

**GAUTENG DEPARTMENT OF FINANCE AND ECONOMIC AFFAIRS
(DFEA)**

5 YEAR STRATEGIC PLAN

A. INTRODUCTION AND CONTEXT

Gauteng Province is the largest contributor to South Africa's Gross Domestic Product (GDP), and to its employment rate. The financial and business services, the trade and the manufacturing industries, respectively, are the main contributors to this status quo. The Province, governed since 1994 by the same ruling party (the ANC), has been politically and economically stable. The socio-economic status of Gauteng is as follows:

- In the last year, the provincial economy grew at an annual rate of 5.6%. Investments have grown from R450 million in 2001 to R1.5 billion in 2003. Tourism in the last year increased to 3.1 million visits. A total of 273 SMME's have been assisted. All 11 Blue IQ projects are at varying stages of implementation and construction
- Gauteng's population totals 8.8 million people. It has approximately 2.65 million households of which 65.6% are formal and 23.9% are informal settlements. The remaining 10.5% either live in "back yards" or traditional housing.
- The level of education in Gauteng is substantially higher than the national average. Educational statistics for ages 20 and over show 13% of this section of the population have tertiary education, 41% have at least Grade 12 and 8% have no education at all
- Forty-five percent (45%) of the Province's working age population are employed; mainly in elementary occupations and the formal sector. However, unemployment figures although having declined in the past year, still remain at a high figure of 28.2% as at September 2003.
- The majority of the population has access to basic services in respect of electricity and water. The province still has to provide electricity for lighting to 20% of the population, 30% for heating purposes and 27% for cooking purposes. Piped water still has to be provided to 2.5% of all households.
- In terms of communication technology, 56.1% of households have access to a telephone, including cell phones. However, 2.3% of households remain without access to a telephone nearby their dwelling.

The strategic objectives identified by DFEA for the next five years aims to strengthen existing achievements and address the gaps identified above. The successes are mainly in the arena of the first economy and the gaps relate mainly to challenges of the second economy. DFEA will pay equal attention to both arenas in the next term of governance, guided by its commitment to both economic and social development of the province and its people.

The overarching socio-economic development principle that will guide DFEA in all its work is that of people-centred, sustainable, (including environmentally) , holistic and integrated development that improves and enhances the quality of life of all citizens. Gauteng's high level of poverty will be addressed within the context of a provincial Growth and Development Strategy (GDS) that will focus on both the social and economic challenges posed. The core of the GDS will be a consolidation and enhancement of all existing individual strategies (e.g. the Trade and Investment Strategy), principles and frameworks on addressing socio-economic challenges and meeting the needs of the poor. The need to ensure long-term environmental and ecological sustainability of the province's natural resources to support provincial social and economic growth will be a key principle in all DFEA's infrastructure projects.

DFEA's goal and strategic objectives also aim to address the following specific challenges:

- development and adoption of an overarching provincial Growth and Development Strategy to inform all socio-economic development activities in the province
- building, increasing and strengthening of public-private partnerships in respect of labour absorption and job creation
- enabling, promoting and investing in certain geographical areas which can be regenerated and have economic potential
- enabling, promoting and investing in strategic economic infrastructure
- broadening wealth creation through appropriate support for BEE, SMME's, micro or survivalist enterprises and co-operatives.
- developing local economies towards improving the income of the poor in informal settlements
- Ensuring that government resources are used in a prudent and innovative manner and that its budgeting processes support the priorities and objectives of the GPG.

B. DFEA's MANDATE

In summary the mandate of the DFEA is to provide economic policy direction and development facilitation; achieve financial management leadership in the province and create a conducive environment for labour absorbing economic growth and poverty reduction.

The legislative mandate is derived from a host of national and provincial policies and legislation such as Chapter 13 of The Constitution, particularly

Schedules 4 & 5; Public Service Regulations, the Public Finance Management Act (PFMA), Division of Revenue Act, Development Facilitation Act, etc. The DFEA mandate is subject to an array of other critical national and provincial legislation that operationalise the objectives and values of the Constitution.

C. DFEA'S GOAL

The overall Goal and Purpose of the DFEA is

To grow the provincial economy, reduce poverty and create jobs

This goal directly contributes to the country's national goal of growing the economy and reducing poverty and unemployment.

To achieve this goal, DFEA will ensure that it:

- becomes a centre of excellence
- provides economic policy direction
- facilitates socio-economic development
- provides sound financial management and leadership
- provides ethical, consultative and people-focused services

D. DFEA's VISION and MISSION

The vision, mission and goal of the DFEA is ultimately directed at contributing to GPG's priority of "*deepening democracy and nation building and realizing the constitutional rights of our people*" and national government's priority of providing a better life for all its citizens within a human rights framework.

The vision of the DFEA is

To become a centre of operational excellence providing financial management leadership and contributing to a conducive environment for economic growth in Gauteng.

