

FOREWORD BY THE PREMIER



The Free State Growth and Development Strategy sets the course for the next decade. The FSGDS is informed by extensive consultations that took place internally and externally with a range of stakeholders.

By broad consensus our passion and vision remains our commitment towards achieving an equitable, accessible, and thriving Free State for all our people, to address their needs and to improve the quality of life of our people.

The development of the FSGDS has enabled us to identify the particular “value space” the Free State government occupies through our ability to link knowledge generation with implementation and best practice models.

A greater emphasis will be placed on inter- programme collaboration between departments and with our social partners. We hope to see this impacting positively on the day-to-day lives of our people.

The FSGDS re-affirms our government’s purpose. It also importantly enables us to commence a new trajectory in terms of how we achieve this purpose.

We will be working with many stakeholders, to contribute to our vision: “ A unified and prosperous Free State which fulfils the needs of all its people” with renewed vigour.

We remember the contribution of the late Noby Ngombane, who provided crucial insights, support and direction to the development of the FSGDS.

I would also like to express my sincere gratitude and appreciation to the many stakeholders for their commitment and the valuable contributions they made.

Sincerely

Beatrice Marshoff
Premier of the Free State Province
May 2005

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Free State Growth and Development Strategy (FSGDS)

Executive Summary

1. Introduction

In its endeavour to harmonise planning across the three spheres of government, the National government mandated the national Department of Provincial and Local Government to develop a planning tool that would align the processes at national and local government spheres, that is the National Spatial Development Framework as well as the Integrated Development Plans respectively. The process gave rise to the development of the Growth and Development Strategy at the provincial government level.

In 2002, the Free State Provincial Government in pursuance of its developmental mandate of creating a prosperous province and fulfilling the social needs of all its people, embarked on creating a comprehensive plan called the Free State Development Plan (FSDP), which has now run its course. In this next decade of our democratic dispensation, the province has extended the methodology in a seamless manner into a ten-year planning strategy.

The overarching goal of the Free State Growth and Development Strategy (FSGDS) is to align the provincial and national policies and programmes and to guide development in terms of effective and efficient management and governance to achieve growth and development. The strategy is a living document that uses the latest business planning and evaluation tools in order to maximise the effect of all spending. A consultative process was embarked on through which social partners, i.e. organised business, organised labour, SMME's, youth organisations provided valuable inputs which culminated in the FSGDS, that is truly a product of all the people of the province.

2. Vision and Mission Statement

The visionary approach to the development of the Province is captured in the vision, mission and key priority areas (strategic objectives).

Vision

“ A unified prosperous Free State which fulfils the needs of all its people”

Mission

Serving the people of the Province by working effectively with stakeholders through:

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

Providing the above by means of efficient administration and co-operative governance.

3. Challenges and Opportunities for Social and Economic Development in the Free State

With 10,6% of South Africa's area, 6,4% of the national population and 4,9% of the country's Gross Domestic Product (GDP), the Free State is relatively large in physical area but small in population size and GDP contribution. The economy of the Free State province generates slightly less towards the South African economy, than the relative size of the provincial population. This would suggest that the provincial economy is currently "under performing".

The weak position of the Free State economy is further reflected by the relatively low (2002) per capita income level (R11 854 compared to R17 164 for South Africa and R32 356 for Gauteng), a high unemployment rate of 38,9% (SA 40,8%) and close to 49% of the population "living in poverty". The Human Development Index for the Free State in 2004 was at 0.67, which is just below the national average of 0.69 and the functional literacy rate was 69,2% in 2003. This is further highlighted in the table below:

