



Western Cape
Government

Provincial Strategic Plan 2019-2024

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A MESSAGE FROM THE PREMIER

Our people - their needs, their choices and their dreams - are at the heart of everything that our government does. It is for this reason that the Western Cape Government is doing everything possible to build a safe Western Cape where everyone prospers.

In order for us to achieve this, we have identified five Vision-inspired Priorities (VIPs) that measure our commitment to finding ways to improve the lives, livelihoods and experiences of our residents.

This Provincial Strategic Plan details how, over the next five years, we will: 1) build safe and cohesive communities, 2) boost the economy and job creation, 3) empower our people, 4) promote mobility and spatial transformation, while at the same time 5) driving innovation within a culture of a truly competent state.

We have already started work on VIP 1 through the Western Cape Safety Plan, which enhances law enforcement capacity in specific areas and introduces violence prevention programmes for those most at risk of offending.

The Western Cape economy has recorded some excellent successes over the past decade, however due to global economic conditions, fiscal pressure and a growing population, we must find ways to support economic growth and job creation. VIP 2 identifies five priority areas for boosting economic development, including investment facilitation and promotion, infrastructure development, export support and promotion, skills development, and resource resilience. We know that a job is more than money and subsistence for our people - it represents dignity and a contribution to society - sentiments that underpin all of our efforts on the economy.

The Empowering People VIP will ensure that residents of the Province are able to access opportunities which contribute towards a meaningful and dignified life. Departments across this government, including the Departments of Social Development, Education, Health, Cultural Affairs and Sport, and Economic Development and Tourism, all have a role to play as we focus on children and families, education and learning, youth and skills, and health and wellness.

The fourth VIP connects the places where people live and work through safe and efficient public transport, and develops communities which are both economically vibrant and sustainable.

The fifth and final VIP focuses on using innovation to build a government which is both open and responsive to the needs of its residents. We understand that respecting and valuing our people is as important as delivering on our promises and duties. Over the next five years, we will seek to make the culture of the public service truly citizen-centric.

As the government of this Province, we are committed to fulfilling the role of a competent state, but we are under no illusion that we will be able to achieve these things alone. We are committed to working with the local and national spheres of government and building collaborative relationships with the private sector, civil society, and individuals who share our

values of caring, competence, accountability, integrity, responsiveness and innovation. Together we will build a world-class province.

We have set our course and this document is our guiding light. We will weather the difficult storms that are sure to come but we will not veer off course. We are determined to deliver on these promises - not for our own sake, but for our people and their families. It is our responsibility, our duty, and our honour to do just that.

A handwritten signature in black ink that reads "ALAN WINDE". The letters are in all caps and have a slightly cursive, fluid appearance.

Alan Winde

Premier of the Western Cape

GLOSSARY

1st 1000 Days Initiative

The First 1000 Days initiative, focusing on the period from conception to two years of age, is an interdepartmental priority programme driven by the Department of Health. The initiative focuses on the health and wellness outcomes of the child and mother.

4th Industrial Revolution

The development of “cyber-physical systems” which have resulted in disruptive technologies and trends such as artificial intelligence, robotics, virtual reality and the Internet of Things.

90/90/90 Strategy

This strategy is driven by the Department of Health and refers to a treatment strategy for HIV/AIDS. It aims to ensure that 90% of the population is tested for HIV, that 90% of all people with diagnosed HIV infection will receive sustained antiretroviral therapy, and that 90% of all people receiving antiretroviral therapy will have viral suppression.

Adaptive Leadership

A practical leadership framework that helps individuals and organisations to adapt and thrive in challenging environments. It is being able, both individually and collectively, to take on the gradual but meaningful process of change.

After School Programmes

The academic, sports, life skills, and arts and culture programmes delivered to learners after school.

Agri-processing

The process of transforming products that originate from agriculture, forestry and fisheries.

Atlantis Special Economic Zone

A geographically designated area in the Atlantis region with a range of incentives to attract investment. It was designated in 2018 as a Special Greentech Economic Zone to drive growth in the renewable energy and green technology sector.

Catalytic Infrastructure

Infrastructure that activates further infrastructure development by other investors, which in turn transforms the built environment.

Citizen-centric Culture

Refers to governments forming a two-way, collaborative relationship with the citizens and designing services with their needs in mind.

Climate Change

A long-term shift in global or regional climate patterns attributed directly or indirectly to human activity.

Collaborative Approach

Refers to government, communities, and the private sector communicating with each other and working together to achieve more than any one sector could achieve on its own.

Ease of Doing Business

A measurement of how conducive the regulatory environment is for business operations. This is a programme in the Department of Economic Development and Tourism that aims to reduce delays and costs, thereby enabling investment.

Early Childhood Development

Services geared toward the physical, psychological, cognitive, and social development of a child from birth through to school-going age.

Economic Transformation

The economic context in which resources shift from low productivity to high productivity uses and a country's production capability is diversified, resulting in greater export competitiveness, expanded employment and economic inclusion.

Femicide

The killing of a woman by an intimate partner.

Foundation Phase Reading Strategy

An intervention to ensure that all learners can read for meaning by the age of 10 through 1.) teacher professional development, 2.) enhancing learning and teaching materials, 3.) targeted learner support, 4.) advocacy, and 5.) parental engagement.

Growth Mindset

A programme that aims to shift a learner from a fixed mindset (i.e. belief that your mental abilities cannot shift) to a growth mindset (i.e. belief that your mental abilities can shift with time and experience).

Gini Co-efficient

An index that measures economic inequality based on income or wealth distribution across a population, among individuals or households. The index ranges from 0 to 1, with 0 being perfect equality and 1 indicating perfect inequality.

Good Governance

Good governance is participatory, consensus-oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive, and follows the rule of law. Good governments ensure that there is minimal corruption and that the most vulnerable and the minorities in society are heard in decision making. A good government is also responsive to the current and future needs of its society.

Green Economy

A system of economic activities related to the production, distribution, and consumption of goods and services that result in improved human well-being over the long term, while not exposing future generations to significant environmental risks or ecological scarcities.

Human Development Index

A composite statistical instrument to measure a country or region's level of social and economic development. It comprises average years of schooling, life expectancy at birth, expected years of schooling, and gross national income per capita.

ICAN project

A digital public access facility initiated by Western Cape Government as part of a broadband roll-out aimed at providing access to broadband and empowering citizens with digital skills.

Independent Power Producer

An entity, which is not a public electricity utility, that owns and/or operates facilities to generate electric power for sale to a utility, government buyer, or end users.

Innovation

The process of implementing new approaches to tackle problems, to ensure that public services better serve citizens. This involves being open to new ideas and developing creative solutions to challenges in a resourceful way.

Integrated Management Approach

A system that seeks to include all dimensions of sustainable development in the management system of local, provincial, and national government.

Joint District Approach

A geographical and team-based, citizen-focused approach to provide a basket of government services (whether national, provincial or municipal) that are delivered seamlessly as a single service.

Library Reading Initiative

A regular reading slot at libraries using sport and arts heroes and Expanded Public Works Programme interns. Targeted groups will be ECD in the morning, school in the afternoon, and parents on Saturdays.

Modernist Spatial Planning

Spatial layout and land use pattern based on the principles of Le Corbusier's modernist planning theory, in which the separation of live, work, and play was a core component.

Mono-functional Neighbourhoods

Neighbourhoods that serve a single purpose, such as only catering for homes and excluding the possibilities for business- and entertainment-related spaces.

Municipal Infrastructure Grant Programme

A programme of the national Department of Co-operative Governance and Traditional Affairs that funds municipal infrastructure projects, with a focus on infrastructure for basic services.

Norms and Standards

A framework implemented to ensure a standard level of programme quality, setting out aspirations and expectations of a programme based on best practice.

Public Participation

A process that directly engages the public in decision making and gives full consideration to public input in making that decision.

ProvJoints

Provincial Joint Operational and Intelligence structure for coordination, cooperation and joint planning between SAPS, Metro Police, Department of Community Safety, and other relevant departments through the various priority committees.

Red Tape Reduction

A WCG programme aimed at reducing the amount of bureaucracy and non-essential forms, procedures, and regulations to improve government efficiency.

Resilience

The capacity of systems to survive, adapt, and grow despite shocks and stresses.

Resource Resilience

A holistic approach to future-proof businesses, communities or households against shocks and stresses, particularly how it relates to climate change and eco-system services.

Small-Scale Embedded Generation

Power generation under 1 MW/1 000 kW, which is located on residential, commercial, or industrial sites where the electricity is also consumed.

Sexual Offences

Offences including rape, sexual assault, attempted sexual offences, and contact sexual offences.

Social Cohesion

The ongoing process of developing well-being, sense of belonging, and social participation within communities, and cooperation and trust across socio-economic divides, while developing communities that tolerate and promote diversity and equal rights.

School Evaluation Authority (SEA)

The authority that will independently evaluate schools and develop school evaluation reports, which will be published for parents and communities to know how well schools in their area are performing.

Social Mobility

The ability of an individual, family or group of people to improve their ranking within the social hierarchy.

Tradable Sectors

Those industry sectors whose output in terms of goods and services can be traded internationally.

Transform to Perform (T2P)

A strategy aimed at promoting a values-driven organisation to positively impact on the motivation levels and mindsets of officials, teachers and learners in the Western Cape education system to drive improved performance.

Violent Crime/Contact Crime

Offences where an offender uses or threatens to use force on a victim. It comprises murder, sexual offences, attempted murder, assault with the intent to inflict grievous bodily harm, common assault, common robbery, and robbery with aggravating circumstances.

Waste Economy

A sector centred on capitalising on the valuable opportunities represented by the resources lost that are generated during all economic activities within a market. This waste is seen as a source of economic value and opportunity for market growth, job creation, and environmental development.

Western Cape on Wellness

WoW! is a healthy lifestyles partnership initiative of the Western Cape Government that aims to enable people to make healthy lifestyle choices throughout their lives.

Whole-of-Society Approach

A whole-of-society approach mobilises the resources, knowledge, creativity, and concerns of all role players in government, the private sector, and civil society to drive socio-economic development and address policy challenges.

Youth in Service

The YiS is a provincial umbrella brand that will coordinate all WCG youth development programmes signing up for a minimum norms and standards framework.

Youth at Risk

Youth vulnerable to committing violence, as indicated by high-risk factors on a violence potential scale.

ACRONYMS

4IR	4 th Industrial Revolution
AGSA	Auditor General of South Africa
APFRYD	Agricultural Partnership for Rural Youth Development
ASPs	After School Programmes
BVS	Barret Values Survey
CAPS	Cape Area Panel Study
CSVR	Centre for the Study of Violence and Reconciliation
CPF	Community Policing Forum
EATI	Elsenburg Agricultural Training Institute
ECD	Early Childhood Development
EDP	Economic Development Partnership
EPWP	Expanded Public Works Programme
EoTR	End of Term Review
EVP	Employee Value Proposition
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GVA	Gross Value Added
GHG	Greenhouse Gases
GGTS	Good Governance Transformation Strategy
IDP	Integrated Development Plan
IMA	Integrated Management Approach
ISD	Integrated Service Delivery
ICT	Information and Communication Technology
IPPs	Independent Power Producers
IGR	Intergovernmental Relations
JDA	Joint District Approach
LGI	Local Government Interface
MPAT	Management Performance Assessment Tool
MGF	Municipal Governance Framework
MTSF	Medium-Term Strategic Framework
MURP	Mayor's Urban Renewal Programme
NDP	National Development Plan
NAGS	National Anti-Gangsterism Strategy

NGO	Non-Governmental Organisation
NSNP	National School Nutrition Programme
PRASA	Passenger Rail Agency of South Africa
PSP	Provincial Strategic Plan
PMS	People Management Strategy
RTMC	Road Traffic Management Corporation
RSEP	Regional Socio-economic Programme
SAPS	South African Police Services
SEA	School Evaluation Authority
SDF	Spatial Development Framework
SDIP	Service Delivery Improvement Plan
SDGs	Sustainable Development Goals
SOPA	State of the Province Address
SBIDZ	Saldanha Bay Industrial Development Zone
SEZ	Special Economic Zone
T2P	Transform to Perform
TVET	Technical and Vocational Education and Training
TOD	Transit-oriented Development
VUCA	Volatile, Uncertain, Complex, and Ambiguous
VPUU	Violence Prevention through Urban Upgrading
WCPD	Western Cape Provincial Departments
WCG	Western Cape Government
VIP	Vision-inspired Priority
WCGISF	Draft Western Cape Government Innovation Strategic Framework
WoGA	Whole-of-Government Approach
WoSA	Whole-of-Society Approach
WoW!	Western Cape on Wellness
YiS	Youth in Service
YLL	Years of Life Lost

INTRODUCTION

The Provincial Strategic Plan (PSP) sets out the Western Cape Government's (WCG) vision and strategic priorities. The PSP 2019-2024 builds on the firm foundations that were put in place during the last two terms of office.

1. REFLECTION: BUILDING ON A SOLID FOUNDATION

Over the last 10 years, the WCG has made progress towards a highly skilled, innovation-driven, resource-efficient, connected, high-opportunity society for all.

At the heart of this has been a pact between the Government and the people of the Western Cape. As government, we undertook to provide our residents with opportunities and – in return – we asked that they take personal responsibility for making the most of them.

By working to make our Province better together, we have achieved the following over the past decade:¹

- Raised the quality of basic education and laid the foundation for the digital future of our children. Over 80% of schools in the Province now have access to free internet.
- Created jobs and opportunities for more residents, with employment growing by 24.3% between 2008 and 2018. It is also easier to invest and do business in our Province: through strategies such as Red Tape Reduction and Ease of Doing Business, R1 billion in economic savings has been realised.
- Invested R171 billion over 10 years to create education, skills, and social opportunities for youth. Various government programmes are supporting a skills pathway for youth to enter training or internship opportunities. Skills pathways have been developed to ensure municipal scarce skills can be filled through internship and mentoring programmes.
- Supported 72% of agricultural land reform projects to be successful, made more South Africans home owners through providing title deeds to over 100 000 people, and refined a game-changing model for well-located housing opportunities. Through the Municipal Infrastructure Grant Programme, facilitated approximately R500 million of investment per year, which unlocked over 100 000 housing opportunities.
- Expanded social services to the disabled, youth, the elderly, and all those in need of protection, substance abuse treatment, and counselling.
- Made health care more accessible, with 91.5% of Western Cape households living within 30 minutes of a health care facility.
- A per capita reduction in road deaths by 30.1% in the last 10 years, and child road deaths by over 40%.
- Continued to build the partnerships necessary to bring about safer communities within our limited oversight mandate, and to hold SAPS and national government accountable for their policing mandate. 150 police stations are inspected/observed annually and 291 neighbourhood watch structures have been accredited.
- Entrenched a culture of good governance and accountability, receiving the highest number of unqualified audits in South Africa and directing 82% of the 2018/19 budget to the delivery of services to indigent communities.
- Supported Western Cape municipalities to create a stable, efficient, accountable, and enabling local government environment to enhance economic growth and service delivery.

The progress we are making is cause for optimism for our civil servants and residents alike. However, we still face many challenges, and working together to build our resilience remains fundamental to our success.

2. SITUATIONAL ANALYSIS

The population of the Western Cape (WC) is 6 844 272, which accounts for 11.6% of the South African population and equates to a growth rate of 17.5% since Census 2011. Migration is an important demographic process, as it shapes the age structure and distribution of the Province. The net migration to the Western Cape has steadily increased from 128 099 (2001 – 2006) to 316 308 (2016 – 2021). This is largely due to a significant increase in in-migration from 294 665 (2001 – 2006) to 493 621 (2016 – 2021).

While the Western Cape economy continued to expand over the last decade, on average the growth rate more than halved to 2% between 2008 and 2017. Reflecting the pessimistic global economic outlook, growth is projected to average 1.6% over the medium term (2019 to 2023), which is marginally lower (1.7%) than between 2013 and 2017.

This low growth is occurring in the context of an unsustainable national fiscal environment. New national policy priorities and the bailout of state-owned enterprises (SOEs) have raised national expenditure. In terms of revenue, the expected weak economic growth will result in lower than projected tax revenue collection, resulting in a further increase in the national budget deficit. This could see a further sovereign credit rating downgrade, which will have a negative impact on funding allocations to provinces and municipalities. This will place increased pressure on service delivery, especially health, education, and social development services.

The depressed economic growth is reflected in unemployment rate in the Province. Within the Western Cape, employment was 2.5 million in the third quarter of 2019, up from 2.2 million five years earlier. The official unemployment rate at the end of quarter 3 of 2019 was 21.5% (for South Africa it was 29.1%). Youth unemployment (15 to 34 years), which made up 66.9% of the Province's unemployed, remains a critical challenge, and is especially concentrated amongst those with lower levels of education. Employment opportunities and labour force participation are also affected by race, gender, and geographical location.

The rapid growth of the tertiary (services) sector in the Western Cape over the last few years has led to increasing urbanisation as work-seekers from rural areas migrate to the main towns in search of jobs. However, as a large proportion of workers remains low-skilled, while the tertiary sector requires semi-skilled and skilled workers, the burden of urbanisation and the associated unemployment has implications for services in municipalities.²

In addition, there are many challenges facing our municipalities. An increase in political and administrative instability is being experienced, which renders certain councils dysfunctional and impacts on service delivery. Most municipalities are also struggling with capacity to raise monthly billings and collect same, as well as having reached their full external borrowing capacity. Numerous allegations of fraud, corruption, and maladministration in municipalities have been reported, which the Province is investigating. The rise in protests by frustrated communities is resulting in damage to service delivery facilities and infrastructure.

There have been mixed results with respect to improvement in living conditions. Although the Province has the lowest Gini co-efficient in the country, inequality has continued to increase (to 0.61). The Human Development Index (at 0.73) has gradually improved across all districts. The Province has the second lowest proportion of adults living in poverty, at 33.2%.³ The improvements in the HDI, despite high unemployment and low economic growth, may reflect efficacy of government services in protecting the most vulnerable from poverty's harshest effects. Nonetheless, poverty remains gendered, with female households more likely to be unemployed and poor.⁴

In terms of basic education, there has been an overall improvement in the Mathematics and Language systemic test scores across Grades 3, 6 and 9 between 2012 and 2018. After improving up to 2016, performance has declined in the National Senior Certificate pass rate in the last two years. The Western Cape achieved 82% in the National Senior Certificate results in 2019. The retention rate between Grades 10 to 12 has improved from 64% in 2014 to 66.8% in 2018.

There has been a continued improvement in life expectancy in the Western Cape, with the average being 71.1 years for women and 65.7 years for men. In 2016, the top three causes of premature mortality in the Province were interpersonal violence (11.3%), HIV/AIDS (10.9%), and diabetes mellitus (7.6%). According to the 2018 General Household Survey, 14.7% of households in the Western Cape had inadequate access to food and only 2.5% were involved in agricultural activities.⁵ Limited access to healthy food has led to many Western Cape children being overweight, stunted, or underdeveloped.

While the pace of basic service provision is under pressure from rapid population growth and urbanisation, access to these basic services remains relatively high. Although female-headed households have better access to housing and electricity, they have worse access to water, sanitation, and refuse removal services.⁶ Housing demand has continued to grow, with over half a million households on the waiting list for state-subsidised housing opportunities.

Social ills such as substance abuse, crime in general, and gender-based crimes and femicide have continued to impact on both the economic prospects and socio-economic development of the Province. Substance abuse inflicts substantial harm on health, social cohesion, and safety, which jeopardises and impedes development in communities. Methamphetamine (tik) is the primary substance of abuse amongst patients admitted at state specialist treatment centres, followed by cannabis and alcohol. Crime also has a corrosive effect on economic growth through deterred investment and compromised safety of individuals and property. The Province has seen an increase in murder, attempted murder, and sexual assault cases, but a decline in drug-related crime and driving under the influence of drugs or alcohol.⁷

These socio-economic challenges are taking place within a context of increasing pressure on our natural systems owing to climate change. The state of land, biodiversity and ecosystem health, inland water, oceans and coasts, and waste management is declining or of concern.⁸ Vulnerable groups in communities, such as female-headed households, children, and people with disabilities, are most likely to be most negatively affected by these trends.

Based upon Strategic Foresight analysis conducted by the Province, it is clear that, without intervention, the Western Cape's development trajectory will result in the same social and

economic outcomes that we are currently experiencing. However, if we focus on accelerated development through specific interventions to promote inclusive economic growth, individual well-being, and safe and dignified communities, further progress can be made on the successes of the last decade. This makes a “whole-of-society” approach relevant, as it means that every organisation, institution, community, household, and individual has a role to play in development, with a capable state providing the foundation and access to opportunities for them to do so. The Whole-of-Society Approach is explained further below.

3. REALISING A VISION FOR THE WESTERN CAPE

The WCG commits to building a values-based competent state that enables opportunity and promotes responsibility in a safer Western Cape.

- We will live and be held accountable to our values as a government and we will continue to build the capable state on this foundation.
- We will continue delivering opportunities to our people and we will expect them to take responsibility for improving their own lives.
- We will make this Province safer under the Rule of Law.

This vision is expressed in the five strategic priorities identified for 2019-2024, our Vision-inspired Priorities.



3.1 Safe and Cohesive Communities

The Western Cape is a place where residents and visitors feel safe.

The high levels of violent crime experienced by most communities in the Western Cape constitute one of our most serious and complex challenges. Lack of safety affects all other aspects of our lives, such as growing the economy, creating jobs, enjoying public spaces, attending school and recreational activities, and accessing government services.

As a result, enabling safe and cohesive communities is the overarching theme that guides interventions across all of our strategic priorities, and every provincial department is responsible for contributing to this through its Safety Priorities. Similarly, municipalities will support this VIP through their functions of law enforcement and town planning.

What we envisage is that, with effective policing and law enforcement and improved partnerships between all spheres of government, business, civil society, and communities, the rule of law will prevail. With social and infrastructure programmes that address the root causes of violence and crime, our communal spaces will be safer and more people-centred.

3.2 Growth and Jobs

An enabling environment for the private sector and markets to drive growth and create jobs.

We envisage that, through driving competitiveness in the Province, the Western Cape becomes an investment destination of choice due to a skilled labour force, excellent infrastructure, and improved productivity. It is well-connected to Africa and the world, with increasing exports and tourist visits growing the provincial economy. All of this will be done while promoting economic growth that is inclusive and resource resilient.

