

PROVINCIAL STRATEGIC PLAN 2014-2019

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**Western Cape
Government**

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Western Cape Government**

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Foreword

The Provincial Strategic Plan: 2014-2019 sets out the Western Cape Government's vision and strategic priorities for our second term of office – together with our action plan to create conditions for economic growth, provide better education, and achieve better health, safety and social outcomes for our citizens.

Our new Provincial Strategic Plan (PSP) builds on the firm foundations we put in place during our first term in office. Since then our population has grown and our budgets, in real terms, are shrinking.

That makes our core philosophy all the more relevant. We call it the “whole-of-society” approach, summarised in our well-known slogan, *Better Together*. It means that every organisation, institution, community, family and individual, has a responsibility and role to play in development. Of course, a capable state must provide the foundation and create the opportunities for them to do so. But I wish to emphasise that no government can substitute for committed, caring parents, who serve as role models for their children. This is the foundation stone of any functional society.

Our PSP sets out our five Strategic Goals, each backed by a plan to maintain continuous improvement in the lives of citizens. These are:

- Strategic Goal One: Creating Opportunities for Growth and Jobs;
- Strategic Goal Two: Improving Education Outcomes and Opportunities for Youth Development;
- Strategic Goal Three: Increasing Wellness, Safety and Tackling Social Ills;
- Strategic Goal Four: Enabling a Resilient, Sustainable, Quality and Inclusive Living Environment; and
- Strategic Goal Five: Embedding Good Governance and Integrated Service Delivery through Partnerships and Spatial Alignment.

Our PSP contains an important additional element. Through widespread consultation, we have selected several priority projects, that we call “Game Changers”, because they have the potential to be catalysts for substantial improvements in people’s lives. These will be bold, focused interventions in eight key areas:

- Achieving energy security to support economic growth;
- Vocational skills development with a specific focus on occupations that are critical to our priority sectors;
- Delivering high-speed broadband across the province;
- Installing e-learning in schools to improve academic results and prepare our youth for the 21st Century;
- Significantly expanding attractive after-school opportunities for young people to participate in sport, cultural and academic activities;
- Reducing the greatest harm caused by alcohol abuse, notably intentional and unintentional injuries;
- Implementing new approaches in support of scaled up, decent sanitation services; and

- Pioneering, through a major development in Cape Town, an integrated Better Living model that can pave the way for restructuring the apartheid legacy of our cities and towns.

This document sets out our vision, plans and quantified targets for each of the Strategic Goals and Game Changers – together with the Provincial Transversal Management System that we have put in place to hold ourselves accountable for delivery of those plans. Where we have a mandate as provincial government, we will push the envelope to achieve the outcomes we set out here. The document also makes it clear where we will hold citizens and communities accountable for playing their part – and how we will encourage business, civil society, state-owned enterprises and other spheres of government to contribute.

Let this PSP be a roadmap for us to work together for the Western Cape to succeed – so that South Africa can succeed.

Helen Zille

Premier of the Western Cape

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Introduction

The Western Cape is one of the world's most beautiful and iconic regions, and home to some of Africa's most important educational institutions, healthcare facilities, business enterprises, centres of innovation, and cultural and historical sites. It has one of the best performing regional economies in South Africa, and amongst the country's best educational outcomes and health indicators. This in turn has contributed to rapid population growth, from 4.5 million in 2001 to over 6 million in 2014, with net immigration from other provinces exceeding 300 000 over this period; by 2024, the Province's population is expected to reach 6.7 million.

The Western Cape also faces a series of interrelated challenges, many of them rooted in the apartheid past and in South Africa's more recent struggle to achieve sufficient economic growth to reduce unemployment and poverty. Apart from high rates of joblessness, the Province's challenges include constraints related to natural resources, energy, climate change, infrastructure, housing and skills, as well as social ills such as crime and substance abuse.

It is against this backdrop that the Western Cape Government has developed this document – the Provincial Strategic Plan (PSP) 2014–2019. The PSP translates our vision of an “open-opportunity society for all” into an actionable, measurable policy agenda focused both on tackling the Province's greatest challenges, and on unlocking the full potential of its people. The PSP aligns with the National Development Plan (NDP); builds on the solid foundations of our PSP 2009-2014; incorporates the lessons we learnt in implementing that plan; sets out five overarching Provincial Strategic Goals (PSGs); and introduces eight key “Game Changers” as catalysts for the realisation of the PSGs.

Vision into action: policy context of the Provincial Strategic Plan

The PSP is rooted in a very clear vision that the Western Cape Government set out in 2009: namely, to realise an open-opportunity society for all, so that residents of the Province can use their freedom to live lives they value. The PSP thus gives expression to our strong view that progress must be built on a “whole-of-society” approach in which citizens, civil society and business actively partner with the state – encapsulated in the Western Cape Government's “Better Together” slogan. The PSP is also closely aligned with the NDP, which commits South Africa to ending poverty by 2030; as well as the Medium-term Strategic Framework 2014-19, the national implementation framework for the NDP. The PSP also reflects the Provincial Spatial Development Framework – a critical enabler for development – and the longer-term OneCape 2040 vision. Finally, the PSP is underpinned by the six core values of the Western Cape Government: Caring, Competence, Accountability, Integrity, Innovation and Responsiveness.

Our vision: 'An Open-opportunity Society for All'

In 1994, on the occasion of his presidential inauguration, Nelson Mandela undertook to create a “better life of opportunity, freedom and prosperity” for all South Africans.

We in the Western Cape Government share the same vision that Nelson Mandela articulated 21 years ago. It is the vision of “an open-opportunity society for all”. This is a society in which everyone has the freedom and the means to use their opportunities in life, and where everyone takes responsibility for using those opportunities. This vision is rooted in the values of the Constitution, and its primary focus is on reducing poverty. This is because deprivation is the biggest obstacle to citizens using their opportunities to live a life they value.

“Open” refers to a society based on the principles of transparency and the rule of law, where individuals are guaranteed rights and where independent institutions protect these rights, and limit and disperse political power. In an open society there is transparency and accountability, assisted by a free press and a robust civil society. An open society provides the essential framework for the fight against poverty because the enemies of openness – corruption and power abuse – make poor people poorer.

“Opportunity” refers to a society in which every person has the chance and the wherewithal to improve his or her own circumstances, whatever those circumstances may be. The state’s duty is to do for people what they cannot be expected to do for themselves. In the opportunity society, those who take responsibility for their lives and use their chances flourish. They understand that taking control of their lives is infinitely preferable to a lifetime of dependency on the state, and that with discipline and effort come rewards.

“For all” refers to a society in which all South Africans are equal before the law and have substantively equal access to the opportunities they need to improve their lives, irrespective of the circumstances of their birth, or their race, religion, gender, sexuality, and the language they speak.

The vision of an open-opportunity society for all guided and sustained the Western Cape Government’s efforts over the period 2009 to 2014. It was translated into an actionable policy agenda for that period, called the Provincial Strategic Plan, comprising 11 Provincial Strategic Objectives (PSOs). They translated the political philosophy of the “open-opportunity society for all” into practical policies, programmes and projects. The PSOs were designed to achieve quantifiable and measurable outcomes.

At the core of PSP 2009-2014 was the understanding that no government can, by itself, guarantee a better life. Progress can only be realised through partnerships amongst government, citizens, civil society and business. Each has a role and specific

responsibilities. That is why the Western Cape Government adopted the slogan “Better Together” to capture and convey its message to the people of the Western Cape (see the box below).

Better Together – a whole-of-society approach

The Western Cape Government is committed to a “whole-of-society” approach to improving people’s lives – an approach built on partnerships with citizens, civil society, business, and other spheres of government in the province and beyond.

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 promote socio-economic development and address policy challenges. In this approach, the state must fulfil its role by expanding opportunities to individuals, families and communities so that they can take control of improving their lives, participate in the social and economic mainstream, and contribute meaningfully to society.

Society must play its part by instilling the right values, providing the right role models, and creating the right networks of affirmation, belonging and support. This means that individuals have a duty to contribute to development through the life choices they make. Parents have a responsibility to be good role models to their children, to guide them, to nurture and protect them. Communities as a whole have a critical role to play through the cultural and social norms they establish, as do institutions such as churches, mosques and schools in the leadership and structured activities they provide.

The National Development Plan

In 2012, the National Cabinet adopted the National Development Plan (NDP) to serve as a blueprint for the work that is still required in order to substantially reduce poverty and inequality in South Africa by 2030. The Western Cape Government broadly endorses the thrust of the NDP. Our PSP is compatible with it.

As with the NDP, the overriding objective of the Western Cape Government’s PSP is to reduce poverty through a virtuous cycle of growth and development.

The only sustainable way to reduce poverty is by creating opportunities for growth and jobs. This insight informed PSP 2009-2014, which sought to shift resources and energy into creating a context for growth and job opportunities without compromising the

state's ability to deliver better outcomes in health, education and social development, and while refocusing efforts to promote social inclusion.

Partnerships are central to both the NDP's approach and to the fulfilment of the Western Cape Government's mandate. Partnerships are not confined to organisations, institutions and businesses. Every family and every citizen is an active partner in his or her own development and that of the country, and citizens must use each opportunity to become the best they can be, and fulfil their social responsibilities. This philosophy is underpinned by the Constitution, which establishes the essential balance between rights and responsibilities.

