



SOUTHERN AFRICA'S PREMIER
AIR LOGISTICS PLATFORM

DUBE TRADEPORT CORPORATION

ANNUAL PERFORMANCE PLAN

For
2015/16

KwaZulu-Natal
January 2015

FOREWORD

The designation of Dube TradePort (DTP) as an Industrial Development Zone (IDZ) in July 2014 represents a significant opportunity for Dube TradePort Corporation (DTPC) and KwaZulu-Natal (KZN) to capitalize on the potential an IDZ offers for the attraction of direct investment, economic development and job creation. This designation will not only assist DTPC in achieving its mandate but, with the linkages created by an IDZ / SEZ between international and local businesses, the province as a whole stands to gain. This Annual Performance Plan has been developed with this in mind, while also acknowledging that there is still a lot of work to be done to ensure the success of the DTP IDZ's operations.

Dube TradePort Corporation, a Schedule 3C public entity, was established by the KZN Provincial Government to enable new air services, provide state-of-the-art facilities, leading edge spatial planning, facilitate the supply of products to export markets and to attract long-term investment to the province. Centred around the King Shaka International Airport (KSIA) and in close proximity to the two largest sea-ports in Southern Africa – Durban and Richards Bay – DTPC has a critical part to play in the realisation of KZN's 2030 vision of becoming a gateway to Africa and the world. DTPC has therefore aligned its objectives to those of its Strategic Plan for 2015/16 to 2019/20, as well as those of the Department of Economic Development, Tourism and Environmental Affairs, the IDZ / SEZ programme, facilitated by the Department of Trade and Industry, and the wider provincial and national plans for growth and development.

Key priorities identified for 2015/16 include:

- Utilising the advantages of the DTP IDZ to attract direct foreign investment, as well as national and local investment;
- Establishing DTP IDZ's first Customs Controlled Area (CCA) together with Samsung, its first CCA enterprise;
- Implementing DTPC's air cargo strategy and actively marketing the Dube Cargo Terminal, with its impressive security record, to potential new customers, thereby increasing cargo throughput volumes and growing the KZN economy;
- Construction on the double underground basement at Dube City, with an office complex to be built thereafter; and

- Preparing Phase 2 of the Dube TradeZone for its launch in 2016, after Phase 1 was close to fully let and the high demand resulted in an interim Phase 1b being offered to the market.

As the MEC for Economic Development, Tourism and Environmental Affairs, and on behalf of the Government of KZN, I fully endorse DTPC's strategy, programmes and targets as contained in this Annual Performance Plan, and have no doubt that they reflect the policies, strategies and goals of the province.

Mr. Michael Mabuyakhulu, MPP

MEC for Economic Development, Tourism & Environmental Affairs

KwaZulu-Natal Province

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of Dube TradePort Corporation under the guidance of both the Dube TradePort Corporation Board and Mr. Michael Mabuyakhulu (MEC for Economic Development, Tourism and Environmental Affairs) in his capacity as the Executive Authority;
- Was prepared in line with the current Strategic Plan of Dube TradePort Corporation; and
- Accurately reflects the performance targets which Dube TradePort Corporation will endeavour to achieve given the resources made available in the budget for the 2014/15 financial year and within the constraints and opportunities of the market conditions.

Ms. A.B. Swalah
Chief Financial Officer (CFO)

Signature: _____

Mr. H. Erskine
Accounting Officer (Acting CEO)

Signature: _____

Dr. B. Gasa
On behalf of the Accounting Authority

Signature: _____

Approved by:

Mr. M. Mabuyakhulu
Executive Authority (MEC)

Signature: _____

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PART A: SITUATIONAL ANALYSIS

1. UPDATED SITUATIONAL ANALYSIS

1.1. OVERVIEW OF DUBE TRADEPORT

Dube TradePort (DTP) is a 2840 hectare greenfield site at La Mercy, master-planned to become a multi-modal development and world-class aerotropolis (or airport city), centred around the King Shaka International Airport (KSIA). Its proximity to the two largest sea-ports in Southern Africa – Durban and Richards Bay – gives DTP its edge as a transport and logistics hub and this initiative, which will ultimately include commercial, residential and production activities, will greatly expand the capacity of KwaZulu-Natal to import and export goods.

Phase 1 of DTPC's 50-year Master Plan consists of 4 main development zones aimed at driving the development of air logistics business and attracting investment to the province. With this goal in mind, DTPC has developed an Investment Plan to provide the framework within which DTPC will target and secure private sector investment in DTPC's existing and future development zones. These four existing development zones are:

- **Dube TradeZone:** This 26 hectare site occupies prime, fully-serviced airside real estate ideal for new-generation warehousing, manufacturing, assembling, air-related cargo distribution, electronics, pharmaceuticals, high-tech aerospace services, automotive industries, clothing, textiles and cold storage activities. **Dube TradeHouse**, adjacent to the Dube Cargo Terminal, is home to a number of well-known freight forwarders and shippers and enjoys a direct connection to the Cargo Terminal via an elevated cargo conveyor-system Airbridge. With Dube TradeHouse fully let and the majority of Phase 1 of Dube TradeZone either let, under construction or, having been built, becoming operational, an additional 4.5 hectares have been offered to the market and Phase 2 of Dube TradeZone, which will ultimately encompass 51 hectares, is expected to be launched in 2016 for occupation by 2017.
- **SupportZones:** Phase 1a of this world-class business and leisure area, known as Dube City, comprises 12 hectares and provides level, fully-serviced stands. As Africa's first purpose-planned airport city, Dube City follows sustainable development principles, creating an ultra-modern urban "green" hub and proposed land uses include a mix of hotel, conference, entertainment, retail and knowledge-intensive activities. Dube City is supported by fully-reticulated fibre-optic cabling from which all tenants may access voice and data services at competitive rates.

DTPC's building, 29° South, has been constructed and is now fully occupied. An agreement has been concluded with an international private sector investor to build a 21 500m² office complex and this development will be preceded by the construction of a double underground basement over the full site. DTPC will undertake the development of the basement with work due to start in February 2015 and be completed by March 2016. The office complex will then be built in 3 phases over 3 years. DTPC has also concluded a free hold purchase of 55% of the sites in Dube City from its subsidiary, La Mercy JV Property Investment (Pty) Ltd, with ACSA, the other shareholder in the JV Company, purchasing the other 45%. DTPC is now in a position to actively drive the realisation of the full vision for Dube City.

- **Dube Cargo Terminal:** This 14 000m² state-of-the-art facility is owned and partially occupied by DTPC and is one of the most technologically advanced cargo facilities in the world. Dube Cargo Terminal, capable of handling 100 000 tonnes of cargo annually, is one of the most secure facilities of its kind in Africa with an impressive security track-record of 0% cargo loss since inception.
- **Dube AgriZone:** With 16 hectares of greenhouses, Dube AgriZone hosts Africa's largest climate-controlled growing area under glass. It focuses on the production of short shelf-life vegetables and cut flowers requiring immediate post-harvesting airlifting, thereby creating Africa's first integrated perishables supply chain. Dube AgriZone comprises greenhouses, packhouses, a distribution centre, a nursery and **Dube Agrilab**, a highly specialised tissue culture laboratory, all off-set by a range of "green" initiatives, such as rainwater harvesting, solar energy usage, on-site waste management and the growth of indigenous plants for site-wide rehabilitation activities.
Phase 1 of Dube AgriZone is fully developed, with Phase 2 due to be operational towards the end of 2016. Phase 2 is located adjacent to Phase 1 and will be developed for additional greenhouses and related agricultural uses.

Each of the above zones is serviced by **Dube iConnect**, a world-class IT and telecommunications platform which digitally links precinct-based businesses with each other and the world. It focuses its business on offering services in the cloud, and therefore, provides superior service solutions, including voice and broadband, virtual computing platforms, secure virtual storage, back-up and recovery, IT security, hosted call-centre services, media services and dark fibre.

In addition to this, **Dube AiRoad** provides a seamless air-to-road and road-to-air logistics solution for time-sensitive deliveries. This dedicated logistics fleet collects and delivers cargo directly to Dube Cargo Terminal and prides itself on its continuous quest for

improved airfreight transport solutions, effectively fulfilling customer needs in an ever-changing airfreight environment.

Another important aspect of DTP is the **rehabilitation and restoration** of the environment. This project is primarily aimed at offsetting the environmental impacts of Phase 1 of DTP and KSI's developments, in compliance with the Environmental Impact Assessment (EIA) concluded in 2007 and the Record of Decision (ROD) issued in 2008. This comprises alien clearing, fauna and flora species rescue and planting / recreation, thus creating an environment in which nature and industry can co-exist.

DTP Special Economic Zone:

DTPC was granted an operator licence for the DTP Industrial Development Zone (IDZ) in July 2014. This was officially presented at the launch of the DTP IDZ on 7 October 2014 by His Excellency, President Jacob Zuma, with the expectation that the IDZ would be converted to a Special Economic Zone (SEZ) before the end of the 2015/16 financial year. The DTP IDZ initially consists of two sectors: Dube AgriZone and Dube TradeZone, and will focus on aerospace and aviation-linked manufacturing, high-value niche agricultural and horticultural products, electronic manufacturing and assembly, medical and pharmaceutical production and clothing and textiles. Together with DTPC's economic development focus, this designation is set to strengthen DTPC's ability to attract key local and international market-players to the area.

The 2014/15 – 2016/17 Industrial Policy Action Plan (IPAP) identifies SEZs as key contributors to economic development and drivers of government's strategic objectives of industrialisation, regional development and job creation. In this regard, EDTEA seeks to develop Industrial Economic Hubs as a means to drive industrial development and thereby create a globally sustainable and resilient regional economy. The establishment and effective operation of the DTP SEZ forms a key component of this plan as it will drive backward and forward economic linkages between the enterprises located in the SEZ and district industrial hubs throughout KZN, and this part of DTPC's operations has therefore been identified as a separate programme in DTPC's revised programme structure from 2015/16.

1.1.1. VISION

To be the leading global air logistics platform in Southern Africa, seamlessly integrated with inter-modal road, rail and sea infrastructure.

1.1.2. MISSION

- To enable the development of an aerotropolis by providing leading edge spatial planning and infrastructure;
- To attract investment through the creation and operation of a special economic zone and related commercial zones; and
- To grow business and trade through enabling new regional and international air services.

1.1.3. STRATEGIC GOALS

DTPC's strategic outcome oriented goals are as follows:

- To maintain effective corporate governance;
- To ensure the efficacy of Supply Chain Management (SCM) for radical economic transformation;
- To act as a catalyst for targeted private sector investment;
- To plan and enable the development of a sustainable aerotropolis, cargo and air services;
- To provide infrastructure and service the development and operational needs of DTP; and
- To establish and effectively operate the DTPC IDZ/SEZ.

1.1.4. PROGRAMME STRUCTURE

In order to efficiently carry out its mandate, DTPC operates a 7-programme structure, summarised below:

- Programme 1: Administration
- Programme 2: Cargo Development
- Programme 3: Property
- Programme 4: AgriZone
- Programme 5: Information Communication and Technology (ICT)
- Programme 6: Development Planning and Infrastructure
- Programme 7: Dube TradePort Industrial Development Zone / Special Economic Zone

1.2. PERFORMANCE DELIVERY ENVIRONMENT

In considering the factors which could impact on DTPC's ability to deliver on its mandate, the state of the global and local economies were considered, as well as the strategies and policies of national and provincial government with which DTPC seeks to be aligned.

1.2.1. ECONOMIC OUTLOOK

Global economic activity has broadly strengthened since the 2008/9 recession and is expected to improve further in 2014 and 2015, with much of the impetus coming from advanced economies. Activity in many emerging market economies has been disappointing, although they continue to contribute more than two-thirds of global growth and their output is expected to be lifted by stronger exports to advanced economies. The International Monetary Fund (IMF) projects global growth to strengthen from 3% in 2013 to 3.4% in 2014 and 4% in 2015. Growth in emerging and developing economies is expected to gradually increase from 4.7% in 2013 to 4.6% in 2014 and 5.2% in 2015.¹

Despite the improved prospects, the global recovery remains fragile and growth is not evenly robust across the globe. Growth in South Africa is expected to remain sluggish as a result of electricity constraints and labour conflicts, with the IMF projecting growth at 1.7% in 2014 and 2.7% in 2015. In 2013, the South African economy grew by 1.9%, with total GDP estimated at R2 013 billion.² During that same period, DTP's contribution to GDP (excluding KSIA) was estimated at R6.4 billion and is expected to rise to R295.8 billion by 2060³ when the total development is expected to be completed.

The KZN provincial economy is projected to grow by 3% in 2014 and between 3.5% and 4% in 2015. Although the tertiary sector continues to be the largest contributor to this, the province is better positioned to capitalise on agriculture, mineral beneficiation, manufacturing, tourism, freight and logistics, as well as the financial services sector.⁴

¹ From the "World Economic Outlook: Recovery Strengthens, Remains Uneven", published by the IMF in April 2014 and updated in July 2014.

² South African Reserve Bank – Q4 2013.

³ From "Dube TradePort: Macroeconomic Contribution of the Master Plan" produced by Strategic Economic Solutions in May 2014.

⁴ KwaZulu-Natal State of the Province address, 26 June 2014.

DTPC is ideally positioned to be a key driver of growth in the province. Oxford Economics suggests that global GDP has been boosted by an additional \$200 billion over the past 20 years thanks to the increase in connectivity. Air connectivity opens up new markets for a country and sparks export activity.⁵ DTP currently has 21% of KZN's perceived air cargo market, with close to 80% of the province's air cargo being freighted through OR Tambo International Airport because of KZN's limited air connectivity, especially to sub-Saharan Africa. DTPC therefore aims to expand air connectivity over the next 5 years and, together with its recent designation as an IDZ, presents real and significant development opportunities for both cargo handling and passengers alike.

Despite subdued economic growth, South Africa's property sector has maintained modest growth of 7.4% total return for the first six months of 2014.⁶ This represents a 0.9% increase over the previous six months and is largely attributable to improved capital growth of 3.1%. This was underpinned by improving base rental growth and a firming in the rental yield. Income returns remained stable at 4.2%.⁷ This growth in SA's property markets, particularly in industrial property, bodes well for DTPC's focus on attracting private sector property investment, particularly when considered together with the IDZ / SEZ incentives now available to investors locating at DTP.

1.2.2. ALIGNMENT WITH RELEVANT POLICIES AND STRATEGIES

KZN's 2030 vision is to become a prosperous province with a healthy, secure and skilled population, acting as a gateway to Africa and the world. As one of the province's primary infrastructure projects, DTPC has an important role to play in the achievement of this vision. The development and implementation of Durban's aerotropolis is vital to ensuring the success of this mission as DTPC creates an enabling environment for the acceleration of efforts to introduce new international and regional air services, facilitating growth in air cargo volumes, producing sustainable volumes of perishables in support of an integrated air logistics platform, while promoting direct foreign and local private sector investment in the province.

With the institutionalisation of the DTP IDZ / SEZ, DTPC's contribution to job creation and economic development is set to increase significantly as the benefits offered to enterprises operating in an IDZ / SEZ are aimed at ensuring the IDZ / SEZ's growth,

⁵ IATA Annual Review 2013.

