Appendix 8: Metro District Development Model

What is a One Plan?

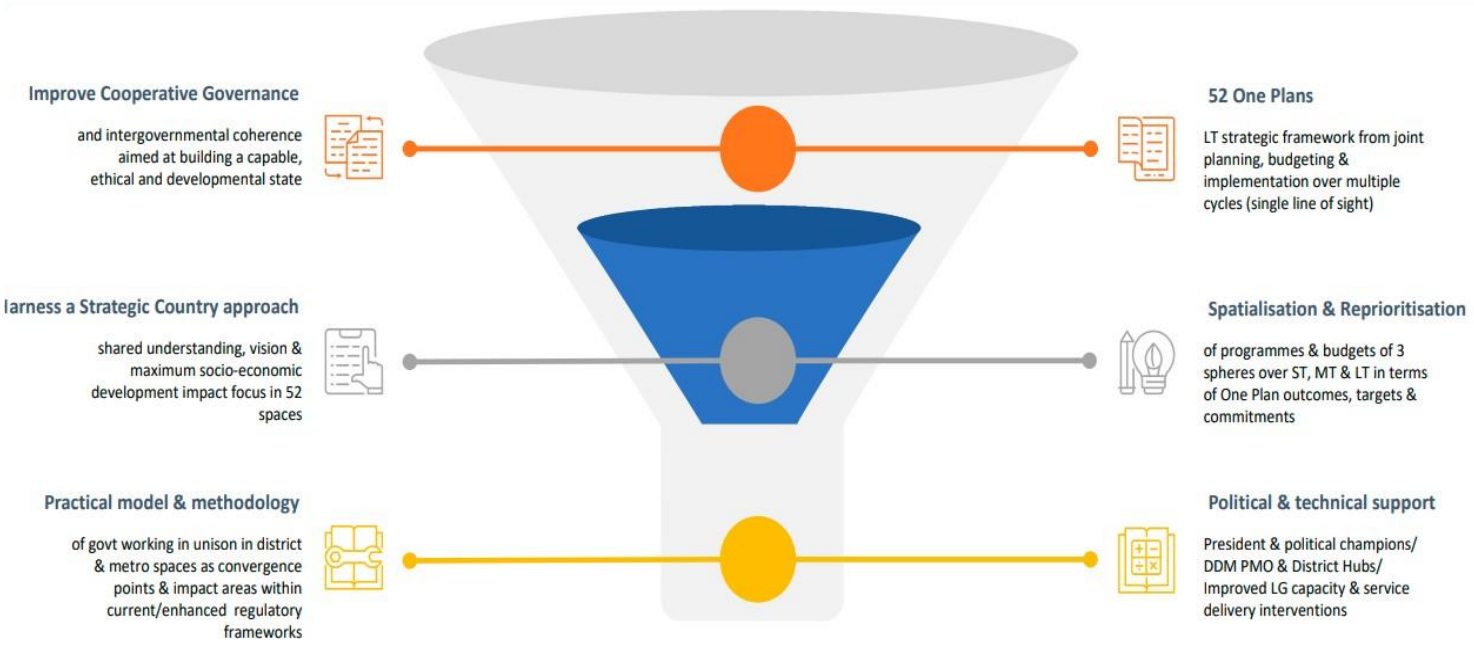
1. A One Plan is an **Intergovernmental Plan** setting out a long-term strategic framework to guide investment and delivery **in relation to a specific district or metropolitan space**.

2. It is a **collaboratively produced** by all three spheres of government ("Co-Created") **informed by Existing Plans** of all three spheres of government.

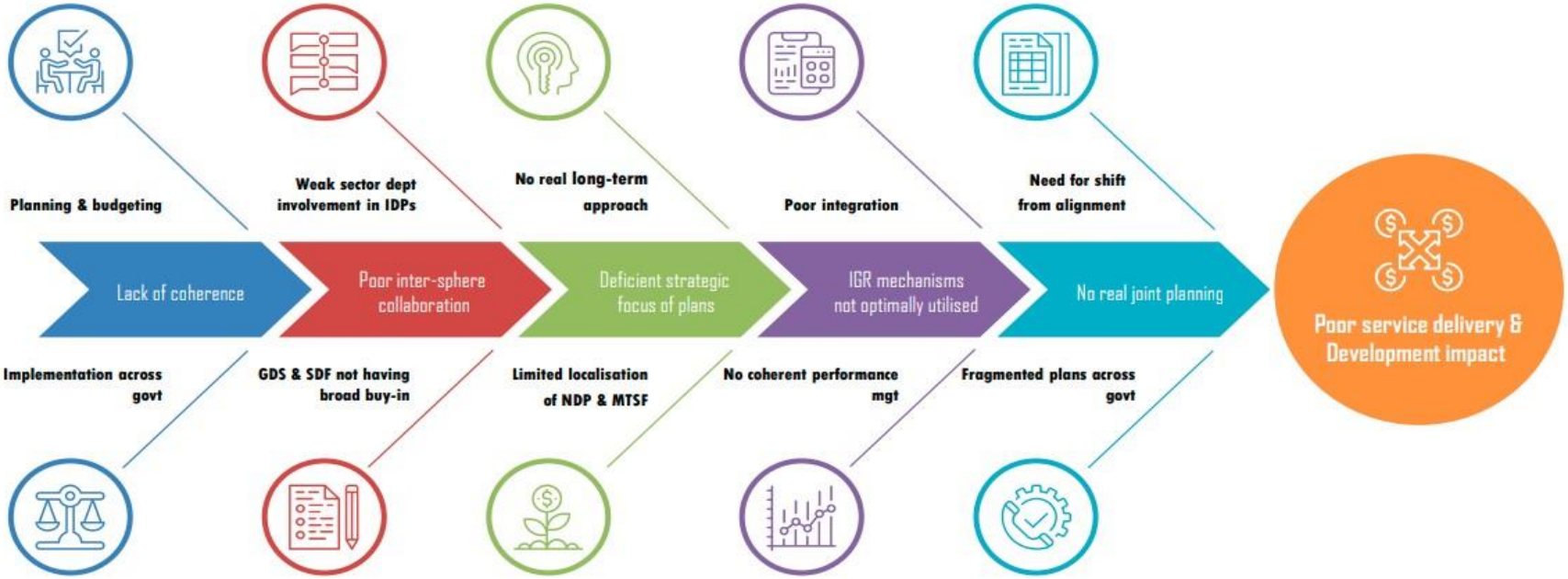
3. It confirms what is in Existing Plans, refines as necessary and identifies key strategic gaps/issues. It **expresses IG agreement, alignment, and commitments** and is therefore not a detailed development plan.

