

# CHAPTER FIVE: Implementation Plan

## 5.1. INTRODUCTION

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The purpose of this chapter is to direct the implementation of the Provincial Growth and Development Strategy. The strategies and programmes listed in this chapter will be reviewed on an annual basis. Specific steps are proposed which will serve as guidelines to initiate and facilitate the implementation process.

The implementation of the Provincial Growth and Development Strategy should primarily be seen as a process and not as the implementation of a single action step (see Diagram 5.1). The chapter is concluded with a series of identified strategies and projects. Among these programmes, three have been prioritised and are being launched together with this FSGDS. These programmes are the following:

1. The Harrismith Logistics Hub
2. SMME support and development
3. The Free State Expanded Public Works Programme

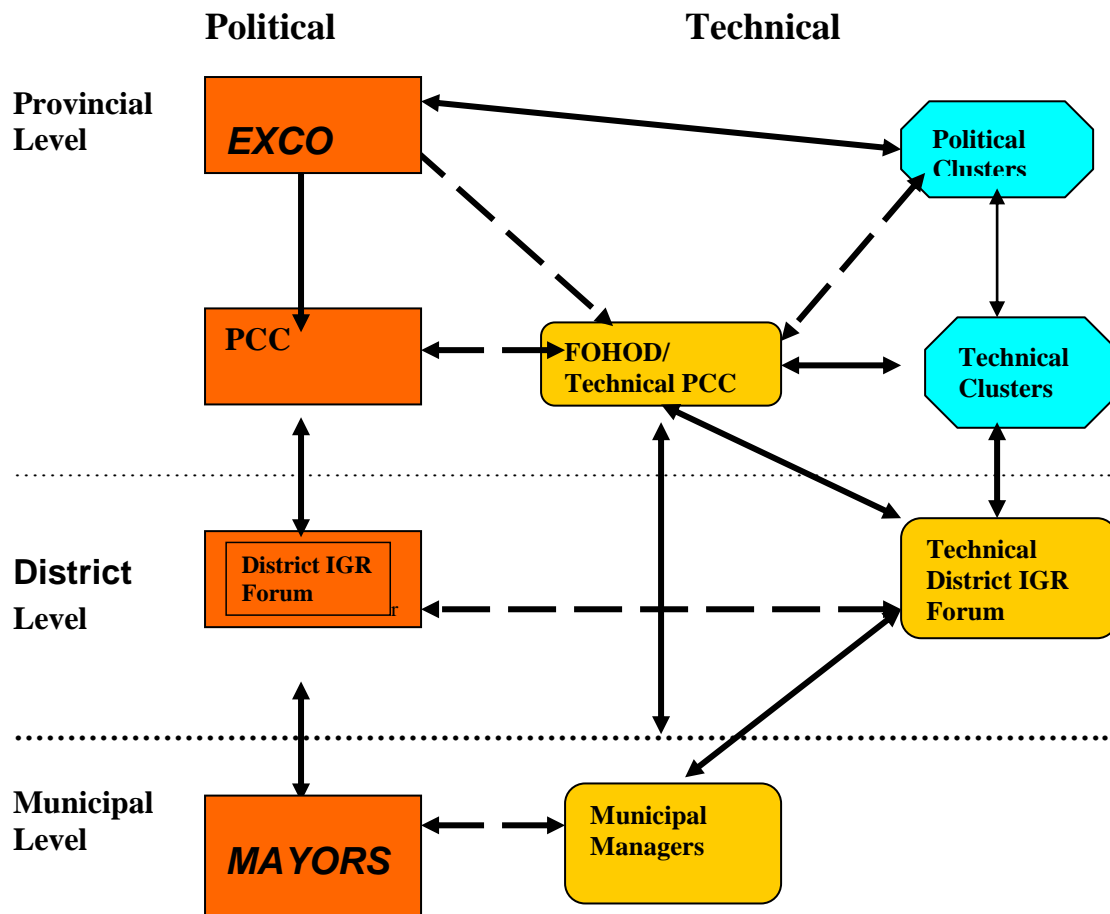
## 5.2. INSTITUTIONAL ARRANGEMENTS

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At all spheres of government we are obliged to integrate, co-operate and see to it that as an entity we render effective and efficient services to the people in order to improve the lives of everyone, especially the poor and destitute. This is the only manner in which we can determine whether we are succeeding and whether we are living up to the expectations of our citizens.

