



provincial planning  
commission

PROVINCE OF KWAZULU-NATAL

## KWAZULU-NATAL PROVINCIAL PLANNING COMMISSION

# CONDENSED VERSION OF THE KWAZULU-NATAL PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY AND PLAN: 2012 TO 2030

APRIL 2012

*Building A Better Future Together*

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## The KwaZulu-Natal Provincial Planning Commission

The KwaZulu-Natal Provincial Planning Commission (PPC) is constituted of nine Commissioners, eight part-time Commissioners and a fulltime Chairperson appointed by the Premier to serve for a period of 5 years. The KwaZulu-Natal Provincial Planning Commission seeks to compliment the National Planning Commission (NPC) and advises and makes recommendations to a Planning Sub-Committee of Cabinet on matters related to a long term strategic development perspective and vision of the Province, ensuring coherence in policy development and planning across the Provincial Government and strengthening performance monitoring and evaluation to assess the pace required to deliver on the desired outcomes.

The PPC will lead investigations into critical long term trends in the Province, with technical support from a Secretariat and in partnership with relevant other parties.

The functions assigned to the PPC are to undertake planning and make recommendations that will lead to the development and periodic review of a long term Vision including a *Provincial Spatial Economic Development Strategy*, the *Provincial Growth and Development Strategy* and the *Provincial Growth and Development Plan* and will contribute to reviews of implementation and progress in achieving the objectives of the *Strategy*.

It will assist with mobilising society around the provincial Vision and other tasks related to macro policy development and provincial strategic planning and will contribute to the development of national and international partnerships and networks of expertise on planning.



## The National Planning Commission

The National Planning Commission is responsible for developing a long term Vision and strategic plan for South Africa and advises on the cross-cutting issues affecting South Africa's long term development, mapping out – with sound evidence and research – clear recommendations for government to be able to achieve the goals of growing the economy, reducing poverty and improving the quality of life of all its citizens.

The NPC is chaired by the Minister in The Presidency for National Planning. The Commission is made up of 25 part-time Commissioners appointed by the President on the basis of their skills and expertise. The Commission is supported by a fulltime secretariat of public servants.

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

It is no surprise that the key issues identified at a national level in the *NPC Diagnostic Report* are those facing KwaZulu-Natal at a provincial level.

Growing our economy for the development and improvement of the quality of life of all people living in the province of KwaZulu-Natal

## The Provincial Growth and Development Strategy

The *Provincial Growth and Development Strategy* is aligned within the current provincial, national and global policy frameworks, namely the six Provincial Priorities, the Twelve National Outcomes, the New Growth Path, the National Planning Commission's Diagnostic Report and National Development Plan and the Millennium Development Goals (MDGs). These policy frameworks provide the backdrop to the 2011 KZN *PGDS*.



The KZN PPC produced a *Situational Overview Report*, summarised in the *PGDS* as the Strategic Analysis, which provides an analysis of the status quo in KZN – its weaknesses and its strengths. The complete version can be found on the website: [www.kznppc.gov.za](http://www.kznppc.gov.za)

- physical
- environmental
- administrative
- demographic
- social
- economic
- infrastructure
- institutional and policy
- public funding

### A sustainable approach

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

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

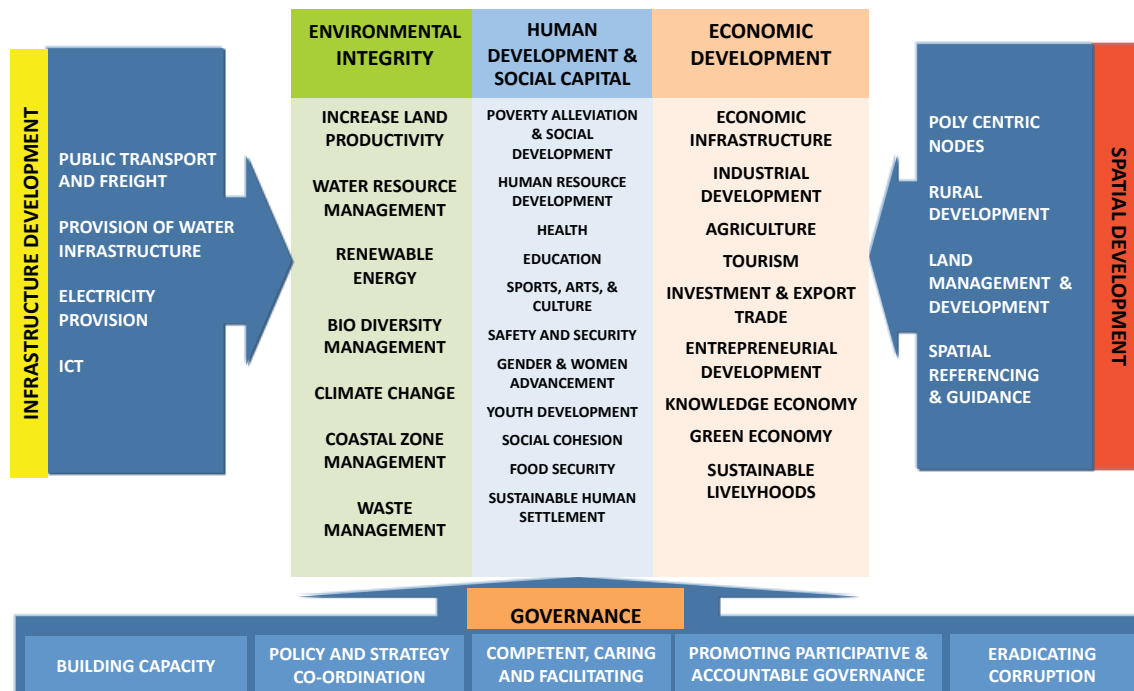
During the consultative process the recommendations for achieving growth and development found a logical arrangement into seven strategic goal areas and these were further expanded into thirty strategic objectives. The 2011 KZN *PGDS* sets the scene for the Province to build on these seven key priorities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

The purpose of the *PGDS* is to be the primary growth and development strategy for KwaZulu-Natal to 2030. It sets a long term (20 year +) vision and sets out the strategic goals and objectives for the Province.

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



### PGDS Sustainability Approach



### One strategy for all

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



## Strategic Goals and Objectives for KZN until the Year 2030



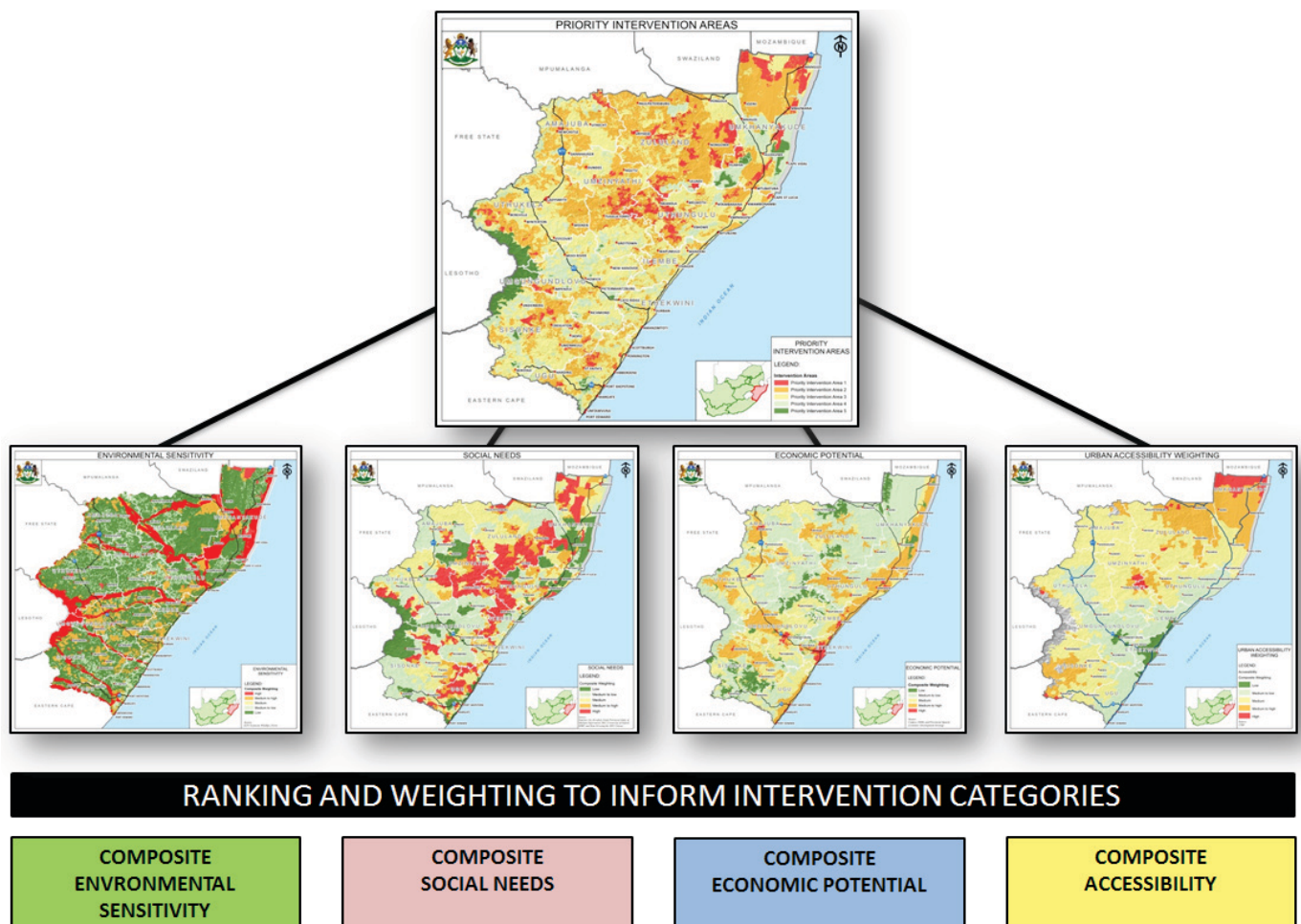
*The Commission generated many far-reaching and ambitious responses to the challenges raised in this analysis. The Commission needed to group these responses, a culmination of months of discussion and synthesis, in a way that reflects the main aims embodied in the Vision. It was found that the responses cohered around a number of goal areas and objectives and finally shaped into seven goal areas and 30 objectives.*

