



Western Cape
Government



OUR 5-YEAR PLAN 2019-2024

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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.

Alan Winde

Alan Winde
Premier of the Western Cape

This Plan is our roadmap to build a safer Western Cape where everyone can prosper. It summarises our plans and commitments for the next 5 years so that you, as residents of the Western Cape, know what to expect from your government.

This Plan is based on a much longer, detailed strategy, so if you want more information, you can find this on our website at <https://www.westerncape.gov.za/5-year-plan>.

WE ARE BUILDING ON A SOLID FOUNDATION

By working together to make our Province better, we have achieved much over the last 10 years:

• We raised the quality of basic education

and made sure our children can use computers and the internet. Over 80% of schools in the Province now have access to free internet.



• We increased our social services to the disabled, youth, and the elderly, and we expanded treatment and counselling for substance abuse.

• We created employment and opportunities, with jobs increasing by 24.3% between 2008 and 2018.

• We brought quality health care closer to you - 91% of Western Cape households now live within 30 minutes of a clinic or hospital.



• We made it easier for companies to invest and do business in our Province, saving businesses R1 billion.

• We reduced deaths on our roads by 30%, and child road deaths by over 40%.

• We gave thousands of young people opportunities to gain more education, work experience, and skills.

• We made our communities safer by working with 150 police stations, community police forums, and 291 neighbourhood watch structures.

• We supported land reform projects on farms and achieved a success rate of 72% for those projects.

• We spent your taxes on your needs and received the highest number of unqualified audits in South Africa. Over 80% of our 2018/19 budget was spent on direct service delivery to the poorest people.



• We made more South Africans legal homeowners by providing title deeds to over 100 000 people.

• We supported municipalities to deliver effective and efficient services and help grow local jobs.

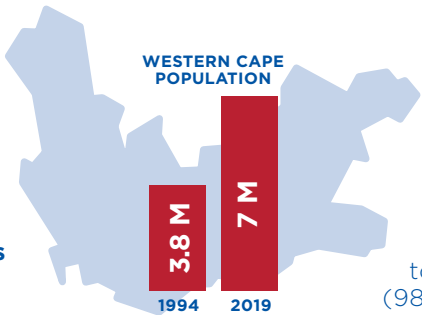
We are making good progress. Our public servants have reason to feel proud and the residents of the Province can have confidence that we will deliver a better future for them and their children.

THERE IS STILL MUCH TO DO

We still face many challenges and must work together to overcome them.

The population of the Province has doubled since 1994, and there are now almost 7 million people in the Western Cape.

This means that we have had to increase the provision of housing, water, electricity, health care, schooling, public transport, and all other government services.



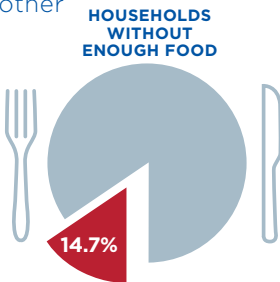
In spite of these problems, access to the municipal services of water (98%), electricity (95%), sanitation (94%), and refuse removal (89%) is very high in our Province.

However, our housing demand is growing, with over half a million households on the waiting list for subsidised housing opportunities.

Unfortunately, our economy is not keeping up with population growth.

Although the Western Cape economy grew faster than the rest of South Africa in the last 10 years, we expect it to grow by only 1.2% in 2020 and very slowly in the following years.

This is because, among other things, load shedding has returned and our state-owned enterprises (like SAA and Eskom) are failing. National government is collecting less money in taxes, and this means we have less money in the Province for schools, clinics, hospitals, social workers, and other services.

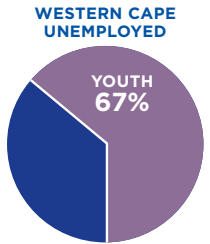


Overall, living conditions have improved over the last 10 years, and people are living longer in the Province (71 years for women and 65 years for men).

Despite this, 15% of Western Cape residents do not have enough food and, as a result, their children do not grow as much as they should.

The slow economy has led to high unemployment, which is 21% in the Western Cape (for South Africa it is 29%).

In our Province, 67% of the unemployed are young people up to 34 years old.



In terms of education, we have improved school results in Mathematics and Language across Grades 3, 6 and 9 between 2012 and 2019, and the Western Cape achieved 82% in the National Senior Certificate results in 2019. The number of students who have remained in school between Grades 10 and 12 has improved from 64% in 2014 to almost 67% in 2018.

But this means that many learners are not completing school and face a much more difficult future.

People move to the Western Cape because they believe they have a better chance of getting a job and having access to decent government services. The Western Cape Government faces a massive challenge to meet these expectations and to cope with the high numbers of people who need services and jobs, especially now that the economy is not growing.

We have serious social problems like substance abuse, crime, and domestic violence.

There has been 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.

This poses a challenge for municipalities. Many residents of the Province are unemployed and have few skills, and this means they are unable to pay for municipal services.

In addition, there are many political conflicts in our municipalities and this is often felt by those who are not receiving services. There are reports of fraud, corruption, and maladministration in some municipalities. The rise in protests by frustrated communities results in damage to service delivery facilities.

As we've seen with the recent droughts in the Western Cape and South Africa, the environment is under threat from climate change.

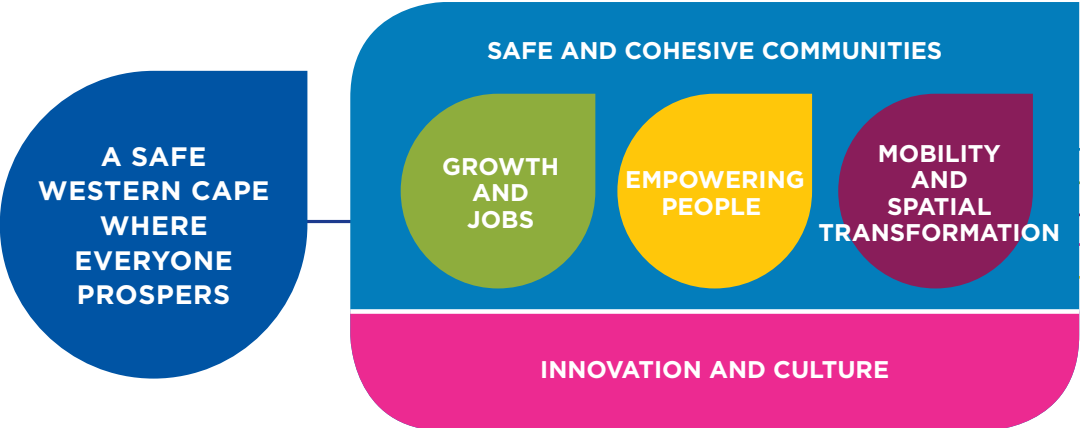
This has an impact on all aspects of our lives, including the economy.

Finally, inequality is growing.

Even though we have the lowest Gini coefficient in the country, inequality has risen from 0.604 in 2012 to 0.614 in 2018 (where 0 represents perfect equality and 1, the most extreme inequality).



WHAT DO WE WANT TO ACHIEVE?



As your provincial government, we are committed to building on the successes of the last 10 years and tackling the challenges above. We cannot do it without you. Every organisation, institution, community, household, and individual needs to work together so that we all have access to opportunities we all deserve.

THERE ARE 5 PRIORITIES THAT WE WILL FOCUS ON IN THE NEXT 5 YEARS TO CREATE A SAFE WESTERN CAPE WHERE EVERYONE PROSPERS.

1. SAFE AND COHESIVE COMMUNITIES

THE WESTERN CAPE IS A PLACE WHERE RESIDENTS AND VISITORS FEEL SAFE.

When people feel unsafe, it affects every area of their lives. For example, it prevents people from enjoying public spaces and travelling safely to work and discourages our businesses from growing and creating jobs. This is why safety is a theme in our other priorities, and every provincial department will contribute to a safer Province. This priority focuses on improving law enforcement and addressing the root causes of violent crime, such as child abuse and unemployment.

2. GROWTH AND JOBS

AN ENABLING ENVIRONMENT FOR THE PRIVATE SECTOR AND MARKETS TO DRIVE GROWTH AND CREATE JOBS.

We want to make the Western Cape a place where businesses want to invest and from where businesses export their products. This means we must have excellent infrastructure, skilled workers, and companies that can compete with the best in the world. With this in place, more and more people in the Province will have jobs.

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 see a Western Cape where families are strong, our youth have the skills, knowledge, and personal character to succeed in the 21st Century world of technology and computers, and all of our people have access to excellent health services.

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 want to see a Western Cape where our people use safe, affordable, and green public transport and live in neighbourhoods that include different racial and income groups and are close to economic and social opportunities.

5. INNOVATION AND CULTURE

GOVERNMENT SERVICES ARE DELIVERED TO THE PEOPLE OF THE WESTERN CAPE IN AN ACCESSIBLE, INNOVATIVE, AND CITIZEN-CENTRIC WAY.

As your provincial government, we are constantly looking for ways to improve our services to you. We will assess our services regularly and try new things, and change what we are doing if we are not meeting your needs.

KEY THEMES IN OUR PLAN

There are certain issues that are so important that we need to make sure that they are reflected in everything we do. This includes issues around gender, youth, climate change, and food security.

GENDER

South Africa has made a lot of progress in achieving equality between men and women. There are now more women in political organisations, government, and Parliament than ever before.
However, only 23% of top managers in South Africa are women.

