



# Business Action in Support of the NDP

**April 2016**

**Action Plan v1**

# Contents

List of Figures and Tables .....	ii
Acronyms.....	iii
1 Introduction.....	1
1.1 Background to the NBI .....	1
1.2 Project Context.....	1
1.3 Policy Context.....	2
1.4 Project Purpose and Objectives .....	4
2 Process and Methodology .....	4
2.1 Overview of Key Project Steps .....	4
3 Initial Short-Listed Actions.....	8
4 Top 6 Actions Forming the NDP Business Action Plan .....	9
4.1 Final Actions Included In NDP Business Action Plan .....	9
4.2 Overview of Top 6 Actions .....	11
4.3 Top 6 Actions: Summary of Key Outputs.....	17
5 Company Engagement.....	20
5.1 Promoting Collaboration .....	20
6 The NDP Business Action Plan .....	21
6.1 Using this Action Plan .....	21
6.2 The NDP Business Action Plan .....	22

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## List of Figures and Tables

Figure 1: The NBI's 3 Key Areas of Work.....	1
Figure 2: The 17 SDGs .....	2
Figure 3: Key National Policy Timeframes .....	3
Figure 4: NDP Project Process and Key Steps .....	4
Figure 5: Alignment between NDP Business Action Plan and NBI Areas of Work.....	10
Table 1: Overview of Initial Short-Listed Actions.....	8
Table 2: Final Actions Incorporated Into the NDP Business Action Plan .....	9

## Acronyms

<b>B2B</b>	Back to Basics
<b>BAAM</b>	Business Adopt-a-Municipality
<b>BBC</b>	Black Business Council
<b>BLSA</b>	Business Leadership South Africa
<b>BUSA</b>	Business Unity South Africa
<b>CSIR</b>	Council for Scientific and Industrial Research
<b>COGTA</b>	Department of Cooperative Governance and Traditional Affairs
<b>DAC</b>	Department of Arts and Culture
<b>DBSA</b>	Development Bank of Southern Africa
<b>DHET</b>	Department of Higher Education and Training
<b>DoE</b>	Department of Energy
<b>DoL</b>	Department of Labour
<b>the dti</b>	Department of Trade and Industry
<b>DWS</b>	Department of Water and Sanitation
<b>ECSA</b>	Engineering Council of South Africa
<b>IPAP</b>	Industrial Policy Action Plan
<b>IUDF</b>	Integrated Urban Development Framework
<b>MTSF</b>	Medium Term Strategic Framework
<b>NBI</b>	National Business Initiative
<b>NCPC</b>	National Cleaner Production Centre
<b>NDP</b>	National Development Plan
<b>O&amp;M</b>	Operations and Maintenance
<b>QCTO</b>	Quality Council for Trades and Occupations
<b>R&amp;D</b>	Research and Development
<b>SACN</b>	South African Cities Network
<b>SAHRC</b>	South African Human Rights Commission
<b>SAICE</b>	South African Institution of Civil Engineering
<b>SALGA</b>	South African Local Government Association
<b>SDG</b>	Sustainable Development Goal
<b>SETA</b>	Sector Education and Training Authority
<b>SMME</b>	Small, Medium and Micro Enterprise
<b>SWPN</b>	Strategic Water Partners Network
<b>TLS</b>	Thought Leadership Series
<b>TVET</b>	Technical Vocational Education and Training
<b>WISA</b>	Water Institute of Southern Africa
<b>WRC</b>	Water Research Commission
<b>WWT</b>	Wastewater Treatment
<b>WWTW</b>	Wastewater Treatment Works

# 1 Introduction

## 1.1 Background to the NBI

The National Business Initiative (NBI) is a voluntary coalition of South African and multinational companies, working towards sustainable growth and development in South Africa and the shaping of a sustainable future through responsible business action.

The NBI is a global network partner of the World Business Council for Sustainable Development (WBCSD), the focal point of the United Nations Global Compact (UNGC) Local Network in South Africa and an implementation partner of We Mean Business, the CEO Water Mandate and CDP.

Since its inception in 1995, the NBI has made a distinct impact in the spheres of housing delivery, crime prevention, local economic development, public sector capacity building, further education and training, schooling, public private partnerships, energy efficiency and climate change.

The NBI's membership encompasses approximately 100 leading South African corporations and multi-nationals. The NBI's membership includes a significant proportion of the country's leading listed companies, a number of the major state owned enterprises and a variety of medium sized firms.

## 1.2 Project Context

The NBI aims to drive business participation in economic transition and social transformation in South Africa, including through the implementation of collective action projects that build stakeholder trust and deliver development outcomes. Our approach is to drive conversations that lead to action, by undertaking three key areas of work:



**Figure 1: The NBI's 3 Key Areas of Work**

The NBI believes that the National Development Plan (NDP) remains the primary, overarching vision for South Africa's development to 2030, with the NDP integrated into government administration and planning, most notably through the Medium Term Strategic Framework (MTSF).

Using the NDP as the guiding vision, in May 2015 the NBI commenced with a project entitled 'Business Action in Support of the National Development Plan'. The overall goal of this project is simple: to identify 5-6 specific areas in which business can play a meaningful role in supporting the NDP and socio-economic development in South Africa.

The NDP project has been designed to make use of a robust process to identify specific actions that can be taken forward within the context of the NDP. The process employed to identify these 5-6 collaborative actions is outlined in Section 2 of this document.

Finally, please note that the current NDP project fits squarely within the ‘Strategic Thought Leadership’ component of the NBI’s work. This is the case given that the current project looks only at opportunity identification and assessment, and does not engage in actual implementation. With that said, rollout of the NDP Business Action Plan (hereafter referred to as the Action Plan) is expected to span all 3 areas of the NBI’s work, with a strong emphasis on supporting capacity building and collective action (see Section 6 of this document for the detailed implementation plan).

## 1.3 Policy Context

### 1.3.1 Alignment between the SDGs and NDP

The United Nations Sustainable Development Goals (SDGs) are government agreed international development goals aimed at implementation by multi-stakeholder partnerships of government, labour, civil society and business. There are 17 SDGs in total, with each goal oriented around a specific development theme, as illustrated in Figure 2 below. Each SDG also has its own targets linked to specific timelines. There are 169 targets across the 17 SDGs.



**Figure 2: The 17 SDGs (Source: [www.un.org](http://www.un.org))**

A mapping exercise undertaken by the NBI to compare the SDG targets and chapter-based objectives of the NDP has revealed a highly overlapping, reinforcing framework that can be used to structure collective action and drive development outcomes. The NBI has developed an infographic depicting the relationship between the SDGs and NDP, which can be accessed [here](#). This infographic highlights that over 90% of the NDP’s 72 stated objectives can be mapped to the 169 SDG targets. In addition, the timeframe for the respective SDG targets and NDP objectives both run until 2030.

In summary, the NDP and SDGs have a similar purpose and timeline, and implementation of the NDP will provide an important means for South Africa to achieve and report on progress with respect to the SDGs.

### 1.3.2 The National Policy Context

The NDP, first published in 2012, provides the long-term strategic vision and framework for South Africa to 2030. In contrast, other key policy documents, such as the Industrial Policy Action Plan (IPAP), which is updated annually, tend to have a shorter timeframe of 3 to 5 years. The Nine-Point Plan, announced in the 2015 State of the Nation Address, covers a similar timeframe to the current IPAP, and has been specifically introduced in response to the slow growth of the South African economy. The time horizon in which these different policy documents operate is outlined below:

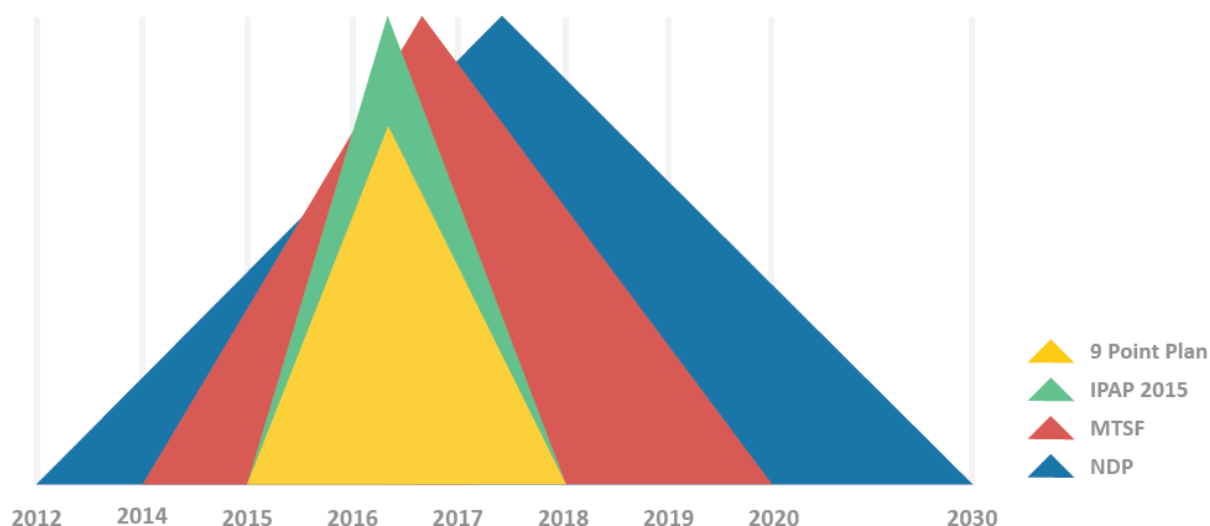


Figure 3: Key National Policy Timeframes

As illustrated in Figure 3 above, the NDP constitutes the overarching long-term plan for the country, and should thus be viewed in this light. In addition, the NDP is supported by the MTSF, which is focused on facilitating the NDP's implementation from 2014 to 2019. As stated in the MTSF:

“Following the adoption of the NDP, Cabinet decided in 2013 that the 2014-2019 MTSF should form the first five-year implementation phase of the NDP and mandated work to begin on aligning the plans of national and provincial departments, municipalities and public entities with the NDP vision and goals.” (The Presidency, MTSF: p5)

The MTSF comprises a framework document with 14 Outcome Appendices, with each Outcome linking to an NDP theme and containing specific targets and indicators. In addition, achievement of the MTSF is specifically linked to the Performance Agreements signed between the President and the various governmental Ministries. The NDP is therefore integrated into government planning and performance management through the MTSF.