## Provincial Spatial Development Framework

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

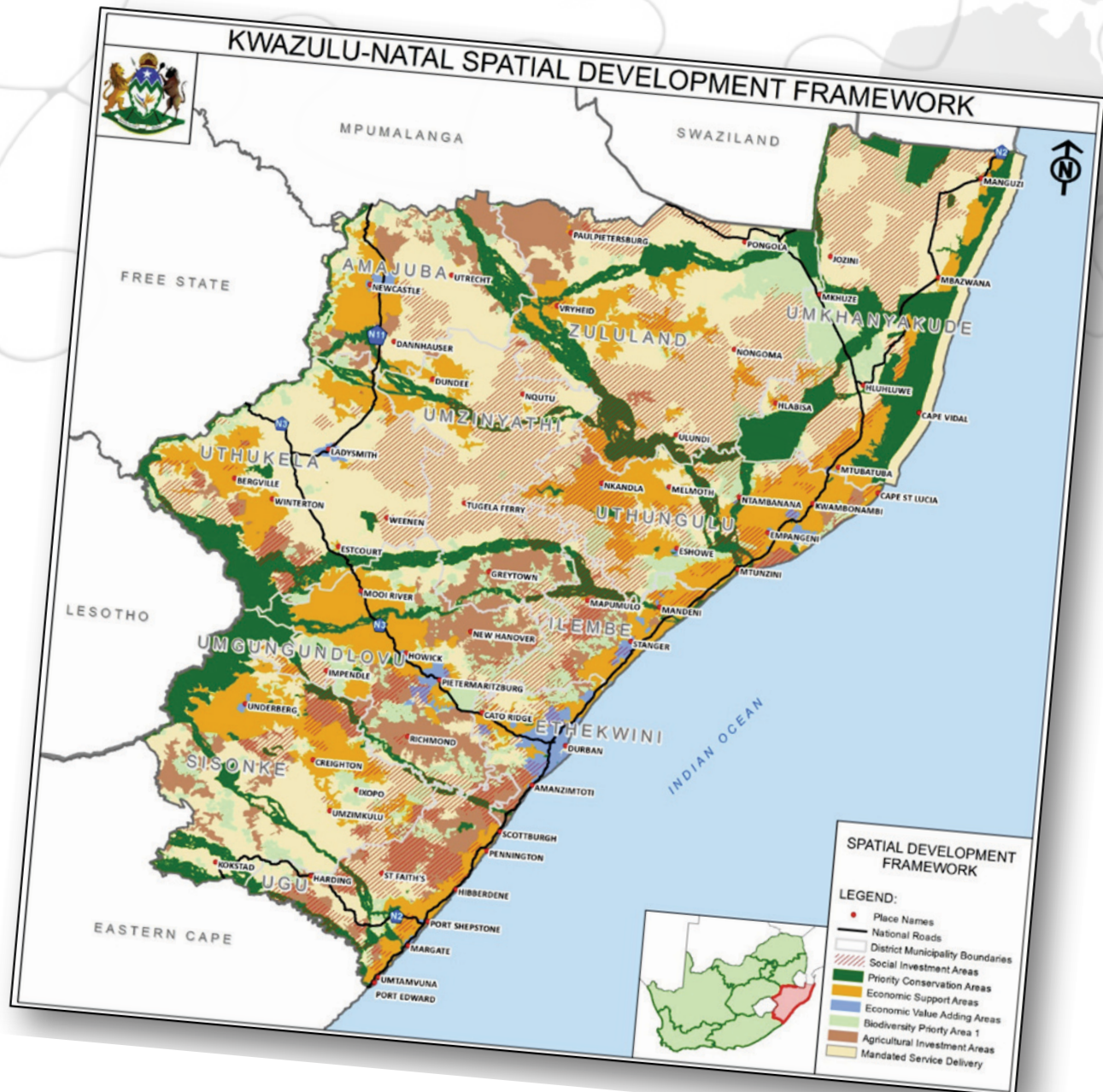
Provincial strategies are aimed at promoting growth and development based on a thorough understanding of the existing profile of the Province and analysis of the strengths, weaknesses, opportunities and threats of the current situation. In developing the *Spatial Development Framework* four variables were identified; environmental sensitivity, social need, economic potential and accessibility. Maps were drawn up, as shown in the diagram below to indicate priority intervention areas for these variables. The complete version can be found on the website.

[www.kznppc.gov.za](http://www.kznppc.gov.za)



## Provincial Spatial Development Framework

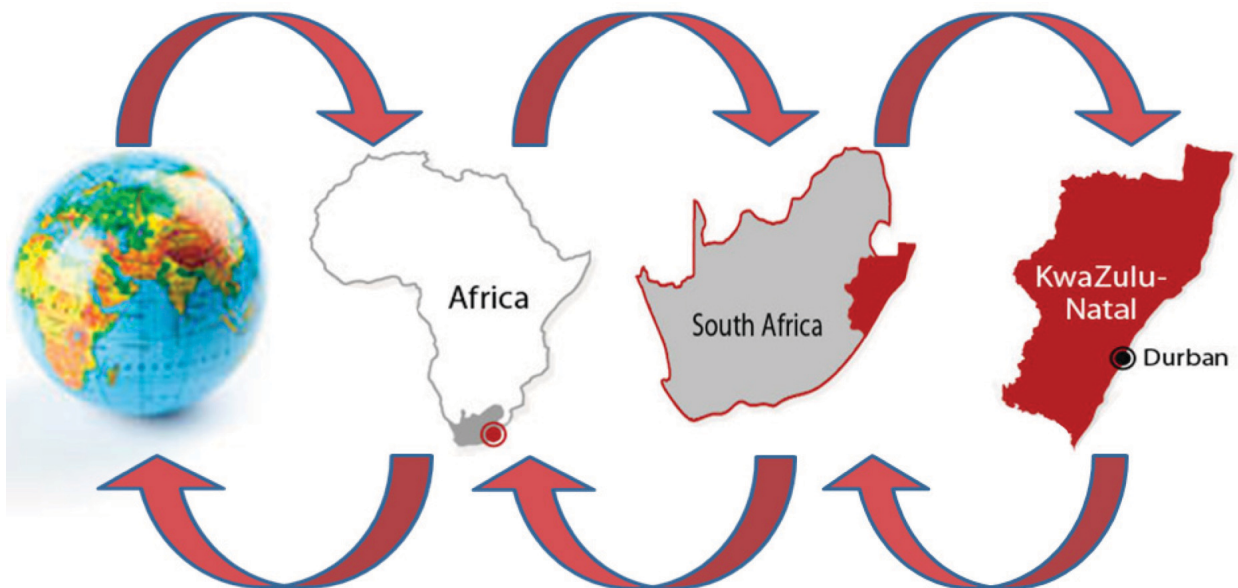
These variables were considered collectively and then ranked to formulate the composite Provincial Spatial Development Framework map below. The strategic and targeted nature of the *Provincial Growth and Development Strategy* means that interventions will be undertaken within key geographical areas of Need and Potential.





## Provincial Cabinet's Vision for KZN

By 2030, the Province of KwaZulu-Natal should be a GATEWAY  
to South and southern Africa, its human and natural resources maximized  
to create a safe, healthy and sustainable living environment.



### From Strategy to Plan

After a broad consultation process, the *PGDS* was adopted by KZN Cabinet in August 2011, and Cabinet mandated the KZN PPC to prepare an implementation plan in the form of a *Provincial Growth and Development Plan* (PGDP). It was also noted that the *PGDS* and the *PGDP* should be in alignment with the *National Development Plan* being prepared by the National Planning Commission.

## The Provincial Growth and Development Plan



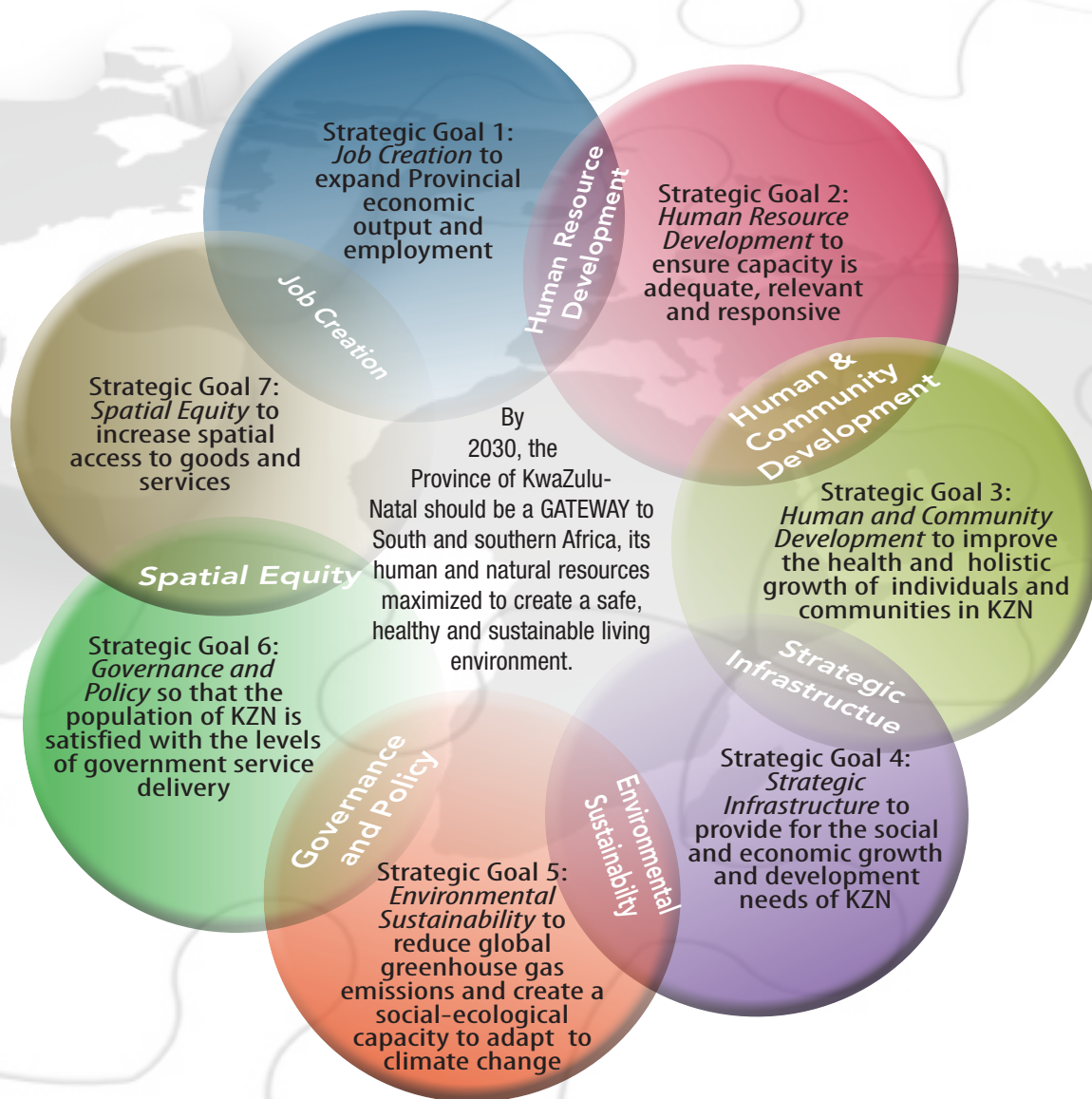
Whereas the *Provincial Growth and Development Strategy* sets the 2030 Vision for the Province as well as the Strategic Goals and Objectives that will drive the Strategy, the *Provincial Growth and Development Plan* sets out to describe the desired outcomes in respect of each Strategic Objective.

The Commission's mandate is to drive and direct growth and development and this requires that 'desired outcomes' should be clearly defined for all the strategic goal areas. Province wanted to be able to measure or monitor its progress in achieving the goals and objectives. This meant that the Commission and government departments in consultation with social partners had to agree on a set of measurements: indicators of performance. To make it thorough, the process also came up with targets: what should be measured *and* what should be achieved. The *PGDP* is in fact a framework for monitoring the achievement of the strategy.

