



## KWAZULU-NATAL PROVINCE

ECONOMIC DEVELOPMENT, TOURISM  
AND ENVIRONMENTAL AFFAIRS  
REPUBLIC OF SOUTH AFRICA



**GROWING  
KWAZULU-NATAL  
TOGETHER**

# STRATEGIC PLAN

2023/2025

FINANCIAL YEAR



# KWAZULU-NATAL PROVINCE

ECONOMIC DEVELOPMENT, TOURISM  
AND ENVIRONMENTAL AFFAIRS  
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF ECONOMIC DEVELOPMENT, TOURISM  
AND ENVIRONMENTAL AFFAIRS

## PROVINCE OF KWAZULU-NATAL

STRATEGIC PLAN 2023/25



**GROWING  
KWAZULU-NATAL  
TOGETHER**

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## 1 ACRONYMS/ABBREVIATIONS

ADDG	Acting Deputy Director General
ADR	Alternative Dispute Resolution
AHOD	Acting Head of the Department
AOP	Annual Operational Plan
APP	Annual Performance Plan
AQMPs	Air Quality Management Plans
AWG	Action Work Group
B-BBEE	Broad-Based Black Economic Empowerment
BPO	Business Process Outsourcing
BRICS	Brazil, Russia, India, China and South Africa
CARC	Cluster, Audit and Risk Committee
CATHSSETA	Culture, Art, Tourism, Hospitality, and Sport Sector Education and Training Authority
CCIs	Cultural and Creative Industries
CD	Chief Director
CFO	Chief Financial Officer
CMT	Cut, Make and Trim
COGTA	Department of Cooperative Governance and Traditional Affairs
DDG	Deputy Director General
DPSA	Department of Public Service and Administration
DTI	Department of Trade and Industry
DTP	Dube Trade Port
DTP IDZ	Dube Trade-Port Industrial Development Zone
DTPC	Dube Trade-Port Corporation



## 1 ACRONYMS/ABBREVIATIONS

DUT	Durban University of Technology
EDTEA	Department of Economic Development, Tourism and Environmental Affairs
EIA	Environmental Impact Assessment
EKZNW	Ezemvelo KwaZulu-Natal Wildlife
EPMDS	Employee Performance Management and Development System
GDP	Gross Domestic Product
GDPR	Gross Domestic Product Regional
HR	Human Resources
IASP	Invasive Alien Species Programme
ICOREF	Integrated Compliance and Enforcement Forum
ICT	Information and Communications Technology
ICTE	Information and Communication Technology and Electronics
IYM	In-year Monitoring
IDZ	Industrial Development Zone
IGR	International and Intergovernmental Relations
IPP	Independent Power Producers
IT	Information Technology
KSIA	King-Shaka International Airport
KZN IE	KwaZulu-Natal Informal Economy
KZN PPC	KwaZulu-Natal Provincial Planning Commission
KZNFC	KwaZulu-Natal Film Commission
KZNGBB	KwaZulu-Natal Gaming and Betting Board
KZNLA	KwaZulu-Natal Liquor Authority



## 1 ACRONYMS/ABBREVIATIONS

LMs	Local Municipalities
METT	Management Effectiveness Tracking Tool
MKI	Moses Kotane Institute
MoA	Memorandum of Agreement
MoU	Memorandum of Understanding
MPAs	Marine Protected Areas
MRO	Maintenance, Repair and Overhaul
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NDP	National Development Plan
PERSAL	Personnel and Salary System
OVF	Operation Vula Fund
PFMA	Public Finance Management Act
PGDP	Provincial Growth and Development Plan
PMU	Programme Management Unit
PPPFA	Preferential Procurement Policy Framework Act
PSEDS	Provincial Spatial Economic Development Strategy
RASET	Radical Agrarian Socio-Economic Transformation
RBIDZ	Richards Bay Industrial Development Zone
RLED	Regional and Local Economic Development
SALGA	South African Local Government Association
SECO	Swiss State Secretariat for Economic Affairs
SEEP	School Environmental Education Programme

## 1 ACRONYMS/ABBREVIATIONS

SLA	Service Level Agreements
SMME	Small Medium and Micro Enterprise
SSGs	Small-Scale Sugarcane Growers
SMS	Senior Management Service
SP	Strategic Plan
SPLUMA	The Spatial Planning and Land Use Management Act 16 of 2013
THS	Tongaat Hulett Sugar
TIKZN	Trade & Investment Kwazulu-Natal
TVET	Technical and Vocational Education and Training

## EXECUTIVE AUTHORITY STATEMENT

After two years, South Africa's GDP in the first quarter of 2022 finally recovered to levels seen in the first quarter of 2020. However, this was followed by a contraction in the second quarter of 2022, with the National economy facing new disruptions in the global commodity and energy markets caused by and the Russian invasion of Ukraine and severe COVID-19 lockdown measures in China. South Africa also faces high unemployment, power outages, and elevated public debt service costs, along with rising inflation and interest rates.



**Mr. Siboniso Duma**

**MEC** for Economic Development,  
Tourism and Environmental Affairs

South Africa's economy recorded a 0.7 per cent contraction in the second quarter of 2022. Three industries expanded between the first and second quarter of 2022, of which the Transport (0.2 percentage points), and Finance (0.6 percentage points) sectors made the largest growth contributions. In 2021, South Africa recorded strong GDP growth of 4.9 per cent, following a contraction of 6.4 per cent in 2020. The recovery was mainly driven by growth contributions from the Finance (0.9 percentage points), Manufacturing (0.9 percentage points) and Personal services sectors (1.0 percentage points).

According to the latest situational report of the province, our population consisted of 87.59% African (10.4 million), 3.93% White (466 000), 1.37% Coloured (162 000) and 7.11% Asian (842 000) people in 2021. The largest share of the population is within the young working age (25-44 years) category with a total number of 3.85 million or 32.5% of the total population. The age category with the second largest number of people is the babies and kids (0-14 years) age category with a total share of 30.3%, followed by the teenagers and youth (15-24 years) age category with 2.03 million people. The age category with the least number of people is the retired / old age (65 years and older) age category with only 724 000 people. The share of children between the ages of 0 to 14 years is significantly larger (30.3%) in KZN compared to South Africa (28.2%).

The unemployment crisis in South Africa threatens livelihoods, social cohesion, and economic growth in the country. In a country where most depend on jobs for an income, whether in the formal or informal sector, a lack of job opportunities threatens food security and burdens the country's social safety net.

When comparing unemployment rates among districts within KZN Province, Zululand District Municipality had the highest unemployment rate of 47.7%, which increased from 29.5% in 2011. eThekweni metro recorded the lowest rate of unemployment at 18.3% in 2021, which increased from 15.9% in 2013. Major contributors to total employment in the Metro are harbour ports, tourism attractions, and manufacturing industries. Among the districts with a higher unemployment rate were Zululand, uGu, Amajuba, King Cetshwayo, uMkhanyakude, uThukela and uMzinyathi.

The main factors contributing to high job scarcity in these rural district municipalities include, but are not limited to, economic activities, low economic infrastructure development, and a low-skilled workforce.

The province of KwaZulu-Natal in collaboration with other stakeholders will continue implementing pro-growth policies such as improving economic infrastructure in rural areas and promoting SMMEs through skills development initiatives. Further, emphasis should be given to promoting education for scarce skills to ensure that more people get absorbed in labour-intensive industries such as mining, manufacturing, construction, and agriculture.

The youth unemployment challenge persists despite various government programmes that promote economic inclusion through industrialisation and job creation. The province of KwaZulu-Natal will implement measures to empower youth, women and people living with disabilities and encourage them to participate in various economic activities. This will include incentives to encourage previously disadvantaged groups to participate in businesses by creating an environment conducive for small, medium and macro enterprises (SMMEs) to flourish.

As the government of KwaZulu-Natal, we believe that having a strong partnership with all our social partners whether in labour, civil society, academia, business or religious sectors is one of the key weapons we can use to tackle the myriad of challenges facing our societies. For these partnerships or social compacts to be meaningful, they must find expression in programmes that bring about tangible change. KwaZulu-Natal Department of Economic Development, Tourism and Environmental Affairs will make every attempt to ensure that all our plans to resuscitate our economy to the benefit of our people come to fruition.



Mr. Siboniso Duma, MPL

MEC for Economic Development, Tourism and Environmental Affairs

DATE: 27/02/2023

## ACCOUNTING OFFICER STATEMENT

After two years, South Africa's GDP in the first quarter of 2022 finally recovered to levels seen in the first quarter of 2020. However, this was followed by a contraction in the second quarter of 2022, with the National economy facing new disruptions in the global commodity and energy markets caused by and the Russian invasion of Ukraine and severe COVID-19 lockdown measures in China. South Africa also faces high unemployment, power outages, and elevated public debt service costs, along with rising inflation and interest rates.



### Mr. Nhlakanipho Nkontwana

**Accounting Officer** for Economic Development,  
Tourism and Environmental Affairs

For decades, there have been broad discussions on how to progress towards the integration of global economies and markets. Most, if not all, African countries have taken a serious look at their ability to grow and as consequence reviewed their trade and investment regimes in a drive to further expand their local economies and exploit global markets. This process led to the opening of national markets to foreign direct investments, resulting in increased integration of markets for goods and services, also contributing positively to growth on the continent.

For South Africa, foreign direct investment has been and continues to be a crucial driver of economic development and has been a clear priority for the government over the past decade. Whilst the COVID-19 pandemic has had an unprecedented impact on both the domestic and provincial economies, invariably affecting the volume and types of foreign direct investment inflows

As a result of the outbreak of COVID-19 and ongoing full or partial economic lockdown in key global markets, South Africa suffered a general economic slowdown characterised by supply chain disruption, weakening demand for non-essential items, and scarcity in inputs. Moreover, investors have generally adopted wait-and-see approach, with some making investment pledges – rather than full commitments - with the aim of riding the wave of the pandemic until there is clarity on their return on investments.

The KwaZulu-Natal economy has been was not spared; it has been engulfed by the seemingly intractable challenge of low economic growth leading to chronic unemployment, poverty and income inequality. This follows the devastating impact of Covid-19, July 2021 civil unrest and an onslaught of torrent floods in April/May 2022. The floods in several parts of KwaZulu-Natal in February 2022, albeit not as catastrophic as the latter have shown that KwaZulu-Natal is now susceptible to harsh weather conditions, an indication of the impact of climate change.

Post the triple tragedies mentioned in supra, KwaZulu-Natal economy is estimated to have growth by about 3.1% in 2022, whilst National Treasury estimates that South Africa posted an average growth rate of 2.5%. This growth is driven primarily by a recovery in the productive/real economy and slowly recovering domestic demand. This recovery confirms that the province and indeed the country are resilient to external shocks. The economy has also recovered beyond its pre-Covid 19 output (GDP) level, although still below potential GDP had the economy not suffered the aforementioned triple tragedies that retarded economic growth.

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The low economic growth trajectory in the economy has seen both the country and KwaZulu-Natal battling chronically high unemployment and poverty leading crime, community unrest and other untold societal consequences. South African unemployment picked to 35.5% in the 3rd quarter of 2021 from an average of 27% at the end of 2019. Whilst KwaZulu-Natal unemployment of 30.6% was below the national average of 32.9% in the 3rd quarter of 2022, the province's expanded unemployment remains one of the highest at 46.4% as more and more people get discouraged from finding work opportunities.

In our quest to arrest the low economic growth conundrum and the unemployment quagmire, the department will continue to invest in priority sectors for job creation, infrastructure development, export development, township and rural economy, informal sector amongst others. The department will also focus on economic empowerment initiatives such as Operation Vula Fund, black industrialisation, localisation of economic value chains, entrepreneurship development, and programmes to stabilise the energy supply. These programmes are also envisaged to empower vulnerable groups such as military veterans, people living with disabilities, women and youth to fully participate in the mainstream economy.

The department will also work with social partners to implement various economic development strategies such as the KwaZulu-Natal Provincial Growth and Development Strategy, Economic Reconstruction and Transformation plan, and township and rural revitalisation strategy amongst other germane strategies. In 2023/24 the department will also focus on quick win jobs creation programmes such as municipal employment schemes, informal sector infrastructure development, formal interventions and support for the growing Informal economy as a viable sector contributing towards job creation and economic sustainability, biodiversity management, regional airports and special industrial initiatives.

As a province, we constantly have our eye on the state of illegality and non-compliance by businesses, especially within key economic sectors, and will aggressively pursue programmes and interventions inclusive of business inspections to ensure an improvement of compliance by businesses for the benefit of consumers and the business fraternity.

## Economic Transformation and Township and Rural Economies Revitalization

The Provincial government adopted Operation Vula Programme as an overarching socio-economic transformation strategy for the Province. This programme is divided into a number of interventions which the Department is coordinating and facilitating: targeted procurement, the Department is driving the implementation of four commodities: paper & pulp, i.e. toilet paper manufacturing, Chemicals & detergents, i.e. shared production facilities, Bakery, i.e. working with the DGRV for training and incubation, clothing & textile, i.e. assisting Small Enterprises by purchasing sawing machines and the provision of training.

Enterprise development continues to be one of critical catalyst programmes aimed at increasing economic transformation and job creation in the province. EDTEA will continue to accelerate the Town Ship and Rural Economies Strategies, amongst others, the strategy seeks to ensure long money circulation in townships and rural areas and to commit the government to set aside specific Township/Rural Budgets. The province has therefore identified seven pillars for the revitalization of the township and rural economies that include infrastructure development, informal economy, access to commercial property, digital transformation and innovation, tourism & creative Industries, agriculture and as well as support for existing businesses.

The implementation of these pillars will be supported by cross-cutting interventions such as the establishment of district warehousing and bulk buying facilities that would ensure healthy and sustainable circulation of locally generated wealth within the local community.

We remain focused on implementing the Black Industrialists Program to drive radical economic transformation and the participation of black people in the mainstream economy. In this regard, the KZN Growth Fund has been reassigned to provide co-funding for the KZN Black Industrialists working together with the Dube Trade Port. This initiative provides an opportunity in terms of infrastructure and tax incentives for the potential investors that meet the Black Industrialist criteria. The Dube Trade Port will support the Black Industrialists with infrastructure. The beneficiaries are supported with infrastructure for up to six (6) months for tenants who are 51% black owned especially the SMMEs. An extended development window (rental free at this period), reduced development fee, and lower rental per square metre. Whilst on the other hand, Trade and Investment KwaZulu-Natal is strategically positioned to support the black industrialists in terms of international market access, technical assistance fund, etc.

The Operation Vula Fund Second Window will open in the first Quarter of 2023/2024, which is targeted at opening up opportunities for historically disadvantaged groups who demonstrate sustainable and profitable initiatives and will become an anchor of the Economic Reconstruction and Recovery Plan.

On the other hand, Tourism KwaZulu-Natal continues to run an impactful enterprise development program for black-owned tourism businesses. The Department will fast-track the development of the Tourism Master Plan to stimulate Tourism Development.



## Informal Economy

On the side of informal economy, six new mobile and fixed informal economy infrastructure projects in uMgungundlovu and King Cetshwayo will be initiated in the 2023/24 financial year. We will continue with the implementation of nine (9) multi-year projects in Umkhanyakude, Zululand, Ethekeini, uGu, Amajuba, uThukela, Umzinyathi, Harry Gwala and Umgungundlovu.

The Department will continue to provide funding support for municipal employment initiatives with seven new initiatives being proposed for UMgungundlovu, Harry Gwala, uThukela, uGu and Amajuba. The Implementation of 12 current MEI's will be concluded in the 23-24 financial year.

## Strategic Industrial Interventions

EDTEA will continue with infrastructure upgrades at various KwaZulu-Natal Regional Airports both in terms of deriving economic benefits and also to fully comply with the South African Civil Aviation Authority requirements. The department will also develop a flagship Masters programme in Aerotropolis/Airport cities at the University of KwaZulu-Natal through the AIA, and accreditation of the programme is expected to be finalised by the end of 2023/24. The roll-out of the new Aerotropolis Postgraduate Diploma Programme will commence in 2024 while the Masters will be in 2025. Six (6) more students will be added to the Durban Aerotropolis Aeronautical Engineering bursary at the Witwatersrand and Pretoria universities for 2023. The department together with uMhlabuyalingana Local Municipality will appoint the management team to operate the Kosi Bay uTshwayelo aquaculture and fish processing facility benefiting the fishing community in the area.

In 2023, the Department of Economic Development, Tourism and Environmental Affairs will manage the construction of a R20 million Clothing and Textile incubation centre at Madadeni Township, in Newcastle Municipality, Majuba District. This incubation centre will develop the skills of township entrepreneurs in the district and surrounding areas. Skilled employees in the Clothing and Textile sector will be trained and subsequently absorbed by the industry.

A service provider has also been appointed to develop the land for the leather processing hub in uMgungundlovu. This Leather Processing Hub in Msunduzi will also host a biomass factory that will be built by the private sector and produce green energy for the tenants. The Leather Hub will also host a Leather and Footwear Incubation centre that will be built, developed and managed by the Durban University of Technology.

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In the EDTEA's continued efforts to develop the maritime industry in KZN, the department will be working with various stakeholders to address the challenge of skills shortage and limited capacity and capabilities to bolster the local maritime industry. In partnership with the Transnet Maritime School of Excellence, the department is intending to recruit, and train 15 maritime graduates in various maritime technical skills and R2 million has been set aside for this purpose. On the other hand, the Department of Forestry, Fisheries and the Environment (DFFE) has agreed to provide aquaculture specialised technical training to KZN government officials as well as public interested parties who are interested in pursuing fish farming as a business to grow the KZN economy and create jobs. The aquaculture training will be undertaken at Gariep Aquaculture Demonstration Centre in the Free State. Phase 2 of the establishment of fish processing facilities will continue this financial year as the Province has 35 small-scale cooperatives that require commercialisation facilities in order to enhance beneficiation.

### Trade and Investment Promotion

For the financial year 2023/24, the KZN Export Competitiveness Programme will broaden the scope of the training to include practical training on export readiness to an additional 15 emerging and established exporters and will further provide support to seize market opportunities across the African continent.

The directorate will also embark on a focused Investment Promotion drive through targeted investment missions in an effort to generate Foreign Direct Investment. In this regard, the department will leverage on the task of the KZN Economic Council which will be expected to focus on the implementation of the signed Social Compacts in line with the provincial Economic Recovery Plan and ensure the establishment of an effective Monitoring and Evaluation System of the Social Partners' commitments, whilst an additional three One-Stop-Centres will be established in UMkhanyakude, Zululand and Amajuba Districts. In addition, the Trade and Investment Promotions directorate intends to establish a Provincial Customer Relationship Management (CRM) for trade and investment promotion and facilitation.

### Sector Development

During the 2023/24 financial year, the department will continue to support the investments in the GBS/BPO Sector to the 2nd and 3rd-tier cities. Two Districts (King Cetshwayo & ILembe) will be prioritised as part of the 2nd and 3rd tier cities' growth strategy. Similarly, the re-skilling and up-skilling of youth on digital skills remain as one of the department's priorities for the 2023-24 Financial Year. The promotion and support of aggregators from Previously Disadvantaged Individuals (PDIs) will continue to be one of the Department's main projects within the agro-processing sector.

The foregoing shall be done simultaneously with the improvement of the competitiveness of emerging/ small-scale farmers/agro-processors through the provision of training on market-entry barriers such as compliance standards and food handling and storage compliance. The growth of the creative economy shall also be pursued through the incubation of emerging designers and the training of creatives on skills such as animation.

## Business Regulation and Compliance

The Departmental plans will continue to reduce illicit and illegal business activities. The Compliance Programmes planned for the next financial year are aimed at supporting the informal economy through Business compliance education and awareness programmes conducted; Research initiatives to regulate liquor in alignment with Spatial Planning and Land Use Management in KZN; Research initiatives towards the development of a strategy to deal with the illegal and illicit trade of liquor in KZN.

In terms of regulatory reform, the transformation of the Liquor industry to address the Micro-manufacturing sector; Research initiatives to regulate liquor in alignment with Spatial Planning and Land Use Management in KZN. The following legislation will be processed:

- KZN Public Interest Assessment Policy;
- Processing of KZNLA appeals;
- Facilitating the rationalisation process for the KZNLA and KZNGBB;
- Amending the KZN Liquor Licensing Act of 2010;
- Review and implement the KZNGBB Act;
- Processing of KZNGBB applications for bets and contingencies; and
- Processing of KZNGBB appeals.

## Eco-system Restoration and Job Creation

In the 2023/24 financial year, the programme is expected to create more than 8000 jobs for rural communities across the province. To this end, 7807 more jobs were created in the 2022/2023 financial year, and the same number of the same jobs will be sustained in 2023/24 financial year. Over the past year, government partnerships (Presidency, MISA, CoGTA remodelled poor waste management to stimulate the economy with 4400 jobs that were targeted to be created from the Presidential Employment Stimulus Package that had an allocation of R95 million. This resulted in the implementation of the Solid Innovative Waste Management Programme where 4560 temporary job opportunities were created, and 37 SMMEs were supported. The following municipalities benefited from the temporary job opportunities: Dr Nkosazana Dlamini Zuma, Ray Nkonyeni Msunduzi, Okhahlamba, Greater Kokstad, Umhlabuyalingana, Ubuhlebezwe and Umdoni.

EDTEA also intensified the creation of jobs and created 1370 job opportunities from the waste sector for all local municipalities in the province. In response to Climate Change calamity, the department has sponsored three (3) municipalities (Ugu, KwaDukuza and Endumeni) for ecosystems-based adaptation to ensure community resilience. This stems from the fact that natural resources have the ability to cushion the communities from the shocks of climate change resulting from extreme effects like flooding.

## Public Entities

The twelve public entities of the Department continue to drive the broad provincial mandate of economic development, tourism and environmental affairs in a robust, agile, efficient and effective manner. However, moving forward the focus will be realignment of their mandates in order to deliver on their developmental mandates in support of EDTEA legislative objective. In this regard, it is envisaged that the current rationalization of some of the public entities will result in improved service delivery and reduction of operational costs. This process is expected to be completed in due course.

## Good Governance

The Department plans to maintain a clean audit outcome by subscribing to the highest level of good corporate governance. The internal control environment and risk management systems will continue to be strengthened and monitored on a continuous basis. This tradition is expected to be cascaded to four entities that have been struggling to achieve clean audit outcome over years. This will not be achieved without tapping on the collective wisdom of EDTEA executive team and colleagues from the public entities. It is our considered view that EDTEA family will work in unison to deliver exceptionally on its mandate for the betterment of the lives of the KZN citizens.



**Mr Nhlakanipho Nkontwana**

**DATE:** 28/02/03

**Head of Department**

**KwaZulu-Natal Department of Economic Development,  
Tourism and Environmental Affairs**

## OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Department of Economic Development Tourism and Environmental Affairs under the guidance of MEC Siboniso Duma.
- Considers all the relevant policies, legislation and other mandates for which the Department of Economic Development, Tourism and Environmental Affairs is responsible.
- Accurately reflects the strategic outcome orientated goals and objectives which the Department of Economic Development, Tourism and Environmental Affairs will endeavour to achieve over the period 2023-2025.

Dr Robert Dlamini

**ACD: Environment Management**

Signature: \_\_\_\_\_



Mr Khanya Mthethwa

**Chief Financial Officer**

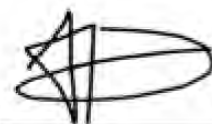
Signature: \_\_\_\_\_



Ms Fikiswa Pupuma

**ADDG: Trade, Sector and Tourism Development**

Signature: \_\_\_\_\_



Mr Nhlakanipho Nkontwana

**Accounting Officer**

Signature: \_\_\_\_\_



**Approved by:**

**Mr Sboniso Duma**

**Executive Authority**

Signature: \_\_\_\_\_



## **PART A:**

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## **OUR MANDATE**

## 2. CONSTITUTIONAL MANDATE

The Constitution of the Republic of South Africa, 1996, (particularly Schedules 4 and 5, which stipulate the competence of the provincial government on matters of economic development, environmental management and conservation).

### Schedule 4 A:

- Airports other than international and national airports;
- Casinos, racing, gambling and wagering, excluding lotteries and sports pools;
- Consumer protection;
- Environment;
- Industrial promotion;
- Nature conservation, excluding national parks, national botanical gardens and marine resources;
- Pollution control;
- Soil conservation;
- Tourism; and
- Trade.

### Schedule 5 A:

- Liquor licences

## 3. LEGISLATIVE AND POLICY MANDATE

In addition to the provisions of the Constitution of the Republic of South Africa, 1996, the following National Legislative, Policy and Strategic Frameworks, amongst others, apply to the Department:

1. the Public Service Act of 1994, (Proclamation 104 of 1994), and Public Service Regulations, 2016;
2. the Public Finance Management Act, 1999 (Act No. 1 of 1999) and Treasury Regulations, 2005;
3. the National Small Enterprise Act, 1996 (Act No. 102 of 1996).
4. the Co-operative Act, 2005 (Act No. 14 of 2005).
5. the National Environmental Management Act, 1998 (Act No. 107 of 1998);
6. the National Environmental Management: Air Quality Act, 2004 (Act No. 39 of 2004);
7. the National Environmental Management: Biodiversity Act, 2004 (Act No. 10 of 2004);
8. the National Environmental Management: Integrated Coastal Management Act, 2008 (Act No. 24 of 2008);
9. the National Environmental Management: Protected Areas Act, 2003 (Act No. 57 of 2003);
10. the National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008);
11. the Tourism Act, 2014 (Act No. 3 of 2014);
12. the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003);
13. the Special Economic Zones Act, 2014 (Act No. 16 of 2014);
14. the Companies Act, 2008 (Act No. 71 of 2008);



15. the Promotion of Access to Information Act, 2000 (Act No. 2 of 2000);
16. the Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000);
17. the Protected Disclosures Act, 2000 (Act No. 26 of 2000);
18. the Protection of Personal Information Act, 2013 (Act No. 4 of 2013);
19. the Integrated National B-BBEE Strategy and KZN B-BBEE Strategy;
20. the B-BBEE Codes of Good Practice;
21. the National Development Plan, the New Growth Path, and the Industrial Policy Action Plan;
22. Local Economic Development Policy Guideline;
23. the South Africa Trade Policy Framework;
24. the Green Economy Framework;
25. the Mining Beneficiation Strategy;
26. the National Spatial Economic Development Perspective;
27. the Special Economic Zones Policy;
28. the National Framework for Sustainable Development;
29. the National Climate Change Response Strategy;
30. the National Air Quality Management Strategy;
31. the National Waste Management Strategy;
32. the White Paper on the Development and Promotion of Tourism;
33. the National Integrated Coastal Management Strategy;
34. the White Paper on Environmental Management Policy;
35. the Local Economic Development Policy Guideline;
36. the Industrial Policy Action Plan; and
37. the Informal Economic Policy

The Department's mandate is further guided by, amongst others, the following Provincial Legislative, Policy and Strategic Frameworks:

1. the Ithala Development Finance Corporation Act, 2013 (Act No. 5 of 2013);
2. the Nature Conservation Ordinance, 1974 (Ordinance No. 15 of 1974),
3. the KwaZulu-Natal Nature Conservation Management Act, 1997 (Act No. 9 of 1997);
4. the KwaZulu-Natal Tourism Act, 1996 (Act No. 11 of 1996);
5. the KwaZulu-Natal Gaming and Betting Act, 2010 (Act No. 8 of 2010);
6. the KwaZulu-Natal Gaming and Betting Tax Act, 2010 (Act No. 9 of 2010);
7. the KwaZulu-Natal Liquor Licencing Act, 2010 (Act No. 6 of 2010);
8. the Businesses Act, 1991 (Act No. 71 of 1991);
9. the KwaZulu-Natal Dube Trade Port Corporation Act, 2010 (Act No. 2 of 2010);
10. the KwaZulu-Natal Film Commission Act, 2010 (Act No. 3 of 2010);
11. the KwaZulu-Natal Trade and Investment Agency Act, 2010 (Act No. 5 of 2010);
12. the KwaZulu-Natal Consumer Protection Act, 2013 (Act No. 4 of 2013);
13. the KwaZulu-Natal Provincial Growth and Development Strategy ;
14. the KwaZulu-Natal Provincial Spatial Economic Development Strategy;
15. the Draft KwaZulu-Natal Export Strategy;

16. the KwaZulu-Natal Industrial Development Strategy;
17. the KwaZulu-Natal Investment Promotion Strategy;
18. the Draft KwaZulu-Natal Green Economy Strategy;
19. the KwaZulu-Natal Airport Strategy;
20. the KwaZulu-Natal Small Enterprise Development Strategy;
21. the KwaZulu-Natal Cooperative Developments Strategy;
22. the KwaZulu-Natal Youth Economic Empowerment Strategy;
23. the KwaZulu-Natal Beach Tourism Policy;
24. the KwaZulu-Natal Informal Economic Policy; and
25. the KwaZulu-Natal Tourism Master Plan

The emphasis in most of the current policies and provincial strategies is the issue of addressing the triple challenges of poverty, unemployment and inequality, and the main policy discussions are currently centred on the following:

1. Radical economic transformation;
2. Job creation;
3. Special economic zones and industrial economic hubs;
4. Beneficiation and value addition;
5. Infrastructure development;
6. Rural economic development;
7. Skills development;
8. Economic transformation;
9. Trade policy;
10. Spatial economic development;
11. Black industrialisation; and
12. The revitalisation of township and rural economies.