## 1.4 Project Purpose and Objectives

### 1.4.1 Purpose

The overall purpose of the NDP project is to identify specific actions that can be taken forward on an ongoing basis, in support of the NDP's implementation. Emphasis has been placed on identifying actions that can support wider socio-economic advancement in South Africa, and in which business can lead, partner or play some form of meaningful role.

### 1.4.2 Specific Objectives

The project's specific objectives are to:

1. Identify key areas in which the private sector can help implement the NDP
2. Work to mobilise business around these areas
3. Develop a voluntary action plan to take these areas forward
4. Focus on taking forward 5-6 priority actions on an ongoing basis

The achievement of these objectives is encapsulated in the overall project methodology, with the process followed designed to help achieve each specific objective in turn.

## 2 Process and Methodology

### 2.1 Overview of Key Project Steps

The project encompassed 6 key steps, as outlined in Figure 4 below:



Figure 4: NDP Project Process and Key Steps



An overview of each project step is provided below:

Step	Activities
<b>Step 1: Desktop Research - NDP &amp; Other Policies</b>	<ul style="list-style-type: none"> <li>▪ The project commenced with a process of desktop research and analysis, focused on the NDP, MTSF, 9-Point Plan and latest IPAP (IPAP 2015)</li> <li>▪ Documents such as the MTSF and 9-Point Plan were reviewed to test the integration of the NDP within government administration and planning, and to consider policy alignment more broadly. The key finding of this desktop review was that although policy alignment issues will always occur in complex modern democracies, including based on varying departmental mandates in some instances, there is significant alignment between the NDP, MTSF and 9-Point Plan in particular, and that the NDP remains the long-term vision and strategic framework for the country</li> <li>▪ The next key aspect of Step 1 was to assess the NDP as a whole for action items that could be used as the basis for developing a business oriented action plan</li> <li>▪ The <b>119</b> priority actions listed in the NDP formed the immediate starting point for the project. These 119 priority actions are tabled at the conclusion of each of the main NDP chapters, and should be distinguished from other recommendations made within the NDP as a whole. An additional 49 action items were drawn from the text where considered relevant</li> <li>▪ A total of <b>168</b> resulting action items were then screened against 8 evaluation criteria, in order to filter down the list of potential business actions to a manageable number. Within this initial screening process, emphasis was placed on identifying NDP actions that are specific in nature and as closely related to business (or potential business action) as possible</li> <li>▪ Following this screening, <b>60</b> actions were taken forward to the next stage of the project, with each action falling under one of the following NDP themes: <ul style="list-style-type: none"> <li>• Nation building and social cohesion</li> <li>• Fighting corruption</li> <li>• Economy and employment</li> <li>• Economic infrastructure</li> <li>• Environmental sustainability</li> <li>• Education, training and innovation</li> </ul> </li> </ul>
<b>Step 2: Testing Phase - NDP Executive Dinners</b>	<ul style="list-style-type: none"> <li>▪ Regarded as the project 'testing phase', the 60 actions emerging out of the desktop review and filtering process were then discussed with companies through a series of executive dinners</li> <li>▪ The objective of the dinners was to: <ul style="list-style-type: none"> <li>• Understand which of the 60 actions resonated with senior company representatives</li> </ul> </li> </ul>

Step	Activities
	<ul style="list-style-type: none"> <li>• Identify additional action items, where considered necessary, provided these suggestions aligned closely with the NDP. A number of additional actions were added to the project, based on the inputs received at the dinners</li> <li>▪ A total of 9 executive dinners took place, with 7 held in Johannesburg, and 1 each held in Durban and Cape Town</li> <li>▪ A total of 45 different senior company representatives attended the NDP dinners, drawn from 40 organisations across 15 business sectors</li> <li>▪ The majority of dinner attendees were company executives in corporate affairs, public affairs, risk, compliance, strategy or sustainability. A number of Group Company Secretaries and NBI Board Members also attended, with 7 CEOs/Managing Directors attending the dinners</li> <li>▪ From this testing phase, a final list of <b>33</b> actions was prioritised for further consultation with business via a series of workshops</li> </ul>
<b>Step 3: Wider Business Consultation Workshops</b>	<ul style="list-style-type: none"> <li>▪ A total of 3 workshops took place with business in October 2015, with one held in Johannesburg, Durban and Cape Town respectively</li> <li>▪ The workshops had two main objectives, namely to:               <ol style="list-style-type: none"> <li>1. Explore the interim project outcomes with a wider business audience</li> <li>2. Discuss, review and prioritise the 33 actions that emerged from the executive dinners</li> </ol> </li> <li>▪ Each attendee was provided the opportunity to vote for specific priority actions, and to propose new potential actions</li> <li>▪ The voting results, both in terms of positive and negative votes, were subsequently tallied and analysed, resulting in a final short list of <b>12</b> actions (as outlined in Section 3 of this report)</li> <li>▪ <i>In summary</i>, through a process of business consultation, an initial total of 168 actions was reduced to a short-list of 12 actions</li> </ul>
<b>Step 4: Develop Draft Action Plan</b>	<ul style="list-style-type: none"> <li>▪ In developing the draft action plan, the 12 short-listed actions were subjected to a final internal NBI evaluation process, which resulted in the selection of the <b>top 6</b> actions</li> <li>▪ These top 6 actions (described in greater detail in Section 4) form the basis of the Action Plan</li> <li>▪ Based on these top 6 actions, a skeleton document was developed to inform consultation on the draft action plan</li> </ul>
<b>Step 5: Engage on Draft Action Plan</b>	<ul style="list-style-type: none"> <li>▪ A total of 3 workshops took place in Johannesburg to develop and refine the draft action plan, based on inputs from a range of senior, expert personnel within government, civil society and the private sector</li> <li>▪ These 3 workshops took place on the top 3 actions, which were considered to be at the most advanced stage of maturity</li> </ul>

Step	Activities
<b>Step 6: Launch Action Plan</b>	<ul style="list-style-type: none"> <li>• The launch of the Action Plan took place in April 2016, with launch events held in Cape Town, Durban and Johannesburg</li> <li>• Please note that the NBI recognises that this Action Plan will evolve over time as we learn, make progress and involve new partners. Please therefore view the Action Plan as a starting point for cooperation, with additions and refinements welcomed</li> <li>• We welcome further collaboration – should you wish to participate in the future progress of the plan or share a key insight please contact us (see Section 5: ‘Company Engagement’ for further details)</li> </ul>
<b>Begin Implementation</b>	<ul style="list-style-type: none"> <li>▪ The next phase of work, referred to as ‘Begin Implementation’ in Figure 4 above, is in many ways where real impact commences</li> <li>▪ The NBI acknowledges that in a number of cases implementation will not be easy, and that certain actions may become outdated or constrained by other factors</li> <li>▪ With that said, we would argue that the NDP project provides a firm basis and overall framework to guide future action. We also recognise that achieving many of the top 6 actions will face important challenges, and that turning risk into opportunity will take time, commitment and collective effort</li> <li>▪ Overall, the NBI will make a firm start in helping to move each action within the Action Plan forward, but we also recognise that partnership and collaboration will form the ultimate basis of success</li> </ul>

### 3 Initial Short-Listed Actions

Following consultation, a total of 12 actions were short-listed for further consideration by the NBI. In essence, these 12 actions highlight the main areas proposed by business stakeholders as areas to be taken forward under the project. We are pleased with the distribution of this short-list across social, environmental, governance and economic themes. An overview of this initial short-list, for reference purposes, is provided in Table 1 below:

**Table 1: Overview of Initial Short-Listed Actions**

No.	Theme	Action Item Description
1.	<b>Capable and developmental state</b>	Strengthen partnerships between the private sector and local government, drawing on existing public and private sector initiatives.
2.	<b>Economic infrastructure: water</b>	Partner with municipalities to address wastewater treatment, in support of improved green drop performance.
3.	<b>Education, training &amp; innovation</b>	Enhance the relationships between TVET colleges and industry, in support of graduate placement and employability.
4.	<b>Nation building and social cohesion</b>	Facilitate dialogue on the role of business in supporting social cohesion and nation building, and work to implement specific recommendations and programmes emerging out of this process.
5.	<b>Economic infrastructure: energy</b>	Incorporate a greater share of gas in the energy mix, both through importing liquefied natural gas and if reserves prove commercial, using shale gas. Develop infrastructure for the import of liquefied natural gas, mainly for power production, over the short to medium-term.
6.	<b>Cross-cutting role of NBI in supporting collaboration</b>	NBI to identify existing company NDP initiatives that can be scaled up, or that could benefit from collaborative business action. NBI to further support implementation between business and government.
7.	<b>Fighting corruption</b>	In partnership with relevant institutions, support the development of a collective business voice that tackles corruption in the public and private sector. This anti-corruption alliance to report corruption and highlight best practices in reducing corruption.
8.	<b>Education, training &amp; innovation</b>	Government should partner with the private sector to raise the level of R&D, with resources targeted towards building the research infrastructure required by a modern economy.
9.	<b>Economic infrastructure: water</b>	Embark on private sector water conservation programmes, in line with national government efforts.
10.	<b>Education, training &amp; innovation</b>	Basic Education: Work to improve the school system by bolstering and improving the quality of teacher training.
11.	<b>Economic infrastructure: water</b>	Work with water service authorities to improve potable water supplies and blue drop performance.
12.	<b>Environmental sustainability</b>	Engage on South Africa's waste legislation to address impediments to SMME development within waste recycling and the waste value chain.