The Medium-term Strategic Framework: 2014-2019

In 2014, the National Cabinet approved the new Medium-term Strategic Framework (MTSF) for 2014 to 2019, as the national implementation framework for the NDP. The MTSF defines the Strategic Objectives and targets of government during the five-year term. The MTSF therefore serves as the principal guide to the planning and the allocation of resources across all spheres of government.

The MTSF is structured around 14 priority outcomes that cover the focus areas identified in the NDP. These are: providing quality basic education, improving health, reducing crime, creating jobs, developing the skills and infrastructure required by the economy, promoting rural development, creating sustainable human settlements, delivering effective and efficient local government and public service, protecting the environment, fostering better international relations, enhancing social development, and promoting social cohesion and nation building.

The Western Cape Government has committed itself to support the implementation of the MTSF over the five-year term. The MTSF does not constitute the sum total of what the Western Cape Government does, but it serves as a prioritisation framework, aimed at focusing all government efforts on a set of manageable programmes. The MTSF priorities will inform the budget submissions made by departments during the budgeting process.

Provincial Spatial Development Framework

In 2014 the Western Cape Government adopted the *Provincial Spatial Development Framework* (PSDF). Its purpose is to address the lingering spatial inequalities that persist as a result of apartheid's legacy – inequalities that contribute both to current challenges (lack of jobs and skills, education and poverty, and unsustainable settlement patterns and resource use) and to future challenges (climate change, municipal fiscal stress, food insecurity and water deficits). This PSDF provides a shared

spatial development vision for both the public and private sectors and serves as the guide to all sectoral considerations with regard to space and place. The PSDF serves to guide the location and form of public investment and to influence other investment decisions by establishing a coherent and logical spatial investment framework.

The PSDF puts in place Province-wide collaborative arrangements to align public investment in the built environment – including transport, infrastructure and facilities – towards realising the spatial vision. It aims to coordinate, integrate and align national, provincial and municipal plans, policies and strategies.

The PSDF provides the spatial development policy framework through which the various PSGs will drive economic growth, improved natural resource management and resource use efficiencies, and the development of more sustainable and integrated settlements. The PSDF also supports municipalities to fulfil their municipal planning mandate. The PSDF is discussed in greater detail later in this document.

OneCape 2040 vision

The PSP is guided by the longer-term OneCape 2040 vision – which was adopted by the Western Cape Government and other key institutions in the Province in 2013. OneCape 2040 envisages a transition towards a more inclusive and resilient economic future for the Western Cape region. It sets a common direction to guide planning, action and accountability. To this end, it identifies six transitions: Educating Cape; Enterprising Cape; Green Cape; Connecting Cape; Living Cape; and Leading Cape, as set out in the figure below.



The Western Cape Government's core values

The Western Cape Government Western Cape Government has adopted six core values, which underpin its culture, its programmes, its approach to managing and mobilising its staff, and its approach to serving and empowering citizens. The PSP is rooted in these values, which include the following:

CARING

To care for those we serve and work with.

- We value all employees and citizens and treat them with dignity and respect.
- We listen actively and display compassion towards employees and citizens.
- We provide support to and show interest in each other as employees and to the citizens of the Province, caring for everyone's wellbeing.
- We show appreciation and give recognition to employees and citizens.

COMPETENCE

The ability and capacity to do the job we are appointed to do.

- We are able to do the job we are appointed to do, and always strive for excellence.
- We develop our people, enabling and empowering them to do their job in support of service delivery.
- We focus on rendering an excellent service to the people of the Western Cape.
- We demonstrate knowledge and understanding and work together to execute our tasks in terms of the constitutional, legislative and electoral mandates.

ACCOUNTABILITY

We take responsibility.

- We have a clear understanding of our vision, mission, strategic objectives, roles, delegations and responsibilities.
- We all deliver on our outcomes and targets with quality, on budget and in time.
- We hold each other accountable as public servants and know we can trust each other to deliver.
- We individually take responsibility and ownership for our work, actions and decisions.

INTEGRITY

To be honest and do the right thing.

- We create an ethical environment by being honest, showing respect and living out positive values.

- We seek the truth and do the right things in the right way in each situation.
- We are reliable and trustworthy and behave consistently in word and in action.
- We act with integrity at all levels in all instances, with zero tolerance for corruption.

INNOVATION

To be open to new ideas and develop creative solutions to challenges in a resourceful way.

- We seek to implement new ideas, create dynamic service options and improve services.
- We are citizen-centric and strive to be creative thinkers who view challenges and opportunities from all possible perspectives.
- We 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.
- We foster an environment where innovative ideas are encouraged and rewarded.
- We understand mistakes made in good faith, and allow employees to learn from them.
- We problem-solve collaboratively to realise our strategic organisational goals.

RESPONSIVENESS

To serve the needs of our citizens and employees.

- Our focus is the citizen, building relationships that allow us to anticipate their needs and deal with them proactively.
- We take each other and citizens seriously, being accessible, listening and hearing what they convey.
- We respond with timeous action and within agreed timeframes.
- We collaborate with each other and stakeholders, providing appropriate and reliable information and sharing it responsibly.

Content of the Provincial Strategic Plan 2014-2019

In its previous term of office, the Western Cape Government adopted a PSP comprising 11 specific Provincial Strategic Objectives (PSOs), together with a Provincial Transversal Management System (PTMS) to oversee implementation of the PSOs. Although not every objective was fully achieved, this approach helped ensure that substantial progress was made in improving key social, economic and governance outcomes in the Western Cape.

Building on that progress, and drawing on the lessons learnt along the way, the PSP 2014-2019 streamlines and reprioritises the 11 former PSOs into five overarching

Provincial Strategic Goals (PSGs). In addition, several “Game Changers” have been prioritised for special focus, to catalyse the implementation of the PSGs. Both the PSGs and the Game Changers have been conceived with a whole-of-society approach in mind: they will be implemented through partnerships between the Western Cape Government, other spheres of government, the private sector, civil society and individual citizens. This approach will be embedded in the revised PTMS, which provided focused oversight of the implementation progress of all the PSGs and Game Changers. (The PTMS is set out in detail later in this document.)

Our Provincial Strategic Goals

The Western Cape Government has identified the five PSGs to deliver on its vision and to help realise the objectives of the NDP over its five-year term. The PSGs are set out in the figure below.



The PSGs translate the vision of “an open, opportunity society for all” into practical policies, strategies, programmes and projects. The Strategic Goals are the fulcrum of an actionable policy agenda designed to achieve quantified and measurable outcomes.

Each of the five PSGs – together with the strategic priorities they set, the specific actions they will drive, and quantified targets they aim to achieve – are set out in detail in the next chapters of this document.

Game Changers

Across the PSGs, we have selected several priority projects that we call “Game Changers”, because they have the potential to be catalysts for substantial improvements in people’s lives. Game Changers centre on very particular problems and opportunities that need new and innovative solutions. They are focused initiatives intended to have bold and visible impact of high value for the people and the economy of the Western Cape.

The Game Changers are set out in detail in each of the PSG chapters. In summary, they are as follows.

Broadband and e-learning. To enable our young people to be well-equipped for the 21st century world of work, information technology must be an integral part of their learning and lives. To achieve this, we are rolling out two Game Changers, broadband and e-learning. They will create modern classrooms and improve teaching to enhance learning as well as create connected government, communities and businesses. These two Game Changers are well underway, with significant infrastructure investment already committed.

After school facilities. Over the past five years, the Western Cape Government instituted an after school programme, with what is called (Mass Opportunity and Development) MOD centres, which now covers more than 180 schools. This Game Changer builds on this work to significantly improve quality and expand the offering to learners to include, for example, homework support and IT access, by drawing in other providers and facilities into a well networked, stimulating after-school platform. The Department of Cultural Affairs and Sport is responsible for the MODs. But, if we are to achieve our goal, the schools themselves and the municipalities must become involved in the after school space, bringing the necessary leadership and resources to further encourage participation.

Alcohol harms reduction. The Western Cape has a long history of alcohol abuse, with significant social, economic and health costs. Injury (both intentional and unintentional) constitutes a very high proportion of the costs of alcohol abuse (some 40%). This is the focus of this Game Changer. One component of the Game Changer will address areas with very high alcohol abuse and violence - in particular, within Nyanga, Khayelitsha and some areas of Paarl. A second component will address road safety, through targeted Random Breath Testing, which has had significant impact in countries that are implementing such an initiative, not only saving lives but also taking strain off emergency and health services.

The Economy: “People and Power”. Jobs and growth are the number one priority of the Western Cape Government. To enable our youth to aspire to a future in which they can be responsible adults, we have focused the **skills** Game Changer on a few

prioritised occupations and sectors – particularly the green economy, oil and gas services, tourism and agri-processing. To achieve our economic goals, we must also solve the power crisis – making the pursuit of **energy security** an obvious Game Changer. Our key levers are the scaling up of small-scale embedded generation (rooftop solar PV) by businesses and households, together with enhanced energy efficiency. We aim to effectively generate 260MW of power within the next three years (10% of current consumption or stage 2 of load shedding) – this is almost equivalent to the capacity of the three largest wind farms currently in operation in the Western Cape. These two Game Changers have a particular role in enabling **Project Khulisa**, the centrepiece of our economic strategy, which is tasked with accelerating growth and jobs in three priority sectors: tourism, agri-processing and oil & gas services.

