



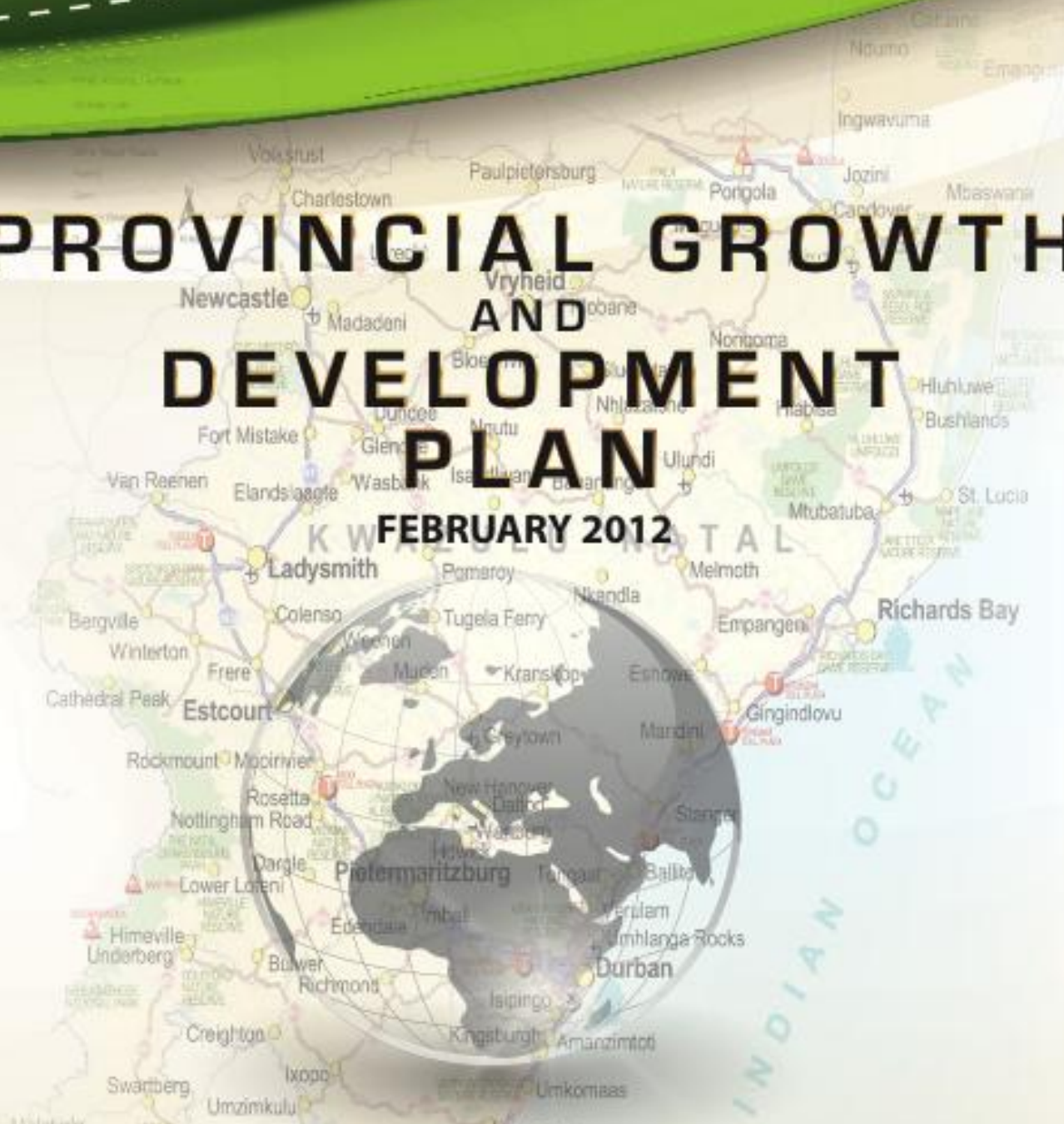
provincial planning
commission

PROVINCE OF KWAZULU-NATAL

KWAZULU-NATAL
PROVINCIAL PLANNING COMMISSION

PROVINCIAL GROWTH AND DEVELOPMENT PLAN

FEBRUARY 2012



ACRONYMS AND ABBREVIATIONS

ABET	Adult Basic Education and Training
AG	Auditor General
AIDS	Acquired Immune Deficiency Syndrome
ASSA	Actuarial Society of South Africa
BMI	Body Mass Index
BR&E	Business Retention and Expansion Programme
CO ²	Carbon Dioxide
COHOD	Committee of Heads of Department
CONCOURT	Constitutional court
CPI	Consumer Price Index
CWP	Community Work Programmes
DAC	Department of Arts and Culture
DAERD	Department of Agriculture, Environmental Affairs and Rural Development
DCOGTA / COGTA	Department of Co-operative Governance and Traditional Affairs
DCSL	Department of Community Safety and Liaison
DEDT	Department of Economic Development and Tourism
DHS	Demographic and Health Survey
DM	District Municipality
DM	Disaster Management
DOE	Department of Education
DOH	Department of Health
DoL	Department of Labour
DOT	Department of Transport
DSD	Department of Social Development
DWA	Department of Water Affairs
DWAF	Department of Water Affairs and Forestry
ECD	Early Childhood Development
EDR	Effective Dependency Ratio
EKZNW	Ezemvelo KwaZulu-Natal Wildlife
EPWP	Expanded Public Works Programme
ESID	Economic and Strategic Infrastructure Development
FET	Further Education and Training
FTE	Full Time Equivalent
GVA	Gross Value Add
ha	Hectare
HALE	Health Adjusted Life Expectancy
HDI	Human Development Index
HIV	Human immunodeficiency virus
HOD	Head of Department
HRD	Human Resource Development
i.e.	Namely
ICT	Information, Communication, and Technology
IDP	Integrated Development Plan
IDZ	Industrial Development Zone
IEC	Independent Electoral Commission
IGR	Inter-Governmental Relations
IMR	Infant Mortality Rate
IRP	Integrated Resource Plan
ITB	Ingonyama Trust Board

JCPS	Justice, Community Protection and Security
KZN	KwaZulu-Natal Department of Transport
KZNDOT	KwaZulu-Natal T
LED	Local Economic Development
M, E & R	Monitoring, Evaluation and Reporting
Mb	Mega bytes
MEC	Minister of Executive Council
MIG	Municipal Infrastructure Grant
MMR	Maternal Mortality Rate
MOU	Memorandum of Understanding
MW	Mega Watts
N2	National Route 2
N3	National Route 3
NDA CARA	National Department of Agriculture, Conservation of Agricultural Resources Act, 1983 (Act 43 of 1983)
NERSA	National Energy Regulator of South Africa
NPC	National Planning Commission
OTP	The Office of the Premier
PGD	Provincial Growth and Development Plan
PGD	Provincial Growth and Development Strategy
PGDP	Provincial Growth and Development Plan
PGDS	2011 KwaZulu-Natal Provincial Growth and Development Strategy
PHD	Doctor of Philosophy
POP	Points of Presence
PPC	Provincial Planning Commission
ppm	Parts Per Million
PRASA	Passenger Rail Agency of South Africa
PSEDS	Provincial Spatial Economic Development Strategy
R&D	Research and Development
REC	Regional Economic Council
SAAQIS	South African Air Quality Information System
SADC	Southern African Development Community
SANRAL	South African National Roads Agency Limited
SARCC	SA Rail Commuter Corporation
SDC	Social Development Council
SEDA	Small Enterprise Development Agency
SMME	Small, Medium and Micro Enterprises
SOE's	State Owned Entities
SOER	KwaZulu-Natal State of the Environment Report
SPCHD	Social Protection, Community and Human Development
TB	Tuberculosis
TBD	To be determined
TC	Traditional Council
TEU	Twenty-foot Equivalent Units
TFCA	Trans Frontier Conservation Area
TIKZN	Trade & Investment KwaZulu-Natal
U5MR	Under 5 year Mortality Rate
UNDP	United Nations Development Programme
YDA	Youth Development Agency

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A. BACKGROUND AND INTRODUCTION

In February 2011 the KwaZulu-Natal Provincial Executive Council tasked the Provincial Planning Commission to undertake a review of and to prepare the 2011 KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) to drive and direct growth and development in the Province to the year 2030. The PGDS consists of a Strategic Analysis of the current growth and development situation in the Province, sets a vision on where the Province aims to be in 2030. It identifies seven strategic goals and thirty strategic objectives that will drive the Province towards this vision.

The purpose of the PGDS is to:

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

After a broad consultation process, the PGDS was adopted in principle by Cabinet in August 2011, noting the need to prepare a detailed 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 fully aligned to the National Development Plan being prepared by the National Planning Commission. The PPC subsequently embarked on a broad process of consulting all development partners in the province. This draft of PGDP represents the outcome of these consultations. After the Provincial Cabinet Lekgotla in February 2012, PGDS and the draft PGDP will be made available for public comment before final adoption by Cabinet in August 2012.

The aim of the PGDP is therefore to translate the strategy into a detailed implementation plan, inclusive of a detailed activity level framework with targets and responsibilities assigned to the appropriate government department.

In addition to the more detailed focus on the interventions identified, the PGDP proposes specific milestones that will have to be achieved in priority sectors. This will be refined in a collaborative approach with all the relevant stakeholders to ensure ownership of targets that will be set for four

specific time horizons, namely 2011-15, 2016-20, 2021-25 and 2026-30. The KwaZulu-Natal Planning Commission will facilitate and support the lead departments to develop these detailed trajectories to ensure that the roadmap is absolutely clear on what is required to achieve the 2030 Vision for KwaZulu-Natal.

Underlying principles

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

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

It is estimated that 40% of KZN’s total land cover is under the custodianship of the Ingonyama Trust Board – land which is categorized as predominantly rural in context - covering areas where high poverty levels prevail. For this reason the KZN Planning Commission has adopted a thorough-going rural development principle within every aspect of the Plan. From job creation, through community development to spatial equity goal areas, the primacy of rural development is evident in the range of indicators and interventions proposed.

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

Kwa-Zulu-Natal's vision

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

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

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

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

PGDP framework

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



PGDP purpose

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

- Describe the desired 2030 outcomes in the 7 goals and 30 objectives
- Agree on the set of indicators that will be applied to measure the progress we are making to achieve the desired outcomes
- Agree on the targets and the KZN growth path in respect of each of the indicators
- Agree on the strategic interventions required to achieve the set targets
- Describe the catalytic projects in support of the interventions, where possible
- Agree on the monitoring, evaluation, reporting and review framework of the plan.

The KZN Planning Commission here proposes indicators by which to measure success in achieving the goals and objectives of the PGDP and in doing this, also proposes how the growth trajectory could be shaped with targets to the year 2020 and to 2030. At this point (January 2012), these are matters for consultation.

Whereas the PGDS will be reviewed every 5 years, or whenever a major event may have occurred that could have a significant impact on the growth path of the Province, the PGDP will be reviewed annually. The KwaZulu-Natal Planning Commission will facilitate the preparation of half yearly progress reports, which will be submitted to Provincial Cabinet, as well as to all stakeholders via the institutionalised implementation structure.

The consultations undertaken thus far have involved provincial government departments which had been identified as “lead departments” for the work of achieving specific goals and objectives. This

document is proposed as a guide and strategic management tool to ensure that as a Province, there is concerted and measured effort. As the PGDP unfolds it is envisaged that wider stakeholder groupings will participate in their fields in collaboration with government organs; so these targets are meant to be both guide and measure for all stakeholders.

PGDP structure

The body of this document is a description of the strategic goal areas, their objectives and related indicators and targets to the years 2020 and 2030. These statements describe the goal, the rationale for its inclusion in the provincial plan and how the achievement of the goal will contribute to KZN's growth and development trajectory. During the process there was found to be a comfortable alignment between the proposed strategic goals and the 12 national outcomes set by National Government.

Each goal area has an overall cumulative measure of success proposed – “apex indicator” is the terminology used in the KZN PPC discussions.

Each objective is described as well the “primary indicators” relevant to the successful achievement of the strategic objective. These are proposed with targets to 2020 and 2030.

A set of interventions is proposed for each objective. These are not exhaustive; they are strategic interventions proposed to achieve the main goals and objectives of the PGD Plan and will also be the subject of consultations going forward.

The main narrative of indicators and interventions (Section F) is supported by the detailed Monitoring and Evaluation Framework in Section H which sets out details such as interim targets, means of verification and sources of data. This section also sets out the reporting and monitoring framework with reference to the institutional support framework including government and non-government components.

This document is set out simply – the details will be expanded on in following versions as departments develop work-plans and budgets.

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

On the following pages the strategic goals and objectives and their related indicators for success are set out with explanatory notes. Each section contains a chart which summarises the proposed indicators and interventions for that goal area.

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

Alignment with national targets

At the United Nations Millennium Summit in 2000, the international community reached consensus on working to achieve eight critical economic and social development priorities by 2015. The eight development priorities were termed the Millennium Development Goals, (MDGs). As a member state of

the United Nations, South Africa is a signatory to this agreement. The eight MDGs are in their numerical order:

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

The Millennium Development Goals and targets come from the Millennium Declaration, signed by 189 countries, including 147 Heads of State and Government, in September 2000 and from further agreement by member states at the 2005 World Summit (Resolution adopted by the General Assembly). The goals and targets are interrelated and should be seen as a whole. They enjoin the developed countries and the developing countries through a partnership that would be conducive to development and to the elimination of poverty.

The MDGs have been domesticated into the current priority agenda of the government. Below is a schematic layout that maps the MDGs on the national priorities.

Linkage between South Africa's national development planning and the MDGs:

Government's Medium Term Strategic Framework (MTSF) STRATEGIC ELEMENTS	Relevant Millennium Development Goals
Strategic Priority 1: Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	MDG 1, MDG 2, MDG 3, MDG 8
Strategic Priority 2: Massive programme to build economic and social infrastructure	MDG 1, MDG 3, MDG 8
Strategic Priority 3: Comprehensive rural development strategy linked to land and agrarian reform and food security	MDG 1, MDG 2, MDG 7
Strategic Priority 4: Strengthen the skills and human resource base	MDG 2
Strategic Priority 5: Improve the health profile of all South Africans	MDG 4, MDG 5, MDG 6
Strategic Priority 6: Intensify the fight against crime and corruption	MDG 2, MDG 3
Strategic Priority 7: Build cohesive, caring and sustainable communities	MDG 2, MDG 3, MDG 7
Strategic Priority 8: Pursuing African advancement and enhanced international cooperation	MDG 8
Strategic Priority 9: Sustainable resource management and use	MDG 2, MDG 3, MDG 7
Strategic Priority 10: Building a developmental state, including improvement of public services and strengthening democratic institutions	MDG 1, MDG 2, MDG 3, MDG 8

Having demonstrated at the strategy level how the eight MDGs are integral to the South African government's development priorities, it is important see how, at the implementation level, these strategic policy intentions should or get to be translated into reality. In this regard for instance, in working towards a comprehensive rural development strategy, the government will take a comprehensive and integrated approach that will reflect a range of MDG-related targets and indicators, including those on poverty, food security, education, gender, health, access to services and environmental sustainability. Yet another policy terrain on ensuring primary education, a cocktail of practical steps for attracting, retaining and teaching children, is of providing for no school fees for

schools servicing poorer communities, providing feeding schemes for such and further allowing for free transport.

From the development focus of the MTSF the government has derived twelve outcome areas that set the guidelines for more results-driven performance. The TWELVE KEY OUTCOMES that have been identified and agreed to by cabinet are:

1. Improved quality of basic education;
2. A long and healthy life for all South Africans;
3. All people in South Africa are and feel safe;
4. Decent employment through inclusive economic growth;
5. A skilled and capable workforce to support and inclusive growth path;
6. An efficient, competitive and responsive economic infrastructure network;
7. Vibrant, equitable and sustainable rural communities with food security for all;
8. Sustainable human settlements and improved quality of household life;
9. A responsive, accountable, effective and efficient local government system;
10. Environmental assets and natural resources that are well protected and continually enhanced;
11. Create a better South Africa and contribute to a better and safer Africa and world;
12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

These outcomes provide strategic focus and do not cover the whole of government work and activities. This does not mean that the other work of government that is not directly related to outcomes should be neglected.

B. PROVINCIAL GROWTH AND DEVELOPMENT IMPLEMENTATION PLAN

STRATEGIC GOAL 1: JOB CREATION

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

Unemployment has been identified as one of the major structural constraints within the Province and contributes to high levels of poverty and income inequality, which deteriorates the overall quality of life of the people of the Province. High unemployment results in high dependency ratios, with many more people relying on fewer wage earners. This has resulted in the phenomenon of a large 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.

Unemployment was heightened during the recent economic downturn, with South Africa losing close to 1 million jobs and KZN shedding almost 100,000 jobs during the period 2007 – 2010. This sizeable loss of jobs has underscored the urgency of accelerating economic growth within KZN so as to create a conducive and supporting environment for the generation of jobs and thus assist in meeting the twin development challenges of reducing poverty and inequality.

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

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

Apex indicators

Apex indicator 1:

Total value of output of all sectors within the provincial economy should increase from 2012 value of R 267 207 m to R 450 000 m in 2020; and to R 750 00 m in 2030 (Real Rands, 2005)

Apex indicator 2:

Total employment within the provincial economy of KZN should 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.

KZN has experienced negative growth in the past few years. The apex indicator 1 specifies the rate of growth that KZN needs to achieve in order to provide its share of the national job creation as set out by the New Growth Path of the National Planning Commission. Overall, the province needs to grow at

5.43% annually to achieve this. In the Apex Indicator 2 on employment, the rate of employment grows at 9% over the period. This allows for issues around economic development to be resolved and unemployment to decrease. Not all sectors grow at the same rate; some sectors like agriculture are more labour absorbing than tertiary sector services like community services.

Apex indicator 2 relating to total employment in the agricultural sector is based on the current available Quantec data, derived from the Community Survey 2007 and extrapolated to 2010. The assumed growth rate is 6%, which is in line with the national job creation goals. The KZN Provincial Planning Commission has noted a concern about the prospect of growth in the agricultural sector; specifically, employment in the agricultural sector in developing countries. The number of people dependent on primary agricultural production as a livelihood is steadily decreasing worldwide. The objective in this sphere is to grow the sector as a whole, using modern agricultural methods and extending to agri-processing (with attendant growth in technological advancement, skills development, development of markets) – with agriculture thus serving as a springboard for growth.

Note: The constant rand value used is a 2010 rand value on a base value of 2005. The year 2005 refers to the base year used to derive constant rand value. Thus the measure is able to reflect the value in real terms and not nominal terms. This has been used in all indicators that are rand based. “Real Rands” allows for the exclusion of inflationary pressure on prices.

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

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

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

Strategic Objective 1.1: Unleash agricultural potential

The KZN agricultural sector grows and generates employment

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

At present, the primary agricultural sector contributes over 7.5% to total employment within all districts besides eThekweni and Amajuba, specifically contributing just over 12% to total employment in uMzinyathi and Sisonke, almost 11% in iLembe, and around 9% in Ugu, Zululand, uMkhanyakude, and uThungulu.

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

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

- inadequate access to funding for infrastructure;
- lack of agri-industries; ineffective linking of graduates to commercial farms;
- increased competition due to subsidisation of international farming; land reform process, and
- access to Ingonyama Trust Board (ITB) Land for agricultural production.

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

In the proposed indicators below, indicator 1.1.2. - which relates to the value of agricultural contribution to the economy talks about the growth in agricultural output as a share of provincial output. The output grows at 7% - again, in line with the national job creation requirements. It grows higher than employment as it indicates the impact of investment in capital goods on the sector.

Indicator 1.1.3. refers to the net gain in emerging and small scale farmers and is pitched at 5% per annum. Small scale farmers are defined in terms of the parameters provided by the National Business Act 1996 as Amended. Statistics at this level for agricultural practises is generally not currently being collected and the department would need to implement a methodology to collect the information on a continuous basis.

Indicators

- 1.1.1 Total employment within the agricultural sector - including forestry and livestock farming.**
This should increase from the current estimated baseline of 108 838 jobs in 2012 to 194 912 jobs in 2020 and to 349 058 jobs in 2030.
- 1.1.2 Value of agricultural contribution to the provincial economy.**
This must improve from 2012's baseline of R 11 781m to R 23 174m in 2020 and to R 45 587m in 2030 (Real Rands, 2005).
- 1.1.3 Development of emerging commercial farmers:**
This figure must improve from 2012's baseline of 38 000 to 54 700 farmers in 2020 and 78 700 in 2030.
- 1.1.4 Hectares of land under agricultural production including forestry and livestock farming.**
This measure will include both dry land and irrigated activities. The current 2012 baseline of 4 148 743 ha does not include land currently administered by the ITB and future figures will include such land. The figure should increase to 4 582 793 ha in 2020 and to 5 062 254 ha in 2030.

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

Proposed Interventions

Intervention 1.1.a: Development of crop and horticultural production.

This intervention is aimed at diversifying the agricultural sector, specifically: investment into alternate methods of sustainable agricultural production whereby higher value agricultural crops are produced; research and awareness about market forces that favour production, beneficiation and trade so as to identify new potential agricultural products; agri-processing opportunities and new trade markets for export (including niche markets). The development of timber production also bears attention.

Intervention 1.1.b: Development of livestock production

A set of interventions aimed at diversifying and developing the field of livestock production towards expansion of the range of livestock (large and small livestock, particularly beef), dairy farming, improved production methods. The scale of livestock theft is recognised as a threat to the growth of this sub-sector and requires a comprehensive safety and security response.

Intervention 1.1.c: Development of emerging commercial farmers

The Province recognises the importance of stimulating emerging commercial farming as a means of expanding agricultural production and enhancing the contribution of small-scale farmers within the sector in KZN. This intervention aims at developing a comprehensive strategy for the further establishment and support of emerging commercial farmers through the range of agricultural sub-sectors including crop production, dairy production, large and small livestock production (especially beef), forestry, and fisheries. The strategy must detail the specific interventions for each of the potential commodities, as well as interventions that will provide an overarching framework for supporting and assisting emerging commercial farmers, including access to funding (operating capital) and mentorship.

The strategy must integrate the work being done by various branches of the department and organised agriculture in terms of post-settlement support.

Intervention 1.1.d. Enhancement of agricultural value-adding and marketing

A range of interventions would include strategically mobilising National Government to ensure that the agricultural sector is sufficiently skilled and protected against market distortions caused by subsidisation of international products. This requires the development of a detailed Agriculture Sector Action and Implementation Plan focusing specifically on a plan for commodity development, areas of new potential for agri-processing and exports, as well as an implementation plan. In addition, there needs to be an up-skilling of extension officers in partnership with PAETA and Organised Labour in order to effectively facilitate roll-out of the action plan.

Intervention 1.1.e. Expansion of irrigation schemes and water-use efficiency

The provision of good infrastructure, particularly irrigation, as a requirement for achieving higher levels of agricultural productivity and profitability is widely acknowledged. Hence of strategic importance to unleashing the potential of the agricultural sector is ensuring the expansion of, and access to irrigation schemes, as well as improving water-use efficiency in the Province. To this end the Province must commit to the further expansion of access to irrigation infrastructure where required, as well as improving water-use efficiency within existing schemes, in order to support the development of the agricultural sector by increasing the production of land under irrigation. This will require a detailed assessment of current irrigation schemes to assess efficiency, and each water catchment resource in order to identify areas where there is excess capacity and areas where there is potential to increase capacity or development new capacity.

Intervention 1.1.f: Protection and rehabilitation of agricultural resources

This intervention aims to protect and rehabilitate agricultural land through co-ordinated planning for the protection of zoned agricultural land. It is essential to establish a practical arrangement between national and provincial authorities in respect of the regulation of the sub-division of agricultural land. High-value agricultural land must be protected through appropriate statutory land use management schemes. In addition, the Province must identify agricultural land that is under threat and develop an action plan in order to protect threatened and potentially threatened agricultural land. This intervention requires that the Province identify land that requires rehabilitation, and implement a programme for the rehabilitation of this land in coordination with the EPWP thereby further increasing the potential to create jobs. This works in conjunction with Strategic Objective 5.1 on improving land productivity.

Intervention 1.1.g: Establishment of fresh produce markets

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

Strategic Objective 1.2: Enhance sectoral development through trade and investment

Provincial trade and investment grows and generates employment

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

Close to 100,000 jobs were lost in KwaZulu-Natal between 2007 and 2010, which indicates the importance of firstly preventing further job losses, and secondly reversing the trend of job losses through the creation of new employment opportunities and the enhancement of industrial development. This can be achieved through a Business Retention and Expansion (BR&E) programme linked to an early warning system, and which utilises mechanisms such as the Jobs Fund and Distressed Fund. However, BR&E programmes are 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 business in different locations across the Province.

The aim of this objective is to enhance industrial development through trade, investment and exports focusing on the key sectors of manufacturing (automotive, chemical, metals and maritime), agriculture, tourism, transport and logistics, and the green economy. These sectors have not only proven to be relatively labour-absorbent, but also have the potential to be expanded to strategically position KwaZulu-Natal as a lead investment destination and hence contribute to achieving the vision of KZN becoming a trade gateway within South and Southern Africa. In addition, the Province must be committed to encouraging the retention and expansion of existing business to ensure that the domestic market is correctly functioning, which will stimulate economic activity and job creation.

Indicators

1.2.1 Total employment within all sectors excluding primary agriculture.

The current baseline is 2 319 000 jobs - which should increase to 3 115 789 jobs in 2020 and rise to 4 231 337 jobs in 2030 (Real Rands, 2005).

1.2.2 Value of the provincial economy excluding primary agriculture.

Currently, sectors excluding agriculture account for R 255 427 m. This figure should increase to R 424 619 m by 2020 and to R 724 009 m by 2030 (Real Rands, 2005).

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

Proposed Interventions

Intervention 1.2.a: Establish district-level LED agencies

This intervention aims at creating a more conducive business environment for potential investors by establishing district-level agencies for local economic development to facilitate investment more efficiently. Agencies would be required to guide the investor through the process of establishment, by facilitating the regulatory and administrative application processes between the relevant spheres of government, to ensure a fast and coordinated establishment process. In addition, agencies must establish strong relationships with the respective local and district municipalities, as well as with TIKZN, to ensure an integrated and coordinated process. This will also require a transfer of certain duties from TIKZN to the district agencies ensure that there are no duplications and processes are aligned. TIKZN must however remain the overarching investment promotion and facilitation agency and district agencies must report to TIKZN to ensure a coordinated approach. This intervention relates specifically to districts that do not currently have a development agency, and would require the local agencies to be dissolved and incorporated within the district structure. The LED function within each local municipality must be strongly represented within the district agency to ensure that all local opportunities are consolidated and supported by the district agency.

Intervention 1.2.b: Mandate appropriate body to act as broker for special projects

The Province requires a mechanism through which to act as a brokering agent to facilitate special projects. The mandate of such an institution or body would be to determine if the potential project is in fact catalytic (job creation potential; creation of supporting industries; multiplier effect; export potential; value-adding; etc.) and walk investors through the entire investment process, including; provision of information and data; facilitation and coordination between all relevant spheres of government and other important parties (especially when a project cuts across districts); and provision of assistance with regulatory and administrative procedures. The body or institution must have the ability to quickly pull together all stakeholders relevant to the particular project to ensure coordination. The Province must develop an action a plan for the establishment of such a brokering mechanism, which includes the specific roles and responsibilities, the process of monitoring and evaluation of the body, and structures to ensure accountability. For the purpose of the PGDS, special projects can be classified as investment of over R1 billion, or the creation of over 1000 jobs.

Intervention 1.2.c: Targeted identification of and release of affordable, zoned land

Given the economic assets and linkages that the Province possesses, there is sufficient scope to enhance industrial development through the identification and release of zoned land for development, including where possible, encouraging a value-chain or clustered approach to industrial development. The Province must ensure that all municipalities have identified areas of potential for industrial development, which are zoned accordingly, and release this land to the private sector for development. Emphasis must be placed encouraging the private sector to service industrial land by releasing affordable zoned industrial land into the market, thereby incentivising the private sector to invest in services. However, where affordable, municipalities must ensure that industrial land is also serviced as this acts as an additional incentive for development. This must be encouraged within areas of high demand that have an under-supply of industrial space available.

Intervention 1.2.d: Establish a consolidated provincial funding mechanism for LED

The Province requires a consolidated funding mechanism to assist local government in accessing funds for local economic development projects. Funding is currently available through various agencies and departments; however, the current uncoordinated nature in which funding must be accessed creates a challenge for local government. This intervention aims at establishing a consolidated LED fund, which will pull together funding available through the different agencies and department for LED projects, into a single fund. This will encourage a more aggressive approach to LED as local government will be able to

apply for funding of various strategic LED projects via the LED fund. This will require the streamlining of the current LED funding mechanisms in order to reassign these funds into the consolidated LED fund, and effective monitoring, evaluation and reporting on progress for projects.

Intervention 1.2.e: Implementation of KZN Industrial Development, Investment and Export Strategies.

The recently completed KZN Investment Strategy, Export Strategy, and overarching Industrial Development Strategy provide a number of recommendations that must be implemented to ensure the attraction of new investment and further expansion of existing business, to stimulate both domestic trade and exports. The Province must support implementation of these strategies to ensure enhanced capacity with regards to promotion and attraction of investment, export promotion, and targeted industrial development geared specifically towards creating competitive advantages within the Province.

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

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

Intervention 1.2.g: Improve functionality of Richards Bay Industrial Development Zone (IDZ)

The Province must ensure support for the further advancement and functionality of industrial development within the Richards Bay IDZ. This can be achieved by lobbying with the DTI and National Treasury in order to develop specialised incentives that will encourage investment at the IDZ, and must be supplemented by the provision of fully serviced land. In addition, the Richards Bay IDZ must continue to develop and package bankable projects for investors to ensure that feasible opportunities are available to the market. Key stakeholders must ensure continued promotion of these opportunities and incentives, as well as provide efficient and effective facilitation of new potential investment and expansion of existing industries within uMhlatuze. This intervention is partly dependant on the completion of the Special Economic.

Intervention 1.2.h: Investigate opportunities in the maritime industries e.g. ship repair

This intervention is noted here and cross referenced to Transnet's strategic objectives in Goal 4: Strategic Objective 4.1.

Intervention 1.2.i: Investigate opportunities in the utilisation of mineral resources

Strategic Objective 1.3: Expansion of government-led job creation programmes

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

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

Hence the aim of this objective is to focus government spending into the provision of social services and facilities, as well as economic opportunities and related infrastructure, so as to further create a platform for job creation whilst simultaneously enhancing the position of marginalised people within the Province. This must have a strong focus on the development and transfer of skills through training linked to development programmes.

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

Indicators

1.3.1 Number of new full-time equivalent (FTE) jobs created through government-led job creation programmes.

From a baseline of 163 835 jobs in 2012, this figure should rise to 232 528 in 2020 and to 328 003 jobs in 2030.

1.3.2 Total rand value of each EPWP job in KZN.

Baseline and targets are to be determined.

1.3.3 Number of small contractors created through government-led job creation programmes.

From a baseline of 24 836 in 2012 the targets are yet to be established.

Proposed interventions

Intervention 1.3.a: Support enhanced implementation of EPWP, CWP and Jobs Fund programme.

The Province must ensure that the Extended Public Works Programmes (EPWP), the Community Work programme and the Jobs Fund programme 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. Where possible, the enhancement of the government-led job creation in KZN must be linked with intervention 1.2.b, in order to create serviced industrial space to further enhance industrial development in areas of high-demand. Roll-out of the Community Works Programme (CPW) needs to be expedited to ensure the creation of sustainable employment opportunities at a local level within the Province. 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.

Intervention 1.3.b: Introduction of skills-growth programmes within lead programmes

Within the appropriate lead catalytic projects, specific skills growth programmes could provide internships and work experience for priority skills areas especially in technical, engineering, actuarial fields.

Intervention 1.3.c: Enhance the level of procurement from KZN-based sources by government departments.

The principle of targeted procurement has the capacity to grow the local supplier base and strengthen components of value chains where goods are produced locally. This would support SMME business growth and thus create opportunity for job creation in SMMEs.

Intervention 1.3.d: Support the expansion of learnership, apprenticeship and mentorship programmes

The Province must ensure that their institutions and organisations are geared towards providing learnerships, apprenticeships, mentorships and internships. This can be achieved through designing incentive programs ensuring that public sector institutions are mandated to provide employment in the workplace. This will provide an opportunity for many scholars and young adults to become exposed to the workplace, and grasp an understanding of how to either manage a business or further enhance their position within the job market by acquiring valuable skills and expertise. This can be done by providing easier access to SDL funds to the private sector. These programmes must also include a job-readiness component to ensure successful absorption into the labour market.