## 4 Top 6 Actions Forming the NDP Business Action Plan

### 4.1 Final Actions Included In NDP Business Action Plan

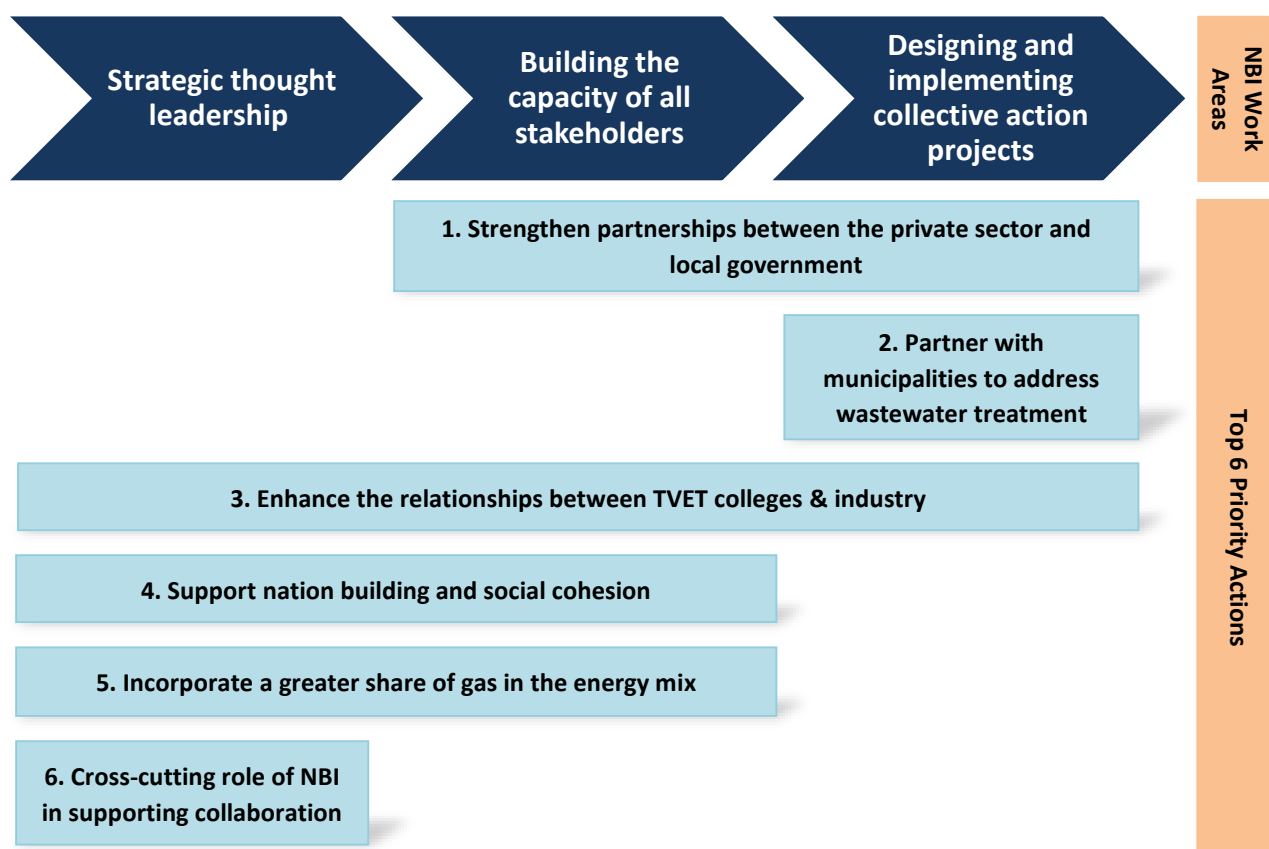
For practicality we have focused on 6 achievable actions. It should be noted, however, that the 12 short-listed actions emerging from the NDP process have generally informed the NBI's strategy and potential future activities. In addition, the NBI is working in several of the 12 short-listed areas, including fighting corruption, water infrastructure and waste.

Based on the initial short-list, the top 6 actions forming the Action Plan are outlined in Table 2 below:

**Table 2: Final Actions Incorporated Into the NDP Business Action Plan**

No.	Action Item Description
1.	Strengthen partnerships between the private sector and local government
2.	Partner with municipalities to address wastewater treatment
3.	Enhance the relationships between TVET colleges and industry
4.	Facilitate and take forward dialogue on the role of business in supporting nation building and social cohesion
5.	Incorporate a greater share of gas in the energy mix
6.	Cross-cutting role of the NBI in supporting collaboration

These 6 actions link well to the NBI's overall strategy, as they encompass areas of thought leadership, capacity building and collective action. The manner in which these top 6 actions align with the NBI's areas of work is illustrated in Figure 5 below:



**Figure 5: Alignment between NDP Business Action Plan and NBI Areas of Work**

From an NBI perspective, the top 3 actions in Table 2 are considered to be at the most advanced stage, and are at a point where collective action can be undertaken or scaled up, based on specific identified activities. With respect to the remaining actions, further thought leadership and company engagement is considered to be necessary, in order to understand the key issues, identify available options, and assess how each option can be taken forward.

As a result, the action plans included in Section 6 of this report tend to be more detailed for the top 3 actions, whereas the action plans for the remaining 3 actions tend to be more process and opportunity identification driven.

## 4.2 Overview of Top 6 Actions

Provided below is a brief overview of the top 6 actions included in the Action Plan. Aspects summarised include each action's strategic objectives and key stakeholders, as well as its specific linkages to the NDP.

<b>Action:</b>	<b>1. Strengthen partnerships between the private sector and local government</b>
<b>Theme:</b>	<b>Building a capable &amp; developmental state</b>
<b>Strategic Objectives:</b>	<ul style="list-style-type: none"> <li>▪ Build on existing initiatives underway by the public and private sector to support local government and enhance service delivery</li> <li>▪ Enhance private sector participation in existing municipal forums and benchmarking initiatives</li> <li>▪ Strengthen private sector support for key national initiatives, particularly the COGTA Back to Basics (B2B) and Integrated Urban Development Framework (IUDF) programmes</li> <li>▪ Establish a collective business framework and platform for partnering effectively with local municipalities</li> <li>▪ Strengthen educational institutions that focus on local government training and skills development</li> <li>▪ Identify key skills gaps and training needs within municipalities and partner with relevant organisations to tackle these areas</li> </ul>
<b>Key Stakeholders:</b>	<ul style="list-style-type: none"> <li>▪ Private sector partners</li> <li>▪ District and Local Municipalities</li> <li>▪ Department of Cooperative Governance and Traditional Affairs (COGTA)</li> <li>▪ South African Local Government Association (SALGA)</li> <li>▪ Municipal Infrastructure Support Agent (MISA)</li> <li>▪ South African Cities Network (SACN)</li> <li>▪ National Treasury</li> <li>▪ National Business Initiative (NBI)</li> <li>▪ NBI member companies</li> <li>▪ The Development Bank of Southern Africa (DBSA)</li> <li>▪ Private banks and other financial services institutions</li> <li>▪ Provincial government</li> <li>▪ Universities, training providers and other educational institutions, including TVET colleges</li> <li>▪ Independent experts and researchers</li> </ul>
<b>Overall Approach to Implementation:</b>	This constitutes a new area of work for the NBI that is currently unfunded internally. With that said, a number of NBI member companies are involved in existing partnerships with local government that have achieved considerable success to date. As such, the NBI will commence with taking forward short-term activities within this action that require limited funding. A long-term funding proposal will be developed to take

<b>Action:</b>	<b>1. Strengthen partnerships between the private sector and local government</b>
	forward NBI involvement within this action in a more comprehensive manner.
<b>Specific Linkages to the NDP:</b>	This action speaks directly to NDP Chapter 13: 'Building a Capable & Developmental State', and more specifically seeks to strengthen and expand current private sector partnerships with local government. The importance of enhancing the skills and capacity of municipalities is consistently highlighted in the NDP.

