

5. STRATEGIC POSTURE GOING FORWARD

5.1 Core issues

The review indicates that government has been making progress towards meeting its objectives. This applies to both the overarching long-term RDP goals and the more specific objectives for the Second Decade of Freedom. At the same time, those objectives have not yet been achieved in full and new challenges have arisen.

What broad strategic framework would enable government to overcome persistent or new challenges and move to, and sustain, a higher trajectory of growth and development that reduces poverty and unemployment?

Midway through the Second Decade of Freedom, the foundation of the first decade and new initiatives since 2004 have enabled South Africa to notch up to a faster trajectory of growth and development.

But it is not yet enough.

The challenges proved more deep-seated than recognised, and success brought new challenges. The state had to learn new ways of doing things as it implemented, but was it decisive and flexible enough?

In the midst of this, the global environment has become less predictable and less favourable than expected.

Unforeseen global and domestic developments have the potential to check progress and keep the country's development within its present constraints.

South Africa could continue along this path, barely denting structural ills such as massive unemployment among the youth and unskilled workers, the structure of the economy, inequality, poor quality in some social services and trends in violent crime. With this, society would plod along with occasional social instability and periodic spurts of growth.

Is there a possibility for a big push based on broad national consensus and focused on a few catalytic national initiatives, propelling the totality of national endeavours towards better social impact? Can the current severe environment serve as a basis

for such consensus? Needless to say, the answer to these questions depends on the agency of various social actors.

One thing though is clear: success in this regard will require a decisive state with even higher levels of legitimacy, and a more cohesive society, together prepared to pursue a common vision and to make the necessary adaptations and choices between priorities when the need arises.

5.2 Elements of strategy

Departing from the conclusion of this review, summarised above, the main elements of strategy can be organised around a few core ideas. A more detailed outline of issues for reflection is contained in the final section.

5.2.1 Speeding up growth and transforming the economy

Reducing unemployment and poverty makes faster and shared growth an imperative. Beyond successful macroeconomic management and empowerment within the existing structure of the economy, the country's productive capacity needs to be transformed so that it can meet the country's need for sustained accelerated and inclusive growth, rather than hit against constraints when acceleration takes place. In other words, the trend growth of which the economy is capable needs to be raised. That would require the removal of the binding constraints identified in AsgiSA (detailed in the *Economic Theme* section). It would require addressing issues regarding the economy's growth-path. These include the need to promote the expansion of sectors that would employ low-skilled workers and building an economy that can better take advantage of global trends. It would need to take account of the implications of a historical shift in the cost of energy in the South African economy and to actively support investment in industries and facilities designed to counter climate change. Attention to environmental issues would be needed to ensure sustainability of growth and development.

It would require attention to the linkages between skills, productivity, competitiveness and innovation. It also calls for systematic promotion of growth of the small enterprise sector and strengthening the capacity of the state to direct industrial development.

5.2.2 Fighting poverty

The work in progress to develop a comprehensive anti-poverty strategy needs to be completed, informed by the imperative of reducing unemployment as the key and most sustainable anti-poverty measure. Measures to overcome the structural features that reproduce poverty and inequality should be central to the approach. Increasing employment and opening economic opportunities are critical to promoting independence from social grants and to sustained economic growth. South Africa needs to remove systemic barriers responsible for the country, having a comparatively small informal sector and a large body of “discouraged” able-bodied people.

In this sense, an effective anti-poverty strategy would combine “pro-poor growth” with “pro-growth poverty reduction”.

Enhancing the social capital of the poor is vital both to their well-being and to successful entry into the labour market and self-employment. Education and skills development, broadening access to information about economic opportunities, shifting settlement patterns to be closer to economic opportunities and improving public transport systems are all part of what is required. Education has the potential, realised only to a limited extent as yet, to disrupt the reproduction of poverty from one generation to the next.

5.2.3 Building social cohesion and state legitimacy

A cohesive society whose citizens are well-endowed with human capital is both a goal and a driver of development. For that reason, attending to the stresses in social cohesion that have become evident needs to be given priority.

Critical in this regard is reduction of inequality. This requires both the opening of access to employment and other economic opportunities for the marginalised as well as sustaining pro-poor, redistributive taxation and social spending.