The mission of the DFEA is

To strive to provide a level of service that is output driven, ethical and people-focused and that reflects the economic demographics of our province through:

- ***increased trade and investment***
- ***investment in strategic economic infrastructure that boosts the competitive advantages of key sectors of the economy***
- ***sound public financial management***
- ***contributing to an ethical business and regulatory environment***

E. DFEA's VALUE STATEMENT

Our core values include the following:

- Ensuring financial accountability
- Ensuring equity and redress in terms of access to economic opportunities
- Running an effective and efficient organisation and serving as a role model for other departments and stakeholders
- Transparency and/openness in terms of how the DFEA does its business
- Democratic decision-making
- A high degree of professionalism amongst our staff and giving practical effect to Batho Pele principles
- Quality services to the DFEA's customers.

F. STRATEGIC OBJECTIVES

DFEA has identified 6 strategic objectives towards achieving its goal and addressing the key challenges listed above. These are:

1. Facilitate, enhance and increase investment in infrastructure and other local development initiatives in targeted zones
2. Facilitate, enhance and increase domestic and foreign direct investments including an increase in tourism and film production in Gauteng
3. Ensure and promote development and sustainability of Broad Based Black Economic Empowerment,, SMME's and co-operatives in the province.
4. Ensure sound financial management in the Province
5. Increase own revenue and initiate new sources of funding
6. Ensure effective and efficient management of the DFEA

These 6 strategic objectives of the are described in details below

Objective 1: Facilitate, enhance and increase investment in infrastructure and other local development initiatives in targeted zones

The DFEA will invest in appropriate infrastructure development that is critical on two levels. The first is infrastructure that is critical to support investments, regeneration and building of local economies, mobility of the province's labour force, and generally issues related to trade and industry in respect of first economy activities. The Blue IQ's 11 projects relate directly to these issues and needs.

The second is infrastructure related to providing a better quality of life to all people and reduction of poverty in particular, such as schools, expanded public works programmes, local economic development initiatives, and generally activities related to meeting the challenges of the second economy.

This objective aims to address identified needs on both levels. The objective further contributes to the following National Government and GPG priorities:

NATIONAL PRIORITIES	GPG PRIORITIES
<ul style="list-style-type: none"> • dealing with unemployment and poverty • development of social and economic infrastructure • creating private-public partnerships • building sense of national unity, united action and new patriotism • Raise rate of investment. 5% invested in real economy • Investment plans of state-owned enterprises, financial development institutions and Isibaya Fund of the PIC • Expanded Public Works Programmes, 21 urban and rural nodes • Complete harmonisation of Integrated Development Plans, Provincial Growth and Development Strategies and National Development Spatial Perspective • Local government invest R35 billion in infrastructure 	<ul style="list-style-type: none"> • enable faster economic growth and job creation • fighting poverty and building safe, secure and sustainable communities • fostering healthy, skilled and productive people

Objective 2: Facilitate, enhance and increase domestic and foreign direct investments including an increase in tourism and film production in Gauteng

Over the past ten years, the province has managed to attract and sustain foreign direct investments that have contributed to growth of the economy, job creation, innovative business ideas and technology, building of private sector partnerships between developed and developing economies in terms of international business investment and support, etc.

Political stability is but one key contributing factor to sustaining and harnessing foreign investments. The Development of an economic climate and conditions that is receptive and conducive to foreign investors are an equally important factor. At the same time as attracting foreign investments, care must be taken to ensure that such investments do not deplete the province of its natural resources; intellectual property, workforce, etc. In addition, investments should generally include a social responsibility element and occur within the framework of economic growth, poverty reduction and job creation. Foreign investment activities tend to address first economy issues, although the specific area of investment may result in a more direct link to second economy challenges.

The tourism and film production initiatives that are already underway will be supported to fruition. In relation to tourism, these include the establishment of regional tourism authorities and transforming the tourism industry to be more representative. In relation to film production, these include the development of a film precinct/city in Johannesburg, the establishment of a Motion Pictures Service Alliance (MPSA) and the development of regulatory provincial film policy document.

This objective aims to sustain existing successful initiatives as well as increase foreign investment in the province. The objective further contributes to the following National Government and GPG priorities.

NATIONAL PRIORITIES	GPG PRIORITIES
<ul style="list-style-type: none">• dealing with unemployment and poverty• creating private-public partnerships• building sense of national unity, united action and new patriotism• Road Shows for Investors• Expand access to EU and US markets• Further interaction with Africa in the context of NEPAD and SADC• Strengthen the India-Brazil-South Africa formation	<ul style="list-style-type: none">• enable faster economic growth and job creation• fighting poverty and building safe, secure and sustainable communities• fostering healthy, skilled and productive people

Objective 3: Ensure and promote development and sustainability of Broad Based Black Economic Empowerment initiatives; SMME's and co-operatives in the province.