Each strategic goal area has an overall measure of success – 'apex indicator' is the term used. Each strategic objective has a set of 'primary indicators' – the main measurements relevant to successful achievement in that area. In addition, there are sets of 'secondary indicators' – which measure actions related to the achievement of the objective.

A set of interventions is proposed for each objective. These are not exhaustive, but are meant to put in place the conditions for success. They will be one of the subjects for consultations going forward. Because it is a 20 year plan, the measurements or indicators are set in five yearly intervals; setting targets for 2015, 2020, 2025 and 2030. All the above add up to a 'growth trajectory' for the province.

Large scale strategic Interventions or 'catalytic projects' have been identified. These are projects that will receive priority attention and support, based on the potential and scale of these projects to fast track achieving *PGDS* Goals and Objectives.



The achievement of the seven Strategic Goals illustrated above, which make the Vision for KwaZulu-Natal possible, are described in the pages that follow. Each Goal outlines a number of Objectives and the Interventions required to realise these objectives. The Apex Indicators indicate the desired outcomes of each goal.

## Strategic Goal 1: Job Creation

### **Strategic Goal 1** **Expand Provincial** **economic output** **and employment**

Economic growth is viewed as the primary means through which job creation and economic transformation can occur. Job creation distributes the benefits of growth more widely and consequently reduces dependency on the welfare system.



To achieve job creation, the interventions centre around 5 objectives:

### **1. Unleash agricultural potential so that the KZN agricultural sector grows and generates employment**

*How to do this?*

- Develop crop and horticultural production
- Develop livestock production
- Develop emerging commercial farmers
- Enhance agricultural value-adding and marketing
- Expand irrigation schemes and efficient water-use
- Protect and rehabilitate agricultural resources.
- Investigate and support the establishment of fresh produce markets

#### Apex indicators:

1. The total value of output of all sectors will increase from 2012 value of R 267 200m to R 450 000m in 2020; and to R 750 000m in 2030 (Real Rands, 2005).
2. Total employment in KZN will increase from 2012's baseline of 2 400 000 people employed to 3 300 000 in 2020; and 4 500 000 people employed in 2030.

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

*How to do this?*

- Establish district-level Local Economic Development agencies
- Mandate appropriate institutions or bodies to act as brokers for special projects
- Targeted identification and release of affordable zoned land
- Establish a consolidated provincial funding mechanism for Local Economic Development
- Support implementation of the KZN Industrial Development, Investment and Export Strategies
- Establish an Integrated Provincial Business Retention and Expansion Programme
- Improve the functionality of the Richards Bay Industrial Development Zone (IDZ)
- Investigate opportunities in the maritime industries e.g. ship repair
- Investigate opportunities in the utilisation of mineral resources



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

*How to do this?*

- Support enhanced implementation of Expanded Public Works Programme and Community Work Programme, and Jobs Fund programmes
- Strengthen skills-growth programmes within lead programmes
- Enhance the level of procurement from KZN-based sources
- Support the expansion of learnership, apprenticeship and mentorship programmes
- Implementation of the Youth Wage Subsidy scheme



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

*How to do this?*

- Implement KZN SMME and cooperative strategies
- Support and mentorship for SMMEs
- SMME access to appropriately located facilities
- Business red-tape reduction and relaxation of legislation for SMMEs
- Promoting entrepreneurship, SMMEs as a career path
- Review the funding criteria for SMMEs
- Promote collaboration and alignment between SMME support agencies
- Promotion of SMMEs within catalytic projects

**5. Develop the knowledge base to enhance the knowledge economy**

*How to do this?*

- Enhance Provincial economic growth through innovation
- Strengthen research and development partnerships with tertiary institutions
- Establish research institutes focused on key sectors
- Create R&D sector hubs in relationship with tertiary institutions
- Develop a reference point for indigenous knowledge systems.



## Strategic Goal 2: Human Resource Development

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

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



**Strategic Goal 2**  
**To ensure human resource capacity is adequate, relevant and responsive to growth and development needs of KZN**

The disparities observed between education provision in rural areas and education in urban areas (including between urban settings) must also be addressed. Adult basic education programmes need structured and professional delivery.

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

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

*How to do this?*

- Review teacher education and resource capacity building programmes.
- Improve teacher deployment and utilisation
- Collect data efficiently to track learner progress and retain learners in the education system
- More efficient delivery of basic education services, school infrastructure, equipment and learning support materials
- Support effective governance in schools
- Ensure inclusive education by providing schools for children with special needs
- Promote the use of technology and the 'new technologies'
- Review the education funding model
- Enhance technical vocational schools programmes



## 2. Align skills to economic growth so that there are sufficient skills to service the economic growth and development needs of the province

### *How to do this?*

- Develop skills plans for lead economic sectors per district municipality based on skills demand and implement in partnership with tertiary institutions
- Develop counselling and vocational guidance services for schools and for out of school youth
- Revitalise programmes for relevant lifelong learning, and deliver these programmes through accessible community-based adult education and training (AET) centres
- Work with universities to ensure an appropriate orientation and mix of programmes, and support them in building the capacity to expand student numbers and success rates in identified key areas. Distance education, driven by new technologies, should be specifically supported to reach the required numbers

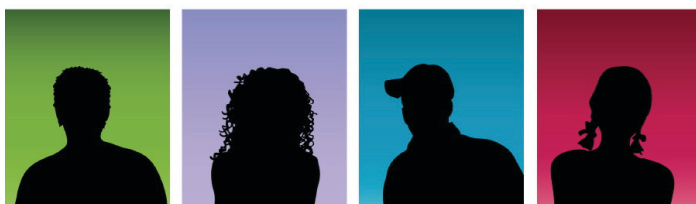
## 3. Enhance youth skills development and lifelong learning

### *How to do this?*

- Develop counselling and vocational guidance services for schools and out of school youth
- Revitalise programmes for relevant lifelong learning, and deliver these programmes through accessible community-based adult education and training (AET) centres
- Support the inclusion of pensioners in mentorship roles and other learning programmes.

### Apex Indicators:

1. The dropout rate between Grades 1-10 and particularly Grades 11-12 will decrease so that we have universal participation by 2015.
2. The number of schools with Annual National Assessment scores of 50% in Literacy and Maths will increase from 35% in 2012 to 80% in 2030.
3. The number of learners passing the national senior certificate will increase from 68% in 2012 to 80% in 2015.
4. Number of learners qualifying for Maths and Science university entrance will increase.
5. Appropriate skills available for priority industrial sectors in KZN.



## Strategic Goal 3: Human and Community Development

The high rate of poverty combined with the widely acknowledged challenges in relation to quality of life in KwaZulu-Natal makes it imperative that the strategic interventions addressing poverty be multifaceted.

**Strategic Goal 3**  
**To support the constant improvement in the health and holistic growth and development of individuals and communities in KZN**

Community development needs to be approached holistically in order to empower citizens by mobilising various agencies to support communities with the differing challenges they face in specific districts. It is important to adopt a supportive approach to communities confronting poverty while at the same time not create dependency on poverty alleviation strategies such as the social grant system. To achieve job creation, the interventions centre around 6 objectives:



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

*How to do this?*

- Promote and accelerate rollout of Sukuma Sakhe
- Rationalise and align the community development approach
- Eliminate corruption and fraud in the social grant system
- Investigate negative impacts of the social grant system
- Develop an integrated responsive system for continuous assessment



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

*How to do this?*

- Develop and implement Comprehensive Primary Health Care
- Accelerate HIV/AIDS intervention programmes
- Ensure equitable access to health and special facilities
- Support the National Health Insurance (NHI) system
- Promote physical and mental health programmes
- Promote awareness programmes against substance abuse



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

*How to do this?*

- Develop infrastructure for local markets



- Support the informal economy
- Develop skills to support local food production
- Implement 'One-Home-One-Garden' projects
- Promote permaculture practices
- Rollout school and community gardens
- Support '100ha' programme by traditional councils
- Establish early warning systems



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

*How to do this?*

- Establish a joint provincial forum to ensure coordinated and integrated development planning
- Densify settlement patterns
- Transform slums clearance into social housing programmes
- Establish policy for the provision of '75litres of water per person per day'

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

*How to do this?*

- Implement the design standards of 'Crime Protection through Environmental Design'
- Strengthen programmes aimed at curbing violence against the vulnerable with focus on women, children and the elderly
- Strengthen partnerships between civil society, business and the criminal justice system at local level
- Establish educational programmes on safety for children

**6. Increase social capital so that institutions, partnerships and networks amongst the poor are expanded and strengthened**

*How to do this?*

- Conduct diagnostic research into the main causes of the collapse of community level institutions
- Develop and implement programmes that promote norms and behaviours that create an enabling environment for successful community level institutions
- Support the building and maintenance of networks between linking and community level institutions.

**Apex indicators**

1. PGDP Adjusted Human Development Index will move closer to 1 from the current value of 0.70.
2. The Longevity Index will improve from the current 35.30 to 47.00 in 2030.
3. Absolute poverty will decrease from 25.70% to 10.79% in 2020 and 0% in 2030.
4. By 2030 the poorest 60% of KZN people will receive 29.2% of KZNs total income.

## Strategic Goal 4: Strategic Infrastructure

While historic under-investment in basic infrastructure (roads, transportation, water provision, sanitation etc) has undermined the growth of this province, the Province's long-term success

**Strategic Goal 4**  
**To provide infrastructure**  
**for the social and**  
**economic growth**  
**and development**  
**needs of KZN**

and participation in the global market will depend on its ability to maintain good governance, to continue to provide services and improve its transport and logistics infrastructure. In line with national government policy, public-sector investment in infrastructure is seen



as key to building the overall levels of investment in fixed assets, which is central to achieving growth and development targets.

The need is therefore to invest in both operational infrastructure (water, sanitation, roads etc) and connectivity (information technology, mobility) infrastructure. The challenges pose also as economic opportunities for innovation that could lead to new job-creating value chains in sectors such as waste recycling, renewable energy, and information technology and so on. To improve strategic infrastructure the interventions centre around 6 objectives:

### 1. Develop ports and harbours so that the harbours in KZN operate at optimal capacity

*How to do this?*

- Plan and develop an inland multi-modal logistics hub
- Implement plans for Durban's dug-out port
- Improve and expand Durban's back-of-port operations
- Develop Richards Bay Port container terminal
- Improve the Durban Port Passenger Terminal
- Establish the feasibility of developing selected small craft harbours
- Programme and fund operations and maintenance

### 2. Develop airports so that the airports in KZN operate at optimal capacity

*How to do this?*

- Optimise the Dube Tradeport Aerotropolis
- Develop regional airfields
- Install an aviation fuel line from Durban refineries to KSIA
- Programme and fund operations and maintenance
- Develop ICT Infrastructure

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

*How to do this?*

- Establish a dedicated freight link from Durban Port to inland hub
- Expand the coal rail link
- Extend rural road access and maintain secondary roads
- Implement the Integrated Passenger Strategy
- Expand and maintain core rail freight network and branch lines
- Programme and fund operations and maintenance



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

*How to do this?*

- Expand community access to broadband services
- Increase bandwidth (speed) for economic competitiveness
- Programme and fund operations and maintenance

**5. Improve water resource management and supply so that sufficient water is available for the growth and development needs of KZN**

*How to do this?*

- Develop and implement the Provincial Water Strategy
- Rationalise and extend Water Board jurisdictions
- Develop policy and guidelines on the inclusion of catchment and river management in all land use management schemes
- Research and promote skills development for more localised water harvesting
- Develop a dam building programme
- Programme and fund operations and maintenance

**6. Improve energy production and supply so that sufficient electricity is available for the growth and development needs of KZN**

*How to do this?*

- Develop and implement the Provincial Energy Strategy
- Investigate renewable energy sources
- Provide base load alternative energy supply
- Programme and fund operations and maintenance.

