annual OTP (Democracy Unit)

#### GOAL 4: STRATEGIC INFRASTRUCTURE

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

GOAL INDICATORS	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
			2020	2025	2030	2035		
Provincial and Municipal Fix Capital Formation as a % of KZN GDP 2010 constant prices)	49.3170854	75.61352465	TBD	TBD	TBD	TBD	Provincial Treasury	Annual DOT with Provincial Treasury
Percentage of provincial budget allocated to new capital infrastructure.	17.2%	20%	22%	25%	30%	TBD	Annual analysis and collation of information submitted by provincial departments. Provincial departments reports analysed by OTP, in conjunction with Treasury.	Annual. DOT with OTP and Provincial Treasury
Percentage of provincial budget allocated to new capital infrastructure spent.	98% (2013/14)	100%	100%	100%	100%	100%	Annual analysis and collation of information submitted by provincial departments. Provincial departments reports analysed by OTP, in conjunction with Treasury.	Annual. DOT with OTP and Provincial Treasury
Percentage of provincial budget allocated to infrastructure, operation and maintenance proportional to new capital infrastructure spent.	New	84/16	80/20	80/20	80/20	80/20	Provincial Treasury	DOT with Provincial Treasury
Percentage of municipal budget allocated to new capital infrastructure.	18.9%	20%	22%	25%	30%	TBD	Annual analysis and collation of information submitted by municipalities.	DOT with COGTA and Provincial Treasury
Percentage of municipal budget allocated to new capital infrastructure spent.	86% (2013/14)	100%	100%	100%	100%	100%	Annual analysis and collation of information submitted by municipalities.	DOT with COGTA and Provincial Treasury
Percentage of municipal budget allocated to infrastructure, operation and maintenance proportional to new capital infrastructure spent	New	76/24	75/25	75/25	75/25	75/25	Provincial Treasury	DOT with Provincial Treasury

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
4.1	Development of seaports and airports	4.1.1	Increase in efficiencies and volumes (of cargo and passengers) of Durban Port, Richards Bay Port and Dube Tradeport as measured by the following:								
		4.1.1.1	Ports Capacity measured in million TEU's at:								
			I. Durban Port	New	2.8 million TEUs	3.29 million TEUs	4.3 million TEUs	5.0 million TEUs	6.14 million TEUs	Transnet National Ports Authority database and annual reports	Quarterly DOT
			II. Richards Bay Port	New	24 000 TEUs	24 000 TEUs	24 000 TEUs	24 000 TEUs	24 000 TEUs	Transnet National Ports Authority database and annual reports	Quarterly DOT
		4.1.1.2	Ports Capacity measured in Dry Bulk volumes (Million tons) at:								
			I. Durban Port	New	9.6 Million Tons	9.6 Million Tons	10.0 Million Tons	12.68 Million Tons	14.1 Million Tons	Transnet National Ports Authority database and annual reports	Quarterly DOT
			II. Richards Bay Port	New	17.6 Million Tons	25.78 Million Tons	29.0 Million Tons	33.7 Million Tons	39.4 Million Tons	Transnet National Ports Authority database and annual reports	Quarterly DOT

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
		4.1.1.3	Turnaround times at port								
		I. Durban Port	New	TBD	TBD	TBD	TBD	TBD	TBD	Transnet National Ports Authority database and annual reports	Quarterly DOT
		II. Richards Bay Port	New	TBD	TBD	TBD	TBD	TBD	TBD	Transnet National Ports Authority database and annual reports	Quarterly DOT
		4.1.1.4	Port Capacity measured by Cruise Ship Operators	1	Currently 1 main cruise ship operator and other operators call in randomly	3	5	8	10	Transnet National Ports Authority database and annual reports	Quarterly DOT
		4.1.1.5	Port Capacity measured by number of Cruise Liner visits	32	66	66	66	66	66	Transnet National Ports Authority database and annual reports	Quarterly DOT
		4.1.1.6	Tonnage throughput from DTP cargo terminal (international)	New	7 150 tonnes	13 300 tonnes	13 675 tonnes	15 472 tonnes	17 505 tonnes	DTP	Quarterly DOT
		4.1.1.7	Tonnage throughput from DTP cargo terminal (domestic)	New	6 700 tonnes	8 000 tonnes	8 929 tonnes	10 102 tonnes	11 430 tonnes	DTP	Quarterly DOT

