

A Growth & Development Strategy (GDS) For the Gauteng Province



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CHAPTER 1 INTRODUCTION

Gauteng symbolizes many of South Africa's achievements of its first decade of democratic governance. The Province has experienced a considerable change in its economic outlook, a dramatic stabilization of its socio-political conditions and a remarkable diversification of its people and opportunities. Consequently, a much different, increasingly more complex, yet considerably brighter prospect is facing the Province.

In our first decade of democracy, Gauteng Provincial Government (GPG) has registered significant achievements regarding socio-economic transformation in the Province, maintaining political stability, establishing a functioning state infrastructure, and growing the provincial economy. The foundation of these achievements has been the significant number of policies and legislative frameworks that GPG has developed and adopted over the past ten years, aimed at deepening democracy and ensuring socio-economic transformation of the Province.

At the same time, the Province continues to experience the challenges of high levels of unemployment and poverty. Uneven and skewed growth and development has resulted in some geographic areas and some sections of our population benefiting from our successes more than others. According to Stats SA, the Province's unemployment figure at September 2004 stood at 25.7%, a 1.9% decrease from the March 2004 unemployment figure 27.6%¹. Average monthly household income is estimated at R2000 per month² - an income that is negligible when compared to an ever-increasing cost of living.

This Growth and Development Strategy (GDS) aims to address the above mentioned issues. It recognizes the leadership role of government in driving integrated, holistic, sustainable and participatory growth and development. At the same time, it acknowledges and identifies the role of other sectors of society in ensuring socio-economic transformation. Thus this GDS seeks to achieve a shared vision, amongst all sectors of our society, for the achievement of our goal of improving the quality of life for all our citizens. It reinforces the principle of integrated, holistic, sustainable and participatory development as a critical pillar in addressing poverty and unemployment – and as a principle that encompasses meeting all the needs of our people, ensuring community or beneficiary involvement and ownership, long-term sustainability on all levels, equitable socio-economic development with equitable benefits for all.

The GDS is an action-oriented strategy and not a policy document, neither is it only a government strategy, but it is a strategy for all sectors of society in Gauteng. It is intended to build a sense of provincial unity and responsibility amongst all sectors of society towards reducing poverty and unemployment, creating jobs and ensuring socio-economic transformation of the Province. The challenges of unlocking our full socio-economic potential are enormous and require us to marshal the full capabilities of all sectors of society to steer the required growth and development of our Province in the decade to come.

Thus, the GDS provides a practical framework to substantially raise our economic growth rate and create substantial numbers of sustainable jobs over the next decade. It identifies specific undertakings that GPG commits to. It also reflects GPG's commitment to participatory democracy and being a developmental and caring government. In short, this GDS seeks to guide the actions

¹ Stats-SA, Labour Force Survey, September 2004

² Stats-SA, Census 2001

of all sectors of society, and proposes approaches, towards achieving the Province's and the country's long-term vision of a human rights based, just, equitable and fair society in an established democracy.

The GDS outlines the specific contributions that the Province can, and will make towards achieving our National Government's goal of:

- Halving unemployment through ensuring high levels of labour absorbing programmes and projects, ensuring that economic growth contributes to reduced inequality and leads to the development of our Province, nation and continent; and
- Halving poverty levels through growing secure and prosperous communities with jobs, schools, clinics and other services, ensure safe communities and create a healthy environment, which supports families, social, cultural and volunteer activities.

For GPG in particular, the GDS provides a framework for the integration of the Province's policies and objectives in various areas of operation. The GDS specifically integrates the Province's Trade & Industry Strategy, Gauteng Integrated Development Plan, the Local Economic Development Strategy and the State of Environment Report and Environmental Implementation Plan and emerging policy initiatives on building Gauteng as a global city region and on land use. Generally, the GDS aims to be the main point of reference and an anchor for the development and implementation of all Provincial strategic plans, programmes and actions. The overarching objective is to ensure that GPG fulfills the multiple dimensions of its leadership role in all socio-economic development of the Province.

The GDS also acknowledges the role of GPG and the Province as a whole in the effective implementation of NEPAD. Gauteng is classified as Africa's 4th largest economy (after South Africa, Egypt and Algeria) and as the economic hub of the sub-continent. As such Gauteng is a major determinant and contributor of economic and social development in the Continent. NEPAD's objectives in respect of poverty reduction, sustainable growth and development, beneficial integration into the global economy and inclusion of particularly marginalized sectors of society such as women, people with disabilities, etc correlate with the objectives and approach of the GDS.

Gauteng's critical role in the region and continent emanates from being, amongst others:

- Home to most corporate head-quarters of multi-national corporations active in the Continent;
- a critical air transportation hub in the region and a major link between Continental and International air traffic - the Johannesburg International Airport - provides quick and direct connections with most primary airports in the Region, the Continent and Internationally;
- a critical role-player in road and rail transportation and logistical support, especially in the sub-continent. The City Deep container depot serves as an important inland port, supporting trade in the region.

Thus, GPG commits, through the GDS, to implementing projects and activities that will not only benefit the Province but that will also advance the cause and implementation of NEPAD.

In short, the aim and purpose of this GDS is to:

- Ensure that all Provincial socio-economic development is based on the principle of integrated, sustainable, holistic and participatory planning and development,
- Provide economic growth, job creation and related targets for the Province for the next decade of democracy,

- Build on co-operative governance and inter-governmental relations towards ensuring integrated service delivery, optimal use of all government resources and requisite budget allocations to support growth and development,
- Consolidate and increase relationships and partnerships with other sectors of society such as Public Private Partnerships (PPPs),
- Identify opportunities for all sectors of society and all citizens to be involved in the reconstruction and development of our Province,
- Provide growth and development implementation guidelines for each sector in society,
- Build on existing socio-economic successes and address gaps and weaknesses,
- Support the GPG growth and development policies to be implemented in the next decade of democracy.
- Ensure that the socio-economic successes of the Province are beneficial to South Africa as a whole and to the Continent.

This GDS reflects GPG's commitment to ensuring socio-economic growth and development, which can be monitored and evaluated in terms of socio-economic transformation, good governance, accountability and transparency.

CHAPTER 2

SOCIO-ECONOMIC PROFILE OF GAUTENG

Gauteng's Provincial growth and development context shows a complex duality. On the one hand, we have noteworthy achievements and levels of economic growth that must be sustained and increased. On the other hand, we continue to have unacceptably high levels of our people remaining trapped in poverty, which is exacerbated by issues inclusive of ongoing unemployment, lack of job opportunities, lack of infrastructure development and imbalanced foreign and direct investments.

In terms of our achievements, GPG has invested over R1 billion in strategic economic infrastructure through Blue IQ to stimulate growth and sustainable job creation. GPG has also increased the provision of social grants to over 900 000 recipients including 470, 000 child support grants. To ameliorate the housing shortage, GPG invested R5b in this sector, providing shelter to more than 2.5 million people. Great emphasis was placed on upgrading the public schooling system, leading to a 24% improvement in Matric results between 1999 and 2003. Major strides were made towards improving the quality of health care, significantly increasing access to the general public and particularly to children, women and people with disabilities. GPG implemented one of the largest and most successful inter-sectoral comprehensive HIV and AIDS programmes, thus contributing to the stabilization of the epidemic in the Province.

Our successes and strengths include the short-term job opportunities created through the Community Based Public Works Programme (CBPWP). The decision to converge the CBPWP into an Expanded Public Works Programme (EPWP) aims to build on the successes of the CBPWP, and increase its ability to move beyond its limited primary focus on short-term job creation, to an approach that encompasses the provision of necessary social and economic infrastructure in a manner that creates jobs as well as facilitates development of longer-term relevant skills ranging from project management to labour-intensive tasks.

The economic successes in the Province are mainly in the arena of the first economy and the gaps relate to challenges of the second economy. In other words, the ever-increasing divide between the rich and poor in our Province has not been adequately addressed. The opportunities created to engage meaningfully in economic activities and growth of our Province, has benefited those sectors of our society that are generally financially secure and stable and who have the necessary skills, means and resources to participate in the economy.

One of the main causes of poverty is economic deprivation. While the provision of social infrastructure and services is vital to improving the quality of life of people, the lack thereof is a manifestation, rather than a cause, of poverty. The existence of a school and the right to education, in and of itself, will not automatically lift people out of poverty. The existence of health care facilities, in and of itself, will not automatically lift people out of poverty. The provision of social grants, in and of itself, does not automatically elevate people out of poverty. In providing education, health care and social grants we are contributing to building a skilled, healthy and nourished population, but who will not be able to sustain this in an independent and dignified manner if they remain unemployed, and if we do not provide the opportunities for them to be actively engaged in the economy. Thus we must remember that the challenges relating to the 2nd economy go beyond just provision of social infrastructure and services. We must be mindful that our growth and development strategies do not inadvertently create an unhealthy distinction between the "two economies", and increase even further the divide between the rich and poor in our Province.

