

Zimbabwe, the DRC and Burundi. In a sense, these achievements would set the region on a high growth path, and ensure that a collective of states serve as the locomotive of the revival of the region and beyond.

Along with this, and largely dependent on it, is the challenge to put the institutions of the AU on an operational footing.

In pursuing these objectives, South Africa will be challenged to find the appropriate balance between leadership and collective effort, the locomotive effect and the lowest common denominator, asserting with pride the fact of South Africa being an integral part of the continent and avoiding being defined by Africa's worst problems.

Attached to this challenge are the efforts to promote multilateralism, the development of strategic relations with major countries and regions of the South, as well as ongoing efforts to strengthen relations with developed countries.

## Way forward

Beyond the broad challenges of the next decade described above, it is argued in the themes that government must continue with what **6** has started, only to do this more diligently and more vigorously than before. This synthesis closes therefore by highlighting the key challenges that arise from each of the themes.

The overriding challenge in this regard, if the country has to move to a higher trajectory of development, is employment creation and reduction in the number of citizens dependent on social welfare. At the same time, the reach and efficiency of social security need to be continually improved.

With regard to each area of endeavour, a Key Challenge is identified, so highlighted because, if urgently implemented, it would help unlock faster movement in all other areas – it would be a catalyst towards ascending to a higher trajectory of development.

### 6.1 Governance and administration challenges for the next decade

#### 6.1.1 Key challenge:

Focus on practical implementation as distinct from setting out a policy framework which now exists, through the adoption of project management practices and Community Development Workers.

1. Improve service delivery by building the necessary institutions and initiatives.
2. Make use of the NSDP to focus government's attention on localities that have greatest potential for development and poverty alleviation whilst rebuilding other areas.
3. Improve the capacity of provincial and local government at key technical levels especially where it impinges on service delivery and financial management.
4. Improve accountability to, and contact with, the electorate by all levels of government.
5. Develop and maintain partnerships with civil society with emphasis on practical programmes.
6. Provide leadership to social partners through the (re) articulation of an encompassing framework for

South Africa's development in the next decade and beyond.

## 6.2 Social challenges for the next decade

### 6.2.1 Key challenge:

Massive Public Works Programme, improved access to social security measures, with better vehicles to improve service delivery while reducing the number of citizens dependent on grants.

1. More efficient delivery of social grants to rural beneficiaries, the reduction of corruption and incorporation of these grants into a system of comprehensive social security.
2. Expanding the Public Works Programme to include both labour intensive construction and social services to address the causes and consequences of poverty.
3. Addressing HIV/AIDS and other emerging diseases by reducing the incidence of infection among high-risk groups, treatment of those infected and increasing access to home-based care.

4. Matching the skills to the requirements of the economy, restructuring higher education, improving the uptake and graduation from ABET programmes, and reducing disparities in access to education by the poor.
5. Meeting the increasing demand for housing and services generated by the decrease in household size between 1996 and 2001. Other challenges include obtaining land for urban housing projects in the context of spatial planning.
6. The development of support programmes to farmers to ensure the appropriate use of land and appropriate land-use data collection systems for planning and monitoring purposes.
7. Promote national identity and pride, ensuring that households develop civic responsibility, including a culture of paying for services (beyond the free basic provision) and taking responsibility for protecting the infrastructure in their communities.

## 6.3 Economic challenges for the next decade

### 6.3.1 Key challenge:

Implement key GDS recommendation to identify sectors for urgent investment and learnerships and employing at least 5% of investible capital from relevant funds in productive activity.

1. Continue with prudent macro-economic policies leading to a more stable currency and lower real interest rates, and improve the public sector's investment performance.
2. Support focused sector strategies in key growth and employment industries, following the examples of the motor industry and the tourism sector.
3. Speed up the restructuring of all industries to ensure global competitiveness, low commodity prices and better access to key markets.
4. Increase the effectiveness of SOE restructuring through more effective managed liberalisation and stronger regulators, and strengthen the

powers of the competition authorities to deal with anti-competitive practices.

5. Provide adequate resources to strengthen the broad-based empowerment programme, including the agrarian reform programme and micro-credit to support productive enterprises.
6. Focus on targeted skills development and steady improvement in the education system and the functioning of the labour market.
7. Build on the platform of the GDS to create a sustainable growing, job-creating economy.
8. Ensure implementation of the Research and Development Strategy both in high-level niche areas such as fuel cell technology and issues related to immediate poverty eradication and protection of the environment.

## 6.4 JCPS challenges for the next decade

### 6.4.1 Key challenge:

Improve SAPS skills and numbers and build an efficient and integrated CJS along the whole chain,

reinforcing the rule of law.

1. Accelerate the implementation of social programmes that will help prevent crime from taking place, including Integrated Rural Development, Urban Renewal and Moral Regeneration combined with a better physical living environment.
2. Enhance the capacity of the intelligence structures and the SANDF.
3. Improve efficiency in both ports of entry and in respect of border control.
4. Improve intelligence, visible policing and social partnerships, particularly in dealing with priority crimes.
5. Address all matters pertaining to HRD across the cluster, including the judiciary.

## 6.5 IRPS challenges for the next decade

### 6.5.1 Key challenge:

Unite the world around NEPAD's "common human values" and get locomotive countries and projects

going.

1. Consolidate active participation status and role in the international political and economic systems.
2. Speed up transformation of all the institutions and agencies in the cluster.
3. Support the Peace and Security Council in its efforts to contribute to conflict prevention, conflict resolution and peacekeeping in Africa.
4. Promote and strengthen multilateralism at regional, continental and global levels.
5. Play an active and leading role in the implementation of NEPAD and the African Peer Review Mechanism.
6. Ensure that AU structures and programmes are implemented, operationalised and consolidated.
7. Pursue economic diplomacy in order to expand the country's economic links to Africa and internationally, and attract FDI.
8. As the custodian of the Johannesburg Outcomes, continue to play an important role in leading the international sustainable development agenda.
9. Marketing South Africa and Africa.
10. Accelerate energy security by diversifying energy supply options to integrate and develop gas and renewable energy resources.