The above Acts, Policies and Strategies are critical to direct the vision and mandate of the Department, and it is only through efficiency in the implementation of the legislation, policies and strategies that the Department can meaningfully contribute to the fight against the triple challenges of development.

## 4. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

### 4.1 MTSF Priorities and Provincial Growth and Development Strategy

The KwaZulu-Natal Department of Economic Development, Tourism & Environmental Affairs (EDTEA) is one of 11 departments under the provincial government of KwaZulu-Natal. In turn, there are currently 12 public entities reporting to the MEC: EDTEA. The department draws mandate from the Constitution of the Republic of South Africa (1996) and administering a series of legislation.

Broadly, the EDTEA focuses on the following:

- Inclusive and Growing the economy;
- Economic Transformation and Job creation;
- Environmental Management, and
- Building a capable and agile state machinery to drive implementation.

These are aligned to the Medium-Term Strategic Framework (MTSF) and the Provincial Growth and Development Strategy (PGDS) as revised.

MTSF National (Electoral) Priorities	Provincial Priorities
Priority 1: Capable, Ethical and Developmental State	Priority No. 8 - Build a Caring and Incorruptible Government
Priority 2: Economic transformation and job creation	Priority No. 2 - Job Creation Priority No. 3 - Growing the Economy Priority No. 4 - Growing SMMEs and Cooperatives
Priority 5: Spatial integration, human settlements and local government	Priority No. 6 - Human Settlement and sustainable livelihood
Priority 7: Better Africa and the World	Priority No. 3 - Growing the Economy Priority No. 7 - Build a Peaceful Province

### 4.2 Provincial Priorities

The work of the department is extremely important to the success of the province in fulfilling its mandate. The recently elected Premier, in her acceptance speech on 10 August 2022, highlighted the importance of the following, which may be considered as priorities for the provincial government and are critical for the work of the EDTEA:

- To continue with efforts to embed a responsible, clean and caring government.
- For government employees to display the values of a caring government that responds to the needs of the people.
- To ensure transparency, accountability, and good governance in all spheres of government by working with chapter nine institutions such as the Human Rights Commission, Public Protector and the Auditor General.

- To deepen our democracy by creating space for ordinary members of society, civil society and human rights activists to partner with government to assess the quality of service delivery using Operation Sukuma Sakhe as a tool.

#### 4.3 Departmental Policies and Strategies

- Operation Vula Policy, 2023
- Departmental Graduate Development Policy, 2019
- Disability Strategy, 2020 Departmental Strategy on Women and Gender Empowerment, 2020 (draft)
- EDTEA Employment Equity Plan (2022-2026)
- EDTEA Human Resource Plan (2021-2024)

#### 4.4 Relevant Court Rulings

Not applicable

## **PART B:**

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## **OUR STRATEGIC FOCUS**

## 5. VISION

Attainment of a radically transformed, growing, inclusive, innovative and sustainable economy, thereby optimizing employment in KwaZulu-Natal

## 6. MISSION

To provide creative and innovative leadership towards:

- Facilitating integrated economic planning and growth;
- Being a catalyst for economic transformation, job creation and sustainable development;
- Implementing strategies that drive economic growth and promote sound environmental management and climate resilience;
- Creating a conducive environment for trade, investment and tourism; and
- Developing, monitoring and enforcing a sound business, environmental and consumer protection regulatory framework.

## 7. VALUES

The Department commits itself to adhere to the Batho Pele Principles in the execution of the 2020-2025 strategic plan including the following values:

Strategic Collaboration and Honest Engagement	To intentionally pursue and embrace structured collaboration with clear end goals that will yield the benefits of designed engagement.
Ubuntu	In the spirit of “Ubuntu”, place citizens at the centre of public service planning and operations, and foster citizen participation through services and programmes of a democratic nature.
Professionalism	Work in a professional manner and attitude by treating others with respect; keeping your word; being loyal and exceeding expectations.
Exponential, innovative and visionary leadership	Display Exponential, innovative and visionary leadership by, pacing with the ever changing times, not settling for less than the very best of ourselves, regardless of the circumstances; influencing one another to produce creative ideas, products, and services; and being resolute to achieve our collective vision.

Accountability and responsibility.	Be Responsible for our corporate and individual mandates, and Accountable for the manner in which they are discharged, and the outputs achieved or not achieved.
Efficiency	Promote Efficiency through professional planning and implementation of interventions, thereby optimizing the ratio of input costs to outputs achieved.
Service Excellence	Embody service excellence by delivering commitments and responding well with any issues, questions and challenges that arise.
Ethical Conduct	Embrace the values and principles set out in Chapter 10 (section 195) of the South Africa Constitution, namely: Professionalism, Impartiality, Accountability, Transparency
Integrity	Demonstrate integrity through sound moral and ethical principles at work, with zero tolerance for corruption.
Commitment	Demonstrate commitment to Work through by diligently taking responsibility for the goals, mission, and vision of EDTEA and South African Government.
Passion	Display passion, through enthusiastically discharging each task at hand.
Agility	The ability of the department to renew itself, adapt, change quickly, and succeed in a rapidly changing, ambiguous, turbulent environment.



## 8. SITUATIONAL ANALYSIS

### 8.1 Global Economic Developments and Outlook

The global economic outlook remains gloomy and uncertain. Although the risks to the outlook remain tilted to the downside, the world will likely avoid a recession. Activity is expected to slow significantly in the US and the Eurozone, weighing on the rest of the world. Growth in China is likely to rebound, supporting emerging-market economies and limiting the fallout from weaker growth elsewhere. Although China has abandoned its zero-Covid-19 policy, rising infections remain a risk and could still derail growth prospects.

The macroeconomic conditions have led to a weaker economic outlook, and as a small open economy such as South Africa and subsequently, the province of KwaZulu-Natal are impacted by events on the global economic stage. Such developments/events or contributing factors have included:

#### **High inflation**

- Inflation has rapidly accelerated and is now at or near its highest rate in decades in most developed economies like the U.S. and in Europe, causing living standards to stagnate or decline in many countries.

#### **Disruptions due to pandemic-related lockdowns persist**

- China's recovery could stall amid greater-than-expected economic disruptions from current or future waves of COVID-19 infections.

#### **Interest Rates**

- Rising interest rates will also pose many challenges and risks. Debt repayment will be more expensive for firms, governments and households who have variable rate debt obligations.

#### **Geopolitical instability**

- An escalation of the war in Ukraine remains a major threat to global stability that could destabilize energy or food markets and further fragment the global economy



### Financial markets volatility

- A sudden repricing in financial markets, for instance in response to adverse inflation surprises, could tighten financial conditions, especially in emerging market and developing economies.



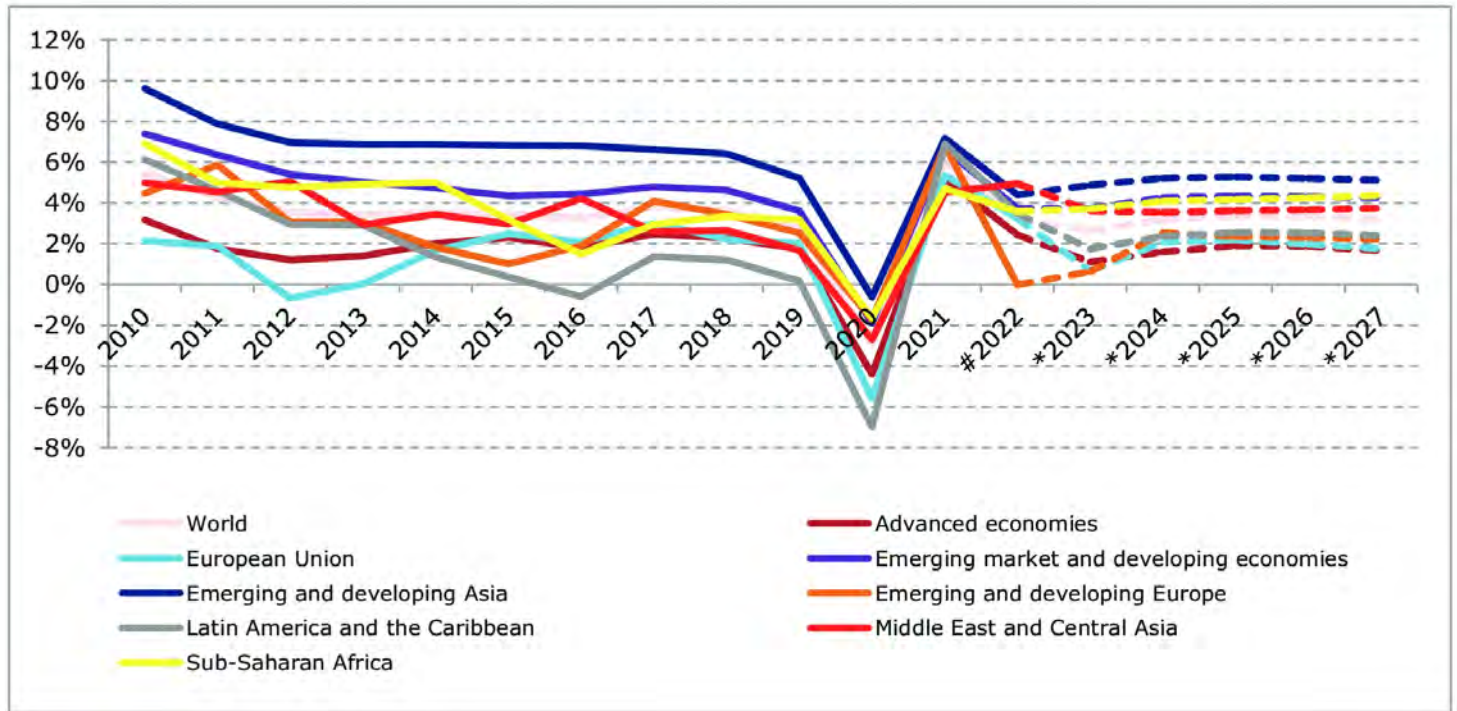
### Tight labour market

- Labour market conditions generally remain tight, but wage increases have not kept up with price inflation, weakening real incomes despite the actions taken by governments to cushion the impact of higher food and energy prices on households and businesses.

The ramifications of these adverse developments have been complex, impactful and long-lasting, denting confidence levels around the globe. The associated uncertainty has been reflected in the extraordinarily volatile and largely bearish performance of financial and commodity markets, as well as in activity levels on the ground in many of the world's economies.

It is worth noting that global economic growth levels had begun to decline before the pandemic and that the forecasted recovery is muted and extremely uncertain. It is also notable that South Africa's economic growth forecasts are much below that of the world average over the period and even below that of the advanced economies. South Africa's expected performance below these global benchmarks points to problems beyond electricity supply and will require future economic plans to transcend structural reforms. It requires state driven social policies to directly address unemployment, poverty and inequality in conjunction with policies to transform the structure of the South African particularly the KZN economy.

In 2020, the advanced economies' output fell by 4.4 per cent. It recovered by 5.2 per cent in 2021 and is forecast to have moderated to 2.4 per cent in 2022. In particular, the Euro Area, a significant trading partner of South Africa, was hit even harder by the pandemic and recorded a decrease in output of 6.1 per cent in 2020. Though the region's 2022 growth rate is expected to be higher than average for the advanced economies, at 3.1 per cent.

**Figure 1: Annual real GDP growth for selected Economic Trading Blocks, 2010 – 2027\***

Source: IMF WEO, October 2022

Note: # Indicates estimates and \* projections

In the euro area, activity in the first half of 2022 exceeded expectations, resulting in annual growth being revised up to 3.3 percent. In the second half of the year, however, activity weakened substantially as a result of soaring energy prices and supply uncertainty, compounded by rising borrowing costs. In 2023, euro area growth is forecast at zero percent—a downward revision of 1.9 percentage points, owing to ongoing energy supply disruptions and more monetary policy tightening than expected. Economic growth is expected to contract in the first half of 2023 before stabilizing later in the year.

In EMDEs, growth was stunted by significantly higher inflation, mainly from food and energy, currency depreciations, rising interest rates and much tighter global financial conditions. Strict lockdowns in China also weighed on EMDEs, hurting global trade and weakening external vulnerabilities, including current account balances. Furthermore, the surge in US interest rates and the rampant US dollar compounded sovereign debt burdens and limited access to finance, particularly in those countries with significant exposures to dollar-denominated debt.

In sub-Saharan Africa, the growth outlook for 2022 is expected to be slightly weaker than predicted in July. Growth projections for 2022 were revised downwards by 0.2 percentage points to 3.6% and further down in 2023 by 0.3 percentage points to 3.7%. Weaker economic growth by trading partners has compromised export commodity growth whilst tighter monetary policy to curb inflation continues to be a risk for local economies.

**Table 1. GDP growth rate for selected countries, 2020– 2024\***

	Actual		Estimate	Forecasts	
	2020	2021	2022	2023*	2024*
World	-3,2	5,9	2,9	1,7	2,7
Advanced Economies	-4,3	5,3	2,5	0,5	1,6
United States	-2,8	5,9	1,9	0,5	1,6
Germany	-3	3,5	3	2,4	2,9
UK	-11	7,6	4,1	-1	1
Euro area	-6,1	5,3	3,3	0,0	1,6
Japan	-4,3	2,2	1,2	1,0	0,7
EMDEs	-1,5	6,7	3,4	3,4	4,1
China	2,2	8,1	2,7	4,3	5,0
Russian Federation	-2,7	4,8	-3,5	-3,3	1,6
Brazil	-3,3	5,0	3,0	0,8	2,0
Mexico	-8,0	4,7	2,6	0,9	2,3
Egypt, Arab Rep.	3,6	3,3	6,6	4,5	4,8
India	-6,6	8,7	6,9	6,6	6,1
Sub-Saharan Africa	-2,0	4,3	3,4	3,6	3,9
Nigeria	-1,8	3,6	3,1	2,9	2,9
South Africa	-6,3	4,9	1,9	1,4	1,8

Source: World Bank Growth Prospects, January 2023

In the United States of America, GDP contracted in the first half of 2022, and domestic demand remained weak in the second half, with particular softness in residential investment. In all, economic growth for 2022 is estimated to have slowed to 1.9 percent as substantial fiscal consolidation—worth about 5 percent of GDP—added to monetary policy headwinds. India remains a bright spot. Together with China, it will account for half of global growth this year, versus just a tenth for the US and euro area combined.

In China-economic activity was continuously interrupted by a resurgence in Covid-19 infections and the associated strict lockdowns, the stress in the property sector, and unprecedented droughts. The lift is likely to come from the normalization of economic activity as the China government decided to scrap its controversial zero-Covid-19 policy. The world's second-largest economy is expected to expand by 4.3% in 2023, higher than the 2.7% projected for 2022. The rebound bodes well for the prices of the commodities South Africa (especially KZN commodities) produces and exports, such as iron ore and platinum group metals. This bodes well for KZN manufacturing exports-steel, iron and aluminium account for nearly a third of exports followed by metal products and automotive and automotive components.

Russia continues to suffer the consequences of its prolonged war on Ukraine. Real GDP contracted for a second consecutive quarter in the third quarter, shrinking by 3.7% yoy after declining by 4.1% in the second quarter. With no end to the war, and sanctions against Russia starting to hurt, the World Bank expects the economy to shrink by a further 3.3% in 2023 from an estimated 3.5% contraction in 2022.

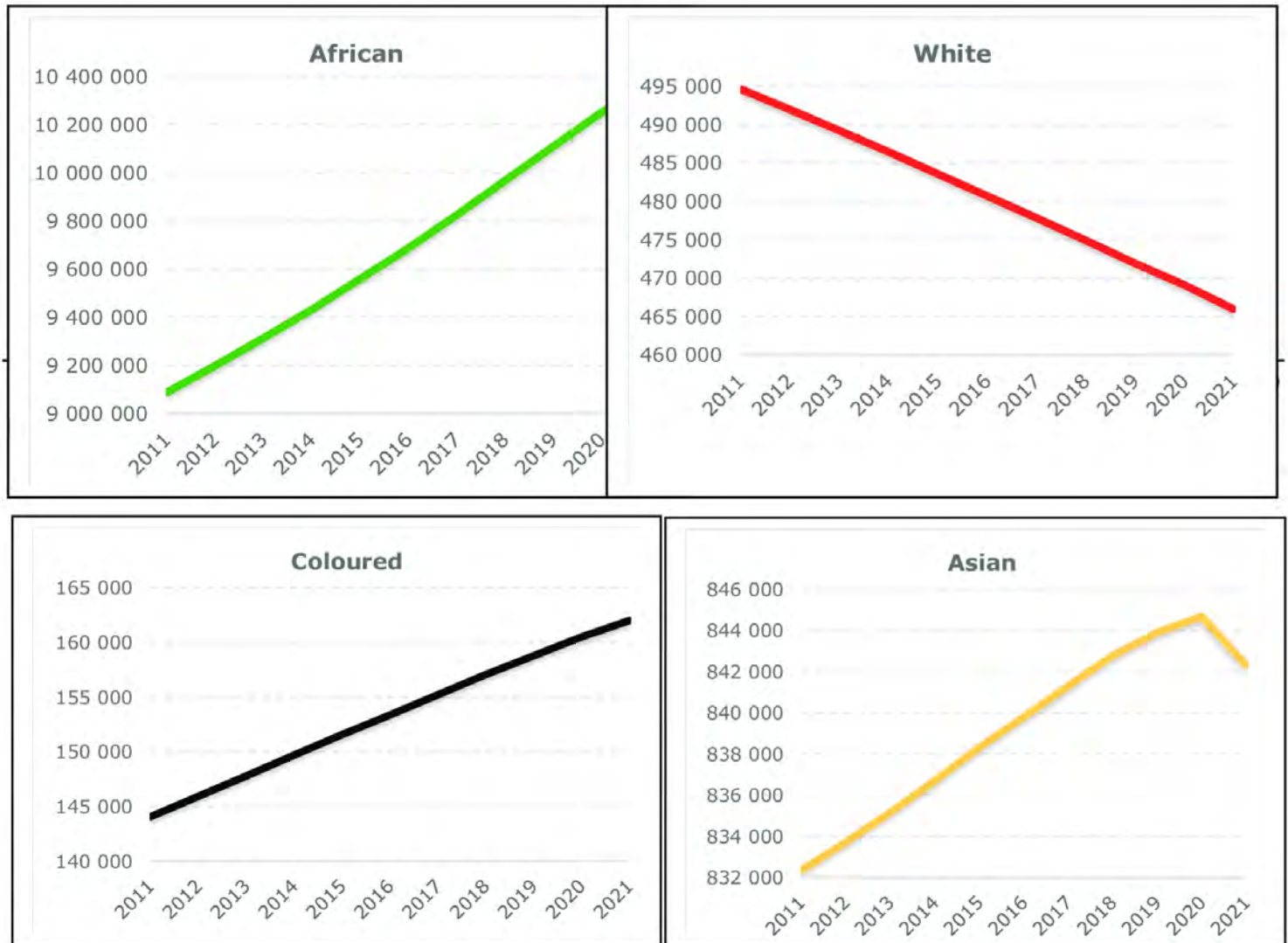
## 8.2 National and Provincial Economic Developments and Outlook

### Demographics:

Demographic statistics are used to understand developmental needs of the population located in different geographic regions. The statistics are useful in many areas, including directing economic policies within different regions and the province and it also imperative to balance demand and supply of goods and services. The province of KwaZulu-Natal in the past three years faced three unfortunate events, namely; the global health pandemic Covid-19, July 2021 Social Unrest and April 2022 flood. Many lives in the province succumbed to the three catastrophic events.

The province has second largest population in the country, as of 2021 it is home to 11.8 million people. The province housed (19.1%) of South Africa's 60.04 million people. Despite losing many lives due to three catastrophic events, its population in the past five years increased by (4.9%).

The province's population is mostly African who constitute (88%), Asian (7%), White (4%) and Coloured only (1%) of the population. Figure 3, below show that number of African people has been increasing in the past ten years, while population growth in other races has been constant during the similar period.

**Figure 2: KZN Population growth by racial group (# of people), 2011 - 2021**

Source: IHS Markit, 2023

Population for all genders increased in the past five years, number of males increased by (3.9%) and females increased by (3.2%). The region which contributed more to the growth of male population is uMgungundlovu by (4.3%), followed by iLembe with (4.2%), uMzinyathi and uMkhanyakude with (4.1%) each, eThekweni with (4%), Ugu with (3.7%), Harry Gwala and Amajuba with (3.6%) each, uThukela with (3.5%), King Cetshwayo with (3.4%) and Zululand (3.2%).

uMgungundlovu district it is also a large contributor to female population growth by (3.8%), followed by uMzinyathi, uMkhanyakude and Amajuba with (3.6%) each, iLembe with (3.3%), eThekweni with (3.2%), uThukela with (3.0%), Harry Gwala with (2.9%), Ugu and Zululand (2.8%) each and King Cetshwayo with (2.6%). In general, female population is growing at a lower rate compare to male population. Population growth is good for both labour and consumer market, the economy will have labour to work in the industries and consumers to buy produced goods and services.



**Table 2: KwaZulu-Natal Population Structure by Gender, 2018 - 2021**

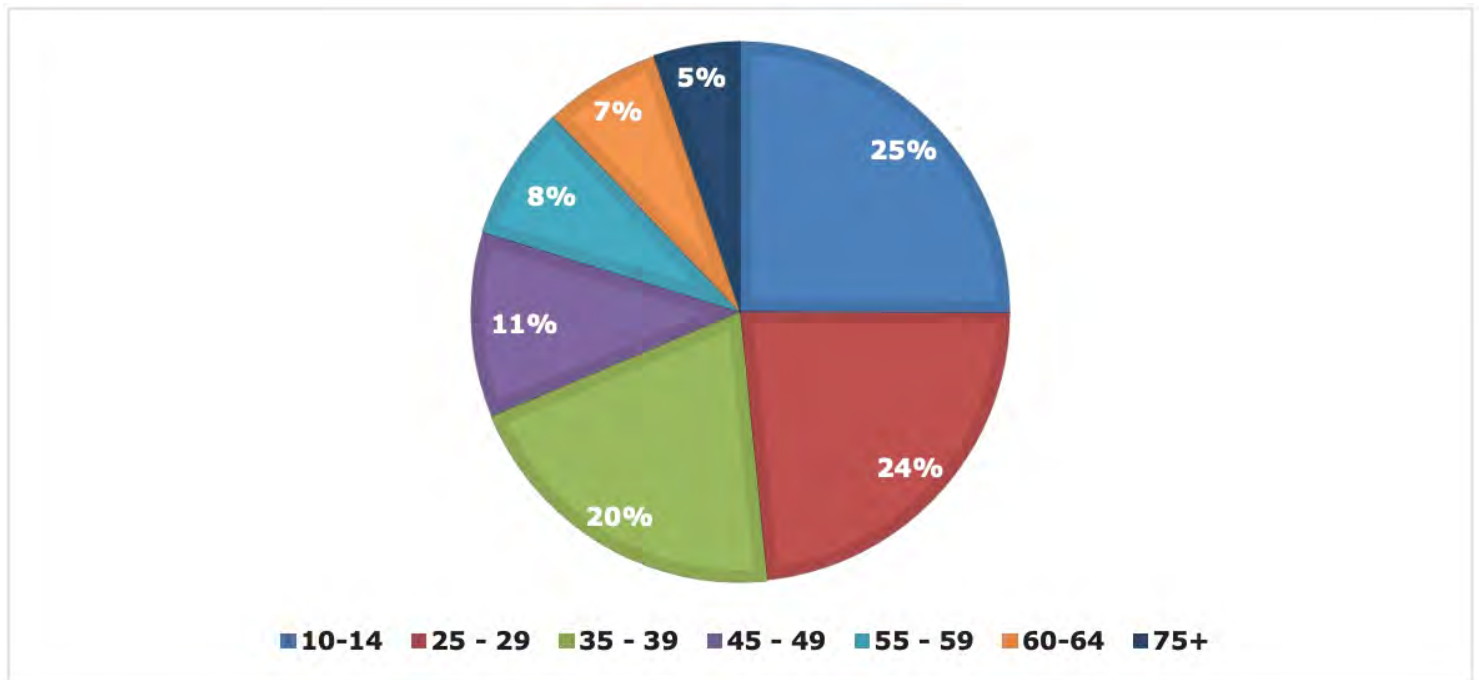
	2018		2019		2020		2021	
Region	Male	Female	Male	Female	Male	Female	Male	Female
eThekweni	1 981 981	2 013 954	2 011 034	2 037 878	2 039 389	2 061 156	2 062 366	2 079 680
Ugu	359 655	392 045	364 235	395 845	368 947	399 823	372 937	403 177
uMgungundlovu	550 006	588 483	558 272	596 294	566 650	604 126	573 917	610 844
uThukela	338 667	382 707	342 760	386 651	346 984	390 650	350 648	394 049
uMzinyathi	256 884	307 913	260 466	311 644	264 137	315 413	267 362	318 648
Amajuba	264 414	289 181	267 648	292 861	270 916	296 504	273 816	299 732
Zululand	402 455	462 377	406 795	466 998	411 277	471 623	415 215	475 552
uMkhanyakude	322 476	369 021	327 061	373 617	331 712	378 230	335 781	382 271
King Cetshwayo	468 384	511 212	473 881	515 770	479 555	520 432	484 449	524 337
iLembe	327 525	348 034	332 344	352 024	337 187	356 032	341 264	359 350
Harry Gwala	236 935	265 541	239 808	268 119	242 805	270 804	245 490	273 196
<b>Total</b>	<b>5 509 388</b>	<b>5 930 473</b>	<b>5 584 309</b>	<b>5 997 705</b>	<b>5 659 564</b>	<b>6 064 798</b>	<b>5 723 250</b>	<b>6 120 841</b>

Source: IHS Markit, 2022



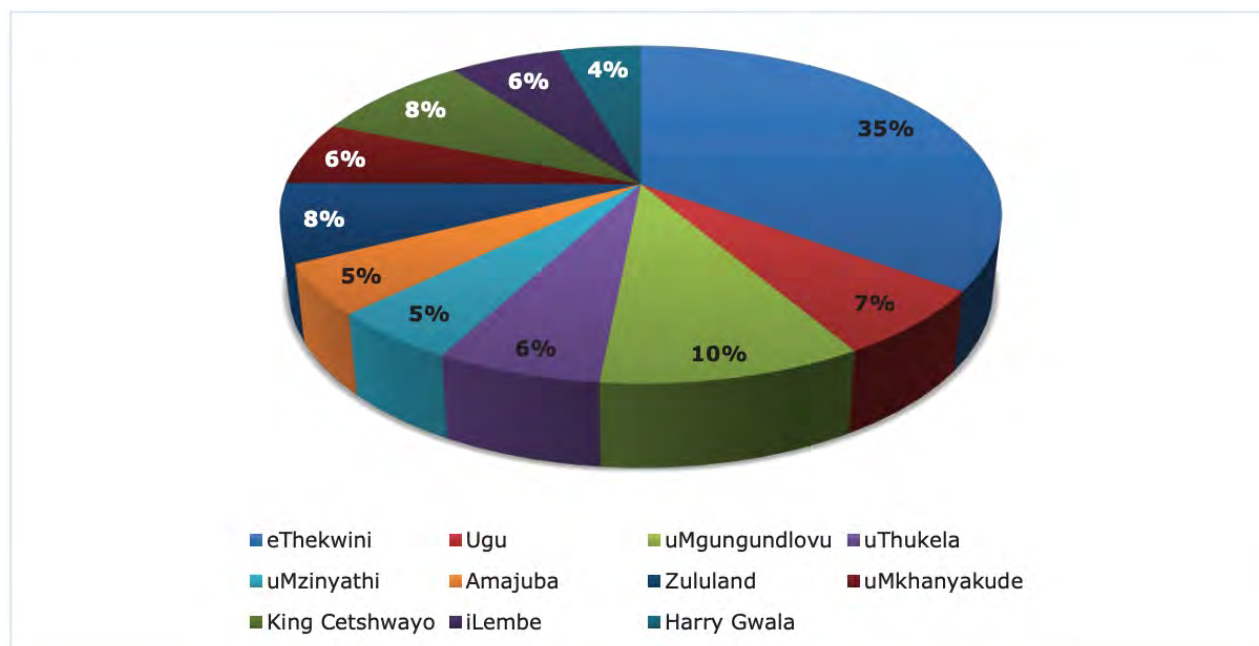
The province has high number of children between the ages of (10-14), they contribute 25% to the total population. They are a total of 1.2 million, they reside mainly in eThekweni, Zululand, King Cetshwayo and uMgungundlovu. The second large population category in terms of numbers is young adults of ages between (25-29), they are 1.1 million people. Majority of young adults resides in eThekweni, followed by uMgungundlovu, King Cetshwayo, and Zululand. The regions with lowest number of young adults is Harry Gwala, followed by uMzinyathi, uThukela and uMkhanyakude. The population category that follow after young adults is people between the ages of (35-39), most of those people resides in eThekweni, followed by uMgungundlovu, King Cetshwayo and Zululand.

