



# OFFICE OF THE PREMIER FIVE YEAR STRATEGIC PLAN

**2020/21 – 2024/25**

5 March 2020



**GAUTENG PROVINCE**  
OFFICE OF THE PREMIER  
REPUBLIC OF SOUTH AFRICA

**GGT2030**  
GROWING GAUTENG TOGETHER

Published by the Office of the Premier  
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The Strategic Plan for the Office of the Premier is available on:  
[www.gautengonline.gov.za](http://www.gautengonline.gov.za)

# FIVE-YEAR STRATEGIC PLAN 2020/21 – 2024/25



**GAUTENG PROVINCE**

OFFICE OF THE PREMIER  
REPUBLIC OF SOUTH AFRICA

# EXECUTIVE AUTHORITY STATEMENT

In 2019, the people of Gauteng took to the polls and voted to renew the mandate of the African National Congress (ANC) - led government, based on the work done since 1994 in bringing about a "Better Life For All", and the 2019 "Let's Grow South Africa Together" manifesto.

Since July 2019, the Gauteng Provincial Government has embarked on an extensive consultation process in relation to the plans and vision for 2030 with all stakeholders, including intergovernmental partners.



I am humbled and honoured by the contribution made by all our partners and the people of Gauteng towards the development of our plan of action, namely Growing Gauteng Together 2030 (GGT2030). The plan reflects the outcomes of this process and serves as our guide towards the Gauteng of our dreams, which is: "a seamlessly integrated, socially cohesive, sustainable and economically inclusive Gauteng City Region (GCR). A place of opportunities, supported by a growing economy, smart, innovation-driven and sustainable industries, an accountable, responsive, transparent and clean government, and a healthy, active citizenry". The GGT2030 is our contribution to building a better nation, and is part of deepening the implementation of the National Development Plan (NDP) in pursuit of the South Africa envisioned in the Freedom Charter, the Constitution, the Sustainable Development Goals (SDGs), and the Africa we want, as outlined in the African Union's (AU) Agenda 2063, which includes:

- Contributing to and taking the lead on the President's initiatives of economic recovery, investment, industrialisation, youth employment and the township economy – while also focusing on sectors of the economy with high employment potential.
- Prioritising access to quality Early Childhood Development (ECD), comprehensive literacy and numeracy in the foundation phase, targeted improvement of primary school education, and empowerment of high school learners with portable skills.
- Ensuring that 90% of clinics, community health centres and district and regional hospitals meet the ideal clinic standards within five years, with health service centres opening on time, stocked with adequate medicines and equipment, and providing safe, clean and patient-friendly services.
- The completion of unfinished housing and urban renewal projects. The hand-over of outstanding title deeds, and fast-tracking of the rapid land release programme (RLRP), with 100,000 serviced stands. These will be made available to the people in the period leading up to 2024, for recipients to construct their own houses.
- Reducing crime by 50% in the 40 worst crime hotspots (high-priority police precincts).
- Targeting clean governance and ethical leadership, supported by steps such as finalising all outstanding Special Investigating Unit (SIU) investigations, lifestyle audits, prudent spending on vehicles for Members of the Executive Council (MECs), and an emphasis on the attainment of clean audits

It is Gauteng's responsibility to lead, and it is our honour to lead Gauteng. The GGT2030 is a decade length blueprint for a new phase of government in Gauteng, informed by what has come before, but not constrained by it.

It is a blueprint for how the state will lead towards a more just and sustainable economy and society over the next decade. It is much more than a document. It is a vision, a process, a commitment. It is the unifying force that will bring government and its partners together to ensure the impact of the interventions is felt. And it is a contract with you, the citizenry to deliver the Gauteng we want, the Gauteng of our dreams – the Gauteng we envisioned at the start of the 6th administration in July 2019.

Informed by the outlook encapsulated in the Indlulamithi 2030 scenario<sup>1</sup> “Nayi Le Walk – A province in step with itself and the nation”, the GGT2030 has as its core aim to build over time “the Gauteng we want” - a Province where:

- No one goes to bed hungry;
- The economy reflects the full diversity of our population and harnesses the full potential of all the people;
- Everyone has a job and earn a living wage;
- Businesses, big and small, thrive and prosper;
- Every household has access to basic shelter, a piece of land and a decent income;
- Everyone has access to quality healthcare;
- Everyone, young and old, has access to the kind of education that unleashes their full potential;
- All residents have access to basic services and quality infrastructure;
- Everyone feels safe and can walk the streets at any time;
- Women enjoy their rights, free from all forms of patriarchy; and
- The environment is protected and cared for.

As the principle economic hub in South Africa, Gauteng Province is uniquely positioned to be a beacon, or a bellwether, for the goal of inclusive growth.

It is also the province where the most dramatic possibilities and pitfalls emerge. Dynamism coexists with disparities, making the province one of the wealthiest city regions in Africa, but also one with some of the most intransigent problems of poverty, inequality and unemployment. With 35% of the national GDP, Gauteng can be a potent complement to the goal of economic and social advancement; yet, it alone cannot carry the nation. Indeed, even with its best efforts, as the nation goes, so goes Gauteng.

The Growing Gauteng Together 2030 plan of action charts our path to shared prosperity. It is packed with bold and expansive interventions that have been shaped and refined through extensive outcome modelling, and shaped by policy and programmatic experience.

The impact of taking this path will be a different, far better Gauteng in 2030 – a global city region that has focused economic development and growth along equitable lines, so that economic growth can be distributed fairly across the province to create opportunities for all, including the most vulnerable. It is a Gauteng in which unemployment is halved from its 2020 level, and job growth consistently outpaces population growth, enabled by a measurably more capable state, a Gauteng where crime rates are halved and where the process of building genuine social cohesion is a daily lived experience for people of all classes and backgrounds and finally a Gauteng that is not only a gateway to an integrating and ever more prosperous continent, but is also a model for city region development globally and continentally.

GGT2030 is a roadmap to this Gauteng, provided we have the discipline and commitment to execute the plan and to follow it. We invite all partners – from the private sector, organised labour, civil society, and individual citizens at large – to walk the journey with us and, where needed, to help us make the road by walking it.

This joint and collaborative planning will allow all of us to focus on agreed spatial and development priorities. I will report publicly, on a regular basis, to all the people of Gauteng.

I invite all of you to join the Provincial Government, as active participants on this journey, as we work towards establishing a province of which we can all be proud. A province characterised by equity, social justice and prosperity for all.

I thank you.



**Mr. David Makhura (Premier)**

Executive Authority

Gauteng Office Of The Premier

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<sup>1</sup> Indlulamithi South Africa Scenarios 2030 Trust, Indlulamithi South Africa Scenarios 2030: Looking Above the Trees, June 2018

# ACCOUNTING OFFICER STATEMENT



The Director-General, as head of the Provincial Administration, and supported by the Office of the Premier, leads, coordinates and oversees the 13 government departments and related entities that constitute the Provincial Government (as delegated by the Premier), towards the delivery of the stated agenda and priorities of the 6th Administration.

In fulfilling its role, the OoP is completed by other “centre of government departments”, namely COGTA, eGovernment and the Gauteng Provincial Treasury. Together, they will participate in and evolve the new District Delivery Model, which will integrate planning, budgeting and programmatic activities across all 3 spheres of government in the 3 metros and 2 districts in Gauteng. The 5th Administration brought many lessons for the Gauteng Provincial Government (GPG), including the need to improve policy coordination across the GCR, and to improve performance monitoring systems, in line with the District Delivery Model, which requires that we work towards the development of One Plan, One Vision, One Gauteng and One Country.

Learning from the past administrations and from the work done towards transforming, modernising and reindustrialising the Gauteng City Region, the sixth administration has taken a decision to embark on a path towards realising the Gauteng of our dreams – “The Gauteng We All Want” by 2030.

The GGT2030 planning process has been an extensive planning process including members of the executive, municipalities and district officials, heads of departments as well as all officials within provincial departments. The process has been consultative, considering views of society at large, with the intention to create a common understanding amongst all stakeholders that will ensure that the goals of GGT2030 are achieved.

The GGT2030 planning process led by the Office of the Premier’s Policy Unit, relied heavily on scientific evidence, using credible data and information sources. Furthermore, the process utilised scientific modelling techniques to improve the plausibility of achieving the goals set out in the GGT2030 plan.

As we work towards the achievement of the GGT2030, emphasis will be on coordination and collaboration. The 6th administration is cognisant that government alone cannot deliver true development impacts, and thus needs to mobilise society to partner in the development path, along with government. Ours is to create environments that enable communities to prosper. Ours is also to improve on our efficiencies as government, reduce wastage and work smarter.

Informed by its primary mandate, the OoP has revisited and reconceptualised its strategic posture and framework in this Strategic Plan, to ensure it is well-articulated and fit for purpose to guide the organisation over the period to 2025. The Office of the Premier is being re-tooled to drive the Growing Gauteng Together Plan, through a range of institutional evolutions, including:

1. Establishment of the Policy Research and Advisory Unit;
2. Institutionalising the Delivery Unit;
3. Institutionalising the Ntirhisano Service Delivery War Room;
4. Absorbing GPG-wide forensic investigations into the integrity management process;
5. Strengthening policy, infrastructure and long-term planning; and
6. Migrating the urban planning function to strengthen COGTA, as part of institutional development.

It is for this reason, among others, that we have re-established the Policy Unit within the Office of the Premier, to ensure effective implementation, monitoring and evaluation of the GGT2030 plan of action. This is in addition to on-going delivery stock-takes, and quarterly and regular reporting on the implementation of the GGT2030. The work of the sixth administration will be enhanced by investing in evidence based decision making, in order to move towards the Gauteng of our dreams.

I call on all public servants to work together to implement the interventions of the GGT2030 plan of action. I also urge you to put the people first in whatever we are doing, on a daily basis, if we are to realise the Gauteng of our Dreams - The Gauteng We All Want!

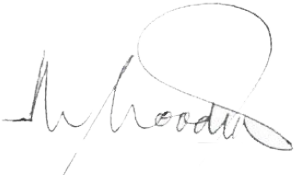


**Ms. Phindile Baleni**  
Accounting Officer (Director-General)  
Gauteng Office Of The Premier

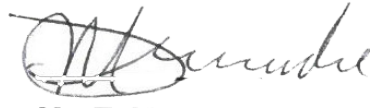
# OFFICIAL SIGN-OFF

It is hereby certified that this 2020 – 2025 Strategic Plan:

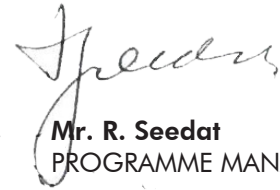
1. Was developed by the management team of the Office of the Premier, under the guidance of Premier David Makhura;
2. Takes into account all the relevant policies, legislation and other mandates for which the Office of the Premier is responsible;
3. Accurately reflects the Impact and Outcomes which the Office of the Premier will endeavour to achieve over the period 2020/21 – 2024/25.



**Ms. M.L. Moodie**  
PROGRAMME MANAGER



**Mr. T. Masebe**  
PROGRAMME MANAGER



**Mr. R. Seedat**  
PROGRAMME MANAGER



**Ms. Thapelo Mashiane**  
CHIEF FINANCIAL OFFICER

5 March 2020  
**Date**



**Dr. Darion Barclay**  
HEAD OFFICIAL RESPONSIBLE FOR PLANNING

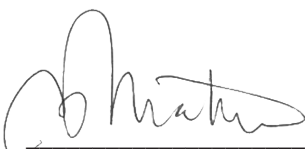
5 March 2020  
**Date**



**Ms. Phindile Baleni**  
DIRECTOR-GENERAL (ACCOUNTING OFFICER)

5 March 2020  
**Date**

**APPROVED BY:**



**Mr. David Makhura (Premier)**  
EXECUTIVE AUTHORITY

5 March 2020  
**Date**



# ABBREVIATIONS AND ACRONYMS

AGSA	Auditor-General of South Africa
AIF	Africa Investment Forum
ANC	African National Congress
AOP	Annual Operational Plan
APP	Annual Performance Plan
B-BBEE	Broad-Based Black Economic Empowerment
BEPP	Built Environment Performance Plan / Planning
BMT	Broad Management Team
BoL	Bank of Lisbon
CEO	Chief Executive Officer
CGICT	Corporate Governance of Information and Communication Technology
CIC	Central Information Centre
CIPC	Companies and Intellectual Property Commission
COGTA	Department of Co-operative Governance and Traditional Affairs
DDG	Deputy Director-General
DED	Department of Economic Development
DoE	Department of Education
DG	Director-General
DHS	Department of Human Settlements
DID	Department of Infrastructure Development
DoH	Department of Health
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DRT	Department of Roads and Transport
DSD	Department of Social Development
DSU	Delivery Support Unit
EE	Employment Equity
EHWP	Employee Health and Wellness Programme
EMT	Executive Management Team
Exco	Executive Committee / Executive Council
FAM	Forum of African Metropolises
FDI	Foreign Direct Investment
FOSAD	Forum of South African Directors-General
FSDM	Frontline Service Delivery Monitoring
FSPAPP	Framework for Strategic Planning and Annual Performance Plans
FY	Financial Year
GCR	Gauteng City Region
GCRA	Gauteng City Region Academy
GCR IIMP	Gauteng City Region Integrated Infrastructure Master Plan
GCRO	Gauteng City Region Observatory
GDP	Gross Domestic Product
GEAC	Gauteng Ethics Advisory Council
GEYODI	Gender, Youth and People with Disabilities
GGT2030	Growing Gauteng Together 2030 plan of action (2019)
GIFA	Gauteng Infrastructure Financing Agency
GIIMP	Gauteng Integrated Infrastructure Master Plan
GIS	Geographic Information System
GPD	Gauteng Planning Division
GPG	Gauteng Provincial Government
GPT	Gauteng Provincial Treasury
GSDF	Gauteng Spatial Development Framework
HDI	Historically Disadvantaged Individual
HoD	Head of Department
HR	Human Resources
HRD	Human Resource Development

ICT	Information and Communication Technology
IDP	Integrated Development Plan / Planning
IGR	Intergovernmental Relations
IGRF	Intergovernmental Relations Framework Act
IR	International Relations
IT	Information Technology
IUDF	Integrated Urban Development Framework
LGBTIQ	Lesbian, gay, bisexual, transgender, intersex and queer
LOGB	Leader of Government Business
MEC	Member of the Executive Council
MinMec	Ministers and Members of Executive Council
MoA/U	Memorandum of Agreement/Understanding
MTEC	Medium-Term Expenditure Committee
MTEF	Medium-Term Expenditure Framework
MTSF	Medium Term Strategic Framework
MVO	Military Veterans and Older Persons
NACH	National Anti-Corruption Hotline
NDP	National Development Plan
NSDF	National Spatial Development Framework
NSG	National School of Government
OCPOL	Oversight Committee on the Office of the Premier and Legislature
OHS	Occupational Health and Safety
OoP	Office of the Premier
PAIA	Promotion of Access to Information Act
PCF	Premiers' Coordinating Forum
PFMA	Public Finance Management Act
PMDS	Performance Management and Development System
PME	Planning, Monitoring and Evaluation
PME-GPD	Performance Monitoring and Evaluation – Gauteng Planning Division
PMO	Project Management Office
PPP	Public-Private Partnership
PSA	Public Service Act
PSC	Public Service Commission
PwD	Person/People with Disability/ies
Q	Quarter
QoL	Quality of Life
SAPS	South African Police Service
SCM	Supply Chain Management
SCOPA	Standing Committee on Public Accounts
SDG	Sustainable Development Goal
SDWR	Service Delivery War Room
SHERQ	Safety Health Environment Risk and Quality
SIU	Special Investigating Unit
SLA	Service Level Agreement
SMART	Specific, Measurable, Achievable, Realistic and Time-bound
SMME	Small, Medium and Micro Enterprise
SMS	Senior Management Service
SOE	State Owned Entity
SONA	State of the Nation Address
SOPA	State of the Province Address
SPLUMA	Spatial Planning and Land Use Management Act
SPPME	Strategic Planning, Performance Monitoring and Evaluation
StatsSA	Statistics South Africa
TID	Technical Indicator Description
ToR	Terms of Reference
TMR	Transformation, Modernisation and Re-industrialisation Programme, 2014
UN	United Nations
YES	Youth Employment Service

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## PART A: OUR MANDATE

# PART A: OUR MANDATE

The Gauteng Office of the Premier (OoP) 5-Year Strategic Plan, for the period 2020/21-2024/25, is built from the foundation of a sound appreciation of the mandate of the entity, derived from legislation (static mandates) and policy frameworks (dynamic mandates).

## 1. CONSTITUTIONAL MANDATE

At the centre of the legislative mandate informing the work of the Gauteng Office of the Premier (OoP) is the Constitution of the Republic of South Africa, Act 108 of 1996, as the supreme law of the Republic of South Africa.

Along with the Bill of Rights, the Constitution forms the legal foundation of a democratic South Africa, sets out the rights and duties of its citizens and defines the structure of the government. All laws of the country must be consistent with the Constitution, and it further requires that all spheres of government work together to address poverty, underdevelopment, marginalisation of individuals and communities and other legacies of Apartheid and discrimination.

In this light, all government institutions, entities and municipalities ultimately derive their mandate from the Constitution; and the Constitution underscores the importance of intergovernmental, interdepartmental and international co-operation in the delivery of functions and services to, and on behalf of, the people of South Africa.

More specifically:

- Chapter 3 of the Constitution pertaining to co-operative government assigns functions to the three spheres of government.
- Schedules 4 and 5 of Section 41(1) define the relationship and principles underlying co-operation between the various spheres of government. The Premier, as a head of the provincial government, is responsible for the implementation of these principles of co-operative government and intergovernmental relations.
- In terms of Chapter 6, the Premier performs executive, policy, legislative, intergovernmental and ceremonial functions and responsibilities.
- Section 125(1) then states that the executive authority of a province is vested in the Premier of that province.
- Section 125(2) of the Constitution determines that the Premier exercises executive authority, together with the other members of the Executive Council (Exco), by:
  - Implementing provincial legislation in the province;
  - Implementing all applicable national legislation within the functional areas listed in Schedule 4 or 5, except where the Constitution or an Act of Parliament provides otherwise;
  - Administering in the province, national legislation outside the functional areas listed in Schedule 4 and 5, the administration of which has been assigned to the provincial executive in terms of an act of Parliament);
  - Developing and implementing provincial policy;
  - Coordinating the functions of the provincial administration and its departments;
  - Preparing and initiating provincial legislation; and
  - Performing any other function assigned to the provincial executive in terms of the Constitution or an Act of Parliament.
- Section 127(2) of the Constitution confers on the Premier the responsibility for:
  - Assenting to and signing bills;
  - Referring a bill back to the provincial legislature for reconsideration of the bills' constitutionality;
  - Referring a bill to the Constitutional Court for a decision on the bill's constitutionality;
  - Summoning the legislature to an extraordinary sitting to conduct special business;
  - Appointing commissions of enquiry; and
  - Calling a referendum in the province in accordance with national legislation.
- The Executive Council of a province is the fulcrum upon which the provincial government revolves; and as stated in section 133(2) of the Constitution, members of the executive council are accountable collectively and individually to the legislature for the exercise of their powers and the performance of their functions.

## 2. LEGISLATIVE AND POLICY MANDATES

Where the Constitution provides the broad mandate of the Gauteng Office of the Premier (OoP), the specific legislative and policy mandates are outlined in the sections below.

### 2.1 Legislative Mandates

In addition to the Constitutional provisions related to the role and functions of the Premier, the mandate of the Gauteng Office of the Premier is informed by:

1. **The Public Service Act, 1994 as amended (PSA), together with its regulations as published:** whereby the Director-General, as Accounting Officer in the Office of the Premier and as the Head of the Provincial Administration, is mandated to exercise oversight over provincial performance and compliance to the legislative environment. This entails administrative leadership, planning, monitoring and coordination.
2. **The Public Finance Management Act 1 of 1999 as amended (PFMA), together with its regulations as published:** whereby the Director-General, as Accounting Officer in the Office of the Premier is required to ensure full compliance with all prescripts and regulations arising from the PFMA.

It is recognised that the Gauteng Office of the Premier is subject to, and must comply with, all national and provincial legislation and regulations, and all municipal by-laws, applicable to its functions or the areas in which it operates.

### 2.2 Policy Mandates

Where the above legislation and regulations define the scope of the mandate and regulate how the Gauteng Office of the Premier (OoP) must operate, various national and provincial policy and strategy frameworks give effect to how the mandate should be implemented, and have direct bearing on the priorities and focus areas of the OoP for the 2020-2025 period of this Strategy Plan.