4. **Adopted collectively** by all three spheres of government and stakeholders as an **IGR and Social Compact**:
   - Shared understanding of the space
   - Agreement on priorities
   - Common vision and measurable outcomes
   - Targets and Commitments

What the logic behind the DDM?



What does the DDM intend to address?



DDM Processes and Phasing

Current profile & trends

- Demographic analysis
- Economic analysis
- Spatial analysis
- Infrastructure analysis
- Service delivery analysis
- Governance & mgt analysis

Trends assessed & localised

- Global (SDGs), continental (Agenda 2063) & national (NDP/ NSDF) policy context
- Urbanisation impact
- Inequality trends
- Climate change scenarios
- Technology (smart cities)

Outline vision & outcomes

- Future demographics (Pop & HHs), well-being, HD & QoL
- Future & nature of economy
- Desired spatial form (settlements, nodes, linkages, precincts, land dev)
- Infrastructure investment, maintenance & financing
- Integrated service delivery model

Strategies & Actions (S/M/L)

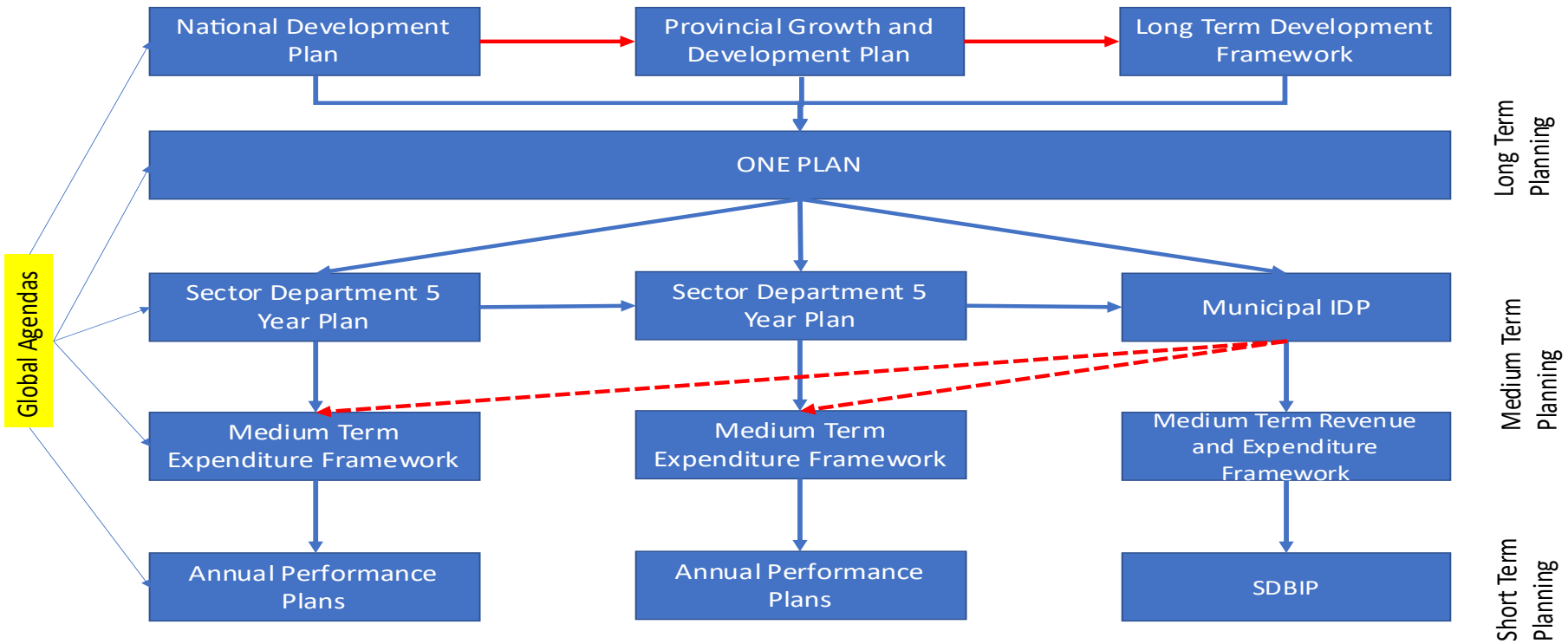
- Economic positioning (projects & actions)
- Spatial transformation
- Infrastructure (projects & actions)
- Service provisioning
- Governance arrangements for integrated planning, budgeting & delivery

Implementation Plan (How)

- IG compact performance matrix with responsibilities, timeframes, resourcing & funding strategies.
- Identify immediate service delivery actions & catalytic activities to unlock development
- 5-Yr targets linked to LG electoral cycles

Ethekwini DDM One Plan Background

- Presidential launch in KwaMashu in Oct 2019
- This One Plan as a key instrument of the DDM is championed at the highest level by the President and Cabinet. It is facilitated by the Minister for Cooperative Governance and Traditional Affairs who is supported by a team of political champions constituting the eThekwini DDM Political Hub committee, being the Deputy Ministers Hon. John Jeffery and Hon. Nocawe Mafu, the Hon. MEC Kwazikwenkosi Mshengu, and His Worship, Mayor Mxolisi Kaunda.
- Ministerial Visit on 19 —23 Nov. 2020
- Series of intergovernmental working sessions held in Dec. 2020, Feb & March 2021
- Involvement of DDM political & technical hubs/committees


National Development Plan
Provincial Growth and Development Plan
Long Term Development Framework
ONE PLAN
Global Agendas
Sector Department 5 Year Plan
Sector Department 5 Year Plan
Municipal IDP
Medium Term Expenditure Framework
Medium Term Expenditure Framework
Medium Term Revenue and Expenditure Framework
Annual Performance Plans
Annual Performance Plans
SDBIP
Long Term Planning
Medium Term Planning
Short Term Planning

Storyline of the eThekwini One Plan

Big Diagnostic Issues
Triple Threat: Structural poverty, unemployment & inequality
Dual economy challenge
Systemic challenges constraining growth & development
Impact of key trends

Vision
A Leading Smart Port City Region that is Just, Safe, Sustainable, Socially Cohesive and Culturally Expressive

Strategies (32)
To accelerate the radical improvement in quality of life of eThekwini residents and transform the regional economy through good innovative cooperative governance, professionalised public service, sustained implementation commitment and impact performance measurement.

