

Building Gauteng as a globally competitive city region

Emoyeni 2008

Key development challenges

- Unemployment, poverty and underdevelopment
- Lack of planning, alignment and integration across spheres
- Translating economic growth into employment growth
- Strengthening institutional capacity across all spheres to ensure improved service delivery and reduced inequalities
- Ongoing divide between the first and second economy
- Forging stronger links with the region and continent

These challenges have been compounded by the legacy of apartheid and the continued rapid urbanisation and in-migration

Gauteng and A Changing World

- Worldwide urban regions are more and more exposed to global forces
- The growing global centrality of cities in modern economies, political, social and environmental trends.
 - They are command centres in national, international political and economic arenas, and regional motors of the global economy
 - They have become engines of economic growth in the global economy, as well as centres for diversity and change
- Modern “knowledge economies” favour cities and their functional boundaries rather than traditional geographic boundaries.

What do we do?

- ‘Individualism’ is not an option - challenges of city-region cannot be met by cities competing against each other, or inefficient inter-governmental relations
- ‘Mega-government’ - top-down approach - is also inappropriate. Need to build cooperation and a networked approach to allow comparative advantages to flourish and minimise duplication
- Align and improve quality of planning and decision-making, especially on strategic economic infrastructure and development priorities

Our response...

- New way of looking at development in Gauteng
- Creative, novel and innovative way of addressing provincial and national challenges
- Less emphasis on administrative boundaries more on functional geography, both social and economic
- Less emphasis on competition between institutions, more on collaboration
- Principle of ‘cooperate internally to compete better externally’

Our aim is ..

- To build Gauteng into an integrated and globally competitive region where the economic activities of different parts of the province complement each other in consolidating Gauteng as an economic hub of Africa and an internationally recognised global city region

What are global city regions

“Strategic and political level of administration and policy making, extending beyond the administrative boundaries of single urban local government authorities to include urban and or semi-urban hinterland” Tewdr-Jones and McNeill, 2000

“The concept of the City-Region can be understood as a functional inter-related geographic area comprising a central or core city, as part of a network of urban centres and rural hinterlands..”

ODPM, 2005

“ From a geographic point of view, global City-Regions constitute dense polarised masses of capital, labour, and social life that are bound up in intricate ways in intensifying and far-flung extra-national relationships. As such, they represent an out growth of large metropolitan areas- or contiguous sets of metropolitan area-together with surrounding hinterlands of variable extent “

Scott, 2001

What are the key features of global city regions?

DEFINITION:

GCR are regions with two or more historically and politically separate cities with no hierarchical ranking, in a reasonable proximity and with functional interconnection

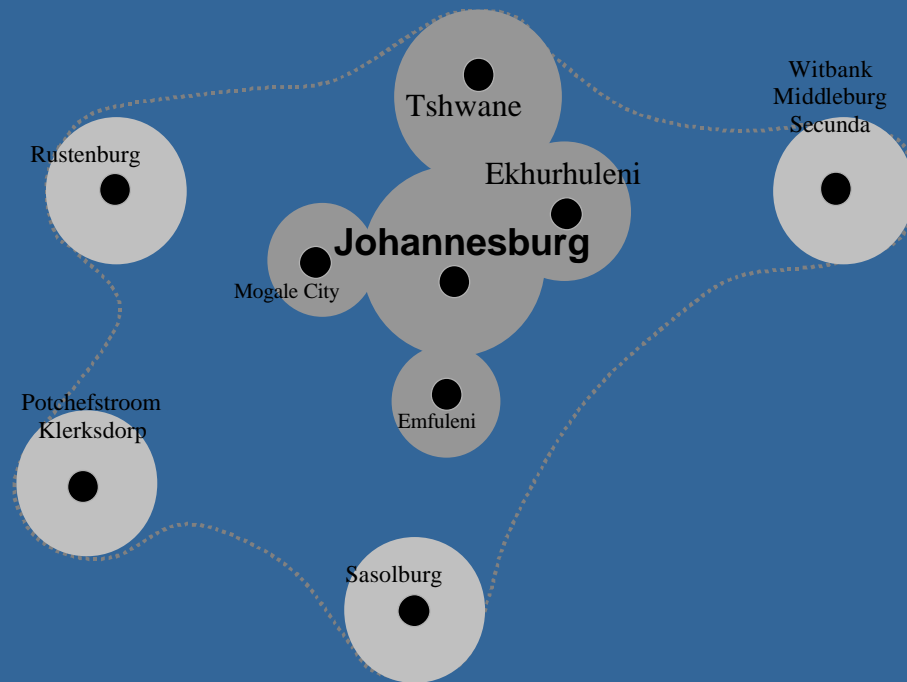
- **Spatial:** Consist of one or more central metropolitan areas and surrounding hinterlands in a polycentric spatial form
- **Economical:**
 - Increasing intensification of economic activity to secure enhanced comparative advantage in response to heightened economic competition
 - Are able to cooperate internally to compete better externally.
- **Social:** Poles of attraction for migrants leading to urbanization of poverty, increasing diversity, increased inequality

