

## 1. GOVERNANCE AND ADMINISTRATION

### G1. STRATEGIC PLANNING AND POLICY CO-ORDINATION

#### Strategic Objective:

***To provide a framework for the development and effective implementation of the PGDS and to ensure the alignment of departmental strategic plans and local government Integrated Development Planning (IDP) processes.***

The objective of this strategy is to facilitate an integrated and co-ordinated system for planning in provincial government through the implementation of a stronger framework for strategic planning, coordination and implementation of policy ensuring effective coordination of government programmes and activities.

#### Key Processes:

- Implementing national policy and legislation on municipal integrated development planning, and co-ordinating Land Use Management Systems (LUMs).
- Preparing policy document for direction for the PGDS Programmes in relation to strategic planning and IDP processes.
- Supporting the preparation and review of municipal IDPs, facilitating alignment of the PGDS and Municipal IDPs and monitoring the implementation of municipal IDPs.

**Strategy Champion:** Office of the Premier and the Department of Traditional and Local Government Affairs. Other stakeholders including all Provincial Sector Departments, relevant service providers, and municipalities.

#### Key Performance Indicators:

- Number of PGDS Programmes and key programmes incorporated in strategic plans and IDP's.
- Alignment between the PGDS, Strategic plans and IDPs.
- Number of Strategic Plans finalised in the 2004/2005 financial year (submitted and approved) according to PGDS Institutional Framework.
- Measure the effective implementation of strategies through a Performance Management System.

### G2. INTER-GOVERNMENTAL CO-OPERATION

#### Strategic Objective:

***To implement a framework for inter-governmental relationships and promote inter-governmental collaboration in planning, activities and projects.***

This strategy is focused on the effective establishment and functioning of institutional structures and systems to ensure that the national, provincial and local spheres of Government plan and work collaboratively.

#### Key Processes:

- Establishing and operating a co-ordinating forum, constituted of the Premier and all district and metro mayors.
- Developing and improving interventions and approaches that build and enhance inter-government co-operation
- Co-ordinating plans and strategies of local, provincial and national government in terms of the provinces targets and objectives.

- Developing an international relations strategy, co-ordinating the formulation and unpacking of bi-lateral agreements with global partners and twinning arrangements with certain countries to meet objectives.

**Strategy Champion:** Office of the Premier. Other stakeholders include the Department of Local Government and Traditional Affairs, all Provincial Departments, all municipalities and Kwanaloga.

**Key Performance Indicators:**

- Number of inter-governmental collaboration projects undertaken for service delivery.
- Reduction in the number of duplicated projects for service delivery.
- Increased number of PPP's.

### **G3. COHERENT SPATIAL FRAMEWORK**

**Strategic Objective:**

***To formulate and facilitate an integrated spatial information framework for the province to enhance integrated planning, implementation, monitoring and evaluation of the PGDS.***

The strategy aims to ensure spatially co-ordinated service delivery throughout KwaZulu-Natal, provides for a spatial framework for the Province to focus on municipal areas where support is needed urgently for sustainable development, and highlights the critical importance of our cities growth and development.

**Key Processes:**

- Establishing a provincial multi-sectoral spatial planning forum to engage with stakeholders on spatial planning patterns and raise awareness on Provincial GIS as an information resource for integrated planning
- Compiling a Provincial Spatial Framework (PSF) to develop the terms of reference and business plans.
- Facilitating the preparation of Municipal Spatial Development Frameworks and implementation of municipal Land Use Management Systems (LUMS) and the SDI Act of 2003.

**Strategy Champion:** Office of the Premier, with other stakeholders including the Department of Local Government and Traditional Affairs, Statistics South Africa and provincial departments, relevant service providers, and municipalities.

**Key Performance Indicators:**

- Increase in accessing and use of integrated Provincial GIS for planning.
- Number of updated quality assured digital spatial and attribute data sets integrated into GIS from different sources.
- Number of Municipal Spatial Frameworks reviewed
- Number of municipalities with adopted LUMS.