**Apex indicators:**

1. The efficiency of infrastructure will be measured by the expenditure on fixed capital investment in relation to provincial GDP.
2. The time it takes provincial government departments to process development applications.

## Strategic Goal 5: Environmental Sustainability

Climate change is the greatest environmental challenge facing the world and refers to serious disruptions of the planet's weather patterns. This includes impacts on precipitation, temperature and a rise in the sea level. The developing world faces greater challenges than the developed world,

**Strategic Goal 5**  
**To reduce global**  
**greenhouse gas**  
**emissions and create**  
**social-ecological capacity**  
**to adapt to climate change**

both in terms of the impacts of climate change and the capacity to respond to it. Although South Africa as a whole is a developing country, the rural population of KwaZulu-Natal will feel the direct impacts of climate change to a much greater extent than the urban population, who are arguably less dependent on their direct environment and agriculture for a livelihood or for survival. Subsequently the objectives for environmental

sustainability aim to stabilise concentrations of greenhouse gases in the atmosphere and to improve the resilience of both the natural environment, through rehabilitation, conservation and management. These measures would enhance the ability of the people of KwaZulu-Natal to live in a more sustainable manner within their environment.



### 1. Increase productive use of land so that land productivity is sustainably improved

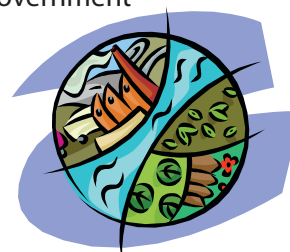
*How to do this?*

- Promote sustainable agricultural land use practices
- Establish a policy and regulatory framework for the reduction of land degradation and enhancing Land Care Programmes

### 2. Advance alternative energy generation and reduce reliance on fossil fuels so that a greater proportion of renewable energy is used in KZN

*How to do this?*

- Develop provincial energy strategy and alternative resource assessment (mapping) for wind, solar, biomass, ocean and hydro energy
- Programme alternative energy demonstration projects
- Programme residential energy efficiency installations
- Programme implementation of energy management system in government infrastructure





### 3. Manage pressures on biodiversity to halt and reverse biodiversity trends

#### *How to do this?*

- Formulate a regular provincial State of the Environment Report
- Integrate and coordinate Coast Zone Management
- Establish a management agency for the UkhahlambaMaluti TFCA
- Monitor air and water quality
- Develop a provincial strategic environmental framework for biodiversity
- Establish localised waste management programmes
- Coordinate the systematic reduction of carbon emissions and other drivers of ozone depletion

#### **Apex indicators:**

1. The measure of Green House Gas Emissions will improve from 5,102,200 MtCO<sub>2</sub>e in 2015 to 14,788,200 in 2030.
2. The Biodiversity Index must improve.

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

#### *How to do this?*

- Research and monitor climate change continuously to inform adaptation, response and mitigation
- Formulate a climate change disaster response
- Strengthen district disaster management and mitigation capacity.



## Strategic Goal 6: Governance and Policy

The successful implementation of the *PGDS* depends on effective and efficient governance systems, particularly in the Government sector. The proposed interventions require alignment within the policy environment to facilitate change and efficiency. National legislation has set out the competencies and roles of the three spheres of

**Strategic Goal 6**  
**The population of KZN**  
**is satisfied with the levels**  
**of government service delivery**

Government (National, Provincial and Local), 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. As yet there are no effective systems to constantly assess the alignment of policies across the different sectors and across the different spatial areas of the Province. A more comprehensive inventory of and assessment instrument for existing policy is needed in KZN.



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

*How to do this?*

- Institute a comprehensive policy audit
- Develop an Integrated Funding and Implementation Management Framework (including Municipal Infrastructure Grant, Housing, Department of Water Affairs, BIG, Electricity, NDFP, Jobs Fund, etc)
- Create a single window of coordination between the Provincial Government, Municipalities and non-government forums
- Better resourced support programme for improving the quality of the Integrated Development Plans
- Strengthen the effectiveness of the Provincial Cabinet Cluster System

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

*How to do this?*

- Rationalise municipal boundaries and disestablish non-functioning, unviable local municipalities
- Strengthen the capacity of the Nerve Centre and the Provincial Planning Commission



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

*How to do this?*

- Provincial Operation Clean Audit
- Fast track disciplinary processes and effective prosecution
- Implement proactive integrity management programmes
- Implement and establish a business intelligence tool to prevent fraud

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

*How to do this?*

- Improve relationships between traditional councils, municipalities and provincial departments
- Strengthen capacity of the KZN Economic Council
- Develop advocacy programmes.

**Apex indicator:**

1. The level of client satisfaction will improve from 58% in 2012 to 78% in 2020 and to 95% in 2030.

## Strategic Goal 7: Spatial Equity

Integrated Spatial Planning is the single most important tool utilised to depict the distribution of population, land uses, existing resources, and proposed initiatives in relation to each other in order to create a better understanding of status quo and realities faced within a region. Spatial Equity investigates

the interaction of different policies and practices across regional space and sets out the role of localities in a wider context. It sets out a strategic framework to guide future development and policy interventions. Spatial planning underpins economic, environmental and social development in order to achieve sustainability, address climate change, ensure place-making, environmental protection and enhancement, achieve economic development and address service delivery – infrastructure, transport, energy, utilities and flood management. Credible and reliable spatial information

has not been available within government departments and a source of reference needs to be established where spatial data on all aspects of development i.e. infrastructure, social needs, environmentally sensitive areas, road networks, can be obtained.



**Strategic Goal 7**  
**To increase spatial access**  
**to goods and services**

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

*How to do this?*

- Establish a hierarchy of provincial nodes with clearly defined functions and interventions per node
- Develop specific corridor plans to coordinate interventions around provincial corridors
- Continue the Small Town Regeneration and Rehabilitation Programme
- Formalise strategic rural nodes

#### **Apex indicators:**

1. The population's physical access to goods and services as measured by the Spatial Accessibility Index will improve.

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

*How to do this?*

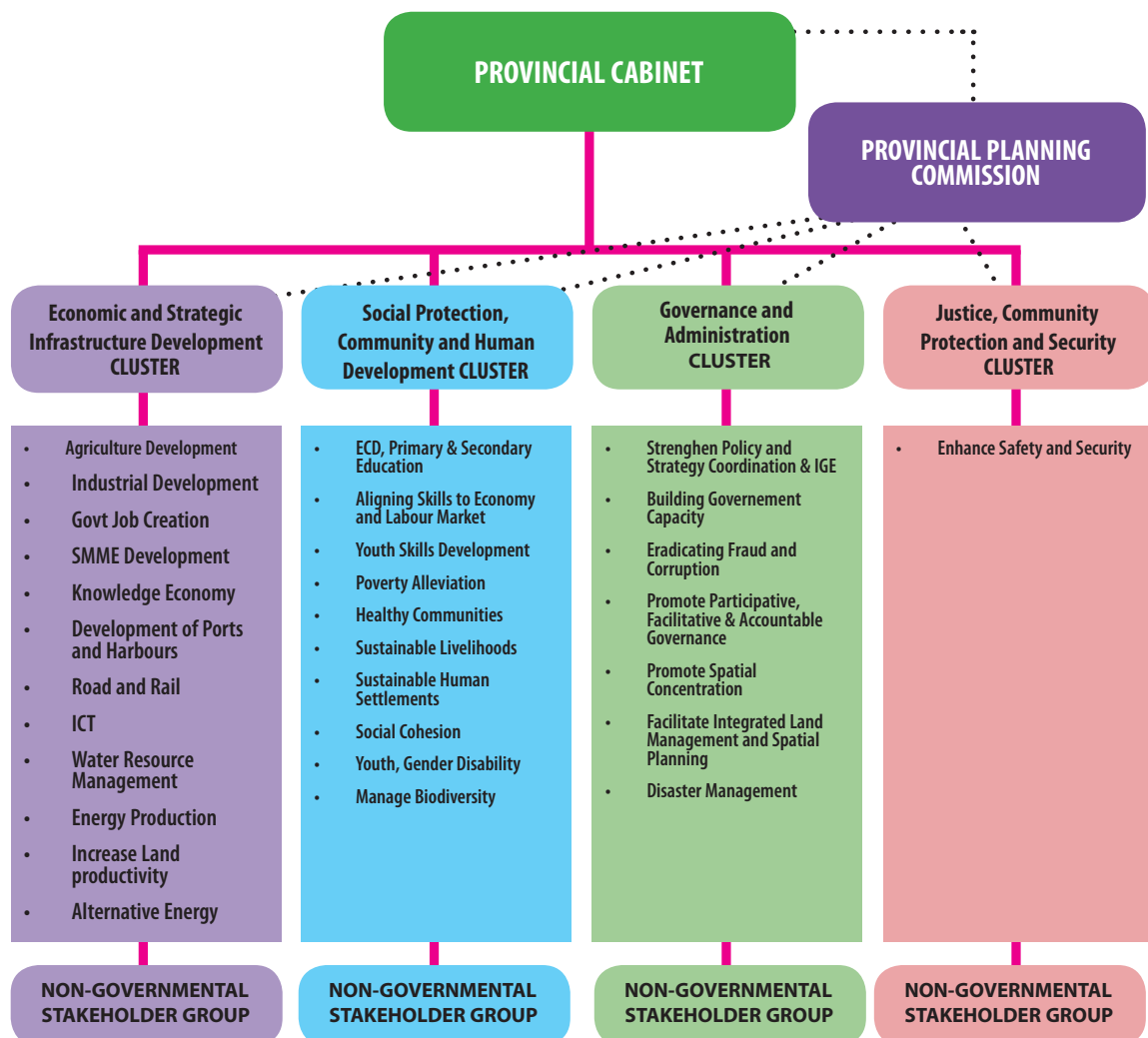
- Promote development of ward based plans
- Formulate Land Reform Area Based Plans within each district
- Address Act 70 of 1970 of the Planning and Development Act to align land use management schemes
- Align district and local municipal spatial and development frameworks with the *Provincial Spatial Development Framework*
- Formulate provincial planning norms, standards and guidelines.

## Institutional framework

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

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

The diagram below presents proposed institutional structures for implementing the *PGDP*.





## Consultations with social partners and stakeholders

Provincial growth and development strategies are the primary way in which stakeholders are mobilised and will commit to successful implementation. Buy-in and consensus was needed, hence the KwaZulu-Natal Government ensured that stakeholders and social partners were at the centre of the development of the new 2011 KZN *PGDS*.