**Figure 3: KwaZulu-Natal Population Structure by Age, 2021**



Source: IHS Markit, 2023

The province's population is constituted mainly by young people below the age of 39 (69%), and they are residing mainly in districts that have significant economic contribution. Number of adults above the age of 40, constitute (31%) of the population. Population categories above the age of 40 are low, meaning the province has young active human resources, however, for the province to benefit from this human resource it should provide education, develop programmes that enhance job creation and other services to support human resource development.

**Figure 4: Population Distribution, KZN District Municipalities, 2021**

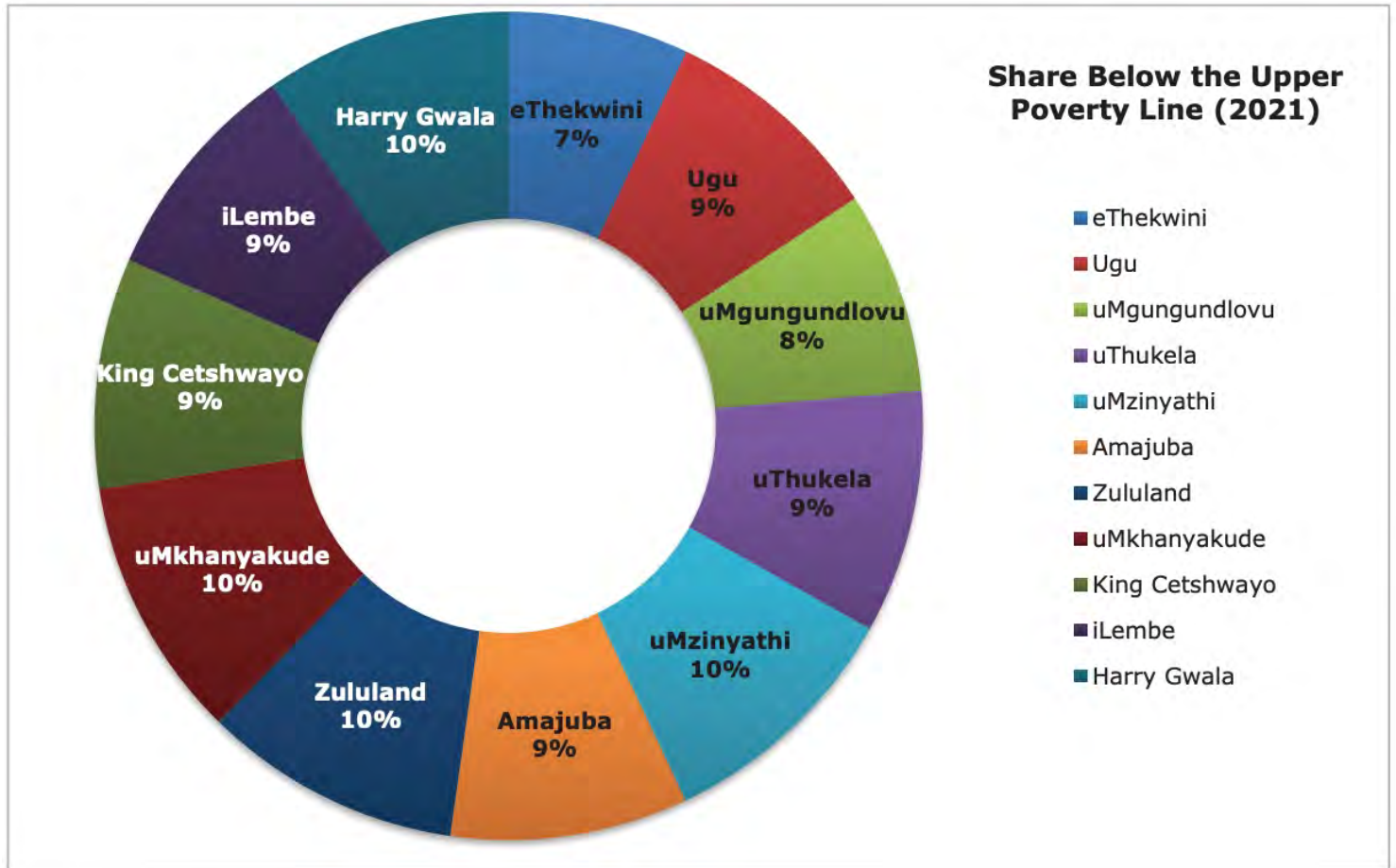
Source: IHS Markit, 2023

Figure 4, above indicate that the province's only metropolitan, eThekweni Metro is the most populous region, it houses 35% of the province's population, followed by uMgungundlovu (10%), King Cetshwayo and Zululand (8%) respectively, Ugu (7%), uThukela, uMkhanyakude and iLembe with (6%) each, uMzinyathi and Amajuba with (5%) each, and Harry Gwala (4%). Large number of people in eThekweni, King Cetshwayo and uMgungundlovu was anticipated, since the three regions are the largest contributor to the province's economy. People from other regions, especially poor regions such as Harry Gwala, uMkhanyakude, Zululand and uMzinyathi migrate to these three districts to search for employment opportunities. Low population growth in poor regions such as Harry Gwala and uMzinyathi coincide with their low economic activities.

Poverty is one of the biggest challenges in the province, according to StatsSA in 2021, the province has a total of 4.8 million people who cannot afford a daily required calories intake. Poverty is defined as a number of people living below the bread line and unable to attain a minimum standard of living. There are three types of poverty; that is number of people living below food poverty line – these are people who live below R624 per month, which is the amount of money that individuals need to afford minimum required daily energy intake.

The other poverty category is a number of people living below lower-bound poverty line – these are individuals who live below R890 per month, which is the food poverty line plus the average amount derived from non-food items of households whose total expenditure is equal to food poverty line. The last poverty type is number of people living below the upper poverty line – these are people who live below R1 335 per month, it includes food poverty line and average amount derived from non-food items of households whose food expenditure is equal to the food poverty line.

**Figure 5: Distribution of People Below the Upper Poverty Line, KZN District Municipalities, 2021**



Source: IHS Markit, 2023

The province has high number of poor people in 2021, 70.3% of the province's population was living below upper poverty line. The figure above, indicate that poor people living below upper poverty line are in uMzinyathi, Zululand, uMkhanyakude and Harry Gwala by (10%) each, followed by Amajuba, uThukela, Ugu, iLembe, King Cetshwayo by 9% each, while uMgungundlovu and eThekweni housed (8%) and (7%) of people living below upper poverty line.

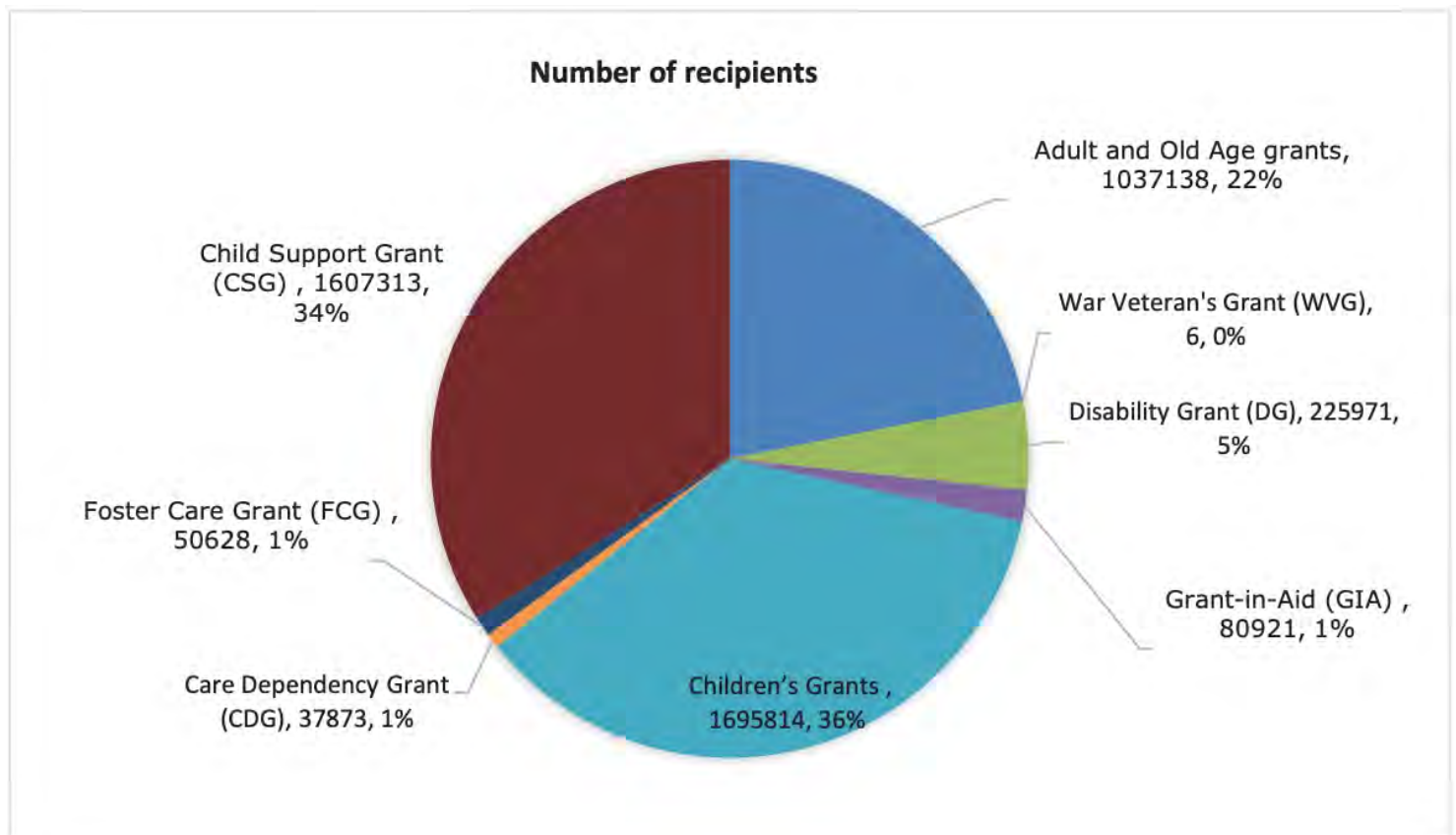
**Table 2: KwaZulu-Natal Population Structure by Gender, 2018 - 2021**

Region	Share below the food poverty line			Share below the lower poverty line			Share below the upper poverty line		
	2005	2013	2021	2005	2013	2021	2005	2013	2021
<b>eThekweni</b>	22,9%	20,4%	30,9%	39,7%	33,2%	44,0%	57,1%	48,6%	58,8%
<b>Ugu</b>	38,0%	30,2%	42,0%	60,9%	47,8%	57,5%	77,4%	65,9%	72,4%
<b>uMgungundlovu</b>	29,4%	24,2%	36,1%	49,9%	39,6%	50,8%	67,2%	56,9%	65,7%
<b>uThukela</b>	42,2%	36,0%	48,8%	65,1%	54,4%	64,6%	80,9%	72,1%	79,0%
<b>uMzinyathi</b>	45,2%	36,8%	51,2%	69,1%	56,4%	67,5%	84,7%	74,9%	81,8%
<b>Amajuba</b>	39,1%	33,9%	47,8%	61,3%	51,3%	63,1%	77,2%	68,5%	77,2%
<b>Zululand</b>	44,6%	38,7%	54,2%	68,1%	58,0%	70,1%	83,4%	75,7%	84,0%
<b>uMkhanyakude</b>	47,0%	40,2%	55,2%	70,4%	59,2%	71,2%	85,1%	76,4%	85,0%
<b>King Cetshwayo</b>	37,2%	31,6%	44,9%	59,8%	49,1%	60,4%	76,2%	66,6%	74,9%
<b>iLembe</b>	35,9%	28,5%	41,1%	59,1%	46,4%	57,3%	77,1%	65,6%	73,2%
<b>Harry Gwala</b>	43,1%	35,0%	48,5%	66,7%	54,4%	65,2%	82,9%	73,4%	80,3%
<b>Province</b>	<b>34,0%</b>	<b>28,6%</b>	<b>40,9%</b>	<b>54,7%</b>	<b>44,8%</b>	<b>55,7%</b>	<b>71,3%</b>	<b>61,8%</b>	<b>70,3%</b>

Source: IHS Markit, 2022

Poverty is high in poor regions compared to urban regions, the district with high number of people living below the upper poverty line in 2021, is uMkhanyakude (85%), followed by Zululand (84%), uMzinyathi (81.1%), and Harry Gwala (80.3%), these four regions are regarded as the poorest district in the province. The region with low number of people living below the upper poverty line is eThekweni (58.8%) and uMgungundlovu (65.7%).

**Figure 6: Number of Grant Recipients by Type, KZN, 2021**



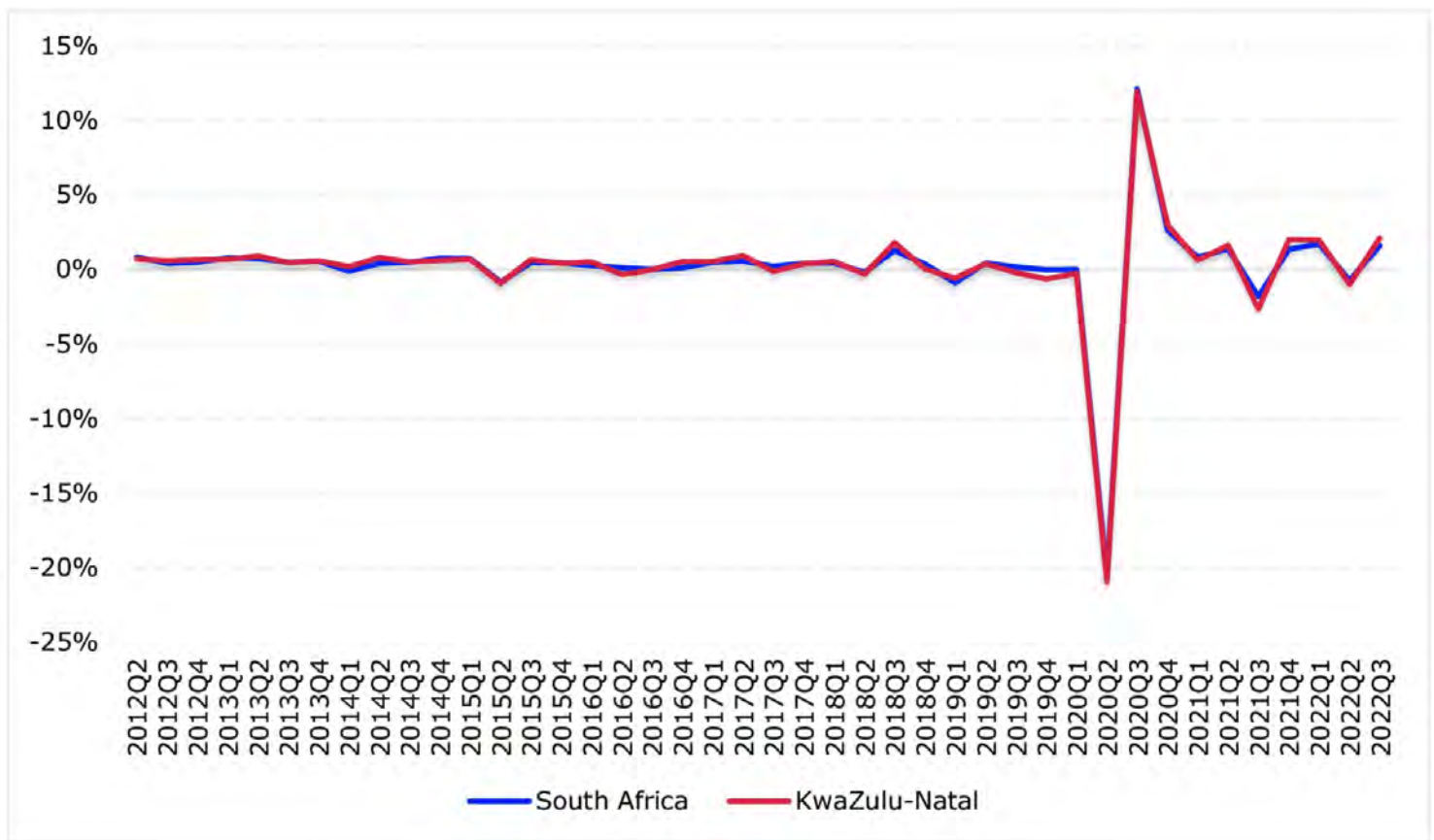
Source Quantec Research, 2023

As part of the measures to improve the standard of living for ordinary South Africans the government initiated social grants as means to assist the poor and vulnerable groups. Approximately 4, 735 664 receive some sort of grant from South African Social Security Agency (SASSA), this equates to close to 40% of the total provincial population that depend on government spending through grants in the province of KwaZulu-Natal (KZN). Majority of the funds goes to child support grant and children's grant which are both ranging at above 30%, followed by the adult and old age grant at 22%. A number of 225 971 people in the province benefit from the disability grant.

### Economic Performance:

The KwaZulu-Natal Economy closely matches the South African Economy and is fortunate in that it has one of the most diversified provincial economies shielding it from sector specific shocks. However, its economy is unequal in levels of development and investment with high urban density areas such as EThekweni, Msunduzi and uMhlatuze receiving the bulk of attention. This issue is addressed by the Provincial Spatial Economic Development Strategy (PSEDS) outlining where investment should take place and what investment should take place across the province.

**Figure 7: Quarterly Annualized Seasonally Adjust GDP Growth, SA and KZN, 2012: Q2 – 2022: Q3**



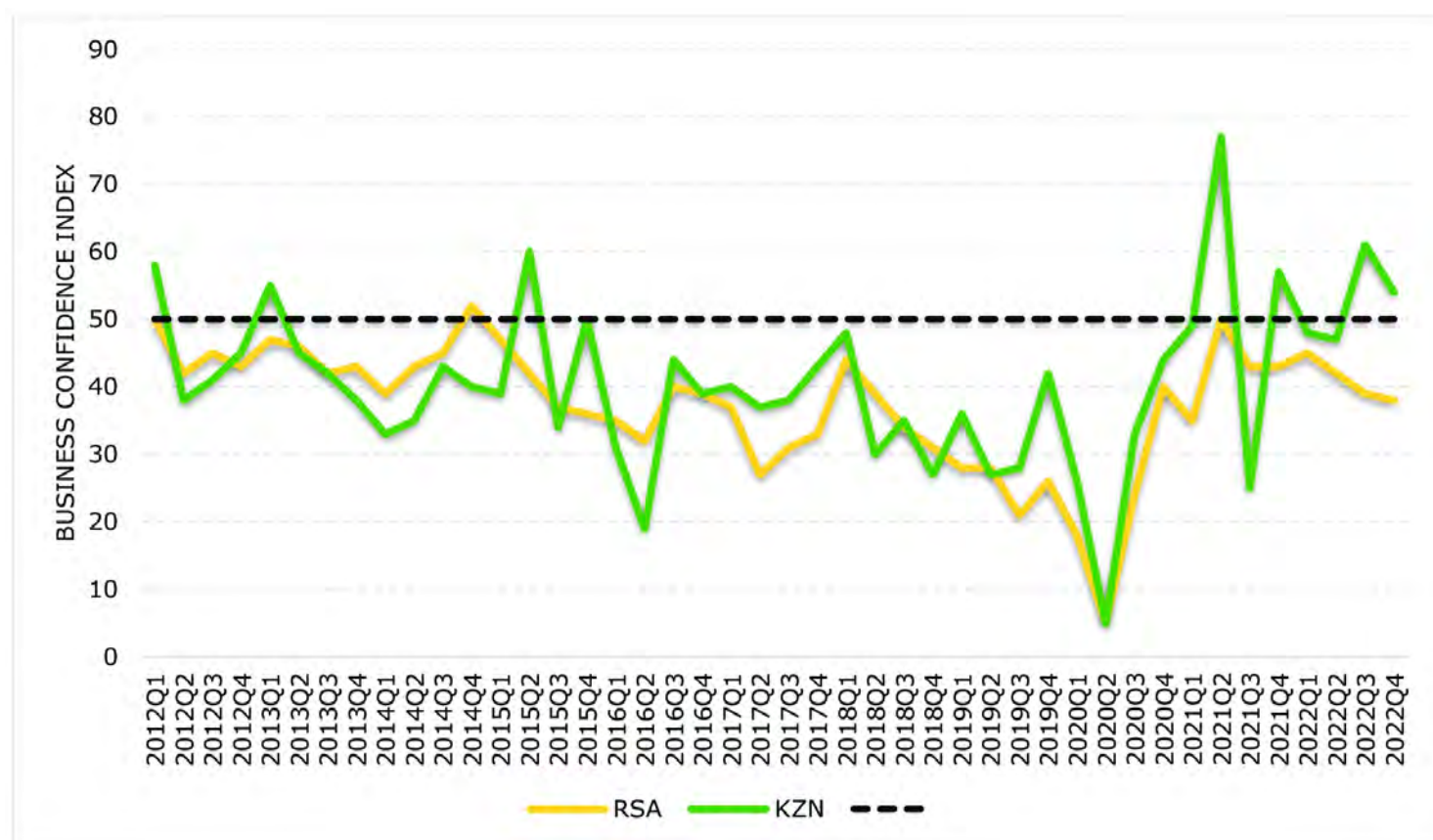
Source: Stats SA and Quantec Research, 2023



In the third quarter of 2022, the South African GDP grew by 6.6% on an annualised quarter-on-quarter basis. Eight out of ten industries registered positive gains during the third quarter of 2022 with agriculture and transport leading in gains. While the national economy rebound is most notable and welcome, sectoral growth remains rather fragile. At least five industries, namely (trade, construction, manufacturing, electricity and mining) recorded output levels lower than pre-pandemic production during the third quarter of 2022. This effectively means that the recovery is still not widespread. Against the context of higher global inflation, protracted electricity shortages, higher interest rates, constrained public sector investment, unpredictable and uncertain weather patterns, risks to the national economic growth outlook remain tilted on the downside. In its October 2022 World Economic Outlook report the International Monetary Fund (IMF) projected SA GDP growth in 2022 at 2.1% and 1.1% in 2023.

In the third quarter of 2022, the provincial economy expanded by 8.9% on an annualised quarter on quarter basis after contracting in the second quarter of 2022 by -3.9%. Whilst the provincial economy has demonstrated some level of resilience over last two years, signs of fragility are still quite eminent requiring clear and direct policy responses and support measures. This is evident in the recovery of the various sectors; with five out of ten industries in KwaZulu-Natal recording production levels that are above pre-covid-19 levels during the third quarter of 2022. These include agriculture, trade, transport, finance and community services. KZN real GDP is estimated to average 1.9% in 2022 and further projections point to a lower base of GDP growth of 1.1% for 2023.

**Figure 8: SA & KZN Business Confidence Index, Q1:2009 – Q2:2022Q3**

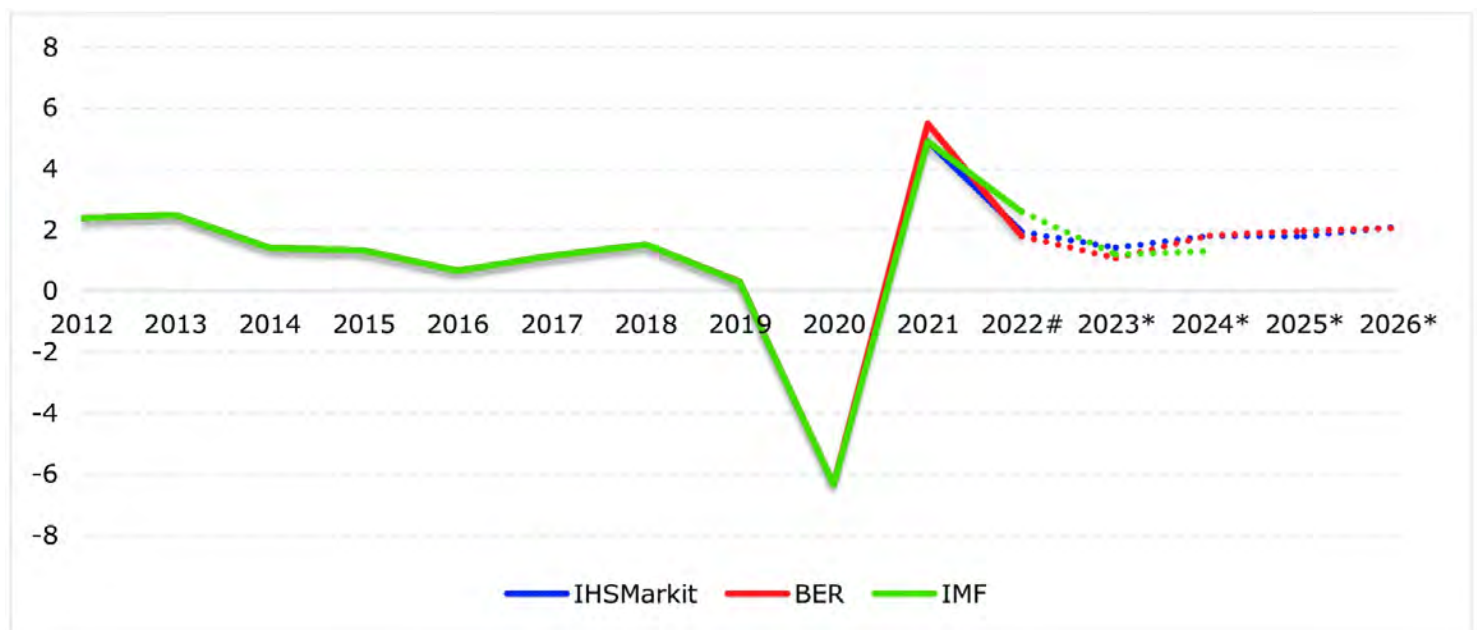


Source: BER, 2023

The South African and KwaZulu-Natal Business confidence index, where the index can vary between 0 and 100, where 0 indicates an extreme lack of confidence, 50 neutrality and 100 extreme confidence, shows the stubbornly low South African business confidence which is adding to the risk that the economy may fall into its second recession in as many years. Current levels show the index has recovered from the pandemic induced lockdown restrictions in 2020.

The low economic environment is placing strain on all sectors of the national economy including government and this is negatively affecting service delivery and job creation. Employment growth will be limited by the lackluster economic activity and difficult operating conditions in the local business environment - including higher input costs, taxes and unreliable electricity supply. However, the province has, despite the aforementioned adversities, been able to oscillate around the 50 mark since 2021.

**Figure 9: Annual GDP Growth and Forecasts by Various Institutions, SA, 2005– 2024\***



Source: Stats SA, Quantec Research, Bureau for Economic Research and IHS Markit, 2023

Note: # indicates estimates and \* forecasts

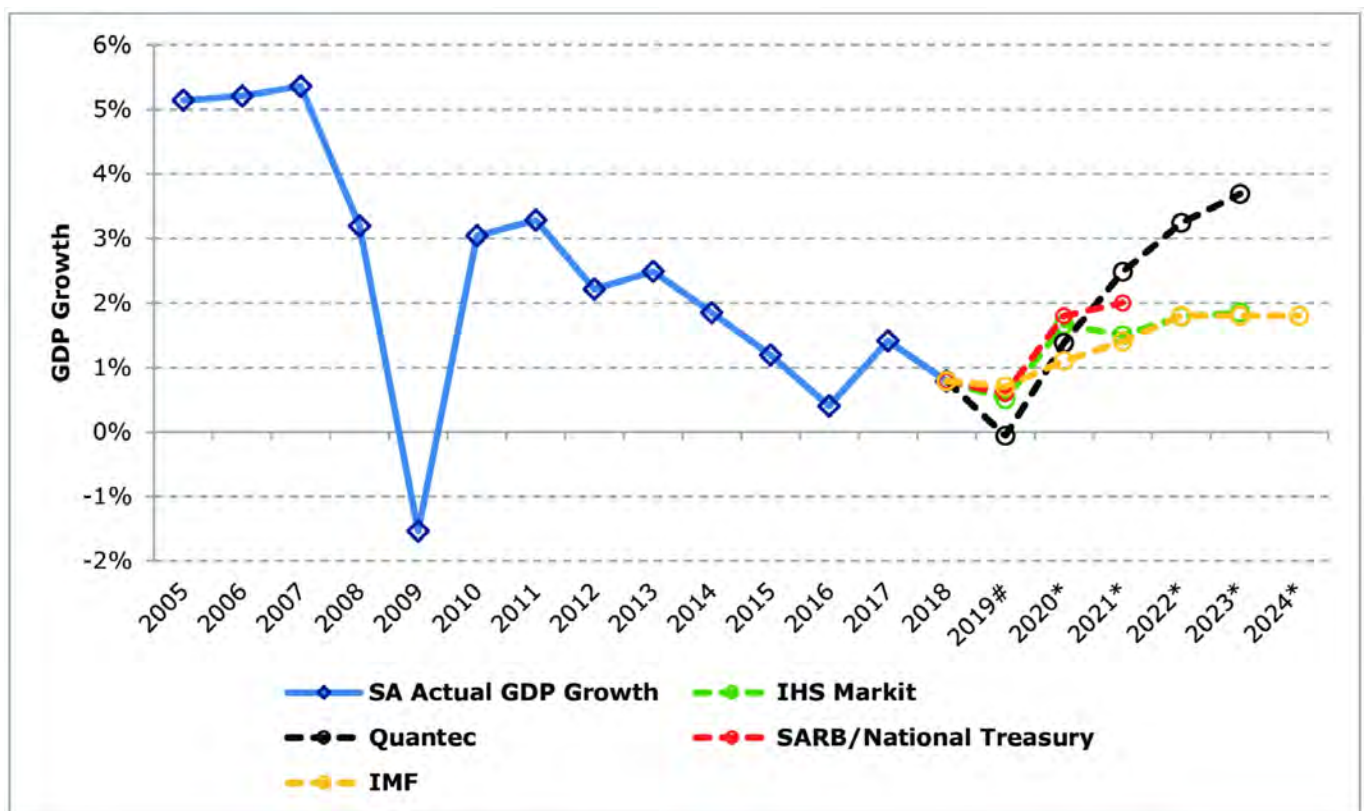
Forecasts are difficult to predict beyond a three-year period and as in past we tend to be overzealous at beginning of each new calendar year only to revise downwards as reality of economic situation sinks in. Credit Rating agencies will be watching us closely as the country has officially been grey-listed. A number of Ratings agencies have cited weaker growth and heightened debt as key risks facing the economy. The International Monetary Fund (IMF) estimates that South Africa will expand by 1.8% in 2022 and is forecast to grow by 1.2% in 2023, and 1.3% in 2024. Compared to the Bureau for Economic Research prediction, the economy is expected to grow by 1.8% in 2022 (revised figure), 1.08% in 2023 and 1.82% in 2024. IHS Markit projects South Africa to grow by 1.93% in 2022, 1.42% in 2023, 1.81% in 2024 and 1.80% in 2025.