3.3 Empowering People

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

We envisage that, through a life-course approach, residents are empowered to access and seize the opportunities available to them. Families are strengthened and parents play an important role in the improved development and wellness of their children. Our youth have developed the hard and soft skills, knowledge, and social capital they need to thrive in the 21st-century world of work. People have access to excellent health services that meet the health demands of a growing population, and people take good decisions for their individual and collective wellbeing.

3.4 Mobility and Spatial Transformation

Residents live in well-connected, vibrant, and sustainable communities and move around efficiently on safe, affordable, low-carbon public transport.

We envisage that more people use safe, reliable, affordable, and low-carbon public transport. With more mixed-use, mixed-income neighbourhoods and sustainable densification of economic centres, the average time, cost, and distance of commuting is reduced. Through leveraging provincial and municipal investments in infrastructure, human settlements, spaces, and services, we can heal, connect, integrate, and transform our communities while reducing the vulnerability to climate change. This will make neighbourhoods safe places of equal opportunity, dignity and belonging.

3.5 Innovation and Culture

Government services are delivered to the people of the Western Cape in an accessible, innovative, and citizen-centric way.

We envisage that the people of the Western Cape will experience government services that respond to their needs and add value to their lives. As a leader in innovation and an organisation that is continuously learning and improving, we envision the WCG as an employer of choice for people who want to partner across government and society to make a difference.

3.6 Cross-cutting Themes

Gender

South Africa has seen great advances in gender equality and women's empowerment since 1994. However, while women's representation in political organisations, public service employment, and institutions such as Parliament has improved, women continue to face political, social and economic exclusion. Gender equality before the law does not necessarily translate into equal access to opportunities. The Commission for Employment Equity (CEE) reports that while women constitute 46.6% of professionally qualified employees, only 22.9% of top managers are women.⁹

The country's triple challenges of poverty, inequality, and unemployment have a disproportionate impact on women, with close to 42% of females living below the lower-bound poverty line, compared to 38% of males. The female labour force participation rate in the Western Cape for quarter 3 of 2019 was 60.7%, compared to 76.1% for men.¹⁰ Women often lack access to quality skills development and further education, are generally confined to the lower-paid and vulnerable sectors of the economy, and bear a disproportionate burden of unpaid care work, further constraining their participation in the economy. Women, and particularly those in rural and poor urban and informal settlements, also face inadequate access to basic services.¹¹ The rates of gender-based violence continue to be a significant social problem: in the Western Cape, 370 women were murdered and 7 043 sexual offenses were reported in 2018/19.¹²

Women's inequality and deprivation is compounded by race, class, spatial location, and other factors. Young African women are worst affected by poverty and unemployment.¹³

The exclusion of women from the mainstream economy and their lack of access to economic opportunities are further underpinned by:

- Patriarchy and unequal gender relations;
- A legacy of racial oppression and marginalisation;
- Unequal access to and ownership and control of the economy and productive resources, including land; and
- Women's unequal burden of unpaid care work.

Research shows that achieving gender equality and inclusion is hugely beneficial for economic growth and development. Access to justice, social services (such as counselling and support), sexual and reproductive health services, and economic empowerment are just some of the pillars of a holistic, integrated services approach. As such, the mainstreaming of

gender planning, budgeting, and monitoring and evaluation systems is critical. In addition, discrimination against LGBTIQ+ persons is common in South Africa, and the Western Cape is committed to providing services to all persons equitably.

Youth

Youth unemployment is a serious economic and social crisis in South Africa. Youth (aged 15 to 34) account for 42.9% of the provincial labour force, but made up a much higher 66.9% of the Province's unemployed in the third quarter of 2019. Many of these young people come from homes and communities characterised by socio-economic deprivation (i.e. poor living standards, low education outcomes, high unemployment rates, and poor health outcomes) and face limited opportunities post-school. Youth are not a homogenous category, and the intersections of gender, race, class, and spatial location affect the opportunities for subsectors of this group. An approach that recognises these nuances is essential for an effective response.

This growing youth unemployment leads to four specific challenges:

- The longer a person is unemployed, the lower the probability of finding a job. This can leave a young person at risk of being permanently detached from the labour market.
- Many young people lack the resources – whether personal or financial – to enter the labour market. Finding a job is easier if you have a network of people who are already working.
- The high rate of unemployment amongst matriculants has a negative impact on the motivation of learners to complete school. This adds to the already high drop-out rate.
- Many existing youth work experience programmes do not provide the holistic support required by disadvantaged youth to transition to the world of work or further education.

“Whilst many of our young people take up the responsibility of studying hard and committing to their courses, they just don't have the experience, networks, or skills to successfully apply for the jobs they seek. This is a problem that inhibits opportunity.

“That is why the Province has developed partnerships with businesses and rolled out innovative internship programmes to fill this gap. These programmes will be scaled up significantly with our partners, doubling the number of young people who complete them in the next financial year.

“We will also upscale our one-year work experience programmes, which will include skills and work readiness training and placement support.

“These opportunities are designed to get young people a foot in the door, and I am pleading with each learner that receives a spot to make the most of it.”

– Premier Alan Winde, State of the Province Address, 18 July 2019

In the absence of positive ways to engage youth and meet their needs, they often engage in risky or unhealthy coping strategies such as alcohol and drug abuse, criminal activity, or joining gangs. It is critical to support and equip youth with the competencies and opportunities needed for an effective transition into productive adulthood. Through our Vision-inspired Priority on Safe and Cohesive Communities, we will improve access to drug treatment services for youth. Chrysalis Academy will expand its intake and will be supplemented by a graduate placement programme. Youth skills development will be further bolstered by work under the Growth and Jobs VIP, with a focus on artisan development, skills for the digital economy, and

financial and business sector skills. The Agricultural Partnership for Youth Development (APFRYD) will address the inequality of education and skills opportunities for rural youth, along with the Municipal Graduate Internship and Mentorship Programmes. The Empowering People VIP's Focus Area 3 is Youth and Skills, with programmes such as Youth in Service.

Climate Change Resilience

With the growing sense of urgency around climate change, it is critical that resilience is built into all aspects of our society and economy. In the Western Cape, climate change is already causing profound changes. The frequency and severity of weather-related disasters continue to increase (particularly fire, drought, and floods). Average temperatures continue to increase and there will be longer gaps between rainfall, which will be increasingly intense. As a coastal province, we are vulnerable to sea level rise and ocean warming and acidification. These impacts have knock-on effects on our economy, infrastructure, and social well-being.

The impact is already being experienced. The ongoing drought has cost over R14 billion in the agricultural sector alone, and the 2017 Garden Route fires and storm cost R4 to 6 billion.¹⁴ Energy- and carbon-intensive industries are highly exposed to local and global carbon pricing policies, and they are likely to face higher costs and a decline in outputs and exports.

By taking a proactive approach and investing strategically, the Western Cape can take advantage of the global responses to climate change. The increasing adoption of carbon pricing will drive demand for renewable energy, a sector that the Western Cape leads nationally. The positive uptake within the agricultural sector of climate resilience strategies such as conservation agriculture can improve our competitive advantage in export markets. Supporting municipalities and the agricultural sector around water augmentation, diversification, conservation, and demand management programmes and supporting businesses around improved water efficiencies and own augmentation are key to ensuring water security. Anticipating the shifts to a green economy and low carbon technologies means we can adapt our labour force to the changing skills needs. This is a core focus of the resource and infrastructure resilience levers within the Growth and Jobs VIP and Mobility and Spatial Transformation VIP, with interventions targeting energy and water security, waste management, and the waste economy, and infrastructure at a provincial department and municipal level.

Food Security

Most households in the Province are dependent on cash income to buy food. Low-income households have reduced buying power: less food can be bought at a time, thus making it more expensive. Besides household income, household choice is constrained by the layout of our cities and towns. Poor households are generally far from economic centres, which often makes shopping and transporting food more expensive. Poor nutritional-quality food is more easily available and healthy food is more difficult and expensive to access.

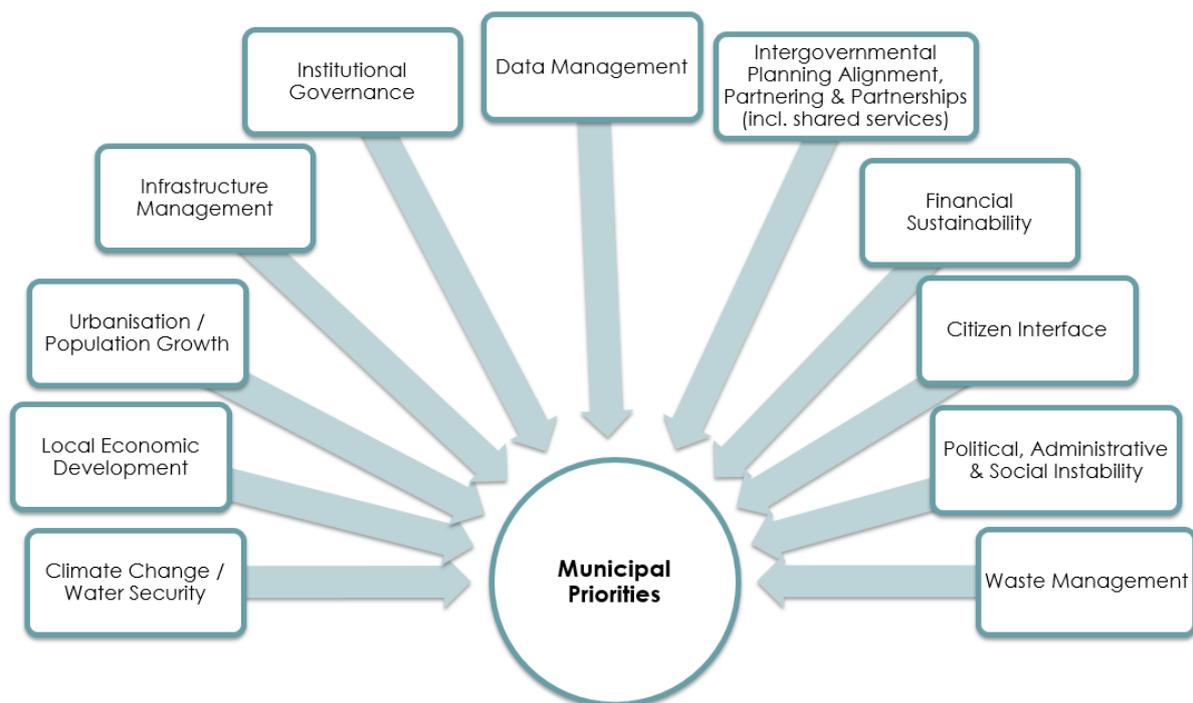
When households have uncertain access to food, they compromise either the quality or quantity of food they eat, or frequency with which they eat it. In practice, this means consuming too few of the key nutrients, vitamins, and minerals that are required for a healthy diet, and instead consuming high-calorie, low-nutrition foods that are relatively cheap. This has led to a "triple burden of malnutrition," where poor households are simultaneously experiencing stunting, micronutrient deficiencies, and high rates of obesity.

In line with the National Food and Nutrition Security Plan 2017–2022, various programmes are being undertaken by departments that contribute to all five VIPs. These are brought together in the WCG's "Nourish to Flourish" Strategic Framework. This is also aligned with the focus on "food systems" identified in the City of Cape Town's Resilience Strategy.

Household food insecurity is a key contributor to many of the key risk factors for violent and criminal behaviour identified in VIP 1. Hunger, anxiety about food supply, and inability to secure food in socially acceptable ways lead to physiological decline (including impaired impulse inhibition and self-regulation), physiological impacts (depression, anxiety, and unhealthy coping strategies), conflict rooted in household stress and gender roles, and loss of status.¹⁵ Support to food security strategies has therefore been integrated into the WCG's Safety Plan to tackle the underlying causes of crime and violence, particularly through the first 1 000 days programme and support to at-risk families and children.

3.7 Municipal priorities

Provincial departments implement their programmes and projects within municipal spaces. A number of municipal priorities across the Province were identified during 2018 through the assessment of municipal Integrated Development Plans (IDPs) and engagements between province and municipalities. These municipal priorities, as outlined below, informed the planning and budget discussions within the Province.



From these, five common municipal planning priorities across the Western Cape districts were identified, namely Citizen Interface, Climate Change/Water Security, Urbanisation/Population Growth, Infrastructure Management, and Waste Management.

Each district has since identified specific priorities that are in line with the five common themes and these have been endorsed within the respective intergovernmental relations structures. Similarly, the City of Cape Town and the WCG have identified four themes for cooperation towards a shared purpose and collective impact, namely economy; empowering people;

safety, mobility ecosystem, spatial transformation and environment; and governance and innovation. These will form part of the Joint District Approach towards the development of a single implementation/ support plan within each district.

4. WHAT ARE WE DOING DIFFERENTLY?

The VIPs have been developed through the lens of resilience. We need to build a resilient economy, increase our resource resilience, and build neighbourhood resilience to mitigate and address social ills. It is critical to build the capacity of individuals, communities, institutions, and systems to adapt, improve, and transform in response to changes or shocks or stresses. To do this requires adaptive leadership, collaboration and learning, and the ability to respond to an ever-changing environment.

The Western Cape Government, through the Innovation and Culture Vision-inspired Priority, has committed itself to build upon the successes of the past, while responding to the ever-increasing reality that we need to do better with less and to maximise our impact to improve the quality of the lives of the residents of the Western Cape.

4.1 Innovation for citizen-centric service delivery

Our frontline staff are often tasked with tackling problems in environments that can be unsafe and subject to severe resource shortages, while navigating complex bureaucracies to deliver change in people's lives. The WCG believes that responding to residents' experiences and innovating will make service delivery more relevant and sustainable.

The WCG value of innovation is described as follows: "To be open to new ideas and develop creative solutions to challenges in a resourceful way". It emphasises the following elements:

- We seek to implement new ideas, create dynamic service options, and improve services.
- We strive to be creative thinkers who view challenges and opportunities from all possible perspectives.
- We are citizen-centric and have the ability to consider all options and find a resourceful solution.
- We value employees who question existing practices with the aim of renewing, rejuvenating, and improving them, or even doing away with unworkable or outdated practices.
- We foster an environment where innovative ideas are encouraged and rewarded.
- We embrace new technologies and seek ways to apply them in a way that improves service delivery.

Developing and providing the most suitable solutions to address root causes of problems and resolve and prevent issues is critical to ensure the greatest impact is made with the limited resources available. Working with the City of Cape Town, the provincial government is piloting a methodology that has been proven globally to support problem solving for complex problems.

Using resilience thinking, this focus on good governance through innovation and culture change supports the WCG's commitment to building on the foundation of a capable state while ensuring that citizen-centric service delivery continues to be implemented.

4.2 Good governance and integrated management

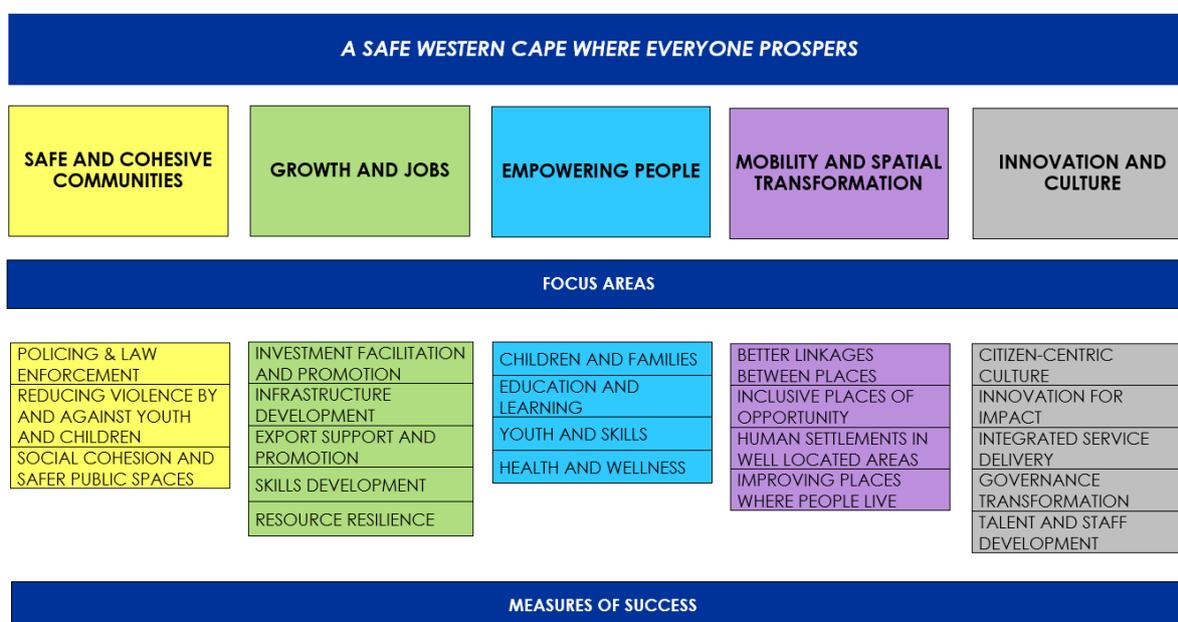
Critical to responding to the needs of our residents is an accountable and capable state. A core focus for the WCG remains promoting good governance and preventing corruption. Good governance is reflected in the achievement of 92% unqualified audit results across the 13 government departments and Provincial Parliament for 2018/19. At municipal level, 25 out of 30 municipalities in the Province received unqualified audit opinions. Moving forward, we will maintain our unqualified audit status and focus on delivering citizen-centric services. We will thus move to a system of governance for impact and results.

The WCG's values of *Caring, Competence, Accountability, Integrity, Responsiveness* and *Innovation* support the goal of a capable state that is focused on delivery.

5. THE TRANSVERSAL DELIVERY AND ACCOUNTABILITY FRAMEWORK

As part of the implementation of the PSP 2019–2024, the delivery of each of the VIPs will be measured, evaluated, and reported to the public. A set of core outcome indicators has been identified for each VIP as a measure of the societal outcomes the WCG wishes to achieve. The core outcome indicators are called “measures of success” and are included in the chapters that follow.

These core outcome indicators will be used to track progress and assess whether the problem statement is being addressed and progress towards the desired impact is being made. In turn, service delivery across provincial departments contributing to these outcomes will be tracked by output indicators.



The implementation of our interventions will be data- and evidence-driven and will use an approach that focuses on results and accountability for delivery. This is to ensure that the required adjustments to interventions are timeous. The transversal delivery and accountability framework forms an integral part of VIP 5, Innovation and Culture, as part of driving a culture of accountability for results.

For a number of years, the WCG has been using a “Whole-of-Society Approach” (WoSA) to run initiatives across the Province. WoSA is an evidence-led, collaborative management model, with a specific focus on working together across national, provincial, and local government departments and between government and other sectors of society to impact meaningfully on the lives of residents in a specific geographical area. This approach is carried into the VIPs in each chapter, as critical stakeholders have been identified who are key to implementing the initiatives and reaching the envisaged impact.

6. GLOBAL, REGIONAL, NATIONAL, AND LOCAL POLICY ALIGNMENT

The VIPs of the WCG are framed in the context of other long-term visions and strategies. The global strategic context is largely set within the objectives of the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs). The African Union (AU) Agenda 2063 Goals, which are aligned to the SDGs, mention seven aspirations for the continent: an integrated Africa, a prosperous Africa, a democratic Africa, a peaceful Africa, which has a strong cultural identity and is people-driven and an international dynamic force.

The National Development Plan (NDP) 2030, which is aligned to the AU Agenda 2063 Goals and the SDGs, provides the country’s detailed policy framework for eliminating poverty and reducing inequality by 2030. The Medium Term Strategic Framework 2019–2024 further guides the implementation and monitoring of the NDP and includes seven priorities:

1. Economic Transformation and Job Creation;
2. Education, Skills and Health;
3. Consolidating the Social Wage through Reliable and Quality Basic Services;
4. Spatial Integration, Human Settlements and Local Government;
5. Social Cohesion and Safe Communities;
6. A Capable, Ethical and Developmental State; and
7. A Better Africa and World

The 2019–2024 Provincial Strategic Plan provides the strategic framework for the provincial medium-term budget policy priorities, which in turn are aligned to the NDP strategic outcomes. The Provincial Spatial Development Framework (PSDF) serves as the spatial policy framework and focuses on spatial transitions for growing the economy, building better environmental resilience, and pursuing greater inclusivity. Municipal Spatial Development Frameworks (SDFs) and Integrated Development Plans (IDPs) are in turn aligned to these frameworks.

**VISION-INSPIRED PRIORITY 1:
SAFE AND COHESIVE COMMUNITIES**

1. INTRODUCTION

This Priority will implement an evidence-based and holistic transversal response to violence in our society with a sense of urgency. The purpose is to achieve safe and cohesive communities in the Western Cape.

The realisation of safe and cohesive communities is an imperative, as crime and fragmented communities reduce the life chances and opportunities of individuals, further destabilise communities in a vicious cycle, and hinder socio-economic and personal development. The lack of economic opportunities and high youth unemployment levels, for instance, increase the risk of a young person succumbing to criminal behaviour. Improvements in safety, on the other hand, can reduce personal risks to the workforce, encourage investment, and boost tourism that would support the economy.

Education and freedom from violence are interdependent and mutually reinforcing. Safe and cohesive communities would allow learners to attend school in a safe context, and a reduction in violence experienced by learners would allow them to fulfil their true potential. Violent crime places a heavy burden on state-funded health, criminal justice, and social welfare systems. A reduction in violence would pay societal dividends by negating harm to individuals' physical, emotional, social, and cognitive health and well-being. Safety improvements in transport and mobility would allow commuters, whether employees and job seekers being transported to places of employment or tourists wanting to explore the Province, to travel without fearing for their physical and emotional wellbeing.

The impact of a lack of safety across all sectors and all levels, whether it be individual, relationship, community or societal, is substantial. Creating safe spaces, however, goes beyond sectors and levels. It speaks to the very core of our foundational values of dignity, equality, and freedom. A person's freedom and dignity cannot be fully realised if she/he lives in fear for their safety.

The Constitution places an obligation on all spheres of government to protect, promote, and realise an individual's right to be free from all forms of violence from either public or private sources. National government, through its responsibility over courts, administration of justice, and security services, plays an important role. The role of provincial government will be outlined in this chapter. Equally, local government has an obligation to promote a safe and healthy environment through law enforcement, town planning, and creating a safe and enabling environment for people to live, work and play.