A collaborative decision-making process, which integrated a structured stakeholder management process, ensured that all social partners were aligned with critical decisions throughout the development of the *PGDS* which is an output of all of KZN's social partners; the public and private sector, organised civil society, organised labour, academia and the non-governmental sector who reached consensus on what the challenges are and how best to manage them. This engagement has been pivotal to this transformation initiative, ensuring that the process secures the ownership of all stakeholders. Conceptually, the relevant *PGDS* stakeholders have been central to the process of reviewing and drafting the *PGDS* document. The value of this approach lies in seeking what the multi-faceted stakeholders want, calibrating their vision into a Provincial development vision and then attempting to align and integrate resources, institutional capabilities and enabling infrastructure against the backdrop of the legislative and policy landscape.

The structure basically proposes that the implementation of the *PGDP* be driven through four social partnership structures as illustrated below:

1. **KZN Economic Council: the objectives and interventions related to the economy and infrastructure**
2. **KZN Human Resource Development Council: education, training and labour market matters.**
3. **KZN Social Development Council: social development objectives and interventions of the plan.**
4. **KZN Council on Environmental Sustainability: the objectives and strategies related to the environment and responses to climate change.**

The intention in creating these 'Councils' is to entrench the shared ownership of the *PGDS* and *PGDP*. These councils send a clear signal to the people and stakeholders of the Province that the promotion of growth and development in the Province is not the prerogative of Government and Government structures only, but it is a shared responsibility amongst the key social partners and interest groups in society that are willing and able to participate in the implementation process.

Each Council will have representation from each of the social partners – Government, Business, Labour and the Community Sector. Other stakeholders and interest groups will be invited to participate in the Councils, based on criteria formulated by the Provincial Planning Commission, in consultation with relevant leadership of the social partner representatives, and may include small but specialist groups that can add value.

### The KZN Economic Council

Following Cabinet resolutions on this matter, the MEC for Economic Development and Tourism has already commenced with the establishment of this Council, which has 6 representatives each from Government, Business, Labour and Community sector. Each of these constituency groups has already nominated members to serve at Council level. The details of the modus operandi of

this Council are still being finalised, but it has been agreed that it will serve as a consultative and agreement-making body where decisions will be made by consensus. The Council is able to co-opt specialist inputs and to have some capacity to manage its agenda and the forms of engagement around issues of economic development and infrastructure for the economy. The Council will initially be convened and chaired by the MEC for Economic Development and Tourism.

### **The KZN Human Resource Development Council (Proposed)**

The Office of the Premier, supported by a multi-departmental steering committee, is in the process of formulating the KZN Human Resource Development Strategy. This Council is likely to be constituted of representatives of Government, Business, Labour, the Community sector as well as a range of key role-players in the education and training sector. The Council will deal with strategic programmes and delivery relating to the interventions identified in the strategic objectives of the *PGDP*. Dedicated task teams and/or working groups will focus on implementation plans of the *PGDP*.

### **The KZN Social Development Council (Proposed)**

It is proposed that a multi-stakeholder Social Development Council for KwaZulu-Natal be formed, to allow for high-level partnership and collaboration between Government, social partners and interest groups around the wide range of social development issues and strategies identified in the *PGDP*. This is the most complex area for implementation of the *PGDP*, both because of the complexity and interconnectedness of the issues and problems in the social sector, and because there are so many actors and institutions involved in these issues. With the social sector, it is clear that the process towards establishing such a coordinating partnership body is as important as its agenda. Such a Council/structure would be charged with coordinating the interventions identified in the strategic objectives of the *PGDP*.

### **The KZN Council on Environmental Sustainability (Proposed)**

As is the case with the proposed social sector above, there is no single forum for coordination of issues and strategies related to the advancement of environmental sustainability or the Province's response to climate change, which brings together Government and the non-Governmental sector. The idea is that such a forum will build a united front amongst the many role-players around how to implement the strategic objectives identified in the *PGDP* related to the environment and response to climate changes. It is envisaged that such a Council would also establish a range of task teams who report to the Provincial Planning Commission.

## **Summary charts**

The following pages contain charts that summarise the seven goal areas and their objectives and provide primary, secondary and apex indicators and the interventions proposed for each objective.

GOAL 1: JOB CREATION Expanded Provincial economic output and employment					APEX INDICATORS		Total value of output of all sectors within the provincial economy Total employment in all sectors within the provincial economy	
OBJECTIVES	Unleash agricultural potential	Enhance sectoral development through trade and investment	Improve efficiency of government led job creation programmes	Promote SMME and entrepreneurial development	Develop the knowledge base to enhance the knowledge economy			
PRIMARY INDICATORS	<p><i>The KZN agricultural sector grows and generates employment</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Total employment within the agricultural sector (including forestry and livestock )</li> <li><input type="checkbox"/> Value of agricultural contribution to the provincial economy</li> <li><input type="checkbox"/> Number of emerging commercial farmers</li> <li><input type="checkbox"/> Hectares of land under agricultural production</li> </ul>	<p><i>Provincial trade and investment grows and generates employment</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Total employment within all sectors excluding primary agriculture</li> <li><input type="checkbox"/> Total value of the provincial economy excluding primary agriculture</li> </ul>	<p><i>Government led job creation programmes yield incomes and prepare participants for entry into the labour market</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Number of new full-time equivalent jobs created through government-led job creation programmes</li> <li><input type="checkbox"/> Total Rand Value of each EPWP job in KZN</li> <li><input type="checkbox"/> Number of small contractors created through government-led job creation programmes</li> </ul>	<p><i>SMME promotion increases economic participation and generates employment</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Number of Cooperatives and SMMEs registered in KZN, that have been in operation for more than 2 years</li> <li><input type="checkbox"/> Number of new jobs created through establishment of SMMEs and Coops.</li> </ul>	<p><i>Provincial economic growth is enhanced by innovation</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> % of SA patents and designs registered by KZN entities and individuals</li> <li><input type="checkbox"/> Ratio of registered professional engineers to the population of KZN</li> <li><input type="checkbox"/> Gross expenditure on R&amp;D as a proportion of provincial GVA</li> </ul>			
INTERVENTIONS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Development of crop and horticultural production</li> <li><input type="checkbox"/> Development of livestock production</li> <li><input type="checkbox"/> Development of emerging commercial farmers</li> <li><input type="checkbox"/> Enhancement of agricultural value-adding and marketing</li> <li><input type="checkbox"/> Expansion of Irrigation Schemes and water-use efficiency</li> <li><input type="checkbox"/> Protection and rehabilitation of agricultural resources</li> <li><input type="checkbox"/> Establishment of fresh produce markets</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Establish district-level LED agencies</li> <li><input type="checkbox"/> Mandate appropriate institution or body to act as broker for special projects</li> <li><input type="checkbox"/> Targeted identification and release of affordable zoned land</li> <li><input type="checkbox"/> Establish a consolidated provincial funding mechanism for LED</li> <li><input type="checkbox"/> Support implementation of the KZN Industrial Development, Investment and Export Strategies</li> <li><input type="checkbox"/> Establish an Integrated Provincial Business Retention &amp; Expansion Programme</li> <li><input type="checkbox"/> Improve the functionality of the Richards Bay Industrial Development Zone (IDZ)</li> <li><input type="checkbox"/> Investigate opportunities in the maritime industries e.g. ship repair</li> <li><input type="checkbox"/> Investigate opportunities in the utilisation of mineral resources</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Support enhanced implementation of EPWP and CWP and Jobs Fund</li> <li><input type="checkbox"/> Introduction of government skill- growth programmes within lead programmes</li> <li><input type="checkbox"/> Enhance the level of procurement from KwaZulu - Natal based sources by department</li> <li><input type="checkbox"/> Support the expansion of learnership, apprenticeship and mentorship programmes</li> <li><input type="checkbox"/> Implementation of the Youth Wage Subsidy Scheme</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Implement the KZN SMME and Cooperative Strategies</li> <li><input type="checkbox"/> Support and mentorship for SMMEs, SMME access to appropriately located facilities</li> <li><input type="checkbox"/> Business red-tape reduction and relaxation of legislation for SMMEs</li> <li><input type="checkbox"/> Promoting entrepreneurship/SMMEs as a career path</li> <li><input type="checkbox"/> Review the funding criteria for SMMEs</li> <li><input type="checkbox"/> Promote collaboration and alignment between SMME support agencies</li> <li><input type="checkbox"/> Promotion of SMME within catalytic projects</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Strengthen partnerships with tertiary institutions (R&amp;D)</li> <li><input type="checkbox"/> Establish a research institute focused on key sectors</li> <li><input type="checkbox"/> Create R&amp;D sector hubs in relationship with tertiary institutions</li> <li><input type="checkbox"/> Develop a reference point for indigenous knowledge systems</li> </ul>			
SECONDARY INDICATORS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Value of total crop production</li> <li><input type="checkbox"/> Value of total horticulture production</li> <li><input type="checkbox"/> Value of total animal production</li> <li><input type="checkbox"/> Hectares of active agricultural land under irrigation</li> <li><input type="checkbox"/> Diversification of agricultural products</li> <li><input type="checkbox"/> Ratio of Agricultural exports to Imports within the Province</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Value of direct fixed capital formation in KZN</li> <li><input type="checkbox"/> Total value of exports generated from within KZN</li> <li><input type="checkbox"/> Ratio of Exports to Imports within the Province</li> <li><input type="checkbox"/> Total value of foreign and domestic tourism expenditure within the Province</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Number of new work opportunities created annually through CWP</li> <li><input type="checkbox"/> Number of new full-time equivalent (FTE) jobs created annually through EPWP/CWP</li> <li><input type="checkbox"/> Number of successful contractor relationships and /or PPP's created and sustained through the EPWP/ CWP</li> <li><input type="checkbox"/> Number of EPWP and CWP beneficiaries that have graduated into formal employment</li> <li><input type="checkbox"/> Raising the average skill level of jobs created in EPWP</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Number of new business entities registered</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Number of PhD equivalents completed at tertiary education institutions in KZN</li> <li><input type="checkbox"/> Number of registered engineers and professional scientists in KZN</li> </ul>			

# Goal 2 Chart

## GOAL 2: HUMAN RESOURCE DEVELOPMENT

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

### APEX INDICATORS

- ☐ Overall participation rate from Grade 1 to 12
- ☐ Results of Grade 3, 6 and 9 Annual National Assessments
- ☐ Number of learners passing the national senior certificate
- ☐ Number of learners qualifying maths and science university entrance
- ☐ Appropriate skills available to priority sectors in KZN