Basic facts on the Free State province

Land area	129 480 km ²	10,6% of South Africa
Population (2002)	2,95 mill.	6,4% SA
Population growth <i>per annum</i> (1996–2001)	1,12%	1,52% SA
Population growth estimated 2001–06	0,72%	1,18% SA
Age dependency ratio	55%	63% SA
Economically active population	1,09 mill.	37,3% of population
Child mortality	24‰	13‰ SA
Functional literacy	69,2%	72,4% SA
HDI (2002)	0,55	0,60 SA
People living in poverty (2002)	54,7%	48,9% SA
Annual <i>per capita</i> income	R11 854	R17 164 SA
Unemployment (2002)	38,9%	40,8% SA
Equitable share in national budget allocation (1999–2002)	6,8%	
Urbanisation level (2002)	71,7%	55,4% SA
GDP 2002	R49,1 bill.	4,9% of SA

Main Sectors	GDP		Employment	
	1990	2002	1996	2002
Agriculture	9,2	9,2	18,2	20,1
Mining	21,5	14,6	19,5	9,7
Manufacturing	18,7	15,6	7,8	6,9
Electricity, water	5,3	3,6	1,8	1,8
Construction	2,6	2,1	2,3	2,2
Trade	10,4	10,0	9,2	10,6
Transport, communication	5,8	6,4	4,1	3,7
Finance	7,1	10,3	3,9	5,0
Community services	19,4	28,2	17,6	24,7
TOTAL	100,0	100,0	84,4*	84,7*

*Excludes self-employment by households

Free State government budget (R mill.)

	1998/9	%	2003/04	%
Equitable share	5 432,2	87,7	7 985,7	86,1
Conditional grants	511,8	8,3	1 010,9	10,9
Other revenue	251,3	4,0	280,5	3,0
TOTAL	6 195,3	100,0	9 277,1	100,0

District Economies (2002)

	Population	GDP	Unemployment	People living in poverty	Growth p.a. '90-'02
Motheo	26,0%	30,9%	41,1%	61%	1,3%
Lejweleputswa	26,9	26,5	36,6	66	—2,3
Thabo Mafutsanyane	26,3	14,0	34,1	72	0,3
Northern Free State	16,3	25,5	38,3	62	0,4
Xhariep	4,5	3,1	38,3	57	0,9
Total	100,0	100,0	38,9	—	—0,1

Source: PEAC Report, 2004.

The above information indicates the need to put in place strategies and programmes that will address the immediate, medium and long term needs with greater impact than before.

4. Development Objectives and Targets

Based on the social and economic development challenges of the province, the Free State province has identified the following as primary development objectives:

Stimulate economic development.

Develop and enhance infrastructure for economic growth and social development.

Reduce poverty through human and social development.

Ensure a safe and secure environment for all people of the province.

Promote effective and efficient governance and administration.

To give effect to these developmental objectives, the Province has identified the 11 areas that need to be addressed by 2014:

1. To achieve an annual economic growth rate at least equal to the national average economic growth rate.
2. To reduce unemployment from 38,9% to 20%.
3. To reduce the number of households living in poverty by 5% per annum.
4. To improve the functional literacy rate from 69,2% to 85%.
5. To reduce infant mortality for children under five years to 65 per 1000 live births.
6. To reduce the obstetrical maternal mortality rate from 65,5 to 20,06 per 100 000 women in the reproductive age group.
7. To stabilize the prevalence rate of HIV and AIDS and reverse the spread thereof.
8. To provide shelter for all the people of the province.
9. To provide free basic services to all households.

10. To reduce crime rate by at least 7% per annum.

11. To provide adequate infrastructure for economic growth and development.

5. Key Priority Areas

In order to achieve the above-mentioned targets, the following Key Priority Areas, Strategies and Programmes have been identified:

5.1 Economic Growth, Development and Employment

Apart from the current high unacceptable rate of unemployment and the low levels of economic growth, the challenges facing the province are the job losses in primary industries due to global cost drivers. This will enable the Free State to move up the value chain by beneficiating its raw materials thereby creating much needed job opportunities.

The Free State aims to optimise and broaden the province's current economic profile by placing more emphasis on the key economic sectors such as tourism, agriculture and manufacturing. In our commitment to bridge the gap between the first and second economies the province will focus on developing and expanding the SMME sector, facilitating greater access to capital and creating opportunities for Broad Based Black Economic Empowerment.