In this respect, the activities of Provincial Government and Local Government (both at a political and technical level) have been structured in such a way to ensure effective implementation of the FSGDS (refer to diagram 5.1 below).

Diagram 5.1: Institutional arrangements



### 5.3. Implementation steps

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Functions derived from the above diagram include the following:

- Coordination and facilitation: To coordinate all activities, processes and programmes necessary to see that things happen according to plan.
- FSGDS management: To manage all planning and implementation of the FSGDS.
- Developing buy-in and commitment from stakeholders and key role players. There is general consensus that the commitment of all key role players would have to be secured.
- Assessment of the FSGDS implementation impact on local or provincial government.

- Ongoing communication and interaction with different departments, district and local municipalities, entrepreneurs and NGOs, to foster greater participation and a sense of ownership and more importantly, a constant generation of fresh development concepts and opportunities, pioneered by these stakeholders.

### **5.2.1. Development of Human Resources**

Specific focus should be given to ensure that people are capacitated to implement the FSGDS. It is important that training should be provided to capacitate people to meet the needs of the FSGDS.

### **5.2.2. Link implementation of the FSGDS with budgets**

It is proposed that the FSGDS be the guiding principle when municipalities and different provincial departments lay out their strategic plans, key growth and development priorities at the beginning of each year. The FSGDS should also inform the provincial and local government budget allocations.

### **5.2.3. Investment promotion**

Investment promotion in South Africa emerges from the Government's Growth, Employment and Redistribution Strategy of 1996 (GEAR) as having a major role in facilitating development in the country. Implied in the GEAR strategy is the belief that accelerated investment in the South African economy requires foreign savings in the form of direct investment, mainly in export-oriented manufacturing. The need for FDI was underscored by the fact that the country had a poor savings rate, which fell far short of the kind of investment needed to support sustained growth.

The following steps should be followed in promoting foreign direct investment in the province:

- Establish a database on potential investors that can be established in the province.