#### 2.2.1. National Policy Context to Guide the Work of the OoP

National Policy Framework	Implication
Longer-Range (Developmental) Priorities:	
The National Development Plan, Vision 2030	<p>Adopted by Cabinet in 2012, the NDP is the visionary blueprint of government, with business and society as collaborative partners – seeking to eliminate poverty and sharply reduce inequality and unemployment by 2030.</p> <p>All of government is challenged to ensure their medium and short-term planning and M&amp;E are aligned to the NDP.</p> <p>Inclusive growth and development, an active and united citizenry and a capable State are some of the visionary elements of the NDP 2030.</p> <p>The NDP identifies the following critical actions to realise the 2030 vision:</p> <ol style="list-style-type: none"> <li>a) A social compact to reduce poverty and inequality and raise employment and investment.</li> <li>b) A strategy to address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes.</li> <li>c) Steps by the state to professionalize the public service, strengthen accountability, improve coordination and prosecute corruption.</li> </ol>

National Policy Framework	Implication
	<ul style="list-style-type: none"> <li>d) Boost private investment in labour-intensive areas, competitiveness, and exports, with adjustments to lower the risk of hiring younger workers.</li> <li>e) An education accountability chain, with lines of responsibility from the state to the classroom.</li> <li>f) Phase in national health insurance, with a focus on upgrading public health facilities,</li> <li>g) Public infrastructure investment at 10 percent of gross domestic product (GDP), financed through tariffs, public-private partnerships, taxes and loans and focused on transport, energy, and water.</li> <li>h) Interventions to ensure environmental sustainability and resilience.</li> <li>i) New spatial norms and standards – densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps.</li> <li>j) Reduce crime by strengthening criminal justice and improving community environments.</li> </ul>
UN Sustainable Development Goals (SDG's)	<p>Adopted by the United Nations in 2015, the 17 SDG's and their 169 key indicators build on the successes of the Millennium Development Goals, while including new areas, such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among others. The SDG's set a common sustainable development agenda for pursuit by all signatory nations, including South Africa.</p> <p>South Africa's contribution to the SDG negotiation process was informed by the priorities of its National Development Plan (NDP).</p> <p>Echoing the intent of the National Development Plan, in support of the SDG's, South Africa can realise the goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the State, and promoting leadership and partnerships throughout society.</p>
African Union Agenda 2063 (AU2063)	<p>Aligned to the UN SDG's, the African Union Agenda 2063 reflects the following aspirations:</p> <ol style="list-style-type: none"> <li>1) A prosperous Africa, based on inclusive growth and sustainable development;</li> <li>2) An integrated continent, politically united and based on the ideals of Pan- Africanism and the vision of Africa's Renaissance;</li> <li>3) An Africa of good governance, democracy, respect for human rights, justice and the rule of law;</li> <li>4) A peaceful and secure Africa;</li> <li>5) An Africa with a strong cultural identity, common heritage, values and ethics;</li> <li>6) An Africa where development is people-driven, unleashing the potential of its women and youth;</li> <li>7) Africa as a strong, united and influential global player and partner.</li> </ol>
National Spatial Development Framework, 2050 (NSDF)	<p>Under the theme: "Moving South Africa forward towards the desired Spatial Future", the national Spatial Development Framework sets out an action plan to bring about radical spatial transformation at scale, and manage and mitigate national risks (current and emerging),</p> <p>It proposes a set of 5 National Spatial Action Areas (NSAA's), which require urgent, focused and integrated national spatial infrastructure investment and spending; and concerted and sustained intergovernmental collaboration, including the alignment of plans, budgets and departmental plans in and between the spheres of government.</p>



National Policy Framework	Implication
National Priorities for the Next 5 Years:	
<p>State of the Nation Address (June 2019 and February 2020)</p> <p>(6<sup>th</sup> Administration Priorities)</p>	<p>Seven areas identified by the President as priorities in the next 5 years:</p> <ol style="list-style-type: none"> <li>1) Economic transformation and job creation;</li> <li>2) Education, skills and health;</li> <li>3) Consolidating the social wage through reliable and quality basic services;</li> <li>4) Spatial integration, human settlements and local government;</li> <li>5) Social cohesion and safe communities;</li> <li>6) A capable, ethical and developmental state;</li> <li>7) A better Africa and world.</li> </ol> <p>The 5 goals the State aims to achieve by 2030 (NDP timeline):</p> <ol style="list-style-type: none"> <li>1) No person in South Africa will go hungry;</li> <li>2) The economy will grow at a much faster rate than the population;</li> <li>3) Two million more young people will be in employment;</li> <li>4) Schools will have better educational outcomes and every ten year old be able to read for meaning;</li> <li>5) Violent crime will be halved or better.</li> </ol>
<p>Medium-Term Strategic Framework 2019-2024 (MTSF)</p>	<p>The MTSF is a high-level strategic document and is the central organising framework to guide the 5 year implementation and monitoring of the NDP, 2030.</p> <p>The MTSF is constituted in two parts:</p> <ol style="list-style-type: none"> <li>1) 5-Year National Plan – a targeted set of focused priorities for the 5 year period, reflecting the contributions of the public sector, private sector and civil society to the priorities;</li> <li>2) 5-year Sectoral Outcomes – a set of sectoral delivery priorities that are key to improving the impact and outcomes of individual government sectors.</li> </ol> <p>In line with the electoral mandate, the 2019-2024 MTSF identifies the priorities to be undertaken during 2019-2024 to put the country on a positive trajectory towards the achievement of the 2030 vision. It sets targets for implementation of the priorities and interventions for the 5 year period, and states the Outcomes and Indicators to be monitored.</p> <p>The seven MTSF priorities for 2019-2024 are:</p> <ol style="list-style-type: none"> <li>1) A capable, ethical and developmental state;</li> <li>2) Economic transformation and job creation;</li> <li>3) Education, skills and health;</li> <li>4) Consolidating the social wage through reliable and quality basic services;</li> <li>5) Spatial integration, human settlements and local government;</li> <li>6) Social cohesion and safe communities;</li> <li>7) A better Africa and world.</li> </ol> <p>The role of the Office of the Premier in relation to the MTSF is twofold, namely:</p> <ol style="list-style-type: none"> <li>i) To lead the alignment, monitoring and evaluation of the implementation of the MTSF and its 7 priorities across the whole of the Gauteng Provincial Government; and</li> <li>ii) To lead the delivery of specific interventions under four MTSF priorities: <ol style="list-style-type: none"> <li>a) Priority 1: A capable, ethical and developmental state;</li> <li>b) Priority 2: Economic transformation and job creation;</li> <li>c) Priority 5: Spatial integration, human settlement and local government; and</li> <li>d) Priority 7: A better Africa and world.</li> </ol> </li> </ol>

### 2.2.2. Provincial Policy Context Informing the Work of the OoP

The Gauteng City-Region Perspective:

Over time, Gauteng has evolved into one of the largest urban agglomerations in the world. The population has more than doubled between 1996 and 2019, a rate of growth which far exceeds the growth rate of

any other province in the country. As South Africa urbanises, Gauteng is hosting an increasing share of the nation’s population.

For this reason, as early as 2004, as the ANC - led government adopted a vision of building Gauteng into a seamless and integrated globally competitive City Region (GCR), that is an urban conurbation of metropolitan systems of local government with highly integrated cities and urban economic nodes. This urban agglomeration also supports a large hinterland and plays a significant role as a leading sub-national and regional economy in the continent.

The formal recognition of Gauteng as a national and continental leading Urban City Region in national policymaking and budgeting will recast the relationship between Gauteng and its neighbouring provinces in terms of spatially aligned economic development approaches and programmatic alignment more broadly. The need to transform, modernise and reindustrialise the Gauteng City-Region stems from the reality that the Gauteng economy is not growing at the required pace and is therefore not creating enough decent jobs, it has suffered significant deindustrialisation, it is monopolistic and still echoes the legacy of the exclusionary apartheid spatial planning outlook reflected through the minimal synergy between the development of areas at the periphery and socio-economic opportunities, calling for spatial transformation.

To bring meaningful change in the lives of the people of Gauteng, there have been systematic policy interventions, that seek to be transformative. It was envisioned that the Gauteng State should be developmental, capable, activist, accountable, responsive, transparent and a clean government, leading towards an active citizenry that is healthy, productive and skilled.

The Transformation, Modernisation and Reindustrialisation Programme (2014) (TMR):

For Gauteng, it is realised that the implementation of the global, continental and regional agendas, in the case of South Africa, is subsumed into the implementation of the NDP, Vision 2030. This involves the participation of all the relevant line-function departments across government, working in partnership with the private sector and civil society.

In 2014, the fifth administration in Gauteng introduced the Ten Pillar Programme of Transformation, Modernisation, and Reindustrialisation (TMR) for the Gauteng City-Region to 2030, as part of localising the implementation of the NDP 2030 and the AU Agenda 2063, and with the aim of reducing poverty, unemployment, and inequality in Gauteng.

**Figure 1: Summary of the Ten Pillars of the TMR to 2030**

Economic Cluster	Social Cluster	Governance Cluster
Pillar 1: Radical economic transformation	Pillar 3: Accelerated social transformation	Pillar 2: Decisive spatial transformation: Urbanisation of the Gauteng City-Region
Pillar 6: Modernisation of the economy	• Health	Pillar 4: Transformation of state and governance
Pillar 8: Modernisation of public transport infrastructure	• Education	Pillar 5: Modernisation of the public service
Pillar 9: Reindustrialisation of Gauteng province	• Social Development	Pillar 7: Modernisation of human settlements and urban
Pillar 10: Taking the lead in Africa’s new industrial revolution	• GEYODI	

The TMR remains relevant as the Gauteng plan to 2030, and informed by the successes and challenges of the fifth administration, the sixth administrations’ policy stance and strategy is built from this platform.

Growing Gauteng Together 2030 Plan of Action (2019) (GGT2030):

Informed by the May 2019 Electoral Manifesto of the ruling party, and as pronounced by the Premier in the State of the Province Address (SOPA) of 1 July 2019 and reiterated in the SOPA of February 2020, and the delivery agenda of the Gauteng 6th Administration is themed “Growing Gauteng Together 2030” (GGT2030).

Guided by the work the ANC-led administration has done over the past 25 years, the GGT2030 reflects a summary of how the Gauteng City Region seeks to address the fundamental problems of: inclusive growth and employment; poverty and hunger; education and healthcare; social justice and social cohesion; safety and security; gender equality and youth empowerment, urbanisation and migration; climate justice and the impact of the 4th Industrial Revolution.

Informed by the outlook encapsulated in the Indlulamithi 2030 scenario<sup>1</sup> “Nayi Le Walk – A province in step with itself and the nation”, the GGT2030 has as its core aim to over time build over time “the Gauteng we want” - a Province where:

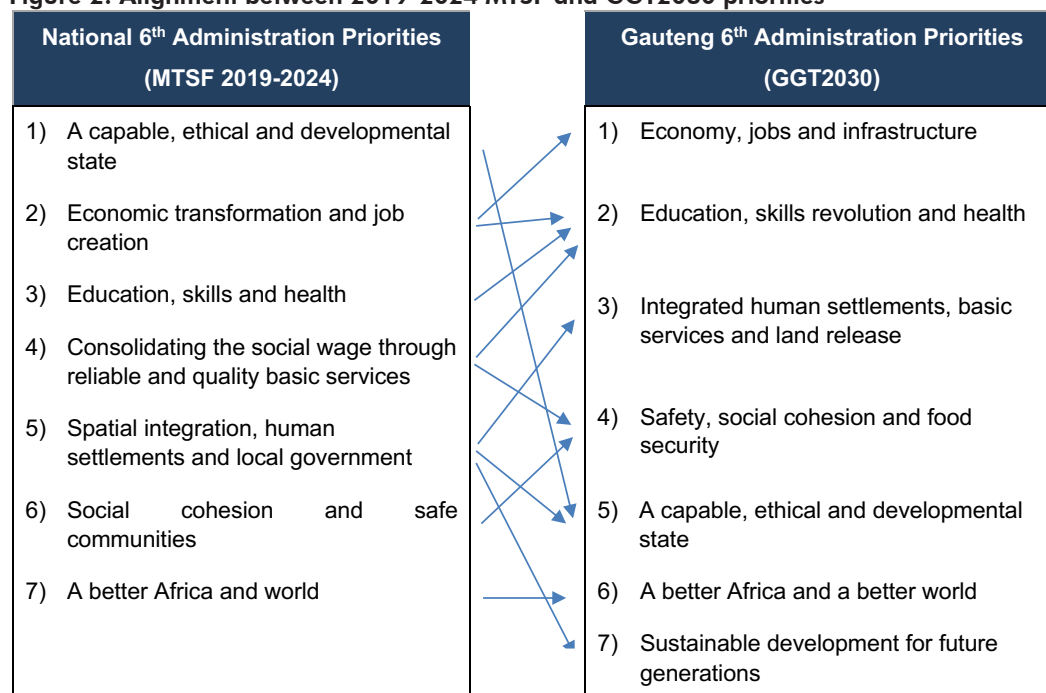
- No one goes to bed hungry;
- The economy reflects the full diversity of our population and harnesses the full potential of all the people;
- Everyone has a job and earn a living wage;
- Businesses, big and small, thrive and prosper;
- Every household has access to basic shelter, a piece of land and a decent income;
- Everyone has access to quality healthcare;
- Everyone, young and old, has access to the kind of education that unleashes their full potential;
- All residents have access to basic services and quality infrastructure;
- Everyone feels safe and can walk the streets at any time;
- Women enjoy their rights, free from all forms of patriarchy; and
- The environment is protected and cared for.

In this regard, the GGT2030 is guided and underpinned by:

1. The UN Sustainable Development Goals (SDGs, 2030), African Union Agenda 2063 and South Africa’s National Development Plan (NDP, 2030).
2. The 2014-2030 Gauteng 10-Pillar Programme of Transformation, Modernisation and Re-industrialisation.
3. Data analysis, policy evidence and trends emerging from Statistics South Africa (Stats SA), Gauteng City-Region Observatory (GCRO) and Indlulamithi Scenarios.
4. The Integrated Urban Development Framework.
5. The Gauteng Spatial Development Framework, 2030.
6. Government-wide planning and stakeholder engagements.

The GGT2030 sets out the provincial strategic framework for 2020-2025, and makes specific commitments to implement the governing party’s manifesto under the unique conditions of Gauteng. It is the Gauteng response to the national Medium Term Strategic Framework (MTSF), as follows:

**Figure 2: Alignment between 2019-2024 MTSF and GGT2030 priorities**



<sup>1</sup> Indlulamithi South Africa Scenarios 2030 Trust, Indlulamithi South Africa Scenarios 2030: Looking Above the Trees, June 2018

The GGT2030 seeks to engender a more scientific and deliberative approach to governance, that is about data-driven, evidence-based and participative policymaking. This is a governance process where decisions are taken based on a democratic deliberation, rigorous research and appropriate resource allocation, not emotions and arbitrary inclinations.

### Provincial Policy Frameworks:

The focus of the TMR and GGT2030 is supported by other significant provincial policy frameworks, which remain relevant for the period to 2025, notably:

Provincial Policy Framework	Implication
<b>Gauteng Spatial Development Framework, 2030</b>	<p>The GSDF is aligned to the NSDF, and sets out the preferred spatial development model for the Gauteng City Region (GCR), and advocates for a balanced polycentric approach that will enable the GCR to realise its developmental objectives.</p> <p>The GSDF outlines four key strategic interventions for Gauteng over the period to 2030:</p> <ol style="list-style-type: none"> <li>1) Building an economic network;</li> <li>2) Capitalising on proximity;</li> <li>3) Managing new settlement development; and</li> <li>4) Creating a viable and productive Hinterland.</li> </ol>
<b>Gauteng Integrated Infrastructure Master Plan (GIIMP)</b>	<p>Aligned to the GSDF, the GCR IIMP is an overarching, intergovernmental, inter-sectoral master plan, which includes both economic and social infrastructure, including transportation, water, sanitation, electricity, bulk waste, ICT, health and education. Realising an inclusive and competitive GCR requires that infrastructure development promotes equitable access, sustainability connectivity, spatial justice and mobility.</p> <p>Underpinning these initiatives is the need to facilitate and imbed an integrated and coordinated process for the development of public infrastructure.</p>
<b>Township Economy Revitalisation Strategy</b>	<p>To move small enterprises from marginal to the mainstream economy and increase economic participation of small enterprises. The focus is to support emerging small enterprises to become mainstream participants in the construction, property management and maintenance value chain.</p> <p>The approach is to continue in the 2020-2025 planning cycle.</p>
<b>Tshepo 1 Million</b>	<p>Tshepo 1 million is an employment and entrepreneurship development initiative, which aims to train and skill, and place the unemployed into employment opportunities. It seeks to capitalise on the economic positioning and networks available to the GPG to catalyse a new period of job creation and economic growth in the five corridors of the Gauteng City Region (GCR)</p> <p>The approach is to continue in the 2020-2025 planning cycle.</p>
<b>Gauteng “Deliverology” Approach</b>	<p>Deliverology revolves around translating strategy into delivery in the public sector, with an emphasis on access to reliable data on progress</p> <p>Critical success factors for delivery include delineating the focus on just a few priorities at a time; regular stock-taking with politicians, including the political head and senior public servants; and having good data for measurement and transparency</p> <p>The Deliverology approach was adopted at the Exco Lekgotla in September 2016, and pronounced upon by the Premier in his State of the Province Address 2017</p> <p>The approach is to continue in the 2020-2025 planning cycle.</p>

Provincial Policy Framework	Implication
<b>Gauteng Integrity Management Framework</b>	<p>The purpose of the Integrity Management framework is to provide a comprehensive approach to better integrate Integrity Management into strategic decision-making and day to day activities of the GCR institutions.</p> <p>The objectives of the Integrity Management Framework are to:</p> <ul style="list-style-type: none"> <li>• Strengthen measures and standards for managing integrity and promoting ethical conduct within the Gauteng City Region;</li> <li>• Encourage values based management and performance;</li> <li>• Promote GCR ethical values in the interest of government and all its stakeholders;</li> <li>• To drive a clean governance mind-set throughout the Gauteng City Region to ensure compliance of the public sector, private sector and citizens with standards of integrity; and</li> <li>• To ensure transparency and active participation by civil society in the decision-making process.</li> </ul> <p>The approach is to continue in the 2020-2025 planning cycle.</p>
<b>GCR Governance and Planning Roadmap (2016)</b>	<p><b>The purpose of the Governance and Planning Roadmap is to:</b></p> <ol style="list-style-type: none"> <li>1) Define an approach to position the actors in the Governance and Planning (G&amp;P) space to play their critical role in realising the GCR intent and to deliver on the TMR;</li> <li>2) Position Gauteng to build a smart, skilled, responsive and capacitated Public Service, able to deliver in line with the intent of the NDP – Chapter 13 specifically; and</li> <li>3) Ensure space and time to qualitatively build the administration to a higher level of performance and to build a dynamic and best practice based institutional culture and character at all levels of government in Gauteng.</li> </ol> <p>The “Roadmap” is defined as a coherent strategic framework and programme that will inform the focus and efforts of the G&amp;P Cluster and its implementing mechanisms – including the Head of the Administration in Gauteng and in local government - for this term of office and beyond, in support of the TMR agenda.</p> <p>In giving effect to the Provincial priorities in the governance, administration and planning space, and towards the Vision of “a developmental, transformed, integrated, capable and modernised Public Service in Gauteng” over the period to 2030, the Roadmap identifies four (4) critical focus areas to drive enhanced governance and administration in the Province and build a high-performance culture</p> <ol style="list-style-type: none"> <li>1) Balanced and integrated GCR planning, coordination and development.</li> <li>2) A dynamic, proactive and responsive government and high levels of service delivery.</li> <li>3) A skilled, capable, disciplined and performance orientated Public Service that inspires confidence.</li> <li>4) Integrated, connected, efficient and smart Public Service systems and processes.</li> </ol>
<b>Other Relevant Provincial Policies and Strategies</b>	
<ul style="list-style-type: none"> <li>• Gauteng City Region Economic Development Plan</li> <li>• Gauteng Accelerated Social Transformation Strategy</li> <li>• Gauteng City Region Youth Development Strategy</li> <li>• Gauteng International and Africa Relations Strategy</li> <li>• Gauteng E-Governance and ICT Strategy</li> <li>• Gauteng Safety Strategy</li> </ul>	

Where the above sections reflect broad considerations arising from legislation and policy, the specific policy and strategy trajectory of the Gauteng Office of the Premier for the 6th Administration, as it informs the 2020-2025 Strategic Plan, is discussed below.

### 3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE 5-YEAR PLANNING PERIOD

#### 3.1 Strengthening the Centre of Government in Gauteng – the Role of the Office of the Premier

In supporting the Premier, the Gauteng Office of the Premier (OoP), by Constitutional definition, sits at the centre of the Gauteng Provincial Government Administration.

As such, the Office of the Premier is, by definition, not a “direct delivery department”, rather it is tasked with:

1. Supporting the Premier to fulfil his Constitutional obligations and responsibilities;
2. Supporting the Premier with his role of broader societal and governance leadership, coordination, community engagement and response, and promoting the Gauteng value proposition;
3. Supporting the Premier to drive and ensure the implementation of the electoral mandate and the strategic agenda of government; and
4. Enabling the Director-General as Administrative Head of the Provincial Administration - on behalf of the Premier - with governance, leadership and coordination of the administration of the whole of the Gauteng Provincial Government.

The OoP thus occupies the central role in the evolving policy and governance architecture of the Province, tasked with leadership, coordination and oversight, within a broader social compact approach.

To play this strategic role, the Office of the Premier requires certain strategic skills and capacities. These include research, policy monitoring, evaluation and implementation, policy analysis and coordination across government working with the Forum of HOD’s and the Executive Council.

The strategic intervention that is required is to coordinate the Premier’s advisory councils, working groups and to provide research support to the Premier’s advisory councils, as well as the coordination and monitoring of strategic and flagship programmes such as Ntirhisano, Communication and Messaging, Rapid Land Release, Primary Health Care, PCH and National Health Insurance; Tshepo 1 Million, Township Economy Revitalization and Urban Planning.

Led by the Premier and the Director-General, as administrative head of the Provincial Administration, the Office of the Premier leads, coordinates and oversees the 13 government departments and related entities that constitute the Provincial Government (as delegated by the Premier), towards the delivery of the stated agenda and priorities of the 6th Administration.

In fulfilling its role, the OoP is completed by other “centre of government departments” - namely COGTA, eGovernment and the Gauteng Provincial Treasury - to participate in and evolve the new district delivery model, which will integrate planning, budgeting and programmatic activities across all 3 spheres of government in the 3 metros and 2 districts in Gauteng.

#### 3.2 Strengthened Intergovernmental Relations and the District Coordination Model

As pronounced by the President in the Presidency Budget Speech (July 2019), “for the effective implementation of the government’s priorities, the structures of government will need to function with maximum coordination and cooperation as it is envisaged in our Constitution. The truth is that lack of coordination between national and provincial governments, between departments and particularly at local government level, has not served us”.

In this regard, there is a need to:

- a) Solve the silos at a horizontal and vertical level;
- b) Narrow the distance between the people and government by strengthening the coordination role and capacities at the district and city levels, as it is the penultimate sphere of government after ward and local level;
- c) Deliver Integrated services whilst strengthening monitoring and evaluation and impact at district and local levels;
- d) Ensure inclusive and gender mainstreamed budgets based on the needs and aspirations of our people and communities at a local level;
- e) Maximise impact and align resources at our disposal;
- f) Change the face of our rural and urban landscapes by ensuring complementarity between urban and

- rural development, with a deliberate emphasis on Local Economic Development; and
- g) Ensure sustainable development whilst accelerating initiatives to promote poverty eradication, employment and equality.

In response, the 6<sup>th</sup> Administration will strengthen intergovernmental collaboration and coordination, and adopt a District Coordination Model. The new model is located within the current constitutional framework for cooperative governance and intergovernmental relations, and the Constitution and IGR Act are seen as adequate to support it. However, consequence management and developmental incentives must be strengthened.

The processes and outcomes of intergovernmental programmes must:

- a) Promote the electoral mandate and our service delivery agenda for impact especially towards the 2021 Local government elections period;
- b) Provincial and national role players must sufficiently support municipalities; and
- c) Inform decision-making structures such as the Municipal Council and the Executive Council to coordinate interventions that require input resourcing from the 3 spheres.
- d) Institutionalise IGR responses to emerging service delivery issues:
  - i) Stronger forms of collaboration between CoGTA and Treasury;
  - ii) Improving our system for effective oversight, monitoring and support and strengthening of regulatory levers - some municipalities are failing at effectively delivering basic services, billing for services and collecting the revenue due;
  - iii) Allow organised local government, SALGA and other interested persons an opportunity to make representations to IGR structures;
  - iv) Respect for the law in the running of municipalities, monitoring by all political and administrative leadership.

Decision making structures like the EXCO System and IGR structures must be used to assist the 6<sup>th</sup> Administration to:

- a) address the disconnect between government to government; government and communities and other high level risks facing government;
- b) consolidate policy development and programme design to give expression to the 2019-2024 priorities;
- c) shift the discussion in EXCO and in IGR meetings towards joint inter-sphere planning and implementation of the delivery of programmes and projects and joint facilitation of Cooperative Governance; and
- d) achieve its priority goals of good governance and accelerated service delivery.

There is a need for strengthened integration of IGR forum programmes (MMC/MEC, MinMec's and PCF) to achieve common goals in the spirit of the GCR:

- a) Promote coordination and partnerships on joint programmes; and
- b) Establish better systems to monitor joint IGR programmes.

The District Coordination Model seeks to build a coherent government which is characterised by the ability to undertake and communicate the following:

- a) A common vision for development of the country collectively generated and broken down into and according to needs and opportunities of district and metropolitan geographical areas (IGR impact zones);
- b) Identification of commonly agreed spatial and development priorities within these impact areas;
- c) Political vision and priorities translated and supported by well researched, credible and technically sound long-term planning, capital investment, project preparation and financing, and implementation;
- d) Prioritisation to be driven by spatial and integrated development outcome logics and not narrow, sectoral or even personal interests or biases; it needs:
  - i) Multi-year long-term objectives, targets and resource commitments to agreed programmes and projects extending beyond electoral cycles to produce a Spatially Integrated Single Government Plan; and
  - ii) Accountability framework and responsibilities for tracking and reporting on implementation and actions within government and to stakeholders and broad public.