⁶ According to the IPD (Investment Property Databank) South Africa Biannual Property Indicator.

⁷ SA Commercial Property News

revenue generation, job creation, attraction of foreign direct investment and international competitiveness.

To ensure alignment between DTPC's strategic objectives and those of the relevant policies and strategies defined by national and provincial government, (a full list of which is provided in Appendix B), DTPC has identified the following key deliverable areas, along with the targets set for the next 5 years. These targets include DTPC's and the DTP IDZ / SEZ's activities.

Key Deliverable areas	Targets					
	2015/16	2016/17	2017/18	2018/19	2019/20	
KEY DELIVERY AREA 1: STRATEGIC INFRASTRUCTURE						
% increase in international/regional passengers through KSIA	3.5%	3.6%	3.3%	3.1%	2.8%	
No. of new international/regional routes (additional frequency or new route) using KSIA	2	2	2	2	2	
Tonnage throughput from Dube Cargo Terminal annually (international)	8 300	9 100	10 200	11 700	13 300	
Value produced and processed at the Dube AgriZone annually	R80.4 million	R87.6 million	R95.5 million	R124 million	R175 million	
% Occupancy of available AgriZone facilities	75%	85%	85%	90%	90%	
KEY DELIVERY AREA 2: ECONOMIC DEVELOPMENT AND COMPETITIVENESS						
Private sector investment committed	R192 million	R174 million	R723 million	R1.348 billion	R2 billion	
Public sector investment committed	R213 million	R276 million	R306 million	R276 million	R291 million	
Total revenue generated	R59 million	R76 million	R86 million	R95 million	R107 million	
KEY DELIVERABLE AREA 3: JOB CREATION						
Number of direct jobs created	Temporary	718	798	1 824	2 879	4 061
	Permanent	300	405	815	840	2 890
KEY DELIVERABLE AREA 4: ENVIRONMENTAL SUSTAINABILITY						
Contribution to carbon offset	7% reduction from baseline	7% reduction from revised baseline	7% reduction from revised baseline	7% reduction from revised baseline	7% reduction from revised baseline	
No. of hectares of land rehabilitated annually	100ha	100ha	80ha	60ha	60ha	

STRATEGIC INFRASTRUCTURE:

This key delivery area is closely linked to the 4th strategic goal of the PGDP which aims to provide strategic infrastructure for the social and economic growth and development of KZN. The development and implementation of the aerotropolis is listed as a key

intervention for achieving this goal and, together with the added benefits of DTPC's status as an IDZ / SEZ operator, this provides an excellent framework for the attraction of investment to the area. In addition, the delivery of strategic infrastructure speaks to the creation of an efficient, competitive and responsive economic infrastructure network, as outlined in the 6th of the 12 key outcomes defined by Cabinet and expanded on in the Medium-Term Economic Framework (MTSF) and the 2nd priority listed in the NDP of providing economic infrastructure.

Three regional routes are currently operational from KSIA – Lusaka, Harare and Mauritius, while Emirates continue to be the only international carrier currently using KSIA, with its highly successful daily service to Dubai. DTPC aims to increase air-traffic through KSIA, be it through availability of additional routes or an increase in passenger numbers, all of which will assist in increasing KZN's exposure to greater numbers of people and businesses and will ultimately increase the cargo tonnages processed through the Dube Cargo Terminal which will assist in growing exports. 7 681 tonnes of international cargo was processed in 2013/14 and this is expected to grow to 13 300 tonnes per annum by 2019/20. The value of agricultural goods produced by Dube AgriZone is dependent on all space available in the greenhouses and packhouses being fully utilised. Two greenhouses became vacant at the end of 2013/14, but are expected to be filled again before the start of 2015/16. DTPC aims to achieve an average of 75% occupancy in 2015/16, rising to 90% by 2019/20, with R562.5 million worth of agricultural produce being produced or processed at the Dube AgriZone over the next five years.

ECONOMIC DEVELOPMENT AND COMPETITIVENESS:

This key delivery area is linked to the objectives of the IDZ / SEZ programmes as well as the strategic objectives of DTPC's parent department, the Department of Economic Development, Tourism and Environmental Affairs (EDTEA). A key component of achieving economic development is the attraction of foreign direct investment as well as local investment. By the end of 2013/14, DTPC had attracted R709.5 million in private sector investment and, with its subsequent designation as an IDZ, to be converted into an SEZ in due course, this level of investment is expected to grow by more than R4 billion over the next five years.

JOB CREATION:

Job creation remains a key objective of DTPC, in line with the 4th of governments 12 Key Outcomes: *Decent employment through inclusive economic growth*, the 1st strategic goal of the PGDP, and the 1st key priority area defined by the NDP. With DTP now established as an IDZ and expected to be converted to an SEZ in 2015/16, DTPC is ideally situated to facilitate the generation of new employment by enhancing sectoral development through trade and industry. Over the past 3 years, from 2011/12 to 2013/14, 1 618 jobs (964 temporary, during construction, and 654 permanent) were

created on-site at the DTP precinct. DTPC expects to create 15 530 jobs (10 280 temporary and 5 250 permanent) both inside and outside of the DTP IDZ / SEZ areas over the next five years.

ENVIRONMENTAL SUSTAINABILITY:

DTPC is committed to creating an aerotropolis that is environmentally sustainable and has therefore added this as a key deliverable area from 2015/16. This is aligned to the Millennium Development Goal developed by the member states of the United Nations to ensure environmental sustainability, as well as the 5th strategic goal of the PGDP, 3rd strategic priority of the NDP and the provisions of the Constitution. In addition to rehabilitating 400 hectares of land over the next five years, DTPC aims to reduce its carbon emissions by 7% each year. As with all of DTPC's rehabilitation targets, these are aligned to national targets and, in particular, the carbon off-set target is linked to those detailed in the White Paper on Climate Change Response (2012).

1.3. ORGANISATIONAL ENVIRONMENT

DTPC is controlled by its Board which serves as the Accounting Authority and is accountable to the MEC for the KZN Department of Economic Development, Tourism and Environmental Affairs (EDTEA) in his capacity as the Executive Authority. DTPC's Board is made up of individuals drawn from both the public and private sectors and is specifically structured to provide a diverse mix of skills and experience pertinent to DTPC's business operations and the diverse environment in which it operates.

2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

In July 2014, DTPC was granted an operator permit by the DTI to operate the Dube TradePort Industrial Development Zone (DTP IDZ), which is expected to be converted to a Special Economic Zone (SEZ) in due course. As an IDZ operator, DTPC is bound to comply with the requirements of its Operator Permit, issued by the Department of Trade and Industry (DTI) in terms of Regulations 57(e) and 17 of the IDZ Programme, as well as all provisions of the IDZ Programme, which was gazetted in 1999 under the Manufacturing Development Act no. 187 of 1993, and its accompanying guidelines which were promulgated in 2000 and amended in October 2006.

The overall regulatory framework for the IDZ programme comprises of:

- The Manufacturing Development Act no. 87 of 1993;
- The IDZ Regulations and subsequent amendments;
- Section 21A of the Customs and Excise Act and relevant provisions of the Value Added Tax Act; and
- Report no. 14 promulgated by the International Trade Administration Commission in accordance with the Customs and Excise Act.

As a prospective SEZ, DTPC is also required to comply with the conditions of the Funding Agreement entered into between the DTI and DTPC, and the SEZ Act no. 16 of 2014 and its related regulations, once these are issued. This Act provides for a three year transition period for an IDZ operator to convert to an SEZ, during which time DTPC will evaluate which of the models provided for in the SEZ Act will be most beneficial to the achievement of its overall goals. These models include:

- **Industrial Development Zones** – purpose built industrial estates that leverage domestic and foreign direct investment in value-added and export-oriented manufacturing industries and services;
- **Free Ports** – duty free areas adjacent to a port of entry where imported goods may be unloaded for value-adding activities within the SEZ for storage, repackaging or processing, subject to customs import procedures;
- **Free Trade Zones** – duty free areas offering storage and distribution facilities for value-adding activities within the SEZ for subsequent export; and
- **Sector Development Zones** – focused on the development of a specific sector or industry through the facilitation of general or specific industrial infrastructure, incentives, technical and business services primarily for the export market.

The South African IDZ concept recognises that an IDZ may contain one or more Customs Controlled Areas (CCA), tailored for the manufacturing and storage of goods to boost beneficiation, investment, economic growth and, most importantly, the development of skills and employment in these regions. As such, SARS has made various incentives available to enterprises located within a CCA. These include:

- Relief from customs duties at the time of importation into a CCA, any goods for storage, raw materials for manufacture and machinery used in the manufacturing process;
- Simplified customs procedures;
- Fiscal incentives on goods when various conditions are met; and
- Subsidised infrastructure, with no import duties or value-added tax payable under certain circumstances.

(See the SARS website for more information – www.sars.gov.za.)

With the exception of the legislation mentioned above, now applicable to DTPC as an IDZ / SEZ Operator, including the relevant provisions of its operator permit issued by the DTI and that to be issued by SARS, there have not been any other changes to DTPC's legislative and other mandates since the adoption of its 2015/16 Strategic Plan.

3. OVERVIEW OF 2015/16 BUDGET AND MTEF ESTIMATES

3.1. EXPENDITURE ESTIMATES

Programme	AUDITED OUTCOMES			ADJUSTED APPROPRIATION	MEDIUM TERM EXPENDITURE ESTIMATE		
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Administration	47 149 924	(18 224 887)	(4 105 505)	21 810 817	83 810 144	95 889 468	110 788 938
Cargo Development	123 582 451	68 147 704	29 286 722	89 316 912	32 883 885	26 925 031	28 069 431
Property	186 638 752	81 055 148	22 089 722	43 135 392	41 895 163	31 298 629	31 562 101
AgriZone	318 958 572	123 577 715	29 283 345	22 469 377	35 066 863	21 313 571	21 220 465
Information Communication & Technology	91 855 868	24 277 410	8 770 602	24 540 892	17 722 742	14 423 663	14 372 188
Development Planning & Infrastructure	24 778 833	128 674 051	520 874 191	369 101 610	382 230 202	435 220 638	450 311 877
SUBTOTAL	792 964 400	407 507 141	606 199 078	570 375 000	593 609 000	625 071 000	656 325 000
Revenue	19 764 361	100 521 397	100 415 503	107 457 113	83 069 038	94 841 556	99 833 906
Current payments	192 768 126	232 362 974	179 631 217	320 414 834	315 389 776	333 469 306	353 212 561
Compensation of employees	33 997 185	51 624 857	57 270 280	79 300 560	96 714 789	102 017 558	108 394 168
Goods and services of which:							
Communication	-	-	-	-	-	-	-
Computer services	396 667	1 507 185	2 347 911	2 877 657	2 507 841	3 110 936	5 614 712
Consultants, contractors and special services	64 832 378	53 203 541	22 000 539	106 797 924	71 343 376	69 423 938	67 621 193
Maintenance Repairs and running costs	75 653 423	89 216 388	84 160 522	98 955 981	110 127 763	116 365 032	123 697 742
Operating Leases	803 401	25 110 461	198 626	239 871	407 952	514 946	550 157
Travel and subsistence	2 226 068	913 937	1 333 340	3 077 716	3 003 725	3 156 470	3 320 586
Advertising	13 618 718	10 191 115	11 269 544	22 920 520	25 942 000	33 181 418	38 102 358
Training	1 240 286	595 491	1 050 454	6 244 605	5 342 330	5 699 007	5 911 644
TRANSFERS AND SUBSIDIARIES TO:							
PAYMENT FOR CAPITAL ASSETS	619 960 635	275 665 564	526 983 364	357 417 279	361 288 262	386 443 250	402 946 345
Building and other fixed structures	448 344 141	168 478 635	18 662 951	68 965 950	221 639 360	276 593 213	306 321 345
Machinery and equipment	170 083 195	51 728 542	7 072 300	28 803 300	25 224 186	11 732 787	8 450 000
Cultivated assets	25 161	-	-	-	-	-	-
Software and other intangible assets	1 508 139	1 324 039	7 068 831	4 800 000	12 300 000	3 075 000	3 175 000
Land and subsoil assets	-	54 134 348	494 179 283	254 848 029	102 124 716	95 042 250	85 000 000
TOTAL	792 964 400	407 507 141	606 199 078	570 375 000	593 609 000	625 071 000	656 325 000

3.2. RELATING EXPENDITURE TRENDS TO STRATEGIC OUTCOME ORIENTED GOALS

- Since the development of Dube TradePort is a major strategic infrastructure project for the province, DTPC allocates two thirds of its total budget to the Development Planning and Infrastructure programme and more than half to land, buildings and other fixed structures.
- The budget allocated to the four main revenue generating programmes (Cargo Development, Property, AgriZone and ICT) is gradually declining over the MTEF as operating revenues are expected to grow. The business element of these programmes is gradually becoming more established as greater levels of private sector investment is attracted to the precinct and this is set to increase even

further now that DTP has been confirmed as an IDZ, and as new air routes increase the connectivity of KSIA to the rest of the world.

- The increase in the allocation to the Administration programme (14% in 2015/16) is due to the expected decline in interest income earned as committed funds held in trust accounts are utilised. In addition to this, responsibility for the establishment of new air services now falls under the Office of the CEO and the budget allocated to this has accordingly been reallocated to this programme.

PART B: PROGRAMME AND SUB-PROGRAMME PLANS

In order to efficiently carry out its mandate, DTPC operates a 7-programme structure. The seven programmes and their associated sub-programmes are summarised below:

Programmes	Sub-programmes
1. Administration	1.1 Office of the CEO
	1.2 Finance
	1.3 Corporate Services
2. Cargo Development	2.1 Cargo Operations
	2.2 Air Cargo Business Development
3. Property	3.1 Commercial
	3.2 Operations
4. AgriZone	4.1 AgriZone Services
	4.2 Sustainable Farming Initiatives
	4.3 Tissue Culture Facility
	4.4 Landscaping and Rehabilitation
	4.5 AgriZone Expansion
5. Information Communication and Technology (ICT)	5.1 Commercial
	5.2 Operations
6. Development Planning and Infrastructure	6.1 Planning
	6.2 Environment
	6.3 Infrastructure and Development
7. DTP Industrial Development Zone / Special Economic Zone	7.1 DTP Industrial Development Zone / Special Economic Zone

4. PROGRAMME 1: ADMINISTRATION

Programme 1: Administration provides support to the other programmes that make up DTPC thereby allowing them to focus on the development and operations of DTP with a view to creating jobs, mobilizing private sector investment and increasing competitiveness. The support offered by the Administration programme takes many forms, including strategic direction, integration and co-ordination, financial and budgetary support, performance monitoring and evaluation, occupational health and safety, quality management, information management, human resource management and development, marketing and communication services. Due to the transversal nature of this programme, effective and efficient operation thereof is critical to ensure that DTPC's strategic plans remain relevant, are well-implemented and effectively monitored. The Administration programme consists of administrative staff and seasoned professionals at various levels and the staff turnover rate of these seasoned professionals, in particular, is monitored to ensure retention of valuable institutional knowledge.