Poverty, inequality, and unemployment have a bigger impact on women, especially young African women, than on men. Women are more likely to be unemployed and poorer than men. Women are doing most of the work taking care of their families, and they are not paid for this. This makes it harder for them to work in full-time jobs and, usually, the jobs they do find do not pay very much.

What is very worrying is that they suffer a lot from violence from men – 370 women were murdered in 2019 and 7 043 sexual offences were reported (and we know that most rapes are not reported).

We are not going to change this unless we all accept that women are equal to men and should have access to the same resources (like social services, houses, and jobs).

Both men and women need to challenge the idea that men have the right to control women. Wherever women are equal to men, everyone prospers.



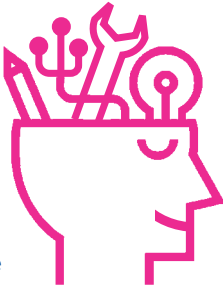
YOUTH

Many of our young people are unemployed, and they generally come from poor families, have not completed high school, and live in difficult environments.

The high youth unemployment has negative results. The longer a young person is unemployed, the less likely they are to find a job. Youth don't have the resources that you need to look for a job, like money and access to a computer or data. Many young people drop out of school because they see that matriculants often don't find jobs anyway. This leads to risky behaviours like alcohol and drug abuse and getting in trouble with the law.

We need to provide our young people with the skills and self-confidence to get jobs.

We will be investing heavily in skills programmes for our youth, both in urban and rural areas. We will also expand our Youth in Service Programme, which provides the personal skills and work experience that are needed for a young person to succeed.



CLIMATE CHANGE

Our climate is changing. The world is getting warmer and the level of the ocean is slowly rising. In the Western Cape we can expect more disasters like drought, floods, and fires.

This will affect every aspect of our lives. The drought in the Province reduced our exports and cut many jobs. We are going to find it hard to export our products because the rest of the world is going to ask us if we are producing our goods in ways that slow down climate change.

If we respond to these challenges quickly, we can change them into opportunities.

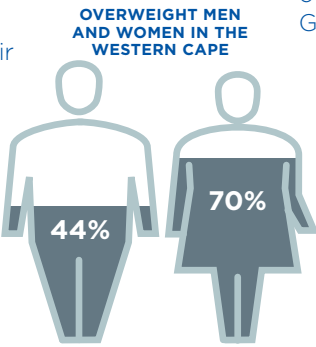
The Western Cape is already leading the country in supporting renewable energy projects (like solar and wind farms), and we can create many more jobs in this sector. We have helped our farmers to change their practices so that they can export their products more easily. We are helping municipalities to make sure that they protect and increase their water supply and encourage their residents to use less water. Every one of our departments is required to take the necessary steps to limit its impact on and prepare for changes in our climate.



FOOD SECURITY

Food is more expensive if you are poor, because you buy less food at a time and, therefore, pay more for it. You are also far from the large shopping centres where prices are lower and there are more healthy foods available. As a result, the food you eat does not always have the nutrition you need, and it also can cause you to gain weight. **This is a “triple burden,” because it means that your home is more likely to include children who grow too slowly and people who are malnourished and overweight.**

We have seen the effects in the Province. **Stunting (when you don't grow enough) has increased by 20% since the early 1990s, and 70% of women and 44% of men are overweight** (as are many of their children). As a result, our children are not reaching their full potential and our health care costs have increased. Going forward, we will implement the national Integrated Food Security Strategy and we will drive projects that help people to grow their own food.



THE CENTRAL ROLE OF
LOCAL GOVERNMENT

We are working closely with our municipalities in delivering services to you. We have had many meetings with them to agree on the priorities that we will pursue together. Here are the priorities that they identified:



All of these priorities are reflected in this 5-Year Plan. In parallel, when municipalities draw up their Spatial Development Frameworks and Integrated Development Plans, they make sure that they reflect the priorities and plans of provincial and national government and the global community.

HOW DOES OUR PLAN
SUPPORT NATIONAL AND
INTERNATIONAL POLICIES
AND PLANS?

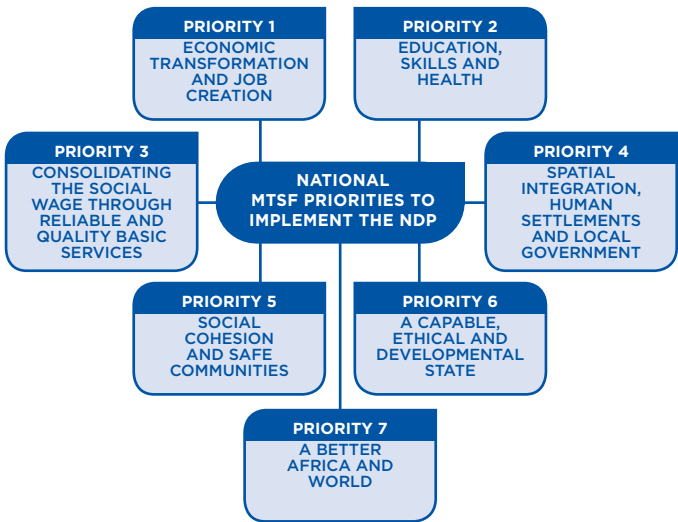
All of our programmes support national government's **Medium Term Strategic Framework (MTSF)** and the goals of the **National Development Plan (NDP)**, which aims to reduce poverty and inequality by 2030. The NDP, in turn, supports the goals of our African plan (**African Union Agenda 2063**) and the international plan (**2030 Agenda for Sustainable Development**).

HOW WILL WE DELIVER
SERVICES AND
PROGRAMMES IN THE
NEXT 5 YEARS?

We have outlined all of the big challenges that we are facing in the Western Cape. We will have less money but will be expected to do even more to improve the lives of residents. It is clear that we will need to be really smart about how we use our resources, and that you will need to take hands with us to achieve more with less.

Trying new things to improve the services we deliver to you. Provincial government has been providing you with services for many years. Teachers have taught your children, doctors and nurses have helped you when you are sick, and social workers have assisted you with personal or family problems.

We can get stuck in our ways when we have been doing the same things for many years, and it is important for us – as government officials – to be open to new ideas and to solve problems together with you. **We are committed to working together with you to check that we are doing the right things in the right way. If something is not working, we will try new ideas to improve it – this is called innovation, and is one of the core values of the Province.**



“ In May 2002, I arrived at Chrysalis where all I saw were green trees, open fields and lots of people in uniform who intimidated me. This was the start of the best three months of my life. I was challenged to such an extent that I didn't see myself as an introvert any more. I was forced to voice my opinion and to stand up for myself. All the phases really challenged me into growing as a person and as a man. I never knew that I could climb mountains and paddle on rivers and lead a group of my peers. I was fortunate enough to be chosen as one of the Junior Leaders to take up a leadership role on the next course and that was scary, but so exciting. I then spent 11 years of my life at Chrysalis Academy. Without a doubt, I must say, they were the best years of my life. I moved up the ranks from Junior Leader to a Senior Instructor, where I had many functions and worked with amazing instructors. We were not just a team, we became family. In 2013, until now, I had the opportunity to move to the Western Cape Department of Cultural Affairs and Sport, where I am using most of the skills that I have learnt at the academy to do my daily work. It is so much easier going through life with the knowledge that I have gained as a Chrysalis Academy graduate. I got married, have a beautiful wife and two children, and I can say that I treat them with respect because of the values and experiences I gained way back at the academy. I still volunteer my time at the academy and wish to continue to give back to the academy and to my community. ”

Rudi,
graduate of Chrysalis Academy

Every person in the Western Cape is affected by crime, and we will only achieve our full potential if we tackle it effectively together. It is difficult for a learner to achieve good results if they are in fear of their safety at school. Our businesses will not grow and hire more people if they think they will be robbed. People will not switch to public transport if they do not feel it is safe. Our children will not thrive and contribute to society if they experience violence and abuse at home. Our health care system cannot increase its services if it must support more and more people who are seriously injured by violent crime.

As the Western Cape Government, we will work with communities, organisations, municipalities, and national government to bring down the crime rate by addressing the root causes, improving policing, and increasing respect for the law.

WHAT PROBLEMS WILL WE ADDRESS WITH YOU?

Violence and violent crime

Crime is increasing, and much of it is violent. According to National Crime Statistics:

- The number of murders in the Western Cape increased from **3 186 in 2015 to 3 974 in 2019**.
- The number of contact crimes increased from **112 996 in 2018 to 113 987 in 2019**.
- The killing of a woman by a partner is the leading cause of female murder. There were **7 043 sexual offences reported in the Western Cape in 2018/19**, and most sexual offences are not even reported.
- There is a very close link between alcohol and crime. **Alcohol is connected to 50% of murders** in the Province and makes up 42% of crime-related injuries nationally.
- **22% of murders in the Western Cape in 2017/18 were gang-related.**
- Organised crime and gangs support themselves by selling alcohol, drugs, guns, and abalone. They also sell people, which is known as human trafficking.

Together, we need to address the social reasons for violent crime. These include negative attitudes towards women, abuse of women and children, unemployment, abuse of alcohol and drugs, and lack of respect for the law.

Police capacity and public trust

There are too few police and not enough trust in the police:

- **The number of police in the Western Cape has gone down while the number of crimes has gone up.** Although 20% of serious crimes took place in the Western Cape, we received only 14% of the police officers.
- Trust in the police decreased from **71% in 2011 to 58% in 2018**, according to the Victims of Crime Survey.
- There is a **shortage of 548 detectives** in the Province.