### **G13. ENVIRONMENTAL MANAGEMENT**

**Strategic Objective:**

***A framework to ensure the preservation, enhancement, extension, sustainable development and conservation of natural resource assets of the province.***

The environment is a non-renewable capital asset which requires foresight and wise management to ensure sustainability and sound socio-economic development through natural resource conservation. The strategy highlights sound environmental principles in natural resource planning and management, to improve long term environmental maintenance and quality.

**Key Processes:**

- Ensuring sound environmental management legislation and sustainable development principles are being followed.
- Conducting an audit of the provinces environmental resources.
- Developing a provincial state of the environment report with long term conservation objectives to ensure the responsible use of the provinces natural heritage and resources.
- Developing conservation empowerment projects to enable disadvantaged and rural communities (heavily dependent on their natural environments) to participate in conservation.
- Ensuring compliance to environmental legislation by government, public and private companies and individuals through monitoring systems.
- Integration of sound environmental principles into strategic planning of provincial government departments and municipal IDPs, including co-ordinating land-use management systems.

**Strategy Champion:** Department of Agriculture and Environmental Affairs

**Key Performance Indicators:**

- Increase in areas dedicated to formal and informal environmental conservation.
- Improvement in quality of natural resources.
- Increase Government and municipal compliance to environmental legislation.

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## 2. ECONOMIC DEVELOPMENT

### E1. PROMOTION OF AGRI-INDUSTRY

#### Strategic Objective:

***To create a framework to consolidate, develop and diversify the province's agricultural bases in order to achieve sustainable competitive advantage through value-adding activities, create jobs and transform the economic structure of the province.***

Research and implementation of new agricultural product ranges, boosting of capacity to support agri-processing, and the interaction between government, industry, and businesses, are required to diversify agri-industry KwaZulu-Natal.

#### Key Processes:

- Researching and implementing new agricultural product ranges.
- Developing Agribusiness Incubators and supporting the development of District Agribusiness Plans in IDPs.
- Establishing the capacity to support agri-processing (research, technical, business, marketing).
- Facilitating sector information co-ordination, collaborative knowledge management and setting guidelines for interaction between government, industry, and businesses.

**Strategy Champion:** Departments of Finance and Economic Development, Agriculture and Environmental Affairs, working in collaboration with other stakeholders such as Ithala, the Agriculture Development Fund and TIK.

#### Key Performance Indicators:

- Number of agro-processing projects initiated.
- Number of new processed agricultural products.
- Increase in value-added manufactured exports.
- Increase in contribution of manufacturing and agricultural sectors to GDP.
- Increase in variety of products exported.

### E2. NEW LOCAL ECONOMIC DEVELOPMENT (LED) OPPORTUNITIES

#### Strategic Objective:

***To create a framework to formulate and implement sustainable economic empowerment strategies and initiatives in the KZN province.***

A broad strategic framework for LED, aligned with the National LED Policy, will be formulated to accelerate local economic processes. Private sector initiatives will be mobilised to take advantage of and engage in local opportunities. The capacity in the municipalities will be developed to accelerate local economic processes through research support and resources for project development and strategy implementation.

#### Key Processes:

- Identifying new LED opportunities and the introduction of measures that will allow these opportunities to be exploited.
- Providing resources and support for project development and strategy implementation to developing municipal capacity.
- Co-ordinating national, provincial, district and local level interventions targeting local economic development processes.

**Strategy Champion:** Department of Economic Development in collaboration local government, donors, parastatals, NGOs, CBOs, financial and private sector institutions.

**Key Performance Indicators:**

- Increase in number of LED projects
- Number of business start-ups in selected sectors
- Increase in private financing leveraged.