Better Living: addressing the apartheid legacy. All the major cities in South Africa are grappling with the apartheid legacy of severe shortages of housing stock for the poor, exacerbated by rapid urbanisation. The City of Cape Town saw its population grow by 46% between 1996 and 2011. Therefore, there are two Game Changers focused on living conditions. One, the **Better Living Model**, is focused on a prime, 22 ha site near the centre of Cape Town – the former Conradie Hospital site - for a mixed-use, mixed-income and mixed-tenure residentially-led development, providing a model for other developments in the pipeline. The second Game Changer addresses informal settlements and the challenges of **sanitation**. It will pioneer new approaches in support of scaled up, decent sanitation services. The focus will be on those informal settlements that are currently not part of urban upgrade plans.

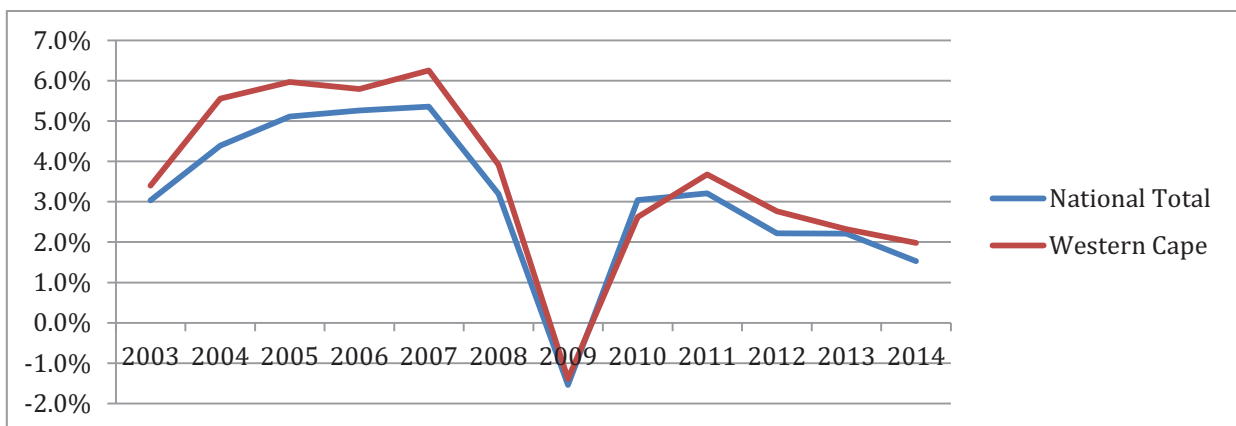
Strategic Goal 1:

Create Opportunities for Growth and Jobs

1. Introduction

In terms of economic contribution to national Gross Domestic Product (GDP), the Western Cape is the third largest contributor province behind Gauteng and Kwazulu-Natal. In 2014 the Western Cape economy contributed 13.8% of the national GDP.

Between 2003 and 2013 the Western Cape achieved an average economic growth rate of 3.7% per cent per annum, sharing the achievement of the best performing province with Gauteng and above the national average of 3.2%. However, as the figure below shows, the Western Cape has followed the national slowdown, with growth of 2.3% achieved in 2013, marginally above the national average (2.2%).



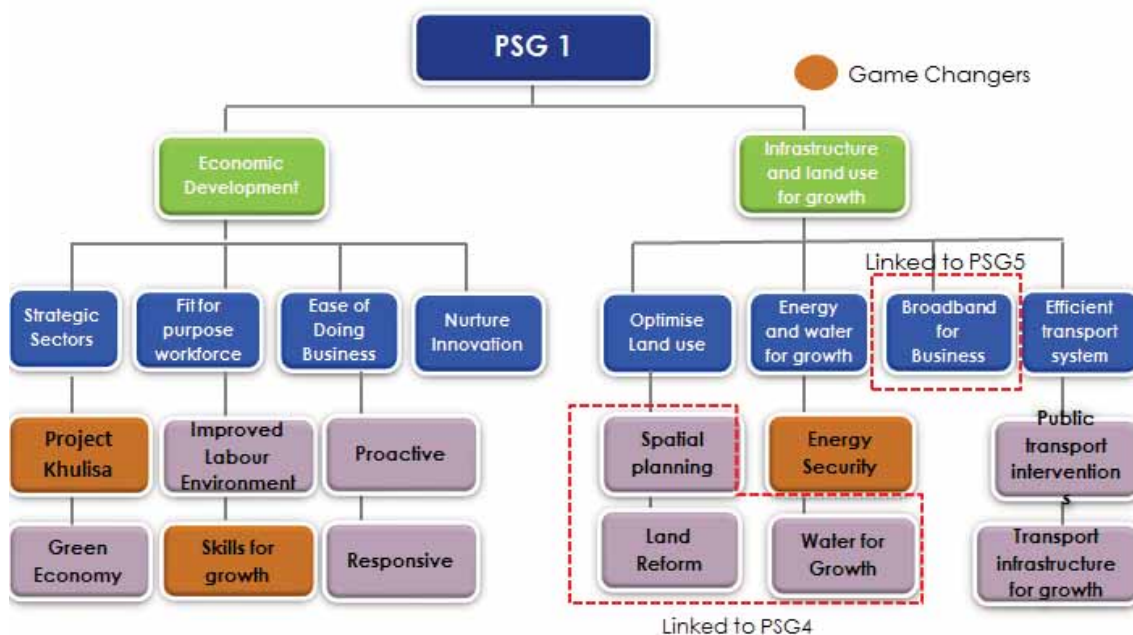
The Western Cape Government (Western Cape Government) recognizes that our role is to create a conducive environment for businesses so that they may grow the economy and create jobs. This approach is espoused in our first Provincial Strategic Goal (PSG): Creating opportunities for growth and jobs.

PSG1 is comprised of two key levers:

- Economic Development, through which we will accelerate jobs in key strategic sectors, build a skilled workforce, reduce red tape and drive innovation; and
- Infrastructure and Land Use for Growth, through which we aim to optimise the use of our land, energy and water resources, deliver broadband across our economy and build an efficient transport system.

We believe that the achievement of this programme of action, which will be delivered across the economic departments of the Western Cape Government in conjunction with the private sector, will lead to improved global competitiveness, investment, and ultimately, growth in employment.

The figure below depicts the breadth and depth of PSG1 and its integration with other Provincial Strategic Goals:



2. Strategic objectives

The Western Cape Government is committed to accelerating economic growth and job creation in our region. We are also committed to ensuring that we create an enabling environment which is conducive for investment attraction. In addition we aim to build our reputation as a region characterised as productive and competitive.

Our approach is demand-led and private sector driven. We will partner with business and other economic stakeholders to ensure that the following objectives are met:

- Provide support to increase the gross value add and employment levels of strategically selected economic sectors;
- Improve the level of artisan and technical skills and influence an improved labour environment;
- Improve the regulatory environment to enhance the ease of doing business;
- Nurture innovation throughout the economy;

- Optimise land use;
- Improve Broadband rollout for the economy;
- Help ensure sufficient water and energy for growth;
- Improve the efficiency of the region's transport system

3. Problem statement

According to the Statistics SA Quarterly Labour Surveys, there were 424 000 more people employed in the Western Cape during the first quarter of 2015 than there were in the first quarter of 2010. However, while the Province has experienced an increase in net employment, this has not been sufficient to reduce the unemployment rate. The Western Cape's broad unemployment rate, including discouraged work seekers, stood at 25.5% in 2014 – substantially below that of South Africa as a whole (35.3%), but still unacceptably high, and a driving factor of multiple social ills in the Province. Unemployment is also concentrated amongst young people.

It is clear that the Western Cape has unmet potential for growth and job-creation given its many advantages – including strong governance, high levels of service delivery, excellent higher education institutions, high levels of education performance, a diverse skills base, advanced infrastructure, unique natural endowments, export-orientated sectors and status as a global destination.

Despite these advantages, though, a frank look at the Province's economic performance over the past decade reveals a challenging picture. Since 2005, the Western Cape's Gross Value Added (GVA) has grown at an average rate of 3.1% a year, while the number of formal jobs grew by only 1.3% a year.¹ Economic growth has thus been slow – and close to jobless, with key employment-intensive sectors such as primary agricultural production growing slower than the rest of the economy. In fact, in several sectors that have produced modest or even high growth, the number of formal jobs has contracted over the past five years.

The Western Cape's overall unemployment rate increased from 17% in 2005 to 21% in Q1:2015 – driven by the factors discussed above, combined with a relatively rapid population growth rate of 1.98% a year (in part the result of high levels of in-migration from other provinces). As a result, the Western Cape is faced with an unemployment challenge, particularly amongst young people under the age of 35 – thus threatening to create a “lost generation” of citizens without skills, hope or work experience.

The Western Cape Government is committed to making meaningful progress over the next five years in generating new jobs in the Province.

¹ Gross value added (GVA) is a measure in economics of the value of goods and services produced in an area, industry or sector of an economy. It is the primary measure of economic contribution and growth used by Project Khulisa.

4. Plan to achieve objectives

To ensure that we create opportunities for growth and jobs, we will undertake the following actions.