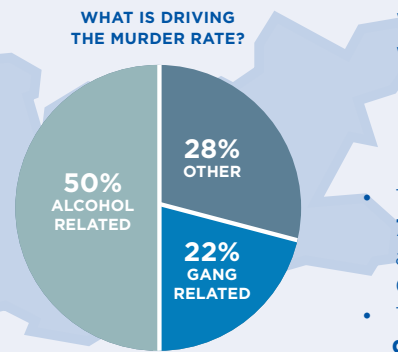
The shortage of police means that they are overworked, are not seen enough in communities, and are often demoralised. This undermines the trust that communities have in them.

When there are enough police, and they are trusted by communities, residents will join the police in fighting against crime.

Cohesive communities

Apartheid planning continues to have an impact on communities. A lot less money was invested in Black and Coloured townships than in White areas, and there was little or no support to informal settlements as they sprang up. As a result, many of these settlements are far from job opportunities, have few facilities like community halls and parks, and often have low levels of basic services. This is in contrast to the areas reserved for White people under the Group Areas Act.

These environments contribute to high unemployment and a sense of hopelessness, and they provide a breeding ground for criminal activity. We can only tackle crime if we understand the connection between these environments and crime and take steps to transform these physical spaces.



WHAT DO WE WANT TO ACHIEVE?

THE WESTERN CAPE IS A PLACE WHERE RESIDENTS AND VISITORS FEEL SAFE.

We want to reduce violent crime and we will focus especially on the murder rate. Here are 4 ways that we, as government, communities, and civil society, can measure our success:

- 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

WHAT WILL WE DO TO MAKE THIS HAPPEN?



We will increase the effectiveness of policing

- Partnering with the City of Cape Town, **we will fund, train, and deploy up to 3 000 law enforcement officers** and investigators in the areas with the highest murder rates. Where and how the additional officers are deployed will be based upon evidence and community consultation.
- We will **increase the number of traffic officers** to improve road safety.
- We will strengthen our relationships with communities and organisations to **create safe neighbourhoods** and empower communities to participate in their own safety. This includes Neighbourhood Watches, Community Policing Forums, NGOs, and businesses.



- **A Safety Cabinet will be established** that includes the provincial Cabinet and the police and criminal justice institutions such as the SAPS, Correctional Services, and National Prosecuting Authority.
- **A Safety Information System** will be created that tells us where and when crimes are taking place so that we can better target our resources.
- **We will build a case** to transfer the police function from national government to the Province.
- **The Western Cape Tourism Safety Strategy and District Rural Safety Plan** will be implemented, strengthening our safety partnerships and improving safety in these areas.

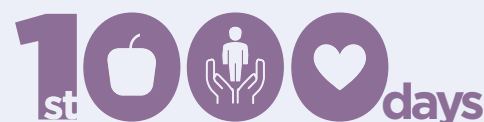


We will strengthen programmes aimed at reducing family violence and assisting youth who could break the law

It is a well-known fact that experiencing violence often triggers more violence. We need to reduce the violence experienced especially by women and children, and stop the cycle of violence.



- **The First 1000 Days Programme** will support parents and caregivers to keep their babies healthy, safe, and stimulated.



- The **Eye-on-the-Child** (and Youth) will provide knowledge and skills to mothers and Child and Youth Care Workers to intervene when they see children and youth at risk.
- We will identify youth who may commit violence in the top murder precincts and refer them to appropriate programmes.
- We will **protect the rights of children** and provide psycho-social support, care-giving skills training, and fatherhood education through a range of programmes, including the Children's Commissioner, Child Care and Child Protection Programme, and Families at Risk Programme.
- **We will provide support to youth at risk** through the Chrysalis Academy, Youth-at-Risk Graduate Work Placement Programme, and Youth Safety and Religion Partnership Programme.
- **A school-based violence prevention programme** will roll out interventions to stop violence between learners. The Safe Schools Call Centre will help learners receive psycho-social and safety support and will be backed up by School Resource Officers and the Safety and Security Resilience Scorecard.

Alcohol and drug abuse are at the centre of most violent crime. The following programmes will address this:

- **The Western Cape Government Alcohol-Related Harms Reduction Policy will be implemented**, including changes to the Western Cape Liquor Act to reduce the sale of illegal alcohol and reduce alcohol-related violence.
- We will continue with the **Random Breath Testing** and mobile Evidentiary Breath Alcohol Testing to make our roads safer.
- The implementation of the **National Drug Master Plan** will reduce the demand for and supply of drugs and provide drug treatment services to youth.
- Municipalities will continue to support Local Drug Action Committees.

We will make the places that we live safer

The way that we design the places that we live and play has a huge impact on whether our communities feel safe. Dirty, crowded places with no parks and poor lighting will result in communities without a sense of belonging and safety. We will make our settlements and public spaces and facilities safer through the following programmes:

- **The Informal Settlements Upgrading Programme** will improve access to roads, lighting, social, and basic services in areas identified as crime hot spots.
- **The Regional Socio-Economic Programme and the Mayor's Urban Renewal Programme** in the City of Cape Town will focus on social interventions and public participation.
- We will work with municipalities to **install lighting and surveillance cameras and improve neighbourhood cleanliness.**



- **We will increase the security in and around provincial facilities, such as schools and clinics.**



- The **Green Scorpions** will target illegal dumping and air, water, and land pollution.
- Our **After-school and sports and cultural programmes** will provide safe spaces where our young people can learn and play.

We also need to make it safer to take public transport and travel on our roads. We will address this through the following programmes:

- We will work with Prasa **to make the Central Railway Line safer.**



- **Road traffic enforcement and the Safely Home campaign** will address road user behaviour and the culture of lawlessness on our roads.



We will reduce gender-based violence and gangsterism

We can make the Western Cape a safe place for women if we tackle the many reasons that women experience so much violence. Women need access to justice when they are attacked, they need access to jobs and business opportunities, they need to feel safe when they walk and take transport from one place to another, and they need to feel safe where they live. Men need to see women as equals and reject the notion that they have the right to control women. Women and men need to take responsibility for raising better men.



We will address these through the following initiatives:

- **Thuthuzela Care Centres, Victoria Hospital, and sexual offences court** support services will continue to provide shelters and trauma support to victims of violence and human trafficking.
- We will monitor compliance with the Domestic Violence Act by the SAPS and will **focus on gender-based violence in our Policing Needs and Priorities reports.**
- Our **Chrysalis Programme** will include gender sensitivity training.
- **The Community Development Worker Programme** will provide information sessions on gender-based violence.
- Provincial officials will receive training on sexual harassment and gender mainstreaming.

Gangsterism is out of control in some of our neighbourhoods, with 808 gang-related murders in 2017/18 alone.

We will implement the National Anti-Gangsterism Strategy, which focuses on root causes such as family circumstances, peer group pressure, education, and living conditions. We will also work with the police and criminal justice system to respond in an integrated way.

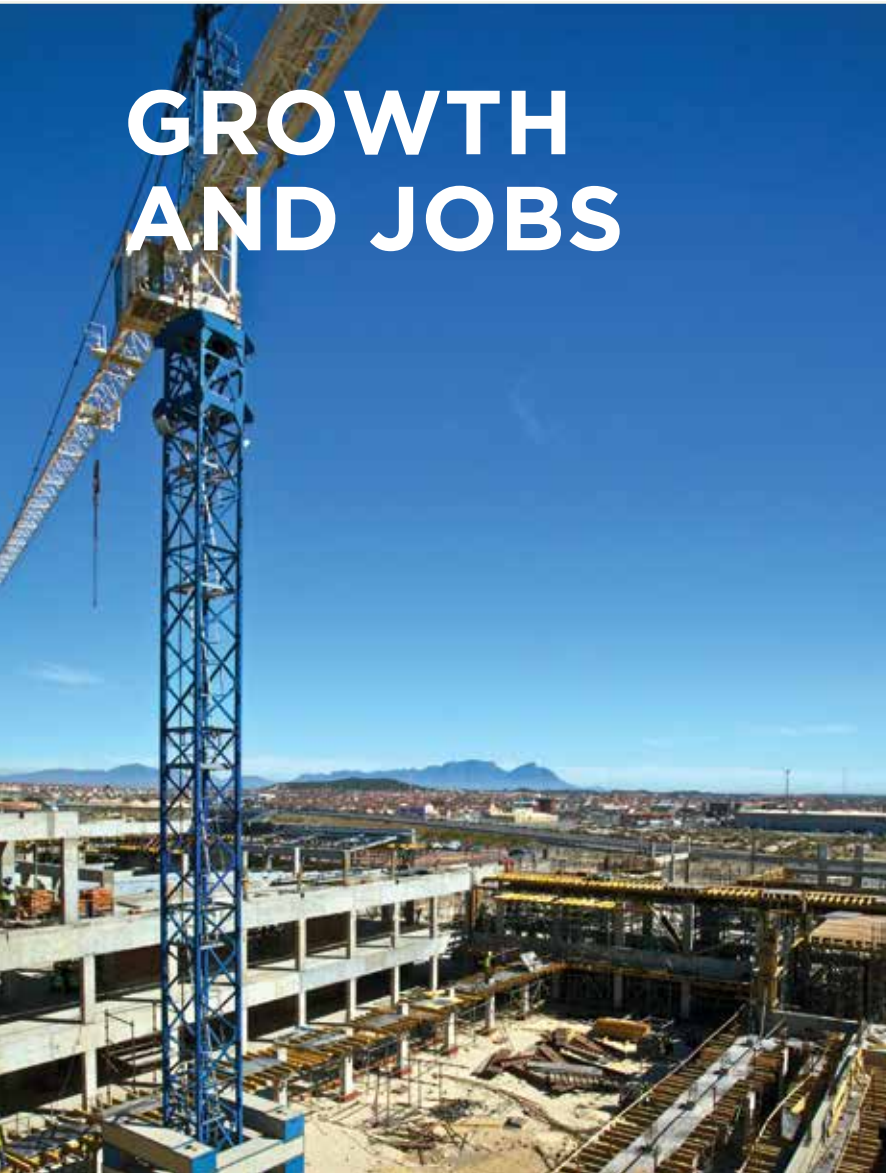
HOW CAN YOU

WORK WITH US?