The WCG therefore approaches this priority as one where safety influences, and is influenced by, all sectors and is a key enabler in the achievement of the outcomes set out across all priorities.

2. PROBLEM STATEMENT

2.1 Problem Area 1: Violence and violent crime

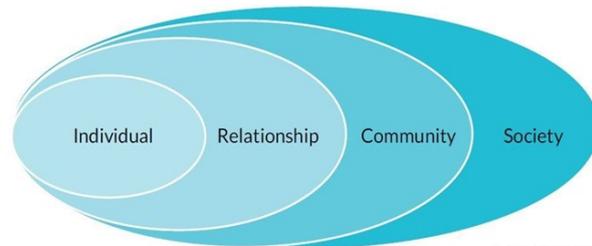
Western Cape communities continue to be directly and indirectly impacted by violent crime. According to the National Crime Statistics, the number of murders reported in the Western

Cape has increased from 3 186 (2014/15) to 3 974 (2018/19).¹⁶ While rates were left out in the most recent crime statistics, the rate for murder increased from 51.9 per 100 000 in 2014/15 to 57 in 2017/18, and was significantly higher than the national average of 35.8.¹⁷ The Western Cape ratio of reported contact crimes was significantly above the national ratio for each type of crime in 2017/18.¹⁸

Risk factors

The socio-ecological model of crime and violence reduction¹⁹ identifies risk factors found at multiple levels that this priority, working in concert with other priorities, seeks to address.²⁰

- **At individual level** – gender, age, use of alcohol and drugs, income, personal values, history of corporal punishment, history of abuse, previous victimisation, levels of education, and mental health.
- **At relationship level** – family and peer misuse of alcohol and drugs, family values, family history of criminality, harsh or inconsistent discipline in the home, difficulty in resolving family conflict through dialogue, domestic violence, bullying, and delinquent peers.
- **At community level** – spaces where social relationships occur, such as schools, workplaces, and neighbourhoods, including clean and appropriate infrastructure, as well as access to alcohol, drugs, firearms, and gang violence.
- **At societal level** – social norms and values determining gender perceptions (such as patriarchy and toxic masculinities), normalisation of violence, poverty, unemployment and inequality, legacy of apartheid, and associated intergenerational trauma.



South Africa has particularly high rates of gender-based violence (GBV). There were 370 women murdered in the Western Cape in 2017/18.²¹ Of these, intimate femicide, the killing of a woman by an intimate partner, is the leading cause of female murder in South Africa.²² In 2018/19 there were 7 043 sexual offences reported in the Western Cape.²³ It should be noted that the sexual offences figures for women and children reflected in the police crime statistics are under-reported.²⁴

Young males (20 to 34 years) are at greatest risk of being murdered in the Western Cape, with the highest number in the 20 to 24 years old category.²⁵ The major cause of murder was assault by a sharp instrument, followed by gunshot. In 2016/2017, persons aged 18 to 35 years accounted for 57.5% of the total offenders who committed sexual offences.²⁶

The link between alcohol and crime and violence is particularly prominent. Alcohol is linked to 50% of murders in the Province,²⁷ and is attributable to 42.6% of intentional injuries nationally.²⁸

Organised crime and gangs are sustained through their involvement in the illicit economy, particularly the sale of drugs, illicit firearms and alcohol, human trafficking, racketeering, and environmental crime that exploits natural resources. The illicit economic benefits serve as drivers on two fronts: first, providing resources to violent organisations and gangs, and second, through the unregulated provision of products that are known drivers of violent crime, such as firearms, alcohol, and drugs.

2.2 Problem Area 2: Police capacity and public trust

Trust in the police is declining. The 2017/18 Victims of Crime Survey indicated that only 58% of Western Cape residents were satisfied with the police. This is a significant drop from 71.3% in 2011, and the survey highlights a steady year-on-year decline.²⁹ Promoting good relations between the police and communities, a constitutional mandate of the Province, is therefore essential.

The number of SAPS officials in the Western Cape has not kept up with the growth in the population. There was a significant increase in staff levels in 2011/12 to a high of 22 011, but these numbers have since decreased. In 2017, there were a total of 20 969 officials, of whom 17 405 were SAPS officials and 3 561 were Public Service officials, and in 2019, there were 20 400 officials. The average police to population ratio is 1:560 in Cape Town and 1:509 in the Western Cape. This shortage of police officials impacts on visible policing and effective police functioning.

In comparison, Gauteng Province accounted for 28% of priority crimes in 2018/19 and received 24% of the human resources available to the South African Police Service, whereas the Western Cape during the same period accounted for 20% of priority crimes, but received only 14% of the human resources.³⁰

The way existing resources are deployed is problematic. The SAPS use a formula without weighting. For example, murder, a reliable indicator of crime, is weighted the same as other crime indicators, which are less reliable as they rely on victim reporting, and they may also be less of a priority. The formula was found to be discriminatory by the Equality Court in December 2018. Relief must still be decided by the Court.

A WCG police oversight audit³¹ of 151 police stations revealed that the Province has a shortage of 548 detectives. The existing detectives are over-burdened and do not have the requisite training or the tools necessary to do their jobs.³²

In addition, many police stations are not compliant with their duties in terms of the Domestic Violence Act, and many officers have not undergone the necessary training to deal with gender-based violence.

2.3 Problem Area 3: Cohesive communities

South African communities are shaped by a legacy of forced separation, stark inequality, high rates of poverty, and divisive social issues. Prioritising safe and cohesive communities will bear fruit for current and future generations. Critical to this endeavour is community participation. The Centre for the Study of Violence and Reconciliation (CSVr) conducted six case studies across South Africa and found that projects planned with greater community participation were more likely to have a cohesive effect.³³

Settlement design that imposed racially separated spaces and unequal infrastructure development during apartheid was used as a perverse but effective way to fracture inter-racial social cohesion and provide a breeding ground for criminal activity in deliberately under-resourced areas. This has been exacerbated by rapid urbanisation – a challenge faced by municipalities across the Western Cape – and a misalignment between spatial planning

and long-term infrastructure planning. Informal settlements have grown and densified on the peripheries of urban areas, and they have inadequate social amenities and are far from economic opportunities. This creates environments in which residents, particularly women and children, are vulnerable to crime when accessing services. The result has been a spill-over of substantial challenges, including interpersonal violence and attacks on government infrastructure during violent protests, because safety and community cohesion consequences are not bound to geographic boundaries.

3. IMPACT STATEMENT

The Western Cape is a place where residents and visitors feel safe.

The desired impact is a reduction in violent crime as measured by a decrease in the murder rate. In addition, people's perceptions of safety should also improve.

This relies on the collective efforts of the "Whole of Society", and it is important to monitor progress regularly and reflect on the effectiveness of our programmes in addressing the problems described above.

As such, we have identified the following four core outcome indicators as the measures of success of this Vision-inspired Priority:

- Murder rate per 100 000 population in the Western Cape
- Number of contact crimes reported per 100 000 population in the Western Cape
- Percentage of the Western Cape population who feel safe
- Percentage of tourists who feel safe at prioritised tourist attractions

4. FOCUS AREAS AND INTERVENTIONS

This section describes the proposed interventions underpinning each Focus Area within the Safe and Cohesive Communities priority. Interventions, which are further unpacked in the Western Cape Safety Plan, have been grouped into three inter-dependent outcome-linked Focus Areas or levers, with two cross-cutting themes:

1. Enhanced capacity and effectiveness of policing and law enforcement;
2. Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence; and
3. Increased social cohesion and safety in public spaces.

The cross-cutting themes, recognised due to their broad nature, will require contributions across all Vision-Inspired Priorities. The two themes are:

- Reducing gang violence; and
- Reducing gender-based violence.

4.1 Focus Area 1: Enhanced capacity and effectiveness of policing and law enforcement

The urgent safety concerns in the Western Cape, with several province-specific drivers such as gang- and substance abuse-related violence, motivate for a direct provincial response and commensurate enforcement and deterrent capability.

The specific interventions of this Focus Area are outlined below.

Enhancing enforcement capacity in targeted priority precincts

A key intervention is to fund, train, and deploy additional law enforcement officers and investigators to increase data-driven law enforcement and investigation capacity in high crime priority areas. This will be done in partnership with the City of Cape Town through its Law Enforcement Advancement Programme. The deployment will enable the patrolling of facilities and corridors, securing a scene, and providing a safety corridor so that emergency medical and fire services can assist timeously. Also proposed are additional traffic officers which, in addition to improving road safety more broadly, will target trafficking associated with the illicit economy. Policing is a national competence and thus core enforcement decisions, including deployment, activity, and the provision of up-to-date crime statistics, are not within the Province's direct control. Research to build the case for devolution of the mandate to the Province through intergovernmental and/or legal channels will therefore be undertaken, with the long-term aim to improve law enforcement capacity.

Improving evidence-based, professional policing through community safety oversight initiatives

The increased enforcement capacity will be supported by identifying policing needs and priorities of communities based on data, evidence, and community consultation to influence policing operational plans and the strategic deployment of resources where and when most needed. Refining and enhancing existing policing oversight programmes is a safety priority directed at improving professionalism and the effectiveness of policing. It includes Court Watching Briefs and monitoring police stations to identify systemic problems and provide evidence-based information when engaging policing accountability channels. Interventions related to gender violence reduction, such as monitoring the implementation of the Domestic Violence Act and promoting systemic improvements, will be incorporated. Community safety partners will be supported to improve partnerships, communication, and cooperation between police and communities. The Western Cape Police Ombudsman, assisted by a legislative amendment broadening the powers to investigate inefficient policing, will further improve accountability through independent recommendations.

Strengthening crime prevention partnerships with non-government role players

To enhance the capacity and effectiveness of policing and law enforcement, it is critical to promote good relations between the police and communities and to involve communities and non-government role players in crime prevention and safety. A wide range of safety partners contribute to the vision of creating safe and cohesive communities. These stakeholders include:

- Communities and community statutory bodies (Neighbourhood Watches, Community Policing Forums);
- NGOs;
- Private sector;
- National Justice, Crime Prevention and Security Cluster (South African Police Service, Intelligence services, National Prosecuting Authority, RTMC, Correctional, Services, Social Development);
- Provincial government departments/entities;
- Local Government (Municipal police and law enforcement, Emergency services, K9 units, bylaws and District Safety Plans); and
- City Improvement Districts and other area-based management systems.

They fulfil diverse roles and responsibilities with complementary skills, expertise, and resources. An approach that includes collaboration with all spheres of government and society more broadly is crucial in tackling crime.

A comprehensive Partnering Framework is required, co-designed by the partners themselves. The process would include identifying and addressing reasons for poor partnering and collaboration in the system. The Joint District Approach is a mechanism that will allow for horizontal and vertical interface using District Coordinating Forums as the governance instruments to realise this priority at a municipal level.

Several interventions under this Focus Area aim to improve co-ordination and oversight of safety role-player activities and improve the strategic deployment of resources and targeting of violence prevention interventions. The initiatives include formal structures, such as the Safety Cabinet, that will oversee prioritised WCG department contributions to safety, and the effective functioning of safety structures, such as the Provincial Joint Operations and Intelligence Committee, that bring together external safety stakeholders.

Data-driven co-ordination, another safety priority, is a crucial element. A Safety Information System, comprising a consolidated safety information and co-ordination structure with a supporting technology-enabled data system, will be utilised. The provincial Integrated Transport Information Hub provides a strong foundation to incorporate further safety data and cater for improved data analytics. Information derived from mapping serious violent crime, including time and place, and the further development of a community-based crowd-sourced crime data tool to be piloted with the Neighbourhood Watch structures, will contribute to early detection of hot-spots and emerging trends.

Community-based partnerships will also be implemented, empowering communities to participate in their own safety. Neighbourhood Watches will continue to be accredited and supported, along with broad-based community involvement in safety initiatives and Community Police Forums, so that community members are empowered to participate in violence and crime prevention. The City will also continue with its Rent-a-Cop programme, in which municipal law enforcement officers are funded by the private sector to improve safety in prioritised tourist and business areas without compromising operational requirements in serious crime hotspots.

Sector-specific interventions will also be rolled out to improve collaboration on safety. The implementation of the Western Cape Tourism Safety Strategy and the planned District Rural Safety Plan will improve collaboration on safety in these areas through the Joint District Approach. Support to businesses (especially informal traders) in meeting their safety needs will be promoted by the City of Cape Town.

4.2 Focus Area 2: Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence

A strategy aimed at increasing the safety and cohesiveness of communities cannot be developed without addressing individual and relational risk factors of violent crime. The VIPs of Growth and Job and Empowering People seek to address many of the social risk factors, such as economic inclusion and educational empowerment, that can also build individual, family, and community resilience to violence.

It is widely accepted that violence creates further violence, including the later perpetration of violence by men and victimisation of women.³⁴ Studies have highlighted the transmission of violence to adolescent personal relationships, which are further carried into adulthood.³⁵ Findings based on data from the Cape Area Panel Study³⁶ include that “families in conflict produce children in conflict.”³⁷

Therefore, reducing exposure to and experience of violence by children and between caregivers is key to reducing high levels of violence and eventually violent crime. The specific interventions of this Focus Area are outlined below.

The First 1 000 Days initiative is a long-term investment that seeks to support parents/caregivers of at-risk households to keep themselves and their babies healthy, safe, and positively stimulated. We will provide support to children and their caregivers during the first 1 000 days of a child's life.

The Eye-on-the-Child (and Youth) is a safety priority which will be expanded to include youth and will provide knowledge and skills to volunteer mothers and Child and Youth Care Workers to identify and provide immediate assistance to children and youth at risk. A further priority is the implementation of a system to identify, assess and refer for support youth vulnerable to committing violence in the top murder precincts to receive specialised interventions.

The Child Care and Child Protection programme, which safeguards and promotes child well-being, and the Families at-risk support programme, a safety priority that promotes functional families (for example through psycho-social support, care-giving skills, and fatherhood education), are key interventions. They seek to improve family knowledge and the ability to provide proper care of and support to children, including alternatives to harsh discipline and violence. The Children's Commissioner will also play his/her role in ensuring that the rights, needs, and interests of children are upheld.

The Child and Youth Care Centres will be expanded to provide care for youth at risk. The Chrysalis Academy will be supported to expand its intake and role. This will include psycho-social support to better navigate the effects of violent environments, gender-based violence sensitivity training, and support to teachers. The Youth-at-risk Graduate Work Placement programme will ensure that youth in Chrysalis programmes are provided with skills and work experience to increase their prospects of finding employment.

A school-based violence prevention programme will be implemented to test, evaluate, and roll out behavioural interventions to reduce physical violence between learners. The Safe Schools Call Centre will facilitate learners receiving psychosocial and safety support, the latter aided by School Resource Officers, and targeted violence prevention interventions will be rolled out. The Safety and Security Resilience Scorecard tool will be used to identify risk factors. The WCG will play an *enabling role* to support collaboration by social partners in children-, youth-, and family-directed violence prevention initiatives. The *Youth Safety and Religion Partnership Programme* will undertake safety activities in violence-prone communities.

These interventions collectively will contribute to reducing the violence experienced by children and youth and gender-based violence and will improve social cohesion.

Addressing key upstream factors: alcohol and drugs

A key intervention to reduce violent crime is to address upstream factors such as alcohol and drug use.

Substance abuse has a range of effects on an individual's physical, emotional, social, and cognitive health and well-being. It also has an impact on their families, communities, and workplaces.

Implementation of the WCG Alcohol-Related Harms Reduction Policy, including amendments to the Western Cape Liquor Act to strengthen the Western Cape Liquor Authority's and law enforcement agencies' ability to combat illegal alcohol trading, aims to reduce alcohol-related interpersonal violence. The refined Random Breath Testing and the mobile Evidentiary Breath Alcohol Testing vehicles, incorporated into the road safety priority, will also contribute to a reduction in excessive consumption and related safety problems.

Implementation of the revised National Drug Master Plan will address demand reduction, supply reduction, and localised harm reduction, including the provision of drug treatment services for youth. Local Drug Action Committees will continue to be rolled out in partnership with municipalities and gaps in access to treatment services will be addressed, notably in the Central Karoo and Garden Route Districts. The revised National Drug Master Plan also emphasises evidence-based drug awareness programmes.

4.3 Focus Area 3: Increased social cohesion and safety of public spaces

A healthy living environment is a precondition for creating safe and cohesive communities.³⁸ An expert team will audit strategic areas, in collaboration with municipalities, to identify opportunities for crime prevention through planning, design, and management. It will support the Informal Settlements Upgrading Programme to improve access roads, lighting, social amenities, and basic services in areas identified as crime hot spots. Also contributing are initiatives such as the Regional Socio-Economic Programme (RSEP) and the Mayor's Urban Renewal Programme (MURP) in the City, which employ Violence Prevention through Urban Upgrade (VPUU) principles. These initiatives all focus on social interventions and community participation. This is closely linked to the Mobility and Spatial Transformation Vision-inspired Priority (VIP 4).

Strategic government-managed areas will also receive attention. Safe transport infrastructure-focused initiatives will increase safety of road and public transport spaces, including on the Central Railway Line in Cape Town. Road traffic enforcement and the Safely Home campaign will contribute to safer roads, seek to change road user behaviour, and shift social norms away from a culture of lawlessness on the roads. This also contributes to better linkages and mobility under VIP 4, with contributions from the WCG and municipalities through District Safety Plans and local traffic enforcement.

The WCG will also manage its own safety and security risks. An area-based security risk management approach will increase security in and around WCG buildings and facilities (e.g. health facilities, including EMS staff, schools, community resource centres, with a focus on high-risk areas). Security Support Teams will be deployed to support WCED Schools and health facilities with access control. There will be an increase in the number of identified schools provided with high security perimeter fencing each year.

Schools as a community resource and after school programmes re-oriented to youth-at-risk will provide safe spaces for positive recreation activities, activation of public spaces, and facilitation of social cohesion. Community-based sports and cultural activities in targeted precincts will also contribute to building social cohesion and creating safe spaces.

Improving neighbourhood cleanliness also contributes an improved sense of place and belonging. The WCG will work with local municipalities to improve waste management, especially in vulnerable communities. The Green Scorpions in Environmental Enforcement, through their Environmental enforcement initiatives, will target illegal dumping and air, water, and land pollution, and ensure an environment free of hazardous waste.

The WCG will support municipalities with the installation of street and high-mast aerial lighting and surveillance cameras through its Municipal Infrastructure Grant and departmental grants.

These interventions will cumulatively contribute to the increased safety of public spaces and social cohesion in targeted communities.

5. CROSS-CUTTING AREAS

Implementation of the provincial response to the National Anti-Gang Strategy

Gang violence is endemic in many areas of the Western Cape. The National Crime Statistics 2017/18 indicated that 22% of murders in the Western Cape (808 out of 3 729) were gang-related.

Gang violence is complex and multifaceted, and all three spheres of government have a role to play in addressing the risk factors.

In 2016, National Cabinet adopted the National Anti-Gangsterism Strategy (NAGS). At provincial level, the ProvJoints and its Priority Committee on the Anti-Gangsterism Strategy are overseeing its implementation.

Reducing gang violence and its impact on the safety and well-being of citizens in communities has become a provincial focus. The WCG has prepared a provincial response to the National Anti-Gang Strategy, which focuses on six drivers and risk factors of gang violence:

- Policing and criminal justice;
- Peer groups;
- Families;
- Place-making and community cohesion;
- Health and youth wellbeing; and
- Education.

The provincial response to the National Anti-Gang Strategy is a holistic one and finds expression across the Focus Areas and interventions described above, as well as in the other VIPs of the PSP.

Reducing gender-based violence

Gender-based violence (GBV) is pervasive throughout South Africa. Initiatives aimed at the factors contributing to GBV will be implemented, such as individual and familial-level risk

factors of inter-personal violence or alcohol abuse, and broader social risk factors of toxic masculinity culture.

Any approach to prevent and reduce the effects of gender violence requires holistic, integrated services for the healing and empowerment of women. Access to justice, social services, sexual and reproductive health, economic empowerment, safe transport, safe public spaces, and functional and serviced settlements are pillars of this approach.

Beginning internally, provincial staff will be supported through training in sexual harassment policies and gender mainstreaming. Support will also be provided to municipalities with capacity-building actions on gender mainstreaming.

Turning the focus externally, the WCG will continue providing shelters for victims of violence and human trafficking, trauma support for victims of violence and sexual offences, and emotional containment services for victims of sexual offences at Thuthuzela Care Centres, Victoria Hospital, and sexual offences court support services. Medical services will be provided to survivors of sexual offences, domestic violence, and human trafficking.

Compliance with the Domestic Violence Act by the SAPS will be monitored and GBV will be a key theme in Policing Needs and Priorities reports.

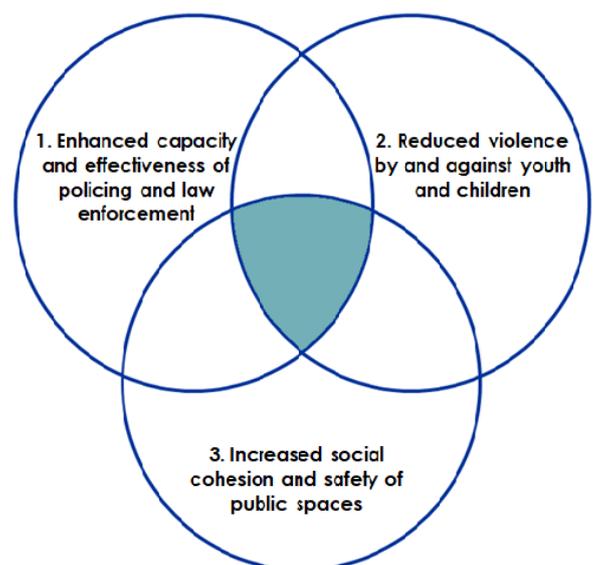
The Chrysalis Academy training programme will include gender sensitivity training, and the Safe Schools unit will continue their GBV interventions. A module will be developed and delivered in all the holiday programmes for the After-School programme.

The Community Development Worker programme will provide information sessions and dialogues. Outreach, advocacy, and legal clinics will be leveraged to inform communities about their rights in terms of GBV. The Substance Abuse Prevention and Awareness initiative will cover the topic of domestic violence.