Strong and legitimate public institutions are critical to social cohesion. Consolidating the legitimacy of the state requires on the one hand enhanced performance of the state in meeting public needs with regard to both welfare and order, and on the other involving communities in the development and implementation of policy. More effective provision of services, reduction of crime and corruption and strengthening the platforms for public participation are all part of what is required by the state to

consolidate legitimacy. Conversely, citizens and communities have the responsibility to respect and protect the legitimacy and authority of state institutions.

There is a need to more effectively focus on the tension between, on the one hand, the values of solidarity and caring, which define the kind of society we are seeking to build and, on the other, the assertive individualism that emanates from a competitive economic and social system. Militating against social cohesion are values and attitudes generated both by the possibilities of rapid acquisition of wealth for those who occupy positions of power or influence and also by the stressful conditions of extreme poverty among the marginalised.


Advancing a new value system requires attention by the state, working with other leaders, to give leadership through interventions in public discourse that enhance the humane values of a caring society and delegitimise expressions of racism and discrimination. It requires ensuring that the education system advances those same humane values.

5.2.4 Pursuing the values of international cooperation

Fifteen years of democratic government's international work have laid a basis for further strengthening of partnerships across the globe, especially in Africa and the South. In doing so, South Africa strengthens its capacity to fulfil its responsibility to promote a better Africa and a better world. By the same token, it enlarges the possibilities for pursuing its national interest by taking advantage both of global trends and of the impact of our own contributions to peace and security, democracy and development.

5.2.5 Building a developmental state

If the state is to have the capacity to implement the elements of strategic posture listed above, it would need to have certain specific characteristics. Running through the different facets of this review are lessons about the capacity and limitations of the state in pursuit of the objectives of reconstruction and development. Improved performance and impact require institutional change. At the same time, one of the important post-2004 advances has been the crystallisation of thinking about what characteristics the developmental state would need to have at this stage of South Africa's transformation.



It would need a particular strategic orientation: one based on people-centred and people-driven change.

The state should have the capacity to give leadership in the definition of a common national agenda and in mobilising all sectors of society to participate in implementing that agenda. This includes the capacity to prioritise in a strategic way, to identify which goals and initiatives have the potential to unite the nation in an effort that catalyses the rest of the national agenda. In this capacity of national leadership, which would be informed by its popular mandate, the state will need to have effective systems for interaction with all social partners.

It would need organisational capacity, to ensure that its structures and systems effectively facilitate implementation of programmes decided upon, insisting on the highest possible standards of public service. This would mean continuing attention to issues of the macro-organisation of the state which have received profile in the findings of this review. It would include definition of roles and responsibilities across the three spheres, effective relations between the spheres and stability of the management system. This would include strengthening monitoring and evaluation capacity, including at points of delivery (such as schools, hospitals, clinics and so on).

It should have the technical capacity to translate broad goals and objectives into practical programmes and projects and to see that they are implemented. This would require effective training, appropriate orientation and leadership of the Public Service, and recruitment and retention of skills.

It would need to master long-term planning. This is a prerequisite not only of technical capacity but also of the state's ability to give leadership to the rest of society by making long-term commitments that other actors can rely on.

It would need the ability to discern when established practice needs to give way to bold and even unorthodox action, before crisis or stagnation sets in. Where necessary, that would also mean being able to take the nation along a path that might bring short-term sacrifices by various social actors in the interests of long-term gains for all.

6. ELEMENTS OF STRATEGY FOR REFERENCE

Implementing the broad elements of the strategic posture outlined above will require specific initiatives and programmes as well as particular institutional changes and improvements. There are challenges that need to be overcome, but also opportunities for doing what needs to be done.

What follows is a list of issues for consideration, programmatic elements that can be implemented in various packages and sequenced in particular ways depending on the particular policies chosen. As such, they are not developed in detail. While all of them are critical in moving the country to a higher growth and development trajectory, success in the circumstances outlined by this review requires a big push that boldly selects a very few catalytic initiatives as strategic priorities that drive the country towards its objectives. Such is the lesson to be drawn from the experience of those developing countries which have achieved accelerated development in similarly challenging circumstances.

6.1 Speeding up growth and transforming the economy

- **Macroeconomic management**
 - Creating conditions for job-creating growth
 - Management of exchange rate and relation to inflation targeting
 - Better alignment of monetary, fiscal and industrial policy objectives.