Although Gauteng can boast substantial provision of a wide variety of services and a decrease in its unemployment rate, current statistics regarding these indicate a need for continued and persistent initiatives aimed at redressing socio-economic legacies of apartheid and existing imbalances between the rich and the poor.

It is therefore important that DFEA contributes to creating an environment that is favourable to, and encourages active and meaningful participation of all its working population in the economy. BEE, SMME's and co-operatives do not only facilitate citizen's participation in and contribution to the economy. They also have the potential of contributing to addressing socio-economic challenges, sustainable livelihoods and other needs of the poor in terms of service provision.

This objective aims to harness both economic and social services potential within BEE, SMMEs and co-operatives. The objective further contributes to the following National Government and GPG priorities:

NATIONAL PRIORITIES	GPG PRIORITIES
<ul style="list-style-type: none">• dealing with unemployment and poverty• creating private-public partnerships• building sense of national unity, united action and new patriotism• expansion of micro-credit and small enterprises• Finalise Enterprise Development Bill• Review of SMME Regulatory Framework• Merging of Ntsika and the national Manufacturing Advisory Centres• Implement provisions of the financial charter regarding SMMEs• Bill on Co-operatives• Increase of learnerships• Increased support for agricultural activities• Finalise strategy for development and extension of financial and non-financial support to co-ops. Draft Legislation• Develop new financial and non-financial products i.r.o. the National Empowerment Fund	<ul style="list-style-type: none">• enable faster economic growth and job creation• fighting poverty and building safe, secure and sustainable communities• fostering healthy, skilled and productive people

Objective 4: Ensure sound financial management in the Province

The key principle underlying the PFMA and strategic planning of all spheres of government is that budget allocations should be directly aligned to project activities; which should be directly aligned to strategic objectives, which in turn should be directly aligned to broader national goal of dealing with unemployment and poverty. Sound financial management requires that the budget of each department is relevant and appropriate to its plans. Where possible, budgets between departments should be synergized in order to achieve maximum impact with limited financial resources. Departments must manage and account for their finances within the framework of the PFMA and other financial policies and regulations. It is also critical that departments have the necessary capacity to manage cash, risks, income, expenditure and all financial accounting reforms and accrual basis of accounting.

This objective aims to ensure that all departments within the province practice sound financial management. The objective further contributes to the following National Government and GPG priorities:

NATIONAL PRIORITIES	GPG PRIORITIES
<ul style="list-style-type: none">• dealing with unemployment and poverty• raising skills level, technology, etc of the public service• improved M & E systems• identify impediments to successful implementation	<ul style="list-style-type: none">• fostering healthy, skilled and productive people• Deepening democracy and nation-building and realizing the constitutional rights of our people• Building an effective and caring government

Objective 5: Increase provincial revenue and initiate new sources of funding

Currently, the majority of GPG's revenue is primarily provided by National Government. While substantive, the funding received still does not amount to the financial resources required by GPG to adequately address the socio-economic challenges of the province. Private sector investment and infrastructure development partnerships contribute to increasing financial resources required for particular special projects and in this regard tend to be short-term focused. That is, the revenue exists for the duration of the project. These current sources of revenue limit the opportunities for long-term sustainability of the provincial economy, growth and development. It is thus critical for DFEA, in close collaboration with other provincial departments, national counterparts and other relevant stakeholders to identify, develop and implement other long-term sustainable sources of revenue for the province.

The objective further contributes to the following National Government and GPG priorities:

NATIONAL PRIORITIES	GPG PRIORITIES
<ul style="list-style-type: none"> • dealing with unemployment and poverty • Pass Intergovernmental Relations Framework Bill 	<ul style="list-style-type: none"> • Enable faster economic growth and job creation • Deepening democracy and nation-building and realizing the constitutional rights of our people

Objective 6: Effective and efficient management of the DFEA

The DFEA should serve as a role model of sound financial management for the province, not only in government but for all sectors of society. The financial systems and processes of the Department must conform to financial policies and regulations. It must also be geared towards enhancing the ability of the Department to carry out its activities and achieve its objectives and goal.

The management of non-financial aspects of the department such as people management, management of other non-financial resources, appropriate departmental structures, processes, systems, policies and practices will be strengthened to ensure a well functioning, effective and efficient department.

This objective aims to address the internal functioning and capacity of the Department. The objective further contributes to the following National Government and GPG priorities:

NATIONAL PRIORITIES	GPG PRIORITIES
<ul style="list-style-type: none"> • Raising the skills level, technology, etc of the public service 	<ul style="list-style-type: none"> • Building an effective and caring government

G. ACTIVITIES AND RESULTS RELATED TO THE OBJECTIVES

See attached table. The activities reflected in the table are projects and initiatives already identified and highlighted by the DFEA, the MEC for Finance and Economic Affairs and the Executive Committee of the Gauteng Provincial Government in various speeches and documents. They serve to provide a broad sense of the initiatives and activities that the DFEA will implement towards achieving its goal and objectives. These initiatives will be fleshed out in more detail in individual business/work plans of individual components/units.