Provide support to key strategic sectors

Through Project Khulisa, we have identified a set of key, competitive sectors through which we believe we can unlock accelerated growth and job creation. These are: tourism, agri-processing, and oil and gas servicing. While we will continue to support building an enabling environment for the entire economy, these sectors will receive accentuated focus.

The Green Economy is a transversal sector which recognises the need to optimise the way we do business, embracing resource efficiency and a low carbon future. The Western Cape Government has committed itself to becoming a Green Economic Hub for the African continent, and this requires concerted efforts to develop, attract and support industries and processes which support this vision. Several Western Cape municipalities have also identified the waste economy as part of their Green Economy focus. PSG1 recognises that natural resources are finite and that their efficient use is key to sustainable economic development. In addition, the efficient use of industrial and consumable by-products is key to efficient resource management. To this end, PSG1 will seek to stimulate a circular economy – one in which resources are consumed and transformed resources in a low-carbon, sustainable manner, and in which industry and commerce are efficient and effective delivery agents of economic growth and employment creation.

Improve the level of artisan and technical skills and influence an improved labour environment

One of the most critical elements that requires redress is that of skills levels and the sophistication of our workforce. It is widely accepted that skills mismatches drive up input costs and affect industry competitiveness through a number of mechanisms. Peak labour productivity is significantly delayed and output costs are increased as the onus of skills development is transferred to firms – which in turn negatively impacts both productivity and competitiveness. PSG1 will review the systemic and underlying skills challenges facing business and in so doing it will address the current mismatch and shortages of available skills. PSG1 will realise the co-development, with industry in the Western Cape, of key skills interventions to alleviate shortages.

Firm-labour interaction is often viewed as a win-lose and adversarial interaction, but it need not be so. Global evidence demonstrates that government can and must play a role in bringing about a more co-operative approach to labour related matters. Whilst labour affairs are regulated from the national sphere, it is incumbent on PSG1 to seek to influence an improved labour environment within the Western Cape, as a

committed and competitively productive workforce is a strong incentive for investment.

Improve the regulatory environment to enhance the ease of doing business

Poorly developed government processes and legislation have negatively impacted the cost and ease of doing business. PSG1 seeks to alleviate the difficulties in doing business in the Province through programmes and projects which promote the ease of doing business. It is necessary to address government processes and legislation that makes it unnecessarily cumbersome for firms to conduct business.

Nurture innovation throughout the economy

It is necessary to nurture innovation as a key objective within the economic development sphere. The objective will be to develop new types of approaches, solutions, processes and materials which will have the potential to clearly identify the region as one which is conducive to creativity, innovation and design. We seek to establish a regional culture that supports and evokes industry collaboration and to scale sustainability, innovations and technology.

Optimise land use

The optimisation of land use through spatial planning and land reform are essential ingredients for sustainable economic development. The Province is, as a consequence of historic reasons, characterised by spatial planning which has resulted in poor integration of economic and residential nodes. This in turn impacts on transport requirements, labour productivity and wage demands as a result of lengthy commutes and other bulk infrastructure requirements.

In partnership with PSG4, PSG5 and the Provincial spatial policies contained in the Provincial Spatial Development Framework (PSDF), PSG1 will shape spatial economic outcomes that target economic node integration, residential and economic node integration and the development of tourism and rural development corridors, with the ultimate purpose of stimulating economic growth.

Ensure sufficient water and energy for growth

Water and energy are two key enablers for sustainable growth. Recent electricity supply disruptions have had a significant negative impact on investment, firm output and wasted work hours. With little sign of electricity disruptions abating, PSG1 has positioned energy security as a Game Changer focusing particularly on energy demand management and diversifying the Western Cape energy mix in favour of rooftop solar PV and possible Independent Power Purchase agreements.

The downstream impact of water shortages in the agricultural sector will negatively impact the employment absorbing agri-processing sector. Furthermore, water security is salient to key industrial sectors and other industrial processing activities.

Water security, which is prioritised in PSG 4 will be shaped by the "water-for-economic-growth-requirement".

Improve Broadband roll out for the economy

We will encourage the growth and development of the provincial economy through the support of broadband usage, infrastructure and readiness by businesses and citizens to stimulate broadband up-take in order to improve competitiveness. Broadband diffusion will focus on Connected Leadership, Connected Citizens and Connected Business, which aims to harness leadership and vision across all sectors of society.

Improve the efficiency of the region's transport system

An efficient, affordable and low carbon public transport system will contribute to a more conducive economic investment, as well as assisting with easing commuter dissatisfaction, which bode well for company input costs and company competitiveness. The Western Cape Government will seek to improve the transport system for both people and businesses in the movement of goods. It is further acknowledged that the transport system plays a significant role both in lubricating the movement of goods in the economy and the transport of workers to and from work. The transport sector is a large contributor to priority air pollutants and greenhouse gas emissions which contribute to Climate Change. In line with our Green Economy vision that Western Cape should be the lowest carbon Province, it is critical to ensure that transport infrastructure investments enable improved performance and efficiency. A poor transport system negatively impacts on productivity and often leads to challenges within the labour environment.

5. Game Changers

Accelerating job-creation and growth is the number one priority of the Western Cape Government, and is therefore the focus of our economic strategy centrepiece, Project Khulisa, and our two Game Changers, as follows.

Project Khulisa: grow the economy and create jobs in priority sectors

Through Project Khulisa, (Khulisa means “cause to grow” in isiXhosa), the Western Cape Government is focusing its efforts on key strategic sectors for employment creation over the next five years and those enablers that will support their growth. The focus of Project Khulisa is on three sectors – agri-processing, tourism, and oil & gas services – which hold promise of maximizing direct and indirect employment and GVA growth. They were identified in an extensive exercise to prioritise those sectors that offered both high employment and strong growth potential.

Action plans that maximize opportunities for growth by addressing priority levers are being developed for each of the three identified sectors. The “enablers” associated with each of the sectors must be addressed to ensure that growth and job aspirations are realized. The potential and plans for each of the Khulisa sectors are as follows.

Grow the economy and create jobs through tourism

Tourism is a major contributor to economic value and employment in the Western Cape. It directly contributes R17 billion in GVA and accounts for 204 000 formal jobs in the Province. Under a high growth scenario (which would entail the Western Cape matching the growth of successful tourism regions elsewhere in the world) the sector’s GVA contribution could increase by 65%, to R28 billion in 2019, and it could add a further 120 000 formal jobs over the same period.

Key opportunities for action to accelerate tourism growth in the Western Cape include:

- Better brand definition.
- Developing a cultural and heritage niche (i.e. enhance experiences of South Africa's heritage and promote heritage tourism as multi-seasonal tourism).
- Identifying key source markets that can grow immediately, particularly in the low season (e.g. key markets in the Middle East and rest of Africa).
- Addressing the seasonality challenge, and significantly grow tourism in our traditional off-peak season.
- Improving air access between Cape Town and key strategic business tourism destinations.

Grow the economy and create jobs through agri-processing

Agri-processing is already a large contributor to the economy and has the potential to grow further. It directly contributes R12 billion in GVA and accounts for 79,000 formal jobs in the Province. Under a high growth scenario, the sector's GVA contribution could increase by 126%, to R26 billion in 2019 and it could add a further 100,000 formal jobs over the same period. These projections were devised after looking at how economies like ours have grown following similar interventions.

Key opportunities to accelerate growth have been identified:

- Market access and market promotion
- Logistics and infrastructure.
- Re-Industrialisation of the agri-processing sector through greater provision of local content and commodities for growth.

Grow the economy and create jobs through oil and gas services

The oil and gas sector offers major growth potential, even outside of exploration. In midstream services alone, the sector today directly accounts for 35 000 formal jobs in the Province. In a high growth scenario, it could add a further 60 000 formal jobs by 2019. These projections were devised after looking at how economies like ours have grown following similar interventions. Despite widespread commitment to growing midstream services in the oil and gas sector, constraints to expanding such services (particularly rig repair) remain. These include:

- Infrastructure: The constraints include insufficient port infrastructure.
- Skills: There are limited numbers of highly skilled individuals available or trained in South Africa in this field. Intensive training must be provided and directly linked to private sector needs.
- Alignment and communication: There is a clear need for increased communication between all stakeholders and consistent updates on delivery to ensure timeliness.

Energy security for Western Cape business and investment growth

By 2014, the severity of the power shortages became apparent to all South Africans. While these shortages are dominated by the generation crisis, the country's transmission infrastructure is also stretched. Eskom has warned of constrained supply for at least another five years, which will lead to constraints in economic and employment growth. Energy shortages have affected business confidence which impacts investment decisions, which ultimately leads to lower or negative employment growth.

Because a provincial government does not have the constitutional mandate to generate electricity itself, collaboration and co-operation with local governments, which have a mandate to distribute electricity, and other inter-governmental co-operation is essential. While this province will always be dependent on Eskom, this Game Changer will deliver on a more energy secure province over the next five years by effectively contributing to province's energy needs through energy efficiency and embedded generation at household and business levels.

In the creation of a more energy secure province, this Game Changer will focus its attention on:

- Load shed mitigation;
- Business and household installation of rooftop PV that also feeds into municipal grids;
- Promote efficient energy usage, particularly in government buildings; and
- A large scale independent power producer agreement, potentially introducing a new energy source to the Western Cape, notably the lower carbon Liquid Natural Gas (LNG).

