STRATEGIC FRAMEWORK FOR THE PROVINCIAL STRATEGIC PLAN 2019-2024

Working Draft: December 2019
Provincial Strategic Context, 2019-2024

VISION
A safe Western Cape where everyone prospers

VISION-INSPIRED PRIORITY
SAFE AND COHESIVE COMMUNITIES

VISION-INSPIRED PRIORITY
GROWTH AND JOBS

VISION-INSPIRED PRIORITY
EMPOWERING PEOPLE

VISION-INSPIRED PRIORITY
MOBILITY AND SPATIAL TRANSFORMATION

VISION-INSPIRED PRIORITY
INNOVATION AND CULTURE
Cross cutting themes and transversal opportunities and enablers

- **Safety as an enabler** for economic and socio-economic development
- Cross cutting themes: **Gender, Youth, Food Security and Climate Change**
- Budget constraints provide an opportunity for critical assessment of priorities and finding new and innovative ways of delivering to residents
- **Data-driven and technology** opportunities: tapping into 4IR and the digital revolution
- **Resilience**: building our capacity to recover quickly from internal and external shocks and stresses – economic, resource, neighbourhood, organisational resilience
- Exploring **partnerships**: taking a whole of society approach and integrated management approach across spheres of government
- Common **municipal themes**: citizen interface, infrastructure management, immigration/urbanisation, climate change/water security and waste management
- Creating an enabling **culture** within the Western Cape Government
Municipal Trend Analysis: Emerging Priorities

- Institutional Governance
- Data Management
- Intergovernmental Planning Alignment, Partnering & Partnerships (incl. shared services)
- Infrastructure Management
- Financial Sustainability
- Citizen Interface
- Political, Administrative & Social Instability
- Waste Management
- Urbanisation / Population Growth
- Local Economic Development
- Climate Change / Water Security
- Data Management
- Institutional Governance
- Intergovernmental Planning Alignment, Partnering & Partnerships (incl. shared services)
- Infrastructure Management
- Financial Sustainability
- Citizen Interface
- Political, Administrative & Social Instability
- Waste Management
- Urbanisation / Population Growth
- Local Economic Development
- Climate Change / Water Security
District & Local Municipal Transversal Priorities

COMMON THEMES ACROSS DISTRICTS

- Citizen interface
- Waste management
- Infrastructure management
- Climate change/water security
- Immigration/urbanisation
Common themes for WCG-CCT cooperation

- Economy
- Empowering People
- Safety
- Mobility Ecosystem
- Spatial Transformation and Environment
- Governance and Innovation

City of Cape Town Transversal Priorities
Transversal Delivery and Accountability Framework

**VISION**
A SAFE WESTERN CAPE WHERE EVERYONE PROSPERS

**FOCUS AREAS**

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**MEASURES OF SUCCESS**
VIP 1: Safe and Cohesive Communities
Western Cape communities continue to be directly and indirectly impacted by serious and violent crime.

Murder and contact crimes continue to increase, both in absolute terms and in the rate per 100,000.

Trust in police is declining. The number of SAPS officials in the Western Cape has not kept up with the growth in the population and in relation to the percentage of priority crimes.

Settlement design of separated spaces and unequal infrastructure development has deepened social divisions and increased vulnerability, providing a breeding ground for criminal activity.

The Western Cape is a place where residents and visitors feel safe.
Achieving impact requires a Whole-of-Society Approach across three interdependent focus areas:

1. Enhanced capacity and effectiveness of policing and law enforcement
   - Enhancing enforcement capacity in targeted priority precincts
   - Improving evidence-based, professional policing
   - Strengthened crime prevention partnerships

2. Reduced violence by and against youth and children
   - Strengthened Youth-at-risk referral pathways to support and opportunities
   - Strengthened child- and family-centred initiatives
   - To reduce violence

3. Increased social cohesion and safety of public spaces
   - Increased social cohesion
   - Increased safety of public spaces
Focus Area 1: Enhanced capacity and effectiveness of policing and law enforcement

Interventions

• Deploy 3000 additional law enforcement officers and 150 investigators where and when they are most needed
• Make a case for devolution of policing function
• Court Watching Briefs
• Monitoring Police Stations
• WC Police Ombud
• Western Cape Consolidated Integrated Safety Data and Information Hub
• Optimise engagement with safety structures (Prov-Joints, DEVCOM)
• Mapping serious violent crime
• Community-based crowd-sourced crime data
• Work with community structures
• Western Cape Tourism Safety Strategy
• District Rural Safety Plan
• Safety Support to businesses
• Rent-a-Cop programme
Focus Area 2: Strengthened Youth-at-risk referral pathways to support and opportunities and child- and family-centred initiatives to reduce violence