Key success factors

Successful city-regions have the following characteristics:

- Strong leadership (decision-making capacity)
- A vision and strategy
- Effective institutional relations
- Strong economic clusters
- Connectivity/mobility (goods and people - internal/external)
- Spatial coalition of partners working together
- Skills and human capital
- New knowledge (Higher education and research institutions)

The footprint of the Gauteng City Region



Our approach is one that is centred around:

■ Cooperation

- Guided by common vision and purpose
- Cooperate internally, compete externally
- All stakeholders thinking regionally
- Effective partnerships and inter-governmental relations
- Strong city-region institutional arrangements
- Balance between economic efficiency, equity and environment
- Clarity and commitment on city-region purpose and direction
- 2014 goals wholly or mostly achieved

■ Building trust and collaboration

■ Flexible functional boundaries

■ Governance model

Our course of action is based on four broad themes

- *Improved coordination:*
strengthen cooperation among ourselves to compete better externally, unlock synergies between public & private sectors, better partnerships
- *Flagship / high-level initiatives:*
including better links to Higher Education Institutions, 2010 FIFA World Cup
- *Embed the concept:*
through engagement with stakeholders
- *Measure our progress:*
through monitoring, evaluation and benchmarking

The GCR Challenge

The key challenge facing the GCR implementation is the identification of key features within the perspective that need to be unpacked and further developed namely:

- The institutionalisation of the GCR
- Building relevant human technical capacity
- The development and setting in motion a long-term plan
- Building and enhancing technical capacity across departments and spheres of government to drive the GCR
- Building meaningful and productive partnerships with all our stakeholders

Our plan of action: The GCR Road Map

- The road map is informed by the GCR perspective, and enhanced by the recommendations of the “*GCR Alignment Report*”, the “*Capacity and Organisation of the State strategy*” and various deliberations
- Adopted by the Premier’s Coordinating Forum including Premier and Gauteng mayors
- Identifies 11 strategic pathways as a means to propel the GCR to 2009
- To be implemented by provincial and local government

The strategic pathways

- The pathways identify programmatic activities to build the foundations of a globally competitive Gauteng City Region.
- The pathways create the foundation for:
 - The institutionalisation of the GCR
 - Building the operations required to establish a GCR (agenda) in the period 2007 - 2010
 - The GCR 30-year plan.

Strategic Pathway 1

Growing and managing a GCR knowledge based economy.

- Geared at building capacity through the establishment of institutional and human capital to harness urban social and economic growth; and
- The development of research to inform policy, strategy and programme development of the city-region.
- Key projects:
 - *Finalise the Gauteng Urban Observatory, and develop an implementation plan with clear roles and responsibilities.*
 - *Establish a Research and Development Agenda.*

Strategic Pathway 2

Advancing the positioning of Gauteng as an economically active and sustainable city region

- Aimed at the creation of conditions amenable to fostering sustained economic growth and promote city-region objectives through identified strategic sectors which demonstrate present and future growth potential
- Key projects:
 - *Identify an appropriate model for a city region Development Agency*
 - *Build an understanding of the content and ‘footprint’ of the city-region’s economy (build linkages: with other cities, within SADC, and key areas within the continent and internationally).*
 - *Facilitate the clustering of knowledge and innovation to enable businesses to move to the next level of the innovation value chain*

Strategic Pathway 3

Integrated planning, implementation, and coordination of economic growth & competitiveness strategies

Aimed at promoting the integration, harmonisation, coordination and alignment of a range of economic strategies across provincial and municipal levels of government, with the objective of achieving higher growth rates and shared growth.