This GDS reinforces our understanding that reducing poverty can only be addressed through an equal two pronged approach of creating opportunities for the poor to engage in economic activities; and of provision of necessary social infrastructure and services.

Some of the socio-economic gaps and challenges in our Province that still have to be addressed are:

- Continued high levels of poverty and unemployment.
- Provision of adequate housing to approximately 23.9% of households in informal settlements and 10.5% households living in “back yards” or traditional housing.
- Ensuring that the 8% of our population that has no education receives basic literacy.
- Provision of electricity to households for various purposes: 20% of our population still need electricity for lighting, 30% for heating purposes and 27% for cooking purposes.
- Provision of piped water to the remaining 2.5% households in our Province.

a. Economy

Gauteng accounts for 33% of South Africa’s GDP and is the largest sub-national African economy. Gauteng is also responsible for 49,6% of all employee remuneration in the country and 52% of all turn-over of institutions.³

The structure of the Gauteng economy includes the primary, secondary and tertiary sectors. The services and manufacturing sector activities, in particular, are highly labour-intensive e.g. tourism and hospitality industries, health and education services, transportation, logistics management, and business services.

³ Stats-SA: Remuneration of employees and turnover of institutions according to the levies received by district and metropolitan municipalities, September 2004

Chart 1 below illustrates the contribution of the tertiary sector to Gauteng's GDP. Within the tertiary sector the highest growth rates have been in Transport/ Communication and Finance/Real Estate/Business Services. Chart 2 below illustrates the growth rates of the primary, secondary and tertiary sectors to Gauteng's GDP in the period 1996 to 2002.

Chart 1: Tertiary sector's contribution to GDP
(Source: SA Stats 2003)

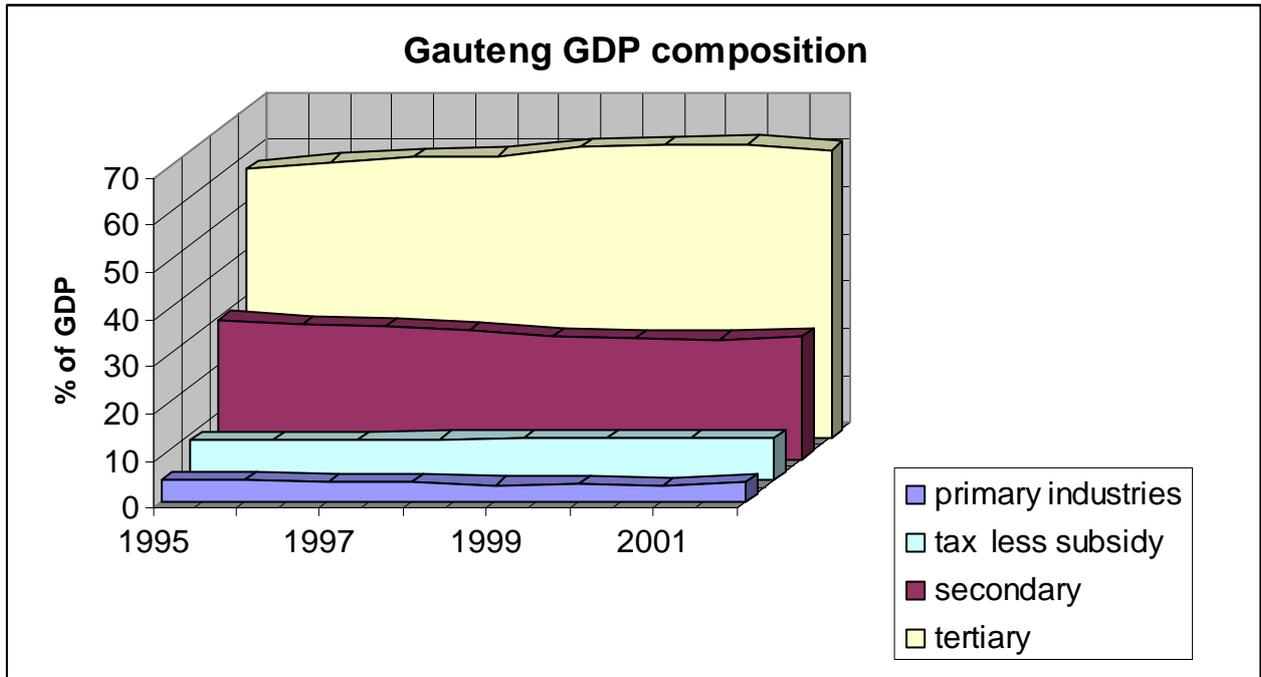
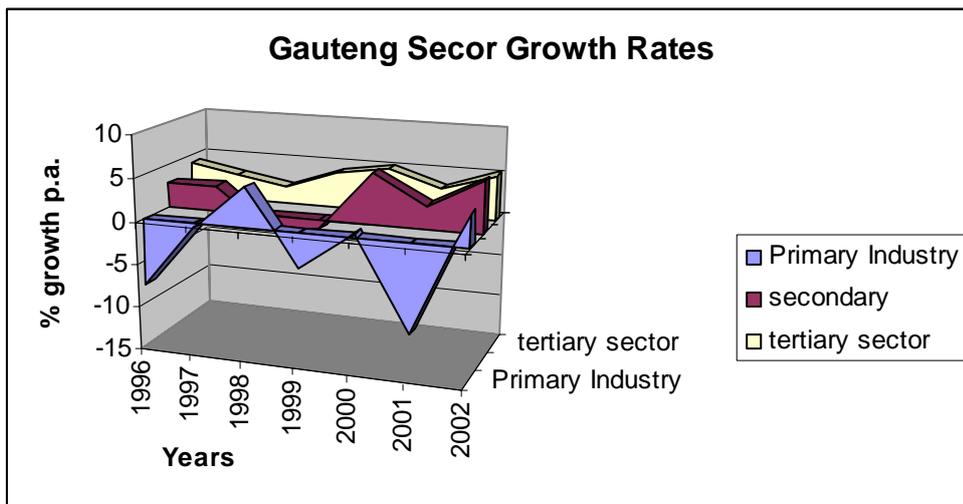


Chart 2: Growth of Primary, Secondary and Tertiary sectors in the period 1996 to 2002
(Source: SA Stats 2003)



b. Employment and Unemployment

Gauteng's unemployment stands at 25.7%. The Province's higher than the national growth rate has attracted job seekers faster than it is able to absorb them into the formal labour market. Gauteng receives more migrants than any other Province, mainly from other Provinces and SADC country's (around 5% of the total population).

Chart 3 below (*Source: SA Stats 2003*) highlights current key employment sectors/activities in the Province and their labour-absorption potential, both untapped and latent potential.