Interventions

- First 1000 Days initiative
- Eye-on-the-Child (and Youth)
- System to identify, assess, and refer youth vulnerable to committing violence
- Child Care and Child Protection
- Expansion Child and Youth Care Centres
- Families at-risk support programme
- Chrysalis Academy
- Youth-at-risk Graduate Work Placement
- School-based violence prevention programme
- Schools Call Centre
- School Resource Officers
- WCG Alcohol-Related Harms Reduction Policy (including Random Breath Testing)
- Revised National Drug Master Plan (including drug treatment services for youth)
Focus Area 3: Increased social cohesion and safety of public spaces

**Interventions**

- Expert team will audit high crime areas to identify infrastructure enhancements that can reduce crime
- Informal Settlements Upgrading Programme
- Safe transport infrastructure-focused initiatives
- Area-based security risk management (WCG facilities such as hospitals)
- Schools provided with high-security perimeter fencing
- After school programmes re-oriented to youth-at-risk
- Community-based sports and cultural activities
- Environmental enforcement initiatives
Measures of success and critical stakeholders

Measures of Success

- Murder rate per 100,000 population in the Western Cape, disaggregated spatially, and by gender, youth, related to alcohol misuse, related to gang activity.
- Number of contact crimes reported per 100,000 population in the Western Cape
- Percentage of the Western Cape population who feel safe (Victims of Crime Survey)
- Percentage of tourists who feel safe at prioritised tourist attractions

Critical Stakeholders

Communities (including individuals, families and community safety structures, such as NHWs and CPFs,), Safety Cabinet, WCG Departments, WC Ombud, WCLA, District and Local Municipalities, City of Cape Town, National Justice, Crime Prevention and Security Cluster, SAPS, Civilian Secretariat for Police Services and the Independent Police Investigative Directorate, Prov-Joints, DEVCOM, Provincial Parliament, NGOs, private sector, sector experts.
VIP 2: Growth and Jobs
Growth & Jobs: From Problem to Impact

An enabling competitive economy which creates jobs and is demand-led and private sector driven.

- Weak economic performance persists
- Unemployment persists
- Climate change impacts and resource pressures
Focus Area 1: Increase investment

Interventions

• Improved regulatory environment: upscale ease of doing business initiatives to assist firms and government to reduce delays and costs and remove obstacles to investment
• Investment Promotion: facilitate foreign and domestic direct investment through investment recruitment, enhancing the investment experience and an aftercare programme
• Attracting Investment: Saldanha Bay Industrial Development Zone and Atlantis Special Economic Zone
Focus Area 2: Building and maintaining infrastructure

Interventions

- Infrastructure spending support to Municipalities
- Innovative models to more effectively and efficiently spend resources
- Creating a portfolio of assets: taking a strategic and focused approach – developing an infrastructure plan
- Maximising investment in infrastructure
- Releasing assets that are non-strategic
- Catalytic Infrastructure
Focus Area 3: Growing the economy through export growth

Interventions

- Tradable sector development
- Export promotion
- African trade markets: finalisation of the Africa Trade and Investment Strategy
- Improved market access: exploring opportunities to access new or previously inaccessible markets and maintaining existing markets
- Provincial Freight Strategy: efficient and cost-effective movement of goods and engage with the National Ports Authority and Transnet to address blockages
Focus Area 4: Creating opportunities for job creation through skills development

Interventions

• Bridge the gap between the demand and supply
• Skills development in the rural landscape will be prioritised
• Implement a graduate intern programme and industry intern programme, and further support communities through various skills and training programmes
• Emerging Contractor Development Programme and Labour Intensive Programme will be crafted to assist local emerging contractors
Focus Area 5: Creating an enabling environment for economic growth through resource resilience

Interventions

- Climate change resilience: implementing the Climate Change Response Strategy and opportunities in catalytic ecological infrastructure
- Energy Security: Smart Grids, Rooftop PV, Green infrastructure, municipal support etc.
- Water Security
- Waste management and the waste economy
Measures of success and critical stakeholders

Measures of Success
- GDP growth rate for the Western Cape
- Rate of employment growth in the Western Cape
- Number of work placements secured

Critical Stakeholders

Government
- **WCG**: To provide an enabling environment.
- **Local Government**: Develop and implement local economic development strategies.
- Both of the above to work with **National Government** to identify key strategic economic areas to unlock.