- **Industrial policy and programme**
 - Manufacturing, export industries and low-skill labour absorption, flexible industrial incentive system, strategic and streamlined system of SOEs, including development finance institutions
 - Efficient and effective infrastructure planning, implementation and maintenance, with regard to electricity, transport, communications, and the spatial location of housing
 - Building on the NSDP, formulating a regional development approach that posits districts/metros as the critical geographic units of planning and development.

- **Trade and competitions policy**
 - Review of the customs union in context of the SADC objectives
 - Better alignment between diplomacy and response of the private sector

- Streamline the tariff system, strengthen competitions policy and practice and streamline the economic regulatory system.
- **Human capital and labour absorption (human resource and skills development strategies)**
 - Alternative education for those who drop out of the school system; measures to improve the quality of education on a large scale, especially in poor communities
 - Streamlining Setas, expanding further and higher education to address existing and forecast skills shortages
 - Improved labour-market information systems and their penetration into marginalised communities
 - Wage subsidy, promote growth of sectors employing low-skilled workers
 - Improved public transport system.
- **Focused second-economy interventions**
 - Reduce structural barriers to entry of the marginalised into the SMME sector
 - Integrate marginalised producers and service-providers in mainstream value chains
 - Boost rural development, including small-scale agriculture and co-operatives.

6.2 Fighting poverty

- **Institutionalising needs of the poor**
 - Ensure a comprehensive and coordinated implementation of the various anti-poverty measures, institutionalise focus on fighting poverty, ensuring that co-ordination, planning and implementation are systematically informed by the priorities of poverty and inequality reduction.
- **Social services**
 - Achieving universal access to basic services
 - Improving quality of education and healthcare.
- **Rural poverty**
 - Measures to address persistent poverty in rural areas – encouraging agricultural production, including through expanding access to agricultural land raising agricultural productivity; resolving issues around communal land.

- **Combining social security with expansion of access to economic activity**
 - Comprehensive social security
 - Focus on measures to create access to economic opportunities for young people and people with less skills
 - Improve labour-market information systems and their penetration into marginalised communities.

6.3 Building social cohesion and state legitimacy

- **Strengthening representative bodies and entrenching legitimacy of the Constitution**
 - Strengthening capacity of representative bodies to represent public and citizen interests and to hold government accountable (including research and representative support capacity)
 - Deepening the legitimacy and integrity of the Constitution and constitutional bodies
 - Improving systems of mass participation in the development and implementation of public policy.
- **Improving the efficacy of the state**
 - Single public service with high standards of recruitment and promotion
 - Focus on improving performance in critical areas, including frontline services, crime
 - Improving state of security in the border environment (including with regard to illegal immigrants in the country).
- **Improving capacity of the criminal justice system**
 - Increase number of investigators, revamp court-management system, implement *Correctional Services White Paper on Rehabilitation*, comprehensive system to break cycle of recidivism
 - Focus on organised crime, more effective use of intelligence services.
- **Social cohesion initiatives**
 - o Promoting community solidarity, issues of language, renaming, schools oath, sport, citizen responsibility, ensuring that the reduction of inequality informs growth and anti-poverty initiatives, etc. Making the most of the 2010 World Cup to promote development, nation-building and African solidarity
 - Reduction of inequality measures, including focus on opening access to the labour market, as well as sustaining pro-poor, redistributive taxation and social spending

- Promoting the culture of initiative and creativity among especially the poor, to join in government efforts to improve their conditions of life.

6.4 Pursuing the values of international cooperation

- Focused development on building and strengthening strategic partnerships with countries of the South whose trajectory will help advance our national interests
- Continued prioritising of Africa
- Pursue a developmental and investment-focused approach to our relations with the industrialised world
- More strategic deployment of our relative economic advantages to advance African development and advance national interests
- More assertive combination of national interest and international responsibility, taking advantage of global developments and of the results of our own contributions to a better Africa and a better world
- Strategic utilisation of people-to-people relations, including “cultural diplomacy”.