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
		4.1.2	Volume of passengers through:								
		KZN Seaports	New	TBD	TBD	TBD	TBD	TBD	Transnet	Quarterly DOT	
		KZN Airports	R 5 million (all KZN airports)	KSIA: 4,930,155 Margate: 24,535 RBay:76,734 PMB:127,788 <b>Total: R 5,159,212</b>	KSIA: 6,163,400 Margate:25,164 RBay:84,910 PMB:179,275 <b>Total: R 6,425,749</b>	KSIA: 7,732,885 Margate:25,809 RBay:87,054 PMB:235,275 <b>Total: R 8,081,023</b>	KSIA: 10,108,705 Margate:26,471 RBay:89,253 PMB:306,546 <b>Total: R 10,530,975</b>	KSIA: 13,729,663 Margate:27,149 RBay:91,506 PMB:340,066 <b>Total: R 14,188,384</b>	Airports Company of South Africa database and municipal annual reports collected by KZN treasury	Quarterly DOT	
		4.1.3	Number of scheduled domestic connections	New	KSIA: 9  JHB OR Tambo JHB Lanseria Cape Town Port Elizabeth East London Bloemfontein Nelspruit George Kimberly	KSIA: 11	KSIA:12	KSIA:13	KSIA: 15	Airports Company of South Africa database and municipal annual reports collected by KZN treasury	Quarterly DOT
		4.1.4	Number of scheduled international connections	New	KSIA: 8  Addis Ababa, Ethiopia Dubai - United Arab Emirates Istanbul - Turkey Doha, Qatar Harare, Zimbabwe Lusaka, Zambia Maputo, Mozambique Mauritius	KSIA: 15  Seychelles (2017) Gaborone, Botswana (2016) Windhoek, Namibia (2016) Manzini, Swaziland (2016) Possibly 3 additional new airlines/routes	KSIA: 18	KSIA: 23	KSIA: 28	Airports Company of South Africa database and municipal annual reports collected by KZN treasury	Quarterly DOT

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
4.2	Development of road and rail networks	4.2.1	Percentage of container cargo destined for inland (inter- and intra provincial) hubs leaving eThekweni by rail.	-20%	25%	29%	37%	49%	59%	It is of importance to note that only 60% of cargo coming out of Durban is Rail-friendly. Transnet National Ports Authority database and annual reports	Quarterly DOT
		4.2.2	Volume (in tons) of coal being transported from inland areas to Richards Bay Port for export.	61.8 mtpa	72 mtpa	90 mtpa	91 mtpa	93 mtpa	98 mtpa	Transnet National Ports Authority Demand Book	Quarterly DOT
		4.2.3	Number of kilometres of declared rural roads that provide access to communities	30 335	32 800	33 890	33 750	34 415	34 930	KZN Department of Transport Annual Report	Annual DOT
		4.2.4	% Modal Split in Commuter transport	55% (eThekweni)	55%	56%	57%	58%	60%	PRASA Annual Report	Annual SANRAL

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
		4.2.5	Road to rail ratio out of Durban	3:1	3.2:1	2.7:1	1.9:1	1.2:1	0.8:1	Indicator 4.2.5 to be re-defined on what is being measured through TID. Road/Rail, based on the forecasted Durban Port demand with 60% of volumes being rail-friendly Transnet national Ports and eThekweni Transport Authority	Annual DOT
		4.2.6	Percentage of provincial road network in poor to very poor condition	52%	45%	35%	30%	25%	20%	KZN Department of Transport Annual Report	Annual DOT
		4.2.7	Percentage of national road network in poor to very poor condition	15%	10%	2%	2%	2%	2%	KZN Department of Transport Annual Report	Annual DOT
		4.2.8	% Tonnage to Capacity Utilisation (Demand Installed)	18%	50%	86%	97%	116%	140%	Indicator 4.2.8 to be re-defined on what is being measured through TID. Road/Rail, based on the forecasted Durban Port demand with 60% of volumes being rail-friendly  Transnet Annual Report	Annual SANRAL

