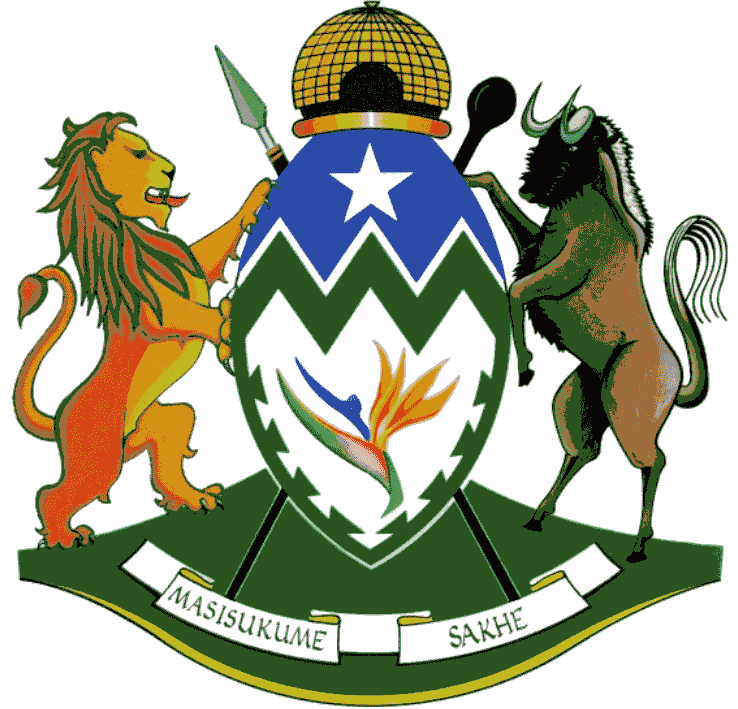
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Fall



**KWAZULU-NATAL**

**PROVINCIAL PLANNING COMMISSION**

**DRAFT**

**FRAMEWORK FOR**

**PROVINCIAL GROWTH AND   
DEVELOPMENT STRATEGY**

**2021**

Inputs and suggestions can be emailed to:

Sithembile Myeza

[sithembile.myeza@kznpremier.gov.za](mailto:sithembile.myeza@kznpremier.gov.za)

Dawn Dorning

[dawn.dorning@kznpremier.gov.za](mailto:dawn.dorning@kznpremier.gov.za)

**For Consultation**

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# Executive Summary

**The introductory observations and policy context is dealt with in Chapter 1 of this PGDS**

When the first Provincial Growth and Development Strategy (PGDS) was developed and adopted in 2011, all growth and development partners and stakeholders in the Province of KwaZulu-Natal unanimously agreed that that the growth and development of this Province will at all times be guided and directed by a long term Vision and Strategy. It was agreed that since the growth and development of this Province is the collective responsibility of government, business, labour and civil society that there should be a collective vision and strategy to ensure that all partners and stakeholders are clear about where this Province is heading to and how it intends to get there.

The approach followed with the review of this version, the 2021 PGDS, was one of firstly acknowledging that that the Province has been actively pursuing the implementation of a Provincial Growth and Development Strategy, fully aligned to the National Development Plan, since 2011. This Strategy Review therefore does not set everything aside that was done since 2011, but recognises the fact that the implementation of this Strategy remains work in progress. It also acknowledges the fact that as much as strategy is critical to determine priority actions and to provide direction for integrated and coordinated action, it also has to provide clear direction for transitioning from planning to implementation.

It is obviously important and essential for a provincial policy document, such as the PGDS, to be reflective of and aligned to international and national policy imperatives. It is for this reason that a this review of the 2021 PGDS was initiated by a detailed policy scan to identify significant policy shifts which may have occurred since the last review in 2016. This version of the PGDS now responds directly to *inter alia* policy directives captured in the:

* United Nations Millennium Development Goals;
* African Unity Programme Goals 2063;
* National Development Plan (NDP);
* 2019 -2024 Medium Term Strategic Framework (MTSF);
* Eight Provincial Priorities as announced by the leadership of the Sixth Administration;
* Spatial Planning and Land Use Management (SPLUMA) Principles;
* KZN Radical Socio-Economic Transformation Programme;
* Operation Sukuma Sakhe (OSS) Principles; and
* The District Development Model (DDM) as a new approach to district level integration.