Sub-programme 1.1 – Office of the CEO: The Office of the CEO provides strategic direction and leadership to DTPC, ensuring alignment across all operational programmes and is responsible for the effective management of DTPC, the implementation of strategy, policy and directives of the Board, increasing brand awareness and building confidence in all of DTPC offerings and programmes within targeted audiences. This sub-programme consists of Risk and Governance, internal ICTG, Marketing and Air Services.

Because of the strategic importance the establishment of new Air Services plays for DTPC as a whole, cutting across many, if not all, of the development zones and operational areas of the entity, this function had been relocated to the Office of the CEO. Air Services focuses on increasing connectivity between KZN, the region and the world by identifying regional and global commercial points of origin / destination based on DTPC's Air Services Strategy and ultimately securing new routes flying into and out of King Shaka International Airport.

Sub-programme 1.2 – Finance: This sub-programme provides supply-chain management, contract management, financial management, entity performance monitoring, reporting and budgetary support to all programmes within DTPC in a transparent, accountable manner as envisaged by the PFMA. It is also responsible for the development of internal controls to ensure sound financial processes and compliance with the PFMA and Treasury Regulations, thus ensuring that all management and financial reports produced are valid, accurate and complete.

Sub-programme 1.3 – Corporate Services: Corporate Services includes human resources management and development, safety, health, environment and quality (SHEQ) management, information management, office support, fleet and travel management services and corporate social investment (CSI). This sub-programme also facilitates the implementation of DTPC's B-BBEE strategy.

The following table depicts the programme's structure (i.e. sub-programmes), strategic goal and strategic objectives:

ADMINISTRATION	Strategic Goal	Strategic Objective
Sub-programme 1.1: OFFICE OF THE CEO	To maintain effective corporate governance	To provide strategic direction and leadership to DTPC
		To secure beneficial partnerships for DTPC
	To plan and enable the development of a sustainable aerotropolis, cargo and air services	To promote sound corporate governance to DTPC and its Board
Sub-programme 1.2: FINANCE	To maintain effective corporate governance	To facilitate new international and regional air services
	To ensure the efficacy of Supply Chain Management (SCM) for radical economic transformation	To provide effective, efficient and transparent financial management
Sub-programme 1.3: CORPORATE SERVICES	To maintain effective corporate governance	To promote radical economic transformation through the adoption of relevant supply chain management practices.
		To effectively manage human resource recruitment, learning and development and corporate support services
		To facilitate DTPC's B-BBEE Strategy and manage Corporate Social Investment

4.1. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2015/16

		Audited / Actual Performance			Estimated	Medium-Term Targets		
Key Performance Indicator	5-year Strategic Plan Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	
SUB-PROGRAMME 1.1: OFFICE OF THE CEO								
Strategic Objective: To provide strategic direction and leadership to DTPC								
1.1	% Achievement of APP targets	85%	79%	81%	85%	85%	85%	85%
Strategic Objective: To secure beneficial partnerships for DTPC								
1.2	No. of partnerships secured	10	1	2	2	2	2	2
Strategic Objective: To promote sound corporate governance to DTPC and its Board								
1.3	Board effectiveness as determined by comparison to the appropriate recommendations of King III	90%	New indicator			70%	75%	80%
Strategic Objective: To facilitate new international and regional air services								
1.4	% increase in international / regional passengers through KSIA	3.25% (average per annum)	New indicator			3.5%	3.6%	3.3%
SUB-PROGRAMME 1.2: FINANCE								
Strategic Objective: To provide effective, efficient and transparent financial management								
1.5	External audit opinion	Clean audit	Unqual.	Unqual.	Unqual.	Clean audit	Clean audit	Clean audit
Strategic Objective: To promote radical economic transformation through the adoption of relevant supply chain management practices.								
1.6	Procurement spend on targeted businesses	40% (average)	New indicator			30%	35%	40%
SUB-PROGRAMME 1.3: CORPORATE SERVICES								
Strategic Objective: To effectively manage human resource recruitment, learning and development and corporate support services								
1.7	No. of vacant positions as a percentage of total staff requirement	6%	7.7%	7.7%	8%	7%	7%	7%
1.8	% of employee costs spent on learning and development	2%	New indicator			2%	2%	2%
1.9	DTPC's B-BBEE level	Level 1	New indicator			Level 4	Level 3	Level 2

4.2. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2015/16

Programme Performance Indicator		Audited / Actual Performance		Estimated	Medium-Term Targets		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
SUB-PROGRAMME 1.1: OFFICE OF THE CEO							
1.10	Percentage increase in own revenue	New indicator			8%	9%	10%
1.11	% Implementation of the ICT Governance Framework and Policies requirements	74%	76.7%	80%	80%	90%	90%
1.12	No. of marketing activities developed and implemented to support the external business communication channels	12	11	11	12	12	12
1.13	No. of air services business cases or business opportunity proposals submitted	17	8	8	8	9	10
SUB-PROGRAMME 1.2: FINANCE							
1.14	% of prior period external audit report items resolved prior to commencement of the audit	86%	100%	90%	80%	80%	80%
1.15	Percentage increase in the value of assets	New indicator			10%	12%	14%
SUB-PROGRAMME 1.3: CORPORATE SERVICES							
1.16	No. of CSI projects	4	5	2	4	5	6
1.17	Number of apprenticeships and internships	New indicator		10	25	30	35

4.3. KEY ACTIVITIES

In order to achieve the strategic objectives of each sub-programme, the focus during the 2015/16 financial year will be on the following key activities:

Office of the CEO

- Identify suitable potential partnerships.
- Investigate and assess viability.

Risk and Governance

- Implement compliance framework.
- Continue to embed effective Enterprise Risk Management process.

ICTG

- Implement and monitor ICTG governance strategy.

Marketing

- Develop a 3-year brand strategy and develop an annual marketing and communications strategy.
- Increase positive brand awareness and understanding of DTPC within defined target audiences locally and nationally.
- Develop a brand awareness strategy aimed at targeting key audiences internationally (particular focus on IDZ and SEZ).
- Create a perceived sense of activity and scale that engenders confidence in the target audience, especially through profiling secured deals and developments.
- Translate the DTPC programmes' business objectives in to strategic marketing support (in the form of campaigns and activities) in order to build their respective brands and businesses.
- Promote and sell space on the Electronic Billboards.

Air Services

- Review and update passenger data to identify potential new routes.
- Prepare business cases and market key routes to relevant airlines.
- Expand regional and international route network through partnerships with relevant airlines.
- Monitor performance of existing regional and international routes with the intention of identifying any areas of intervention or support required.
- Ongoing implementation of Air Services and Route Development Strategy.

Finance

- Implement RFID tracking system for fixed assets.

Corporate Services

- Implement effective talent acquisition strategy to ensure human resource capacity to achieve Strategic Objectives.
- Develop critical competencies through the Learning and Development Strategies.
- Facilitate organisational development initiatives to create the desired corporate culture.
- Facilitate Enterprise Development Strategy within DTPC B-BBEE Framework.

- Implement Employment Equity Plan to improve EE demographic profile of DTPC and enhance B-BBEE accreditation levels.
- Broad based implementation of the DTPC Corporate Social Investment Strategy, to include women economic empowerment projects.
- Implement an organisational Quality Management System.

4.4. QUARTERLY TARGETS FOR 2015/16

The following table reflects the programme and sub-programme performance indicators. In order to realise the strategic objectives detailed in the strategic plan, the performance indicators used to measure the achievement of strategic objectives have also been included:

Performance Indicator		Sub-Programme	Reporting Period	Annual Target 2015/16	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
1.1	% Achievement of APP targets	Office of the CEO	Annual	85%	To be measured in the 4 th quarter			
1.2	No. of partnerships secured	Office of the CEO	Annual	2	To be measured in the 4 th quarter			
1.3	Board effectiveness as determined by comparison to the appropriate recommendations of King III	Office of the CEO	Annual	70%	To be measured in the 4 th quarter			
1.4	% increase in international / regional passengers through KSIA	Office of the CEO	Quarterly	3.5%	3.5%	3.5%	3.5%	3.5%
1.5	External audit opinion	Finance	Annual	Clean audit	To be measured in the 2 nd quarter			
1.6	Procurement spend on targeted businesses	Finance	Quarterly	30%	30%	30%	30%	30%
1.7	No. of vacant positions as a percentage of total staff requirement	Corporate Services	Quarterly	7%	7%	7%	7%	7%
1.8	% of employee costs spent on learning and development	Corporate Services	Annual	2%	To be measured in the 4 th quarter			
1.9	DTPC's B-BBEE level	Corporate Services	Annual	Level 4	To be measured in the 4 th quarter			

Performance Indicator		Sub-Programme	Reporting Period	Annual Target 2015/16	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
1.10	Percentage increase in own revenue	Office of the CEO	Quarterly	8%	8%	8%	8%	8%
1.11	% Implementation of the ICT Governance Framework and Policies requirements	Office of the CEO	Quarterly	80%	20%	40%	60%	80%
1.12	No. of activities developed and implemented to support the external business communication channels	Office of the CEO	Quarterly	12	3	3	3	3
1.13	No. of business cases or business opportunity proposals submitted	Office of the CEO	Quarterly	8	2	2	2	2
1.14	% of prior period external audit report items resolved prior to commencement of the audit	Finance	Annual	80%	To be measured in the 4 th quarter			
1.15	Percentage increase in the value of assets	Finance	Annual	10%	To be measured in the 4 th quarter			
1.16	No. of CSI projects	Corporate Services	Annual	4	To be measured in the 4 th quarter			
1.17	Number of apprenticeships and internships	Corporate Services	Quarterly	25	5	5	15	5

4.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

4.5.1. PROGRAMME 1: EXPENDITURE ESTIMATES

The expenditure estimates over the period 2015/16 to 2017/18 take into account the expected increase in operating activities and the impact on the budget.

Programme	AUDITED OUTCOMES			ADJUSTED	MEDIUM TERM EXPENDITURE ESTIMATE		
	2011/12	2012/13	2013/14	APPROPRIATION	2015/16	2016/17	2017/18
Administration							
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Office of the CEO; Corporate Services & Finance	47 149 924	(18 224 887)	(4 105 505)	21 810 817			
Office of the CEO					58 544 271	68 969 286	75 754 087
Finance					5 020 378	5 651 331	12 282 896
Corporate Services					20 245 496	21 268 851	22 751 955
SUBTOTAL	47 149 924	(18 224 887)	(4 105 505)	21 810 817	83 810 144	95 889 468	110 788 938
Revenue	77 000	76 480 775	62 317 192	61 078 039	25 204 688	20 801 623	16 064 632
Current payments	38 137 571	57 979 721	55 983 310	79 725 556	100 564 832	113 091 091	123 053 570
Compensation of employees	13 364 063	19 723 607	21 872 864	32 242 088	40 661 549	42 658 309	45 344 939
Goods and services of which:							
Communication	-	-	-	-	-	-	-
Computer services	282 472	828 946	1 645 380	1 063 515	1 044 193	1 641 833	1 939 737
Consultants, contractors and special services	7 851 072	18 901 856	8 324 819	14 722 690	19 289 970	20 501 912	22 591 578
Maintenance Repairs and running costs	4 559 707	9 621 022	14 069 981	14 639 448	18 353 813	19 846 595	20 170 469
Operating Leases	299 882	58 673	97 946	79 200	199 717	231 522	247 530
Travel and subsistence	397 850	201 237	546 925	1 267 125	1 445 000	1 529 660	1 616 722
Advertising	11 358 882	8 405 575	9 121 431	13 917 220	18 392 000	25 428 418	29 810 824
Training	23 643	238 805	303 964	1 794 270	1 178 590	1 252 842	1 331 771
TRANSFERS AND SUBSIDIARIES TO:							
PAYMENT FOR CAPITAL ASSETS	9 089 353	276 168	2 228 377	3 163 300	8 450 000	3 600 000	3 800 000
Building and other fixed structures	152 060	-	-	-	-	-	-
Machinery and equipment	7 497 882	276 168	797 645	1 963 300	500 000	600 000	700 000
Cultivated assets	-	-	-	-	-	-	-
Software and other intangible assets	1 439 411	-	1 430 732	1 200 000	7 950 000	3 000 000	3 100 000
Land and subsoil assets	-	-	-	-	-	-	-
TOTAL	47 149 924	(18 224 886)	(4 105 505)	21 810 817	83 810 144	95 889 468	110 788 938

4.5.2. PERFORMANCE AND EXPENDITURE TRENDS

- The substantial increase in funding required by this programme from 2014/15 to 2015/16 is because the responsibility for Air Services has been relocated to the Office of the CEO in recognition of the critical role this area plays in the overall success of DTP.
- In addition to this, revenues are expected to decline over the MTEF as funds held in trust accounts are utilized resulting in a decrease in interest earned on these balances, as well as a decrease in VAT refunds expected as DTPC is moving into

a VAT paying position since VAT is now payable on the transfers received as a result of DTPC assigned "designated entity" status for VAT purposes.

- Similar to previous years, compensation of employees makes up a major part of this programme's budget requirement at 37%, and this percentage remains stable over the MTEF as the full staff complement for this programme is largely already in place.
- Advertising costs make up 17% of the total payments for this programme and will be used to support of the marketing requirements of all DTPC's product offering, as well as to promote DTPC brands to assist in both revenue generation and attracting private sector investment to the precinct. These costs are expected to increase over the MTEF as the focus on promoting the DTP IDZ intensifies.

5. PROGRAMME 2: CARGO DEVELOPMENT

Cargo Development is fundamental to achieving DTPC's vision of becoming the leading global seamlessly integrated air logistics platform in Southern Africa, in line with its Air Services Strategy to increase direct international and regional air services to and from KZN.

While the responsibility for establishing new air routes flying via KSIA now lies primarily within the Office of the CEO, Cargo Development remains responsible for developing air cargo volumes being flown to key regional and global destinations. By increasing the levels of international trade in KZN, DTPC positively contributes to job creation and economic development in the province and forms the critical link between airside and landside which facilitates cargo movement from DTP and the wider KZN export-orientated manufacturing base to the rest of the world.

Cargo Development consists of the following sub-programmes:

- Cargo Operations
- Air Cargo Business Development

Sub-programme 2.1 Cargo Operations: aims to ensure that the Dube Cargo Terminal is operated in line with international standards and to the requirements of tenants and clients. It aims to do this through efficient processing of cargo, ensuring high levels of security, trained staff and the required capital & IT requirements for the facility, supported by direct linkages to major commercial centers by the Dube AiRoad trucking service.

Sub-programme 2.2 Air Cargo Business Development: aims to build growth of volumes through the terminal by forming strategic partnerships, marketing the facilities and the region as a gateway to KZN and building relationships with key role players in the logistics supply chain including shippers, agents, air cargo charter operators and logistics service providers.