<b>Action:</b>	<b>2. Partner with municipalities to address wastewater treatment</b>
<b>Theme:</b>	<b>Water and sanitation</b>
<b>Strategic Objectives:</b>	<ul style="list-style-type: none"> <li>▪ Investigate and pilot innovative methods to finance improved O&amp;M of wastewater facilities</li> <li>▪ Support effective municipal procurement in treatment plant design and rehabilitation, taking into consideration ongoing O&amp;M requirements</li> <li>▪ Share best practices on fit for purpose WWT scheme design and rehabilitation</li> <li>▪ Support skills development and skills transfer across the WWT sector</li> <li>▪ Develop and pilot a replicable packaged solution that enables municipalities to develop or upgrade wastewater treatment facilities in a manner that is financially and institutionally sustainable</li> </ul>
<b>Key Stakeholders:</b>	<ul style="list-style-type: none"> <li>▪ Department of Water and Sanitation (DWS)</li> <li>▪ Water Service Authorities (WSAs)</li> <li>▪ Council for Scientific and Industrial Research (CSIR)</li> <li>▪ Water Research Commission (WRC)</li> <li>▪ Business Leadership South Africa (BLSA)</li> <li>▪ Business Unity South Africa (BUSA)</li> <li>▪ Department of Cooperative Governance and Traditional Affairs (COGTA)</li> <li>▪ National Treasury</li> <li>▪ South African Local Government Association (SALGA)</li> <li>▪ Municipal Infrastructure Support Agent (MISA)</li> <li>▪ Catchment Management Agencies (CMAs)</li> <li>▪ The Trans Caledon Tunnel Authority (TCTA)</li> <li>▪ South African Cities Network (SACN)</li> <li>▪ Development Bank of Southern Africa (DBSA)</li> <li>▪ Private banks and other financial services institutions</li> <li>▪ National Business Initiative (NBI)</li> <li>▪ NBI member companies</li> </ul>



<b>Action:</b>	<b>2. Partner with municipalities to address wastewater treatment</b>
	<ul style="list-style-type: none"> <li>▪ NEPAD Business Foundation (NBF)</li> <li>▪ Strategic Water Partners Network (SWPN)</li> <li>▪ Independent experts and researchers</li> </ul>
<b>Overall Approach to Implementation:</b>	To be oriented through the NBI's existing water and environment programme, and is complementary to Action Plan Item 1: 'Strengthen partnerships between the private sector and local government'. However, additional resourcing is required to implement the WWT action plan outlined in Chapter 5 of this report. A long-term funding proposal will be developed to take forward this action.
<b>Specific Linkages to the NDP:</b>	This action speaks directly to NDP Chapter 4: 'Economic Infrastructure' and seeks to strengthen the role of the private sector in supporting efficient and effective water service delivery more broadly. Improving wastewater infrastructure and management is raised as an important area of work in Chapter 4 of the NDP.

<b>Action:</b>	<b>3. Enhance the relationship between the TVET college sector and industry</b>
<b>Theme:</b>	<b>Education, training &amp; innovation</b>
<b>Strategic Objectives:</b>	<ul style="list-style-type: none"> <li>▪ Define and communicate the TVET college value proposition to learners and industry</li> <li>▪ Identify, showcase and replicate best practices within both public and private TVET colleges in technical skills development</li> <li>▪ Design and offer structured lecturer workplace exposure to ensure that lecturers are familiar with the latest company approaches and techniques</li> <li>▪ Improve the placement of TVET college students and graduates in the private sector, including through structured workplace-based learning programmes and recruitment drives, to support graduate placement and employability</li> <li>▪ Enhance TVET college administration, management and performance</li> <li>▪ Work to address TVET college equipment and infrastructure needs</li> <li>▪ Establish a multi-stakeholder council or 'learning and sharing forum' to scale up known solutions and best practices within specific targeted TVET colleges</li> <li>▪ Foster a shared vision and enabling policy landscape in support of a responsive and effective TVET college sector</li> <li>▪ Working in partnership with industry and pilot colleges, ensure that TVET curricula is up to date and relevant to the work environment</li> <li>▪ Strengthen the role of SETAs in supporting workplace learning</li> </ul>
<b>Key Stakeholders:</b>	<ul style="list-style-type: none"> <li>▪ Department of Higher Education and Training (DHET)</li> </ul>

<b>Action:</b>	<b>3. Enhance the relationship between the TVET college sector and industry</b>
	<ul style="list-style-type: none"> <li>▪ Sector Education and Training Authorities (SETAs)</li> <li>▪ Quality Council for Trades and Occupations (QCTO)</li> <li>▪ TVET Colleges</li> <li>▪ National Business Initiative (NBI)</li> <li>▪ NBI member companies</li> <li>▪ Business Unity South Africa (BUSA)</li> <li>▪ Swiss-South African Co-operation Initiative (SSACI)</li> <li>▪ JET Education Services</li> <li>▪ Centre for Researching Education and Labour (REAL)</li> <li>▪ Harambee</li> <li>▪ Independent experts and researchers</li> <li>▪ Business associations</li> <li>▪ Professional associations</li> <li>▪ The Construction Industry Partnership</li> </ul>
<b>Overall Approach to Implementation:</b>	To be oriented through the NBI's existing social programme, which has a strong focus on encouraging meaningful partnerships between TVET colleges and industry. A key goal of this partnership approach is to support colleges to prepare students for the world of work by offering quality programmes that are responsive to industry needs. However, additional resourcing is required to implement the TVET action plan outlined in Chapter 5 of this report.
<b>Specific Linkages to the NDP:</b>	This action is drawn directly from NDP Chapter 9: 'Improving Education, Training and Innovation'.

<b>Action:</b>	<b>4. Facilitate and take forward dialogue on the role of business in supporting nation building and social cohesion</b>
<b>Theme:</b>	<b>Nation building, transformation and social cohesion</b>
<b>Strategic Objectives:</b>	<ul style="list-style-type: none"> <li>▪ Facilitate dialogue with industry on the role of business in supporting social cohesion, transformation and nation building</li> <li>▪ Through these structured dialogues, identify and assess a range of options that business can engage with and undertake</li> <li>▪ Implement specific options and recommendations emerging out of consultations with business</li> </ul>
<b>Key Stakeholders:</b>	<ul style="list-style-type: none"> <li>▪ Private sector partners</li> <li>▪ The Presidency</li> <li>▪ National Planning Commission</li> <li>▪ Department of Arts and Culture (DAC)</li> <li>▪ Department of Labour (DoL)</li> <li>▪ Department of Trade and Industry (the dti)</li> <li>▪ South African Human Rights Commission (SAHRC)</li> </ul>

Action:	4. Facilitate and take forward dialogue on the role of business in supporting nation building and social cohesion
	<ul style="list-style-type: none"> <li>Provincial government</li> <li>National Business Initiative (NBI)</li> <li>NBI member companies</li> <li>Business Unity South Africa (BUSA)</li> <li>Human Sciences Research Council (HSRC)</li> <li>Independent experts and researchers</li> </ul>
Overall Approach to Implementation:	Delivered through the NBI's existing staff complement and programme. The NBI's Thought Leadership Series (TLS) will be employed to canvass initial business inputs. Thereafter, additional focused dialogues to take place to identify priority areas in which business can play a meaningful role.
Specific Linkages to the NDP:	This action speaks directly to NDP Chapter 15: 'Transforming society and uniting the country', and more specifically seeks to strengthen the role of the private sector in delivering Outcome 14 of the MTSF: 'Nation Building and Social Cohesion'.

Action:	5. Incorporate a greater share of gas in the energy mix
Theme:	Energy
Strategic Objectives:	<ul style="list-style-type: none"> <li>Collate the wide range of existing studies on this topic</li> <li>Facilitate a transparent debate concerning the potential role of different technologies and resource options in the future national energy mix</li> <li>Outline the role that gas could play in the South African economy, including through the import of liquefied natural gas, primarily for power generation</li> <li>Engage with policymakers around the role of gas in the national energy mix, both in the short and medium-term</li> <li>Identify opportunities for the private sector to implement non-independent power producer gas options, in support of the overall gas economy</li> </ul>
Key Stakeholders:	<ul style="list-style-type: none"> <li>Department of Energy (DoE)</li> <li>Department of Trade and Industry (the dti)</li> <li>Eskom and Independent Power Producers (IPPs)</li> <li>Southern African Power Pool (SAPP)</li> <li>SADC Secretariat and SADC Member States</li> <li>National Treasury</li> <li>South Africa National Energy Development Institute (SANEDI)</li> <li>National Business Initiative (NBI)</li> <li>NBI member companies</li> </ul>