**The strategic situational analysis underpinning this version of the PGDS is outlined in Chapter 2**

The Review is this 2021 PGDS was further guided by a high level situational or strategic analysis of where it is that the Province currently finds itself, which was predominantly informed by recent studies and empirical reports on the successes and failures in the implementation of the Provincial Strategy adopted in 2011 and refined in 2016, as well as perception surveys done to determine the priority areas or issues the citizens of this Province expects a reviewed strategy to address. The situational analysis underpinning this strategy review can therefore be found in:

* The National 25 Year Review;
* The Stats SA 2015 and 2018 Citizen Satisfaction Surveys
* The 2014 – 2019 Provincial Performance Review
* The 2020 KZN Socio-Economic Overview
* A High level analysis of the impact of COVID
* Consultation Input and Comments from Development Partners
* High Level Status Quo based on Sustainability Matrix focussing on the following landscapes as they pertain to the Province:
  + Environmental Resilience;
  + Human Development and Social Capital;
  + Economic Development;
  + Infrastructure;
  + Spatial development; and
  + Governance.

**The Vision, Mission and Provincial Priorities, as captured in the revised framework for the 2021 PGDS is outlined in Chapter 3**

Based on an assessment of the current policy environment and the strategic analysis of the provincial status quo, as well as a deep understanding that the Province of KwaZulu-Natal is part of a bigger and overarching National growth and development process, as reflected in the National Development Plan (NDP), there has been absolute consensus on the need to ensure that the Provincial long term Vision and Strategy of the Province must at all times be fully aligned with the National Vision and Strategy.

Noting that the National Vision and Strategy, as expressed in the National Development Plan (NDP) has not been amended or adjusted since adoption in 2011, as well as the fact that the long term (20 year) Vision for the Province adopted in 2011 and slightly refined in 2016 is still as relevant when it was first adopted, the vision guiding the review of this 2021 Version of the PGDS remains:

***“KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway to Africa and the World.”***

The Mission Statement supporting this Vision is has been slightly revised from earlier versions to capture new policy imperatives, as well as key findings of the situational analysis and is as follows:

***The Province of Kwazulu-Natal is striving to be a Province that has:***

* ***Maximised its position as a gateway to South and Southern Africa, as well as its human and natural resources, to create a safe, healthy, dignified and sustainable living environment;***
* ***Radically transformed its socio-economic landscape, eradicated abject poverty, inequality, unemployment and the burden of disease, basic services has reach all of its people, domestic and foreign investors are attracted to our world class infrastructure and a skilled labour force; and***
* ***Delivered and environment where people have healthy and sustainable options on where and how they opt to live, work and play, where the principle of putting people first, living together in dignity and harmony, and where leadership, partnership and prosperity in action, has become a normal way of life.***

Based on the current policy priorities and findings of the strategic analysis, it was found prudent and in the best interest of alignment, coordination and integration to adjust the framework of this reviewed PGDS to reflect the seven priorities as pronounced in the 2019 -2024 MTSF. The former 7 PGDS Strategic Goals have been translated and transformed into the seven new MTSF priorities, namely:

* Priority 1: Building a capable, ethical and developmental state;
* Priority 2: Economic transformation and job creation;
* Priority 3: Education, skills and health;
* Priority 4: Consolidating the social wage through reliable and quality basic services;
* Priority 5: Spatial integration, human settlements and local government;
* Priority 6: Social cohesion and safe communities; and
* Priority 7: Better Africa and World.

The new structure of the PGDS is therefore premised on the structure of the MTSF, focussing on the:

* Seven MTSF Priorities;
* Impact Statements;
* Outcomes;
* Interventions; and
* Indicators.

As much as all seven MTSF priorities and Impact Statements are fully relevant to Provincial level strategies, there are some outcomes, interventions and indicators that are, based on Constitutional mandates, powers and functions, only applicable to the National sphere of governance. This reviewed PGDS is therefore not a direct copy of the MTSF, but represents a “provincialised” MTSF, which has been augmented by the inclusion of provincial specific imperatives and drawn from matters which have not been concluded from earlier versions of the PGDS and which are still deemed as critical issues to be pursued in this Reviewed Strategy.

Other provincial specific matters have been sourced from stakeholder engagements and matters raised in the situational analysis. It would therefore be fair to conclude that this 2021 Reviewed PGDS is a blend of national and provincial strategic priorities, captured in a format which fully resembles the MTSF framework and therefore facilitates ease of alignment, coordination and integration.

**The Provincial Spatial Development Strategy and Framework**

**is outlined in Chapter 4**

The Provincial Growth and Development Strategy recognises that environmental vulnerability, social need and economic development are not evenly distributed and spatial disparities will always exist due to the spatial distribution of natural resources, historical disparities and cultural factors. Past spatial planning has often aggravated these spatial disparities. This has resulted in a disjuncture between where people live and where social and economic opportunities are concentrated. This spatial marginalisation from economic opportunities of the majority of the population needs to be addressed in order to reduce poverty and inequality and ensure shared growth and the protection of vulnerable bio-resources.