Implementation Commitments
R80,7 billion
Catalytic Projects
R132 billion

	Diagnostics	Vision	Strategic Goals	Targets	Strategies
① People	• Extremely high levels of poverty • Social challenges greater than other metros • Low skills levels & poor education outcomes • Low HDI & high vulnerability	The estimated 5 million people that will be residing in eThekwini by 2050 are safe, healthy, fully empowered and prosperous. They are 4IR and multi-functionally skilled in artisanal, professional, technical, business, trade and management sectors and are the drivers of a competitive and inclusive regional economy.	To fundamentally and radically improve the Quality of Life and overall well-being of people living in eThekwini currently and in the future with emphasis on supporting upliftment of vulnerable and marginalised groups.	By **2030** the poverty levels in eThekwini will be halved, the number of people with tertiary education and relevant skills will double. By **2040** poverty will be eliminated, vulnerability will be reduced. By **2050** all residents will be prosperous, engaged in quality work, and will have rising and sustainable incomes.	1. Improve safety 2. Improve education outcomes 3. Develop skills 4. Empower communities 5. Ensure social security 6. Track Quality of Life
② Economy	• Uncompetitive economy • Export cost through Durban 40% higher • Low FDI attraction compared to JHB & CT • Skills mismatch & inequality are major constraints • Cultural & creative industries potential	eThekwini is a premier destination for global trade and tourism. It serves as an export hub for South Africa hosting a well functioning container Port that handles high value goods and facilitates efficient trade of goods between SADC region and the rest of the continent and world.	To strategically position eThekwini in the national economy and to build a resilient and transformed metropolitan economy	By **2030** implementation of economic sector master plans will be consolidated and investment in eThekwini will double, number of sustainable enterprises will increase by 30%, unemployment will be halved. By **2040** economic growth will reach 8% annually reducing unemployment to 6%. By **2050** eThekwini will be a resilient and prosperous economy.	7. Develop a competitive platform 8. Promote exports & localisation 9. Grow key sectors 10. Grow key industries 11. Provide enterprise support
③ Space & Environment	• Urbanisation pressures on natural resources • Growth in informal settlements • Slow spatial transformation • Inadequate public transportation system • Unresolved Trust land impacting rural development	eThekwini is a green, spatially transformed and highly connected & integrated SPCR spatial network incorporating urban & rural spaces. It is compact with a low carbon footprint and a protected natural resource base including efficient utilisation and development of land. It is a platform for a competitive & digital economy, integrated and affordable human settlements and smart & affordable public transport system.	To develop a transformed, efficient and sustainable built spatial form and natural environment as a dynamic platform for the economy and for integrated sustainable human settlements	By **2030** the desired transformed spatial pattern of the eThekwini Smart Port City Region (SPCR) spatial network will be embedded in decision-making and followed by all role players. By **2040** it will be consolidated and fully realised by **2050**.	12. Direct spatial growth 13. Invest in public transport 14. Protect natural resources 15. Promote rural development 16. Govern land development

Storyline of the eThekwini One Plan (cont.)

Big Diagnostic Issues
Triple Threat: Structural poverty, unemployment & inequality
Dual economy challenge
Systemic challenges constraining growth & development
Impact of key trends

Vision
A Leading Smart Port City Region that is Just, Safe, Resilient, Socially Cohesive and Culturally Expressive

Strategies (32)
To accelerate the radical improvement in quality of life of eThekwini residents and transform the regional economy through good innovative cooperative governance, professionalised public service, sustained implementation commitment and impact performance measurement.

Implementation Commitments
R80,7 billion
Catalytic Projects
R132 billion

	Diagnostics	Vision	Strategic Goals	Targets	Strategies
④ Infrastructure	• Ageing infrastructure & high backlogs • By 2050 cater for 1 million new households • Scarce water resources • Need for better & more secure energy • Need for coordinated investment & innovation	eThekwini has a prioritised, coordinated & cost - effective infrastructure investment & management system that activates and sustains the transformed SPCR network, utilising innovative solutions & green technology. eThekwini has high performance Infrastructure networks that supports a competitive economy including smart manufacturing industries. The infrastructure network enables regional spatial integration and reliable provision of services.	To mobilise, target, align and manage investment in infrastructure in a sustainable way supporting the economic positioning and transformed spatial structure of eThekwini.	By 2030 current infrastructure plans and pipeline of all three spheres of government is steered towards common demand scenario based on desired spatial form. By 2040 all infrastructure investment is coordinated according to desired spatial form. By 2050 sustainable infrastructure investment fully sustaining SPCR spatial network.	17. Coordinate infrastructure investment 18. Accelerate universal access 19. Coordinate regional infrastructure 20. Secure bulk energy 21. Secure bulk water
⑤ Services	• Insufficient budget allocation for operations • Lack of quality affordable housing & basic services for the poor • Demand for service outstripping supply • Poor & inconsistent govt service levels • Need for innovative service delivery models	All the people of eThekwini have access to health and safety, housing, reliable and affordable services in an integrated way in terms of clearly defined norms and standards and standard operating procedures by all three spheres of government	To enable the residents of eThekwini to experience reliable, cost effective, viable, sustainable and seamless provisioning of services within functioning places.	By 2030 access to housing and all services will increase by 30%, by 2040 it will increase to 60% and by 2050 there will be universal sustainable access.	22. Coordinate service delivery 23. Manage growth points 24. Undertake financial reforms 25. Implement Operation Good Hope 26. Promote innovative service delivery
⑥ Governance	• Lack of accountability & transparency in use of public resources • Inadequate customer relations management • Disempowered communities & civil society structures • Need to unify city & build common vision with capable & professional administration	Well-governed SPCR utilising smart and innovative policies, systems and delivery models. Effective spatial governance and financial management. Active and involved citizens and stakeholders. Strong Local institutions. Highly conducive business environment and well supported social and solidarity economy.	To improve the performance of all three spheres of government working together with stakeholders and communities targeting developmental impact measures in eThekwini.	By 2030 the implementation of the eThekwini One Plan will meet all set objectives and targets. This will be sustained with necessary adaptations/reviews through to 2040 and 2050.	27. Port Area Development Agency 28. Promote social compacts 29. Enhance social capital 30. Improve public & investor confidence 31. Effective public service 32. Institutionalise the DDM