Intervention 1.3.e: Implementation of the Youth Wage Subsidy Scheme

The Youth Wage Subsidy which is proposed for the country will act as a mechanism through which companies can hire youth for the purposes of providing skills training and sustainable employment opportunities. This is expected to encourage employers to hire additional youths, which in turn will encourage youth to become more actively involved in the labour market, and provide them with the skills to eventually establish their own SMME ventures or advance their position within the labour market. The Province must prepare for implementation of the Youth Wage Subsidy to encourage and support business to take part in the subsidy scheme. The Province must therefore develop an action plan which will provide information, support and assistance to the private sector on how to access the fund.

Strategic Objective 1.4: Promote SMME and entrepreneurial development

SMME promotion increases economic participation and generates employment

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

The aim within this objective is to encourage the establishment of SMME's and other entrepreneurial ventures such as co-operatives in the lead sectors of the economy.

Underpinning this objective is the recognition of the importance of mentorship programmes for the owners of SMMEs and cooperatives in the formative stages of their businesses – as well as ongoing support to facilitate their adaptation to changing markets and market conditions.

The access of young people is an important aspect of this objective and the participation of youth is supported by national agencies such as the National YDA and SEDA which have specific targets for youth. Youth-focussed learnership and apprenticeship programmes will play an invaluable part in facilitating the participation of youth. In addition, the Province must strategically position itself now to take advantage of the Youth Wage Subsidy when implemented.

An SMME Strategy and Cooperatives Strategy are current being developed for KZN, and the Province must ensure support for the finalisation of these strategies, and that the strategic interventions identified within these strategies are implemented efficiently.

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

Indicators

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

In 2010 the baseline for businesses in operation for more than 2 years is 163 835. This should rise to 232 528 by 2020 and to 328 003 by 2030.

1.4.2 Number of new jobs created through the establishment of SMMEs and coops.

By 2020 there should be 2 366 new jobs and by 2030 there should be 2 608 new jobs created.

Proposed interventions

Intervention 1.4.a: Implement the KZN SMME and Cooperative Strategies

The Province must commit to finalisation, implementation and support of the SMME and Cooperatives Strategies. This will ensure that the recommended strategic interventions have the desired impact and create favourable conditions to foster growth of SMMEs and Cooperatives. The Province must provide the required support to local government to ensure that there is sufficient local capacity to undertake the interventions and provide the required assistance and support in order to develop and growth local SMME and Cooperative capacity.

Intervention 1.4.b: Support and mentorship for SMMEs

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

Intervention 1.4.c: SMME access to appropriately-located facilities

This intervention recognises the key role of location and services in business operations. In part, this intervention is linked to Intervention 1.2.c above which refers to the release of zoned, affordable land in that such land would probably provide ideal locations for business parks for emerging businesses or progressively designed and managed incubators. "Appropriately located facilities" would mean different things to different businesses; to some it would mean accessible to consumers to others it would mean affordable manufacturing space on transport routes. The motivation is for a range of facilities subsidised by province or where Province or municipal structures stimulate private sector involvement.

Intervention 1.4.d: Business and red-tape reduction and relaxation of legislation for SMMEs

This intervention is meant to ameliorate the reported high costs of doing business on the one hand on the other hand it is meant to ease the barriers to entry of new businesses. In many cases the "red-tape" and legislation refers to matters like registration, taxation, health and safety standards, which are out of the control of provincial government. However, the case is for there to be advocacy and lobbying on behalf of small business.

Intervention 1.4.e: Promote entrepreneurship as a career path

The so-called successful economies especially in the west have / had well documented school entrepreneurship and vocational guidance programmes around entrepreneurship. This intervention is for the use of best practice models in exposing children and youth to the possibilities of entrepreneurship.

Intervention 1.4.f: Review funding criteria for SMMEs

Various current studies and analyses have pointed to the large amounts of money 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 recognises the often quoted finding that money is not always the prime need in a business – but that other forms of support like mentorship, affordable premises are important. The intervention is for a review of how funding is granted to businesses.

Intervention 1.4.g: Promote collaboration and alignment between SMME support agencies

There are a number of business support agencies in existence - SEDAs are present in every district, Ithala has a business support function and are also geographically wide-spread, the National Youth Development Agency is reportedly well funded. Yet there is dissatisfaction about the effectiveness of these support agencies – with perceptions that there is duplication of services, uneven quality of services, non-transparent modes of operation and so on. This intervention must be read in conjunction with 1.4.f above and both sets of services rationalised and based on best practice to be of benefit in the period going forward.

Intervention 1.4.h: Promotion of SMMEs within catalytic projects

This intervention is in line with the local supplier and local labour protocols already in operation on government funded projects and departments.

Strategic Objective 1.5: Develop the knowledge base to enhance the knowledge economy.

Provincial economic growth is enhanced by innovation.

The knowledge economy is a term that refers either to an economy of knowledge focused on the production and management of knowledge in the frame of economic constraints, or to a knowledge-based economy. In the second meaning, more frequently used, it refers to the use of knowledge technologies (such as knowledge engineering and knowledge management) to produce economic benefits as well as job creation. In a knowledge-based economy, knowledge is a tool.

There are 4 pillars to a Knowledge Economy framework

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

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

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

In terms of the Knowledge Indexes that were designed by the World bank as an interactive tool for benchmarking a country's position vis-a-vis others in the global knowledge economy, South Africa was ranked 57 out 140 countries (with Denmark in first position and Zimbabwe in last position). The low ranking is attributed to poorer performance in areas of Education, ICT and Innovation, compared to other countries.

In terms of the Knowledge Economy Index (KEI) South Africa is rated 5.55. The KEI takes into account whether the environment is conducive for knowledge to be used effectively for economic development. It is an aggregate index that represents the overall level of development of a country or region towards the Knowledge Economy. The KEI is calculated based on the average of the normalized performance scores of a country or region on all 4 pillars related to the knowledge economy - economic incentive and institutional regime, education and human resources, the innovation system and ICT. South Africa scores

as follows: Knowledge Index (5.47); Economic Incentive Regime (5.81); Innovation (6.92); Education (4.51) and ICT (4.98)

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

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

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

The aim of this objective is therefore to expand the knowledge economy through strengthening mechanisms between key stakeholders, as well as establishing innovation hubs within the Province. In addition new investment into the information, communication, and technology (ICT) sectors and research and development (R&D) are required.

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

Indicators

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

From the current baseline which is yet to be established, the number of patents should increase by 12% in 2020 and by a further 10% in 2030.

1.5.2 Ratio of registered professional engineers to the population of KZN.

From the current baseline which is yet to be established, this figure should increase by 18% from the base year in 2020 and by 22% from baseline in 2030.

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

From the current baseline of R 4 656m, this ratio should increase to R 9 800m in 2020 and to R 19 278m in 2030 (Real Rands, 2005).

Proposed interventions

Intervention 1.5.a: Strengthen partnerships between private sector and tertiary institutions

For purposes of research and development, the Province must ensure that partnerships are strengthened with academic institutions, the public sector, as well as other private sector organisations and institutions that undertake research. The aim is to provide a strong research, information and data platform within the Province. 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.

Intervention 1.5.b: The establishment of research institute/s focused on key sectors.

The Province must ensure that KZN establishes and promotes research institutes focusing on key sectors. This requires capacity to be developed within existing tertiary institutions, new tertiary institutions to be developed in areas of potential and high need.

Intervention 1.5.c: Create R&D sector hubs in relationship with tertiary institutions.

The Province must ensure that partnerships are strengthened with academic institutions, the public sector, as well as other private sector organisations and institutions that undertake research, 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. This mechanism must also ensure continued collaboration of available research, identify potential sources of international funding for key stakeholders, undertake curriculum development, research and development, as well as identify potential opportunities for further job creation.

Intervention 1.5.d: Develop a reference point for indigenous knowledge systems.

This intervention seeks to create a base of information which draws on indigenous knowledge in various disciplines which will enhance current social and economic realities.

Please note:

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

STRATEGIC GOAL 2: HUMAN RESOURCE DEVELOPMENT

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

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

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

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

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

The human resource development apex indicators for human development focus on both access and quality. The state of school education is reflected in the system's own monitoring and evaluation systems, and has been widely commented on, and must be dealt with. However large numbers of people have missed out on educational experiences at school level (with less than 50% of 24 year olds holding a matric), and the PGDP attends to this aspect of human resource development in its Strategic Objective 2.2, focused on youth and adult skills development, and life-long learning, including higher education. But it is also imperative we correct the situation "from below", from the school level. We must at least ensure universal participation of 5 year olds in pre-school programmes, whether state or independently run. Likewise, the school system must expect and demand full participation from Grade 1 to 12, except under special circumstances, and minimise the number of drop-outs.

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

At the higher levels of education we look at participation and success rates, as well on the responsiveness of the tertiary training sector to the needs of the province, especially its economic priorities.

All these areas require research-based interventions to specify the baselines and targets correctly, and to set up appropriate monitoring mechanisms, in association with the Department of Education, colleges (public and private), universities, and other agencies.

The Office of the Premier is designing an HRD Strategy for the province, which will complete its work in March 2012. The focus is on skills for economic growth. Current work indicates the need for in depth research, by district, in order to identify the skills needed in priority economic sectors. The information is currently scattered between the various SETA's and is inconsistent between SETA's and across provinces. The recommendation is that a separate study be undertaken on the matter of critical skills for priority economic sectors. At the same time, before finalisation, all the data needs to be rigorously interrogated with stakeholders to make sure the baseline is accurate, and that the targets are indeed achievable.

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

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

Apex indicators

Apex Indicator 1: Overall participation rate from Grade 1 to 12
 Current rates are available from the provincial and national Departments of Education, and should include public and private schools and Colleges. In 2009 there was 98% participation by 7 to 15 year olds (nationally), but only 83% among 16 to 18 year olds. The target here should be 100%, although this is statistically not possible. The goal is that there should be universal participation, and this target makes that point.

Apex indicator 2: Percentage of schools with average Annual National Assessment scores exceeding 50% for literacy and mathematics.
 The baseline is 35%. 2020 target is 70% and 2030 target is 80%. These are current ANA statistics which are not reliable. A representative composite measure should be developed to give an overall measure of performance for all Grades. A statistical

report would have to indicate the best weightings among the various scores.

Apex indicator 3: Number of learners passing the national senior certificate (certain subjects could be specified)

122 126 students wrote in 2011, of which 83 201 (68.1%) passed. This number should increase to 80% in 2015; with subsequent targets to be determined.

At a national level the target is that “by 2014 half of all youth will obtain a National Senior Certificate”, which takes cognisance of the large drop out numbers after Grade 10.

Apex indicator 4: Number of learners qualifying for maths and science university entrance

Baseline and targets are to be determined.

Apex indicator 5: Appropriate skills available for priority industrial sectors in KZN

To be decided as part of the on-going work of the HRD Strategy. This should include the number of people graduating with a National Certificate (Vocational), an N6, or any other marketable qualification.

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

GOAL 2: HUMAN RESOURCE DEVELOPMENT The human resource capacity of the province is adequate, relevant and responsive to growth and development needs				
		APEX INDICATORS <ul style="list-style-type: none"> • 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	Improve early childhood development, primary and secondary education <i>The education sector produces sufficient people with relevant knowledge, skills and attitudes to contribute to growth and development</i>	Support skills alignment to economic growth <i>The development of skills is sufficient and appropriate to service the economic growth and development needs of the province</i>	Enhance youth skills development and life-long learning <i>The skills level of youth is enhanced</i>	
	PRIMARY INDICATORS <ul style="list-style-type: none"> • Number of five year old children in education institutions (public and private) • Retention rate: Grades R through 10 • Dropout rate grades 10 to 12 • Percentages of learners in Grade 3 achieve 50% in ANA. • Percentage of learners in Grade 6 achieve 50% in ANA • Percentage of learners in Grade 9 achieve 50% in ANA • Number of learners who pass Maths, Science, English and Technology in the National Senior certificate 	PRIMARY INDICATORS <ul style="list-style-type: none"> • The provision and relevance of education and training is enhanced, measured by the number of people trained in priority areas • Number of students graduating with bachelor degrees 	PRIMARY INDICATORS <ul style="list-style-type: none"> • Literacy and numeracy levels • Participation in AET 	
	INTERVENTIONS <ul style="list-style-type: none"> • Review and resource teacher education and capacity-building programmes • Improve teacher deployment and utilisation • Efficient data collection to track learner progress and enhance retention • More efficient delivery of basic services, school infrastructure, equipment and materials • Support for effective governance in schools • Ensuring the provision of inclusive schools for children with special needs • Promoting the use of new technologies • Review education funding model • Enhance technical vocational schools programmes 	INTERVENTIONS <ul style="list-style-type: none"> • Develop skills plans for lead economic sectors per district municipality based on skills demand and implement in partnership with tertiary institutions • Develop counseling and vocational guidance services for schools and out of school youth • Revitalise programmes for relevant life-long learning, to be delivered by 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. 	INTERVENTIONS <ul style="list-style-type: none"> • Develop counseling and vocational guidance services for schools and out of school youth • Revitalise programmes for relevant life-long learning, to be delivered by accessible community-based adult education and training (AET) centres • Support the inclusion of pensioners in mentorship roles and other learning programmes 	
	SECONDARY INDICATORS <ul style="list-style-type: none"> • Teacher-pupil ratio in public ordinary schools • Average class size (KZN has 44% of schools above 40 learners in 2009) • % of teachers qualified and trained to teach the subjects they are teaching. • % of principals with formal training and qualifications in school management • % of schools with water, sanitation and electricity • % of learners in special schools • % of schools meeting the standards of facilities benchmark. • % of schools with library and computer facilities. • % of schools that are considered by the community to be well-managed • Accurate learner records and EMIS data available for planning and monitoring purposes • IEB pass rates • NSC bachelor's passes, diploma passes, higher certificate passes 	SECONDARY INDICATORS <ul style="list-style-type: none"> • Number of district municipalities with skills plans • Further Education and Training (FET) participation rate (all institutions) • FET College graduation rate • University participation rate (contact and distance) • Number of graduates employed within 3 months of qualifying 	SECONDARY INDICATORS <ul style="list-style-type: none"> • Accessibility of career guidance information • Number of youth, adults and women accessing skills development programmes which are explicitly designed to promote employment and income-promoting outcomes 	

Strategic Objective 2.1: Early childhood development, primary and secondary education

The education sector produces graduates with sufficient literacy, mathematics and science abilities.

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

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

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

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

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

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

Indicators

2.1.1 Number of five year old children in education institutions (public and private)

The 2012 baseline is 207 436 children and the 2015 target is 211 680. Note: StatsSA records that in 2009 70% of children in the province attended a pre-school, whereas nationally the figure was 78%. The national goal is universal coverage (100%) by 2014.

2.1.2 Retention rate: Grades 10 through 12

Data shows this is the problem period in terms of retention; from Grade 9 some 12% of learners drop out each year. While 96% of children aged 15 are in school, only 93% of 16 year olds are, and 72% of 18 year olds. The baseline is to be determined; which should increase to 80% in 2020 and to 90% in 2030.

2.1.3 Percentage of learners in Grade 3 achieve over 50% in ANA.

The current 2012 baseline is 41% of learners which should increase to increase to 60% by 2014 (national target), 70% by 2020 and to 80% in 2030.

2.1.4 Percentage of learners in Grade 6 achieve over 50% in ANA

The current 2011 baseline is 35% of learners which should increase to 60% by 2014 (national target), 70% in 2020, and to 80% in 2030.

2.1.5 Percentage of learners in Grade 9 achieve over 50% in ANA

The current 2011 baseline is not known, due to this being a pilot year. The targets should also be 60% by 2014, 70% by 2020 and 80% by 2030.

2.1.6 Number of learners who pass selected subjects in the National Senior certificate

Data is readily available depending on the subjects chosen. Key indicator subjects could include mathematics and the language of learning. Targets will be developed depending on the selection of subjects.

Proposed interventions

Intervention 2.1.a: Review and resource teacher education and capacity-building programmes

Intervention 2.1.b: Improve teacher deployment and utilisation

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

Intervention 2.1.d: Efficient delivery of basic services, school infrastructure, equipment, materials

Intervention 2.1.e: Support for effective governance in schools

Intervention 2.1.f: Ensuring the provision of inclusive schools for children with special needs

Intervention 2.1.g: Promoting the use of new technologies

Intervention 2.1.h: Review funding model.

Intervention 2.1.h: Enhance technical vocational schools programmes

The interventions are multi-faceted, and should be elaborated in the Strategic and Operational Plans of the Department of Education and other contributing agencies. So too are the secondary indicators which may contribute to achievements in each area, and may require specific research instruments to collect the required data.

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 primary undertakings in the province must be the precise identification of skills shortages in each sector, and by location, after which relevant departments must work with different stakeholders to find a solution to the supply of relevant critical skills. This is a complex field, in which there are many players, including the SETAs, state and private FET level colleges, as well as numerous industry led skills development institutions. The SETAs should be able to provide data on the skills profile in each sector, and this should be a starting point for a global analysis. However each local area needs to interrogate its own situation and develop appropriate responses.

Each district within the province must be aware of its economic potential and identify short, medium and long term actions to overcome any human resource limitations and advance economic performance. 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.

Career guidance in schools must be strengthened to ensure learners are equipped with the information that guides will guide them into different professions, informed by the economic potential of the province and their districts.

All of these require substantial data collection and analysis, but will facilitate the targeted planning to ensure a continuous supply of useful citizens. This will also inform government investments in human resource development, including the establishment of appropriate institutions, and support to students at college and university.

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

Indicators

2.3.1 The number of people trained in priority skills areas

This indicator seeks to measure the alignment of skills with industry needs, and the extent to which the requisite skills are being developed. Information will be obtained from public and private institutions, through the Department of Education, and supplemented by the SETAs, who also carry information about “short course” skilling programmes. Possible data sets which could complement this measure include the percentage of youth registered with Public Employment Services system who are referred to employment opportunities within 30 days. However perception studies among business have also proved useful and may need to be conducted.

Data collection on all the above will include statistical information, but some will also need a set of perception studies to gauge the views of business enterprises in relation to the availability of skilled people. The priority sectors for the province are:

- Agriculture
- Manufacturing
- Transport and logistics
- Tourism

Proposed interventions

The interventions proposed will in themselves provide a means to assess the above, and may also make necessary a further series of indicators. The chief interventions include the development of skills plans for lead economic sectors per district, an assessment of the functionality of post-school training institutions, and the provision of vocational guidance in schools.

- 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 out of school youth
- Revitalise programmes for relevant life-long learning, to be delivered by 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.

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

The skills level of youth and adults is enhanced

Population statistics of 2007 in KwaZulu-Natal indicates that 45% of the population is between 0-19 years of age. The statistics also indicate that 34% of adults have Grade 12 education. There is a critical urgency to deal with education challenges in the province.

Whilst serious effort has been unleashed in the previous years since democracy, these efforts seem to count few gains in terms of impact and demonstrable effect in empowering citizens and making them competitive in the globally competitive economy. Thus there is a need to design programmes that are simultaneously dealing with critical issues of linking people to the economy whilst skilling the youth that is currently unemployed. This must also be mirrored by community focussed ABET programmes in order to improve literacy rates.

Indicators

2.3.2 Literacy and numeracy levels

Baselines and targets should be developed to assess progress in relation to the levels of literacy (80% in 2009), and numeracy.

2.3.3 Participation in AET

Number of adults enrolled on and completing AET courses. Currently there are 48 420 participants. By 2020 the target is 69 000 and this should rise to 83 000 by 2030.

Proposed Interventions

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

Intervention 2.3.b: Revitalise programmes for relevant life-long learning, to be delivered by accessible community-based adult education and training (AET) centres

Intervention 2.3.c: Support the inclusion pensioners in mentorship roles and other learning programmes.

STRATEGIC GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT

Poverty and inequality in KZN is reduced

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

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

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

It is useful to first place KwaZulu-Natal in context, both in terms of the overall South African situation as well as in terms of countries that are similar to the province. This is shown in the table below which reports comparable information for six countries in addition to South Africa. The base line is 2004/5 which is the most recent year for which complete information is available for all countries.

Index	Turkey	Egypt	South Africa	KwaZulu-Natal	Chile	Mexico	Malaysia	Brazil
HDI Rank	94	119	120	125¹	37	53	61	63
Life expectancy (years)	68.7	69.8	52.8	49.1	77.9	75.1	73.2	70.5
Adult literacy (%)	88.3	55.6	85.3	84.3	95.7	90.3	88.7	88.4
Combined enrolment (% 7-18) ²	68	74	103	109	81	75	69	91
GDP per capita (PPP\$) ³	6772	3950	10346	8328	10274	9168	9512	7790
HDI Value	0.750	0.659	0.658	0.631	0.854	0.814	0.796	0.792
Population (2005) (m)	71.3	71.3	46.9	9.7	16.0	104.3	24.4	181.4
< \$2 PPP poverty line	10.3	43.9	34.1	36.6	9.6	26.3	9.3	22.4

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

² The South African figure exceeds 100 percent due to the high incidence of repetition in primary school. As a result children are in lower grades for their ages. The implication is that repetition is a larger problem in KwaZulu-Natal than is the case for South Africa as a whole.

³ Gross Regional Product (GRP) is reported for KwaZulu-Natal. This refers to the value of all economic activity within the province.

Index	Turkey	Egypt	South Africa	KwaZulu-Natal	Chile	Mexico	Malaysia	Brazil
% 1yrs measles immunization	75	98	84	83	99	99	92	99
Infant Mortality Rate (/1000)	33	33	53	60	8	23	7	33
Under 5 Mortality (/1000)	39	39	66	95	9	28	7	35
Gini Coefficient ⁴	40.0	34.4	57.8	59.3	57.1	54.6	49.2	59.3
% without imp. water source	7.0	2.0	13.0	20.7	5.0	9.0	5.0	11
% Births attended	81	69	84	91	100	85	97	88
% Stunting (5-60 months)	16	16	17.8	15.5	2	18	Na	11
TB/100 000	40	36	341	295	17	45	135	91
HIV (% of 15-49)	0.1	0.1	21.5	32.8 (est.)	0.3	0.3	0.4	0.7
MMR (/100 000 live births)	70	84	230	500	31	83	41	260
Share of income poorest 20%	6.1	8.6	3.5	3.3	3.3	3.1	4.4	2.4

Source: UNDP 2005; UNDP 2004; Stats SA, 2005; Stats SA, 2004

In the table, countries in the columns on the left hand side of South Africa and KwaZulu-Natal have a similar HDI index while those to the right have a Gross Domestic Product (GDP) per capita that is similar. The striking economic wealth of both South Africa and KwaZulu-Natal is evident when comparing the region to countries which have similar outcomes in terms of social indicators. Equally striking is that those countries with similar economic wealth reveal social outcomes well above that of South Africa, suggesting that South Africa is extremely inefficient in translating economic progress into human development. Much of this is due to the high HIV prevalence and the concurrent low life expectancy, high Infant Mortality Rate (IMR) and high Maternal Mortality Rate (MMR) in South Africa. The comparison between South Africa and KwaZulu-Natal is also noteworthy, which the province performing less well than the country as a whole for most indicators.

Within the PGDP the term “community development” implies interventions that take place at a local scale. Meaningful impact on the citizenry in their communities requires attention as to how development is effected and how oversight on deployment of resources is exercised.

There are serious implications derived from “social issues” for infrastructure development, economic approaches, environmental and spatial planning issues. Strategic action related to poverty alleviation, sustainable livelihoods and food security requires an iterative process between stakeholders in spatial planning and infrastructure development that will move people from a poverty coping mode to economic empowerment. While the goal of Human and Community Development recognises a rights-

⁴ Different methodologies and alternative data sources produce different estimates of the Gini Coefficient and prevalence of poverty. To enable international comparison, national and provincial data for South African and KwaZulu-Natal have been adjusted using the UNDP’s benchmark. As a result, these figures are lower than those usually reported for South Africa.

based approach to service delivery, it seeks also to increase empowerment for self-sustenance. Underlying this is a need to transform the mind-set of asset-entitlement whereby poverty alleviation and social grants orientation is balanced with a mission towards socio-economic empowerment of citizens coupled with the promotion of personal and community action.

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

Apex indicators

Apex indicator 1: PGDP Adjusted Human Development Index

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

Apex indicator 2: Longevity, life expectancy

A composite measure of health that combines mortality and morbidity data to represent overall population health in terms of longevity. The 2012 baseline is 49. The overall 2030 target is 70 and the interim 2020 target is 59.

Apex indicator 3: Absolute poverty

This refers to the percentage of the population below food poverty line. The aim is to reduce the percentage of households that lie below the Food Poverty Line to zero. The current 2012 baseline is 26 %. The overall 2030 target is 0.00 and the interim 2020 target is 10.79 %.

Apex indicator 4: Social inequality

This indicator refers to the share of income earned by poorest 60% of the population. The aim is to increase the current share of total income received by the poorest 60 %. Currently in 2012, the poorest 60% of people receive / earn 17.60 % of KZN's total income. The overall target for 2030 is that the poorest 60% of KZN people receive 29.2% of KZN's total income. The interim target for 2020 is 22.07 %.

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

The baseline is to be determined and the reduction must be in the order of 4 – 7%.

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

GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT <i>Poverty and inequality in KZN is reduced</i>						
APEX INDICATORS <ul style="list-style-type: none"> • PGDP Adjusted Human Development Index • Longevity, life expectancy • Decrease in absolute poverty • Decrease in social inequality • Total number of crimes 						
OBJECTIVES	Poverty alleviation and social welfare <i>Grants and allied social welfare transfers reduce poverty in the KZN population</i>	Enhancing health of communities and citizens <i>The health of the KZN population is improved</i>	Enhance sustainable household food security in KZN <i>Ensure household food security in KZN</i>	Sustainable human settlements <i>KZN households have secure residential tenure and access to basic utility services</i>	Safety and security <i>The safety and security of the KZN people and their property is improved</i>	Social Capital <i>Institutions, partnerships and networks amongst the poor are expanded and strengthened</i>
PRIMARY INDICATORS	<ul style="list-style-type: none"> • Reduction in relative poverty • Reduction in child poverty • Effective dependency ratio • The poverty gap 	<ul style="list-style-type: none"> • Prevalence of preventable infant, child and maternal mortality • Prevalence of preventable chronic illness and communicable diseases • Increase in longevity • Increased number and quality of health professionals 	<ul style="list-style-type: none"> • Dietary Diversity Index • Hunger episodes: household member has gone hungry at least sometimes in past 12 months 	<ul style="list-style-type: none"> • % of provincial households with access to 75l of water per person per day • % of provincial households with yard water connections • % of provincial households with sanitation to MIG standards, • % of provincial households with a source of electrical supply • % of provincial households living in Settlements where no secure tenure has been provided to the residents 	<ul style="list-style-type: none"> • Number of contact crimes per 100,000 people registered per annum • Number of trio crimes per 100,000 people registered per annum 	<ul style="list-style-type: none"> • Number of community level organisations with active bank accounts in KZN • Community structures established to support social cohesion
INTERVENTIONS	<ul style="list-style-type: none"> • Promote and accelerate roll out of Sukuma Sakhe • Rationalisation and alignment of the community development approach • Eliminate corruption and fraud in the social grant system • Investigate negative impacts of the social grant system • Develop integrated responsive system for continuous assessments 	<ul style="list-style-type: none"> • Development and implementation of Comprehensive Primary Health Care • Accelerate HIV/AIDS intervention programmes • Ensure equitable access to health and special facilities • Support the NHI system • Promote physical and mental health programmes • Promote awareness programmes against substance abuse 	<ul style="list-style-type: none"> • Develop infrastructure for local markets • Support to informal economy • Skills development to support local production • One-Home-One-Garden • Permaculture practices • Roll out of school and community gardens • 100ha programme by traditional councils • Establish early warning systems 	<ul style="list-style-type: none"> • Establishment of a joint provincial forum to ensure coordinated and integrated development planning • Densification of settlement patterns • Transform slums clearance into social housing programmes • Establish policy for the provision of 75l of water per person per day 	<ul style="list-style-type: none"> • Implementation of design standards: Crime Protection through Environmental Design • Strengthen programmes aimed 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 	<ul style="list-style-type: none"> • Conduct diagnostic research into the main causes of collapse in community level institutions • Develop and implement programmes that promote norms and behaviours that create an enabling environment for successful community level institutions. • Identify, engage and strengthen the capacity of provincial institutions able to provide positive and useful support services to community level institutions • Support the building and maintenance of networks between linking and community level institutions
SECONDARY INDICATORS	<ul style="list-style-type: none"> • The poverty gap and the severity of poverty • Poverty headcount • Inequality and social cohesion • Child Nutritional Shortfall • Effective Dependency Ratio 	<ul style="list-style-type: none"> • % of births attended by Skilled Health Attendant • Outcome measures of health services • Number of infant, child and maternal deaths per 100,000 cases per annum. 	<ul style="list-style-type: none"> • The level of provincial food insecurity • No of people living below \$1 and \$2 per day • Household Dietary Diversity Index • Number of hungry months in a year • Levels of malnourishment in households living on the poverty line. • Existence of an early-warning system indicating indigent-prone households. 	<ul style="list-style-type: none"> • % of Provincial Households living in Informal Settlements • Provincial Nett Settlement Density • % contribution of various housing opportunities to total provision. • % of settlements with sufficient level of services 	<ul style="list-style-type: none"> • Contact crime detection rates • Trio crime detection rates • Number of finalised criminal cases 	<ul style="list-style-type: none"> • Number of savings clubs and stokvels • Number of burial societies • Number sports clubs • Number of social clubs • Number of arts and culture organisations

Strategic Objective 3.1: Poverty alleviation and social welfare

Grants and allied social welfare services and transfers reduce poverty in the KZN population

Given the high rate of poverty in KwaZulu-Natal as illustrated by the HDI index combined with the widely acknowledged challenges in relation to quality of life makes it imperative that the strategic interventions addressing poverty be multifaceted. This means that a holistic community development approach needs to be developed, seeking to empower citizens through mobilising the various agencies to render support in accordance with the challenges communities face in various districts. Sukuma Sakhe, located within the office of the Premier, has begun to do this and many challenges and lessons have been experienced in the process. It is therefore recommended that the Sukuma Sakhe initiative should be expanded and supported by a broader stakeholder base. Relevant departments with expertise on community development practice must be empowered to co-ordinate integrated responses in various localities with the support of all departments, civil society organisations and private sector stakeholders.

It is important to adopt a supportive approach to communities whilst they are confronting poverty and at the same time aiming not to create dependency on poverty alleviation strategies such as the social grant system. KZN is already cited as the Province on which social grant expenditure is the highest. Whilst support to the poor is desirable, measures to empower communities towards a sustainable economic trajectory must be sought. The Province thus needs to ensure that various stakeholders are co-ordinated towards communities to intervene in terms of their various mandates. This links with the vision to achieve a healthy KwaZulu-Natal society. Many stakeholders are doing work towards poverty indices but there is a need for better rationalisation and alignment of stakeholders to ensure a co-ordinated and efficient community development approach.

Indicators

3.1.1 Measures of relative poverty

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

3.1.2 Measures of malnutrition focussed on children: % children that are stunted, wasted or obese

Current 2012 baselines are 15.8 (stunted), 5.3 (wasted) and 4.0 (obese). The aim, by 2030 is to halve the current prevalence of stunting, wasting and under-weight children to 7.9 (stunted) 2.6 (wasted), 2.0 (obese), and to eliminate the prevalence of obese children. Interim targets to 2020 are 12.8 (stunted), 4.3 (wasted) 3.1 (obese).

3.1.3 Effective dependency ratio:

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

3.1.4 Poverty gap (p1) and Severity of poverty (p2)

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

Proposed interventions

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

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

Intervention 3.1.b: Rationalization & alignment of the Community Development Approach.

Intervention 3.1.c: Eliminate corruption and fraud in the Social Grant System

Evidence of ghost beneficiaries, bureaucratic, process and procedural corruption among Government officials responsible for approval of Social Grant applications was evident throughout the stakeholder consultations process, apart from being extensively documented. Multi-faceted strategies must be developed to curb corruption with government agencies and through use of the justice system effectively. Establishment of database of people reliant on social grants as well as qualifying for rebates in terms of rates as may be outlined in local government policies will ensure that deserving people are afforded assistance. This intervention however must be designed such that it is accompanied by social awareness programmes on the importance of paying for municipal utilities as well as interacting with review processes that will enable people to change their status with respect to indigence and social mobility.