We can make the Western Cape a place where residents and visitors feel safe if we improve policing, reduce the violence and trauma that children and women experience (especially at home), and transform our settlements into places where we love to live, work, and play.

We can only do this by partnering with:

- **National government**, which is responsible for the police and the criminal justice system;
- **Municipalities**, which are responsible for law enforcement and municipal planning and basic services;
- **Community safety structures**, which can work with government to identify crime trends and their causes and recommend how to address them;
- **Non-governmental organisations**, which can support community participation and implement government programmes; and
- **Men and women**, who need to challenge the harmful ideas and culture that result in violence against women and children.



GROWTH AND JOBS



“ I am a young woman aged 29 years. I am a former Electrical College Student. I am currently enrolled with Imperial Technical Training Academy. Before Imperial took me in as one of their candidates, I was unemployed and had difficulty getting employment. I have spent 2 years in college. I had no idea how the world outside college was and I was not prepared. I was only in class for theory. In college you come and go as you please, no one will question your absence. I was not in a programme for work readiness. After my experience at Imperial, I have become skilled and ready for the industry. I did not know that one day I would be a motor mechanic, let alone service a car. All I wanted was to be an Electrician, but Imperial changed that for me. I have a passion I never knew I had in me. The three months I have spent at the Academy feels like a year. My thinking has been improved. At the Academy, they taught us 3 things that can take us far in life. That is 1. Discipline; 2. Respect; 3. Attitude. Every day we are doing a new chapter, afterwards we would go do it practically. That opens your mind and gives you a clear understanding. I am a 100 percent ready for the industry. After my Competency Based Modular Training Phase 2 was finished, within 2 weeks I was called for an interview and started working. I wish I knew about this academy sooner. This academy will decrease the number of unemployment in our youth.”

Eudora.
The Imperial Technical Training Academy is a service provider of the Department of Economic Development & Tourism's Artisan Development Programme.

The economy in the Western Cape has seen some impressive gains in the last few years. We added 283 000 jobs in the Province, cut the employment rate of young people by 5%, and saved companies R1 billion by making it easier for them to do business. But with over 21% of our people unemployed, we have to do much more. Our businesses need to be able to sell more of their products to the rest of the world, and we need to get more overseas and local businesses to invest their money in initiatives that create jobs. Our economy needs to grow at least three times faster and needs to be much more inclusive if we want to make a dent in unemployment. As the Western Cape Government, we will work with businesses, communities, and national government to unleash our economic potential.

WHAT PROBLEMS WILL WE ADDRESS WITH YOU?

Our economy is growing too slowly to create enough jobs

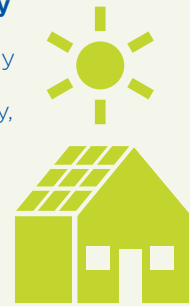
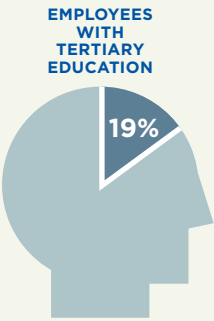
There are several reasons for this. National government has mismanaged our state-owned enterprises, many of which can't pay their own bills (like SAA and Eskom). Among other things, **this has resulted in more load shedding and very poor train services.** National government has not implemented important policies that would allow businesses to grow rapidly (like solar and wind energy companies). Our port infrastructure is insufficient and won't allow us to export our products quickly. Our national debt is increasing rapidly, and government is only able to slow this down by cutting its spending (which affects mostly the poor). When businesses want to fill jobs, they can't find people with the right skills. On a provincial level, we are starting to pay the cost of climate change through the on-going drought and more frequent and intense fires and floods.

Our natural resources are under incredible strain

Average temperatures are rising throughout South Africa and the world. **We have already seen some of the effects, with our Province experiencing its worst drought ever.** We are experiencing more fires, and our fire season is now longer. **In addition, we have less water and electricity than we need.** Even once this drought passes, we are expecting our water resources to steadily decrease while our population keeps growing. South Africa is not producing enough electricity, and the process of building solar and wind farms is going too slowly. **There are opportunities that come from these challenges: we can create jobs through growing our Green Economy,** which can help us to produce renewable (solar and wind) energy, reduce the waste we produce, and conserve our water resources.

Unemployment is very high

The national unemployment rate in South Africa is 29% and it is 21% in the Western Cape. What is very worrying is that 67% of the unemployed are young people. This is extremely high and has many negative impacts. **It fuels frustration, violence, substance abuse, and social unrest.** This in turn drives up the cost of doing business and causes businesses to lose confidence in the future, which results in fewer jobs being created. There are other reasons for unemployment. Our companies and workers do not produce as much as companies overseas, even if they pay similar wages. This makes our exports more expensive (which means we export less) and makes imports less expensive (which means we lose jobs). Another reason is that **people looking for work often don't have the education and skills that companies are looking for. For example, only 19% of workers have any sort of tertiary education,** which is what the economy increasingly needs.



WHAT DO WE WANT TO ACHIEVE?

AN ENABLING ENVIRONMENT FOR THE PRIVATE SECTOR AND MARKETS TO DRIVE GROWTH AND CREATE JOBS.

Here are 2 ways that we, as government, communities, and civil society, can measure our success:

- GDP growth rate in the Province (how much the economy is growing)
- Rate of employment growth (how many jobs we are adding)

WHAT WILL WE DO TO MAKE THIS HAPPEN?



We will make it easier for the smallest township businesses to the largest foreign investors to do business in our Province

- We will expand our Ease of Doing Business programme, which has seen businesses save over R1 billion in the last 5 years. This will include support to municipalities and small businesses, including informal ones.
- We will review the rules that are preventing businesses from succeeding and will ask national government to change them. If they are provincial regulations, we will change or reduce them.
- Every investor has certain things to consider before making a decision. We will identify and assist international investors who wish to invest



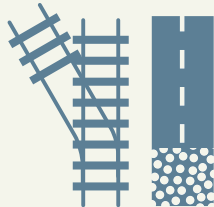
in the Western Cape or expand their existing investments.

- We will market Cape Town and the Western Cape as an inspiring and safe place to do business.
- Through Wesgro, we will ensure that new investments are spread throughout all the regions of the Western Cape.
- The Saldanha Bay Industrial Development Zone (SBIDZ) will unlock the industrial and economic potential of the West Coast and will open doors in the oil, gas, and marine engineering sectors.
- The Atlantis Special Economic Zone (ASEZ) will help our green technologies sector to grow.



We will maintain our infrastructure and build new infrastructure

- Municipalities will be supported to spend their full infrastructure budgets every year, as this spending supports the economy and creates jobs.
- Support will be provided to municipalities to prepare long-term project implementation plans and identify infrastructure projects that can boost the local economy.
- We will continue to maintain our infrastructure and make sure that it can withstand the challenges of climate change.
- The upgrading of our transport infrastructure will include improving roads and investing in new road networks such as the N1/N7 interchange.
- We will sell assets that we don't need or that can be better used by the private sector and use this money to maintain our core assets.



We will help our businesses to export more of their products

We need to export more products and import fewer products, as this is the most important way we can create new jobs. We can only do this if our products are better than those made overseas. That means our businesses must become more competitive, that is, they must produce more goods at a better quality and lower cost.



- We will identify companies that are exporting products (or wish to do so) and the reasons that they are struggling, and support them to become more competitive.
- We will identify new export markets and support our businesses to take advantage of the opportunities arising from the Africa Trade and Investment Strategy.
- Exporting comes with risks such as political instability, foreign currency exchange risks, customs duties, and tax laws. We will support firms to manage export risks and enter new markets.
- We will assist firms to meet compliance and specifications requirements of export markets. In terms of agriculture, we will continue to support the Wine and Agricultural Ethical Trade Association (WIETA) and Sustainability Initiative of South Africa (SIZA) to ensure that our farmers meet the standards of international markets.
- The Provincial Freight Strategy and Western Cape Freight Demand Model will monitor freight flows in the Province and address any challenges that arise. This will include engaging with Transnet about solving the problems around our ports, which are not moving freight quickly enough.

Creating opportunities for job creation through skills development

Our education and skills development programmes need to ensure that our young people are equipped to participate in all areas of our economy, especially in the export sector.

- **We will invest heavily in skills programmes and build the mathematics and science qualifications of our youth.**

- **Apprenticeships are a great way to train a new generation** with on-the-job learning. The apprenticeship initiative will work with Technical and Vocational Education and Training (TVET) colleges and employers to train and place young people.

- **We will make digital skills a priority** so that our people, especially young people, are skilled for the needs of the future economy. The ICAN project and Skills Boost projects will help us to meet demand with suitably skilled supply.