H. STAKEHOLDER PARTICIPATION & BENEFICIARIES

The ultimate direct and indirect beneficiaries will be the poor in our province. Other beneficiaries and stakeholders are:

- Other relevant national departments and institutions
- Gauteng's Office of the Premier, Legislature, relevant standing committees, other provincial departments and other state institutions
- Local, district and metropolitan level municipal structures
- Interest groups such as the labour movement, the Chamber of Commerce and Industry, business associations, etc
- Other institutions such as the South African Reserve Bank, the Development Bank of South Africa, universities, etc.

The common characteristic of the beneficiary and stakeholder groups are that they deal with issues related to economic growth and empowerment; reduction of poverty and creation of jobs

I. KEY ASSUMPTIONS

The objectives and approach of the DFEA are underpinned by the following assumptions:

- infrastructure and other local development initiatives are still not adequately addressing the needs of the province and therefore need to be enhanced
- foreign investors are willing to directly invest in the province and a conducive environment is created for such investments
- the population of working age want to be participate in, and contribute to the economy, and are skilled/capacitated to do take advantage of opportunities created for them
- all provincial departments are committed to concretely work in partnership with the DFEA and each other to ensure sound financial management of the province
- revenue collection potential within the province remains an inadequately explored but critical area of economic growth
- DFEA and its staff have the capacity and resources to serve as a role model of sound financial management and achievement of GPG goals and objectives.

J. KEY RISKS

- Development and implementation of inappropriate investment policies and models resulting in GPG potentially losing interest generating investments and revenue generating opportunities
- Development and implementation of an inappropriate provincial Growth and Development Strategy which focuses on the challenges of the first

economy over the second economy or vice versa and/or does not ensure integrated holistic planning and development.

- Information and knowledge management systems in DFEA are adequate and/or inappropriate to ensure informed planning and implementation aimed at meeting its objectives and goals.
- Inadequate resources (financial, material and human) and/or political support for DFEA programmes and activities

K. TRANSVERSAL ISSUES

DFEA'S projects and activities will directly or indirectly address the following transversal issues: Gender, Youth, People with Disabilities, Environment, HIV/Aids and Co-operative Governance. This will be done in accordance with national and related policy and legislative frameworks. DFEA will work in close cooperation with national and provincial public, private and non-governmental sector institutions and civil society organisations that focus on these transversal issues.

Furthermore, DFEA will strive to ensure that it serves as a model of transformation in terms of its own internal structure and functioning. Broader externally focused implementation will occur through mainstreaming and special transversal projects e.g. People with Disabilities in the Financing sector. Special projects will only be implemented if it is deemed that mainstreaming is not adequately addressing the issue. The approach to such special projects will be to ultimately incorporate it as a mainstreamed issue/project. DFEA will set specific targets for each transversal issue it addresses. These targets will be reflected in individual business plans of the various components of DFEA.

A significant proportion of the DFEA's service delivery infrastructure programmes are developed and implemented in collaboration with other departments at all three spheres of government. Thus DFEA's contribution regarding transversal issues on such projects will be part of the overall approach and targets that are agreed on collectively between the various departments.

i. Gender issues will be addressed through:

- Employment Equity Targets in DFEA
- Assisting agencies, business partners and other stakeholders to set and meet gender specific equity targets
- Setting targets and criteria for meaningful participation and involvement of women in investment and infrastructure projects and activities
- Identifying and developing special projects that highlight and focus on women involvement in the economy and their contribution to its growth and development
- Support to emerging and existing women led and managed businesses, SMME's and Co-operatives

ii. Youth issues will be addressed through:

- Learnerships within the DFEA
- Support to emerging youth-led and managed businesses, SMME's and Co-operatives
- Assisting agencies, business partners and other stakeholders to set and meet Learnerships targets
- Identifying and developing special projects that highlight and focus on youth involvement in the economy and their contribution to its growth and development
- Identifying professional and technical skills required to sustain and grow the economy and to encourage and support building of capacity of our youth to provide these skills

iii. Issues of **People with Disabilities** will be addressed through:

- Employment Equity Targets in DFEA
- Ensuring that the Department is accessible to, and accommodates various disabilities in terms of needs of staff who may be disabled and the public in general
- Assisting agencies, business partners and other stakeholders to set and meet disability specific equity targets and accessibility requirements
- Setting targets and criteria for meaningful participation and involvement of people with disabilities in investment and infrastructure projects and activities
- Identifying and developing special projects that highlight and focus on involvement of people with disabilities in the economy and their contribution to its growth and development
- Support to emerging and existing businesses, SMME's and Co-operatives led and managed by People with Disabilities

iv. **Environmental** issues will be addressed through:

- Environmental impact assessments as part of development planning initiatives
- Engagement with all DFEA stakeholders on their compliance with all necessary environmental requirements
- Ensure that the DFEA complies with all necessary environmental requirements as relevant to its internal functioning.

v. **HIV/Aids** will be addressed through:

- DFEA's active participation and meaningful contribution to the Inter-Departmental Aids Programme/initiatives
- Development of a DFEA workplace programme and other support services such as voluntary counseling, education on prevention of infections, etc.
- Provide leadership, advise and support to private sector partners and other stakeholders on their HIV/Aids internal and external programmes
- Contribute to, and assist in all other HIV/Aids initiatives with all spheres of government and in other sectors of society in recognition of the overall impact HIV/Aids has on socio-economic development in the province and country as a whole.