### **E3. BUSINESS SUPPORT SERVICES**

**Strategic Objective:**

***To create a framework to facilitate the provision of business support services to existing and new SMMEs to enhance sustainability and promote entrepreneurship.***

This strategy entails creating an enabling environment for Small Medium and Macro Enterprises (SMMEs), to allow them access to opportunities and creating an enabling environment to allow access to resources that will enhance their competitiveness and ensure sustainability.

**Key Processes:**

- Developing procurement relationships and establishing project support for interaction of large public and private sector organisations with SMMEs
- Establishing projects and programmes relating to mentoring and capacitating of local business service centres.
- Conducting needs assessment in respect of one-stop shop Business Support Service Centres and developing action plans to address gaps.
- Establishing a central business support infrastructure for KwaZulu-Natal for the co-ordination of non-financial and financial services to provide optimal support to businesses.

**Strategy Champion:** Department of Finance and Economic Development, working in conjunction with local government, businesses and other relevant institutions.

**Key Performance Indicators:**

- Decrease in business failure rate.
- Increase in number of start-up ventures.
- Increase in success rate of start-up ventures.
- Increase in number of one – stop shop Business Support Service Centres in previously disadvantaged areas.
- Increase in number of experienced and qualified staff Advisors within the Business Support Service Centres.
- Increase in the average lifespan of existing businesses.
- Number of mentorship programmes created for SMMEs.

### **E4. AGRICULTURAL EMPOWERMENT PROJECTS**

**Strategic Objective:**

***To create a framework for the development of agricultural empowerment projects to provide opportunities for previously disadvantaged communities in order to maximise the agricultural potential of the province.***

The strategy aims to exploit existing agricultural opportunities in order to maximise the agricultural potential of the province and create employment opportunities and the identification of optimal systems for sustainable resource utilisation.

**Key Processes:**

- Developing business skills training programmes for farmers, assistance and support in research and development and capacitating emerging farmers through training programmes.

- Facilitating and providing assistance to farmers to encourage self-employment in the agricultural sector, and provide linkages to the commercial agricultural sector.
- Establishing an integrated stakeholder approach to drive agricultural empowerment projects thereby enabling sustained economic growth and resource utilisation.
- Ensuring broad-based black economic empowerment is addressed and jobs created and beneficiaries are community-based.

**Strategy Champion:** The Department Agriculture and Environmental Affairs in conjunction with the Departments of Finance and Economic Development, with consultations and inputs from traditional leadership and communities.

**Key Performance Indicators:**

- Percentage of economically active community based farmers.
- Increase in number of agricultural empowerment projects.
- Increase in number of new jobs created in the agricultural sector.
- Number of individuals skilled through workshops and training courses.
- Number of Agri-BEE established.
- Increase in number of agricultural projects based on indigenous environment resources

### 3. COMMUNITY AND SOCIAL INFRASTRUCTURE

#### C1. WATER, SANITATION AND REFUSE REMOVAL

**Strategic Objective:**

***To create a framework for equitable service delivery to ensure sustainable access to safe drinking water, improvement of sanitation and refuse removal facilities.***

This strategy will involve the building of the municipal capacity to deliver water, sanitation and refuse services, and establishment of monitoring mechanisms for service delivery that will ensure basic acceptable levels of services are provided to the province.

**Key Processes:**

- G4. Developing an integrated approach towards water, sanitation and refuse service delivery to improve co-ordination of and efficiency amongst stakeholders.
- G5. Evaluating current service delivery infrastructure against needs of communities through consultation to identify appropriate action plans.
- Developing Provincial Service Delivery Guidelines on water, sanitation and refuse removal provision according to national and provincial legislative requirements.
- Rendering basic levels of service and the need for free basic services.
- Ensuring proper infrastructure operation and management polices and programmes.

**Strategy Champion:** Department of Traditional and Local Government Affairs. Other stakeholders include municipalities, Water Service Boards, and the Department of Water Affairs and Forestry.

**Key Performance Indicators:**

- Number of households that have piped water on site.
- Number of households that have piped water within 200m of their dwelling.
- Number of households with municipal refuse removal.