The following table depicts the programme's structure (i.e. sub-programmes), strategic goal and strategic objectives:

CARGO DEVELOPMENT	Strategic Goal	Strategic Objective
Sub-programme 2.1: CARGO OPERATIONS	To plan and enable the development of a sustainable aerropolis, cargo and air services	To ensure cargo handling equipment, resources and systems are reliable and functioning optimally to meet user needs
		To facilitate effective air cargo security measures in line with national and international standards
Sub-programme 2.2: AIR CARGO BUSINESS DEVELOPMENT		To grow the volume of cargo through the Dube Cargo Terminal

5.1. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2015/16

		Audited / Actual Performance		Estimated	Medium-Term Targets			
Key Performance Indicator		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	
SUB-PROGRAMME 2.1: CARGO OPERATIONS								
Strategic Objective: To ensure cargo handling equipment, resources and systems are reliable and functioning optimally to meet user needs								
2.1	Processing time against SLA's	90%	99%	100%	90%	90%	90%	
Strategic Objective: To facilitate effective air cargo security measures in line with national and international standards								
2.2	Results of Annual SACAA audit: Dube Cargo Terminal	Part 108 Certification received	100%	100%	100%	Part 108 Certification received	Part 108 Certification received	
SUB-PROGRAMME 2.2: AIR CARGO BUSINESS DEVELOPMENT								
Strategic Objective: To grow the volume of cargo through the Dube Cargo Terminal								
2.3	Tonnage throughput from Dube Cargo Terminal - International	52 600 (total over 5 years)	6 123	7 681	7141 – 7180	8 300	9 100	10 200
2.4	Tonnage throughput from Dube Cargo Terminal - Domestic	36 433 (total over 5 years)	3 396	n/a ⁸	n/a	6 645	6 911	7 257

⁸ Domestic tonnages were not measured in 2013/14 and 2014/15 as this information was not available. The tonnages measured in 2012/13 represent one quarter only as this information was not available for the remaining three quarters of the year.

		Audited / Actual Performance		Estimated	Medium-Term Targets		
Key Performance Indicator		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
2.5	Value of international goods through Dube Cargo Terminal	R30.6 billion	New Indicator		R4 billion	R4.8 billion	R5.8 billion

5.2. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2015/16

		Audited / Actual Performance		Estimated	Medium-Term Targets		
Programme Performance Indicator		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
SUB-PROGRAMME 2.1: CARGO OPERATIONS							
2.6	Revenue from cargo handling (imports and exports)	New indicator			R9.4 million	R10.2 million	R11.1 million
2.7	Increase in revenue generated by trucking services	New indicator	0%	8% year-on-year	12% year-on-year	12% year-on-year	12% year-on-year
SUB-PROGRAMME 2.2: AIR CARGO BUSINESS DEVELOPMENT							
2.8	Number of freighters using KSIA	0	0	0	1	1	1
2.9	Number of business cases or logistics solutions initiated	New indicator			4	4	4

5.3. KEY ACTIVITIES

In order to achieve the strategic objectives of each sub-programme, the focus during the 2015/16 financial year will be on the following key activities:

Cargo Operations

- Maintain the existing excellent operational benchmarks already achieved in the DTPC Cargo Terminal.
- Maintain the existing excellent aviation security standards achieved in the DTPC Cargo Terminal and achieve certification from SA CAA as an approved Aviation Security Training Organization, in order to provide world class aviation security training in the Province and to the neighboring African States.

Air Cargo Business Development

- Review, update and implement air cargo strategy.
- Maintain and expand the air cargo connectivity at King Shaka International Airport, specifically focusing on regional routes.
- Prepare specific business cases and present to potential air cargo operators.
- Increase the marketing of the cargo terminal to potential users and clients.
- Facilitate the establishment of freighter operations from KSIA and expansion of existing ones.

5.4. QUARTERLY TARGETS FOR 2015/16

The following table reflects the programme and sub-programme performance indicators. In order to realise the strategic objectives detailed in the strategic plan, the performance indicators used to measure the achievement of strategic objectives have also been included:

Performance Indicator		Sub-Programme	Reporting Period	Annual Target 2015/16	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
2.1	Processing time against SLA's	Cargo Operations	Quarterly	90%	90%	90%	90%	90%
2.2	Results of Annual SACAA audit: Dube Cargo Terminal	Cargo Operations	Annual	Part 108 Certification received	To be measured in the 1 st quarter			
2.3	Tonnage throughput from Dube Cargo Terminal – International	Air Cargo Business Development	Quarterly	8 300	2075	2075	2075	2075
2.4	Tonnage throughput from Dube Cargo Terminal - Domestic	Air Cargo Business Development	Quarterly	6 645	1 661	1 661	1 661	1 662
2.5	Value of international goods through Dube Cargo Terminal	Air Cargo Business Development	Annual	R4 billion	To be measured in the 4 th quarter			
2.6	Revenue from cargo handling (imports and exports)	Cargo Operations	Quarterly	R9.4 million	R2.35 million	R2.35 million	R2.35 million	R2.35 million
2.7	Increase in revenue generated by trucking services	Cargo Operations	Quarterly	12% year-on-year	12%	12%	12%	12%

Performance Indicator		Sub-Programme	Reporting Period	Annual Target 2015/16	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
2.8	Number of freighters using KSIA	Air Cargo Business Development	Annual	1	To be measured in the 4 th quarter			
2.9	Number of business cases or logistics solutions initiated	Air Cargo Business Development	Quarterly	4	1	1	1	1

5.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

5.5.1. PROGRAMME 2: EXPENDITURE ESTIMATES

The expenditure estimates over the period 2015/16 to 2017/18 take into account the expected increase in operating activities and the impact on the budget.

Programme	AUDITED OUTCOMES			ADJUSTED APPROPRIATION	MEDIUM TERM EXPENDITURE ESTIMATE		
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Cargo Development							
Air Services	-	12 445 981	236 668	56 897 829			
Cargo Operations	110 093 926	55 701 723	29 050 055	32 419 083	32 883 885	26 925 031	28 069 431
Airside	13 488 526	-					
SUBTOTAL	123 582 451	68 147 704	29 286 722	89 316 912	32 883 885	26 925 031	28 069 431
Revenue	9 568 602	11 554 131	14 657 486	14 823 179	16 664 167	18 389 942	20 345 729
Current payments	70 437 164	45 752 698	36 343 732	97 290 091	42 048 052	45 314 973	48 415 159
Compensation of employees	5 648 781	11 538 905	13 606 510	13 706 294	15 033 363	15 987 060	17 000 984
Goods and services of which:	-	-	-	-	-	-	-
Communication	-	-	-	-	-	-	-
Computer services	68 128	293 114	421 511	61 000	64 294	67 766	71 357
Consultants, contractors and special services	24 326 399	12 693 171	161 908	55 471 000	2 109 394	2 223 301	2 341 136
Maintenance Repairs and running costs	35 873 777	19 604 898	20 552 505	19 956 569	19 211 256	21 110 602	22 758 358
Operating Leases	116 083	51 788	99 711	103 237	123 972	175 859	188 169
Travel and subsistence	1 261 418	227 395	410 344	693 448	416 909	439 422	462 711
Advertising	1 932 677	1 103 799	754 666	4 700 000	2 350 000	2 424 200	2 552 683
Training	1 209 903	239 627	336 577	2 598 543	2 738 864	2 886 763	3 039 761
TRANSFERS AND SUBSIDIARIES TO:							
PAYMENT FOR CAPITAL ASSETS	62 713 889	33 949 136	7 600 476	6 850 000	7 500 000	-	-
Building and other fixed structures	24 422 773	-	-	-	-	-	-
Machinery and equipment	38 222 388	33 949 136	2 106 621	6 850 000	7 500 000	-	-
Cultivated assets	-	-	-	-	-	-	-
Software and other intangible assets	68 728	-	5 493 855	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-
TOTAL	123 582 451	68 147 704	29 286 722	89 316 912	32 883 885	26 925 031	28 069 431

5.5.2. PERFORMANCE AND EXPENDITURE TRENDS

- The overall budget for this programme has decreased from 2014/15 to 2015/16 because of the relocation of Air Services to the Office of the CEO.
- The amount allocated for Cargo Operations will decrease by 13.4%, over the MTEF as revenue earned on the handling of cargo through the Dube Cargo Terminal increases in line with cargo volumes. Revenue will increase by an average of 12.4% per annum over the MTEF.
- An important part of this programme's ability to achieve its objectives is to ensure that all cargo handling equipment, resources and systems are reliable and functioning optimally. Close to half of the total payments budgeted for this programme has therefore been allocated to maintenance and running costs.
- Budget has also been provided for the phasing in of new X-ray machines in 2014/15 and 2015/16 as these machines are critical to ensuring continued compliance with the latest aviation security standards and enabling the Dube Cargo Terminal to maintain its excellent security track-record of 0% cargo loss.

6. PROGRAMME 3: PROPERTY

Programme 3 consists of 2 sub-programmes i.e. Property Commercial and Property Operations.

Sub-Programme 3.1 Property Commercial: The Property Commercial sub-programme broadly focuses on the marketing and leasing of DTP land to potential investors and developers, and facilitates development on land controlled by DTPC. It is critical to the success of DTPC as it serves as a catalyst for DTPC's other business offerings, thus ensuring long term sustainability as well as the creation of jobs.

Investment

The target market is both foreign and domestic investors. In the case of international companies DTPC's intention is to focus on providing an attractive platform for these companies to establish manufacturing and assembly operations, both for the African and global markets. The objective is to increase the deployment of new technologies and manufacturing processes and increase South Africa's industrial value addition activities. Domestic companies within DTPC's priority sectors wishing to expand production or build new capacity, and operations are also a priority target, particularly those that are export and/or airfreight focused.

Additionally, DTPC's investment strategy has a clear objective to achieve a rapid increase of the participation of black African investors and industrialists into the various development zones. This focus will include property development opportunities as well as investment in manufacturing, agri-industry, assembly, warehousing and logistics.

Within this context the primary focus of Property Commercial is on the development of existing zoned serviced sites i.e. Dube TradeZone (Phase 1) and Dube City (Phase 1). Investors are targeted based on the approach defined in DTPC's Investment Plan. All sites are subject to land leases of 49 years with a first option to renew the lease when it expires. DTPC has provided bulk infrastructure for the land including roads, sewerage, water and electricity and intends to encourage development on key sites by putting in appropriate infrastructure (e.g. parking) and creating development products to ensure a broader range of investment products for the private sector. Once the developer has agreed pertinent terms and the land lease is concluded, the developer is obligated to build within an agreed timeline.

DTP consists of two main property zones:

The first is **Dube TradeZone** which is industrial land surrounding Dube Cargo Terminal, now incorporated into DTP's Industrial Development Zone. The TradeZone provides infrastructure and transportation linkages which assist manufacturers and logistics companies in terms of price and time access to markets. Preference is therefore given to businesses operating in targeted sectors which import or manufacture for export,

logistics and support companies that would benefit from close proximity to KSIA and Dube Cargo Terminal, the freight forwarders on site and DTPC's trucking division Dube AiRoad, or from being located in an IDZ / SEZ. Leases have been concluded over the majority of the TradeZone with the balance of the sites under reservation agreements with lease agreements being finalized, and focus is now shifting to bringing future phases on-line (TradeZone Phase 1b, 2 and uShukela). Tenants already established in the zone include Samsung, DB Schenker, Retractableline and Brenco-Reelin.

The second is **Dube City** which is currently in its first phase of development. It comprises a 12 hectare site, increasing to 24 hectares on completion, with DTPC's own headquarters, 29° South, at its heart. DTPC has concluded a lease for an office development on Block D with retail on the ground floor and offices above, totaling around 21 500m² of bulk in its final phase, and a 3-star 120 bed hotel development is also planned for Block D. DTPC continuously markets Dube City to multinational and national companies interested in sites for head offices. Companies may either develop for themselves or partner with a current developer looking to put a project together.

Sub-Programme 3.2 Property Operations: Two key aspects to property operations are managing and maintaining DTPC's property zones, infrastructure, buildings, and facilities. This includes managing occupancy levels, lease management, security, leivable services as well as facilities, maintenance and asset management.

DTPC's strategy is to utilize a mix of own staff as well as service providers with the right skills and capacity to provide the best level of facilities support to ensure that property assets are maintained to a high standard. This involves all aspects of asset maintenance including planned (and unscheduled) maintenance, waste removal, pest control, maintenance of generators, HVAC, lift maintenance, general maintenance and cleaning services. Service level agreements are signed with all service providers and managing these contracts is a key requirement in ensuring the best levels of service are provided to tenants and end users. Occupancy and lease management are key elements of the property programme to ensure that competitive and market related rentals are obtained, and that rentals are collected timeously and arrears properly managed in terms of the lease agreements. Looking after DTPC's property zones and ensuring the precinct is secure, well managed and maintained is critical.

The following table depicts the programme's structure (i.e. sub-programmes), strategic goal and strategic objectives:

PROPERTY	Strategic Goal	Strategic Objective
Sub-programme 3.1: COMMERCIAL	To plan and enable the development of a sustainable aerotropolis, cargo and air services	To increase long term property rental revenues for DTPC
	To act as a catalyst for targeted private sector investment	To secure private sector investment in DTPC's property zones
Sub-programme 3.2: OPERATIONS	To provide infrastructure and service the development and operational needs of DTP	To efficiently manage DTPC's property zones and buildings
		To effectively maintain DTPC's infrastructure, buildings, and facilities

6.1. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2015/16

		Audited / Actual Performance		Estimated	Medium-Term Targets			
Key Performance Indicator	5-year Strategic Plan Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	
		SUB-PROGRAMME 3.1: COMMERCIAL						
Strategic Objective: To plan and enable the development of a sustainable aerotropolis, cargo and air services								
3.1	Total revenue from all DTPC properties	R219 million	New indicator		R22 million	R35 million	R49 million	
Strategic Objective: To secure private sector investment in DTPC's property zones								
3.2	Total value of new private sector investment (buildings and capital equipment) committed in all of DTPC's property zones (ZAR) ⁹	R2,475 billion	R225 million	R184.5 million	R105 million	R115 million	R96 million	R455 million
3.3	Total value of new investment (buildings and capital equipment) by black owned and/or black empowered companies. (Including IDZ investments)	R1.184 billion	New indicator		R44 million	R40 million	R200 million	

⁹ This target was previously reported as a cumulative amount.