The principles and intent of **Co-operative Governance** will be addressed through close collaboration, mutual support and advice and strong working relationships with:

- Appropriate national departments
- All provincial departments
- Appropriate departments at local government level
- Other sectors of society
- MinMEC's, Budget Councils, FOSAD, etc

The Constitution espouses the following principles of co-operation that constitutionally bind each sphere to practicing co-operative governance:

- peace, national unity and indivisibility of the Republic
- securing the well-being of the population
- effective, transparent, accountable and coherent governance
- loyalty to the Constitution and people
- respecting the constitutional status, institutions, powers and functions of government in other spheres
- only assuming powers and functions conferred by the Constitution
- not encroaching on geographic, institutional or functional integrity of other spheres of government
- co-operating in mutual trust and good faith by :
 - fostering friendly relations
 - assisting and supporting one another
 - sharing information and consulting on matters of common interest
 - co-ordinating actions and legislation
 - adhering to agreed procedures
 - avoid legal proceedings against each other
- Acts of Parliament that establishes or provides for structures to support inter-governmental relations and mechanisms to deal with disputes

L. DFEA's OPERATIONAL APPROACH

The implementation and service delivery focus of the DFEA is the creation of an economic and social climate for social service delivery and reduction in unemployment and poverty. To achieve this, various components/directorates of the DFEA are responsible for driving the above-mentioned key objectives.

Thus the DFEA's Economic and Development Planning component in the main develops the necessary policies and frameworks for implementation by its agencies. In terms of economic growth, investment and socio-economic infrastructure development, DFEA currently manages 6 agencies, together with Consumer Affairs and Liquor Affairs and the planned SMME Agency..

These are:

- BLUE IQ which facilitates implementation of GPG's 11 infrastructure projects, investment facilitation, commercialization of some of the 11 projects and defining its disengagement strategy

- GEDA – Gauteng Economic Development Agency which facilitates sustainable new investment and implements and promotes economic policy in economic production, investment, trade.
- GTA – Gauteng Tourism Agency which provides strategic leadership on tourism issues and facilitates tourism development, marketing integration, information management, registration and quality assurance, and transformation of the sector
- GGB – Gauteng Gambling Board which facilitates licensing, registering of people and devices, collecting prescribed taxes and levies, control and compliance with gambling legislation
- GAUMAC – Gauteng Manufacturing Advisory Centre which provides support services to SMMEs in the manufacturing sector and contributes to economic growth in this sector.
- GFO - Gauteng Film Office which aims to empower South African film industry to participate in international arena
- Consumer Affairs which aims to increase level of consumer protection and create ethical business ethics
- Liquor Licensing which aims to regulate the liquor retail and micro manufacturing industry

The Governance component of the DFEA is responsible for facilitating compliance of these institutions, Consumer Affairs and Liquor Licensing and monitoring and evaluating the impact of their work. In addition, the governance component is also responsible for performing tasks related to strategically communicating the DFEA's goal, objectives, programmes, activities, achievements and challenges – internally and externally.

The above-mentioned components are jointly responsible for implementation and achievement of Objectives 1, 2, 3 and 5 listed in this Strategic Plan

The Treasury component will continue to support and assist GPG as whole (inclusive of the DFEA) with budgeting and financial management processes and systems.

The above-mentioned component is responsible for implementation and achievement of Objectives 4 listed in this Strategic Plan

The Corporate Services component will manage the administrative and related support aspects of the DFEA, aimed to ensure that it functions effectively and efficiently.

The above-mentioned component is responsible for implementation and achievement of Objectives 6 listed in this Strategic Plan

Special Projects (including Gautrain, Government Precinct, the Public-Private Partnership Unit, Dinokeng Game Reserve and Cradle of Humankind)

These projects were started as Blue IQ Projects. However, they will now be managed as Special Projects of DFEA. Each CEO will report directly to the MEC for Finance and Economic Affairs. The PPP Unit was previously located

within the Treasury component. This has now been moved to the Special Projects Unit based on the fact that all the special projects are structured in terms of PPPs.