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
4.3	Development of ICT	4.3.1	Number of kilometres of backbone Fibre Optic cables rolled out	11 800	20 000	35 000	38 000	40 000	45 000	OTP database and reports	Quarterly OTP
		4.3.2	Percentage of local municipalities with good established access networks.	New	30%	70%	100%	100%	100%	SITA and COGTA	Quarterly COGTA / OTP
		4.3.3	Percentage of households with access to the internet at home.	New	5%	20%	40%	60%	70%	Telkom, CellC, MTN, Vodacom, database and reports	Quarterly OTP
		4.3.4	Level of increase in mobile broadband coverage in the Province.	New	36%	40%	55%	65%	80%	Telkom, CellC, MTN, Vodacom, Virgin Mobile database and reports	Quarterly OTP
		4.3.5	Reduction in average cost of data per megabyte (MB)	New	R40.80	R37.90	R34.60	R31.50	R25.00	Telkom Reports	Quarterly OTP
		4.3.6	Percentage of Schools Connected	4.73%	25%	100% @ 10mbps	50% @ 10mbps 50% @ 100mbps	100%	100%	DOE database reports	Quarterly OTP
		4.3.7	Percentage of Health Facilities Connected	7.5%	32%	50% @ 10mbps	100% @ 10mbps 80% @ 100 mbps	100%	100%	DOH database reports	Quarterly OTP
		4.3.8	Minimum broadband speed available within the Province	256 mbps	50% @ 5 mbps	90% @ 5 mbps 50% @ 10 mbps	100% @ 5 mbps 70% @ 10 mbps	100% @ 10 mbps 80% @ 100 Mbps	100% at 100 mbps	Telkom, CellC, MTN, Vodacom, Virgin Mobile database and reports	Quarterly OTP
		4.3.9	Number of Public Wi-Fi Hotspots established	New	1 1 80	2 000	3 000	4 000	4 100	OTP database and reports	Quarterly OTP

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
4.4	Ensure availability and sustainable management of water and sanitation for all	4.4.1	Surface Water Storage as a percentage of surface mean annual runoff per district	TBD	TBD	TBD	TBD	TBD	TBD	DWAS	Annual DCOGTA
		4.4.2	Quantity of water abstracted per annum in each district.	New	2.470 mill m <sup>3</sup>	2.655 mill m <sup>3</sup>	2814.6 mill m <sup>3</sup>	2955.3 mill m <sup>3</sup>	3103 mill m <sup>3</sup>	Validation and Verification Project: DWS	Annual DCOGTA
		4.4.3	Percentage of households with access to a basic level of sanitation (Ventilated Improved Pit Latrine) and higher	New	78%	86%	95%	100%	100%	StatsSA	Annual DCOGTA
		4.4.4	Percentage households with access to potable drinking water, within 200m of the dwelling	New	79.2%	90%	95%	100%	100%	StatsSA	Annual DCOGTA

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
		4.4.5	Non-Revenue Water loss (physical and non-physical.)	40%	51%	60%	70%	85%	98%	Non-Revenue Water Reduction Plans of the WSAs in KZN	Annual DCOGTA
		4.4.6	Percentage of water service systems in balance (supply and demand balance)	40%	51%	60%	70%	85%	98%	Reconciliation strategies available from DWAS and WSAs	Annual DCOGTA
		4.4.7	Percentage of households with access to 75 litres of water per person per day	39.96%	61%	70%	80%	90%	100%	Municipal IDPs and DCOGTA	Annual DCOGTA
		4.4.8	Percentage of households with yard water connections	39.96%	61%	70%	80%	90%	100%	Municipal IDPs and DCOGTA	Annual DCOGTA
		4.4.9	Percentage of households with sanitation to MIG standards	85.61%	93.12%	100%	100%	100%	100%	Total households without sanitation services divided by total Provincial number of households. Municipal IDPs and DCOGTA	Annual DCOGTA

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline (2015)	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
4.5	Ensure access to affordable, reliable, sustainable and modern energy for all.	4.5.1	Percentage of households receiving reliable and affordable electricity supply.	79.9	80.2%	90%	98%	100%	100%	Total households without electricity services divided by total Provincial number of households. Municipal IDPs and DCOGTA	Annual DCOGTA
		4.5.2	Percentage reduction in transmission losses.	New	TBD	TBD	TBD	TBD	TBD	Department of Energy Masterplan	Annual DCOGTA
4.6	Enhance KZN waste management capacity	4.6.1	Percentage increase in tonnage of waste recycled.	New	New	10%	10%	10%	10%	Waste Sector Reports and Waste Information System. DEA, DEDTEA	Annual DEDTEA
		4.6.2	Percentage of legally registered landfill sites that are fully compliant.	New	New	50%	70%	90%	100%	DEDTEA database	Annual DEDTEA