Detailed information on strategies and programmes is provided below:

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

STRATEGY	PROGRAMME
	<ul style="list-style-type: none"> • Implement internship and learnership programmes for SMMEs • Train SMMEs in business skills • Enhance SMME support structures • Support organized agriculture (NADU) • Create local business support infrastructure • Maintain central business support infrastructure including business data base • Develop and improve institutional capacity for SMME support • Implement Local Economic Development programme.
3. Add value to Free State products	<ul style="list-style-type: none"> • Beneficiation of Agricultural products • Beneficiation of petro-chemicals • Beneficiation of mining products
4. Expand manufacturing industries in the province	Facilitate expansion of manufacturing

STRATEGY	PROGRAMME
5. Optimise tourism opportunities	<ul style="list-style-type: none"> • Improve tourism marketing and business support • Develop tourism support structures • Develop and increase tourism products • Increase events and activity tourism • Promote all forms of tourism
6. Optimize agriculture production	<ul style="list-style-type: none"> • Diversify agricultural products • Introduce high value crops

STRATEGY	PROGRAMME
7. Develop and expand the transport and distribution industry	<ul style="list-style-type: none"> • Secure Free State as a distribution hub
8. Facilitate land reform	<ul style="list-style-type: none"> • Facilitate completion of land restitution programme • Buy land and establish PDI farmers
9. Maximize economic potential of municipalities in the Free State	<ul style="list-style-type: none"> • Develop and implement economic development in municipalities
10. Facilitate provision of a conducive environment to accelerate infrastructure development	<ul style="list-style-type: none"> • Develop enabling policies, strategies and capacity • Transform government's property ownership (Broad Based Black Economic Empowerment)
11. Avail land for infrastructure development	<ul style="list-style-type: none"> • Support the macro planning and identify urban nodes • Secure land tenure rights in the Free State

12. Ensure advanced enabling infrastructure network	<ul style="list-style-type: none">• Expand on-line learner technology• Expand utilisation of ICT.
13. Improve the maintenance of government property	<ul style="list-style-type: none">• Ensure designated funding for maintenance• Upgrade and maintain all buildings

5.2 *Social and Human Development*

The Free State provincial government seeks to confront the challenges of poverty and under development. In order to meet the needs of the under-privileged and address the backlogs, the Free State province will embark on the improvement of the provision of social security, social infrastructure free basic services, education, health care services, housing and participation in sport and cultural activities.

Detailed information on strategies and programmes is provided below:

STRATEGY	PROGRAMME
1. Enhance people's skills and self-reliance	<ul style="list-style-type: none">• Implement adult literacy and numeracy programmes• Provide Adult Basic Education and Training (ABET) in accordance with the ABET act• Implement skills development programmes• Capacity-building of clients incorporated in service delivery• Implement Learnership programmes

STRATEGY	PROGRAMME
2. Improve access and quality of formal education	<ul style="list-style-type: none"> • Implement Early Childhood Development programmes • Address critical gaps in identified areas • Implement General Education and Training Certificate (GETC) • Implement Further Education and Training Certificate (FETC)

STRATEGY	PROGRAMME
3. Address the backlog with regard to social infrastructure	<ul style="list-style-type: none"> • Provide Housing • Provide sanitation • Eradicate bucket system where there is access to water and infrastructure • Provide water • Provide electricity • Provide education infrastructure • Upgrade education infrastructure • Provide health infrastructure • Upgrade health infrastructure • Provide library infrastructure • Provide sport facilities • Provide multi purpose centres

STRATEGY	PROGRAMME
	<ul style="list-style-type: none"> • Provide pay point facilities • Provide arts and culture centres • Provide other government accommodation/ buildings • Provide cemeteries • Provide solid waste disposal sites • Provide storm water drainage • Improve roads infrastructure (provincial./ municipality)
4. Improve safety-net and livelihood	<ul style="list-style-type: none"> • Increase to social grants • Provide emergency food security to needy families and individuals • Implement School Nutrition programme. • Provide transport for farm school learners • Provide accommodation for learners from non-viable farm schools