In leading and driving the District Coordination Model, the Office of the Premier will:

- a) Oversee the effective implementation of district-based coordination and delivery models and systems within the province.
- b) Oversee provincial:
  - i) policy and provincial sector planning.
  - ii) budgeting coherence according to national priorities and towards district/metro developmental impact.
- c) Ensure provincial sector alignment in district/ metro intergovernmental working sessions:
  - i) approval and adoption of single joined-up plans.
  - ii) capacity building plans and shared resourcing initiatives.
- d) Convene Premier's Coordinating Forum (PCF) Council meetings:
  - i) receive and engage on impact monitoring reports via GPG, CoGTA and PCF, from the District/ Metro Coordination Hubs, packaged per district/ metro.
  - ii) provide feedback and strategic guidance to municipalities.

The Office of the Premier will be supported by COGTA, who will:

- a) Support the implementation and institutionalisation of district coordination model in the province and utilise it to assist the province with its coordination, support and local government oversight responsibilities.
- b) Support the Premier's Office with:
  - i) cascading provincial priorities;
  - ii) aligning provincial sector strategies and plans towards district/ metro developmental impact;
  - iii) convening PCFs;
  - iv) reporting to PCC; and
  - v) overseeing the effective implementation of the district-based model.
- c) Participate in and guide the functioning of the District Hubs.

The key institutional mechanism to give effect to the coordination model and programmatic IGR is the establishment of District/ Metropolitan Coordination Hubs at district/ metropolitan municipality level. These will be established in a phased manner across the various districts and metros by DCoG, in consultation with provinces and municipalities.

### 3.3 SPATIALLY TARGETED PLANNING AND BUDGETING

The Gauteng Spatial Development Framework, 2030 (GSDF) is aligned to the National Spatial Development Framework (NSDF), and sets out the preferred spatial development model for the Gauteng City Region (GCR). It advocates for a balanced polycentric approach that will enable the GCR to realise its developmental objectives.

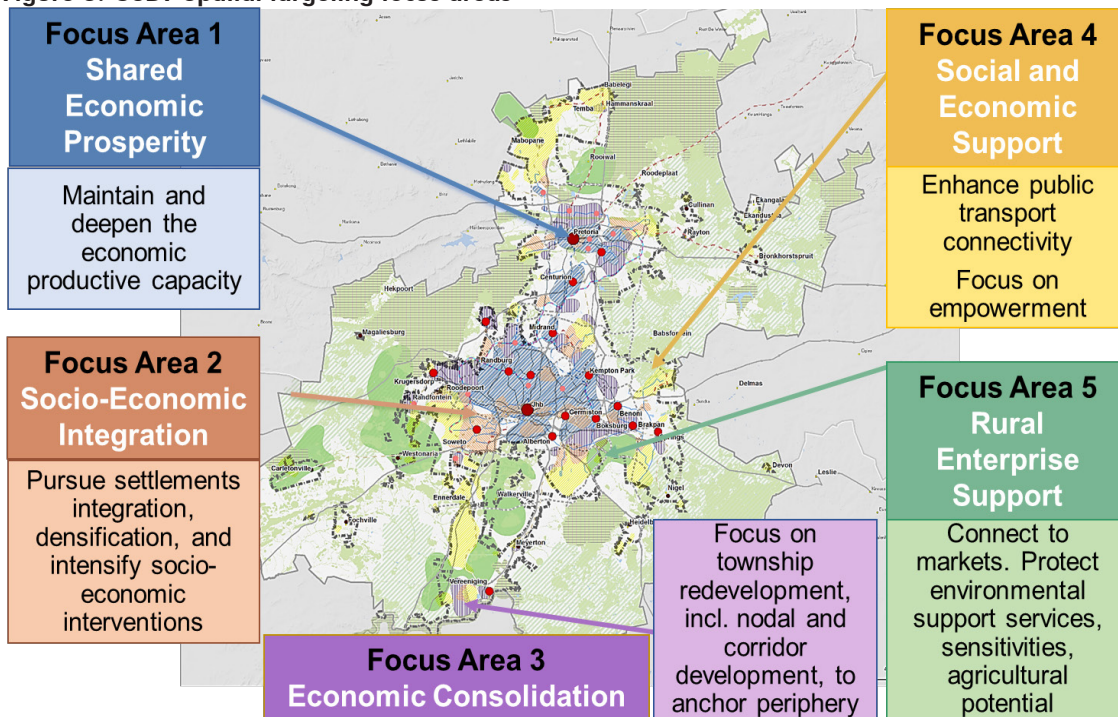
Leveraging the District Coordination approach and strengthened intergovernmental relations, the Office of the Premier will work together with the centre of government departments to ensure that all provincial development plans, projects and programmes are consistent with the GSDF.

The GSDF outlines four key strategic interventions for Gauteng over the period to 2030:

- Building an economic network;
- Capitalising on proximity;
- Managing new settlement development; and
- Creating a viable and productive Hinterland.



**Figure 3: GSDF Spatial targeting focus areas**

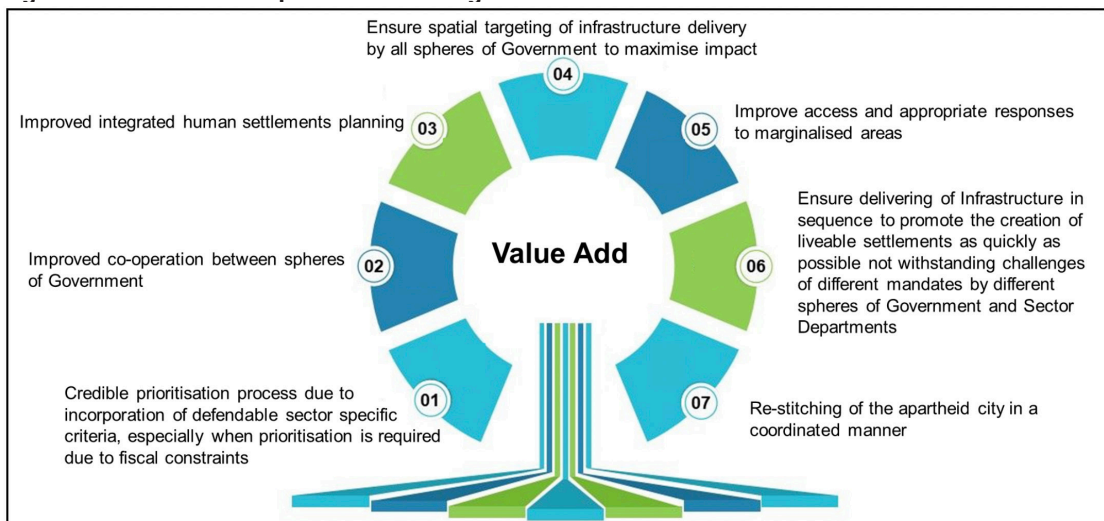


In leading the Province in spatially targeted planning and budgeting, the Office of the Premier seeks to ensure:

1. Acknowledgement of spatial rationale and spatial targeting directives of the Gauteng Spatial Development Framework at provincial scale;
2. Strategic priorities are linked to national, provincial and local SDFs, and that relevant needs and priorities are expressed in planning and budgeting;
3. DORA conditional grant conditions, linked to statutory spatial planning and the Annual Performance Plans, are adhered to; and
4. Spatial referencing (coordinates) for all strategic priorities are provided.

The approach seeks to realise the following value add:

**Figure 4: Value add of spatial referencing**



## 4. RELEVANT COURT RULINGS

At the time of developing this Strategic Plan for 2020/21-2024/25, there are no specific court rulings that have a significant, ongoing impact on the Gauteng Office of the Premier’s operations or business obligations.



**GGT2030**  
GROWING GAUTENG TOGETHER

## PART B: OUR STRATEGIC FOCUS

# PART B: OUR STRATEGIC FOCUS

Informed by the constitutional, legislative mandates and policy framework outlined in Part A, the Office of the Premier defines its role/ purpose as to:

- 1) **Support the Premier in executing the Constitutional responsibilities;**
- 2) **Support the Premier to lead and mobilise government and society to implement the electoral mandate;**
- 3) **Be the centre for strategic leadership, coordination and oversight of government, and coordinate service delivery at provincial and local government level; and**
- 4) **Build a capable and ethical state, and ensure good governance and the effective functioning of the entire provincial administration.**

Aligned to this understanding, the OoP then articulates its strategic focus – its vision, mission and institutional values.

## 5. VISION

**A liveable, equitable, inclusive and united Gauteng City Region.**

The vision of the Office of the Premier illustrates the Gauteng of our dreams – “The Gauteng We All Want” – a *Nayi le Walk* scenario, where social cohesion, economic expansion and a renewed spirit of constitutionalism gets Gauteng going.

## 6. MISSION

As the centre of government in Gauteng, the Office of the Premier will lead and coordinate the strategic agenda by:

- **Providing strategic leadership and direction to government and society;**
- **Building a capable, ethical and developmental state;**
- **Ensuring transformation and modernisation of the public service;**
- **Driving execution and delivery through enhanced policy coordination;**
- **Ensuring effective communication and stakeholder interfaces with communities and key sectors of society;**
- **Promoting transformation and inclusion of society in the economy; and**
- **Building social compacts to deliver the GGT 2030.**

## 7. VALUES

In working towards the achievement of its vision and mission, the Gauteng Office of the Premier subscribes to the following internal values, which are in line with the Batho-Pele principles:

Value	Description - What it means in practice
<b>Citizen Centric</b>	<ul style="list-style-type: none"> <li>• A sense of duty and service, and the passion to serve beyond the call of duty;</li> <li>• Creating a positive citizen experience at every point of engagement;</li> <li>• Remaining true to the values of loyal service to the people.</li> </ul>
<b>Consultation</b>	<ul style="list-style-type: none"> <li>• Consulting citizens about the level and quality of the public services they receive and, wherever possible, offering a choice about the services that are offered;</li> <li>• Working together to assist each other and to enable all departments to succeed;</li> <li>• Sharing of knowledge and insights towards a common purpose.</li> </ul>
<b>Access</b>	<ul style="list-style-type: none"> <li>• Informing citizens about the level and quality of public services they will receive so that they are aware of what to expect;</li> <li>• Ensuring all citizens have equal access to the services to which they are entitled;</li> <li>• Providing more and better information about our services.</li> </ul>

Value	Description - What it means in practice
<b>Redress</b>	<ul style="list-style-type: none"> <li>Offering citizens an apology, a full explanation and a speedy and effective remedy when the promised standard of service is not delivered;</li> <li>Being willing to remedy failures and mistakes;</li> <li>Providing a sympathetic, positive response when complaints are made.</li> </ul>
<b>Courtesy</b>	<ul style="list-style-type: none"> <li>Displaying humility in our actions;</li> <li>Displaying the right attitude to the task at hand;</li> <li>Treating others with empathy, courtesy and consideration;</li> <li>Showing kindness and politeness in our attitude and behaviour towards others.</li> </ul>
<b>Openness and Transparency</b>	<ul style="list-style-type: none"> <li>Valuing openness, honesty, consistency and fairness;</li> <li>Acting in good faith in all our day to day activities;</li> <li>Being committed to ethical behaviour and focus on justice and fairness;</li> <li>Exercising care not to disclose confidential information.</li> </ul>
<b>Innovation and Excellence</b>	<ul style="list-style-type: none"> <li>Listening to and understanding needs and creating new approaches to what we do;</li> <li>Working tirelessly towards achieving goals;</li> <li>Being driven by purpose and the achievement of results;</li> <li>Exuding positive energy in moving our province forward;</li> <li>Focussing on cutting-edge, best in class and "outside the box" approaches and solutions.</li> </ul>
<b>Value for Money</b>	<ul style="list-style-type: none"> <li>Providing services economically and efficiently in order to give citizens the best possible value for money;</li> <li>Taking ownership of the task to ensure it gets done correctly, the first time around;</li> <li>Delivering the best that we can.</li> </ul>

The values require targeted management focus to ensure they are visible and "lived", and they should be assessed as part of the performance management approach of the Gauteng Office of the Premier, under direction of the Director-General.

## 8. SITUATIONAL ANALYSIS

### 8.1 External Environment Analysis

#### 8.1.1. Macro Socio-Economic Environment

Annual global GDP growth is projected to drop to 2.4% in 2020 from an already weak 2.9% in 2019, with growth possibly even being negative in the first quarter of 2020. On the assumption that the Corona Virus (COVID –19) epidemic peaks in China in the first quarter of 2020 and outbreaks in other countries prove mild and contained, global growth could be lowered by around 0.5 % point this year relative to that expected in the November 2019 Economic Outlook.<sup>2</sup>

Africa's economic outlook continues to brighten. Its real GDP growth, estimated at 3.4 percent for 2019, is projected to accelerate to 3.9 percent in 2020 and to 4.1 percent in 2021. Leading the way are six economies among the world's 10 fastest growing: Rwanda, Ethiopia, Côte d'Ivoire, Ghana, Tanzania, and Benin. Growth fundamentals are also improving, with a gradual shift from private consumption towards investment and exports. For the first time in a decade, investment accounted for more than half of the continent's growth, with private consumption accounting for less than one third. The 2020 Outlook highlights, however, that growth has not been inclusive. Despite Africa's solid growth performance, only about a third of countries achieved inclusive growth, reducing both poverty and inequality.<sup>3</sup>

South African GDP growth is expected to pick up from 1.1 percent in 2019 to 1.5 percent in 2020, and then up to 1.7 percent in 2021. This forecast assumes less policy uncertainty and a gradual growth dividend from reforms to improve the business environment, reflecting the government's commitment to accelerate public investment projects in cooperation with the private sector.<sup>4</sup> South Africa's macro socio-economic environment has been under pressure for some time, characterised by a lower than expected growth rate, high structural unemployment, unsustainable poverty levels, and among the highest levels of inequality in the world. The World Bank projected upside GDP growth until 2021 remains well short of the trajectory required by the National Development Plan to reduce unemployment to 6%, eradicate poverty, and sharply reduce inequality by 2030.

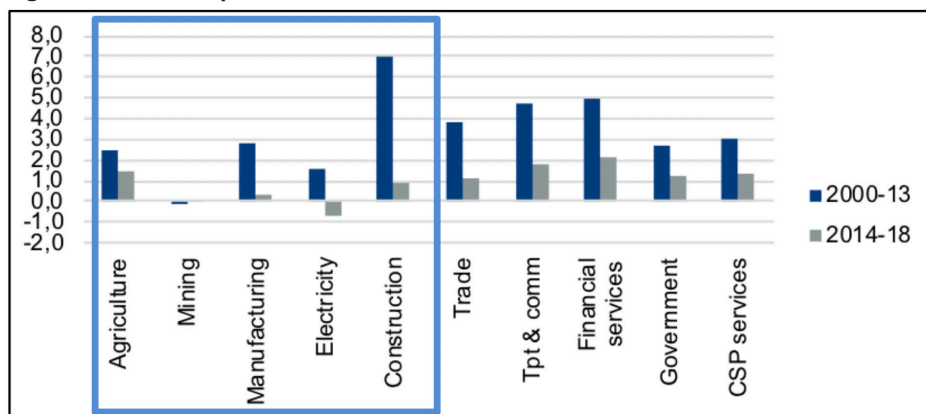
<sup>2</sup> African Development Bank 2020

<sup>3</sup> African Development Bank 2020

<sup>4</sup> World Bank, Global Economic Prospects, Heightened Tensions, Subdued Investment, June 2019

Of concern is the decline in the primary and secondary sectors for the period 2000-13 and 2014-18, which has a direct impact on the take-up of investment and development finance in these sectors, thereby impacting growth prospects<sup>5</sup>.

**Figure 5: GDP comparison 2000-13 and 2014-18**



These sectors traditionally absorb the bulk of SA’s skilled, semi-skilled and unskilled labour, and thus, the economy has not grown at a sufficient rate to absorb the increasing number of economically active members of the population.

The working-age population increased by 145 000 or 0,4% in the fourth quarter of 2019 compared to the third quarter of the same year. Compared to Q4: 2018, the working-age population increased by 594 000 or 1,6%. The number of employed persons increased by 45 000 to 16,4 million in Q4: 2019, while the number of unemployed persons decreased by 8 000 to 6,7 million compared to Q3: 2019, resulting in an increase of 38 000 (up by 0,2%) in the number of people in the labour force. The unemployment rate and the absorption rate remained unchanged at 29,1% and 42,4%, respectively while the labour force participation rate decreased by 0,1 of a percentage point to 59,8% in the fourth quarter of 2019 compared to the third quarter of 2019.<sup>6</sup>

The rate of youth unemployment continues to be a cause for major concern, and creating varied and wide-reaching opportunities for young people to enter the job market remains one of the country’s most critical challenges.

The figure below provides a summary of the key economic factors impacting the South African economy.

**Figure 6: Impact of key economic factors on the South African economy**

Economic Factors	Impact on South African Economy
<p><b>SA economic growth forecasts lowered again:</b></p> <ul style="list-style-type: none"> <li>World Bank - 1.1% for 2019 and 1.5% for 2020;</li> <li>IMF – 0.7% for 2019 and 1.1 for 2020;</li> <li>SARB – 0.6% for 2019 and 1.1% for 2020;</li> <li>BER – 0.2% for 2019 and 1.1% for 2020.</li> </ul>	<ul style="list-style-type: none"> <li>Lower demand for SA exports;</li> <li>Potential adverse bearing on the rand exchange rate and upside risk to the inflation outlook.</li> </ul>
<p><b>Huge fiscal imbalances, due to weak GDP growth and low inflation will weigh on tax revenues:</b></p> <ul style="list-style-type: none"> <li>Eskom and other state-owned companies need big bail-outs;</li> <li>The main budget deficit will likely hit 6.1% of GDP in FY19/20 versus the original target of 4.7%.</li> </ul>	<ul style="list-style-type: none"> <li>Heightened risk of further credit rating down-grades;</li> <li>Heightened risk of South Africa having to seek an IMF bailout.</li> </ul>
<p>The National Treasury has requested of <b>government departments to reduce their baseline spending</b> by 5% in 2020/21, 6% in 2021/22 and 7% in 2022/23.</p>	<ul style="list-style-type: none"> <li>Reduced opportunities for SMME’s that rely on government business;</li> <li>Reduced availability of grant funding for informal businesses, entrepreneurial development and support.</li> </ul>

5 Statistics South Africa cited in IDFC (2019). Performance of Economic Sectors. Presentation at IDFC Strategic Planning Session, September 2019.

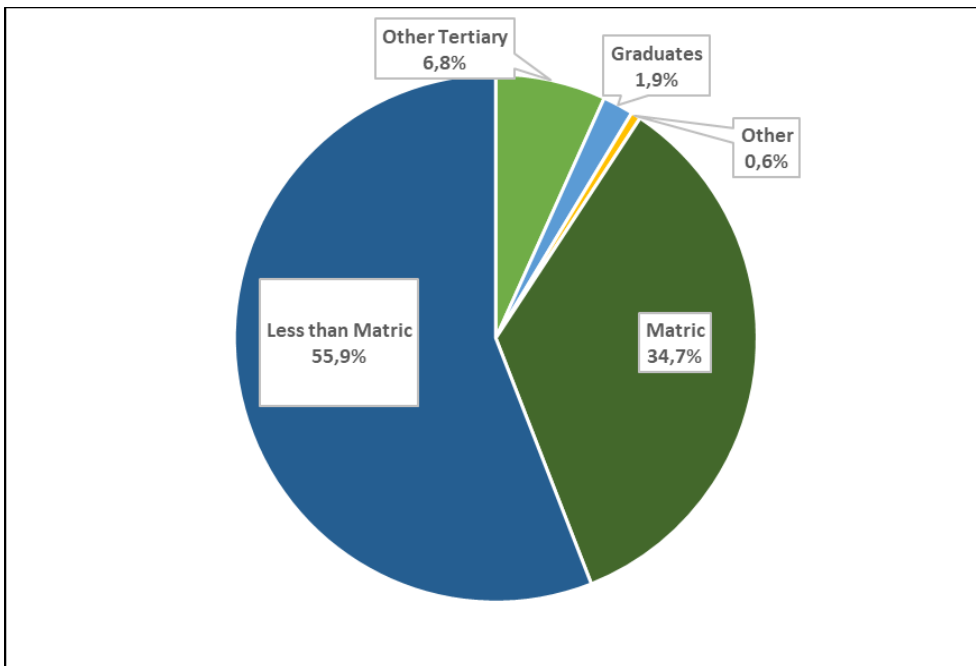
6 Statistics South Africa, Quarterly Labour Force Survey, Quarter 4, 2019

Economic Factors	Impact on South African Economy
<b>Stubbornly high unemployment rate</b> – official figure of 29% at the end of the second quarter of 2019.	<ul style="list-style-type: none"> <li>Low consumer confidence levels;</li> <li>Strain on the retail trade, manufacturing and retail property sectors.</li> </ul>
<b>Muted household credit growth rates</b> - 6.1% y/y in May, up only slightly from 5.7% y/y at end-2018: <ul style="list-style-type: none"> <li>The increase in credit growth since early 2018 has been largely driven by unsecured credit – a likely sign of mounting financial pressure on consumers.</li> </ul>	
<b>Persistent contraction in total fixed investment</b> (average -01% contraction in 2014 – 18; it fell further by -4.1% in 2019 Q2).	<ul style="list-style-type: none"> <li>Limited employment growth opportunities.</li> </ul>
<b>Low business confidence persists.</b>	

Sources: Statistics South Africa, BER, SARB, as cited in IDFC Economic Outlook presentation (2 September 2019)

There is a strong correlation between the level of education and unemployment. Of the 6,7 million unemployed persons, 55,9% had education levels below matric, followed by those with matric at 34,7% in the fourth quarter of 2019. Only 1,9% of the unemployed persons were graduates while 6,8% had other tertiary qualifications as their highest level of education. The figures reflect an economy that requires more highly skilled participants, and shrinking opportunities for low skill employment.<sup>7</sup>

**Figure 7: Proportion of the unemployed by education level, Q4 2019**



The rate of youth unemployment continues to be a cause for major concern, and creating varied and wide reaching opportunities for young people to enter the job market remains one of the country's most critical challenges.

Over the last few decades there has been a concerted effort to reduce global extreme poverty, and consequently the number of extremely poor people – defined by the World Bank as those who live on \$1.90 a day or less – has fallen from 1.9 billion in 1990 to around 736 million in 2015. South Africa has made progress in reducing poverty over the past two decades, but high inequality slows the poverty reduction process significantly, meaning that extreme poverty rates remain high for a middle income nation. At 18.8%, South Africa's US \$1.90 poverty rate is higher than that of two of its BRICS partners, Russia (0%) and China (1.9%).<sup>8</sup>

The South African labour market is split into two extremes. At one end is a small number of people with highly paid jobs in large, formal sector enterprises. At the other extreme is the majority of the working population, who work in less well-paying jobs that are often informal. Those with highly paid jobs earn nearly five times

<sup>7</sup> Statistics South Africa, Quarterly Labour Force Survey, Quarter 4, 2019

<sup>8</sup> World Bank, 2019

the average wage of a low skilled worker, yet they constitute less than a fifth of the total working population. Effectively, a small segment of the labour force enjoys wages that are on average equal to workers living in developed economies, whilst the wages of those at the lower end of the compensation scale are comparable to those seen in the world's poorest countries.