The KwaZulu-Natal Economy closely matches the South African Economy and is fortunate in that it has one of the most diversified provincial economies shielding it from sector specific shocks. However, its economy is unequal in levels of development and investment with high urban density areas such as EThekweni, Msunduzi and uMhlatuze receiving the bulk of attention. This issue is addressed by the Provincial Spatial Economic Development Strategy (PSEDS) outlining where investment should take place and what investment should take place across the province.

In 2018, the province experienced a technical recession, contracting in the first and second quarter by -3.7% and -2.3% respectively. Annual GDP growth for 2018 for KwaZulu-Natal was 0.8%, far below what is need in order to create jobs and tackle high level of poverty. The economic horror show continued through into the first quarter of 2019, the country's economic growth contracted by -3.1% The Province of KwaZulu-Natal fared worse due to its exposure to troubling sectors contracting by -3.4%. Second quarter 2019 results fared better expanding by 3.1% as the country avoided electrical load shedding and protracted mining strike ended during this period. The province grew by 2.2%, not enough to offset its first quarter contraction. It is expected that going forward fresh load shedding will bring about renewed fears of electricity supply and the subsequent impact it will have on the economy and Rand in the long term. In addition, Gross fixed capital formation for the country decreased by -4.1% , its fifth consecutive decline in the first quarter of 2019.

**Figure 11: Annual GDP Growth and Forecasts by Various Institutions, SA, 2005– 2024\***

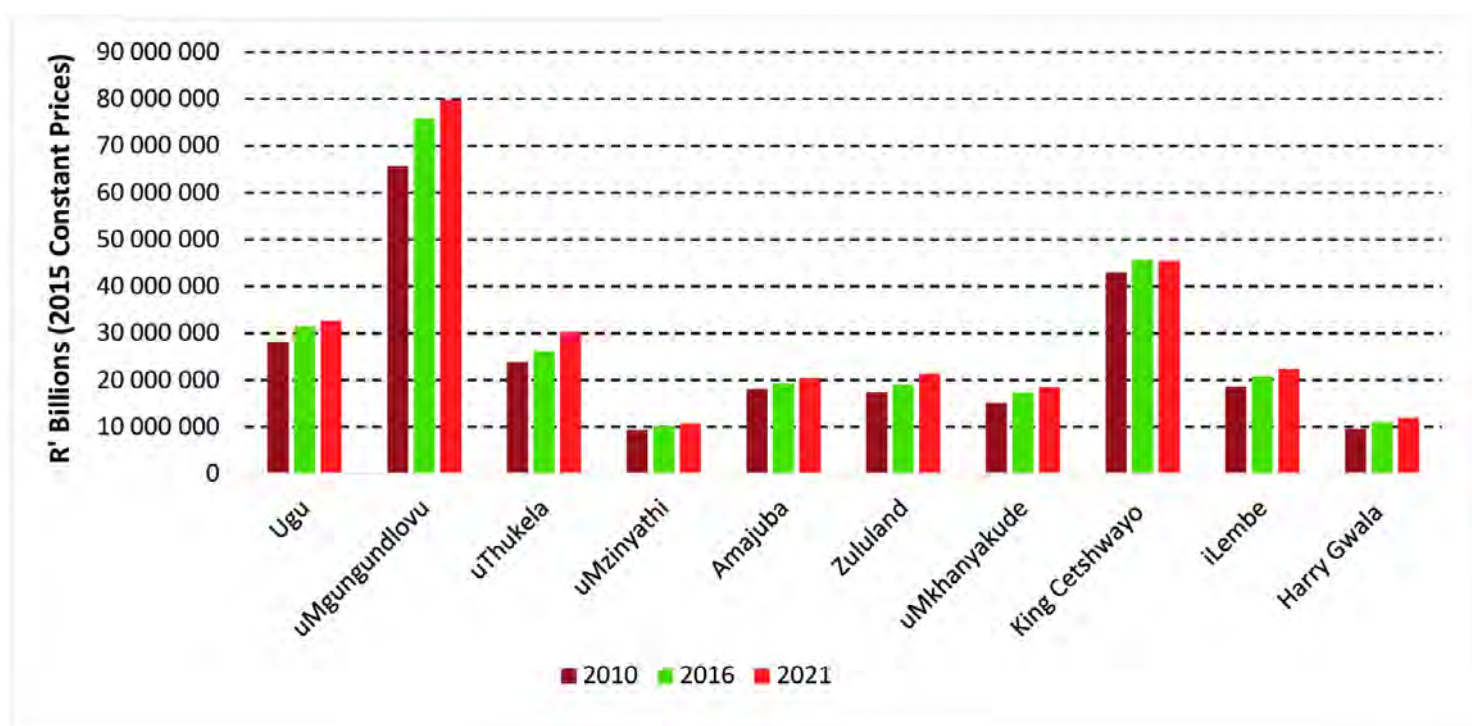


Source: Stats SA, Quantec Research, IMF, SARB/National Treasury and IHS Markit, 2019

Note: # indicates estimates and \* forecasts

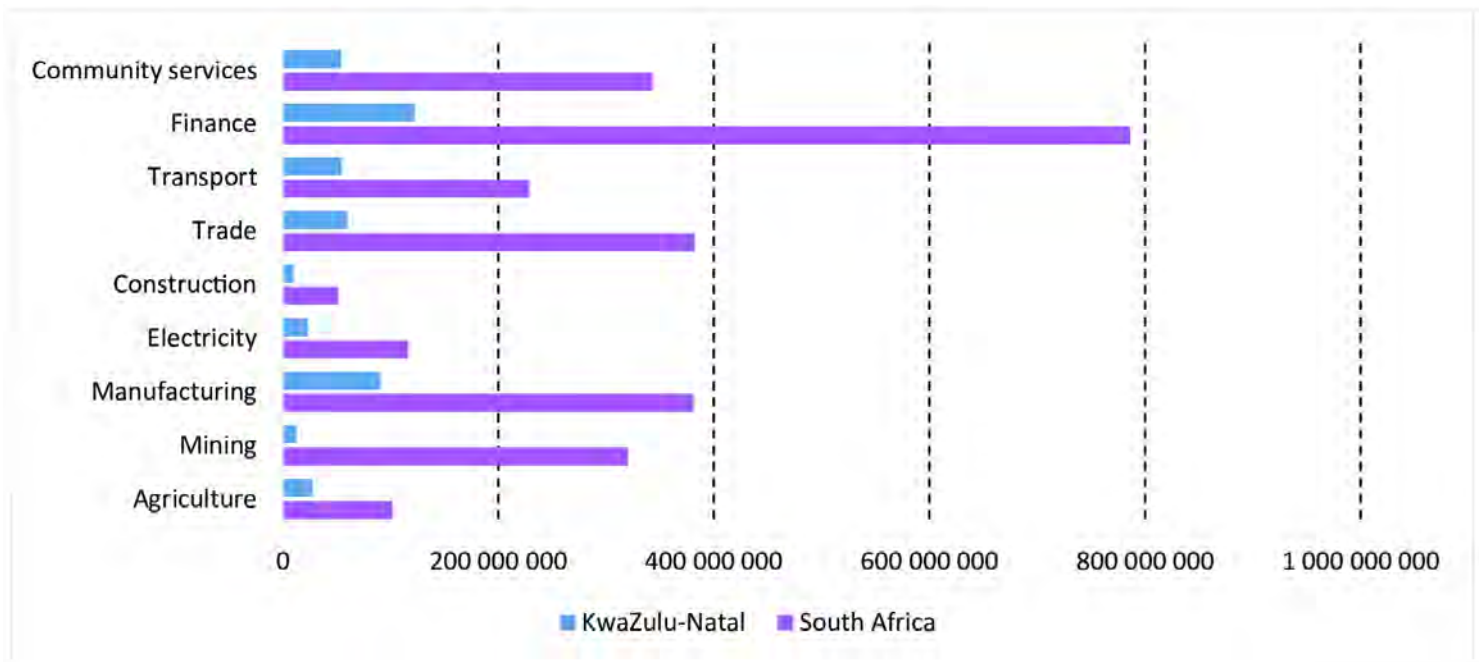
The International Monetary Fund (IMF) estimates that South Africa will expand by 0.7% in 2019 and is forecast to grow by 1.1% in 2020, 1.4% in 2021. Compared to the SARB/National Treasury prediction, the economy is expected to grow by 0.6% in 2019 (revised figure), 1.8% in 2020 and 2.0% in 2021. Quantec predicts South Africa will have 0% growth for 2019 and 1.4% in 2020. IHS Markit projects South Africa to grow by 0.5% in 2019, 1.7% in 2020, 1.5% in 2021 and 1.8% in 2022. For KwaZulu-Natal, IHS Markit expects growth to be the same as the country for 2019 at 0.5%, for 2020 at 1.6%, for 2021 at 1.4% and for 2022 at 1.7%. It is therefore assumed that it is expected that our economy would not expand beyond 2% in the near future in a sustainable manner.

**Figure 12: GDP Contribution, KZN District Municipalities, 2010, 2016 & 2021**



Source: IHS Markit, 2023

In terms of economic distribution amongst the districts of the province, the three major centres of economic activity after eThekweni metro are uMgungundlovu followed by King Cetshwayo, dominate the provincial regional share. Both uMgungundlovu and King Cetshwayo have in fact increased their proportion compared to rest of the KZN districts with the metropolitan leading having a share of 436 262 996 in 2021 which is an increase from 386 984 758 recorded in 2016. Moreover, uMgungundlovu GDP contribution has been increasing over the years and is currently sitting at 79 818 982. These increases are reminiscent of the unequal economic attraction and levels of development. Harry Gwala (11 895 119) and uMzinyathi (10 751 176) have the lowest contribution to the provincial regional share.

**Figure 13: Sectoral Contribution (R 1000 @ 2015 constant prices) to GDP-R, SA & KZN, 2021**

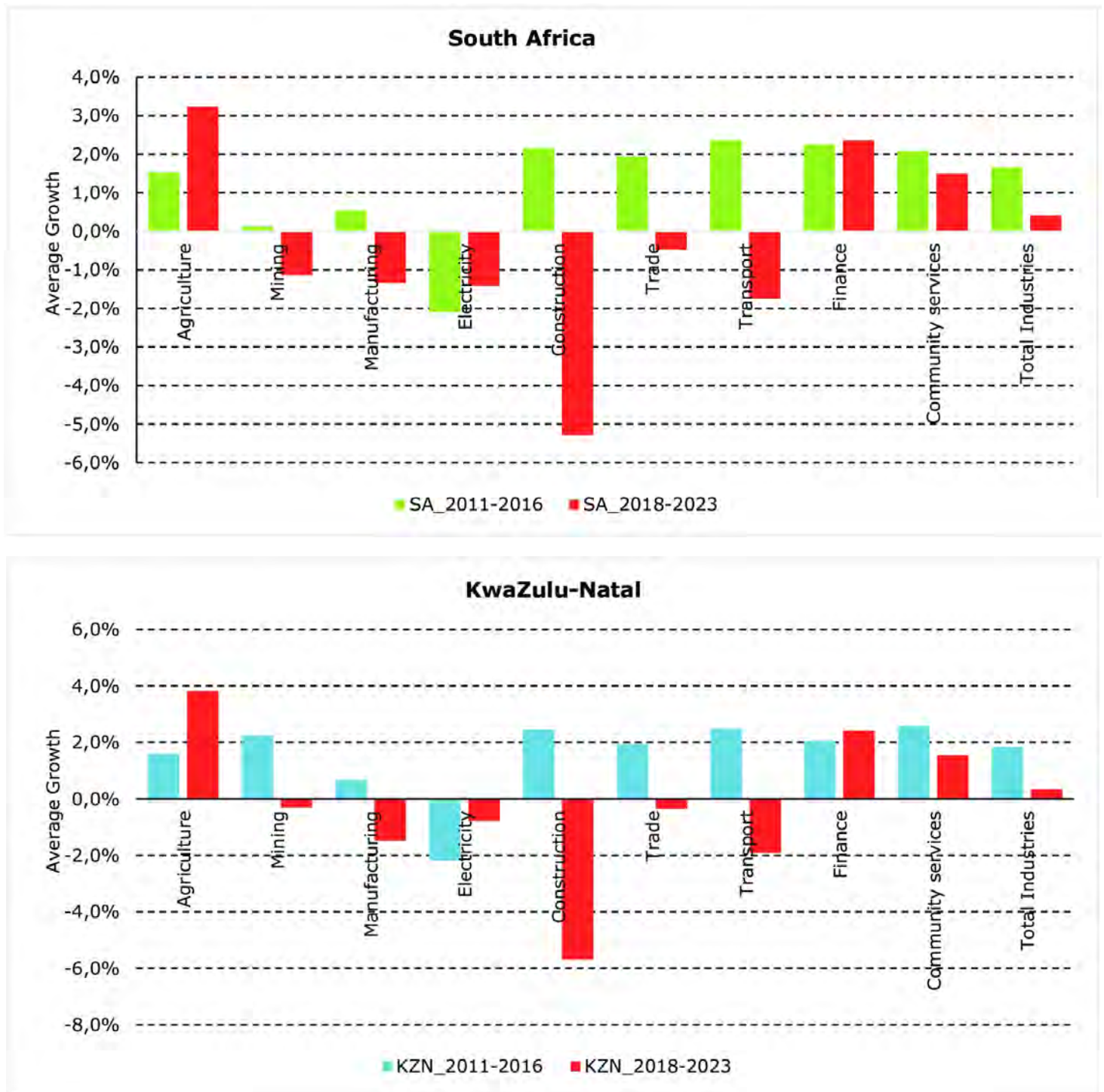
Source: IHS Markit, 2023

KwaZulu-Natal has one of the most diversified economies, making it more resilient to major fluctuations or disruptions in a particular sector. Although the Agriculture (27 329 202), mining (12 926 522), construction (10 074 528) and electricity (23 814 538) sector have a relatively low direct contribution to GDP, but they still remain part of the key growth sectors with significant employment creation and radical socio economic transformation opportunities and food security. Additionally, manufacturing (90 736 165) and finance (122 475 738) contributes significantly to the GDP of the provincial economy. Manufacturing has a number of strong linkages with Agricultural sector such as 'food, beverages and tobacco', and 'wood and paper' industries that are very important for the provincial economy through employment and export activities.

There is a need for re-industrialisation and create industry support measures for sector. The finance industry has been the most growing in the country and in the province and is currently ranging above 600 million for South Africa, this is mostly inflated by the real estate sub sector of finance which accounts for the buying and selling of houses in the country. It is important to note that construction and manufacturing have been struggling to reach the pre-pandemic levels, as they were greatly affected by the lockdown during the peak of the pandemic in 2020. To improve the contribution of the electricity sector following a number of power disruptions as Eskom faces generation challenges. The introduction of new technologies and Independent Power Producers (IPP) is set to strengthen this sector.



**Figure 14: Average GVA Growth by Broad Economic Sector, SA & KZN, 2011-2016 Vs 2018-2023**



Source: IHS Markit, 2023

The 2018-2023 period show contraction for all sectors except agriculture and finance for both KwaZulu-Natal and South Africa with construction showing the highest contraction provincially and nationally. The province contributes the highest proportion toward agricultural sector (3.8%) in the country and is highly diversified. The construction sector is a huge dip in both KZN and SA for the 2018-2023 period the pandemic has a huge impact on this negative contribution there was a pause of about 6 months when South Africa went to a complete shut-down while trying to combat the spread of Covid-19. Agriculture is the only sector that has been showing some growth over the years for both the province and nationally while manufacturing has been declining as a percentage of GDP-R due to a number of reasons amongst others including:

- Cost of Energy
- Cost of Transport
- Low Rates of Economic Growth
- Exchange Rate Volatility and Rand Depreciation
- Crime and Theft
- Low Skill Workforce

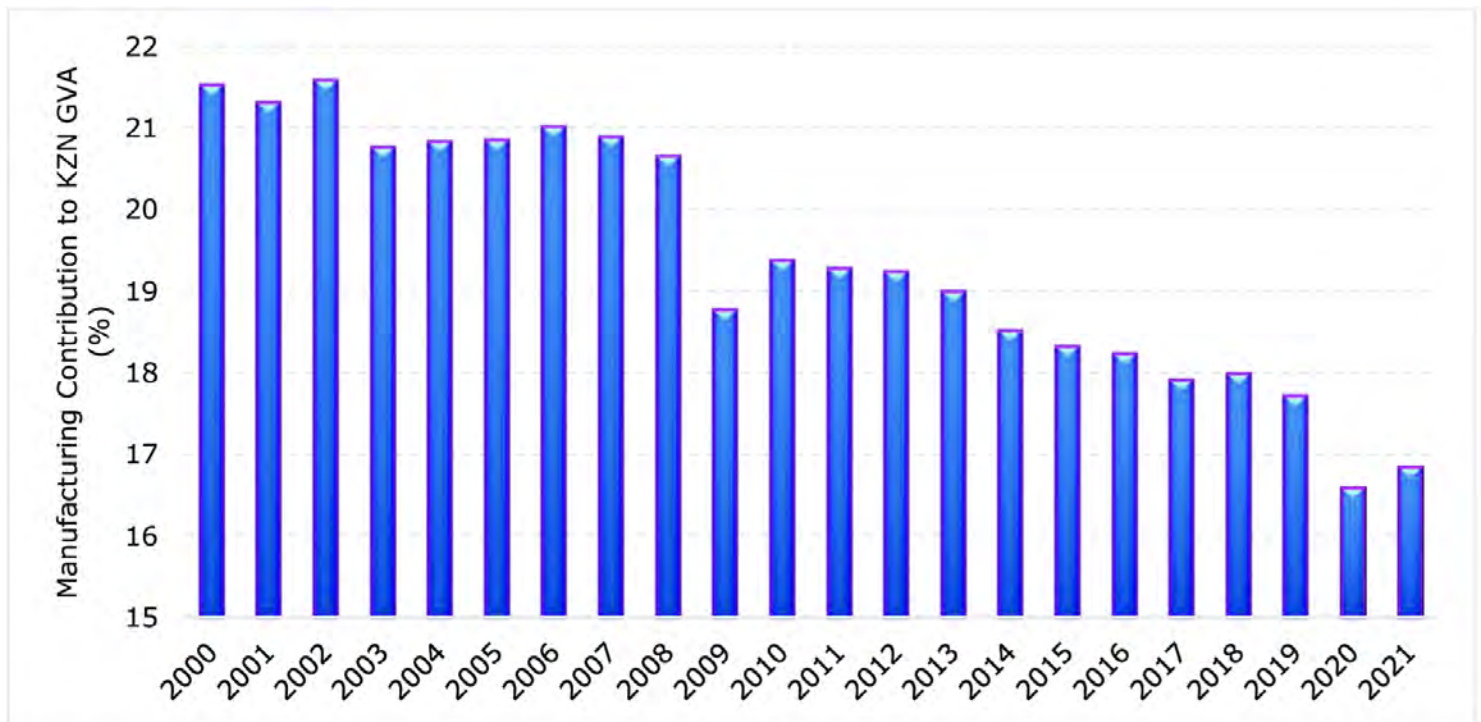
As mentioned earlier, KwaZulu-Natal has one of the most diversified economies, making it more resilient to major fluctuations or disruptions in a particular sector. The Provincial Growth and Development Strategy and Plan (PGDS/P) targets five main broad sectors:

- 1. Agriculture, forestry & fishing:** Although the Agriculture sector has a relatively low direct contribution to GDP at 4%, it still remains a key growth sector with significant employment creation and radical socio economic transformation opportunities and food security.
- 2. Manufacturing:** This sector contributes significantly to the GDP of the provincial economy. Manufacturing has a number of strong linkages with Agricultural sector such as 'food, beverages and tobacco', and 'wood and paper' industries that are very important for the provincial economy through employment and export activities. There is a need for re-industrialisation and create industry support measures for sector.
- 3. Wholesale & retail trade; hotels & restaurants:** The sector plays pivotal role in Tourism sub-sector. High household debt to disposable income and low consumer confidence has put pressure on consumerism. A number of traditionally strong manufacturing bases or areas in the province have transitioned into retail hubs such as Newcastle which services areas such as Vryheid and also neighbouring southern Mpumalanga. However, there is a need for supporting, purchasing and procuring local products.

**4. Transport & communication:** Sea Port throughput and greater route connectivity at King Shaka International Airport is paramount to supporting this sector. Public transportation, and in particular its predominant reliance on taxi services, remains an area of concern. This trend is placing enormous pressure on road networks and traffic congestions. The completion of the new bridge and tarring of road in Mozambique near Kosi Bay Border offers a new and more efficient opportunity to trade with the country and other southern African countries. Opportunities will arise from the new proposed Cruise Ship Terminal at the Port of Durban bolstering foreign tourism and increasing the product offering strengthening relations between the Sea Port of Durban and King Shaka International Airport. The under-sea cables and broadband roll out in province provide opportunity to ride 4th Industrial revolution and develop data centres in province.

**5. Finance, real estate & business services:** Sector offers new access to finance, markets, trading facilities and infrastructure with linked services. The sector share has gradually increased over time in the province due to White Collar occupations becoming more attractive to new graduates over the Blue Collar profession. There has been a significant drive to develop SMME, Cooperatives and Entrepreneurship to support absorption of youth and women and there is a greater need to support priority groups who want to participate in the work and business sphere.

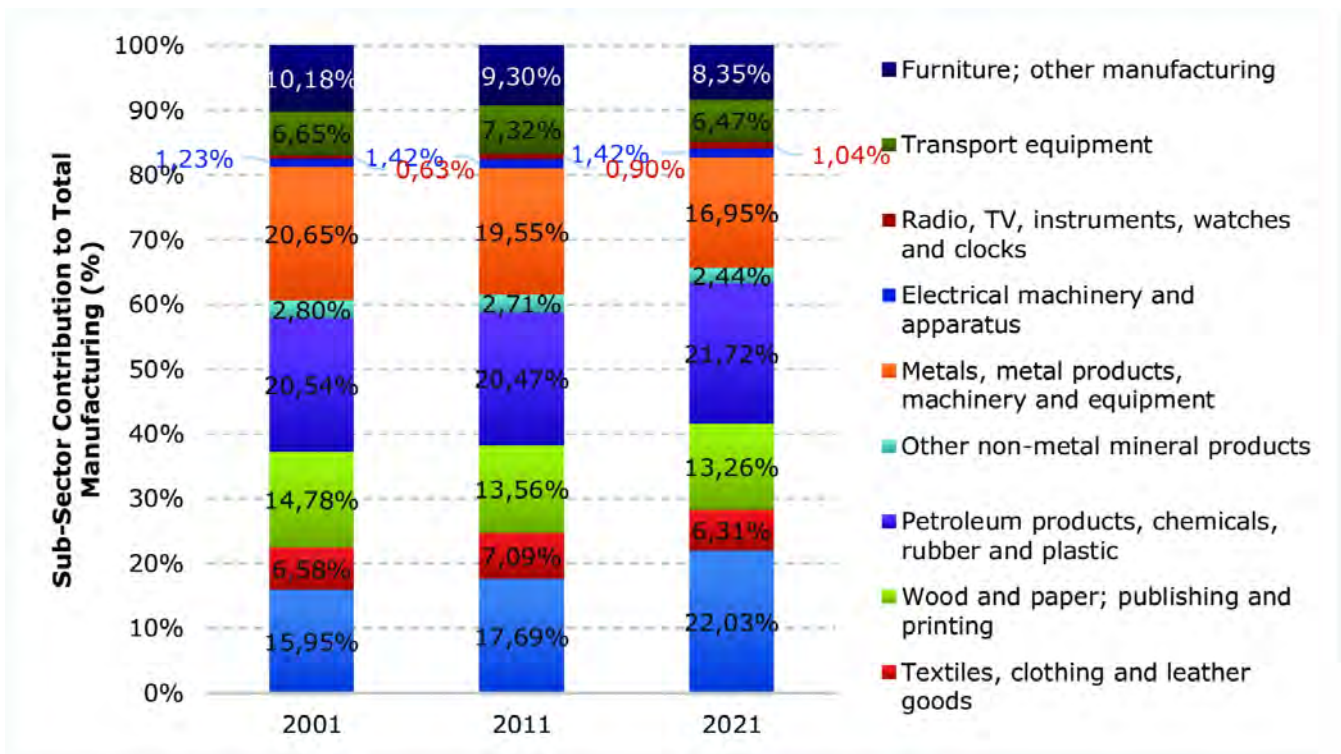
**Figure 15: Contribution of Manufacturing to GDP, KZN, 2000-2021**



Source: Quantec research, 2023

Over the past 20 years, the Manufacturing sector's contribution to KZN's GVA has declined by almost 5% between 2000 and 2020; with exponential decreases during times of major global crises (namely the 2008 Financial crisis and the Covid-19 Pandemic). The upward climb of the sector's contribution during 2021 is largely contributed to the re-opening of regular business operations post-lockdown. As the province was plagued with the July 2021 Social Unrest and the 2022 Floods, many of the players in the sector were adversely impacted on the cusp of post-pandemic recovery. This, together with the slow technological advancements in the sector, have made it difficult for KZN's manufacturing sector to meet the pace of global production turnovers.

**Figure 16: Proportion of Sub-Sectors to Manufacturing, KZN, 2001 Vs 2021**



Source: IHS Markit, 2023

Manufacturing still contributes a significant share of GDP, performs a disproportionately large fraction of R&D, and produces a considerable number of high-paying (as well as low-skilled) jobs. Moreover, its network effects run wide and deep, with domestic companies from other industrial sectors participating in extended value chains. Whilst most of the sub-sectors contribution have remained relatively constant over the past 20 years, the front runners (Petroleum products, chemicals, rubber and plastic and Metals, metal products, machinery and equipment sub-sectors) have been overtaken by the Food, beverages and tobacco sub-sectors as leading contributors to total manufacturing (contributing 21,75%, 16,95% and 22,03% respectively for the year 2021) in KZN. As a thriving manufacturing sector requires macroeconomic conditions, including sound fiscal management, low inflation and cooperative workplace relations, it becomes imperative for government to, as part of its plans, necessitate an environment that will be conducive to the growth and promotion of a thriving manufacturing sector.



### 8.3 KwaZulu-Natal Trade Performance

In nominal terms KZN's exports in rand value for the second quarter of 2022 totalled approximately R46.44 billion, while the rand value of imports totalled approximately R48.04 billion, resulting in an overall estimated trade deficit of R1.59 billion which represent a decline of 73.9% from the second quarter of 2022. The negative trade balance is mainly attributed to the severe April floods that significantly impacted on exports. Table 3.3.3 below shows the province's nominal trade data.