STRATEGY	PROGRAMME
5. Accelerate community development support	<ul style="list-style-type: none"> • Increase access to commonage • Implement community development projects • Income Generation Projects for Youth, Women and Persons with Disabilities
6. Engage and promote participation in cultural activities	<ul style="list-style-type: none"> • Promote major cultural events • Provide museum and heritage services • Build capacity in visual and performing arts
7. Provide access to reading, learning, and information resources	<ul style="list-style-type: none"> • Provide library and information services • Provide special services
8. Engage and promote participation in recreational sport	<ul style="list-style-type: none"> • Facilitate mass participation in sport and recreation activities/events

STRATEGY	PROGRAMME
9. Accelerate performance in sport	<ul style="list-style-type: none"> • Render sport science, exercise rehabilitation and sport development services
10. Provide special programmes for the survival, development, care and protection of the vulnerable	<ul style="list-style-type: none"> • Implement training programmes to support the care and protection of the vulnerable • Implement service programmes targeting vulnerable children, vulnerable women, vulnerable older and frail persons • Provide Early Childhood Development Services • Implement programmes targeting the unemployed and Out-of-School Youth • Promote social integration and empowerment of people with disabilities • Implement Special Programmes for the vulnerable in Government
11. Restore morals	<ul style="list-style-type: none"> • Implement moral regeneration programmes for the community • Implement moral regeneration programmes within government

STRATEGY	PROGRAMME
12. Reduce the burden of disease	<ul style="list-style-type: none"> • Implement and monitor comprehensive plan on care, treatment and management of HIV and AIDS • HIV and Aids prevention and support programmes. • Provide integrated service to people affected and infected by HIV & AIDS. • Implement the national TB strategy. • Improve the immunization coverage of children. • Implement Provincial Health Promotion strategy. • Implement Integrated Management of Childhood Illnesses strategy.
13. Improve access to and quality of health services	<ul style="list-style-type: none"> • Expand Free Health Services • Implement and monitor continuous quality improvement programme • Improve access to health care for people in rural areas

5.3 Justice, Crime Prevention and Security

The Free State is largely a peaceful and stable province. However, there are safety and security challenges that still need to be addressed. The reduction of crime levels, the issue of social crime prevention and the creation of a safe and secure environment are amongst others fundamental to the provincial strategy. The province will embark on an integrated disaster management to safeguard against both natural and crime-related disasters. Road incident management is another area of focus given the geographical location of the province.

Detailed information on strategies and programmes is provided below:

STRATEGY	PROGRAMME
1. Facilitate an improved and effective integrated criminal justice system	<ul style="list-style-type: none"> • Coordination of an Integrated Criminal Justice System • Victim Empowerment • Service programmes for children in conflict with the law • Reduce time to finalize cases in court • Increase the number of successful prosecutions. • Develop and implement integrated crime prevention programmes.

STRATEGY	PROGRAMME
<p>2. Ensure effective and efficient police service in the province</p>	<ul style="list-style-type: none"> • Effective visible police service • Encourage community participation • Promote accessibility to police services. • Enhance Service Delivery and Transformation • Maintain Rural Safety • The combating of corruption in SAPS
<p>3. Establish an effective disaster prevention and response capacity for disasters throughout the Province</p>	<ul style="list-style-type: none"> • The coordination of integrated disaster management services. • Minimize the impact of disasters. • Implement integrated disaster management strategy
<p>4. Improve traffic policing and road incident management in the Province</p>	<ul style="list-style-type: none"> • Provide effective emergency communication • Implement road traffic regulations effectively • Implement effective emergency services

STRATEGY	PROGRAMME
5. Implement Provincial Emergency Medical Services Plan	<ul style="list-style-type: none"> • Provide medical rescue, pre- and inter hospital Emergency Medical Services
6. Ensure a safe and secure environment at all institutions	<ul style="list-style-type: none"> • Implement safety programmes at all institutions

5.4 Effective and Efficient Governance and Administration

In order to strengthen government's ability to deliver services for the people of the Free State, we need to improve the effectiveness and efficiency of governance and administration. The Free State province will promote integrity within government by combating fraud and corruption and promoting ethical behaviour.