6. CONCLUSION

Law enforcement and violence prevention and reduction are inextricably related to broader societal conditions. Many of the interventions listed in this Priority are embedded in other VIPs, for example in VIP 2: Growth and Jobs and VIP 3: Empowering People. All these initiatives must work in concert to create safe and cohesive communities, and together their implementation comprises the Province's Safety Plan.

At the intersection of the three Focus Areas to achieve this Vision-inspired Priority are strengthened partnerships among all spheres of government, citizens and non-government role players to prevent crime, reduce violence, improve safety of public spaces, and foster social cohesion.



It is therefore essential to cooperate across all spheres of government in tackling such a difficult social issue.

This requires cooperation both formally, through cooperative government principles and structures, and informally, through building relationships and a partnering approach. More broadly, it requires a Whole-of-Society Approach that promotes social trust and cooperation, and infrastructure that enables positive choices through safe spaces.

WORKING WITH THE WHOLE OF SOCIETY

The **Western Cape Government** will be responsible for overseeing the intergovernmental contract to fund, train, and deploy law enforcement officers and investigators. The WCG will also be responsible for the implementation of the policing oversight programmes and engaging policing accountability channels. It will support crime prevention through planning, design, and management of human settlements. It will implement violence reduction initiatives through its education, health, culture and sports, and social development programmes.

Local Government is responsible for the development and coordination of municipal Safety Plans and training and deployment of law enforcement officers and investigators. District Municipalities are also responsible to coordinate District and Local Safety Forums.

Together, the **WCG and municipalities** will work closely with national government via the national Justice, Crime Prevention and Security Cluster to reduce crime, improve the efficiency of the criminal justice system and tackle corruption. They will also work with **communities** via Community Policing Forums (CPFs) and Neighbourhood Watches. Communities will also play a critical role in challenging and changing harmful social norms. **NGOs and sector experts** can support capacity development and community mobilisation and can assist in implementing government programmes. The **private sector** can contribute to supporting area-based security at their sites, and contributing data, resources, and expertise in collaborative safety ventures.

VISION-INSPIRED PRIORITY 2:

GROWTH AND JOBS

1. INTRODUCTION

The Western Cape Government (WCG) has made significant progress in economic development over the last five years. Over the period 2014 to 2019, an additional 283 000 people have been employed and there has been a 5% drop in youth unemployment.³⁹ Our agriculture sector has continued to be a key driver of employment and economic growth despite the Province suffering from one of the worst periods of drought in recorded history. In the last term, over R1 billion in cost savings was realised through applying the WCG's Ease of Doing Business strategies and consistent delivery by Departments.

Despite these significant successes, there is still much work to be done. The WCG is well positioned to address key challenges and blockages holding back the Province's job-creating growth potential and to take advantage of areas of competitive advantage, such as tourism, the digital and green economies, film and agriculture, and a track record of good governance.

The WCG will position the Province as the most competitive region in Africa by creating a business-friendly environment and proactively managing uncertainty and risk. This will increase our region's competitiveness and productivity, which will in turn improve the socio-economic wellbeing of residents and enable increased investment, economic growth, and job opportunities. This will only be achieved in strong partnership with actors across the economy, including business, labour, civil society, and government – in particular, municipalities. The Joint District Approach is a mechanism that will allow for collaboration to realise this priority at a municipal level.

This Vision-inspired Priority (VIP) details the challenges that continue to hamper economic growth and employment in the Province and then presents five Focus Areas that the WCG will target over this term of office.

2. PROBLEM STATEMENT

2.1 Problem Area 1: Weak economic performance persists

The Western Cape has experienced subdued economic growth in recent years due to global, national, and local factors.

Global growth patterns continue to impact on the domestic economy. Economic growth disappointed in many regions internationally during the first half of 2019, and demand was generally weaker amid increased political and international trade uncertainty.

The Western Cape economy has also experienced serious constraints owing to national- and provincial-level factors. At a national level the main systemic challenges and risks include:

- An uncertain policy environment;
- The collapse of the energy sector's ability to power even modest economic growth (load shedding costs the economy R75 million per stage per day);
- A heavily constrained fiscal environment (made more severe by continuing bail-outs to state-owned enterprises);

- Fiscal ratios which are under increased scrutiny from rating agencies, leading to declining business confidence (which is likely to negatively impact private fixed investment);
- The intensification of global trade tensions (which will put additional pressure on the Rand and lead to declining business confidence);
- Skills shortages and mismatches;
- Market access opportunities (including bio-security challenges);
- Challenges related to Western Cape ports due to the National Ports Authority;
- Serious infrastructure backlogs;
- Red tape; and
- Climate change impacts.

At a provincial level, the economy has suffered from the impact of a prolonged drought, which has impacted negatively on the agricultural sector, as well as general business confidence and the tourism sector.

Importantly, many of the challenges felt at a provincial level, such as an insecure energy environment and a constrained fiscal space, are the direct result of mismanagement at a national level. Similarly, national visa regulations and unabridged birth certificate requirements have negatively impacted on tourism and investment in the Western Cape. This means that mitigating risk and uncertainty are not entirely in the control of the WCG, although specific levers do exist.

2.2 Problem Area 2: Unemployment persists

The Western Cape has the second lowest unemployment rate in South Africa. The Western Cape's unemployment rate was 21.5% for the third quarter of 2019. Despite this, unemployment remains one of the biggest challenges facing the Province.

Unemployment carries a profound societal and individual cost. Long-term unemployment is associated with the high cost of crime and pressure on the health care system, policing, and judiciary. It can pivot individuals, families, and communities into vicious cycles of violence and substance abuse. Social unrest associated with long-term unemployment also discourages investment through poor business confidence, which perpetuates the negative cycle as the economy is increasingly unable to absorb the unemployed.

Youth unemployment disproportionately impacts young South Africans with lower levels of education. Youth (15 to 34 years) account for 42.9% of the provincial labour force, but make up a much higher 66.9% of the Province's unemployed. There are multiple drivers behind unemployment, including the significant challenges related to the education system and low economic growth. The economy needs growth of more than three times the five-year average GDP growth rate to make a meaningful impact on unemployment.

In addition to low growth, there are also specific challenges preventing more people from finding employment. First, declining labour and overall productivity is making it cheaper to import products and is making our products less affordable to export to an increasingly competitive global market. An increase in imports means fewer jobs in South Africa, as does the decrease in our exports.

Second, job-seekers (especially the youth or those from lower income households) have a much lower chance of finding a job because of a lack of personal and financial resources to enter the labour market, limited education, and skills misaligned with the economy's demands. In terms of education, 37.6% of the labour force in the Western Cape have some secondary education, 34% have a Grade 12 qualification, while only 18.7% have obtained diplomas, certificates, or degrees in an economy that is increasingly demanding post-secondary school training. This has led to a significant skills mismatch. In addition, work experience programmes do not always provide the appropriate support required by disadvantaged youth to be absorbed into the economy.

The structural nature of our economy means that inequality is itself a major challenge facing our economy. This means that concerted effort needs to be placed on ensuring that economic growth is inclusive, both in terms of gender and other demographics, and is targeted at both the formal and informal economy.

Improving productivity and the local, regional, and global competitiveness of our economy is thus vital for economic growth, skills development, labour absorption, and job creation. Important initiatives such as improved public transport and the provincial Safety Plan will be key actions in enabling momentum towards economic growth.

2.3 Problem Area 3: Climate change impacts and resource pressures

The ripple effect of global and local climate change has resulted in the Province experiencing one of the worst droughts in its recorded history. Under the current emissions trajectory, it is projected that South Africa's average temperature will increase by 1.5°C (above the 20th century average) around the coast, and 3°C inland by 2050, with these figures expected to double to 3°C and 6°C respectively by the end of the century. The past decade has also seen the most devastating fires; as with other regions in the world, hotter and dryer conditions make for higher fire risk and a longer fire season. The continued impact of the ongoing drought is a stark reminder of the likely effects of climate change. Indeed, resource scarcity more generally is an ongoing challenge in our Province. Water security, which is essential for agriculture and may impact on food security and broad business activity, is an area of ongoing concern.

South Africa's energy sector continues to be under strain, evidenced by chronic electricity supply shortages, infrastructure backlogs, and capacity and financial challenges related to the national service provider, Eskom. The transition from coal-fired power to green energy presents an opportunity in the areas of renewable energy, smart grids, large-scale rooftop PV systems, and Liquefied Natural Gas. The WCG, together with the City of Cape Town, are actively engaging with national government to push for the national regulations to be changed so that small-scale embedded generation (SSEG) and Independent Power Producers (IPPs) are enabled to generate and trade power freely. The City of Cape Town's court case will also be a game changer – if successful, it will allow municipalities to procure power directly from IPPs.

Finally, escalating landfill construction costs are resulting in a shortage of landfill space in many municipalities, along with associated environmental impacts. The need to divert waste from landfill sites, investment in alternative waste facilities that support waste diversion, and waste minimisation are key priorities. With this challenge comes the opportunity to benefit

economically from waste management initiatives, for example by benefiting waste products such as alien vegetation.

Climate change is also resulting in global behaviour change, the impacts of which are yet unknown, but could pose major challenges in the future. For instance, a move away from long-haul flights, given concern for high emissions, could be very detrimental to the tourism economy of the Western Cape, and carbon miles will have an effect on agriculture costs and related exports.

Driving resource resilience and taking advantage of the Green Economy remain important for the WCG, given climate change projections. Our response to these challenges could increase the competitiveness of our region to drive investment – for example, by harnessing the full potential of the Atlantis Special Economic Zone (SEZ), which is specifically focused on green technology.

3. IMPACT STATEMENT

*An enabling environment for the private sector and markets
to drive growth and create jobs.*

This impact requires the efforts of all actors in the Western Cape, including local government, national government, the private sector, and households.

As we work towards increasing our regional competitiveness, the overarching measures of success for the Growth and Jobs VIP are:

- GDP growth rate for the Western Cape; and
- Rate of employment growth in the Western Cape.

These are by no means the only measures of success, and a full monitoring and evaluation plan, which will include disaggregation by gender, age and other variables, will accompany the implementation of the Growth and Jobs VIP.

4. FOCUS AREAS AND INTERVENTIONS

4.1 Focus Area 1: Increasing investment

Economic growth and inclusive job creation can be propelled by driving regional competitiveness, developing tradable sectors, attracting investment, investing in infrastructure, and growing exports. This is underpinned by resource resilience, which can either constrain or enable economic growth. Given the structural nature of our economy, equality of access to opportunities is considered throughout these focus areas.

The WCG aims to position the Western Cape as the most competitive region in Africa and a leading investment location through investment promotion and business retention, removing obstacles to investment, attracting investment through catalytic infrastructure, and securing energy supply within the Province. These actions are underpinned by the linkage to VIP 1 and

the Premier's Safety Plan. This real commitment by the WCG to fight crime is a critical investment selling point for the Province.

Improving the overall business environment is vital. The WCG needs to make it easier for enterprises from the smallest township SMMEs to the largest foreign investors to do business. Similarly, there is a need for government to enable government to do business with the private sector more efficiently.

The specific interventions of this Focus Area are outlined below.

Removing obstacles to investment

Over the period 2014 to 2019, Ease of Doing Business interventions generated an estimated saving of R1 billion. The WCG will upscale Ease of Doing Business initiatives to assist firms and government to reduce delays and costs. Ease of Doing business initiatives in municipalities will be expanded with specialised units and a drive to remove legislative blockages. Examples of such activities include assisting businesses with visa challenges, removing red tape for investors, and working with the National Ports Authority to increase the efficiency of our ports.

We will also reflect on our own internal processes that could be hindering growth and investment and will similarly work with the metro and municipalities to cut down on unnecessary administrative burdens for business. An important area in this regard is examining where existing by-laws and bureaucratic systems could be hampering SMMEs, particularly in the informal economy.

This will require a strong advocacy agenda with national and local government. The ultimate goal is smart and streamlined regulation that is relevant to its objective and does not unnecessarily burden small businesses and prevent them from entering the formal economy. This will be a major contributor to increased competitiveness in the region.

Investment promotion and business retention

The WCG will facilitate foreign and domestic direct investment into the Western Cape from international, national, and local sources through investment recruitment and enhancing the experience of foreign and domestic businesses and investors. The commitment to business retention and expansion will be expressed through facilitation and advocacy on behalf of current investors. Investment promotion will be driven by Wesgro and Invest Cape Town, together with local government investment promotion activities. The WCG will work together with the City and municipalities to remove duplication of activities and maximise impact, given current fiscal constraints. This will include realising investment options and opportunities and supporting business retention through the One Stop Shop – Invest SA, with a focus on our tradable sectors. Wesgro will also establish a trade and investment district unit to assist with the regional spread of investment, trade, and film production.

Attracting investment in catalytic infrastructure

The Saldanha Bay Industrial Development Zone (SBIDZ) plays a catalytic role in unlocking the industrial and economic potential of the West Coast, and is a key driver of investment in the oil, gas, and marine engineering sector. The WCG will work to ensure that the SBIDZ plays an increasingly important role in attracting investment in the region, given the closure of Arcelor Mittal's steel plant. The first components of the customised infrastructure of the oil, gas, and marine engineering hub are in place in Saldanha Bay. A supplier development

programme and a skills training programme have been implemented to ensure that local residents benefit from investment. The Atlantis Special Economic Zone (SEZ) has been designated for the manufacturing of green technologies and related services. This competitive advantage will be strengthened alongside other interventions in the green economy, allowing the Western Cape to distinguish itself from other provinces in terms of renewable and reliable energy. The WCG will work together with national government to position the Atlantis SEZ to benefit from the wave of green energy investment foreseen by the Integrated Resource Plan.

Securing energy supply within the Province

While resource resilience is detailed further under Focus Area 5, the negative impact of ongoing load shedding on investment cannot be ignored. The WCG together with the City of Cape Town is actively engaging with national government for key regulatory changes to allow for increased energy security by allowing municipalities to purchase power from IPPs and relaxing the requirements for the installation of Small-Scale Embedded Generation. Together with the ASEZ greentech zone, these changes will enable the WCG to improve energy security, which will become a major selling point for new investment.

4.2 Focus Area 2: Building and maintaining infrastructure

The provision of infrastructure (such as roads, rail, ports, and water supply) is a key enabler of economic growth and will advance the economic competitiveness of the Western Cape. While not all of these are directly within the control of the provincial government, the WCG will play an active role in engaging with national government on these issues.

For those areas that are in our direct control, such as roads, the WCG will ensure that the budget for infrastructure provision and maintenance is safeguarded despite the challenging fiscal environment. Therefore, a refined approach to infrastructure will include the development of new infrastructure for growth, maintenance of existing infrastructure, and maximising economic returns from immovable assets, while identifying innovative finance mechanisms and approaches for infrastructure provision. The focus on infrastructure will include partnering with the Mobility and Spatial Transformation VIP on delivering on an infrastructure-led growth strategy.

The specific interventions of this Focus Area are outlined below.

Municipalities will be supported to reduce infrastructure underspending and carry out medium- to long-term infrastructure planning to ensure a portfolio of implementation-ready projects. This planning will also look at the coordination, phasing, and sequencing of infrastructure investment by all three spheres of government, guided by the Provincial Spatial Development Framework and Municipal Spatial Development Frameworks. The Sustainable Infrastructure Development and Finance Facility will continue to be used to provide spatial development planning and associated project development for revenue-enhancing municipal infrastructure projects that deliver optimal returns to society, the environment and capital in the Western Cape. The WCG will also work to develop a pipeline of sustainable, catalytic, impactful, and integrated infrastructure projects that are linked to provincial and municipal growth and development strategies and will investigate innovative funding mechanisms for long-term infrastructure provision.

Innovative models will be implemented to spend infrastructure funds effectively and efficiently and better utilise government assets. To create a portfolio of assets, the WCG will capitalise on key infrastructure opportunities through investment in a portfolio of assets and will drive an infrastructure-led growth agenda.

Particular focus will be placed on the maintenance and protection of core provincial infrastructure and investment in resource resilient infrastructure. Owing to the importance of transport networks to deliver people, products, and services to various parts of the economy efficiently and effectively, focus will be placed on upgrading transport infrastructure. The WCG will rehabilitate, renovate, and refurbish roads and invest in new road networks such as the N1/N7 interchange. Water infrastructure, including irrigation for farming, is critical to enable economic growth, job creation, and export growth in rural areas. Again, engaging with national government will be important regarding infrastructure not currently in the WCG's control, such as the ports and rail network.

The WCG will release assets that are non-strategic or core assets that can be better utilised by the private sector. Gains from the release of assets will be invested in the maintenance of our strategic assets. The WCG will also look at how asset usage can be maximised, such as sharing facilities and enabling multi-purpose usage models. This could be a critical enabler for the informal economy, where access to infrastructure is a major challenge. Alternative options to finance infrastructure in the Province will also be explored.

The WCG will support municipalities with the identification and project preparation of catalytic economic infrastructure that is linked to the respective municipalities' growth and development strategies.

4.3 Focus Area 3: Growing the economy through export growth

If the Western Cape wishes to grow the economy, the options are limited. Consumer spending cannot be increased, as South Africa's household debt-to-income ratio increased to 73% in 2018 from 54.2% in 2002. Government spending has supported GDP and employment creation over the last five years, but national government's debt is now close to 60% of GDP, in part owing to the continued bail-outs of State-owned Enterprises and declining revenue collection. Domestically, investment is a product of government and consumer expenditure. But due to the fact that both consumers and government are under financial pressure, investment will remain constrained. The focus on reducing underspending on capital expenditure, especially at a local government level, is critical in this context.

Therefore, the trade account will play a critical role in catalysing sustainable growth. This means an emphasis on growing exports and decreasing imports by producing goods and services locally and competitively. However, while key trading partners have experienced productivity growth of more than 2% per annum, domestic productivity growth has been negative for more than five years. The economy will be unable to replace imports or grow exports if low productivity growth is not addressed.

Productivity can be improved through implementing ease of doing business initiatives, providing skills needed by the economy, building key infrastructure, and developing resource resilience.

The WCG will grow exports and increase competitiveness through new market and product identification and the promotion of products and services to both new and existing markets. This will involve identifying and addressing legislative and regulatory barriers, driving down the costs of doing business, and the removal of physical export obstacles such as an inefficient port environment.

The specific interventions of this Focus Area are outlined below.

Tradable sector development

Key tradable sectors, as well as sectors with lagging demand-driven potential, will be supported to increase the number of trade transactions. The WCG will foster economic resilience of firms by promoting improved productivity, competitiveness, and exports of tradable sectors. The WCG will also seek to understand the funding needs of emerging exporters and potential exporters and explore a funding mechanism to assist them. Further, a study will be undertaken to determine the input costs along the export value chain of identified export sectors in order to support targeted efforts to increase competitiveness.

Export promotion

The WCG will implement programmes targeted at open markets for Western Cape exporting firms and products, support firms to manage export risks, and take a strategic approach to identifying further opportunities for key sectors to export. There will be a concerted drive to partner with national government to address market challenges. The WCG will also explore options to leverage trade and development funding from international programmes to develop export competitiveness. Tourism is a key export sector for the Western Cape, and together with our various partners, the WCG will increase the growth of the labour-intensive tourism industry.

African trade markets

The finalisation of the Africa Trade and Investment Strategy will position the Western Cape as a key trading region for Africa and will strengthen export readiness of small and medium enterprises for trade into Africa. This will be supported by providing businesses with up-to-date information on doing business in Africa.

Improved market access

The WCG will assist with the processes related to the specifications and compliance of products to enter markets successfully. Interventions will be implemented to improve agricultural exports, boost agricultural production, and increase demand both locally and globally. The WCG will continue to support the Sustainability Initiative of South Africa (SIZA), which has the potential to expand beyond horticulture to include livestock exporters. The continued support of the Wine and Agricultural Ethical Trade Association (WIETA) and SIZA will ensure farmers meet the necessary ethical and regulatory standards to maintain and gain access to international markets. Alongside regulatory interventions, the WCG will enable new market access for businesses in the Western Cape by engaging with national government regarding bilateral and multilateral trade agreements.

Provincial Freight Strategy

A Provincial Freight Strategy has been developed for sustainable freight transport in the Western Cape, which will further be supported by the development of a Western Cape Freight Demand Model that provides up-to-date information on freight flows within the Province and

between the Western Cape and other provinces. Alongside this, there will be intensive engagement with the National Ports Authority and Transnet to increase the efficiency and productivity of our ports.

4.4 Focus Area 4: Creating opportunities for job creation through skills development

The WCG will enable the provision of a skilled labour force to improve our regional competitiveness. Skills development interventions will be targeted at tradable and competitive sectors that take cognisance of the future needs of the economy. Not only will this ensure that supply meets demand, but it will ensure that people living in our province are equipped for a changing job market and, thus, that economic growth is inclusive. These interventions will be implemented in such a way as to promote equality of access – taking into account gender and the needs of people with disabilities. The link to VIP 3, Empowering People, is fundamental to the success of this focus area in ensuring that the pipeline of skills is developed from ECD level through the formal primary and secondary schooling system.

The specific interventions of this Focus Area are outlined below.

To bridge the current gap between the demand and supply of labour, youth skills development initiatives will be supported, including artisan development, skills for the digital economy, financial and business sector skills, improved quality of maths, science and engineering qualifications, and entrepreneurial skills development. The apprenticeship initiative will introduce qualified apprentices into the labour market by working with schools, Technical and Vocational Education and Training (TVET) colleges, and employers across priority sectors. These include the oil and gas, tourism, agri-processing, ICT, and energy sectors. The WCG will reduce the cost of accessing digital skills through the ICAN project and will use the Skills Boost project to match demand and supply. Options will also be explored to increase the uptake in public employment programmes linked to policy priority areas. Furthermore, the Garden Route Skills Mecca is a key initiative that will continue to drive skills development in the Southern Cape.

Skills development in rural areas will be prioritised through the implementation of the Agricultural Partnership for Youth Development (APRYD) programme, which addresses inequality in education and skills opportunities for rural youth, specifically children of agri-workers. Other initiatives include new agri-processing and value-adding curriculum content and a wide variety of accredited short-term courses and higher education programmes such as the Bachelor of Agriculture offered at the Elsenburg Agricultural Training Institute.

The WCG will implement a graduate intern programme and industry intern programme and will further support communities through various skills and training programmes such as:

- EPWP work opportunities for youth, women, and people with disabilities;
- Public works infrastructure jobs created through construction and maintenance projects; and
- Transport Infrastructure opportunities created through construction and maintenance projects.