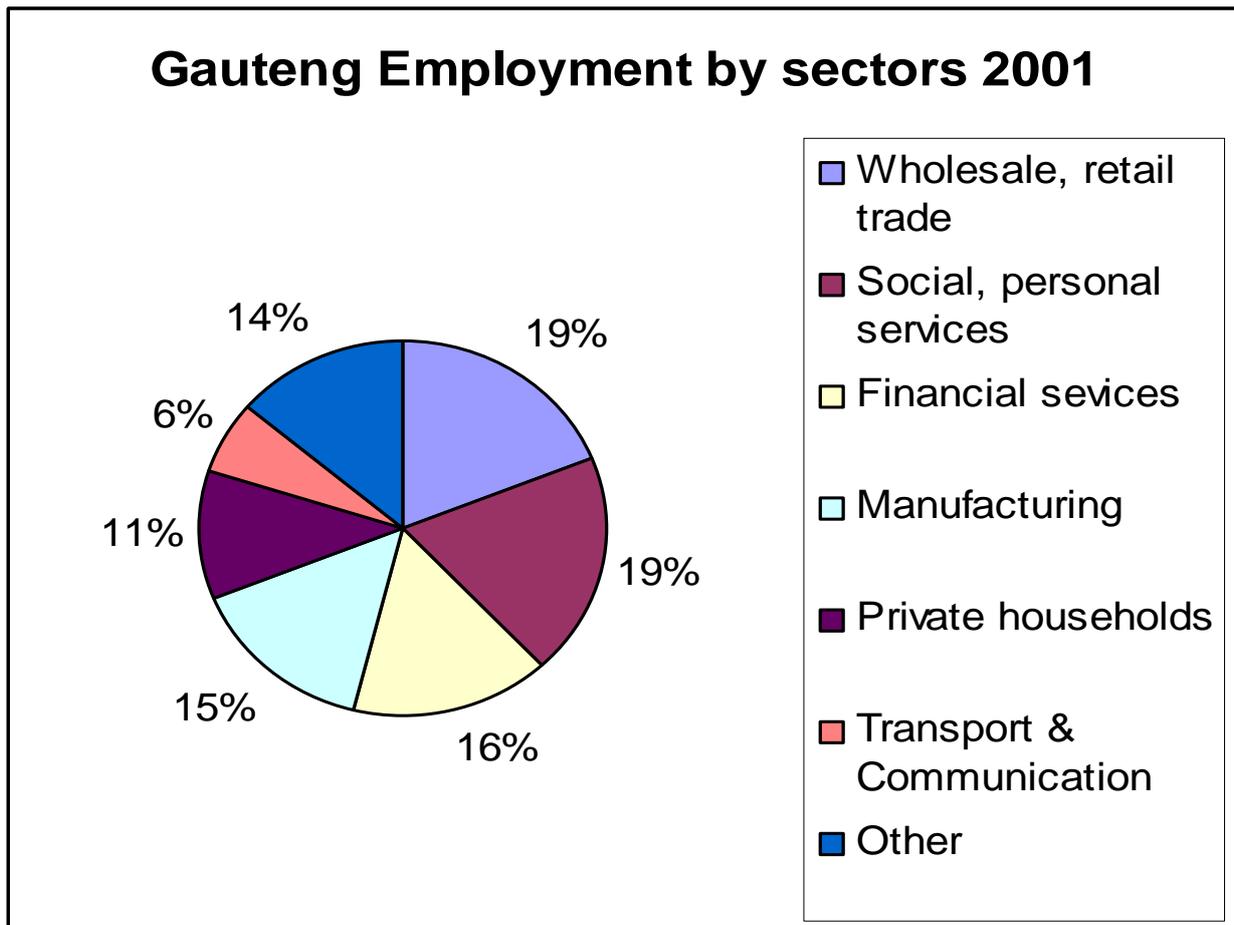


Table 1 Employment and Employment Growth by Sector (source T&IS, 2003)

	SA	Gauteng	1996-2001	2002-2007
Sector	% (2001)	% (2001)	Growth rate % p.a.	Growth rate % p.a.
Agriculture & Forestry	6.7	1.3	0.0	5.5
Mining & Quarry	3.4	2.3	-3.7	2.3
Manufacturing	19.4	19.5	-0.6	2.9
Electricity, Gas & Water	0.4	0.4	-0.9	5.4
Construction Total	2.2	1.8	-0.2	9.3
Retail/Wholesale Total	5.7	6.0	-0.3	4.1
Transport & Communication	2.2	2.3	3.5	8.9
Finance/Business Services	3.3	4.4	2.7	8.1
Community/Social Services	17.1	18.8	-1.1	4.0
Government	6.8	6.5	-2.9	2.9
Other Producers	32.8	36.7	0.7	0.4
Total / Average	100.0	100.0	-0.2	3.0

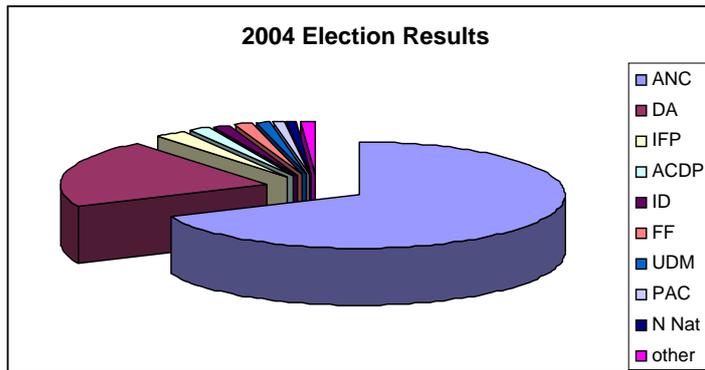
In 2001, the Manufacturing, other producers and Community & Social services sectors accounted for 75% of Gauteng's employment. Employment growth was highest in the Transport/Communication and Finance/Business Services sector.

The 1997 Trade and Industry Strategy revealed an economy on an unsustainably low growth trajectory (average 1,4% p.a. from 1985 to 1995), unemployment steadily on the rise, labour absorption rates below 1% and the standard of living decreasing every year between 1985 and 1995. Gauteng's Trade and Industry Strategy (TIS) thus identified infrastructure and non-infrastructure approaches to boldly shift the economic growth trajectory towards competitive and comparative advantages. The implementation of the 1997 Trade and Industry Strategy contributed to increased growth of around 3.3%pa in the Province, and increased contribution to national GDP from 32.6% to 33.9%.

c. Political Landscape

Gauteng has experienced a decade of political stability and good governance. Since 1994, the Province has been governed by the ANC, elected into power by a clear majority in each of the elections, and a two-thirds majority in 1999 and 2004 (see chart below).

Graph 4 2004 Election Results (Source: Gauteng Provincial Legislature)



d. Environment

Gauteng's economic and population growth poses significant challenges in respect of our ability to protect environmental quality and ensure a healthy and safe environment for our citizens. Gauteng is SA's smallest Province (only 1.7 million hectares in extent), and is 97% urbanized. Population density has grown from 432 people per square kilometre in 1996 to 522 people per square kilometre in 2001 with densities as high as 100 people per hectare in areas such as Alexandra, Soweto, Tembisa and Mamelodi.

Land is an important resource in Gauteng but land-use is inefficiently and inequitably structured. Available arable land although only approximately 40 000 hectares, is largely high potential land but only 67% of this is farmed. More than 15,000 hectares of land have been sterilized by 160 slimes dams. There are pressures resulting in soil contamination and degradation as a result of effluents and emissions from the industrial and manufacturing sector.

Due to the high demand for water, Gauteng imports water from outside of the Province. Although renewable, water is a finite resource which requires careful management and protection and a comprehensive approach of integrated pollution control.

Although there is limited data, air quality in Gauteng is deteriorating as a result of emission of gaseous and particulate matter attributable to the high concentration of industries, the largest vehicle population, high population density and a stable and well defined inversion layer.

Gauteng has a relatively large percentage of South Africa's biodiversity in a small area. However, habitat destruction/transformation and fragmentation through urbanization is the most serious threat posed to the survival of threatened plants, birds, mammals, reptiles, amphibians and invertebrate species in Gauteng.

Gauteng generates 80% of the total waste stream in South Africa and has the highest volume of general waste per capita. Minimization of the various waste streams, separation at source, recycling and reutilization, and technologies for disposal are historically undeveloped and a holistic approach to waste management is essential.

At the same time, there is a growing worldwide focus on sustainable development and the prevention of environmental deterioration and emphasis on the complex linkages between the natural environment, economic stability and social well-being. The concept of sustainable

development integrates these interdependent components. Sustainable development, as set out in Agenda 21 and reaffirmed at the World Summit on Sustainable Development in 2002, means “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”⁴, is a prerequisite for building sustainable communities, a healthy prosperous society, a stable growing economy and healthy ecosystems and ecological processes. The notion of sustainable development is of particular and immediate relevance to Gauteng, given limited land, the rising industrial congestion, and the demographic densification of the Province.

e. Poverty Profile & Service Delivery

Many Gauteng families have benefited from GPG’s poverty reduction and social service delivery programmes , such as housing, minimum free basic services, social and child support grants. However, poverty in the Province remains high, mainly due to unemployment and the impact of HIV/AIDS, which impacts mostly the 20-40 year age group.

Poverty and race are still closely correlated in Gauteng. Most unemployed people are black. Of the number of African people that are employed, about 23% earn less than R800pm⁵. Income inequality, especially at lower income levels, remains unacceptable.

Almost 680,000 families live in informal dwellings (24% of all households), of which Gauteng has the most in the country.

Overall, Gauteng residents enjoy a high level of services. However, the poor face significant service delivery shortfalls despite the noteworthy progress made during the years 1996 to 2001. Key achievements are highlighted in the table below.