6.5 Building a developmental state

- **Building medium- and long-term planning capacity**
 - Ensuring coordination of planning throughout government – by means of planning support structure
 - Introduce/strengthen planning practices across government and spheres and ensure alignment and compliance
 - Clarify the role of provincial and local spheres in economic development and provide capacity for these functions to be undertaken
 - Integrate SOEs into planning processes and improve monitoring and evaluation of their performance
 - Sharpen focus on fewer priorities with the capacity to catalyse the broader implementation of government’s programme and the national agenda.
- **Building partnership**
 - Urgently develop national agreements (social compact/partnership) covering generic issues and ensure such agreements in specific areas such as education and skills development
 - Sustain and strengthen existing engagement of organised sectors of society through such structures as Nedlac and working groups

- Promote the capacity of civil society more generally, and the NGO sector in particular, to contribute to development through involvement in strategising and policy development as well as implementation and advocacy
 - Improve the interface of state and citizens at local level: ward committees, izimbizo and integrated structures of service provision.
- **Strengthening coordination**
 - Strengthen integrative and coordination instruments, including assigning to cluster coordinating ministers powers of oversight with regard to other ministers, with similar hierarchy at the level of directors-general/heads of departments with the FOSAD MANCO (co-chairs of clusters and “central departments”) having oversight at the level of management of policy development and implementation
 - Coordinating ministers to be supported by system for coordination of planning and monitoring and evaluation
 - Realign clusters along more functional lines, taking into account government’s core focus areas – for example with an Infrastructure Cluster; Human Resources Cluster– and make them an integral part of the Cabinet system with FOSAD clusters as technical back-up
 - While reviewing allocation of functions and responsibilities across spheres, introduce a system that would allow for better joint planning, alignment of plans and programmes across the spheres, and compliance with national objectives agreed upon.
 - **Improving capacity to implement**
 - Improve monitoring and evaluation system across all spheres, including capacity for follow-up and early warning systems
 - Ensure oversight responsibilities are accompanied by power of sanction
 - Realign departmental and/or ministerial functional areas, taking into account programmatic focus areas
 - Attend to acquisition and development of planning and implementation skills
 - Massively expand corps of professionals and auxiliaries in education, health and social work, improve capacity of management in centres of delivery (schools, hospitals, civic services), consider introduction of flexible agency system among the spheres, taking into account capacity in specific functional entity
 - Emphasise achievement of norms, standards and quality of outcomes, rather than merely compliance with process and participation in structures.

ANNEXURE I – TABLES & FIGURES

Table 1: Participation in elections	7
Table 2: Income poverty trends	18
Table 3: Access to basic services	21
Table 4a: Gross Enrolment Ratio by level of education	23
Table 4b: Enrolment in school by age	23
Table 5: Expansion of antiretroviral treatment programme	27
Table 6: Economic growth	31
Figure 1: Comparative GDP growth rates	32
Figure 2: Government debt as percentage of GDP	33
Table 7: Government expenditure (% real annual growth)	34
Table 8: Structure of South Africa's economy	36
Table 9: Growth of trade of developing countries	37
Table 10: BEE transactions over the last 13 years	39
Table 11: Percentage of top and senior managers who are black	39
Table 12: Expanding budgets in the criminal justice system	45
Table 13: Broad categories of reported crime	48
Table 14: Court processes	49
Table 15: International conferences and events	58
Table 16: Peacekeeping operations	61
Table 17: Tourism	68
Table 18: Severe malnutrition among children under five	75
Figure 3: Cycles of mood and economic confidence	91
Table 19: Public perceptions of government performance	92
Table 20: Public perceptions of government performance	93
Table 21: The public agenda: most important issues for government to address	94
Table 22: Demographic trends	95
Table 23: Labour-market trends	97
Table 24: Reduction in employment 1994-2004	97
Table 25: Provincial population trends 1996-2007	98
Table 26: Income inequality	101
Table 27: Inequality within race groups	102
Figure 4: Growth Incidence Curve for South Africa, 1995-2005	102
Table 28: Access to means of communication	104
Table 29: Public opinion on the evolution of South African society	105
Figure 5: Perceptions of legitimacy	107

ANNEXURE II – DEVELOPMENT INDICATORS

Data on trends, sourced from official statistics and research by local and international institutions, are clustered into 10 broad themes

ECONOMIC GROWTH AND TRANSFORMATION

1. GDP growth
2. Real per capita GDP growth
3. Foreign direct investment
4. Gross fixed capital formation
5. Budget deficit before borrowing
6. Government debt
7. Interest rates: real and nominal
8. Inflation measures: CPI and CPIX
9. Bond points spread
10. R&D expenditure
11. Foreign trade and payments
12. South Africa's competitiveness outlook
13. Knowledge-based economy index
14. BEE transactions
15. Black and female managers