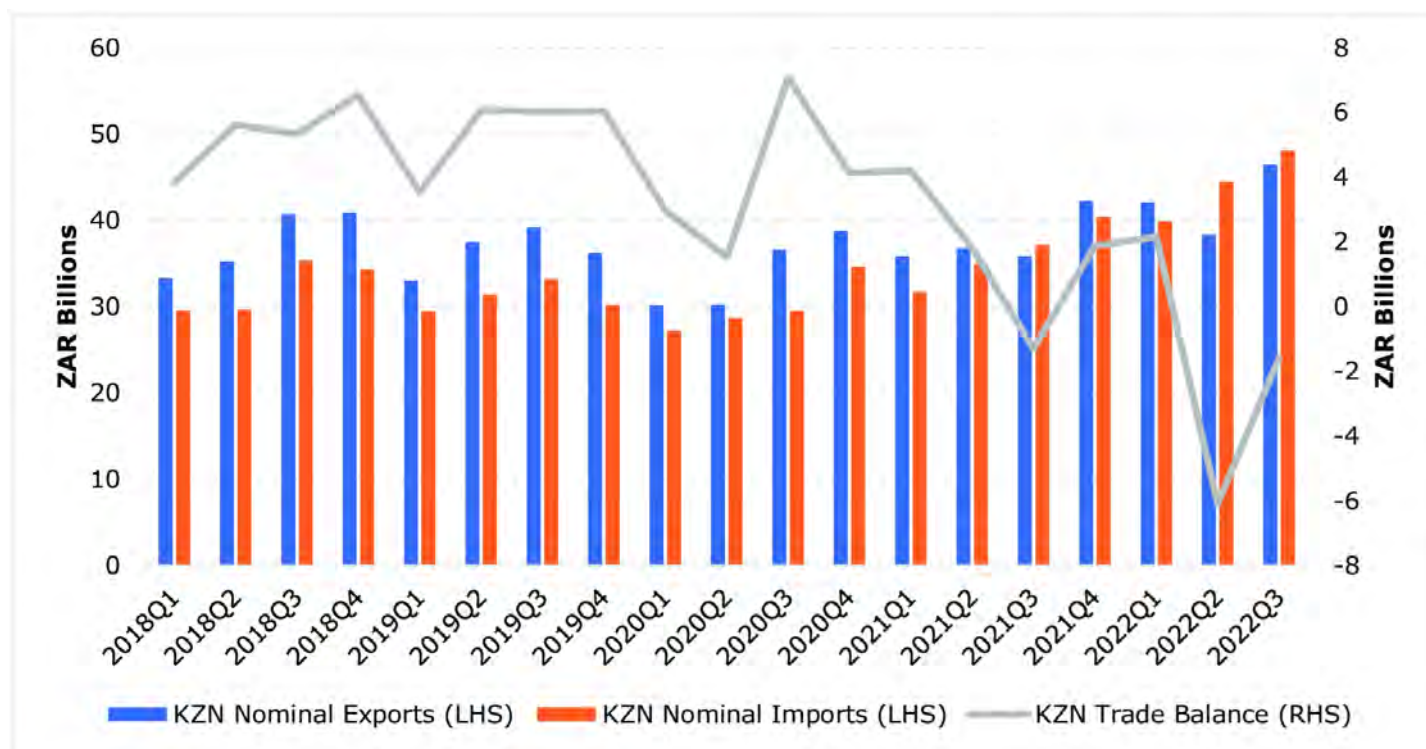
**Table 4: KZN Trade Q3/2022**

	Exports Q3 2022	Imports Q3 2022	Trade balance
KZN Trade (Nominal)	R 46 444 327 433	R 48 036 118 890	(R 1 591 791 457) (Deficit)
% Change Q3/2022 vs Q2/2022 (nominal)	21.3%	8.2%	-73.9%

Source: Quantec, 2023

Total exports from KZN recorded an increase of 21.3% in the third quarter of 2022 signalling recovery from the April floods, while imports increased by 8.2% over the same period. Exports of vehicles other than railway or tramway rolling stock, and parts and accessories thereof, which is the province's main export product recorded an increase of 117.7% in the third quarter from a contraction of 66.9% recorded in the second quarter of 2022. This was mainly as a result of Toyota South Africa Motors reopening and resuming production at its vehicle assembly plant which was negatively impacted by the April floods. Other top export products that recorded notable increases include, copper and articles thereof (495.0%); pulp of wood or of other fibrous cellulosic material; recovered (waste and scrap) paper or paperboard (201.7%); and sugars and sugar confectionery (167.1%). Figure 3.3.2 below illustrates the nominal exports, imports, and the resulting trade balance for the province of KZN over time.



**Figure 3.3.2: KZN Trade-Nominal -Q1:2018 – Q3:2022**

Source: Quantec, 2023

Top ten products exported by the KZN and their respective share of the province's total exports for the second quarter of 2022 include: ores, slag and ash (15.4%); vehicles other than railway or tramway rolling stock, and parts and accessories thereof (14.1%); aluminium and articles thereof (13.0%); nuclear reactors, boilers, machinery and mechanical appliances; parts thereof (5.2%); sugars and sugar confectionery (4.5%); cereals (3.6%); iron and steel (3.3%); miscellaneous chemical products (3.2%); mineral fuels, mineral oils and products of their distillation; bituminous substances; mineral waxes (3.1%); and pulp of wood or of other fibrous cellulosic material; recovered (waste and scrap) paper or paperboard (2.8%).

Alternatively, the top ten products imported by KZN and their respective share of the province's total imports over the same period include: mineral fuels, mineral oils and products of their distillation; bituminous substances; mineral waxes (11.8%); vehicles other than railway or tramway rolling stock, and parts and accessories thereof (9.4%); nuclear reactors, boilers, machinery and mechanical appliances; parts thereof (7.4%); inorganic chemicals; organic or inorganic compounds of precious metals, of rare-earth metals, of radioactive elements or of isotopes (6.1%); animal or vegetable fats and oils and their cleavage products; prepared edible fats; animal or vegetable waxes (6.1%); plastics and articles thereof (5.8%); electrical machinery and equipment and parts thereof; sound recorders and reproducers, television image and sound recorders and reproducers, and parts and accessories of such articles (4.4%); cereals (4.1%); miscellaneous chemical products (3.9%); and Paper and paperboard; articles of paper pulp, of paper or of paperboard (3.1%).

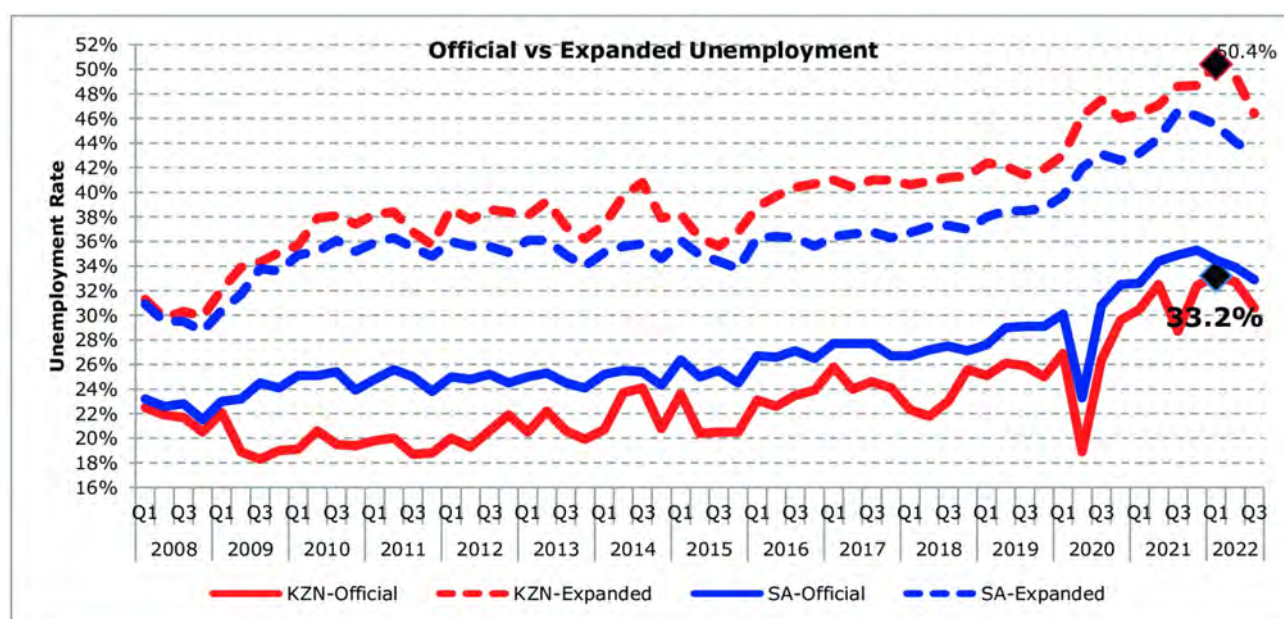
The overall encouraging exports performance in the third quarter of 2022 for the province shows the province's resilience as it recovers from the severe April floods. However, the persistent power cuts and civil unrests coupled with multiple shocks weighing on the global economy mainly exacerbated by the Russia-Ukraine war and the subsequent economic sanctions continue to pose a lingering threat. Furthermore, the resurgence of COVID-19 outbreaks in China which is the key trading partner and production disruption paired with weak external demand can further undermine the province's export recovery efforts.

#### 8.4 Labour markets Performance

The labour market is a very important factor in analysing how the economy is doing. Moreover, it helps to understand how the changes in the economic conditions are affecting business practices in order to adjust the economic policy accordingly. Employment growth will be limited by the lackluster economic activity and difficult operating conditions in the local business environment - including higher input costs, taxes and unreliable electricity supply. This can cause huge decrease in investments locally as businesses will be financially constrained.

The total number of people unemployed in KZN increased markedly by 25.5 per cent from 890 000 (pre-Covid levels) in the third of 2019 to 1 117 000 in the third quarter of 2022. This translates to an increase in official unemployment rate from 25.9 per cent to 30.6 per cent. Although still below the national average and other provinces, unemployment rate in the province is of a serious concern as it has been high for a number of years without a significant decline. In the third quarter of 2022, the Quarterly Labour Force Survey showed that the unemployment rate for South Africa and KZN fell by 1 percentage point (33.9% to 32.9%) and 2.1 percentage point (32.7% to 30.6) in the third quarter of 2022 respectively. It is worth mentioning that the trend for official unemployment rate for South Africa and KwaZulu-Natal has been converging.

**Figure 17: Official Unemployment Rate, SA & KZN, 2008: Q1–2022: Q3**



Source: QLFS Stats SA

The unemployment rate is high among the district municipalities especially those that are more rural. Unemployment by provincial district illustrates various levels across the province redolent of various factors amongst others including availability of economic opportunities, levels of urbanization, population densities, migration patterns, skills and levels of education.

**Table 4: Unemployment by District municipalities**

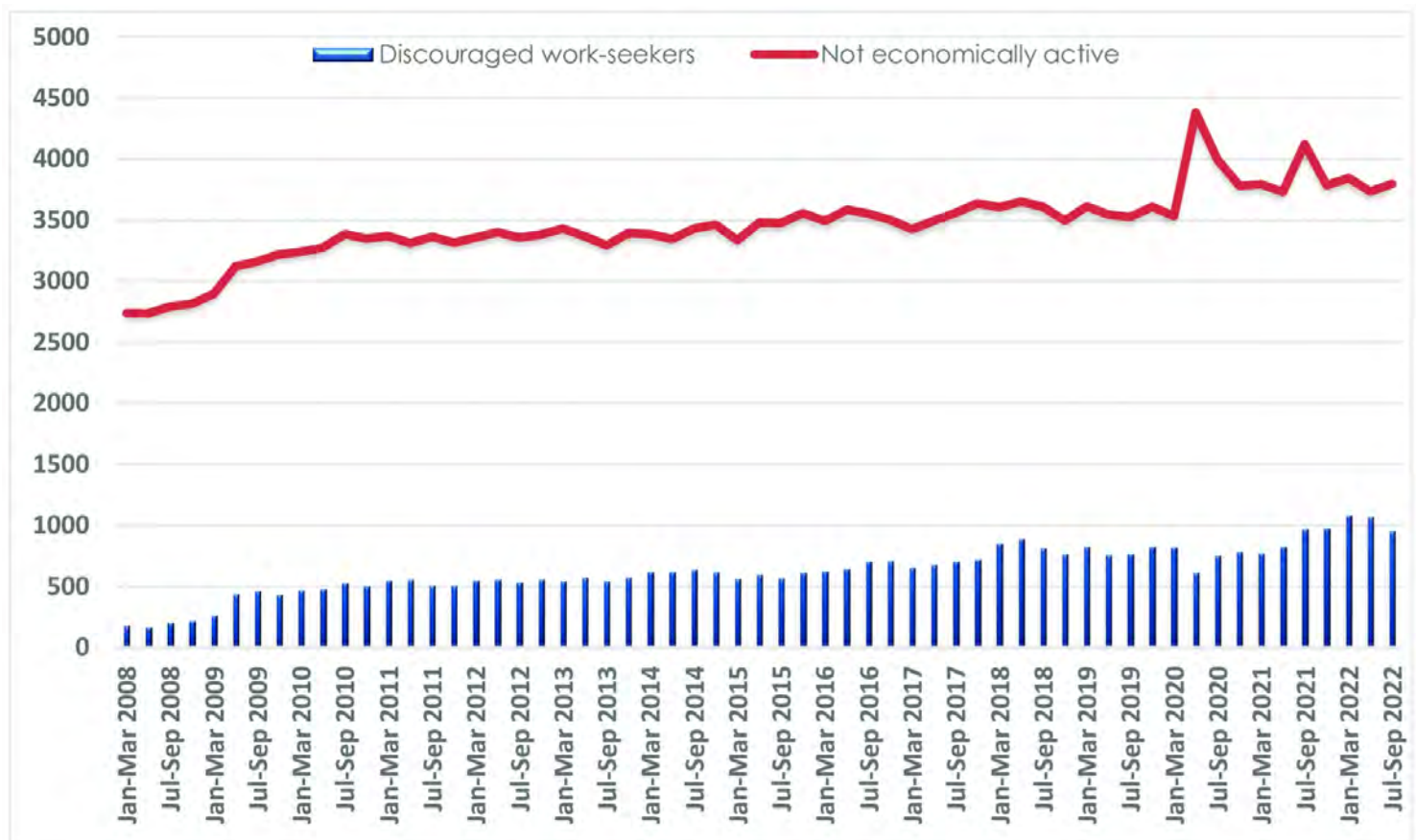
	2010	2014	2019	2020	2021
<b>Ugu</b>	24,8%	25,6%	30,3%	34,1%	39,9%
<b>uMgungundlovu</b>	20,8%	20,9%	24,5%	27,7%	32,9%
<b>uThukela</b>	28,7%	30,5%	34,1%	37,4%	42,9%
<b>uMzinyathi</b>	27,6%	27,7%	35,3%	39,6%	45,5%
<b>Amajuba</b>	29,8%	32,2%	36,1%	39,1%	45,2%
<b>Zululand</b>	30,1%	30,9%	37,7%	41,8%	47,7%
<b>uMkhanyakude</b>	29,3%	30,9%	36,6%	40,4%	45,9%
<b>King Cetshwayo</b>	24,2%	27,1%	33,9%	38,2%	45,7%
<b>iLembe</b>	21,2%	22,4%	26,6%	30,2%	35,9%
<b>Harry Gwala</b>	25,8%	26,3%	30,2%	34,0%	39,4%
<b>eThekwini</b>	16,1%	16,3%	17,5%	17,8%	18,3%

Source: IHS, 2023

As illustrated in the table below, district municipalities that recorded considerably high unemployment rate include Zululand, uMkhanyakude uMzinyathi, and Amajuba at 47.7 per cent, 45.9per cent, 45.5 per cent and 45.2, respectively. These districts have recorded high rate of unemployment (surpassing Both SA and KZN unemployment rate) consistently throughout the period under review. It should be noted, however, that the scourge of higher unemployment rate in these districts is influenced by limited economic activities and low-skilled workforce. On the positive side, eThekwini Metro recorded the lowest unemployment rate followed by uMgungundlovu and iLembe. While eThekwini has the lowest official unemployment rates, it does have the highest number of unemployed job seekers in relation to its labour force. As alluded to earlier, uMkhanyakude District has the highest levels of poverty in the province and therefore unemployment rates as illustrated are exceptionally high. Therefore, poverty and job creation type interventions are crucial to this area.

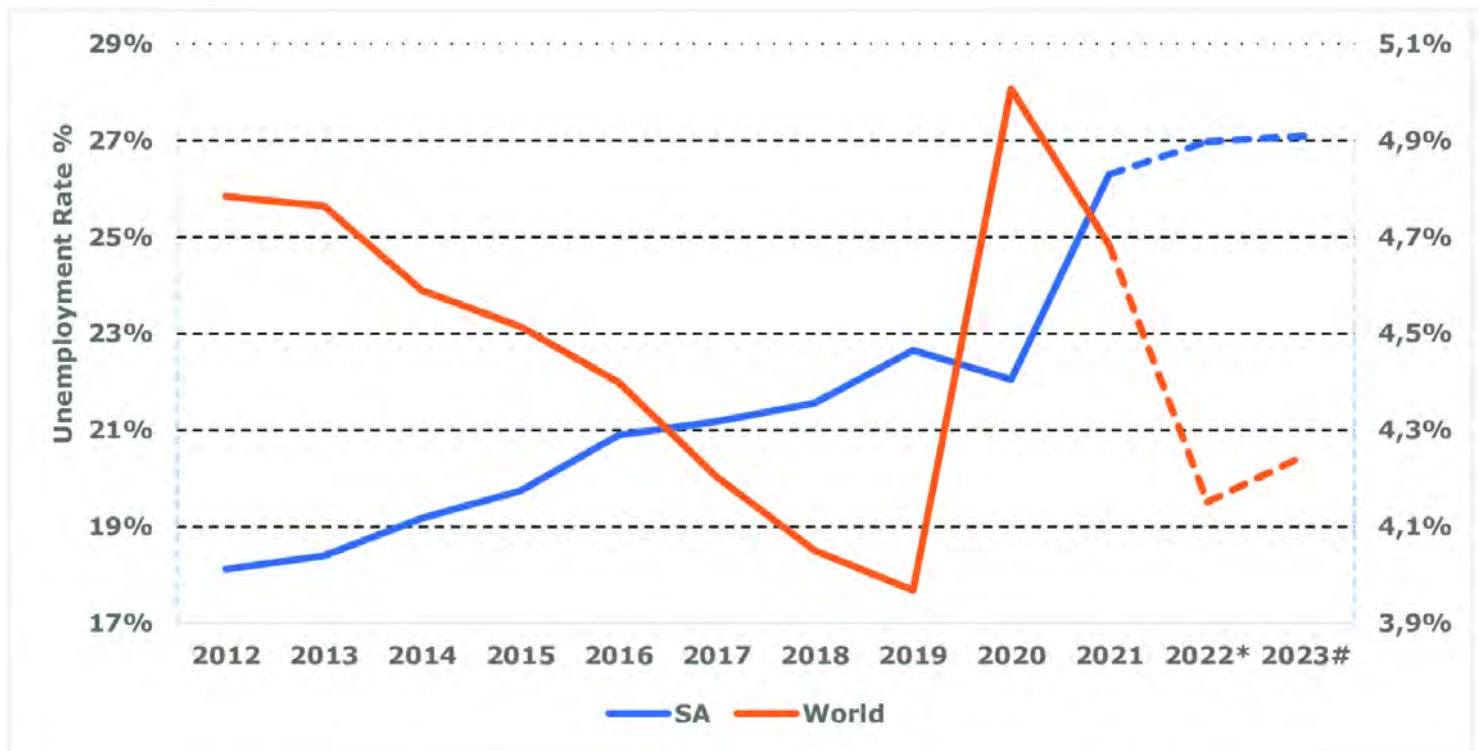
The number of people who weren't economically active continued to decline from 4,2m during the pandemic to 3,8m and the number of discouraged Work Seekers continued to increase from 752 000 in the third quarter of 2020 to 954 000 in the third quarter of 2022. It is against this background of a high number of discouraged work-seekers that KZN's unemployment rate is pronounced when measured using the expanded definition.

**Figure 18: Number of Discouraged Work Seekers and Not economically active, KZN, 2008: Q1 – 2022: Q3**



Source: QLFS, Stats SA, 2023

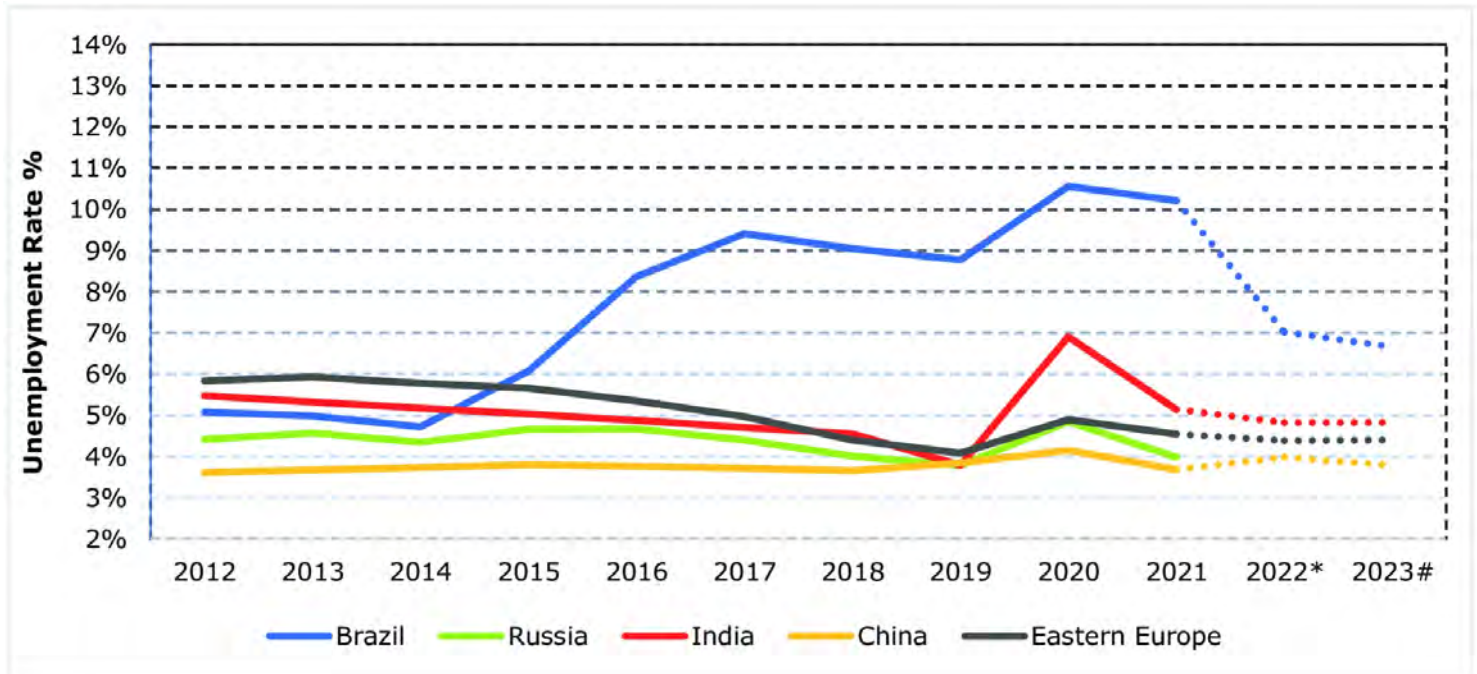


**Figure 19: Annual Unemployment of World Vs South Africa, 2012-2023#**

Source: ILO, 2023

Note: \* indicates estimates and # forecasts

Increasing unemployment rate has been a challenge for South Africa (SA) for the past years with the pandemic making things even worse in 2020, as the country came to a standstill following the spread of Covid-19, the labour market is one of the sectors that were greatly affected by the pandemic. Moreover, the world unemployment rate was also affected by the global pandemic increasing from 3.9% in 2019 to 5% in 2020 and is estimated to decrease in 2022 to 4.7% but there is a slight increase forecasted in 2023 to 4.2%. Meanwhile, SA unemployment is expected to increase to 27% in 2023 with load-shedding making it hard for South Africans to secure jobs as most businesses are in distress due to these economic challenges.

**Figure 20: BRIC & Eastern European Unemployment Rates, 2012–2023#**

Source: ILO, 2023

Note: \* indicates estimates and # forecasts

The above graphs depict that there has been an increase in unemployment rate for both BRICS and Eastern Europe region in the year 2020. This increase was due to the Covid-19 outbreak and strict lockdown restrictions to combat the spread of the virus. However, China has shown some consistency over the years pre-pandemic and has been trending at 4% unemployment rate. Brazil has been showing an upward trend over the years with the highest unemployment rate of 11% in 2020, however, it is estimated to drop from 10% 2020 to 7% in 2022. Eastern Europe has been contracting from 2013-2019 with unemployment rate ranging from 6% decreasing to 4% in 2019.

**Table 5: Comparison Summary of 5-year cycles, SA & KZN, 2007 - 2021**

<b>Cycle</b>	<b>Avg Population</b>	<b>Avg Population Growth</b>	<b>Avg Unemployment Rate</b>	<b>Avg GDP Growth Rate</b>
<b>South Africa</b>				
<b>2007 - 2011</b>	58 739 329	1,44%	29,38%	0,31%
<b>2012 -2016</b>	54 490 383	1,55%	25,48%	1,66%
<b>2017 - 2021</b>	50 373 054	1,55%	24,95%	2,59%
<b>KwaZulu-Natal</b>				
<b>2007 - 2011</b>	11 577 741	1,20%	26,14%	0,36%
<b>2012 -2016</b>	10 909 333	1,11%	21,94%	1,83%
<b>2017 - 2021</b>	10 347 874	0,93%	23,42%	2,94%

Source: IHS Markit, 2023

In summary, it is worth noting that population growth has been increasing at a decreasing rate over the past 15 years. This reaffirms the theoretical relationship between population and stagnant economic growth coupled with high unemployment. As the Geostorm of socio-economic crises has plagued the South African and the KwaZulu Natal economy (from the 2008 financial crises to the Covid-19 health crises); efforts to grow and stabilize the economy, and reduce unemployment, have been continuously disrupted. Planning for the future will require policy and decision makers to incorporate a sense of resilience in their plans that will both enable recovery from past shocks and promote steady growth and development.

The KwaZulu-Natal Economic Reconstruction and Transformation document is a plan of ESIEID Cluster of the Executive Council of the provincial government. The goal of the recalibration and recovery plan is to recalibrate, resuscitate and transform the economy in order to achieve sustainable economic growth. The plan seeks to devise a programme of action to address the socio-economic challenges caused by Covid 19 crisis and to avert further economic impact on the economy.

The plan is aligned with the national Economic recovery plan, Presidential policy pronouncements, other national policy developments and recommendations by social partners and business. In formulating this plan, a number of policy discussions were under taken with industry players at sector level through one-on-one meetings and webinars.

The objectives of the KwaZulu-Natal Reconstruction and Transformation plan are as follows:

- To recalibrate, revitalise, restructure and transform the economy of the province to achieve sustainable growth and employment creation;
- Reduce the risk of transmission of coronavirus pandemic amongst workers and to devise a process of managing the unintended socio-economic risks of Covid 19 crisis; and
- Formulate an actionable short, medium and long term plan to address the economic impact caused by Covid 19 crisis and the pre-existing low level of economic growth.

### **8.5 EDTEA's role in the implementation of the KZN Reconstruction and Transformation plan**

As indicated above departments are required to implement interventions and projects as informed by the KwaZulu-Natal Reconstruction and Transformation plan which is envisaged to propel the provincial economy into a state of recovery and employment creation. Articulated below are some of the key interventions identified within the economic recovery plan as an urgent response to the dire economic impact of Covid19.



Intervention	DESCRIPTION
Tourism relief fund	<ul style="list-style-type: none"> <li>• The tourism sector cuts across a number of industries and is the life line for a significant number of small business and a tangible job creator within the province. Overall the industry contributes approximately 10% to KwaZulu-Natal provincial Gross Domestic Product (GDP).</li> <li>• The industry has been one the hardest hit by the lockdown implications necessitated by the urgent need to curb the spreading of Covid-19 bringing operations in the industry to completely halt.</li> <li>• To guard against further job losses and business distress, the department has set aside funds targeted at providing support to the tourism industry.</li> </ul>
Support for SMMEs and Cooperatives	<ul style="list-style-type: none"> <li>• Scaling up support of SMMEs and cooperatives across various sectors within the province including with a key focus on the rural and township economy through the Operation Vula initiative.</li> </ul>
Economic infrastructure	<ul style="list-style-type: none"> <li>• EDTEA will continue to work with entities such as Dube Trade Port Corporation, Richards Bay IDZ to provide economic infrastructure to provide a platform for private sector investment to thrive. EDTEA will also work with District and local municipality to provide funding for infrastructure such as SMME shared infrastructure and informal trading facilities across the province.</li> </ul>
Robust Aviation sector that promote tourism development	<ul style="list-style-type: none"> <li>• To revive the tourism sector and unleash the industry's full potential within the province, priority and attention also has to be given to its value chains including transport, airports to open and promote access to the rest of the province.</li> <li>• To this end, the department is prioritising the rehabilitation and development of regional airports to increase tourism and business connectivity in the province.</li> <li>• EDTEA will also invest in catalytic infrastructure such as broadband to spur the growth and adoption of the fourth industrial revolution</li> </ul>
Localisation of economic value chains	<ul style="list-style-type: none"> <li>• EDTEA will prioritise investment in strategic economic sectors in the province to promote localisation of sectoral value chains. Some of the targeted sectors include amongst others, automotive, pharmaceuticals, Oceans economy, agri-processing, clothing and textiles, mining and the broader manufacturing sector in general.</li> </ul>

## 8.6 Analysis of the Vulnerable Groups (Women, Youth, Military Veterans and People with Disability)

Gender-responsive planning, budgeting, monitoring, evaluation and auditing (GRPBMEA) is an imperative in achieving the country's constitutional vision of a non-sexist society. It is aimed at ensuring better outcomes for women and girls and more tangible gender impacts in South Africa. Investing in women's empowerment and reducing the gender gap is an important driver of inclusive economic growth and development and will benefit both women and men. The country's triple challenge of poverty, inequality and unemployment has a disproportionate impact on women and serves to further entrench gender inequality and women's powerlessness. Close to 42% of females live below the lower-bound poverty line, compared to 38% of males (Stats SA 2015).