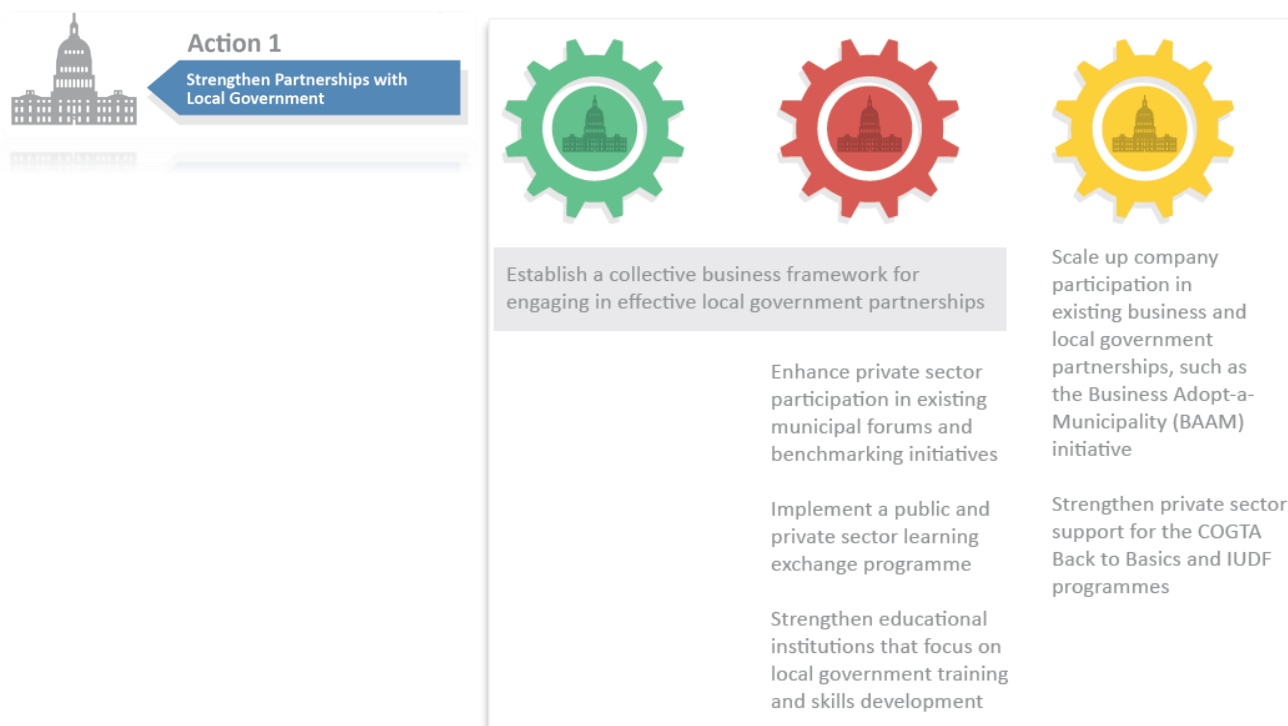
<b>Action:</b>	<b>5. Incorporate a greater share of gas in the energy mix</b>
	<ul style="list-style-type: none"> <li>▪ Business Unity South Africa (BUSA)</li> <li>▪ Energy Intensive User Group (EIUG)</li> <li>▪ Green Cape</li> <li>▪ Private sector partners</li> <li>▪ Independent experts and researchers</li> </ul>
<b>Overall Approach to Implementation:</b>	To be oriented through the NBI's energy scenarios project launched in February 2016. This project, entitled 'Framework for Sustainable Energy Opportunities in South Africa', aims to establish a sustainable, long-term view on collective energy development opportunities in South Africa, based on a process of collaborative business and society engagement.
<b>Specific Linkages to the NDP:</b>	This action is drawn directly from NDP Chapter 4: 'Economic Infrastructure'.

<b>Action:</b>	<b>6. Cross-cutting role of the NBI in supporting collaboration</b>
<b>Theme:</b>	<b>Cross-cutting</b>
<b>Strategic Objectives:</b>	<ul style="list-style-type: none"> <li>▪ Identify and map existing company NDP initiatives that can be scaled up, or that could benefit from collaborative business action</li> <li>▪ Develop informal collaboration forums and networks, where appropriate</li> <li>▪ Establish and coordinate working groups on key areas of company alignment</li> <li>▪ Identify further funding and project up-scaling requirements</li> <li>▪ Foster business to business learning and partnerships, as well as collaborative engagements between the public and private sector</li> </ul>
<b>Key Stakeholders:</b>	<ul style="list-style-type: none"> <li>▪ NBI</li> <li>▪ NBI member companies</li> <li>▪ Private sector partners</li> <li>▪ Relevant public sector departments and agencies</li> </ul>
<b>Overall Approach to Implementation:</b>	Delivered through the NBI's existing role in supporting collaboration between the public and private sector, as well as current efforts to support business to business engagement and knowledge sharing.
<b>Specific Linkages to the NDP:</b>	Clearly this action is not drawn from the NDP, but rather speaks to providing support to a wide range of NDP thematic areas. Given the NBI's current areas of work, collaboration will primarily be sought in the following areas: post-school education and skills development, transparency and anti-corruption, energy, water and environmental sustainability.

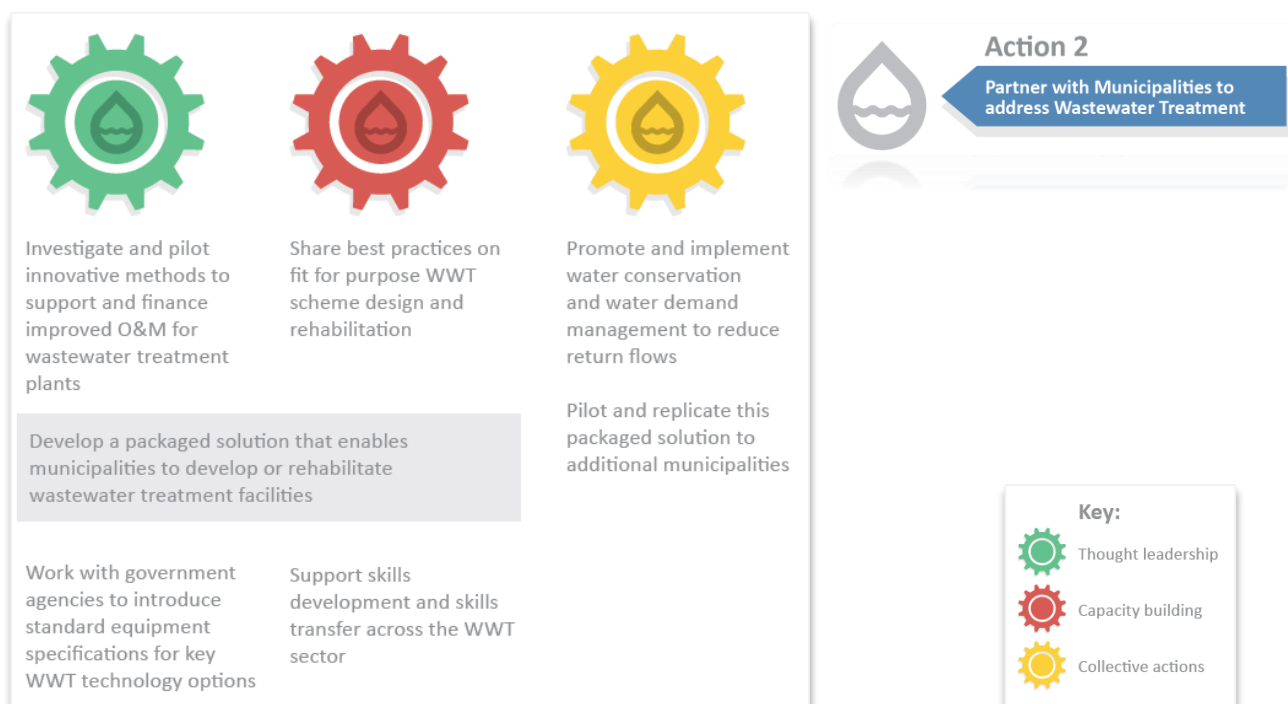
## 4.3 Top 6 Actions: Summary of Key Outputs

Provided below is a high-level summary of the key outputs to be achieved for each of the top 6 actions. This summary also indicates whether an output relates to the work areas of *Thought Leadership*, *Capacity Building* or *Collective Action*, which can in a sense be seen as a maturity spectrum. For example, Actions 4 and 6 are considered less mature and therefore require more thought leadership.

### 1. Strengthen partnerships between the private sector and local government



### 2. Partner with municipalities to address wastewater treatment



### 3. Enhance the relationship between the TVET college sector and industry



#### Action 3

Enhance Relationships between TVET Colleges and Industry



Define and communicate the TVET college value proposition to learners and industry

Build a shared vision for the TVET sector



Identify, showcase and disseminate best practices

Facilitate structured lecturer workplace exposure

Offer structured workplace-based learning for students

Offer structured workplace-based learning for TVET college graduates



Establish a multi-stakeholder National TVET Council

Identify key curriculum requirements in two fields of study where there is economic growth

Enhance college administration, management and performance

Identify and address TVET college equipment and infrastructure needs

Strengthen the role of SETAs in supporting workplace learning

### 4. Support nation building and social cohesion



Engage with business to identify the options available to support nation building, transformation and social cohesion

Engage with a wider range of stakeholders, through the UN Global Compact Platform, to identify options available to support nation building, transformation and social cohesion



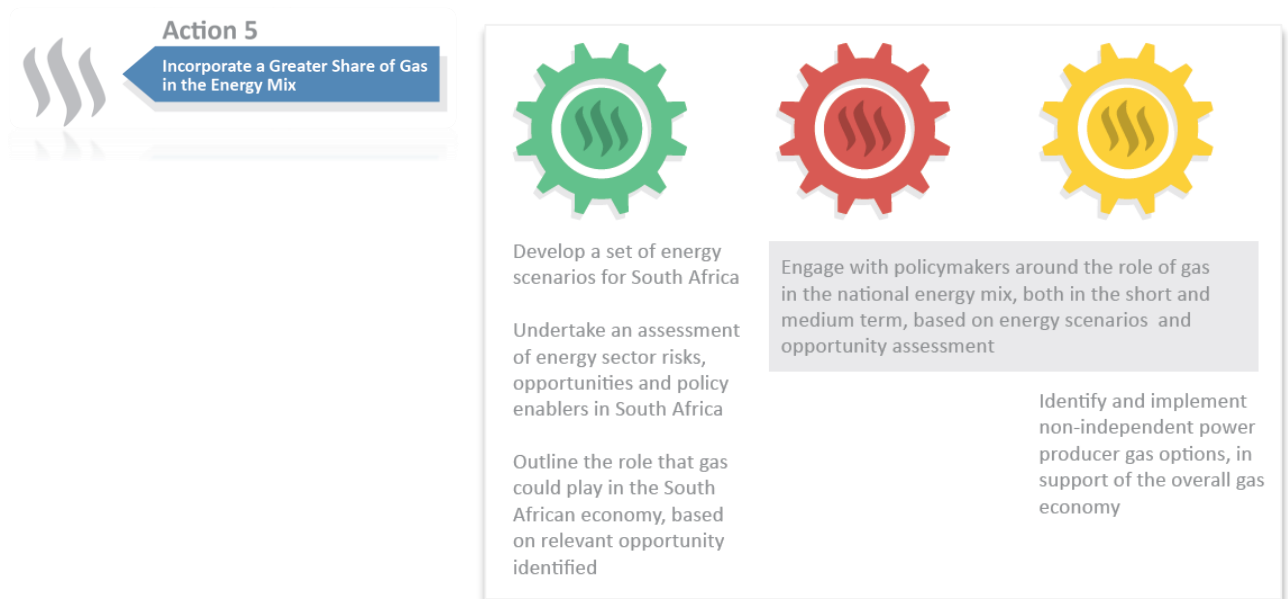
Implement specific options and recommendations emerging out of the consultation process