OBJECTIVES	PRIMARY INDICATORS	INTERVENTIONS	SECONDARY INDICATORS	Support skills alignment to economic growth	Enhance youth skills development and life-long learning
				<i>The development of skills is sufficient and appropriate to service the economic growth and development needs of the province</i>	<i>The skills level of youth is enhanced</i>
<b>Improve early childhood development, primary and secondary education</b>  <i>The education sector produces sufficient people with relevant knowledge, skills and attitudes to contribute to growth and development</i>	<input type="checkbox"/> Number of five year old children in education institutions (public and private) <input type="checkbox"/> Retention rate: Grades R through 10 <input type="checkbox"/> Dropout rate grades 10 to 12 <input type="checkbox"/> Percentage of learners in Grade 3 achieve 50% in ANA. <input type="checkbox"/> Percentage of learners in Grade 6 achieve 50% in ANA <input type="checkbox"/> Percentage of learners in Grade 9 achieve 50% in ANA <input type="checkbox"/> Number of learners who pass Maths , Science, English and Technology in the National Senior certificate	<input type="checkbox"/> Review and resource teacher education and capacity -building programmes <input type="checkbox"/> Improve teacher deployment and utilisation <input type="checkbox"/> Efficient data collection to track learner progress and enhance retention <input type="checkbox"/> More efficient delivery of basic services , school infrastructure, equipment and materials <input type="checkbox"/> Support for effective governance in schools <input type="checkbox"/> Ensuring the provision of inclusive schools for children with special needs <input type="checkbox"/> Promoting the use of new technologies <input type="checkbox"/> Review education funding model <input type="checkbox"/> Enhance technical vocational schools programmes	<input type="checkbox"/> Teacher-pupil ratio in public ordinary schools <input type="checkbox"/> Average class size (KZN has 44% of schools above 40 learners in 2009) <input type="checkbox"/> % of teachers qualified and trained to teach the subjects they are teaching <input type="checkbox"/> % of principals with formal training and qualifications in school management <input type="checkbox"/> % of schools with water , sanitation and electricity <input type="checkbox"/> % of learners in special schools <input type="checkbox"/> % of schools meeting the standards of facilities benchmark <input type="checkbox"/> % of schools with library and computer facilities <input type="checkbox"/> % of schools that are considered by the community to be well -managed <input type="checkbox"/> Accurate learner records and EMIS data available for planning and monitoring purposes <input type="checkbox"/> IEB pass rates <input type="checkbox"/> NSC bachelor's passes , diploma passes , higher certificate passes	<input type="checkbox"/> The provision and relevance of education and training is enhanced, measured by the number of people trained in priority areas <input type="checkbox"/> Number of students graduating with bachelor degrees  <input type="checkbox"/> Develop skills plans for lead economic sectors per district municipality based on skills demand and implement in partnership with tertiary institutions <input type="checkbox"/> Develop counseling and vocational guidance services for schools and out of school youth <input type="checkbox"/> Revitalise programmes for relevant life -long learning, to be delivered by accessible community -based adult education and training (AET) centres <input type="checkbox"/> Work with universities to ensure an appropriate orientation and mix of programmes , and support them in building the capacity to expand student numbers and success rates in identified key areas. Distance education , driven by new technologies, should be specifically supported to reach the required numbers .	<input type="checkbox"/> Develop counseling and vocational guidance services for schools and out of school youth <input type="checkbox"/> Revitalise programmes for relevant life -long learning, to be delivered by accessible community -based adult education and training (AET) centres <input type="checkbox"/> Support the inclusion of pensioners in mentorship roles and other learning programmes
				<input type="checkbox"/> Number of district municipalities with skills plans <input type="checkbox"/> Further Education and Training (FET) participation rate (all institutions) <input type="checkbox"/> FET College graduation rate <input type="checkbox"/> University participation rate (contact and distance ) <input type="checkbox"/> Number of graduates employed within 3 months of qualifying	<input type="checkbox"/> Accessibility of career guidance information <input type="checkbox"/> Number of youth , adults and women accessing skills development programmes which are explicitly designed to promote employment and income -promoting outcomes

# Goal 3 Chart

GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT Poverty and inequality in KZN is reduced					
APEX INDICATORS <input type="checkbox"/> PGDP Adjusted Human Development Index <input type="checkbox"/> Longevity, life expectancy <input type="checkbox"/> Decrease in absolute poverty <input type="checkbox"/> Decrease in social inequality <input type="checkbox"/> Total number of crimes					
OBJECTIVES	Enhancing health of communities and citizens  The health of the KZN population is improved	Enhance sustainable household food security in KZN  Ensure household food security in KZN	Sustainable human settlements  KZN households have secure residential tenure and access to basic utility services	Safety and security  The safety and security of the KZN people and their property is improved	Social Capital  Institutions partnerships and networks amongst the poor are expanded and strengthened
PRIMARY INDICATORS	<input type="checkbox"/> Reduction in relative poverty <input type="checkbox"/> Reduction in child poverty <input type="checkbox"/> Effective dependency ratio <input type="checkbox"/> The poverty gap	<input type="checkbox"/> Prevalence of preventable infant, child and maternal mortality <input type="checkbox"/> Prevalence of preventable chronic illness and communicable diseases <input type="checkbox"/> Increase in longevity <input type="checkbox"/> Increased number and quality of health professionals	<input type="checkbox"/> Dietary Diversity Index <input type="checkbox"/> Hunger episodes: household member has gone hungry at least sometimes in past 12 months	<input type="checkbox"/> Number of contact crimes per 100,000 people registered per annum <input type="checkbox"/> Number of trio crimes per 100,000 people registered per annum	<input type="checkbox"/> Number of community level organisations with active bank accounts in KZN <input type="checkbox"/> Community structures established to support social cohesion
INTERVENTIONS	<input type="checkbox"/> Promote and accelerate roll out of Sukuma Sakhe <input type="checkbox"/> Rationalisation and alignment of the community development approach <input type="checkbox"/> Eliminate corruption and fraud in the social grant system <input type="checkbox"/> Investigate negative impacts of the social grant system <input type="checkbox"/> Develop integrated responsive system for continuous assessments	<input type="checkbox"/> Development and implementation of Comprehensive Primary Health Care <input type="checkbox"/> Accelerate HIV/AIDS intervention programmes <input type="checkbox"/> Ensure equitable access to health and special facilities <input type="checkbox"/> Support the NHI system <input type="checkbox"/> Promote physical and mental health programmes <input type="checkbox"/> Promote awareness programmes against substance abuse	<input type="checkbox"/> Develop infrastructure for local markets <input type="checkbox"/> Support to informal economy <input type="checkbox"/> Skills development to support local production <input type="checkbox"/> One-Home-One-Garden <input type="checkbox"/> Permaculture practices <input type="checkbox"/> Roll out of school and community gardens <input type="checkbox"/> 100ha programme by traditional councils <input type="checkbox"/> Establish early warning systems	<input type="checkbox"/> Implementation of design standards: Crime Protection through Environmental Design <input type="checkbox"/> Strengthen programmes aimed at curbing violence against the vulnerable with focus on women, children and the elderly <input type="checkbox"/> Strengthen partnerships between civil society, business and the criminal justice system at local level <input type="checkbox"/> Establish educational programmes on Safety for Children	<input type="checkbox"/> Conduct diagnostic research into the main causes of collapse in community level institutions <input type="checkbox"/> Develop and implement programmes that promote norms and behaviours that create an enabling environment for successful community level institutions. <input type="checkbox"/> Identify, engage and strengthen the capacity of provincial institutions able to provide positive and useful support services to community level institutions <input type="checkbox"/> Support the building and maintenance of networks between linking and community level institutions
SECONDARY INDICATORS	<input type="checkbox"/> The poverty gap and the severity of poverty <input type="checkbox"/> Poverty headcount <input type="checkbox"/> Inequality and social cohesion <input type="checkbox"/> Child Nutritional Shortfall <input type="checkbox"/> Effective Dependency Ratio	<input type="checkbox"/> % of births attended by Skilled Health Attendant <input type="checkbox"/> Outcome measures of health services <input type="checkbox"/> Number of infant, child and maternal deaths per 100,000 cases per annum.	<input type="checkbox"/> The level of provincial food insecurity <input type="checkbox"/> No of people living below \$1 and \$2 per day <input type="checkbox"/> Household Dietary Diversity Index <input type="checkbox"/> Number of hungry months in a year <input type="checkbox"/> Levels of malnourishment in households living on the poverty line. <input type="checkbox"/> Existence of an early -warning system indicating indigent-prone households.	<input type="checkbox"/> Contact crime detection rates <input type="checkbox"/> Trio crime detection rates <input type="checkbox"/> Number of finalised criminal cases	<input type="checkbox"/> Number of savings clubs and stokvels <input type="checkbox"/> Number of burial societies <input type="checkbox"/> Number sports clubs <input type="checkbox"/> Number of social clubs <input type="checkbox"/> Number of arts and culture organisations