South Africa has a high percentage of low income earners, a small number of middle income earners, and very few extremely high income earners. This results in a high level of income polarization, and a slowing in the growth of the middle class. Only 4 percent of the population can be considered elite, with living standards far above the average. The middle class consists of those who are better positioned to maintain a non-poor standard of living in the event of negative economic shocks. At about 20% of the population, South Africa's middle class is considerably smaller than in other countries.<sup>9</sup>

**8.1.2. Gauteng Socio-Economic Environment**

***“On the one hand, our province is South Africa’s largest economy; Africa’s 7th largest economy and the 26th largest City Region in the world. We occupy a pride of place in the global economy where, increasingly, cities and city regions are becoming engines for growth and economic development.***

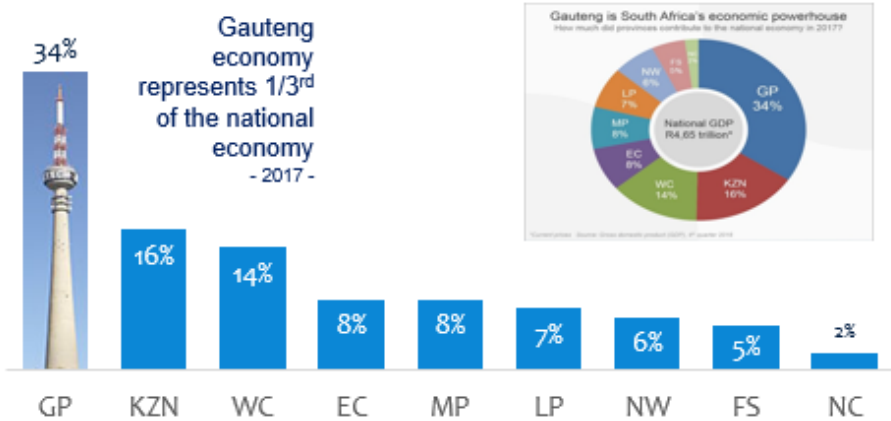
***On the other hand, rising levels of inequality – income, assets and spatial inequalities – are a stubborn feature of our province. It is here in Gauteng where wealth and opulence exist side by side with urban poverty and hunger. We have to take bold action to fundamentally change this ugly and unacceptable reality.”***

**Premier David Makhura - SOPA, 1 July 2019**

Gauteng is located in the central north-eastern interior of the country. Covering 18,178km<sup>2</sup>, the Province constitutes 1.4% of the total land area of South Africa, making it the smallest of South Africa’s 9 provinces. Despite its size, Gauteng is home to 25% of South Africa’s population, and generates just over a third of the country’s gross domestic product, making it the nation’s biggest provincial economy.<sup>10</sup> Over the past 5 years, the Gauteng economy attracted R199 billion of foreign direct investment, and created 469 000 new jobs.<sup>11</sup>

Gauteng has the highest GDP contribution in South Africa, as well as the highest per capita income (US\$9,600), 42% of the country’s industrial output, 53% of its exports and 41% of its tourism arrivals. However, high inequality, spatial injustice and urban sprawl are distinct problems of Gauteng’s urban form – and greater equality, higher densities and location of the poor within economic centres underpin the GCR vision.

**Figure 8: The Gauteng economy**

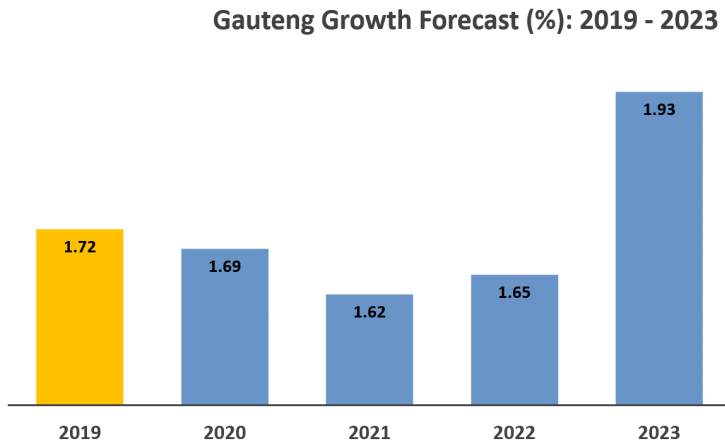


Gauteng’s economic footprint extends beyond its borders into the neighbouring provinces of the Free State, Mpumalanga and North West. The cities and towns of Rustenburg, Potchefstroom, Sasolburg, Secunda, Witbank and Middleburg are functionally connected to the Province to form a wider city region.

9 Overcoming Poverty and Inequality in South Africa, An Assessment of Drivers, Constraints and Opportunities, March 2018  
 10 Statistics SA, 2019  
 11 Gauteng SOPA, July 2019

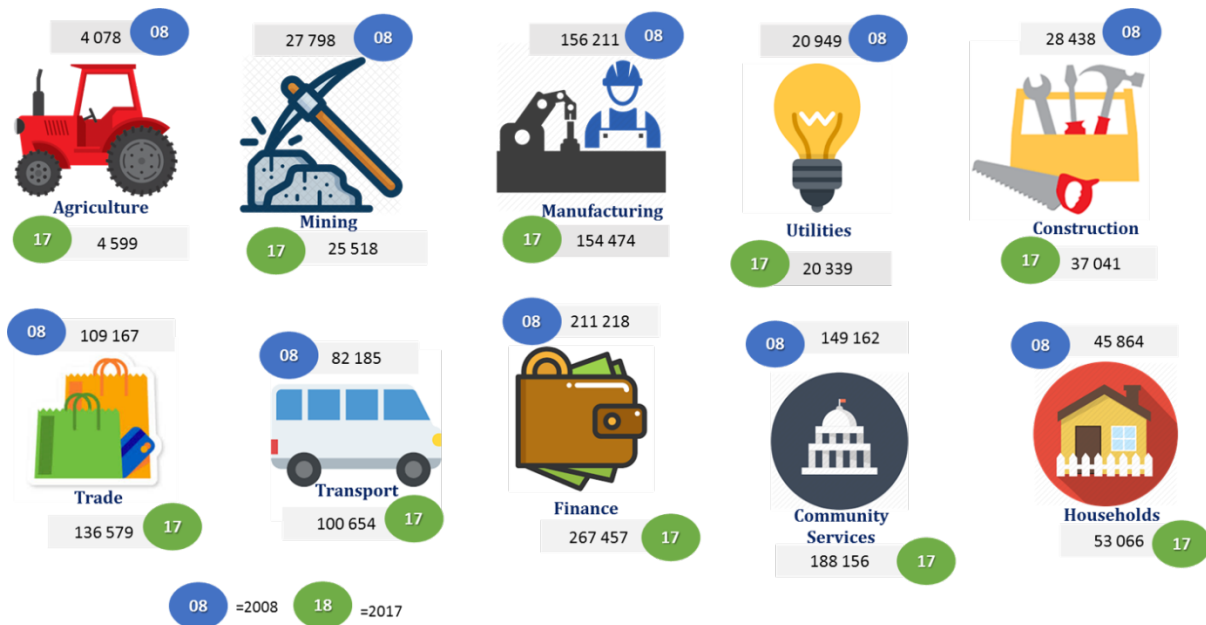
Gauteng is the 26th largest city region in the world, and presents significant opportunities to drive growth for South Africa as a whole. Gauteng City Region economic assets rival other major international cities, with leading universities, a young and increasingly educated workforce, access to well-connected infrastructure networks and a democratic governance system. Fifteen Global 2000 company headquarters are based in Gauteng, which compares favourably with that of Shenzhen (12), Mexico City (12), Santiago (9), Istanbul (7) and Cape Town (6)<sup>12</sup>.

**Figure 9: Gauteng growth forecast (%) 2019 to 2023**



By virtue of its strategic position in the national and SADC economy, Gauteng is best placed to champion an inclusive and growing economy, one that is labour-absorbing and ecologically sustainable. The Province is resilient and, despite the tough global and national economic conditions, has maintained its position as the economic powerhouse of South Africa, contributing 34% to the economy.

**Figure 10: Comparative nominal GDP figures by industry in R million, 2008 and 2017**



As in the rest of the country, sluggish economic conditions have made it difficult to ensure employment numbers keep pace with growth in the economically active population. The Province’s official unemployment rate rose 1.8 percent between Q4 2018 and Q4 2019, from 29.0 to 30.8%, which is well above the national average of 29.1%.<sup>13</sup>

12 Brookings Institute, Profiling the Gauteng City Region’s International Competitiveness and Connections, November 2015

13 Statistics South Africa, Quarterly Labour Force Survey, Quarter 4, 2019



**Figure 11: Unemployment rate by province**

Province	Official unemployment rate					Expanded unemployment rate				
	Oct-Dec 2018	Jul-Sep 2019	Oct-Dec 2019	Qtr-to-qtr change	Year-on-year change	Oct-Dec 2018	Jul-Sep 2019	Oct-Dec 2019	Qtr-to-qtr change	Year-on-year change
	Percentage									
<b>South Africa</b>	<b>27,1</b>	<b>29,1</b>	<b>29,1</b>	<b>0,0</b>	<b>2,0</b>	<b>37,0</b>	<b>38,5</b>	<b>38,7</b>	<b>0,2</b>	<b>1,7</b>
Gauteng	29,0	31,0	30,8	-0,2	1,8	33,6	35,1	35,3	0,2	1,7
Western Cape	19,3	21,5	20,9	-0,6	1,6	23,1	24,5	24,1	-0,4	1,0
Eastern Cape	36,1	36,5	39,5	3,0	3,4	46,8	46,5	47,7	1,2	0,9
Northern Cape	25,0	29,8	26,9	-2,9	1,9	38,6	43,0	39,2	-3,8	0,6
Free State	32,9	34,5	35,0	0,5	2,1	39,3	42,5	42,3	-0,2	3,0
KwaZulu-Natal	25,6	25,9	25,0	-0,9	-0,6	41,3	41,4	41,9	0,5	0,6
North West	26,6	30,4	28,8	-1,6	2,2	42,9	45,1	43,0	-2,1	0,1
Mpumalanga	32,0	35,3	33,6	-1,7	1,6	41,1	43,9	43,8	-0,1	2,7
Limpopo	16,5	21,4	23,1	1,7	6,6	38,8	41,9	44,0	2,1	5,2

From Q4 2018 to Q4 2019 Gauteng shed 65 000 jobs, only lower than Limpopo with 77 000.

**Figure 12: Employment by province**

Province	Oct-Dec 2018	Jul-Sep 2019	Oct-Dec 2019	Qtr-to-qtr. change	Year-on-year change	Qtr-to-qtr. change	Year-on-year change
Thousand				Percentage			
<b>South Africa</b>	<b>16 529</b>	<b>16 375</b>	<b>16 420</b>	<b>45</b>	<b>-108</b>	<b>0,3</b>	<b>-0,7</b>
Gauteng	5 163	5 060	5 098	38	-65	0,7	-1,3
Western Cape	2 520	2 494	2 518	24	-3	1,0	-0,1
Eastern Cape	1 375	1 402	1 384	-18	9	-1,3	0,7
Northern Cape	322	322	335	13	13	4,2	4,1
Free State	806	795	785	-10	-21	-1,2	-2,7
KwaZulu-Natal	2 648	2 674	2 664	-10	16	-0,4	0,6
North West	973	960	992	32	19	3,4	2,0
Mpumalanga	1 245	1 233	1 244	11	-1	0,9	-0,1
Limpopo	1 477	1 435	1 400	-35	-77	-2,5	-5,2

In Q4 2019, of a labour force of 7 369 000, just over 5 million are employed, putting Gauteng's labour force participation at 70,5%, and leaving 2 271 000 active job seekers without work. Gauteng's labour absorption rate is 48.7%. Gauteng's youth unemployment (young people aged 15-24 years, not in employment education or training) rate was measured at 28.6% in Q4 2019. The rate declined by 1.1% between Q4 2018 and Q4 2019.<sup>14</sup>

Half a billion rand in the Province's 2019/20 budget is assigned to youth development programmes to help young people enter the job market, including R124 million to Tshepo One Million, R361 million to provide bursaries, learnerships and scholarships to universities and TVET colleges, and R45.6 million for the Welfare to Work Programme, which will help a further 46 160 women, inclusive of single mothers, to move from dependence on child care grants to sustainable, self-supporting economic activity.

As the pioneers of the township economy revitalisation concept, Gauteng has made some progress in empowering township-based enterprises, co-operatives and SMME's. Over the past 5 years the Gauteng Provincial Government has procured goods and services to the value of R22 billion from township entrepreneurs. Over thirty-two and a half thousand (32 616) township businesses – from as far afield as Limpopo, Mpumalanga and the Free State – have been registered on the Gauteng SAP System, which is linked to the central supplier database. Over seven thousand (7 192) Gauteng-based township enterprises have been used in the provincial supply chain. Since 2014, two and a half thousand (2 500) Gauteng-based township enterprises have received training through a supplier development programme.<sup>15</sup>

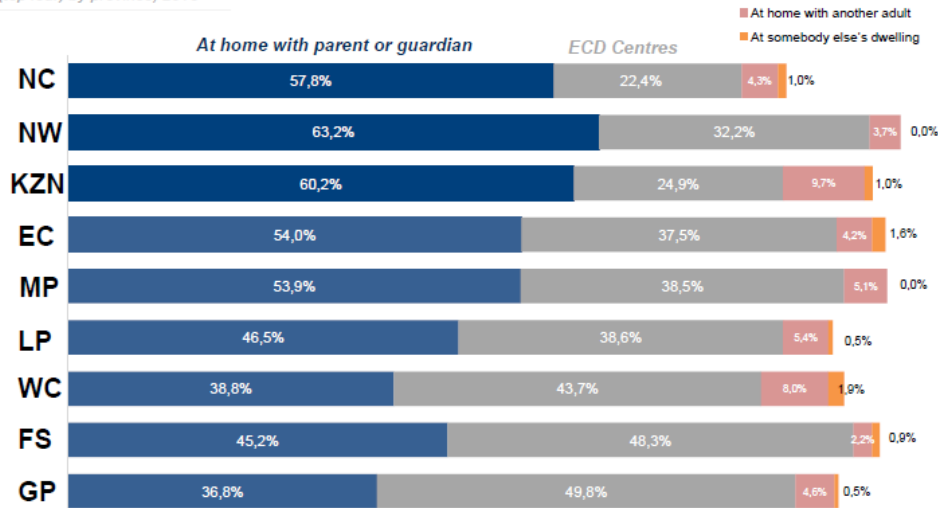
14 Statistics South Africa, Quarterly Labour Force Survey, Quarter 4, 2019

15 2019/20 Budget Presentation, MEC Barbara Creecy, March 2019

There is a strong correlation between education and employability. The Province has the highest percentage of children 0-4 years in Early Childhood Development programmes.<sup>16</sup>

**Figure 13: Children aged 0-4 years using childcare arrangements by province, 2018**

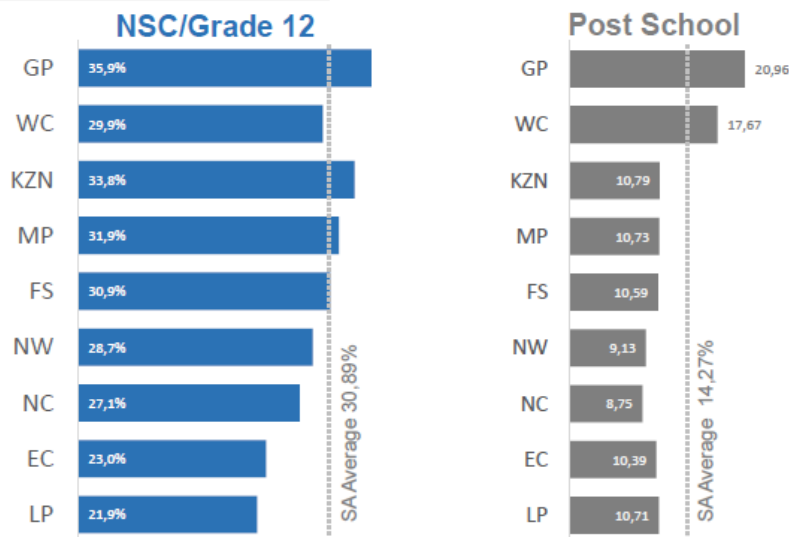
*Children aged 0 - 4 years using different child care arrangements (top four) by province, 2018*



Whilst there is still room for improvement, Gauteng also leads the country in educational attainment.

**Figure 14: Percentage distribution of educational attainment for persons aged 20 years and older by province, 2018**

*Percentage distribution of educational attainment for persons aged 20 years and older by province, 2018*



The Department of Education's budget was increased from R45.7 billion to R49.8 billion for 2019/20, including R531.4 million to improve Grade-12 performance and increase the bachelor degree pass rate, and R1.4 billion to employ more teachers to assist with rapidly increasing learner numbers.<sup>17</sup>

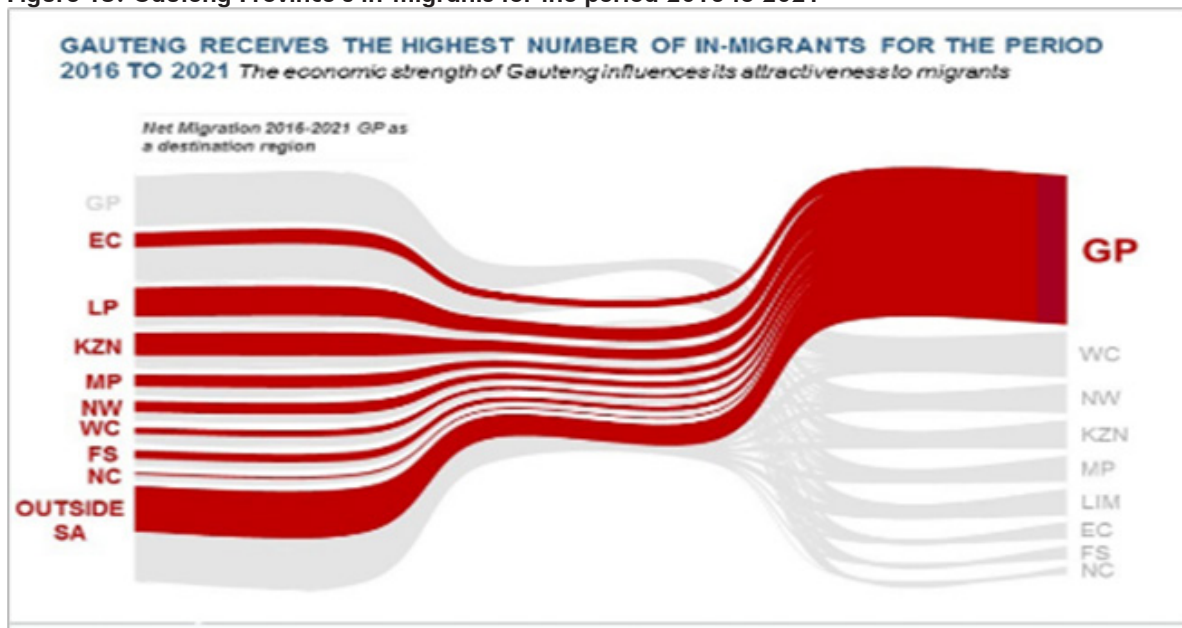
In migration patterns place further strain on the Province's ability to create sufficient employment, develop infrastructure and deliver services. 21% of the country's population lived in Gauteng in 2002. In 2019 that

<sup>16</sup> General Household Survey 2018

<sup>17</sup> 2019/20 Budget Presentation, MEC Barbara Creecy, March 2019

figure has grown to 25.8%.

**Figure 15: Gauteng Province’s in-migrants for the period 2016 to 2021**

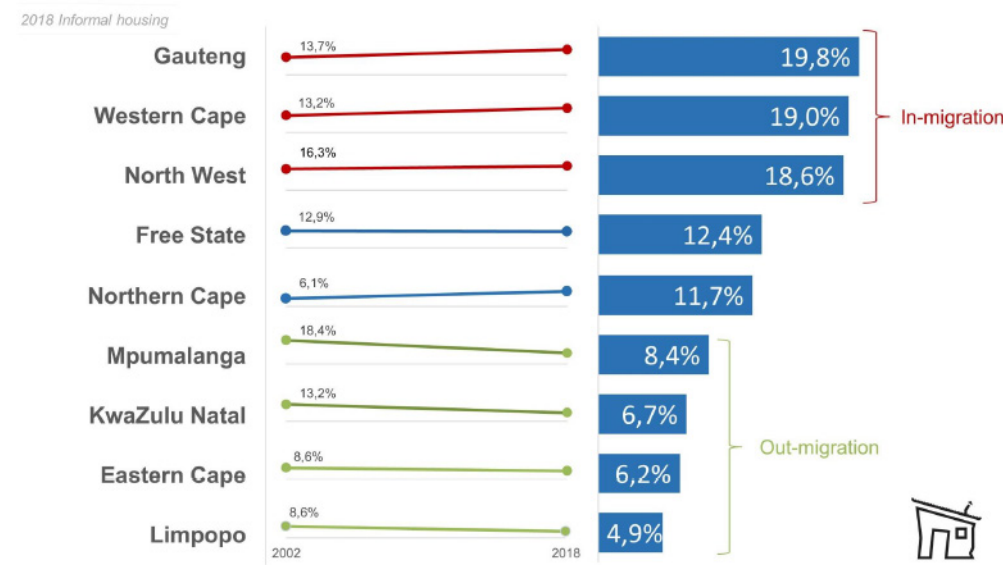


Source: STATS SA, Mid-year population Estimates, 2018

Gauteng in-migration is the highest in the country by some margin, estimated at 1 643 590 for the period 2016–2021. With migration out of the Province at 574 705, that means a net increase in the Province’s population of just over a million (1 068 885) over the 5 year period. Migrants from outside of the country are estimated at 494 571, or just under a third of the total.<sup>18</sup>

This constant influx of large numbers of people from outside of the Province creates additional demand for serviced housing. Approximately one-fifth of households lived in informal settlements in Gauteng in 2018. Nationally, overall household growth of 472 000 was estimated between 2017 and 2018. Over a third of that growth (175 000) was in Gauteng.<sup>19</sup>

**Figure 16: 2018 Informal housing: In-migration and out-migration by province**



18 Statistics SA Mid 2019 Population Estimates

19 General Household Survey 2018

In 2002, 87.2% of Gauteng homes were connected to the main electricity supply, well above the national average. Significant in migration and the proliferation of informal settlements mean that in 2018, the percentage of electrified homes has fallen to 77.7%, the lowest in the country. Safe drinking water and adequate sanitation are also concerns<sup>20</sup>. In addition, increased indebtedness and poor municipal governance threaten the sustainability of basic services and municipalities.