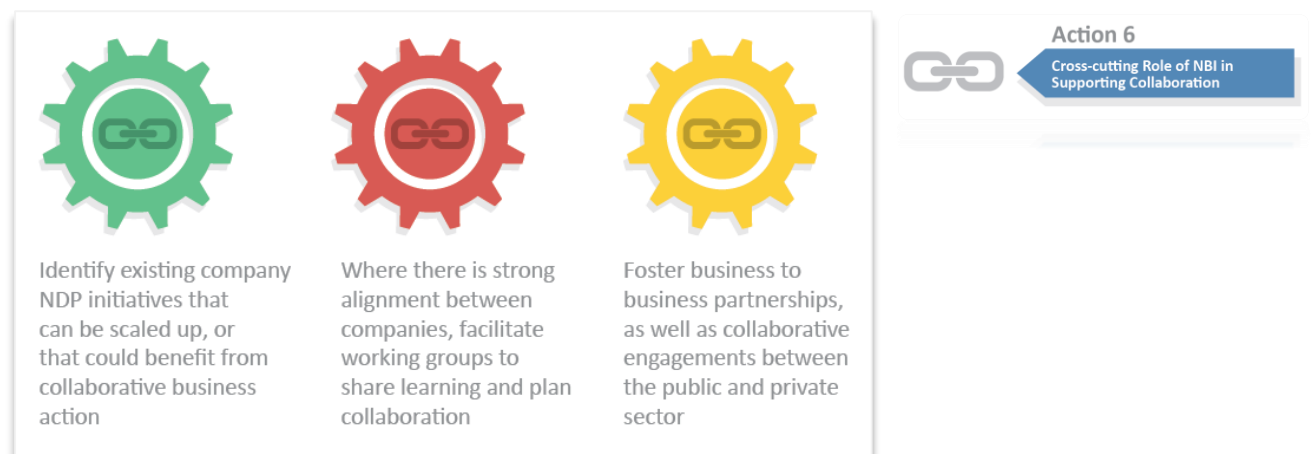
#### Action 4

Support Nation Building and Social Cohesion

## 5. Incorporate a greater share of gas in the energy mix



## 6. Cross-cutting role of the NBI in supporting collaboration



## 5 Company Engagement

### 5.1 Promoting Collaboration

As stated earlier, cooperation and partnership will form the ultimate basis of success in implementing this Action Plan. With this in mind, the NBI will undertake a process of disseminating the Action Plan across NBI members and the private sector more broadly (including through email-based notifications, social media, the NBI website and newsletter, as well as formal and informal engagements) to ensure that key role-players are aware of the plan and its focus areas. The summary project infographics can also be accessed [here](#).

**In addition, please contact us if:**

1. Your company has a specific interest in one of the top 6 actions
2. Your company is involved in an NDP activity that could benefit from scale or partnership (as part of the NBI's cross-cutting role in supporting collaboration)
3. You would like to provide input on the Action Plan

Our contact details are provided below.

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## 6 The NDP Business Action Plan

### 6.1 Using this Action Plan

To understand the scope of this Action Plan and obtain the most out of it, please note the following key points:

- This Action Plan is focused on *business* action and areas of involvement, with an emphasis on companies, business associations and partnerships involving the private sector
- It is expressly acknowledged that a range of additional activities may be required (or are being led) by the public sector and civil society, however these activities fall outside of the scope of the plan below
- The Action Plan is viewed as a basis for discussion and starting point for collaboration. Additions and refinements to the plan are welcomed
- The timeframes outlined below are indicative estimates for achieving reasonable implementation of a specific activity. It is recognised that many activities will be ongoing following initial implementation
- The implementation plan for each of the top 6 actions moves from short-term to medium-term activities. In other words, those activities considered easiest to achieve in the short-term are listed first for each action
- Finally, the Action Plan below further indicates whether a specific output is underway, ready for implementation or requiring funding to facilitate its enactment. Where funding is required, the NBI will work to identify appropriate funding sources and assist in developing funding proposals, in conjunction with other key stakeholders as appropriate

## 6.2 The NDP Business Action Plan

The overall implementation plan for the 6 top actions is provided below.

1. Strengthen partnerships between the private sector and local government					
Output	Activities	Potential Partners	Timeframe	Status	Comment
1.1 Scale up company participation in existing business and local government partnerships, such as the Business Adopt-a-Municipality (BAAM) initiative	<ul style="list-style-type: none"> <li>Share the BAAM approach and documentation with prospective private sector partners, to identify typical partnership methods and roles and responsibilities</li> <li>Engage with additional companies with a view to increasing private sector participation in the BAAM programme</li> <li>Explore opportunities for companies to engage in areas related to water and sanitation provision, roads and municipal billing</li> <li>Identify other business and local government partnerships and evaluate opportunities for additional company involvement</li> </ul>	BAAM NBI NBI members COGTA SALGA Private companies Business associations	1 year	Ready for implementation	<ul style="list-style-type: none"> <li>BAAM is in the process of being extended to 54 municipalities in South Africa</li> </ul>
1.2 Strengthen private sector support for the COGTA Back to Basics (B2B) and IUDF programmes	<ul style="list-style-type: none"> <li>Work with COGTA to identify and scope out areas where private sector partnership on B2B and IUDF could be of value</li> <li>Where of use, run collaborative risk and opportunity assessments with municipalities and their respective local industries, to identify areas of shared risk and potential shared benefit (including identifying specific collaboration opportunities)</li> <li>Pilot company involvement in agreed upon collaboration areas</li> </ul>	NBI NBI members BAAM COGTA SALGA SACN Private companies Business associations	1 year	Underway for Back to Basics, via the BAAM programme	<ul style="list-style-type: none"> <li>Business engagement with COGTA could build on the existing relationship between BAAM and the B2B programme, where appropriate</li> </ul>
1.3 Enhance private sector participation in existing municipal forums and benchmarking initiatives	<ul style="list-style-type: none"> <li>Raise awareness of the Green Drop, Blue Drop, No Drop and Municipal Benchmarking Initiative (MBI) programmes underway, as well as State of South African Cities reporting, amongst other initiatives</li> </ul>	SWPN SALGA SACN NBI	1 year	Ready for implementation	<ul style="list-style-type: none"> <li>The Municipal Benchmarking Initiative is led by SALGA with support</li> </ul>

## 1. Strengthen partnerships between the private sector and local government

Output	Activities	Potential Partners	Timeframe	Status	Comment
	<ul style="list-style-type: none"> <li>Encourage private sector support and participation in these respective forums and initiatives, including as an area of potential collaboration</li> </ul>	NBI members Private companies Business associations DWS			from the WRC, and focuses on water services
1.4 Implement a public and private sector learning exchange programme	<ul style="list-style-type: none"> <li>Identify companies and business associations with the requisite ability and impetus to support a municipal learning exchange programme</li> <li>Identify individual company mentors (including retired personnel) and agree man hours to be committed in priority areas</li> <li>Provide training to prospective company mentors and secondees on the fundamentals of local government administration, as well as employee mentorship and upskilling</li> <li>Undertake pilot coaching and mentorship programme of municipal management, technical and financial planning employees in targeted municipalities, where suitable skills and experience exist within the private sector</li> <li>Investigate the secondment of business employees to surrounding municipalities for an agreed upon period and days per week, and implement where appropriate</li> </ul>	NBI NBI members Private companies Business associations BAAM COGTA SALGA SACN MISA ECSA SAICE Local Government SETA Training providers	1-2 years	Funding required	<ul style="list-style-type: none"> <li>This process of learning exchange could form part of business support for the COGTA B2B and IUDF programmes, where appropriate</li> </ul>
1.5 Establish a collective business framework for engaging in effective local government partnerships	<ul style="list-style-type: none"> <li>Develop an overarching partnership framework and 'guide' that outlines areas of potential private sector partnership with local government, the legislative context and viable partnership models within this context, roles and responsibilities and specific targeted opportunities</li> </ul>	NBI NBI members Private companies Business associations BLSA	1-2 years	Funding required	<ul style="list-style-type: none"> <li>Proposed that NDP Action Plan inform development of this collective business framework</li> </ul>

## 1. Strengthen partnerships between the private sector and local government

Output	Activities	Potential Partners	Timeframe	Status	Comment
	<ul style="list-style-type: none"> <li>Raise awareness of this framework with key stakeholders, to help foster future collaboration based on targeted opportunities</li> </ul>	BUSA COGTA SACN National Treasury			<ul style="list-style-type: none"> <li>Framework further informed by business and COGTA engagements</li> </ul>
1.6 Strengthen educational institutions that focus on local government training and skills development	<ul style="list-style-type: none"> <li>Relevant partners to support workplace exposure within municipalities for students and lecturers based at local government oriented educational institutions</li> <li>Companies and business associations to provide additional support to existing local government training colleges and centres of learning, where feasible</li> </ul>	NBI NBI members Private companies Business associations Harambee Universities Training academies TVET colleges	1-5 years	Ready for implementation	<ul style="list-style-type: none"> <li>A number of organisations, such as UNISA, Harambee, Rand Water Academy, WISA and the FirstRand Group are involved in local government related education, training and workplace exposure</li> </ul>