Strategic Goal 1: People Development

To fundamentally and radically improve the Quality of Life and overall well-being of people living in eThekwini currently and in the future with emphasis on supporting upliftment of vulnerable and marginalised groups

Strategy 1 Improve Safety	Implement a comprehensive and sustainable safer cities programme across eThekwini that is collaborative, and evidence led with integrated community development plans and programmes
Strategy 2 Improve Education Outcomes	Drastically improve education and training outcomes from Early Childhood Development (ECD) to tertiary levels
Strategy 3 Develop Skills	Operate an innovative eco-system for accelerated skills development relevant to digital transformation, 4IR, export hub and localization strategy, and key economic sector growth including cultural and creative industries
Strategy 4 Empower Communities	Enable communities to be empowered and self sustaining by generating their own livelihoods and incomes through participation in a more inclusive formal mainstream economy and by strengthening the social and solidarity economy
Strategy 5 Ensure Social Security	Ensure that a strong consolidated and coordinated social safety net and social support services are available, functional and reaches all people that are in need
Strategy 6 Track Quality of Life	Set up an eThekwini Region Observatory to consistently track demographic trends, undertake Quality of Life surveys and population and household projections that enable responsive spatial and settlement planning, adequate infrastructure investment and service provisioning

Desired Future

The estimated 5 million people that will be residing in eThekwini by 2050 are safe, healthy, fully empowered and prosperous. They are skilled and multi-functionally skilled in artisanal, professional, technical, business, trades and management sectors and are the drivers of a competitive and inclusive regional economy. They earn sufficient and sustainable income through employment and/or local entrepreneurial activity. They spend responsibly and save and invest to build intergenerational wealth. There is well being of society based on social solidarity, celebration of diversity and culture, and dignity for all. People are engaged and active citizens with civic responsibility and are proud residents of eThekwini. They live in well designed and well managed integrated neighbourhoods, and are well served by government.

Outcomes	Measures/Indicators	Baseline
1. Poverty, inequality and unemployment alleviated	- Poverty line - Gini coefficient - Household income growth - Employment levels, Structural Work on Employment	
2. Human Development enhanced	- Human Development Index - Safe, healthy, educated, economically empowered communities - Mortality rate, Health improvement - Literacy and education levels, Skills development - Nutrition - Decent shelter - Access to basic services - Material, ethical and emotional/spiritual development - Well-being, Prosperity and Happiness Values	
3. Upliftment of vulnerable and marginalised groups supported	- Social safety net - Sustainable livelihoods - Women development programmes - Child headed household support - Vulnerability reduction and improved resilience	

Strategic Goal 2: Economic Positioning

To strategically position eThekwini as a leading Smart Port City Region and to build a resilient and transformed metropolitan economy

Strategy 7 Develop a Competitive Platform	Undertake smart, inclusive and compact place-making and place management to attract and retain investment and innovative enterprises within the Smart Port City Region Spatial Network that consists of the ports, industrial/economic clusters, priority nodes and corridors
Strategy 8 Promote Exports & Localisation	Develop and implement an export growth and localisation plan that ensures competitiveness and enhances spatial integration and participation and empowerment of SMMEs, Township and Rural Enterprises, Cooperatives/Social Enterprises and Home-Based enterprises.
Strategy 9 Grow Key Sectors	Develop and enable localised implementation of economic sector master Plans aligned with Smart Port City Region Network and Export and Localisation plans: Textile, clothing and leather products; Fuel, petroleum and chemicals, Manufacture of transport equipment (Land and water transport), Automobile manufacture, Robotics, Ship and boat building, Agriculture and Agro-processing.
Strategy 10 Grow Key Industries	Develop and implement strategies to further expand and substantially grow and support the Cultural and Creative Industries and the Tourism industry
Strategy 11 Provide Enterprise Support	Establish and operate a comprehensive Enterprise Support Eco-System on mass scale across the City that provides entrepreneurship, innovation support, business support and finance that is easily accessible for informal traders, artisanal entrepreneurs and SMMEs.

Desired Future

eThekwini is a premier destination for global trade and tourism with a highly attractive living environment and a 24/7 Port City culture. The region operates as an inclusive and transformed export hub for South Africa hosting well -functioning Commercial/Industrial Ports that are people friendly serving alongside as Tourism and Leisure Ports. The Ports handle high value goods and facilitate efficient trade of goods between SADC region and the rest of the continent and the world.

Outcomes	Measures/Indicators	Baseline
1. Competitive Economic advantage defined and developed	• Strategic advantage generated due to unique product and/or high quality and/or competitive pricing • Globally renowned place/product, High demand • Economic Anchor driving growth and jobs • Attract investment, skills and talent • Safe and conducive business environment	
2. Key economic sectors developed	• High job absorbing growth • Linkages and development of local SMMEs • Harness Institutions, Research and application capability • Safe and conducive business environment	
3. Self sustaining communities established	• Local production of goods and services • Cooperatives, micro and small businesses and township industries thriving • Promote new paradigms and innovative models	
4. Circulation of money in the local economy maximised	• Multiplier effect of investment and spending in the local economy increased • Viability of local economy and sustainable development enhanced • Promote new paradigms and innovative models	

Strategic Goal 3: Spatial Restructuring & Environmental Sustainability

To develop a transformed, efficient and sustainable built spatial form and protect natural environment as a dynamic platform for the economy and for integrated sustainable human settlements

Strategy 12 Direct Spatial Growth	Direct all future growth and development in eThekwini according to Spatial Transformation and Integration objectives, and according to the defined Compact & Transformed **Smart Port City Region Spatial Network Pattern**
Strategy 13 Invest in Public Transport	Design, develop and operate a green and affordable Public Transport system including rapid rail feasibility according to the Smart Port City Region Spatial Network Pattern
Strategy 14 Protect Natural Resources	Protect the natural resource base and manage the natural and built environment interface including strict enforcement to limit encroachment and impact of settlements and industry on high value agriculture land, biodiversity areas, water resources and air quality
Strategy 15 Promote Rural Development	Develop and implement an innovative rural development vision and strategy within an integrated regional development approach
Strategy 16 Govern Land Development	Undertake spatial planning, land use management and regulatory approvals effectively and efficiently across the eThekwini metropolitan space unlocking Trust Land development, catalytic projects and promoting integrated urban and rural development

Desired Future

eThekwini is a Spatially Just and Resilient Smart Port City Region that integrates diverse urban and rural spaces. It is compact with a low carbon foot print and a protected natural resource base; including efficient utilisation and development of land. It is an inclusive platform for a competitive and diverse sustainable economy; integrated and harmonised human settlements with low fossil fuel, integrated and affordable public transport system.