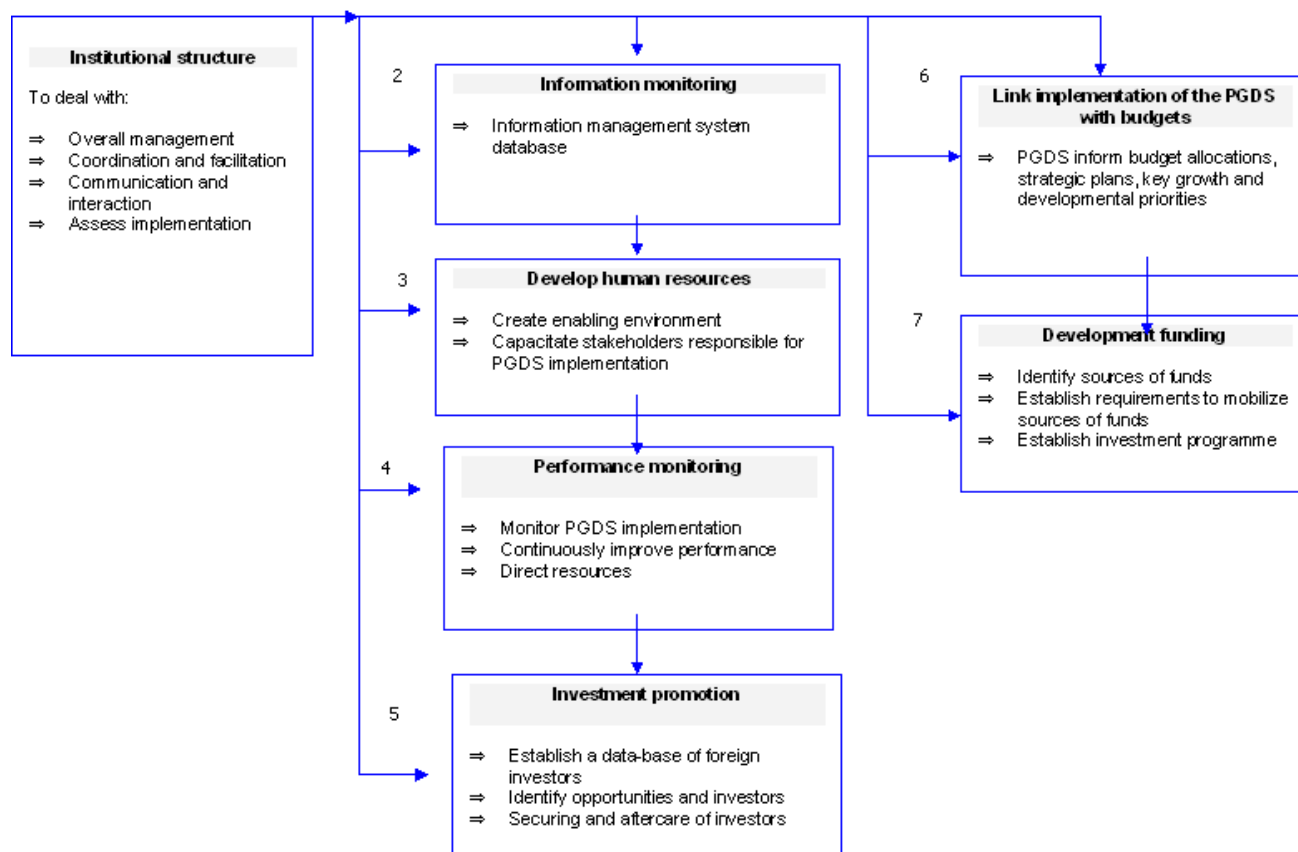
- Identified opportunities and investors should be traced continuously to ensure that developing opportunities are considered for the province.
- Effort should be put into the securing and aftercare of investors to ensure that the best interests of the industrialists are kept.

#### **5.2.4. Development funding**

Development funding is often one of the most constraining issues. Development funds is a scarce resource and all sources should be mobilised with due care. The following is proposed with regard to development funding:

- Sources of development funds should be identified (e.g. internal and local sources, national government, private sector and international sources).
- The requirements to mobilise the sources of development funds should be established.
- An investment programme should be established.

The above implementation guidelines mentioned in this subsection however, provide only the broad development steps, which later need to be refined by the FSGDS institutional structure.