Through this Game Changer, we aim to effectively generate 260 Mega Watt (MW) of power within the next three years (10% of current consumption or equivalent to stage 2 of load shedding).

Build an appropriately skilled workforce

Our economy is held back by a lack of appropriate skills. To address this challenge, this Game Changer will focus on a particularly high risk area of skills, notably artisanal and technical skills. The focus will be on meeting the needs of the priority sectors, identified above, and within those sectors, there will be further prioritisation of occupations. We need a precise understanding of business demand to ensure success, as well as a strong partnership with business.

In particular, we are focusing on the educational foundation that is so important to young people being able to enter vocational studies, and to make the right career choices. Another crucial area of focus of this game changer is on work placement – currently, too few young people either fail to complete their studies or and if they do, fail to get the necessary practical training and work placement.

Better Together – A whole-of-society approach

A whole-of-society approach is needed to achieve the outcomes set out in this Strategic Goal. In particular, close partnerships will be needed with the private sector to grow the economy and the jobs base of the Western Cape. Also, collaboration between all three spheres of government – as well as state-owned enterprises – will be

essential. Every role-player needs to take their responsibility seriously and bring to bear their skills and resources. In particular:

The Western Cape Government will be held accountable for:

- Driving and co-ordinating **interventions within the key strategic sectors** which would contribute to the creation of economic growth and jobs;
- Providing demand-led , private sector **skills development programs** leading to an increase in the number of trained artisans and technicians;
- Promoting the region as attractive for **investment**, tourism and trade;
- Ensuring that programmes are in place to increase the **ease of doing business** and reduce red tape, thereby creating an enabling environment for businesses to grow and expand;
- Supporting innovative **land reform models** and support beneficiaries (agri-businesses included) to become financially independent
- Committing itself to **innovation and creative** approaches when implementing its plans and programmes, thereby contributing to a culture of innovation within the regional economic environment; and
- Committing itself to energy efficiency and finding a way to overcome budgetary limitations in respect of energy efficient solutions within government buildings.

The private sector will be encouraged to play an active partnership role in accelerating growth and job-creation in the Western Cape. On the one hand, this will include advising government of key interventions needed to achieve the objectives of growing the economy, unblocking red tape hurdles and creating the environment necessary to expand the economy and enabling an increase in job opportunities. On the other hand, we will encourage both established companies and newer, entrepreneurial firms to seize the opportunity to grow successful businesses that create economic value and employment – in the priority sectors of tourism, agri-processing and oil & gas servicing, and across the Western Cape economy.

We also encourage the private sector to identify the skills needed to grow and make their businesses more competitive; invest actively in building technical and vocational skills within their organisations; and assist government with the placement of young people in experiential programs with a view to possible permanent placement.

Other spheres of government will be encouraged to commit to the unblocking of red tape and in particular provide a supportive role to foster growth in the regional economy. This is particularly relevant with regard to the partnership support with interventions such as the Industrial Development Zone in Saldanha; Transnet`s commitment to unlocking investment in our ports; and Eskom`s involvement in making the region more energy secure.

We also seek to obtain national government support to streamline visa regulations as well as easing restrictions on other economic tools where national departments have the enabling mandates.

In addition, we will continue to encourage and support municipalities to commit to partnerships with the Western Cape Government and business in the region to grow the economy in areas (such as tourism and agri-processing) where their local areas have competitive advantage.

6. Outcome indicators

Strategic objective	Performance area	2009 performance	2014 performance	2019 target
Economic growth in Strategic Sectors – tourism, agri-processing and oil & gas services	Rand value in economic growth (GVA) in the selected strategic sectors	N/A	R 30 billion	R57 billion
	Number of jobs in the selected strategic sectors	N/A	318 000	597 000
Energy Security in the Western Cape	% MW reduction in demand from Eskom generated through alternative low carbon supply and energy efficiency measure	N/A	N/A	10% MW reduction to national energy supply over the next three years generated through alternative low carbon supply and energy efficiency measures 260 MW
Improve the number of artisan and technical skills	Number of artisan and technical skills completed qualifications	N/A	200	10 000

Improve the regulatory environment to enhance the ease of doing business	Monetary value of cost saving due to improved business processes	N/A	N/A	Established baseline by 2016 R1 billion cost saving by 2019
Optimise land use (Land Reform)	% increase in successful land reform projects	N/A	N/A	70% of all agricultural land reform projects in the Province are successful
	% of land transfer to small holder farmers	N/A	N/A	20% of land transfer to small holder farmers
Improve Broadband rollout for the economy;	% increase of WC population using internet	N/A	N/A	15% increase in WC population using internet*
Improve the efficiency of the region's transport system	% modal shift from private to public	N/A	N/A	60:40 Public / Private Modal Split per District
	Number of strategic projects initiated			4 projects initiated

Strategic Goal 2: Improve Education Outcomes and Opportunities for Youth Development

1. Introduction

The quality of education is closely correlated with economic development and social cohesion. The gaps in education in South Africa are well known, however. International standard measurements clearly demonstrate that South African students struggle in maths, science and reading – with surveys showing them lagging behind their peers in the rest of the world, including across much of Africa. These include the Trends in International Mathematics and Science Study (TIMSS)², the Progress in International Reading Literacy Study (PIRLS)³, and studies by the Southern and Eastern Africa Consortium for Monitoring Educational Quality (SACMEQ)⁴. Dramatically improving our education outcomes is an imperative not just to achieve the economic growth rates that South Africa needs to end poverty and increase inclusion, but also to tackle social ills such as crime and substance abuse.

While much of South Africa's education policy has to date been set at national level, the Provinces do have concurrent competency over policy and legislative functions in Basic Education as well. The Western Cape Government has substantial influence over management of educators and administrators, building and maintaining school facilities, providing learning materials, and providing after-school activities. The funds for the Western Cape Education Department alone constitute nearly 40% of the Western Cape Government's budget.

A commitment to improving education outcomes is therefore at the centre of the Western Cape Government's agenda for government. In this regard, we made considerable progress in our previous term of office. When comparing the 2009 to the 2014 figures for the National Senior Certificate (NSC) exams, the pass rate, access to a bachelor's degree and the number of underperforming schools in the province has improved significantly – as the table below shows.

² Mullis, I.V.S., Martin, M.O., & Foy, P. (2005), Chestnut Hill, MA: TIMSS & PIRLS International Study Center, Boston College.

³ Howie, S., Venter, E., van Staden, S., Zimmerman, L., Long, C., du Toit, C., Scherman, V., Archer, E. (2008) Pretoria: Centre for Evaluation and Assessment, University of Pretoria.

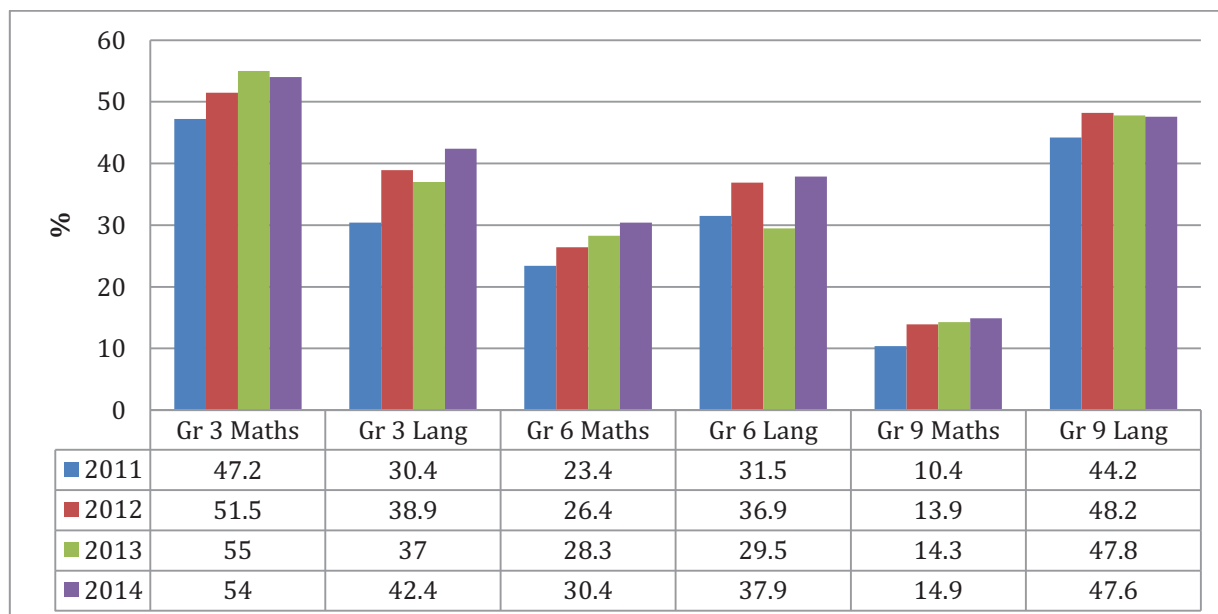
⁴ SACMEQ III Project Results: Levels and Trends in School Resources among SACMEQ School Systems. Hungi, N., Makuwa, D., Ross, K., Saito, M., Dolata, S., van Capelle, F., Paviot, L., Vellien, J., (2011) SACMEQ.