The WCG oversees the implementation of infrastructure projects in municipalities to the value of approximately R500 million per annum through the Municipal Infrastructure Grant

Programme. An Emerging Contractor Development Programme and Labour Intensive programme will assist local emerging contractors.

4.5 Focus Area 5: Creating an enabling environment for economic growth through resource resilience

The WCG will respond to and mitigate the challenges and impacts of climate change and improve the resource resilience of the economy. This will include efforts to improve the resource resilience of businesses and drive competitiveness through improved water use, energy efficiency, and waste reduction, while stimulating the circular and green economies.

The specific interventions of this Focus Area are outlined below.

Climate Change resilience

The Western Cape Climate Change Response Strategy and SmartAgri plan will be implemented and apply disaster and risk management practices. The Ecological Infrastructure Investment Framework (EIIF) will unlock the rehabilitation of catalytic ecological infrastructure, improving our water security, lowering our fire risk, and supporting healthy ecosystems that provide goods and services to our settlements. The Low-Carbon Emissions 2050 Pathway and SMART-AIR Emission Abatement and Mitigation technologies will drive the mitigation of climate change efforts by the WCG.

Energy security

An energy-secure province needs to diversify the regional energy mix and reduce energy intensity. This objective will be driven by promoting the natural gas sector, solar PV installations by businesses, and energy efficiency amongst businesses and households. The WCG will continue to drive initiatives that support the Green Economy, such as smart grids, large-scale rooftop PV systems, and green infrastructure. Support will be provided to procure power from IPPs, once this is legally possible, with national engagements remaining a priority. The growth of the renewable energy sector has the potential for high labour absorption and can also link to increased opportunities for SMMEs, especially for SSEG.

Water security

The WCG is developing a 15-year Western Cape Integrated Drought and Water Response Plan to incrementally achieve a water-resilient province. This will support efforts of local and national government, who carry the direct legal mandate for water provision. The WCG will also implement the Sustainable Water Management Plan, which focuses on water demand management, ecological infrastructure, water-smart agriculture and innovation, and water-efficient infrastructure planning, construction and maintenance. The plan includes support to municipalities to ensure that their water-related infrastructure is climate change resilient and can support their growing economy. The availability of irrigation water is crucial for economic growth in the agricultural sector, and the WCG will be supporting two new projects: a project to investigate and facilitate the allocation of surplus water from the Buffeljags Dam, and supporting Water Users Associations and Irrigation Boards to maintain and increase the efficiency of aging infrastructure, for example through lining irrigation canals in the Little Karoo. The WCG will continue to improve economic water resilience by helping businesses improve their water use efficiencies and supporting the growth of water sector businesses.

Waste management and the waste economy

The WCG will focus on minimisation of waste streams to save landfill airspace, reduce environmental impacts, and contribute to job creation. The application of alternative waste treatment technologies in the Province will be explored and assistance provided to municipalities to adopt them and thereby diversify waste management technology use. The growth of the circular economy will have the dual benefits of diverting waste from landfill while also creating jobs in the formal and informal sectors.

5. CONCLUSION

The Growth and Jobs VIP draws on strong linkages to all other Vision-inspired Priorities: it relies on a safe environment to attract investors and drive economic growth, contributes significantly towards empowering people through skills development, and promotes a vibrant economy through the transport sector.

WORKING WITH THE WHOLE OF SOCIETY

Western Cape Government will provide an environment for sectors to thrive, implement interventions to support tradable sectors, and develop and implement policies and programmes that enable resource resilience.

Local Government will develop and implement local economic development strategies within a spatial context and drive support initiatives for waste management, energy security, and water security. Synergies will be explored in areas of overlapping mandate to increase efficiencies and decrease duplication.

Together, the WCG and municipalities will work closely with **national government** to identify key strategic economic areas to unlock and invest in economic opportunities within the Western Cape. The WCG will also work with key **international partners** to drive opportunities for increased trade, tourism and investment through economic advocacy, skills development and resource resilience. We will work in partnership with the **private sector and the informal economy** to implement job creation initiatives and identify demand-led skills opportunities and targeted interventions to stimulate competitiveness and sector growth. We will invite **residents** to participate in skills programmes and encourage them to make full use of these opportunities.

In partnership with key stakeholders and working with the whole of society, the Growth and Jobs VIP will identify and access new export markets, attract investment, drive resource resilience, and partner with the private sector in equipping young people with the skills that the economy requires. Businesses will know that they can rely on sufficient energy and water supply and adequate waste treatment facilities. The Western Cape will create a business-friendly environment to position itself as the most competitive region in Africa, in spite of a challenging economic and fiscal environment.

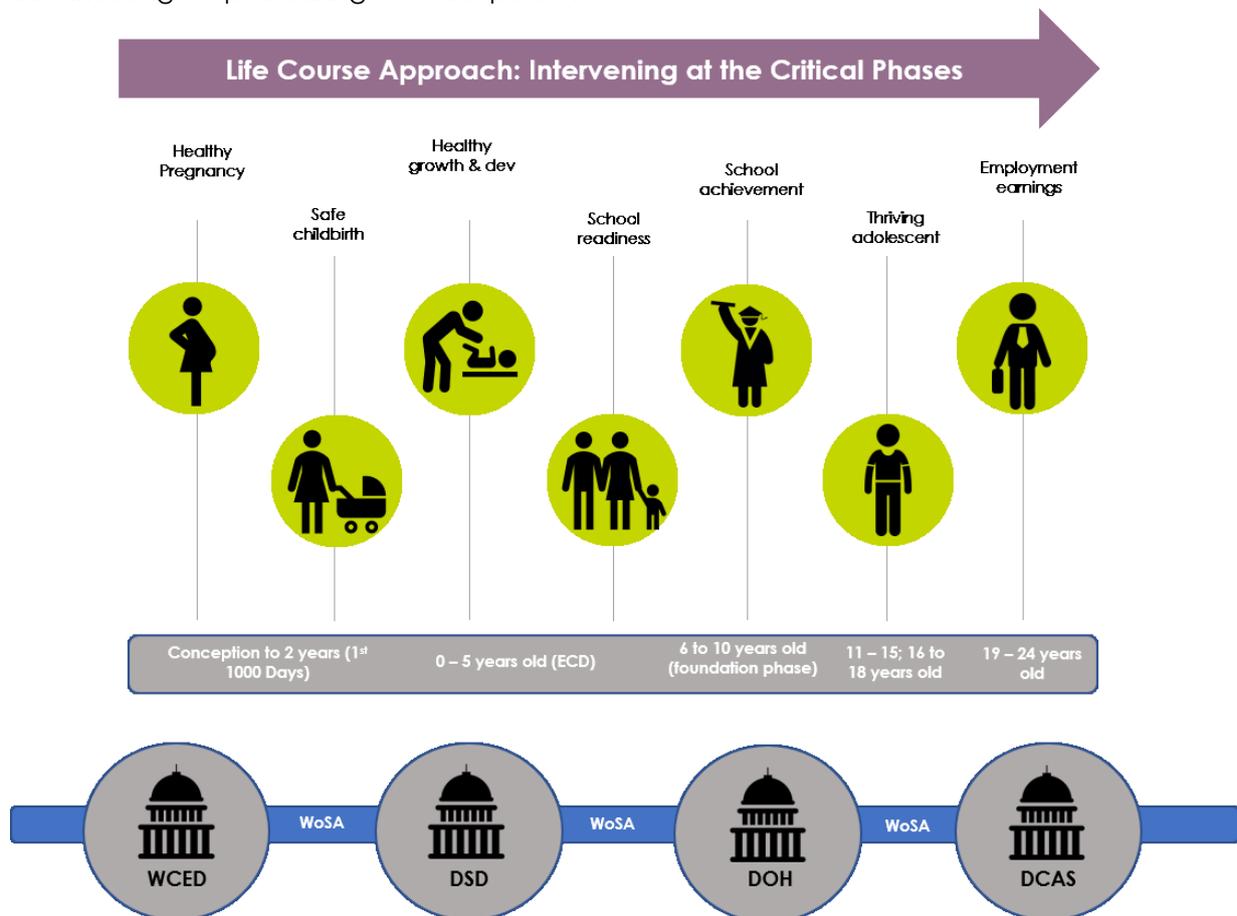
**VISION-INSPIRED PRIORITY 3:
EMPOWERING PEOPLE**

1. INTRODUCTION

This Vision-inspired Priority seeks to provide all residents of the Western Cape with opportunities to shape the course of their lives, where they are enabled to live a life that is dignified and meaningful, while contributing to the betterment of society.

This Priority takes a life-course approach, which recognises the important needs that each individual has as they progress through the stages of their life. The life-course approach acknowledges the intergenerational relationships between the experiences and circumstances that can accumulate and pass from one generation to the next.

One implication of utilising the life-course approach is that strategies should necessarily be *long term* and *holistic* if they are to best target the socio-economic challenges that accumulate over the lifetime of a human being. Another policy implication is that the *prevention* of problems and circumstances should be emphasised before they occur to reduce their "cumulative effect throughout life and across generations, and to avoid prohibitive...costs".⁴⁰ The *critical early stages* of development from conception to 24 years old are therefore emphasised under this theme, depicted below, while ensuring that the work continues right up to caring for older persons.



The key WCG departments involved in the delivery of this Vision-inspired Priority include the Western Cape Departments of Education (WCED), Cultural Affairs and Sport (DCAS), Health (DoH), and Social Development (DSD), with others such as the Department of Economic Development, Local Government and Agriculture playing a role too. This Priority has a range

of interdependencies that are located in each of the Focus Areas – each phase of life is therefore dependent on and contributes to the next; and consequently, departments will work together to achieve the goals of this Priority.

Each department in this VIP has a strong presence in all districts, which is characterised by district offices and operations and frontline service delivery through schools (including Elsenburg Agricultural Training Institute), libraries, clinics, and after-school and cultural and sports programmes.

Through the lens of the Whole-of-Society Approach, Empowering People aims to take a spatial approach to how it lands its interventions and achieves its outcomes. This approach crowds in the knowledge, skills, advocacy, and resources from stakeholders within the private sector, civil society, and the community for greater impact. It also acknowledges that the success of interventions is a joint responsibility. More details are provided around the roles of these stakeholders throughout the chapter.

2. PROBLEM STATEMENT

2.1 Problem Area 1: Children and families live in unhealthy, violent, neglectful and dysfunctional environments that impede proper development

Key age-bands in this life course include infants from conception through to two years and children aged two to five. Research shows that children who benefit from essential First 1 000 Day outcomes (i.e. child and maternal support, attachment and care, and infant stimulation) can earn up to 20% more as adults versus their counterparts, and are more likely to have healthy families themselves. Meeting these outcomes requires that the health and nutrition of child and mother are supported, psycho-social support is rendered to mothers, and an infant's learning needs are met through adequate stimulation. Promoting the involvement of fathers in a greater share of childcare and emotional support would also make a significant difference to mothers and infants.⁴¹

During the previous term of office, there was an improvement in access to public health facilities and treatment for pregnant women. This may partly be attributable to the fact that 91.5% of Western Cape residents live within 30 minutes of their nearest health facility. However, research indicates that, within many families in the Province and across South Africa, the core first 1 000 days support and care factors are not being met. Research reveals a high incidence of child maltreatment in the Western Cape which, among other variables, relates to the high incidence of substance abuse (including alcohol). Poor nutrition and a lack of stimulation result in stunting, poor cognition and socio-emotional development, lower levels of school readiness and late enrolment, poor school achievement, lower earnings in adulthood, and higher risks of non-communicable diseases.

For children aged two to five years, evidence suggests that substantial Early Childhood Development (ECD) interventions can help to improve their cognitive and physical development.⁴² However, ECD access in the Western Cape is characterised by exclusion, inequality, and fragmentation, with children needing ECD provision the most not always having access to it.⁴³ From 2014 to 2019, the main issues affecting ECD access included the challenges of meeting registration requirements, both for re-registrations and non-compliance

by current registrants. For those who have access, the quality is variable, as can be illustrated by poor school readiness. Literacy and numeracy testing of Grade 3 learners done by the WCED indicates that children are not adequately prepared for school and that the school system is not always able to redress the effects of early deprivation.⁴⁴

2.2 Problem Area 2: Children have unequal access to quality holistic education and extended learning opportunities, which limits post-schooling success

The Western Cape has experienced steady improvements in many of its education outcomes since 2014, and this is even more noteworthy when accounting for changes since 2009. Between 2014 and 2018, improvements in language and mathematics pass rates were experienced for grades 3, 6 and 9 learners in the systemic tests.⁴⁵ Over the same period, the NSC pass rate has remained relatively stable, with a slight decline from 82.2% to 81.5%. The proportion of bachelor passes improved by 3.5 percentage points (from 38.8% to 42.3%), 2.1 percentage points for mathematics (73.9% to 76%) and a large 8.8 percentage points for physical science (70.7% to 79.5%).⁴⁶

While improvements in education outcomes have been experienced since 2009, there are persistent issues that result in an unevenness of learner development and academic outcomes. Historically, learners in poorer communities have been less likely to access quality after-school programmes (such as sports, cultural, and other activities such as coding), they experience overcrowded classrooms owing to increased learner in-migration, they have limited exposure to e-Learning opportunities, have low access to quality tutoring outside of school time, and have fewer chances to take part in field trips. Additionally, the lack of school health services can be a further impediment to learning. These factors are, in turn, associated with poor academic performance for learners in these communities.

Education is not limited to what happens during school hours, but is the composite of a child's development beyond the school day.⁴⁷ The holistic (i.e. academic, sports, arts and culture) focus of after-school programmes provides learners with an opportunity for experiential learning, which is identified as crucial for the 4th Industrial Revolution (4IR). Additional core 4IR skills include a combination of soft skills (growth mindset, self-regulation, social awareness, relational skills), workplace readiness (time management, understanding workplace norms, self-presentation), technical skills (coding, programming, technology-based skills, critical thinking and analysis), and entrepreneurship skills (initiative, innovation, creativity, industriousness, curiosity, and risk-taking).⁴⁸ However, the current education system is geared toward equipping learners with skills in the areas of manual dexterity and memory and spatial abilities, which are not always suitable for the skills needed in the 4IR.

2.3 Problem Area 3: Youth engage in unhealthy and risky behaviours, have few educational and economic opportunities, and become disconnected from productive society

The official unemployment rate for youth aged 15 to 24 in the Western Cape was 46.6% in the third quarter of 2019, and this rate increases to 47.4% if discouraged work-seekers are included.⁴⁹ Quarterly Labour Force data also shows that 26% of Western Cape youth aged 15 to 24 fall into the category of NEETS (i.e. not in education, employment or training), with slightly more NEET males (51.4%) than females (48.6%).⁵⁰ As elsewhere in the country, there are *macro*

(i.e. major external factors in the socio-economic environment) as well as *micro*-level (at the level of the household and the individual) factors that influence youth unemployment in the Western Cape.

The main macro-level challenge relates to the provincial economic growth path and the mismatch of youth skills to the economy's needs, whereby job creation is skewed toward the tertiary sector (that is, ICT, finance, business process outsourcing, retail and hospitality), which requires skills and/or qualifications that are gained primarily through secondary school completion and/or tertiary education.⁵¹ At the micro-level, youth encounter a range of factors that contribute to the extent and nature of employment. These include low levels of education and skills,⁵² low social capital,⁵³ lack of information on career guidance and job navigation skills,⁵⁴ and many youths living far from opportunities, which exacerbates high job search costs.⁵⁵

An inability to find post-school opportunities is one of the factors that can disrupt a young person's successful transition from adolescence into adulthood. The social consequences of a transitional breakdown have the potential to manifest in high-risk behaviour amongst youth, particularly substance abuse and gang affiliation.⁵⁶ In addition to limited opportunities being available post-school, risk factors are present from a very young age and are particularly evident in communities characterised by socio-economic deprivation (poor living standards, low education outcomes, high unemployment rates, poor health outcomes, and lack of recreational alternatives). Recent qualitative studies show that risk factors present in the school, such as violence, drug abuse, and poor teacher support and supervision, create un conducive learning environments, which increase the likelihood of poor learner performance and school drop-out.⁵⁷

The causes of dropping out of school are gendered. For boys, it is more likely that they have fallen behind in class or lost interest in school, whereas for girls, it is more likely that they are pregnant or caring for children.⁵⁸ In addition, if a learner has a disability, they also face challenges staying in school – in 2013, they were more than twice as likely to be out of school than their peers. The Western Cape Government's inclusivity policy for the Department of Education also notes that LGBTIQ+ learners may drop out as a result of discrimination on the basis of gender identity or sexual orientation.

The social challenges existing within schools often reflect the social ills experienced in the broader community. Young people identify the main issues in their communities to be crime, violence, dirty and underserviced areas, a lack of suitable "mentors" among the adults around them, a general lack of trust in the broader community, a sense of isolation and trauma, and a lack of easily accessible and reliable facilities.⁵⁹ These social ills can be linked to deep levels of deprivation, which are drivers for high-risk behaviours such as school drop-out, substance abuse, gangsterism, unsafe sexual practices, and suicide.⁶⁰

2.4 Problem Area 4: Health outcomes are uneven between rich and poor and, despite successes in areas like HIV treatment and sexual and reproductive health, there is an inability to fulfil the growing demand for health services

According to the 2019 Mid-Year Population Estimates, the Western Cape's average life expectancy at birth for both males and females has increased over the last 20 years and is the

highest in comparison to other provinces.⁶¹ The HIV mother-to-child-transmission rate has continued to decrease in the Province, down from 1.1% in 2015/16⁶² to 0.2% for 2017/18,⁶³ and the incidence of drug-sensitive TB continues to decrease in the Province, with 655 new cases of TB per 100 000 in 2016, down from 682 in 2015.⁶⁴ Maternal health in the Province also shows promise, where in-facility maternal and neonatal mortality rates remain relatively low at 57.3 per 100 000 and 9.3 per 1 000 live births respectively.⁶⁵

The improvement in life expectancy, an overarching indicator of wellness, may partly be attributed to the increased access to public health care and programmes, social welfare services and basic services, and improving socio-economic conditions and initiatives to address root causes of premature mortality. The implementation of the 90-90-90 Strategy⁶⁶ has seen an acceleration in HIV/AIDS testing and access to Antiretroviral Treatment (ART). During 2017/18, 1.43 million people in the Province were tested for HIV, up from 1.38 million in 2015/16. Of the estimated population living with HIV/AIDS in 2017/18, 93.9% were aware of their HIV status, and 60.3% were on Antiretroviral Therapy (ART). The increased focus on detection and treatment resulted in 45.5% of HIV positive people knowing their status and receiving treatment (with confirmed viral suppression) in 2017/18 – an improvement from 36.9% in 2015/16.⁶⁷

In terms of maternal and child health, the First 1 000 Days initiative has resulted in improved access to public health facilities and treatment for pregnant women.

Core health care concerns include the burden of injury and non-communicable diseases (NCDs). Injuries accounted for 14% of all deaths in the Western Cape in 2016, with over 80% affecting males, in particular 20-39-year-olds, and children under five years.⁶⁸ In the context of intentional injury, extensive rates of violence are thought to aggravate the phenomenon,⁶⁹ whereas for road accidents, alcohol abuse is identified as a contributing factor.⁷⁰

In terms of non-communicable diseases, risk factors related to obesity, smoking, and lack of exercise remain a concern.⁷¹ Estimated NCD deaths in South Africa were 38.9% in 2010. In 2013, NCDs (cancer, diabetes, cardiovascular disease etc.) were 61% of total deaths in the Western Cape.

Public health care challenges need to be addressed through influencing upstream social determinants of ill health. Integrated, area-based solutions are needed. The four Whole-of-Society learning sites demonstrate an integrated approach of whole of government (all spheres) and whole of community addressing societal needs.

The growing demand for health services outstrips the ability to respond to needs. The provincial share of national population grew from 10.4% in 2002 to 11.6% in 2019,⁷² and continues to grow. A growing population has resulted in increased demand for and expansion of provincial government health services, without the corresponding national budgetary allocations.

3. IMPACT STATEMENT

The problem statement highlights that pervasive barriers are present in the key stages of a person's life, including children living in neglectful environments, unequal access to quality education, risky behaviour and high unemployment amongst youth, and uneven health outcomes. These barriers limit the potential of Western Cape residents to participate in productive

society, thus limiting the developmental potential of the Province. The Empowering People Vision-inspired Priority seeks to equip residents with the skills, capacity, and support to seize their available opportunities and to live a dignified life, while also giving back to their communities. This is encapsulated by the impact statement below:

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

The desired impact relies on the collective efforts of the "Whole of Society", and it is important to monitor progress regularly and reflect on the effectiveness of our programmes in addressing the problems described above.

As such, we have identified the following six core outcome indicators as the measures of success of this Vision-inspired Priority:

- Infant Mortality rate
- Retention rate in schools
- Adult Years of life lost (reduction in causes by "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 for children under five years

4. FOCUS AREAS AND INTERVENTIONS

To achieve the impact identified for this Priority, four long-term, interdependent Focus Areas have been identified that target the key phases of each life stage.

4.1 Focus Area 1: Children and families

This Focus Area is geared toward infants in the cycle of preconception through to two years, as well as children aged two to five. It addresses the risk factors pertaining to early child malnutrition, a lack of stimulation, poor school readiness, and low family wellbeing. Development in this context refers to children being physically, emotionally, and mentally nurtured in the first 1 000 days of life. Following the first 1 000 days, it is envisaged that children aged two to five years receive quality Early Childhood Development (ECD) care, allowing them to be adequately equipped for the foundation phase of school.

The specific interventions of this Focus Area are outlined below.

Implementing the First 1 000 Days Initiative

Physical, emotional, and mental development of infants progresses rapidly during the first 1 000 days of a child's life. The First 1 000 Days programme was designed and implemented in the previous term of office and focused on nutrition, health, nurturing care and support, and safety and protection. This resulted in improvements in maternal and child health and nutrition outcomes, which will have a continued focus in the 2019 to 2024 term of office. Other forms of support in the First 1 000 Days initiative include building attachment with parents or primary caregivers in a safe and loving environment, as well as regular, stimulating opportunities for play. A home and community relational support package for parents and caregivers will be provided, including regular visits during the first 1 000 days. The initiative is closely linked to the

Safe and Cohesive Communities Vision-inspired Priority, as it contributes to reducing the exposure to and experience of violence by children.