**Diagram 5.2: Implementation steps**

### 5.3. IMPLEMENTATION PLAN

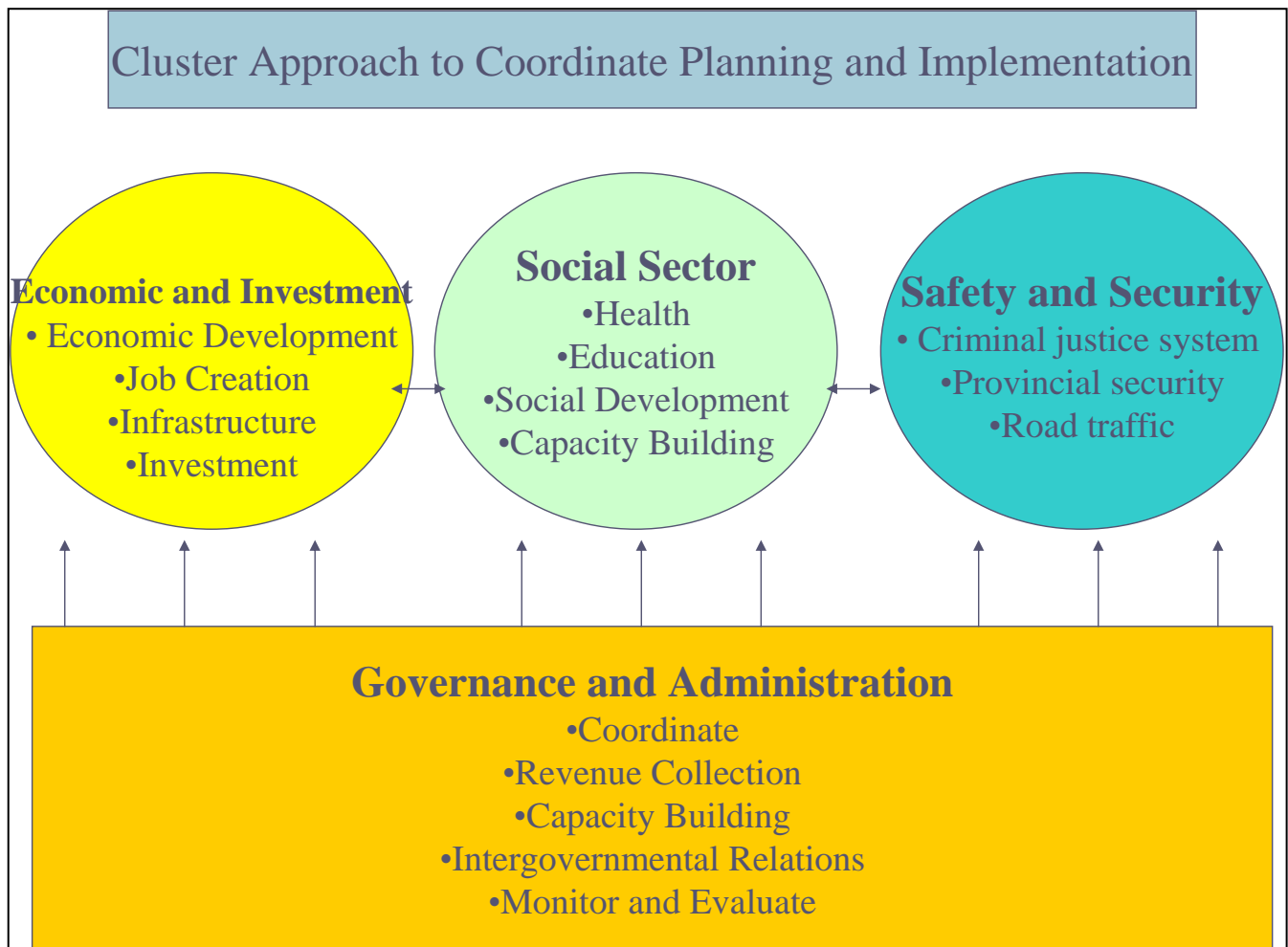
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The implementation plans for each of the development priority areas are outlined below. These implementation plans provide detailed strategies and programmes in terms of:

1. Economic Growth, Development and Employment;
2. Social and Human Development
3. Justice and Crime Prevention Sector
4. Efficient Governance and Administration.

These priority areas are managed by three development clusters (see Diagram 5.3), which are responsible for implementation.

Diagram 5.3 – Cluster Approach



**PRIORITY: ECONOMIC DEVELOPMENT AND EMPLOYMENT CREATION**

<b>STRATEGY</b>	<b>PROGRAMME</b>
Strengthen the competitive advantage of the province	<ul style="list-style-type: none"> <li>• Develop enabling strategies</li> <li>• Establish development zones and corridors</li> </ul>
Support the creation and expansion of SMME	<ul style="list-style-type: none"> <li>• Facilitate and improve access to funding sources and support for SMME development</li> <li>• Support small-scale farmers</li> <li>• Support to beneficiaries of land redistribution and restitution programme</li> <li>• Support farmers through CASP (Comprehensive Agriculture Support Programme)</li> <li>• Provide non-formal training to farmers in Agriculture Management</li> </ul>