Outcomes	Measures/Indicators	Baseline
1. Natural Resource Base protected and harmonised	• Support sustainable economic development and green economy • Long term water sources, energy and food security supporting human settlements and human life well planned and managed • Carbon footprint and air pollution reduced	
2. Functional, efficient and equitable spatial structures established and equitable access to land facilitated	• Connecting and integrating places and communities across district/metro space - strategic land packaging, release, and land use management • Efficient, smart, sustainable and co-effective connectivity and movement of people, goods and services within district/metro and beyond	
3. Each settlement within district/metro defined, designed, planned and managed as a green and smart place in integrated and dedicated way	• Consolidation of existing settlements and development of new settlements/cities according to urban planning principles, mixed income and housing typology, and promoted social and economic service access norms and standards and targets across settlement types • Townships, informal settlements, urban centres/cities, urban nodes, villages, rural settlements	

To mobilise, target, align and manage investment in infrastructure in a sustainable way supporting the economic positioning and transformed spatial structure of eThekwini

Strategy 17 Coordinate Infrastructure Investment	Coordinate and secure sustainable funding and investment in development, maintenance and operation of infrastructure within the **Smart Port City Region Spatial Network** including broader Port Redevelopment, SIP2, PIC, Catalytic Projects.
Strategy 18 Accelerate Universal Access	Coordinate and Undertake bulk infrastructure planning and investment to accelerate universal access to basic, community and social services in functional integrated sustainable human settlements according to the transformed settlement growth pattern and Common Demand Scenario
Strategy 19 Coordinate Regional Infrastructure	Coordinate regional road, rail, water, energy and telecommunications infrastructure linkages and projects to support spatial and economic integration in terms of export and localization objectives
Strategy 20 Secure Bulk Energy	Develop and implement a new energy strategy and plan that enables long-term energy security and supply of electricity that is adequate, reliable, affordable for households and competitively priced for industry.
Strategy 21 Secure Bulk Water	Secure long-term bulk water source and supply for eThekwini region through the construction of the Nkomazi Dam.

Desired Future

eThekwini has a prioritised, coordinated and cost effective infrastructure investment and management system that activates and sustains the transformed Smart Port City Region network, utilising innovative solutions and green technology. eThekwini has high performance infrastructure networks that supports a competitive economy including smart manufacturing industries. The infrastructure network enables regional spatial integration and reliable provision of services.

Outcomes	Measures/Indicators	Baseline
1. Economic production adequately supported by infrastructure networks and systems	Planning, funding, installation, maintenance and operation of infrastructure undertaken in a safe, sustainable and adequate manner Infrastructure networks strategically supporting each specific economic node, precinct and flagship (connectivity, globalising precinct) and productivity Each infrastructure sector well planned and managed: water, sanitation, power, roads, public transportation and telecommunications.	
2. Integrated human settlements adequately supported by infrastructure networks and systems	Planning, funding, installation, maintenance and operation of infrastructure undertaken in a safe, sustainable and adequate manner Investment in adequate and innovative bulk, connector and reticulation infrastructure according to existing and planned settlements with their accompanying household demand patterns, projections, modelling (basic, community, and social services).	
3. Green, smart and innovative infrastructure networks and solutions deployed	Provide resilient and cost-effective infrastructure for green place making, green mobility solutions, on-site and off grid solutions to mitigate costs and ensure investment bulk networks.	

Strategic Goal 5: Integrated Service Provisioning

To enable the residents of eThekwini to experience reliable, cost effective, viable, sustainable and seamless provisioning of services within functioning places.

Strategy 22 Coordinate Service Delivery	Coordinate provision of reliable, affordable and consistent services by all three spheres of government in a financially viable way at each settlement level according to differentiated place-making logic of each settlement with agreed norms and standards, and Standard Operating Procedures (SOPs)
Strategy 23 Manage Growth Points	Prepare and implement Local Area Plans for areas to where growth will be directed specifying the development and densification vision and objectives, norms and standards and delivery systems
Strategy 24 Undertake Financial Reforms	Undertake financial reforms to promote access to housing and enable adequate service provisioning including equitable share and grant review, appropriate allocation and funding of mandated functions, affordable housing loan/rental/rent to own models and other innovative funding models
Strategy 25 Implement Operation Good Hope	Establish and operate an implementation platform for all three spheres of government to work closely as a collective in communities and undertake responsive zonal/area-based management and service delivery
Strategy 26 Promote Innovative Service Delivery	Promote and undertake innovative service delivery models and solutions and utilise technology tools to enhance interface and communication with the public, and to make access to services easier for the public

Desired Future

All residents of eThekwini live in decent housing within a built environment in which they have access to reliable, affordable and sustainable services appropriate to their settlement contexts.

They experience healthy living in well designed, safe, functional and well managed integrated neighbourhoods, and are well served by government.