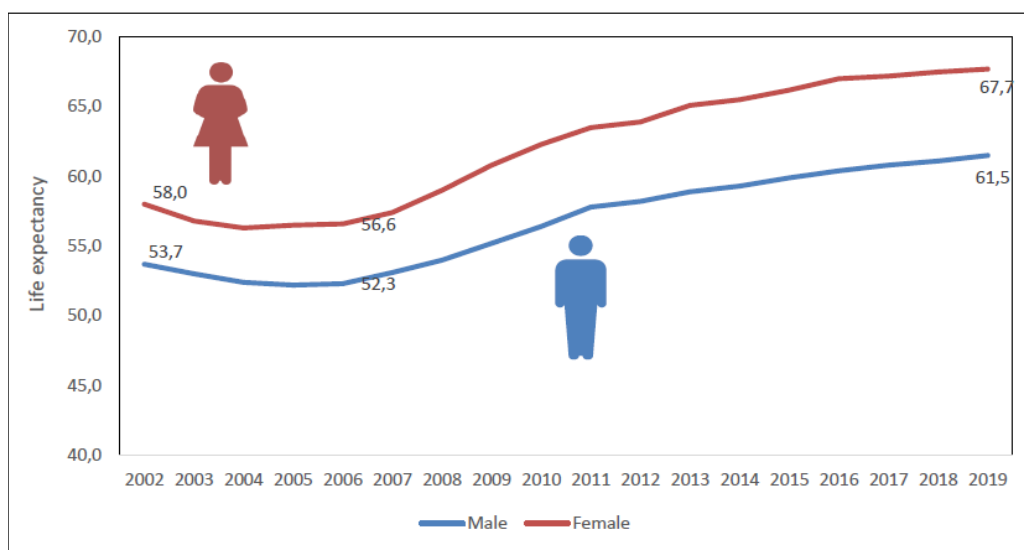
As at 2016, in-migration’s impact on Social Infrastructure backlogs in the Province was estimated as follows:

- 147 new school facilities are required, in addition to the 122 schools needed to address the overcrowding in existing schools;
- 575 additional rooms are needed in clinics, mostly in the Johannesburg area, followed by Tshwane and Ekurhuleni;
- 11 new Community Health Centres are needed;
- New hospitals and clinics are required in areas with new human settlements.<sup>21</sup>

As reflected above, health care infrastructure is placed under pressure by high levels of in-migration. Providing accessible, quality health care for a rapidly expanding population is a resource intensive challenge, but a challenge that must be met if preventable human suffering is to be avoided.

Gauteng’s public health system is the biggest in the country, serving over 20 million health care users per annum. The departmental budget was increased from R46.8 billion to R50.8 billion in 2019/20. R30 billion was allocated to fund the personnel budget, including R346 million for employment of interns, and R310 million for the absorption of community health workers.<sup>22</sup>

**Figure 17: South African life expectancy by sex**



Life expectancy for males in Gauteng has risen from 55.4 in 2001 to 63.8 in 2019. Females have fared even better, adding 10 years to the 2001 rate of 59.9 and peaking at 69.2 in 2019. Gauteng’s life expectancy is above the national average (61.5 male, 67.7 female, as shown above), and second only to the Western Cape’s.<sup>23</sup>

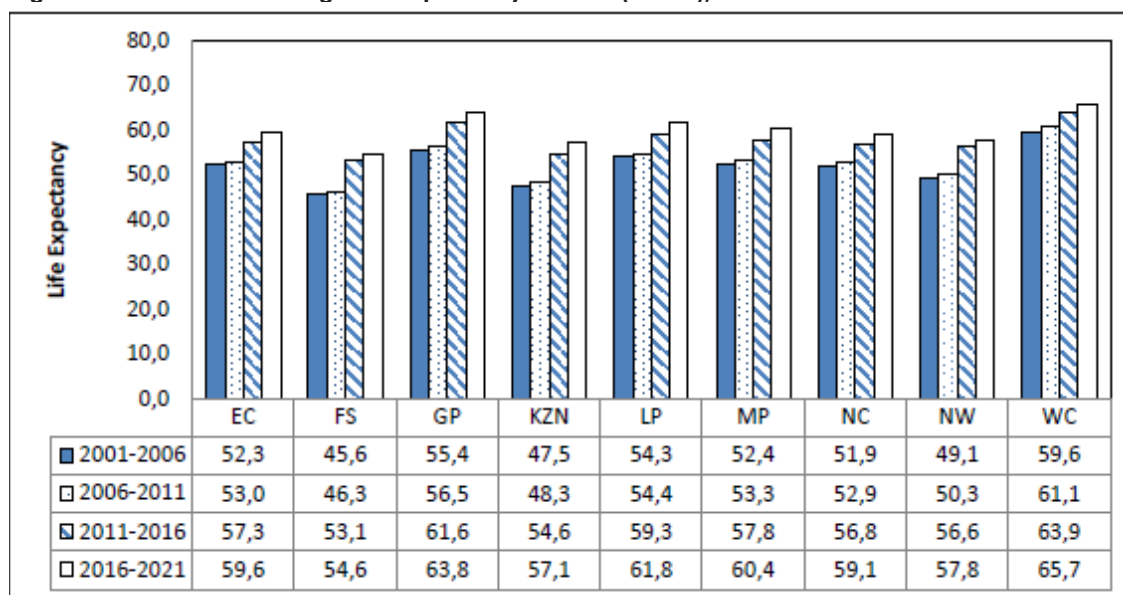
20 General Household Survey 2018

21 Cited in GIIMP (2016)

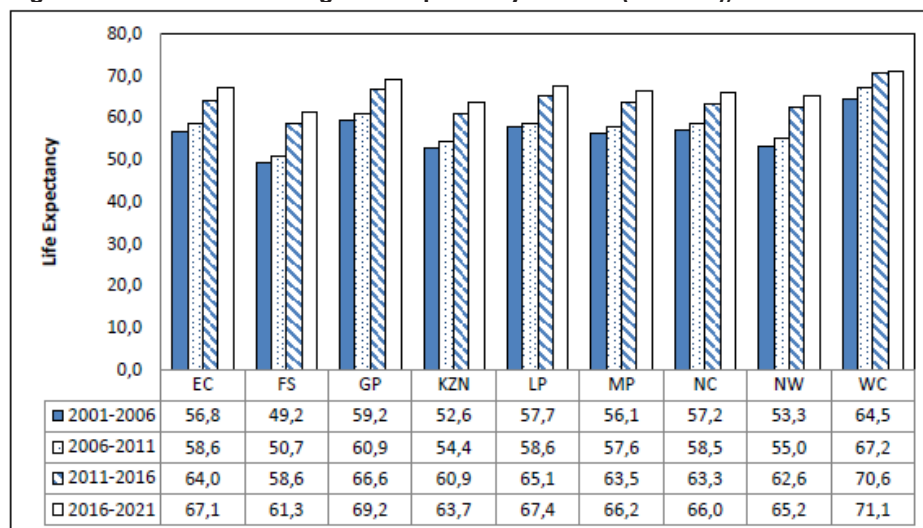
22 2019/20 Budget Presentation, MEC Barbara Creecy, March 2019

23 Statistics SA Mid 2019 Population Estimates

**Figure 18: Provincial average life expectancy at birth (males), 2001-2021**



**Figure 19: Provincial average life expectancy at birth (females), 2001-2021**



The improvement in life expectancy reflects the work the Province continues to do in promoting good health, and in reducing non-communicable diseases and unnatural causes of death.

The 5 leading underlying causes of natural death in Gauteng are:

- Other forms of heart disease (5.6%);
- Tuberculosis (4.8%);
- Influenza and pneumonia (4.7%);
- Diabetes mellitus (4.1%);
- Cerebrovascular diseases (3.9%).

Since 2011 there has been a notable reduction in communicable diseases. TB, which used to be the Province's number one killer, is dropping slowly but steadily through heightened awareness and strengthened screening. Influenza and pneumonia deaths are still high, but have also seen marginal improvement over time. HIV is at number eight on the list, and accountable for 3.8% of Gauteng's natural deaths<sup>24</sup>.

Gauteng has the greatest percentage of South Africa’s population, so it is perhaps to be expected that the province would also have the highest number of total crimes in the country. Of the just over two million reported crimes last year, 563 794 were committed in Gauteng. By that measure Gauteng has approximately 28% of the nation’s crime, as opposed to 25% of the population. But, although Gauteng has the highest number of murders (4 495), the province’s murder rate is well under the national average.

The national murder rate increased from 35.8 per 100,000 people to 36.4 in 2018/19, and the Eastern Cape had the highest rate at 60.9.

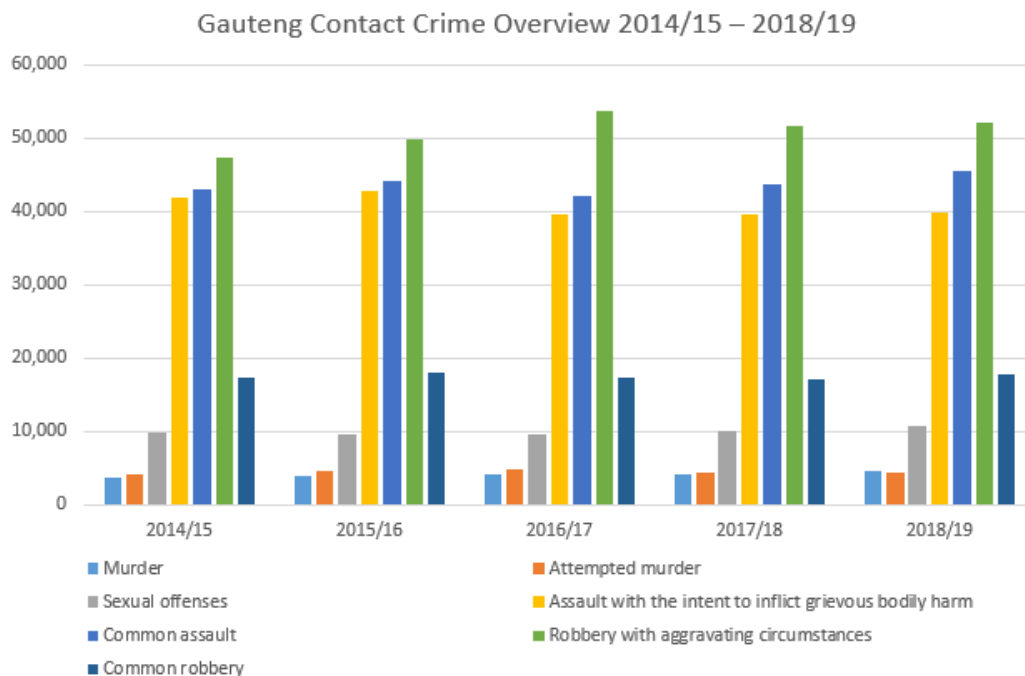
**Figure 20: South Africa’s provincial murder rates in 2018/19**

Province	Number of murders	Murder rate per 100,000 people
Eastern Cape	3,965	60.9
Western Cape	3,974	59.4
KwaZulu-Natal	4,395	39.1
Free State	1,000	34.5
Gauteng	4,495	30.5
Northern Cape	322	26.1
North West	961	24.4
Mpumalanga	996	21.9
Limpopo	914	15.6

Over the last five years there has been very little progress with regards to contact crimes, where violence or force are used against another person. There were 3 671 murders in Gauteng in 2015/16, and 4 495 committed in 2018/19. Again, rapid population growth is a contributing factor.

There is much debate about what percentage of sexual assaults are reported to police. In Gauteng in 2014/15 there were 9 902 reported sexual offences, including rape, sexual assault, attempted sexual offences and contact sexual offences. The figure has climbed steadily each year to 10 752 in 2018/19.

**Figure 21: Contact crimes, 2014–2019**



There has been mixed progress combatting various subcategories of aggravated robbery. Bank robberies saw a spike in 2017/18 that was contained again the following year. Cash in transit heists rose suddenly and dramatically in 2017/18, and although the following year’s figures were better, incidents are still occurring at more than one per week.

There were 23 836 charges relating to commercial crime in 2014/15. The figure rose slowly to 24 912 in 2017/18, before jumping suddenly to 28 479 in 2018/19.

Informed by the developing megatrends (the current Isbhujwa scenario), such as growing population, population ageing, migration and urbanisation, the Gauteng Provincial Government has developed the “Growing Gauteng Together 2030” plan of action (GGT2030).

Fully aligned to the national MTSF, the GGT2030 sets out the provincial political strategic framework for 2020-2025, and makes specific commitments to implement the governing party’s manifesto under the unique conditions of Gauteng.

The path to the Gauteng of our dreams – “The Gauteng We All Want” – of the Indlulamithi’s Nayi le Walk scenario, requires that we work together with national government, focusing and executing with a great sense of discipline the right policies, seven priorities and the 162 interventions to have the following dynamic impact:

- 1) Economic growth: The size of Gauteng economy is expected to more than double over the next 11 years, from its current size of about R1 trillion rand to slightly above R2 trillion rand in 2010 prices.
- 2) Employment and unemployment: The provincial economy is expected to add 3.1 million jobs to total employment by 2030. As a result, and considering the province’s population growth, the unemployment rate is expected to halve from current 31% to close to 15% by 2030.
- 3) Per capita GDP: The province’s real per capita GDP is expected to increase by 70%, from about
- 4) currently to about R115,000 in 2030.
- 5) Poverty rate: The Gauteng’s Nayi-le-Walk growth path is estimated to reduce the provincial poverty rate by 40% over the next decade, from 25.3% in 2019 to about 16% in 2030.
- 6) Income inequality: The high income inequality in the province, measured by the Gini index, is expected to decline by 8 percentage points over the course of the next 11 years. It is expected to decline from its current value of 70% to 62% by 2030.
- 7) Industrial restructuring: The sector composition of output and employment is expected to change. The shares of primary and secondary sectors in total output and employment are likely to increase. Their sector shares of total output are expected to increase from 2.9 and 21.3 per cent to 4.2 and 35.3 per cent respectively. Their shares of total employment are also estimated to improve accordingly.
- 8) Nayi le Walk outlook across provinces: Gauteng’s stride towards a Nayi le Walk outcome for the province is found to help propel other eight provinces towards their Nayi le Walk outlooks, by raising their average growth rates and lowering their poverty, inequality and unemployment rates over the next decade.

Led by the Premier and the Director-General as administrative head of the Provincial Administration, the Office of the Premier occupies the central role in this evolving policy and governance architecture; tasked with leadership, coordination and oversight, within a broader social compact approach. This includes research, policy monitoring, evaluation and implementation, policy analysis and coordination across government, working with the Forum of HOD’s and the Executive Council; towards the achievement of the GGT2030.

Internal environment considerations in relation to the Office of the Premier’s capacity and capability to fulfil this role and contribution is discussed in the following section.

## 8.2 Internal Environment Analysis

### 8.2.1. Analysis of Previous Term Performance

Towards the end of the last term of office, a number of studies/ assessments were conducted to enable the Office of the Premier understand the impact of its work over the 2014-2019 period. These studies/ assessments included:

- Assessment of the performance of all departments based on the work of the Delivery Support Unit;
- Capacity Review conducted by Delivery Associates on the ability of all departments to ensure service delivery;

- Evaluation of the Ntithrisano Outreach programme;
- Evaluation of the implementation and outcomes of the TMR, based on the End of Term Report; and
- Assessment of OoP as Centre of Government during Fifth Administration.

At societal level, despite various interventions, economic exclusion, a stagnant economy and unemployment persist across Gauteng. While the policy framework is in place, spatial polarisation continues. While there is overall improvement in the quality of life, education, health and crime remain a major challenge facing Gauteng.

In summary, the salient issues arising from the assessment of OoP performance in the last term are:

- **Leadership:** Leadership was exercised decisively during the most challenging period of the Fifth Administration viz. the Life Esidimeni Tragedy. Generally positive perceptions of the leadership exist among social partners and civil society.
- **Intergovernmental relations:** Relations with the metros have been problematic since the last local government elections, undermining the GCR agenda. Smaller municipalities have been saddled with deep-seated institutional, governance and financial challenges, and the GPG's response has been fragmented and weak.
- **Special interventions:** Interventions to address the challenges in Health and Human Settlements have not been particularly effective.
- **Ntithrisano:** Ntithrisano Outreach has been an effective tool for government communication and engagement with communities, but the inter-governmental component needs addressing. The hotline has not functioned optimally and the Central Information Centre has not been fully operational.
- **Partnerships:** Substantial goodwill exists across Gauteng towards the provincial government and a number of partnerships have been established e.g. university partnerships, international partnerships, focus on sectors. However, the potential of partnerships to synergise GPG efforts have not been fully utilised.
- **Departmental oversight:** Deliverology has enabled a substantially improved insight into the performance and functioning of departments. However, the key to improving delivery is a relentless focus on priorities and problem-solving, and performance monitoring and evaluation requires urgent re-definition.
- **Ethical government:** Progress has been made in confronting corruption and creating ethical government but a lot of work is required going forward.
- **Transforming and modernising the public service:** Progress in transformation is generally slow, in part the result of rigid constraints imposed by the Department of Public Service and Administration (DPSA). Modernisation remains a challenge; little progress has been made on automation of systems and processes. Data collection and management is equally a major challenge.
- **Communication:** Communication requires improvement, and the website is still in a very rudimentary state. There is a need to adapt faster to contemporary communication technologies.
- **Special projects/initiatives:**
  - **Tshepo 1 Million:** A good foundation has been created, but needs to accelerate given the urgency of the youth unemployment crisis.
  - **GEYODI and military veterans:** Not sufficiently mainstreamed into the work of departments.

### 8.2.2. Analysis of Organisational Capacity and Capability

With the advent of the 6th administration, and against the backdrop of the performance review of the last five years, there is a need to ensure that the Office of the Premier has the requisite capacity to drive delivery, policy coherence and good corporate governance.

To give effect to the mandate of the 6th administration, the Office of the Premier will be repositioned with the following key functional amendments:

- 1) Establishment of the Policy, Research and Advisory Services Unit.
- 2) Reconfiguration of the Integrated Service Delivery War Room.
- 3) Migration of Functions:
  - Forensic Services Unit from the Provincial Treasury to the Office of the Premier.
  - Development Planning from the Office of the Premier to the Department of Cooperative Governance and Traditional Affairs.



- 4) Other Functions that must be strengthened:
  - Reduction in the cost of doing business in Gauteng (key focus on investment fast tracking).
  - Research and Analysis.
  - Strategic Risk and Compliance Management – Governance.
- 5) Strengthening of Intergovernmental Relations and International Relations.

The Office of the Premier has over the last five years institutionalised key service delivery programmes such as Tshepo 1 million, the Delivery Support Unit, and Infrastructure Coordination; due to the limitations of the generic model of Office of the Premier organisational structures.

In the previous period, emphasis was placed on filling vacant funded posts in line with the Transformation, Modernisation and Re-Industrialisation Programme, and reflects as follows:

**Figure 22: Office of the Premier organisational profile as at 29 February 2020**

Item	As at 29 February 2020
Total staff posts on approved structure	593
Filled posts as at 29 February 2020	542
Vacant posts as at 29 February 2020	51
Vacancy rate as at 29 February 2020	8.6%
Gender composition of OoP filled posts	37% (178) Male 63% (301) Female

### 8.2.3. Strategic Focus Areas Informing the 2020-2025 Strategic Plan

In coordinating and leading the GGT2030, and building a capable, ethical and developmental state, the Office of the Premier's focus in the period to 2025 is:

- Review and reconfiguration of current organisation of the provincial government departments;
- Establish the Premier's Policy, Research and Advisory Unit capacity to lead intergovernmental relations;
- Build a capable public service:
  - Clarify political administration interface;
  - Training and development;
  - Recruitment, selection, talent management and succession planning.
- Set performance standards, management and supervisory standards and systems in government;
- Consolidate efforts aimed at clean and efficient financial governance across the City Region;
  - In the previous period, the OoP reported unauthorised expenditure and irregular expenditure amounting to R5.9 million and R6.0 million respectively. A key focus moving forward will be to significantly reduce, and in fact eliminate, unauthorised, wasteful and irregular expenditure.
- Strengthen anti-corruption and integrity in the public services:
  - Encourage society to act ethically through the Premier's Ethics Advisory Council;
  - All on going cases of corruption in GPG concluded and recommendations actioned.
- Build an activist and responsive government:
  - Strengthen the Ntirhisano Outreach Programme;
  - Focus on municipalities and national government to ensure there is timeous responses to issues raised by the people;
  - Strengthen actions towards the removal of barriers that delay responses from provincial departments.
- Utilise new technologies for citizen engagement;
- Improve provincial service delivery;
- Resolve all the provincial projects that are incomplete (including the Urban Renewal Projects in Evaton, Bophelong, Sebokeng and Alexandra and Bekkersdal Taxi ranks in Sharpeville);
- Ensure municipal Support:
  - Proactively work with struggling municipalities;

- Initiate provincial legislation on GCR to strengthen IGR in the province;
- Provincial government to become an integral part of IDP processes in municipalities.
- Review municipal IDPs to align to the mandate of the 6th administration.

In this light, the Office of the Premier is being re-tooled to drive the GGT2030 Plan for the period, through a range of institutional evolutions, including:

- 1) Establishment of the Policy Research and Advisory Unit;
- 2) Institutionalising the Delivery Unit and the Ntirhisano Service Delivery War Room;
- 3) Absorbing GPG-wide Forensic Investigations into the integrity management process;
- 4) Strengthening policy, infrastructure and long-term planning; and
- 5) Migrating the urban planning function to strengthen COGTA, as part of institutional development.



**GGT2030**  
GROWING GAUTENG TOGETHER

## PART C: MEASURING OUR PERFORMANCE

# PART C: MEASURING OUR PERFORMANCE

In the context of the hierarchy of performance information utilised to construct this strategic plan (a “Theory of Change” Logic Model) and where the mandate, vision and mission describe the “longer-term strategic focus”; the next level in the hierarchy is to describe the impact and the outcomes (result areas) to deliver against the strategic focus.

## 9. INSTITUTIONAL PERFORMANCE INFORMATION

### 9.1 Measuring the Impact

Informed by the strategic focus statements presented in Part B, the IMPACT STATEMENT of the Gauteng Office of the Premier is:

<b>Impact Statement</b>	A liveable, equitable, inclusive and united Gauteng City Region; and A public service that inspires confidence and demonstrates the highest levels of service delivery to its citizens.
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### 9.2 Measuring Outcomes

Where the impact describes the intended developmental result, the outcomes describe the medium-term results to be achieved in the period of the strategic plan, and are aligned to the national and provincial priorities and strategy frameworks.

The Office of the Premier has defined seven (7) Outcomes to direct its effort and focus to 2025, as follows:

GGT2030 Priority	OoP Outcome	Outcome Indicator	Baseline (2019)	5-Year target (To March 2025)
Priority 5: A capable, ethical and developmental state	<b>1. A skilled, capable, ethical and developmental state</b>	Percentage implementation of culture programme aimed at inculcating ethical values in public service delivery	Leadership model for SMS developed  Culture programme aimed at inculcating ethical values in public service delivery developed	100% implementation of culture programme aimed at inculcating ethical values in public service delivery
		Percentage of priority service delivery targets achieved by departments in the Governance and Planning Cluster	39% of priority service delivery targets achieved	80% of priority service delivery targets achieved by departments in the Governance Cluster
		Percentage of GPG departments achieving clean audit outcomes	21% of departments achieved clean audit outcome	100% of GPG departments achieving clean audit outcomes
		GCR good governance level as reflected in the GCR Good Governance Barometer	New indicator  Baseline to be determined in 2020/21 <sup>25</sup>	Level 3 good governance as reflected in the GCR Good Governance Barometer

<sup>25</sup> Baseline to be calculated in 2020/21 financial year. The baseline will be published as an Annexure in the 2021/22 APP.