		Audited / Actual Performance		Estimated	Medium-Term Targets			
Key Performance Indicator	5-year Strategic Plan Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	
		SUB-PROGRAMME 3.2: OPERATIONS						
Strategic Objective: To efficiently manage DTPC's property zones and buildings								
3.4	% Occupancy of DTPC's owned buildings	95%	TradeZone: 100% Dube City: 74%	TradeZone: 98% Dube City: 100%	TradeZone: 90% Dube City: 90%	90%	91%	92.5%
3.5	% of sites leased to private sector developers levied	100%	New indicator			35%	50%	70%
Strategic Objective: To effectively maintain DTPC's infrastructure, buildings, and facilities								
3.6	% Completion of planned maintenance programmes	95%	96%	98%	90%	90%	91%	93%
3.7	% Completion of tenant logged job cards	99%	New indicator			90%	95%	97%

6.2. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2015/16

		Audited / Actual Performance		Estimated	Medium-Term Targets		
Programme Performance Indicator		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
		SUB-PROGRAMME 3.1: COMMERCIAL					
3.8	No. of square meters of land leased in Dube TradeZone Phases 1 and 2 (<i>cumulative</i>)	New Indicator		200 000m ²	240 000 m ²	260 000 m ²	340 000 m ²
3.9	No. of bulk square meters let in Dube City (<i>cumulative</i>)	New Indicator		6 500m ²	28 500 m ²	44 000 m ²	52 000 m ²
3.10	Total value of new investment by companies with at least 51% Black African ownership for property developments (Including IDZ investments)	New Indicator			R15 million	R20 million	R80 million
3.11	Total value of new investment by companies with > 25% Black African ownership locating their operations at DTP (Including IDZ investments)	New Indicator			R10 million	R15 million	R50 million
SUB-PROGRAMME 3.2: OPERATIONS							
3.12	Minimum average rental rate per m ² (total rental/area rented): Owned buildings (<i>Dube TradeZone</i>)	R44.62	R52.10	R42 – 50/m ²	R52/m ²	R56/m ²	R58/m ²
3.13	Minimum average rental rate per m ² (total rental/area rented): Owned buildings (<i>Dube City</i>)	R50.62	R62.69	R52 – 92/m ²	R65/m ²	R68/m ²	R72/m ²

6.3. KEY ACTIVITIES

In order to achieve the strategic objectives of each sub-programme, the focus during the 2015/16 financial year will be on the following key activities:

Property Commercial

- Conclude lease agreements on targeted private sector investment projects in Dube TradeZone Phases 1 and 1b, and Dube City.
- Drive property development in Dube City by undertaking strategic infrastructure projects i.e. underground parking Block D and private investment on above ground parking on blocks A and B.
- Support companies undertaking developments in Dube TradeZone Phases 1 and 1b and Dube City by facilitating the planning, construction and commissioning phases of their projects.
- Assist property investors and tenants to make full use of DTPC's support services.
- Plan and Market the release of future zones.

Property Operations

- Conduct site wide infrastructure assessment to ensure integrity of infrastructural assets and institute suitable preventative maintenance plans.
- Develop and implement a precinct-wide, integrated Building Management System to improve efficiencies, reporting and provide early warning signals for operation-critical systems and equipment.
- Implement energy saving plans to reduce consumption within all precincts.
- Build capacity within program to start to undertake own maintenance of system critical plant and equipment.
- Source tenants to ensure high occupancy of DTPC owned buildings.
- Take over new Airchefs and Gift of Givers buildings from Infrastructure and manage warranties/ latent defects and ensure new facilities contracts are in place for these buildings.
- Undertake rental review to ensure competitive rentals are obtained for all buildings.
- Administer new DTPC led developments and ensure tenants are billed correctly and that the tenants are properly managed according to the lease agreements.

6.4. QUARTERLY TARGETS FOR 2015/16

The following table reflects the programme and sub-programme performance indicators. In order to realise the strategic objectives detailed in the strategic plan, the performance indicators used to measure the achievement of strategic objectives have also been included:

Performance Indicator		Sub-Programme	Reporting Period	Annual Target 2015/16	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
3.1	Total revenue from all DTPC properties	Commercial	Quarterly	R22 million	R4.7 million	R4.8 million	R5.7 million	R6.8 million
3.2	Total value of new private sector investment (buildings and capital equipment) committed in all of DTPC's property zones	Commercial	Bi-annual	R115 million	R57.5 million		R57.5 million	
3.3	Total value of new investment (buildings and capital equipment) by black owned and/or black empowered companies. (Including IDZ investments)	Commercial	Bi-annual	R44 million	R20 million		R24 million	
3.4	% Occupancy of DTPC's owned buildings	Operations	Quarterly	90%	90%	90%	90%	90%
3.5	% of sites leased to private sector developers levied	Operations	Quarterly	35%	15%	20%	30%	35%
3.6	% Completion of planned maintenance programmes	Operations	Quarterly	90%	90%	90%	90%	90%
3.7	% Completion of tenant logged job cards	Operations	Quarterly	90%	90%	90%	90%	90%
3.8	No. of square meters of land leased in Dube TradeZone Phases 1 and 2 (<i>cumulative</i>)	Commercial	Quarterly	240 000 m ²	220 000 m ²	225 000 m ²	230 000 m ²	240 000 m ²
3.9	No. of bulk square meters let in Dube City (<i>cumulative</i>)	Commercial	Bi-annual	28 500 m ²	21 500m ²		28 500m ²	

Performance Indicator		Sub-Programme	Reporting Period	Annual Target 2015/16	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
3.10	Total value of new investment by companies with at least 51% Black African ownership for property developments (Including IDZ investments)	Commercial	Bi-annual	R15 million	R7 million		R8 million	
3.11	Total value of new investment by companies with > 25% Black African ownership locating their operations at DTP (Including IDZ investments)	Commercial	Bi-annual	R10 million	R5 million		R5 million	
3.12	Minimum average rental rate per m ² (total rental/area rented): Owned buildings (Dube TradeZone)	Operations	Quarterly	R52/m ²	R52/m ²	R52/m ²	R52/m ²	R52/m ²
3.13	Minimum average rental rate per m ² (total rental/area rented): Owned buildings (Dube City)	Operations	Quarterly	R65/m ²	R65/m ²	R65/m ²	R65/m ²	R65/m ²

6.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

6.5.1. PROGRAMME 3: EXPENDITURE ESTIMATES

The expenditure estimates over the period 2015/16 to 2017/18 take into account the expected increase in operating activities and the impact on the budget.

Programme	AUDITED OUTCOMES			ADJUSTED APPROPRIATION	MEDIUM TERM EXPENDITURE ESTIMATE		
Property	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Property Operations	186 638 752	53 681 540	19 806 870	39 413 524	41 434 481	39 780 846	41 735 435
Commercial	-	27 373 608	2 282 852	3 721 868	460 683	-8 482 216	-10 173 334
SUBTOTAL	186 638 752	81 055 148	22 089 722	43 135 392	41 895 163	31 298 629	31 562 101
Revenue	7 546 967	7 978 680	11 784 847	15 008 518	22 533 618	32 742 930	35 747 041
Current payments	27 322 448	67 430 077	33 477 800	53 123 910	59 828 782	62 466 560	66 134 142
Compensation of employees	3 283 168	4 234 936	4 416 143	7 972 934	9 323 877	9 909 697	10 532 153
Goods and services of which:	-	-	-	-	-	-	-
Communication	-	-	-	-	-	-	-
Computer services	-	255 409	17 875	18 142	-	-	-
Consultants, contractors and special services	3 420 644	699 559	1 390 972	1 790 000	807 560	851 168	896 280
Maintenance Repairs and running costs	19 987 718	36 966 667	27 231 265	40 967 834	47 220 151	49 092 328	51 950 993
Operating Leases	383 875	25 000 000	-	-	-	-	-
Travel and subsistence	86 166	22 731	35 162	210 000	190 000	200 260	210 874
Advertising	156 688	180 400	335 207	1 730 000	2 020 000	2 129 080	2 241 921
Training	4 190	70 376	51 176	435 000	267 194	284 027	301 921
TRANSFERS AND SUBSIDIARIES TO:							
PAYMENT FOR CAPITAL ASSETS	166 863 271	21 603 751	396 769	5 020 000	4 600 000	1 575 000	1 175 000
Building and other fixed structures	142 731 050	20 278 045	49 020	120 000	-	-	-
Machinery and equipment	24 132 220	1 323 707	347 749	2 700 000	4 250 000	1 500 000	1 100 000
Cultivated assets	-	-	-	-	-	-	-
Software and other intangible assets	-	1 999	-	2 200 000	350 000	75 000	75 000
Land and subsoil assets	-	-	-	-	-	-	-
TOTAL	186 638 752	81 055 148	22 089 722	43 135 392	41 895 163	31 298 629	31 562 101

6.5.2. PERFORMANCE AND EXPENDITURE TRENDS

- Revenue generated by this programme is expected to increase by 50% from 2014/15 to 2015/16, and by a further 45% in 2016/17 as occupancy levels of DTPC-owned buildings and the rental rates charged increase. Because of this, the total allocation required by this programme is set to decrease over the MTEF.
- More than 70% of the total payments for this programme relate to maintenance and running costs, including maintenance of new infrastructure and buildings, security of DTP precincts, rates and utilities which have continued to rise nationally, and other property related functions. Once warranties on various new assets expire, maintenance agreements will be concluded with relevant service providers to ensure that assets are adequately maintained and safeguarded, all of which will enable DTPC to effectively manage its buildings and property zones.

7. PROGRAMME 4: AGRIZONE

The purpose of this programme is to develop and operate a cluster of facilities to support the stimulation of the perishables sector in KZN. This is important to DTPC as it operates within a labour intensive sector. The AgriZone is a potential catalyst for the development of a perishables sector in the province which serves to boost air cargo exports and contributes to the development of a more efficient supply chain for perishables. The programme consists of the following:

- Greenhouses and Packhouses operated by the private sector;
- A tissue culture facility operated and managed by DTPC;
- Management of operational systems – water for irrigation, energy, electrical supply, etc.;
- Maintenance of common facilities and infrastructure through Programme 3: Property and specialized services by AgriZone personnel and contractors; and
- Administration of AgriZone activities.

Sub-Programme 4.1 Dube AgriZone Services: This sub-programme is aimed at providing reliable, effective and efficient services (water, electricity, fuel, waste management, maintenance, etc.) to AgriZone tenants / operators to enable their businesses to function well and grow, thereby generating revenue and potentially increasing cargo volumes through the Cargo Terminal.

Sub-Programme 4.2 Dube AgriZone Sustainable Farming Initiatives: This sub-programme is aimed at ensuring that DTPC implements a number of environmentally sustainable projects in order to decrease its carbon foot print and contribute to the goal of developing a “Green Aerotropolis” based on a balance between ecological, social and economic factors.

Sub-Programme 4.3 Tissue Culture Facility: The intention is to ensure that this facility has appropriate skills and resources to implement its business plan thereby delivering good quality plant material to the KZN agricultural sector and growers elsewhere in the SADC region.

Sub-Programme 4.4 Landscaping and Rehabilitation: The nursery sub-programme is aimed at enabling DTPC to fulfill its rehabilitation and restoration obligations through indigenous species' propagation, planting these out and maintaining the rehabilitated areas. This will be achieved through maintenance of the open space system with emphasis on quality rather than size.

Sub-Programme 4.5 AgriZone Expansion: This sub-programme relates to the construction of the second phase of the AgriZone. This will entail obtaining more growers, finalizing the draft Master Plan and the design of infrastructure and facilities. This will be followed by the construction of various facilities and supporting infrastructure which will be done through Programme 6: Development Planning and Infrastructure.

The following table depicts the programme's structure (i.e. sub-programmes), strategic goal and strategic objectives:

AGRIZONE	Strategic Goal	Strategic Objective
Sub-programme 4.1: AGRIZONE SERVICES	To plan and enable the development of a sustainable aerotropolis, cargo and air services	To provide reliable, effective and efficient AgriZone services
Sub-programme 4.2: SUSTAINABLE FARMING INITIATIVES		To ensure that the AgriZone is used to initiate and promote sustainable farming initiatives and businesses
Sub-programme 4.3: TISSUE CULTURE FACILITY		To manage, operate and maintain the tissue culture facility
Sub-programme 4.4: LANDSCAPING AND REHABILITATION		To assist in providing rehabilitation and maintenance services for DTPC's ROD requirements
Sub-programme 4.5: AGRIZONE EXPANSION		To identify and conclude agreements with suitable operators and producers

7.1. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2015/16

		Audited / Actual Performance		Estimated	Medium-Term Targets		
Key Performance Indicator		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
SUB-PROGRAMME 4.1: AGRIZONE SERVICES							
Strategic Objective: To provide reliable, effective and efficient AgriZone services							
4.1	Value produced and processed / handled at Dube AgriZone	R562.5 Million	New indicator		R80.4 million	R87.6 million	R95.5 million
4.2	% Occupancy of available AgriZone facilities	90%	New indicator		75%	85%	85%
SUB-PROGRAMME 4.2: SUSTAINABLE FARMING INITIATIVES							
Strategic Objective: To ensure that the AgriZone is used to initiate and promote sustainable farming initiatives and businesses							
4.3	% of energy derived from renewable sources	25%	17%	18%	15%	15%	20%
SUB-PROGRAMME 4.3: TISSUE CULTURE FACILITY							
Strategic Objective: To manage, operate and maintain the tissue culture facility							
4.4	% increase in production volumes	50%	New indicator		8%	8%	10%

		Audited / Actual Performance		Estimated	Medium-Term Targets			
Key Performance Indicator	5-year Strategic Plan Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	
SUB-PROGRAMME 4.4: LANDSCAPING AND REHABILITATION								
Strategic Objective: To assist in providing rehabilitation and maintenance services for DTPC's ROD requirements								
4.5	Number of hectares rehabilitated	100 hectares	New indicator	16 ha	15 ha	20 ha	20 ha	
SUB-PROGRAMME 4.5: AGRIZONE EXPANSION								
Strategic Objective: To identify and conclude agreements with suitable operators and producers								
4.6	Number of hectares leased to or reserved by operators and/or tenants	40	5	4	4	5	5	10

7.2. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2015/16

		Audited / Actual Performance		Estimated	Medium-Term Targets		
Programme Performance Indicator		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
SUB-PROGRAMME 4.1: AGRIZONE SERVICES							
4.7	% of Tenant Satisfaction (customer survey)	85%	91%	80%	85%	85%	85%
SUB-PROGRAMME 4.2: SUSTAINABLE FARMING INITIATIVES							
4.8	No. of projects initiated	3	2	0	1	2	2
SUB-PROGRAMME 4.3: TISSUE CULTURE FACILITY							
4.9	Revenue generated from tissue culture sales	New indicator		R2.8 million	R1,5 million	R2 million	R2,5 million
SUB-PROGRAMME 4.4: LANDSCAPING AND REHABILITATION							
4.10	% of rehabilitated land maintained	100%	75.4 ha	43 ha (100%)	100%	100%	100%
4.11	% satisfaction with landscaping and landscape maintenance to DTP precincts	New indicator		80%	80%	85%	85%

7.3. KEY ACTIVITIES

In order to achieve the strategic objectives of each sub-programme, the focus during the 2015/16 financial year will be on the following key activities:

Dube AgriZone Services

- Ongoing maintenance of existing infrastructure and facilities through external and internal resources.
- Maintaining Water quality management to tenant standards & refining the Water balance system.
- Working towards implementing standards such as Fair Trade.
- Continue Marketing the Zone together with DTPC Marketing.

Dube AgriZone Sustainable Farming Initiatives

- Research and Scoping new projects – feasibilities, business cases, etc.
- Monitoring existing projects e.g. performance of solar system on a monthly basis.
- Implementing new projects.
- Partnering with relevant institutions such as tertiary institutions and industry players.

Tissue Culture Facility

- Enhancing performance on existing production.
- Developing new markets and obtaining new clients.
- Improved productivity.
- Research on improvements & collaborating with key industry players on improvements / support.
- In house hardening of materials with the recent availability of the hardening facility.

Landscaping and Rehabilitation

- Production of new indigenous plants for planting out.
- Maintenance of existing rehabilitated areas.
- Rehabilitation of new areas as per the rehab plans.
- Managing landscape maintenance throughout the site.
- Sale of excess plants where necessary.