WCED comparative NSC test results

Year	Wrote	Passed	% Pass	Access to B. Deg.	% Access to B. Deg.	Schools with pass rate <60%
2009	44 931	34 017	75.7	14 324	31.9	85
2010	45 783	35 139	76.8	14 414	31.5	78
2011	39 988	33 146	82.9	15 215	38.1	30
2012	44 700	36 992	82.8	16 319	36.5	26
2013	47 636	40 558	85.1	19 477	40.9	23
2014	47 709	39 237	82.2	18 524	38.8	31

Significant improvements were also made in learner performance in earlier grades. While some years have slight dips, the Learner Systemic Tests conducted by the Western Cape Education Department have shown improvement in all of the test scores when comparing the results in 2014 with those of 2011 – as shown in the figure below.

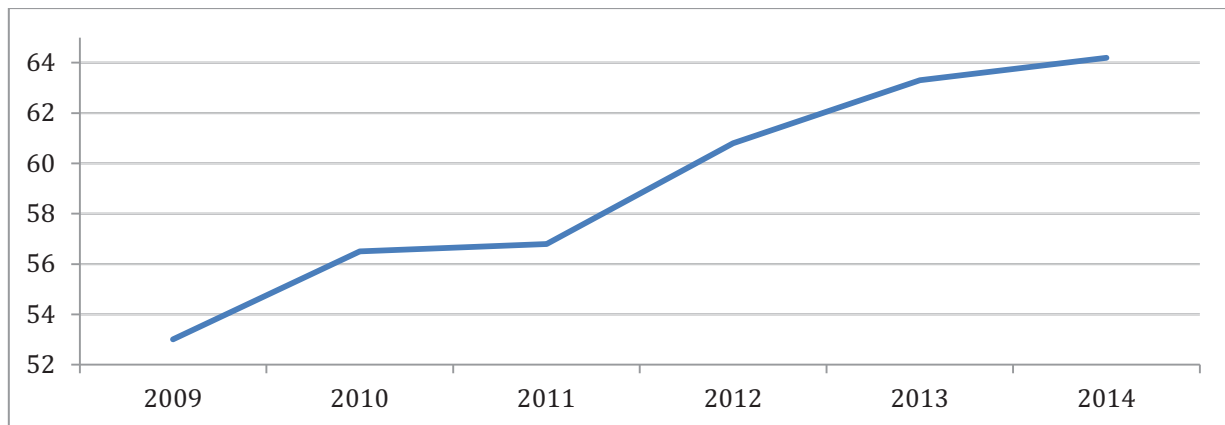
Learner systemic test pass rates in the Western Cape⁵



The Western Cape has also experienced a significant increase over the 2009–2014 period in the percentage of learners staying in school, as shown in the figure below.

⁵ There was a change in the content and difficulty in the 2011 test to bring the tests into line with international standards. As such, the 2011 and subsequent test results cannot be compared with the pre-2011 results.

Percentage of learners staying in school for grades 10 -12



In the current term of office, our goal is to build on these successes and – working in partnership with parents, educators and civil society – to achieve step-change improvements in both education outcomes and youth development. We have set specific targets for improvement in language and mathematics, the foundation skills that determine the future prospects and life chances of all children; for increasing the number and quality of NSC passes; for improving education provision in poorer communities; and for strengthening family support and youth development.

2. Strategic objectives

The Western Cape Government is committed to creating opportunities for children to remain in quality schools for as long as possible. We are also committed to creating opportunities for the youth, particularly constructive after-school activities that provide healthy and educational activities, as opposed to destructive behaviour and activities such as gangsterism and substance abuse.

In as much as we create these opportunities, we will emphasise the responsibility of learners and their parents in taking advantage of these opportunities to support our learners in realising their full potential. This will be achieved through the following strategic objectives:

- Improve the level of language and mathematics in all schools;
- Increase the number and quality of passes in the national senior certificate and equivalent qualifications;
- Increase the quality of education provision in our poorer communities;
- Provide access to more social and economic opportunities for our youth; and
- Improve family support to children and youth, and development programmes.

3. Problem statement

The continued steady increase in the population of the Western Cape has also resulted in a steady increase in the number of school-going children in the province (across Grades 1 to 12). Over the 2009–2014 period the number of children attending school increased from 913 490 to 963 441, placing pressure on resources

Studies indicate that the majority of children in the Western Cape are not reading, writing and calculating at the levels required for them to take advantage of further education and employment opportunities. Also, there is still great unevenness in the quality of education, which is compounded by widespread socio-economic problems.

Moreover, despite the upward trend in pass and retention rates noted above, high repetition and dropout rates remain a significant challenge in the Western Cape. Consequently, there are also far too many learners who are not remaining in the school system, many of whom end up either unemployed without the necessary skills to advance or in a destructive cycle of gangsterism, violence and/or drugs.

According to StatsSA, one third of all youth aged 15-25 in the Western Cape in 2013 were not in education, employment or training (NEETS) – a problem experienced by many other regions worldwide. While the unemployment rate of young people who have not obtained a matric qualification is 47%, this drops dramatically to 33% when they obtain a matric, to 20% if they obtain a diploma/certificate, and down to 8% for those with a bachelor's degree. Higher levels of education are thus a critical pathway to employment.

4. Plan to achieve objectives

To ensure we improve education outcomes and opportunities for youth development, we will work, in partnership with the departments of Social Development (DSD), Health (DOH), Community Safety (DOCS), Cultural Affairs and Sport (DCAS) to:

Improve the level of language and mathematics in all schools

Language and mathematics are foundational skills that are the cornerstones of all further studies, as well as conceptual and cognitive development. Therefore they must receive priority attention, particularly between Grade R and Grade 3 where the acquisition of reading and writing skills is critical.

With this in mind, the Western Cape Education Department (WCED), will work to:

- Improve the quality of teaching in Grade R at schools and Early Childhood Development Centres (ECD), with a particular focus on the mastery of English;
- Update all language and mathematics strategies and implement the revised versions;
- Improve use of library facilities, competitions, quizzes and museums;
- Improve the professionalism, teaching skills, subject knowledge and computer literacy of teachers and principals;
- Recruit, select and retain competent and quality principals and Heads of Departments (HODS);
- Ensure that every learner has access to a set of reading books, textbooks and workbooks, and that a culture of reading is instilled;
- Increase access to e-learning;
- Ensure that the physical infrastructure and environment of every school inspire learners to want to come to school and learn, and teachers to teach;
- Improve the quality and training of school governors and increase parental support to schools and their children;
- Optimise teaching and learning time;
- Improve the frequency and quality of the monitoring and support services provided by district offices to schools;
- Promote opportunities for gifted children to excel; and
- Support learners needing additional tuition.

The Western Cape Government will implement a programme to improve the literacy and numeracy levels in grades R-3 in 100 pilot primary schools, to ensure that by the end of Grade 3 our learners can read, write and calculate at the required level. Interventions will commence in Grade R to ensure that basic literacy and numeracy skills are mastered at an early age. We will also use master teachers to enhance the skills of our Foundation Phase educators and place emphasis on classroom-based training and scaffolded support.

Increase the number and quality of passes in the National Senior Certificate and equivalent qualifications

It is important for the economic future of the Province and for the fabric of social development that citizens stay in education institutions for as long as possible and obtain quality passes. For this reason the Western Cape Government will focus on:

- Devising and implementing a five-year teacher development plan;
- Improving the quality of teaching in all subjects in schools;
- Increasing access to e-learning and teaching;
- Improving access to career guidance at high schools;
- Promoting better choices of subjects, including vocational and technical subjects for learners in identified areas;

- Improving the computer and information literacy of teachers and principals;
- Recruiting, selecting and retaining competent and quality principals, HODs and teachers and performance managing them against outcomes;
- Ensuring that every learner has access to textbooks for every subject; and
- Engaging parents to take their responsibilities seriously in supporting their children.

Increase the quality of education provision in our poorer communities

While there have been improvements in this area, the Province must continue to deal incrementally, and as widely and as swiftly as the budget will permit, with the long-term impact of the inequitable provision of education in the past. We must also explore alternative ways of providing low-cost quality education in conjunction with the private sector in order to expand choice and competition.

An effective independent mechanism for monitoring and evaluating the performance of schools is necessary to promote accountability within the system and encourage improved performance.

Targets for intervention include improving the quality of education both inside and outside the classroom. We aim to:

- Communicate effectively with parents regarding their child's education, as well as keeping them informed of their child's performance;
- Improve grades R-3 quality in targeted sites;
- Develop and adapt tests for school readiness for all Grade R learners;
- Establish efficient Mass Opportunity and Development (MOD) centres in areas of poor retention;
- Increase the number and quality of culture, arts and sports programmes for youth after school hours;
- Ensure that all schools are funded at the minimum per learner levels;
- Provide fee compensation to our poorer schools Improve access to health services at schools through mobile clinics;
- Provide better nutrition;
- Make schools safer;
- Encourage competition amongst schools to improve learning and teaching across the Province;
- Provide scaffolded education to all learners with special educational needs;
- Pioneer different models of schools in collaboration with the private sector; and
- Provide more social and economic opportunities for our youth.

Provide access to more social and economic opportunities for our youth

In the face of current rates of youth unemployment, the Province's strategy seeks to:

- Increase access to skills development programmes and training; especially critical skills needed for the growth of our economy.
- Improve access to and functioning of schools of skills;
- Establish Youth Cafés at key sites in the province;
- Promote specific subjects such as Civil and Mechanical Engineering, Graphic Design, Electrical Technology, Computer Applications Technology and Information Technology;
- Enhance career information awareness and platforms; and
- Facilitate access to scholarships, internships and bursaries.