EMPLOYMENT

16. Employment
17. Unemployment
18. Expanded Public Works Programme (EPWP)

POVERTY AND INEQUALITY

19. Per capita income
20. Living standards measure
21. Inequality measures
22. Poverty headcount index
23. Poverty gap analysis
24. Social-assistance support
25. People with disabilities

HOUSEHOLD AND COMMUNITY ASSETS

- 26. Dwellings
- 27. Water
- 28. Sanitation
- 29. Electricity
- 30. Land restitution
- 31. Land redistribution

HEALTH

- 32. Life expectancy
- 33. Infant and child mortality rate
- 34. Severe malnutrition under five years
- 35. Immunisation coverage
- 36. Maternal mortality ratio
- 37. HIV prevalence
- 38. Tuberculosis (TB)
- 39. Malaria

EDUCATION

- 40. Educator - learner ratio
- 41. Enrolment
- 42. Senior Certificate pass rate
- 43. Matriculants with mathematics passes
- 44. Adult literacy
- 45. Graduating science, engineering and technical (SET) students

SOCIAL COHESION

- 46. Strength of civil society
- 47. Voter participation
- 48. Voters per province
- 49. Women who are members of legislative bodies
- 50. Confident in a happy future for all races
- 51. Public opinion on race relations
- 52. Country going in the right direction
- 53. Identity based on self-description
- 54. Pride in being South African

SAFETY AND SECURITY

- 55. Broad categories of crime
- 56. Contact crime
- 57. Property crime
- 58. Aggravated robberies
- 59. Detection rate
- 60. Charges referred to court
- 61. Conviction rate
- 62. Inmates
- 63. Road accidents

INTERNATIONAL RELATIONS

- 64. Peace operations
- 65. Democratically elected governments in Africa
- 66. Real GDP growth in Africa
- 67. Tourism
- 68. Mission operations and diplomats trained
- 69. International agreements

GOOD GOVERNANCE

- 70. Tax returns
- 71. Audits
- 72. Corruption perceptions
- 73. Budget transparency
- 74. Public opinion on delivery of basic services
- 75. Ease of doing business
- 76. Greenhouse gas emissions



ANNEXURE III – SOURCES

This is a partial list of sources, consisting of base documents defining the policy objectives and commitments of governments, the papers commissioned for the *Fifteen Year Review* and some basic Stats SA sources

- Altbeker, A. 2008a, *Assessing the State's responses to organised crime*, paper commissioned by The Presidency
- Altbeker, A. 2008b, *Crime trends and responses of the criminal justice system since 1994*, paper commissioned by The Presidency
- ANC 2004, *2004 Manifesto: A people's contract to create work and fight poverty*, ANC Johannesburg
- Bhorat, H. & van der Westhuizen, C. 2008, *Economic growth, poverty and inequality in South Africa: the First Decade of Democracy*, paper commissioned for the *Fifteen Year Review*
- Booyesen, S. 2008, *An overview of progress towards the deepening of participatory democracy in South Africa*, paper commissioned for the *Fifteen Year Review*
- Budlender, D. 2008, *Fifteen Year Review input paper on youth development*, paper commissioned for the *Fifteen Year Review*
- Department of Correctional Services 2008, *DCS 15 year review report*, paper commissioned for the *Fifteen Year Review*
- Department of Justice and Constitutional Development 2008, *Fifteen Year Review: Justice, Crime Prevention and Security Cluster*, paper commissioned for the *Fifteen Year Review*
- Department of Provincial and Local Government 2008, *The state of intergovernmental relations in South Africa*, paper commissioned for the *Fifteen Year Review*
- Department of Public Service and Administration 2008, *A review of changes in the macro-organisation of the state: 1994 – 2008*, paper commissioned for the *Fifteen Year Review*
- Department of Public Service and Administration 2008, *Improving the performance of the Public Service: Lessons of the transformation process*, paper commissioned for the *Fifteen Year Review*
- Department of Public Service and Administration 2008, *Towards a Fifteen Year Review: assessing the effectiveness of the National Anti-Corruption Framework*
- Department of Social Development 2008, *Poverty - unbundling of households*, paper commissioned for the *Fifteen Year Review*
- Friedman, I. and Lungile Bhengu, L. 2008, *Fifteen year review of income poverty alleviation programmes in the social and related sectors*, Paper commissioned for the *Fifteen Year Review*