Furthermore, the province through the FSGDS promotes integrated and participative planning and implementation processes across the three spheres of government, in order to achieve a sound and sustainable development. In order to ensure integrated service delivery, the existing provincial cluster system is being cascaded down to local government level. In order to measure outputs a score-card has been developed and implemented for this purpose. Imbizo's and Exco-Meets-The-People Campaigns are part of government's commitment to improve communication between government and the public and to ensure service delivery at all levels.

Detailed information on strategies and programmes is provided below:

STRATEGY	PROGRAMME
<p>1. Improve integrated development planning and implementation</p>	<ul style="list-style-type: none"> • Align and co-ordinate IDP's and FSGDS. • Improve Cluster system across the two spheres of government in the province. • Ensure effective implementation of Intergovernmental relations • Coordinate strategic programmes (EPWP, ISRDP, Project Consolidate. Etc). • Promote the involvement of Traditional Leadership. • Maintain and consolidate constructive partnerships with all key provincial role players. • Implement the National and Provincial Programme of Action. • Implement Community Based Ward Planning through Ward Committees. • Accelerate Community Development Workers' Programme.

STRATEGY	PROGRAMME
2. Ensure effective communication with stakeholders and clients	<ul style="list-style-type: none"> • Improve interaction between government and the people • Implement One stop government services • Implement e-Governance
3. Promote Black Economic Empowerment	<ul style="list-style-type: none"> • Create opportunities for Broad Based Black Economic Empowerment for Woman, Youth and people with disabilities • Review procurement system.
4. Ensure effective Human Resource Development and Management	<ul style="list-style-type: none"> • Coordinate integrated human resource development strategy • Coordinate employment equity plan • Coordinate retention strategy • Coordinate employee assistance programme • Coordinate bursaries and Learner Support Programme

STRATEGY	PROGRAMME
5. Ensure improvement in Financial Management	<ul style="list-style-type: none"> • Improve and coordinate revenue measures and mechanisms. • Strengthen financial management capacity in departments. • Strengthen financial management capacity in municipalities.
6. Promote integrity in government	<ul style="list-style-type: none"> • Implement anti-corruption and fraud strategy • Promote ethical behaviour (Code of Conduct) in government
7. Establish proper management information and records management systems	<ul style="list-style-type: none"> • Improve record management services in Departments • Secure information within Departments
8. Improve asset management	<ul style="list-style-type: none"> • Improve control of assets and resources

STRATEGY	PROGRAMME
9. Build government's capacity in critical areas	<ul style="list-style-type: none"> • Improve financial management capacity • Improve strategic planning training monitoring and evaluation capacity • Develop information technology skills • Enhance Batho Pele skills • Provide capacity building programmes for all staff
10. Ensure a healthy environment through integrated environmental management	<ul style="list-style-type: none"> • Implement integrated environmental management • Coordinate integrated environmental management
11. Monitor, Evaluate and Review FSGDS	<ul style="list-style-type: none"> • Implement FSGDS Monitoring and Evaluation systems

6. Monitoring and Evaluation System

The Free State provincial government developed a web-based Monitoring and Evaluation system during 2003. The system is used as a tool for planning, managing information, documenting data collection, as well as monitoring and evaluating the FSGDS. This system is designed with the potential of being adjusted when necessary. There will be a seamless transition from the FSDP to the FSGDS. The Monitoring and Evaluation system will be aligned and adapted according to the FSGDS Priority areas, strategies, programmes, projects, performance measures and indicators.