Non-government
- Work with key **international partners** to drive opportunities for increased trade, tourism and investment.
- Work in partnership with the **Private Sector** to implement initiatives.
- Invite **residents** to participate in skills programmes and encourage them to make full use of these opportunities.
VIP 3: Empowering People
Empowering People: From Problem to Impact

Residents of the Western Cape have opportunities to shape their lives and the lives of others, to ensure a meaningful and dignified life.

Some children and families live in unhealthy, violent, neglectful and dysfunctional environments that impede proper development.

Children with unequal access to quality holistic education and extended learning opportunities may have limited post-schooling success.

Youth who engage in unhealthy and risky behaviours have few educational and economic opportunities and become disconnected from productive society.

Health outcomes are uneven and, despite successes in areas like HIV treatment and maternal health, there is an inability to fulfil the growing demand for health services.
Focus Area 1: Children and families

Interventions

- Implementation of appropriate 1st 1000 days interventions/initiatives
- Increasing Access to Quality Early Childhood Development Initiatives
- Continue with feeding in ECD centres and grade R
- Ensuring evidence-based care and services are provided to vulnerable families
Focus Area 2: Education and learning

Interventions

• Implementation of Foundation Phase reading Strategy
• Implement/enhance the library reading initiative
• Increased access to Technical, vocational and skills subjects and schools of skills
• Provide transport services to children with disabilities
• Institutionalise the School Evaluation Authority
• Rollout of high perimeter fencing at high violence schools
• Implement the Transform to Perform (T2P) Programme
• Identify and support children and youth at risk
• Implement school-based violence prevention programme in high risk schools
Focus Area 3: Youth and skills

Interventions

- Improve youth programmes through meeting minimum norms and standards
- Roll out the Provincial Youth in Service (YiS) Programme in social and economic sectors
- Entrench and expand After School and Community Programmes
- Develop systems to identify, assess, and refer youth at risk
Focus Area 4: Health and wellness

Interventions

- WoW! in communities, workplaces and schools
- Continued implementation of sport and recreation programmes in communities
- Continued implementation of 90/90/90 Strategy
- Continued implementation of TB Programme
- Person-centered, integrated health care
- Health system reform
- Improving ambulance response times
Measures of success and critical stakeholders

**Measures of Success**

- Infant Mortality rate
- Retention rate in schools
- Causes of death (reduction in "lifestyle" diseases)
- Youth not in employment, education or training (NEET) (15-24 years)
- Percentage of learners reading for meaning by age 10
- Stunting, as measured by height for age

**Critical Stakeholders**

- **Local Government:** Partner with relevant WCG departments to assist with implementation and support in all focus areas of this Priority
- **NGOs:** implement partnership opportunities and develop referral pathways for various programmes
- **Business:** Partner with the WCG to understand the skills the economy needs, and for placement opportunities for work experience
VIP 4: Mobility and Spatial Transformation
The majority of the provincial population lives far from economic centres and struggles with a lack of efficient, affordable, transport.

Urban centres across the Western Cape are structured according to apartheid government planning, which reinforces the deep racial and socio-economic divide.

Mono-functional, vulnerable neighbourhoods on the urban periphery and inadequate urban management have resulted in resource-intensive, inefficient cities and towns.

Distance to economic opportunity carries both direct and indirect costs on social mobility, and disproportionately so for the poor and vulnerable.

Residents live in well-connected, vibrant, and sustainable communities and move around efficiently on safe, affordable, low carbon public transport.
Focus Area 1: Better linkages between places

Interventions

- Improve the rail service and infrastructure
- Get the central rail line working
- Deployment of Railway Enforcement Officers
- Increase the proportion of minibus taxis operating in accordance with basic standards
- Critical road upgrades
- Go George Bus transit system new phase
- Piloting use of technology to improve quality and responsiveness of taxi service
- Improved response rates to traffic infringements
- Traffic Law Enforcement will be strengthened
- Improve local transport systems through Provincial Sustainable Transport Programme
Focus Areas 2: Vibrant growth points

Interventions

- Implement the transit-oriented and urban regeneration developments that are mixed-use and promote densification
- Planning to ensure infrastructure resilience in the face of significant climate change impacts along the coastline
- Sustainable WCG office accommodation and modernisation programme
- Exploring alternative financing models to unlock major infrastructure investments such as packaging of WCG maintenance programme to partner with the private sector.
- Provincial and municipal investment planning alignment
- Implementation of the Provincial Master Accommodation Plan
Focus Area 3: Human settlements in well located areas