- Key projects:
 - *Alignment of Local Growth and Development Strategies and the Provincial Growth and Development Strategy*
 - *Strengthen municipal IDPs (to foster a shared focus on key developmental priorities and accelerate service delivery)*

Strategic Pathway 4

Integrated planning, implementation and coordination of social development, inclusion and cohesion strategies

Aimed at promoting integrated social development, cohesion across spheres of government and ensure a relatively even development so as to reverse urban core/periphery inequality.

- Key projects:
 - *Align the provincial social development strategy*
 - *Consolidate local social development strategies in line with the province's.*
 - *Effectively implement the 20 priority township projects.*
 - *Develop strategic responses to the macro social report relevant to Gauteng.*

Strategic Pathway 5

Improved coordination, collective decision making, and resource sharing across departments and municipalities.

Aimed at developing the governance and operational structures to drive the GCR.

- Projects:
 - *Develop a governance model for the GCR and determine possible institutional framework to govern the city region.*
 - *Determine and consolidate the means to realise a metropolitan system of governance*
 - *Finalise the Powers and Functions project*
 - *Develop a strategic spatial coalition framework to engage and involve civil society in the decision making process.*

Strategic Pathway 6

Branding and communicating the Gauteng City-Region

The aim is to create a common framework for the branding of Gauteng in line with GCR objectives and broaden awareness of the perspective amongst all stakeholders and the public

- Key projects:
 - *Consolidate the Gauteng branding strategy*
 - *Further development and implementation of the GCR communication strategy*
 - *Facilitate ongoing interaction with stakeholders on the GCR at provincial and local level*
 - *Embed the GCR perspective among public service managers and public servants at local and provincial level*

Strategic Pathway 7

Benchmarking, monitoring and evaluation

Measure progress against the province's declared intention to build a globally competitive city region, and compare progress with selected city regions elsewhere in the world

- Key project:
 - *Development of a set of robust and viable indicators and benchmarks for the GCR. Build human capital to manage the above.*

Strategic Pathway 8

Mobilise high level “international” initiatives to enhance socio-economic growth and leave a global long lasting impression on the GCR.

The aim is to utilise specific global events hosted in Gauteng as a trajectory for global competitiveness.

- Key projects:
 - *Finalise, align and implement the Fifa Soccer 2010 World Cup strategy within the context of the GCR perspective.*
 - *Fast track the building of the Gautrain, development, implementation of all transport plans and strategies as part of transport infrastructure development and ensure their alignment to the GCR perspective.*

Strategic Pathway 9

GCR long term planning

A strategic vision for the GCR by 2030. Determine the “Ideal” GCR by the year 2030 at various levels, but mainly: the institutional framework; human capital; and the quality of life.

- Key projects:
 - *Alignment of provincial and local government strategies over a long-term period. (e.g. 30 years)*
 - *Develop and implement the GCR Academy to further consolidate the Human technical capital.*
 - *Finalise the review and strategy of the local government organisation and capacity of the state.*
 - *Alignment of long term municipal plans to the GCR 30 year plan.*

Strategic Pathway 10

Alignment of strategies within the GCR perspective

The aim is to align priority areas as identified within the GCR perspective.

- Key projects:
 - *Contextualise the following strategies within the GCR short and long term vision:*
 - *Safety and security*
 - *Transport infrastructure and authorities*
 - *Integrated Safety and Transport System*
 - *Sustainable human settlements*
 - *Investment and tourism promotion*
 - *Infrastructure provision*
 - *Environment and sustainability*

Strategic Pathway 11

GCR Technical Steering Committee

Develop a core group of officials across select departments and municipalities to manage the daily technical programme of the GCR. This technical committee will serve as the technical feeder to the PCF Technical Committee

- *Thank You!*