The strategic and targeted nature of the Provincial Growth and Development Strategy implies that specific interventions will be undertaken within key geographical areas of Need and Potential. Provincial strategies aimed at promoting growth and development must therefore be developed on the basis of a thorough understanding of the existing profile of the Province and an analysis of the strengths, weaknesses, opportunities and threats of the current situation. This implies that strategies, programmes and plans would be developed to build on the strengths, eliminate the weaknesses, explore the opportunities, and to mitigate the threats within social, economic and environmental realms.

Provincial strategies for growth and development must therefore also make clear pronouncements on specific geographic areas of focus for the phased implementation of Province’s strategic objectives and priorities in achieving the vision of the Province. This will require a thorough understanding of the physical, demographic, social, economic and institutional profile and the state of the environment of the Province. It will further require a careful analysis of historic and current development trends, as well as a projection of future anticipated trends within the local and global environment.

**The concept of and process of recognition of Provincial Catalytic Projects**

**is outlined in Chapter 5**

Whilst recognising the value of a long term vision and strategy, there is an equal recognition of the need for a clear implementation plan with a focus on immediate action and the attainment of short term gains. One of the processes to be pursued in this regard is to ensure that the strategy and its objectives are driven by a range of Catalytic Projects. A Catalytic Project is defined as a project of significant scale and scope that will make a substantial impact and contribution to the achievement of the Provincial Impact Statements.

**The Institutional Framework for the Implementation of the PGDS via the PGDP**

**is outlined in Chapter 6**

The institutional framework entrenches accountability for the implementation of the PDGS and promotes an integrated, action-orientated approach with the involvement of all the social partners, relevant stakeholders and government. Whereas the PGDS is a high level five year strategy with a 20 year horison, the Provincial Growth and Development Plan is an annual implementation plan with will defined interventions, targets and assigned responsibilities.

The implementation and refinement of the PGDP has been institutionalised through the system or structure of Action Work Groups. These PGDP Action Work Groups (AWGs), have been set up to take responsibility for the implementation and reporting of the various Strategic Priorities and Outcomes as defined in the PGDS. The AWGs also provide input to the annual refinement of the PGDP. These AWGs operate across government departments and external stakeholders to promote collaborative planning, resource allocation, implementation and reporting.

**The Monitoring and Evaluation Framework for the PGDS**

**is outlined in Chapter 7**

The monitoring and evaluation of the implementation of the PGDS/P is driven through the Cluster system which underpins the Provincial Executive Council as the apex decision making body in Provincial Government which is ultimately responsible for the performance of Provincial Government, including performance on the PGDS.

Progress reports on the implementation of the PGDP will be submitted to the Executive Council Clusters on a quarterly basis by the Action Work Groups and on a half-yearly basis to the Provincial Executive Council Makgotla as well as to all stakeholders via the institutionalised implementation structure. These progress reports will be done on the basis of predetermined indicators and targets as reflected under the respective anticipated outcomes of this Strategy.

**The Way Forward**

**is outlined in Chapter 8**

The 2021 PGDS will serve as a basis for the drafting of the 2021/22 PGDP. The PGDS will be reviewed every 5 years and the PGDP will be reviewed annually.

# Introduction and Approach

## Introduction

## Policy Context

At the global level, cognisance has been taken of the Sustainable Development Goals (SDGs) which have replaced the Millennium Development Goals (MDGs). Within the African context, this provincial strategy has also been aligned with the 10 priority actions of the African Union Agenda 2063. The National Development Plan and the National Priorities and Medium Term Medium Term Strategic Framework (MTSF) provides a central reference point for alignment with the national programme of action.

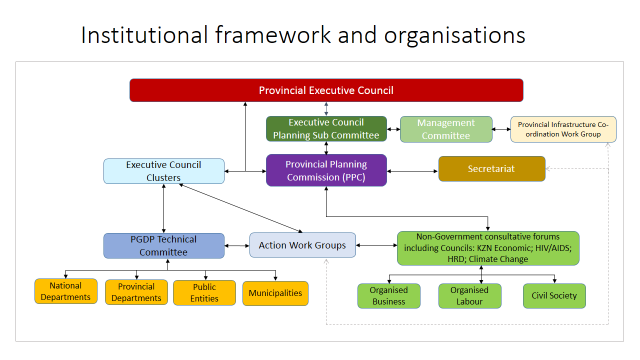
In reviewing this strategy, specific reference has also been made to the seven national priorities adopted by national government as a measure to grow South Africa Together. This policy context serves to highlight the key threads of related policy frameworks to ensure direct line of sight and alignment between national and provincial strategies. This provincial growth and development strategy is therefore also essential in providing a framework for municipal strategic alignment with provincial and national imperatives.