⁴ World Commission on Environment and Development, 1987

⁵ Stats-SA, CENSUS 2001

Gauteng Service Delivery Track Record (1996 - 2001)

1996	number of Gauteng households 1,967,597	households <u>below</u> basic access		households <u>with</u> basic, intermdt, full access	
		number	%	number	%
	electricity	402,386	20.5	1,565,211	79.5
	water	79,554	4.0	1,888,043	96.0
	sanitation	109,358	5.6	1,858,239	94.4
	refuse removal	229,688	11.7	1,737,909	88.3
	telephones	127,108	6.5	1,840,489	93.5
	informal / formal housing	514,136	26.1	1,453,465	73.9
2001	2,836,336	number	%	number	%
	electricity	532,046	18.8	2,304,290	81.2
	water	68,514	2.4	2,767,820	97.6
	sanitation	164,101	5.8	2,672,234	94.2
	refuse removal	334,785	11.8	2,501,551	88.2
	telephones	66,881	2.4	2,769,455	97.6
	informal / formal housing	677,715	23.9	2,158,621	76.1
change over 5yr period	increased number of households in Gauteng 868,739	increase/-decrease in no. of Hhlds <u>below</u> basic access		increase/-decrease in no. of Hhlds <u>with</u> basic, intermdt, full access	
	elctricity	129,660		739,079	
	water	-11,040		879,777	
	sanitation	54,743		813,995	
	refuse removal	105,097		763,642	
	telephones	-60,227		928,966	
	informal / formal housing	163,579		705,156	

source: Municipal Statistical Infrastructure Review (DBSA 2004)

The key area of housing delivery is highlighted by the above figures. Despite the number of households with formal homes growing by more than 705,000 in five years, the number of households living in informal settlements grew by more than 163,000 during the same period.

f. Policy Context

National policy frameworks, goals and challenges such as the National Spatial Development Perspective and other goals adopted at the National Growth and Development Summit inform the GDS objectives.

In terms of provincial policies, the GDS is primarily informed by the following:

- *Trade & Industry Strategy,*
- *Gauteng Integrated Development Plan,*
- *Local Economic Development Strategy,*
- *State of Environment Report and Environmental Implementation Plan.*
- *Land Use*
- *Global City Region Strategy*

Trade & Industry Strategy 2003, (TIS)

Gauteng's TIS lists 5 key areas that can contribute to provincial growth; namely:

- **Re-alignment of the manufacturing sector** away from traditional heavy industry / low value-add production towards high value-add production while creating new jobs.
- Transforming Gauteng into SA's **smart centre** (focus on IT, telecoms, R&D and bio-medical industries).
- Promoting **financial and business services** including technology, corporate head office location and business tourism.
- Ensuring that **employment generation** is an over-riding objective of all programmes.
- **Broadening business activity** by supporting BBBEE, entrepreneurship and local economic development.

Gauteng Integrated Development Plan (GIDP)

Gauteng's GIDP provides a Smart Spatial Planning approach and framework to deal with the legacy of inequality and under-development that has a distinct spatial dimension. Smart Spatial Planning balances two critical planning elements of spatial equity and efficiency. The approach and principles related to Smart Spatial Planning is informed primarily by the country's National Spatial Development Perspectives (NSDP); namely that planning must:

- Identify various categories of development potential
- Target economic infrastructure in places demonstrating growth potential
- Crowd-in investment around growth nodal areas
- Meet people's needs in areas with low potential.

Local Economic Development Strategy

The draft LED Strategy provides the following as key actions towards the development of various targeted localities:

- New business creation
- Improving infrastructure
- Improving local business competitiveness
- Attracting inward investment
- Encouraging local procurement
- Improving skills and knowledge

State of the Environment and Environmental Implementation Plan

The Environmental Implementation Plan is the provincial response to ensuring that the resources on which economic activity and social well being depend are used at a sustainable rate, that there is prevention of waste and pollution and that there is a rights based approach to fulfilling our vision to developing safe, secure and sustainable communities.

Land Use

The strategic work on land use in Gauteng undertook a cost-benefit analysis of compacting residential land use around existing urban development in Gauteng. The study identified the drivers of costs caused by inefficient land use patterns for both government and the households. The study recommended that for long term efficiency, residential development, particularly for the poor should be focused in areas close to existing urban development, with appropriate services. A recommendation is also made for the new

residential development to be concentrated in areas demonstrating spare bulk infrastructure capacity.

The Gauteng Global City Region Strategy

The primary objective of the Global City Region is to build Gauteng into an integrated and globally competitive region where the economic activities of different parts of the province complement each other in consolidating Gauteng as an economic hub of Africa and an internationally recognised global city-region. The main aim being to encourage greater internal coherence and co-operation within the Province, for greater external competitiveness.

The strategy seeks to align the various planning instruments, structures and sectors in Gauteng in order to realise the Global City Region.

Gauteng's rapid economic growth and expanded social service delivery has accelerated immigration and placed increasing pressure on the environment. The growing social and environmental challenges are an increasing burden on Gauteng's stability and sustainability. Unless these challenges are addressed they will pose a significant complication for the future prosperity and development of the Province. Thus issues of environmental planning, integrated waste management and pollution abatement must be addressed as essential ingredients of Gauteng's sustainable development.

CHAPTER 3

PRINCIPLES, FOCUS, VISION AND OBJECTIVES OF THE GDS

The GDS reflects the political and socio-economic growth and development vision and strategy of GPG based on the following principles, strategic focus, vision and strategic objectives:

Principles

The key principles underlying the GDS are:

- The leadership and catalyst role government has to play in ensuring socio-economic development and transformation;
- The specific and complementary roles of each sector of society and each sphere of government in achieving this development and transformation;
- Participatory democracy and good governance including accountability and transparency;
- Our Constitutional obligation to provide for the rights and needs of all citizens within a human rights context and framework;
- A developmental economic approach that concurrently addresses issues of sustained economic growth, reduction of poverty, unemployment and creation of jobs (i.e. issues of both the 1st and 2nd economy) as part of an intrinsic whole;
- Contributing to the development of the African Continent through NEPAD, the AU, SADC, etc, and;
- Meeting our national and international obligations, and contributing to national and international commitments to reduce poverty and unemployment.

Strategic Focus

The strategic focus of the GDS is to build on the smart province concept, through improving all growth sectors, enhancing their employment generating potential, transformation of the economic sector in respect of representivity of our population, appropriate provision of economic and social infrastructure and building of sustainable communities in our Province, and contributing to this on a national and Continental level.

Vision

The vision of the GDS is:

To ultimately create a better life for all citizens, including in the Continent, through:

- *Long-term, sustainable growth of our provincial economy;*
- *Meeting the socio-economic development needs of our people;*
- *Creating jobs; and*
- *Reducing unemployment and poverty.*

Strategic Objectives

This GDS reflects six (6) strategic objectives towards achieving its vision, namely:

1. Provision of social and economic infrastructure and services that will build sustainable communities and contribute to halving poverty;
2. Accelerated, labour absorbing economic growth that increases per annum and that will create long-term sustainable jobs and contribute to halving unemployment;
3. Sustainable socio-economic development;
4. Enhanced government efficiency and cooperative governance;
5. Deepening participatory democracy, provincial and national unity and citizenship;
6. Contributing to the successful achievement of NEPAD's goal and objectives

The first objective aims to make a meaningful contribution to the national objective of halving poverty in the next 10 years, through better targeting of the poor and the enhancement of community facilities such as good schools, effective health facilities and other socio-economic infrastructure.

The second objective aims to make a meaningful contribution to halving unemployment, accelerating job creation through the promotion of high-level labour-absorbing industries and activities, and enhancing economic growth that reduces inequality.

The third objective aims to ensure that all provincial growth and development activities, projects and programmes respect the long-term sustainability issues related to the environment, ability to continue independently of government resources and support, etc.

The fourth objective aims to ensure that all government departments and institutions have the necessary technical skills, human and financial capacity, improved productivity and efficient resource management to successfully implement this GDS and its related projects. It also aims to ensure that GPG is a caring and responsive government through enhanced efficiency and effectiveness of public institutions, regulatory environment, interface infrastructure and ensuring that our three (3) spheres of government are working together in an integrated and coordinated manner.

The fifth objective aims to promote responsible citizenship and democratic practices through the systematic integration of the society and spatial environment, elimination of marginalized communities, celebration of unity in diversity and promotion of human values within the framework of a sustainable socio-economic environment.

The sixth objective aims to contribute to economic and social development across the Continent in the context of GPG's overall commitment to reducing poverty and unemployment and ensuring that the Continent is integrated into, and actively participating in the global economy as equal partners and not just as recipients of development aid. Activities to meet this objective will be implemented within the framework of South Africa's engagement with NEPAD.