Number of households with access to flushable toilets.

- Number of households with access to pit latrines.

## **C2. ROADS AND TRANSPORT**

### **Strategic Objective:**

***To create a framework to provide, maintain and upgrade an equitable, adequate, safe and well-managed transportation system to facilitate socio-economic development.***

This strategy will facilitate the provision, maintenance and upgrading of the provincial transport network, road and rail infrastructure system that supports economic development.

### **Key Processes:**

- Conducting a road condition assessment of all roads to determine road maintenance needs.
- Conducting a road needs assessment in order to address inadequacies.
- Conducting an assessment of public transportation needs in order to address inadequacies.
- Ensuring proper maintenance and management of existing infrastructure.

**Strategy Champion:** Department of Transport, in collaboration with the Department of Finance and Economic Development, Local Government and Traditional Affairs, and other stakeholders.

### **Key Performance Indicators:**

- Increase in road and public transport access.
- Increase in kilometres of roads upgraded.
- Increase in kilometres of roads constructed.

## **C3. HUMAN SETTLEMENTS**

### **Strategic Objective:**

***To create a framework to provide appropriate and sustainable human settlement throughout the province, to ensure accelerated delivery to address housing backlogs.***

This strategy involves effective and efficient management and implementation of national and provincial housing programmes and policies to enhance housing delivery.

### **Key Processes:**

- Establishing an integrated approach towards improving housing provision and housing facilities among stakeholders.
- Clearing slums, upgrading informal settlements, developing rental housing, increasing rural housing, upgrading hostels, assisting municipal capacity in implementing and managing housing projects .
- Performing needs assessment to identify critical housing shortages, develop action plans for housing projects and formulate provincial policies that enhance housing delivery.
- Involvement and consultation with communities to determine acceptability of projects and long term sustainability of developments.
- Undertaking research and provincial policy formulation and provision of housing according to ensure compliance with national and provincial legislative requirements.

**Strategy Champion:** Department of Housing

### **Key Performance Indicators:**

- Increase in number of projects approved in terms of the Provincial Housing Development Plan.
- Increase in number of housing subsidies approved.
- Increase in number of communities included in planning.
- Increase in number of houses built.
- Increase in number of sites serviced.
- Increase in number of hostel units upgraded.
- Increase in number of houses rented or owned.
- Increase in number of properties transferred.

- Increase in number of projects related to revival of inner-city decay.

#### **C4. LAND REFORM AND DEVELOPMENT**

##### **Strategic Objective:**

***To provide a framework to expedite the processes of land reform and development to ensure access to land, and land restitution in compliance with relevant legislative imperatives.***

The Land Reform Program aims to provide access to land and to extend rights in land within a well-planned environment, with particular emphasis on previously disadvantaged communities and speeding up the land restitution process to increase access to agricultural land. The strategy will contribute toward relieving the congestion in over-crowded former homeland areas, address agricultural development and redress gender imbalances in land access and land ownership to help government meet legislative imperatives and other commitments.

##### **Key Processes:**

- Facilitating and expediting the processes of land distribution, land tenure upgrading, and land restitution
- Establishing a collaborative task team consisting of all stakeholders to accelerate the land restitution and land reform process
- Implementing procedures to ensure that orderly access to land is achieved, and ensuring compliance with national and provincial legislative requirements, and judicial decisions.
- Establishing special programmes to assist land reform beneficiaries, both during the process of preparing proposals and after purchase of the land.

**Strategy Champion:** Departments of Agriculture and Environmental Affairs and Housing, Local Government and Traditional Affairs, Finance and Economic Development

##### **Key Performance Indicators:**

- Increase in number of land claim settlements.
- Increase in number of persons orderly accessing land.
- Reduction in the number of landless people.
- Decrease in number of informal settlements.