Intervention 3.1.d: Investigate negative impacts of social grant system

It is inarguable that social grants enable vulnerable groups to have an income and so supply some basic needs, which in turn create small local economies in poverty-stricken areas. This intervention seeks to recognise the downside of social grants. For example, that it is a system which strains the fiscus and may not be sustainable indefinitely. Here are perceived negative impacts of the social grant system which centre on the erosion of individual and community responsibility, the passivity borne of accepting hand-outs. This intervention recognises that there may be a need for awareness programmes to combat dependency.

Intervention 3.1.e: Develop responsive Integrated System for Continuous Assessment.

This intervention is related to Intervention 3.3.g *Establish early-warning systems* and is aimed at monitoring indigent families / poverty stricken areas.

Strategic Objective 3.2: Enhancing health of communities and citizens

The health of KZN population is improved

Enhancing healthy communities and citizens in KZN society necessitates the development of a comprehensive primary health care programme in KwaZulu-Natal that is premised on a proactive approach and the capacity to deal with 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 and recreation 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 special facilities for the vulnerable.

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/AIDS. This requires measures to reverse adverse trends in relation to HIV/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, proactive approach to health, and affording the citizens quality health care through affordable quality of care. Affirmative attention to quality of facilities and quality of professionals needs to be directed to rural areas in particular.

Interventions include Early Childhood Development, primary health care, pre and post-natal health care, nutritional intervention for pregnant women, infants and children. The training and accreditation of traditional practitioners of midwifery (birth attendants) as well as pre- and post-natal health care is necessary. Campaigns to promote healthy lifestyles including diet, regular physical activity, maintaining a normal body weight and avoiding tobacco use are important. This should include activities focusing on schools and the establishment, staffing and maintenance of primary health care facilities and the roll out of National Health Insurance systems. An increase in the number and quality of community health care workers and health care practitioners in general, is desirable.

Indicators

3.2.1 Prevalence of preventable infant (IMR), child (U5MR) and maternal mortality (MMR).

The aim is to decrease these figures from the current 2012 baselines of 60/1000, 95/1000 and 500/100 to reach targets of 19.5/1000 (IMR), 31/1000 (U5MR) and to 100/100,000 (MMR) in 2030. Interim targets to 2020 are 43.2, 68 and 298 respectively.

3.2.2 Prevalence of preventable chronic illness

The aim is to decrease the prevalence of preventable chronic illness: hypertension (HT), diabetes, respiratory diseases, male obesity and female obesity. Current 2012 baselines are 0.59 (HT), 0.16 (diabetes), 8.9 (male obesity) and 24.5 (female obesity). The longer-term 2030

targets are 0.39 (HT), 0.10 (diabetes), 4.4 (male obesity) and 12.0 (female obesity). Interim targets are 0.48, 0.13, 6.8 and 18.9 respectively.

3.2.3 Prevalence and incidence of communicable diseases

This calculation of this indicator includes the incidence (number of new cases) and prevalence (number of cases) with specific attention given to the incidence of HIV/AIDS cases in the under 20 year cohort. In 2012 the figure is 1.7. The 2030 target is 0.8 with an interim target of 1.5 in 2020. The aim is the elimination of HIV/AIDS in the under 20 year cohort.

3.2.4 Longevity- health adjusted life expectancy (HALE).

Baseline 35. The target for 2030 is 47 and the interim target for 2020 is 40.

3.2.5 Number health care professionals in relation to the population.

This is an indicator which directly impacts on the quality and accessibility of health care. Baselines and targets for various categories are yet to be defined.

3.2.6 Quality of teaching and training of health professional.

Baselines and targets for various categories are yet to be defined.

Proposed interventions:

Intervention 3.2.a: Development and implementation of comprehensive primary health care

This programme needs to link with intervention 3.1.1 and 3.1.2. A comprehensive primary health care approach recognises that in order for people to be healthy clean water, good nutrition, sanitation, and access to facilities are all important. Primary health care and reproductive health care are important. This intervention must thus be about engaging all stakeholders in ensuring that people have short-term ways of accessing hygienic resources and nutrition whilst other long term strategies are designed for solving the water, sanitation and economic sustenance issues. Health education should be part of the measures of comprehensive primary health care.

Intervention 3.2.b: Accelerate HIV/AIDS intervention programmes

HIV/AIDS intervention has been affected by various issues in different parts of the province. Stigma remains one of them – and it is clear that stigma is more socially embedded than was initially realised. It is not merely about people affected not speaking out but rather about social institutions, social moral schemes that judge people in accordance with age, gender and background that it become difficult for people to access medication. This intervention needs to understand such local dynamics; it also needs to review the access to medication in different districts; as well as ensure that the medical facilities are accessible with a certain degree of respecting confidentiality – even while signposting within these facilities. Interventions would include ARV roll-out; AIDS Awareness; AIDS Prevention.

Intervention 3.2.c: Ensure equitable access to health and special facilities

Equitable access to health facilities is a major necessity for a population that has also increasingly become mobile. Calculation of numbers of resident population around facilities is fast becoming an unreliable measure of demand over those facilities. The fact that some people prefer to go to facilities away from their normal community also complicates delivery projections for those managing facilities. Therefore access to health facilities needs to be enhanced both by calculation of resident population and by facilitative access through roads. Some communities may not necessarily meet the quantitative minimums for a health facility to be established but their location as well as access issues must be reviewed such that satellite services are afforded – in the interest of equity of access to health. This intervention also has reference to the attraction of health professionals to under-resourced areas.

Intervention 3.2.d: Support the introduction of the National Health Insurance System

The National Health Insurance system will on the one hand be a systems change project and which on the other hand will require structural interventions around health facilities.

Intervention 3.2.e: Promote physical and mental health programmes

This intervention is directed at ensuring that issues of physical and mental health receive serious attention. These are issues that are forgotten in favour of crisis management to do with obvious illness. Mental health and physical health awareness within communities would involve scoping the extent to which people are able to access these types of facilities and programmes. Substance abuse is something that is, to a large extent, enabled by the social environment affecting both the victim and the perpetrator of substance abuse. Those addicted to substance abuse join the ranks of addiction gradually and out of lack of environment that validates them as persons. This intervention must capitalise on existing knowledge and best practice - to design 'awareness speak' that is relevant for various age groups as well as identifying justice system methods of dealing with perpetrators.

Intervention 3.2.f: Promote awareness programmes against substance abuse

Problems of substance abuse require the two arms of awareness for prevention and law enforcement. This intervention recognizes the programmes already in place and makes further recommendation for the targeting of known high risk areas. In this intervention is also the requirement that people at risk need options for study and work. Thus collaborative work between the departments responsible for awareness programmes (Health, Social development) must join forces with the infrastructure delivery programmes in provincial government and in municipalities.

Strategic Objective 3.3: Enhance sustainable household food security

Ensure household food security in KZN

The concept of sustainable livelihoods is critical to promoting individual and community empowerment for self-sustenance. This approach enables the identification of individual and community strengths and works towards the deployment of these strengths, together with appropriate inputs from various sources to enable people to act on and in their environments, to produce results for their own livelihoods. From the identification of household needs and residents' capabilities, this approach would point to production or income generating activities and 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 possible and extends 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 co-ordinated effort. The informal economy requires support in so far as this strengthens food security through local production and commercial ventures. There is a need to identify community based assets, establish support for use of these assets in order to promote sustainable linkages or trade between producers and consumers at local level.

Indicators

3.3.1 Dietary diversity index

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

3.3.2 Hunger episodes

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

3.3.3 Child malnutrition as a measure of food insecurity

This indicator has two dimensions: the prevalence of anaemia among children 0-4 years of age - haemoglobin level < 11 g/dl and the % children aged 1-9 with Vitamin A deficiency. The current 2012 baseline is 24 % (Anaemia) and 45 % (Vitamin A). The overall 2030 target is 12 % (Anaemia) 22 % (Vitamin A). The interim 2020 target is 17.3 % (Anaemia) and 42 % (Vitamin A).

Proposed Interventions:

Intervention 3.3.a: Developing infrastructure for local markets.

This intervention is meant to deal with expansion of local economic sustainability. Districts should understand their economic potential and to establish key projects related to such potential and enabling linkages to local markets. At district-level, products suitable for soil and micro-climate must be identified; crucially important are support mechanisms for productivity and access to local markets. This may include fresh as well as processed produce.

Intervention 3.3.b: Support to informal economy

Bearing in mind that poverty alleviation 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.

Intervention 3.3.c: Skills development to support local production.

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

Intervention 3.3.d: One-Home One-Garden and roll-out of school and community gardens

This intervention seeks to encourage citizens towards food security. Home-based gardens, school-garden projects in line with water availability or seasonal thriving of certain crops, often assist in food security. The One-Home, One Garden concept already exists in government effort but it needs to be extended to all districts and made a provincial campaign.

Intervention 3.3.e: Permaculture Practices

Permaculture needs to be promoted in both rural and urban settings amongst communities and in schools. Permaculture concepts will ensure that communities are aware of sustainability and aim to produce towards food security whilst at the same time ensuring environmental preservation.

Intervention 3.3.f: 100ha Programme by Traditional Councils

This intervention seeks to ensure the productivity of Ingonyama Trust Land by promoting the availability of land through designating at least 100 ha land each within individual traditionally designated enclaves towards agricultural production.

Intervention 3.3.g: Establish early-warning systems

This intervention is about the establishment of an early-warning system in relation to food security. This is to enable timeous response to outbreaks severe hunger and malnutrition.

Strategic Objective 3.4: Sustainable human settlements

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

The provision of housing has previously dominated the approach to human settlements in the Province as in South Africa in general. Whilst the provision of a house remains an important part of human settlements it is now common cause that liveable human settlements require decent planning that involves: designing a safe environment, infrastructure that allows and enables economic activity, delivery of services and social facilities as well as good maintenance capacity. This 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. 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. There is also a need to do serious analysis to see whether housing programmes cover all income groups in the Province.

Besides the urban initiatives there are challenges related to provision of human settlements with all the elements of sustainability in rural areas. The densification of human settlements is recommended to enable equitable provision of basic water, sanitation and electricity. Access to social facilities such as schools and clinics as well as provision of road linkages to markets must begin to inform the manner in which human settlements are designed in the near future. Thus stakeholders involved in land allocation, establishment of social facilities, designing human settlements must begin to think about promoting polycentric planning in order to achieve sustainable livelihoods and sustainable human settlements.

Interventions include the establishment of a joint provincial forum to ensure coordinated and integrated development planning i.e. provision of facilities, implement polycentric nodal development in line with the PSEDS to achieve sustainable livelihoods, and slums clearance – transform into social housing programmes.

Indicators

3.4.1 Percentage of KZN households with water (75 litres per person per day) to MIG standards

The 2012 baseline is 86.36%. The overall target to 2020 is 100% with this maintained into the future.

3.4.2 Percentage of provincial households with yard water connections

The 2012 baseline is 23.8%. The 2020 target is 35% and the 2030 target is 50%.

3.4.3 Percentage of KZN households with sanitation to Municipal Infrastructure Grant (MIG) standards

The 2012 baseline is 85.61%. The target to 2020 is 100% and should be maintained at that level into the future.

3.4.4 Percentage of KZN households with a source of electrical supply

The 2012 baseline is 75.9%. The target to 2020 is 89% and the 2030 target is 98%.

3.4.5 Percentage of KZN households living in settlements where no secure tenure has been provided to the residents

The 2012 baseline is 42%. The target to 2020 is 34%. The 2030 target is 20%.

Proposed interventions

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

This strategic intervention is about creating working official partnerships to enable human settlements as well as responsive and accountable governance. There is recognition that government is often well meaning in terms of delivery but the manner in which products are delivered is not conducive to human convenience and user-friendliness. Human settlements in particular require co-ordination such that houses, water, electricity and sanitation are an immediate part of the same product, whilst community life is also enabled by provision of schools, and other social facilities. It is not clear why this co-ordination is not possible despite it having been long recognised to be a requirement. This intervention is about exploring different models of co-ordination and ensuring people-centeredness in delivery.

Intervention 3.4.b: Densification of settlement patterns

This intervention proposes that the dispersed nature of settlement patterns that is happening in rural areas must be guided by proper planning. Settlement patterns that are conducive to service delivery must be encouraged and dispersed patterns must be a guided option in line with specific modes of economic activity such as agriculture and livestock keeping. This intervention should seek to turn around the patterns towards meaningful and planned patterns rather than displacing people.

Intervention 3.4.c: Slums clearance – transform into social housing programmes

KwaZulu-Natal recognises that slums clearance is a matter of co-operation with respect to political will to find solutions to land shortage in order to enable people of low-income to live near places of employment, as well as ensuring a broader range of housing options. Property markets must be persuaded to cater for people who are ordinarily not part of the housing social grant and yet cannot afford houses in urban areas.

Intervention 3.4.d: Establish policy and design standards for the provision of 75 litres of water per person per day

The free basic water per person was derived from the World Health Organisation standard, which stipulates a standard of 25 Litres per person per day and based on a household of 8 people this translates to 6000 Litres of water per month per household. The motivation for 75 litres per person per day targets an intermediate level of service which would enable households to have a yard connection as opposed to a communal tap. It would support a flush toilet with a septic tank which is an improvement on Ventilated Pit Latrines. It will also support the campaign of one-home-one food garden. Current policy only refers to free basic water and prescribes the minimum standard it does not state at most 25 litres per person per day and therefore there appears to be no policy conflict. The intervention requires coordination between DCOGTA and DWA.

Strategic Objective 3.5: Safety and security

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

Safety and security has increasingly been realized to be an issue of multiple elements and expertise. It ranges from decreasing vulnerability to natural disasters to decreasing vulnerability in terms of national security.

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

There are also the social relations aspects of safety and security. Indications are that there are good legal and policy instruments in place in relation to gender-based violence and other social ills such as child abuse. The human rights environment is conducive to good human relations. However policy instruments are clearly not sufficient to promote safety of children in family and community settings. Gender-based violence evades the policy instruments and the structures that have the mandates to act are either approached too late or are unable to circumvent the cunning ways in which victims are prevented from exercising their rights.

Safety and security requires a multi-stakeholder and multi-faceted approach that balances an orientation towards advocacy, with enlightened approaches to punitive enforcement. A good social cohesion strategy will also enforce the need for various stakeholders to act to eliminate social pressures and deficiencies that make an association between poverty and crime seem intrinsic. Such a strategy will break into issues of institutional and personal social morality such that all people reflect upon the undesirability of both white collar crime and common criminal activity.

The high level objective indicators selected focus on two aspects "trio crimes" - business robbery, house robbery and hijacking which are considered to be a priority together with "contact crimes" - other violent crimes such as aggravated assault. There is within the social sector, a criticism that the focus on trio crimes leads to the perception that crime among the poor is deemed less of a priority. These criticisms have been taken into account in the structuring of various programmes such as

- Strengthening evidence based crime investigation and prosecution, and improving crime intelligence
- Emphasising child justice issues
- Giving more priority to understanding violence in poorer, high-violence communities
- Supporting positive youth development
- Advocating for social mobilisation against violence and creating safety in public spaces
- Supporting offenders in rehabilitation and reintegrating them into communities after incarceration.

These programmes still require proper co-ordination and management.

There is recognition amongst the Department of Community Liaison that other government departments, including the departments of Justice, Correctional Services, Social Development, Health and Housing, as well as local government structures, should also co-operate with the police on addressing the social causes of crime.

Other government-police initiatives against social crime in the country include a liquor control strategy, a domestic violence programme, a victim empowerment programme, an anti-rape strategy, and programmes for homeless children.

In terms of law enforcement, sector policing is to be instituted and via the establishment of policing precincts identified as having especially high incidences of "contact crimes", or crimes directed at physically harming people. This visible policing would enable faster responses to "cries for help",

Stock theft is recognised as a serious concern which threatens the commercial feasibility of a potentially important agricultural sub-sector. The increase in stock theft is attributed to the lack of an effective control system, the cross-border movement of animals and stock theft syndicates operating in the country. This area needs the formulation of effective programmes.

In an oft-quoted report (February 2007), the Centre for the Study of Violence and Reconciliation was contracted by the South African government to carry out a study on the nature of crime in South Africa. The study concluded that the country is exposed to high levels of violence as a result of different factors, including:

- The normalisation of violence wherein violence comes to be seen as a necessary and justified means of resolving conflict and males believe that coercive sexual behaviour against women is legitimate.
- The reliance on a criminal justice system that is mired in many issues, including inefficiency and corruption.
- A sub-culture of violence and criminality, ranging from individual criminals who rape or rob, to informal groups or more formalised gangs. Those involved in the subculture are engaged in criminal careers and commonly use firearms, with the exception of Cape Town where knife violence is more prevalent. Credibility within this subculture is related to the readiness to resort to extreme violence.
- The vulnerability of young people linked to inadequate child rearing and poor youth socialisation. As a result of poverty, unstable living arrangements and being brought up with inconsistent and uncaring parenting, some South African children are exposed to risk factors which enhance the chances that they will become involved in criminality and violence.
- The high levels of inequality, poverty, unemployment, social exclusion and marginalisation.

The range and pervasiveness of this brief analysis points to the depth required in structuring interventions and the types of indicators which should be selected to monitor progress in achieving safety and security. Some of these factors will be monitored through interventions in the other goal areas, notably human settlements, health, skills development, social capital.

The National Outcomes Document within the JCPS Cluster presents a number of useful ideas for indicators (besides those selected below). In many cases however they are not phrased as indicators nor is it clear how they will be measured. For example: Improved capacity of JCPS Cluster Departments; strengthened co-ordination, Integrate ICT systems. This is an important role for the strategy personnel within the relevant departments.

Indicators

3.5.1 Number of contact crimes per 100,000 people registered per annum.

The 2012 baseline is 1,407 crimes per 100 000 / population. The target to 2015 is 930 with further targets to be determined.

3.5.2 Number of trio crimes per 100,000 people registered per annum.

The 2012 baseline is 97 per 100 00 / population. The target in 2015 is 67 and further targets are to be determined.

Proposed interventions

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

This intervention will ensure that housing projects feature safety and security during planning stages. Guidelines for safety with respect to social mishaps such as road accidents, crime and safety of children walking to social amenities take priority in this intervention. Geological and infrastructural safety in relation to safety standards is not part of what is envisaged to be the focus of these interventions. Access to safety and security agents is seen as important.

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

Programmes to enhance safety of vulnerable groups with focus on women, children and the elderly should be both proactive and reactive. This is about enhancing the programme to notify people about their rights and ensuring that safety and security agents are known and approachable in the community. The awareness programmes about such issues should target schools and ensure that awareness days within the year calendar are used optimally.

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

A provincial programme to strengthen partnerships against crime should be designed with the different types of criminal activities experienced– violent crime, white collar crime and corruption. Partnerships referred to are those between civil society, business and the criminal justice system at local level (Business against Crime and the Community Policing Forums).

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

Develop an educational programme to raise awareness of risk factors that children must be aware of and to equip them on how to respond to these risks in order to ensure that children are safe and know where to seek assistance.

Strategic Objective 3.6: Advance social capital

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

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

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

Commentators note that there is a horizontal and vertical dimension to social capital – the horizontal referring to interactions within a particular community or grouping and the vertical through interconnecting or bridging interactions and institutions. They note that without the vertical dimension social interactions can degenerate into parochialism and community conservatism and that important vertically transmitted information (such, for example, as the availability of jobs) may not be accessed by a community. In KZN, with its extremely high levels of inequality between different communities, the simultaneous promotion of both the horizontal and vertical dimensions to social capital is essential.

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

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

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

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

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

Indicators

3.6.1 Number of community level organisations with active bank accounts in KZN

3.6.2 Number of community structures established to support social cohesion

Proposed Interventions

Intervention 3.6.a: Conduct diagnostic research into the collapse of community level institutions

In terms of social capital, the organisations that provide the focal point for community action are important. The perceived decline in civic organisations bears investigation.

Intervention 3.6.b: Develop and implement programmes that provide norms and behaviours that create an enabling environment for successful community level institutions.

Following on from 3.6.a. above, the resuscitation of civic organisations would require support.

Intervention 3.6.c: Identify, engage and strengthen the capacity of provincial institutions able to provide positive and useful support services to community level institutions.

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

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

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

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

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

STRATEGIC GOAL 4: STRATEGIC INFRASTRUCTURE

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

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

Historic under-investment in basic infrastructure (roads, transportation, water provision, sanitation etc.) has undermined the growth potential of this province. In line with national government policy, public-sector investment in infrastructure is seen as key to building the overall levels of investment in fixed assets which is central to achieving growth and development targets. The need is therefore to invest in infrastructure in order to stimulate and sustain growth and development and this includes both operational infrastructure (water, sanitation, roads etc.) and connectivity (information technology, mobility) infrastructure.

The challenges presented in the infrastructure sector pose also as economic opportunities for innovation that could lead to new job-creating value chains in sectors such as waste recycling, renewable energy, and information technology and so on.

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

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

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

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

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

Apex indicators

Apex indicator 1:

Percentage of fixed capital investment in relation to provincial GDP.

This indicator is proposed because there is a range within which developing economies should spend on strategic infrastructure in relation to GDP. The criteria for measuring this are sound and in existence, however specialist input is required to refine and compile in order to create the baseline and targets.

Apex indicator 2:

Provincial average lead / lag time difference between the submission of development applications and approval.

This indicator is proposed because it will measure the efficiency of government departments processing of development applications which has been identified as a constraint in the development of strategic infrastructure. Measurements still to be obtained.

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 <i>Strategic infrastructure provides for the social and economic growth and development needs of KZN</i>						
APEX INDICATORS <ul style="list-style-type: none"> • % of fixed capital investment in relation to provincial GDP • Provincial average lead/lag time difference between development application submission 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
PRIMARY INDICATORS	<p><i>The harbours in KwaZulu-Natal operate at optimal capacity</i></p> <ul style="list-style-type: none"> • Total volume of all TEU's landed and shipped through KwaZulu-Natal (excl transhipments and empties) • Container handling rates (moves per gross crane hour) 	<p><i>The airports in KwaZulu-Natal operate at optimal capacity</i></p> <ul style="list-style-type: none"> • Volume of passengers through KZN airports 	<p><i>The roads and rail networks in KwaZulu-Natal provide efficiently for cargo and commuter needs</i></p> <ul style="list-style-type: none"> • Total number of TEUs on Natcor rail line • Number of kilometre of declared road that provides access to communities • % of provincial road network in average to very good condition 	<p><i>Sufficient ICT infrastructure is available for the growth and development needs of KZN</i></p> <ul style="list-style-type: none"> • % of local municipalities with established Access Networks • % of the provincial population covered by telephone networks • Minimum broadband speed available within the Province 	<p><i>Sufficient water is available for the growth and development needs of KwaZulu-Natal</i></p> <ul style="list-style-type: none"> • % water storage capacity in relation to mean annual runoff • Water storage vs water demand ratio • Value of development/rezoning applications not approved due to bulk water and effluent constraints • % of municipalities that have less than 15% water loss. 	<p><i>Sufficient electricity is available for the growth and development needs of KwaZulu-Natal</i></p> <ul style="list-style-type: none"> • Value of development/ rezoning applications not approved due to electricity supply constraints
INTERVENTIONS	<ul style="list-style-type: none"> • Plan and develop an inland multi-modal logistics hub • Implement plans for Durban dug-out port • Improve & expand Durban's back-of-port operations • Develop Richards Bay Port container terminal • Improve Durban Port Passenger Terminal • Establish feasibility of developing selected small craft harbours • Programme and funding for operations and maintenance 	<ul style="list-style-type: none"> • Optimise the Dube Tradeport Aerotropolis • Development of regional airfields • Aviation fuel line from Durban refineries to KSIA • Programme and funding for operations and maintenance 	<ul style="list-style-type: none"> • Establish a dedicated freight link: Durban Port to inland hub • Expansion of coal rail link • Extend rural road access and maintain secondary roads • Implement the Integrated Passenger Strategy • Expand and maintain core rail freight network and the branch lines • Programme and funding for operations and maintenance 	<ul style="list-style-type: none"> • Expand community access to broadband services • Increase bandwidth (speed) for economic competitiveness • Programme and funding for operations and maintenance 	<ul style="list-style-type: none"> • Develop and implement the Provincial Water Strategy • Rationalise and extend Water Board jurisdictions • 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 • Dam building programme • Programme and funding for operations and maintenance 	<ul style="list-style-type: none"> • Develop and implement the Provincial Energy Strategy • Investigate renewable energy sources • Provide base load alternative energy supply • Programme and funding for operations and maintenance
SECONDARY INDICATORS	<ul style="list-style-type: none"> • Average truck turnaround times at the A Check & P Check. • Number of vessels meeting their expected time of arrival and offload. • Improved competitive world ranking. • % of Transnet's 30 year demand forecast. • Back of Ports – average time for logistics company to receive a container • Back of Ports: Time taken to move cargo to the western border of eThekweni Municipality • No. of TEUs handled by Richards Bay • No. of import/export containers destined/ originating in Richards Bay handled by Durban • No. of passenger vessels calling at the Durban and Port of Richards Bay 	<ul style="list-style-type: none"> • Amount of investment in Dube Tradeport Zone. • Volume of cargo handled by Dube Cargo Terminal • Passengers arrivals at KZN airports. 	<ul style="list-style-type: none"> • % success in arrival time targets Durban-Gauteng • % containerized rail freight as opposed to road freight • Kilometres of operating branch lines • Volume of rail deliveries in timber industry • Volume of coal by rail from inland areas to Richards Bay for export • Improvement in secondary road maintenance. • % Increase in proportion of rail commuters. • Integrated Rapid Public Transport Networks: number of commuters and number of routes • Level of commuter satisfaction from use of provincial roads • Mooi River Truck Index 	<ul style="list-style-type: none"> • Number of Digital Community Hubs • Number of Primary POPs (points of presence) • Number of Secondary POPs • Number of facilities connected to broadband: schools, clinics, hospitals, schools with admin computers, schools with computer labs, libraries with public ICT access, Thusong centers with public ICT 		

Strategic Objective 4.1: Development of harbours

The harbours of KZN operate at optimal capacity

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

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

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

Transnet's huge infrastructure-spending drive is under way in KwaZulu-Natal and nationally. The province's harbours and railways are all receiving injections of cash for developments in sync with provincial government priorities. A figure of R9.8-billion is due to be set aside for infrastructure spend in 2010/11. Three major projects are under way to upgrade the container terminal, develop new deep-water quays at the City Terminal and convert Pier 1 to handle containers.

The Durban harbour entrance-widening project is completed and will significantly increase the facility's capacity, more than doubling the number of twenty-foot equivalent units (TEUs) that it can handle from 4 000 to 9 000. Both Pier 1 and the Durban container terminal are receiving upgrades. At current volumes, the Durban container terminal deals with 2.3 million TEUs annually. This will increase to 2.9 million. Transnet Port Terminals has spent R72-million on two massive gantry cranes to improve loading speeds within the harbour.

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

Indicators

4.1.1 Total volume of all twenty-foot Equivalent Units (TEU's) landed and shipped through KwaZulu-Natal (excluding transshipments and empties)

Success should be indicated from year to year by an increasing figure – starting with the 2012 baseline of 2.5million units, rising to 6million in 2020 and 9million in 2030.

4.1.2 Container-handling rates (moves per gross crane hour)

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

Proposed Interventions

Intervention 4.1.a: Plan and develop an inland multi-modal logistics hub

Modal integration is encouraged and the movement of some goods from road to rail emphasized, so to increase the efficient utilization of infrastructure. KZN strategy ought to encompass all transportation modes including air, rail, road and pipelines. There is a continual debate about the potential for switching road freight cargo back to rail as a more desirable form of transport, from the perspective of fuel efficiency, environmental friendliness, reduction of externalities such as congestion and accidents and improvement to utilisation by the state owned railway system. There has been a suggestion that the railway system should be rebuilt to the wider “Standard Gauge” to improve options for inter-modality. In the longer term, it may be possible to develop systems for intermodal transport of a range of different commodities, but this would only be possible within a rail operation that is geared to customer demand in relation to general freight. The focus of the state railway system has been developed by government policy and is unlikely to change without very significant institutional and organisational reform of the structure and management of the railway system of the country.

Intervention 4.1.b: Implement plans for the Dig-Out Port

The proposed dig-out port will provide a massive injection into the KZN regional economy as well as support the N3 corridor growth to Gauteng. With 10% of South Africa’s manufacturing muscle concentrated in the South Durban Basin, the development of a dug-out port on the old DIA site is both logical and necessary. With a projected first phase development of some 16 berths for container vessels and a car terminal, the dug-out port will afford huge relief to the congested container operations within the port of Durban. A drastic reduction in the convergence of road-operated container traffic to South Coast Road and the Bayhead area will also result.

Intervention 4.1.c: Improve and expand Durban’s Back of Port Operations

With the emphasis on containerisation at the Durban port, these operations are likely to focus on higher value goods, relating to elements of the manufacturing sector. It is expected that there will be many spin-offs from this project, including job creation during the construction phase and further employment opportunities as a result of increased capacity of the Durban port. Apart from sustaining much needed jobs, this project will support Durban's economic growth vision initiative.

Intervention 4.1.d: Develop Richards Bay Port Container Terminal

Since its opening, the Port of Richards Bay has expanded rapidly with the establishment of one new berth every 2nd year on average, proudly fulfilling its aim of making it South Africa's leading port in terms of cargo volumes. The Port Master Plan guides the spatial development of the port. The following planned developments are receiving attention:

- A ship repair facility
- Additional bulk liquid handling berth
- Additional berths for break bulk and dry bulk
- Container handling facility at an existing berth

Numerous additional development proposals are being addressed. Various construction projects are taking place at the port, the most important being the construction of berth 306 for steam coal exports. This additional berth will allow the Richards Bay Coal Terminal (Pty) Ltd to increase steam coal exports from 72 to 84 million tonnes per annum.

Intervention 4.1.e: Improve Durban Passenger Terminal

The port has a well-equipped passenger terminal at N-berth on the T-Jetty for the convenience of cruise ships, which operate mostly during the summer months between November and May. During the summer each year MSC and Starlight Cruises base a cruise ship for all-summer cruising at Durban, operating to the Mozambique and Indian Ocean island destinations. These and other cruise ships make use of one or more berths as required and at times the port can have as many as three cruise ships in port together.

Intervention 4.1.f: Establish feasibility of development of selected small craft harbours

Waterfront development has become a global phenomenon, identified by cities as an opportunity for urban renewal through the creation of a revitalised land-water interface and its associated economic benefits for the province at large. Various opportunities are available for the development of small craft harbours in KZN coastal areas including Durban, Richards Bay and the Hibiscus Coast. A strategy needs to be in place to co-ordinate these various opportunities in the Province to maximize the potential of these harbours.

Intervention 4.1.g: Programme and funding for operations and maintenance

To prevent deterioration of infrastructure.

Strategic Objective 4.2: Development of airports

The airports of KZN operate at optimal capacity

KZN Province airport infrastructure shows that there are currently 130 airstrips in the province. These consist of numerous types; from small dirt landing strips to regional airports. The development of an airfields strategy in the province is borne out of the thinking that small airports can be integrated into the public transportation system in such a way that these smaller airports support and complement each other, support tourism as well as delivery of emergency health services; they can operate as a co-ordinated public transportation system while providing affordable service to the user.

Situated between Durban and Richards Bay is King Shaka International Airport and the Dube Trade Port - the hub of an aerotropolis which will eventually include commercial, residential and production activities. The Dube Trade Port will greatly expand the capacity of KwaZulu-Natal to import and export goods. The principal component of the Dube Trade Port is a new international passenger and cargo airport, but it is the new facility's proximity to the harbours of Durban and Richards Bay that give it the edge as a transport and logistics hub.

Indicator

4.2.1 Volume of passengers through KZN airports

The current baseline is 4.1million, rising to 8million in 2020 and to 15million in 2030.

Proposed interventions:

Intervention 4.2.a: Optimise the Dube Trade Port –Aerotropolis

In an increasingly globalised world, the role of airports as attractors for investment and growth is increasing. This concept, known as the aerotropolis, airport region, or airport city, essentially recognises the role of airports as drivers for growth. This intervention needs to provide a framework that assists to direct national, provincial and local government spending to maximise growth opportunities; attract foreign direct investment to grow the manufacturing, logistics, commercial, industrial, transport and tourist sectors; attract national and local investment through growth of new business rather than relocation of existing business and provide a framework that encourages and facilitates co-ordinated, aligned and sustainable regional growth. Being a greenfield site surrounded by a largely undeveloped area creates the opportunity to put in place a plan that responds and capitalises on the location of the airport. It is believed that airports will shape business location and urban development in the 21st century, just as highways did in the 20th century. A city growing around an airport will connect workers, suppliers, executives and goods to the global market place. Dube Trade Port will serve a wide catchment area and will contribute to some key economic objectives including creating an operating business environment conducive to growth and development, and reinforcing the potential of local businesses in identified growth sectors, to rapidly increase their profile of high-value manufactured exports and attract new investors to the region as part of the global manufacturing platform.