The above-mentioned component is responsible for implementation and achievement of Objectives 1, 3 and 5 listed in this Strategic Plan

DRAFT FINAL

**STRATEGIC OBJECTIVE 1:
FACILITATE, ENHANCE AND INCREASE INVESTMENT IN INFRASTRUCTURE AND OTHER LOCAL DEVELOPMENT INITIATIVES IN TARGETED ZONES**

KEY DFEA AGENCIES AND OTHER STAKEHOLDERS RESPONSIBLE AND INVOLVED:
BLUE IQ, GEDA, PROVINCIAL DEPARTMENTS, OTHER SPHERES OF GOVERNMENT

<i>PROJECTS /ACTIVITIES</i>	<i>RESULTS</i>
Promote and actively facilitate measurable local investment in accordance with the Trade and Industry Strategy (TIS- 2003 revised) Responsibility: GEDA, Blue IQ	<ul style="list-style-type: none"> Local investment initiatives comply with revised strategy from 2005 onwards Revised TIS strategy incorporated into GDDS by November 2004
Development of Gauteng Growth and Development Strategy (GDDS) Responsibility: DFEA with active involvement of all provincial departments and DFEA agencies	<ul style="list-style-type: none"> GDDS tabled at Provincial Executive Council level by November 2004 GDDS adopted and implemented by GPG by 2005
Develop in-house Training and Advisory Facility for Gauteng local government focusing on investment and trade facilitation Responsibility: GEDA	<ul style="list-style-type: none"> Facility established and functioning by May 2005 Improved local government implementation and management of investment and trade initiatives from 2006 onwards
Spatial planning, rejuvenation, redevelopment and regeneration of areas for development through provision of housing, public infrastructure and rural/urban integration Responsibility: DFEA and relevant provincial departments	<ul style="list-style-type: none"> Targeted zones i.r.o. other provincial departmental programmes and priorities supported and implemented Increased integration between rural and urban regeneration initiatives
Supporting the establishment of new multi-use nodes Responsibility: DFEA, relevant provincial departments and local government	<ul style="list-style-type: none"> Parts of inner city rejuvenated Growth of creative industries, tourism and auxiliary services
Local Economic Development, including: - Development and adoption of LED Strategy - monitoring implementation strategies Responsibility: DFEA, relevant provincial depts and local govt	<ul style="list-style-type: none"> Strategy developed in GDDS by November 2004 Ongoing monitoring, evaluation and support

<p>Create a Provincial Investor Forum</p> <p>Responsibility: GEDA</p>	<ul style="list-style-type: none"> Established by end of 2005 Forum members include at least one representatives from all business sectors
<p>Expand, develop and sustain PPPs</p> <p>Responsibility: GEDA, Blue IQ</p>	<ul style="list-style-type: none"> Annual incremental increase of PPPs established contributing to growth of the economy, poverty reduction and job creation
<p>Gautrain Raid(?) Rail Link and Corridor</p> <p>Responsibility: Blue IQ in collaboration with GEDA</p>	<ul style="list-style-type: none"> Preferred bidder announced by November 2004 Construction starts in 2005 Jobs created: 57 000 short and medium term, 2 200 permanent and possible additional 40 000 indirect jobs. investment and business opportunities established and functioning business sales increased by R6,0 billion Gauteng GGP increased between 0,7 and 1,0% Operational by 2009
<p>Gauteng Government Precinct</p> <p>Responsibility: Blue IQ in collaboration with GEDA</p>	<ul style="list-style-type: none"> Construction before end of 2005 Re-development of Johannesburg CBD Increased economic activity in inner city 5500 short & medium job created Provincial Departments occupy buildings in precinct by 2007
<p>Commercialisation of Blue IQ Projects, including:</p> <ul style="list-style-type: none"> - development of management frameworks - compliance to government processes - adherence to annual reporting procedures - corporate governance - disengagement strategy - facilitating technology transfer and other support activities i.r.o. intellectual property and establishment of new smart firms - support the motor vehicle and component industry to increase productivity and lower total costs <p>Responsibility: GEDA, Blue IQ</p>	<ul style="list-style-type: none"> Blue IQ projects managed efficiently, operating within set frameworks Contributing to achieving DFEA and GPG objectives and priorities Increase in investments Maximised jobs created

**STRATEGIC OBJECTIVE 2:
FACILITATE, ENHANCE AND INCREASE DOMESTIC AND FOREIGN DIRECT INVESTMENTS INCLUDING AN INCREASE IN TOURISM AND FILM PRODUCTION IN
GAUTENG**

KEY DFEA AGENCIES AND OTHER STAKEHOLDERS RESPONSIBLE AND INVOLVED:
GTA, GFO, GEDA, PROVINCIAL DEPARTMENTS, OTHER SPHERES OF GOVERNMENT