#### **C5. INTEGRATED SERVICE DELIVERY**

##### **Strategic Objective:**

***To create a framework to provide and facilitate integrated delivery of services to ensure sustainable bulk infrastructure.***

Integrated service delivery involves the implementation of the Integrated Sustainable Rural Development (ISRDP) and the Urban Renewal Programmes (URP). Support mechanisms will be provided in governance, service delivery, and the institutional management of the Community Development Workers Programme.

##### **Key Processes:**

- Promoting viable partnerships on development initiatives to ensure integrated sustainable delivery of the Urban Renewal Programme and the Integrated Sustainable Rural Development Programme.
- Establishing a multi-stakeholder task team to facilitate and co-ordinate municipal IDPs and provincial programmes.
- Providing support mechanisms for governance and service delivery and institutional management of the Community Development Workers Programme.



**Strategy Champion:** Department of Traditional and Local Government Affairs in collaboration with the Office of the Premier, all Provincial Sector Departments, municipalities, and relevant service providers.

**Key Performance Indicators:**

- Number of facilitation workshops/meetings with stakeholder representation.
- Number of integrated service delivery projects implemented in the poverty pocket areas.
- Number of corporate social investment partnerships established.
- Number of functional bulk infrastructure services delivered.
- Extent of investment in the four pillars of EPWP.
- Number of municipal wards with functional Community Development Workers deployed.
- Number of sustainable anchor projects implemented.

#### 4. HEALTH AND SOCIAL SUPPORT

##### S1. HIV and AIDS STRATEGY

**Strategic Objective:**

***Ensuring an integrated approach to implement strategies to reduce HIV and AIDS infection rate and prevalence in the province and plans to mitigate the impact of the pandemic.***

This strategy will involve completing the development and implementation of a comprehensive provincial HIV and AIDS programme.

**Key Processes:**

- Implementing a comprehensive HIV and AIDS strategy, and reviewing current strategies to ensure that HIV and AIDS are comprehensively managed by departments.
- Ensuring increased awareness and education on HIV and AIDS through appropriate campaigns.
- Developing and supporting projects such as home-based care.
- Facilitating the management of the impact of HIV and AIDS in the province.

**Strategy Champion:** Department of Health

**Key Performance Indicators:**

- Reduction in the percentage of HIV and AIDS infection rate.
- Increased number of relevant HIV and AIDS campaigns.
- Reduction in the percentage of HIV and AIDS prevalence.
- Increased number of employees receiving appropriate counselling and support.
- Orphan-support strategy in place.

##### S2. HEALTH CARE FACILITIES

**Strategic Objective:**

***To create a framework to provide comprehensive and quality primary health care services throughout the Province.***

This strategy will focus on enhancing primary health care services through the provision and upgrading of hospital and clinic infrastructure and facilities, with an emphasis on dealing poverty-related diseases

**Key Processes:**

- Establishing a multi-disciplinary task team to address integrated health care service delivery.
- Upgrading primary health care services and infrastructure and providing service delivery points to patients within a reasonable distance from their residences.

- Co-ordinating clinic services and provision of district, general, special and emergency health services, and focusing on mental health/psychiatric illnesses through the provision of appropriate services and institutions.
- Evaluating current service delivery infrastructure against needs of communities to identify appropriate action plans.

**Strategy Champion:** An integrated approach towards positioning KwaZulu-Natal as leader in primary health provision will be adopted through the collaboration of the Department of Health, Social Welfare and Population Development, and municipalities.

**Key Performance Indicators:**

- Accessibility to Health Care Facilities (15kms – rural; 5kms – urban).
- Number of Primary Health Care Facilities per 10,000 population.
- Number of Health Centres per 60,000 – 80,000 people.
- Number of Secondary Health Care Facilities per 10,000 population.
- Number of clinics per 5,000 and 10,000 people.
- Increase in life expectancy at birth.
- Number of District Hospitals per 100,000 people.
- Reduction in the percentage HIV/AIDS infection rate.
- Reduction in infectious and communicable diseases (Halted incidence of malaria).