Intervention 4.2.b: Development of Regional Airfields.

Airfields play an important role in health and in disaster management for delivering equipment and relief / aid. KZN Provincial Government has initiated a study to optimize the use of our

regional airfields. This study is currently ongoing. Small airports and airfields have the potential to contribute effectively towards sustainable and equitable development. To this endeavour, an assessment of the state of the provinces airports is necessary.

Intervention 4.2.c: Develop aviation fuel line from Durban refineries to King Shaka International Airport

This intervention facilitates the supply of fuel to the Dube Trade Port complex.

Intervention 4.2.d: Programme and funding for operations and maintenance

To prevent deterioration of infrastructure.

Strategic Objective 4.3: Development of road and rail networks

The road and rail networks in KZN provide sufficiently for cargo and commuter needs

An over-burdened road network and under-utilised rail network are factors contributing to infrastructural deficiencies in KZN. Because of the acknowledged lack of investment in public infrastructure spanning some years, freight is more effectively moved by road – which overburdens the road network. Latest plans from Transnet, Dept of Transport and SANRAL do attend to these problems incrementally – however serious co-ordination between provincial and local government and SOE's is required to achieve the type of world class infrastructure envisaged.

Freight will continue to be transported via a combination of road and rail. The infrastructure stakeholders have recognised the need for multi-modal facilities which cater for fast-moving consumer goods as well as bulk minerals and lighter manufactured goods. The development of nodes in the interior of the province and the enhancement of rail, airfields and corridors will be crucial in this development. Efficient communication systems will also be crucial in the ongoing operation of these multi-modal facilities.

KwaZulu-Natal has two national double carriageway highways running through the Province. These are the N2, which runs along the coast from South to North, and the N3, which runs from Durban westwards and is the main road link to Johannesburg and Gauteng and other inland areas.

Fully recognising the economic importance of a good road structure, the KwaZulu-Natal Department Transport has instituted an ongoing, long-term programme to continually upgrade the Province's road network. Major infrastructure projects being undertaken include:

Spoornet and the SA Rail Commuter Corporation (SARCC) control South Africa's rail network. Spoornet provides goods, container services as well as long distance passenger services. Metrorail, a division of Transnet Ltd, is responsible for operating the metropolitan commuter system. Metrorail is contracted to provide this service to the SARCC, which owns the rolling stock and most of the infrastructure.

The Department of Transport has embarked on a comprehensive recapitalisation programme to improve rail safety and revive rail transport as a viable public-transport alternative. Over the past few years, government has contributed some R884 million to the remodelling and refurbishment of rail commuter stations. The private sector provided investment of about R1,6 billion in more than 120 projects on land and properties adjacent to and surrounding rail commuter stations.

The interventions are proposed on the basis that they greatly complement and expand existing opportunities for manufacture and trade and they address citizen's public transport needs.

Indicators

4.3.1 Total number of twenty-foot equivalent units (TEUs) on Natcor rail line

The 2012 baseline is 627 000 TEUs. The aim is for this volume to rise to 1 222 650 in 2020 and to 2 750 963 TEU's in 2030

4.3.2 Number of kilometres of declared rural roads that provides access to communities

From the 2012 baseline of 30 690 km, this is expected to improve to 33 600km in 2020 and to 37 044km in 2030.

4.3.3 Percentage of provincial road network in average to very good condition

The current baseline for roads in good condition is 46%. This must rise to the 2020 target of 70% and to 100% in 2030.

Proposed Interventions

Intervention 4.3.a: Establish a dedicated freight link: Durban Port to Inland Hub

From analysis of road freight operations in the different provinces in South Africa there are several aspects that become apparent and significant. It is very evident that road freight is expanding very rapidly to fill areas of demand, serving a wide range of industries, with purpose built vehicle and trailer configurations. The automotive industry in South Africa that supplies the freight vehicles for these operations has become very sophisticated with a wide range of models and makes from all around the world, many of which have had extensive periods of operation in Southern Africa and have become increasingly adapted to achieve high levels of performance and efficiency. It is thus evident that a co-ordinated effort is needed to optimize efficiencies in this area.

Intervention 4.3.b: Expansion of Coal Rail Link

The volume of coal transported on the coal line decreased from 68.7 million tonnes in 2005/6 to 63.5 million tonnes in 2007/8 which is believed to be due to capacity constraints rather than decreased demand by the coal export industry. The potential linking of the coal mines that might develop in the western areas of Limpopo Province to the Richards Bay coal line will increase the demand for capacity on the coal line significantly. Most of the coal produced in KwaZulu-Natal is used by industries in the province or exported via the port of Durban, with very little distribution into other provinces to the north. The coal mining industry has in the past used rail transport wherever possible, and where necessary newer mines transport coal by road to a point where it can be railed. However, due to railway policy regarding minimum consignment size, it has become necessary to divert most of the production of the KZN mines to road transport to meet the needs of customers all over the province. As a result, large fleets of articulated tippers with 28-32 ton loads are currently running on KZN roads, delivering coal from the local mines and from as far afield as the Mpumalanga coal producing area, to industries all over the province.

Intervention 4.3.c: Extend rural road access and maintain secondary roads

The Departmental Programmes like Operation kuShunquthuli focuses on road infrastructure development in the rural areas. The Department has identified key projects that will be the stimulus in linking the rural communities to the provincial hub of the activity, which achieves the strategic goal of providing access and mobility within the province, where the priority was in the rural areas in this term of governance.

Intervention 4.3.d: Implement the Integrated Passenger Strategy

An integrated passenger Strategy and Action Plan should focus on Integrated Rapid Public Transport Networks aims to implement high quality networks of “car competitive” public transport services that are fully integrated, have dedicated rights-of-way and are managed and regulated by a capable municipal transport department. In this regard, the aim is for major cities, such as Ethekwini, to upgrade both commuter rail services and bus and minibus services to a Rapid Rail and a Bus Rapid Transit (BRT) level of quality respectively. Ultimately, these services will be fully integrated to form a single system regardless of mode.

Intervention 4.3.e: Expand and maintain core rail freight network and the branch Lines

The need for greatly improved rail network for economic development is well illustrated with the example of timber. KZN forestry industry is a major source of road and rail freight as well as contributing a significant export tonnage through the ports of KwaZulu-Natal. The volume transported on the land modes (road and rail) to processing plants and exported through the ports is estimated at approximately 10 million tons per annum in the form of timber and timber-related products, paper, woodchips, etc. Approximately 1,4 million tons of timber is transported via rail on the KZN branch lines and onto the main lines. Approximately 108,045 tons of timber is also railed from Swaziland to Richards Bay on the Durban - Empangeni - Golela and Swaziland line. The largest proportion of timber is transported by road to various processing plants, mills and for export. The vehicles used are flat decks with steel stakes or purpose-designed, stake-sided trailers with the vehicle configurations of all groups from 5-40 ton carrying capacity. The ideal is to transport heavy goods by rail and free up road for passenger and light commerce. In addition, the issues of accessibility for human and community needs are paramount – improvements in rail infrastructure will increase the population’s physical access to goods and services.

Intervention 4.3.f: Programme and funding for operations and maintenance

To prevent deterioration of infrastructure.

Strategic Objective 4.4: Development of information and communications technology

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

Kwa-Zulu-Natal currently lags in terms of providing affordable and reliable access to telecommunications and the internet. Mobile telephone usage has increased dramatically while access to fixed line telephony has declined over the last few years. Internet usage remains extremely low although there has been an improvement in levels of internet usage.

Given recent developments in the provisioning of broadband infrastructure, and continued improvements in regulation and legislation, it is likely that future improvements in this area will be more significant. There are two areas of concern. One is around the importance of ICT skills for individual efficacy in a rapidly modernising world; the other is around functionality of existing technology: lack of connectivity and speed – especially with regard to the needs of business and government communications. The importance of this sector must be seen in the light of KZN’s growth trajectory: the technological skills required in workplaces, citizens’ needs to access information and our economic growth ambitions within the global context.

The proposed interventions thus revolve around rapidly extending access to and use of information communications technology; to ensure that computer skills are taught from an early age and form part of the standard adult basic education and training (ABET) curriculum by 2015. All public servants should also receive ICT training. Achieving this aim urgently requires a plan to train educators, access relevant teaching skills and establish computer centres for learners and communities.

The above intervention is linked to the observed continual reduction in broad-band costs resulting largely from the opportunities afforded by the South Africa-Far East undersea cable. Related to this is the important issue of information technology in support of KZN industry and logistics. With the mission of becoming a “gateway to Africa and the world” it becomes vitally important to be able to communicate within and across borders as efficiently, using the most modern means as possible.

Interventions include programmes to expand community access to broadband services and to increase bandwidth (speed) for economic competitiveness.

Indicators

4.4.1 Percentage of local municipalities with established Access Networks.

Measure of connectivity to the province. An access network is the final link in the chain from the undersea cable to the local municipality. Thus this indicator provides a summary of the level of ICT connectivity within and to the province. The current 2012 baseline is 0%. It is envisaged that this should increase to 100% by 2020 and maintain that level through to 2030.

4.4.2 Percentage of the provincial population covered by telephone networks.

This provides the measure for the opportunity to access ICT services through cell phones and mobile devices within the province. Currently 22.4% coverage exists in KZN. This should increase to 70% in 2020 and to 100% in 2030.

4.4.3 Minimum broadband speed available within the Province.

This provides the measure of the lowest speed of broadband (a floor of 2MB per second) that, at the least, must be available to the population of the Province. Current 2012 baseline is 384kbs. This should improve to 4mbs in 2020 and to 10 mbs in 2030.

Proposed interventions

Intervention 4.4.a: Expand community access to broadband services

This intervention refers to the availability in public institutions like educational institutions, libraries, of ICT infrastructure for users. It requires skills development and in turn will generate skills development as young people especially are known to latch onto electronic technology. The aim is not only for skills development but for access to information and services being a prime outcome of access to ICT services.

Intervention 4.4.b: Expand bandwidth speed for economic competitiveness

This intervention is largely driven by businesses' need for fast efficient telecommunications. All types of business logistics in micro and large companies would benefit from cost efficient and reliable ICT services.

Intervention 4.4.c: Programme and funding for operations and maintenance

To prevent deterioration of infrastructure.

Strategic Objective 4.5: Improve water resource management and supply

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

In enhancing the management of water resources, a holistic approach is demanded of all stakeholders so that the province can be sure that there is holistic water cycle management encompassing water sources through to reticulation and sanitation. Water management specifically for social and community facilities is specified in the goal areas of Human Resource Development, Human & Community Development and Spatial Equity.

The current backlog of water provision in the province is estimated at 2 million people residing in approximately 400,000 houses/households. In a water-constrained country, the investment in water infrastructure is also an essential step in the strategy to expand agriculture and agri-processing.

The Province is relatively water rich compared with the rest of the country. KwaZulu- Natal has good rainfall in most parts of the Province. Many of the major rivers have their source in the Drakensberg Mountains. The urban areas are therefore well serviced with high quality water. South Africa is one of the few countries in the world where the Municipal tap water is perfectly safe to drink. Potable water is not recycled, although supply of recycled water can be negotiated for specific industrial applications in the Durban area. Water supply for urban use is sourced from a network of storage dams strategically located around the Province. The provincial water utility is Umgeni Water. South Africa subscribes to world-class environmental management protocols and local authorities enforce these.

The water requirements of the KwaZulu-Natal metropolitan coastal areas are growing rapidly. This is as a result of the current economic growth, improved water supply services, urbanisation of the population and associated expansion of residential and other developments being implemented. This trend is expected to continue over the medium term as reflected in planned new urban developments. The area along the coast between the Tongati and the Thukela Rivers within the iLembe District Municipality (DM) is experiencing developments of large residential estates and industries which require additional water resources for the North Coast supply area. In addition, the development of the Dube Trade Port, which includes the King Shaka Airport and the commercial and residential development that the trade port will attract in the vicinity of La Mercy, will also result in increasing water requirements.

In order to reconcile the future water requirements with the available water resources the Department of Water Affairs and Forestry (DWAf) initiated a reconciliation strategy study as the next step in finding appropriate water supply solutions for the region.

The interventions proposed cover water supply and urge attention to the institutional matters around water supply.

Indicators

- 4.5.1 Percentage water storage capacity in relation to mean annual run-off.**
- 4.5.2 Water storage versus water demand ratio**

4.5.3 Value of development/rezoning applications not approved due to bulk water and effluent constraints.

This indicator will enable the provincial authorities to gauge the extent to which water resources are being managed for the good of development or otherwise. This indicator is still to be developed.

Proposed interventions

Intervention 4.5.a: Develop and implement the Provincial Water Strategy

The KwaZulu-Natal provincial growth and development strategy highlights spatial development corridors to promote economic development in the province. It is quite clear that a lot of thinking and energy went into these initiatives, but the province will also have to follow that with good planning to ensure sustainability of this initiative by developing the water resources needed to give effect to this initiative. Without efficient utilisation of water resources, all these efforts could come to naught. The success of integrated water management depends heavily on the development of a framework of co-operation among all relevant institutions, organisations and individuals. This co-operative framework must facilitate planning at all geographic scales ranging from international projects to activities on individual smallholdings, and the co-ordination of programmes. Successful water resources management will therefore depend on co-operation among all spheres of government, and the active involvement of water users and other organisations and stakeholders. The province therefore need to ensure that our water resources are managed in a sustainable manner to enable the provision of reliable and cost effective water services to all water users. With local government demonstrations against poor service delivery across the country vivid in our minds, we need to identify the challenges that prevent us from providing a good quality service to our people and come up with robust plans to deal with the challenges facing us. The spirit of cooperative governance is paramount for us to achieve the ideals identified. The ageing water infrastructure, the unauthorised connections to the systems, and lack of capacity and skills facing all three spheres of government are some of the challenges that we need to confront.

Intervention 4.5.b: Rationalise and extend Water Board jurisdictions

In terms of the Water Services Act, Act 108 of 1997, Clause 12(1), every water services authority must prepare and submit a draft Water Services Development Plan (WSDP), in conjunction with the development of an Integrated Development Plan (IDP), for its area of jurisdiction. This draft WSDP is prepared to comply with the requirements of the above Act, and sets the scene for a dynamic continuous integrated planning process that aimed to promote the efficient, affordable and sustainable development of water services within the water services authority's area of jurisdiction. However, there exists no efficient overarching body that oversees the effective and efficient use of water in this province. Communication between water monitoring organisations is reasonably good, but there is a lack of clarity regarding the individual responsibilities of the respective parties which has led to gaps or a duplication of effort. The main purpose of the Water Board will include establishing responsibility for monitoring groundwater utilization, establishing clear guidelines for water resources quality monitoring in terms of the responsibilities of various organisations including DMWS, DWAF, Umgeni Water, etc., establishing a more consolidated and co-ordinated borehole database in terms of position, yields and ownership, gathering information on the extent of groundwater contamination so that proper protection measures can be put in place, establish responsibilities and involvement in terms of Catchment Management.

Intervention 4.5.c: Policy and guidelines on the inclusion of catchment and river management in all land use management schemes

Policies guiding contents of SDF's need to require the inclusion of River Catchment Areas as a compulsory requirement and include measures through Land Use Planning to safeguard these water production areas from pollution.

Intervention 4.5.d: Research and promote skills development for more localised water harvesting

Water harvesting can reduce water usage by half if water is utilised for washing, irrigation etc. As a strategy to improve accessibility to water, poorer communities do not have the means to store water in large capacities, and it might be necessary to provide communities with small reservoirs specifically for this purpose. It is proposed that efforts to promote water harvesting be conducted in conjunction with efforts to promote the land care programme, with the aims of:

- Training of communities regarding water harvesting and the treatment of water for domestic purposes.
- Develop a delivery strategy to provide small portable reservoirs.

Intervention 4.5.e: Programme for building of dams

Related to water security, a properly planned programme for building dams needs to be considered. Water security is necessary for social and business operations, for agriculture, tourism and for the energy generation potential presented.

Intervention 4.5.f: Programme and funding for operations and maintenance

To prevent deterioration of infrastructure.

Strategic Objective 4.6: Improve energy production and supply

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

KZN has insufficient electricity infrastructure to meet the rising demands of both industry and household consumers due to the limited capacity of the current power stations. This is further compounded by the backlogs in the supply of electricity. Overall there is limited funding for maintenance. Consequently there will be increased power outages which will negatively impact on growth and development.

South Africa is in the midst of an energy crisis. Electrical generation capacity is depleted and it would take at least 5 to 7 years to bring new generation capacity on-stream. Since economic growth is dependent on the availability of electricity, this energy shortage brings into question whether South Africa can achieve and sustain its targeted economic growth rates of between 6% and 8%. KwaZulu-Natal, being one of the economic and industrialized hubs of South Africa would be affected and therefore needs to look at solutions to solve its own energy crises.

While conventional (thermal, hydro and nuclear) energy generation plants would take many years to install, an immediate solution to the energy crises would be to reduce the wastage of energy/electricity and to encourage the use of renewable energy sources. In the year 2000, the Department of Mineral and Energy recommended a 15% reduction of fossil fuels as a source of electricity energy and an equivalent increase in the use of renewable energy and electricity efficient technologies. Whether this target has been achieved or not raises issues about the availability of infrastructure for assessing the savings is difficult to determine without a country-wide energy audit.

The second Integrated Resource Plan for electricity (IRP2) foresees a near-doubling of electricity capacity by 2030, with 33% of new generation coming from renewable sources and 25% from nuclear power. It is also a key part of the plan to improve economic efficiency and to reduce emissions.

KwaZulu-Natal consumes in excess of 6700 MW of electricity or almost two Eskom six-pack power stations in its peak demand period. Average growth in electricity demand, which closely tags economic growth rates, is predicted to be between 6 and 7%. This implies that KwaZulu-Natal requires between 400 MW and 470 MW more electricity each year to achieve and sustain its growth targets. The recent un-scheduled power cuts and national initiatives to reduce electricity consumption during peak demand periods are signs that Eskom is currently unable to meet national electricity demands.

Although the use of firewood and crop residues is extensive in specific rural areas, other more modern forms of renewable energy form a very small part of the energy sector. Technologies in wind generation are said to be new in South Africa although it is a mature form of technology in other countries and KZN has the second largest number of solar water heaters installed in the country. Other renewable sources include mini-hydro energy generation using natural and piped water flows, wind – generated energy and ocean-current generation along the coastal regions, biogas and bio-ethanol from crops such as sugar cane. There is recognition of existing plants however their use is limited and still on a small- scale basis. The cost efficiency of electricity produced by renewable technologies in relation to the low price of coal-generated electricity presents a challenge for the growth of this sub-sector.

This strategic objective concerns itself chiefly with electricity production and supply. Alternative energy generation is dealt with more comprehensively in goal area 5: Environmental Sustainability.

Indicators

4.5.4 Value of development/rezoning applications not approved due to electricity supply constraints.

This indicator will enable the provincial authorities to gauge the extent to which electricity resources are being managed for the good of development or otherwise. This indicator is still to be developed.

Proposed interventions

4.6.a: Develop & implement the Provincial Energy Strategy.

KwaZulu-Natal has seen the need to investigate and establish programmes that would ensure the availability of sustainable energy resources in the province to meet its future economic and domestic growth requirements. The primary focus is on two segments, namely Energy Efficiency (EE) AND Renewable Energy (RE), of a sustainable Energy Strategy, it is recommended that a comprehensive Energy Policy and Strategy be developed for KwaZulu-Natal to ensure that the Province's energy needs are met in order to sustain and indeed encourage economic growth. Present total dependence on the national energy utility and conventional non-renewable fossil fuel-derived electricity and the future shortage thereof could be a hindrance to sustainable economic growth and job creation in the province. There are other economic and environmental advantages to encouraging the use of sustainable energy resources. The stripping of potential agricultural land of its trees for rural energy (firewood) needs and the mining of coal resources cause irreparable environmental degradation rendering the land useless of many thousands of years. The availability of energy through sustainable resources could prevent this. There are several behavioural and tariff mechanisms that could be introduced to encourage the more efficient use of electricity which delays the building of expensive power plants. Several RE options such as wind, solar, biomass, bio-gas etc. are being discussed in some detail together with recommended applications in KZN.

Intervention 4.6.b: Investigate renewable energy resources

Intervention 4.6.c: Provide base-load alternative energy supply

Intervention 4.6.d: Programme and funding for operations and maintenance

To prevent deterioration of infrastructure.

STRATEGIC GOAL 5: ENVIRONMENTAL SUSTAINABILITY

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

Attainment of the 2030 PGDS vision is strongly dependent on the extent to which growth and development activities will advance principles of environmental sustainability. The depletion of natural resources in KZN and the impacts associated with the decline in resource quality is of concern as it threatens the future well-being of the province's people and economy. The threat associated with climate change intensifies concerns about the future of the province as the province is particularly vulnerable to change and it is highly likely that the poor will be the first to suffer under conditions of environmental change.

This goal area recognises the undesirable situation which was created by past patterns of resource use in the province and the Constitutional imperative of the need "to secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development".

The province's plan for the future is therefore aimed at changing trends to advance the desire for sustainability over the long-term and to integrate environmental considerations into the process of service delivery. Key strategic objectives and interventions are proposed to improve the productivity of the land we need for agriculture production; to reduce KZN's reliance on unsustainable non-renewable energy sources which contributes to global GHG emissions; to reverse the unacceptably high rate and extent of biodiversity loss to build resilience in our ecosystems; and to improve the adaptive capacity of communities to mitigate the effect of disasters. Inherent in this goal is province's intention to take advantage of the hidden opportunities that environmental change may present to job creation and economic growth.

The overall achievement in the development of a new sustainable trajectory for KZN will be measured by apex indicators that are centred on building resilience for adaptive capacity in the social and ecological systems of the province.

Apex indicators

Apex indicator 1: Green House Gas Emissions

The baseline for this indicator has yet to be ascertained for KZN. The 2020 target is 14,788,200 MtCO₂e from 2010 Baseline and the 2030 target is 10,603,200 MtCO₂e from 2010 Baseline.

Apex indicator 2: Biodiversity index

The 2004 KZN State of the Environment Report indicates a general decline in the state of the province's ecosystems and ecosystem goods and services. The targets for the following periods should indicate an improvement in the biodiversity index.

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

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	Increase productive use of land	Advance alternative energy generation and reduce reliance on fossil fuels	Manage pressures on biodiversity	Adapting to climate change
PRIMARY INDICATORS	<p><i>Land productivity sustainably improved</i></p> <ul style="list-style-type: none"> • % increase in the Provincial Land Degradation Index • Ha of land rehabilitated annually • % use of high production potential land for non-agricultural activities 	<p><i>Greater proportion of renewable energy used in KZN</i></p> <ul style="list-style-type: none"> • Units of energy produced commercially through alternative energy generation • Units of energy saved through energy efficiency interventions • Solar water heating units 	<p><i>Biodiversity trends are halted and reversed</i></p> <ul style="list-style-type: none"> • Land transformation in High-Risk Biodiversity Planning Units per district municipality • % conformance of land and resource use decisions with High-Risk Biodiversity Planning Unit (HRBPU) guidelines per district municipality. • 100% compliance with national Ambient Air Quality Standards by 2020 • 100% compliance with Blue Drop standards • % of waste water treatment works complying with enforcement measures to meet effluent standards • % increase in volume of waste recycled 	<p><i>The province is able to effectively anticipate, respond to and mitigate the effects of climate change</i></p> <ul style="list-style-type: none"> • Share of events with early warning systems, where affected parties received prior warning. • Average time taken to respond to disaster events • Regular forecast of anticipated impacts of climate change and response plan • Share of development applications addressing disaster risk Management
INTERVENTIONS	<ul style="list-style-type: none"> • Promote sustainable agricultural land use practices • Establish a policy and regulatory framework for the reduction of land degradation and enhance Land Care Programmes 	<ul style="list-style-type: none"> • Develop provincial energy strategy and alternative energy resource assessment for wind, solar, biomass, ocean and hydro • Programme of alternative energy demonstration projects • Programme of residential energy efficiency Installations • Programme for energy management system implementation in government infrastructure • Coordinate the systematic reduction of carbon emissions 	<ul style="list-style-type: none"> • Integrated and Coordinated Biodiversity Planning and Monitoring • Provincial State of Environment Reporting Programme • Provincial Strategy and Spatial Framework for Environmental Management • Cooperative Environmental Governance Procedures • Air and water Quality Management Programme • Integrate and coordinate Coastal Zone Management • Establish a management agency for the uKhahlamba-Maluti TFCA • Establishment of localised waste management programmes 	<ul style="list-style-type: none"> • Continuous research and monitoring of climate change and modelling to inform adaptation, response and mitigation • Formulation of climate change disaster response • Strengthen district disaster management and mitigation capacity
SECONDARY INDICATORS	<ul style="list-style-type: none"> • No-till conservation agriculture as a % of total agricultural land • Hectares of land under active agricultural production 	<ul style="list-style-type: none"> • Adpoted Energy Strategy and resource maps for wind, solar, biomass, ocean and hydro. • No of Alternative Energy Demonstration Projects greater than 1MW in implementation phase • % of energy saved from government infrastructure consumption • Number of Residential Energy Efficient Hot water units installed 	<ul style="list-style-type: none"> • Outcome measures of environmental governance • Number of ha of priority areas for expansion of protected areas network declared • % of total protected area (ha) that meet the minimum management effectiveness Standard Min Effectiveness of 72% • % of coastline with effective protection • Maintain 100% compliance and enforcement on fishing and harvesting or extraction limitations required by Marine Living Resources Act • % Compliance with CITES processes and implementation of TOPS (species listed and specific activities) • 20% protection of KZN estuaries • Percentage of municipal waste diverted from landfill sites for recycling 	<ul style="list-style-type: none"> • Share of citizens expressing an understanding, and response to disaster management risks and self preparedness.

Strategic Objective 5.1: Increase productive use of land

Land productivity is sustainably improved

The productive use of land relates to both economic use as well as the limitation of the spread of land use impacts on the natural environment of the Province. Fertile Agricultural land as a commodity is under pressure from a variety of other uses such as conservation and urban development. Subsequently it is important to increase the yield of existing agricultural land to ensure the future demands for food commodities can be met.

It is equally important to research and refine alternative methods of agriculture where the environmental conditions can be controlled to optimum circumstances. This will allow for higher productivity and more cost effective production of foods with the aim of South Africa returning to being a net exporter of food, instead of importing of food.

In some areas the productivity of land needs to be increased, whilst in other areas it is necessary to prevent land degradation from occurring. Land degradation affects all consumers of food due to decreases in production, but its impact is the most severe on rural communities who are dependent on agriculture for survival. It also impacts on water quality and the general condition of the natural environment.

The land degradation index is a composite measure for soil and vegetation degradation in the bio resource units of the province. It measures a change in status of land resources which gives an indication of the production potential of KZN. The indicator reports on the % improvement (as a total in different classes of degradation).

The first aim is to halt degradation in order to look after the production potential of the province – this in itself will be a challenge because of the prevailing pressures – there are also large tracts of degraded land that cannot be rehabilitated anymore - too late.

The targets in this document are rough estimates. With some scientific rigour the targets should take the expected degradation trends into account and the feasibility of rehabilitation and the likelihood of success. In the interim the PGDP suggests targets that aim for no net increase in degradation or that baseline levels are maintained.

Indicators

5.1.1 Provincial Land Degradation Index

In 2003 approximately 12% of the province (1,118,313 ha) was in a severely degraded state. 57% of the total area of the province falls within the upper half of the Index (classes 5-8) and 25% is classified under class 6 of the Index. There should be no net increase in degradation and baseline levels must be maintained.

5.1.2 Hectares of land rehabilitated annually

To counterbalance the indicator 5.1.1. above, this indicator would measure the reclamation of degraded land.

5.1.3 Percentage use of high production potential land for non-agricultural activities.

13% of total land area in KZN is classified as high potential agricultural land. Between 1994 & 2000 there was a 3% decline in the area of high potential land under agricultural

cultivation and a 5% increase in productive land which has been permanently transformed. There should be no change in these figures in the future.

Proposed interventions

Intervention 5.1.a: Promote Sustainable agricultural land-use practices

The aim of this intervention is to promote and ensure that food security is achieved through a two-pronged approach. Firstly, rural communities should be empowered to preserve land to ensure its continuous fertility and productivity - and to cultivate the land to its full potential. Secondly to large scale commercial agriculture should be protected by ensuring that levels of production can continue through appropriate practices. Actions required include the following:

- Implementing training programmes related to:
 - Land fertilisation and production of natural fertiliser/compost;
 - Multi cropping - Farming of different cultivars & seasonal rotation of cultivars;
 - More efficient production of Animal Protein;
 - Using Agricultural residues as livestock feed (wheat straw, corn stalks) – referred to as second harvesting;
 - Strip Cropping;
- Protection of Commercial Agricultural Land:
 - This relates to the land reform and land restitution programmes.
 - In order for food security to be a reality, it is necessary to ensure that new land owners can productively farm land and be trained accordingly.

Intervention 5.1.b: Establish a Policy and regulatory framework for the reduction of land degradation and enhance Land Care Programme

The base for land care was laid down in the Land Care Programme which is a National Programme for the restoration and management of land degradation. Although there are a number of government and non-government organisations involved with projects related to Land Care, it lacks a coordinating body to strategically implement the programme. Hence the need to establish a body responsible for the coordination and compilation of the following:

- List of organisations (government and private) involved with programmes related to land care;
- List of interventions implemented by the various role players;
- Identification of areas not targeted by the existing interventions
- Coordinated implementation of the following elements of the land care programme, linked to a budget and timeframes.

The following sub-programmes are implemented as part of the Land Care Programme:

- Programme for implementation of the major works for Resource Conservation Creating understanding of the need for Land Care.
 - Provincial and national institutional support
 - Participatory planning and developing of Land Care groups
 - Developing land use-plans
 - On-ground physical works (also to include the jobs outlined above)
 - Neighbourhood watches
 - Information dissemination

- Programme for capacity building of local communities and support staff
 - Developing supporting resource-conservation education materials and modules
 - Field staff
 - Media support
- Programme for implementation of research and evaluation
 - Monitoring of the severity of soil erosion by means of the universal soil loss equation
 - Monitoring wetland creation and life span
 - Monitoring water quality
 - Monitoring biodiversity
 - Socio-economic monitoring.

Strategic Objective 5.2: Advance alternative energy generation and reduce reliance on fossil fuels

Greater proportion of renewable energy used in KZN

Energy costs and the sustainable generation thereof has in recent times become more important than ever before. Against the backdrop of climate change, the rapid loss of non-renewable resources such as coal and the pressures on Eskom to provide increasing supply, the pursuit of alternative energy options is both an economic and environmental concern.

KwaZulu-Natal, due to its topography and coast line has a significant potential for hydro-electricity generation as well as for wind-generated energy – as far as large scale installations are concerned. Solar thermal water heating provides significant capacity on individual residential sites. This capacity needs to be utilised and developed in order to supplement Eskom generated electricity and to provide cost effective energy to communities which are currently not connected to an electrical grid.

To be fully aware of the requirements within the Province it will also be necessary to determine the needs through comprehensive demand and supply management studies based on the mapping of suitable natural resources. This will highlight the actual requirements of energy for cooking, lighting, heating etc. and dependant on the requirements different energy sources can be used for different functionalities.

Interventions would include the development of a Provincial Alternative Energy Strategy with specific focus on the comparative merits of the various types of alternative generation - hydro-electricity, biomass and ocean-current generation. Programmes of Alternative Energy demonstration projects would become necessary in this research and development phase.

Indicators

5.2.1 Units of energy produced through alternative energy generation

The current baseline is yet to be calculated accurately. However the 2020 target is to establish 1 200 MW through new build programmes; 1 200 in 2025 and 1 300 in 2030.

5.2.2 Units of energy saved through energy efficiency interventions

The current baseline is to be established. The 2020 target is to save 7811 GWh from the 2010 baseline. The 2030 target is to save 9649 GWh from the 2010 baseline. These targets are calculated from the national GHG reduction commitments of 34% by 2020 and 42% by 2025. There is no target for 2030 so the assumption is that we will have reached our target and it needs to be maintained to 2030. Limited baseline data is available for KZN and the eThekweni Municipality energy consumption data for 2010 was doubled as an indication of KZN consumption.

5.2.3 Solar water heating units

The province should enjoy 1 million units by 2030. Baseline has yet to be reliably established.