Together, the above objectives give expression to the diverse aspects of reducing poverty and unemployment, and creating jobs and a better life for all within our Province, nationally and across the Continent. This is in recognition of the fact that continued unequal distribution of income and wealth, requires a proactive stance by the government to redress historic imbalances and reduce the risks that such inequalities pose to fair and just socio-economic development and transformation.

At the same time, the GDS acknowledges that government's resources and capabilities are insufficient to address the back-log of socio-economic needs of our people and that collaboration and partnership with the other social stakeholders are critical to addressing these insufficiencies.

The common threads between the objectives, and that will be addressed in each one of them, are the issues of:

- Building relationships and partnerships between all sectors of society;
- Ensuring that the benefits of economic growth extend to all our people;
- Strengthening co-operative and intergovernmental relations in a manner that reduces competition and reinforces combined efforts towards our national goal of creating a better life for all people;

- Strengthening sub-continental and continental partnerships and relationships towards meeting the goals and objectives of NEPAD;
- Mainstreaming and increased participation of women, youth and people with disabilities in all social and economic activity;
- Long-term environmental sustainability;
- The impact of HIV/Aids.

CHAPTER 4 GDS MECHANISMS

GPG is committed to establishing and enhancing a number of mechanisms that would facilitate achieving the vision and objectives of this GDS. The main thrust of these mechanisms are to increase investments and support to sustain and accelerate growth of the first economy, and ensure that the second economy is integrated into the mainstream economy and the benefits of growth are shared. The mechanisms listed below are by no means an exhaustive list, nor are they the prerogative of government alone. They can be applied and implemented by all sectors of society and be appropriately adapted to suit sector specific contexts.

The main mechanisms identified by GPG are:

- a. Investment & support to targeted economic growth sectors
- b. SMME Support
- c. Skills Development
- d. Broad Based Black Economic Empowerment (BBBEE)
- e. Social Grants and Social Services
- f. Expanded Public Works Programme (EPWP)
- g. E-Governance
- h. Multi-Purpose Community Centres (MPCC's)
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a) Investment & support to targeted economic growth sectors

The six (6) growth sectors and clusters, listed below, were identified for targeted and increased support and investment. The targeting was based on the potential and opportunities that these sectors offer in terms of nominal and real investment growth, value added growth, employment growth and productivity (value added/employee).

These sectors and clusters are:

- Smart Industries (including ICT, Pharmaceuticals)
- Trade and Services (including Finance and Film)
- Tourism
- Agriculture (agri-processing and bio-tech)
- Manufacturing (steel related industries, automotive parts and components, Beer and malt)
- Infrastructure expansion and investment

The GDS process entailed sectoral focus groups with most of these sectors. Specific business plans will be developed for ideas generated through this consultative process.

b) SMME Support

The SMME sector is a critical vehicle in respect of direct poverty reduction, creation of job opportunities, and contributing to transformation of the economic sector in terms of representation and meaningful economic participation of black people, women, people with disabilities, youth and other such marginalized sectors in our society. South Africa and our Province, has made significant and innovative advances in its SMME support strategies, especially regarding the provision of finances for both micro and small enterprises. In line with this trend, GPG will develop smart partnerships with successful SMME support

initiatives and establishing a one stop support and access service, namely an SMME Agency, to provide financial and non-financial support to SMME's and information on services of SMME's, facilitate partnerships between big business and the SMME sector, create procurement opportunities for the SMME sector and networking with other sectors of society. Best Practices in respect of SMME support and promotion will be shared with other countries within the Continent with a special focus on NEPAD initiatives.

c) Skills Development

South Africa's Human Resource Development Strategy, adopted by national government, reflects the need to ensure that the skills and capacity base of our country is matched to the requirements for building and sustaining economic growth and development. Within this context GPG will develop partnerships with the tertiary and academic sector, the private sector, schools, non-governmental organizations, etc. GPG will also ensure that it meets its obligations and requirements in respect of legislation such as the Skills Development Act and will act as a catalyst for industry based skills development.

d) BBBEE

Broad Based Black Economic Empowerment (BBBEE) is the main mechanism for ensuring transformation of, and equal representation at all levels within the economic sector. Based on the legacy of apartheid, from economic opportunities to education, our SMME sector is dominated, rightly so, by previously disadvantaged sectors of our society, particularly black people. In this sense SMME support and development is an element of BBBEE. However, the challenges lies in transforming big business and multi-nationals to become more representative, not just at the level of ownership but in all dimensions, including management, procurement, social responsibility, etc.

e) Social Grants and Social Services

While employment creation remains the primary strategy to reduce poverty, GPG will continue to provide and improve on a social safety net, in the form of grants and services, to provide short-term relief for the poor in our Province. Improved free primary health care to specific targeted groups, provision of water, sanitation and electricity, integrated food security programme, indigent policies, provincial assistance such as school uniform grants, scholar transport, and school fees exemptions, are all part of the social services that GPG will continue to implement and improve. However, these social grants and services will be provided within the context of a paradigm shift away from traditional welfare responses and provision of services to a developmental focus, the mobilization of communities to support themselves and the development of healthy, skilled and productive people. The main focus of social grants and services programmes will be prevention, alleviation and reduction as a short-term relief measure.

f) Expanded Public Works Programme (EPWP)

GPG's labour maximization programme contributed to increasing the labour content of all infrastructure programmes, creating of short-to-medium term jobs and the development of skills. The programme, implemented in the form of the Community Based Public Works Programme (CBPWP), further ensured the provision of social infrastructure in poor communities. This programme and all its CBPWP projects will be consolidated into the Expanded Public Works Programme. The EPWP also contributes towards skills development, thus increasing job opportunities and enterprise development.

The EPWP is designed to ensure the active involvement of communities in socio-economic infrastructure development in their areas which is a critical element in the creation of sustainable communities. Community involvement is aimed at building social capital and cohesion that is vital for survival, especially of the poor.

g) E-Governance

The aim of e-governance is to enhance relationships between citizens, businesses, government and employees through integrated e-government applications and services. Effective e-governance will ensure that services are accessible to all; GPG's portal information and services are improved; technology infrastructure is expanded and that there is increased public awareness of government services.

Gauteng On-line has already installed computer labs in 1,100 of Gauteng's 2,000 public schools. These will continue to be maintained and upgraded to ensure sustainability. The longer-term goal of Gauteng On-line is to include using the facility to improve school management, and making the labs available to the broader community (after hours) for adult learning, SMME's and e-Governance.

h) Multi-Purpose Community Centres (MPCC's)

Gauteng currently has a substantial number of established and operational MPCC's. The MPCC's are aimed at providing integrated one-stop government services to communities. This principle of integrated provision of services requires the full commitment and participation of all spheres of government and of all departments within each sphere of government. MPCC's are a concrete manifestation and implementation of our Batho Pele principles.

i) Intergovernmental Relations

In accordance with Constitutional requirements regarding co-operative governance and, in recognition of the division of powers and functions between our three spheres of government, GPG has established a Premier's Co-ordinating Forum and a Gauteng Intergovernmental Forum to improve inter-governmental relationships within the Province. Both Forums include representatives from GPG and from local government. At a national level, GPG will continue to ensure that there is close collaboration, mutual support and advice and strong working relationships with:

- National Departments
- National organized local government structures
- Other sectors of society
- MinMEC's, Budget Councils, FOSAD, President's Co-ordinating Council, etc

j) Global City Region

GPG in conjunction with local government in the province is developing a strategy to build Gauteng as an integrated global city region. The main thrust of the strategy is to facilitate internal co-operation and coherence for increased external competitiveness as well as facilitate economic activities in various parts of our Province complementing each other.

The salient features of an integrated city region that will continuously be strengthened are:

- Leadership, vision and strategy.
- Appropriate institutional arrangements for decision making and co-operative governance.
- Significant economic agglomeration and size.
- High levels of economic linkages including business connectivity and economic transactions.
- Significant strategic networks between the state-business-finance and voluntary sectors.
- Achieving a balance between social and economic progress, growth and redistribution.
- Ensuring appropriate socio-economic development and activities in conjunction with local government.

k) Engaging with NEPAD

GPG will engage with NEPAD within the framework of SA's engagement with NEPAD. Where possible, GPG will seek complementarities between GDS projects and NEPAD initiatives and will liaise with the relevant NEPAD and multi-lateral structures in this regard. It is important to note that engagement with NEPAD, in the context of this GDS, does not replace but rather compliments any existing independent GPG engagements with NEPAD.