Interventions

- Partner with the private sector to provide affordable housing stock and end-user finance
- WCG will use state-owned land and buildings as catalysts for spatial transformation
- Collaborate with National Public Works and Infrastructure on inclusive development in spatially targeted areas
- Support to municipalities in establishing PHDAs and identification of restructuring zones and intergovernmental investment pipelines for land release in municipal SDFs
- Development of 7 catalytic and 15 Provincial Priority Projects yielding mixed use, mixed income, mixed tenure human settlements
- Apply the Human Settlements Sustainability Criteria
- Development of an Inclusionary Housing Policy Framework
Focus Area 4: Improving existing human settlements

Interventions

• Upgrade of informal settlements with a focus on enhanced access to basic services, and the creation of safe and dignified, climate resilient settlements
• Collection, analysis and dissemination of housing market information
• Continued roll out of Regional Socio-economic Programme
• Support Rural Development Nodes aimed at creating opportunities for rural areas
• Provide and maintain infrastructure, improve and protect the quality of environmental systems, and secure our environment
• Support a transversal programme for the implementation of the Western Cape Ecological Infrastructure Investment Framework
Measures of success and critical stakeholders

**Measures of Success**

- Average time of travel to and from work and industrial centres
- Average proportion of income spent on transport
- Quality of basic services (e.g. water, refuse removal, sanitation, electricity, public facilities, etc) in targeted areas/settlements

**Critical Stakeholders**

WCG and Municipalities will work with

- **National government** to ensure an efficient rail transport system, adequate funding of bus transport offerings and recapitalisation of minibus taxis and release of well-located state land for human settlements.
- **Transport service providers** in offering safe, affordable, efficient and competitive transport solutions to commuters.
- **Financial institutions** to find alternative financing solutions to facilitate access to housing opportunities.
- **Civil society** to ensure that there is continuing engagement with communities as projects are designed and implemented.
VIP 5: Innovation and Culture
Government services are delivered to the people of the Western Cape in an accessible, innovative, and citizen-centric way.

- Inward-focused organisational culture
- WCG Innovation exists but is not fully embedded
- Limited integration across the spheres of government and with external partners
- Good governance is primarily driven by compliance processes
Focus Area 1: Citizen-centric culture

Interventions

• Create capacitated leaders to sustain the desired culture through leadership maturity development using a value-based leadership development programme
• Enable sustained vision clarity and passion for the purpose of the WCG through leader-led and vision-inspired engagement processes
• Align the mindsets, competencies of WCG employees and WCG work practices to enable collaboration, ongoing learning, and adaptation at inter-departmental and intergovernmental levels
• Develop and implement an employee value proposition to affirm the WCG as an employer of choice
• Develop an integrated employee engagement, organisational culture, and citizen satisfaction index to facilitate alignment between the WCG service commitment and the citizen/user experience
Focus Area 2: Innovation for impact

Interventions

• Build internal capacity for innovation in the WCG by establishing cross-departmental and external exchange programmes – Western Cape Exchange
• Build an “innovation for impact” initiative to drive service delivery through innovative tools
• Develop an innovative financing and procurement framework to assist with reducing barriers to deliver on the PSP outcomes
Focus Area 3: Integrated service delivery

Interventions

- An annual Integrated Implementation Plan will be developed to give effect to Integrated Service Delivery through the JDA
- Optimise IGR platforms in the Western Cape Government and within each District to enhance co-planning, budgeting, and implementation
- Focus on monitoring and evaluation for results, learning, and action supported by a data and evidence framework
- Development and roll-out of civic education
- Development of Client/ Customer Service Charters for Municipalities
Focus Area 4: Governance transformation

Interventions

- Review and rationalisation of legislation and institutional policies and procedures to create an enabling environment for service delivery
- An innovation hub where people can collaborate, innovate, and design will greatly assist with ensuring success with this intervention
- Training of appointed municipal officials
- Building institutional capacity to strengthen and maintain governance and accountability at a municipal level
- Capacity building and training of Councillors to strengthen their oversight role
- Decisive responses to allegations of fraud, corruption, and maladministration.
- Data and knowledge management that informs provincial and municipal decision-making.
Measures of success and critical stakeholders

Instruments of Measurement

- Citizen feedback surveys
- A Service Delivery Index
- Innovation survey
- Employee Engagement Surveys
- Impact evaluation of the Provincial Strategic Plan

Critical Stakeholders

- Cabinet and all WCG Departments
- WCG staff
- City of Cape Town, and District and Local Municipalities
- National Government
- Provincial Governments
- Citizens

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Thank you