GGT2030 Priority	OoP Outcome	Outcome Indicator	Baseline (2019)	5-Year target (To March 2025)
		GPG vacancy rate (level 13-16)	Level 13 -16 at 18.5%	GPG vacancy rate at level 13-16 reduced to below 10%
		Percentage reduction in incidents of corruption in the public sector	New indicator Baseline to be determined in 2020/21 <sup>26</sup>	70% reduction in incidents of corruption in the public sector
		Percentage of GPG departments utilising the centralised labour case management system	New indicator	100% of GPG departments utilising the centralised labour case management system
Priority 1: Economy, jobs and infrastructure	<b>2. A growing and inclusive economy, jobs and infrastructure</b>	Rand value of investment committed to accelerate the economy and create sustainable employment	R 16.7 billion Rand in investment committed (AIF 2019)	R 47.5 billion Rand in investment committed
		Number of youth benefitting from the Tshepo 1m Programme	564 000 youth benefitting	1,5 million youth benefitting
		Percentage of priority service delivery targets achieved by departments in the Economic Cluster	39% of priority service delivery targets achieved	80% of priority service delivery targets achieved by departments in the Economic Cluster
		Percentage procurement spend by the GPG on enterprises owned by targeted groups	24% Women 11% Youth 0.84% People with Disabilities	40% Women 30% Youth 7% People with Disabilities
Priority 2: Education, skills revolution and health	<b>3. Inclusive quality education and healthcare and growing the skills needed for the economy</b>	Percentage of priority service delivery targets achieved by departments in the Social Cluster	39% of priority service delivery targets achieved	80% of priority service delivery targets achieved by departments in the Social Cluster
		Number of GPG departments implementing the revised Master Skills Plan	Master Skills Plan Developed	14 GPG departments implementing the revised Master Skills Plan
Priority 3: Integrated human settlements, basic services and land release	<b>4. Spatial transformation and integrated planning</b>	Number of regional nodes with integrated and coordinated development in support of spatial transformation and economic growth	New indicator	5 regional nodes with integrated and coordinated development in support of spatial transformation and economic growth

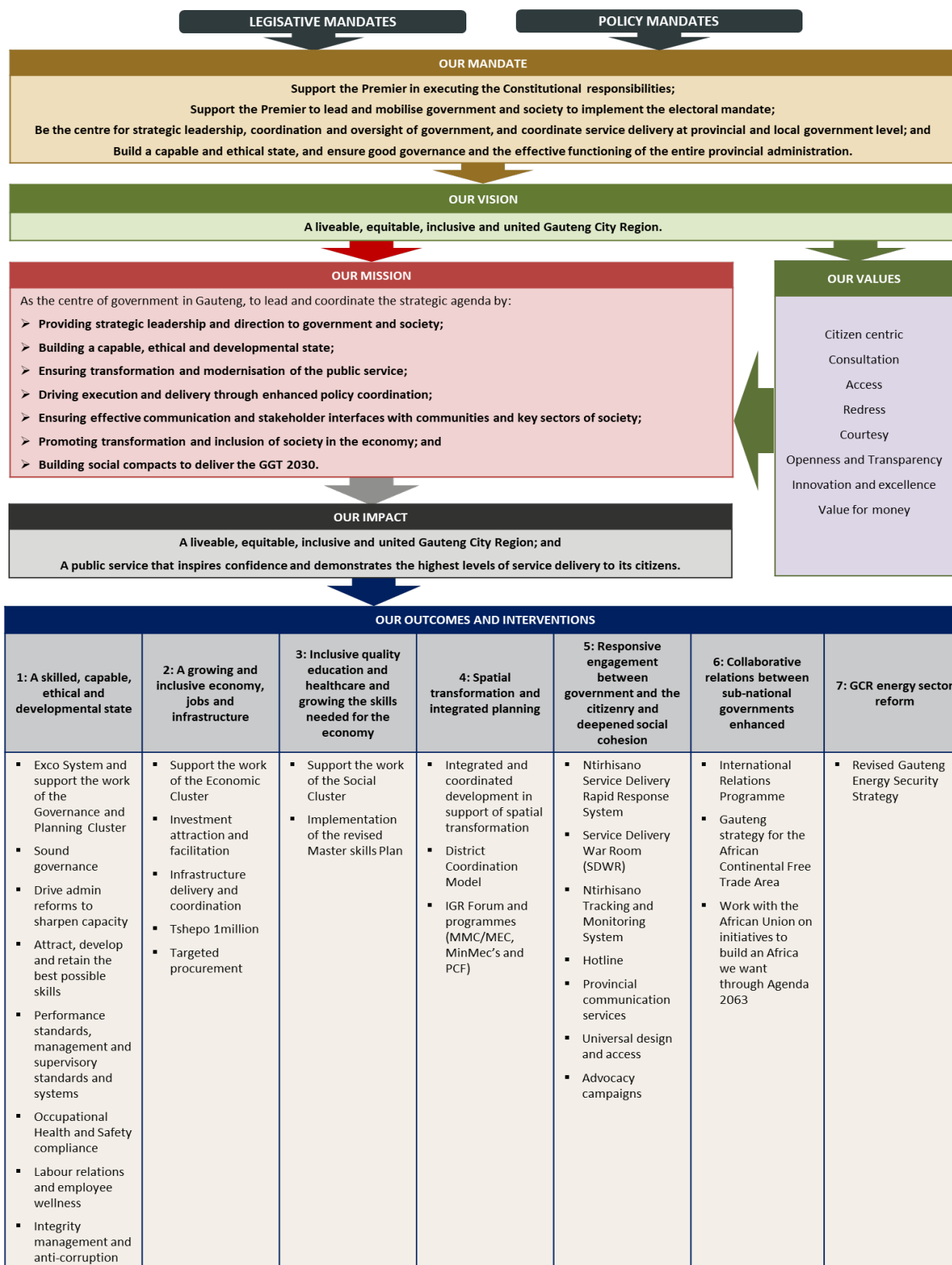
26 Baseline to be calculated in 2020/21 financial year. The baseline will be published as an Annexure in the 2021/22 APP.

GGT2030 Priority	OoP Outcome	Outcome Indicator	Baseline (2019)	5-Year target (To March 2025)
Priority 4: Safety, social cohesion and food security	<b>5. Responsive engagement between government and the citizenry and deepened social cohesion</b>	Number of GPG departments implementing the Gender Based Violence Provincial Action Plan	New Indicator	14 GPG departments implementing the Gender Based Violence Provincial Action Plan
		Percentage of short-term Ntirhisano commitments resolved	60% of short-term GPG Ntirhisano commitments resolved  50% of short term Municipality commitments resolved	90% of short-term GPG Ntirhisano commitments resolved  80% of short term Municipality commitments resolved
		Percentage satisfaction with Government Services as reflected in a Public Opinion Index	43% satisfaction with government services	60% satisfaction with government services
Priority 6: A better Africa and a better world	<b>6. Collaborative relations between sub-national governments enhanced</b>	Percentage implementation of a Gauteng strategy for the African Continental Free Trade Area	Approved International Relations Framework  Approved Gauteng Trade and Investment strategy	100% Implementation of the Gauteng strategy for the African Continental Free Trade Area
		Regional Governance networks on urban governance to promote the role of African cities and regions	Agenda 2063 of the African Union, the United Nations' New Urban Agenda, UN Habitat's Network affiliation	Improved Regional Governance networks on urban governance to promote the role of African cities and regions
Priority 7: Sustainable development for future generations	<b>7. GCR energy sector reform</b>	Percentage implementation of Revised Gauteng Energy Security Strategy	Review of the Energy Security Strategy conducted	40% implementation of Revised Gauteng Energy Security Strategy

### 9.3 Explanation of Planned Performance over the 5 Year Planning Period

A visual representation of the Office of the Premier strategic framework for the period 2020-2025 is presented below:

Figure 23: The OoP strategic framework to 2025



Towards achieving the Office of the Premier’s desired impact of “**a liveable, equitable, inclusive and united Gauteng City Region, and a public service, that inspires confidence and demonstrates the highest levels of service delivery to its citizens**”, the contribution and focus of the Outcomes, together with a description of the interventions to support the Outcomes, is discussed below.

### 9.3.1. Outcome 1: A Skilled, Capable, Ethical and Developmental State

The Outcome aligns to the MTSF 2019-2024 and Gauteng provincial priorities for the 6<sup>th</sup> Administration, as follows:

Contribution to MTSF 2019-2024	Contribution to Gauteng Provincial Priorities (GGT2030)
<p>Priority 1: A capable, ethical and developmental state:</p> <p><b><u>2024 Impact Statements:</u></b></p> <ul style="list-style-type: none"> <li>• Public value and trust;</li> <li>• Active citizenry and partnerships in society.</li> </ul> <p><b><u>Applicable Outcomes and Interventions:</u></b></p> <p>1) Improved leadership, governance and accountability:</p> <ul style="list-style-type: none"> <li>• Coordinate engagements between leadership of the executive, legislature and judiciary on strengthening state governance and public accountability</li> <li>• Enable leadership in national and provincial departments to build capacity and also intervene to resolve blockages in government bodies and administrations</li> <li>• Integrated Monitoring System for public sector accountability</li> <li>• Strengthen the governance system of state owned entities</li> </ul> <p>2) Functional, efficient and integrated government:</p> <ul style="list-style-type: none"> <li>• Improve coordination between national, provincial and local government to improve service delivery</li> <li>• Modernise business processes in the public sector</li> <li>• Enhance productivity and functionality of public sector institutions in supporting people-centred service delivery</li> <li>• Improve financial management capability in the public sector</li> <li>• Measures taken to reduce wasteful and fruitless expenditure, and irregular expenditure in the public sector</li> </ul> <p>3) Professional, meritocratic and ethical public administration:</p> <ul style="list-style-type: none"> <li>• Programme for building a professional public administration</li> </ul> <p>4) Social compact and engagement with key stakeholders:</p> <ul style="list-style-type: none"> <li>• Participatory governance mechanisms and citizen engagement</li> </ul> <p>5) Mainstreaming of gender, youth and disability, empowerment and development institutionalised:</p> <ul style="list-style-type: none"> <li>• Mainstreaming of gender, empowerment of youth and people with disability cuts across all seven priorities outcomes</li> <li>• Implementation of Gender, Youth and Disability responsive planning, budgeting, interventions, policies and legislations</li> </ul>	<p>Priority 5: A capable, ethical and developmental state:</p> <p><b><u>Priority Actions:</u></b></p> <ul style="list-style-type: none"> <li>• Building ethical governance and eliminating corruption</li> <li>• Building efficient and smart systems, processes and points of access that provide seamlessly integrated services across the province – with government functioning as “one”</li> <li>• Promoting a responsive, accountable, effective and efficient provincial and local public service</li> <li>• Building active communities and partnerships as a basis for good governance</li> </ul>

In terms of Outcome 1: A skilled, capable, ethical and developmental state, the Office of the Premier is committed to driving a shared vision and strategic priorities of government through effective strategic leadership to the state and society, to ensure effective implementation of the electoral mandate; and to strengthening research, strategic analysis and policy development; and monitoring and evaluation capabilities, to realise the policy priorities and political imperatives of the sixth administration.

In line with Section (132) of the Constitution of the Republic of South Africa, Provincial Executive Councils are established as the principal decision-making body of a provincial government. The strategic orientation of the Gauteng Executive Council is premised on a people-centred and people-driven government and its work is supported by an Executive Council System that promotes sustained development through the effective and efficient implementation of the GGT2030 Plan.



In addition to making decisions on policy, strategy and the legislative programme of the Province, the Executive Council will play a strong role in aligning and driving the Provincial GGT2030 Programme, through monitoring the targets set for the Executive Council Sub-committees and ensuring its implementation through interdepartmental and intergovernmental coordination across all spheres of government.

The composition of the Executive Council Committees has been allocated in line with the relevant Gauteng Priorities (GGT2030) to promote coherent and integrated government geared towards effective service delivery. The main functions of the Executive Council Sub-committees are to ensure the alignment of government wide priorities, facilitate and monitor the implementation of priority programmes and to provide a consultative platform on cross-cutting priorities and matters being taken to the Executive Council.

Performance monitoring and evaluation is the key driver in implementing the Priorities of the Gauteng Government, and is being increasingly geared towards the coordination, management and monitoring of integrated planning and enhanced service delivery, and the provision of early warning notifications of service delivery failures.

The Office of the Premier is further committed to building a developmental state with capacity to drive change and transformation for the betterment of the lives of the people of Gauteng; and to ensuring an efficient, effective and development oriented public service through driving human resource policy and strategy to attract, develop and retain best possible skill to harness the productive energies of all GPG employees. Furthermore, Exco has approved a strict regime of anti-corruption and integrity guidelines that will ensure clean governance and administration, which is supported by the appointment of a civil society-led Integrity Promotion and Anti-Corruption Advisory Committee chaired by a retired judge. The role of the Committee is to vigorously enforce the guidelines and promote clean governance in the Province.

The Office of the Premier will consolidate efforts aimed at clean and efficient financial governance across the City Region; with a key focus on significantly reducing, and in fact eliminating unauthorised, wasteful and irregular expenditure.

The OoP seeks to ensure that all departments and entities in the Province achieve clean audit reports. This vision is also supported by the Auditor General, who continues to make technical teams available to assist departments achieve clean audit reports.

For the period to 2025, key interventions for the Office of the Premier, that will translate into the outputs of the Annual Performance Plans over the period, include:

- 1) The Office of the Premier will lead the review and reconfiguration of current organisation of the provincial government departments; and will drive admin reforms to sharpen the capacity of GP departments.
- 2) The Office of the Premier will lead efforts to build a capable public service, including:
  - a. Clarify the political administration interface;
  - b. Targeted and comprehensive training and development;
  - c. Effective recruitment, selection, talent management and succession planning; and
  - d. Setting performance standards, management and supervisory standards and systems in government.
- 3) The Office of the Premier will continue to monitor the implementation of the organisational structures of the GPG departments, the implementation of the Human Resources Framework and the Master Skills Plan, and the finalisation of disciplinary cases on a monthly and quarterly basis across the GPG.
- 4) To inculcate an OHS compliance culture, a partnership with GCRA to provide massive training to GPG employees on Occupational Health and Safety, to realise further improvements in compliance.
- 5) Implementation of the Resolutions and Practice Notes related to a complete turnaround in the manner that labour relations business is being conducted in Gauteng Provincial Government will be pursued.
- 6) The Forensic Services Unit is being migrated from the Provincial Treasury to the Office of the Premier.
- 7) The Gauteng Anti-Corruption and Integrity Management Strategy will continue to be aggressively implemented to fight corruption and promote ethical behaviour and integrity in the public service.
- 8) The Integrity Management Office will ensure the implementation of the Integrity Management Framework and work towards a corruption free government and an improved Disclosure Framework, and to eliminate public servants from doing business with government.

- 9) National Anti-Corruption Hotline cases will be actioned and resolved. Disciplinary proceedings against officials involved in financial and other misconduct will be pursued.
- 10) The recovery of moneys lost through financial misconduct will be strengthened, through the detection system and a case management system for forensic investigations, and the expanding of investigations into fraud committed through computing.

### 9.3.2. Outcome 2: A Growing and Inclusive Economy, Jobs and Infrastructure

The Outcome aligns to the MTSF 2019-2024 and Gauteng provincial priorities for the 6<sup>th</sup> Administration, as follows:

Contribution to MTSF 2019-2024	Contribution to Gauteng Provincial Priorities (GGT2030)
<p>Priority 2: Economic transformation and job creation:</p> <p><b><u>2024 Impact Statements:</u></b></p> <ul style="list-style-type: none"> <li>• Unemployment reduced to 20%-24% with 2 million new jobs, especially for youth.</li> <li>• Economic growth of 2%-3%;</li> <li>• Growth in levels of investment to 23% of GDP.</li> </ul> <p><b><u>Applicable Outcomes and Interventions:</u></b></p> <ol style="list-style-type: none"> <li>1) More decent jobs created and sustained, with youth, women and persons with disabilities prioritised: <ul style="list-style-type: none"> <li>• Create jobs through Job Summit commitments, Operation Phakisa and other public sector employment programmes</li> </ul> </li> <li>2) Investing for accelerated inclusive growth: <ul style="list-style-type: none"> <li>• Improve the ease of doing business</li> </ul> </li> <li>3) Industrialisation, localisation and exports: <ul style="list-style-type: none"> <li>• Support localisation and industrialisation through government procurement (on designated products and services)</li> </ul> </li> <li>4) Reduce concentration, and monopolies and expanded small business sector: <ul style="list-style-type: none"> <li>• Facilitate the increase in number of functional small businesses with a focus on township economies and rural development (200 000 supported)</li> <li>• Strengthen development finance towards SMME development (50% of DFI financing to SMMEs)</li> <li>• SMME development through incubation centres and digital hubs (270 established)</li> <li>• Ensure inclusion of SMMEs in localisation and buy local campaigns</li> <li>• Explore the introduction of measures (such as tax breaks) for the first two years to support the establishment of new, small youth-owned start-ups (100,000 start-up youth business per annum - Job Summit agreement)</li> </ul> </li> <li>5) Quality and quantum of investment to support growth and job creation improved: <ul style="list-style-type: none"> <li>• Improve the quality and rate of infrastructure investment (R5 billion Infrastructure Fund)</li> </ul> </li> <li>6) Increased economic participation, ownership, access to resources, opportunities and wage equality for women, youth and persons with disabilities: <ul style="list-style-type: none"> <li>• Minimum 40% target for women, 30% for youth and 7% for persons with disabilities</li> </ul> </li> </ol>	<p>Priority 1: Economy, jobs and infrastructure:</p> <p><b><u>Priority Actions:</u></b></p> <ul style="list-style-type: none"> <li>• Reindustrialising Gauteng for the 21st century through Multi tier SEZ and High Growth Sector Programme</li> <li>• Bringing opportunities to the people in townships and confronting inequality at the spatial level through the Township Economic Revitalisation Programme</li> <li>• Systematically confronting youth economic exclusion through the Tshepo 1Million and Youth Workforce Development Programme</li> <li>• Creating enabling conditions for a high-growth economy through the Catalytic Infrastructure Programme</li> <li>• Developing initiatives that target a significant reduction in poverty, inequality and unemployment, including through the upscaling of welfare to work transitions</li> <li>• Creating a platform for youth ownership through the co-production of social spaces – building sporting, arts, cultural and development opportunities</li> <li>• Focus on enhancing inclusivity of the economy while improving competitiveness</li> <li>• Fast tracking investment and infrastructure delivery</li> <li>• Empowering a significant number of emerging black firms as contractors and subcontractors, including women and youth</li> </ul>

In terms of Outcome 2: A growing and inclusive economy, jobs and infrastructure, led by the Office of the Premier, the GPG continues to facilitate and promote economic growth and development throughout the province.

To this end, the government’s commitment will remain to focus on enhancing inclusivity of the economy while improving competitiveness. Also, government aims to create an enabling environment for jobs to be created in the province by making interventions in the defined key economic sectors.

This includes unlocking the potential of women, youth and persons with disability-led enterprises across all sectors through targeted procurement, especially for small and micro enterprises through preferential procurement. It also comprises expanded access to finance, incentives and opportunities for women, youth and persons with disability-led and -owned businesses.

For the period to 2025, key interventions for the Office of the Premier, that will translate into the outputs of the Annual Performance Plans over the period, include:

- 1) Monitoring the achievement of the interventions and targets outlined in the Delivery Agreements of the MECs in the Economic Cluster.
- 2) Economic acceleration and fast tracking investment to create sustainable employment, through interventions including action labs with high growth sectors, the coordination and establishment of special economic zones, establishing innovative vehicles for the financing and rollout of catalytic infrastructure, coordination and leadership of the provincial Township Economic Development Policy implementation and through partnerships and lobbying.
- 3) Fast tracking infrastructure spending and unblocking bottlenecks for infrastructure delivery, through monitoring and through the implementation of a sustainable strategy for timely delivery of priority infrastructure programmes.
- 4) The Tshepo 1 Million Project Management Office will continue to build partnerships with the private sector in delivering the targets set for the programme. A good foundation has been created, but needs to accelerate given the urgency of the youth unemployment crisis.
- 5) To strengthen the provision of economic opportunities to targeted groups, the Office of the Premier will continue to monitor and report on, and intervene in areas of weakness, related to targeted procurement across the GPG, and including by the Office of the Premier itself.

### 9.3.3. Outcome 3: Inclusive Quality Education and Healthcare and Growing the Skills Needed for the Economy

The Outcome aligns to the MTSF 2019-2024 and Gauteng provincial priorities for the 6<sup>th</sup> Administration, as follows:

Contribution to MTSF 2019-2024	Contribution to Gauteng Provincial Priorities (GGT2030)
<p>Priority 3: Education, skills and health:</p> <p><b><u>2024 Impact Statements:</u></b></p> <ul style="list-style-type: none"> <li>• Access to pre-schooling expanded to 95% and quality improved</li> <li>• More children in foundation phase acquire levels of literacy and numeracy required for meaningful lifelong learning by 2024</li> <li>• Improved quality of learning outcomes in the intermediate and senior phases with inequality reduced by 2024</li> <li>• More learners obtain National Senior Certificates with excellent marks in critically important subjects by 2024</li> <li>• Learners and teachers feel respected and learning improved by 2024</li> <li>• A skilled and capable workforce to support an inclusive growth path</li> <li>• Total life expectancy of South Africans improved to 70 years by 2030</li> </ul>	<p>Priority 2: Education, skills revolution and health:</p> <p><b><u>Priority Actions:</u></b></p> <ul style="list-style-type: none"> <li>• Prioritising quality Early Childhood Development (ECD) and primary education as educational foundations that will allow future generations to prosper</li> <li>• Targeting the development of specialist skills aligned to existing and future economic opportunities, new frontiers in science, technology and innovation</li> <li>• Building working partnerships with Gauteng’s network of universities, research institutes and innovation centres to maximise the potential of future generations</li> <li>• Ensuring safe, well-maintained and equipped health, education and skills development facilities</li> <li>• Building a skilled and capable workforce to support an inclusive growth path through</li> <li>• Rolling out a health quality improvement plan in public health facilities and ensure that they meet the quality standards required for certification and accreditation for NHI</li> <li>• Develop and implement a comprehensive strategy and operational plan to address human resource requirements, including filling crucial vacant posts for implementation of NHI</li> </ul>

In terms of Outcome 3: Inclusive quality education and healthcare and growing the skills needed for the economy, led by the Office of the Premier, the GPG is committed to delivering inclusive quality education and primary healthcare and growing the skills needed for the economy of tomorrow.

For the period to 2025, key interventions for the Office of the Premier, that will translate into the outputs of the Annual Performance Plans over the period, include:

- 1) Monitoring the achievement of the interventions and targets outlined in the Delivery Agreements of the MECs in the Social Cluster.
- 2) Promoting a re-skilling revolution in partnership with Gauteng TVETs, to produce graduates for the labour market.
- 3) Repositioning the Gauteng City Region Academy to drive the GCR Master Skills Plan.
- 4) Enhancing the representation of targeted groups in SMS and across GPG departments.

### 9.3.4. Outcome 4: Spatial Transformation and Integrated Planning

The Outcome aligns to the MTSF 2019-2024 and Gauteng provincial priorities for the 6<sup>th</sup> Administration, as follows:

Contribution to MTSF 2019-2024	Contribution to Gauteng Provincial Priorities (GGT2030)
<p>Priority 4: Consolidating the social wage through reliable and quality basic services; and</p> <p>Priority 5: Spatial Integration, Human Settlements and Local Government:</p> <p><b>2024 Impact Statements:</b></p> <ul style="list-style-type: none"> <li>• Institutionalise spatial / territorial integration to fast track transformation and resilience of sub-national regions.</li> <li>• Shared national spatial vision and frames to support integration between sector departments, provinces and regions</li> <li>• Rapid land and agrarian reform contributing to reduced asset inequality, equitable distribution of land and food security</li> <li>• Achieving spatial transformation through improved integrated settlement development and linking job opportunities and housing opportunities</li> </ul>	<p>Priority 3: Integrated human settlements, basic services and land release:</p> <p><b>Priority Actions:</b></p> <ul style="list-style-type: none"> <li>• Introducing SEZs, where feasible, to boost manufacturing, increase exports and employment, and add momentum towards turning GCR into a single, multitier and integrated SEZ</li> <li>• Providing serviced stands, with a set of standards for the houses that are to be built</li> <li>• Delivering inclusive mega housing developments, supported by improved access to basic services and connectivity</li> <li>• Fast-tracking delivery on urban renewal projects and incomplete housing projects</li> <li>• Enabling access to housing in the province for all</li> <li>• Providing resourced shelters and relief support for women and girls, including the provision of programmes designed to heal victims of trafficking and rehabilitate them into society</li> <li>• Providing security of tenure through the issuance of title deeds, including title deeds for women, youth and persons with disabilities</li> <li>• Releasing unused government buildings and land for development, economic growth and job creation</li> <li>• All new spatial development and refurbishment of human settlements meeting the principles and national standards of universal design and access, making the built environment and its transport requirements accessible to all</li> </ul>

In terms of Outcome 4: Spatial transformation and integrated planning, the GGT2030 seeks to further the aim of developing Gauteng as a city region and, while recognising the need for each municipality to respond to their own economic strengths and social needs, stresses it is equally important to build an overarching and unified development agenda.