## GOAL 5: ENVIRONMENTAL SUSTAINABILITY

### *Environmental percentage of IDPs incorporating strategies for adaptation and mitigation of climate change*

GOAL INDICATORS	Baseline (2010)	Baseline 2015	TARGETS				SOURCE	REPORTING
			2020	2025	2030	2035		
Green House Gas Emissions	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	TBD	National Greenhouse Gas Report. Department of Environment Affairs	Annual DEDTEA
% protection of High -Risk Biodiversity Planning Units (HRBPU)	To be determined	70%	85%	100%	100%	100%	Provincial Environmental Outlook Reports, Land Cover study, District Biodiversity Sector Plans, TSCP, DEDTEA	Annual DEDTEA

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline 2015	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
5.1	Enhance resilience of ecosystems	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%	TBD	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	100 000	The National Land Care Programme. DARD Invasive Alien Species Programme (DEDTEA)	Annual DARD DEDTEA

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline 2015	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
		5.1.3	% use of high value agricultural land for non-agricultural activities	1.8%	1.5%	1.3%	1.1%	1%	TBD	Land Categories dataset and the Land Use Regulatory Unit (DARD) National land cover data base. CSIR, ARC, NDA	Annual DARD
		5.1.4	Compliance with national Ambient Air Quality Standards	60%	60%	80%	100%	100%	100%	Annual reports of SAAQIS	Annual DEDTEA
		5.1.5	Blue Drop rating	65%	75%	80%	85%	90%	TBD	Blue Drop Programme	Annual DWAS
		5.1.6	Green Drop rating (New Indicator)	New	81.5	80	84	87	90	Green Drop Programme	Annual DWS
		5.1.7	% of waste water treatment works complying with enforcement measures to meet effluent standards	40%	55%	70%	80%	90%	TBD	Green Drop Programme (new)	Annual DWAS
		5.1.8	Percentage of waste license applications finalised within legislated timeframes	74%	100%	100%	100%	100%	100%	Waste Sector Reports and Waste Information System. DEA, DARD	Annual DARD
		5.1.9	% of environmental impact assessments (EIA) applications finalised within legislated timeframes	New indicator (since 2015/16)	98%	98%	98%	TBD	TBD	NEAS, DEA. Impact Management Unit, DEDTEA	Annual DEDTEA
		5.1.10	Number of compliance inspections conducted	600	750	850	950	1000	TBD	Compliance, monitoring and enforcement, DEDTEA	Annual DEDTEA
5.2	Expand application of green technologies	5.2.1	Number of small scale renewable energy projects	TBD	2	25	75	150	200	ESKOM	Annual DEDTEA
		5.2.2	Units of energy produced through alternative energy generation (new build)	9.1 MW	390 MW	1000 MW	1500 MW	2000 MW	2500 MW	Purchase Power Agreements. NERSA/Single Buyers Office	Annual DEDTEA

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Baseline 2015	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
5.3	Mitigation and Adaptation to climate change	5.3.1	Number of Districts / Metro with updated Disaster Management plans. (New Indicator)	TBD	TBD	TBD	TBD	TBD	TBD	This is a new indicator that needs to be developed and tested. Progress will be reported through intervention 5.3(d)	Annual
		5.3.2	Provincial coverage of functional Disaster Management Centres. (New Indicator)	New	100%	100%	100%	100%	100%	This is a new indicator that needs to be developed and tested. Progress will be reported through an intervention/action	Annual
		5.3.3	Percentage of events with early warning systems, where affected parties received prior warning.	100%	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
		5.3.4	Average time taken to respond to disaster events by Strategic Objective responders	TBD	TBD	TBD	TBD	TBD	TBD	Records of disaster response times and relief funding turnaround times. Dept of Co-operative Governance and Traditional Affairs (DM Unit)	Annual DCOGTA
		5.3.5	Percentage of IDP's incorporating comprehensive strategies for adaptation and mitigation of climate change	New	50%	100%	100%	100%	100%	IDP review	DEDTEA

## GOAL 6: GOVERNANCE AND POLICY

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

GOAL INDICATORS	Baseline (2010)	Revised Baseline 2015	TARGETS				SOURCE	REPORTING
			2020	2025	2030	2035		
Improvement in level of client satisfaction measured through percentage of citizens satisfied with the level of government services	53% (2013)	55%	60%	65%	70%	75%	Citizen Survey by OTP	Annual (measured every second year) OTP
Functionality of social partnership structures (Councils)	New	TBD	TBD	TBD	TBD	TBD	This is a new indicator that needs to be developed and tested. Progress will be reported through an intervention/action	Annual OTP