- **The Garden Route Skills Mecca** will continue to drive skills development in the Southern Cape.

- **The Agricultural Partnership for Youth Development Programme** will continue to provide skills and work experience, especially to children of agri-workers. We will also expand our agricultural skills and education programmes, for example through the Elsenburg Agricultural Training Institute.

- **The Emerging Contractor Development Programme and Labour-intensive Programme** will assist local emerging contractors who are implementing Municipal Infrastructure Grant projects.

- **Our public works projects will provide skills and work experience,** especially in construction and transport projects.



Making sure we manage our water and energy resources and reduce our waste

It is more important than ever to protect our environment and natural resources, since climate change threatens both of them. We will implement programmes that help us to use our water resources wisely, rehabilitate our natural environment where it has been damaged, generate electricity from solar and wind installations, reduce and recycle waste, and lower our fire risk, while at the same time supporting green businesses to start, grow and create jobs. These programmes include:



- **The Western Cape Climate Change Response Strategy**

- **The SmartAgri Plan**

- **The Low-Carbon Emissions 2050 Pathway**

- **The Western Cape Integrated Drought and Water Response Plan**

- **The Sustainable Water Management Plan**

- **The Green Economy Programme**, which supports green infrastructure such as smart grids and rooftop solar power and supports the building of renewable energy plants by Independent Power Producers

- The allocation of surplus water from the Buffeljags Dam

- **Waste reduction programmes that create jobs and new products**

HOW CAN YOU

WORK WITH US?

We can create jobs and grow our economy if we attract investment, build and maintain our infrastructure, increase exports, give people more skills, and have enough water and electricity.

We can only do this by partnering with:

- **National government**, which provides the infrastructure that is essential for a growing economy;
- **Municipalities**, which provide water, electricity, and waste management and drive local economic development strategies;
- **Businesses**, which provide goods and services, employ our residents, and create new jobs; and
- **Residents**, who participate in our skills programmes and make the most of every opportunity available to them.

EMPOWERING PEOPLE



“ I was a volunteer in 2016. I had been working but it wasn't meaningful work and it wasn't taking me anywhere. It was also stressful. So I went online and searched for internship opportunities and found YearBeyond.

The best thing about volunteering was that it introduced me to mindfulness, which has had a big impact on my life. This came about when we were given a social innovation challenge as part of our training. Our challenge was how to instil a learning culture at the school. We decided to introduce mindfulness to help learners to engage with the syllabus because you find that, while they are physically in the classroom, their minds are elsewhere. They have limited attention. The learners responded to being in the present and learning to pause before they do something.

Through volunteering at YearBeyond, I got to know Action Volunteers Africa (AVA) which ran a course for us on “Breaking Beliefs”, about all the self-limiting beliefs that we have that stop us from doing things. I was not confident in my abilities. When I sat down to apply for something, I would start doubting myself. I did not have the courage to do what I wanted to. I was born in Khayelitsha and I see how many people have self-limiting beliefs. They have so much potential but they hold back and limit themselves. I have friends who are in retail who started as packers and have stayed as packers when they could try to go further.

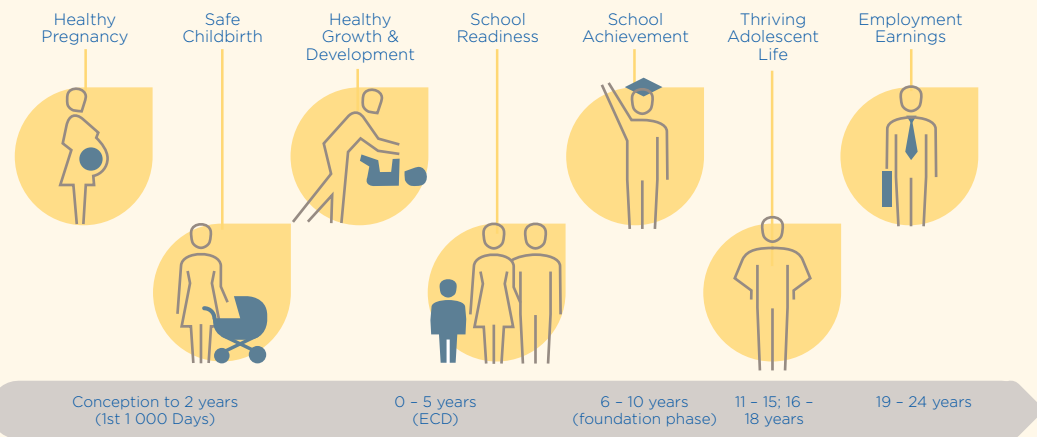
I encourage everyone to become a volunteer. It is very difficult to find a job, and the YearBeyond programme teaches you how to apply yourself and show up. You have to be active and aware to take advantage of the opportunities, not just collect a stipend and have a nice time.



Khanyi is a graduate of the YearBeyond programme run by the Department of Cultural Affairs and Sport.

We have specific needs at every stage of our lives, whether as a baby in the womb or as an older person. If these needs are not met (especially when we are younger), we cannot reach our full potential. This will also mean the children who come after us will be in a worse position.

LIFE COURSE APPROACH: INTERVENING AT THE CRITICAL PHASES



This means that we must take a long-term approach to meeting these needs, whether these are met by our parents, our communities, or our government. We must help each other through each stage of our lives and prevent problems like poor health, poor school results, and violence and domestic abuse.

As the Western Cape Government, we carry huge responsibility for providing schools, clinics, libraries, and cultural and sports programmes. We are committed to working with you to make sure that every one of us grows and thrives through each stage of our lives and our children's lives, wherever we live.

WHAT PROBLEMS WILL WE ADDRESS WITH YOU?

Many children and families experience violence, neglect, and poor health

Children who receive food, love, and stimulation from the moment they are conceived until they are 5 years old are 20% more likely to be successful and have healthy families.

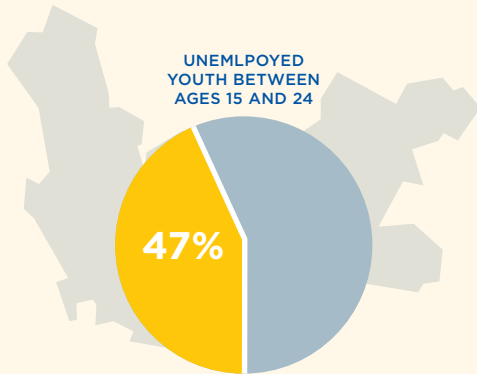
Over 91% of people in the Western Cape live within 30 minutes of a clinic or hospital, and more people than ever receive health services from government. In spite of this, many children in the Province experience hunger, abuse, and a lack of stimulation. The result is that they do not grow as tall as they should, are not as ready for school, and are more likely to get sick. They are less likely to live a healthy, happy life.

We know that many of these problems can be addressed through Early Childhood Development (ECD) Centres, but there are not enough of them and many do not meet minimum standards.

This could mean a large number of people won't stand a chance to make it in life from the moment their mothers fall pregnant.

Children have unequal access to quality holistic education and extended learning opportunities, which limits success after completing school

The mathematics and language school results of our grade 3, 6 and 9 learners have improved over the last 4 years. However, the learners from poor families have to deal with large class sizes (because so many new people arrive in their areas from other places), very little tutoring, and few opportunities to use computers. If we want to prepare our children for a world where computers and technology are used for almost everything, then we will need to teach them how to manage their time, work with people, take initiative, and develop technical skills like coding.



When our youth lose hope, they become disconnected from their communities

- **47% of young people aged 15 to 24 in the Province are unemployed.** Our economy needs young people for finance, ICT, tourism, and call centre jobs, and companies usually require at least matric.
- **Our youth also struggle to find jobs because they don't know how to look for jobs,** haven't received career guidance, don't have the money to apply for jobs (by using data or travelling to an interview), and live far away from where the jobs are.
- Most of these young people live in poor communities where there is a lack of services, high crime, and a lack of mentors. Many have dropped out of school. **They lose hope and turn to alcohol, drugs, and gangs, and they have unsafe sex.**

We don't have the money to meet the health needs of a growing population

- Overall, our health is improving in the Western Cape. People are living longer, the number of babies who die before the age of 1 is relatively low, and more people are being tested and treated for HIV/AIDS than ever before.
- Despite this, many people come to our clinics and hospitals to be treated for serious injuries. **Some are injured by violence, while others are injured in traffic accidents, where alcohol plays a big role. 14% of all deaths in the Province come from such injuries.**
- **We are also not living healthy lives.** We face health problems when we smoke, don't exercise, and eat too much or eat the wrong things. These are called lifestyle diseases, and they often lead to serious illness or death.
- While the number of people and their needs for health services has grown, **our health budget has not kept up with it.**



WHAT DO WE WANT TO ACHIEVE?

RESIDENTS OF THE WESTERN CAPE HAVE OPPORTUNITIES TO SHAPE THEIR LIVES AND THE LIVES OF OTHERS, TO ENSURE A MEANINGFUL AND DIGNIFIED LIFE.

The Empowering People priority will provide residents of the Western Cape with the support that they require to take advantage of opportunities and live a dignified, meaningful life, while at the same time giving back to their communities.

Here are 6 ways that we, as government, communities, and civil society, can measure our success:

- Number of deaths of children under one year of age
- Number of learners staying in school between grades 10 and 12
- Adult years of life lost (fewer deaths from "lifestyle" and infectious diseases)
- Number of 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 by age 5

WHAT WILL WE DO TO
MAKE THIS HAPPEN?