Outcomes	Measures/Indicators	Baseline
1. Basic, community and social services provided and aligned at each settlement level context according to agreed norms, standards and Standard Operating Procedures	Translation of each department, entity, municipality's mandate, powers and functions into service delivery standards, work methods and procedures within coordinated local delivery framework Performance measures and end-user responsiveness Community and customer management standards and systems Integrated complaint management systems Communication and outreach systems	
2. Universal access to services, decent shelter and affordable housing facilitated	Universal coverage of basic services to all households Reliable, quality services Affordability promoted Land development, land use and housing services coordinated and improved	
3. Innovative service delivery models and systems implemented	Good practices and lessons embedded (Whaseless) Knowledge and learning networks Research and innovation labs Community-driven approaches Use of technology Fast, reliable and affordable service delivery	

DDM Goal 6: Governance

To improve the performance of all three spheres of government working together with stakeholders and communities targeting developmental impact measures in eThekwini

Strategy 27 Port Area Development Agency	Establish a Port Area Urban Development Agency as an Intergovernmental Institutional Arrangement to coordinate development and management of the Port and the broader surrounding Port Area
Strategy 28 Promote Social Compacts	Undertake consistent and effective stakeholder and community engagement through development and implementation of social compacts as multi-party agreements on priority service delivery and development aspects.
Strategy 29 Enhance Social Capital	Grow the institutional capability of the eThekwini region through involvement and networking of local organisations and institutions
Strategy 30 Improve Public & Investor Confidence	Undertake effective, ethical and accountable governance and financial management including transparent and fair supply chain management that ensures competitiveness, empowerment and value for money
Strategy 31 Effective Public Service	Develop an effective, accountable, talented and innovative Professional Public Service in all three spheres of government that performs mandated functions well within a cooperative governance framework that is practicalised through the DDM
Strategy 32 Institutionalise the DDM	Ensure effective and sustainable technical and political Hub committees supported by a well capacitated operational Hub structure, linkages with and better functioning of Clusters and IGR structures to enable better cooperative governance and coordination through the eThekwini One Plan formulation, implementation, monitoring and review.

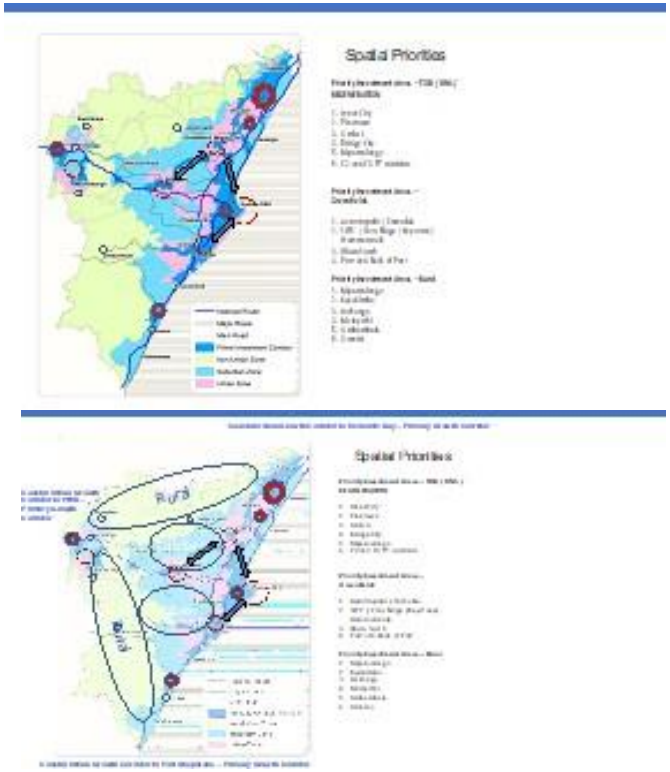
Desired Future

Well governed Smart Port City region utilising smart and innovative policies, systems and delivery models. Effective spatial governance and financial management. Active and involved citizens and stakeholders. Strong Local institutions. Highly conducive business environment and well supported social and solidarity economy. Contribute to and be a key successful part of an ethical, capable Developmental State

Outcomes	Measures/Indicators	Baseline
1. The powers and core functions of each department, state entity and municipalities performed well in cooperation with each other and with stakeholders and communities	Enable seamless and effective service delivery and developmental impact related to improvement in quality of life of people, resilient and transformed economy and space. Accountability of each individual national and provincial department and state entity for distinct/mentor spatial and developmental outcomes and impacts embedded. Joint Planning systems and mechanisms institutionalised	
2. Social compacts developed and managed	Stakeholder and community involvement deepened Collective societal relations Key and critical issues and constraints to managed Society wide buy-in and commitment to jointly created vision and outcomes Coordination and participatory platforms	
3. Local institutional capacity and social capital developed and harnessed	Build capability and local resource base across government, academia, research, advocacy, private sector, communities. Solution seeking collaborations between government, business, labor, tertiary institutions etc. Institution building, partnerships, learning networks	

Smart Port City Region Spatial Network

The Smart Port City Region vision is translated into a Smart Port City Region Spatial Network pattern that informs and influences each of the strategic goals and strategies. It builds on the eThekwini metro SDF and BEPPs and translates the spatial principles as contained in SPLUMA



The Smart Port City Region Spatial Network pattern enables the following:

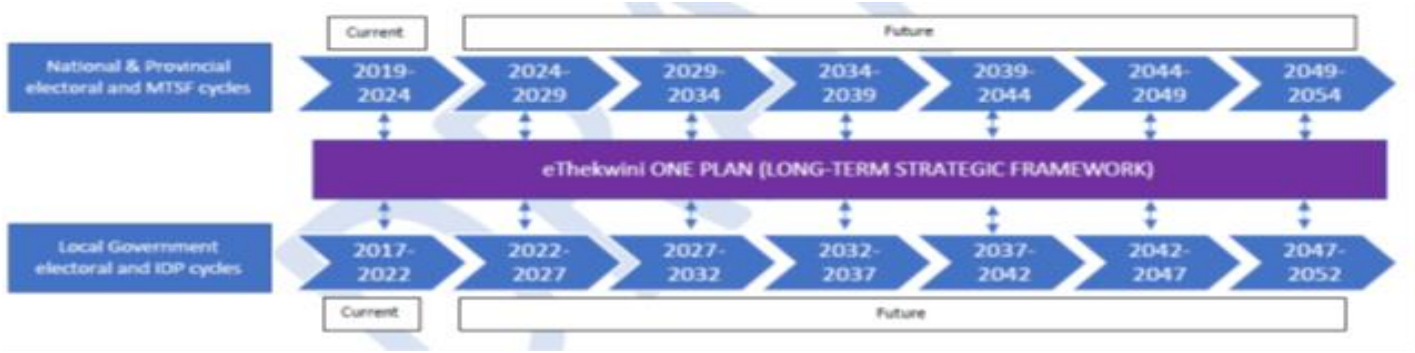
- **People Development** – Opportunities for people to move closer to key economic nodes and activities, or within key corridors.
- **Economic Positioning** – Generate a competitive advantage and conducive investment and business environment through efficient freight and logistics corridors and smart and sustainable place-making and place management within the Network.
- **Spatial Restructuring & Environmental Sustainability** – Enable spatial integration and directing of growth, compactness and densification within the city.
- **Infrastructure Engineering & Service Provisioning** – Enable prioritisation, coordination and directing infrastructure investment and service provision within the Spatial Network Pattern.
- **Governance** – Undertake spatial governance guided by a clear spatial transformation and economic competitiveness rationale.