AgriZone Expansion

- Continue assessing documents for companies that have expressed interest.
- On-going Meetings and discussions with industry players and stakeholders.
- Developing a rental guideline for potential developers and operators.
- Develop agreements with potential partners.
- Research into new prospective facilities and agri-businesses.
- Input into procurement of contractors for implementation.

7.4. QUARTERLY TARGETS FOR 2015/16

The following table reflects the programme and sub-programme performance indicators. In order to realise the strategic objectives detailed in the strategic plan, the performance indicators used to measure the achievement of strategic objectives have also been included:

Performance Indicator		Sub-Programme	Reporting Period	Annual Target 2015/16	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
4.1	Value of produced and processed / handled at Dube AgriZone	AgriZone services	Quarterly	R80.4 million	20.1 million	20.1 million	20.1 million	20.1 million
4.2	% Occupancy of available AgriZone facilities	AgriZone services	Quarterly	75%	75%	75%	75%	75%
4.3	% of energy derived from renewable sources	Sustainable Farming Initiatives	Annual	15%	To be measured in the 4 th quarter			
4.4	% increase in production volumes	Tissue Culture Facility	Annual	8%	To be measured in the 4 th quarter			
4.5	Number of hectares rehabilitated	Landscaping and Rehabilitation	Quarterly	15 ha	3.75 ha	3.75 ha	3.75 ha	3.75 ha
4.6	Number of hectares leased to or reserved by operators and/or tenants	AgriZone Expansion	Annual	5	To be measured in the 4 th quarter			
4.7	% of Tenant Satisfaction (customer survey)	AgriZone services	Annual	85%	To be measured in the 4 th quarter			
4.8	No. of projects initiated	Sustainable Farming Initiatives	Annual	1	To be measured in the 4 th quarter			
4.9	Revenue generated from tissue culture sales	Tissue Culture Facility	Annual	R1.5 million	To be measured in the 4 th quarter			

Performance Indicator		Sub-Programme	Reporting Period	Annual Target 2015/16	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
4.10	% of rehabilitated land maintained	Landscaping and Rehabilitation	Quarterly	100%	100%	100%	100%	100%
4.11	% satisfaction with landscaping and landscape maintenance to DTP precincts	Landscaping and Rehabilitation	Annual	80%	To be measured in the 4 th quarter			

7.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

7.5.1. PROGRAMME 4: EXPENDITURE ESTIMATES

The expenditure estimates over the period 2015/16 to 2017/18 take into account the expected increase in operating activities and the impact on the budget.

Programme	AUDITED OUTCOMES			ADJUSTED APPROPRIATION	MEDIUM TERM EXPENDITURE ESTIMATE		
AgriZone	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
AgriZone Services	268 595 831	115 933 298	19 179 863	11 269 366	21 063 577	15 884 621	16 814 584
AgriZone Green Projects/Sustainable farming initiatives	48 575 685			1 000 000	6 900 000	830 000	873 990
Tissue Culture Facility	-	2 475 770	2 345 049	2 217 104	434 975	(1 031 904)	(2 385 018)
Landscaping and Rehabilitation (Nursery)	1 787 055	5 168 647	7 758 433	7 982 907	5 458 311	5 630 853	5 916 910
AgriZone Expansion					1 210 000	-	-
SUBTOTAL	318 958 572	123 577 715	29 283 345	22 469 377	35 066 863	21 313 571	21 220 465
Revenue		2 727 501	8 909 426	13 213 280	14 034 272	16 769 136	19 692 853
Current payments	27 650 644	33 115 560	27 940 903	33 486 707	37 801 135	37 932 707	40 763 318
Compensation of employees	4 074 095	5 851 703	6 836 250	9 036 309	10 458 203	11 116 323	11 762 113
Goods and services of which:	-	-	-	-	-	-	-
Communication							
Computer services	29 563						
Consultants, contractors and special services	10 377 500	6 377 777	786 863	1 126 600	2 338 390	1 195 515	1 262 825
Maintenance Repairs and running costs	12 888 004	20 446 034	19 730 492	21 475 535	23 161 585	23 671 530	25 586 568
Operating Leases	944		969	57 434	84 263	107 565	114 458
Travel and subsistence	172 014	298 930	44 800	294 485	298 385	315 876	334 394
Advertising	105 974	127 720	287 755	1 063 300	1 180 000	1 199 820	1 343 685
Training	2 550	13 395	253 774	433 044	280 309	326 079	359 274
TRANSFERS AND SUBSIDIARIES TO:							
PAYMENT FOR CAPITAL ASSETS	291 307 928	93 189 656	10 251 868	2 195 950	11 300 000	150 000	150 000
Building and other fixed structures	268 619 454	92 262 146	9 083 089	195 950	7 500 000	-	-
Machinery and equipment	22 663 312	927 510	1 168 779	1 600 000	3 800 000	150 000	150 000
Cultivated assets	25 161						
Software and other intangible assets				400 000			
Land and subsoil assets							
TOTAL	318 958 572	123 577 715	29 283 345	22 469 377	35 066 863	21 313 571	21 220 465

7.5.2. PERFORMANCE AND EXPENDITURE TRENDS

- 60.1% of the AgriZone's budget has been allocated to AgriZone Services. This sub-programme's allocation has increased in 2015/16 as provision has been made for the procurement of equipment necessary to adequately clean and maintain the greenhouses. On-going maintenance of these facilities will boost the production levels of tenants at the AgriZone and ensure high occupancy levels for all available facilities.
- 19.7% of this programme's budget has been allocated to Sustainable Farming Initiatives, predominantly for the installation of additional solar panels which will increase the amount of DTPC's energy derived from renewable sources.
- 15.6% has been allocated to Landscaping and Rehabilitation to enable DTPC to meet its ROD obligations for environmental rehabilitation and maintain the landscaping throughout the precinct.
- The Tissue Culture Facility takes an insignificant 1.2% of the AgriZone budget in 2015/16, and from 2016/17, is expected to become financially self-sustaining. The facility became operational in 2012/13 and is set to increase its production once the hardening facility which entered construction in 2014/15 is complete.
- The remaining 3.5% of this programme's budget has been allocated for the expansion of the AgriZone, with preparations for phase 2 required before its launch.

8. PROGRAMME 5: ICT

Programme 5: ICT defines DTPC's requirement and/or demand for information technology infrastructure, services and systems to support the overall growth strategy of the business. The ICT Programme develops and provisions commercial ICT services to DTPC customers including onsite tenants, developers, investors, and off-site resellers. This programme is also referred to as Dube iConnect, and is different from DTPC's Office of the CEO IT team (under Programme 1), which caters for DTPC's internal IT needs.

As an economic development agency with the primary objective of job creation, business development and the provision of enabling infrastructure, Dube iConnect has made the strategic decision to focus a large part of its business on offering IT services in the cloud. The last two years of operations have demonstrated and supported this trend and has led to Dube iConnect refocusing its efforts on the following:

- Infrastructure and software services;
- Backup services;
- Disaster recovery services;
- Hosting services for key cloud based business applications;
- Internet and fixed line access; and
- Aggregation and leased cost routing of Voice services.

It is expected that the trend towards Cloud will continue and will gain tremendous movement by 2015 with a large number of companies leveraging services in the Cloud. Dube iConnect's current network investment includes two tier-2 data centres that utilize the latest generation of virtualization technologies to provide high availability business continuity services and these data centre services (Value Added Services) are now offered to on-site and off-site resellers. This infrastructure is sufficient to support growth for the next two to three years, however, beyond that Dube iConnect will look to expand both its real-estate and infrastructure capacity with a third, larger data centre to best position Dube iConnect to leverage its growing brand and to meet future demand, thus positioning Dube iConnect as a strategic regional service provider in the market. This programme's budgets and targets have been aligned with these objectives.

Another critical role played by Dube iConnect is supporting on-site customers with voice and internet access services, and ensuring that all new developments are incorporated into the network. DTPC has also installed a fully reticulated fibre optic network and IT platform which serves all property development zones, sites and buildings within the precinct, offering the most advanced metro Ethernet network in the country. These services are provided under ICASA ECS and ECNS licenses, allowing Dube iConnect to provide cost competitive voice and internet access services through

wholesale reseller agreements with Tier 1 service providers, including Neotel, Internet Solutions, MetroConnect and Telkom.

This full suite of ICT services provides DTPC with the ability to offer investors, developers, tenants and users an unparalleled and proactive set of turnkey IT solutions. Dube iConnect's bundle of services aims to give businesses located at DTP a cost and operating edge which includes:

- An operationally tested and proven environment deploying some of the most advanced technologies;
- Infrastructure investment architected to scale on demand;
- A highly available IT environment with multiple levels of redundancy and failover capability;
- Onsite international gateway(s) that scale on demand;
- A highly skilled team of onsite and offsite resources to support the environment;
- The highest levels of security, integration and on-site support;
- A geographically well positioned Disaster Recovery location;
- A highly available, completely redundant environment to cost effectively provision services;
- Real-time data replication; and
- Strategic partnerships with various ICT telecom companies through which DTPC can ensure the highest quality of service management interconnectivity.

In support of these services and objectives the ICT programme is structured into 2 sub-programmes:

- **Sub-Programme 5.1 Commercial:** This sub-programme focuses on the **development of** ICT Strategy and Planning of new commercial services, generating revenue from commercial ICT services, ensuring compliance with ICASA and other regulatory bodies and policies and working with marketing to identify, plan and implement campaigns, sales plans and marketing collateral.
- **Sub-Programme 5.2 Operations:** This sub-programme's functions include operations planning and IT maintenance, managing voice services, managing uptime of systems, ongoing evaluation of the existing environment, capacity building and managing the procurement of services, upgrades and new products.

Dube iConnect, through its operations and commercial sub-programmes, focuses on providing sustainable, high quality commercial IT services in line with DTP's property and business growth ensuring ongoing capacity planning and technology advancement.

Programme 5's structure, strategic goal, and strategic objectives are summarised below:

INFORMATION COMMUNICATION AND TECHNOLOGY	Strategic Goal	Strategic Objective
Sub-programme 5.1: COMMERCIAL	To act as a catalyst for targeted private sector investment	To develop and provision cost competitive and reliable commercial ICT services to DTPC clients.
Sub-programme 5.2: OPERATIONS	To provide infrastructure and service the development and operational needs of DTP	To operate and maintain Dube iConnect IT infrastructure and commercial IT services.

8.1. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2015/16

		Audited / Actual Performance		Estimated	Medium-Term Targets		
Key Performance Indicator	5-year Strategic Plan Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
SUB-PROGRAMME 5.1: COMMERCIAL							
Strategic Objective: To develop and provision cost competitive and reliable commercial ICT services to DTPC clients.							
5.1	Total iConnect revenue	R41.11m	New indicator		R4.53m	R6.13m	R7.97m
SUB-PROGRAMME 5.2: OPERATIONS							
Strategic Objective: To operate and maintain Dube iConnect IT infrastructure and commercial IT services							
5.2	% uptime of commercial IT services	99%	99.5%	100%	99%	99%	99%

8.2. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2015/16

		Audited / Actual Performance		Estimated	Medium-Term Targets		
Programme Performance Indicator		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
5.3	% Margin achieved on voice services	New indicator		10%	10%	11%	12%
5.4	% Margin achieved on internet access bandwidth.	New indicator			10%	12%	15%
5.5	Resolution of all faults logged within SLA specification	99%	100%	95%	95%	95%	95%

8.3. KEY ACTIVITIES

In order to achieve the strategic objectives of each sub-programme, the focus during the 2015/16 financial year will be on the following key activities:

Commercial

- Manage relationships with bulk service providers to ensure technical and cost relevance of services procured.
- Grow the iConnect Reseller and revenue base, particularly in the provision of Hosting and DR services (Data Centre).
- Evaluation of product offerings to ensure that services offered by iConnect are market and price related.
- Maintain and extend customer relationships to ensure that we are selling across all possible product verticals.
- Actively attend more vendor events to increase iConnect visibility.

Operations

- Ensure that staff are trained and certified in all relevant technologies with a view to minimizing the requirement for upstream support contracts.
- Ongoing optimization and updating of the IT environment to ensure consistent and effective delivery of services.
- Management of proactive reporting to ensure maintenance of service levels is sustained.
- Ensure effective capacity planning in line with DTP and reseller growth.

8.4. QUARTERLY TARGETS FOR 2015/16

The following table reflects the programme and sub-programme performance indicators. In order to realise the strategic objectives detailed in the strategic plan, the performance indicators used to measure the achievement of strategic objectives have also been included:

Performance Indicator		Sub-Programme	Reporting Period	Annual Target 2015/16	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
5.1	Total iConnect revenue	Commercial	Quarterly	R4.53m	R1.13m	R1.13m	R1.13m	R1.14m
5.2	% uptime of commercial IT services	Operations	Quarterly	99%	99%	99%	99%	99%
5.3	% Margin achieved on voice services	Commercial	Quarterly	10%	10%	10%	10%	10%
5.4	% Margin achieved on internet access bandwidth.	Commercial	Quarterly	10%	2%	5%	7.5%	10%
5.5	Resolution of all faults logged within SLA specification	Operations	Quarterly	95%	95%	95%	95%	95%

8.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

8.5.1. PROGRAMME 5: EXPENDITURE ESTIMATES

The expenditure estimates over the period 2015/16 to 2017/18 take into account the expected increase in operating activities and the impact on the budget.

Programme	AUDITED OUTCOMES			ADJUSTED APPROPRIATION	MEDIUM TERM EXPENDITURE ESTIMATE		
Information Communication & Technology							
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Operations	91 855 868	24 277 410	8 770 602	24 851 600	19 181 014	16 893 846	18 064 031
Commercial				(310 708)	(1 458 272)	(2 470 183)	(3 691 843)
SUBTOTAL	91 855 868	24 277 410	8 770 602	24 540 892	17 722 742	14 423 663	14 372 188
Revenue	2 571 792	1 780 310	2 746 551	3 334 097	4 632 293	6 137 925	7 983 651
Current payments	17 226 701	9 483 660	8 721 405	11 784 989	11 787 635	12 685 587	15 855 839
Compensation of employees	3 935 030	5 507 584	5 132 518	6 494 726	6 464 261	6 871 509	7 304 414
Goods and services of which:							
Communication		-	-	-	-	-	-
Computer services	10 778	127 716	263 145	1 735 000	1 399 354	1 401 337	3 603 617
Consultants, contractors and special services	11 596 294	1 541 013	198 923	250 384	274 976	326 265	286 332
Maintenance Repairs and running costs	1 620 712	2 079 964	2 556 666	1 906 997	2 166 382	2 628 615	3 215 177
Operating Leases	2 023	-	-	-	-	-	-
Travel and subsistence	40 365	88 443	190 997	166 008	182 662	175 062	173 396
Advertising	21 499	105 653	364 404	830 000	850 000	787 800	876 903
Training	-	33 288	14 753	401 874	450 000	495 000	396 000
TRANSFERS AND SUBSIDIARIES TO:							
PAYMENT FOR CAPITAL ASSETS	77 200 959	16 574 060	2 795 748	16 090 000	10 567 399	7 876 000	6 500 000
Building and other fixed structures	-	-	-	400 000	393 213	393 213	-
Machinery and equipment	77 200 959	15 252 020	2 651 505	15 690 000	6 174 186	7 482 787	6 500 000
Cultivated assets	-	-	-	-	-	-	-
Software and other intangible assets	-	1 322 040	144 243	-	4 000 000	-	-
Land and subsoil assets	-	-	-	-	-	-	-
TOTAL	91 855 868	24 277 410	8 770 602	24 540 892	17 722 742	14 423 663	14 372 188

8.5.2. PERFORMANCE AND EXPENDITURE TRENDS

- The ICT budget is expected to decrease by 27.8% from 2014/15 to 2015/16 and a further 18.6% in 2016/17. This is largely due to increased revenue earned from the provision of data centre services such as disaster recovery and hosted cloud-based application, as well as voice and internet bandwidth services.
- The budget provided for capital assets reflects this programme's focus on increasing data centre capacity and capabilities, while the budget for maintenance, repairs and running costs ensures all faults are either avoided or resolved within the allowed standards as specified in service level agreements.