## GOAL 4: STRATEGIC INFRASTRUCTURE

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

APEX ☐ % of fixed capital investment in relation to provincial GDP

INDICATORS ☐

and approval

OBJECTIVES	Development of harbours	Development of airports	Development of road and rail networks	Development of ICT infrastructure	Improve water resource management and supply	Improve energy production and supply
	<i>The harbours in KwaZulu-Natal operate at optimal capacity</i>	<i>The airports in KwaZulu-Natal operate at optimal capacity</i>	<i>The roads and rail networks in KwaZulu-Natal provide efficiently for cargo and commuter needs</i>	<i>Sufficient ICT infrastructure is available for the growth and development needs of KZN</i>	<i>Sufficient water is available for the growth and development needs of KwaZulu-Natal</i>	<i>Sufficient electricity is available for the growth and development needs of KwaZulu-Natal</i>
PRIMARY INDICATORS	<div><input type="checkbox"/> Total volume of all TEU 's landed and shipped through KwaZulu-Natal (excl transshipments and empties)</div> <div><input type="checkbox"/> Container handling rates (moves per gross crane hour)</div>	<div><input type="checkbox"/> Volume of passengers through KZN airports</div>	<div><input type="checkbox"/> Total number of TEUs on Nator rail line</div> <div><input type="checkbox"/> Number of kilometre of declared road that provides access to communities</div> <div><input type="checkbox"/> % of provincial road network in average to very good condition</div>	<div><input type="checkbox"/> % of local municipalities with established Access Networks</div> <div><input type="checkbox"/> % of the provincial population covered by telephone networks</div> <div><input type="checkbox"/> Minimum broadband speed available within the Province</div>	<div><input type="checkbox"/> % water storage capacity in relation to mean annual runoff</div> <div><input type="checkbox"/> Water storage vs water demand ratio</div> <div><input type="checkbox"/> Value of development/rezoning applications not approved due to bulk water and effluent constraints</div> <div><input type="checkbox"/> % of municipalities that have less than 15% water loss .</div>	<div><input type="checkbox"/> Value of development/ rezoning applications not approved due to electricity supply constraints</div>
INTERVENTIONS	<div><input type="checkbox"/> Plan and develop an inland multi-modal logistics hub</div> <div><input type="checkbox"/> Implement plans for Durban dug-out port</div> <div><input type="checkbox"/> Improve &amp; expand Durban's back-of-port operations</div> <div><input type="checkbox"/> Develop Richards Bay Port container terminal</div> <div><input type="checkbox"/> Improve Durban Port Passenger Terminal</div> <div><input type="checkbox"/> Establish feasibility of developing selected small craft harbours</div> <div><input type="checkbox"/> Programme and funding for operations and maintenance</div>	<div><input type="checkbox"/> Optimise the Dube Tradeport Aerotropolis</div> <div><input type="checkbox"/> Development of regional airfields</div> <div><input type="checkbox"/> Aviation fuel line from Durban refineries to KSIA</div> <div><input type="checkbox"/> Programme and funding for operations and maintenance</div>	<div><input type="checkbox"/> Establish a dedicated freight link : Durban Port to inland hub</div> <div><input type="checkbox"/> Expansion of coal rail link</div> <div><input type="checkbox"/> Extend rural road access and maintain secondary roads</div> <div><input type="checkbox"/> Implement the Integrated Passenger Strategy</div> <div><input type="checkbox"/> Expand and maintain core rail freight network and the branch lines</div> <div><input type="checkbox"/> Programme and funding for operations and maintenance</div>	<div><input type="checkbox"/> Expand community access to broadband services</div> <div><input type="checkbox"/> Increase bandwidth (speed) for economic competitiveness</div> <div><input type="checkbox"/> Programme and funding for operations and maintenance</div>	<div><input type="checkbox"/> Develop and implement the Provincial Water Strategy</div> <div><input type="checkbox"/> Rationalise and extend Water Board jurisdictions</div> <div><input type="checkbox"/> Policy and guidelines on the inclusion of catchment and river management in all land use management schemes .</div> <div><input type="checkbox"/> Research and promote skills development for more localised water harvesting</div> <div><input type="checkbox"/> Dam building programme</div> <div><input type="checkbox"/> Programme and funding for operations and maintenance</div>	<div><input type="checkbox"/> Develop and implement the Provincial Energy Strategy</div> <div><input type="checkbox"/> Investigate renewable energy sources</div> <div><input type="checkbox"/> Provide base load alternative energy supply</div> <div><input type="checkbox"/> Programme and funding for operations and maintenance</div>
SECONDARY INDICATORS	<div><input type="checkbox"/> Average truck turnaround times at the A Check &amp; P Check.</div> <div><input type="checkbox"/> Number of vessels meeting their expected time of arrival and offload .</div> <div><input type="checkbox"/> Improved competitive world ranking .</div> <div><input type="checkbox"/> % of Transnet's 30 year demand forecast.</div> <div><input type="checkbox"/> Back of Ports – average time for logistics company to receive a container</div> <div><input type="checkbox"/> Back of Ports : Time taken to move cargo to the western border of eThekweni Municipality</div> <div><input type="checkbox"/> No. of TEUs handled by Richards Bay</div> <div><input type="checkbox"/> No. of import /export containers destined / originating in Richards Bay handled by Durban</div> <div><input type="checkbox"/> No. of passenger vessels calling at the Durban and Port of Richards Bay</div>	<div><input type="checkbox"/> Amount of investment in Dube Tradeport Zone.</div> <div><input type="checkbox"/> Volume of cargo handled by Dube Cargo Terminal</div> <div><input type="checkbox"/> Passengers arrivals at KZN airports.</div>	<div><input type="checkbox"/> % success in arrival time targets Durban - Gauteng</div> <div><input type="checkbox"/> % containerized rail freight as opposed to road freight</div> <div><input type="checkbox"/> Kilometres of operating branch lines</div> <div><input type="checkbox"/> Volume of rail deliveries in timber industry</div> <div><input type="checkbox"/> Volume of coal by rail from inland areas to Richards Bay for export</div> <div><input type="checkbox"/> Improvement in secondary road maintenance.</div> <div><input type="checkbox"/> % Increase in proportion of rail commuters .</div> <div><input type="checkbox"/> Integrated Rapid Public Transport Networks : number of commuters and number of routes</div> <div><input type="checkbox"/> Level of commuter satisfaction from use of provincial roads</div> <div><input type="checkbox"/> Mooi River Truck Index</div>	<div><input type="checkbox"/> Number of Digital Community Hubs</div> <div><input type="checkbox"/> Number of Primary POPs (points of presence )</div> <div><input type="checkbox"/> Number of Secondary POPs</div> <div><input type="checkbox"/> Number of facilities connected to broadband: schools, clinics, hospitals, schools with admin computers, schools with computer labs, libraries with public ICT access, Thusing centers with public ICT</div>		

# Goal 5 Chart

## GOAL 5: ENVIRONMENTAL SUSTAINABILITY

Reduce global green house gas emissions and create social -ecological capacity to adapt to climate change

APEX INDICATORS ☐ Green House Gas Emissions ☐ Biodiversity Index

OBJECTIVES	MANAGE PRESSURES ON BIODIVERSITY	ADAPTING TO CLIMATE CHANGE
<b>Increase productive use of land</b> <i>Land productivity sustainably improved</i> <ul style="list-style-type: none"> <li><input type="checkbox"/> % increase in the Provincial Land Degradation Index</li> <li><input type="checkbox"/> Ha of land rehabilitated annually</li> <li><input type="checkbox"/> % use of high production potential land for non-agricultural activities</li> </ul>	<b>Manage pressures on biodiversity</b> <i>Biodiversity trends are halted and reversed</i> <ul style="list-style-type: none"> <li><input type="checkbox"/> Land transformation in High-Risk Biodiversity Planning Units per district municipality</li> <li><input type="checkbox"/> % conformance of land and resource use decisions with High -Risk Biodiversity Planning Unit (HRBPU) guidelines per district municipality .</li> <li><input type="checkbox"/> 100% compliance with national Ambient Air Quality Standards by 2020</li> <li><input type="checkbox"/> 100% compliance with Blue Drop standards</li> <li><input type="checkbox"/> % of waste water treatment works complying with enforcement measures to meet effluent standards</li> <li><input type="checkbox"/> % increase in volume of waste recycled</li> </ul>	<b>Adapting to climate change</b> <i>The province is able to effectively anticipate, respond to and mitigate the effects of climate change</i> <ul style="list-style-type: none"> <li><input type="checkbox"/> Share of events with early warning systems, where affected parties received prior warning.</li> <li><input type="checkbox"/> Average time taken to respond to disaster events</li> <li><input type="checkbox"/> Regular forecast of anticipated impacts of climate change and response plan</li> <li><input type="checkbox"/> Share of development applications addressing disaster risk Management</li> </ul>
<b>Advance alternative energy generation and reduce reliance on fossil fuels</b> <i>Greater proportion of renewable energy used in KZN</i> <ul style="list-style-type: none"> <li><input type="checkbox"/> Units of energy produced commercially through alternative energy generation</li> <li><input type="checkbox"/> Units of energy saved through energy efficiency interventions</li> <li><input type="checkbox"/> Solar water heating units</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Integrated and Coordinated Biodiversity Planning and Monitoring</li> <li><input type="checkbox"/> Provincial State of Environment Reporting Programme</li> <li><input type="checkbox"/> Provincial Strategy and Spatial Framework for Environmental Management</li> <li><input type="checkbox"/> Cooperative Environmental Governance Procedures</li> <li><input type="checkbox"/> Air and water Quality Management Programme</li> <li><input type="checkbox"/> Integrate and coordinate Coastal Zone Management</li> <li><input type="checkbox"/> Establish a management agency for the uKhahlamba -Maluti TFCA</li> <li><input type="checkbox"/> Establishment of localised waste management programmes</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Continuous research and monitoring of climate change and modelling to inform adaptation, response and mitigation</li> <li><input type="checkbox"/> Formulation of climate change disaster response</li> <li><input type="checkbox"/> Strengthen district disaster management and mitigation capacity</li> </ul>
<b>Land and productivity sustainably improved</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Promote sustainable agricultural land use practices</li> <li><input type="checkbox"/> Establish a policy and regulatory framework for the reduction of land degradation and enhance Land Care Programmes</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop provincial energy strategy and alternative energy resource assessment for wind, solar, biomass, ocean and hydro</li> <li><input type="checkbox"/> Programme of alternative energy demonstration projects</li> <li><input type="checkbox"/> Programme of residential energy efficiency installations</li> <li><input type="checkbox"/> Programme for energy management system implementation in government infrastructure</li> <li><input type="checkbox"/> Coordinate the systematic reduction of carbon emissions</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Share of citizens expressing an understanding, and response to disaster management risks and self preparedness .</li> </ul>
<b>Primary Indicators</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> % increase in the Provincial Land Degradation Index</li> <li><input type="checkbox"/> Ha of land rehabilitated annually</li> <li><input type="checkbox"/> % use of high production potential land for non-agricultural activities</li> </ul>	<b>Secondary Indicators</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Outcome measures of environmental governance</li> <li><input type="checkbox"/> Number of ha of priority areas for expansion of protected areas network declared</li> <li><input type="checkbox"/> % of total protected area (ha) that meet the minimum management effectiveness Standard Min Effectiveness of 72%</li> <li><input type="checkbox"/> % of coastline with effective protection</li> <li><input type="checkbox"/> Maintain 100% compliance and enforcement on fishing and harvesting or extraction limitations required by Marine Living Resources Act</li> <li><input type="checkbox"/> % Compliance with CITES processes and implementation of TOPS (species listed and specific activities )</li> <li><input type="checkbox"/> 20% protection of KZN estuaries</li> <li><input type="checkbox"/> Percentage of municipal waste diverted from landfill sites for recycling</li> </ul>	
<b>Interventions</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> No-till conservation agriculture as a % of total agricultural land</li> <li><input type="checkbox"/> Hectares of land under active agricultural production</li> </ul>		