## Stakeholders and Social Partners are the centre of revising the PGDS

The Provincial Growth and Development Strategy is an essential mechanism to ensure that all stakeholders are mobilised and are committed to its successful implementation. It is for this reason that the PGDS emphasises the need to have stakeholders and social partners placed at the centre of the review of the strategy.

The institutional structure supporting the review of the PGDS is depicted in the diagram below.

Figure 6: Institutional structure for PGDS review and implementation

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# The Strategic Analysis

Undertaking a review of the 2021 PGDS, obviously required a thorough understanding of the current situation as it prevails in the Province. It was therefore essential to carry out a strategic analysis to establish what the progress has been made since 2011, identifying areas of both good and poor performance and then testing the relevance of the existing strategy to address the strengths, opportunities, weaknesses and threats to the Province.

## High Level Status Quo based on Sustainability Matrix

### Environmental Resilience

### Key Challenges

### Key Interventions

### Human Development and Social Capital

### Key Challenges

### Key Interventions

### Economic Development

### Key Challenges

### Key Interventions

### Infrastructure

### Key Challenges

### Key Interventions

### Spatial development

### Key Challenges

### Key Interventions

### Governance

### Key Challenges

### Key Interventions

## Conclusion made on basis of Strategic Analysis

# KwaZulu-Natal Vision, Mission and Strategic Priorities

## Vision statement

Based on an assessment of the current policy environment and the strategic analysis of the provincial status quo, as well as a deep understanding that the Province of KwaZulu-Natal is part of a bigger and overarching National growth and development process, as reflected in the National Development Plan (NDP), there has been absolute consensus on the need to ensure that the Provincial long term Vision and Strategy of the Province must at all times be fully aligned with the National Vision and Strategy.

Noting that the National Vision and Strategy, as expressed in the National Development Plan (NDP) has not been amended or adjusted since adoption in 2011, as well as the fact that the long term (20 year) Vision for the Province adopted in 2011 and slightly refined in 2016 is still as relevant when it was first adopted, the vision guiding the review of this 2021 Version of the PGDS remains:

***“KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway to Africa and the World.”***

The Mission Statement supporting this Vision is has been slightly revised from earlier versions to capture new policy imperatives, as well as key findings of the situational analysis and is as follows:

***The Province of Kwazulu-Natal is striving to be a Province that has:***

* ***Maximised its position as a gateway to South and Southern Africa, as well as its human and natural resources, to create a safe, healthy, dignified and sustainable living environment;***
* ***Radically transformed its socio-economic landscape, eradicated abject poverty, inequality, unemployment and the burden of disease, basic services has reach all of its people, domestic and foreign investors are attracted to our world class infrastructure and a skilled labour force; and***
* ***Delivered and environment where people have healthy and sustainable options on where and how they opt to live, work and play, where the principle of putting people first, living together in dignity and harmony, and where leadership, partnership and prosperity in action, has become a normal way of life.***

### Proposed adjustments to Provincial Vision and Mission

## Provincial Strategic Priorities

### Priority 1: Building a capable, ethical and developmental state

### 

### Key Challenges

### Key Interventions

### Priority 2: Economic transformation and job creation

### Key Challenges

### Key Interventions

### Priority 3: Education, skills and health

#### Education

### Key Challenges

### Key Interventions

#### Health

### Key Challenges

### Key Interventions

### Priority 4: Consolidating the social wage through reliable and quality basic services

### Key Challenges

### Key Interventions

### Priority 5: Spatial integration, human settlements and local government

### Key Challenges

### Key Interventions

### Priority 6: Social cohesion and safe communities

### Key Challenges

### Key Interventions

### Priority 7: Better Africa and World

### Key Challenges

### Key Interventions

### Cross Cutter 1: Youth

### Key Challenges

### Key Interventions

### Cross Cutter 2: Women

### Key Challenges

### Key Interventions

### Cross Cutter 3: People with Disabilities

### Key Challenges

### Key Interventions

### Other Vulnerable Groups

#### Outcome 3.12.1 Elderly

### Key Challenges

### Key Interventions

#### Outcome 3.12.2 Children

### Key Challenges

### Key Interventions

#### Outcome 3.12.3 Military Veterans

### Key Challenges

### Key Interventions

# Provincial Spatial Development Strategy and Framework

## Context to Planning System

### Planning Systems & Suite of Plans

### Relationship between PGDS & PSDF

## Legislative Context

## Spatial Challenges

## Spatial Rationale

## Strategic Themes

## Implementation Approach

## Draft Provincial Spatial Vision Map

### Comment and input on PSDF to be provided to COGTA

# Catalytic Projects as key to successful implementation of the Strategy

# Institutional Framework for Implementation

# Monitoring and Evaluation

# Way Forward