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Revised Baseline 2015	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
6.1	Strengthen policy, strategy co-ordination and IGR	6.1.1	Percentage of IDPs and District Growth and Development Plans, departmental and public entity Annual Performance Plans aligned to the PGDS/P. (New Indicator)							OTP and COGTA reports	Annual OTP and COGTA
		6.1.1.1	Provincial Departments	New	100%	100%	100%	100%	100%		Annual – OTP
		6.1.1.2	Provincial Entities	New	New	100%	100%	100%	100%		Annual – OTP
		6.1.1.3	DGDP's	New	New	100%	100%	100%	100%		Annual – Cogta criteria did not explicitly test the alignment with the PGDP. COGTA to conduct the initial assessments to calculate the baseline
		6.1.1.4	IDP's	New	New	100%	100%	100%	100%		Annual – Cogta criteria did not explicitly test the alignment with the PGDP. COGTA to conduct the initial assessments to calculate the baseline

No	Strategic Objective Indicators	Baseline (2010)	Revised Baseline 2015	TARGETS				SOURCE	REPORTING
				2020	2025	2030	2035		
6.1.2	Average IDP assessment score. (New Indicator)	74.15	70.73	90	TBD	TBD	TBD	This is a new indicator , but COGTA has a tool that measures this	Annual- Cogta The average score is affected by annual adaptations to the criteria.
6.1.3	Level of functionality of IGR forums. (New Indicator)								
6.1.3.1	Level of functionality of Provincial IGR forums	New	35%	90%	100%	100%	100%	OTP	Annual OTP
6.1.3.2	Level of functionality of Municipal IGR forums	New	100%	100%	100%	100%	100%	All municipal IGR structures are 100% functional against the set of criteria used	Annual Cogta
6.1.4	Reduction in number of registered IGR disputes. (New Indicator)								
6.1.4.1	Provincial	New	50%	60%	75%	85%	100%	This is a new indicator that needs to be developed and tested.	Annual OTP
6.1.4.1	Municipal	New	New	TBD	TBD	TBD	TBD	This is a new indicator that needs to be developed and tested.	Annual COGTA
6.1.5	Number of cross border (inter municipal, inter provincial and international) agreements and shared services agreements maintained. (New Indicator)							This is a new indicator that needs to be developed and tested.	Annual OTP
6.1.5.1	Provincial and International	New	10	30	40	50	60	This is a new indicator that needs to be developed and tested.	Annual OTP
6.1.5.2	Municipal and Shared Services	10	10	10	10	10	10	Development Planning Shared Services established by COGTA	Annual, Cogta
6.2.1	Percentage of vacant funded posts in provincial departments, municipalities and public entities. (Expanded indicator)							PERSAL Reports, Cogta Back to Basics and Treasury	Annual
6.2.1.1	Percentage of vacant funded posts in provincial departments	38%	15%	10%	10%	10%	10% or less	PERSAL reports	6 monthly OTP (PERSAL)

No	Strategic Objective Indicators	Baseline (2010)	Revised Baseline 2015	TARGETS				SOURCE	REPORTING
				2020	2025	2030	2035		
6.2.1.2	Percentage of vacant funded posts in municipalities	New	4192/52549 = 7.9%	<10%	TBD	TBD	TBD	COGTA	6 monthly COGTA
6.2.2	Number of municipalities, provincial departments, public entities achieving clean audits.							Auditor-General's office	Annual COGTA; Provincial Treasury
6.2.2.1	Percentage municipalities with clean audits	8.2%	100%	100%	100%	100%	100%		
6.2.2.2	%of provincial departments and entities with clean audits	28.2%	100%	100%	100%	100%	100%	Auditor-General's office	Annual Provincial Treasury
6.2.3	Percentage of positive rating of service delivery at provincial and local levels, measured through the KZN Citizens Satisfaction Surveys.							Citizen Satisfaction Survey (STATS SA)	2 yearly, baseline 2015 OTP with Stats SA
6.2.3.1	Provincial Level – measuring rating category “Good/Very Good/Excellent” Consider 2% as no trends therefore conservative								
	Provision of basic education	New	63%	65%	TBD	TBD	TBD		
	Provision of health care	New	49%	51%	TBD	TBD	TBD		
	Maintenance of Provincial Roads	New	52%	54%	TBD	TBD	TBD		
	Eradicating poverty and improving social welfare	New	38%	40%	TBD	TBD	TBD		
	Promoting agriculture	New	41%	43%	TBD	TBD	TBD		
	Improving household food security	New	31%	33%	TBD	TBD	TBD		
	Provision of safety and security	New	33%	35%	TBD	TBD	TBD		
	Promoting accountable government	New	32%	34%	TBD	TBD	TBD		
	Enhancing entrepreneurship and SMME's	New	34%	36%	TBD	TBD	TBD		
	Eradicating fraud and corruption	New	29%	31%	TBD	TBD	TBD		