Increasing Access to Quality Early Childhood Development Initiatives

For children to be adequately equipped for the foundation phase of school, they require quality ECD services. ECD centres must be registered with the Department of Social Development and meet provincial norms and standards. However, quality ECD coverage in the Western Cape is fragmented owing to low rates of ECD centre registrations and lack of adherence to norms and standards.⁷³ For the 2019 to 2024 term, the Province will increase ECD registration rates and expand ECD support sites from 65 to 130, where learners will be provided with specialised learner support. For children to thrive in ECD, they require adequate nutrition; thus, feeding programmes will continue at ECD Centres through the National School Nutrition Programme, particularly in Grade R at public schools.

Municipalities should ensure that ECD facilities and child care centres or play parks are part of town planning/new housing projects to accommodate children in the area. The collaboration between the municipalities and local ECD forums will be strengthened to provide quality services to child care facilities.

Ensuring evidence-based care and services are provided to vulnerable families

Child maltreatment and neglect were identified as core barriers preventing children from developing holistically. Families that are vulnerable to violence and abuse should therefore be protected and equipped with the appropriate caregiving support and basic resources for children to be raised in healthy environments. Family care and support services are inclusive of the DSD's core interventions for vulnerable families and will focus on the identification, referral, and delivery of specialised services for families. Family care initiatives will be implemented across all five districts in the Province. Specific attention will be paid to sites in the Central Karoo and the Garden Route District Municipalities to focus on shelters for victims of domestic violence. The Overberg, Central Karoo and Garden Route Districts will also receive prioritised support to assist with the shortage of residential drug treatment centres and shelters.

4.2 Focus Area 2: Education and learning

Learners aged five to 18 need to be equipped with the necessary academic and socio-emotional skills to thrive in the world of work. It is important to link outcomes in education to youth unemployment rates in the Province to ensure we are positively contributing to reduce the youth unemployment rate, and that this is linked to key interventions in VIP 2, Growth and Jobs. Given that safety, the quality of leadership and culture within schools has implications for education delivery, this Focus Area will also ensure that schools are safe, functional institutions and have positive organisational cultures and functional leadership structures.

The specific interventions of this Focus Area are outlined below.

Equipping learners with the appropriate skills required for the 21st-century world of work

The contemporary world of work requires a combination of socio-emotional skills, workplace readiness, technical and vocational skills, and entrepreneurship skills. In the 2019 to 2024 term, the development of these skills and competencies will be achieved through the expansion of curriculum options (technical, agricultural, and vocational skills subjects and schools of skills).

There will also be an emphasis on socio-emotional skills development, primarily via the Growth Mindset programme within the Transform to Perform Strategy (T2P). This Strategy aims to address and shift the values, attitudes, mindsets and behaviours of all learners, teachers, school management members, and officials. T2P is divided into four pillars, namely Values in Education (developing an organisation with common values), Leadership and Development (leadership development for all layers of leadership), Change Mindset (positively impacting the minds of teachers), and Growth Mindset (positively shifting the ways that learners view their development).

The Transform to Perform Strategy will continue to be rolled out to all districts in the Province over the next five years. School-based violence prevention programmes will be expanded to profile and support children and youth at risk. These violence prevention programmes are strongly linked to the Safe and Cohesive Communities Vision-inspired Priority and will target communities in high risk areas in the Cape Metropolitan Area.

Implementing the Foundation Phase Reading Strategy

Literacy outcomes will be supported through the implementation of the Foundation Phase reading strategy and Library Reading initiatives, which will continue to be implemented in all districts in the Province. These interventions will assist children to read for meaning and enable numeracy by the age of 10.

Improving the quality of school accountability, functionality, and support

To improve school management and accountability, in the 2019 to 2024 term, the new School Evaluation Authority will oversee all schools and leadership development initiatives as part of the Transform to Perform strategy. This will result in schools having a positive organisational culture and functional leadership structures, thus improving the quality of school accountability, functionality, and support. To ensure the safety of learners within school boundaries, high-security perimeter fencing will be provided at schools in high-risk areas in the Cape Metropolitan area.

4.3 Focus Area 3: Youth and skills

This Focus Area is structured around equipping senior school-going youth and post-school youth (aged 15 to 24) with the necessary competencies and opportunities needed for an effective transition into productive adulthood. Many Western Cape youth experience structural poverty and inequality, constrained choices and limited life chances, and an absence of networks and support. Such a context often results in a sense of hopelessness, an inadequate sense of self, a high tolerance for risk, and increased chances of risk-taking behaviour. Therefore, youth should be supported to develop a sense of agency to carry them through life's challenges. As they grow into productive adulthood, young people should also be given a real and imminent sense of possibilities and opportunities for them to increase their access to a pool of life chances.⁷⁴ These interventions will promote equality of access, taking into account gender and the needs of people with disabilities.

The specific interventions of this Focus Area are outlined below.

Implementing the Youth in Service programme and ensuring youth programme quality across the WCG

If young people have a meaningful work experience within the first few years after school, or even in school, and are equipped with skills, they are likely to remain employed in the long-term. The WCG has implemented skills and employment programmes such as internships, apprenticeships, learnerships, Expanded Public Works Programmes, and the Community Work Programme. There have also been programmes to aid youth in their job search, such as the Youth Cafes. Similarly, the Elsenburg Agricultural Training Institute has played a vital role in the transition from school to further education by combining academic training with work placement on farms or in agricultural industries.

However, the quality and consistency in these programmes has varied. The Youth in Service (YiS) programme will be implemented across the Province over the next five years, with the first year of roll-out taking place in the Cape Winelands District, City of Cape Town, and Garden Route District. The YiS programme will coordinate most provincial youth employment and skills programmes within a norms and standards framework, thus improving the effectiveness of programmes.

In addition, all the WCG's youth-targeted programmes will subscribe to the norms and standards framework, with regular assessments conducted to ensure quality youth programme outcomes.

Effectively identifying youth at risk and placing them in targeted programmes

In the absence of positive ways to meet their needs, youth will often engage in risky or unhealthy coping strategies such as early sexual debut and resultant teenage pregnancies. Youth who fall within this category of risk need support to increase their resilience and reconnect them into positive development choices. The WCG will identify at-risk youth and place them in reconnection programmes across the Province.

Expanding and entrenching After School Programmes

During 2014 to 2019, the After-School Programmes (ASPs) focused on the holistic development of in- and out-of-school youth at low-resourced schools. Going forward, the ASPs will be expanded to further areas in the City of Cape Town, Cape Winelands District, Garden Route District, and the Overberg District, and further entrenched in the school system. This will ensure that youth develop positive aspirations, are enabled to make positive life choices, and develop their sense of identity and belonging through positive peer networks. WCG Departments will work closely with Thusong Centres and other social infrastructure of municipalities to enhance the provision of safe spaces for after school programmes.

4.4 Focus Area 4: Health and wellness

This Focus Area is geared toward the prevention of non-communicable diseases and health care reform.

The specific interventions of this Focus Area are outlined below.

Improving wellness through prevention and healthy lifestyles programmes

To encourage the adoption of healthy lifestyles, the WCG implemented the Western Cape on Wellness (WoW!) initiative during the 2014 to 2019 term, which promoted physical activity, healthy eating, and healthy weight management. Healthy lifestyles are encouraged amongst youth via participation in primary and high school sports and recreation programmes, which

saw improvements in learner participation during the 2014 to 2019 term. Going forward, the WoW! initiative will be maintained in schools, workplaces, and communities across the Province, including within the provincial government. As residents decrease their chances of developing non-communicable diseases, this will lower the burden on the health care system.

Improve health systems and infrastructure reform

Effective health care provision is affected by high patient volumes, limited resources, and the impact of crime and violence. Such pressures result in patient backlogs and high staff turnover. Overcoming these challenges requires that the health system is improved, particularly in terms of management inefficiencies, cultural transformation, staff wellness, and the improvement of health technology to reduce the administrative burden. In the safety space, communities across the Province can be subjected to long waiting times for emergency medical services when ambulances are unable to enter without police escorts. Emergency medical services' response time has therefore been elevated as a Safety Priority in the Cape Metropolitan area. If we can make these "red zones" safer, it will have a direct impact on the residents' ability to access person-centred quality healthcare.

5. CONCLUSION

The life-course approach in this Vision-inspired Priority identifies a basket of services required at the critical stages of life. The Empowering People Priority has applied this approach to propose strategies that are long term and holistic to be achieved over the 2019 to 2024 term and has taken a Whole-of-Society Approach to how it implements its interventions.

WORKING WITH THE WHOLE OF SOCIETY

Western Cape Government will be responsible for policy and programme delivery and systems development, resource support, sourcing and development of appropriate practitioners, and partnership development.

Local Government should partner with the relevant WCG departments to assist with implementation and support in all Focus Areas of this Priority.

Together, the **WCG and municipalities** will work closely with **NGOs** to implement partnership opportunities and develop referral pathways for the various programmes. They will invite **residents** to take responsibility for their health and wellbeing and to assist with building social cohesion in communities by participating in appropriate programmes. They will partner with **businesses** to understand the skills the economy needs and identify placement opportunities for work experience.

There are strong links with other VIPs. In terms of the Growth and Jobs VIP, the Empowering People VIP will equip children and youth with the analytical, creative, practical, and socio-emotional skills required for the 21st-century world of work. Out-of-school youth will be supported through guidance and pathways to secure meaningful employment. With regard to the Safe and Cohesive Communities VIP, this VIP contributes to violence prevention through developmental, family support, and reconnection initiatives. This includes the First 1 000 Days initiative, care and services rendered to vulnerable families, identification and referral pathways for high risk children and youth, and targeted after-school and violence prevention school-based programmes for high-risk children and youth.

**VISION-INSPIRED PRIORITY 4:
MOBILITY AND SPATIAL TRANSFORMATION**

1. INTRODUCTION

This Priority addresses the challenges around the spatial inefficiencies and inequities inherited from the apartheid era and reinforced by post-apartheid planning and investment practices. It seeks to create a spatially transformed province in which residents live in well connected, vibrant, climate resilient, and sustainable locations and move around efficiently on safe and affordable public transport.

In the last term, the WCG sought to facilitate improvements in Western Cape settlement development and functionality, with a focus on Integrated Human Settlements and Transit-Oriented Development Partnerships. A key project in the previous term was preparing the 22-hectare Conradie Hospital site in Pinelands as a Better Living Model, and it is now being developed as an integrated, sustainable, and affordable mixed-use neighbourhood.

The Regional Socio-economic Programme (RSEP), established in 2013, was expanded to 10 municipalities. Its aim is to redress the apartheid spatial planning legacy by working with communities to stitch together previously separated areas, opening economic opportunities for small businesses, and improving safety through catalytic infrastructure investments. The Living Cape Framework and Informal Settlements Support Plan were aimed at addressing systemic challenges through an action-learning approach.

The WCG has also implemented a Comprehensive Rural Development Programme in 16 rural nodes in the Western Cape to create vibrant and sustainable rural communities. The programme coordinates all provincial departments and municipalities to deliver services in a coordinated and cohesive way, implement economic, social and infrastructure projects to facilitate economic growth, improve food security through interventions at household level in the selected rural nodes, and facilitate skills training for unemployed people and farm workers.

In parallel, the Whole of Society Approach (WOSA) was piloted in four local contexts as an area-based management model to addressing social ills, while the Provincial Integrated Work Plan aimed to achieve better spatial targeting and alignment of investments through the integrated planning, budgeting, and implementation cycle. The WCG also implemented the first non-Metro Integrated Public Transport System, Go George, in 2014.

The relationship between the components that make up the societal ecosystem are not linear but interact in complex and often uncertain ways. Spatial transformation, for example, is both a contributor and an outcome of various processes, including public transport systems, healthier and safer communities, and job creation and vibrant and resilient economies (see figure below). As such, this Vision-inspired Priority is intrinsically linked to the Growth and Jobs, Empowering People, and Safe and Cohesive Communities Vision-inspired Priorities (VIPs) as both an enabler and a beneficiary of planned interventions and outcomes.

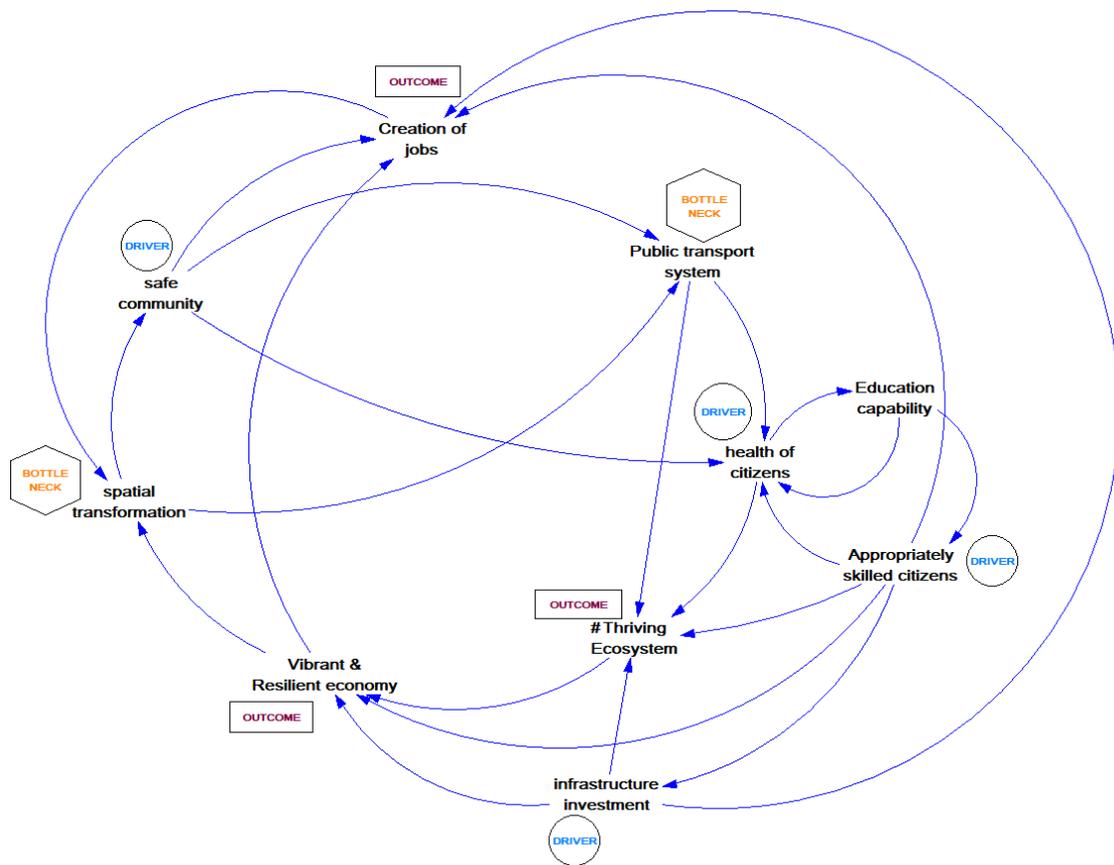


Figure: The inter-dependencies within the spatial transformation theme⁷⁵ (DTPW, 2019)

The direct hindrances to spatial transformation lie in the challenges relating to integrated human settlements (higher short-term costs), the availability of well-located land, and accessible public transport. The NDP 2030 suggests key interventions to address spatial transformation, which include densification, better-located human settlements land, improved public transport, efficient location of jobs and people, improved Spatial Development Frameworks, and a refreshed and diverse range of housing subsidies and grants.⁷⁶ The 2014 Provincial Spatial Development Framework (PSDF) directs strategy for spatial transformation, and identifies three distinct priority regions in the Western Cape which are responsible for driving considerable economic growth and development, linked to urbanisation trends.

By progressively improving the functionality and liveability of existing settlements, changing how new settlements are located and designed, improving the availability, quality, and sustainability of transport options, and rehabilitating and protecting environmental resources, this Priority seeks to ensure that, regardless of where people live or work, they can live lives that they value.

2. PROBLEM STATEMENT

Twenty-five years into democracy, South Africa remains characterised by high levels of poverty and inequality and high urbanisation rates. These realities manifest in a spatial context. The majority of the provincial population lives far from economic centres and high-order social services and struggles with a lack of efficient, affordable transport.

The layout of urban centres across the Western Cape is structured according to apartheid and modernist spatial planning and land use management, which has resulted in a resource-intensive and inefficient province, and reinforced the country's deep racial and socio-economic divide.⁷⁷ This has been further entrenched by government housing supply in mono-functional neighbourhoods on the urban periphery and inadequate, inequitable urban management to transition marginalised townships into thriving urban suburbs. .

2.1 Problem Area 1: Poor communities far from social and economic opportunities

Rapid urbanisation, combined with sluggish economic growth and large-scale unemployment, has further marginalised the poor, especially women and children. In addition, the ability to adapt to climate change in every sector is critical in order to reduce risk exposure and ensure human well-being and social development.

The Western Cape population is overwhelmingly urbanised, with 95% of the population living in urban areas,⁷⁸ equating to 6.5 million of the estimated 6.84 million residents.⁷⁹ Approximately 64% of the Provincial population resides in the City of Cape Town metropolitan area. The Western Cape, second to Gauteng, experiences the highest levels of in-migration. The migration of people to urban areas has resulted in the expansion of informal settlements across the Province.⁸⁰ This is primarily the result of historic patterns of apartheid spatial planning, and most recently the working of market and price mechanisms which confine the poor and marginalised to potential disaster-prone areas, as well as the periphery of large towns and cities.

At current growth rates, it is estimated that, in the next 10 years, the Western Cape population will increase by 2 million (1 million in the City of Cape Town and 1 million in the rest of the Province). Active planning for urbanisation is thus urgently needed to alleviate the even larger potential for inequality and "lost opportunities".⁸¹

Urbanisation further places a strain on the municipal fiscus and, ultimately, on basic service delivery. Those who migrate to urban centres are often unemployed and cannot afford to pay for municipal services. However, urbanisation can also serve as an opportunity for poverty alleviation and improving social mobility, provided the right conditions are in place.

Distance to economic opportunity and social services carries both direct and indirect costs, and disproportionately so for the poor and vulnerable. A significant portion of disposable income in poor households is spent on transport, ranging up to 43%, owing largely to the distances travelled, which in turn increases the time spent in transit. The impacts on women and children are more severe, further contributing to social and economic inequality. For example, women are usually expected to take children to school on the way to work, shop for groceries, or visit elderly parents owing to the unequal gendered division of household labour. Equally, the absence of a disability lens when designing transport and movement options can lead to marginalisation.

South African cities are generally limited in achieving their economic potential – also known as “reaping the urban dividend” (see Text Box). This is due to their low densities, inverted spatial form,⁸² mono-functional land use patterns, and spatial poverty traps.⁸³ This results in significant economic costs to citizens: traffic congestion, poor air quality and public health impacts,⁸⁴ lost time and productivity, and small businesses struggling to move beyond the survivalist stage owing to the inability of local settlements to support small businesses.⁸⁵ The cost is also to government, which has to extend, operate, and maintain services across large distances with heavy subsidisation to assist the poorest who live furthest away, with little to no revenue generation to compensate for these costs. Increasingly, our municipalities find they cannot sustain equitable service delivery with the resources available to them.

2.2 Problem Area 2: Inadequate public transport

Added to this context is the declining quality and quantity of passenger rail. In a survey of Metrorail users in July 2017, the number one complaint was about punctuality, delays and cancellations, with 41% of respondents citing this; 25% cited inadequate security; 14% the lack of ticket verification; 12% no or insufficient lighting; and 8% complained about announcements/no information. A lack of investment in upgrading, replacing, and maintaining rail infrastructure, compounded by vandalism and theft, has resulted in a rapidly deteriorating rail service offering. On the Central Line, the number of train sets has been reduced to six, while the number of people using the line has declined by a third – from 255 075 people in 2007 to 170 370 people in 2017.

Reaping the urban dividend

The concentration of people in urban areas inherently creates value. This value is not only economic, it is also social and political. It is created through the rapid exchange of goods, services, information and social/ political interaction. This value can be maximised through efficient and strategic investment and coordination by the state. Efforts to ensure that the benefits of concentration are achieved are called “reaping the urban dividend”. (Living Cape: A Human Settlements Framework, Western Cape Department of Human Settlements, 2019).

While the expansion of bus services has partly mitigated this, the number of motor vehicles and minibus taxis on the road has also increased, including those minibus taxis that operate illegally and do not meet basic safety standards.

2.3 Problem Area 3: Infrastructure backlogs and challenges

There is a tension and trade-off between investing in the new infrastructure required to address the pervasive problems highlighted above and maintaining the existing economic and social infrastructure so that it can support a vibrant economy and society. These are not mutually exclusive, but it is important to weigh up the trade-offs and strike the right balance to avoid creating a much greater problem over the medium- to long-term. Municipal capital budgets are to a large extent reliant on grants and transfers from national and provincial government, and any reduction in grant support will have a significant impact.

The loss of competent technical skills and instability in municipalities have resulted in sub-standard long-, medium-, and short-term planning and preparation of projects for implementation. Technical departments struggle to prepare credible three-year capital (infrastructure) plans, despite the fact that consultants are appointed to prepare infrastructure

master plans and project manage construction projects. This highlights the importance of municipalities retaining competent technical directors and a critical mass of technical staff.

3. IMPACT STATEMENT

Residents live in well-connected, vibrant, and sustainable communities and move around efficiently on safe, affordable, low-carbon public transport.

The objective of this Priority is to leverage public investments in infrastructure, human settlements, public spaces, and services to heal, connect, integrate, and transform our communities while reducing vulnerability to climate change. If we are to secure transformative impact, we must ensure that the cost of providing services is reduced through infill and densification, settlements are sensitively designed to reduce their wasteful resource consumption, and settlements retreat from river and coastal systems to allow for better functioning of ecosystems services and buffering the impacts of climate change.

The desired impact relies on the collective efforts of the “Whole-of-Society”, and it is important to monitor progress regularly and reflect on the effectiveness of our programmes in addressing the problems described above.

As such, we have identified the following three core outcome indicators as the measures of success of this Vision-inspired Priority:

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

The WCG will develop a spatial performance monitoring system and apply this to the Greater Cape Metro Region. It will monitor spatial targeting of government's project portfolio/pipeline, efficiency of infrastructure investment, and built environment performance. It requires sharing data and being evidence- and data-driven.