Our approach in terms of engaging with, and contributing to NEPAD will include:

- Facilitating increased trade in the continent
- Facilitate co-operation through twinning arrangements;
- Facilitate co-operation between business in Gauteng and business in the continent.
- Skills transfer, capacity building promotion and knowledge and cultural exchange.

l) Mainstreaming of Transversal Issues

Issues related to active and meaningful participation of women, people with disabilities and youth in social and economic life will be addressed through special transversal focused projects and through mainstreaming. The impact of HIV/Aids both in terms of infection and those affected by it will be addressed as a sustainability as well as a health issue. Environmental issues will be addressed in accordance with the principle of sustainable development.

In addressing these transversal issues, the GDS will draw on the policy, legislative frameworks and operational guidelines provided by national structures such as the Office on the Status of Women, the Youth Commission, the Office on the Status of Children, the Office on the Status of Disabled Persons, The Gender Commission, the S.A. Human Rights Commission and civil society organizations that focus on these transversal issues.

The main strategic approach of the GDS to these issues is mainstreaming. Each government department will adopt specific targets for addressing these transversal issues which will serve as combined indicators in respect of the GDS.

The key principles and activities that can be engaged in by all sectors of society to address these issues:

On Women, Youth and People with Disabilities

- * Setting Employment Equity targets;
- * Setting targets and criteria for meaningful participation and involvement of women, youth and people with disability in investment and infrastructure projects and activities;
- * Identifying and developing special projects that highlight and focus on involvement of women, youth and people with disabilities in the economy and their contribution to economic growth and development
- * Support to emerging and existing businesses, SMME's and Co-operatives managed and owned by women, youth and people with disabilities.

On Environmental Issues

- √ Conducting environmental impact assessments as part of development planning initiatives;
- √ Ensuring compliance with all necessary environmental requirements in infrastructure development activities.

On HIV/Aids

- √ Development and implementation of sector specific workplace programmes and other support services such as VCT, education on prevention of infections, etc.
- √ Active participation and meaningful contribution to the local, provincial and national HIV/Aids Programmes and initiatives
- √ Mutual advise and support amongst sectors of society on their HIV/Aids internal and external programmes

CHAPTER 5 STRATEGIC LEVERS

The strategic levers listed below include the development of a well-conceived and sustainable socio-economic infrastructure, the integrating of disconnected communities and enhancing social cohesion in the process of reducing poverty and unemployment and creating jobs. The listed levers include the establishment, upgrading, extension and augmentation of the Province's 'hard economic infrastructure' and the creation, enhancement and consolidation of so-called 'soft infrastructure'. The former acts as a catalyst to create connectivity, efficiency gains and competitive advantage, while the latter helps bring about viable communities, sustainability of enterprise, and self-reliance within society.

The strategic levers in this GDS are drawn from existing and proposed projects and programmes of GPG's various departments. This is in accordance with GPG's understanding that the GDS is an integrated socio-economic development and poverty reduction strategy and not a policy or a programme in its own right. In practice, the levers will continue to be managed and implemented by the appropriate line department in respect of GPG initiatives; and by the appropriate sector in society in respect of other sectors. Thus, the financial and human resources provided by government for effective implementation of these levers will reside within the relevant provincial departments. Some implementation of the levers will be undertaken through the appropriate GPG Agencies, including Blue IQ, the Gauteng Economic Development Agency (GEDA) and the Gauteng Tourism Authority (GTA).

Successful implementation of the levers listed in this GDS require both **fiscal and political resources**. The Provincial Government will allocate adequate resources and provide the required leadership to ensure success. By leading the march against poverty and unemployment, GPG anticipates a systematic and considerable change, over the next decade, in our complex socio-economic dynamics. Within the framework of a genuine partnership amongst the social partners, the GDS can ensure that our economy grows to higher levels, our society is more integrated, and our Province will be able to compete globally as well as ensuring the prosperity of all our citizens, and thus the creation of a better life for all.

The levers below are not a comprehensive reflection of all provincial departmental programmes; nor do they reflect the full range of possible levers from all sectors of society. Neither are they presented in any order of priority. The levers listed hereunder are GPG initiated and led initiatives that not only offer opportunities for partnerships, but which require committed active involvement and meaningful contributions of the private and civil society sectors and possible investors.

a) **Provision of accessible, affordable, reliable, integrated and environmentally sustainable public transport system**

Projects in terms of this are aimed at facilitating effective and efficient mobility of people as well as that of goods and service as a vital element for the growth of any modern economy. It will also address existing and emerging transport congestion and safety requirements, reducing the use of private motorized transport, the expansion of multi-modal transport feeder systems and making public transportation affordable to all our citizens.

At the same time, the provincial government's investment in transportation will be coordinated and aligned with the opportunities arising from TRANSNET and National

Roads Agency investment plans. In the process, special attention will be paid to the involvement of SMMEs in infrastructure upgrading.

The revamp of the Province's transport system and the provincial road network will contribute to meaningful job creation, transport access to social services and amenities and increased ability to seek employment and participate in economic activities through the provision of infrastructure.

b) Gautrain

This transport infrastructure development project is expected to commence in October 2005, and be completed for the 2010 Soccer World Cup. The project is designed to create a significant number of jobs during and post-construction. In addition, Gautrain provides numerous opportunities for secondary and allied retail and commercial development which will be maximized through the combined implementation of, amongst others, the SMME strategy and integrated provision of housing and community amenities. It is envisaged that Gautrain will be integrated into the Province's inter-modal public transport system.

c) Provision of Housing

The provision of **housing** constitutes a major thrust of the Province's social service delivery and its investment in sustainable communities. Housing provision will include a combination of urban densification and innovative housing finance solutions to systematically establish integrated communities equipped with social amenities, educational facilities and security infrastructure. Financing solutions will include increased capital funding and financing mechanisms for different sectors of society e.g. income-indexed home loans. Other initiatives include the conversion of hostels towards building sustainable communities and providing adequate housing for all; accelerated formalization of tenure for socially provided houses and urban regeneration and formalization of informal settlements.

d) Public Safety & Urban Information System.

This is critical for promoting economic growth and enhancing the quality of life of our citizens. Initiatives will include integration of the existing electronic surveillance systems and broadening of their coverage to most key areas of Gauteng's central business districts (CBD's), transport nodes, City Improvement Districts, retail precincts, tourist destinations, schools and sports venues. This will also provide a platform for the integration of various security and traffic management information and systems, thus increasing the efficiency of the overall security system. This is also important for the 2010 World Cup, as well as increase tourism potential in Gauteng.

e) 2010 Football World Cup

The hosting of the football world cup in 2010 provides us with an opportunity to improve the provision and integration of a number of facilities that will enhance Gauteng's position as the "home of competitive sport" in South Africa. This will entail identifying opportunities for physical infrastructure upgrades and new infrastructure in respect of sporting facilities. Concomitant infrastructure and services development and improvements will include areas related to safety and security, tourism, health care,

transport, etc. The 2010 football world cup offers concrete opportunities for the Province to create jobs; build socio-economic infrastructure; promote tourism; develop skills in particular employment and economic sectors; increase investment into Gauteng, etc; thus contributing to the Province's goal of reducing poverty and unemployment and creating jobs.

f) Public Health Services

GPG will be implementing a number of interrelated initiatives such as the capitalization and revitalization of public health facilities, particularly public hospitals. Provincial health care provision will be reviewed by GPG, through its Health Investment Forum, in consultation with financial institutions, private sector operators, education institutions, medical insurance schemes, medical professionals and labour, to facilitate the development of business solutions to utilize the skills, resources and opportunities of public and private sector and develop proposals for public sector hospital recapitalization and management revitalization with appropriate debt financing. Initiatives in respect of developing and offering internationally competitive health services and world-class medical facilities will be pursued over the next ten years.

g) Human Resource Development (HRD)

GPG will lead the strengthening of relationships between business and academia, especially with respect to commercialization of research and development innovations. Schools entrepreneurship programmes will be broadened. GPG's HRD strategy will include facilitating targeted, industry-demand led post-school education and appropriate skilling and life-long learning promotion. GPG will facilitate the establishment of industry working groups for each growth sector to review Gauteng's progress and to develop and implement projects with high employment impact which unlock SETA funding. GPG recognizes that early childhood, primary and secondary education is essentially the foundation for all future skills development. Thus special attention continue to be paid to increasing and improving the provision of general education in the Province.