## 2. Partner with municipalities to address wastewater treatment

Output	Activities	Potential Partners	Timeframe	Status	Comment
2.1 Investigate and pilot innovative methods to support and finance improved O&M for wastewater treatment plants	<ul style="list-style-type: none"> <li>Investigate innovative approaches to finance improved O&amp;M for WWT plants</li> <li>Pilot innovative approaches to finance improved O&amp;M, where feasible</li> </ul>	BLSA BUSA BBC NBI National Treasury	1 year for preliminary work; 2-3 years for pilot rollout	Preliminary work underway	
2.2 Promote and implement water conservation and water demand management to reduce return flows	<ul style="list-style-type: none"> <li>Companies to implement water audits and water demand management programmes within their operations</li> <li>Companies to implement water metering, monitoring and targeting systems to support conservation efforts</li> </ul>	SWPN NCPC Private companies NBI DWS NCPC BUSA	1-2 years	Underway	<ul style="list-style-type: none"> <li>The NCPC is in the process of establishing an Industrial Water Efficiency Programme, which should be in place by the second half of 2016</li> </ul>
2.3 Share best practices on fit for purpose WWT scheme design and rehabilitation	<ul style="list-style-type: none"> <li>Outline a set of best practices that identify the importance of technology choice in ensuring effective WWT functioning, including from an ongoing O&amp;M perspective</li> </ul>	NBI Municipalities SALGA WRC CSIR BLSA	1-2 years	Ready for implementation	<ul style="list-style-type: none"> <li>A best practices brochure can be used to outline appropriate technology choices that align with varying municipal contexts and treatment capacity requirements</li> </ul>
2.4 Support skills development and skills transfer across the WWT sector	<ul style="list-style-type: none"> <li>Engage MISA on the establishment of a Technical Advisory Group to support effective municipal procurement in WWTW design and rehabilitation, taking into consideration future O&amp;M requirements</li> <li>Make use of the proposed 'learning exchange programme' outlined in Output 1.4 above, with specific emphasis on the effective management of WWTWs</li> </ul>	SWPN NBI MISA Municipal engineers BLSA National Treasury SACN	1-5 years	Ready for implementation	<ul style="list-style-type: none"> <li>Strong procurement processes and fit for purpose design are key to ensuring effective WWTW development or rehabilitation</li> </ul>

## 2. Partner with municipalities to address wastewater treatment

Output	Activities	Potential Partners	Timeframe	Status	Comment
2.5 Develop a packaged solution that enables municipalities to develop or rehabilitate wastewater treatment facilities in a financially and institutionally sustainable manner	<ul style="list-style-type: none"> <li>Review the annual reports of municipalities as a basis for identifying key issues and areas of municipal need in order to reach Green Drop compliance</li> <li>Develop a packaged solution to advance green drop performance, focusing on the following key elements: <ul style="list-style-type: none"> <li>Robust governance and procurement processes, including the provision of technical input</li> <li>Appropriate technology choice</li> <li>Municipal skills development requirements</li> <li>Infrastructure financing and financial management</li> <li>O&amp;M, including financing and opportunities for local maintenance where appropriate</li> <li>Monitoring and evaluation</li> </ul> </li> <li>Identify, assess and prioritise 2-3 municipalities for pilot rollout</li> <li>Develop and implement agreed upon packaged solution in the form of a programme business plan</li> </ul>	NBI NBI members DWS CSIR SWPN Municipalities WRC BLSA COGTA SALGA DBSA National Treasury Financial institutions	2-3 years	Funding required	<ul style="list-style-type: none"> <li>Annual reports to provide a pragmatic assessment of municipal finances and any related issues impacting WWTWs</li> </ul>
2.6 Pilot and replicate this packaged solution to additional municipalities	<ul style="list-style-type: none"> <li>Review findings of pilot project and assimilate lessons learnt</li> <li>Extend scale of project to an additional 2-3 municipalities, replicating further as appropriate</li> </ul>	'As above for Output 2.5'	3-5 years	Funding required	
2.7 Work with government agencies to introduce standard equipment specifications for key WWT technology options	<ul style="list-style-type: none"> <li>Investigate the use of standard equipment specifications for key WWT technology options, in order to reduce maintenance costs and support local maintenance capacity/scalable job creation</li> <li>Work with TVET colleges to train people on supporting these standard technology options</li> </ul>	CSIR Municipalities DWS SWPN NBI WRC BLSA Technology providers	3-5 years	Funding required	

### 3. Enhance relationships between TVET colleges and industry

Output	Activities	Potential Partners	Timeframe	Status	Comment
3.1 Define and communicate the TVET college value proposition to learners and industry	<ul style="list-style-type: none"> <li>Expose high school learners to the options available in the post-school TVET sector</li> <li>Map the areas of competency/specialisation of TVET colleges against company needs</li> <li>Develop and communicate the TVET sector's value proposition to industry, including outlining the role and benefits of the sector, as well as identifying strong TVET colleges and their areas of specialisation</li> </ul>	TVET Colleges DHET NBI NBI members Private companies Business associations Independent experts	1 year	Ready for implementation	
3.2 Identify, showcase and disseminate best practices	<ul style="list-style-type: none"> <li>Establish a National Technical and Vocational Skills Award that recognises leading skills development practice in both the public and private TVET college sector</li> <li>Publish case studies of best practices in TVET skills development</li> <li>Undertake research on existing TVET college and industry partnerships, to identify innovation that can be replicated</li> <li>Establish an online social media group /website for sharing information on relevant best practices, where beneficial</li> <li>Disseminate case studies and best practices within key constituencies, including a multi-stakeholder National TVET Council</li> </ul>	DHET NBI NBI members Private companies SETAs TVET Colleges	1 year	Funding required	<ul style="list-style-type: none"> <li>The establishment of a National TVET Council is proposed under Output 3.6</li> <li>Depending on its organisational efficacy, specific elements of this TVET Action Plan could be included within the Council's Work Plan</li> </ul>
3.3 Facilitate structured lecturer workplace exposure	<ul style="list-style-type: none"> <li>Partner with companies to provide workplace exposure for lecturers in sectors that drive economic growth in order to expose lecturers to the latest industry developments</li> <li>Create a platform for lecturers to provide feedback to TVET colleges on experience gained in the workplace,</li> </ul>	NBI NBI members Private companies TVET Colleges Business associations	1 year	Funding required	

### 3. Enhance relationships between TVET colleges and industry

Output	Activities	Potential Partners	Timeframe	Status	Comment
	in order to influence curriculum development, teaching and learning				
3.4 Offer structured workplace-based learning for students	<ul style="list-style-type: none"> <li>Design and implement a structured workplace-based learning programme for students in-training</li> <li>Identify companies to offer structured workplace-based learning for students</li> </ul>	NBI NBI members Project Steering Committee Private companies SETAs Placement agencies Harambee	2-3 years	Funding required	<ul style="list-style-type: none"> <li>An interim multi-stakeholder Project Steering Committee is proposed to guide specific activities. This body could also help establish the National TVET Council, where appropriate</li> </ul>
3.5 Offer structured workplace-based learning for TVET college graduates	<ul style="list-style-type: none"> <li>Design and implement a structured workplace-based learning programme for graduates</li> <li>Identify companies to offer structured workplace-based learning for graduates</li> </ul>	NBI NBI members Project Steering Committee Private companies SETAs Placement agencies Harambee	2-3 years	Funding required	
3.6 Establish a multi-stakeholder National TVET Council	<ul style="list-style-type: none"> <li>Develop a work plan for the National TVET Council, focusing on scaling up known and innovative solutions and best practices in targeted TVET colleges</li> <li>Establish a multi-stakeholder National TVET Council / Learning Forum to implement the agreed upon work plan over a period of two years</li> <li>Upon delivery within the targeted colleges, assimilate learnings and replicate work plan within additional TVET colleges, as required</li> </ul>	DHET NBI NBI members Project Steering Committee Private companies TVET Colleges Independent experts	2-3 years	Funding required	<ul style="list-style-type: none"> <li>This proposed Council could function more informally as a multi-stakeholder learning and sharing forum</li> </ul>



### 3. Enhance relationships between TVET colleges and industry

Output	Activities	Potential Partners	Timeframe	Status	Comment
3.7 Identify key curriculum requirements in two fields of study where there is economic growth	<ul style="list-style-type: none"> <li>Consult with companies and business associations in the relevant sectors to identify the current and future skills needed by industry</li> <li>Working with DHET, QCTO, SETAs, TVET colleges and the private sector, agree on revisions and areas of improvement required within TVET curricula</li> <li>Package the lessons learnt from this process for replication in other sectors / economic growth areas</li> </ul>	NBI NBI members Project Steering Committee Private companies Business associations DHET, QCTO, SETAs, TVET Colleges Independent experts	2-3 years	Funding required	
3.8 Build a shared vision for the TVET sector	<ul style="list-style-type: none"> <li>Through a series of structured dialogues, and taking into account the TVET College Turnaround Strategy, establish a TVET Sector Charter focused on outlining a shared vision, objectives and success indicators for the TVET college sector, including the respective roles of key stakeholders</li> <li>In light of the above, develop performance indicators for the TVET college sector, focusing specifically on preparing students for the world of work</li> </ul>	DHET TVET Colleges NBI NBI members Project Steering Committee Private companies Business associations Independent experts	2-3 years	Ready for implementation	
3.9 Enhance college administration, management and performance	<ul style="list-style-type: none"> <li>Taking into account the TVET College Turnaround Strategy and working with the public and private sector, agree on additional approaches to improve the overall administration, management and performance of TVET colleges</li> <li>Investigate the use of modernised delivery models, including online training modules and learner programmes</li> </ul>	NBI NBI members Project Steering Committee Private companies Business associations DHET TVET Colleges Independent experts	2-5 years	Funding required	