- Global Entrepreneurship Monitor, 2007 *Executive Report*
- Gonzalez-Nuñez, X. 2008, *15 Year Review: trade policy in South Africa*, paper commissioned for the *Fifteen Year Review*
- Hanival, S. and Maia, J. 2008, *An overview of the performance of the South African economy since 1994*, paper commissioned for the *Fifteen Year Review*
- Hartzenberg, T. 2008, *Competition policy review*, paper commissioned for the *Fifteen Year Review*
- Hausmann, R. 2008, *Final recommendations of the International Panel on Growth*
- Hodge, J. 2008, *Telecommunications and ICT policy*, paper commissioned for the *Fifteen Year Review*
- Human Sciences Research Council, 2008, *South Africa: citizenship, violence and xenophobia Institute for Security Studies, 2008 Results of the 2007 National Victim Survey*
- Jacobs, P. Aliber, M., Hart, T. O'Donovan, M. 2008, *Review of rural development*, paper commissioned for the *Fifteen Year Review*
- Jerry Nkeli and Associates 2008, *Broad overview of the impact and an analysis of the effectiveness and efficiency of disability policy implementation in all spheres of government since 1994*, paper commissioned for the *Fifteen Year Review*
- Lamb, G. 2008, *An assessment of firearm crime and violence in South Africa*, paper commissioned by The Presidency
- Landsberg, C. 2008, *South Africa's "African Agenda": challenges of policy and implementation*, paper commissioned for the *Fifteen Year Review*
- le Pere, G., Pressend, M., Ruiters, M. & Zondi, S. 2008, *South Africa's participation in the system of global governance*, paper commissioned for the *Fifteen Year Review*
- Merrifield, A., Oranje, M. & Fourie, C. 2008, *Dialogue or control? The future of planning in South Africa*, paper commissioned for the *Fifteen Year Review*
- Mokgope, K. 2008, *Broad overview of the impact of government programmes in all spheres of government towards the achievement of gender equity*, paper commissioned for the *Fifteen Year Review*.
- Mosala, I. and Kwampe, N. 2008, *A "think piece" on social cohesion and social capital in South Africa*, paper commissioned for the *Fifteen Year Review*
- Myrick, D. and Dawood, D. 2008. *Assessment of the effectiveness and implementation of the Public Finance Management Act*, paper commissioned for the *Fifteen Year Review*
- Naidoo, V. 2008, *Assessing the effectiveness of measures aimed at combating corruption in the South African public service*, paper commissioned for the *Fifteen Year Review*

- National Treasury 2008, *Fifteen year review of fiscal policy in South Africa*, paper commissioned for the *Fifteen Year Review*
- Ndletyana, N., Muzondidya, J. and Naidoo, V. 2008, *Local government: strengthening capacity: a review of measures taken in the last 15 years*, paper commissioned for the *Fifteen Year Review*
- Ngwenya, T. and George, S. 2008, *Assessment of progress in improving citizen access to South African government services and institutions*, paper commissioned for the *Fifteen Year Review*
- Philips, K. 2008, *Review of second economy programmes*, paper commissioned for the *Fifteen Year Review*
- Roberts, S. 2008, *Review of changes in industrial structure and competition*, paper commissioned for the *Fifteen Year Review*
- Rustomjee, Z. and Hanival, S. 2008, *A review of industry policy, instruments and support programmes: 1994-2008*, paper commissioned for the *Fifteen Year Review*
- SARS 2008, *Border security crime trends since 1994: A customs perspective*, paper commissioned for the *Fifteen Year Review*
- Savage, D. 2008, *Overview of the financing and impact of capital expenditure by provincial and local government*, paper commissioned for the *Fifteen Year Review*
- Sishana, O. 2008, *HIV/AIDS and society*, paper commissioned for the *Fifteen Year Review*
- Sithole, P. and T. Mbele. 2008. *Fifteen Year Review on traditional leadership: A research paper*, paper commissioned for the *Fifteen Year Review*
- Small Business Project, 2008, *The impact of crime on small businesses in South Africa*, unpublished study commissioned by The Presidency
- South African Institute of International Affairs 2008, *Fifteen year review of South Africa's role in promoting South-South Cooperation*, paper commissioned for the *Fifteen Year Review*
- Statistics South Africa 2007, *Community Survey, Statistics SA*, Pretoria
- Statistics South Africa 2007, *Labour Force Survey, 2007, Statistics SA*, Pretoria
- Statistics South Africa 2007, *General Household Survey, 2007, Statistics SA*, Pretoria.
- Taylor, N., Fleisch, B. and Shindler, J. 2008, *Changes in education since 1994*, paper commissioned for the *Fifteen Year Review*
- The Presidency 2003, *Towards a Ten Year Review: synthesis report on implementation of government programmes, a discussion document of the Policy Coordination and Advisory Services*, The Presidency, Pretoria