9. PROGRAMME 6: DEVELOPMENT PLANNING AND INFRASTRUCTURE

Programme 6 is pivotal to DTPC's sustainable growth and existence well into the future, providing meaningful contribution to the infrastructure fabric of Kwa-Zulu Natal. It is the backbone and the lifeblood for the development of this urban establishment and its overall purpose is to plan for and create an enabling environment for the vision of Durban's Aerotropolis precinct. The overarching objective is to deliver and improve infrastructural facilities, to create a durable public asset and quality-oriented service within DTP. The roll-out of the DTP development is guided by DTPC's 10-year Infrastructure Plan which is based on the 2060 Master Plan and influenced by various studies undertaken relating to DTP's establishment

Programme 6 consists of the following sub-programmes:

Sub-Programme 6.1 Planning: This sub-programme focuses on the establishment and implementation of an aerotropolis as a strategic spatial planning tool in order to guide development within the region well into the future. The concept of an aerotropolis argues that a city can benefit substantially through structuring the use of land surrounding an airport in such a manner that the efficiency of the spatial dynamics of such an area is increased. An airport presents obvious opportunities for businesses to tie into global markets, particularly where quick and easy access to and from the airport for business and passengers is of critical importance. In addition an airport also acts as an attractor for a range of aviation and non-aviation related activities, including offices, retail, leisure, service industries, etc., which offers opportunities that can stimulate economic growth. The other focus area of this sub-programme is to secure statutory right and to define the urban fabric of DTPC's precincts.

Sub-Programme 6.2 Environment: The Environmental sub-programme is aimed at ensuring that all development planning practices are environmentally sustainable through minimizing and preventing environmental impacts by setting policy related objectives and targets. It also recognizes the benefits and importance of developing innovative measures to ensure the long term protection of the environment. It gives the company's operations and products a competitive advantage and production efficiency in the modern and global economy through benchmarking international best practice.

Sub-Programme 6.3 Infrastructure and Development: This sub-programme provides a service to other DTPC programmes through the provisioning of infrastructure required to enable the DTP precinct to operate efficiently and effectively. The following three categories define its main strategic roles and responsibilities:

- Public Infrastructure - Roads, water, energy, sewers systems, public transport infrastructure, etc.;
- DTPC's own property developments - Ranges from DTPC's buildings for own utilization to properties built for rentals by third parties; and
- Third party owned properties constructed on DTPC's land.

Programme 6's role in each of these categories is varied and is defined by the needs of the stakeholders involved.

Programme 6's structure, strategic goal, and strategic objectives are summarised below:

DEVELOPMENT PLANNING AND INFRASTRUCTURE	Strategic Goal	Strategic Objective
Sub-programme 6.1: PLANNING	To plan and enable the development of a sustainable aerotropolis, cargo and air services	To ensure the availability of land for future expansion in support of the establishment of the aerotropolis
Sub-programme 6.2: ENVIRONMENT		To identify and acquire strategic land parcels for future developments
		To ensure that the aerotropolis is environmentally sustainable
Sub-programme 6.3: INFRASTRUCTURE AND DEVELOPMENT	To provide infrastructure and service the development and operational needs of DTP	To adequately plan for DTP's public infrastructure requirements
		To procure, manage and monitor DTP infrastructure provisioning
		To provide technical support and manage the roll-out of services to all DTPC programmes

9.1. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2015/16

		Audited / Actual Performance		Estimated	Medium-Term Targets		
Key Performance Indicator	5-year Strategic Plan Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
SUB-PROGRAMME 6.1: PLANNING							
Strategic Objective: To ensure the availability of land for future expansion in support of the establishment of the aerotropolis							
6.1	No. of land use rights acquisitions and environmental authorisations obtained	8	1	0	1	2	2
Strategic Objective: To identify and acquire strategic land parcels for future developments							
6.2	No. of hectares acquired in terms of signed agreements	700ha	109 ha	490 ha	90 ha	100ha	50ha

		Audited / Actual Performance		Estimated	Medium-Term Targets			
Key Performance Indicator	5-year Strategic Plan Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	
SUB-PROGRAMME 6.2: ENVIRONMENT								
Strategic Objective: To ensure that the aerotropolis is environmentally sustainable								
6.3	% of enterprise-wide carbon offset	7% reduction from revised baseline annually	New indicator		7% reduction from baseline	7% reduction from revised baseline	7% reduction from revised baseline	
SUB-PROGRAMME 6.3: INFRASTRUCTURE AND DEVELOPMENT								
Strategic Objective: To adequately plan for DTP's public infrastructure requirements								
6.4	No. of public infrastructure projects delivered ¹⁰	19	0	2	0	2	3	4
Strategic Objective: To procure, manage and monitor DTP infrastructure provisioning								
6.5	No. of construction (top structures) projects delivered ¹¹	14	0	3	3	5	3	2
6.6	No. of construction jobs created	6 799	New indicator		581	659	1 349	
Strategic Objective: To provide technical support and manage the roll-out of services to all DTPC programmes								
6.7	Construction expenditure on SMMEs	R475 million	New indicator		R74 million	R96 million	R107 million	
6.8	Public sector investment in infrastructure	R1.362 billion	New indicator		R213 million	R276 million	R306 million	

¹⁰ In 2012/13 to 2014/15, this indicator was measured as the no. of public infrastructure projects **undertaken**.

¹¹ In 2012/12 to 2014/15, this indicator was measured as the no. of construction projects **undertaken**.

9.2. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2015/16

Programme Performance Indicator		Audited / Actual Performance		Estimated	Medium-Term Targets		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
SUB-PROGRAMME 6.1: PLANNING							
6.9	Deliver and implement the Aerotropolis master plan	New indicator			Submit draft master plan to the secretariat (EDTEA)	Approval of master plan	Implement the 1 st phase of the master plan
SUB-PROGRAMME 6.2: ENVIRONMENT							
6.10	No. of strategic reports on environmental sustainability (State of Environment Report)	1	0	1	1	1	1
6.11	% compliance with environmental authorisations and licenses	98%	98.5%	90%	90%	90%	90%
6.12	No. of hectares of land rehabilitated annually	357ha	420.38ha	Plantation: 50ha Alien Clearing: 100ha	85	80	60
SUB-PROGRAMME 6.3: INFRASTRUCTURE AND DEVELOPMENT							
6.13	No. of projects designed ¹²	3	6	2	5	5	5
6.14	Maximum % deviation above contract budget	0%	0%	10%	10%	10%	10%
6.15	Maximum % deviation from construction programme timelines	25.6%	2%	15%	15%	15%	15%
6.16	% construction projects with 1% of budget allocated to enterprise development	New indicator		50%	30%	30%	30%

¹² In 2012/13 to 2014/15, this indicator measured the number of projects **scoped** and designed.

9.3. KEY ACTIVITIES

In order to achieve the strategic objectives of each sub-programme, the focus during the 2015/16 financial year will be on the following key activities:

Planning

- Acquisition of land use rights relating to the submission of the rezoning application for TradeZone 2 for approval once EIA has been achieved.
- Planning for SupportZone 2 and AgriZone 2 will continue and land use rights will be secured once EIA process is completed.
- Township establishment process for Cottonlands will continue. This will include preliminary engineering design, refining the planning concept, and commencing with the EIA process.
- Aerotropolis Master planning will be initiated during this period.

Environment

- Appointment of the Ecologist to undertake the conservation delineation will proceed,
- Implementation of the Environment Strategy and policy will continue,
- On-going Environmental compliance monitoring,
- Scoping of green projects will continue

Infrastructure and Development

- Construction of the Guardhouses and Dube TradeZone 1 road alignment will continue,
- Construction of the following facilities will continue: Gift of the Givers warehouse, Facilities Maintenance, Air Chefs Catering facilities, AgriZone facilities.

9.4. QUARTERLY TARGETS FOR 2015/16

The following table reflects the programme and sub-programme performance indicators. In order to realise the strategic objectives detailed in the strategic plan, the performance indicators used to measure the achievement of strategic objectives have also been included:

Performance Indicator		Sub-Programme	Reporting Period	Annual Target 2015/16	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
6.1	No. of land use rights acquisitions and environmental authorisations obtained	Planning	Annual	2	To be measured in the 4 th quarter			
6.2	No. of hectares acquired in terms of signed agreements	Planning	Annual	100ha	To be measured in the 4 th quarter			
6.3	% of enterprise-wide carbon offset	Environment	Annual	7% reduction from baseline	To be measured in the 4 th quarter			
6.4	No. of public infrastructure projects delivered	Infrastructure and Development	Annual	2	To be measured in the 4 th quarter			
6.5	No. of construction (top structures) projects delivered	Infrastructure and Development	Quarterly	5	1	2	1	1
6.6	No. of construction jobs created	Infrastructure and Development	Quarterly	581	145	145	145	146
6.7	Construction expenditure on SMMEs	Infrastructure and Development	Annual	R74 million	To be measured in the 4 th quarter			
6.8	Public sector investment in infrastructure	Infrastructure and Development	Annual	R213 million	To be measured in the 4 th quarter			
6.9	Deliver and implement the aerotropolis master plan	Planning	Annual	Submit draft master plan to the secretariat (EDTEA)	To be measured in the 4 th quarter			
6.10	No. of strategic reports on environmental sustainability (State of the Environment Report)	Environment	Annual	1	To be measured in the 4 th quarter			

Performance Indicator		Sub-Programme	Reporting Period	Annual Target 2015/16	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
6.11	% compliance with environmental authorisations and licenses	Environment	Quarterly	90%	90%	90%	90%	90%
6.12	No. of hectares of land rehabilitated annually	Environment	Quarterly	85	30	30	15	10
6.13	No. of projects designed	Infrastructure and Development	Quarterly	5	1	1	1	2
6.14	Maximum % deviation above contract budget	Infrastructure and Development	Quarterly	10%	10%	10%	10%	10%
6.15	Maximum % deviation from construction programme timelines	Infrastructure and Development	Quarterly	15%	15%	15%	15%	15%
6.16	% construction projects with 1% of budget allocated to enterprise development	Infrastructure and Development	Annual	30%	To be measured in the 4 th quarter			

9.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

9.5.1. PROGRAMME 6: EXPENDITURE ESTIMATES

The expenditure estimates over the period 2015/16 to 2017/18 take into account the expected increase in operating activities and the impact on the budget.

Programme	AUDITED OUTCOMES			ADJUSTED APPROPRIATION	MEDIUM TERM EXPENDITURE ESTIMATE		
Development Planning & Infrastructure							
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Planning	1 457 429	64 044 569	496 952 859	275 476 857	119 686 500	108 378 762	99 530 176
Environment	6 979 207	1 064 734	2 078 368	8 809 987	14 845 176	17 053 495	21 197 599
Infrastructure & Development	16 342 197	63 564 748	21 842 964	84 814 766	247 698 526	309 788 381	329 584 102
SUBTOTAL	24 778 833	128 674 051	520 874 191	369 101 610	382 230 202	435 220 638	450 311 877
Current payments	11 993 597	18 601 258	17 164 067	45 003 581	63 359 339	61 978 388	58 990 532
Compensation of employees	3 692 048	4 768 122	5 405 995	9 848 209	14 773 537	15 474 661	16 449 565
Goods and services of which:							
Communication		-	-	-	-	-	-
Computer services	5 726	2 000	-	-	-	-	-
Consultants, contractors and special services	7 260 469	12 990 164	11 137 055	33 437 250	46 523 086	44 325 776	40 243 042
Maintenance Repairs and running costs	723 506	497 804	19 614	9 598	14 576	15 363	16 177
Operating Leases	595	-	-	-	-	-	-
Travel and subsistence	268 254	75 200	105 112	446 650	470 769	496 191	522 489
Advertising	42 998	267 967	406 081	680 000	1 150 000	1 212 100	1 276 341
Training	-	-	90 210	581 874	427 372	454 297	482 918
TRANSFERS AND SUBSIDIARIES TO:							
PAYMENT FOR CAPITAL ASSETS	12 785 236	110 072 792	503 710 125	324 098 029	318 870 863	373 242 250	391 321 345
Building and other fixed structures	12 418 803	55 938 444	9 530 842	68 250 000	213 746 147	276 200 000	306 321 345
Machinery and equipment	366 433	-	-	-	3 000 000	2 000 000	-
Cultivated assets	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	1 000 000	-	-	-
Land and subsoil assets	-	54 134 348	494 179 283	254 848 029	102 124 716	95 042 250	85 000 000
TOTAL	24 778 833	128 674 051	520 874 191	369 101 610	382 230 202	435 220 638	450 311 877

9.5.2. PERFORMANCE AND EXPENDITURE TRENDS

- Programme 6's budget is predominantly made up of funds for the provision of relevant infrastructure and top structures within the DTP precinct, with 83.4% of its total allocation earmarked for capital assets.
- The infrastructure and development projects expected to be undertaken in the 2015/16 year include the double basement parkade on Block D at Dube City and AgriZone facilities.

- Budget has also been provided for the acquisition of another 100 hectares of land. This is in support of DTPC's 50-year master plan for the expansion and development of the precinct.
- 9.1% of the Development Planning and Infrastructure budget has been set aside for contractors and consulting fees. This amount is linked to the construction projects planned, but also provides for the establishment and implementation of the Aerotropolis master plan which is being developed in conjunction with the Department of Transport and in line with the recommendations of the PGDP.
- This budget also includes provision for monthly environmental audits to monitor DTPC's environmental compliance.

10. PROGRAMME 7: DTP INDUSTRIAL DEVELOPMENT ZONE / SPECIAL ECONOMIC ZONE

In 2011, the Department of Trade and Industry (DTI) recommended that all Industrial Development Zones (IDZs) be re-designated as Special Economic Zones (SEZs), along with additional areas within each province that exhibited the potential to stimulate economic growth and create jobs. DTP was put forward by KZN EDTEA as an area that would benefit from SEZ status and DTPC was therefore invited to interact, along with KZN EDTEA, on the proposed SEZ.

On 1 July 2014, DTPC was officially designated as an Industrial Development Zone, consisting of two sectors within DTP – Dube AgriZone and Dube TradeZone. The operator permit was officially handed over by His Excellency, President Jacob Zuma on 7 October 2014 at the official launch of the DTP IDZ.