### 3. Enhance relationships between TVET colleges and industry

Output	Activities	Potential Partners	Timeframe	Status	Comment
	<ul style="list-style-type: none"> <li>Partnering with the private sector, implement specific additional measures at pilot TVET colleges, where appropriate, based on agreed upon areas of focus</li> </ul>				
3.10 Identify and address TVET college equipment and infrastructure needs in two fields of study where there is economic growth	<ul style="list-style-type: none"> <li>Identify equipment and infrastructure needs within TVET colleges, and prioritise specific colleges for refurbishment</li> <li>Engage with companies linked to specific TVET colleges regarding potential support in the upgrading of facilities at poorly resourced colleges</li> <li>Work with national government to address key gaps in college refurbishment</li> </ul>	TVET Colleges DHET NBI NBI members Private companies Business associations	2- 5 years	Funding required	<ul style="list-style-type: none"> <li>Companies active in a specific sector or geographical area may wish to collaborate in supporting the upgrade of a specific TVET college</li> </ul>
3.11 Strengthen the role of SETAs in supporting workplace learning	<ul style="list-style-type: none"> <li>Partner with SETAs to strengthen their ability to disburse skills development funding and thereby enhance the ability of companies, particularly SMMEs, to take more learners for workplace-based learning and internships</li> </ul>	DHET SETAs NBI Independent experts	2-5 years	Funding required	

#### 4. Facilitate and take forward dialogue on the role of business in supporting nation building and social cohesion

Output	Activities	Potential Partners	Timeframe	Status	Comment
4.1 Engage with business to identify the options available to support nation building, transformation and social cohesion	<ul style="list-style-type: none"> <li>Host 2-3 dedicated seminars with business to identify possible approaches and options</li> <li>Review current public sector and civil society efforts for potential partnership opportunities</li> <li>Assess the options and opportunities identified for their relevance, viability and efficacy</li> </ul>	NBI NBI member companies Wider South African business Business associations Independent experts	1 year	Ready for implementation	<ul style="list-style-type: none"> <li>The NBI's Thought Leadership Series can be employed to support member-based dialogue and initial identification of potential approaches</li> </ul>
4.2 Engage with a wider range of stakeholders, through the UN Global Compact Platform, to identify options available to support nation building, transformation and social cohesion	<ul style="list-style-type: none"> <li>Working with the UNGC, test options for supporting nation building and social cohesion within business and the workplace, in the context of the SDGs</li> </ul>	NBI NBI member companies UNGC Wider South African business Independent experts	1 year	Ready for implementation	<ul style="list-style-type: none"> <li>Review MTSF Outcome 14: 'Nation Building and Social Cohesion' for additional collaboration opportunities</li> </ul>
4.3 Implement specific options and recommendations emerging out of the consultation process	<ul style="list-style-type: none"> <li>Develop a work plan identifying 2-3 key interventions or approaches to be taken forward on an ongoing basis</li> <li>Identify and communicate actions that can be taken forward by companies in their individual capacity</li> <li>Working through industry champions, implement key specific options and recommendations across business</li> <li>Partner with relevant public sector and civil society programmes, where appropriate</li> </ul>	NBI NBI member companies Wider South African business Business associations The Presidency DAC The dti SAHRC Provincial Government	2-3 years	Ready for implementation	<ul style="list-style-type: none"> <li>Issues covered could include addressing racism, power relations in the workplace, supplier development of SMMEs, transformation and Black Economic Empowerment, as well as the role of the NDP and SDGs internally within companies</li> </ul>

## 5. Incorporate a greater share of gas in the energy mix

Output	Activities	Potential Partners	Timeframe	Status	Comment
5.1 Develop a set of energy scenarios for South Africa	<ul style="list-style-type: none"> <li>Develop 3-4 plausible <i>socio-economic</i> scenarios for South Africa, based on identified socio-economic drivers and uncertainties</li> <li>Develop a set of <i>energy</i> scenarios for the country, informed by socio-economic scenarios as well as energy sector drivers and uncertainties</li> </ul>	NBI Project Steering Committee NBI member companies	1 year	Underway	<ul style="list-style-type: none"> <li>NBI commenced with its national energy scenarios process in February 2016. The project steering committee has been established</li> </ul>
5.2 Undertake an assessment of energy sector risks, opportunities and policy enablers in South Africa	<ul style="list-style-type: none"> <li>Working through NBI members, identify key risks and opportunities from an energy sector perspective</li> <li>Explore options and work to understand members' views on the viability of specific opportunities</li> <li>Engage with NBI member companies to consider collaborative, collective action opportunities within the energy sector</li> </ul>	NBI Project Steering Committee NBI member companies	1 year	Underway	<ul style="list-style-type: none"> <li>This output forms part of the NBI national energy scenarios process</li> </ul>
5.3 Outline the role that gas could play in the South African economy, based on relevant opportunity identified	<ul style="list-style-type: none"> <li>Draw out the specific scenarios and opportunities pertaining to gas in the future energy mix, based on energy scenarios and NBI member opportunity assessment</li> </ul>	NBI Project Steering Committee NBI member companies	1 year	Ready for implementation	
5.4 Engage with policymakers around the role of gas in the national energy mix, both in the short and medium-term, based on energy scenarios and opportunity assessment	<ul style="list-style-type: none"> <li>Consult with DoE and the dti around the specific gas opportunity identified (where relevant)</li> </ul>	NBI Project Steering Committee NBI member companies Business associations DoE The dti	1 year	Ready for implementation	<ul style="list-style-type: none"> <li>Both DoE and the dti are currently engaged in work to consider the role of gas in the future energy mix</li> </ul>

## 5. Incorporate a greater share of gas in the energy mix

Output	Activities	Potential Partners	Timeframe	Status	Comment
5.5 Identify and implement non-independent power producer gas options, in support of the overall gas economy	<ul style="list-style-type: none"> <li>Business to identify, evaluate and implement viable opportunities for employing gas in fuel switching and power generation for own use</li> <li>Business to also consider the development of grid-based power projects, where appropriate</li> </ul>	Private companies NBI NBI member companies DoE The Dti	1-5 years	Ready for implementation; can be fast-tracked through policy and financial enablers	<ul style="list-style-type: none"> <li>A review of the Integrated Resource Plan is currently underway by DoE. This review will inform future grid-based gas to power opportunities</li> </ul>

## 6. Cross-cutting role of the NBI in supporting collaboration

Output	Activities	Potential Partners	Timeframe	Status	Comment
6.1 Identify existing company NDP initiatives that can be scaled up, or that could benefit from collaborative business action	<ul style="list-style-type: none"> <li>Review company annual/integrated/sustainability reports for relevant interventions</li> <li>Use face to face engagements to identify potential company collaboration opportunities</li> <li>Draw together specific companies where relevant to engage on areas of shared opportunity</li> </ul>	NBI NBI member companies	1-2 years	Ready for implementation	<ul style="list-style-type: none"> <li>Themed lunches or dinners pertaining to a particular topic or region could be used to outline collaboration opportunities</li> </ul>
6.2 Where there is strong alignment between companies, facilitate working groups to share learning and plan collaboration	<ul style="list-style-type: none"> <li>Develop and maintain informal networking and communication channels in relation to specific topics, projects or regions, where beneficial</li> <li>Establish and coordinate working groups on key areas of company alignment, to facilitate scaled implementation</li> </ul>	NBI NBI member companies Private sector partners	1-2 years	Ready for implementation	
6.3 Foster business to business partnerships, as well as collaborative engagements between the public and private sector	<ul style="list-style-type: none"> <li>Host seminars on relevant topics that outline company best practices, in support of knowledge sharing and business to business learning</li> <li>Identify further funding and project up-scaling requirements</li> <li>Evaluate opportunities for innovative and pooled financing of collective action projects</li> <li>Facilitate public and private sector linkages on an <i>ad hoc</i> basis, as identified</li> <li>Pilot a promising business and government collaboration drawing on areas of shared risk and opportunity</li> </ul>	NBI NBI member companies Private sector partners Relevant public sector departments and agencies	1-2 years	Ready for implementation	<ul style="list-style-type: none"> <li>A variety of company best practices to be communicated and discussed, including through the NBI's Thought Leadership Series (TLS)</li> </ul>



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The National Business Initiative is a voluntary coalition of South African and multinational companies, working towards sustainable growth and development in South Africa and the shaping of a sustainable future through responsible business action. Since our inception in 1995, the NBI has made a distinct impact in the spheres of housing delivery, crime prevention, local economic development, public sector capacity building, further education and training, schooling, public private partnerships, energy efficiency and climate change.

The NBI is a global network partner of the World Business Council for Sustainable Development (WBCSD), the focal point of the United Nations Global Compact (UNGC) Local Network in South Africa and an implementation partner of We Mean Business, the CEO Water Mandate and CDP.

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