STRATEGY	PROGRAMME
	<ul style="list-style-type: none"> <li>• Implement internship and learnership programmes for SMMEs</li> <li>• Train SMMEs in business skills</li> <li>• Enhance SMME support structures</li> <li>• Support organized agriculture (NADU)</li> <li>• Create local business support infrastructure</li> <li>• Maintain central business support infrastructure including business database</li> <li>• Develop and improve institutional capacity for SMME support</li> <li>• Implement Local Economic Development programme.</li> </ul>
Add value to Free State products	<ul style="list-style-type: none"> <li>• Beneficiation of agricultural products</li> <li>• Beneficiation of petrochemicals</li> <li>• Beneficiation of mining products</li> </ul>



<b>STRATEGY</b>	<b>PROGRAMME</b>
Expand manufacturing industries in the province	Facilitate expansion of manufacturing
Optimise tourism opportunities	<ul style="list-style-type: none"> <li>• Improve tourism marketing and business support</li> <li>• Develop tourism support structures</li> <li>• Develop and increase tourism products</li> <li>• Increase events and activity tourism</li> <li>• Promote all forms of tourism</li> </ul>
Optimize agricultural production	<ul style="list-style-type: none"> <li>• Diversify agricultural products</li> <li>• Introduce high value crops</li> </ul>

STRATEGY	PROGRAMME
Develop and expand the transport and distribution industry	<ul style="list-style-type: none"> <li>• Secure Free State as a distribution hub</li> </ul>
Facilitate land reform	<ul style="list-style-type: none"> <li>• Facilitate completion of land restitution programme</li> <li>• Buy land and establish PDI farmers</li> </ul>
Maximize economic potential of municipalities in the Free State	<ul style="list-style-type: none"> <li>• Develop and implement economic development in municipalities</li> </ul>
Facilitate provision of an environment conducive to accelerating infrastructure development	<ul style="list-style-type: none"> <li>• Develop enabling policies, strategies and capacity</li> <li>• Transform government's property ownership (BBBEE)</li> </ul>

Make land available for infrastructure development	<ul style="list-style-type: none"><li>• Support macro planning and identify urban nodes</li><li>• Secure land tenure rights in the Free State</li></ul>
Ensure advanced enabling infrastructure network	<ul style="list-style-type: none"><li>• Expand online learner technology</li><li>• Expand utilisation of iCAM</li></ul>
Improve the maintenance of government property	<ul style="list-style-type: none"><li>• Ensure designated funding for maintenance</li><li>• Upgrade and maintain all buildings</li></ul>

**PRIORITY: SOCIAL AND HUMAN DEVELOPMENT**

<b>STRATEGY</b>	<b>PROGRAMME</b>
Enhance people's skills and self-reliance	<ul style="list-style-type: none"> <li>• Implement adult literacy and numeracy programmes</li> <li>• Provide Adult Basic Education and Training (ABET) in accordance with the ABET Act</li> <li>• Implement skills development programmes</li> <li>• Capacity-building of clients incorporated in service delivery</li> <li>• Implement learnership programmes</li> </ul>
Improve access and quality of formal education	<ul style="list-style-type: none"> <li>• Address critical gaps in identified areas</li> <li>• Implement General Education and Training Certificate (GETC)</li> <li>• Implement Further Education and Training Certificate (FETC)</li> <li>• Implement Early Childhood Development programmes</li> </ul>

<b>STRATEGY</b>	<b>PROGRAMME</b>
Address the backlog with regard to social infrastructure	<ul style="list-style-type: none"><li>• Provide housing</li><li>• Provide sanitation</li><li>• Eradicate bucket system</li><li>• Provide water</li><li>• Provide electricity</li><li>• Provide education infrastructure</li><li>• Upgrade education infrastructure</li><li>• Provide health infrastructure</li><li>• Upgrade health infrastructure</li><li>• Provide library infrastructure</li><li>• Provide sport facilities</li><li>• Provide multipurpose centres</li></ul>

<b>STRATEGY</b>	<b>PROGRAMME</b>
	<ul style="list-style-type: none"><li>• Provide pay point facilities</li><li>• Provide arts and culture centres</li><li>• Provide other government accommodation/ buildings</li><li>• Provide cemeteries</li><li>• Provide solid waste disposal sites</li><li>• Provide storm water drainage</li><li>• Improve roads infrastructure (provincial./ municipality)</li><li>• Upgrade, rehabilitate and renovate education facilities</li><li>• Eliminate backlog in basic services in schools</li></ul>