We will provide specialised support to children up to the age of 5, and to their families

The most critical days for every human being are the first 1 000, from conception to age 2. This is when the building blocks for life are put in place, with food, care, and stimulation being important. The next important phase is to age 5, when children need to be prepared emotionally and mentally for school.

We will implement the following programmes to provide this support:

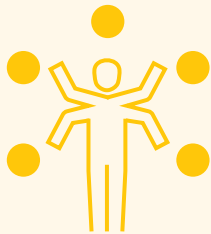
- **The First 1000 Days programme**, which will provide health services and support to parents and caregivers to make sure children are safe, healthy, and stimulated;



- **The Early Childhood Development Programme**, which will assist ECD Centres to meet minimum standards and will increase the number of ECD support sites from 65 to 130;
- **Support to families where violence or abuse may be taking place.** Children cannot develop properly if they are neglected or mistreated;
- **Provision of shelters for women experiencing violence in the home.** There will be a special focus on the Central Karoo and Garden Route Districts; and
- **Provision of drug treatment services**, especially in the Garden Route, Overberg, and Central Karoo Districts.

Our schools will provide a safe, positive environment where learners receive the skills that they will need in the future

In the past, our parents may have worked in the same job for the same employer for many years. This has changed. **In the future, many jobs will require technology and computer skills, and the ability for youth to upgrade their skills when the economy requires something different.**



We will implement the following programmes to provide this support:

- **The Growth Mindset Programme**, which is part of the Transform to Perform Strategy, where teachers and school administrators will be encouraged to develop their leadership skills and create a positive school culture, and students will be empowered with the values and self-belief to shape their futures;
- **Violence prevention programmes and the installation of high-security perimeter fencing at some schools.** The safety of learners within school boundaries cannot be compromised;
- **The Foundation Phase reading strategy and Library Reading initiative**, which will help children read for meaning and be able to work with numbers by the time they are 10;
- **The School Evaluation Authority**, and which will improve school leadership and accountability.

Providing our young people (15-24) with the skills and opportunities to enter the world of work

As our young people enter adulthood, they require the ability to take charge of their own futures so that they can make use of the opportunities that are given to them. Youth who live in poor areas have less of a chance of developing that ability because they don't know the right people to get a job and don't have the money or know-how to look for a job. Young people have a much better chance of being employed in the long term if they get a job soon after they leave school.

We will do the following to provide this support:

- **The Youth in-service Programme will provide work experience opportunities to young people through a wide variety of opportunities.** This will include internships in government and at companies. This Programme will ensure that a minimum level of support is provided to those young people, including skills development, career guidance, psychological and social support, and work experience.
- **We will identify youth who are at risk of engaging in unhealthy activities such as drug abuse or early sexual experimenting**, which often leads to unwanted teenage pregnancy. We will provide them with reconnection programmes throughout the Province.
- **We will expand our After-School Programme**, which provides academic support and recreation activities at low-fee or no-fee schools. We will work with municipalities and the Thusong Centres to provide safe spaces for after-school programmes.



We will improve health care services further and encourage people to make healthy lifestyle choices

• **Improving our health:** People who eat healthy foods, get exercise, and manage their weight are usually healthier than people who don't. Over the past 5 years, we have been encouraging people to live healthy lives, and we have seen more learners participating in school sports and recreation programmes. We will support "Western Cape on Wellness" (WOW!) programmes in schools, workplaces, communities, and in provincial government in the next 5 years. This will improve our health and reduce the burden on our health care system.



- **Improving how we deliver health care services:** There is huge pressure on our clinics and hospitals and their medical staff owing to the increasing number of patients and the impact of crime and violence. We will focus on making sure our staff can cope with the pressures, will use technology to reduce the administrative burden, and improve our management efficiencies.
- **Getting emergency services to people faster:** If people live in a high crime area, ambulances need to go in with a police escort, and this can use up valuable time. We will work with the provincial Safety Plan team and affected communities to reduce the response time of ambulances in the next 5 years.

HOW CAN
YOU

WORK
WITH US?

Children in the Western Cape can reach their full potential if they receive care, food, and stimulation. Young people can reach their potential if they are provided with the education, personal development, and technical skills that are required for the 21st century world of work. This requires considerable support to children, youth, and families to make sure that they have positive experiences at each stage of their lives and are protected from harm.

We can only achieve this by partnering with:

- **Municipalities**, which can assist in implementing provincial programmes;
- **NGOs**, which have programmes that assist parents, children and youth;
- **Businesses**, which can provide work experience opportunities to our young people;
- **Parents and caregivers**, who can play an active role in the development and schooling of their children; and
- **Residents**, who can take responsibility for the health and well-being of their families and themselves.

MOBILITY AND SPATIAL TRANSFORMATION



“ My wife, 2 kids and myself were living in a shack in my auntie’s backyard in Belhar for 13 years. We had no running water or toilet, and had to get it from the main house daily. We had some electricity but it often tripped, so we used candles and a gas plate for cooking. After my daughter was born, I was more concerned about life in the yard and my kids growing up there. I’ve been looking into getting a decent and bigger space for us, one that doesn’t leak when it rains, but as a labourer it was difficult to afford a house or rent anywhere in the area.

I heard about the Belhar Gardens rental block from a relative – it was a Social Housing project from government. We were so blessed that shortly after hearing about it, my wife got a job as a cleaner. We then felt that we could now afford some rental and finally a more decent place for my family. This was 2017.

We applied with the company for a place in Belhar Gardens. We signed a lease with them and we are now staying here since 2017. The good thing about renting here is that we can now also save a little money for other things such as our furniture so that if we get approved for a house later, we don’t have to worry about that.

Now our life is good, man, we have water, our own toilet and electricity, and it does not leak. The best thing is that my son is 15 and has his own room. We are making plans to buy our own house using FLISP [Finance Linked Individual Subsidy Programme, a government housing programme] as soon as we are ready. For now, we are very happy here in Belhar Gardens, it is safe for my kids and the neighbours are great – life is much better here than the yard. I did not think it would be possible at first – a better quality home for my family – but now living here gave us hope so we can eventually buy our own house one day too.”

David rents a house as part of the
Department of Human Settlement’s Social Housing Programme

Apartheid had a terrible impact on our settlements in South Africa. It separated groups based on race and put African, Coloured, and Indian people far from towns and job opportunities. These townships and informal settlements had few services and community facilities. Unfortunately, our housing projects after 1994 continued this trend, mainly because land for housing was cheaper and more easily available far outside town centres.

As a result, most of the areas previously defined as African or Coloured in the Western Cape do not provide safe public spaces. Residents struggle with overcrowding (most new residents in the Province set up home in informal settlements) and low levels of services, and they pay a lot to travel long distances to jobs or shops.

The provincial government has made significant progress in the last 10 years. We are building a new development at the old Conradie Hospital site in Pinelands that demonstrates that it is possible to establish new settlements that are central, affordable, and mixed-income. The Regional Socio-Economic Programme and Comprehensive Rural Development Programmes have worked with communities to create opportunities and bring people closer together. We introduced a public transport system to George and its outlying areas, called Go George.

There is much more to do. This Priority identifies the challenges and says how we will address them together with you.

WHAT PROBLEMS WILL WE ADDRESS WITH YOU?

Our communities are growing and are far from urban centres

Across South Africa, more and more people are moving from rural to urban areas. In the Western Cape, more than 95% of people live in urban areas, and 64% live in Cape Town. We expect the population in the Province to increase from almost 7 million now to 9 million in the next 10 years.

Most of the people moving to urban areas are poor and unemployed, and they join their families or friends in township houses or set up home in informal settlements. This places huge pressure on the delivery and funding of housing and basic services, which municipalities struggle to keep up with. People living in these areas often experience high crime rates, air pollution, and poor health (mainly from overcrowding). It is also difficult for businesses here to grow beyond the “survivalist” stage, as there isn’t enough infrastructure and local buying power to support them.

Most poor communities are located far from jobs and opportunities, with poor people spending up to 43% of their income on transport, even in urban areas. This is also a challenge for government, which has to build, operate, and maintain services across large distances.

Many of the more recent informal settlements are located in areas that are subject to flooding, and shack fires are also common where shacks are built close together.

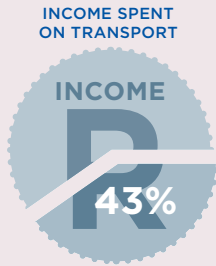
There isn’t enough public transport

The rail service in the Western Cape has largely collapsed. The Central Line is not operating because of vandalism and theft, and many train sets have been destroyed through deliberate fires.

Because there aren’t enough trains to transport people, commuters are forced onto the roads, taking private cars and minibus taxis. This has led to very heavy traffic, long travel times, and increased transport costs.

Municipalities are struggling to provide services

Municipalities have lost many technical staff in the last few years, and as a result, the long-term planning and implementation of infrastructure projects has suffered. It is also a challenge for them to finance their projects and service delivery, as the number of poor people who cannot pay for services increases.



WHAT DO WE WANT TO ACHIEVE?

RESIDENTS LIVE IN WELL-CONNECTED, VIBRANT, AND SUSTAINABLE COMMUNITIES AND MOVE AROUND EFFICIENTLY ON SAFE, AFFORDABLE, LOW-CARBON PUBLIC TRANSPORT.