Gender-responsive planning, budgeting, monitoring, evaluation and auditing (GRPBMEA) is an imperative in achieving the country's constitutional vision of a non-sexist society. It is aimed at ensuring better outcomes for women and girls and more tangible gender impacts in South Africa. Investing in women's empowerment and reducing the gender gap is an important driver of inclusive economic growth and development and will benefit both women and men. To this end, the Department of Women, Youth and Persons with Disabilities in collaboration with key Government partners such as the Department of Planning, Monitoring and Evaluation and National Treasury has developed Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing (GRPBMEA) framework which was adopted by Provincial Cabinet in March 2019.

The main objective of the framework is to broadly address gender inequalities and achieve gender mainstreaming in government institutions by ensuring that the government budgets, monitoring and evaluation systems are gender responsive in nature.

The implementation of the framework will play an important role in addressing the current socio economic issues facing women, youth and persons with disabilities, for example, high unemployment rates amongst the youth, economic exclusions of women and persons with disabilities. As such, it is important that the implication of the framework is understood by all the stakeholders. Furthermore, the framework implementation will not only benefit government but also show the private sector players the importance of gender mainstreaming and its significance towards the transformation of South Africa. EDTEA has incorporated Gender in its planning so that we remain compliant to this framework.

## 8.7 Tourism

After two consecutive quarters of positive growth, real gross domestic product (GDP) decreased by 0,7% in the second quarter of 2022 (Q2: 2022). The devastating floods in KwaZulu-Natal and load shedding contributed to the decline, weakening an already fragile national economy that had just recovered to pre-pandemic levels. The flooding had a negative impact on a number of industries, most notably manufacturing.

Manufacturing is the largest industry in KwaZulu-Natal, according to 2019 data, accounting for a fifth of national manufacturing production.<sup>2</sup> The damage to factories and plants, and disruptions to logistics and supply chains, pulled national manufacturing output down by 5,9%. The biggest drags on growth were petroleum and chemical products, food and beverages, and transport equipment.

Trade, catering & accommodation was negatively impacted by both the floods in KwaZulu-Natal and power cuts across the country. The industry recorded a contraction of 1,5% as floods damaged retail outlets and storage facilities. There was also a loss of trading hours due to load shedding.

Mining production was dragged lower by gold, coal and diamonds, with the decrease in coal production caused partly by the flooding. Mining output was also negatively affected by load shedding.

Economic activity in the electricity, gas & water supply industry was hampered mainly by load shedding due to lack of generation capacity. There were disruptions to water supply too, caused by both the floods in KwaZulu-Natal and drought in Eastern Cape.

Agriculture, forestry & fishing activity decreased by 7,7%, pulled lower by a decrease in the production of animal products. Electricity outages and the spread of foot-and-mouth disease contributed to the decline.

On the upside, the finance, real estate & business services industry made the biggest positive impact on GDP growth in Q2: 2022, rising by 2,4%. Growth was driven by increased activity in the banking sector, as well as in insurance and pension funding.

## 8.8 KwaZulu-Natal Tourism Sector Transformation

Transformation is a critical success factor, without which the growth and development of the industry is not guaranteed. However, the rate of transformation in the tourism sector has been very slow, with few black entrants in the market, and large and small businesses are still largely dominated by white people. Significant effort is required not only to transform existing businesses in the tourism sector, but also to grow the sector as a whole to allow for more mainstream black-owned tourism businesses of all sizes to be established.

Constraints in transforming the tourism sector are attributed to multiple factors, including, but not limited to:

- Challenging economic circumstances are leading to high levels of competition and challenges in maximising efficiencies in different subsectors;
- Limited access to funding and financing adversely affecting the operations of tourism enterprises;
- Lack of best practice business management skills are limiting the potential of tourism enterprises to function effectively; and
- Lack of access to tourism markets results in the collapse of tourism enterprises.

New entrants (black tourism enterprises) in the market lack best practice business management skills, which in turn affects the longevity of their businesses. New business owners are sometimes unaware of the opportunities that are present in their environment. The cost and difficulty of accessing and engaging international travel buyers serves as a major barrier to unlocking the growth potential of small tourism product owners and inbound operators. Interventions are required to reduce the cost burden for small tourism enterprises to participate in selected international trade platforms, thereby improving their access to buyers in new and growth markets to unlock demand growth and allow market penetration.

However, opportunities do exist. Large tourism enterprises are willing to provide enterprise and skills mentorship programmes, alongside financial assistance and programme facilitation from government. There is also an opportunity for collaborative supplier development programmes to be implemented, thus promoting a sharing economy within multiple business networks and destinations. A variety of market access platforms, both domestic and international, present opportunities for small tourism enterprises to engage with travel buyers.

Therefore, the tourism sector needs to transform through collaborative efforts from both private and public interventions. The successful transformation of the sector in the next few years requires intensive monitoring efforts, awareness programmes, facilitation of black-owned enterprises to reach maturity and the promotion of black empowerment in the existing private sector.

## 8.9 Environmental Management

The Strategic Plan 2025 review incorporated the environmental management interventions with attempt to reprioritise issues on Governance and Climate Change, Environmental Compliance Monitoring and Enforcement, Pollution and Waste Management, Environmental Impact Assessment, Coastal and Biodiversity Management and Environmental Empowerment Services. Furthermore, as the province embarks on accelerated economic recovery, every effort shall be made to ensure that this recovery still occurs within the parameters of sustainable development. The province will also intensify its contribution towards the promotion of the circular economy, climate adaptation and mitigation as well as local government support, with specific attention to waste and air quality management.

## 8.10 Climate Change

The concentrations that South Africans breathe at ground-level are driven by other, closer sources including vehicles, veld fires, mining, waste burning, and burning of fuels such as wood or coal for cooking or heating. The pollution levels are often highest in low-income settlements, urban areas, and areas close to large industries. Often, the highest levels of pollution are in vulnerable communities. Emissions of greenhouse gases from combustion of fossil fuels are associated with the global warming of Earth's climate. Certain air pollutants, including carbon emissions, not only contribute to global warming, but are also suspected of having immediate effect on regional climates. According to a report published by World Economics in 2021, South Africa emissions of Carbon Dioxide were 478.6 Million MtCO<sub>2</sub>e in 2019, this places South Africa as the 11th worst CO<sub>2</sub> emitter globally. Increasing methane emissions are a major contributor to the rising concentration of greenhouse gases in Earth's atmosphere, and are thought to contribute up to one-third of near-term global heating. South Africa emissions of Methane were 45.4 Million MtCO<sub>2</sub>e in 2019, this places South Africa as the 37th worst Methane emitter globally. The baseline for Greenhouse Gas emissions in KwaZulu-Natal was established in 2020 for three sectors, namely; Waste, Agriculture and Energy. The baseline GHGEI for KwaZulu-Natal clearly points to the energy category as the leading source of GHG emissions with diesel emissions from the transportation being a fuel which is the largest contributor. Annually, the Inventory is being updated through the addition of new data and in 2022/23 the focus was on the Forestry and Other Land Uses (FOLU) part of the Agriculture, Forestry and other Land Uses (AFOLU) sector. A Monitoring, Reporting and Verification (MRV) system has since been developed to monitor, report and verify emissions, actions.

The April 2022 floods in KwaZulu-Natal as well as the January 2023 heat waves that affected many parts of South Africa have further emphasized the need for us to adapt to the impacts of climate change that are already affecting us. To this end, programmes such as the Transformative Riverine Management Programme (TRMP) and climate change and weather education and awareness are part of the department's programmes which seek to promote climate change adaptation in KwaZulu-Natal. In 2023, financial resources permitting, these programmes will be upscaled and others added. Furthermore, KwaZulu-Natal has a draft climate change strategy and Implementation Plan which provides a clear direction in terms of actions for each of the sectors in relation to climate change management.

## 8.11 Air Quality and Atmosphere

Air quality is measured on the fine particulate matter (PM<sub>2.5</sub>) scale. PM<sub>2.5</sub> are tiny particles in the air that are harmful to health and reduce visibility and cause the air to appear hazy when levels are elevated. A high PM<sub>2.5</sub> level indicates very poor air quality. A very low PM<sub>2.5</sub> level denotes clean air. South Africa has an air quality value of 25.2 µg/m<sup>3</sup> PM<sub>2.5</sub>, placing it 70th of 124 in the global listing of countries with worst air quality. In the KZN province Ethekewini Metro is the only municipality of concern with PM often exceeding the ambient air quality standard in winter. The Air Quality Acts states that; to lower industrial emission limits below the national standard and restrict certain activities a Priority Area needs to be declared. To do this the MEC has to publish a notice on the process he/she wishes to follow in doing this. The Air Quality Section will initiate the process to do this in the 2023-2024 financial year.

## 8.12 Key Challenges and Possible Interventions

- To improve air quality, the emissions of pollutants from a variety of sources must be decreased. This needs the involvement of different levels of government and coordination across numerous sectors and stakeholders.
- Inadequate coordination among sectors has been a huge challenge in air quality management. This is due in part to the fact that improving air quality falls within the mandate of national as well as local government environment departments. But the sources of pollution and where policies and action are needed to decrease emissions, such as industry, mining, transport and energy, fall under other parts of the government to regulate and develop programmes as well.
- To improve air quality, the active involvement of departments such as transport, mineral resources and energy, for example, are needed. In addition, local sources of pollution are often under the control of local government while regional sources such as large industries and pollution from highways are under provincial and national government.
- Issues with local service delivery and waste management can lead to burning of waste that releases toxic pollutants right at ground level where people breathe. Thus, effective air quality management stretches across sectors and levels of government.
- Various tiers of government need to be work in a co-ordinated way, which is not happening
- Ensuring robust information on air pollution, especially the amount that is emitted, is available. This is not the case at the moment, which makes it difficult to track the trends of pollution.
- Assessments and processes of declaring Ethekeini as a priority area must be initiated.

## 8.13 Waste

The expansion of waste services and cost recovery for municipalities is a challenge. Although solid waste is relatively well-managed in the cities, there is a lack of priority for waste management outside the main cities. One of the interventions to deal with waste services is to have operational Buy-back centres to divert the waste from landfill. The province has a total of 59 operational Buy Back Centres which some have been assisted by the department through financial and non-financial support. Another challenge is that in many local communities, disposable nappies are a common concern. These nappies are not recyclable or biodegradable, and in rural areas are frequently illegally dumped in unlicensed community facilities because no alternative services are available. This contributes greatly to an increase in infections, potential disease vectors, and raises other potential health issues related to water pollution. The department has identified and mapped 1423 illegal dumping hotspots. The creation of job opportunities through the EPWP model of 1000 Jobs in Waste created 1013 jobs which have been for street sweeping, waste collection, clearing of these illegal hotspots and lastly to enhance the recycling value chain

Limited monitoring of received and recycled waste exists, record keeping, and reporting on the South African Waste Information System (SAWIS) remains a challenge. Waste management in South Africa has traditionally suffered from pervasive under-pricing, meaning that the costs of waste management are not fully internalised, and waste disposal is preferred over other methods, such as recycling. This has resulted in a market failure that waste and recyclable materials are undervalued, resulting in more waste ending up in landfills and dumping sites. However, the province has set a diversion target of waste of 15%. There is currently limited and fragmented legislation as well as ineffective enforcement to monitor and enforce waste management. The challenge with adopting Integrated Waste Management Plans (IWMPs) at a local municipal level is that there is no full cost recovery for the waste management service provided. Slow adoption of IWMPs by municipalities is a pervasive issue, and as a result municipalities experience difficulty to find additional revenue sources to fund and implement the plan. To date the compliance level of the adoption of IWMPs is 70%. The development and implementation of a provincial and municipal Integrated Waste Management Plans (IWMP) must also be prioritized.

Poorly managed disposal of waste causes pollution and degradation of the natural environment pose risks to human health. In addition, there are unacceptable safety, health and environmental practices. Electronic waste is considered hazardous and its generation is increasing. Electronic waste is produced by a more affluent population and creates more pressure on the government to have appropriate disposal systems in place or recycling/reuse facilities installed. To improve the current situation significant improvements in waste reduction through improved production processes and packaging is necessary. A number of campaigns around E-waste plan for the management of e-waste through the Extended Producer Responsibility (EPR) regulations. Collaboration with private entities to promote ewaste recycling in the province is underway. A total of 3000kgs have been recycled and over 2tons of precious metals have been recovered by the department's facility. The promotion of the waste hierarchy as and waste economy should also be intensified.

The Waste Economy Support Programme awarded 18 operations with a total of R2.96 million in awards of which 75 % the amount went to transport related items to enhance business. A number of municipalities have been assisted for the purchasing of Yellow Fleet Applications through the Municipal Infrastructure Grant (MIG).



#### 8.14 Compliance monitoring and enforcement

Compliance monitoring and enforcement unit of the Department monitors compliance with environmental legislation and conditions of environmental authorisations. This is done through conducting compliance inspections and utilizing enforcement tools where non-compliance is observed. Between 2021 and 2022 several unforeseen challenges in compliance and enforcement were experienced including COVID-19 pandemic which resulted in decrease in certain types of environmental non-compliances, but triggering a significant increase in others for unlawful land invasions in and around protected areas. These environmental damages have been caused both by natural disasters such as flooding together with the steep downturn in the country's economic climate which has placed increased pressure on the country's domestic economy and affected compliance and enforcement. The July 2021 unrest resulted in increased complaints received by the Department. As a result, the number of reactive compliance inspections conducted increased. During those inspections several non-compliances with environmental legislation were observed and administrative enforcement notices were issued to the transgressors. Following the April 2022 floods the Department conducted inspections at landfill sites and wastewater treatment works in order to ascertain compliance with environmental legislation. The findings of the inspections indicated that the level of compliance declined as result of damaged infrastructure.

#### 8.15 Governance

Inadequate cooperative governance has resulted in conflicting priorities within government. The prioritization of other land uses over environmental sustainability leads to unnecessary negative impacts on strategic water resources, ecological processes, habitats, species, and other more appropriate economic activities. There is limited integrated planning between government departments as well as with the traditional authorities. Opportunities for more appropriate and sustainable land uses are consequently being excluded. Non-prioritisation of environment and biodiversity within government policy also leads to inappropriate land use decisions that are largely unsustainable. In addition, inappropriate land use planning within district and local government as well as land administered by traditional authorities, results in urban sprawl that contributes to accelerated habitat loss, land degradation and pollution of the environment. Effective environmental governance at all levels is critical for finding solutions to these challenges. Environmental governance comprises the policies, rules, practices, institutions and enforcement systems, traditional or otherwise, that shape how humans interact with the environment. Good environmental governance considers the role of all actors that affect the environment. Across all spheres of society, from governments to non-governmental organisations, the private sector and civil society, co-operation is critical to achieving effective governance that can help us move towards a more sustainable future.



In KZN Province, the groundwork has been laid for good environmental governance. While there is room for improvement in the groundwork, there is much progress to be made in the practice and implementation, enforcement and public education in general. The Environment Outlook Report (EOR) provides a good basis upon which to proceed for the foreseeable future. The EOR will further project the KZN environmental status quo to provide findings and recommendation which will be mainstreamed to government departments, private sector and communities for implementation.

### 8.16 Environmental authorisations/ Environmental Impact Management

The purpose of the Environmental Impact Management component is to ensure that the Departments' mandate regarding environmental authorizations in terms of section 24 of NEMA is implemented. In accordance with the objectives of integrated environmental management, the potential consequences or impacts of listed activities must be considered, investigated, assessed and reported on. Such activities may not commence without obtaining an environmental authorization in terms of NEMA South Africa is a developmental State whose main task is to undo years of colonial and apartheid past, which have created massive inequality and underdevelopment. This has led to what is what is generally referred to as triple challenges, i.e. poverty, inequality and unemployment. Resolving these triple challenges are at the centre of everything that government does. The global and local economic downturn has led to massive job losses in the in country, and the Province of KwaZulu Natal has not be spared of this calamity. This has been further exacerbated by the impact of COVID-19 and the recent unrests in KZN and parts of Gauteng. Environmental Impact Assessment is a very important to for ensuring sustainable development. However, if the sector does not respond adequately to the need to for urgency in dealing with applications for development, it risks perpetuating the view that the EIA process only serves to delay development.

### 8.17 Marine and Coastal Resources

Effects of climate change in the coastal zone are becoming increasingly evident, for example coral bleaching as a result of increased sea surface temperatures. As a consequence of increased sea surface temperatures, oxygen levels in water will decline, resulting in losses or changes to species distribution. The removal of keystone species, such as sharks and turtles, is likely to have a profound effect on ecosystems functioning. The interconnectivity of species and systems could mean that the loss of one species or habitat results in the dropping effect of a loss of multiple species or habitats. In addition, humans inadvertently introduce alien and invasive species that may out-compete their indigenous counterparts, thereby reducing ecological functioning. Marine and coastal habitats provide a range of vital goods and services that depend on healthy and functioning ecosystems.

Aquaculture has been identified by the government as having potential for economic growth. While potentially beneficial, aquaculture can increase environmental impacts and risks and should be closely monitored in the future. Coastal habitats are under pressure from anthropogenic activities such as coastal development, resource extraction and mining. Continued population growth and demand for development along the coast is likely to result in these pressures continuing to grow. Sand mining in the coastal zone often occurs illegally within estuaries, resulting in further degradation of already negatively impacted environments.

Pollution is also a key concern in the marine and coastal environment. Increased sewage, storm water and other waste flow to the coastal environment in high volumes of polluted water that cannot be adequately treated. The waste then enters the marine environment through coastal outfall, streams or estuaries, typically characterised by high nutrient loads, which can have a severe negative impact on water quality and ecosystem functioning. The primary source of litter in KZN is poor waste disposal resulting in litter being washed down rivers and streams before entering the marine environment. This concerns particularly plastics. Aside from the visual impact, the economic impacts caused by having to remove litter and the potential loss of tourism can be significant.

Protection of key habitats that provide spawning and nursery areas for fisheries should be promoted through the establishment of Marine Protected Areas (MPAs) and effective estuary management systems. The recent (April 2022) floods have led to the escalation of the already existing problem of sewer spillage. Such is the magnitude of the problem that it now threatens the tourism industry due to beaches being closed for elongated period of time.

## 9. EDTEA INTERNAL ENVIRONMENT

### 9.1 EDTEA Internal Performance and Challenges

The KwaZulu-Natal Department of Economic Development and Environmental Affairs is mandated to oversee the socio-economic transformation in the province and it therefore leads the policy and strategic initiatives directed at promoting development and growth in various sectors of the economy. For the Department to be able to co-effectively implement its mandatory policies and strategies is made up of various programmes that constitute distinct but complementary functions that are related to the basic strategic mandate of the organisation. These include functions that are actively involved in the implementation of strategy and those focusing on the provision of corporate support services to ensure compliance and governance of the resources deployed for the delivery of services.

Taking into cognizance the above economic review and outlook, one of the pertinent questions we should ask ourselves as a department is how much can KwaZulu-Natal Provincial Government grow its economy without needing permission from National Government and what assets can we influence given our budgetary constraints and sphere of influence. The two largest sea ports, Durban and Richards Bay, in the province fall under and are governed by Transnet, a National entity of the Department of Transport. Electricity supply falls under a National entity, Eskom, new dams and water supply is controlled primarily by National Department of Water Affairs. Air route connectivity development at King Shaka International Airport requires permission from National Department of Transport. International Trade tariffs for the country are set by the Department of Trade and Industry. An example is the devastating impact on the poultry industry has had on the Province which we are unable to control. These National assets are extremely important for us to provide interventions and interjection to boost economic growth in the province.

This also raises the question; is our economy over-regulated? In other words, while we intended to regulate a certain section of the economy to solve some kind of problem or behavior in the market but in doing so have created multiple other issues. This is made apparent by globally recognised reports amongst others such as the Ease of Doing Business Report, the Global Competitiveness Report, the World Economic Freedom Report and the Global Entrepreneurship Index Report. These reports give us a high level view on the elements which we are doing well in and where we are failing. They form the basis of international discussion and shows us how the rest world and many international investors view us.

**Table 6: KZN Provincial Government and EDTEA Budget as Percentage of Provincial GDP, 2010-2019\***

R'000 Value (Current Prices)	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
KZN Provincial Government budget	61 906 779	71 205 662	78 387 035	86 007 002	91 285 290	96 713 071	104 691 909	109 827 562	116 640 980	123 704 779
EDTEA Budget	2 492 401	1 724 798	1 577 558	1 789 685	1 979 851	3 013 455	2 997 119	2 604 611	2 796 453	3 018 588
KZN GDP	433 845 688	480 068 970	520 390 920	563 941 449	609 665 222	650 522 238	697 025 337	746 359 716	781 171 917	817 574 528
<b>Share of KZN GDP</b>										
KZN Provincial Government Budget	14.27%	14.83%	15.06%	15.25%	14.97%	14.87%	15.02%	14.72%	14.93%	15.13%
EDTEA Budget	0.57%	0.36%	0.30%	0.32%	0.32%	0.46%	0.43%	0.35%	0.36%	0.37%

Source: KZN Provincial Treasury, 2019

Note: \* indicates \* Unadjusted Budget and GDP estimate

From a budgetary point of view, the province equates to approximately 15% of the KwaZulu-Natal's GDP. Thus, for EDTEA this represents approximately 0.37% of provincial GDP. Given our mandate, whether this is adequate or not is debatable. There is a need for internal reflection and address some of the key challenges faced by the department. Some of the matters arising amongst others include:

- Supply Chain Management – Financial and Procurement matters are guided by the PFMA which is in its own right is limiting and inflexible. Processes can take significantly long often leading to under- expenditure;
- Uncertainty over the use of consultants versus transfer payments;
- Silo mentality across programmes. There is also duplication of work with certain programmes and entities;
- There is a need for specialization of skills. i.e. The Department does not have a dedicated marketing and graphic designer team putting it at odds when trying to organize an international event or requiring engineering services for infrastructure related projects.
- The department has over 60 provincial strategies, however, limited attention is paid to implementation so that we can determine their effectiveness and revise them where required;

To truly support the economy of KwaZulu-Natal, the department should focus using its buying power to procure local products and services. A review of all procured products should be undertaken to support local economy.

Perhaps a new approach should be explored on how projects are implemented through the Call for Proposal procedure. There is a need for a database of specialized service providers to make up a team to implement identified projects thereby empowering Project managers for implementation. There is a need to boost infrastructure levels in the province as alluded to in economic review. It is therefore recommended that a provision in budgets be made and backed up by political muscle to unlock project and perhaps entering into a Memorandum of Understanding with KZN Public Works to provide infrastructure on behalf of the department

## 9.2 EDTEA Catalytic Projects

Programme	Programme/Projects	Focus Area
One	KZN Wealth Fund	Establishment of a KZN Wealth fund to contribute towards stabilization of the provincial fiscal shortfalls during periods of exogenous economics shocks.
	Ndumo Retail Centre	Construction of a retail centre, service station and informal trading infrastructure to achieve spatial integration and access to services by communities
Two	Enterprise Development Fund (Social Solidarity Fund)	Promote sustainable development of Township and Rural SMMEs, co-operatives, informal businesses and Black Industrialists
	KZN Youth Fund	KZN Youth Fund to increase participation of youth in the mainstream economy and promote inclusivity.
	Operation Vula Fund	Economic empowerment funding initiative for SMME development. (Phase II implementation)
Three	Durban Aerotropolis	King Shaka International Airport Public Transport Solution
		Five Star International Hotel at Dube City
	Regional Airports	Infrastructure Upgrades at KZN Regional (Secondary) Airports
	Industrial Economic Hubs	Auto Supplier Park - Phase 1 of the Auto Supplier Park will be constructed at the Old Durban Airport
		Clothing & Textile Hub- The incubation centre is to be constructed in 2023/2024
		Renewable Energy Park- support the construction of solar parks
		Leather Processing Hub – Engineering works and waste-to-energy plants from by leather by products
		Automotive Strategy - Strategy revision in 2023/2024 & incorporate electronic vehicles and Green Hydrogen fuel



Programme	Programme/Projects	Focus Area
Three	Industrial Development	Develop Roadmap for implementation of Electronic Vehicles in KZN to meet 2035 deadline
	Oceans Economy	Establishment of Maritime University to advance skills development
		Establishment of Fish Processing Facilities
		Establishment of a boat building park
	Sector Development: Agro-processing	Cannabis-hemp: agro-processing; standards & certification; product development; and market access
	Technology Hubs	Port Shepstone - Supply and install 4IR equipment & upscale Technology Innovation Support Programme
		Newcastle- Supply and install 4IR equipment & upscale Technology Innovation Support Programme
		Richards Bay IDZ - Supply and install 4IR equipment & upscale Technology Innovation Support Programme
		Pietermaritzburg- EOI for the construction of bulk infrastructure by Municipality and supported by EDTEA
		Dube Trade Port - Implement Business case for the Technology Innovation Hub
Five	Economic Planning	Implementation of Municipal Long term Economic Development Strategies
Six	Enhancing Tourism products and infrastructure to attract domestic and international tourists to the province	Tourism niche product enhancement and diversification: <ul style="list-style-type: none"> <li>• KwaXolo Adventure Caves</li> <li>• Balele Game park</li> <li>• Mtubatuba SMME Centre and Tourism Facility</li> <li>• Lilani Hotsprings</li> <li>• Drakensberg Cable Car (Planning phase)</li> </ul>
	Destination Planning, Marketing and Management	Provincial Tourism Master Plan revision
	Tourist Guiding	Professionalization of the Tourist Guide Sector

Programme	Programme/Projects	Focus Area
Seven	Climate change	Risk Reduction
	Clearing of Invasive Alien Species	Removing alien plants in all KZN district municipalities

### 9.3 Organisational Environment

The Department of Economic Development, Tourism and Environmental Affairs has engaged itself in the development of Organizational Structures for its operations. The choice of the type of structures to be used is mostly informed by the regulated environment within which the Department operates. Functional structures are regarded by various Departments as suitable for a regulated environment. Notwithstanding their disadvantages they (functional structures) still allow greater operational control at a senior level and linked to this is the clear definition of roles and responsibilities.

The Organizational structure should enable the Department to focus on the following strategic pillars:

- Administration;
- Integrated Economic Development Services;
- Trade, Sector and Tourism Development;
- Business Regulatory and Consumer Protection;
- Economic Research, Strategy and Planning; and
- Environmental Management

It should be noted that the Department is one of the delivery Departments with concurrent competencies. These (delivery departments) represent a mix between policy-making and delivery. At a National level they are mainly responsible for policy development, executive oversight, monitoring and evaluation whilst at Provincial level they are responsible for operational delivery of the functional competence. It is noted that the operational delivery of the functional competence is in this department based on the framework of the line function programmes as dictated to by the strategic plan of the Department.

The key risks to the strategy can be characterized as strategic, economic, environmental and operational. In order to mitigate any major operational risks, change management process needs to be rolled out urgently.