Proposed Interventions:**Intervention 5.2.a: Develop provincial energy strategy and alternative energy resource assessment (mapping) for wind, solar, biomass, ocean and hydro.**

In order to facilitate the investment in alternative energy programs, it will be critical to assess the energy resources available. Once these resources are assessed, it will be possible to develop business models based that can predict the sale of electricity that can be generated from the energy resource. Individual assessments or mapping exercises therefore need to take place for solar, wind, biomass, ocean current and hydro. The mapping will need to be integrated into energy resource mapping programs that are taking place in neighbouring provinces and at a national level.

Intervention 5.2.b: Programme of alternative energy demonstration projects.

With the alternative energy targets outlined in the National Integrated Resource Plan 2010, there will be significant investment in alternative energy generation in the next 20 years in South Africa. In order for KZN to capitalise on this investment potential, it will be important to develop demonstration projects in the major renewable energy resources to prove the local viability of the technology. It is proposed that the following demonstration projects be developed:

- One wind farm larger than 1 MW
- One solar photo voltaic farm larger than 1 MW
- One solar concentrated photo voltaic farm larger than 1 MW
- One river based hydroelectric installation larger than 1 MW
- One biomass to electricity plan larger than 1 MW
- One demonstration Ocean Current generation project larger than 100 KW

Intervention 5.2.c: Programme of residential energy efficiency installations

It is anticipated that over the short term (1-5 year) timeframe, there will be a number of incentives and programs from national government that will support residential energy efficiency technologies. These are already taking place through the National Solar Water Heater Program and the Compact Florescent Light retrofit program. There needs to be a provincial program in place to make sure that local municipalities in KZN benefit from these incentives and programs. A *“Program of Residential Energy Efficiency Installations”* will therefore include:

- The establishment of a sustainable energy unit/competency at a provincial level
- Developing a portfolio of Residential Energy Efficiency (REE) incentives and technologies
- Packaging the REE incentive and technologies into implementation plans for local municipalities
- Assisting local municipalities in rolling out the residential Energy Efficiency programs.

Intervention 5.2.d: Programme for energy management system implementation in government infrastructure

Municipalities are one of the largest users of energy in the country. With anticipated energy reduction and greenhouse gas reduction targets, it will be critical to for municipalities to begin implementing energy management systems. This intervention will therefore include:

- The establishment of a sustainable energy unit/competency at a provincial level
- To develop an Energy Management Policy template that can be adopted by local and district municipalities in KZN
- To develop an accurate energy monitoring and evaluation management process for ensuring the implementation of energy efficiency measures.

- To assist municipalities to implement an Energy Management System (EEMS) that will manage the municipality's internal energy demand as well as to identify potential renewable energy opportunities for implementation. The EEMS would be the basis for investing in and initiating internal energy efficiency and renewable energy interventions. The EEMS would also include the organisational and informational structures as well as the resources required for implementing this internal energy policy.

Intervention 5.2e: Coordination of the systematic reduction of carbon emissions and other drivers of ozone depletion

Closely related to Strategic Objective 3 (of Goal 5) reduction in emissions should be co-ordinated by government agencies through implementation of carbon credit systems, carbon taxes and other management tools. Non-governmental authorities do not have the mandate to regulate such interventions. In order to facilitate a smooth transition and to ensure buy-in into the process, the Industry Task Team on Climate Change suggests and recommends a Multi Departmental Technical Task Team be established incorporating international experience to be both more accurate and encourage greater buy-in from all parties. The required action is therefore to facilitate the creation of such task teams in order to develop appropriate responses and implementation measures of carbon reduction strategies in order to meet the targets as set out in the Kyoto Protocol.

Strategic Objective 5.3: Manage pressures on biodiversity within all growth and development activities

Biodiversity loss trends are halted and reversed

Excessive use of natural resources, changes in land use, and emissions of chemicals and waste into the natural environment are *pressures* that cause environmental damage. The 2004 KZN State of Environment Report demonstrates that past and present use patterns are not sustainable. The province is experiencing an unacceptably high rate and extent of biodiversity loss, particularly in the terrestrial environment. A general decline in resource quantity and quality is also being observed in the inland aquatic environment, the marine and coastal environment, and in the province's atmosphere. These trends are expected to continue, and implementation of the provincial plan for development will create new pressures which may have consequences for the environment and for society. The purpose of this objective is to ensure that pressures are managed responsibly in order to ensure that growth and development meets society's needs in an equitable manner while the needs of future communities are also taken into account. The aim is to ensure that environmental considerations are integrated into the process of service delivery and strategic interventions are proposed to address the most significant pressures in the context of the PGDS.

It is anticipated that the most significant threat to biodiversity in the future will be as a result of pressures to *transform* land. To manage this threat an integrated biodiversity planning system has been initiated to halt the rate and extent of degradation and transformation, to secure areas of biodiversity significant to the province and to manage these areas responsibly. This system identifies areas that need to be set aside as representative and viable samples of biodiversity and supporting processes in order to secure a 'safe level of ecosystem resilience' or the minimum biodiversity assets needed by society for receiving a sustained supply of ecosystem services over time. For the purpose of the PGDS these areas have been termed "High Risk Biodiversity Planning Units⁵" alluding to the fact that unsustainable land use in these areas will increase the risk of not halting/reversing current trends in biodiversity loss with associated consequences for human well-being and provincial growth over time. The expectation is that provincial growth and development will be advanced within this management system and that the process of service delivery will be sensitive towards these high risk areas.

In order to foster cooperation and joint implementation of this objective it will be necessary to ensure that biodiversity priorities are integrated into the policy-making and planning processes of all organs of state. Baseline information must be made available in spatial form to facilitate planning and there must be appropriate guidelines and parameters to steer all stakeholders in the desired direction. To further support cooperation and continual improvement around biodiversity priorities there must be a system to monitor changes in the pressures and the impacts of development on high-risk areas.

Development pressures as a result of provincial consumption and production levels are also expected to increase. The release of chemicals and waste into the natural environment will cause environmental damage and will place risk on the well-being of communities. To manage these threats emissions into the air, water and land must be within acceptable limits. Strategic interventions are therefore required to give attention to air pollution hotspots in the province, to improve the quality of KZN's surface water,

⁵ This includes areas which are also termed Critical Biodiversity Areas and Critical Ecological Support Areas.

and to improve the waste management practices of all activities associated with provincial growth and development.

Indicators

5.3.1 Land transformation in High-Risk Biodiversity Planning Units per district municipality

Baseline information: at the average rate of transformation of 127 909 ha/annum the persistent threshold will be met in 2012 and the fragmentation threshold will be met in 2035. In 2020: not exceeding connectivity thresholds, i.e. 75% of land in identified planning units remains untransformed. In 2030 not exceeding connectivity thresholds, i.e. 75% of land in identified planning units remains untransformed.

5.3.2 Percentage conformance of land and resource use decisions with High-Risk Biodiversity Planning Unit (HRBPU) guidelines per district municipality.

Baseline: HRBPUs defined in 35% of district municipalities. The 2020 target is 80% and 100% conformance in the future.

5.3.3 Compliance with national Air Quality Standards

Baseline: non-compliance with national ambient SO₂ and PM₁₀ standards in provincial air pollution hotspots. 2020 target is 80% and 100% in 2030.

5.3.4 Blue Drop rating.

Baseline is 65%, with 80% in 2020 and 90% in 2030.

5.3.5 Percentage of waste water treatment works complying with enforcement measures to meet effluent standards

Baseline is 40%, with 70% in 2020 and 90% in 2030.

5.3.6 Volume of waste recycled

- Paper and Packaging – 44.5 % of packaging put onto the market is recycled annually (1,539 million tons recycled of 3,460 million tons). Targets for 2020 and 2030 are 50% and 50% respectively.
- Lighting – 0% of lamps put on the market is recycled annually. Targets for 2020 and 2030 are 25% and 25% respectively.
- Waste tyres – 2% of tyres put onto the market is recycled annually (4000 tons recycled of 200 000 tons). The target for 2020 and 2030 are 80% and 80% respectively.

Proposed interventions:

Intervention 5.3.a: Integrated and Coordinated Biodiversity Planning and Monitoring

Biodiversity legislation introduces several planning tools to assist with the management and conservation of South Africa's biological diversity within a protected area network as well as in 'biodiversity priority areas' that fall outside the protected area network. This intervention is aimed at implementing this biodiversity planning system. Immediate priorities include declaration of bioregions and the publication of bioregional plans to cover all district municipalities in KZN; enabling the integration of these plans with multi-sectoral plans and decision-making processes; expanding the conservation estate of the province by increasing the surface area of land mass and the coastline under conservation; and improving the management effectiveness of protected areas.

Intervention 5.3.b: Provincial State of Environment (SoE) Reporting Programme

A programme to promote comprehensive and science-based information on environmental conditions and trends considered important for decision-making. This intervention is aimed at improving the effectiveness of SoE Reporting in KZN, i.e. to inform provincial strategic planning and management and to monitor and report on the effect of policies. The key priority of this programme should be alignment of SoE information with the outcomes (goals and objectives) of the PGDS. Key programme activities include, amongst others, improving the technical and institutional arrangements for sharing data and making information available; advancing the indicator science behind the monitoring and reporting system; developing better linkages between SoE information and provincial strategic planning and management; and promoting State of Environment Reporting at the local scale. One of the key strategic outputs of this intervention is environmental scenarios for the province which will inform the desired development scenario for KZN and strategic guidelines to steer provincial development into the future.

Intervention 5.3.c: Provincial strategy and spatial framework for environmental management

This intervention builds onto the previous intervention but stands separate to it as guided by regulatory mechanisms. It is aimed at collating spatial information of strategic environmental attributes (air, biodiversity, land, marine, freshwater, ground water) and their interaction with the socio-cultural systems of KZN. The framework would serve to underpin all strategic thinking about sustainability and sustainable development in the province. It will therefore identify provincial geographical areas, provincial environmental management priorities that should be addressed and the basic rules and parameters that should apply when addressing priorities or guiding development decision-making. Immediate priorities include the finalisation of district-level Environmental Management Frameworks in terms of the National Environmental Management Act (1997) and creating the necessary technical and institutional arrangements to give effect to the planning, implementation and on-going monitoring requirements of the provincial EMF.

Intervention 5.3.d: Cooperative environmental governance procedures

This intervention is meant to ensure that environmental considerations are integrated into the process of provincial service delivery in order to promote environmental accountability in government. It builds on existing procedures to facilitate coordination and alignment of environmental policies, plans, programmes and decisions as specified in Chapter 3 of the National Environmental Management Act (Act 107 of 1998). The immediate focus is to strengthen the work of the Provincial Committee for Environmental Coordination which is the institutional structure, constituted in terms of the IGR Act, to oversee the implementation of the relevant procedures. There is a need to improve and institutionalise the Province's Environmental Implementation Plan and to promote better participation of all organs of state whose functions may affect the environment, including local government, in the procedures and the annual reporting cycles of the Plan. Special attention must be afforded to the alignment of provincial biodiversity priorities with the planning frameworks of all organs of state in the province, and the indicators proposed in the PGDP should form part of the Annual KZN EIP Performance Report. A Strategic Environmental Management Framework for the Province will provide the spatial dimension and guidelines to facilitate and support a mutually supportive environmental planning approach that will see government working together to secure protection of the environment.

Intervention 5.3.e: Air and water quality management programme

This intervention is meant to ensure that chemicals and emissions that are released into the atmosphere are managed within acceptable limits to avoid harm to communities and the natural environment. It involves implementation of the National Environmental Management Air Quality Act (2004) which will give attention to the monitoring and control of the sources of air pollution and emission levels at a provincial and local level. The key priority of this programme is to give attention to the lack of reliable and consistent air quality data from monitoring stations across the province. Key programme activities include managing the network of ambient air quality monitoring which has been established, developing source inventories, enforcing emission and ambient standards; and improving government and industrial reporting.

Intervention 5.3.f: Integrated coastal zone management

This intervention is meant to address the pressures that are expected to occur as a result of human activities in the coastal zone due to provincial growth and development. This involves the integration of various legislative measures, management measures that focus spatially on coastal land and marine waters; and a high level of intergovernmental cooperation. Special attention is needed to coordinate and align provincial and national plans, and in turn to support coastal municipalities to integrate these plans into their own planning frameworks. The programme has to overcome local challenges of an extended planning system (it requires coastal municipalities to plan across the land/sea interface); managing the pressures of coastal urbanisation, dealing with harvesting and exploitation of marine and coastal resources; and meeting minimum requirements for protecting marine areas.

Intervention 5.3.g: Establish a management agency for the uKhahlamba- Maluti TFCA

This intervention gives attention to KZN's contribution to global stewardship and its obligations in terms of multilateral environmental agreements and reducing trans-boundary environmental pressures. The uKhahlamba-Maluti Transfrontier Conservation Area (TFCA) has been in operation since 2002. A number of shortcomings have been identified such as restrictions to cross border operations for official activities related to conservation. In order to solve operational issues and to improve co-operation between the two countries in managing the park it is required that a single management agency be established to take collective decisions on aspects affecting both countries. In order to motivate the establishment of such an agency, the Department of Environmental Affairs & Tourism, Ezemvelo KZN Wildlife, and any other department/organisation having an interest in the TFCA should determine the current shortcomings related to administration and conservation issues of the park and table the concerns to its counterparts within Lesotho.

Intervention 5.3.f: Establishment of localised waste management programmes

Waste Management Strategies establish regulatory and guiding measures to prevent negative impacts on environmental quality which impact on human health. National Government is in the process of developing a National Waste Management Strategy that will give guidance on the development of a Provincial Waste Management Strategy. The broad objectives are:

- to protect health, well-being and the environment
- To ensure that people are aware of the impact of waste on their health, wellbeing and the environment;

- To provide for compliance with the measures set out above; and
- Generally, to give effect to section 24 of the Constitution in order to secure an environment that is not harmful to health and well-being

Strategic Objective 5.4: Adaptation to climate change

The province is able to effectively anticipate, respond to and mitigate the effects of climate change.

Natural Disaster management as a district level function supported by the Provincial Disaster Management Unit needs to act proactively through the development of scenarios (risks assessment) which can be used to develop responses to potential disaster scenarios. The disaster management centres must also serve as early warning mechanisms.

Disaster Management in this instance does not only refer to risks of flash floods that can occur due to higher volumes of rain in a shorter period of time, but also to possible long term effects such as food security that is being threatened by the changing climate. Subsequently disaster management must be conducted by all Departments, including Department of Agriculture, Department of Water Affairs etc. to determine the risks associated with climate change for South Africa and the Province.

It is necessary for the country to adapt to changing circumstances and will only be able to do so if enough information is being made available.

Interventions will include continuous research and monitoring of climate change and variability together with formulation of Provincial Climate Change Disaster Response Plans.

Indicators

- 5.4.1 Share of events with early warning systems where affected parties receive prior warning**
The baseline and targets are yet to be ascertained.
- 5.4.2 Average time taken to respond to disaster events**
The baseline and targets are yet to be ascertained.
- 5.4.3 Regular forecast of anticipated impacts of climate change and response plan**
The baseline and targets are yet to be ascertained.
- 5.4.4 Share of development applications addressing disaster risk Management**
The baseline is 5%; the 2020 target is 100% to be maintained into the future.

Proposed Interventions

Intervention 5.4.a: Continuous research and monitoring of climate change and variability

Monitoring of a situation as contentious as Climate Change requires continuous research if it is to serve as an early warning system for farmers, disaster management officers and the government so that they can prepare contingencies for disaster scenarios. It will provide time for preparation and information to base decisions and preparatory actions on. This requires a dedicated unit/department conducting research, and combining as well as reconciling information from nongovernmental organisations and tertiary education institutes.

Intervention 5.4.b: Formulation of provincial climate change disaster response plans

Presently very few facts on the actual effects of climate change are known. The outcomes of the previous intervention should serve as inputs into the development of a Provincial Climate Change Disaster Management Response which should be updated as regular 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.

Intervention 5.4.c: Strengthen Provincial and District Disaster Management and Mitigation Capacity

The effective response to disasters will be influenced by the capacity not only of provincial structures, but also District Municipal Structures. Especially the establishment of proper disaster management centres within all district municipalities which are well equipped with supplies and communication technology to co-ordinate efforts. This initiative will also include the training of dedicated personnel.

STRATEGIC GOAL 6: GOVERNANCE AND POLICY

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

The implementation of the PGDS is heavily dependent on there being effective and efficient governance systems, across all sectors, but particularly in the Government sector. Similarly, the practical interventions proposed for growth and social transformation are dependent on a policy environment and policy alignment which facilitates change and better efficiencies.

Since 1994, a multitude of structures of governance have been developed in the public sector. National legislation has set out the competencies and roles of the three spheres of Government (National, Provincial and Local), but with the underlying principle that these structures, and the specialist agencies which they have formed, will coordinate their policy development and implementation, to ensure that the impact on the beneficiary and partner constituencies is consistent with the overall policy objectives of Government. At this point it is very difficult to know with certainty that such alignment exists, because there has been an enormous amount of policy formulation by Government – much of which has been translated into legislation – but there are no effective systems to constantly assess the alignment of policies across the different sectors (community services, economy, environment, etc.) and across the different spatial areas of the Province. Thus a more comprehensive inventory and assessment of existing policy instruments applicable in KZN is needed.

The Provincial and National Cabinet cluster system of operating has made a very important start to developing a more integrated approach to policy and strategy formulation, but there are serious weaknesses in giving effect to collaborative planning below this level;

There is a need to make it a stronger requirement that Provincial Departments consult and collaborate more meaningfully and openly with other institutions of Government which may relate to a particular policy area.

There is a need to have much greater levels of participation in the policy formulation, implementation and monitoring processes, from stakeholders outside of Government. More substantive and compulsory participation processes need to be entrenched. More specifically, the partnership with the key social partners of Government, namely organised business, organised labour and the organised community sector, needs to be given greater emphasis and structure. The implementation of a PGDS to which the social partners commit themselves can form a strong starting point for a new social accord amongst the partners at provincial level.

The intentions behind the establishment of the National and Provincial Planning Commissions need to be given effect to through specific systems for monitoring and intervention in Government policy formulation processes so that integration and alignment are proactively fostered by these planning commissions.

At local government level, there is a need for seem to continuously improve the quality of integrated planning, and to ensure that Government-related institutions/agents of delivery do work closely and collaboratively with local government, especially through structures and alignment processes at the district municipality level. The Local Government Turnaround Strategy needs to be expanded to include stronger systematic partnerships with state-owned enterprises, private sector and civil society.

The developmental approach of local government can only be strengthened by improving the institutional partnerships between municipalities and the social partners at local level. There is therefore a need to support partnership-building. The District growth summits are an important platform for building these partnerships but this should be taken further through the promotion of strong local development agencies which bring business and civil society on board with the district and local municipalities in promoting shared growth and development.

Apex indicator

Apex indicator 1: Improvement in the level of client satisfaction

This will be deduced from periodic citizen surveys. The current level of satisfaction is 58%. This must improve to 78% in 2020 and to 95% in 2030.

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

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

Strategic Objective 6.1: Strengthen policy, strategy coordination and IGR

Public expenditure is spent in accordance with coordinated policy and strategy

The Strategic Analysis report highlighted the fact that there has been a plethora of policies formulated which have a major impact on growth and development at provincial level, but there is still a large amount of uncertainty as to how the policies should be implemented at provincial and local levels, and even more uncertainty as to whether these policies are aligned with the strategies and programmes of provincial and municipal government spheres. Identifying the implications of policies at provincial and local spheres, and practical mechanisms for facilitating alignment of provincial and local strategies and programmes, is a priority for an effective PGDP.

Many of the policy competencies of Government are shared between national and provincial spheres of Government, however there is a need for the Province to build a clearer perspective and consequent strategy regarding how to shape policy instruments and strategies at provincial level in such a way that they are aligned to national policies and optimise the positive impacts of policy for growth and development. In the economic sphere, Provincial Government has formulated an industrial development strategy, an investment strategy, an export strategy, an informal economy policy, a tourism strategy, etc.; however there is not a clear enough alignment with similar policy instruments at national level. The PGDP therefore proposes this alignment as a critical starting point.

As regards governance, the PGDP proposes interventions that target strategic areas to bolster the effectiveness of governance systems. Firstly, the Cabinet Cluster system, which has already made great strides in shifting the mind-set away from silo-style governance, must be strengthened so that there is de facto management of transversal policy and programme interventions. Secondly, whilst the Premier's Coordinating Council and the Provincial IDP Forum have made important starts to inter-governmental collaboration, there is a need for a more effective platform for planning and coordination between Provincial Government and municipalities (especially district municipalities).

While recognising the strides that have been made in the development of a coherent IGR system, there is widespread agreement that there are major gaps in terms of implementation of a collaborative approach to when it comes to implementation of policies, strategies and programmes. Lack of integrated service delivery and too many instances of unintended misalignment continue to bedevil delivery in the programmes of Government. Addressing these problems is arguably the single biggest challenge of Government as a whole.

As articulated in the Strategic Analysis, there are a complex set of issues underlying this challenge. However the PGDP must initiate new mechanisms to ensure that at least the interface between the Provincial Government and municipalities must be enhanced. The PGDP itself is meant to be a key reference point for planning and collaboration between the Province and municipalities – and the hope is that the PGDP becomes a point of collaboration and coordination at all for a where Province meets with its municipalities. In addition to strengthening of the existing fora for coordination, including the Premier's Coordinating Council and the Provincial IDP Forum, the PGDP proposes interventions aimed at using the platform created by the new Provincial Planning Commission to guide alignment between Province and municipalities. The key instrument for ensuring more practical alignment at implementation level is the local municipality's IDP, and interventions are proposed to strengthen these significantly. A further area requiring attention is the relationship between the structures of traditional leadership and those of municipal and provincial government.

The proposed interventions respond to the challenges identified, develop Inventory of policy Instruments and a strategy alignment framework, strengthen the effectiveness of the Provincial Cabinet Cluster System, develop a stronger provincial coordinating structure for collaboration between Provincial Government and municipalities, strengthen linkages between National & Provincial Planning Commissions, implement a revised IDP Improvement Programme (focused at District level), improve relationship between Traditional Councils, municipalities and departments, develop an Integrated Funding and Implementation Management Framework (to coordinate and rationalize various funding sources e.g. MIG, Housing, DWA, BIG, Electricity, NDGP, Jobs Fund, etc.)

Indicators

6.2.1 Percentage of municipal expenditure on capital infrastructure (new construction, maintenance and operation)

The current baseline is 18.9%. The target for 2020 is set at 35% and the target for 2030 is set at 45%.

6.2.2 Percentage of expenditure of provincial departments and public entities on capital infrastructure (new construction, maintenance and operation)

The current baseline is 17.2%. The target for 2020 is 22%. And the target for 2030 is 30%

6.2.3 Percentage of development applications that meet time norms for processing

The 2010 baseline is 60%. This must improve to 80% in 2020 and 90% in 2030.

6.2.4 Percentage municipalities with clean audits

The current baseline is 8.2%. The target for 2020 is 100%. And the target for 2030 is 100%

6.2.5 Percentage of provincial entities with clean audits

The current baseline is 28.2%. The target for 2020 is 100%. And the target for 2030 is 100%

Proposed interventions

Intervention 6.1.a: Institute comprehensive policy audit

This refers to the development of an inventory of policy instruments and a strategy alignment framework – “policy audit”. Each Provincial Government Department and all provincial public entities and agencies must be asked to develop a coherent database of all of the policy and strategy documents that have been drafted within their respective jurisdictions, including description of those that have been implemented and the assessed impact thereof. The KZN Cabinet Secretariat must also be asked to develop a similar database/report of all policy/strategy instruments which have been through Cabinet consultation. In both instances the databases/reports need to honestly show evidence of the extent of involvement of the relevant partner departments/spheres of Government/institutions/stakeholders in the formulation and implementation of the respective policy/strategy instruments. The Provincial Nerve Centre must then develop a central inventory of all of these instruments. The inventory must include a prioritisation matrix reflecting the level of importance of an integrated approach and multi-stakeholder involvement for optimal intended impact of the policy/strategy instrument, and apply this matrix to the body of policies/strategies, undertaking a qualitative analysis

Intervention 6.1.b: Develop an Integrated Funding and Implementation Management Framework

This is with reference to funding instruments such as MIG, Housing, DWA, BIG, Electricity, NDGP, Jobs Fund, etc.). There are a range of legislative and policy instruments which speak to the financing of service delivery and development programmes of Government. These include the

Division of Revenue Act, the Public Finance Management Act, the Municipal Systems Act, the Municipal Finance Management Act, and their accompanying regulations, etc. National Treasury and other national and provincial departments, state-owned enterprises and other Government-related institutions have established a number of different funds which are targeted at one or more sector or focus area of delivery of infrastructure, services and/or development programmes (including local economic development). Some of these funds require that provincial government and/or municipalities apply for these funds. In other cases, the beneficiaries of these funds are decided upon without application, but the decisions are often made on an assessment of need based on information about a local/municipal area. In instances, the success and sustainability of the deployment of such funds most often depends on provincial and local government being clear about the nature and objectives of the funding, and the parameters for application and management of the funds. Very often, due to poor communication and overlap amongst such funds, there is uncertainty about this, resulting in problems in both service delivery and financial management. Many of the national funds, such as funding for water infrastructure, roads, etc. are administered at provincial level. Provincial Government departments have also established funds for different programmes such as the Corridor Development Fund, the Small Town Regeneration Fund, the Local Competitiveness Fund, etc. An integrated funding and implementation management framework is needed to clearly describe the range of funds that are available and/or applicable to municipalities and to other stakeholders or partnerships for development. Such a framework should set out the objectives of the funding, the criteria applicable, the extent of and parameters of the fund, any conditions attached to the funding, the application and/or motivation process and the relevant contact points for the funding. This framework should be structured into a user-friendly web-based form so that it can be easily accessed and regularly updated, and should provide live reporting on the funding allocations being made by the various funds to beneficiaries in the province. The framework should go further to provide advisory support, especially for municipalities and agencies in accessing these funds. It is proposed that an appropriately skilled official be designated in each district municipality to provide direct support to the local municipalities and agencies within their area of jurisdiction, to raise awareness of the funding sources available and to provide hands-on support to municipalities/agencies that lack capacity. Through its monitoring and evaluation function, this framework should provide quarterly reports to the KZN Department of Cooperative Governance and Traditional Affairs, Provincial Treasury as well as the Premier's Coordinating Council.

Intervention 6.1.c: Create a single window of co-ordination between the Provincial Government, Municipalities and Non-Governmental forums

This intervention is about creating a single window of co-ordination between the Provincial Government and Municipalities. It is proposed that this Premier's Coordinating Council be this window, but that the Council establish working committees structured along the KZN Cabinet Cluster themes, constituted of Heads of Departments and municipal managers. The task of these working committees, which should meet quarterly, would be to develop and implement the plans to implement the PGDS strategic objectives/interventions in line with the spatial framework, ensuring that the relevant municipalities are integrating these objectives/interventions into their planning, programmes and budgeting, and that a monitoring and evaluation mechanism for this is in place. The committees should provide quarterly reports to the PCC on progress against specific integration targets highlighting hurdles to more integrated delivery of the PGDS programmes and high-level decisions required of the political leadership. These working committees should be supported in their work by a dedicated team of officials/experts from the KZN Department of Cooperative Governance and Traditional Affairs, which would provide technical input and

guidance to the working committees, liaising with the District for a where local municipalities meet to coordinate their planning and implementation. The PCC would in turn adopt an annual *Integrated Delivery Performance Plan* and table reports to the President's Coordinating Council and the National Department of Cooperative Governance and Traditional Affairs, highlighting areas where National Government intervention or support is needed.

Intervention 6.1.d: Support programme for improving the quality of the IDPs

The plan is to develop much stronger and better resourced support programme for improving the quality of the IDPs at District municipality level. The KZN department of Cooperative Governance and Traditional Affairs will appoint a senior official to be dedicated to each district municipality and to leverage sector-specific expert support from the relevant sector departments at provincial government level and other external experts where necessary. Provincial Treasury will also need to provide dedicated expertise allocated to specific districts to support increasing alignment between the IDPs and financing strategies of the local and district plans. A District IDP improvement programme must be drafted for each district which sets out the IDP improvement targets and describes how these are to be achieved with the support and leveraged resources from KZN COGTA. Emphasis will be placed on the level of integration of the local municipal plans and needs into the District IDPs, and the coordinating for a where the District meets the leadership of their local municipalities must directly sign off on the District IDPs to confirm maximum alignment between the local and the district IDPs. This initiative should be integrated into the oversight programme of the Premier's Coordinating Council where it is evaluated, so that there remains a single window for coordination between Provincial and Local Government in the Province.

Intervention 6.1.e: Strengthen the effectiveness of the Provincial Cabinet Cluster System

The Cabinet Clusters must develop a multi-faceted action plan to improve the effectiveness of the Cabinet Cluster system which brings in greater policy coordination and advisory services to the Clusters and Technical Clusters (HODs). This may mean enlarging and strengthening the existing Cabinet Secretariat structure or establishing a new business unit which coordinates and monitors the progress of all departments in compliance with the Government's own core policies of transformation, growth and development. Such a unit could be the engine-room of the Cabinet Clusters' drive for coherent policy and implementation. The support for the Clusters would prepare input documents and advisory notes for consideration by the Clusters focused on optimising integrated and focused collaboration amongst the Government institutions in relation to growth and development issues.

Strategic Objective 6.2: Build government capacity

Government is able to effectively and efficiently deliver infrastructure and services to the population of KZN

The need to build Government capacity to implement the policies, strategies and programmes of Government has become one of the most critical priorities of our Province and country. Lack of appropriate implementation capacity is one of the main underlying reasons for the outcry about poor service delivery. There are a multitude of initiatives needed to address capacity limitations at different levels and spheres of Government, but in KwaZulu-Natal, the lack of skills and capacity at local government level stands out as requiring urgent intervention. This is particularly the case in rural municipalities which are caught between lack of funding for sustainability and difficulty attracting appropriately skilled officials to their areas. Some of these rural municipalities are unlikely to ever be able to develop a revenue stream from their rates base given the high levels of poverty and lack of capacity to deliver services. It is proposed that the options with regard to dis-establishment of some of these municipalities be assessed, along with the process of rationalising some of the municipal boundaries to develop more sustainable municipal units.

In addition, there needs to be much greater sharing of knowledge, resources and specialist services amongst district and local municipalities in the province. More needs to be done to strengthen the “shared services centre” approach, where at district levels, strong specialist service teams can be enlisted to provide services for the local municipalities across a whole district.

The move towards a “single public service” also provides an imperative (and opportunity) to formulate a more integrated and holistic human resource development strategy for the public sector in the province. This strategy must go beyond the traditional development of courses and short skill development programmes and must incorporate and promote the development and use of learnerships, mentorships and internships at all levels in the public service. This will need partnerships between Government and the education and training provider sector.

The interventions therefore proposed to address this strategic objective include the rationalisation of municipal boundaries and dis-establishment of non-functioning and unviable local municipalities, development of an integrated HRD and professional support programme for the public sector in KZN, promote shared services amongst municipalities, strengthen the capacity of the Provincial Nerve Centre and Provincial Planning Commission to monitor and evaluate Government performance.

Indicators:

6.2.1 Percentage of municipal expenditure spent on capital infrastructure (new construction, maintenance and operation)

The current baseline is 18.9%. This must increase to 45% in 2020 and to 75% in 2030.

6.2.2 Percentage of expenditure of provincial departments and public entities spent on capital infrastructure

The current baseline is 17.2%. This must increase to 48% in 2020 and to 70% in 2030.

6.2.3 Percentage of municipalities with clean audits

The current baseline is 8.2% of municipalities having clean audits. The target is to achieve 100% clean audits in 2020 and in to maintain this to 2030.

6.2.4 Percentage of provincial entities with clean audits

The current baseline is 28.2% of provincial entities receiving clean audits. The target is 100% in 2020 and 100% in 2030.