h) SMME Support

The establishment of the SMME Agency to facilitate comprehensive financial and non-financial support services for all Gauteng SMMEs through smart partnerships with established service providers and improving co-ordination of GPG SMME support agencies will give impetus to the development of SMMEs in Gauteng. The Agency will develop an SMME portal to address the paucity of data, improve procurement benefits flowing to SMMEs and to identify (and celebrate) Gauteng's best SMME's. GPG will assess the need for legislation to regulate SMME support by all sectors of society.

i) BBBEE

The implementation of BBBEE strategies and targets and the monitoring thereof will be prioritized focusing mainly on ownership, management control and decision-making, employment equity, skills development plans, social responsibility policies and programmes, preferential procurement and enterprise development policies and strategies. GPG will create opportunities and other measures, including policies and support mechanisms, for enterprises that meet the above-mentioned BBBEE target areas. GPG will

also engage the private sector in the development of a Charter for Preferential Procurement Policies and BBBEE targets that will apply to the private sector and big business in particular.

j) Social Development

GPG will accelerate its social development programmes to reduce the number of those who depend on the state for survival, increase the capacity for sustainable livelihoods through skills training and supporting acquisition of productive assets; increasing access to and efficiency of social security services (particularly for non-grant services e.g. children in distress or in conflict with the law and people with disabilities) and ensure that the poorest of our poor (women and people with disabilities in particular) have access to land, micro-financing, training, guarantees (small contractors), home ownership and are supported by local economic development initiatives.

k) Expanded Public Works Programme (EPWP)

EPWP as implemented in Gauteng is aimed at providing social and economic infrastructure to poor communities in a manner that meets the needs of the communities, creates jobs, contributes to skills and human resource development and builds sustainable communities. EPWP infrastructure programmes will include building of schools, health care facilities, transport infrastructure and other social amenities through both GPG CAPEX spend and private sector investments. GPG will aim to ensure 100% labour maximization through the EPWP programme. Basically EPWP is designed to play multiple roles of meeting social infrastructure needs of our poor communities, reducing employment and creating jobs and integrating the 1st and 2nd economies.

l) Government Institutional Efficiencies

GPG will streamline its institutional arrangements to provide quality integrated public services, including creating transparent feedback in government departments and public tracking of decision turn-around times. Special attention will be paid to areas of overlap across spheres of governance, particularly between the Provincial and local government fields. GPG, working with the other spheres of government, will improve efficiency in the following areas:

- Appropriate clustering of services to improve access and efficiency;
- Inducting and orienting all civil servants in understanding and committing to government's transformation agenda so that they can translate their work into speedy and effective delivery of services within the context of Batho-Pele and related policies, to deliver on this agenda;
- Reduce costs of doing business in Gauteng, including efficient regulation;
- Improve access to information on government services to all citizens and potential investors;
- Rollout information and communication technology as a capacity building mechanism. The removing of obstacles to the building of the ICT broadband backbone will also play a critical role here and make ICT available to many who currently do not access to this facility.

m) NEPAD

GPG has identified the following areas of engagement with NEPAD that will be beneficial to our Province, our country and to other countries in our Continent:

- Minerals and mining - Gauteng is the continent's premier resource for mining & minerals R&D, training, specialist consulting, finance and corporate location and as such, it can play a major role in the revitalization of the continent's mining industry
- Medical services – Gauteng's medical services sector is increasingly living up to its potential as an important regional integrator and the “high-end health hub of Africa”.
- Knowledge Exports, Education, Research and Development - Gauteng's education sector is beginning to contribute to the African renaissance with its knowledge exports. Education is increasingly a trade-able commodity, and Gauteng's teaching and research infrastructure positions the Province for significant growth in delivering services to meet the continental demand.
- Financial services sector - the concentration, strength and stability of financial services in Johannesburg must be utilized in a more proactive way.
- Freight and logistics
- Information and Communication Technology

CHAPTER 6 IMPLEMENTATION OF THE GDS

Two of the key principles underlying the GDS (See section headed “Principles underlying the GDS”) is:

- the recognition and identification of the specific and complementary role of each sector of society in achieving socio-economic transformation; and
- the implementation of the principles of participatory democracy and good governance including accountability and transparency.

These principles are intrinsically aimed at transforming South Africa’s society, and government in particular, into one that meets the needs of all its citizens, and understands that exercising one’s democratic right extends beyond casting a vote; to actively participating in activities and processes that build and consolidate this right. They also aim to ensure that the recipients of government’s services are the ones that inform and direct government activities towards meeting its needs and that citizens understand they have a responsibility to hold government accountable.

The approach to implementation will be to:

- * enhance and build on current growth and development projects
- * initiate, find resources (particularly financial resources) and implement new projects within the framework of this GDS
- * focus on practical implementation
- * use and enhance existing intergovernmental, and multi-sectoral, consultation and co-ordination structures, unless otherwise required, so that:
 - implementation of the GDS is dealt with as a “mainstream” issue rather than as a special project
 - the processes of consultation and co-ordination do not unnecessarily add to already heavy burdens of time and organizational responsibility
 - the processes and its support systems do not require unnecessarily huge amounts of additional financial resources

The implementation strategy proposed in this GDS is cognizant of the above-mentioned principles. For operational and practical implementation purposes, the listed complementary and sector specific roles is separated towards informing primary responsibility and thereby accountability in the long-term. The one does not negate the other, nor is one more important than the other.

Complementary Roles

Generic complementary roles of each sector of society include:

- Provision of assistance and advise on strategic, technical and operational levels;
- Active support and where viable, participation in each sector’s programmes and activities;
- Addressing transversal issues pertaining to women, youth, people with disabilities, the environment and HIV/Aids;
- Monitoring and Evaluation of GDS implementation;

Role of Government

- * Reinforcement and/or establishment of required and appropriate intergovernmental and multi-sectoral consultation and coordination structures for projects that are led by government;
- * Introduce progress reporting on GDS implementation as a standing agenda item in relevant meetings such as the Head of Departments' Forum meetings;
- * Reviews of and/or development of appropriate policy and legislative framework to support the GDS;
- * Ensure coherence between policies, legislation across the spheres of government on similar issues;
- * Internal Human Resource Development and Management to strengthen implementation of the GDS;
- * Smart Planning;
- * Connectivity and efficiency;
- * Smart government and institutional re-alignment;
- * Encourage innovative financing models for the delivery of services;
- * Source additional provincial revenue and foreign and direct investments;
- * Development and implementation of Procurement policies that enhance Broad Based Black Economic Empowerment (BBBEE) and support to SMME's.

Role of the Private Sector

- Reinforcement and/or establishment of required and appropriate economic sector specific (e.g. manufacturing) and multi-business (e.g. manufacturing and tourism) consultation and coordination structures;
- Increased and regular active participation in multi-stakeholder structures;
- Participating in PPP's and broadening their scope to include development assistance and capacity building;
- On-going investment and re-investment on infrastructure and human resource development;
- Initiate and encourage foreign investment through their existing networks and partnerships with the private sector in other parts of the world;
- Development of meaningful partnerships with civil society organizations;
- Implementing a system of annual incremental increases relating to their social responsibility programmes.

Role of Civil Society

- Increased and regular active participation in individual and combined government and private sector structures;
- Establishing working relationships and partnerships with government and with the private sector;
- Participate with government and the public sector in community level consultations;
- Organizational development and capacity building of community-based organizations and other marginalized non-governmental organizations;
- Monitoring and evaluation of implementation of the GDS in collaboration with other stakeholders;
- Participation in infrastructure development.

CHAPTER 7

MEASURING THE GDS PERFORMANCE

The targets and indicators reflected in this GDS are for next ten years. Where applicable and required, annual targets and indicators will be set. Detailed results and indicators for each project activity implemented in terms of the GDS will be reflected in the individual Strategic plans of participating departments.

GPG's applied the following approach in setting the GDS targets and indicators:

- Targets based on baselines derived from available statistics namely from Stats SA, Census 2001;
- The figures used for access to Public Transport are derived from the Gauteng Household Transport Survey, 2002;
- Minimum 50% reduction in baseline rate of each area, over next ten years;
- Reduction rate to include targeted sectors such as women, youth and people with disabilities. For example, if the target is decrease unemployment from 25.7% to 12.8% over next ten years then the 12.8% must include women, youth and people with disabilities proportional to their respective unemployment rates. If the target of 12.8% is achieved but the "sub-targets" relating to women, etc is not reached then the target can be considered not achieved. Setting sub-targets for women, youth and people with disabilities is important in the context of mainstreaming.
- GDS targets should inform individual departmental targets e.g. provision of housing.
- The reduction of baseline targets should take into account in-migration into the Province.