STRATEGY	PROGRAMME
Improve safety net and livelihood	<ul style="list-style-type: none"> <li>• Increase to social assistance grants</li> <li>• Provide emergency food security to needy families and individuals</li> <li>• Implement school nutrition programmes</li> <li>• Provide transport for farm school learners</li> <li>• Provide accommodation for learners from non-viable farm schools</li> </ul>
Accelerate community development support	<ul style="list-style-type: none"> <li>• Increase access to commonage</li> <li>• Implement community development projects</li> <li>• Income generation projects for youth, women and persons with disabilities</li> </ul>

STRATEGY	PROGRAMME
Engage and promote participation in cultural activities	<ul style="list-style-type: none"> <li>• Promote major cultural events</li> <li>• Provide museum and heritage services</li> <li>• Build capacity in visual and performing arts</li> </ul>
Provide access to reading, learning, and information resources	<ul style="list-style-type: none"> <li>• Provide library and information services</li> <li>• Provide special services</li> </ul>
Engage and promote participation in recreational sport	<ul style="list-style-type: none"> <li>• Facilitate mass participation in sport and recreation activities/events</li> </ul>
Accelerate performance in sport	<ul style="list-style-type: none"> <li>• Render sport science, exercise rehabilitation and sport development services</li> </ul>



STRATEGY	PROGRAMME
<p>Provide special programmes for the survival, development, care and protection of the vulnerable</p>	<ul style="list-style-type: none"> <li>• Implement training programmes to support the care and protection of the vulnerable</li> <li>• Implement service programmes targeting vulnerable children, vulnerable women, vulnerable older and frail persons</li> <li>• Provide early childhood development services</li> <li>• Implement programmes targeting the unemployed and out-of-school youth</li> <li>• Promote social integration and empowerment of people with disabilities</li> <li>• Implement special programmes for the vulnerable in government</li> </ul>
<p>Restore morals</p>	<ul style="list-style-type: none"> <li>• Implement moral regeneration programmes for the community</li> <li>• Implement moral regeneration programmes within</li> </ul>

STRATEGY	PROGRAMME
	government
Reduce the burden of disease	<ul style="list-style-type: none"> <li>• Implement and monitor comprehensive plan on care, treatment and management of HIV and AIDS</li> <li>• Implement the national TB strategy</li> <li>• Improve the immunization coverage of children.</li> <li>• Implement Provincial Health Promotion strategy</li> <li>• HIV and AIDS prevention and support programmes</li> <li>• Provide integrated service to people affected and infected by HIV &amp; AIDS</li> <li>• Implement Integrated Management of Childhood Illnesses strategy.</li> </ul>

<b>STRATEGY</b>	<b>PROGRAMME</b>
Improve access to and quality of health services	<ul style="list-style-type: none"><li>• Expand free health services</li><li>• Implement and monitor continuous quality improvement programme</li><li>• Improve access to health care for people in rural areas</li></ul>

**PRIORITY: JUSTICE, CRIME PREVENTION AND SECURITY**

<b>STRATEGY</b>	<b>PROGRAMME</b>
Facilitate an improved and effective integrated criminal justice system	<ul style="list-style-type: none"> <li>• Coordination of an integrated criminal justice system</li> <li>• Victim empowerment</li> <li>• Service programmes for children in conflict with the law</li> <li>• Reduce time to finalize cases in court</li> <li>• Increase in cases to court</li> <li>• Develop and implement integrated crime prevention programmes.</li> </ul>
Ensure effective and efficient police service in the province	<ul style="list-style-type: none"> <li>• Effective visible police service</li> <li>• Encourage community participation</li> <li>• Promote accessibility to police services.</li> <li>• Enhance service delivery and transformation</li> </ul>