Proposed interventions

Intervention 6.2.a: The rationalization of municipal boundaries and municipal entities

This intervention refers to the rationalisation of municipal boundaries and the dis-establishment of non-functioning and unviable local municipalities. One of the three key principles used by the Demarcation Board in formulating municipal boundaries has been the need to ensure that all municipalities are financially viable and have administrative capacity. The Demarcation Act talks about "the need to rationalise the total number of municipalities to achieve the objectives of effective and sustainable service delivery, financial viability and macro-economic stability". As at June 2011, the national and provincial departments of Cooperative Governance and Traditional Affairs had identified 14 municipalities in KZN that were considered financially unviable. National Government is working on a set of common criteria to define a municipality that may be considered unviable, which will then be deliberated upon by the Municipal Demarcation Board. Clearly each municipality considered "unviable" must be considered on its merits, since some could be made viable by more effective capacity, funding and other support from provincial and national government. Other municipalities might have to be absorbed into adjoining municipalities, with provincial and national government needing to provide the necessary assistance to the municipalities that absorb unviable municipalities to be able to function effectively. Boundaries will thus be drawn in such a way that resources can be better shared for the benefit of all residents. In KwaZulu-Natal, a process for developing a common view and approach to the rationalisation and dis-establishment of unviable municipalities must be defined, and it is suggested that this process be coordinated through the Premier's Coordinating Council with support from the KZN Department of Cooperative Governance and Traditional Affairs.

Intervention 6.2.b: Develop an integrated public sector HRD and professional support programme

Provincial Government is in the process of developing 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. Once finalised, this strategy will become a key reference point for more detailed planning of interventions in the public sector space. It is however clear that financial and other capacity-building programme of municipalities must be intensified. Together with the relevant national stakeholders, Provincial Government should:

- Develop specific targets for verified skills levels and competence for all key levels in the public service – at provincial and municipal spheres.
- Work with relevant tertiary institutions to provide a Certificate Programme in Management Development for Municipal Finance.
- Work with the South African Institute of Chartered Accountants on the Local Government Accounting Certificate targeted at municipal finance officials.
- Participate in the piloting of new certificated courses in technical areas of local government management and facilitate the involvement of the private sector in assisting municipalities with their financial management challenges.

- Developing a professional management support programme in the public sector, coordinated through the KZN Public Sector Training Academy – to provide on-going management development and support for both provincial and local government managers.

Intervention 6.2.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:

- Support comprehensive infrastructure planning at municipal level;
- Support municipal infrastructure development, maintenance, operations and service provision in low capacity municipalities through the procurement of relevant service providers, and ensuring performance as contracted;
- Support the management of operations and ensuring a proper maintenance programme for municipal infrastructure;
- Coordinate a focused technical support programme with existing support partners (national sector departments, provinces and service providers) in terms of an agreed Support Plan to assist municipalities to deliver on their comprehensive infrastructure plan, its delivery modalities and funding streams;
- Monitor the quality of infrastructure provided;
- Develop and coordinate the implementation of an appropriate sector-wide capacity development initiative and assist municipalities to develop a capacity development plan to strengthen their institutions over the long term.

Intervention 6.2.d: Strengthen the capacity of the Provincial Nerve Centre and Provincial Planning Commission to monitor and evaluate Government performance.

The Office of the Premier is meant to be the centre of governance in the Province, and is officially responsible for “institutional development” and “policy and governance”, overseeing the business of the range of provincial government departments and public entities, as well as the functioning of municipalities. Thus a very large component of the work of the Office of the Premier is monitoring and evaluating the functioning, effectiveness and performance of the many arms and legs of government in the Province. Carrying out this work effectively means that there needs to be exceptional information management capacity in the Office of the Premier, and to a large extent this task falls on the Provincial Nerve Centre, based in that Office. The PGDS brings together the key indicators, targets and interventions which are proposed in order to achieve the strategic objectives and high-level goals of the Province as regards growth and development. Thus the Provincial Nerve Centre will need to enhance its capacity to formulate, capture and evaluate a wide range of data to assess the effectiveness of the provincial government departments and entities that are shouldered with responsibility for implementation of many of the strategies and interventions of the PGDS. A detailed capacity building programme for the Nerve Centre is required once the PGDS has been adopted and the requirements as regards areas of monitoring and evaluation are specified. Similarly the Provincial Planning Commission is expected to play a leading role in monitoring and facilitating alignment in the planning and execution of development

strategies across a wide range of stakeholders, but in particular as regards alignment amongst the three spheres of government in the Province. For the PPC, capacity building for this role may need to focus on processing information from municipalities in relation to alignment of their planning with the PGDS. Hereto detailed capacity requirements still need to be determined following adoption of the PGDS, and a detailed programme for meeting those requirements and building a centre of excellence as regards monitoring and evaluation, must be formulated and implemented. It is however clear that the Commission will need to look at enhancing the efficiency of the District Information Monitoring System (DIMS) and ensuring that all the District Municipalities have established a structure to support the implementation of an enhanced DIMS.

Strategic Objective 6.3: Eradicate fraud and corruption

Government is corruption-free

The eradication of fraud and corruption is an especially critical objective of the PGDP, as the credibility of the entire governance system rests on people being able to trust that the system works and is transparent, fair and accountable. At national government level there are a range of institutions and mechanisms which have been established to both monitor and act against fraud and corruption. The challenge is to improve the working relationship between these specialised national units/agencies and those provincial mechanisms created to combat fraud and corruption.

The Office of the Auditor-General is a key reference point for the assessment of the fraud prevention policies and strategies of provincial and local government and their respective agencies. With the much wider scope of the audits now being carried out by the AG, fraudulent and corrupt practices are more likely to be noticed and in turn, pursued. The campaign to have all municipalities, departments and public entities achieve “clean audits” must be strengthened as this is the first sign of clean administration. Where officials are found or suspected to be involved in illegal activity of this type there has historically been inordinate delays in the process of pursuing disciplinary cases against these individuals and this must be corrected. Similarly where criminal investigations and/or cases are being pursued against officials, this must be seen to be undertaken with due diligence and speed, as rapid convictions of those involved in fraud and corruption has been shown to be a major deterrent of such behaviour.

Therefore the key interventions being proposed to achieve this objective are: Provincial Operation Clean Audit and the fast tracking of disciplinary processes & effective criminal prosecution.

Indicators

6.3.1 Percentage of provincial and municipal entities that have audit disclaimers, qualifications

The 2012 baseline is 15.4% for provincial departments and entities. The target is 0% for the future.

6.3.2 Total value of public sector funds affected by fraud and corruption

The current 2012 baseline is R 500 m affected by fraud and corruption. The 2020 target is to reduce this to R 525 m and to reduce to R 75 m by 2030.

Proposed interventions:

Intervention 6.3.a: Provincial Operation Clean Audit

The “Operation Clean Audit” campaign, aimed at ensuring that all municipalities receive unqualified audits by 2014, needs to be intensified. The campaign aims to strengthen the capacity of municipalities to ensure efficient financial management, accountability, transparency and value-for-money activities. Improved financial systems will lead to greater service delivery and development. Provincial Treasury needs to ensure that all KZN municipalities have established Municipal Public Accounts Committees and individual or shared Internal Audit Committees. Programmes to strengthen the effectiveness of these committees through more intensive training and oversight must be implemented on an on-going basis. Treasury also needs to drive the

implementation of municipal audit remedial action plans to address audit findings. Urgent but sustainable interventions are also required in order to recruit and retain critical skills in relation to financial management of municipalities and consideration also needs to be given to appointing chartered accountants in as many municipalities as possible. Treasury needs to raise the profile and seriousness of the mid-term review of financial performance of municipalities in the province, and annually use this review as the basis for making more radical interventions in those municipalities which show greater risks (through internal audit reports). This review must be integrated with the monitoring of the implementation of the Local Government Turnaround Strategy and reports presented to the Premier's Coordinating Council for deliberation and remedial actions.

Intervention 6.3.b: Fast track disciplinary processes & effective criminal prosecution

In order to achieve much speedier resolution of disciplinary cases in the public sector a rigorous and centralised tracking system needs to be developed and implemented, where provincial departments and municipalities are compelled to report and explain any delays in the processes immediately. This will allow the central monitoring unit (proposed for the Office of the Premier) to intervene through the relevant MEC and Accounting Officer. Tighter monitoring of the Accounting Officers with regard to resolution of disciplinary cases and laying of criminal charges where necessary, must be implemented through quarterly performance assessments of the Accounting Officers, their respective Heads of Corporate Services and in turn their Human Resource Managers. Given the strong link between the slow and ineffective rate of implementation of disciplinary instruments and the increase in cases of fraud and corruption, the Office of the Premier needs to elevate failures to prosecute to the level of mismanagement, and public sanction should be mandatory.

Intervention 6.3.c: Implement proactive Integrity Management Programmes

Traditionally, the issue of fraud or corruption has been addressed through better policing, better prosecution systems and harsher sanctions. However, it is now acknowledged that these 'reactive' mechanisms need to be supplemented by more proactive mechanisms to prevent transgressions. The Integrity Management Unit within the Office of the Premier will therefore be undertaking a number of initiatives in order to ensure the systemic improvement of the control environment and risk management within each public organisation. In addition to the installation of better planning, monitoring and risk management systems within public organisations in KZN, the OTP will also ensure that all provincial and local government staff have participated in Integrity Management Training and that all public officials disclose all of their financial interests outside of their public sector work. The information contained within financial disclosures will be verified by Treasury via random audits of financial declarations.

Intervention 6.3.d: Implement proactive measures to prevent fraud through a business intelligence tool

Provincial Treasury will be implementing a tool that will enable the easier detection of fraudulent activity through the proper management and analysis of information within each public sector organisation in the province. The business intelligence tool will ensure increased validity, accuracy and completeness of information available within each organisation, thereby enabling the system to interrogate information and identify anomalous information/transactions.

Strategic Objective 6.4: Promote participative, facilitative and accountable governance

Government listens to and is accountable to the people

The Constitution as well as many of the regulated planning processes of Government imposes a requirement for Government to consult with stakeholders and communities in the formulation of their plans. However an honest assessment would agree that in many instances, such consultation is done merely for the sake of compliance with the requirement rather than in the belief that stakeholders and communities should be important and respected partners to Government in the planning and implementation of initiatives which affect people's lives.

The challenge is for Government and its social partners to be able to identify both structures and mechanisms for partnership which still maintain the responsibility of Government to carry out its developmental mandate without extraordinary delays or endless disputes with interested parties which unreasonable obstacles to effective and efficient service delivery. The PGDS therefore proposes that the principle of participative governance be given real meaning through the establishment and support of the KZN Economic Council, which will allow social partners to collaborate around economic development strategy and programme implementation in a meaningful way. Similarly at local level, the capacity of municipalities to leverage social partnerships and in particular to accelerate local economic development, must be strengthened through the establishment of specialist local development agencies where the private sector and civil society can contribute with the local and district municipalities to the development agenda.

The ward committee system is in theory a very powerful mechanism for enhancing community participation in the governance process, but the system lacks resources and support and needs to be enhanced significantly. The PGDS also believes that the Provincial Nerve Centre in the Office of the Premier, as well as the Provincial Planning Commission are well-placed to play a strong monitoring and evaluation role with respect to alignment of planning and implementation, as well as general accountability of the Departments and municipalities of the Province.

Indicators:

6.4.1 Voter participation in municipal and provincial elections

Baseline: Provincial elections 2009 turnout was 78.81 % and Local Government Elections 2011 turnout was 61.52%. Targets cannot be set for improvement in voter turnout. These figures have to be used as indicators on how the voting public feel about service delivery.

6.4.2 Number of active partnerships between government and business

Baseline not available. However, target is proposed to be 5% increase each period from the previous period.

6.4.3 Increase in percentage of women, youth and people with disabilities within the public and private sphere.

Baseline 2012: Women occupy 40% of jobs across all occupational levels. The 2020 target is for women to occupy 42.6% of jobs within each tier of the political sphere and within each occupational level in KZN. The 2030 target is that women occupy 46.5% of jobs within each tier of the political sphere and within each occupational level in KZN.

Baseline 2012: people with disabilities occupy 0.83%% of jobs across all occupational levels. The 2020 target is 2.5% and the 2030 target is 3.5%.

Proposed Interventions

Intervention 6.4.a: Improve relationship between Traditional Councils, Municipalities and Provincial Departments

Provincial Government, through the Department of Cooperative Governance and Traditional Affairs need to provide active support for strengthening the active participation of traditional leaders in ward committees. This may be done through providing professional capacity where this is needed, but also through formulating further guidelines on how municipalities should encourage and gain value from the participation of traditional leadership in the ward committees. At the District inter-governmental fora, the participation of the traditional councils and the local houses of traditional leadership in each district in the business of government should be evaluated in terms of a systematic evaluation tool which KZN COGTA should formulate in consultation with the Provincial. This evaluation should be used for on-going planning of support measures to improve working relations between the traditional leadership and formal municipal structures and leadership.

Intervention 6.4.b: Strengthen capacity of KZN Economic Council

The KZN Economic Council, which is being established by the KZN Department of Economic Development and Tourism, is mandated to be the high-level forum where the four main social partners (Government, Organised Business, Organised Labour and the Community Sector) discuss and reach agreements on economic growth and development strategies and programmes for the province. The PGDS will form a major point of reference for the agenda at the Economic Council, and the intention is for the social partners to develop a “social compact” which will commit all the stakeholders to specific agreements aimed at accelerating economic growth and progressive equity. In order to be effective the Economic Council will require a high degree of support from the top leadership of each of the social partners, but perhaps most importantly, from the Government sector – local, provincial and national spheres as well as specialised state-owned enterprises (e.g. Transnet, Eskom, SANRAL, etc.) and provincial public entities (e.g. Trade and Investment KZN, Ithala, KZN Growth Fund, Tourism KZN, etc.) – as the planning and investment around infrastructure and project development are central to the economic growth strategy of the Province. Provincial Cabinet and the Provincial Planning Commission will need to give full and meaningful support for the emerging social partnership at the Economic Council through information sharing, joint planning, and committing resources to the priority programmes and actions agreed to at the Economic Council. Stakeholders will monitor the effectiveness of the Economic Council in terms of its ability to facilitate consensus on key issues and commitments which significantly improve the potential for accelerated growth and for a more equitable distribution of the benefits of growth

Intervention 6.4.c: Develop advocacy Programmes

The ward committee system is in theory a very powerful mechanism for enhancing community participation in the governance process, but the system lacks resources and support and needs to be enhanced significantly. Ward committees are intended to enhance participatory democracy and strengthen the alignment between municipal planning and community needs at a local level. Whilst the ward councillors, who chair the ward committees, are expected to be the voices of ward committees, there is evidence for the need to strengthen the capacity and space for ward

committee members to themselves become more directly involved in the planning and implementation and monitoring and evaluation processes of the municipality. A wide range of measures need to be implemented to strengthen the ward committee system and to enhance the accountability of both municipal councillors and officials to the communities they serve. Amongst some of the key interventions are:

- Providing appropriate training to ward committees in a range of relevant fields of service delivery planning, budgeting, implementation and monitoring/evaluation. These should cover IDP processes, LED processes/programmes, EPWP processes, etc.
- 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, etc.
- Developing stronger collaboration and accountability system between ward committees, community development workers, and traditional leadership at local level.
- Developing a better financial strategy for support of ward committees to address unintended negative consequences of the voluntary status of ward committee membership (e.g. appropriate levels of payment of out-of-pocket costs for ward committee members is a significant factor, especially in rural areas).
- Integrating an evaluation report of ward committees into the auditing and annual reporting of local municipalities.

Most importantly, there needs to be a provincially-driven campaign to develop and entrench a sense and approach which appreciates the value of the type of public participation in governance that ward committees provide. Municipal officials in particular need to be encouraged to structure their programme and project planning in consultation with the relevant councillors and ward committees.

STRATEGIC GOAL 7: SPATIAL EQUITY

Increased spatial access to goods and services

Spatial planning is the consideration of 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 context. It goes well beyond 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.

Spatial planning underpins economic, environmental and social development in order to:

- Achieve sustainability
- Address climate change
- Ensure place-making
- Ensure environmental protection and enhancement
- Achieve economic development
- Address service delivery – infrastructure, transport, energy, utilities and flood management.

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

Spatial Planning is dependent on the availability of reliable and credible spatial information from government and private organisations.

The availability of information has been a shortcoming within government departments and it is the intention to establish a point of reference 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.

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.

Apex indicator

Apex Indicator 1:
Improved population physical access to goods and services as measured by the Spatial Accessibility Index.

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

GOAL 7: SPATIAL EQUITY <i>Increased spatial access to goods and services</i>		APEX INDICATORS <ul style="list-style-type: none"> Improved population physical access to goods and services as measured by the Spatial Accessibility Index
OBJECTIVES	<p>Actively promote spatial concentration and co-ordination of development interventions</p> <p><i>Concentrate public and private investment in locations that have been selected on the basis of their developmental potential</i></p>	<p>Effective spatial planning and land management systems are applied across the province</p> <p><i>Effective spatial planning and land management systems are applied across the province</i></p>
PRIMARY INDICATORS	<ul style="list-style-type: none"> Increased nett household density within all Provincial Priority Nodes Share of provincial geographical area with Index of Multiple Deprivation scores higher than the lowest provincial quartile 	<ul style="list-style-type: none"> % of total provincial geographical area with Land Use Management Schemes.
INTERVENTIONS	<ul style="list-style-type: none"> Establish a hierarchy of provincial nodes with clearly defined functions and interventions per node Development of specific corridor plans to coordinate interventions around provincial corridors Continuation of the Small Town Regeneration and Rehabilitation Programme Formalisation of Strategic Rural Nodes 	<ul style="list-style-type: none"> Promote development of ward based plans Formulation of Land Reform Area Based Plans within each district In terms of the Planning and Development Act, address Act 70 of 1970 towards alignment within Land Use Management Schemes Implementation of Land use Management Schemes across the entire provincial landscape Alignment of District and Local municipal Spatial Development Frameworks with the Provincial Spatial Development Formulation of provincial planning norms, standards and guidelines
SECONDARY INDICATORS	<ul style="list-style-type: none"> % of households residing within the hierarchy of settlement nodes. Provincial Nett Settlement Density Share of Municipal Spatial Development Frameworks complying to Environmental Management Regulations 	<ul style="list-style-type: none"> % of municipalities with appropriate suite of plans (e.g. spatial development frameworks, town planning schemes, urban design frameworks, rural precinct plans) % of municipal wards with a ward development plan (business plans)

Strategic Objective 7.1: Actively promote spatial concentration and co-ordination of development interventions.

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

The aim of spatial concentration of development interventions refers to focused development investment interventions in nodal and corridor areas to ensure that initiatives are co-ordinated, cost effective and not counterproductive. 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 co-ordinated 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.

Interventions include: establishment of a hierarchy of provincial nodes with clearly defined functions and interventions per node, development of specific Corridor Plans to co-ordinate interventions around provincial corridors, continuation of the Small Town Regeneration and Rehabilitation Programme, and formalisation of Strategic Rural Nodes.

Indicators

7.1.1 Increase in the population density resident in areas falling within designated development areas

Baseline and targets to be developed.

7.1.2 Spatial Distribution of Human Development Index (HDI) at provincial scale

This refers to the HDI described at Goal 3 Apex Indicator 1 which can be calculated at both district and provincial level. Baselines and targets for individual districts are yet to be developed.

Proposed Interventions

Intervention 7.1.a: Establish a hierarchy of Provincial Nodes with clearly defined functions and interventions per node

A hierarchy of nodes should be spatially identified in order to provide for focused investment by government departments into specific nodes where services are required by the population. A spatially equal distribution of similar hierarchical nodes is not a required outcome. Nodal hierarchy needs to be determined by the population thresholds serviced, and the needs/requirements of the population. Intervention strategies should be based on the following aspects:

- Economic Potential & Opportunities;
- Social Need;
- Environmental Vulnerability;
- People Mobility (migration patterns)

The above hierarchical order should be determined by the development of a Provincial Spatial Development Framework, taking the spatial distributions of the above aspects into consideration.

Intervention 7.1.b: Development of specific Corridor Plans to co-ordinate interventions 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 higher level of services where limited services are provided within smaller lower order nodes. It will also facilitate the following:

- That the influence sphere and positive spill over effects of major nodal areas are extended as far as possible.
- That high level of accessibility is facilitated to ensure access to higher level services.
- That potential economic driver within the corridor is identified and capitalised on in support of nodal development.
- Facilitate possible establishment of additional economic drivers.

A hierarchy of 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.

Intervention 7.1.c: Continuation of the Small Town Regeneration and Rehabilitation Programme

Small towns are “centres that are small in the context of their respective national urban and economic systems”. They are also defined by population size of 50,000 or less, who are economically and socially linked to the surrounding rural hinterlands. These towns are characterised by well-developed small urban areas and large informal and rural settlements. Throughout South Africa these small towns serves millions of rural based South Africans in terms of economic activities and social facilities. This positions small towns as critical links between urban and rural communities as small towns provide urban services, administrative services and social centres to their surrounding rural hinterland.

Intervention 7.1.d: Formalisation of Strategic Rural Nodes

The formalisation of Strategic Rural Nodes will support and extend the functions offered by the Small Towns of the Province. This will allow for development of fully serviced social services, i.e. clinics, post offices etc. to be developed within rural areas. These strategic rural nodes needs to be identified as a subset of nodes as part of the hierarchical order of nodes throughout the province, and based purely on population densities and social needs.

Strategic Objective 7.2: Facilitate integrated land management and spatial planning

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 phenomenon, 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 vs. tourism due to pristine natural environment.

Sustainable development can only be reached through proper land management. Land Use Management Schemes serves to improve land use management through provision of guidelines and regulation for the development and utilisation of land. Schemes forms 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 provides insight related to the services 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 management 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 resides within rural areas with high agricultural potential. These areas also need to develop economically, but needs to do so without impacting on the agricultural potential of land and subsequently negating food security within the Province.

The above mentioned land use activities is controlled, impacted on, and influenced by a number of governmental role players within the three tiers of government. There is thus a need to coordinate land management within these departments which includes inter alia the National Department of Agriculture, Department of Co-operative Governance and Traditional Affairs and Department Rural Development & Land Reform.

Interventions include: promote development of ward-based plans, formulation of Land Reform Area Based Plans within each District, Address Act 70 of 1970 alignment within Land Use Management Schemes, and Implementation of land use management schemes across the entire provincial landscape. Alignment of District and Local municipal Spatial Development Frameworks with the Provincial Spatial Development Framework and formulation of Provincial Planning Norms, Standards and Guidelines.

Indicators

- 7.2.1 Percentage of total provincial geographical area with Land Use Management Schemes.**
Baseline is 1.8%. The 2020 target is 100% which must then be maintained.

Proposed Interventions

Intervention 7.2.a: Promote 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.

Intervention 7.2.b: Formulation of Land Reform Area Based Plans within each District

The Land Reform Area Based Plan is equivalent to a Land Sector Plan for the Department of Rural Development & Land Reform. This is to assist the Department to plan, schedule and prioritise implementation projects with the aim of addressing shortages in the following sectors:

- Housing Delivery
- Economic Development
- Agricultural Development
- Infrastructure Development

Land reform refers to the transferring of land owners to Historical Disadvantaged Individuals, whether by means of providing residential properties, or by providing agricultural land for the purpose agrarian reform. It is necessary for the land reform plan to strategize for the implementation of training programmes to ensure that agricultural productivity remains the same, or increase in order to ensure food security within the province.

Intervention 7.2.c: In terms of the Planning and Development Act, address Act 70 of 1970 alignment within Land Use Management Schemes

The development of wall-to-wall schemes is required in terms of the KZN Provincial Planning and Development Act, 2008 (Act 6 of 2008). A Number of 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.

Intervention 7.2.d: Implementation of Land Use Management schemes across the entire provincial landscape

The KZN Planning & Development Act, 2008 (Act 6 of 2008) transferred all legislative power to manage and approve land use and applications, as well as to develop strategic plans such as Spatial Development Frameworks and the Land Use Management Systems to the Local Municipalities. Predominantly rural municipalities of KZN do not have the knowledge base to develop schemes or the funds to appoint service providers to fulfil this task. Other factors hindering the development of a wall-to-wall scheme is agricultural land affected by Act 70 of 1970. In response to the setbacks created by the agricultural land, municipalities opted to develop schemes for the urban areas only, and will have to broaden the scheme boundaries at a later

stage. There is thus double expenditure which could have been prevented. In order to assist the local authorities to address these challenges the following actions are proposed:

- Address Act 70 of 1970 alignment within Land Use Management Schemes;
- Determine human and fiscal capacity of Local Authorities to develop Schemes;
- Develop Role-out schedule for assisting municipalities in need.

Intervention 7.2.e: Alignment of district and local municipal Spatial Development Frameworks with the Provincial Spatial Development Framework

The Department of Rural Development & Land Reform advocates the alignment of Spatial Planning Initiatives of the various tiers of Government for the following reason namely to ensure alignment between various spatial plans is crucial to ensure that the spatial vision for the long term development of the District and Local Municipalities are not contradicted by conflicting planning in neighbouring areas, but rather enhanced through a common vision of the future of the district space economy. The Provincial SDF will play an important role in defining the future spatial structure of the province by indicating development corridors and desired investment areas. The District and Local Municipalities have to align their spatial vision to that of the district SDF. In this way competition between authorities to attract investment and establish growth (mostly with negative results for both) can be mediated, and duplication of development projects can be avoided. The development of a Provincial Spatial Development Framework is subsequently required to provide overarching guidelines towards investment within the province.

Intervention 7.2.f: Formulation of Provincial Planning Norms, Standards and Guidelines

The KwaZulu-Natal Provincial Planning & Development Commission developed a set of Norms and Standards for the Provision of social facilities such as schools, health facilities etc. These norms & standards were developed after extensive research has been conducted and interviews held with departmental representatives. The application of these standards still seems unrealistic, especially when applied to rural areas. There is subsequently a need to revise the standards as set out by the Planning Commission to be more realistic in terms of a Rural Setting.

C. PGD PLAN INSTITUTIONAL FRAMEWORK

Introduction

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

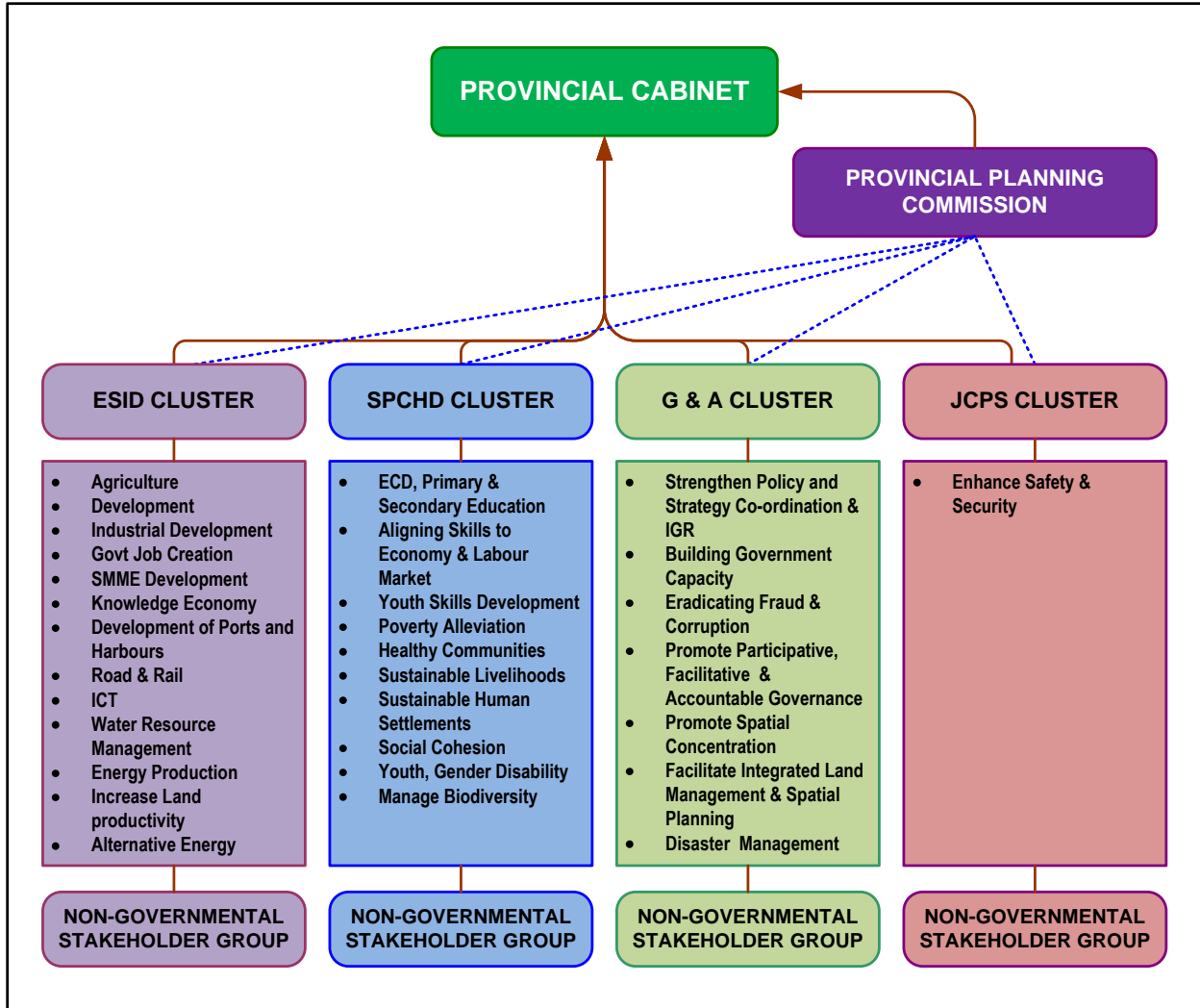
- Promotes an action-oriented approach to the objectives and interventions of the PGDP
- Promotes the involvement of all the social partners and relevant stakeholders, and not just Government
- Sets clear parameters and lines of accountability for each area of work in the plan
- Brings high levels of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

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

Ultimately though, the Constitution of South Africa makes Government the leading role-player in the protection and promotion of rights and the development of our society – socially, economically and in terms of environmental sustainability. Therefore it is appropriate that in KwaZulu-Natal province, the Provincial Cabinet must be the ultimate custodian of the PGDP and thus monitor, promote and support the implementation of the plan, but in recognition of the importance of the partnership with those stakeholders who also participate in the implementation. In turn, Provincial Cabinet has mandated the Provincial Planning Commission to be the active management agent for advancing the PGDP, and it is for this reason that the PPC is placed as the central point for reporting, monitoring and overall coordination of the implementation.

The institutional plan proposals presented below are suggested in order to stimulate thinking and further institutional design for the implementation of the PGDP. There are weaknesses inherent in a structure like this, and all stakeholders must be encouraged to assess both the strengths and weaknesses and collaboratively propose improvement of the institutional design to avoid creating a cumbersome unrealistic set of structures which will merely grow bureaucracy rather than coordinated actions.

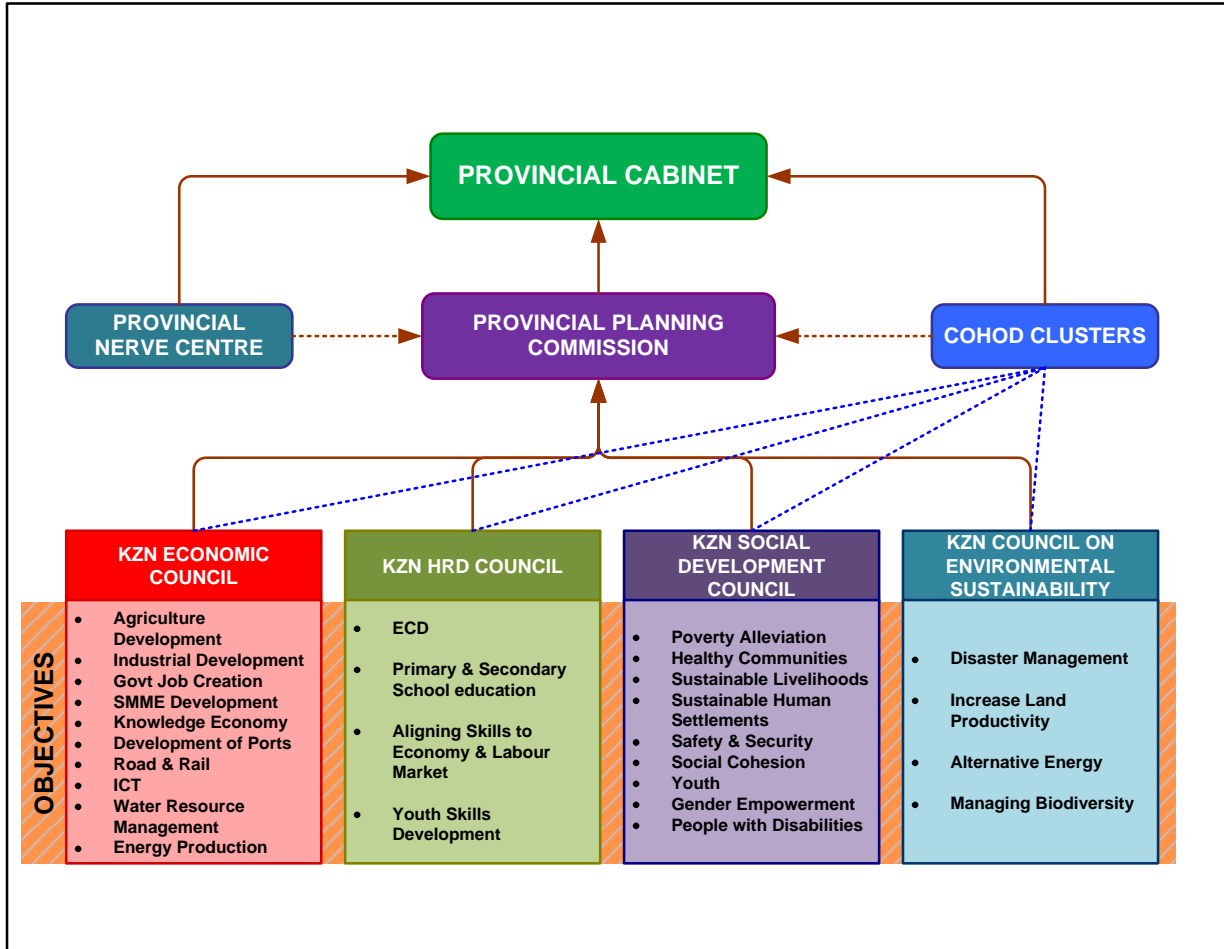
The diagrams below present proposed institutional structure for implementing the PGDP.