4. FOCUS AREAS AND INTERVENTIONS

Successfully addressing the challenges highlighted in the Problem Statement requires an integrated systems-thinking approach which considers the supply of housing opportunities, availability of strategically located land, how people and communities move efficiently within and between urban centres at different scales, the reality of existing settlement patterns, and the sustainability of municipal service delivery and finances. In addition, the resource constraints faced by many of the Western Cape's settlements, the deteriorating state of ecosystems and the services they provide, the ongoing impacts of climate change, and the need to reduce our carbon footprint have an impact on how we address these challenges in a sustainable way.

These challenges are highlighted in the municipal planning priorities: infrastructure management, urbanisation and population growth, climate change and water security, and waste management. Through the Joint District Approach, provincial departments will engage with municipalities on where support could be provided.

To achieve the impact and objective set out above, four interdependent Focus Areas have been identified, as set out in the figure below:



4.1 Focus Area 1: Create better linkages between places through safe, efficient and affordable public transport

Achieving better linkages means that people spend less time and income getting to and from work, social services, and amenities. It also means that an increasing proportion of people choose public and non-motorised transport over private transport, contributing to the goal of a low-carbon province. Indirect benefits include more job security because employees get to work on time, and greater productivity for employers and the economy. Saved income and time can go into child supervision/ further education, healthy recreation (exercise), general improvement to life circumstances, or paying for municipal services. Additionally, carbon emissions and air pollution from private transport can be reduced, improving public health outcomes.

Public transport is a large component of spatial transformation, as it is critical for affordable and equitable access to shops, social services, and economic opportunities. There is a need for all forms of public transport to be adaptable, responsive, safe, demand-driven,⁸⁶ and financially sustainable. This includes considering the different needs of women and men, youth, and people with disabilities. Public transport systems that operate effectively at scale themselves create hubs that can be economically catalytic and enhance the convenience of social services. The longer-term planning for public transport is increasingly seen as a municipal competence. Support from the national and provincial spheres to the municipal sphere is necessary.⁸⁷ There is also a need to plan on a regional scale to strengthen rural – urban accessibility, integrate the provincial public transport system, and strengthen linkages with other provinces.

Key to achieving this outcome is improving the rail service, which is the backbone of the public transport system in the greater Cape Town region. A priority is to get the Central Rail Line

working effectively. This requires an increase in the number of train sets available on the Central Line, as well as improvements in infrastructure to reduce cancellations and the number and duration of delays.

The expanded deployment of Railway Enforcement Officers will contribute to the safety of rail infrastructure, the safety of commuters on trains and at stations, and reduce non-revenue trips. While the focus is primarily on Cape Town's busiest Central Line, which serves predominantly low-income areas, the viability of rail needs to be evaluated to understand the potential for concessions to leverage private sector investment to re-capitalise Metrorail on lines with higher revenue potential.

While aspects of responding to safety and infrastructure are within the ambit of the WCG, other aspects – such as increasing rolling stock and train sets and improving operational management - are the mandate of the Passenger Rail Agency of South Africa (PRASA). This requires collaboration with PRASA to ensure that this intervention is successful and that the rail system is integrated with the broader public transport ecosystem.

The WCG will also increase the proportion of minibus taxis operating in accordance with basic standards and reduce the number of illegal minibus taxis on the road, thereby improving the safety of road-based public transport. Critical road upgrades will also be targeted to reduce congestion. This includes major road improvements and reconstruction, and rehabilitation projects, such as the N1/N7 and surrounds.

The rollout of fourth and subsequent phases of the Go George Bus transit system will provide linkages to more rural settlements in the George Municipality, while a project to improve the quality and responsiveness of the minibus taxi service with technology will be tested in Overstrand Municipality as a feasible public transport offering in and between smaller towns.

Many people living in intermediate and smaller towns and rural areas do not have access to public transport, and many in cities and larger towns simply cannot afford it. They get around on foot. Safe, adequate pedestrian infrastructure integrated into the public transport and mobility networks is a key concern of District Integrated Transport Plans. The WCG will implement the Provincial Sustainable Transport Plan and the Freight Strategy, which aim to increase the proportion of road freight moving to rail to ease congestion and reduce the cost of maintaining the road network.

Key enablers of this Focus Area include technology systems for planning, integration, and management of the transport ecosystem. An advanced technology system will be implemented for monitoring road safety and managing public transport, while province-wide smart data collection will be rolled out to improve planning and management of transportation. This includes the piloting of a rail alert system.

A key safety priority of improving road safety, namely reducing road fatalities, and increasing the number of successful responses to crime and serious traffic violations will also contribute to reduced congestion and improved efficiency of the transport system.

To this end, Traffic Law Enforcement will be strengthened through funding of additional officers. The service will be reoriented as a Highway Patrol and includes a specialist Interception Unit to tackle serious criminals on the roads. Other initiatives include the implementation of District

Safety Plans in collaboration with District Municipalities, Random Breath Alcohol Testing, and ongoing road improvements.

Through the Provincial Sustainable Transport Programme (PSTP), local transport systems will be improved in partnership with non-metro municipalities, with a focus on public transport and non-motorised transport (NMT) in poor and marginalised communities. This includes an incremental approach to improving public transport that results in rapid and demonstrable improvements to the user experience, but in a manner, that reduces the capacity burden on government, lowers the immediate cost, and reduces the risk to the public transport industry. Existing operations will be leveraged to increase the safety and effectiveness of the system.

4.2 Focus Area 2: Inclusive places of opportunity

This Focus Area seeks to identify growth points within existing cities and leader towns that can be built up as centres of economic opportunity and inclusion. This will bridge the distance between historical centres and where people live and bring opportunities closer to people. These are locations for “joined up” government investment to leverage private sector and household responses at a scale that will have an impact on the urban economy, livelihoods, and inclusion.

This will also contribute to resource resilience for growing towns and contribute to the Growth and Jobs Vision-inspired Priority, in particular through its focus on catalytic and climate resilient infrastructure to attract private investment and reduce commuter distances and the associated costs.

Specific interventions include the transit-oriented developments that are mixed-use and promote densification, such as Conradie, Artscape/Founders Garden, and Two Rivers Urban Park within Cape Town, as well as the Vredenburg Regeneration Precinct and Adam Tas Corridor outside of the Metro.

The WCG will also support municipalities to produce spatially-targeted intergovernmental medium-term pipelines of transformative built-environment and infrastructure projects defined in their Municipal Spatial Development Frameworks and Capital Expenditure Frameworks. The WCG will also direct its built-environment and infrastructure investments to spatially targeted priority regions in terms of its Provincial Spatial Development Framework and regional planning. This support will be achieved by utilising District Coordinating Forums to coordinate all relevant stakeholders and facilitate joint planning to ensure linkages between provincial and municipal planning. Information and data from the Growth Potential of Towns Study and Municipal Economic Review and Outlook can assist municipalities to understand the potential of the area economically, map the urbanisation trends, and adjust planning accordingly.

The WCG will continue to ensure infrastructure resilience in the face of significant climate change impacts, such as along the False Bay and West Coast coastlines. A key enabler is the development of sustainable infrastructure through a total cost of ownership approach.

Implementation of the Provincial Government Master Accommodation Plan will commence through the construction of sustainable office facilities and the continued investment in the modernisation programme. This plan is aimed at increasing the overall property efficiency in

terms of space, cost and associated services, improved spatial location, and shifting from leased accommodation to owned space.

4.3 Focus Area 3: More opportunities for people to live in better locations

The Province can contribute positively to spatial transformation by targeting and consolidating investments in human settlements in well-located and safe areas. The disposal of well-located properties for the highest and best use with no inclusionary conditions does not contribute to the spatial transformation agenda. There are thus linkages and trade-offs to consider between this Focus Area and the leveraging of public land as a contribution to creating economically vibrant growth points. It is important to optimise the mix between residential and economic uses to create sustainable neighbourhoods.

The WCG will be targeting 14 Priority Housing Development Areas for high density, mixed-use, mixed-income, and mixed-tenure developments, applying a range of programmes in the National Housing Code and partnering with the private sector to provide affordable housing stock and end-user finance. This will include seven catalytic and fifteen Provincial Priority Projects with a potential yield of approximately 100 000 housing opportunities by 2024.

In addition to targeting land acquisition in these priority areas, the WCG will use state-owned land and buildings as catalysts for integration and spatial transformation, implement a property partnership programme, collaborate with the national Department of Public Works and Infrastructure to release key national properties, and facilitate land assembly and release of well-located land for inclusive development in spatially targeted areas.

The WCG will develop an inclusionary housing policy framework and provide policy assistance to municipalities and will support the identification of restructuring zones and intergovernmental investment pipelines for land release in municipal SDFs.

4.4 Focus Area 4: Improving the places where people live

Human settlement planning and policy development needs to take account of the fact that the Western Cape population is growing and that a large proportion of the growth will be at the lower end of the market that requires government subsidisation.

A wider range of better and safer housing opportunities is needed in the Western Cape. This should focus not only on the supply of houses and meeting targets, but also on meeting the needs of communities, being demand-led, and achieving positive societal outcomes. These outcomes should be guided by the principles of gender-sensitive, safe cities and public spaces.

While investments in well-located new developments will contribute to meeting the current and future demand, many people will continue to live in low-income formal and informal settlements. These require improvement too, especially in light of climate change and the increasing risks of communities living in high-risk areas such as flood zones. To this end, Informal Settlement Upgrading remains a priority for the WCG, with a focus on enhanced access to basic services and the creation of safe, dignified, climate resilient settlements.

Upgrading and improvement of settlements requires an ongoing, iterative process with communities, which requires as much community input and management as it does government service provision. Enabling this demand-led approach is the collection, analysis, and dissemination of housing market information and a detailed understanding of households' needs and intentions. These processes should take into account the gendered differentiation in access to basic services, the need for ensuring that routes to public sanitation facilities and toilets are safe, and the need to listen to the voices of women and persons with disabilities in the planning and rollout of programmes.

Social infrastructure provision and safe access plays a critical role in society. Described as the glue that holds a community together, social infrastructure is the interdependent mix of facilities, open spaces, services, and programmes that collectively enhance the quality of life and human well-being within communities. It is a combination of health and education facilities, recreational facilities such as sporting, art, and cultural facilities, and safe green open spaces that, when well-managed and optimally used, support the attainment of sustainable human settlements.

Ecological infrastructure, which refers to the goods and services which natural systems offer and from which humans derive benefit, is as important in the built environment as it is in rural environments. Water purification, flood water retention, rainwater harvesting, and groundwater recharge are all elements of water-sensitive settlement design which benefit urban settlements and need to be actively included.

Urban agriculture plays an important part of food security especially within poorer communities, and space for such opportunities needs to be provided in all settlement planning. Other natural services such as crop pollination, temperature reduction and shading, and the psychological impact of green and open safe spaces are powerful elements which contribute to human well-being in dense settlements.

This Focus Area, read together with *The Living Cape: A Human Settlements Framework*, has an important linkage to the Safe and Cohesive Communities Vision-inspired Priority. In this regard, the WCG will continue to roll out the RSEP, with funded initiatives in municipalities aimed at local-level settlement restructuring and urban management to improve social cohesion, spatial functionality, and safety, and increase economic opportunities. The WCG will also continue supporting the 16 Rural Development Nodes aimed at creating sustainable economic opportunities for people living in rural areas.

Improving and protecting the quality of environmental systems and securing our environment to protect ourselves from climate change risks are also important in improving the places where people live. Poorer, spatially marginalised communities – especially women and children – are more vulnerable to environmental risks. A transversal programme for the implementation of the Western Cape Ecological Infrastructure Investment Framework (EIIIF) will coordinate investment into ecological infrastructure to address key risks such as water, fire, flooding and erosion. It will engage all spheres of government and work in partnership with the private sector. This will ensure that critical aspects of water security are addressed through the supply of ecological goods and services to settlements.

5. CONCLUSION

The WCG has made progress in addressing the challenges around existing spatial inefficiencies and inequities through projects such as the Conradie site and Go George transport system.

Our flawed apartheid spatial planning legacy will be further addressed in the next five years. Mobility will be improved by working with national government to re-establish a functional rail system and piloting smaller-scale public transport outside of the major urban centres. WCG will also identify and invest in centres of economic opportunity and inclusion, and will focus its investment in the 14 proposed Provincial Housing Priority Development Areas.

In summary, an integrated systems-thinking approach will be applied to create a spatially transformed, resilient province in which residents live in well connected, vibrant, sustainable locations and move around efficiently on safe and affordable public transport with less impact on the environment.

WORKING WITH THE WHOLE OF SOCIETY

Western Cape Government will implement programmes that ensure its planning supports public transport sustainability and reinforces land use integration with public transport and mobility networks. It will support municipalities to align their spatial, infrastructure, and financial planning to leverage investment in growth nodes, and will facilitate a coordinated land release strategy aimed at enabling appropriate high-density mixed-use developments. It will improve the functionality of existing settlements.

Local Government will provide the planning framework for transport and human settlements initiatives, will maintain and improve basic service levels to households, and will work with national and provincial government to implement catalytic infrastructure projects.

Together, the **WCG and municipalities** will work closely with national government to ensure an efficient rail transport system, adequate funding of bus transport offerings, a responsive housing subsidy regime, and the release of well-located state land for human settlements.

They will work with **transport service providers** in offering safe, affordable, efficient and competitive transport solutions to commuters. Together with financial institutions, they will find alternative financing solutions to facilitate access to housing opportunities. **Civil society** will be a key partner in ensuring that there is continuing engagement with communities as projects are designed and implemented.

**VISION-INSPIRED PRIORITY 5:
INNOVATION AND CULTURE**

1. INTRODUCTION

In his State of the Province Address (SOPA) in July 2019, Premier Alan Winde reaffirmed the commitment of the WCG to build on the foundation of the capable state. He indicated that the vision of the government is animated by the notion of a people-centred society – “I want people to know that they can come and speak to this government. We are accessible.”⁸⁸ This suggests that a capable state is one that is not solely focused on following formal rules, but is preoccupied with the needs of the people it serves. Indeed, the most successful public and private organisations strike a balance between the delivery of core services and the exploration of new opportunities.⁸⁹

Couched against this backdrop, this Priority aims to give effect to building a capable state across all spheres of government while simultaneously directing its benefits toward improving the lives of communities and citizens. To achieve this, the elements of innovation, culture change, and integrated planning, budgeting and implementation would need to be embodied in the way that WCG officials approach their work, do their work, and ultimately ensure that this government is accountable and works innovatively within legislative provisions and with other spheres of government to deliver citizen-centric services.

This Priority aims to do this by ensuring that those employed in the service of the Western Cape Government (WCG) and its municipalities understand and demonstrate the values of Caring, Competence, Accountability, Integrity, Responsiveness and Innovation.⁹⁰ The essential link between all the elements of this Priority is our WCG staff. Given the Volatile, Uncertain, Complex and Ambiguous (VUCA) world we live and work in today and the realities of austerity, it is vital to ensure that all employees are fully engaged and institutions are resilient. Highly engaged employees feel and react in ways that show greater levels of commitment. They concur with the organisation’s mission, values, and products, and establish a real connection with the work they do, along with a sense of pride in doing it well. This has a fundamental impact on the service delivery experience.

2. PROBLEM STATEMENT

2.1 Problem Area 1: Inward-focused organisational culture

Sustainable service delivery by government can only succeed if there is congruence and alignment with the values envisioned by the Constitution of SA, including but not limited to Human Dignity, Equality, Freedom, Non-Discrimination and Rule of Law; the WCG values as listed above; and personal values of its employees. Furthermore, this value alignment needs to inspire shared purpose amongst all three spheres of government. Finally, the way we work as government (policies, processes, practices, and structures) need to reflect the espoused values – this will facilitate trust in the WCG leadership by its employees and ultimately trust in the WCG by citizens, as they see the coherence between stated and lived values as experienced through service delivery. These organisational and personal values are all equally important and independent.

The inward-focused organisational culture ethos needs to be understood from the perspective of the prevailing governance mindset. This may exhibit in different ways – one is “we can determine what the people want,” versus “let’s have ways in which people can have a say in

what their priorities are" and second, "the people expect us to create solutions for them" versus the required mindset of "the people would like us to create solutions with them". This shift in governance orientation is fundamental to support the desired citizen-centric culture that needs to be embedded.

The results of the WCG's most recent Culture/Values Survey in 2017 offer a window into the degree to which the organisational values are reflected in the organisation. Positively, some of the top current organisational values relate to mutual support and consideration, truthfulness in exchanges, and attention to meeting the clients' needs. However, it also found that, while individuals demonstrate dedication in their work and ownership for their actions, they report lacking empowerment in some areas.

The End of Term Review (2014 to 2019) echoed the need for "adaptive leadership, collaboration and learning... [that] considers interlinked systems, an understanding of the complexity of these systems and responding to an ever-changing environment".⁹¹ It also emphasised that the "participation of the public with bottom-up planning will be essential... [to] encourage the embracing of citizen-centric solutions which are needed to improve service delivery efficiencies and effectiveness."⁹² There is also the need to encourage employees to be willing to seek solutions rather than simply accepting the status quo, in which accountability is not experienced as blame, and where failure is seen as part of a learning process.

The beliefs that WCG employees hold about their role and the perceived impact they have in the overall citizen service value chain need to be amended. An assumption is that a sizable portion of WCG employees do not understand or see the value that their contribution holds in the total citizen value chain. This leads to employees feeling that their contribution is meaningless in the lives of citizens and, consequently, feeling disengaged. If the appropriate mindsets are in place, employees are inspired by the WCG vision, and they are "empowered to act", citizen value will follow.

2.2 Problem Area 2: WCG innovation exists, but is not fully embedded

Governments across the world are faced with increasingly difficult problems to solve. On the one hand, technology is revolutionising how we interact with our citizens and how they experience our services, but expectations are higher for speedier and more efficient service delivery. These factors necessitate the need for thinking differently about delivery and how government meets the needs of its citizens, particularly in a fiscally austere time. In a recent report,⁹³ the OECD argues that "while innovation has always played a part in the development of the public sector, this is arguably the first time that the sector has been under such radical pressure to fundamentally transform."⁹⁴

Innovation is profoundly challenging for the public sector, which has traditionally placed a strong emphasis on routinised, standardised, and hierarchical processes and approaches to problem-solving and decision-making. The OECD report further highlights that "Some tensions do arise... between the nature of public sector organisations and the attitudes underlying innovation. In some organisations, risk aversion, 'silos', hierarchical structures and a lack of diversity may have become embodied in rules and regulations, or they may have become part of the wider culture. Either way, they act as a barrier to innovation."⁹⁵ Fostering an

innovative culture will require a shift in structures, processes, mindset and organisational culture, which will require targeted support and resources.

Closer to home, the Premier reaffirmed the commitment of the WCG to build on the foundation of the capable state, but stressed that delivery will not be slowed down by compliance. For government to work better for its people, government needs to be flexible and agile. The Premier added that 21st-century civil servants should be curious, tech-savvy, collaborative, reflective, good story tellers, and understand their weaknesses, while not being afraid to take risks.⁹⁶

Second, in the Western Cape context, where frontline staff are often asked to tackle problems in environments that can be unsafe and subject to severe resource shortages, maintaining the delivery of the status quo is becoming increasingly difficult. A focus on innovation may seem unfair and, at worst, distracting from the core business of the WCG. Innovation, however, should not be seen as a move away from focusing on service delivery. In fact, the evidence on public innovation⁹⁷ shows that it most reliably emerges from initiatives from staff on the front-lines, often in direct response to feedback or new requests from citizens, which then become standard operating procedures throughout the organisation. Innovation and an increased focus on the citizen experience is about making civil servants' jobs and the services they offer more relevant.

The first "Innovation Baseline Study" conducted in 2017 by the WCG's Innovation Forum⁹⁸ revealed that there are a range of innovations across the WCG. The respondents perceived their managers and departments to be less enthusiastic about supporting innovation:

While WCG employees... are generally open to innovation, especially as it helps in their jobs, many reported environments that are less than conducive to fostering it. Reports of exploitation, favouritism and lack of acknowledgement have tended to alienate employees from their work and their superiors. Many employees reported their suggestions for innovation not being taken seriously by management. WCG will need to intensify work on building bridges between management and manual workers, and between different cultures, if there is to be an innovation-friendly climate in government.⁹⁹

There is a need to clarify what is meant by public sector innovation. The draft Western Cape Government Innovation Strategic Framework¹⁰⁰ notes that the WCG value of innovation adopted in 2015 was defined as, "To be open to new ideas and develop creative solutions to challenges in a resourceful way." The WCG innovation value emphasises the implementation of new ideas, fostering creative thinking, being citizen-centric, and encouraging employees who want to use innovation to improve their work.

Globally, the framework for defining and measuring innovation is set out by the Oslo Manual,¹⁰¹ which defines innovation as the implementation of a *new or significantly improved product or service, process, or a new organisational method* in business practices, workplace, organisation or external relations. Public sector innovation is not only about implementing something new, but about achieving results for citizens. More radical improvements in service delivery can be achieved by re-engineering processes, systems, or services of the public sector.¹⁰²

2.3 Problem Area 3: Limited integration across the spheres of government and with external partners

An integrated management approach should guide and underpin the strategic planning, budgeting, and implementation approach and processes across all spheres of government in the Western Cape. Economic trends and forecasts, increased population trends, limited financial resources, declining consumer spending patterns, and climate change and its impact on the environment and natural resources require a more collaborative approach.

The WCG has adopted an Integrated Management approach to “how we work”. Integrated Management acknowledges the realities of a Volatile, Uncertain, Complex and Ambiguous world and that such a world requires planning, doing, reviewing (learning by doing), and adjusting (doing again, but doing better in terms of continued responsiveness to changing circumstances).

It is therefore incumbent upon government to strengthen the interface in order to advance co-planning, co-budgeting and co-implementation, which in turn will accelerate sustainable service delivery underpinned by good governance. It has the potential to advance Government's effectiveness and efficiencies relating to resource application, significantly reducing overlap and duplication.

Delivery of the priorities within the Provincial Strategic Plan takes place within the boundaries of municipalities. It implies that local and district municipalities have a significant role to play in the successful implementation of the PSP and realising its outcomes. To achieve this, local government must be stable and functional, and initiatives to strengthen the capacity of municipalities are key.

The Whole-of-Society Approach (WoSA) is a key element of the Joint District Approach design. As noted in the Introduction to the PSP, the Whole of Society Approach is people-centred and calls for a different way of being and a different way of “how we do things”.