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Revised Baseline 2015	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
		6.2.3.2	Municipal Level, using rating category of "Satisfied" Consider 2% as no trends therefore conservative								
			Water services	New	52%	54%	TBD	TBD	TBD		
			Electricity services	New	61%	63%	TBD	TBD	TBD		
			Municipal clinics	New	61%	63%	TBD	TBD	TBD		
			Sanitation services	New	49%	51%	TBD	TBD	TBD		
			Affordable Housing	New	36%	38%	TBD	TBD	TBD		
		6.2.4	% of provincial departments achieving Level 3 within 50% of the Management Performance Assessment Tool (MPAT) standards for each cycle.	50%	65%	70%	75%	80%	80%	DPME MPAT Reports	Annual OTP
		6.2.5	Percentage of conditional grant funding spent in accordance with approved business plan/s. (New Indicator)	New	COGTA 14/15: 96% COGTA 15/16: 87%	95%	TBD	TBD	TBD	Departmental reports to Treasury COGTA: the lower percentage in 15/16 refers to additional grant funding being transferred and projects starting with slow expenditure initially. This will be corrected at the end of the 16/17 FY when the figures are reconciled	Annual Treasury

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Revised Baseline 2015	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
6.3	Eradicate fraud and corruption	6.3.1	Percentage of positive rating of provincial performance as regards eradication of fraud and corruption at provincial and local levels, measured through the KZN Citizens Satisfaction Surveys. (New Indicator)	New	55%	60%	65%	70%	100%	Citizen Satisfaction Survey (STATS SA)	2 yearly, baseline 2015 OTP with Stats SA
		6.3.2.1	The rand value affected by fraud and corruption in the public and private sectors. (R'000)	529 736	84 842	20 000	10 000	5 000	2 000	Official Statistics from SAPS	Quarterly, OTP
		6.3.2.2	Number of government officials convicted for corruption or offences related to corruption	207 (2013)	33	50	55	40	40	Official Statistics from SAPS	Quarterly, OTP
		6.3.2.3	Conviction rate measured as percentage convictions of the total number of dockets received in the year )	77(2013)	84%	90%	95%	95%	100%	Official Statistics from SAPS	Quarterly, OTP
		6.3.3	Number of departments achieving a satisfaction or better rating through MPAT on fraud and integrity (New Indicator)	1 (2012) 5 (2013) 4 (2015)	11	13	14	14	14	DPME MPAT standards, using PA 2.4.2 –Fraud prevention	Annual OTP
		6.3.4	Percentage of cases from the National Anti-Corruption hotline closed by departments. (New Indicator )	NEW	87	95	95	98	100	Public Service Commission and MTSF Outcome 12 Reports from DPME	Quarterly, 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: 75,6% (2013) Local: 61,14 (2016)	Prov: 82% Local: 67%	Prov: 84% Local: 69%	Prov: 86% Local: 71%	TBD	Official release of statistics through IECC.	After each election OTP
		6.4.2	Number of engagements with functional social partnerships in the form of sector-specific multi-stakeholder forums/councils to engage and collaborate on aspects of the PGDP.	New	TBD	TBD	TBD	TBD	TBD	This is a new indicator that needs to be developed and tested. Progress will be reported through an intervention/action,	Annual OTP