We will also increase access to safe after-school facilities, where additional learning and healthy activities can take place. The focus will be on:

- After-school care centres for younger children;
- Community role models;
- MOD centres in areas of poor retention and access to nutrition;
- Improved connections between youth and jobs/work experience;
- Continuity between Youth Cafés, Chrysalis, Wolwekloof, Child and Youth Care Centres, and career opportunities;
- Leadership development;
- Drug awareness and anti-gangsterism programmes;
- Wellness and safer sexual practice programmes;
- Team sport; and
- Additional tuition with a remedial and IT focus.

Improve family support to children and youth, and facilitate development

In common with trends worldwide, we need to strengthen parental and community involvement in schooling and ensure that vulnerable learners are identified and supported. The focus will be on improving:

- After school programmes for children that offer safe learning and recreational opportunities
- Coordination between school circuits and DSD local offices to create referral pathways for children with behavioural problems and/or disabilities; and
- The provision of appropriate psychosocial support programmes in targeted areas, including family strengthening and/or parenting programmes, cognitive behavioural programmes and substance abuse treatment.

5. Game changers

In order to ensure transformative change the following Game Changers will be pursued under PSG 2:

E-learning

To enable our young people to be well-equipped for the 21st Century world of work, information technology must be an integral part of their learning and lives. To achieve this, we are rolling out the E-learning Game Changer, to create modern classrooms and improve teaching to enhance learning. We are also rolling out the Broadband Game Changer discussed under PSG5. This will be based on the Broadband backbone.

Through the E-Learning Game Changer, the Western Cape Government will:

- Implement a programme to connect schools to high-speed internet by means of Local Area Network within the school linked to a Wide Area Network and convert classrooms into technology-rich environments;
- Facilitate access to appropriate and curriculum-aligned digital educational resources and develop appropriate teacher training courses that focus on the integration of ICTs into teaching and learning;
- Pilot various devices and software and cultivate relationships with the private sector to maximise e-learning opportunities and promote choice and competition; and
- Conduct a baseline assessment followed by ongoing monitoring of its impact.

After-school programmes for our youth

Schools in disadvantaged residential areas rarely offer after school sport or other extra-mural activities. Learners, therefore, are too often left to their own devices out of school, exposed to high risk activities and inadequate safety. Over the past five years, the Western Cape Government instituted an after-school programme, with what is called MOD centres. However, while this programme now covers more than 180 schools, it has scope to achieve much greater impact. The goal of this Game Changer is to significantly improve quality and expand the offering to learners to include, for example, homework support and IT access, by drawing in other providers and facilities into a well networked, stimulating after-school platform.

Through this Game Changer, the Western Cape Government will implement a programme that focuses on providing structured after-school programmes for our youth so as to improve education outcomes, retention, youth discipline and opportunities for positive engagement (cultural and sporting activities).

The Department of Cultural Affairs and Sport is responsible for driving this Game Changer. However, the schools themselves and municipalities must also become involved in the after-school space, bringing the necessary leadership and resources to further encourage participation.

Better Together – A whole-of-society approach

A whole-of-society approach is needed to achieve the outcomes set out in this Strategic Goal. Every role-player in the system, from parents to educators to government officials, needs to take their responsibility seriously and bring to bear their skills and resources. We need to create mechanisms of accountability which incentivise behaviour that will improve the system, and disincentivise behaviour that will not. In particular:

- **The Western Cape Government** will be held accountable for maintaining a well-functioning inter-governmental, regional and district management system, providing learning materials, equipment and facilities that support learning, providing mechanisms for the appointment and in-service training of teachers and officials equipped to teach effectively and to administer the system effectively.
- **Educators** will be held accountable for the maintenance of professional ethics in their capacity as the custodians of the developing child into the self-sufficient and properly-skilled youth, and for timeous and effective curriculum coverage that will lead to the best academic performance levels possible, in the context of independent performance monitoring and evaluation.
- **Parents** and/or guardians will be encouraged and empowered to play an active role in the education of their children, through participation in School Governing Bodies, attendance at parent meetings and meetings to discuss individual learners. Parents/guardians will also be expected to provide written comments on school reports on the progress of their children. The Western Cape Government will also provide booklets and parenting campaigns and programmes.
- **Learners** will be held accountable for attending school, complying with the code of conduct of the school and following the study programme of the school and will only be promoted if the teacher, after consulting with the parents, is satisfied that the learner can perform at the levels required for the next grade.

6. Outcome indicators

Strategic objective	Performance area	2009 performance	2014 performance	2019 target
Improve the level of language and mathematics in all schools	Grade 3 language pass rate	30.4% (2011 – first year of new test standard)	42.4%	50%
	Grade 3 maths pass rate	35% (2009)	54%	64%
	Grade 6 language pass rate	31.5 (2011 – first year of new test standard)	37.9%	48%
	Grade 6 maths pass rate	17.4% (2009)	30.4%	40%
	Grade 9 language pass rate	44.2% (2011 – first year of testing)	47.6%	53%
	Grade 9 maths pass rate	10.4% (2011 – first year of testing)	14.9%	21%
Increase the number and quality of passes in the National Senior Certificate	Number of learners who pass the NSC	34,017	39,237	41,000
	NSC pass rate	75.7%	82.2%	86%
	Number of learners achieving bachelor passes	14 329	18 524	20,100
	Number of learners passing maths	12,467	11,265	11,770
	Number of learners passing physical sciences	7,064	7,845	9,500
Increase the quality of education provision in poorer communities	Number of schools with a Grade 12 pass rate under 70%	141	81	0
	Number of primary schools with	90 (2011)	43	30

	poor results in systemic tests and an overall pass rate across grades of less than 85%			
	Retention rate (Grades 10 -12)	57%	64%	68%
Provide more social and economic opportunities for youth	No. of learners registered for MOD centre activities	n/a	48 894	112 000
Improve family support to children and youth, and facilitate development	The number of children and youth benefiting from social and family support services	Reliable data not available	116 309	119 853

Strategic Goal 3:

Increase Wellness and Safety, and Tackle Social Ills

1. Introduction

Creating healthy, inclusive, safe and socially connected communities remains one of our most important goals. Citizens cannot maximise their potential if they are not healthy and safe.

The Western Cape experiences some social problems – including violent crime and substance- and alcohol abuse – to a greater extent than most other provinces. This not only increases the burden of disease in the Province, but also compromises education outcomes, destroys families and fuels insecurity, all of which threaten economic growth and job creation.

These gaps in physical, social and financial wellness in the Province result in increased pressure on quality service delivery for health, social services, policing, education and human settlements. A significant proportion of the budget is spent on preventable health conditions. The Western Cape Health Department alone accounts for nearly 40% of the Western Cape Government's total budget. Today, some 80% of patients receiving care at Western Cape hospitals receive free services or pay a nominal fee.

While remaining conscious of the current context, the Western Cape Government remains committed to ensuring that accessible, affordable, person-centred, high quality health care is available to every citizen living in the province, and that a safer open opportunity society for all is co-created through building resilient communities responsive to their safety needs.

A key focus of all our health policies and programmes is therefore to increase wellness by empowering individuals for behavioural and social change – encouraging citizens to take responsibility for their health and wellbeing. The importance of this focus is underlined by the fact that a significant portion of the Western Cape's health budget is spent on health conditions resulting from alcohol and drug abuse, risky sexual behaviour, unhealthy lifestyles and lack of exercise.

The Western Cape Government has therefore pursued a comprehensive strategy to combat substance abuse – including major budget commitments to prevention and rehabilitation – which is taken further in this Provincial Strategic Plan.

This strategy will play a central role in the Western Cape Government's approach to increasing safety, as it directly tackles one of the key drivers of crime. And although

the Western Cape Government has limited policing powers besides Traffic Services, we will continue to apply a whole-of-society approach that empowers communities to take ownership of their neighbourhoods, manage the conduct of their families and neighbours and hold the police to account. This will be achieved through emphasis of the provincial policing oversight powers as per Chapter 11 of the Constitution⁶.

The work of the Khayelitsha Commission of Inquiry into allegations of police inefficiency and a breakdown in relations between SAPS and the Community of Khayelitsha represents a significant investment by the Western Cape Government in increasing safety to the people of Khayelitsha. To maximise the effect of this investment the Western Cape Government will continue in its efforts to ensure that the recommendations contained in the report are implemented on a province-wide scale, therefore utilising the knowledge reflected in the report to strengthen current safety models in other communities. Cooperation by SAPS remains a pre-requisite to the implementation of the recommendations.

2. Strategic objectives

The Western Cape Government is committed to promoting safe, healthy and inclusive communities, where citizens take active ownership of their personal safety, wellness and that of their families. This will be achieved through the following strategic objectives:

- Build inclusive, safe and healthy communities;
- Nurture resilient and healthy families;
- Ensure safe and healthy children (0 – 14 years of age);
- Promote engaged and healthy youth (15 – 25 years of age).