# Goal 6 Chart

## GOAL 6: GOVERNANCE AND POLICY

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

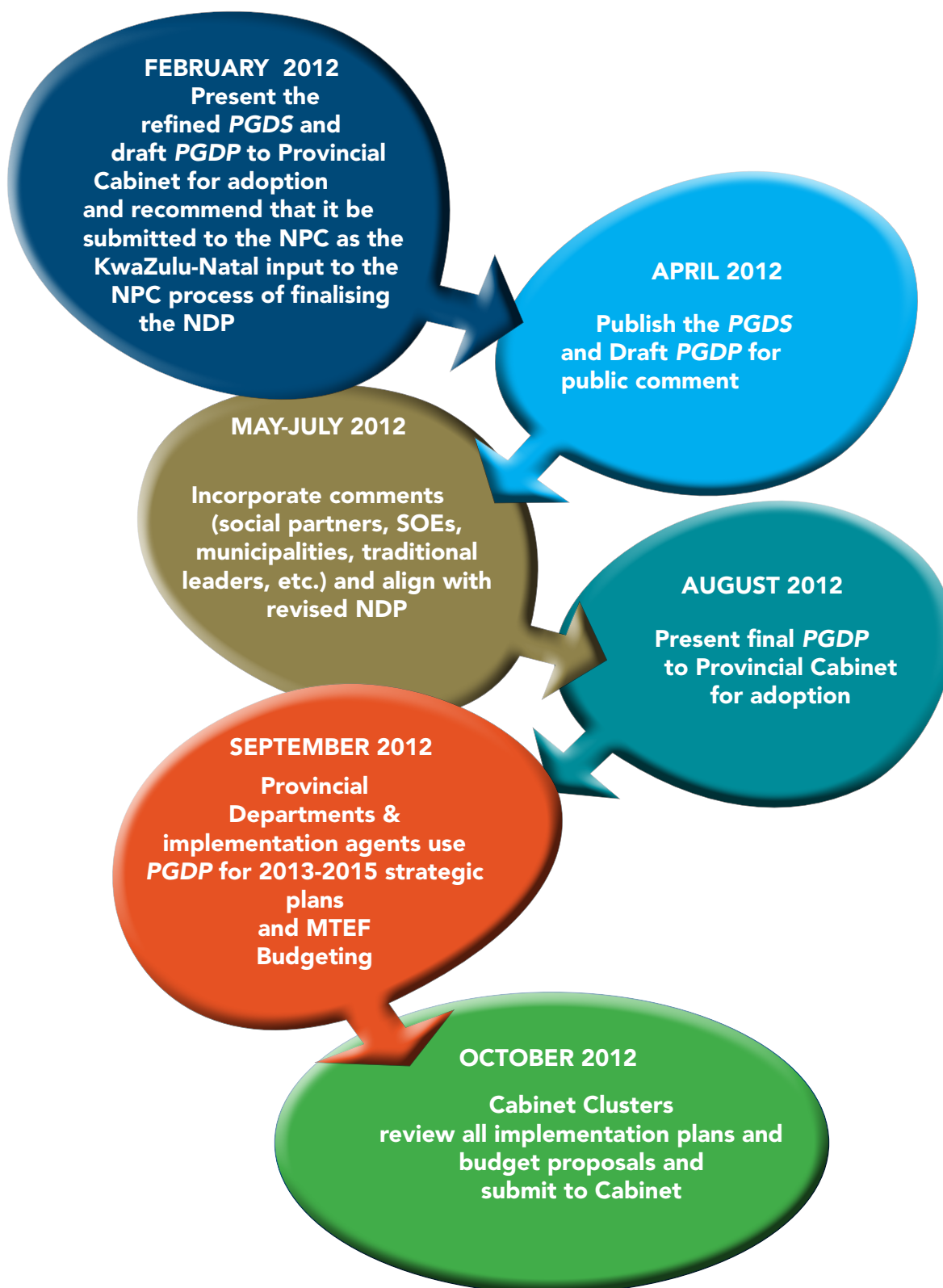
APEX INDICATORS ☐ Improvement in level of client satisfaction

OBJECTIVES		Eradicating fraud and corruption <i>Government is corruption free</i>		Promote participative facilitative and accountable governance <i>Government listens to and is accountable to the people</i>	
PRIMARY INDICATORS		Building government capacity <i>Government is able to effectively and efficiently deliver Infrastructure and services to the population of KZN</i>		Eradicating fraud and corruption <i>Government is corruption free</i>	
<p><b>Strengthen policy strategy co-ordination and IGR</b></p> <p><i>Public expenditure is spent in accordance with coordinated policy and strategy</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> % of public sector expenditure spent in accordance with the municipal Integrated Development Plan</li> <li><input type="checkbox"/> % of public sector capital expenditure within KZN spent in accordance with the PGDS identified/aligned projects</li> <li><input type="checkbox"/> % of development applications that meet time norms for processing</li> </ul>		<p><b>Building government capacity</b></p> <p><i>Government is able to effectively and efficiently deliver Infrastructure and services to the population of KZN</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> % municipal expenditure spent on capital infrastructure (new construction, maintenance and operation)</li> <li><input type="checkbox"/> % expenditure of provincial departments and public entities spent on capital infrastructure</li> <li><input type="checkbox"/> % municipalities with clean audits</li> <li><input type="checkbox"/> % of provincial entities with clean audits</li> </ul>		<p><b>Eradicating fraud and corruption</b></p> <p><i>Government is corruption free</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> % of provincial and municipal entities that have audit disclaimers, qualifications</li> <li><input type="checkbox"/> Total value of provincial and municipal sector funds affected by fraud and corruption</li> </ul>	
<p><b>INTERVENTIONS</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Institute a comprehensive policy audit</li> <li><input type="checkbox"/> Develop an Integrated Funding and Implementation Management Framework (including MIG, Housing, DWA, BIG, Electricity, NDGP, Jobs Fund, etc.)</li> <li><input type="checkbox"/> Create a single window of co-ordination between the Provincial Government, Municipalities and non-government forums.</li> <li><input type="checkbox"/> Stronger and better resourced support programme for improving the quality of the IDPs</li> <li><input type="checkbox"/> Strengthen the effectiveness of the Provincial Cabinet Cluster System</li> </ul>		<p><b>Building government capacity</b></p> <p><i>Government is able to effectively and efficiently deliver Infrastructure and services to the population of KZN</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The rationalisation of municipal boundaries and the disestablishment of non-functioning and unviable local municipalities.</li> <li><input type="checkbox"/> Develop an integrated HRD and professional support programme for the public sector.</li> <li><input type="checkbox"/> Promote shared services amongst municipalities.</li> <li><input type="checkbox"/> Strengthen capacity of Nerve Centre and Provincial Planning Commission</li> </ul>		<p><b>Eradicating fraud and corruption</b></p> <p><i>Government is corruption free</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Provincial Operation Clean Audit</li> <li><input type="checkbox"/> Fast track disciplinary processes and effective prosecution.</li> <li><input type="checkbox"/> Implement proactive integrity management Programmes</li> <li><input type="checkbox"/> Implement proactive measures to prevent fraud through establishment of a business intelligence tool</li> </ul>	
<p><b>SECONDARY INDICATORS</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> % increase in credibility of Integrated Development Plans in KZN</li> <li><input type="checkbox"/> Effectiveness of the Premier's Coordinating Forum and its support structures and the performance record of the Cabinet Cluster system.</li> <li><input type="checkbox"/> Number and proportion of public organisations using Nerve Centre information as basis for planning development interventions in KZN</li> </ul>		<p><b>Building government capacity</b></p> <p><i>Government is able to effectively and efficiently deliver Infrastructure and services to the population of KZN</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> % of funded posts within provincial and local government that are vacant for longer than 6 months</li> <li><input type="checkbox"/> % of government employees complying with the PSC determined norms and standards for the post they occupy.</li> <li><input type="checkbox"/> Number of graduates funded; Number of graduates placed within the public sector and working of service commitments</li> <li><input type="checkbox"/> % of SMS members and senior managers in municipalities that are active members of the association</li> <li><input type="checkbox"/> Number of days lost in the public service due to absenteeism</li> </ul>		<p><b>Eradicating fraud and corruption</b></p> <p><i>Government is corruption free</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> (a) % of Fraud and Corruption Cases effectively resolved</li> <li><input type="checkbox"/> (b) Time taken for investigation and resolution of cases</li> <li><input type="checkbox"/> (a) Net increase and then decrease in number of cases reported via the whistle-blowing mechanism</li> <li><input type="checkbox"/> (b) Confidence in the whistle-blowing system among public officials, politicians and the general public</li> <li><input type="checkbox"/> Number of government entities with effective contract management systems</li> <li><input type="checkbox"/> Increase in % of public sector organisations complying with model to measure risk maturity (tool)</li> <li><input type="checkbox"/> Reduction in the number of appeals as a % of the number of tenders awarded</li> </ul>	
<p><b>SECONDARY INDICATORS</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> % of public sector policies, programmes and budget processes sensitive to the issues of gender and the advancement of women</li> <li><input type="checkbox"/> % of public sector policies, programmes and budget processes sensitive to the advancement of the interests of people with disabilities</li> <li><input type="checkbox"/> % of public sector organisations that implement affirmative procurement policies that incorporate issues of gender and people with disabilities.</li> <li><input type="checkbox"/> % of provincial departments, district &amp; local municipalities &amp; public entities with a unit or person /s mandated to co-ordinate gender and disability issues within the organisation</li> <li><input type="checkbox"/> % of public organisations providing effective programmes for advocacy, awareness raising and capacity building for women and persons with disabilities</li> </ul>		<p><b>Eradicating fraud and corruption</b></p> <p><i>Government is corruption free</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> (a) % of Fraud and Corruption Cases effectively resolved</li> <li><input type="checkbox"/> (b) Time taken for investigation and resolution of cases</li> <li><input type="checkbox"/> (a) Net increase and then decrease in number of cases reported via the whistle-blowing mechanism</li> <li><input type="checkbox"/> (b) Confidence in the whistle-blowing system among public officials, politicians and the general public</li> <li><input type="checkbox"/> Number of government entities with effective contract management systems</li> <li><input type="checkbox"/> Increase in % of public sector organisations complying with model to measure risk maturity (tool)</li> <li><input type="checkbox"/> Reduction in the number of appeals as a % of the number of tenders awarded</li> </ul>		<p><b>Promote participative facilitative and accountable governance</b></p> <p><i>Government listens to and is accountable to the people</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Voter participation in municipal and provincial elections</li> <li><input type="checkbox"/> Number of a active partnerships between government and business</li> <li><input type="checkbox"/> Increase in % of women, youth and people with disabilities within the political and economic sphere</li> </ul>	

## Goal 7 Chart

<b>GOAL 7: SPATIAL EQUITY</b> <i>Increased spatial access to goods and services</i>		<b>APEX INDICATORS</b>	<input type="checkbox"/> Improved population physical access to goods and services as measured by the Spatial Accessibility Index
<b>OBJECTIVES</b>	<b>Actively 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>Effective spatial planning and land management systems are applied across the province</b>  <i>Effective spatial planning and land management systems are applied across the province</i>
<b>PRIMARY INDICATORS</b>	<input type="checkbox"/> Increased nett household density within all Provincial Priority Nodes <input type="checkbox"/> Share of provincial geographical area with Index of Multiple Deprivation scores higher than the lowest provincial quartile		<input type="checkbox"/> % of total provincial geographical area with Land Use Management Schemes.
<b>INTERVENTIONS</b>	<input type="checkbox"/> Establish a hierarchy of provincial nodes with clearly defined functions and interventions per node <input type="checkbox"/> Development of specific corridor plans to coordinate interventions around provincial corridors <input type="checkbox"/> Continuation of the Small Town Regeneration and Rehabilitation Programme <input type="checkbox"/> Formalisation of Strategic Rural Nodes		<input type="checkbox"/> Promote development of ward based plans <input type="checkbox"/> Formulation of Land Reform Area Based Plans within each district <input type="checkbox"/> In terms of the Planning and Development Act , address Act 70 of 1970 towards alignment within Land Use Management Schemes <input type="checkbox"/> Implementation of Land use Management Schemes across the entire provincial landscape <input type="checkbox"/> Alignment of District and Local municipal Spatial Development Frameworks with the Provincial Spatial Development <input type="checkbox"/> Formulation of provincial planning norms , standards and guidelines
<b>SECONDARY INDICATORS</b>	<input type="checkbox"/> % of households residing within the hierarchy of settlement nodes. <input type="checkbox"/> Provincial Nett Settlement Density <input type="checkbox"/> Share of Municipal Spatial Development Frameworks complying to Environmental Management Regulations		<input type="checkbox"/> % of municipalities with appropriate suite of plans (e.g. spatial development frameworks , town planning schemes, urban design frameworks , rural precinct plans) <input type="checkbox"/> % of municipal wards with a ward development plan (business plans)

## Key activities leading up to October 2012





*Building A Better Future Together*



provincial planning  
commission

PROVINCE OF KWAZULU-NATAL

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