### 9.3.1 EDTEA's Organisational Structure

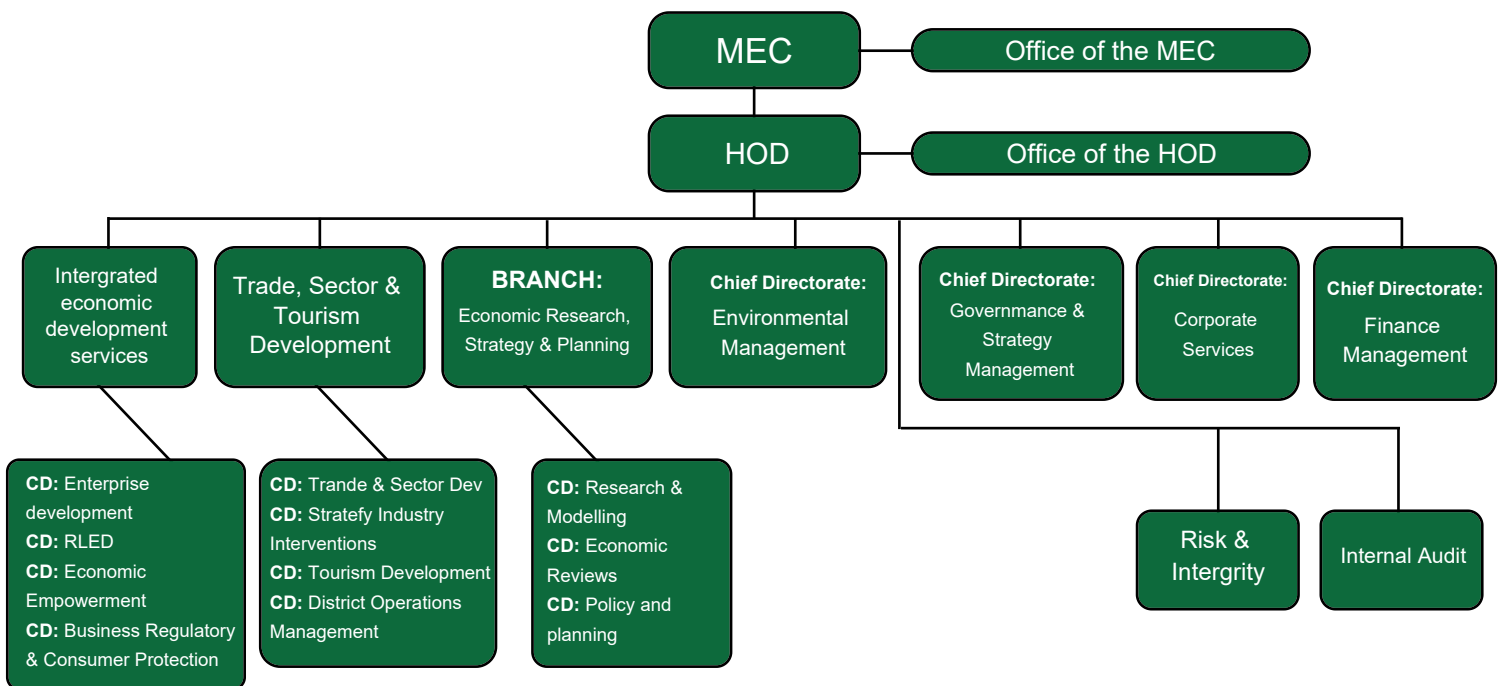
The departmental structure has been approved and the department now has the appointed Accounting Officer. The recently approved structure denotes three (3) Branches, highlighted in green in the table below, and Chief Directorates:

BRANCH	CHIEF DIRECTORATE	BRANCH/ CHIEF DIRECTORATES OBJECTIVES
Private Office	Office of the MEC	Render Ministerial support Services
Administration	Provide strategic direction and co-ordination on the administrative operations of the department	
	Office of the HOD	Provide direction and leadership in execution of services to the office of the HOD
	Corporate Services	Provide strategic direction and leadership in corporate management
	Financial Management Services	Ensure implementation of the PFMA and other related financial regulations and policies.
	Governance and strategy Management	Provide direction and leadership in execution of governance and strategy management
Integrated Economic Development	Sustain economic development through shared partnerships	
	Enterprise Development	Provide integrated business services
	Economic Empowerment	Facilitate the implementation of EE Strategies and imperatives in the Province.
	Regional Local Economic Development	Develop and manage sustainable RLED Projects that are partnership based
	Business Regulatory and Consumer Protection	Provide business regulatory and consumer protection services.
	Regional Local Economic Development	Provide strategic direction co-ordination and leadership in the implementation of economic empowerment programme and projects in the KZN Province.
Trade, Sector and Tourism Development		Provide strategic leadership and direction in the development of Sector and Tourism Development.
	Trade and Sector Development Services	Formulate economic growth initiatives through sector development and trade promotions.
	Tourism Development	Provide strategic leadership and direction on tourism development.

BRANCH	CHIEF DIRECTORATE	BRANCH/ CHIEF DIRECTORATES OBJECTIVES
	Strategic Industrial Interventions	Provide and facilitate the development of strategic Industrial interventions.
	Districts Operations Management	Facilitate effective implementation of all services in the province.
Economic Research, Strategy and Planning		Provide strategic direction coordination and leadership in the economic information for economic research, strategic planning.
	Research and Modelling	Manage and coordinate economic research and modeling in the KZN Province.
	Economic Reviews	Provide strategic leadership on economic reviews.
	Policy and Planning	Facilitate and coordinate the development of provincial economic policies and strategies.
Environmental Management Services		Provide strategic direction and leadership in promotion sustainable environmental management in the Province.
	Environmental Quality Management	Provide direction and guidance in environmental quality management.
	Coastal and Biodiversity Management	Coordinate, facilitate and promote coastal & marine pollution and biodiversity management.
	Environmental Governance, Planning and Climate Change	Establish and coordinate provincial sustainable environmental development and climate change management.
	Compliance Monitoring and Enforcement Management	Coordinate compliance and monitoring management in the Province.
	Environmental Empowerment Management Services	Promote and facilitate integrated environmental management through capacity building and awareness programmes.

EDTEA's structure should be able to propel officials towards institutional excellence regarding the following strategic focus:-

- Inclusive and Growing the economy;
- Economic Transformation and Job creation;
- Environmental Management, and
- Building a capable and agile state machinery to drive implementation.



## PART C: MEASURING OUR PERFORMANCE



**10 INSTITUTIONAL PERFORMANCE INFORMATION****10.1 IMPACT STATEMENT**

<b>Impact Statement</b>	<b>Vibrant Economy</b>
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**10.2 MEASURING OUTCOMES**

<b>MTSF Priority 1</b>	<b>Building a capable, ethical and developmental state</b>		
<b>Problem statement</b>	State capacity is uneven and at times uncoordinated. Maladministration, poor governance and corruption need to be addresses across all three spheres, including public entities.		
<b>Outcome statement</b>	A capable, ethical and developmental institution that contributes to efficient and effective deliverance of service delivery outcomes.		
<b>Outcome</b>	<b>Outcome Indicator</b>	<b>Baseline</b>	<b>Five-year target</b>
<b>Institutional Excellence</b>	State of Corporate governance	<b>NEW</b>	Improved state of corporate governance in the department.
	Financially unqualified audit opinion with no material findings	<b>NEW</b>	Financially unqualified audit opinion with no material findings.
<b>MTSF Priority 1</b>	<b>Building a capable, ethical and developmental state</b>		
<b>Problem statement</b>	Weak economic growth has hampered inclusion, the reduction of unemployment, poverty and inequality; the Province have been further hit by the triple external shocks which has affected the socio-economic profile of the KZN economy.		
<b>Outcome statement</b>	A transformed provincial economy that supports job creation.		
<b>Outcome</b>	<b>Outcome Indicator</b>	<b>Baseline</b>	<b>Five-year target</b>
<b>More decent jobs sustained and created</b>	Number of decent jobs created	<b>8928</b>	<b>50015</b>
	Number of jobs opportunities created	<b>176</b>	<b>2750</b>
<b>Investing for accelerated inclusive growth</b>	GDP	<b>&lt;2% (2018)</b>	<b>&gt;2%</b>
	Increased level of B-BBEE compliance in KZN	<b>Level 6 compliance</b>	<b>Level 2 compliance</b>
<b>Industrialisation, localisation and exports</b>	Percentage growth for exports in national priority sectors	<b>NEW</b>	<b>4% growth in exports</b>

<b>Reduced concentration and monopolies and expanded small business sector</b>	Improved access to affordable finance for SMMEs and cooperatives	<b>NEW</b>	At least 50% provincial DFI financing dedicated to SMMEs & Cooperatives
	Percentage contribution of small business to GDP	<b>NEW</b>	50%
<b>MTSF Priority 5</b>	<b>Spatial integration, Human settlement and Local Government</b>		

characterised by dynamic changes in terms of rapid technological advances in the process of production in KwaZulu-Natal

<b>Problem statement</b>	A declining state of environment characterised by climate vulnerability and unsustainable resource use.		
<b>Outcome statement</b>	An improving state of environment that is climate resilient and sustainably supporting the radically transformed economy		
<b>Outcome</b>	<b>Outcome Indicator</b>	<b>Baseline</b>	<b>Five-year target</b>
<b>Environmental sustainability and resilience</b>	Number of work opportunities created through environmental programmes	<b>45015 jobs</b>	55000 jobs
<b>GHG reduction (mitigation)</b>	Percentage reduction in GHG emissions in priority sectors by 2024	<b>NEW</b>	42% reduction in GHG emissions in priority sectors (this is a national target, provinces are measured on their contribution)
<b>State of ecological infrastructure improved</b>	Percentage increase in ecological infrastructure restoration and rehabilitation by province and districts	<b>NEW</b>	Increase in Rehabilitated land. -80% of degraded ecological infrastructure restored.

MTSF Priority 7	A Better Africa And World		
Problem statement	Declining international trade, exports and tourism impact on the achievement of economic growth		
Outcome statement	Improved provincial investment, trade, tourism and geo-political impact.		
Outcome	Outcome Indicator	Baseline	Five-year target
Increased and Diversified exports contributed to an export orientated economy	Value of exports in identified sectors	KZN contribution: 146bn (2018/20)	KZN contribution of R163bn by 2024
Growth in tourism sector resulting in economic growth	Percentage growth in tourism sector as a share of GDP	8.9% of GDP total (2018) and 8% growth since 2014 tourist arrivals	9.9% of total (2018)
	Percentage increase in the value of international tourist spend	Average domestic spends per trip R995; Average value foreign spend R5877 (Feb 2018)	Increase the value of international tourist spends with 4% each year

### Explanation of planned performance over the 5-year planning period

For the department, our response to the MTSF 2019-2024 is built on three foundational pillars: a capable, ethical, and developmental state, transformation and inclusive economy and building a better Africa. EDTEA seeks to rebuild and restore public confidence in the province through catalysing economic development opportunities in order to address structural impediments to equality, employment and wealth.

**A capable, ethical and developmental state:** EDTEA is committed to contribute towards building a capable developmental state by making sure that management and staff conduct their duties in an ethical and professional manner. The department will put in place systems and processes for accountability purpose, such as consequence management. The underpinning values for this strategic plan are embedded in the Batho Pele principles with an added emphasis on the Spirit of “Ubuntu”, placing citizens at the centre of public service planning and operations, and foster citizen participation through services and programmes of a democratic nature.

### Economic Transformation and Job Creation

As part of building a non-racial society, EDTEA has introduced Operation Vula in order to achieve economic transformation in the Province. Operation Vula is centred on strengthening local economies and reorienting them to become effective centres of production, information processing and spatial development. As part of this initiative, EDTEA's strategic objective is to prolong money circulation in townships and rural areas by plucking money leakages thus forcing money to exchange more hands before it leaves the community. This will be achieved by increasing the local provision of a variety of services to local community by local enterprises. Therefore, EDTEA will continue support and promote local economic development and local small scale industries. Operation Vula Fund Policy has been reviewed and the second window will be rolled out in the 2023/24 FY.

### Description of enablers

A capable workforce requires commitment in resources and overcoming fraud and corruption. The department will ensure that there is a monitoring and evaluation system to link what each programme does and expenditure for early warning mechanism to alert management about problematic areas that need urgent corrective action. Most importantly, proper coordination is required within the department as well as with our external stakeholders to ensure we deliver services as expected. Where there are vacancies, the department has already initiated a process of filling those posts. The department is also aware of the urgent need for automation of systems and processes to increase efficiency and mechanisms to achieve this are being considered. Re-skilling and training of staff will be instituted in respect of the rapid operational environment.

**A number of strategies and interventions are deployed to achieve this mandate. These, inter-alia, include:**

Investment Attraction, Export Promotion, Business Retention, SMME development, Informal Economy support, Economic Infrastructure development, Industrial Development, Special Economic Zones, Sector Development, Environmental Management, Tourism Attraction, Township and Rural Revitalisation and Business Regulations. EDTEA is implementing the above initiatives in partnership with its social partners – Business, Labour, other government entities and Civil Society.

**Environmental sustainability and resilience**

Environmental management remains a weak area of core policy and implementation. Part of the challenge is capacity to manage intersecting environmental crises, mounting resource pressures, climate change and environmental degradation, and the transition to a growth path in a manner that lessens our environmental impact and resource use. Moreover, the effects of climate change are increasingly being felt through changes in rainfall patterns (drought and floods), floods and infrastructure damage. This exacerbates the vulnerability of communities, especially the poor. Environmental management must be embedded across our economy and infrastructure systems to safeguard the quality of our water, air and land. EDTEA will ensure that there are targeted actions to safeguard our unique natural resource base and mitigate risks related to climate change. To achieve this, EDTEA will focus on interrelated environmental outcomes: • GHG emission reduction. • Municipal preparedness to deal with climate change and a just transition to a low carbon economy

**10.3 KEY RISKS AND MITIGATION**

Outcome	Key Risk	Risk Mitigation
<b>Institutional excellence</b>	Lack of adequate financial and human resource capacity	Develop and implement retention strategy, Reprioritization of departmental budget
	Inadequate performance management	Enforcement of performance management systems to all levels
	Fraud and corruption	Enforcement fraud prevention plan
	Ineffective oversight structures	Strengthen capacity of internal audit, risk management, ICT, IGR and public entity oversight
	Irregular expenditure	Consequence management
	Material misstatement of financial statements	Adherence to deadline for submission of financial information Adequate review of financial statements Preparation of quarterly / Mid-year Financial Statements
	Lack of cooperation from stakeholders Inadequate communication	Develop and implement stakeholder engagement policy



	Possible litigation	Proper consultation and negotiations; Conduct change management Compliance with legal agreements
<b>Inclusive and Transformed Economic Growth</b>	Untransformed policies	Seek Political Intervention
	Current frameworks do not support economic transformation	Adoption of policies and frameworks supporting the economic transformation.
	Lack of transformation in industrial sectors	Targeted funding support to ensure PDIs' entrance into the economic mainstream
	Prolonged Compliance (SPLUMA, EIA) Incompetent implementing agent	Improvement of system utilised Better co-ordinated planning
	Legislative gaps	Review and amend the legislation
	Loss of revenue collection	Review of funding models
	Illegitimate business practices Delays in issuing of Business Licensing /Permits at Municipal Level	Increase in Business inspections Deployment of the Municipal Business Licensing Technical Team. Increase in Business inspections
	Unavailability of local economic data	Subscriptions to private data sources Undertake market intelligent Research and customized surveys
	Lack/ delays in implementation of research findings	Ensure stakeholder and political buying
	An effective and functional knowledge management system	IT is procuring SharePoint All none complying project managers shall be reported to the HOD
	Fragmented implementation of tourism mandate by various players which poses a challenge on coordination monitoring and reporting	Consider signing a MOA with relevant stakeholders and key implementers of the tourism mandate in the province. Strengthening of KZN Master Plan Monitoring Committee to ensure full participation of various stakeholders

	Fragmented implementation of tourism mandate by various players which poses a challenge on coordination monitoring and reporting	Consider signing a Memorandum of Agreement (MOA) with relevant stakeholders and key implementers of the tourism mandate in the province
	Lack of the required funding to implement the projects	Establish Public Private Partnerships with investors. Lobby for more funding from various funding institutions such as National Department of Tourism and National Empowerment Fund and others.
<b>Environmental sustainability and resilience</b>	Failing intergovernmental cooperation and environmental governance mechanisms leading to environmental quality decline	Improve inter-governmental cooperation and environmental governance
Protecting the environment while enabling Development	Taking misinformed decisions.	Identify key specialist areas for appointment at head office as shared resources.
	Abuse of S30A	Development of SOP
Sustainable management of KZN Coastal zone.	Increased interest in development along the coast which may result in exposure to adverse coastal processes	Management of coastal risks and adaptation to hazards.
Environmental sustainability and resilience	Lack of awareness creation and capacity development leading to increased environmental degradation, non-compliance with environmental legislation, deterioration of ecological systems	Conceptualising E-Advocacy

## 10.4 Public Entities

Name of Public Entity	Mandate	Outcomes
IThala Development Finance Corporation (IDFC)	Lack of adequate financial and human resource capacity	Develop and implement retention strategy, Reprioritization of departmental budget
KwaZulu-Natal Sharks Board (KZNSB)	The core function of the KZNSB is the protection of bathers against shark attacks at designated protected beaches along the KwaZulu-Natal coastline. This mandate is fulfilled through the installation and maintenance of shark safety gear deployed to prevent shark attacks at 37 protected beaches. The KZNSB maintained 22.12 km of shark netting and 107 drumlines off the KwaZulu-Natal coast. The KZNSB continued with research on the biodiversity of sharks and non-lethal shark repellent cable technology. The shark repellent prototype cable was successfully tested against white sharks at Mossel Bay.	Inclusive and Transformed Economic Growth
KZN Tourism Authority's (TKZN)	The KwaZulu-Natal Tourism Authority's mandate is the promotion and marketing of the Province of KwaZulu-Natal as a preferred leisure and business tourism destination in Africa.	Inclusive and Transformed Economic Growth
Dube Trade Port Corporation (DTPC)	<ul style="list-style-type: none"> <li>- To facilitate inclusive economic growth and job creation by developing the Dube Trade Port industrial precinct associated commercial zones and air logistics platform.</li> <li>- To attract domestic and foreign direct investment to the province and facilitating imports and exports.</li> </ul>	Inclusive and Transformed Economic Growth
Richards Bay IDZ (RBIDZ)	To facilitate economic growth and attract long term investment to the Province.	Inclusive and Transformed Economic Growth
Trade Investment KwaZulu- Natal (TIKZN)	To attract foreign and domestic investment, and to promote exports and export capacity.	Inclusive and Transformed Economic Growth
Trade Investment KwaZulu- Natal (TIKZN)	<ul style="list-style-type: none"> <li>• Regulate retail sale and micro manufacture of liquor</li> <li>• Ensure compliance and enforcement</li> <li>• Develop mechanisms aimed at reducing the socio-economic &amp; other effects of alcohol abuse</li> <li>• Promote the development of responsible &amp; sustainable retail &amp; micro-manufacturing liquor industry to facilitate: <ul style="list-style-type: none"> <li>- Entry of new participants into the industry</li> <li>- Diversity of ownership in the industry and</li> <li>- Ethos of social responsibility in the industry</li> </ul> </li> </ul>	Inclusive and Transformed Economic Growth

## 10.4 Public Entities

Name of Public Entity	Mandate	Outcomes
Ezemvelo KZN Wildlife (EKZNW)	Biodiversity management and eco-tourism promotion	A transformed, resilient, inclusive and no nett loss State of Biodiversity
KwaZulu-Natal Film Commission (KZNFC)	To promote and market the Province as a global destination for film production and to facilitate investment in the film industry in the Province	Inclusive and Transformed Economic Growth
KZN Growth Fund (KZGFT)	The KZGFT provides competitive and innovative finance to private sector investments that unlock growth opportunities in the KwaZulu-Natal	Inclusive and Transformed Economic Growth
Dube Trade Port Corporation (DTPC)	<ul style="list-style-type: none"> <li>• Regulate gaming, horseracing and betting ensures integrity &amp; no public harm.</li> <li>• Develop a gaming industry that promotes tourism, employment, economic and social development.</li> <li>• Transformation and promote opportunities for Black persons in gaming and betting.</li> <li>• Apply restrictions on trade in terms of trade conditions and commitment by license holders.</li> <li>• Consider and grant license to –</li> <li>• Persons conducting casinos and bingo games;</li> <li>• Gaming machine operators;</li> <li>• Race course operators; book makers and totalizers</li> <li>• Contribute to the fiscus of the country from gambling activities through the collection of –</li> <li>- 10 Taxes: Fees; Levies and penalties</li> <li>- Ensure compliance and enforcement</li> <li>- Develop knowledge and appreciation of horse racing in previously disadvantaged communities.</li> </ul>	Inclusive and Transformed Economic Growth
Moses Kotane Institute (MKI)	<ul style="list-style-type: none"> <li>- To conduct world class research into training, skills development, provincial strategic economic factors; and</li> <li>- To strategically lead on innovation, technology, maritime and implementation of activities that respond to the needs of the provincial economy.</li> </ul>	Inclusive and Transformed Economic Growth

## **PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDs)**

**11 TECHNICAL INDICATOR DESCRIPTIONS**

<b>MTSF Priority 1</b>	A capable, ethical and developmental state
<b>Outcome</b>	Institutional Excellence
<b>Indicator Title</b>	State of Corporate governance
<b>Definition</b>	The processes of disclosure and transparency followed to provide stakeholders as well as the general public with precise and accurate information about the financial, operational and other aspects of the department.
<b>Source of data</b>	Reports submitted to governance committees
<b>Method of Calculation / Assessment</b>	Actual numbers set as targets versus the actual achievements.
<b>Means of verification</b>	Minutes of governance committees
<b>Assumptions</b>	Compliance with relevant prescripts
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Both Cumulative (Year-to-Date) and Non-Cumulative Year-end
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Institutional excellence
<b>Indicator Responsibility</b>	Head of Department



MTSF Priority 1	A capable, ethical and developmental state
Outcome	Institutional Excellence
Indicator Title	Financially unqualified audit opinion with no material findings
Definition	The purpose of this indicate is to ensure that the department strive towards clean governance by ensuring that all transactions performed are free of material findings from the Auditor General
Source of data	Auditor Report from Auditor General of South Africa
Method of Calculation / Assessment	Actual reports submitted to relevant authorities on annual basis.
Means of verification	Actual Final Report from Auditor-General
Assumptions	The methodology wholly relies on each Team member understanding the need for the department to achieve a financially unqualified audit opinion and working towards it.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Quantitative and Qualitative
Reporting Cycle	Annual
Desired performance	To achieve a financially unqualified audit opinion with no findings,
Indicator Responsibility	Chief Financial Officer

MTSF Priority 2	Economic Transformation and Job Creation
Outcome	More decent jobs sustained and created
Indicator Title	Number of jobs created
Definition	The purpose for this indicator is to measure the number of jobs created and sustained through various interventions/priority economic sectors to realise MTSF Priority 2
Source of data	Progress Reports
Method of Calculation / Assessment	Count the number of jobs (quantitative)
Means of verification	Reports
Assumptions	Timeous availability of report
Disaggregation of Beneficiaries (where applicable)	Target for Women: 30% Target for Youth: 60% Target for PDI: 10%
Spatial Transformation (where applicable)	All District and Metro
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Annual
Desired performance	50015
Indicator Responsibility	ADDG: Trade, Sector and Tourism Development

MTSF Priority 2	Economic Transformation and Job Creation
Outcome	More decent jobs sustained and created
Indicator Title	Number of job opportunities created
Definition	The purpose for this indicator is to measure the number of employment opportunities as a result of projects implemented in both urban and rural areas
Source of data	Contracts, pictures and Monitoring report
Method of Calculation / Assessment	Quantitative method through a simple count
Assumptions	Global, SA and KZN economy grows creating appropriate demand and supply conditions for business prosperity. Entrepreneurs and employees are capable and skilled. Expenditure by Department indirectly supports employment opportunities in the private sector.
Disaggregation of Beneficiaries (where applicable)	Target for Women: 40% Target for Youth: 40% Target for People with Disabilities: 10%
Spatial Transformation (where applicable)	Not Applicable
Reporting Cycle	Annual
Desired performance	2750
Indicator Responsibility	DDG: IEDS

MTSF Priority 2	Economic Transformation and Job Creation
Outcome	Investing for Accelerated inclusive growth
Indicator Title	Provincial GDP rate [%]
Definition	This indicator is concerned with economic transformation and inclusion of SMMEs and Cooperatives in the global value chains.
Source of data	Statistics SA Reports
Method of Calculation / Assessment	$GDP = Consumption + Investment + Government Spending + Net Exports$
Assumptions	Economic growth rate will be maintained
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not Applicable
Reporting Cycle	Five yearly
Desired performance	>2%
Indicator Responsibility	DDG: IEDS

MTSF Priority 2	Economic Transformation and Job Creation
Outcome	Investing for Accelerated inclusive growth
Indicator Title	Increased level of B-BBEE compliance in KZN
Definition	The purpose for this indicator is to measure the level of B-BBEE compliance in KZN. The level of provincial compliance with BBBEE provides a progress on how the programme led by the government has achieved to promote an equal -opportunity economy and the empowerment level for the previously disadvantaged individuals.
Source of data	BBBEE verification reports Statistics SA Labour Force Survey
Method of Calculation / Assessment	Equity ownership (25% weighting) Management control (15% weighting, 4% bonus possible) Skills development (20% weighting, 5% bonus possible) Enterprise development (40% weighting, 4% bonus possible) Socio-economic development (5% weighting)
Assumptions	Buy-in by the Private Sector to implement B-BBEE Programmes
Disaggregation of Beneficiaries (where applicable)	All Black People and/or Black businesses
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annual
Desired performance	Level 2 compliance
Indicator Responsibility	DDG: IEDS

MTSF Priority 2	Economic Transformation and Job Creation
Outcome	Industrialization, localization and exports
Indicator Title	Percentage growth for exports in national priority sectors
Definition	The purpose for this indicator is to measure the level of growth for exports in national priority sectors.
Source of data	Statistics SA approved quarterly and annual reports on Exports
Method of Calculation / Assessment	% change in provincial exports in national priority sectors
Assumptions	Export continues uninterrupted
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Five yearly
Desired performance	4% growth in exports
Indicator Responsibility	ADDG: Trade, Sector and Tourism Development

MTSF Priority 2	Economic Transformation and Job Creation
Outcome	Reduced concentration and monopolies and expanded small business sector
Indicator Title	Improved access to affordable finance for SMMEs and Cooperatives
Definition	The purpose for this indicator is to measure economic transformation and inclusion of SMMEs and Cooperatives in the global value chains.
Source of data	BBBEE verification reports Statistics SA Labour Force Survey
Method of Calculation / Assessment	Actual achievements (Statistics SA Labour Force Survey)
Assumptions	Actual achievements (Statistics SA Labour Force Survey)
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Five yearly
Desired performance	50 % provincial DFI financing dedicated to SMMEs and Cooperatives
Indicator Responsibility	DDG: IEDS



MTSF Priority 2	Economic Transformation and Job Creation
Outcome	Reduced concentration and monopolies and expanded small business sector
Indicator Title	Improved access to affordable finance for SMMEs and Cooperatives
Definition	The purpose for this indicator is to measure economic transformation and inclusion of SMMEs and Cooperatives in the global value chains.
Source of data	BBBEE verification reports Statistics SA Labour Force Survey
Method of Calculation / Assessment	Actual achievements (Statistics SA Labour Force Survey)
Assumptions	Economic growth rate will be maintained
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Five yearly
Desired performance	50 % provincial DFI financing dedicated to SMMEs and Cooperatives
Indicator Responsibility	DDG: IEDS

MTSF Priority 2	Economic Transformation and Job Creation
Outcome	Reduced concentration and monopolies and expanded small business sector
Indicator Title	Percentage contribution of small businesses to GDP
Definition	This indicator is concerned with economic transformation and inclusion of SMMEs and Cooperatives in the global value chains.
Source of data	BBBEE verification reports Statistics SA Labour Force Survey
Method of Calculation / Assessment	Actual achievements (Statistics SA Report) Small Business Total Value / Provincial Total GDP X 100
Assumptions	Economic growth rate will be maintained
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Five yearly
Desired performance	50%
Indicator Responsibility	DDG: IEDS

MTSF Priority 2	A Better Africa And World
Outcome	Increased and Diversified exports contributed to an export orientated economy
Indicator Title	Value of exports in identified sectors
Definition	The purpose for this indicator is to measure the extent to which Exports have contributed to provincial GDP.
Source of data	Statistical SA reports
Method of Calculation / Assessment	Statistical reports from secondary sources: STATSA
Assumptions	Transformative and progressive policy environment for Trade and investment Incentives are in place to attract international/domestic investors
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Province wide
Reporting Cycle	Annual Reports
Desired performance	KwaZulu Natal is the preferred province for international trade and investment
Indicator Responsibility	ADDG: Trade, Sector and Tourism Development

MTSF Priority 2	A Better Africa And World
Outcome	Growth in tourism sector resulting in economic growth
Indicator Title	Percentage growth in the tourism sector as a share of GDP
Definition	The purpose for this indicator is to measure the share and contribution towards Provincial GDP
Source of data	Statistical SA reports
Method of Calculation / Assessment	Statistical reports from secondary sources: STATSA
Assumptions	Transformative and progressive policy environment for Tourism sector.Strong Research and Development component for the sector.KZN is branded and marketed widely as a preferred tourist destination.Incentives are in place to attract international tourists and encourage domestic tourism.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Province wide
Reporting Cycle	Annual
Desired performance	KwaZulu Natal is ranked higher as a preferred Tourist destination
Indicator Responsibility	ADDG: Trade, Sector and Tourism Development

MTSF Priority 2	A Better Africa And World
Outcome	Growth in tourism sector resulting in economic growth
Indicator Title	Percentage increase in the value of international tourist spend
Definition	The purpose for this indicator is to measure the extent to which international tourists spend towards provincial tourism.
Source of data	Statistical SA reports
Method of Calculation / Assessment	Statistical reports from secondary sources: STATSA
Assumptions	Transformative and progressive policy environment for Tourism sector Strong Research and Development component for the sector KZN is branded and marketed widely as a preferred tourist destination Incentives are in place to attract international tourists and encourage domestic tourism
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Province wide
Reporting Cycle	Annual
Desired performance	KwaZulu Natal is ranked higher as a preferred Tourist destination
Indicator Responsibility	ADDG: Trade, Sector and Tourism Development

MTSF Priority 5	Spatial integration, Human settlement and Local Government
Outcome	Environmental sustainability and resilience
Indicator Title	Number of work opportunities created through environmental programmes
Definition	To facilitate creation of work opportunities with a focus on women, youth and people with disabilities through environmental programmes and may include internship, learnerships, volunteer programmes, CBNRM, recycling and buy-back centres, nurseries, etc.)
Source of data	Beneficiaries copy of ID, signed contract, daily time sheets; data base of beneficiaries.
Method of Calculation / Assessment	Actual count of work opportunities that can be traced, contract files, beneficiary data, time sheets
Assumptions	Job opportunities created will be tracked in the environment sector and to assessed the extent to which they improve socio-economic benefits within the environmental sector
Disaggregation of Beneficiaries (where applicable)	Women: 50% Youth: 40 PWD: 10%
Spatial Transformation (where applicable)	Province wide
Reporting Cycle	Annual
Desired performance	Improved socio-economic benefits within the environmental sector
Indicator Responsibility	Chief Director: Environmental Management
Data limitations	Accuracy of the data depends on reliability of reported data

MTSF Priority 5	Spatial integration, Human settlement and Local Government
Outcome	GHG reduction (mitigation)
Indicator Title	Percentage reduction in GHG emissions in priority sectors by 2024
Definition	The purpose for this indicator is to measure the reduction Greenhouse Gas Emissions [GHG] in line with the set targets.
Source of data	Environmental Outlook Report: GHG reduction (mitigation). GHG reduction (mitigation)
Method of Calculation / Assessment	Environmental Outlook Report: Qualitative Assessment
Assumptions	Environmental data is collected and analysed to produce the state of the environment Report
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Province wide
Reporting Cycle	Every Five years
Desired performance	Improved socio-economic benefits within the environmental sector
Indicator Responsibility	Chief Director: Environmental Management



MTSF Priority 5	Spatial integration, Human settlement and Local Government
Outcome	State of ecological infrastructure improved
Indicator Title	Percentage increase in ecological infrastructure restoration and rehabilitation by province and districts
Definition	The purpose for this indicator is to measure the extent to which the ecological infrastructure has been restored and rehabilitated.
Source of data	Environmental Outlook Report: State of ecological infrastructure improved
Method of Calculation / Assessment	Environmental Outlook Report: Qualitative Assessment
Assumptions	Environmental data is collected and analysed to produce the state of the
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Province wide
Reporting Cycle	Every Five years
Desired performance	Improved socio-economic benefits within the environmental sector
Indicator Responsibility	Chief Director: Environmental Management

**12 ANNEXURES TO THE STRATEGIC PLAN****12.1 ANNEXURE D: DISTRICT DELIVERY MODEL**

Area of Intervention	Short Term (2022/23)			Medium Term (2023/24 -2024/25 -2025/26)		
	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
Social Economy and Capacity BuildingUKZN and DUT				Social entrepreneurship development programme offered to Social Entrepreneurs to accelerate transformational change in their communities across KZN. Social Entrepreneurs are exposed to cutting edge thinking and innovative practices in social entrepreneurship across the major areas required for the development and scaling of their social enterprises The programme runs as an action learning, interactive social lab comprising two day sessions per month in a plenary followed by action in the field, reflection and implementation. <b>UKZN: R9 778 321 &amp; DUT : R5 680 500</b>	<b>Various</b>	Responsibility: RLED Project  Manager: Patrick Mbokazi Social Partners: UKZN and DUT

Area of Intervention	Short Term (2022/23)			Medium Term (2023/24 -2024/25 -2025/26)		
	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
Sugar Industry	<p>Operation</p> <p>Sakhinzuzo: A sugar cane programme which supports the planting of 3000ha for small scale sugar cane farmers (project implementation is through a partnership with Tongaat Hulett) within the Maidstone,Darnall, Amatikulu and Felixton mill areas. THS contribution: as co-funder is R22,212,320.00 and EDTEA funding is R 51 826 935.00 initially for a period of 3 years (2017 -2021)EDTEA funding pays for planting activities including fertiliser and chemicals.Monitoring only.</p>	Ilembe EthekeWiniKing Cetshwayo	<p><b>Responsibility:</b> RLED</p> <p>Project Manager: Lungile Mthembu</p> <p>Social Partners: Tongaath Hulett Sugar</p>	<p>SAFDA - EDTEA</p> <p>Collaboration on Support for the Sugar Industry (Fertiliser Support for SSGs)Total Budget: 12 000 000</p>	Various	<p>Responsibility : RLED Project Managers</p> <p>Project Manager: Lungile Mthembu</p>

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Area of Intervention	Short Term (2022/23)			Medium Term (2023/24 -2024/254 -2025/26)		
	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
Sugar Industry	Operation Sakhinzuzo Impact AssessmentA full independent Impact Assessment will be undertaken for the Operation Sakhinzuzo project to support SSG's.Estimated Budget: R 1 000 000	Mainly Ilembe, King Cetshwayo, Umkhanyakude and Ethekwini	<b>Responsibility:</b> RLED  Project Manager: Naledi May  Partners: TH, MCCs, SASRI, SAFDA, SACGA and SASA.			