Implementation Commitments (What works?)

One Plan, One Budget, One Team

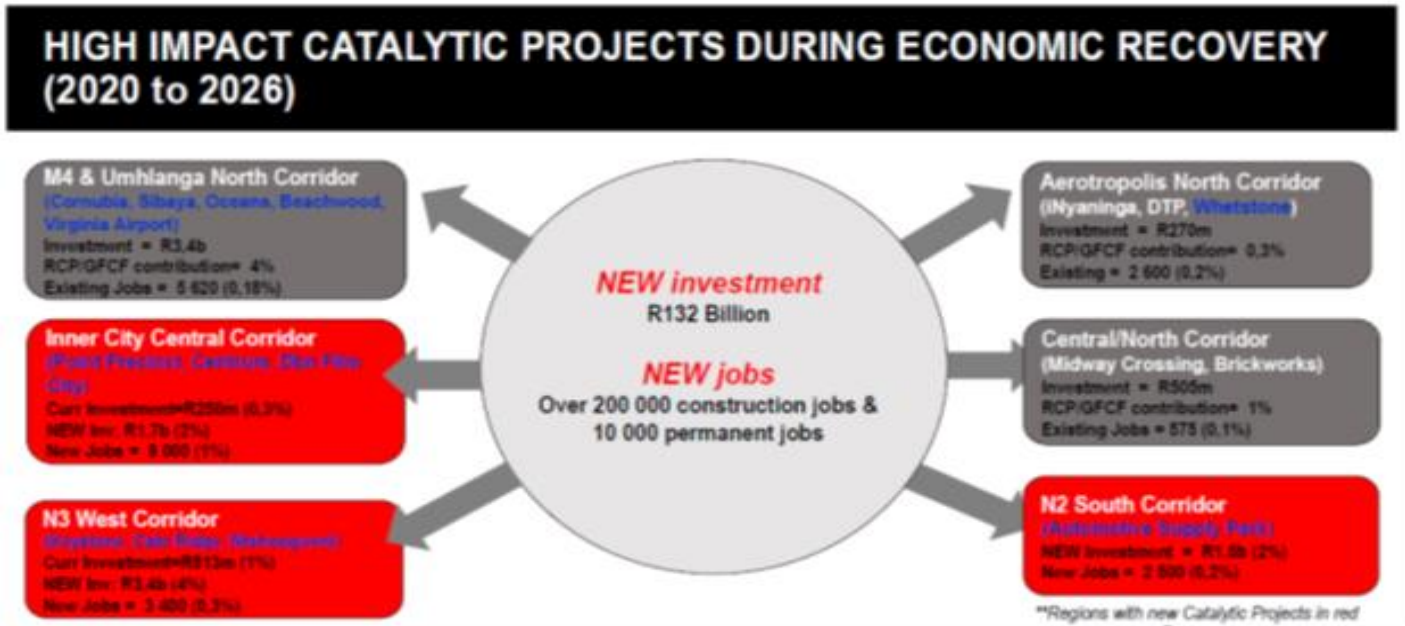
Government as a whole is committing to the implementation of these 32 impact-oriented strategies and the realisation of **eThekwini Vision 2050** through a concerted programme of action specifying contributions by each National and Provincial department and entity, and the eThekwini Metropolitan Municipality as they may be relevant to each particular strategy. These contributions are effected through spatialisation, localisation and reprioritisation of their existing programmes and budgets, and better impact-oriented planning and budgeting in relation to future MTSF and MTEF cycles.

This represents a "One Plan, One Budget, One Team" approach in the sense of how programmes and budgets of various spheres of government are coordinated for combined effect in relation to each strategy and the envisaged outcomes over a sustained period of time and extending over the series of electoral cycles between now and 2050.



Storyline of the eThekwini One Plan

The **Implementation Commitments** are at a Programme level and will represent a Joint Programme of Action in relation to each strategy. The **priority programmes & strategies** that anchor the rest of the strategies have been identified as indicated below on the basis of the critical issues emerging from the diagnostic such as the critical need for intervention at scale in respect of supporting upliftment and skills development of people, coordinated infrastructure investment especially implementation of **Catalytic projects** and localisation of economic sector master plans.



Storyline of the eThekwini One Plan

Implementation Commitments: Skills Development Mass Impact Programme

Strategic Goal 1 – People Development - Strategy 3 – Develop Skills
Operate an innovative eco-system for accelerated skills development relevant to digital transformation, 4IR, export hub and localization strategy, and key economic sector growth including cultural and creative industries