Social partnerships

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

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



As indicated earlier, there is no “perfect” institutional structure; however the intention in creating these “Councils” is to entrench the shared ownership of the PGDS and PGDP. These councils send a clear signal to the people and stakeholders of the Province that the promotion of growth and development in the Province is not the prerogative of Government and Government structures, but it is a shared responsibility amongst the key social partners and the formations and interest groups in society that are willing and able to participate in the implementation process.

The approach being taken with these Councils is that they will be structured and managed to allow and encourage stakeholders to participate in the planning, implementation and monitoring of the interventions which have been proposed in the PGDP, as well as other interventions and programmes which may be added to the agendas of these Councils in due course.

Each Council should have representation at least from each of the social partners – Government, Business, Labour and Community Sector. Other stakeholders and/or interest groups should be invited to participate in the Councils, based on criteria which should be formulated by the Provincial Planning Commission, in consultation with relevant leadership of the social partner representatives, but these may include issues of representivity and specialist interest/value, etc. so that these formations are on the one hand not limited only to organisations which can prove a high representivity in society

(thereby possibly excluding small but specialist groups that can add value), but on the other hand are not so open that would make the structures and process completely un-manageable.

The KZN Economic Council

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 have 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.

It is envisaged that the Economic Council will establish multi-stakeholder “Task Teams” or “Working Groups” to deal with the key issues and interventions captured in the strategic objectives of the PGDP, including (but not necessarily limited to):

- the creation of employment through; unleashing agricultural potential;
- enhancing industrial development through investment into the key productive sectors of manufacturing, tourism, transport and logistics, the green economy and services sectors;
- improving the efficiency of government-led job creation programmes such as EPWP and CWP;
- promoting SMME, entrepreneurial, and youth development and
- enhancing the knowledge economy.

The Economic Council plans to meet at least quarterly and will report both to the Provincial Planning Commission and to the Provincial Cabinet through the MEC for Economic Development and Tourism.

The KZN Human Resource Development Council

The Office of the Premier, supported by a multi-departmental steering committee, is in the process of formulating the KZN Human Resource Development Strategy. The initial proposals of this strategy include the proposal to have a KwaZulu-Natal Human Resource Development (HRD) Council be formed. This Council is likely to be constituted representatives of Government, Business, Labour, community sector as well as a range of key role-players in the education and training sector. It is intended that the Council will deal with strategic programmes and delivery relating to all levels and spheres of education and training, from early childhood development to tertiary education in KZN, with specific emphasis being placed on the interventions identified in the strategic objectives of the PGDP:

- Early Childhood Development, Primary and Secondary levels
- Skills alignment to Economic Growth (KZN HRD Strategy focus)
- Youth Skills Development and Life Long Learning.

The modus operandi of the Council is still to be determined but it is envisaged that it will have dedicated task teams and/or working groups which will focus on implementation plans of the PGDP.

The KZN Social Development Council

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 inter-connectedness of the issues and problems in the social sector, and because there are so many actors and institutions involved in these issues. It would be premature at this stage to make detailed recommendations on how such a Council should be constituted and its modus operandi. This requires more careful consideration and extensive consultation and facilitation amongst the many stakeholders. With the social sector, it is clear that the *process* towards establishing such a coordinating partnership body is as important as its agenda. What is however clear is that a forum to build wide agreement on how the social sector issues of the PGDP are to be implemented is needed, and that such a forum must be as representative as feasible. Such a Council/structure would be charged with coordinating the interventions identified in the following strategic objectives of the PGDP:

- Poverty Alleviation and Social Welfare
- Enhancing Health of Communities and Citizens
- Sustainable Livelihoods and Food Security
- Sustainable Human Settlements
- Safety and Security
- Social Cohesion, and
- Youth, Gender Advocacy & Women Advancement.

The KZN Council on Environmental Sustainability

As is the case with the proposed social sector above, there is no single window or 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, including:

- Increasing land productivity
- Investigation and development of alternative energy generation options
- The management of pressures on biodiversity
- The implementation of disaster management services.

It is envisaged that such a Council would also establish a range of task teams around each of these objective areas and report to the Provincial Planning Commission.

In conclusion, it is clear that if the principle of *"partnership in implementation"* of the PGDP is to be adhered to, then there is a need to develop and support multi-stakeholder formations or forums where Government and its social partners can engage, plan, coordinate, monitor, evaluate, re-calibrate and manage the wide range of interventions proposed in the PGDP.

The obvious risk faced is that the process of establishing such structures can become an area of contestation and power struggles amongst the many interest groups, and such conflict can not only delay or obstruct the process of implementation, but can also detract from the spirit of collaboration which is at the heart of the Provincial Growth and Development Strategy.

There is also a real risk that this process of putting in place an elaborate institutional structure and the reporting burdens placed on those institutions responsible for implementation of economic and social development strategies/programmes, can lead to greater levels of unproductive bureaucracy and formalities in consultation processes which will slow down, rather than accelerate development. It would be a travesty for the imperative for faster, more efficient service delivery and development to be sacrificed in favour of unnecessary protocol.

Despite these risks, the need for a more inclusive process for implementing the PGDP is unquestionable. Good faith is needed from all stakeholders in ensuring that consultative and partnership forums and institutions can be established and can be oriented towards efficient and integrated implementation, rather than positioning and power plays.

Ultimately, the test is whether the commitment to partnership for development can rise above the individual interests of stakeholders. The call for commitment to the greater good must be made from each quarter so that the PGDP becomes an expression of partnership in action in KwaZulu-Natal.

D. CATALYTIC PROJECTS

Catalytic projects are large-scale development projects, which directly stimulate and leverage much higher levels of development and initiation of further projects. They usually require significant capital investment and infrastructure which lead to further growth of a value chain and increased private investment.

Public sector projects (including SOE projects)

PROJECT	PROJECT DETAIL	Value
Durban Dig-out Port	Green-field Port Development on DIA site	Phase 1 : R50bn
Airport Rapid Rail Transit	Develop fast-rail from Kwadukuza through Dube Tradeport/Airport, Gateway/Umhlanga, to Dbn.	R5bn +
Inland Port/Hub/Terminals	Logistics	R2.5 bn+
Cornubia	50 000 units (inc. 20 000 subsidised housing) + 90ha industrial platform + 1m bulk m2 commercial floor	R24 bn
Dube Trade Aerotropolis	250ha industrial/logistics park + 1 400 000m2 business park/logistics/offices + 240000m2 commercial floor area + 10 000 units	R34.5 bn
Nonoti Beach Tourism Resort	IDC Project - 272 hotel rooms of 3* and 4*. There will also be self- catering units of 3*&4* included in the 272. There is also a 5* tented camp of 18 suites excluded from the 272. This is to be built on community owned land and they will become partners in the business	R 400m
Richards Bay IDZ	216ha Purpose built industrial estate	R1.5b
Richards Bay Port Development	Development of extensive container handling capacity at port of Richards Bay	TBD
Makatini Flats Agriculture	Intensive development of high-value agriculture and processing thereof at Makhatini.	TBD
Passenger Cruise Terminal	Development of world-class cruise ship passenger handling facilities to attract more cruise tours.	TBD
Renewable Energy Park	Development of an industrial and business park focused on the renewable energies sectors.	TBD
Tugela Dam	Development of a new dam on the Thukela River with extensive capacity for hydro-energy generation.	TBD
iSimangaliso Wetland Park	Support for greater infrastructure development in and around the Park	TBD
Regional Airports	Development of regional airports as catalyst for new investments and development in small towns.	TBD
Vulindlela (Msunduzi) Housing Project	Development of extensive housing and a "new town" in the Vulindlela area of Msunduzi.	TBD
Thukela Agricultural Hub	Proposed development of a high-value intensive farming zone for local and export markets.	TBD
Vulindlela	292 ha site 2458 affordable housing opportunities 62ha of Light Industrial Commercial and Retail	R410 m

Private sector projects

COMPANY	PROJECT DETAIL	Value
Ballito ICC	4000 delegate convention centre with 198 room 3* or 4* hotel, office park and a 640 parking bays	R1bn
Ballito Industrial Park	62ha Industrial site	R560 m
Bluff Headlands	Property maximisation & redevelopment on old military land	R13b +
Blythedale Coastal Resort, Blythedale Beach	5123 Residential opportunities, with 1095 affordable housing opportunities, 40 000 m2 commercial & retail space, 1200 sleeper hotel & resort, water theme park, school of golf, sporting school of excellence	R3 bn land sale R12 bn plus top structure
Clairwood Racecourse	Property maximisation & redevelopment on old course	
Compensation Flats industrial & business park development: Ballito	100ha industrial/logistics 140ha business park offices	R9 bn
Durban Film Studio	Development of a Hollywood style, beachfront film studio	R700m
Durban Logistics (Automotive) Park	Logistics & Automotive sector	R8b+
Hilton – Mondi Project	100ha Total Business Park = 50ha Office = 12ha Retail = 11ha Residential = 6ha	R3 bn
Shoprite Checkers Distribution Centre	Retail/Wholesale sector	R1.2b
Sibaya	Phases 1 & 5 - 100 000 m2 commercial floor area + 2300 units + 500 hotel rooms	R3.4 bn
Wewe Driefontein Mixed Use Development	620ha Driefontein-Wewe Flats Estate (Industrial, Agric & Housing)	Multi Billions
Zimbali Lakes	1150 units + Hotel resort + golf course and commercial	R3,0 bn

E. MONITORING AND EVALUATION FRAMEWORK

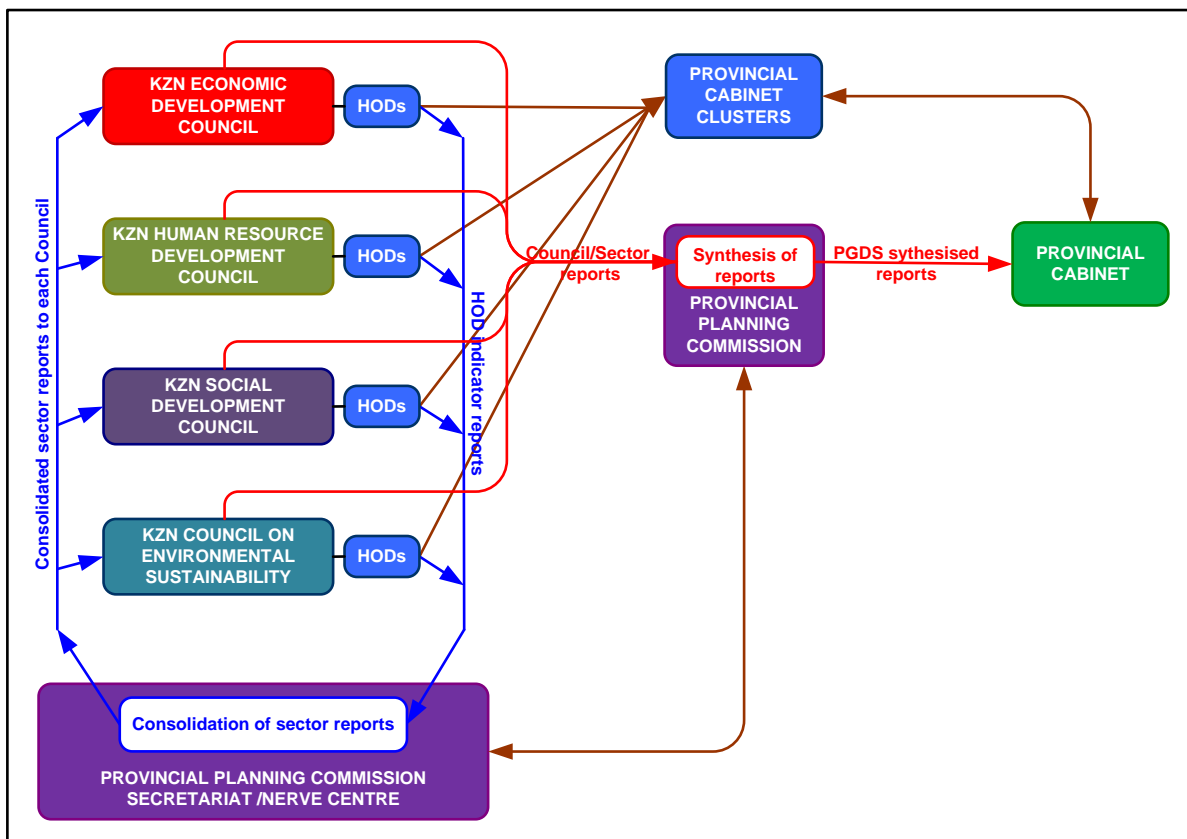
Introduction

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

The Provincial Planning Commission Secretariat with the Provincial Nerve Centre in the Office of the Premier will formulate, capture and evaluate a wide range of data to assess the effectiveness of the provincial government departments and entities that are shouldered with responsibility for implementation of many of the strategies and interventions of the PGDS.

Reporting flows

The reporting flows are illustrated in the diagram below:



Integrated nature of the M&E framework

The integrated nature of the M, E & R framework across Lead departments, Cabinet Clusters and the Coordinating Councils is illustrated by the following table:

No	Strategic Objectives	Lead Dept	Cabinet Cluster	Coordinating Council
1.1	Unleash Agricultural Potential	DAERD	ESID	REC
1.2	Enhance sectoral development through trade and investment	DEDT	ESID	REC
1.3	Expand government-led job creation programmes	DOT	ESID	REC
1.4	Develop SMME and entrepreneurial development	DEDT	ESID	REC
1.5	Develop the knowledge base to enhance the knowledge economy	DEDT	ESID	REC
2.1	Improve early Childhood Development, Primary and Secondary Education	DOE	SPCHD	HRD
2.2	Support skills alignment to economic growth (KZN HRD Strategy focus)	OTP	SPCHD	HRD
2.3	Enhance Youth Skills Development and Life-Long Learning	DOE	SPCHD	HRD
3.1	Alleviate poverty and enhance social welfare	DSD	SPCHD	SDC
3.2	Enhance Health of Communities and Citizens	DOH	SPCHD	SDC
3.3	Enhance sustainable household food security in KZN	DAERD	SPCHD	SDC
3.4	Develop Sustainable Human Settlements	DHS	SPCHD	SDC
3.5	Enhance Safety & Security	DCSL	JCPS	SDC
3.6	Advance Social Capital	DAC	SPCHD	SDC
4.1	Develop harbours and airports	DOT	ESID	REC
4.2	Develop road and rail networks	DOT	ESID	REC
4.3	Develop Information & Communications Technology (ICT) infrastructure	DEDT	ESID	REC
4.4	Improve Water Resource Management and Supply	DCOGTA	ESID	REC
4.5	Improve Energy production and Supply	DCOGTA	ESID	REC
5.1	Increase Land Productivity	DAERD	ESID	REC
5.2	Advance alternative energy generation and reduce reliance on fossil fuels	DEDT	ESID	REC
5.3	Manage Pressures on Biodiversity	DAERD	SPCHD	SDC
5.4	Adapt to climate change	DCOGTA	G&A	SDC
6.1	Strengthen Policy and Strategy Coordination & IGR	OTP	G&A	SDC
6.2	Build Government Capacity	OTP	G&A	SDC
6.3	Eradicate fraud and corruption	KZNT	G&A	SDC
6.4	Promote participative, facilitative and accountable governance	OTP	G&A	SDC
7.1	Actively promote spatial concentration and co-ordination of development interventions	DCOGTA	G&A	SDC
7.2	Apply effective spatial planning and land management systems across the province	DCOGTA	G&A	SDC

A key principle emphasised in the M, E & R framework is National Government’s assertion of the need for ‘delivery agreements’ where social partners of business, labour and civil society are made part of the delivery team and outcomes and agreements are negotiated prior to the implementation of the intervention. To this end four Councils will drive the implementation of these interventions in dialogue with the relevant supporting partners ensuring that the strategic outcomes are achieved through improved alignment, coordination, partnerships and good governance. The Councils will be composed of representatives of business, labour, civil society, parastatals and HODs will be assigned to the relevant councils. The Councils will:

- be allocated the relevant PGDS goals, objectives and associated indicators.
- consider and agree on the annual targets for their objectives and indicators.
- with the assistance of the PGDS Secretariat the Councils will formulate:
 - compacts/MOUs which reflect the agreements about who does what, and when; and
 - programmes for the integration of the various partners involved in the implementation of actions associated with the PGDS objectives relevant to the Commission.

The following indicators are allocated to the councils:

Coordinating Council	No	Strategic Objectives
HRD	2.1	Improve early Childhood Development, Primary and Secondary Education
	2.2	Support skills alignment to economic growth (KZN HRD Strategy focus)
	2.3	Enhance Youth Skills Development and Life-Long Learning
REC	1.1	Unleash Agricultural Potential
	1.2	Enhance sectoral development through trade and investment
	1.3	Expand government-led job creation programmes
	1.4	Develop SMME and entrepreneurial development
	1.5	Develop the knowledge base to enhance the knowledge economy
	4.1	Develop harbours and airports
	4.2	Develop road and rail networks
	4.3	Develop Information & Communications Technology (ICT) infrastructure
	4.4	Improve Water Resource Management and Supply
	4.5	Improve Energy production and supply
	5.1	Increase Land Productivity
	5.2	Advance alternative energy generation and reduce reliance on fossil fuels
SDC	3.1	Alleviate poverty and enhance social welfare
	3.2	Enhance Health of Communities and Citizens
	3.3	Enhance sustainable household food security in KZN
	3.4	Develop Sustainable Human Settlements
	3.5	Enhance Safety & Security
	3.6	Advance Social Capital
	5.3	Manage Pressures on Biodiversity
	5.4	Adapt to climate change
	6.1	Strengthen Policy and Strategy Coordination & IGR
	6.2	Build Government Capacity

Coordinating Council	No	Strategic Objectives
	6.3	Eradicate fraud and corruption
	6.4	Promote participative, facilitative and accountable governance
	7.1	Actively promote spatial concentration and co-ordination of development interventions
	7.2	Apply effective spatial planning and land management systems across the province

HODs sitting on the various Councils will be allocated the responsibility for reporting on the PGDS indicators related to their departmental function. The HODs will submit requisite information on PGDS indicators to the PGDS Secretariat/ Nerve Centre.

The following indicators are allocated to HODs:

Lead Dept HOD	No	Strategic Objectives
DAC	3.6	Advance Social Capital
DAERD	1.1	Unleash Agricultural Potential
	3.3	Enhance sustainable household food security in KZN
	5.1	Increase Land Productivity
	5.3	Manage Pressures on Biodiversity
DCOGTA	4.4	Improve Water Resource Management and Supply
	4.5	Improve Energy production and Supply
	5.4	Adapt to climate change
	7.1	Actively promote spatial concentration and co-ordination of development interventions
	7.2	Apply effective spatial planning and land management systems across the province
DCSL	3.5	Enhance Safety & Security
DEDT	1.2	Enhance sectoral development through trade and investment
	1.4	Develop SMME and entrepreneurial development
	1.5	Develop the knowledge base to enhance the knowledge economy
	4.3	Develop Information & Communications Technology (ICT) infrastructure
	5.2	Advance alternative energy generation and reduce reliance on fossil fuels
DHS	3.4	Develop Sustainable Human Settlements
DOE	2.1	Improve early Childhood Development, Primary and Secondary Education
	2.3	Enhance Youth Skills Development and Life-Long Learning
DOH	3.2	Enhance Health of Communities and Citizens
DOT	1.3	Expand government-led job creation programmes
	4.1	Develop harbours and airports
	4.2	Develop road and rail networks
DSD	3.1	Alleviate poverty and enhance social welfare
KZNT	6.3	Eradicate fraud and corruption
OTP	2.2	Support skills alignment to economic growth (KZN HRD Strategy focus)
	6.1	Strengthen Policy and Strategy Coordination & IGR
	6.2	Build Government Capacity

Lead Dept HOD	No	Strategic Objectives
	6.4	Promote participative, facilitative and accountable governance

The PGDS Secretariat/ Nerve Centre will synthesize HODs reports into progress reports against indicators and submit them to the relevant Councils. The reporting arrangements between the HODs and the Cabinet Clusters are maintained. The Councils will scrutinize and vet reports, verify and interpret and outline the report on progress against their component of the PGDS. The PGDS Secretariat will assist the councils in the finalisation of the reports.

The PPC will consider the four Council reports and will then compile a synthesized report with recommendations for consideration by Provincial Cabinet.

Monitoring tables

The tables below will be used to monitor, evaluate and report on the indicators and targets.

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

APEX INDICATORS	Baseline	TARGETS				VERIFICATION	REPORTING
		2015	2020	2025	2030		
Total value of output of all sectors within the provincial economy (Real Rands, 2005)	R 267 200 m	R 350 000 m	R 450 000 m	R 600 300 m	R 750 000 m	Statistics South Africa and associated databases (Global Insight and Quantec)	Annual DEDT
Total employment in all sectors within the provincial economy	2 400 000	2 800 000	3 300 000	3 900 000	4 500 000	Statistics South Africa and associated databases (Global Insight and Quantec)	Annual DEDT

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS				Verification	Reporting
					2015	2020	2025	2030		
1.1	Unleash Agricultural Potential	1.1.1	Total employment within the agricultural sector (including forestry and livestock)	108 800	150 000	200 000	260 000	350 000	Statistics South Africa and associated databases such as Global Insight or Quantec	Annual DEDT
		1.1.2	Value of agricultural contribution to the provincial economy (Real Rands, 2005)	R 11 800 m	R 16 000 m	R 23 000 m	R 33 00 m	R 45 000 m	Agricultural Census, Statistics South Africa and associated databases such as Global Insight or Quantec	Annual DEDT
		1.1.3	Number of emerging commercial farmers	38 000	46 000	55 000	66 000	80 000	Agricultural Census and National Dept of Agriculture, Forestry and Fisheries and KwaNalu	Annual DAERD
		1.1.4	Hectares of land under agricultural production	4 148 700	4 360 000	4 580 000	4 820 000	5 000 000	Agricultural Census, National Department of Agriculture, Forestry and Fisheries / Stats SA	Annual DAERD
1.2	Enhance sectoral development through trade and investment	1.2.1	Total employment within all sectors excluding primary agriculture	2 319 000	2 685 000	3 115 000	3 625 000	4 230 000	Statistics South Africa and associated databases such as Global Insight or Quantec	Annual DEDT
		1.2.2	Value of the provincial economy excluding primary agriculture (Real Rands, 2005)	R 255 400 m	R 330 000 m	R 425 000 m	R 550 000 m	R 725 000 m	Statistics South Africa and associated databases such as Global Insight or Quantec	Annual DEDT
1.3	Improve efficiency of government led job creation programmes	1.3.1	Number of new full-time equivalent (FTE) jobs created through government-led job creation programmes	163 800	195 000	230 000	275 000	328 000	Department of Transport, Department of Agriculture, Department of Human Settlement and others that undertake job creation. Nerve Centre	Annual DOT

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS				Verification	Reporting
					2015	2020	2025	2030		
		1.3.2	Total Rand Value of each EPWP job in KZN	256 600	TBD	TBD	TBD	TBD	Department of Transport, Department of Agriculture, Department of Human Settlement and others that undertake job creation. Nerve Centre	Annual DOT
		1.3.3	Number of small contractors created through government-led job creation programmes	24 800	35 000	60 000	90 000	140 000	CIDB Database, Dept of Transport and other Departments that undertake job creation programmes	Annual DEDT
1.4	Promote SMME and entrepreneurial development	1.4.1	Number of Cooperatives and SMMEs registered in KZN, that have been in operation for more than 2 years	163 800	195 000	230 000	275 000	330 000	Provincial government database, DEDT	Annual DEDT
		1.4.2	Number of new jobs created through establishment of SMMEs and Coops.	1 506 100	1 580 000	1 660 000	1 745 000	1 830 000	Survey, provincial government database, DEDT	Annual DEDT
1.5	Develop the knowledge base to enhance the knowledge economy	1.5.1	% of SA patents and designs registered by KZN entities and individuals	To be researched	7% increase on base year	12% increase on base year	17% increase on base year	22% increase on base year	Registered patents - Companies and Intellectual Property Commission (CIPC)	Annual DEDT
		1.5.2	% of registered professional engineers in the population of KZN	To be researched	14% increase on base year	18% increase on base year	23% increase on base year	30% increase on base year	Engineering Council of South Africa (ECSA). HSRC	Annual DEDT
		1.5.3	Gross expenditure on R&D as a proportion of provincial GVA (Real Rands, 2005)	R 2 020 m	R 3 000 m	R 4 000 m	R 6 000 m	R 8 000 m	National Survey of Research and Experimental Development. National Department of Science and Technology (DST).	Annual DEDT

No	STRATEGIC OBJECTIVE	No	Secondary Indicators
1.1	Unleash Agricultural Potential	a	Value of total crop production
		b	Value of total horticulture production
		c	Value of total animal production
		d	Hectares of active agricultural land under irrigation
		e	Diversification of agricultural products
		f	Ratio of Agricultural exports to Imports within the Province
1.2	Enhance sectoral development through trade and investment	a	Value of direct fixed capital formation in KZN
		b	Total value of exports generated from within KZN
		c	Ratio of Exports to Imports within the Province
		d	Total value of foreign and domestic tourism expenditure within the Province

1.3	Improve efficiency of government led job creation programmes	a	Number of new work opportunities created annually through CWP
		b	Number of new full-time equivalent (FTE) jobs created annually through EPWP
		c	Number of new full-time equivalent (FTE) jobs created annually through CWP
		d	Number of successful contractor relationships and / or PPP's created and sustained through the EPWP
		e	Number of successful contractor relationships and / or PPP's created and sustained through the CWP
		f	Number of EPWP and CWP beneficiaries that have graduated into formal employment
		g	Raising the average skill level of jobs created in EPWP
1.4	Promote SMME and entrepreneurial development	a	Number of new business entities registered
1.5	Develop the knowledge base to enhance the knowledge economy	a	Number of PHD equivalents completed at tertiary education institutions in KZN
		b	Number of registered engineers and professional scientists in KZN

GOAL 2: HUMAN RESOURCE DEVELOPMENT

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

APEX INDICATORS	Baseline	TARGETS				VERIFICATION	REPORTING
		2015	2020	2025	2030		
Overall participation rate from Grade 1 to 12	In 2009 there was 98% participation by 7 to 15 year olds (nationally), but only 82.9% among 16 to 18 year olds.	100%, (universal participation)	100%, (universal participation)	100%, (universal participation)	100%, (universal participation)	DoE reports	Annual DOE
Percentage of schools with average Annual National Assessments scores exceeding 50% for Grade 3, 6 and 9	Currently not available	A representative composite measure should be developed which gives an overall measure of performance for all Grades. A statistical report would have to indicate the best weightings among the various scores.				ANA Report. DoE	Annual DOE
Percentage of learners passing the national senior certificate	In 2011 a total of 83 201 matriculants out of 122 126 passed in the province	National target "by 2014 half of all youth will obtain a National Senior Certificate"	TBD	TBD	TBD	StatsSA and DoE reports	Annual DOE
	27 397 obtained a bachelor's pass	30 000	32 000	34 000	36 000		
	34 190 obtained a diploma pass	37 000	40 000	42 000	46 000		
	21 331 obtained a higher certificate pass.	23 000	25 000	27 000	29 000		
Number of learners qualifying for maths and science university entrance	TBD	TBD	TBD	TBD	TBD	DOE reports	Annual DOE
Appropriate skills available to priority sectors in KZN	<i>To be decided as part of the on-going work of the HRD Strategy. This should include the number of people graduating with a National Certificate (Vocational), an N6, or any other marketable qualification. KZNHRD Strategy Report due in March 2012 will identify trends and recommend further in depth studies drawing from SETAs, National Skills Authority in order to draw up a definitive Master Scarce Skills Report.</i>						Annual DOE

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS				Verification	Reporting
					2015	2020	2025	2030		
2.1	Improve early childhood development, primary and secondary education	2.1.1	Number of five year old children in education institutions (public and private)	2012: 196 940 (93 % of cohort)	211 680 (96%).	100% (universal coverage)	100% (universal coverage)	100% (universal coverage)	StatsSA and DoE reports.	Annual DOE
		2.1.2	Retention rate: Grades 10 through 12	The 2012 baseline is to be determined	75%	80%	85%	90%	StatsSA and DoE reports.	Annual DOE
		2.1.3	Percentages of learners in Grade 3 achieve acceptable outcomes in ANA.	2012 baseline is 41% of	60% by 2014(national target),	70%	75%	80%	ANA Report. DoE	Annual DOE
		2.1.4	Percentage of learners in Grade 6 achieve acceptable outcomes in ANA	2011: 35% of learners	60% by 2014 (national target)	70%	75%	80%	ANA Report. DoE	Annual DOE
		2.1.5	Percentage of learners in Grade 9 achieve acceptable outcomes in ANA	The current 2011 baseline is not known, due to this being a pilot year	60% by 2014,	70%	75%	80%	ANA Report. DoE	Annual DOE
		2.1.6	Number of learners who pass selected subjects in the National Senior certificate	Data readily available depending on subjects chosen. Key indicator subjects could include mathematics and language of learning.	Targets will be developed depending on the selection of subjects				ANA Report. DoE	Annual DOE
2.2	Support skills alignment to economic growth	2.2.1	The number of people trained in priority skills areas	This indicator seeks to measure the alignment of skills with industry needs, and the extent to which the requisite skills are being developed. Information will be obtained from public and private institutions, through the Department of Education, and supplemented by the SETAs, who also carry information about "short course" skilling programmes. Possible data sets which could complement this measure include the percentage of youth registered with Public Employment Services system who are referred to employment opportunities within 30 days. However perception studies among business have also proved useful and may need to be conducted.					Annual DOE	
2.3	Enhance youth skills development and life-long learning	2.3.1	Literacy and numeracy levels	Baselines and targets should be developed to assess progress in relation to the levels of literacy (80% in 2009), to participation and achievements in literacy and numeracy programmes, and in Adult Basic Education.				TBD	Annual DOE	
		2.3.2	Participation in AET	48 420	61 000	69 000	76 000			83 000

No	STRATEGIC OBJECTIVE	No	Secondary Indicators
2.1	Improve early childhood development, primary and secondary education	a	Teacher-pupil ratio in public ordinary schools
		b	Average class size (KZN has 44% of schools above 40 learners in 2009)
		c	Percentage of teachers qualified and trained to teach the subjects they are teaching.
		d	Percentage of principals with formal training and qualifications in school management
		e	Percentage of schools with water, sanitation and electricity
		f	Percentage of learners in special schools
		g	Percentage of schools meeting the standards of facilities benchmark.
		h	Percentage of schools with library and computer facilities.
		i	Percentage of schools that are considered by the community to be well-managed
		j	Accurate learner records and EMIS data available for planning and monitoring purposes
2.2	Support skills alignment to economic growth	a	Number of district municipalities with skills plans
		b	Further Education and Training (FET) participation rate (all institutions)
		c	FET College graduation rate
		d	University participation rate (contact and distance)
		e	Number of graduates employed within 3 months of qualifying
2.3	Enhance youth skills development and life-long learning	a	Accessibility of career guidance information
		b	Number of unemployed youth, adults and women accessing skills development programmes which are explicitly designed to promote employment and income-promoting outcomes

GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT

APEX INDICATORS	Baseline	TARGETS				VERIFICATION	REPORTING
		2015	2020	2025	2030		
PGDP Adjusted Human Development Index (Baseline, Stats SA, KZN Department of Health. 2006)	0.70	0.72	0.80	0.90	1.00	Indicator of inequality calculated from official statistics provided by Stats SA, Census, LCS, IES, DHS, Gross Regional Product from Stats SA and National Accounts	Every three years DSD and Nerve Centre
Longevity, life expectancy	49.1 (M), 50.2 (F)	51.1 (M) 52.2 (F)	53.1 (M) 54.2 (F)	55.1 (M) 56.2 (F)	57.1 (M) 56.2 (F)	Estimated years of life at birth Census, Stats SA life tables, NDOH-DHA estimates from population register and ASSA 2008 model	Every five years DOH and Nerve Centre
Decrease in absolute poverty: % below food poverty line (Baseline: NIDS, 2008, PL = half R418 proposed by NPC) Please see note at end of table.	25.70	17.99	10.79	5.40	0.00	Composite indicator of absolute poverty calculated from official statistics provided by Stats SA LCS, IES	Every three years DSD and Nerve Centre
Decrease in social inequality: share of income earned by poorest 60% (source data: NIDS)	17.6	19.4	22.1	25.4	29.2	Indicator of inequality calculated from official statistics provided by Stats SA LCS, IES	Every three years DSD and Nerve Centre
Total number of crimes measured as the number of crimes reported per 100 000 /population)	TBD	Reduce by between 4-7%				Collated by National SAPS.	Annually Dept of Com Safety & Liaison

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS				Verification	Reporting
					2015	2020	2025	2030		
3.1	Poverty alleviation and social welfare	3.1.1	Reduction in relative poverty: % below upper bound poverty line, PL = 1.25 R418 proposed by NPC) (Baseline: NIDS, 2008)	67.5	60.8	54.7	43.7	33.8	Composite indicator showing the % households below a relative poverty line. Calculated from official statistics provided by Stats SA. LCS, IES	Every 3 years. DOH
		3.1.2	Reduction in child poverty: % children that are stunted, wasted or obese Baseline: NIDS, 2008, KIDS 2004)	15.8 (stunted) 5.3 (wasted) 4.0 (obese)	14.2 (stunted) 4.7 (wasted) 3.6 (obese)	12.8 (stunted), 4.3 (wasted) 3.1 (obese)	10.5 (stunted), 3.4 (wasted) 2.4 (obese)	7.9 (stunted) 2.6 (wasted), 2.0 (obese)	Composite indicator of child malnutrition calculated from official statistics provided by Stats SA LCS, DHS	Every 3 years. DOH
		3.1.3	Effective dependency ratio (economically inactive people/economically active people) Baseline: Stats SA QLFS. 2010)	4.0	3.6	3.2	2.9	2.8	Composite indicator of economic dependency calculated from official statistics provided by Stats SA Quarterly Labour Force Survey, Census	Quarterly DOH

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS				Verification	Reporting
					2015	2020	2025	2030		
		3.1.4	The poverty gap (p1) and severity of poverty (p2) (Baseline NIDS 2008)	28.8 (p1) 16.7 (p2)	27.4 (p1) 15.9 (p2)	23.3 (p1) 13.5 (p2)	18.6 (p1) 10.8 (p2)	14.3 (p1) 8.3 (p2)	Composite indicator of the depth and severity of poverty calculated from official statistics provided by Stats SA LCS, IES	Every 3 years DOH
3.2	Enhancing health of communities and citizens	3.2.1	Decrease in infant, under-5 and maternal mortality rates (/1000, IMR & U5MR; /100 000 MMR) Source Health Systems Trust, KZN Dpt of Health)	60 (IMR) 95 (U5MR) 210 (MMR) [ASSA2008: 2010 IMR 44; U5MR 64, Confidential Enquiry into Maternal Death Report]	54 (IMR) 86 (U5MR) 170 (MMR) [ASSA2008: IMR 40; U5MR 58]	43.2 (IMR) 68 (U5MR) 153 (MMR) [ASSA2008: IMR 37; U5MR 53]	32.4 (IMR) 48 (U5MR) 122 (MMR) [ASSA2008: IMR 34; U5MR 49]	19.5 (IMR) 31 (U5MR) 100 (MMR) [No ASSA2008 projections]	Census, DHS	Survey every 5 years. DOH
		3.2.2	Prevalence of preventable chronic illness (Source KZN Dept of Health; DHS 2003)	0.59 (HT) 0.16 (diabetes) 8.9 (m obesity) 24.5 (f obesity)	0.53 (HT) 0.14 (diabetes) 8.0 (m obesity) 22.1 (f obesity)	0.48 (HT) 0.13 (diabetes) 6.8 (m obesity) 18.9 (f obesity)	0.43 (HT) 0.12 (diabetes) 5.5 (m obesity) 15.0 (f obesity)	0.39 (HT) 0.10 (diabetes) 4.4 (m obesity) 12.0 (f obesity)	The prevalence of Type 2 diabetes; the prevalence of hypertension; the prevalence of chronic obstructive pulmonary diseases using asthma as a proxy; the prevalence of obesity by age cohort and sex using the Body Mass Index (BMI). DHS, LCS	These indicators can be calculated annually with the exception of BMI which can be calculated every 3 years. DOH
		3.2.3	Decrease in the incidence of communicable diseases (HIV incidence, estimated by HSRC, % per year of population older than 2 years) Basline: HSRC, Nelson Mandela Survey) TB/100 000; malaria incidence/1000	1.7 [1.01] (HIV) 295 (TB) 0.66 [0.05 in 2010] (malaria)	1.6 [1.03] (HIV) 266 (TB) 0.58 (malaria)	1.4 [1.05] (HIV) 239 (TB) 0.52 (malaria)	1.2 [1.03] (HIV) 191 (TB) 0.47 (malaria)	0.8 (HIV) 153 (TB) 0.39 (malaria)	The incidence (number of new cases) and prevalence (number of cases) divided by the population at risk, with specific attention to the incidence of HIV/AIDS cases in the under 20 year cohort. Demographic and Health Survey, Department of Health records	These indicators can be estimated annually and re-calculated every 5 years. DOH
		3.2.4	Increase in longevity- Health Adjusted Life Expectancy (HALE years) Baseline, WHO. 2006)	35.3	37.1	40.8	44.8	47	Official statistics from Stats SA adjusted to take account of disabled years. GHS, Census	Every three years DOH
		3.2.5	Number of health professionals in relation to the population	TBD	TBD	TBD	TBD	TBD	TBD	Annual DOH
		3.2.6	Quality of teaching and training of health professionals	TBD	TBD	TBD	TBD	TBD	TBD	Annual DOH
3.3	Enhance sustainable household food security	3.3.1	Dietary Diversity Index: % of households consuming < 15 major food categories in previous month	60	54	46	37	30	% of households consuming < 15 major food categories in previous month. LCS, IES, NIDS	Every 3 years. DSD and DOH

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS				Verification	Reporting
					2015	2020	2025	2030		
		3.3.2	Hunger episodes: household member has gone hungry at least sometimes in past 12 months - % of households	35	32	24	12	6	Household member has gone hungry at least sometimes in past 12 months - % of households. Living Conditions Survey, General Household Survey, National Income Dynamics Study	Annual DSD and DOH
3.4	Sustainable human settlements	3.4.1	% of households with access to 75 litres of water per person per day	86 %	95 %	100%	100%	100%	Municipal IDPs and DCOGTA	Annual DCOGTA
		3.4.2	% of households with yard water connections	23.8%	28%	35%	42%	50%	Municipal IDPs and DCOGTA	Annual DCOGTA
		3.4.3	% of households with sanitation to MIG standards	85.61%	93.12%	100%	100%	100%	Total households without sanitation services divided by total Provincial number of households. Municipal IDPs and DCOGTA	Annual DCOGTA
		3.4.4	% of households with a source of electrical supply	75.90%	80%	89%	98%	98%	Total households without electricity services divided by total Provincial number of households. Municipal IDPs and DCOGTA	Annual DCOGTA
		3.4.5	% of households living in settlements where no secure tenure has been provided to the residents	42%	40%	35%	30%	20%	Municipal Housing Plans. Dept. Human Settlements, Municipalities Statistics South Africa	Annual DCOGTA
3.5	Safety and security	3.5.1	Number of contact crimes per 100,000 people registered per annum	1,407	930	TBD	TBD	TBD	SAPS Annual Crime Report	Annual DCSL
		3.5.2	Number of trio crimes per 100,000 people registered per annum	97	67	TBD	TBD	TBD	SAPS Annual Crime Report	Annual DCSL
3.6	Social capital	3.6.1	Number of community level organisations with active bank accounts in KZN	Base line to be researched	Annual increase	Annual increase	Annual increase	Annual increase	Financial Intelligence Centre reports/ Finmark Trust records	Annual DAC
		3.6.2	Number of community structures established to support social cohesion	TBD	TBD	TBD	TBD	TBD	NPO registration/ SARS. Government departments providing support	Annual DAC

No	STRATEGIC OBJECTIVE	No	Secondary Indicators
3.1	Poverty	a	The poverty gap and the severity of poverty

No	STRATEGIC OBJECTIVE	No	Secondary Indicators
	alleviation and social welfare	b	Poverty headcount
		c	Inequality and social cohesion
		d	Child Nutritional Shortfall
		e	Effective Dependency Ratio
3.2	Enhancing health of communities and citizens	a	Percentage of births attended by Skilled Health Attendant
		b	Outcome measures of health services
		c	Number of infant, child and maternal deaths per 100,000 cases per annum.
3.3	Enhance sustainable household food security in KZN	a	The level of provincial food insecurity
		b	No of people living below \$1 and \$2 per day
		c	Household Dietary Diversity Index
		d	Number of hungry months in a year
		e	Levels of malnourishment in households living on the poverty line.
		f	Existence of an early-warning system indicating indigent-prone households.
3.4	Sustainable human settlements	a	% of Provincial Households living in Informal Settlements
		b	Provincial Net Settlement Density
		c	% contribution of various housing opportunities to total provision.
3.5	Safety and security	a	Contact crime detection rates
		b	Trio crime detection rates
		c	Number of finalised criminal cases
3.6	Social Capital	a	Number of savings clubs and stokvels
		b	Number of burial societies
		c	Number sports clubs
		d	Number of arts and culture organisations

Key Performance Indicator: Eradicate Absolute Poverty

Description: A money-metric measure of per capita absolute poverty using the Poverty Headcount (P^0) and the Food Poverty Line that shows that households are unable to obtain the minimum food basket required to provide them with the energy intake needed for a healthy active life.

Means of verification: The number of households whose per capita expenditure is below the national Food Poverty Line divided by the total number of households. This indicator can be recalculated every 30 months. Until this line is released by Statistics South Africa, an ultra poverty line equal to half the threshold proposed by the NPC (R418 per person per month) has been used.

GOAL 4: STRATEGIC INFRASTRUCTURE

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

APEX INDICATORS	Baseline	TARGETS				VERIFICATION	REPORTING
		2015	2020	2025	2030		
% of fixed capital investment in relation to provincial GDP	Although the criteria and base data to compile this indicator is in existence, specialist input is required to refine and compile in order to create the baseline and targets					5 year intervals	Annual KZNT
Provincial average lead/lag time difference between development application submission and approval	TBD	TBD	TBD	TBD	TBD	Monthly Building Plan Report Submissions to StatsSA by Each Municipality. StatsSA Monthly Reports consolidated into a single provincial database	Annual DCOGTA

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS				Verification	Reporting
					2015	2020	2025	2030		
4.1	Development of harbours	4.1.1	Total volume of all TEU's landed and shipped through KwaZulu-Natal (excluding transhipments and empties)	2.5m	3.5m	6m	9m	9m	Transnet National Ports Authority database and annual reports	Annual DOT
		4.1.2	Container handling rates (moves per gross crane hour)	26	30	33	36	40	Transnet National Ports Authority database and annual reports	Annual DOT
4.2	Development of airports	4.2.1	Volume of passengers through KZN airports	4.1m	5m	8m	12m	15m	Airports Company of South Africa database and municipal annual reports collected by KZN treasury	Annual DOT
4.3	Development of road and rail networks	4.3.1	Total number of TEUs on Natcor rail line	627 000	815 100	1 222 600	1 833 900	2 750 900	Transnet Freight Rail database and annual reports	Annual DOT
		4.3.2	Number of kilometres of declared rural road that provide access to communities	30 690	30 690	30 690	30 690	30 690	KZN Department of Transport Annual Report	Annual DOT
		4.3.3	Percentage of provincial road network in average to very good condition	52%	45%	30%	20%	10%	KZN Department of Transport Annual Report	Annual DOT

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS				Verification	Reporting
					2015	2020	2025	2030		
4.4	Development of ICT infrastructure	4.4.1	Percentage of local municipalities with established Access Networks	0%	100%	100%	100%	100%	DEDT database and reports	Annual DEDT
		4.4.2	Percentage of households with access to the internet at home, or for which at least one member has access to/uses the Internet	22,4%	35%	70%	85%	100%	Telkom, CellC, MTN, Vodacom, VirginMobile database and reports	Annual DEDT
		4.4.3	Minimum broadband speed available within the Province	384kbs	512kbs	4mbs	10mbs	10mbs	Telkom, CellC, MTN, Vodacom, VirginMobile database and reports	Annual DEDT
4.5	Improve water resource management and supply	4.5.1	% water storage capacity in relation to mean annual runoff	31.92%	No targets as yet since there is a model for maximum extract from river to retain river health and allow for direct extraction by irrigation schemes and households Dept of Water Affairs has undertaken to provide responsible targets				Department of Water Affairs National Water Management System.	Annual DCOGTA
		4.5.2	Water storage vs. water demand ratio	TBD	TBD	TBD	TBD	TBD	TBD	Annual DCOGTA
		4.5.3	Value of development/rezoning applications not approved due to bulk water and effluent constraints	DCOGTA is currently finalising a Provincial Development Application Management System which could be adapted to include and constantly measure this. This could be available by June 2012.				Development application reports. District Municipalities / Water Authorities	Annual DCOGTA	
		4.5.4	% of municipalities that have less than 15% water loss.	Dept. Water Affairs and DCOGTA indicate that there is no central baseline for, but could be interpolated through contact with all of the 14 provincial Water Authorities.				Water Loss Surveys. District Municipalities / Water Authorities	Annual DCOGTA	
4.6	Improve energy production and supply	4.6.1	Value of development/rezoning applications not approved due to electricity supply constraints	DCOGTA is currently finalising a Provincial Development Application Management System which could be adapted to include and constantly measure this. This could be available by June 2012.				Development application reports. Electricity Supply Authorities, Municipalities	Annual DCOGTA	

No	STRATEGIC OBJECTIVE	No	Secondary Indicators
4.1	Development of harbours	a	Durban Port: average truck turnaround times at the A Check & P Check.
		b	Durban Port: number of vessels meeting their expected time of arrival and offload.
		c	Improvement in competitive world ranking.
		d	% of Transnet's 30 year demand forecast.
		e	Back of Ports – average time for logistics company to receive a container
		f	Back of Ports: Time taken to move cargo to the western border of eThekweni Municipality
		g	Number of TEUs handled by Richards Bay
		h	Number of import/export containers destined/originating in Richards Bay handled by Durban
		i	Number of passenger vessels (cruise liners) calling at the Durban and Port of Richards Bay
4.2	Development of airports	a	Amount of investment in Dube Tradeport Zone.
		b	Volume of cargo handled by Dube Cargo Terminal
		c	Passenger arrivals at KZN airports.

No	STRATEGIC OBJECTIVE	No	Secondary Indicators
4.3	Development of road and rail networks	a	Percentage success in arrival time targets Durban-Gauteng
		b	% containerized rail freight as opposed to road freight
		c	Kilometres of operating branch lines
		d	Volume of rail deliveries in timber industry
		e	Volume of coal by rail from inland areas to Richards Bay for export
		f	Improvement in secondary road maintenance.
		g	Percentage Increase in proportion of rail commuters.
		h	Integrated Rapid Public Transport Networks: number of commuters and number of routes
		i	Level of commuter satisfaction from use of provincial roads
4.4	Development of ICT infrastructure	a	Number of Digital Community Hubs
		b	Number of Primary POPs (points of presence)
		c	Number of Secondary POPs
		d	Number of facilities connected to broadband: schools, clinics, hospitals, schools with admin computers, schools with computer labs, libraries with public ICT access, Thusong centres with public ICT

GOAL 5: ENVIRONMENTAL SUSTAINABILITY

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

APEX INDICATORS	Baseline	TARGETS				VERIFICATION	REPORTING
		2015	2020	2025	2030		
Green House Gas Emissions	Baseline to be established	5,102,200 MtCO2e from 2010 Baseline	10,603,200 MtCO2e from 2010 Baseline	14,131,200 MtCO2e from 2010 Baseline	14,788,200 MtCO2e from 2010 Baseline	National Greenhouse Gas Report. Department of Environment Affairs	Annual DEDT
% improvement in the Biodiversity Index	2004 KZN SoER: a general decline in the state of the province's ecosystems and ecosystem goods and services	Improvement in the biodiversity index	Improvement in the biodiversity index	Improvement in the biodiversity index	Improvement in the biodiversity index	Provincial State of Environment Reports. DAERD	Annual DAERD

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS				Verification	Reporting Intervals
					2015	2020	2025	2030		
5.1	Increase productive use of land	5.1.1	0% increase in the Provincial Land Degradation Index	I2003 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.	0% (No net increase in degradation; baseline levels are maintained)	0%	0%	0%	Land degradation surveys (soil and vegetation evaluations). DAERD	Annual DAERD
		5.1.2	Ha. of land rehabilitated annually	Baseline to be established	100 000	100 000	100 000	100 000	The National Land Care Programme. DAERD	Annual DAERD

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS				Verification	Reporting Intervals
					2015	2020	2025	2030		
		5.1.3	% use of high production potential land for non-agricultural activities	13% of total land area in KZN is classified as high potential agricultural land. Between 1994 & 2000 a 3% decline in the area of high potential land under agricultural cultivation and a 5% increase in productive land which has been permanently transformed.	0%	0%	0%	0%	National land cover database. CSIR, ARC, NDA	Annual DAERD
5.2	Advance alternative energy generation and reduce reliance on fossil fuels	5.2.1	Units of energy produced through alternative energy generation. Renewable targets set by the NDP at 20 000MW by 2030	Baseline to be established	1 200 MW New Build	1 200 MW New Build	1 300 MW New Build	1 300 MW New Build	Purchase Power Agreements. NERSA/Single Buyers Office	Annual DEDT
		5.2.2	Units of energy saved through energy efficiency interventions	Baseline to be established	3905 GWh from 2010 Baseline	7811 GWh from 2010 Baseline	9649 GWh from 2010 Baseline	9649 GWh from 2010 Baseline	Municipal Greenhouse Gas Inventory. Department of Energy/ESKOM	Annual DEDT
		5.2.3	Number of solar water heating units	Baseline to be established	TBD	TBD	TBD	1 000 000 from baseline	TBD	Annual DEDT
5.3	Manage pressures on biodiversity	5.3.1	Land transformation in High-Risk Biodiversity Planning Units (HRBPU) per district municipality	At the average rate of transformation of 127 909 ha/annum the persistent threshold will be met in 2012 and the fragmentation threshold will be met in 2035.	Not exceeding connectivity thresholds, i.e. 75% of land in identified planning units remains untransformed	Not exceeding connectivity thresholds, i.e. 75% of land in identified planning units remains untransformed	Not exceeding connectivity thresholds, i.e. 75% of land in identified planning units remains untransformed	Not exceeding connectivity thresholds, i.e. 75% of land in identified planning units remains untransformed	National land cover data base, District Biodiversity Sector Plans, Bioregional Plans and State of Biodiversity Reports. CSIR, ARC (National land cover data base); EKZMW (biodiversity reports) and DEARD (SoER)	Every three years DAERD
		5.3.2	% conformance of land and resource use decisions with	35%	70%	85%	100%	100%	National Environmental Authorisation System (NEAS);	Annual DAERD

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS				Verification	Reporting Intervals
					2015	2020	2025	2030		
			High-Risk Biodiversity Planning Unit (HRBPU) guidelines per district municipality.						EKZNW Spatial EIA Database, Annual Performance Reports and Compliance Records. CARA records. Annual Compliance Reports (Chapter 3 of NEMA). DEA & DAERD, EKZNW, NDA (CARA)	
		5.3.3	100% compliance with national Ambient Air Quality Standards by 2020	Non-compliance with national ambient SO2 and PM10 standards in provincial air pollution hotspots	60%	80%	100%	100%	Annual reports of SAAQIS	Annual DAERD
		5.3.4	% Blue Drop rating	65%	75%	80%	85%	90%	Blue Drop Programme	Annual DAERD
		5.3.5	% of waste water treatment works complying with enforcement measures to meet effluent standards	40%	55%	70%	80%	90%	Green Drop Programme	Annual DAERD
		5.3.6	% increase in volume of waste recycled	Paper and Packaging – 44.5 % of packaging put onto the market is recycled annually (1,539 million tons recycled of 3,460 million tons)	50%	50%	50%	50%	Waste Sector Reports and Waste Information System. DEA, DEARD	Annual DAERD
	Lighting – 0% of lamps put on the market are recycled annually			25%	25%	25%	25%			
	Waste tyres – 2% of tyres put onto the market are recycled annually (4000			80%	80%	80%	80%			

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS				Verification	Reporting Intervals
					2015	2020	2025	2030		
					tons recycled of 200 000 tons)					
5.4	Adapting to climate change	5.4.1	Share of events with early warning systems, where affected parties received prior warning.	Records exist for this, but are not consolidated and will need to be reviewed to establish a baseline and targets				Recording of events and disasters with early warnings. Dept of Co-operative Governance and Traditional Affairs (DM Unit)	Annual DCOGTA	
		5.4.2	Average time taken to respond to disaster events	Records exist for this, but are not consolidated and will need to be reviewed to establish a baseline and targets				Records of disaster response times and relief funding turnaround times. Dept of Co-operative Governance and Traditional Affairs (DM Unit)	Annual DCOGTA	
		5.4.3	Regular forecast of anticipated impacts of climate change and response plan	TBD	100%	100%	100%	100%	Records of forecasts and anticipated impacts. Dept of Co-operative Governance and Traditional Affairs (DM Unit)	Annual DCOGTA
		5.4.4	Share of development applications addressing disaster risk Management	5%	50%	100%	100%	100%	Electronic Provincial Development Application Management System. Dept of Co-operative Governance and Traditional Affairs	Annual DCOGTA

No	STRATEGIC OBJECTIVE	No	Secondary Indicators
5.1	Increase productive use of land	a	No-till conservation agriculture as a percentage of total agricultural land
		b	Hectares of land under active agricultural production
5.2	Advance alternative energy generation and reduce reliance on fossil fuels	a	Adopted Energy Strategy and resource maps for wind, solar, biomass, ocean and hydro.
		b	No of Alternative Energy Demonstration Projects greater than 1MW in implementation phase
		c	Percentage of energy saved from government infrastructure consumption
		d	Number of Residential Energy Efficient Hot water units installed
5.3	Manage pressures on biodiversity	a	Outcome measures of environmental governance
		b	Number of ha of priority areas for expansion of protected areas network declared
		c	% of total protected area (ha) that meet the minimum management effectiveness Standard Min Effectiveness of 72%
		d	% of coastline with effective protection
		e	Maintain 100% compliance and enforcement on fishing and harvesting or extraction limitations required by Marine Living Resources Act
		f	% Compliance with CITES processes and implementation of TOPS (species listed and specific activities)

No	STRATEGIC OBJECTIVE	No	Secondary Indicators
		g	20% protection of KZN estuaries
		h	Percentage of municipal waste diverted from landfill sites for recycling
5.3	Adapting to climate change	a	Share of citizens expressing an understanding, and response to disaster management risks and self-preparedness.

GOAL 6: GOVERNANCE AND POLICY

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

APEX INDICATORS	Baseline	TARGETS				VERIFICATION	REPORTING
		2015	2020	2025	2030		
Improvement in level of client satisfaction	58%	68%	78%	88%	95%	Citizen Survey by OTP	Annual OTP

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS				Verification	Reporting
					2015	2020	2025	2030		
6.1	Strengthen policy, strategy co-ordination and IGR	6.1.1	Percentage of public sector expenditure spent in accordance with the municipal Integrated Development Plan	No baseline available - this analysis is not currently undertaken and needs to be instituted.	60%	75%	85%	95%	Annual analysis of Levels of Public Sector Expenditure. Reports submitted by municipalities. Analysis by OTP, in conjunction with Treasury.	Annual. Reports to be submitted by municipalities after end of their financial year in June of each year. Analysis to be undertaken by September each year by OTP, in conjunction with Treasury and DCOGTA.
		6.1.2	Percentage of public sector capital expenditure within KZN spent in accordance with the PGDS identified/aligned projects	No baseline available - this analysis is not currently undertaken and needs to be instituted.	50%	70%	95%	95%	Annual analysis of public sector expenditure reports. Expenditure reports submitted by sector departments and implementing agents.	Annual. Analysis to be undertaken by September each year by OTP, and PPC in conjunction with Treasury and DCOGTA.
		6.1.3	% of development applications that meet time norms for processing	60% in 2010	70%	80%	85%	90%	Records from the Provincial Electronic Development Application System. Dept. of Co-operative Governance and Traditional Affairs.	Annual OTP

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS				Verification	Reporting
					2015	2020	2025	2030		
6.2	Building government capacity	6.2.1	Percentage of municipal expenditure on capital infrastructure (new construction, maintenance and operation)	18.9%	25%	35%	40%	45%	Annual analysis and collation of information submitted by municipalities. Municipal reports analysed by OTP, in conjunction with Treasury. Analysis should allow for identification of problem areas and the initiation of corrective programmes by the OTP & DCOGTA.	Annual. Reports to be submitted by municipalities after end of their financial year in June of each year. Analysis to be undertaken by September each year by OTP
		6.2.2	Percentage of expenditure of provincial departments and public entities on capital infrastructure (new construction, maintenance and operation)	17.2%	20%	22%	25%	30%	Annual analysis and collation of information submitted by provincial departments and public entities. Provincial departments and public entities reports analysed by OTP, in conjunction with Treasury. Analysis should allow for identification of problem areas and the initiation of corrective programmes by the OTP & Treasury.	Annual. Reports to be submitted by these organisations after the end of their financial year in March of each year. Analysis to be undertaken by June each year by OTP
		6.2.3	% municipalities with clean audits	8.2%	100%	100%	100%	100%	Auditor-General's office	Annual OTP
		6.2.4	% of provincial entities with clean audits	28.2%	100%	100%	100%	100%	Auditor-General's office	Annual OTP
6.3	Eradicating fraud and corruption	6.3.1	% of provincial and municipal entities that have audit disclaimers, qualifications	15.4% for provincial departments and entities	0%	0%	0%	0%	Auditor-General's office	Annual KZNT
		6.3.2	Total value of provincial and municipal sector funds affected by fraud and corruption	R 500 m	R 900 m	R 525 m	R 200 m	R 75 m	Information to be analysed OTP and Treasury on an annual basis; by September of each year.	Annual KZNT
6.4	Promote participative, facilitative and accountable governance	6.4.1	Voter participation in provincial and municipal elections	Prov 2009: 78.81 % Local 2011: 61.52%	Prov: 80% Local: 65%	Prov: 82% Local: 67%	Prov: 84% Local: 69%	Prov: 86% Local: 71%	Poll reports. IECC	After each election OTP
		6.4.2	Number of active partnerships between government and business	No baseline available - this analysis is not currently undertaken and needs to be instituted	5% increase on baseline	5% increase from previous period	5% increase from previous period	5% increase from previous period	KZN Economic Council database and reports	Annual OTP

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS				Verification	Reporting
					2015	2020	2025	2030		
		6.4.3	Increase in percentage of women, youth and people with disabilities within the public and private sphere	Women occupy 40% of jobs across all occupational levels	41.2%	42.6%	44.5%.	46.5%.	Information to be sourced from Stats SA, the Commission on Employment Equity and political structures & organisations. Information to be collated and analysed by OTP: Human Rights Unit.	Every two years. OTP
				People with disabilities occupy 0.83% of jobs across all occupational levels	1.2%	2.5%	3%	3.5%		Information to be sourced from Stats SA, the Commission on Employment Equity and political structures & organisations. Information to be collated and analysed by OTP: Human Rights Unit.

No	STRATEGIC OBJECTIVE	No	Secondary Indicators
6.1	Strengthen policy, strategy co-ordination and IGR	a	Percentage increase in credibility of Integrated Development Plans in KZN
		b	Effectiveness of the Premier's Coordinating Forum and its support structures and the performance record of the Cabinet Cluster system.
		c	Number and proportion of public organisations using Nerve Centre information as basis for planning development interventions in KZN
6.2	Building government capacity	a	Percentage of posts within provincial and local government that is vacant for longer than 6 months
		b	Percentage of government employees complying with the PSC determined norms and standards for the post they occupy.
		c	Number of graduates funded; Number of graduates placed within the public sector and working of service commitments
		d	Percentage of SMS members and senior managers in municipalities that are active members of the association
6.3	Eradicating fraud and corruption	a	(a) Percentage of Fraud and Corruption Cases effectively resolved (b) Time taken for investigation and resolution of cases
		b	(a) Net increase and then decrease in number of cases reported via the whistle-blowing mechanism; (b) Confidence in the whistle-blowing system among public officials, politicians and the general public
		c	Number of government entities with effective contract management systems
		d	Increase in percentage of public sector organisations complying with model to measure risk maturity (tool)
		e	Reduction in the number of appeals as a percentage of the number of tenders awarded
6.4	Promote participative, facilitative and accountable governance	a	% of public sector policies, programmes and budget processes sensitive to the issues of gender and the advancement of women
		b	% of public sector policies, programmes and budget processes sensitive to the advancement of the interests of people with disabilities
		c	% of public sector organisations that implement affirmative procurement policies that incorporate issues of gender and people with disabilities.
		d	% of provincial departments, district & local municipalities & public entities with a unit or person/s mandated to co-ordinate gender and disability issues within the organisation
		e	% of public organisations providing effective programmes for advocacy, awareness raising and capacity building for women and persons with disabilities

GOAL 7: SPATIAL EQUITY

Increased spatial access to goods and services

APEX INDICATORS	Baseline	TARGETS				VERIFICATION	REPORTING
		2015	2020	2025	2030		
Improved population physical access to goods and services as measured by the Spatial Accessibility Index	Spatial accessibility is currently expressed in a map format and not in a share / ratio format. The proposed Accessibility Index will need to be defined first for quantifiable baseline to then be measured and targets set					Composite accessibility index. CSIR	Annual DCOGTA

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS				Verification	Reporting
					2015	2020	2025	2030		
7.1	Actively promote spatial concentration and co-ordination of development interventions	7.1.1	Increased nett household density within all Provincial Priority Nodes	6.2 Households / Ha	6.5 Households / Ha	7 Households / Ha	8 Households / Ha	10 Households / Ha	Calculating the nett household density of all the provincial priority development nodes as measure of successful concentration of households in these areas Dept. Rural Development and Land Reform, Dept. of Co-operative Governance and Traditional Affairs, Statistics South Africa, Eskom Household Point Data.	Every 5 years. COGTA
		7.1.2	Share of provincial geographical area with Index of Multiple Deprivation scores higher than the lowest provincial quartile	68.78%	66.00 %	60.00 %	50.00 %	40.00 %	Calculating the Provincial Index of Multiple Deprivation and measuring the geographical area of all wards measuring deprivation score higher than the lowest quartile score. Provincial Index of Multiple Deprivation	Every 5 years. COGTA
7.2	Effective spatial planning and land management systems are applied across the province	7.2.1	Percentage of total provincial geographical area with Land Use Management Schemes.	1.8%	50%	100%	100%	100%	Calculated from total areas under PDA Schemes. Dept. of Co-operative Governance and Traditional Affairs.	Annual DCOGTA

No	STRATEGIC OBJECTIVE	No	Secondary Indicators
7.1	Actively promote spatial concentration and co-ordination of development interventions	a	% of households residing within the hierarchy of settlement nodes.
		b	Provincial Net Settlement Density
7.2	Effective spatial planning and land management systems are applied across the province	a	% of municipalities with appropriate suite of plans
		b	% of municipal wards with a ward development plan
		c	Share of Municipal Spatial Development Frameworks complying to Environmental Management Regulations

Building A Better Future Together



provincial planning
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