However, the GGT2030 recognises that the GCR continues to experience a lack of horizontal integration between provincial government departments and a lack of alignment between local and district and adjacent municipalities. This has led to fragmentation, duplication of functions and misalignment of priorities<sup>27</sup>.

<sup>27</sup> Gauteng Provincial Government, Governance and Planning Cluster Roadmap - Improving Public Service Performance, Accountability and Excellence, 2015 and updated June 2016

The Province has adopted the Gauteng City Region Spatial Development Framework 2030. This framework promotes a balance of various interests that recognises people, the environment, socio-economic dynamics and space. It outlines a need to change the apartheid spatial economy and settlement patterns to integrate economic opportunities, transport linkages and housing opportunities as key elements of radical economic and decisive spatial transformation. This vision seeks to decisively transform the apartheid spatial pattern in the City Region and ensure social cohesion, shared growth and a better quality of life.

In this regard, the Office of the Premier is committed to ensure that government works to build a spatially inclusive Gauteng that supports social and economic opportunities for all residents.

For the period to 2025, key interventions for the Office of the Premier, that will translate into the outputs of the Annual Performance Plans over the period, include:

- 1) The Office of the Premier will strengthen intergovernmental collaboration and coordination, and adopt a District Coordination Model. The new model is located within the current constitutional framework for cooperative governance and intergovernmental relations, and the Constitution and IGR Act are seen as adequate to support it. However, consequence management and developmental incentives must be strengthened.
- 2) The Office of the Premier will lead the establishment of the Premier's Policy Advisory Unit capacity to lead intergovernmental relations. The capacity will ensure municipal support and:
  - a. Proactively work with struggling municipalities;
  - b. Initiate provincial legislation on GCR to strengthen IGR in the province;
  - c. Provincial government to become an integral part of IDP processes in municipalities; and
  - d. Review municipal IDPs to align to the mandate of the 6th administration.
- 3) In leading and driving the District Coordination Model, the Office of the Premier will:
  - a. Oversee the effective implementation of district-based coordination and delivery models and systems within the province.
  - b. Oversee provincial:
    - policy and provincial sector planning.
    - budgeting coherence according to national priorities and towards district/metro developmental impact.
      - c. Ensure provincial sector alignment in district/ metro intergovernmental working sessions:
    - approval and adoption of single joined-up plans.
    - capacity building plans and shared resourcing initiatives.
- 4) There is a need for strengthened integration of IGR forum programmes (MMC/MEC, MinMec's and PCF) to achieve common goals in the spirit of the GCR:
  - a. Promote coordination and partnerships on joint programmes;
  - b. Establish better systems to monitor joint IGR programmes;
  - c. Receive and engage on impact monitoring reports via GPG, CoGTA and PCF, from the District/ Metro Coordination Hubs, packaged per district/ metro.
  - d. Provide feedback and strategic guidance to municipalities.
- 5) Supporting regional nodes with integrated and coordinated development in support of spatial transformation and economic growth, through monitoring and coordination of the:
  - a. Implementation of the Southern Corridor Regional Implementation Plan.
  - b. Implementation of the Tambo-Springs IDZ/SEZ.
  - c. Implementation of the Tshwane Automotive Special Economic Zone (BMW and Nissan plant and the Ford investment in Silverton).
  - d. West Rand Expansion Project (bus manufacturing, agri-business and agro-processing, renewable energy and tourism).

### 9.3.5. Outcome 5: Responsive Engagement Between Government and the Citizenry and Deepened Social Cohesion

The Outcome aligns to the MTSF 2019-2024 and Gauteng provincial priorities for the 6<sup>th</sup> Administration, as follows:

Contribution to MTSF 2019-2024	Contribution to Gauteng Provincial Priorities (GGT2030)
<p><b>Priority 1: A capable, ethical and developmental state:</b></p> <p><u>2024 Impact Statement:</u></p> <ul style="list-style-type: none"> <li>• Active citizenry and partnerships in society</li> </ul> <p><u>Applicable Outcomes and Interventions:</u></p> <ol style="list-style-type: none"> <li>1) Social compact and engagement with key stakeholders:</li> </ol> <ul style="list-style-type: none"> <li>• Participatory governance mechanisms and citizen engagement</li> </ul>	<p><b>Priority 4: Safety, social cohesion and food security:</b></p> <p><u>Priority Actions:</u></p> <ul style="list-style-type: none"> <li>• Building active communities and partnerships as a basis for good governance</li> <li>• The government communication machinery repositioned to achieve greater interaction, information sharing and feedback with the people of Gauteng</li> <li>• Developing initiatives that target a significant reduction in poverty, inequality and unemployment, such as Tshepo 1Million, and welfare to be upscaled</li> <li>• Creating a platform for youth ownership of our province through the co-production of social spaces – building sporting, arts, cultural and development opportunities</li> <li>• Improving policing and community safety efforts</li> <li>• Addressing poverty at a household level through multiple interventions</li> <li>• Establishing a Gauteng that allows all to reach their potential</li> </ul>
<p><b>Priority 6: Social Cohesion and Safer Communities:</b></p> <p><u>2024 Impact Statements:</u></p> <ul style="list-style-type: none"> <li>• A diverse socially cohesive society with a common national identity</li> <li>• Improved investor perception (confidence)</li> </ul>	

In terms of Outcome 5: Responsive engagement between government and the citizenry and deepened social cohesion, the Office of the Premier is committed to promoting participatory democracy and active citizenry through integrated and effective government communication, to ensure that the people of Gauteng are well informed and have access to credible information about government services and programmes; and to ensure ongoing interaction between government, civil society and citizens.

For the period to 2025, key interventions for the Office of the Premier, that will translate into the outputs of the Annual Performance Plans over the period, include:

- 1) Strengthening the oversight and coordinating machinery in the Office of the Premier regarding government work to empower and support women, senior citizens, people with disabilities, military veterans and members of the lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ) community.
- 2) The Ntirhisano Service Delivery Rapid Response System remains a key area of work to ensure quicker response times to service delivery issues and strengthening of IGR governance. The Office of the Premier is a central location for coordinating the intervention across the Province and across all spheres of government.  
The intention is to intervene on a particular service delivery matter for a finite period until sufficient progress has been made to place the matter back to the relevant government department or public entity.
- 3) The Service Delivery War Room (SDWR) plays a significant role in enabling a more proactive and interventionist government and requires that data be collated from various sources, processed and acted on towards monitoring service delivery across the Province. Service delivery intelligence is available through multiple sources such as community workers, ward programmes and the Provincial Hotline, etc.
- 4) A Ntirhisano tracking and monitoring system has been introduced as part of the Ntirhisano Outreach Programme, and regular reports are developed and tabled in the EXCO system. Commitments are tracked to a point of resolution, and key issues emanating from the visits are integrated within planning and budgeting processes.
- 5) Communication services in the Province will be transformed and modernised to enable the effective communication of the rollout of the Gauteng Government priorities and its service delivery priorities.  
The focus will move from reactive to proactive communication and, in addition to traditional communication and media platforms, social media channels of communication and direct engagement with communities will take prominence.
- 6) The Office of the Premier will continue to monitor and report on, and intervene in areas of weakness,

related to the extent of accessibility to services and facilities for people with disabilities, and to propose the extent of works required to improve the current facilities in accordance with the definitions of the universal design and access.

- 7) Advocacy campaigns will be implemented, including through activities linked to Women’s Month in August, International Women’s Day on 8 March, Youth Month in June, Disability Rights Awareness Month in November and the International Day for Persons with Disabilities on 3 December.
- 8) Critically, the Office of the Premier will ensure that priorities related to the targeted groups are mainstreamed into the intergovernmental programme, plans and budgets of the Provincial government and municipalities.

### 9.3.6. Outcome 6: Collaborative Relations Between Sub-National Governments Enhanced

The Outcome aligns to the MTSF 2019-2024 and Gauteng provincial priorities for the 6<sup>th</sup> Administration, as follows:

Contribution to MTSF 2019-2024	Contribution to Gauteng Provincial Priorities (GGT2030)
<p><b>Priority 7: A better Africa and the World:</b></p> <p><b><u>2024 Impact Statements:</u></b></p> <p>← A better South Africa</p> <p><b><u>Applicable Outcomes and Interventions:</u></b></p> <ol style="list-style-type: none"> <li>1) Increased FDI and increased exports contributed in economic growth</li> <li>2) Increased regional integration and trade</li> <li>3) Increased intra-Africa trade</li> <li>4) Enhanced national implementation of the Sustainable Development Goals (SDG) Agenda 2030 and Agenda 2063</li> <li>5) International norms and standards implemented that improve conditions for all in South Africa</li> <li>6) Equitable multilateral institutions and enhanced global governance</li> </ol>	<p><b>Priority 6: A better Africa and a better world:</b></p> <p><b><u>Priority Actions:</u></b></p> <ul style="list-style-type: none"> <li>• Placing a special focus on expanding foreign trade and achieving a stable, growing, and integrated economic region</li> <li>• Building regional and continental networks, trade platforms and opportunities</li> <li>• Showcasing regional and continental partnerships, and potential areas for collaboration</li> <li>• Promoting regional FDI by Gauteng-based businesses in the interests of growing connectivity</li> <li>• Identifying and taking advantage of trade opportunities and signing Twin City Agreements with other city regions</li> <li>• Partnering with the BRICS Development Bank on the infrastructure investment initiatives</li> <li>• Supporting the African agenda for industrialisation and regional integration for sustainable and inclusive development</li> <li>• Cementing the GCR as the gateway to Africa: R&amp;D, trade, finance, logistics, business services, manufacturing, energy</li> <li>• Introducing SEZs, where feasible, to boost manufacturing, increase exports and employment, and add momentum towards turning GCR into a single, multi-tier and integrated SEZ</li> </ul>

In terms of Outcome 6: Collaborative relations between sub-national governments enhanced, the Office of the Premier is committed to fostering strong intergovernmental and international relationships to advance Gauteng’s development agenda; and to strengthening and accelerating the regional economic integration of the Gauteng City Region.

For the period to 2025, key interventions for the Office of the Premier, that will translate into the outputs of the Annual Performance Plans over the period, include:

- 1) The Office of the Premier will lead work with the African Union on initiatives to build an Africa we want through the AU Agenda 2063, and develop and implement a Gauteng strategy for the African Continental Free Trade Area.
- 2) The implementation of the International Relations Programme, as adopted by the Provincial Executive Council, requires bi-annual review to promote developmental impact. This assists in ensuring that measurable input and prioritisation supports the implementation of the International Relations Programme. The organised and high-level structured engagements further support this approach, towards clearly defined partnerships and cooperation with the diplomatic communities and the Gauteng City Region’s counterparts.
- 3) The process of outgoing and incoming international engagements will continue to be monitored, with bi-annual information from departments and government agencies tracked and consolidated into a

report that is submitted to the Executive Council for consideration and approval.

### 9.3.7. Outcome 7: GCR Energy Sector Reform

The Outcome aligns to the MTSF 2019-2024 and Gauteng provincial priorities for the 6<sup>th</sup> Administration, as follows:

Contribution to MTSF 2019-2024	Contribution to Gauteng Provincial Priorities (GGT2030)
<p><b>Priority 5: Spatial Integration, Human Settlements and Local Government:</b></p> <p><b>2024 Impact Statements:</b></p> <ul style="list-style-type: none"> <li>Natural Resources are managed and sectors and municipalities are able to respond to the impact of climate change</li> </ul>	<p><b>Priority 7: Sustainable development for future generations:</b></p> <p><b>Priority Actions:</b></p> <ul style="list-style-type: none"> <li>Promoting sustainable planning and development in the context of a rapidly urbanising region and growing population</li> <li>Proactively confronting climate change through management, mitigation and adaptation strategies</li> <li>Protecting, caring for and maintaining Gauteng’s natural environment and its critical biodiversity areas</li> <li>Managing environmental resources optimally in the context of growing scarcity</li> <li>Investing in our capacity to preserve water</li> <li>The finalisation of a GCR-wide energy company to respond to the demands and supply of energy</li> </ul>

In terms of Outcome 7: GCR energy sector reform, the Office of the Premier will place emphasis on climate change leadership across the GCR – with the GPG and its partners focused on ensuring that the GCR is climate-proofed and resilient, especially in relation to critical aspects such as food security, energy, water and transport.

Furthermore, in the period of this strategic plan, the Office of the Premier will ensure that the energy sector is reformed through a focus on alternative energy, to support the growth of a new sector along the entire value chain, including compressed natural gas, biofuels, solar and battery storage.

For the period to 2025, key interventions for the Office of the Premier, that will translate into the outputs of the Annual Performance Plans over the period, include:

- 1) The implementation of the Revised Gauteng Energy Security Strategy.
- 2) The establishment of well-resourced Gauteng Energy Unit.

## 10. KEY RISKS

The table below reflects the key strategic risks identified by the OoP as at January 2020, and aligned to this Strategic Plan for 2020-2025, including risk mitigation measures.

Outcome	Risk No. /Key Risk	Risk Mitigation	OoP Risk Owner
1. A skilled, capable, ethical and developmental state	16. Failure of governance - public and private sector  (GGT2030 Priority 5: Building a capable, ethical and developmental State)	16.1. Signed Performance agreement between the Premier and the MECs 16.2. Performance agreements between Premier and HoDs 16.3. Quarterly assessment and oversight on performance of departments 16.4. Influence the review of Public Service Act 16.5. Making DGs heads of Public Service 16.6. Development of GCR disaster management 16.7. Development of GCR Business Continuity Plan	DDG: Corporate Management (Internal)  DDG: IDS&IM (Transversal)  Head: Policy Unit



Outcome	Risk No. /Key Risk	Risk Mitigation	OoP Risk Owner
		16.8. Establishment of GCR disaster recovery operations centre 16.9. Create an environment to support innovation, risk taking and learning 16.10. Strengthen oversight and ensure accountability. 16.11. Implement DPSA Delegation of Authority Framework. 16.12. Annually report on progress on the implementation of the PMDS for levels 1-12, SMS and HODs. 16.13. Implement corrective action for poor performance and deviations from framework 16.14. Annually report to the DPSA on the compliance to the Regulatory Framework. 16.15. Quarterly reports to be submitted to the DPSA and oversight bodies	
	17. Fraud and corruption  (GGT2030 Priority 5: Building a capable, ethical and developmental State)	17.1. Institutionalised integrity management in GCR 17.2. MoU with law enforcement agencies 17.3. Compacting with Private sector institutions and bodies 17.4. Provincial anti-corruption hotline 17.5. Batho-Pele Principles Framework 17.6. GCRA ethics and anti-corruption training programmes 17.7. Implement consistent consequence management 17.8. Refer serious offences to law enforcement agencies 17.9. Recovery of money lost by the state	DDG: IDS&IM
	18. Inadequate 4IR readiness and Cyber attacks  (GGT2030 Priority 5: Building a capable, ethical and developmental State)	18.1. Develop policy on designing, management and operation of artificial intelligence 18.2. Establishment of data and artificial intelligence model 18.3. Cyber security 18.4. Roll out broadband 18.5. ICT Infrastructure strategy 18.6. Gauteng security operations centre 18.7. ICT Governance	Head: Policy Unit

Outcome	Risk No. /Key Risk	Risk Mitigation	OoP Risk Owner
	19. Failure to entrench Batho Pele principles  (GGT2030 Priority 5: Building a capable, ethical and developmental State)	19.1. Implementation of Operations Management Framework 19.2. Intensify awareness of Batho Pele principles 19.3. Entrench Batho Pele principles in Departmental Strategic Plans and Annual Performance Plans. 19.4. Incorporate compliance with Batho Pele principles as part of Premier Service Excellence Awards 19.5. Batho Pele Principles training programmes 19.6. FSDM and service delivery champions 19.7. National Service Delivery Operations Management Framework 19.8. Batho Pele Compliance audits 19.8. Deployment of SMS to the service sites	DDG: IDS&IM
2. A growing and inclusive economy, jobs and infrastructure	1. Macro and micro-economic Instability  (GGT2030 Priority 1: Economy, jobs and infrastructure)	1.1. Functional GGDA 1.2. Investment in infrastructure 1.3. Sector growth strategy 1.4. Strategy to build GCR to be multi-tiered SEZ 1.5. Attracting, sustaining domestic and foreign investments (AIF) 1.6. Bidding and hosting strategy 1.7. Support to municipalities to deliver basic services 1.8. Meritorious leadership	Head: Policy Unit
	2. Growing inequality  (GGT2030 Priority 1: Economy, jobs and infrastructure)	2.1. Implement the preferential procurement policy 2.2. Transformative policy instruments 2.3. Employment equity 2.4. GSDF 2.5. GIIMP 2.6. Urban Poverty alleviation strategy	Head: Policy Unit
	3. Structurally high unemployment  (GGT2030 Priority 1: Economy, jobs and infrastructure)	3.1. Establishment of migration desk 3.2. Public employment (EPWP) 3.3. GCRA 3.4. Investment in ECDs (Early childhood development) of the future and Specialised schools 3.5. Partnerships with institutions of higher learning 3.6. Investment in R & D 3.7. Improving maths and science and bachelor passes 3.8. Improve quality of learning and teaching by regular annual assessments of lower grades	Head: Policy Unit

Outcome	Risk No. /Key Risk	Risk Mitigation	OoP Risk Owner
	4. Inadequate, unreliable and inefficient infrastructure (economic and social)  (GGT2030 Priority 1: Economy, jobs and infrastructure)	4.1. Investment in infrastructure 4.2. Sector growth strategy 4.3. Strategy to build GCR to be multi-tiered SEZ 4.4. Attracting, sustaining domestic and foreign investments (AIF) 4.5. Bidding and hosting strategy 4.6. Improving road and rail networks 4.7. OR Tambo Springs SEZ (Special Economic Zone) 4.8. Sector department infrastructure maintenance 4.9. Water security strategy 4.10. Energy security strategy	Head: Policy Unit
	5. Disruptive technologies (threat and opportunity)  (GGT2030 Priority 1: Economy, jobs and infrastructure)	5.1 Continuously update patches and antivirus 5.2 Monitor SOC reports for virus attacks and clean machines 5.3 Monitor and record citizen engagement of Common platform 5.4 Monitor and record turnaround times of citizen concerns 5.5 Assess success of system 5.6 Analyse reports to determine next steps 5.7 Regular testing of systems and identify improvements 5.8. Roll out of broad band 5.9. e- Gov 5.10. Innovation Hub 5.11. Schools of specialisation 5.12. Investment in ECDs (Early childhood development) of the future and Specialised schools 5.13. Partnerships with institutions of higher learning 5.14. Investment in R&D 5.15. Security Operations Centre (SOC) to monitor network breaches	Head: Policy Unit  DDG: Corporate Management
3. Inclusive quality education and healthcare and growing the skills needed for the economy	7. Inadequate and/or sub-standard education and skills development  (GGT2030 Priority 2: Education, skills revolution and health)	7.1. Establishment of migration desk 7.2. Schools of specialisation 7.3. Investment in ECDs (early childhood development) of the future and specialised schools 7.4. Partnerships with institutions of higher learning 7.5. Investment in R&D	Head: Policy Unit

Outcome	Risk No. /Key Risk	Risk Mitigation	OoP Risk Owner
	8. Skills shortage including the inability to attract and retain top talent (in the public and private sector)  (GGT2030 Priority 2: Education, skills revolution and health)	8.1. Compacting with the private sector to invest in the skills needed in the economy 8.2. Executive and management development programmes 8.3. Targeted induction programmes 8.4. SHERQ system and protocols development process 8.5. COIDA management processes 8.6. EHWP outsourced service provider 8.7. PILIR protocols to be adhered to DPSA guiding framework 8.8. Develop PRAAD (policy on reasonable accommodation and assistive devices) in place 8.9. GPG departments develop and report on their own workplace training plans 8.10. GPG Departments award bursaries to internal and external candidates 8.11. GCRA to provide generic training for GPG departments	Head: Policy Unit  DDG: IDS&IM
	9. Lack of provision of quality public healthcare services  (GGT2030 Priority 2: Education, skills revolution and health)	9.1. NHI 9.2. Strengthen health facilities 9.3. Infrastructure project methodology 9.4. e-health system 9.5. Roll out lean management system in prioritised facilities 9.6. Partnerships with institutions of higher learning 9.7. Governance boards 9.8. Five year pipeline infrastructure projects 9.9. Partnerships with institutions of higher learning 9.10. Implementation of e-health system	Head: Policy Unit
4. Spatial transformation and integrated planning	13. Spatial inequality  (GGT2030 Priority 3: Integrated human settlements and land release)	13.1. GSDF 13.2. IDP 13.3. SDGs 13.4. Implement the preferential procurement policy 13.5. Transformative policy instruments 13.6. GIIMP 13.7. Integrated Urban Planning 13.8. Social compacting 13.9. GCRO Research on spatial inequality policies 13.10. SPLUMA	Head: Policy Unit

Outcome	Risk No. /Key Risk	Risk Mitigation	OoP Risk Owner
	14. Poor delivery of human settlement opportunities  (GGT2030 Priority 3: Integrated human settlements and land release)	14.1. Strengthen the project capacity of human settlements 14.2. Provincial and municipal capacity on housing 14.3. Grants on urban development (Provincial) 14.4. USDG (Urban Development Grant) 14.5. Balanced polycentric spatial morphology 14.6. CBD urban renewal projects 14.7. Township renewals 14.8. GSDF 14.9. IUDF (Integrated Urban Development Framework) 14.10. Rapid land release programme 14.11. Upgrade of informal human settlements 10.12. Social housing programme	Head: Policy Unit
	15. Unstructured land release programmes  (GGT2030 Priority 3: Integrated human settlements and land release)	15.1. Implementation of GSDF 15.2. Coordination of land release programme (task team) 15.3. GIAMA (Government Immovable Asset Management Act) 15.4. Gauteng Immovable Asset Register	Head: Policy Unit
5. Responsive engagement between government and the citizenry and deepened social cohesion	11. Social fabric still threatened by racial, gender, income inequality, xenophobia and violence  (GGT2030 Priority 4: Safety, social cohesion and food security)	11.11 Equal access to education 11.2. Universal access to health 11.3. Sports programme 11.4. Social cohesion programme 11.5. Advisory panel on social cohesion	Head: Policy Unit
	10. High levels of crime  (GGT2030 Priority 4: Safety, social cohesion and food security)	10.1. Strengthen agreement with SAPS on policing priorities 10.2. Increase investment in community policing (CPFs) 10.3. Police Civilian Secretariat	Head: Policy Unit
	12. Increasing poverty levels  (GGT2030 Priority 4: Safety, social cohesion and food security)	12.1. Functional GGDA 12.2. Investment in infrastructure 12.3. Sector growth strategy 12.4. Strategy to build GCR to be multi-tiered SEZ 12.5. Attracting, sustaining domestic and foreign investments (AIF) 12.6. Bidding and hosting strategy 12.7. Support to municipalities to deliver basis services 12.8. Meritorious leadership 12.9. Public employment (EPWP & T1M)	Head: Policy Unit

Outcome	Risk No. /Key Risk	Risk Mitigation	OoP Risk Owner
6. Collaborative relations between sub-national governments enhanced	20. Global political uncertainty/disruption (GGT2030 Priority 6: Towards a better Africa and world)	20.1. Soft leadership position of GCR 20.2. Foreign Policy 20.3. Trade Policy 20.3 Macro and micro economic policies 20.4. Political certainty and political stability 20.5. AU (African Union) 20.6. African Development Bank 20.7. AIF (Africa Investment Forum) 20.8. Africa Peer Review Mechanism 20.9. Africa Free Trade Inter-Continental Agreement	Head: Policy Unit DDG: ESSM
	21. Rise of global nationalism and populism (GGT2030 Priority 6: Towards a better Africa and world)		
	22. Slow implementation of agreed international partnerships and priorities (GGT2030 Priority 6: Towards a better Africa and world)		
7. GCR energy sector reform	6. Inadequate energy and water supply (GGT2030 Priority 7: Sustainable development for future generations)	6.1. Environmental legislation that promotes environmental sustainability	Head: Policy Unit CD: Infrastructure Development

The detailed Office of the Premier Risk Register is reviewed monthly by EMT, and quarterly at each meeting of the Audit and Risk Committee.