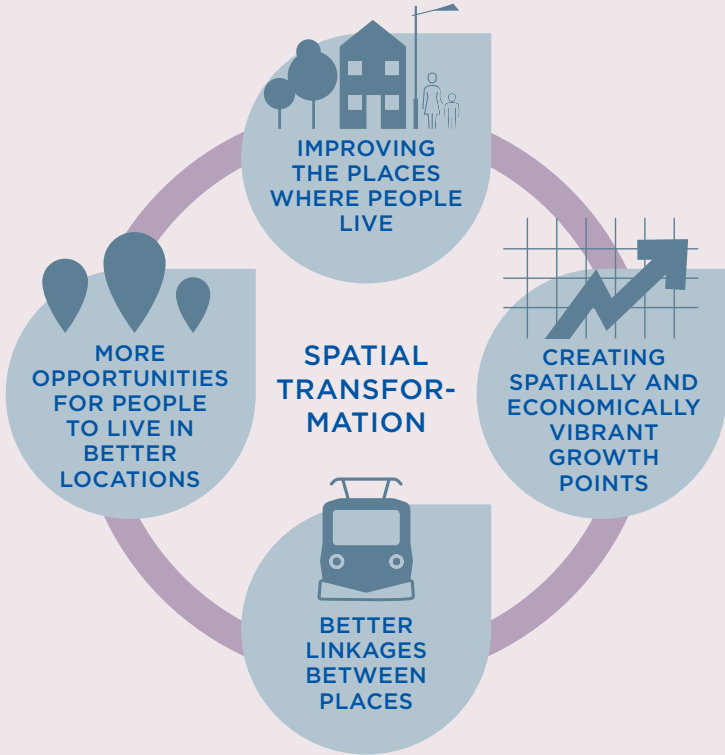
Here are 3 ways that we, as government, communities, and civil society, can measure our success:

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



WHAT WILL WE DO TO MAKE THIS HAPPEN?

We will have to achieve interconnected goals if we want to solve these problems:

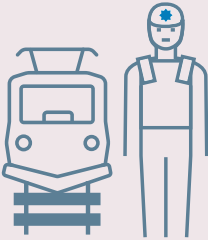


Connect places better through public transport

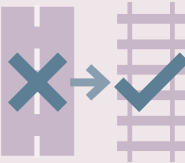
There are so many positive impacts that come from public transport. People will spend less time and money on travel, there will be fewer cars on the road (and, therefore, less traffic and pollution), and the economy will grow as people get to work on time and products get to the market quickly. It will take huge pressure off families that don't have enough time or money to spend quality time together.

We will do the following to meet these goals:

- **We will assist Prasa to get the Central Line working again by employing Railway Enforcement Officers,** who will make the railway line and commuters safer.
- **We will improve safety on our roads by reducing illegal minibus taxis** and making sure that legal minibuses meet basic standards.
- There will be major road projects, including the N1/N7 interchange.
- We will roll out further phases of the Go George bus system.



- District Integrated Transport Plans will make sure that pedestrian infrastructure is integrated with the transport system.



- The Provincial Sustainable Transport Plan and the Freight Strategy will **shift some of the freight from the roads to railway lines to reduce traffic and damage to roads from trucks.**
- We will use technology to plan, integrate, and manage the transport system.
- **We will reduce deaths and injuries on our roads by employing more traffic officers.** This will include an Interception Unit that stops serious criminals on our roads, which is part of the Province's Safety Plan.
- **District Safety Plans** will be implemented with District Municipalities.
- The Provincial Sustainable Transport Programme will improve local transport systems together with municipalities, and will focus on public and non-motorised transport.

We will provide more housing and economic opportunities in good locations

In the long run, it does not make sense to build houses for poor people that are far from opportunities. It makes life expensive and difficult for people living there, does not support a vibrant economy, and is expensive for government to maintain. Even though better-located land may cost more in the short term, it makes better human and financial sense in the long term.



The following initiatives will support this approach:

- **We will implement housing projects** at the Conradie Hospital site, Artscape/Founders Garden, and Two Rivers Urban Park in Cape Town and in the Vredenburg Regeneration Precinct and Adam Tas corridor outside the metro.
- **We will fund 14 Priority Housing Developments**, which will have high densities, encourage different land uses, include people from different income groups, and be located close to shops, business and job opportunities, and social facilities. This will be done in partnership with the private sector and will result in **100 000 housing opportunities in the next 5 years**.
- **Together with national government, we will release and develop national and provincial public land for housing that is centrally located.**
- We will support municipalities to identify and plan for long-term projects in their Municipal Spatial Development Frameworks and Capital Expenditure Frameworks. **These projects will integrate and connect areas that were previously separated.**
- We will also support municipalities as they develop their inclusive housing policies. **These are policies that require all new housing developments to include a certain number of affordable houses.**
- **We will assess infrastructure that may be affected by climate change** and develop plans to make sure it can withstand these changes.



We will improve the places where people live

Although new housing will be built in the next 5 years, many residents of the Western Cape will continue to live in low-income communities, and **we will make these places safer and liveable.** This will be done through the following programmes:

- **The Informal Settlements Upgrading Programme** will invest in the upgrading of basic services and provision of facilities that improve the quality of life in communities.
- **The Regional Socio-Economic Programme** will continue to invest in infrastructure that connects people from different areas, improves safety, and creates jobs and business opportunities.
- **The Comprehensive Rural Development Programme** will continue to create jobs, provide skills, and empower local people to grow their own food in the 16 rural nodes.
- **The Western Cape Ecological Infrastructure Investment Framework** will invest in infrastructure that addresses the risks of water shortages, fires, flooding, and erosion.



HOW CAN YOU

WORK WITH US?

We need to ensure that new housing developments are close to town, have schools, clinics, and sports and recreation facilities, provide houses to both poor and rich people, provide job and businesses opportunities, and foster a sense of community. We also have to upgrade existing townships and informal settlements so they have more facilities and services and cheap and safe public transport. Given the challenges of climate change, all of our settlements need to use water and energy efficiently and reduce waste, and prepare for more frequent disasters like flooding, drought, and fires.

We can only achieve this by partnering with:

- **National government**, which has land that can be released for housing projects in better-located areas;
- **Municipalities**, which are responsible for the town planning and infrastructure that supports basic service delivery and integrated human settlements;
- **Transport providers**, which need to provide safe, affordable, and efficient transport; and
- **Civil society**, which can assist in our engagements with communities around the design and implementation

INNOVATION AND CULTURE



“ I grew up in an agricultural community amongst farmers. The job of GIS Technologist really drew me in. I found it interesting, it was in line with what I wanted to do in terms of developing GIS systems. The idea for the Cape Farm Mapper was because of our reliance on a national system that operated on older technology. We thought we'd try something for the Western Cape. The first version we came up with was in 2010 - Agricultural Land Information System. In 2012, we got our own server and the first iteration of the current Cape Farm Mapper was developed. In my spare time I taught myself how to code. I did all the server management and data management for the back end of the system, as well as the front-end development. Users don't need to register or pay. It is now a fully-fledged service delivered by the Department. The data is what makes the system so powerful. Estate agents can use the data to sell farmland; it will give them the farm size as well as the general agricultural potential of the land. Conservationists can use the data for their environmental impact assessments. We've improved our visibility as a department in terms of making data and tools available to people across the province. ”

FC Basson works as a GIS Technologist in the Department of Agriculture

We have told you what we want to achieve in the previous chapters of this Plan. We will only be able to meet these goals if the people who work for the Western Cape Government work together and have the right mindset, skills, and values. This chapter explains what we will do to involve communities in the design and implementation of our programmes and to empower our staff to understand and live out our vision.

WHAT PROBLEMS WILL WE ADDRESS WITH YOU?



Our government culture is often inward-looking

The Western Cape Government has adopted the values of:

- Caring,
- Competence,
- Accountability,
- Integrity,
- Responsiveness, and
- Innovation.

These values need to line up with the personal values of our employees, and these shared values will give us a shared purpose. The way in which we do our work should then reflect our values and shared purpose.

The culture of our provincial staff is sometimes too inward-looking. **If we are employed to serve you, then our focus should be on understanding and meeting your needs.**

We can say, "We know what people need and how to deliver services to them,"



but it is better for us to say, **"Tell us if we are delivering what you need and are delivering it in the right way."**

We did a survey of the culture and values of our employees in 2017, and it revealed that they share many positive values and feel it is important to meet your needs. At the same time, it showed that they don't feel empowered to carry out all of their responsibilities. We also reviewed how the Western Cape Government has delivered services, and this concluded that we need to do more bottom-up planning, admit when we are not succeeding, and find new ways to address problems that we have not been able to solve. **It also found that our employees put much more effort into their work when they understand the contribution they are making to your lives.**

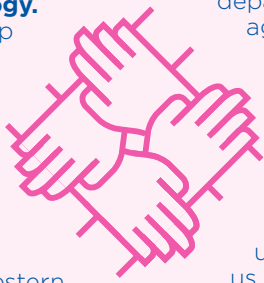
We need to find new ways to solve problems

Our world is changing rapidly, and government is not keeping up with the change. This is especially true when it comes to technology. Governments throughout the world develop ways of doing things and rules to guide them, and then stay within these boundaries and stick to their routines. When a new problem emerges, government officials often don't have the right attitude or skills to tackle it. **Hierarchy, silos, and a fear of risk discourage us from trying new things.**

We can see this in South Africa and the Western Cape, where it is safer for employees to repeat what they do instead of taking a risk and trying something different. While it may seem that trying new things will distract us from our core business, in fact, this often happens naturally when we are focused on our residents and get feedback from them. It also happens when workers on the frontline of service delivery are able to share their frustrations and ideas with all the managers in their department.