<i>PROJECTS / ACTIVITIES</i>	<i>RESULTS</i>
<p>Promoting Gauteng as a preferred international film destination, including:</p> <ul style="list-style-type: none"> - development of a regulatory provincial film policy document - establishment of a Motion Pictures Service Alliance (MPSA) - establishment of a film city in Johannesburg - building local film-related capacity <p>Responsibility: GFO in collaboration with GTA</p>	<ul style="list-style-type: none"> • Policy document adopted and implemented by end of 2005 • MPSA established and functioning effectively by mid- 2006 • Film City established by mid-2006 • Increased involvement of local people in the film industry from 2006 onwards
<p>Develop and promote tourism, including:</p> <ul style="list-style-type: none"> - Establishing Regional Tourism Authorities - GTA highlighting tourism and partnering with local players - Targeting African market - Promote business tourism and Gauteng in the international markets - Quality assurance of the tourism industry - Transforming the tourism industry to be more representative - Publicising tourism-related BLUE IQ projects such as Dinokeng and Cradle of Mankind <p>Responsibility: GTA</p>	<ul style="list-style-type: none"> • Authorities established and functioning by mid-2005 • Incremental annual Increase in number of African partners • Incremental annual increase in business related tourism • All stakeholders in the industry comply with set standards and guidelines • Tourism industry more representative by April 2006
<p>Expand, develop and sustain PPPs</p> <p>Responsibility: GTA, GFO, GEDA</p>	<ul style="list-style-type: none"> • Incremental annual Increase in number of PPPs contributing to growth of the economy, poverty reduction and job creation
<p>Promote, facilitate and support business initiatives and opportunities for domestic and foreign investors</p> <p>Responsibility: GEDA</p>	<ul style="list-style-type: none"> • Significant annual incremental increase in new business opportunities
<p>Review and implement Liquor Act, including:</p>	<ul style="list-style-type: none"> • Reduction in unlicensed liquor operators

<ul style="list-style-type: none"> - properly regulated liquor trading environment - establishment of regional offices and local committees - unlicensed operators operating within licensing framework - alignment of the provincial Act to the National Act <p>Responsibility: Governance</p>	<ul style="list-style-type: none"> • Provincial and national Acts aligned and provincial Act amended by April 2005 • Reduction in negative social impacts created by unregulated liquor environment from April 2005 onwards
<p>Increased Consumer Awareness, including:</p> <ul style="list-style-type: none"> - awareness and educational programmes on consumers rights - protection of consumer rights by the Consumer Court <p>Responsibility: Governance</p>	<ul style="list-style-type: none"> • visible professional and service oriented business ethics and culture in all sectors of society • incremental annual decrease in number of consumer complaints and cases

**STRATEGIC OBJECTIVE 3:
ENSURE AND PROMOTE DEVELOPMENT AND SUSTAINABILITY OF BROAD-BASED BLACK ECONOMIC EMPOWERMENT
INITIATIVES, SMME'S AND CO-OPERATIVES IN THE PROVINCE.**

KEY DFEA AGENCIES AND OTHER STAKEHOLDERS RESPONSIBLE AND INVOLVED:
ALL AGENCIES, PROVINCIAL DEPARTMENTS, OTHER SPHERES OF GOVERNMENT

<i>ACTIVITIES</i>	<i>RESULTS</i>
<p>Develop co-operative agreements with private sector partners that are huge employers</p> <p>Responsibility: Gaumac</p>	<ul style="list-style-type: none"> • Increased labour absorption in the identified sectors by end of 2006 • Compliance with agreements from 2006 onwards
<p>Development and sustainability of SMME's and other BEE initiatives, including:</p> <ul style="list-style-type: none"> - Supporting an enabling environment for SMME manufacturers i.r.o. transport linkages and labour force 	<ul style="list-style-type: none"> • Agency established and functioning by December 2004 • Portal established by November 2004 • GPG BEE targets determined by December 2004 • Gauteng Government BEE service providers providing goods

<ul style="list-style-type: none"> - Develop and announce Gauteng procurement targets to promote BEE - Development of a regional SMME Agency - Establish a Gauteng SMME portal - BEE and SMME policy developed and adopted - Monitoring of government spend on BEE and SMMEs <p>Responsibility: DFEA and its agencies in collaboration with other provincial departments</p>	<p>and services met by all departments by April 2005</p> <ul style="list-style-type: none"> • Policies done by December 2004 • Increased number of black-owned SMMEs and other business initiatives operational in Gauteng from 2006 onwards • Increased number of BEE and SMME initiatives receiving government support from 2005 onwards
<p>Develop and adopt a Gauteng Co-operative Strategy</p> <p>Responsibility: GEDA in collaboration with Gaumac</p>	<ul style="list-style-type: none"> • Strategy adopted and implemented by mid- 2005 • Increased support provided to co-operatives from mid 2005 onwards

**STRATEGIC OBJECTIVE 4:
ENSURE SOUND FINANCIAL MANAGEMENT IN THE PROVINCE**

KEY DFEA AGENCIES AND OTHER STAKEHOLDERS RESPONSIBLE AND INVOLVED:
TREASURY COMPONENT OF DFEA, PROVINCIAL DEPARTMENTS, OTHER SPHERES OF GOVERNMENT