The IDZ programme is aimed at promoting the competitiveness of South African enterprises through leveraging investment in export-oriented manufacturing industries and promoting the competitiveness of South African firms through the export of value-added manufacturing products. The key objectives and rationale behind the IDZ programme is to:

- Position South African-based manufacturing industries to meet the challenges of globalization;
- Attract advanced foreign production and technology methods in order to gain experience in global manufacturing and production networks through attracting foreign direct investment;
- Develop linkages between local and international-based industries;
- Provide world class infrastructure and proximity to international ports to offer low cost and efficient logistics services; and
- Provide services to facilitate overcoming administrative hurdles for investors securing permits required for their operations.

The DTP IDZ aims to promote regional development, stimulate the creation of new employment opportunities and enhance current skills and technology transfer levels. The primary sectors targeted by the DTP IDZ include:

- Aerospace and aviation-linked manufacturing and related services;
- Agriculture and agro-processing, inclusive of horticulture, aquaculture and floriculture;
- Electronics manufacturing and assembly;
- Medical and pharmaceutical production and distribution; and
- Clothing and textiles.

The DTP IDZ is expected to be converted to an SEZ once the SEZ regulations are adopted and the SEZ Act no. 16 of 2014, which was signed into law in May 2014, becomes effective. The Act provides for a three year transition period for an IDZ operator to convert to an SEZ.

The establishment and effective operation of the DTP IDZ (SEZ) has been identified as a key focus area for DTPC as it is a key component of its ability to deliver on its mandate to facilitate economic growth and attract long-term investment to the Province. Because of this, a separate programme has been established to oversee the operation of the DTP SEZ.

DTP SPECIAL ECONOMIC ZONE	Strategic Goal	Strategic Objective
Sub-programme 7.1: DTP Industrial Development Zone / Special Economic Zone	To establish and effectively operate the DTPC IDZ / SEZ	To establish a world class IDZ / SEZ operated in an effective and compliant manner To attract relevant foreign and domestic direct investment in support of the targeted industrial activities of the DTP IDZ / SEZ

10.1. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2015/16

		Audited / Actual Performance		Estimated	Medium-Term Targets		
Key Performance Indicator	5-year Strategic Plan Target	2012/13	2013/14	2014/15 ¹³	2015/16	2016/17	2017/18
SUB-PROGRAMME 7.1: DTP Industrial Development Zone / Special Economic Zone							
Strategic Objective: To establish a world class SEZ operated in an effective and compliant manner							
7.1	% of compliance with conditions of IDZ / SEZ Operator permit	90%	New indicator		75%	80%	85%
Strategic Objective: To attract relevant foreign and domestic direct investment in support of the targeted industrial activities of the DTP SEZ							
7.2	Value of private sector investment committed in the DTP IDZ / SEZ	R1 964 million	New indicator		R200 million	R77 million	R78 million
7.3	No. of investors established at the DTP IDZ / SEZ	14	New indicator		1	1	3
7.4	No. of new jobs created - Permanent	2 399	New indicator		200	120	181
7.5	No. of new jobs created – Temporary (during construction)	3 482	New indicator		150	137	138

10.2. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2015/16

		Audited / Actual Performance		Estimated	Medium-Term Targets		
Programme Performance Indicator		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
SUB-PROGRAMME 7.1: DTP Industrial Development Zone / Special Economic Zone							
7.6	No. of operational investors in the DTP IDZ / SEZ (cumulative)	New indicator			1	2	4
7.7	No. of indirect jobs created in KZN as a result of the DTP IDZ / SEZ (cumulative to date)	New indicator			285	573	1 564
7.8	Value of goods sold to other countries (exports)	New indicator			R100 million	R841 million	R1.2 billion

¹³ 2014/15 targets were reported to the DTI in terms of the requirements of the SEZ programme and the Business Plan submitted for the DTP IDZ. These targets were not included in DTPC's 2014/15 APP.

10.3. KEY ACTIVITIES

In order to achieve the strategic objectives of each sub-programme, the focus during the 2015/16 financial year will be on the following key activities:

- Finalise and implement Standard Operating Procedures for the Customs Controlled Area;
- Finalise and implement rules and procedures for the DTP IDZ;
- Complete IDZ infrastructure for TradeZone 1 and 1b;
- Appropriately resource the IDZ programme;
- Undertake sector analysis and develop sector marketing strategy;
- Actively undertake investment promotion; and
- Develop an implementation plan for the establishment of a One Stop Shop.

10.4. QUARTERLY TARGETS FOR 2015/16

The following table reflects the programme and sub-programme performance indicators. In order to realise the strategic objectives detailed in the strategic plan, the performance indicators used to measure the achievement of strategic objectives have also been included:

Performance Indicator		Sub-Programme	Reporting Period	Annual Target 2015/16	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
7.1	% of compliance with conditions of IDZ / SEZ Operator permit	DTP Industrial Development Zone	Annual	75%	To be measured in the 4 th quarter			
7.2	Value of private sector investment committed in the DTP IDZ / SEZ	DTP Industrial Development Zone	Annual	R77 million	To be measured in the 4 th quarter			
7.3	No. of investors established at the DTP IDZ / SEZ	DTP Industrial Development Zone	Annual	1	To be measured in the 4 th quarter			
7.4	No. of new jobs created - Permanent	DTP Industrial Development Zone	Quarterly	120	30	30	30	30
7.5	No. of new jobs created – Temporary (during construction)	DTP Industrial Development Zone	Quarterly	137	34	34	34	35
7.6	No. of operational investors in the DTP IDZ / SEZ	DTP Industrial Development Zone	Annual	1	To be measured in the 4 th quarter			

Performance Indicator		Sub-Programme	Reporting Period	Annual Target 2015/16	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
7.7	No. of indirect jobs created in KZN as a result of the DTP IDZ / SEZ (cumulative to date)	DTP Industrial Development Zone	Annual	285	To be measured in the 4 th quarter			
7.8	Value of goods sold to other countries (exports)	DTP Industrial Development Zone	Quarterly	R100 million	R0	R20 million	R40 million	R40 million

10.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

10.5.1. PROGRAMME 7: EXPENDITURE ESTIMATES

At this stage, DTPC's MTEF allocation received via EDTEA will not be used for this programme's activities. A Funding Agreement has been signed with the DTI to provide funding for the DTP IDZ / SEZ for an initial period of 4 years from 2013/14 to 2016/17 and it is expected that additional funding will be obtained through the DTI for specific expenditure relating to the establishment and operation of the DTP IDZ / SEZ, should it be required

PART C: LINKS TO OTHER PLANS

11. LINKS TO LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

No	Project name ¹⁴	Prog	Municipal location	Output	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
					11/12	12/13	13/14				2014/15	2015/16	2016/17
New and replacement assets (R'000)													
1	Waste facility	6	Ethekwini	Waste facility						2 200	1 000		
2	AgriZone workshop	6	Ethekwini	Workshop						3 800	3 000		
3	Lab facility	6	Ethekwini	Laboratory						3 250	3 000		
4	TradeZone Guardhouses	6	Ethekwini	Roads and Guardhouses						14 000			
5	TradeZone 1b	6	Ethekwini	Serviced land						10 000	6 000		
6	TradeZone 2	6	Ethekwini	Serviced land							47 500	56 500	50 000
7	TradeHouse 2	6	Ethekwini	Warehouse								13 500	21 500
8	Dube City – Block D	6	Ethekwini	Parking							70 000	35 000	
9	Dube City – Block D	6	Ethekwini	Hotel						3 000	46 000	66 000	20 000
10	SupportZone 1b	6	Ethekwini	Serviced land								5 000	15 000
11	SupportZone 2	6	Ethekwini	Serviced land								18 000	38 000
12	Multi-storey parkade 1	6	Ethekwini	Parking						2 100	31 246	37 700	39 700
13	Multi-storey parkade 2	6	Ethekwini	Parking									24 621
14	AgriZone 2	6	Ethekwini	Greenhouses & Packhouses							15 000	40 000	50 000
15	Solar panel installations	4	Ethekwini	Solar panels							6 000		
16	Mt Moreland	6	Ethekwini	Road						3 000	12 000		
17	Hlawe River Trunk Sewer	6	Ethekwini	Trunk sewer pipeline							20 000		
18	Ushukela (TradeZone 3)	6	Ethekwini	Serviced land								25 000	52 500
19	Cottonlands (TradeZone 4)	6	Ethekwini	Serviced land								10 000	
20	Maintenance Repair & Overhaul	6	Ethekwini	MRO facility								5 000	20 000

¹⁴ Many of these projects encompass one or more Public Infrastructure projects.

No	Project name	Pr og	Municipal location	Output	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
					11/12	12/13	13/14				2014/15		
21	Expansion of aprons	6	Ethekwini	Airside facilities							5 000	15 000	25 000
22	DTP Internal public transport	6	Ethekwini	Public amenities							8 000	7 000	
Maintenance and repairs (R'000)													
1	Billboards	1	Ethekwini	Billboards							34	45	50
2	Dube City (SupportZone 1a)	3	Ethekwini	Offices, Communications Building							962	1 108	1 203
3	TradeZone	3	Ethekwini	Access control system, warehouse and other buildings		405	2 346			5 994	600	424	449
4	Dube Cargo Terminal	2	Ethekwini	Cargo Terminal and equipment		991	427			1 254	1 652	1 849	1 965
5	AiRoad trucks	2	Ethekwini	Trucks		814	355			615	364	383	404
6	AgriZone	4	Ethekwini	Office Building and equipment		8	7			208	1 075	712	756
7	Tissue Culture Lab	4	Ethekwini	Tissue Culture Lab, Hardening facility and equipment		0	75			158	921	1 086	1 165
8	Greehouses & Packhouses	4	Ethekwini	Greenhouses		799	2 077			2 816	2 865	3 194	3 415
9	Nursery	4	Ethekwini	Nursery, misting tunnel and equipment		50	14			67	296	209	222
10	Water Treatment Works	4	Ethekwini	Water Treatment Works		56	817			1 333	1 569	1 663	1 763
11	Landscaping	2, 3, 4	Ethekwini	Landscaping		3 177	4 489			4 154	7 500	7 950	8 427
Upgrades and additions (R'000)													
1	Shade cover at 29 South	6	Ethekwini	Shade cover for parking						1 500	1 500		
2	Tenant Installations	6	Ethekwini	Tenant installations						1 000	1 000	1 000	
Rehabilitation, renovation and refurbishments (R'000)													
No major refurbishment required as construction has only recently come to an end													

PART D: APPENDICES

12. APPENDIX A: 50-YEAR MASTER PLAN



Ultimate Development. The first phase of the airport, Cargo Terminal, AgriZone, TradeZone and SupportZone (Dube City) has been completed and is fully operational.

13. APPENDIX B: DTPC ALIGNMENT WITH PGDS AND PGDP

The following table provides a general overview of the particular objectives and primary indicators identified in the KZN PGDP that relate specifically to DTPC. The list of objectives and indicators below is by no means exhaustive and only indicative of those that relate in one way or another to DTPC.

PROVINCIAL STRATEGIC GOAL	OBJECTIVES ¹⁵	INDICATORS	DTPC ALIGNMENT (RELATING TO KEY DELIVERY AREAS)
Strategic Goal 1: Job Creation	Unleash agricultural potential	Total employment in the agricultural sector	Relates to Dube AgriZone i.e. value produced and processed at the Dube AgriZone as well as employment created in this particular precinct.
		Value of agricultural contribution to the provincial economy	
		Hectares of land under agricultural production	
	Enhance sectoral development through trade and investment	Total employment within all sectors excluding primary agriculture	DTPC is focused on job creation and economic development. DTPC monitors the number of (temporary and permanent) direct jobs created on-site on a quarterly basis and has recently been designated an SEZ which will enhance its contribution to both. One of DTPC's strategic objectives is to act as a catalyst for targeted private sector investment and DTPC measures private sector investment committed per annum.
Total value of provincial economy excluding primary agriculture			
Strategic Goal 4: Strategic Infrastructure	Development of Airports	Volume of cargo through Dube Cargo Terminal (Int)	DTPC's Air Services Strategy focuses on increasing direct international and regional air services to and from KZN which will lead to increased cargo throughput (i.e. exports) and passenger arrivals/departures. DTPC measures the number of international and regional routes secured, tonnage throughput from Dube Cargo Terminal (international) and the delivery and implementation of the aerotropolis master plan.
	Development of ICT infrastructure	Number of ICT Infrastructure nodes	Dube iConnect offers the most advanced metro Ethernet network in South Africa, is a dedicated and world-class telecommunications and IT platform which digitally links members of the DTP business community with each other, their respective global partners and the rest of the world.
Strategic Goal 5: Environmental Sustainability	Increase productive use of land	Hectares of land rehabilitated annually	One of DTPC's strategic goals is to plan and enable the development of a sustainable aerotropolis i.e. to ensure that the aerotropolis is environmentally sustainable. DTPC measures the number of hectares of land rehabilitated annually, the percentage of energy derived from renewable sources, as well as DTPC's contribution to carbon offset.
	Advance alternative energy generation and reduce reliance on fossil fuels	Units of energy saved through energy efficiency interventions	

¹⁵ KZN Provincial Planning Commission, Provincial Growth and Development Plan, September 2013 Revision.

14. APPENDIX C: LIST OF ABBREVIATIONS

ABBREVIATION	DESCRIPTION
ACSA	Airports Company South Africa
APP	Annual Performance Plan
B-BBEE	Broad-based Black Economic Empowerment
BRICS	Brazil, Russia, India, China and South Africa
CCA	Customs Controlled Area
CCTV	Closed-Circuit Television
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CSI	Corporate Social Investment
DPI	Development Planning and Infrastructure
DTI	Department of Trade and Industry
DTP	Dube TradePort
DTPC	Dube TradePort Corporation
ECNS	Electronic Communications Network Services
ECS	Electronic Communications Services
EDTEA	Department of Economic Development, Tourism and Environmental Affairs
EE	Employment Equity
EIA	Environmental Impact Assessment
EPCM	Engineering, Procurement and Construction Management
GA	General Aviation
GDP	Gross Domestic Product
HVAC	Heating, Ventilation and Air Conditioning
IATA	International Air Transport Association
ICASA	Independent Communications Authority of South Africa
ICT	Information Communication and Technology
ICTG	Information Communication and Technology Governance
IDZ	Industrial Development Zone
IMF	International Monetary Fund

IPAP	Industrial Policy Action Plan
IT	Information Technology
KSIA	King Shaka International Airport
KZN	KwaZulu-Natal
MEC	Member of the Executive Committee
MIIT	Mega Integrated Industrial Town
MRO	Maintenance Repair and Overhaul
MSP	Multi-Storey Parkade
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NGP	New Growth Path
PFMA	Public Finance Management Act
PGDP	Provincial Growth and Development Plan
PGDS	Provincial Growth and Development Strategy
RFID	Radio Frequency Identification
ROD	Record of Decision
SACAA	South African Civil Aviation Authority
SADC	Southern African Development Community
SARS	South African Revenue Service
SCB	SupportZone Communications Building
SCM	Supply Chain Management
SEZ	Special Economic Zone
SIP	Strategic Infrastructure Project
SLA	Service Level Agreement
TCB	TradeZone Communications Building
UPS	Uninterrupted Power Supply
VAS	Value Added Services
VCB	Valuable Cargo Building