We see innovation as "To be open to new ideas and develop creative solutions to challenges in a resourceful way."

There are some simple ways to make this happen, like rewarding employees for good ideas and not punishing them if they don't succeed when they try something new, but it is difficult and complicated to do this when there are rules in place that discourage it. We need to review our systems and processes to make sure that they enable us to succeed, and change them if required.



Government needs to work together

We have 3 spheres of government – national, provincial, and local – and each has numerous departments. We also have many government agencies and authorities, like the Western Cape Liquor Authority and CapeNature.

If we wish to solve our problems, we have to collaborate with each other.

The Western Cape Government has adopted an Integrated Management approach that guides how we work. This approach recognises that our world is uncertain and complex, and that this requires us to plan, do, review, and adjust, and to do it together with all government authorities.

This must happen within each area of our Province. We have been implementing an approach, called the **Whole of Society Approach**, to bring all government stakeholders, businesses, and non-governmental and community organisations together in one area to identify the challenges and come up with solutions that everyone contributes to.

This requires us to share data and knowledge, coordinate our programmes, empower our staff on the ground, and engage with community structures. We have found that this approach works, and it will influence our implementation in all of our programmes.



Following the rules must result in improved service delivery

The Western Cape Government has an excellent record of administration, governance, and accountability. This has not always translated into improved service delivery, partly because we have been measuring our success according to whether we have followed the rules. **Rather, we need to measure our success by how much your lives have improved.**



WHAT DO WE WANT TO ACHIEVE?

GOVERNMENT SERVICES ARE DELIVERED TO THE PEOPLE OF THE WESTERN CAPE IN AN ACCESSIBLE, INNOVATIVE, AND CITIZEN-CENTRIC WAY.

Here are 2 ways that we, as provincial government, will measure our success:

- Citizen feedback surveys
- A Service Delivery Index that measures the impact of service delivery

WHAT WILL WE DO TO MAKE THIS HAPPEN?

We will focus on you, the residents

Changing our culture and mindset in provincial government to meet the demands of today and the future will require changes to business processes, work practices, systems, and organisational culture. It will also require a different set of skills, because the world of work is changing. Smart technology, the internet, and social media present challenges and opportunities. We will address this through the following programmes:



- **Values-based leadership development programme** for middle managers, with other employees having the option of joining;
- Programme to **share our vision and priorities** with employees and help them understand their role in delivering services to you;
- Review of existing policies, work practices, structures, and processes to ensure that they support increased collaboration in implementing programmes;
- Programme to position the **Western Cape Government as an employer of choice**, which will assist us to attract and keep employees who can contribute to delivery;
- **Integrated index that will measure your satisfaction with service delivery** and the extent to which our employees are living out the Province's values and vision; and



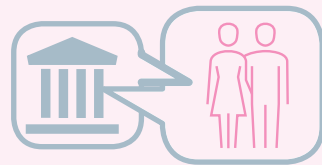
- We will develop the required skills so that staff can apply new technologies and ways of communicating to improve service delivery.

If something is not working, we will work with you to improve and find new ways to deliver to you

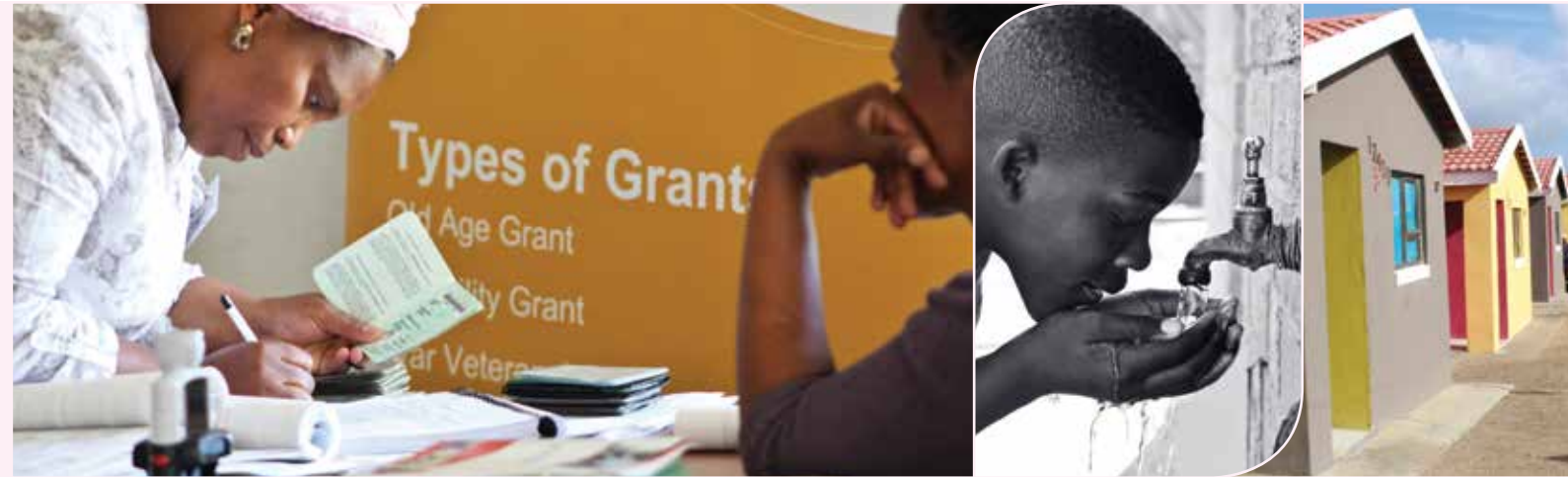


Government must have the ability to be flexible and respond quickly when something is not working on the ground, and the skills to solve the problems with you. Sometimes communities are not always clear on how government works and how they can engage meaningfully with us. We will implement the following programmes to support this:

- The **Western Cape Exchange**, which will give our employees the opportunity to work with other departments and external partners (like NGOs and the private sector) to develop the skills and knowledge that are not available in the Western Cape Government;
- An **"Innovation for Impact"** initiative, which will solve difficult problems by collecting data, applying new ideas, and collaborating across silos. We will use what we learn to repeat or scale up innovative projects;
- Development of an innovative financing framework, which will test financing tools that can improve our performance, such as rewarding service providers according to their level of success and co-funding projects with external partners;



- A **civic education programme** to share information with communities about the Constitution and the obligations of government, roles and responsibilities of the three spheres of government, and municipal processes that require public participation. You will then know how and when to participate and contribute to finding new ways to solve problems affecting you; and
- A support programme to **assist municipalities to develop Client/Customer Service Charters**, which will guide municipalities on consulting the community about the quality, range, and impact of municipal services.



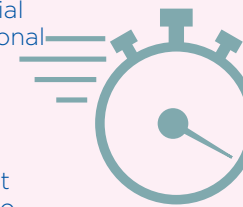
We will bring all the programmes of government together in one area

Local, provincial and national government deliver services in the same geographic area, as do various other government authorities. It is important for them to share their plans and programmes with each other so that they do not duplicate their efforts, confuse people on the ground, and waste precious resources.



What is required is joint planning, budgeting, and implementation between all government stakeholders, and this will be achieved through the **Joint District Approach (JDA)**. In the Western Cape, this approach implements national government's District Development Model. The JDA is a team-based approach in each district that will result in a single implementation and support plan. Each district will have a team that includes each local municipality, the district municipality, all provincial departments, and relevant national departments.

The JDA will speed up service delivery and organise support to strengthen the capacity of municipalities. It will ensure that government services respond to the needs that have been identified with local communities. **A JDA Integrated Implementation Plan will be developed for each district every year.**



We will build on our track record of good governance

Good governance is about ensuring an ethical culture, good performance, and effective control. Transformative governance builds on these elements and takes it further by improving monitoring, accountability, and planning. This may require changes to our regulations and frameworks so that we encourage innovation and have a bigger impact. The following interventions will achieve this:



- A review and rationalisation of legislation and policies and procedures to make service delivery faster and more effective. This will include an **innovation hub** where people collaborate and innovate;
- A programme to **increase municipal capacity** to strengthen and maintain governance and accountability;
- A programme to **build the capacity of Councillors** to strengthen their oversight role;
- A mechanism to **respond decisively to allegations of fraud, corruption, and maladministration**; and
- A data and knowledge management system that enables us to make decisions that are based on solid evidence.

HOW WILL WE

WORK TOGETHER?

The Vision-inspired Priorities of Safe and Cohesive Communities, Growth and Jobs, Empowering People, and Mobility and Spatial Transformation speak to "what" the provincial government will prioritise over the next five years. This requires us to let go of practices that have not served us and embrace new and creative ways to benefit our residents. The future demands that we foster a culture of responsiveness and collaboration with citizens, national government, the private sector, and civil society so we can deliver first-class services to all our residents.

HOLDING OURSELVES ACCOUNTABLE

In every chapter of this Plan, we tell you exactly how we are going to measure our progress. We ask you to help us achieve our goals, since we alone do not have the staff or money to realise our vision. We are asking every individual, community, organisation, and business to work together with us.

The implementation of our Plan will be driven by evidence and will focus on results and accountability. This will ensure that any changes to programmes can be made to improve results. The tracking and reporting of this will be a key part of VIP 5 ‘Innovation and Culture’, as it is part of our focus on creating a culture of service delivery for impact.