No	Strategic Objective Indicators	Baseline (2010)	Revised Baseline 2015	TARGETS				SOURCE	REPORTING
				2020	2025	2030	2035		
6.4.3	Increase in representation and participation of non-governmental stakeholders in the PGDP action workgroups	Less than 4%	9%	14%	19%	23%	28%	OTP	Annual OTP
6.4.4	The number of district municipalities with functional development agencies which actively involve the private sector and civil society at local level.	0	7/10	10/10	TBD	TBD	TBD	COGTA assessment reports	Annual COGTA
6.4.5	Number of functional wards committees.	178/771	370/828	872/872	TBD	TBD	TBD	Ward functionality reports	COGTA, Annual
6.4.6	Level of participation/ awareness of programmes (PGDP/OSS/Izimbizo).	New						Citizen Satisfaction Survey (STATS SA) Note: new and no trends therefore 2% increase on baseline used, except for 6.4.6.1	2 yearly, baseline 2015 OTP with Stats SA
6.4.6.1	Awareness of PGDS/P	New	14%	20%	30%	40%	50%		
6.4.6.2	Awareness of OSS	New	34%	36%	TBD	TBD	TBD		
6.4.6.3	Izimbizo attendance	New	24%	26%	TBD	TBD	TBD		
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
6.4.8	Public perception of Provincial government implementation of Batho Pele Principles.							Stats SA CSS Note: new and no trends therefore 2% increase used	2 yearly
	Consultation	New	59%	61%	TBD	TBD	TBD		
	Service Standards	New	59%	61%	TBD	TBD	TBD		
	Equal access	New	45%	47%	TBD	TBD	TBD		
	Value for Money	New	34%	34%	TBD	TBD	TBD		

## GOAL 7: SPATIAL EQUITY

*Increased spatial access to goods and services*

GOAL INDICATORS	Baseline (2010)	Revised Baseline 2015	TARGETS				SOURCE	REPORTING
			2020	2025	2030	2035		
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	TBD	Calculated by standardised method based on population and facilities distribution. Note that the Department anticipates a review of the method of calculation to be aligned to current standards, hence update of targets is to be determined	Annual COGTA

No	STRATEGIC OBJECTIVE	No	Strategic Objective Indicators	Baseline (2010)	Revised Baseline 2015	TARGETS				SOURCE	REPORTING
						2020	2025	2030	2035		
7.1	Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities	7.1.1	Spatial Distribution of Human Development Index (HDI) at provincial scale	0.57	0.57	0.60	0.64	0.69	TBD	Provincial Index of Multiple Deprivation – Note: This is being used as a proxy indicator based on the assumption that improving spatial equity should contribute to reducing poverty. This refers to the HDI described at Goal 3 Goal 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	Every 5 years. COGTA  The department will be exploring options to develop an accessibility index as a measure to track spatial equity. The proxy will remain until this is achieved
		7.1.2	Number of municipalities meeting minimum hierarchy of plans standards (New Indicator)	New	New	TBD	TBD	TBD	TBD	This is a new indicator that needs to be developed and tested. Progress will be reported through an intervention/action Note: Assessment has been done in 6 municipalities to determine the available plans and this will be used to develop the indicator	COGTA TBD

No	STRATEGIC OBJECTIVE	No	Strategic Indicators	Objective	Baseline (2010)	Revised Baseline 2015	TARGETS				SOURCE	REPORTING
							2020	2025	2030	2035		
7.2	Ensure integrated landuse management across the Province, ensuring equitable access to goods and services, attracting social and financial investment	7.2.1	Percentage of land covered by comprehensive landuse schemes		1.8%	7%	50%	75%	100%	100%	Calculated as a percentage of KZN land with a municipally approved land planning and management tool	Annual COGTA
		7.2.2	Percentage of municipal capital expenditure aligned with the Provincial Spatial Development Framework. (New Indicator)		New	New	TBD	TBD	TBD	TBD	This is a new indicator that needs to be developed and tested. Progress will be reported through an intervention/action	COGTA TBD
		7.2.3	Number of municipalities with functional municipal planning units. (New Indicator)		New	New	TBD	TBD	TBD	TBD	This is a new indicator that needs to be developed and tested. Progress will be reported through an intervention/action	COGTA TBD
		7.2.4	Number of municipal Spatial Development Frameworks aligned with the Provincial Spatial Development Framework. (New Indicator)		New	New	TBD	TBD	TBD	TBD	This is a new indicator that needs to be developed and tested. Progress will be reported through an intervention/action	COGTA TBD
		7.2.5	Number of municipalities with functional GIS units (New Indicator)		New	New	TBD	TBD	TBD	TBD	This is a new indicator that needs to be developed and tested. Progress will be reported through an intervention/action	COGTA TBD

## G. APPENDIX – CATALYTIC PROJECTS LIST

Please visit the following website for quarterly updates of the Catalytic projects:

[www.kznppc.gov.za](http://www.kznppc.gov.za)