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	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
InfrastructureKwa Majomela	This project is the construction of a Small-Scale Manufacturing and Value-Adding Services Centre with an Incubation or Training Facility in KwaMajomela Area in Nongoma Local Municipality. The main objective is to provide working space, storage space and skills development for SMME's and Cooperatives in the area.	Zululand 27°50'1.89"S 31°33'34.27"E	Responsibility: RLED Project  Manager: Bongani Mkhize Zululand District Municipality and Nongoma local Municipality.			

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	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
Swiss Government funded - Vuthela iLembe LED Support Programme	Provision of Technical assistance through support of the following:1. Public Finance Management 2. Municipal Infrastructure 3. Private Sector Development 4. Partnership and Coordination <b>Donor Funded (2017 -2023)</b>	Ilembe	Responsibility: RLED Project Manager: Sizwe Dladla Social Partners: PCU SECO, National Treasury, Mariswe , Ilembe, Mandini, Kwa -Dukuza.			

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Area of Intervention	Short Term (2022/23)			Medium Term (2023/24 -2024/254 -2025/26)		
	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
Swiss Government funded - Vuthela iLembe LED Support Programme	Lusizo is a 100% black woman owned and managed company that comprises of three entities that operate in partnership. They will establish a new vegetable processing facility in Pietermaritzburg that will create 30 new job opportunities	Umgungundlovu 29.6497 S 30.4120 E	Responsibility: RLED  Project Manager: Lourie Van der Merwe  Lusizo Vegetables.			



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	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
Informal Economy Infrastructure	Hlabisa market stallsConstruction of 50 2,5m X 2,5m market stalls with roller doors and ablution facilities. These are to be used for mixed use purposes (i.e. fruit & veg , salon, clothing, cooked food etc.). Total	Umkhanyakude S28°14'58.24" E31°87'56.96"	Responsibility : RLED Project Managers  Project Manager : Lungile Mthembu  Hlabisa Municipality	Mangusi Informal Infrastructure for 60 traders including ablutions and landscaping.  R12 000 000 (2020-2023)	Umkhanyakude	Project Manager:  Lungi Mthembu
	Umvoti Informal Economy Initiative ( Mobile and fixed)	Umzinyathi 28°43'46.9"S 29°21'16.5"E	Responsibility : RLED Project Managers  Project Manager Bongani Mkhize Umvoti Municipality	Folweni Informal Trader Infrastructure for 30 traders.  R 6000 000 (2020-2023)	Ethekwini	Project Manager:  Naledi May

Area of Intervention	Short Term (2022/23)			Medium Term (2023/24 -2024/254 -2025/26)		
	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
Informal Economy Infrastructure	Greater Kokstad trading stalls	Harry Gwala 29.6006 S 30.3794 E	<b>Responsibility :</b> RLED Project Managers <b>Project Manager:</b> Lourie Van der Merwe <b>Kokstad Municipality</b>	Umzinto Informal infrastructure for 96 traders.  <b>R4 000 000</b>	Ugu, Nelson Mandela Road	<b>Project Manager:</b> Naledi May
	Msunduzi informal street trading stalls upgrade.	Umgungundlovu and Msunduzi LM	<b>Responsibility :</b> RLED Project Managers Project Manager: Lourie Van der Merwe Msunduzi Municipality	uMsinga Informal trader infrastructure for 150 traders.  <b>R 5 000 000</b>	Umzinyathi 28.55796 , 30.43067E, 28.74169S, 30.46065E	Project Manager: Bongani Mkhize
	Newcastle informal trading stalls	Amajuba 29°55'52.029" E,27°45'6.068"S	Responsibility : RLED Project Managers Project Manager: Sizwe Dladla Newcastle Municipal	Emondlo Informal Trader infrastructure for 150 traders.  <b>R 6 000 000</b>	Amajuba 27.98243S 30.72709E	Project Manager: Bongani Mkhize

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Area of Intervention	Short Term (2022/23)			Medium Term (2023/24 -2024/25 -2025/26)		
	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
Informal Economy Infrastructure	Scottburgh market shelter & stands	Ugu 30 45 19.21" E;30 17 09.99"S	Responsibility : RLED Project Managers Project Manager: Naledi May Umdoni Municipality	Highflats Hawker Stalls (IEID) (Ubuhlebezwe Project Two) – for 260 traders <b>R 4 000 000</b>	Harry Gwala 30.257955, 30.199344	<b>Project Manager:</b> Lourie vd Merwe
	Mkhuze Informal Trader Stalls R1 000 000	Ward 20	Responsibility : RLED Project Managers Project Manager: Lungile Mthembu Jozini Municipality	Alfred Duma Informal Trader Infrastructure for 30 traders <b>R 4 000 000</b>	Uthukela ward 36 - 28.4707° S, 30.2542° E; ward 1 - 28.6140° S, 29.9299° E; ward 12 -28.5616° S, 29.7830° E and ward 10 - 28.5818° S, 29.8226° E	<b>Project Manager:</b> Lucy Mokoena
Technical Services Contracts to support Infrastructure Projects				Technical Services Panel to support EDTEA project Managers on infrastructure projects. <b>R 900 000</b>	Various	Responsibility : RLED Project Managers Project Manager: Naledi May

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	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
Municipal Employment and Business Support Interventions	Ray Nkonyeni MEI – financial and technical support for local informal and formal small businesses R 1 000 000	Ugu	Project Manager: Naledi May	Umzinyathi DDA MEI - financial and technical support for local informal and formal small businesses <b>R 5 000 000</b>	Umzinyathi	<b>Project Manager:</b> Bongani Mkhize
	Kokstad Municipal Employment Initiative (MEI) - financial and technical support for local informal and formal small businesses R 1 000 000	Harry Gwala	Project Manager: Lourie vd Merwe			

Area of Intervention	Short Term (2022/23)			Medium Term (2023/24 -2024/25 -2025/26)		
	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
Municipal Employment and Business Support Interventions	NDZ Municipal Employment Initiative (MEI) - financial and technical support for local informal and formal small businesses R 1 000 000	Harry Gwala	<b>Project Manager:</b> Lourie vd Merwe			
	Msunduzi MEI - financial and technical support for local informal and formal small businesses <b>R 2 000 000</b>	Umgungundlovu	<b>Project Manager:</b> Lourie vd Merwe			
	Maphumulo MEI - financial and technical support for local informal and formal small businesses <b>R 1 000 000</b>	Ilembe	<b>Project Manager:</b> Lucy Mokoena			

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Area of Intervention	Short Term (2022/23)			Medium Term (2023/24 -2024/25 -2025/26)		
	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
	Ndwedwe MEI - financial and technical support for local informal and formal small businesses <b>R1 00 000</b>	Ilembe	<b>Project Manager:</b> Lucy Mokoena			
	New Castle MEI - financial and technical support for local informal and formal small businesses <b>R2 000 000</b>	Amajuba	<b>Project Manager:</b> Bongani Mkhize			
	Ethekwini MEI - financial and technical support for local informal and formal small businesses <b>R 1 000 000</b>	Ethekwini	<b>Project Manager:</b> Naledi May			

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Area of Intervention	Short Term (2022/23)			Medium Term (2023/24 -2024/254 -2025/26)		
	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
	KwaDukuza MEI - financial and technical support for local informal and formal small businesses <b>R 1 000 000</b>	Ilembe - KwaDukuza	<b>Project Manager:</b> Lucy Mokoena			
	Mandeni MEI - financial and technical support for local informal and formal small businesses <b>R 1 000 000</b>	Ilembe - Mandeni	<b>Project Manager:</b> Lucy Mokoena			
	uMhlathuze MEI - financial and technical support for local informal and formal small businesses <b>R 2 000 000</b>	King Cetshwayo - Umhlathuze	<b>Project Manager:</b> Lungile Mthembu			



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Area of Intervention	Short Term (2022/23)			Medium Term (2023/24 -2024/25 -2025/26)		
	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
Red Tape Reduction	The project is aimed at capacitating municipalities to be proactive in responding to red tape issues that are within their control. It will also assist in the development and implementation of the plan to reduce identified red tape issues	Umgungundlovu -Mkhambathini Ugu - Umdoni Zululand - Endumeni Ugu - Umzumbe Uthukela- Inkosi Langalibelele Umkhanyakude - Mtubatuba Umgungundlovu -Mooi Mpofana	<b>Responsibility :</b> <b>RLED Project</b> <b>Managers:</b> Inkosi Langalibelele - Lucy Mokoena Mkhambathini and Mpofana – Lourie Van der Merwe Umzumbe and Umdoni – Naledi May Endumeni - Bongani Mkhize Mtubatuba – Lungi Mthembu			

## Sub-Programme: Strategic industrial Interventions

Area of Intervention	Short Term (1 year - APP)			Medium Term (3 years - MTEF)		
	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
KZN Regional Airports	Upgrade of airport infrastructure • Margate Airport (R1 million) • Prince Mangosuthu Airport (R2 million) • Pietermaritzburg Airport (R3 million) • Mkhuze Airport (R1 million) Total= R7.0 million	Ugu District (Margate Airport) Lat: -30.860201 Long: 30.343359 Zululand District (Prince Mangosuthu Airport) Lat: -28.315069 Long: 31.418530 uMgungundlovu District (Pietermaritzburg Airport) Lat: -29.643209 Long: 30.396591 Amajuba District (Newcastle Airport) Lat: -27.768553 Long: 29.976147 UMkhanyakude District (Mkhuze Airport) Lat -27.615954 Long 32.041359	Mark Hempson	Upgrade airport infrastructure Margate Airport (R15 million) Prince Mangosuthu Airport (R10 million) Pietermaritzburg Airport (R10 million) Newcastle Airport (R10 million) Mkhuze Airport (R8 million) Total R53 million	Ugu District (Margate Airport) Lat: -30.860201 Long: 30.343359 Zululand District (Prince Mangosuthu Airport) Lat: -28.315069 Long: 31.418530 uMgungundlovu District (Pietermaritzburg Airport) Lat: -29.643209 Long: 30.396591 Amajuba District (Newcastle Airport) Lat: -27.768553 Long: 29.976147 UMkhanyakude District (Mkhuze Airport) Lat -27.615954 Long 32.041359	Mark Hempson

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Area of Intervention	Short Term (1 year - APP)			Medium Term (3 years - MTEF)		
	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
Aerotropolis Institute Africa	Development of Aerotropolis Institute Africa R500 000	Province wide	Mark Hempson	Development of Aerotropolis Institute Africa R1.500 million	Province wide	Mark Hempson
DURA Learnerships	As part of skills development and the development of the AIA, funding Bursaries in Aeronautical Engineering for KZN students from disadvantaged backgrounds R1.5 million	Province wide	Mark Hempson	As part of skills development and the development of the AIA, funding Bursaries in Aeronautical Engineering for KZN students from disadvantaged backgrounds R3 million	Province wide	Mark Hempson
Automotive Supplier Park	Establishment of an industrial park that will host Original Equipment Manufacturers (OEM), and component suppliers R0 million	Ethekwini, Illovo/ -30.1025018287, 30.8267176349	Philani Mthembu/Simphiwe Fikizolo DTPC, EDTEA, eThekwini, Automotive Industry, Toyota, Toyota Tsusho Africa GIBB	Establishment of an industrial park that will host Original Equipment Manufacturers (OEM), and component suppliers (Prof. Fees = R29 019 459)	Ethekwini, Illovo/ -30.1025018287, 30.8267176349	Philani Mthembu/Simphiwe Fikizolo DTPC, EDTEA, eThekwini, Automotive Industry, Toyota, Toyota Tsusho Africa GIBB

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Area of Intervention	Short Term (1 year - APP)			Medium Term (3 years - MTEF)		
	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
Clothing and Textile Hub	Establishment a clothing and textile incubation centre R12 million	Newcastle Lat -29.639 610 Long 30.345400	Simphiwe Fikizololthala, EDTEA, Newcastle Municipality, Majuba District Municipality, SACTWU, Bargaining Council, Textile Industry	Establishment of a clothing and textile incubation centre  <b>R28 million</b>	Newcastle Lat -29.639 610 Long 30.345 400	Simphiwe Fikizololthala, EDTEA, Newcastle Municipality, Majuba District Municipality, SACTWU, Bargaining Council, Textile Industry
Leather Processing Hub	Establishment a leather processing hub R0 million-	PMB Lat -29.639610 Long 30.345400	Simphiwe Fikizololthala, EDTEA, uMgungundlovu District Municipality, uMsunduzi, UMEDA, DTIC	Establishment a leather processing hub	PMB Lat -29.639 610 Long 30.345 400	Simphiwe FikizoloTIKZN, EDTEA, uMgungundlovu District Municipalit

Area of Intervention	Short Term (1 year - APP)			Medium Term (3 years - MTEF)		
	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
Clothing and Textile Special Economic Zones	Establishment of a Clothing and Textile Special Economic Zone R10m	Ladysmith Lat -28.6213864479, Long 29.8562187329	Simphiwe FikizoloTIKZN, EDTEA, DTIC, Alfred Duma Municipality, uThukela District Municipality, uThukela Economic Development	Establishment of a Clothing and Textile Special Economic Zone	=	Simphiwe FikizoloDTPC, TIKZN, EDTEA, DTIC, Alfred Duma Municipality, uThukela District Municipality, uThukela Economic Development Agency
Establishment of satellite fish processing facilities	The facilities to keep the fish products fresh and in good standard. R2 million	Dukuduku 28.24.22.4 S/ 32.21.20.9 E; Port Shepstone 30.74.92 S/ 30.41.05 E.	Tantaswa Cici	The facilities to keep the fish products fresh and in good standard. R5 million	Dukuduku 28.24.22.4 S / 32.21.20.9 E; Port Shepstone 30.74.92 S / 30.41.05 E.	Tantaswa Cici

Area of Intervention	Short Term (1 year - APP)			Medium Term (3 years - MTEF)		
	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
Solar PV Installation Training	Training in Solar PV Panels Installation R1 million	Umgungundlovu DM – Msunduzi LM	Simphiwe Fikizolo	Training in Solar PV Panels Installation R3 million	Amajuba DMUgu DMZululand DM	Simphiwe Fikizolo
Skins & Hides Market Access Programme	Training beneficiaries in Skin & Hides Market Access Program R1 million	King Cetshwayo District	Phumzile Mgenge	Training beneficiaries in Skin & Hides Market Access Program R3 million	iLembe Ugu Zululand	Phumzile Mgenge

**Sub-Programme: Trade and Investment Promotion**

Area of Intervention	Short Term (1 year - APP)			Medium Term (3 years - MTEF)		
	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
KZN Competitive Enhancement Programme	Targeted program to enhance the competitiveness of SMME's in the global economy R2 million	Province wide	Paulina Mamogobo / Ayanda Manqele / Zuzile Jali & Nontokozo Mbanjwa TIKZN Productivity SA	R6 million	Province wide	Paulina Mamogobo / Ayanda Manqele / Zuzile Jali & Nontokozo Jali TIKZN Productivity SA
KZN Growth Coalition	KZN Growth Coalition R3 million	Province wide	Paulina Mamogobo / Ayanda Manqele / Zuzile Jali & Nontokozo Mbanjwa TIKZN District & Local Municipalities	KZN Growth Coalition R3 million	Province wide	Paulina Mamogobo / Ayanda Manqele / Zuzile Jali & Nontokozo Mbanjwa TIKZN District & Local Municipalities



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	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
KZN Economic Council	Permanent Platform for Action oriented economic platform for social partners R4 million	Province wide	Fikiswa Pupuma / Ayanda Manqe  KZN Economic Council Social Partners	Permanent Platform for Action oriented economic platform for social partners R12 million	Province wide	Paulina Mamogobo/ Fikiswa Pupuma/Ayanda Manqe KZN Economic Council Social Partners
KZN Business Environment Index	Business barometer index to measure ease of doing business in KZN R1.8 million	Province wide	Paulina Mamogobo / Ayanda Manqe / Zuzile Jali & Nontokozo Mbanjwa	To measure ease of doing business barometer index in KZN R2.8 million	Province wide	Paulina Mamogobo / Ayanda Manqe / Zuzile Jali & Nontokozo Mbanjwa

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	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
Trade & Investment Promotions	Measure the number of FDI leads generated through investment targeting (including inward and outbound investment missions) R1 million	Province wide	Paulina Mamogobo / Ayanda Manqele / Zuzile Jali & Nontokozo Mbanjwa	Measure the number of FDI leads generated through investment targeting (including inward and outbound investment missions) R3 million	Province wide	Paulina Mamogobo / Ayanda Manqele / Zuzile Jali & Nontokozo Mbanjwa
KZN Trade & Investment CRM System	Provincial Customer Relationship Management system to track Trade and Investment Development and Facilitation activities R1 million	Province wide	Paulina Mamogobo / Ayanda Manqele / Zuzile Jali & Nontokozo Mbanjwa	Provincial Customer Relationship Management system to track Trade and Investment Development and Facilitation activities R1 million	Province wide	Paulina Mamogobo / Ayanda Manqele / Zuzile Jali & Nontokozo Mbanjwa

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	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
Trade & Investment Promotions	Measure the number of FDI leads generated through investment targeting (including inward and outbound investment missions) R1 million	Province wide	Paulina Mamogobo / Ayanda Manqele / Zuzile Jali & Nontokozo Mbanjwa	Measure the number of FDI leads generated through investment targeting (including inward and outbound investment missions) R3 million	Province wide	Paulina Mamogobo / Ayanda Manqele / Zuzile Jali & Nontokozo Mbanjwa
KZN Districts One-Stop -Shop Centres	Establishment of KZN District One-Stop -Shop Centres (King Cetshwayo, and Amajuba) R1 million	King Cetshwayo & Amajuba District Municipalities	Paulina Mamogobo / Ayanda Manqele / Zuzile Jali & Nontokozo Mbanjwa	Assessment of KZN District One-Stop-Shop Centres Operations (King Cetshwayo, Amajuba, iLembe, Ugu & uMgungundlovu Districts) R0.00	King Cetshwayo, Amajuba, iLembe, Ugu & uMgungundlovu Districts	Paulina Mamogobo / Ayanda Manqele / Zuzile Jali & Nontokozo Mbanjwa

**12.1.1 Sub-Programme: Sector Development**

Area of Intervention	Short Term (1 year - APP)			Medium Term (3 years - MTEF)		
	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
KZN Agro-processing Market Access Program	Training & mentorship of agric-SMMEs on Market Access & Standards such as HACCP etc R1 million	Province wide	Mbongiseni Ndhlela & Nqobile Hlabisa	Training & mentorship of agric-SMMEs on Market Access & Standards such as HACCP etc R3.5 million	Province wide	Mbongiseni Ndhlela & Nqobile Hlabisa
Cannabis/ Hemp Commercialisation Programme	Supporting the commercialisation of Cannabis/Hemp through value-chain development & access to market promotion. R5 million	Province-wide (Uthukela; King Cetshwayo; Zululand & Ilembe District Municipalities)	Mbongiseni Ndhlela & Nqobile Hlabisa	Supporting the commercialisation of Cannabis/Hemp through value-chain development & access to market promotion. R20 million	Province wide	Mbongiseni Ndhlela & Nqobile Hlabisa
Wood & Furniture Design Program	Training of Wood & Furniture Designers on latest trends & market design demands R1 million	Province wide	Mbongiseni Ndhlela & Phumzile Mgenge	Training of Wood & Furniture Designers on latest trends & market design demands R4.5 million	Province wide	Mbongiseni Ndhlela & Phumzile Mgenge

Area of Intervention	Short Term (1 year - APP)			Medium Term (3 years - MTEF)		
	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
Creative Economy, Innovations & Business Week / KWANDE Fest	Giving exposure; market access & knowledge-sharing to creative talents and the collaborative creative industry in KZN R2.5 million	Province wide	Mbongiseni Ndhlela & Neo Nomvete	Giving exposure; market access & knowledge -sharing to creative talents and the collaborative creative industry in KZN R8 million	Province wide	Mbongiseni Ndhlela & Neo Nomvete
Emerging Designers Incubation Program	Incubation of emerging designers on business & entrepreneurship as well as market access opportunitiesR 500 000	Province Wide	Mbongiseni Ndhlela & Neo Nomvete	Incubation of emerging designers on business & entrepreneurship as well as market access opportunitiesR 2.8 million	Province wide	Mbongiseni Ndhlela & Neo Nomvete
KZN Digital Animation & Gaming Program	Providing support to the organisations/agencies in the development of the animation & gaming skills R500 000	Ethekwini Metro	Mbongiseni Ndhlela & Neo Nomvete	Providing support to the organisations/agencies in the development of the animation & gaming skills R2.5 million.	Province wide	Mbongiseni Ndhlela; Thembakazi Kwinana & Neo Nomvete

# Strategic Plan for 2023/2025 Vote 4:

Department of Economic Development, Tourism and Environmental Affairs. Province of KwaZulu-Natal

Area of Intervention	Short Term (1 year - APP)			Medium Term (3 years - MTEF)		
	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
KUMISA	A provincial music industry organization which serves and represents the interests of the music industry in KwaZulu-Natal, nationally and internationally R4 million	Based at eThekweni Metro but servicing all KZN Districts / Durban -29°51'38.88"30°59'52.08"	Mbongiseni Ndhlela & Neo Nomvete	A provincial music industry organization which serves and represents the interests of the music industry in KwaZulu-Natal, nationally and internationally. R15 million	Based at eThekweni Metro but servicing all KZN Districts / Durban -29°51'38.88"30°59'52.08	Mbongiseni Ndhlela & Neo Nomvete
KZN's BPO/GBS Supervisory & Management Skills Program	Support of training of youth from PDIs (African) in Supervisory & Management Skills within the BPO/GBS sector.R1.5 million	Province Wide (Base in Ethekewini Metro)	Thembakazi Kwinana/ Mbongiseni Ndhlela	Training and placement of Call Centre Agents; Data Scientists & Data Analysts R5 million	Province wide (Base in Ethekewini Metro)	Thembakazi Kwinana/ Mbongiseni Ndhlela
GBS/BPO Second Tier Call Centres	Establishment of a Call Centre in 2nd tier town as part of the BPO Masterplan R2 million	iLembe/King Cetshwayo District Municipalities	Thembakazi Kwinana/ Mbongiseni Ndhlela	Establishment of a Call Centre in 2nd tier town as part of the BPO Masterplan R7.5 million	iLembe/ King Cetshwayo District Municipality	Thembakazi Kwinana/ Mbongiseni Ndhlela

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	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
KZN Crafters Hub	Establishment/support of a common market facility for crafters to market & or sell their products R1.5 million	Province Wide (Ugu; Umgungundlovu & Umkhanyakude District Municipalities)	Neo Nomvete	Establishment /support of a common market facility for crafters to market & or sell their products R5 million	Province wide (Ugu; Umgungundlovu & Umkhanyakude District Municipalities)	Mbongiseni Ndhlela; Phumzile Mgenge & Neo Nomvete;
Edendale Auto Service Hub	Establishment of the Edendale Auto Service Hub R0.00	Umgungundlovu (Msunduzi Local Municipality)	Mbongiseni Ndhlela	Establishment of the Edendale Auto Service Hub R27 million	Umgungundlovu (Msunduzi Local Municipality)	Mbongiseni Ndhlela & IDFC
Formulation of integrated economic development	uMzinyathi District LM Economic Development strategy R1 million	uMzinyathi District Municipality	Director: Policy and Planning	Formulation of uMzinyathi District Integrated Economic Development strategy and implement legacy catalytic projects	uMzinyathi District Lat 28.5152 S Long 30.6200 E	Director: Policy and Planning
	eDumbe LM Regional Economic Development Strategy R1 million	uPhongolo Local municipality, Zululand District	Director: Policy and Planning	Formulation of eDumber Local Municipality Integrated Economic Development strategy and implement legacy catalytic projects	Zululand District Lat 27.4559 S Long 30.8039 E	Director: Policy and Planning

# Strategic Plan for 2023/2025 Vote 4:

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Area of Intervention	Short Term (1 year - APP)			Medium Term (3 years - MTEF)		
	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
Operation Vula Innovation Fund	Technology Transfer	Provincial	Director: Research and Development	Support development of innovative technologies that bring forth new products, improved productivity, manufacturing processes, applications, materials, or services that improve the quality of life of KZN residents		Director: Research and Development
Ndumo Retail Centre	Ndumo Retail Centre	Jozini ward 17, Ndumo	Deputy Director: Knowledge Management	Unlock Ndumo retail centre project in collaboration with IDFC	Lat 26.9342 S Long 32.2824 E	Deputy Director: Knowledge Management



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Area of Intervention	Medium Term (3 years - MTEF)		
	Project Description and Budget allocation	Project Description and Budget Allocation	Responsibility/ Project Leader and Project / Social Partners
EDTEA Environmental Management Commitments	Invasive alien species program R60'000'000 per annum		R60'000'000 per annum
	Integrated Environmental Management Tools Development Program estimated at R500 000.00	TBD	EDTEA Environmental Planning and Coordination
	Integrated Environmental Management Tools Development Program estimated at R1 000 000		
	KZN-Ambient Air Quality Monitoring Programme R500 000 per annum	KZN-Industrial Zones	EDTEA Air quality and climate change management

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## Social Media Platforms

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## KWAZULU-NATAL PROVINCE

ECONOMIC DEVELOPMENT, TOURISM  
AND ENVIRONMENTAL AFFAIRS  
REPUBLIC OF SOUTH AFRICA

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TOGETHER**