<i>ACTIVITIES</i>	<i>RESULTS</i>
<p>Financial Management support to Departments, including:</p> <ul style="list-style-type: none"> - cash management capacity - risk management strategy - alignment of budget allocations to GPG objectives - adherence to PFMA - implementing financial accounting reforms and accrual basis of accounting - monitoring performance in relation to service delivery <p>Responsibility: Treasury</p>	<ul style="list-style-type: none"> • Unqualified audits provided to each Department annually • Departmental systems and processes comply with financial policies and regulations – ongoing

Financial management support to local government structures in implementation of Municipal Finance Management ACT (MFMA) implementation of Municipal Finance Management ACT (MFMA) Responsibility: Treasury	<ul style="list-style-type: none"> Local government financial systems and processes comply with MFMA by July 2005 Unqualified audits for each local government structure annually
Ensure provincial funding model is informed by provincial priorities Responsibility: Treasury	<ul style="list-style-type: none"> Model applied annually
Prepare and present annual consolidated financial statement to GPG Responsibility: Treasury	<ul style="list-style-type: none"> Consolidated statements tabled in the Legislature annually

**STRATEGIC OBJECTIVE 5:
INCREASE PROVINCIAL REVENUE AND INITIATE NEW SOURCES OF FUNDING**

KEY DFEA AGENCIES AND OTHER STAKEHOLDERS RESPONSIBLE AND INVOLVED:
ECONOMIC & DEVELOPMENT PLANNING COMPONENT OF DFEA, GEDA, PROVINCIAL DEPARTMENTS, OTHER SPHERES OF GOVERNMENT; OTHER STAKEHOLDERS

<i>ACTIVITIES</i>	<i>RESULTS</i>
Investigate provincial taxation Responsibility: Economic & Development Planning	<ul style="list-style-type: none"> Proposals tabled and discussed at Provincial Executive Council level and the Legislature by April 2006 Policy and strategy developed, adopted and implemented by GPG by April 2007
Develop a strategy for new revenue streams, including identifying other sources of revenue and maximizing revenue collection Responsibility: Economic & Development Planning	<ul style="list-style-type: none"> Proposals tabled and discussed at Provincial Executive Council level and the Legislature by July 2005 and revised every year thereafter Policy and strategy developed, adopted and implemented by

	GPG by November 2005 and revised strategy every year thereafter
Optimise cash flow management and revisit current investment policies towards increasing provincial revenues and interests on investments Responsibility: Economic & Development Planning and Treasury	<ul style="list-style-type: none"> Increased provincial revenues and interests on investments – ongoing
Invest surplus cash not immediately required in the short-term money market to contribute to the province's revenue through interest collection Responsibility: Treasury	<ul style="list-style-type: none"> Increase provincial revenue from interest collection – ongoing

STRATEGIC OBJECTIVE 6: EFFECTIVE AND EFFICIENT MANAGEMENT OF THE DFEA

KEY DFEA AGENCIES AND OTHER STAKEHOLDERS RESPONSIBLE AND INVOLVED:
DFEA SENIOR MANAGERS UNDER THE LEADERSHIP OF THE HOD

ACTIVITIES	RESULTS
Attract and retain appropriate skills base Responsibility: Corporate Services	<ul style="list-style-type: none"> Decrease in staff turnover at DFEA Staff able to perform their functions and meet performance contract requirements
Implementation of the Employment Equity Plan Responsibility: Corporate Services	<ul style="list-style-type: none"> Employment Equity targets reached and exceeded where possible
Implement learnerships within the department Responsibility: Corporate Services and all other components	<ul style="list-style-type: none"> Target of 8% achieved DFEA contributing to provincial and national learnership programme

<p>Provide day-to-day strategic management support and leaderships i.r.o.</p> <ul style="list-style-type: none"> - Implementation of efficient business systems - Proper and timeous management of projects - Management of projects within budget - Processing of delegated land and its functions - Statutory boards and agencies such as GEDA, GTA, etc <p>Responsibility: All components and Governance in respect of the Agencies</p>	<ul style="list-style-type: none"> • DFEA efficiently managed • DFEA delivering on its objectives and outputs • Statutory Boards and agencies functioning in compliance with public service and financial regulations. • Statutory boards and agencies delivering on their mandates
<p>Development and establishment of DFEA risk management policy, strategy and committee</p> <p>Responsibility: All components</p>	<ul style="list-style-type: none"> • Policy and strategy adopted and implemented by end of 2004 • Committee established and functioning by January 2005
<p>Communication and public awareness with internal and external stakeholders, regarding DFEA's services, strategic priorities, achievements and challenges</p> <p>Responsibility: Governance</p>	<ul style="list-style-type: none"> • Internal stakeholders understand the work of DFEA and speak with one voice on provincial economic issues - ongoing • External stakeholders are aware of, and are able to access DFEA support and services – ongoing