- The Presidency 2006, *A nation in the making: A discussion document on macro social trends in South Africa*, Government Communications (GCIS), Pretoria
- The Presidency 2008, *Development Indicators*, The Presidency, Pretoria
- Toth Resources 2008, *Research input to the 15-year review on healthcare*, paper commissioned for the *Fifteen Year Review*
- Tregurtha, N. and Vink, N. 2008, *Review of agricultural policies and support instruments 1994-2007*, paper commissioned for the *Fifteen Year Review*
- Turrell, R. 2008, *Has the government delivered on its education/human resource policy priorities since 2004?*, paper commissioned for the *Fifteen Year Review*
- Unicef 2008, *Situation analysis of children in South Africa*, unpublished paper commissioned by The Presidency
- Van der Berg, S., Louw, M. and du Toit, L. 2007. *Poverty trends since the transition: What we know*, Department of Economics, Stellenbosch University
- Van Reyneveld, P. 2008, *15 year review of public transport in South Africa with emphasis on metropolitan areas*, paper commissioned for the *Fifteen Year Review*
- Van Zyl, J., Cross, C. and O'Donovan, M. 2008, *Overview of the extent and nature of the unbundling of South African households and the implications thereof*, paper commissioned for the *Fifteen Year Review*
- Vickers, B. and Ajulu, C. 2008, *South Africa's economic diplomacy: trade and investment promotion*, paper commissioned for the *Fifteen Year Review*
- Wesson, M. and du Plessis, M. 2008, *The transformation of the judiciary*, paper commissioned for the *Fifteen Year Review*
- Woolard, I. & Moultrie, T. 2008, *A discussion of possible data sources to be used for the Fifteen Year Review*, paper commissioned for the *Fifteen Year Review*

ANNEXURE IV – ABBREVIATIONS AND ACRONYMS

ABET – Adult Basic Education and Training
 AIDS – Acquired Immune Deficiency Syndrome
 APRM – African Peer Review Mechanism
 ART – Antiretroviral Treatment
 AUPSC – African Union Peace and Security Council
 CJS – Criminal Justice System
 DBSA – Development Bank of Southern Africa
 DG – Director-General
 DPLG – Department of Provincial and Local Government
 DPSA – Department of Public Service and Administration
 ECD – Early Childhood Development
 EPAs – Economic Partnership Agreements
 EPWP – Expanded Public Works Programme
 FET – Further Education and Training
 FOSAD – Forum of South African Directors-General
 G&A – Governance and Administration
 GDP – Gross Domestic Product
 GEAR – Growth, Employment and Redistribution
 GER – Gross Enrolment Rate
 GIC – Growth Incidence Curve
 HIV – Human Immune Virus
 HR – Human Resources
 ISS – Institute of Security Studies
 JCPS – Justice, Crime Prevention and Security
 JSC – Judicial Services Commission
 M&E – Monitoring and Evaluation
 MDR – Multi-Drug Resistant
 MECs - Members of Provincial Executive Councils
 MinMECs – Committees of Ministers and Members of Provincial Executive Councils
 MPCCs – Multi-Purpose Community Centres
 MTSF – Medium Term Strategic Framework
 NIPF – National Industrial Policy Framework
 NSDP – National Spatial Development Perspective
 Nedlac – National Economic Development and Labour Council
 Nepad – New Partnership for Africa’s Development
 NPA – National Prosecuting Authority

OECD – Organisation for Economic Cooperation and Development
PAIA – Promotion of Access to Information Act
PFMA – Public Finance Management Act
RDP – Reconstruction and Development Programme
R&D – Research and Development
RECs – Regional Economic Communities
Sacu – Southern African Customs Union
Salga – South African Local Government Association
SANAC – South African National AIDS Council
Seta – Sector Education and Training Authority
SET – science, engineering and technical
SMME – small, medium and micro-entreprise
SOEs – State-owned enterprises
Stats SA – Statistics South Africa
TB – Tuberculosis
TDCA – Trade and Development Cooperation Agreement
WHO – World Health Organisation
XDR – Extreme Drug Resistant