Role Player	Committed/ Existing Plans /Programmes	Required Changes/ Enablers	Immediate Commitments (0-12 months)	Short-Term Commitments (1-5 years)	Medium-Term Commitments (5-10 years)	Long-Term Commitments (Beyond 10 years)
Department of Basic Education (DBE)	Curriculum Policy, Support and Monitoring, Teachers, Education Human Resources and Institutional Development Planning, Information and Assessment Educational Enrichment Services	Need to review current curriculum. Need to teach entrepreneurship and fully equip Learners to enter the economy with a business thinking and innovative mindset, and digitally 4IR prepared	Review Curriculum Participate in design and establishment of eThekwini innovative eco-system for skills development	Align teacher development and curriculum to economic development objectives Radical improvement in teacher development and education outcomes	Align teacher development and curriculum to economic development objectives Radical improvement in teacher development and education outcomes	Align teacher development and curriculum to economic development objectives Radical improvement in teacher development and education outcomes
Depart of Correctional Service	Reintegration Program for Ex-Offenders	Align with relevant skills requirements	Undertake impact assessment of the program	Implement outcomes of assessment	Implement outcomes of assessment	Implement outcomes of assessment
KZN Provincial Government						
KZN Department of Education	Public Ordinary School Education, Independent School Subsidies, Public Special School Education, Early Childhood Development, Infrastructure Development, Examinations & Education Related services	Need to review current curriculum. Need to teach entrepreneurship and fully equip Learners to enter the economy with a business thinking and innovative mindset, and digitally 4IR prepared (2019/20 Budget Allocation: R54 billion) – Align MTEF further towards economic and digital preparedness	Review Curriculum Participate in design and establishment of eThekwini innovative eco-system for skills development	Align teacher development and curriculum to economic development objectives Radical improvement in teacher development and education outcomes	Align teacher development and curriculum to economic development objectives Radical improvement in teacher development and education outcomes	Align teacher development and curriculum to economic development objectives Radical improvement in teacher development and education outcomes
KZN Department of Social Development	Social Welfare Service, Children and Families, Restorative Services, Development & Research	ECD to be integrated into outcomes education system Youth development programmes to be integrated with skills development programmes	Undertake alignment with innovative eco-system	Undertake alignment with innovative eco-system	Undertake alignment with innovative eco-system	Undertake alignment with innovative eco-system
Local Government						
eThekwini Metropolitan Municipality	Learning and Development Strategy 1) Develop skills of employees and councillors 2) Skills of communities 3) Support to ongoing government programmes – SHEP	Drive eThekwini economic competitiveness and inclusive development requirements in skills development programmes	Shape the development of eThekwini innovative eco-system for skills development Identify Source Skills Categories (SSC)	Facilitate full involvement of eThekwini industries/stakeholders in innovative eco-system for skills development Continued support of the STEM program	Facilitate full involvement of eThekwini industries/stakeholders in innovative eco-system for skills development	Facilitate full involvement of eThekwini industries/stakeholders in innovative eco-system for skills development
Private Sector	Business Plans Work Place Skills Plans	Active engagement, assessments and proposals on industry skills requirements	Participate in design and establishment of eThekwini innovative eco-system for skills development	Participate and ensure relevance of skills eco-system to industry and business needs Advise Tertiary Relevance of the curriculum to be	Participate and ensure relevance of skills eco-system to industry and business needs Advise Tertiary Relevance of the curriculum to be customized in achieving the	Participate and ensure relevance of skills eco-system to industry and business needs Advise Tertiary Relevance of the curriculum to be customized in achieving the outcomes of 4IR

	Short-Term: 1 Year ESTABLISH	Medium-Term: 2-5 Years CONSOLIDATE	Long-Term: 5+ years SUSTAIN
Spatial Budgeting	Principles incorporated into planning, budgeting and reporting cycle.	Principles refined & infused across all depts, entities & municipalities.	Principles applied across all depts, entities & municipalities.
One Plans	One Plans fully developed for three pilots.	One Plans developed for all 52 district/metro spaces.	One Plans implemented, monitored and reviewed.
Coordinating Structures	Functioning hubs and coordinating committees established in three pilots.	Functioning hubs and coordinating committees consolidated in all 52 spaces.	Functioning hubs and coordinating committees sustained in all 52 spaces.
LG Stabilisation	Existing programmes & budgets utilised to address immediate interventions.	Interventions sustained, LG support & capacity building improved.	Sustainable municipalities & effective support & capacity building programmes.
DDM IMS	IMS core module developed	IMS fully developed & phased implementation across govt	IMS fully functional & used across government
Regulatory framework	IGRF Act regulations drafted & promulgated to give effect to DDM institutionalisation.	Implementation & refinement of regulations to bolster DDM institutionalisation.	Implementation of regulations to deepen institutionalisation.

5 KEY REFLECTIONS AND LEARNINGS

ONE PLAN PROCESS AND CONTENTS

REFLECTIONS

- How do we plan for a Pandemic?
- One Plan – Reiterative Process
- The Centre Must Hold…
- Joint Programme Management Approach – planning, budgeting, execution
- Confusion in messaging and direction

LEARNINGS

- Programmatic Approach to Cooperative Governance and Inter-Governmental Relations.
- One Plan - Benefit from Structured Review and Updates over LTSF term
- Stricter accountability and ownership – faster enactment of IGRF Act and review of supporting key policies
- Implementation will be the ultimate litmus test
- Paramount to the success of the District Development Model is proactive communication strategy and Communications plan

Annexure 12: Catalytic Projects

PROJECT	CITY ROLE		DEVELOPER ROLE	
1. Oceans uMhlanga Leisure, Retail, Office and Residential	- Development approvals facilitation - Delivery of Public Transport Infrastructure	Done R128m	Oceans	R3,5bn
2. Avoca node - Brickworks Mixed-use development, incorporating Light Industry, Logistics and Warehousing	- Development approvals facilitation - Upgrading of Old North Coast road - New Mount Moria substation	Done R280m R140m	Investec & JT Ross	R10,1bn
3. Ntshongweni redevelopment Mixed use development, incorporating Retail, Commercial, Business Parks, Logistics and mixed income Residential	- Development approvals - Roads infrastructure - Water infrastructure - Sewer infrastructure - Electricity infrastructure	R650m R50m R30m R50m	Fundamentum	R2,8bn
4. Centrum & Virginai Airport redevelopment Residential, Office, Retail, Government, and Leisure	- Development approvals - Land preparation - Services	Unknown Unknown	Unknown	R10bn

PROJECT	CITY ROLE	DEVELOPER ROLE

5. Durban Film City A mixed use development comprising of Film Studio, Film school, Square, Markets, Hotel, Retail and Disney walk	- Development approvals facilitation - Bulk Services	R30m	Rinaldo Inv.	R7,5bn
6. Beachwood Mixed-use development, incorporating Apartment, Private residential and Hotel	- Development approvals facilitation - Sewer treatment works - Roads upgrade	Unknown Unknown	Cedar Point Trading	R2,8bn
7. Cato Ridge Dry Port earmarked as a Logistics, Warehousing and Light industrial precinct	- Development approvals - Hammersdale sewer treatment works - Bulk water supply - Bulk electricity supply - Roads infrastructure & I/C	R1,6bn	Cato Ride Logistics Hub Consortium	R18bn
8. Auto Supplier Park (ASP) Automative suppler park intended to centralising production, assembly, sequencing and providing warehousing facilities	- Development approvals - Bulk services subject to engineering studies	Unknown Unknown	Dube Trade Port	R4bn
9. Durban Marina & Waterfront A mixed use development comprising of Promenade, Maritime Museum, Retail, Restaurants, Hotel, Watersports and Recreational facilities	- Transnet - Ithala (owned by KZN EDTEA) - eThekwini Metro			