## 11. PUBLIC ENTITIES

The Office of the Premier does not have any Public Entities.



**GGT2030**  
GROWING GAUTENG TOGETHER

## PART D: TECHNICAL INDICATOR DESCRIPTIONS

# PART D: TECHNICAL INDICATOR DESCRIPTIONS

## 12. OUTCOME 1: A SKILLED, CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

<b>Outcome Indicator 1.1</b>	<b>Percentage implementation of culture programme aimed at inculcating ethical values in public service delivery</b>
<b>Definition</b>	A programme implemented in GPG departments that makes sure ethics and values are being practiced
<b>Source of data</b>	Reports from each department on the implementation of the culture programme
<b>Method of Calculation / Assessment</b>	<b>Calculation:</b> Numerator: Number of departments implementing the culture programme Denominator: Total number of departments in GPG (14)
<b>Assumptions</b>	Departments will implement the culture programme aimed at inculcating ethical values in public service delivery
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Reporting Cycle</b>	Annual progress against the five-year target
<b>Desired Performance</b>	Meeting, and potentially exceeding, the target for the strategic plan period 2020/2021 – 2024/2025
<b>Indicator Responsibility</b>	Strategic Human Resources

<b>Outcome Indicator 1.2</b>	<b>Percentage of priority service delivery targets achieved by departments in the Governance and Planning Cluster</b>
<b>Definition</b>	Premier's Delivery Priorities (PDPs) for each department in the Governance and Planning Cluster achieved
<b>Source of data</b>	Departments and DSU reports showing progress against Premier's Delivery Priorities Annual reports submitted by DSU
<b>Method of Calculation / Assessment</b>	<b>Calculation:</b> Numerator: Total number of PDPs referenced in the final Delivery Agreement for a department in the Governance and Planning Cluster, signed between the Premier and the relevant MEC that are achieved by March 2024 Denominator: Total number of PDPs referenced in the final Delivery Agreement for a department in the Governance and Planning Cluster, signed between the Premier and the relevant MEC
<b>Assumptions</b>	All Delivery Agreements are signed between the Premier and MECs Departments have included the PDPs for their department/s in the Strategic Plan, APP and MTEF budgets Departments have the necessary management and implementation capacity Systems to monitor and verify reported data are robust and reliable
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable



<b>Reporting Cycle</b>	Annual progress against the five-year target
<b>Desired Performance</b>	Meeting, and potentially exceeding, the target for the strategic plan period 2020/2021 – 2024/2025
<b>Indicator Responsibility</b>	Delivery Support Unit

<b>Outcome Indicator 1.3</b>	<b>Percentage of GPG departments achieving clean audit outcomes</b>
<b>Definition</b>	The financial statements are free from material misstatements (in other words, a financially unqualified audit opinion) and there are no material findings on reporting on performance objectives or non-compliance with legislation
<b>Source of data</b>	Auditor General Management Report
<b>Method of Calculation / Assessment</b>	Results will be issued by the Auditor General  <b>Calculation:</b>  Numerator: The number of GPG departments achieving a clean audit outcome  Denominator: The total number of GPG departments (14)
<b>Assumptions</b>	None
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Reporting Cycle</b>	Annual progress against the five-year target
<b>Desired Performance</b>	Meeting the target for the strategic plan period 2020/2021 – 2024/2025
<b>Indicator Responsibility</b>	Policy Research and Advisory Services

<b>Outcome Indicator 1.4</b>	<b>GCR good governance level as reflected in the GCR Good Governance Barometer</b>
<b>Definition</b>	The measurement of governance level within the Gauteng City Region.
<b>Source of data</b>	GCR Good Governance Barometer
<b>Method of Calculation / Assessment</b>	The baseline will be established in 2020/21, and published as an annexure to the 2021/22 Annual Performance Plan  <b>Calculation:</b> Score as reflected in the GCR Good Governance Barometer
<b>Assumptions</b>	None
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Reporting Cycle</b>	Annual progress against the five-year target
<b>Desired Performance</b>	Meeting the target for the strategic plan period 2020/2021 – 2024/2025
<b>Indicator Responsibility</b>	Integrity Management

<b>Outcome Indicator 1.5</b>	<b>GPG vacancy rate (level 13-16)</b>
<b>Definition</b>	The percentage of unfilled posts as per the approved organisation structure
<b>Source of data</b>	PERSAL System
<b>Method of Calculation / Assessment</b>	<b>Calculation:</b>  ← Numerator: The number of vacancies in GPG departments at post levels 13-16, at a point in time  ← Denominator: The total number of approved level 13-16 posts in GPG departments, at a point in time

<b>Assumptions</b>	The departments are using an approved organisational structure that has been loaded on the PERSAL System (Staff establishment)
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Reporting Cycle</b>	Annual progress against the five-year target
<b>Desired Performance</b>	Meeting, and potentially exceeding, the target for the strategic plan period 2020/2021 – 2024/2025
<b>Indicator Responsibility</b>	Strategic Human Resources

<b>Outcome Indicator 1.6</b>	<b>Percentage reduction in incidents of corruption in the public sector</b>
<b>Definition</b>	A percentage in reduction in incidents of corruption in the public sector
<b>Source of data</b>	Baseline study Report case register Prosecuted cases
<b>Method of Calculation / Assessment</b>	The baseline will be established in 2020/21, and published as an annexure to the 2021/22 Annual Performance Plan <b>Calculation:</b> Numerator: Number of incidents of corruption in the public sector at a certain point in time Denominator: Number of incidents of corruption in the public sector at baseline (2020/21)
<b>Assumptions</b>	Reduction of Incidents of corruption in the public sector Law enforcement agencies will be prosecuted
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Reporting Cycle</b>	Annual progress against the five-year target
<b>Desired Performance</b>	Meeting, and potentially exceeding, the target for the strategic plan period 2020/2021 – 2024/2025
<b>Indicator Responsibility</b>	Integrity Management

<b>Outcome Indicator 1.7</b>	<b>Percentage of GPG departments utilising the centralised labour case management system</b>
<b>Definition</b>	This indicator seeks to measure the percentage of GPG departments utilising the centralised automated labour case management system
<b>Source of data</b>	Automated Case Management System
<b>Method of Calculation / Assessment</b>	Calculation: Numerator: The number of GPG departments utilising the centralised labour case management system Denominator: The total number of GPG departments (14)
<b>Assumptions</b>	E-Gov has developed, piloted, reviewed, enhanced and implemented the automated live data centralised labour case management system
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not Applicable

<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Reporting Cycle</b>	Annual progress against the five-year target
<b>Desired Performance</b>	Meeting, and potentially exceeding, the target for the strategic plan period 2020/2021 – 2024/2025
<b>Indicator Responsibility</b>	Strategic Human Resources

## 13. OUTCOME 2: A GROWING AND INCLUSIVE ECONOMY, JOBS AND INFRASTRUCTURE

<b>Outcome Indicator 2.1</b>	<b>Rand value of investment committed to accelerate the economy and create sustainable employment</b>
<b>Definition</b>	Cumulative value of committed and active investment projects within the boundaries of Gauteng Province, supported through the active assistance/ facilitation of the Office of the Premier
<b>Source of data</b>	Investment Project Documents stipulating value of commitment (initial letter of intent and any subsequent proof of spending, if available)  Signed reports attesting to the role played by OOP and associated GPG departments  Corroborating testimonials from investment principals
<b>Method of Calculation / Assessment</b>	Simple count of Rand value of investment committed to accelerate the economy and create sustainable employment
<b>Assumptions</b>	Commitments made in legally binding letters of intent represent genuine economic and financial capacity on the part of the investor, unless interfered with by an event/ set of conditions amounting to legal standard of force majeure
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Investment per corridor explicitly targets areas flagged for economic consolidation and transformation
<b>Reporting Cycle</b>	Annual progress against the five-year target
<b>Desired Performance</b>	Meeting, and potentially exceeding, the target for the strategic plan period 2020/2021 – 2024/2025
<b>Indicator Responsibility</b>	Policy Research and Advisory Services

<b>Outcome Indicator 2.2</b>	<b>Number of youth benefitting from the Tshepo 1m Programme</b>
<b>Definition</b>	Training and skills development linked to verifiable market demand. Examples include: industry-curated training channels, SETA/TVET channels topped up with market bridging courses.  Work done on a temporary basis aimed at developing work experience and/or sector specific skills. Examples include: stipend work experience placements, internships, learnerships, data audits, survey contracts.  Facilitated Paid work on long-term contract at or above sectoral minimum for full time work in the sector in question, preferably permanent. Examples include: job placements, contracted work in sectors defined by sequential fixed term contracting.  Facilitation of a young entrepreneur establishing and operating a new enterprise/ franchise. Examples include: township economy micro-franchising; value-chain linked enterprises
<b>Source of data</b>	Tracking of programmatic outcomes defined under Tshepo 1 Million programme.
<b>Method of Calculation / Assessment</b>	Simple count of the number of economically excluded young people placed on Pathways to Earning through the Tshepo 1 Million programme
<b>Assumptions</b>	Confined to candidates processed through Tshepo 1 Million clearing house

<b>Disaggregation of Beneficiaries (where applicable)</b>	Unemployed Youth
<b>Spatial Transformation (where applicable)</b>	Not Applicable
<b>Reporting Cycle</b>	Annual progress against the five-year target
<b>Desired Performance</b>	Meeting, and potentially exceeding, the target for the strategic plan period 2020/2021 – 2024/2025
<b>Indicator Responsibility</b>	Tshepo 1 Million Project Management Office

<b>Outcome Indicator 2.3</b>	<b>Percentage of priority service delivery targets achieved by departments in the Economic Cluster</b>
<b>Definition</b>	Premier’s Delivery Priorities (PDPs) for each department in the Economic Cluster achieved
<b>Source of data</b>	Departments and DSU reports showing progress against Premier’s Delivery Priorities Annual reports submitted by DSU
<b>Method of Calculation / Assessment</b>	<b>Calculation:</b>  Numerator: Total number of PDPs referenced in the final Delivery Agreement for a department in the Economic Cluster, signed between the Premier and the relevant MEC that are achieved by March 2024  Denominator: Total number of PDPs referenced in the final Delivery Agreement for a department in the Economic Cluster, signed between the Premier and the relevant MEC
<b>Assumptions</b>	All Delivery Agreements are signed between the Premier and MECs  Departments have included the PDPs for their department/s in the Strategic Plan, APP and MTEF budgets  Departments have the necessary management and implementation capacity  Systems to monitor and verify reported data are robust and reliable
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Reporting Cycle</b>	Annual progress against the five-year target
<b>Desired Performance</b>	Meeting, and potentially exceeding, the target for the strategic plan period 2020/2021 – 2024/2025
<b>Indicator Responsibility</b>	Delivery Support Unit

<b>Outcome Indicator 2.4</b>	<b>Percentage procurement spend by the GPG on enterprises owned by targeted groups</b>
<b>Definition</b>	Preferential Procurement Targets are based on companies owned by designated groups. In line with the MTSF targets, which targets procurement spend of 40% on women, 30% on youth, and 7% on PwD owned enterprises by 2024
<b>Source of data</b>	Gauteng Provincial Treasury supply data on payments made to suppliers on monthly basis
<b>Method of Calculation / Assessment</b>	<b>Calculation:</b>  Numerator: Rand value of GPG procurement spend per period per targeted group  Denominator: Rand value of total GPG procurement spend per period
<b>Assumptions</b>	Not applicable

<b>Disaggregation of Beneficiaries (where applicable)</b>	As per MTSF Targets, by 2024/25: Women – 40% Youth – 30% PwD – 7%
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Reporting Cycle</b>	Annual progress against the five-year target
<b>Desired Performance</b>	Meeting, and potentially exceeding, the target for the strategic plan period 2020/2021 – 2024/2025
<b>Indicator Responsibility</b>	GEYODI

## 14. OUTCOME 3: INCLUSIVE QUALITY EDUCATION AND HEALTHCARE AND GROWING THE SKILLS NEEDED FOR THE ECONOMY

<b>Outcome Indicator 3.1</b>	<b>Percentage of priority service delivery targets achieved by departments in the Social Cluster</b>
<b>Definition</b>	Premier’s Delivery Priorities (PDPs) for each department in the Social Cluster achieved
<b>Source of data</b>	Departments and DSU reports showing progress against Premier’s Delivery Priorities Annual reports submitted by DSU
<b>Method of Calculation / Assessment</b>	<b>Calculation:</b> Numerator: Total number of PDPs referenced in the final Delivery Agreement for a department in the Social Cluster, signed between the Premier and the relevant MEC that are achieved by March 2024  Denominator: Total number of PDPs referenced in the final Delivery Agreement for a department in the Social Cluster, signed between the Premier and the relevant MEC
<b>Assumptions</b>	All Delivery Agreements are signed between the Premier and MECs  Departments have included the PDPs for their department/s in the Strategic Plan, APP and MTEF budgets  Departments have the necessary management and implementation capacity  Systems to monitor and verify reported data are robust and reliable
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Reporting Cycle</b>	Annual progress against the five-year target
<b>Desired Performance</b>	Meeting, and potentially exceeding, the target for the strategic plan period 2020/2021 – 2024/2025
<b>Indicator Responsibility</b>	Delivery Support Unit

<b>Outcome Indicator 3.2</b>	<b>Number of GPG departments implementing the revised Master Skills Plan</b>
<b>Definition</b>	These are departments that are reported by GCRA to be implementing the revised MSP
<b>Source of data</b>	GCRA reports submitted to OoP
<b>Method of Calculation / Assessment</b>	Simple count of the number of GPG departments implementing the revised Master Skills Plan
<b>Assumptions</b>	Departments have the revised Master Skills Plan and the budget to fund the MSP
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable

<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Reporting Cycle</b>	Annual progress against the five-year target
<b>Desired Performance</b>	Meeting, and potentially exceeding, the target for the strategic plan period 2020/2021 – 2024/2025
<b>Indicator Responsibility</b>	Strategic Human Resources

## 15. OUTCOME 4: SPATIAL TRANSFORMATION AND INTEGRATED PLANNING

<b>Outcome Indicator 4.1</b>	<b>Number of regional nodes with integrated and coordinated development in support of spatial transformation and economic growth</b>
<b>Definition</b>	Integrated development so as to reverse apartheid spatial planning Maximise economic growth potential and ensure job creation
<b>Source of data</b>	Socio economic assessment of regional nodes Key development principles for each regional node Human settlement precinct plans Final spatial and economic master plan
<b>Method of Calculation / Assessment</b>	Simple count of the number of regional nodes developed in line with integrated and coordinated masterplan
<b>Assumptions</b>	Detailed relevant information/data that provides an accurate status quo of each regional node. Available budget to conclude comprehensive masterplan for each node Service providers are competent Sufficient capital budgets in sector departments and municipalities to develop bulk and network infrastructure Highly capable project management unit to oversee the development with the regional node in line with the masterplan
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Greater Lanseria Vaal River City N12 Masingita
<b>Reporting Cycle</b>	Annual progress against the five-year target
<b>Desired Performance</b>	Meeting, and potentially exceeding, the target for the strategic plan period 2020/2021 – 2024/2025
<b>Indicator Responsibility</b>	Spatial Planning

## 16. OUTCOME 5: RESPONSIVE ENGAGEMENT BETWEEN GOVERNMENT AND THE CITIZENRY AND DEEPENED SOCIAL COHESION

<b>Outcome Indicator 5.1</b>	<b>Number of GPG departments implementing the Gender Based Violence Provincial Action Plan</b>
<b>Definition</b>	The Gauteng Gender Based Violence Response Plan and Action Plan contains specific indicators and targets to eradicate the high rate of gender-based violence in the province. It proposes critical interventions for prevention, care and support, as well as after care, for victims of gender based violence.
<b>Source of data</b>	Departmental Annual Performance Plan and Quarterly Reports
<b>Method of Calculation / Assessment</b>	A simple count of the number of GPG Departments implementing the Gauteng Gender Based Violence Response Plan and Action Plan
<b>Assumptions</b>	Implementation of the Plan by all GPG departments will lead to a society or Province that is free from gender based violence
<b>Disaggregation of Beneficiaries (where applicable)</b>	Gender targeted
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Reporting Cycle</b>	Quarterly Annual progress against the five-year target
<b>Desired Performance</b>	Meeting, and potentially exceeding, the target for the strategic plan period 2020/2021 – 2024/2025
<b>Indicator Responsibility</b>	Chief Directorate: Transformation

<b>Outcome Indicator 5.2</b>	<b>Percentage of short-term Ntirhisano commitments resolved</b>
<b>Definition</b>	Drive high-level interventions to unblock delivery and resolve problems affecting local communities
<b>Source of data</b>	Petitions, NCOP visits, past Izimbizo, cluster visits, mayoral visits, Hotspots, Hotline, CDW reports, Ward Councillors, Ward Committees, PCOs, Media issues
<b>Method of Calculation / Assessment</b>	<b>Calculation:</b>  Numerator: The number of short-term commitments achieved  Denominator: The total number of commitments
<b>Assumptions</b>	Inaccurate reports will undermine the outcome
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not Applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Reporting Cycle</b>	Annual progress against the five-year target
<b>Desired Performance</b>	Meeting, and potentially exceeding, the target for the strategic plan period 2020/2021 – 2024/2025
<b>Indicator Responsibility</b>	Policy Research and Advisory Services

<b>Outcome Indicator 5.3</b>	<b>Percentage satisfaction with Government Services as reflected in a Public Opinion Index</b>
<b>Definition</b>	A survey to assess the public's attitudes and opinions towards the Government services on issues of service delivery
<b>Source of data</b>	Questionnaires administered to the public.
<b>Method of Calculation / Assessment</b>	Verification of the Public Opinion Index rating
<b>Assumptions</b>	Discrepancies in research methodology (sample recruitment, analysis, etc.)

<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Reporting Cycle</b>	Annual progress against the five-year target
<b>Desired Performance</b>	Public opinion index conducted annually reflecting attitudes and opinions towards government
<b>Indicator Responsibility</b>	Branch Head: Provincial Communications Services

## 17. OUTCOME 6: COLLABORATIVE RELATIONS BETWEEN SUB-NATIONAL GOVERNMENTS ENHANCED

<b>Outcome Indicator 6.1</b>	<b>Percentage implementation of a Gauteng strategy for the African Continental Free Trade Area</b>
<b>Definition</b>	To actively support the GGT 2030 within the framework of existing bilateral cooperation within countries that have acceded to the African Trade Agreement
<b>Source of data</b>	International Relations Strategy (currently under review) and GGT 2030 Project progress and close out reports
<b>Method of Calculation / Assessment</b>	<b>Calculation:</b> Numerator: The number of projects implemented based on bilateral cooperation Denominator: The total number of projects defined in the Strategy
<b>Assumptions</b>	Consideration will be given to countries that have not acceded to the African Trade Agreement
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Reporting Cycle</b>	Annual progress against the five-year target
<b>Desired Performance</b>	Meeting, and potentially exceeding, the target for the strategic plan period 2020/2021 – 2024/2025
<b>Indicator Responsibility</b>	Deputy Director General: Executive Support and Stakeholder Management

<b>Outcome Indicator 6.2</b>	<b>Regional governance networks on urban governance to promote the role of African cities and regions</b>
<b>Definition</b>	Global Intergovernmental networks that support the developmental interests of the Gauteng City Region
<b>Source of data</b>	UCLGA Resolutions Reports from department concerned. Corporation programme
<b>Method of Calculation / Assessment</b>	Verification of resolutions and reports that have contributed to improved regional governance networks on urban governance
<b>Assumptions</b>	The Intergovernmental networks may transpose opportunities for the Gauteng City Region
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Reporting Cycle</b>	Annual progress against the five-year target



<b>Desired Performance</b>	Meeting, and potentially exceeding, the target for the strategic plan period 2020/2021 – 2024/2025
<b>Indicator Responsibility</b>	Deputy Director General: Executive Support and Stakeholder Management

## 18. OUTCOME 7: GCR ENERGY SECTOR REFORM

<b>Outcome Indicator 7.1</b>	<b>Percentage implementation of Revised Gauteng Energy Security Strategy</b>
<b>Definition</b>	<p>30% = Energy office completing project preparation and financing submissions for gas, renewables, and hydrogen economy projects linked to key urban nodes and large scale mega-projects via micro-grids</p> <p>60% = Energy office concluding programme design and securing funding for mass scale rollout of PV (including pay as you go) via microfranchises and other platforms in areas with high energy insecurity linked to micro-grids.</p> <p>100% = Energy office actively project managing initiatives to provide 50 MW or more of installed renewable capacity across the GCR, and 400 MW of recommissioned power plant capability</p>
<b>Source of data</b>	Internal Process documents and associated project documents demonstrating attainment of milestones
<b>Method of Calculation / Assessment</b>	Confirm evidence exists that the components of each milestone percentage level have been achieved
<b>Assumptions</b>	That internal process documents can be corroborated by further process evidence
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Reporting Cycle</b>	Annual progress against the five-year target
<b>Desired Performance</b>	Meeting, and potentially exceeding, the target for the strategic plan period 2020/2021 – 2024/2025
<b>Indicator Responsibility</b>	Policy Research and Advisory Services

# ANNEXURE TO THE STRATEGIC PLAN

## ANNEXURE A: DISTRICT DELIVERY MODEL

Led by the Premier and the Director-General, as administrative head of the Provincial Administration on behalf of the Premier, the Office of the Premier occupies the central role in this evolving policy and governance architecture; tasked with leadership, coordination and oversight, within a broader social compact approach. This includes research, policy monitoring, evaluation and implementation, policy analysis and coordination across government, working with the Forum of HOD's and the Executive Council; towards the achievement of the GGT2030.

While specific projects and interventions are the responsibility of implementing departments, not the Office of the Premier, the Office of the Premier will play a central role in leading and driving the District Coordination Model across the Province.



## **GAUTENG PROVINCE**

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