GPG has identified the following as priority areas for setting targets and indicators:

1. Economic Growth
2. Increase employment
3. Job creation
4. Skills development and capacity building
5. SMME Support
6. BBBEE
7. NEPAD

TARGETS

The targets below are in the main, based on Census 2001 figures which reflects Gauteng's population as 8 837 178 million people in 2,7 million households. Targets not derived from census 2001 have been developed from information received from provincial line departments and other relevant sources. In some instances there were no available baseline statistics at the time of producing this GDS, but GPG has decided to set targets to be achieved by 2014 for these areas as well.

Target Area	Current Baseline	10 year goal (2014)
Economic Growth	5%	8%
Increase employment/ Levels of unemployment	25.7%	12.8%
Sustainable job creation	1, 7 million unemployed people	800 000
Skills development and capacity building	No baseline figures	100 000 people trained
SMME Support	No baseline figure	30 000
BB BEE	No baseline figure	80% of procurement spend
NEPAD	No baseline figures	*10 twinning agreements *10 exchange visits *10 partnerships established – resulting in increased trade volumes.

GPG will be facilitating achievement of the above targets and indicators through, amongst others:

- Incentives for employment of additional people;
- SMME Portal and Agency;
- Advising on and encouraging partnerships on Corporate Social Responsibility programmes.

Monitoring and Evaluation Mechanisms

GPG will establish the appropriate monitoring and evaluation system and processes, in the Department of Finance and Economic Affairs (DFEA), towards continuously assessing achievements of the above-mentioned results, monitoring progress and documenting inadequacies when and if they arise. These will be refined and perfected as informed by the realities and feedbacks from our implementation experience. The focus will be on specifically monitoring achievement of GDS targets and does not replace or supercede and existing GPG monitoring and evaluation systems and processes.

The system and processes will be designed in a manner that will allow us to regularly gauge progress in respect of our timeframes or time-bound indicators, quantitative indicators and qualitative indicators.

It is envisaged that an annual review of the GDS will be done to engage all the stakeholders about progress on the one hand and their respective involvements on the other hand. This will also ensure that GDS is not seen as a once-off event but as a living framework that guides government planning, governs the interface amongst the public and private role players in the Province and helps steer the collective capabilities within our communities for the betterment of all.

Annexure A

THE GDS FORUM

Although a government-led initiative, the GDS applies to all sectors of society and reinforces the principle of all sectors working together in partnership to achieve a common goal of creating a better life for all.

The GDS recognizes that these partnerships can occur on two levels; namely project specific partnerships and broader multi-sectoral discussion processes. The latter was discussed in detail at a Provincial GDS Summit, convened by Gauteng's Department of Finance and Economic Affairs (DFEA), in November 2004. At this summit, over 200 participants, from all sectors of society, agreed in principle to the establishment of a multi-sectoral GDS Forum and mandated DFEA and GPG to develop and determine the purpose, role, functions and operational mechanisms for this Forum, as outlined below.

a) Purpose of the Forum

The purpose of the Forum is to provide a structured mechanism and process for all sectors of society to discuss, assess and advise on implementation of the GDS and the achievement of its goal and objectives. The Forum will further provide an opportunity for identifying areas of participation, for all sectors of society, in GDS related projects.

b) Mandate of the Forum

The mandate of the Forum is derived primarily from decisions taken by the GPG Executive Council, in their deliberations regarding the GDS and its implementation. These decisions will be communicated to the Forum through the MEC for Finance and Economic Affairs who has executive responsibility for the GDS. Since the Forum is not a formal organisation, it is not regulated by any other policy or legislation. In terms of this, the Forum is accountable to the GPG Executive Council through the MEC for Finance and Economic Affairs.

c) Roles and Responsibilities of the Forum

The role and responsibilities of the Forum are to:

1. identify opportunities for participation of each sector of society in the GDS projects
2. develop recommendations on the processes and mechanisms required to ensure the participation mentioned in point 1.above.
3. review, assess and make recommendations on GDS progress reports tabled by DFEA on behalf of GPG
4. identify and make recommendations on new initiatives that can be undertaken in the context of the GDS
5. facilitate participation, as required, in generating required resources for effective implementation of GDS projects

d) Composition & Appointment of Members

1. Membership of the GDS Forum will include representation from all organized sectors of society, with a maximum membership of 35, as defined in point 2. below.

2. The composition of the GDS Forum will be:
 - 5 (Five) representatives from GPG
 - 5 representatives from the local sphere of government
 - The Chairperson of the Finance Portfolio Committee – Gauteng Legislature
 - The Chairperson of the Economic Affairs Portfolio Committee – Gauteng Legislature
 - 5 representatives from the private sector
 - 5 representatives from the trade union movement
 - 5 representatives from organized civil society
 - 2 representatives from the women's sector
 - 2 representatives from the youth sector
 - 2 representatives from the disability sector
 - 2 representatives from the Academic/Research sector
3. Each of the sectors mentioned in point 2. above will be responsible for appointing and vetting their own representatives and alternate their members.
4. Appointments should be made at the level of provincial coordinating structures of each sector, where such structures do exist.
5. In the absence of such provincial sectoral structures, it is recommended that each sector/structure convenes an appropriate provincially co-ordinated meeting that would allow for appointment of representatives.
6. In the absence of the above mechanisms, the Premier may, by Public Notice call for nominations to represent a particular sector on the GDS Forum.
7. Alternate representatives will only attend meetings on behalf of permanent members, as may be required, and with prior notification that a permanent representative is unable to attend a particular meeting.
8. Appointed permanent and alternative representatives must be mandated by their respective sectors/organisations to fully participate in meetings and activities of the Forum.

e) Term of Membership

1. All representatives will serve as permanent members of the Forum for the period of its existence
2. Membership of representatives, including of alternate representatives, will be terminated if:
 - so decided by their respective sectors/organizations;
 - the representative resigns from and/or ceases to be a member of the organization/sector they are representing;
 - he/she brings the Forum into disrepute

f) Functioning of the Forum

1. Meetings & Venue

- The Forum will meet annually
- The MEC for Finance and Economic Affairs will appoint the Chairperson of the Forum
- The Forum may establish short-term and/or adhoc working groups as may be required and which report back at the annual Forum meeting on the tasks allocated to them.
- Meetings should be organized so that attendance is maximized
- All meetings will be convened by the DFEA on behalf of the GPG

2. Attendance at Meetings

- All Forum members shall sign his/her name in an attendance register, which shall be kept by the GDS Secretariat for record purposes
- Failure to attend three consecutive meetings without reasonable cause shall constitute lack of participation and will be reported to the relevant sector/organization for further action

3. Secretariat Support

- DFEA will provide all the necessary secretariat support services for the Forum including:
 - Preparation and distribution of meeting notices, agendas, minutes and meeting packs
 - Minute-taking and all other record keeping
 - Maintenance of the Attendance Register
 - Register of decisions/recommendations arising from GDS meetings
- DFEA, on behalf of GPG will be responsible for all financial expenditure incurred in respect of GDS Forum meetings such as the printing of meeting packs, etc

4. Reporting

- The GDS Secretariat will be responsible for the preparation of reports detailing the Forum's activities and recommendations for consideration by the MEC of Finance and Economic Affairs and the GPG Executive Council.
- The representatives of each sector is responsible for preparation of reports for their own sectors

- GDS Secretariat reports will only be distributed to other sectors of society after approval by the MEC and GPG Executive Council
- The GDS Secretariat will make available any information required by other sectors for their reports, and will assist them with their report wherever possible

5. **Quorum**

- The Forum is not an organization and therefore it does not require a quorum for meetings to be held
- Ideally, at least 50% of representatives from each sector should be present at each meeting
- The Forum will operate on the basis of consensus and not on voting

g) General

1. DFEA, on behalf of the GPG, will be ultimately responsible for the establishment and efficient functioning of the GDS Forum
2. All operational, secretariat and financial resources required for the effective functioning of the Forum will be the responsibility of DFEA
3. The Forum is essentially a mechanism to allow for an equal exchange of views and opinions on the GDS and will not be constituted as an independent organization and/or entity
4. The Forum does not replace or supercede any other multi-sectoral structures, mechanisms and processes of the government, or of any individual departments within government

Upon request, the forum will discuss additional multi-sectoral issues tabled by the GPG Executive and will serve as a forum for these issues such as the proposed Global City Region Spatial Coalition.