STRATEGY	PROGRAMME
	<ul style="list-style-type: none"> <li>• Maintain rural safety</li> <li>• The combating of corruption in SAPS</li> </ul>
<p>Establish an effective disaster prevention and response capacity for disasters throughout the province</p>	<ul style="list-style-type: none"> <li>• The coordination of integrated disaster management services.</li> <li>• Minimize the impact of disasters.</li> <li>• Implement integrated disaster management strategy</li> </ul>
<p>Improve traffic policing and road incident management in the province</p>	<ul style="list-style-type: none"> <li>• Provide effective emergency communication</li> <li>• Implement road traffic regulations effectively</li> <li>• Implement effective emergency services</li> </ul>
<p>Implement Provincial Emergency Medical Services Plan</p>	<ul style="list-style-type: none"> <li>• Provide medical rescue, pre- and inter-hospital Emergency</li> </ul>

<b>STRATEGY</b>	<b>PROGRAMME</b>
	Medical Services
Ensure a safe and secure environment at all institutions	<ul style="list-style-type: none"><li>• Implement safety programmes at all institutions</li></ul>

**PRIORITY: EFFECTIVE GOVERNANCE AND ADMINISTRATION**

<b>STRATEGY</b>	<b>PROGRAMME</b>
<p>Improve integrated development planning and implementation</p>	<ul style="list-style-type: none"> <li>• Align and co-ordinate IDPs and FSGDS</li> <li>• Improve cluster system across the two spheres of government in the province</li> <li>• Ensure effective implementation of intergovernmental relations</li> <li>• Coordinate strategic programmes (EPWP, ISRDP, Project Consolidate. etc.)</li> <li>• Promote the involvement of Traditional Leadership</li> <li>• Coordinate public/private partnerships</li> <li>• Implement the national and provincial programme of action</li> <li>• Implement community-based ward planning through ward committees</li> </ul>

<b>STRATEGY</b>	<b>PROGRAMME</b>
Ensure effective communication with stakeholders and clients	<ul style="list-style-type: none"> <li>• Improve interaction between government and the people</li> <li>• Implement one-stop government services</li> <li>• Implement e-governance</li> </ul>
Promote Black Economic Empowerment	<ul style="list-style-type: none"> <li>• Create opportunities for BBBEE for women, youths and people with disabilities</li> <li>• Review procurement system</li> </ul>
Ensure effective human resource development and management	<ul style="list-style-type: none"> <li>• Implement integrated human resource development strategy</li> <li>• Implement employment equity plan</li> <li>• Implement retention strategy</li> <li>• Implement employee assistance programme</li> <li>• Coordinate bursaries and learner support programme</li> </ul>



STRATEGY	PROGRAMME
Ensure improvement in financial management	<ul style="list-style-type: none"> <li>• Improve and coordinate revenue measures and mechanisms</li> <li>• Strengthen financial management capacity in departments</li> <li>• Strengthen financial management capacity in municipalities</li> <li>• Implement credit control systems</li> </ul>
Promote integrity in government	<ul style="list-style-type: none"> <li>• Implement anti-corruption and fraud strategy</li> <li>• Promote ethical behaviour (Code of Conduct) in government</li> </ul>
Establish proper management information and records management systems	<ul style="list-style-type: none"> <li>• Improve record management services in departments</li> <li>• Secure information within departments</li> </ul>

<b>STRATEGY</b>	<b>PROGRAMME</b>
Improve asset management	<ul style="list-style-type: none"> <li>• Improve control of assets and resources</li> </ul>
Build government's capacity in critical areas	<ul style="list-style-type: none"> <li>• Improve financial management capacity</li> <li>• Improve strategic planning training monitoring and evaluation capacity</li> <li>• Develop information technology skills</li> <li>• Enhance Batho Pele skills</li> <li>• Provide capacity building programmes for all staff</li> </ul>
Ensure a healthy environment through integrated environmental management	<ul style="list-style-type: none"> <li>• Implement integrated environmental management</li> <li>• Coordinate integrated environmental management</li> </ul>
Monitor, evaluate and review FSGDS	<ul style="list-style-type: none"> <li>• Implement FSGDS monitoring and evaluation systems</li> </ul>

<b>STRATEGY</b>	<b>PROGRAMME</b>