Since October 2017, specific WoSA Learning Sites in the Drakenstein Municipality, Saldanha Bay Municipality, and Manenberg/Hanover Park and Khayelitsha in the City of Cape Town have been launched. The WoSA learning sites have explored alternative approaches to service delivery within government and have provided key lessons on area-based collaboration and linking what happens in the local community to what happens in the Municipality and across WCG departments.

It allows us to reflect on and enhance what we do through, for example:

- Shared data and knowledge to develop evidence-based strategies and measure the impact of collaborative interventions;
- Combined social, safety, economic, and spatial interventions in spatially targeted sub-geographic areas;
- Alignment and authorisation of front-line staff to build relationships across organisational boundaries; and
- Community engagement via local political and statutory community structures.

The WCG will continue to build on its partnering initiatives and capabilities as led by the Economic Development Partnership over the past five years. These partnering capabilities

will enable the Province to establish and maintain partnerships with key role players and communities.

2.4 Problem Area 4: Good governance is primarily driven by compliance processes

Governance is the manner in which government organises itself, makes decisions, and performs its functions through its staff and resources with the required structures, policies and procedures.

The consistent improvement in performance towards clean and accountable governance outcomes since 2009, as measured by the Auditor General of South Africa and other measuring mechanisms, is undisputed. These positive results have not always translated into impact that is felt by the community. Good governance has generally been measured by the extent of compliance with regulatory prescripts, policies, and procedures. This is often viewed as a "tick-box" exercise.

Governance outcomes are defined in the King IV Report on Corporate Governance as including an ethical culture, good performance, effective control, and legitimacy.¹⁰³ Transforming governance requires stepping up from compliance for the sake of compliance toward governance processes that guarantee public value, allowing for innovation to drive new ideas and ways of doing.

2.5 Problem Area 5: Talent and staff development is not responsive to the changing world of work

The people of an organisation are its best value unlockers. However, the way we currently identify and develop training programmes is geared more toward current skills requirements than identifying future skills needs. Global connectivity, smart machines, and new media are just some of the drivers that are shaping how we think about work, what constitutes work, and the skills we will need to be productive contributors in the future. Similarly, the uptake of new and innovative training methodologies, techniques, and technology is too slow and disjointed. Lastly, training content and methodology must be infused with a citizen-centric culture.

In the current "war for talent," where organisations seek out top performers and innovative thinkers, it is important that WCG talent should be provided with opportunities for further growth, while at the same time ensuring the WCG retains these skills and competencies. According to the South African Board for People Practices (SABPP), the average South African company experiences major challenges in strategising around and implementing talent management in the workplace. In order to understand the talent and skills of our employees in the WCG, we need to design a talent audit system.

3. IMPACT STATEMENT

The Premier has described the aim of this priority as “A province in which we embrace new ideas and always do the right thing.” This has been further unpacked into an overall impact statement:

Government services are delivered to the people of the Western Cape in an accessible, innovative, and citizen-centric way.

To assess whether the WCG is achieving the above impact statement, the following instruments of measurement will be used:

- Citizen feedback surveys; and
- A Service Delivery Index that measures the impact of service delivery through evidence-based data and user experience feedback. This would be a composite result of all service delivery and governance efforts and programmes.

4. FOCUS AREAS AND INTERVENTIONS

4.1 Focus Area 1: Citizen-centric culture

This Focus Area will enable citizen-centric, innovative, integrated management, delivery-oriented performance across all spheres of government in the Western Cape. Central to this will be a vision-inspired engagement process aimed at clarifying the Western Cape service commitment and enabling our employees to have sustained commitment to the vision. Linked to this will be a focus on maturing leaders to cultivate the desired culture and enabling all employees to live the desired culture norms and values. Engagement and feedback mechanisms from citizens and our employees will be key to assessing whether the changes are having the desired impact. Behavioural changes will need to be supported by changes to business processes, work practices, systems, and structures to facilitate the desired end.

The specific interventions of this Focus Area are outlined below.

Create capacitated leaders to sustain the desired culture through leadership maturity development using a value-based leadership development programme

In order to change the culture of the WCG and embed value-driven leadership and the leadership philosophy, we need to enhance relational capacity and mature our leaders. The WCG leadership philosophy states that every employee can lead within the space where they find themselves. This intervention entails the implementation of a value-based leadership development programme, specifically at middle management levels, to validate the value-based leadership development framework. There are three (3) developmental journeys proposed in the programme and leaders will be linked to the journey that is appropriate for their leadership maturity level.

Implementation will gain momentum over the next five years, with systemic maturation at departmental level within three years, and transversally becoming most visible from 2023 onwards. The target group for the leadership development framework are Assistant Directors and Deputy Directors. As the framework is designed as a voluntary, opt-in framework, this core

target group is augmented by an open-systems approach that will enable individuals at levels immediately below and above middle management to participate in the journeys if they wish.

Enable sustained vision clarity and passion for the purpose of the WCG through leader-led and vision-inspired engagement processes

Every WCG employee must understand and be inspired by the WCG purpose and vision, as this is critical for the successful delivery of the Provincial Strategic Plan. Leaders need to be equipped to narrate the story in a way that evokes passion and commitment from their people. Every employee also needs to understand their role in the citizen-delivery value chain to ensure that they derive meaning from the work they do. This intervention will enable leaders to tell the WCG vision story, contextualised through the WCG values, and to engage their people to understand their individual and team's role in making the vision a reality.

Align the mindsets, competencies of WCG employees and WCG work practices to enable collaboration, ongoing learning, and adaptation at inter-departmental and intergovernmental levels

The aim is to shift the WCG culture from an inward-focused culture towards a citizen-centric culture which sees all WCG Departments and spheres of government working together with a common interest of delivering value to citizens. The WCG will review and amend existing policies, work practices, structures, and processes to ensure that it facilitates collaboration and ongoing adaptation.

Develop and implement an employee value proposition to affirm the WCG as an employer of choice

In this age of continual change and complexity, the WCG employees need to be seen as value un-lockers. It is important to retain our people and to ensure that they are fully engaged to unlock the value they have to maximise citizen-value. The WCG should also be in a position to attract highly-skilled, service-orientated professionals. This intervention entails developing an understanding of the elements of an employee value proposition (EVP), assessing the existing WCG EVP, and implementing a fit-for-purpose EVP that will attract and retain highly skilled professionals.

Develop an integrated employee engagement, organisational culture, and citizen satisfaction index to facilitate alignment between the WCG service commitment and the citizen/user experience

The WCG has been assessing its organisational culture since 2010. The current tool assesses the extent of the alignment between the personal values of employees, the current values they experience, and the desired organisational values. If organisational values do not align with personal values, this results in low levels of engagement (evidenced through high entropy scores in culture surveys). This intervention will focus on aligning the culture, employee engagement, and citizen service satisfaction instruments to create an integrated index that reflects the impact of the WCG culture on the service experience of citizens.

4.2 Focus Area 2: Innovation for impact

This Focus Area challenges the status quo of government. The scale and nature of problems we face do not merely require incremental changes but significant knowledge, system, process and structural changes. Interventions related to this Focus Area thus span across the entire spectrum of government services from inside government to our partners outside of

government. Core interventions relate to the capacity of WCG employees, knowledge systems, ways of working, and rules and processes to support (and not hinder) progress.¹⁰⁴ The specific interventions of this Focus Area are outlined below.

Build internal capacity for innovation in the WCG by establishing cross-departmental and external exchange programmes – Western Cape Exchange¹⁰⁵

This intervention will provide selected WCG employees with an opportunity to work with other departments and external partners (private sector, civil society, international partners) doing innovative work in the priority areas of the WCG for set periods. The exchanges should be focused on knowledge transfer, gaining specialised skills to take back to the home department, and professional development. The exchange programme will serve as a way of acquiring

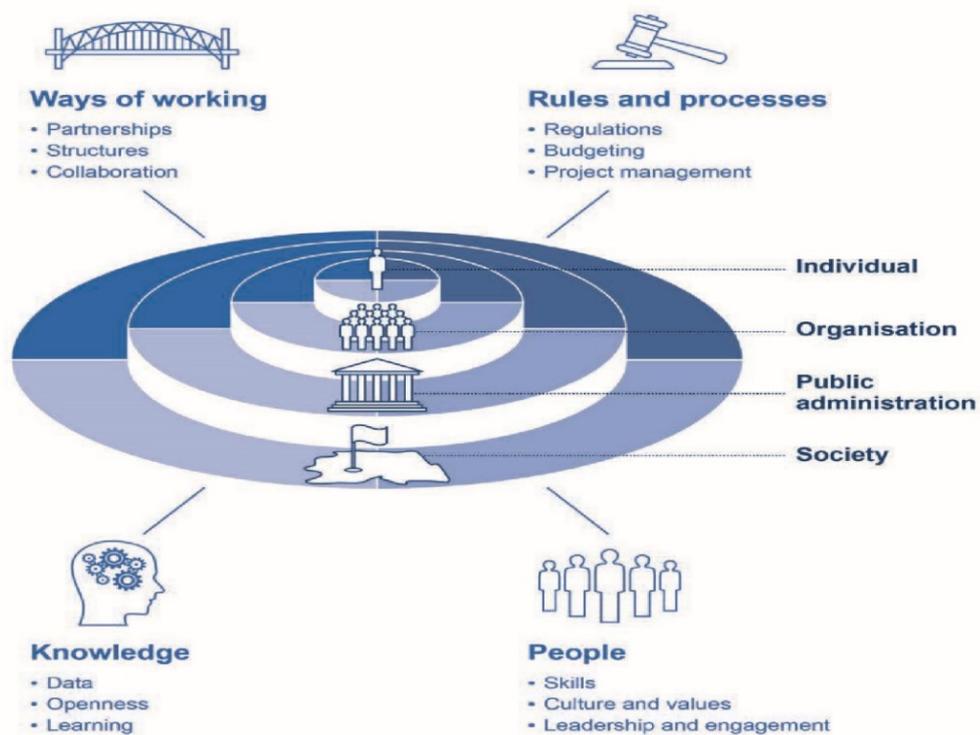


Figure: Enabling Environment for WCG Innovation

skills not available in the WCG, which will enhance internal capacity in government and outside of government. Evidence of how this exchange has benefitted the implementation of the PSP priorities will need to be demonstrated by the exchange.

Build an “innovation for impact” initiative to drive service delivery through innovative tools

To embed innovation in the processes, systems, and behaviour of government, a targeted approach to build innovative capability is required. Currently, we have a WCG Strategic Framework for Innovation, a website, and tools for collaboration such as the Ideas Central platform. A dedicated initiative which builds on the current knowledge base will be developed to address the barriers to WCG innovation. The initiative will garner organisational knowledge about how to apply innovative processes, utilise appropriate data and methods to achieve service delivery impact, and promote more collaborative, interdisciplinary, and cross-silo approaches to solve policy problems. Partnering will be a key component to ensuring the success of such an initiative and partnering implementation frameworks will need to be developed.

The main goal of this initiative will be to identify areas ripe for innovation to solve difficult policy problems aligned to the PSP. The initiative will generate ideas and develop and test/pilot proposals that can be implemented to investigate any issue. The initiative will also be used to incubate and evaluate projects. A core part of this initiative would be to disseminate learnings across the WCG and its partners through capacity building, networking support, and showcasing innovation projects for others to replicate and possibly scale up.

Develop an innovative financing and procurement framework to assist with reducing barriers to deliver on the PSP outcomes

"Innovative finance" refers to financing tools such as outcomes-based budgeting, social impact bonds, rewards for performance for achieving specific outcomes, and promoting blended funding and/or co-funding between government and external partners.¹⁰⁶ Innovative fund-raising should complement rather than be a substitute for funding flows from National Treasury.¹⁰⁷ Procurement rules and regulations, although necessary, can be a great impediment to innovation. At times, it is not the rules that are the problem, but rather the rigid interpretation thereof by public servants.

The framework will assess our current environment of fiscal austerity and recommend instruments to fund, test, and evaluate innovations using innovative financing and procurement tools and provide incentives for changing organisational behaviour to achieve the priorities of the PSP.

4.3 Focus Area 3: Integrated service delivery

Integrated Service Delivery pulls together all intergovernmental relations (IGR) efforts, spatial planning, citizen engagement, and assurance of accountability for the delivery of the PSP. It is the basis of building a responsive, agile, and sustainable provincial and local government. The aim is to synchronise key processes within the WCG and to strengthen joint planning, co-ordination, collaboration and coherence across WCG departments, municipalities and national organs of state.

The primary purpose of integrated service delivery is to improve outcomes for citizens. This will be achieved by:

- Improving engagement and communication between spheres of government to jointly plan and deliver services as well as jointly monitor progress and changes to be more responsive to citizen needs;
- Identifying systemic issues that create problems for citizens and developing streamlined processes which can provide seamless services to citizens;
- Identifying examples of duplication, working at cross-purposes, or creating confusion for citizens about who is doing what; and
- Building understanding and capacity between the spheres of government – such as sharing practice frameworks and legal and funding limitations – so they can work together more effectively and generally support each other in their service delivery.

The main delivery mechanism of integrated service delivery is the Joint District Approach (JDA). In the Western Cape, this approach implements national government's District Development Model. The JDA is a geographical and team-based, citizen-focused approach to provide integrated government services through a strengthened WCG and local

government interface. It is characterised by a geographical footprint with a single implementation/support plan per municipality/district and appropriate levels of coordination by provincial district interface teams. The approach makes provision for a series of integrated engagements to improve co-planning, co-budgeting and co-implementation.

Each district will have an established district interface team, represented by each local municipality in that district, the district municipality itself, all provincial departments, and relevant national departments. The Joint District Approach will not only unlock development opportunities and accelerate service delivery but also identify key support initiatives to strengthen the capacity of municipalities.

This Focus Area will also build and drive a culture of accountability for results in the WCG to improve delivery and impact. A key principle is data-driven and evidence-based decision-making. Timely, relevant, and accurate data and analyses are required for informed planning, decision-making and learning.

The specific interventions of this Focus Area are outlined below.

Implemented Integrated Work Plan and annual Integrated Implementation Plan through the JDA

- An annual Integrated Implementation Plan will be developed to give effect to integrated service delivery through the JDA, which will take into account the specific context and objectives for the respective year.
- Optimising IGR platforms in the Western Cape and within each District to enhance co-planning, co-budgeting, and co-implementation.

4.4 Focus Area 4: Governance transformation

The approach to governance transformation in the Western Cape should focus on strengthening oversight and monitoring, encouraging accountability, setting and steering strategic direction, and improving policy and planning. To achieve this will require a change in the regulatory framework from one that is prescriptive to one where our regulatory frameworks encourage innovation and are aimed at achieving the public good.

It is important to signal to the public that the government is ready to listen and collaborate. That said, it would be a mistake to presume that there is the capacity and interest of the public (and organised sectors of society) to participate in government processes. It is incumbent on the government to improve citizen capacity and capacity of partners interested to engage in services and processes.¹⁰⁸ In the previous term, the WCG adopted UN Habitat's Community Capacity Enhancement framework and trained 200 officials and municipal leaders and officials. This is a good start and further work is required to ensure that this is fully institutionalised.

The interventions for this area will be delivered in two all-inclusive but flexible programmes, focussing on provincial departments and municipalities. The programmes will focus on strengthening and maintaining governance and accountability in our institutions and strengthening and maintaining oversight. Our current status quo in governance must be upheld and further expanded with a focus to create and ensure public value.

The specific interventions of this Focus Area are outlined below.

Strengthening and maintaining governance and accountability

- 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.
- 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.
- Development and roll-out of civic education
- Development of Client / Customer Service Charters for municipalities

4.5 Focus Area 5: Talent and staff development

Talent and skills development cannot operate in a vacuum, and the challenge for the WCG is to create a conducive work environment with a clear vision, lived values, and shared purpose that leads to optimal levels of employee engagement where employees feel a heightened connection to the WCG and are willing to go “the extra mile”, even in an austere environment. This will not occur overnight, and on-going skills development based on the concept of lifelong learning will be an important instrument.

The specific interventions of this Focus Area are outlined below.

Future-fit skills development

It is essential that the capacity of staff is nurtured and developed through high quality content and forms of training and development in an environment that stimulates innovation. Dedicated research, collaboration, and networking is required to ensure holistic skills development that provides for future-referenced skills (especially soft skills like problem solving and critical thinking, teamwork, resilience, and time management). A Future-Fit skills strategy will be implemented that is based on a clear, integrated portfolio of future-required, public sector competencies, both individual and organisational.

Talent retention

There is an intensifying war for talent globally and locally. The WCG will respond to this challenge by implementing a Talent Retention Strategy that works innovatively within regulatory limitations. This Strategy will include career and succession planning frameworks and its success will be measured as part of the employee surveys.

Talent management

To ensure better planning and decision making on talent management, it is necessary to continuously integrate workforce analytics and intelligence across the WCG. This will entail development of capacity to build and implement effective, cross-functional, decision-making algorithms that are able to turn data into intelligence for real time and pro-active decision-making and action at organisational and individual levels. Data will be sourced through a skills audit conducted across departments. Success will be measured in the number of staff who

attend data science courses and are able to utilise an integrated electronic people management information system.

Innovative and responsive training

The Provincial Training Institute will be modernised into a provincial learning and innovation centre that will provide an innovation facilitation hub to stimulate innovative solutions to service delivery challenges. It will also identify future skills and new training methodologies and mechanisms in partnership with key stakeholders. It will collaborate with other training providers within the WCG, as well as Higher Education Institutions and the private sector, enabling opportunities for the co-creation of solutions and training delivery processes. A key focus of training will also be programmes that will enable WCG and municipal staff to empower citizens to be active participants in engaging the WCG. This in turn will lead to improved engagement between citizens and government.

Embedding organisation values and culture

In seeking optimal levels of employee engagement and motivation, the values, meaning and purpose of the WCG as an organisation must be embedded in the content and in the way that training is delivered. Training programmes must emphasise the citizen centricity of the work we do, whether directly or indirectly. There must be a clear link between leadership deployment programmes (character) and skills development (competency) to ensure these complement one another. A programme will be developed that focuses on transformational governance (thinking, decisions, actions and conduct) and tracking the number of participants and how they have applied their knowledge in the performance of their line functions.

5. CONCLUSION

This Vision-inspired Priority is responsible for steering all efforts of the WCG and municipalities to promote the interests of the communities and citizens of the Western Cape. It is the vision of the WCG, underpinned by supporting core values, that provides the foundation upon which the culture ethos and journey of the WCG is based and that ultimately allows for a citizen-centric and innovative organisation. It follows that citizen centricity enjoins us to engage with citizens in a two-way manner – this implies that citizen opinion and feedback is guaranteed.

The VIPs of Safe and Cohesive Communities, Growth and Jobs, Empowering People, and Mobility and Spatial Transformation speak to “what” we as government will focus on and prioritise over the next five years. To realise the intended impact of these priorities calls for a committed and capacitated workforce ready to do things in a different way. This VIP focusses on both the provincial and municipal spheres of government and is based on the Joint District Approach and the Whole of Society Approach, which create shared spaces to mobilise resources, knowledge, and creativity with the private sector and civil society.

ENDNOTES

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- ²⁸ South Africa Medical Research Council.
- ²⁹ 2011: 71.3%, 2012: 67%, 2013/14: 64.8%, 2014/15 59.8%, 2015/16: 57.1%.
- ³⁰ Presentation by SAPS to National Parliament Portfolio Committee for Police during the induction workshop on 21 August 2019.

³¹ Report on the State of Detective Services in the Western Cape, Department of Community Safety.

³² Almost half carry a caseload of 200+ dockets, with the ideal number between 50 and 60; 57% of detective commanders and 48% of detectives have not even undergone the requisite training, while only 2% have had any specialist training; 71% don't have informers and more than half of our detectives do not even have a firearm.

³³ Poverty and Inequality Initiative SALDRU, School of Economics, University of Cape Town Social Cohesion Workshops Consolidated Report accessed at <http://www.povertyandinequality.uct.ac.za/social-cohesion-workshops-0>

³⁴ Mathews, S. and others, Towards a more comprehensive understanding of the direct and indirect determinants of violence against women and children in South Africa with a view to enhancing violence prevention, December 2016, Department of Social Development and UNICEF, p. 15.

³⁵ Schwartz, J. P., Hage, S.M., Bush, I. and Burns, L.K. 2006, "Unhealthy parenting and potential mediators as contributing factors to future intimate violence: A review of the literature" *Trauma, Violence and Abuse*, no. 7, no. 3, pp. 206-221.

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³⁷ Prof Rajan Govender, University of Cape Town and Medical Research Council, *Reducing violence and building safety begins with care for young people* presentation in the Safer Western Cape Conference report November 2018.

³⁸ The National Government's White Paper on Safety and Security (2016) lists 'safety through environmental design' as one of six key themes for crime and violence prevention, and highlights the need for the integration of crime and violence prevention principles into urban and rural planning and design. Salahub et al *Reducing Urban Violence in the Global South: Towards Safe and Inclusive Cities Urban* (2019), Routledge (London) in the Upgrading Linked to Positive Social Outcomes in Cape Town, South Africa chapter (Richard Matzopoulos, Kim Bloch, Sam Lloyd, Chris Berens, Jonny Myers, and Mary Lou Thompson) accessed at <http://vpuu.org.za/wp-content/uploads/2019/06/Reducing-Urban-Violence-in-the-Global-South.pdf> Neighbourhood community social infrastructure development, with a strong focus on social interventions and community participation, has shown promising results. According to a study on a VPUU programme in Khayelitsha, which incorporated building interventions across four categories (buildings, sports facilities, landscaping, and surfacing), in conjunction with social interventions, such as a neighbourhood watch programme, respondents who "lived within 2km of VPUU infrastructure experienced less violence, showed fewer signs of depression, and were more satisfied with the infrastructure in their neighbourhood than those who lived further than 2km."

VISION-INSPIRED PRIORITY 2: GROWTH AND JOBS

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VISION-INSPIRED PRIORITY 3: EMPOWERING PEOPLE

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VISION-INSPIRED PRIORITY 4: MOBILITY AND SPATIAL TRANSFORMATION

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https://www.theglobalfund.org/media/7435/bm39_25-innovativefinance_update_en.pdf?u=637066574650000000

¹⁰⁷ World Bank, (2009) Girishankar, N., *Innovating Development Finance, From Financing Sources to Financial Solutions* available at

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¹⁰⁸ Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).

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