3. Problem statement

According to a UNODC (2012) survey of substance abuse, risk taking behaviour and mental health of grade 8-10 learners in the Western Cape, 44% of grade 10 learners are sexually active, 27.6% of youth at school are regular smokers, 22.4% of youth at school are daily drinkers, 10% are regular cannabis users and 2.5% are hard drug users. Substance abuse and crime are still key concerns noted by the frequency of drug-related crimes having increased by 28% between 2002/3 and 2012/13 and overall crime having increased by 12.2% between 2011/12 and 2012/13.

⁶ In terms of Chapter 11 of the Constitution of the Republic of South Africa, provincial governments have no control over the day-to-day operations of the South African Police Services (SAPS); this function falls under the control of national government. It is for this reason that the province cannot direct its resources to traditional strategies to fight crime namely increased levels of visible policing, more detective services, improved prosecution rates, harsher punishments, and so forth.

The abuse of alcohol and other substances, in particular, not only increases the burden of disease in the province, but also compromises education outcomes, destroys families and fuels violent crime, all of which threaten economic growth and job creation. As the employment opportunities for young people decline, the pressures on them are increasing and more and more young people are adopting unhealthy coping strategies.

Social dysfunction has serious and wide-ranging consequences. It results in a lack of a sense of belonging and purpose amongst frustrated youth. Communities are feeling more vulnerable. Children are in need of care and protection due to neglect, abandonment, abuse, death of parents, or behavioural problems; this also drives young people into negative peer groups that substitute for families, such as gangs. There is evidence of increased mental illness and stress, even amongst school-going children.

Within family units more than a third of households have only one parent present as a primary caregiver; often with the absence of a male role model. Seven in ten children in African communities are not living with their fathers. Families consisting of a large number of children, a mother having a child at a young age, a low level of family cohesion, single-parent households, low socio-economic status, alcohol- and substance abuse by parents, and abusive parental behaviour, including harsh physical punishment and parental conflict are risk factors for aggressive or violent behaviour.

The Western Cape Government acknowledges that we have a society that still carries the burdens of inequity. Communities remain impoverished without the necessary economic opportunities to ensure adequate upliftment and empowerment of the people – often leading them to fall prey to social ills in society such as alcohol and drug abuse and gangsterism, and to adopt unhealthy lifestyles. Furthermore, there is a widespread breakdown in communities right down to the family unit, leaving many people vulnerable; in particular children and youth who have to grow up in a dysfunctional society where violence, child abuse and preventable diseases occur frequently.

The Western Cape Government is therefore committed to promote wellness in communities in order to ensure safety, health and inclusivity across all communities within the province.

4. Plan to achieve objectives

To ensure that we increase wellness and safety, and tackle social ills, the Western Cape Government will work towards the following objectives:

Inclusive, safe and healthy communities

Resilient communities form a strong foundation for the activation of personal agency and collaboration to address social and health challenges. Therefore the Western Cape Government is committed to building communities with improved social cohesion and economic development through addressing issues of safety, health and inclusivity.

In the pursuit of community safety, we will promote professional policing through effective oversight as legislated; capacitate safety partnerships with communities and other stakeholders; and promote safety in all public buildings. Furthermore, we will help reduce road traffic injuries through the provision of an efficient road-based transport infrastructure network, an improved public transport system, efficient and professional traffic service, and an increase in road safety awareness.

Communities should be safe spaces for all individuals. Therefore the Western Cape Government is committed to improving access and coverage of strengthened social services and providing a safety net for the most vulnerable and marginalized segments of society – including the poor, disabled, youth-at-risk, abused, and the orphaned, amongst others. We will promote community ownership by addressing social ills, including unhealthy lifestyles, gangsterism, violence, and substance- and alcohol abuse. And we will build partnerships with stakeholders in the private sector, civil society, families and communities to promote active citizenry. We will help strengthen social inclusion and wellness by promoting greater community participation in physical activities such as sport, recreation, and cultural activities. In this way, we will contribute to building communities with a spirit of inclusivity.

In building healthy communities, The Western Cape Government remains committed to providing a person-centered, quality health service that continually improves the patient experience and reduces the quadruple burden of disease (HIV and TB, chronic diseases and mental health, injuries, and women- and children's health). Besides treating and helping manage ill-health in the community, we will promote increased wellness to prevent disease – creating awareness through community-based education which encourages public participation.

Improving safety, health and inclusivity in communities is framed against the backdrop of the recommendations of the Khayelitsha Commission of Inquiry, which will be integrated into the safety models being designed across the Province.

Resilient and healthy families

Resilient and healthy families provide a nurturing environment and a sense of safety and belonging. Healthy families also form the building blocks for safe, healthy and inclusive communities.

In ensuring capacitated and healthy families, we will promote positive parenting styles, in conjunction with fathers and men who fulfill positive roles in families and society (this will link to PSG2). Education remains key in improving the financial wellness of women within the family unit; we will therefore promote girl-child education to ensure completion of schooling.

Furthermore, we will promote increased healthy lifestyles in families through supportive environments for behaviour change – enabling active ownership of family wellness with specific regard to safer sex, healthy eating and increased physical activity, substance abuse reduction and mental health, as well as responsible road user behavior.

The Western Cape Government is committed to building healthy families through a collaborative partnership with communities and other partners. With our academic partners, we will therefore develop a wellness index that also measures communities' resilience and promotes their agency for change.

Safe and healthy children (0 – 14 years of age)

Children demand and deserve special attention. Their earliest experience has the potential to influence them positively or negatively as future active citizens in their communities later in life.

To achieve this outcome, we will strengthen very early childhood development by providing holistic social and health services in the first 1000 days of life, from conception to 2 years old, to prepare children for pre-schooling and education. We will also ensure access to capacitated and quality partial care (including ECD and Aftercare), and access to education for all children with disabilities.

Safety of children remains an important issue. The Western Cape Government is committed to the safety of children through the provision of child care and protection services. There will be a provision of age appropriate life skills education, making children aware of their bodily integrity in order to protect them from harms such as sexual abuse and sexual grooming; and providing them with adequate road safety and education and awareness programmes to protect their safety on the roads.

Besides education and safety, the Western Cape Government will ensure the health and wellness of children under the age of 14 by providing person-centered, quality,

holistic child health services, and promoting healthy eating habits (including breastfeeding) and physical activity from an early age.

Engaged and healthy youth (15 – 25 years of age)

Engaged and healthy youth, both in and out of school, are better prepared to maximize their potential as full, active and responsible citizens.

We will achieve this outcome by providing youth with opportunities to become active and responsible citizens through post-school education, internships, and community involvement, and a greater participation in social and community life through sport, recreation, and culture. Youth will also be empowered to develop and sustain self-esteem and personal agency for safe and healthy lifestyle habits (including safer sex, no substance and alcohol abuse, no violence, healthy diet, physical activity, and responsible road user behaviour) through youth development programmes (linked to PSG2).

Youth are vulnerable to the social ills of society. The Western Cape Government will therefore enable access to primary prevention programmes to protect youth from gangsterism, alcohol and drug abuse. Furthermore, we will ensure that appropriate and accessible sexual and reproductive health services for teenagers to reduce sexually transmitted diseases and teenage pregnancy are made available.

For youth who are already struggling with the social ills of society, diversion counseling and rehabilitation programmes will be available, including for those who are in conflict with the law, engaging in substance abuse, suffering mental ill-health, or who are involved in other risky behaviours.

5. Game Changer

Reducing alcohol-related harms

The Western Cape has a long history of alcohol abuse, with significant social, economic and health costs. Injury (both intentional and unintentional) constitutes a very high proportion of the costs of alcohol abuse to communities and the government, and other related harms like FAS, TB, HIV, chronic diseases of lifestyle.

Even though much has been done in government and civil society to curb these social ills, interventions have not always been evidence-based, targeted, integrated and driven in a coherent manner that includes coherence in leadership across government and civil society.

Critical success factors in reducing alcohol-related harms include commitment in leadership and coherence in policy, with the ability to monitor, evaluate and feedback results. The two focus areas of the Game Changer (see below) will be framed by the following key actions:

- Promote legislative reform to ensure the alignment of the Western Cape Liquor Act and the Western Cape Liquor Policy to the goals and objectives of the game changer;
- Develop a mechanism for effective intersectoral action (different levels of government, civil society, academia, private sector, etc.);
- Develop a robust monitoring, evaluation & research process as a tool for improvement in performance and measuring success; and
- Review the positioning of Western Cape Liquor Authority within provincial government.

As interpersonal violence is a significant consequence of alcohol abuse, one component of this Game Changer will address areas that combine very high alcohol abuse with violence – in particular, GUNYA, Khayelitsha, Paarl East and other identified areas in the province. This will focus on:

- Collaborating with civil society and communities to reduce the alcohol related harms;
- Implementing a comprehensive community-based programme to reduce the negative impact on individuals, families, communities and public services aligned to the WHO 10 recommendations;
- Reducing the number of illegal outlets in a community by means of co-determination of rules and enforcement;
- Capacitating and accrediting neighbourhood watch (NHW) structures to increase safety;
- Promoting positive diversionary activities, which will have a link with the promotion of after school facilities; and
- Incentivising communities for successes in the reduction of alcohol related harms.

The second component will address road safety, through targeted Random Breath Testing (RBT), which has had significant impact in countries that are implementing such initiatives. A reduction in alcohol related road fatalities would significantly reduce state-related costs (health, emergency services, etc.). The focus of this will be to heightening public perception on:

- Increased risk of interception while driving under the influence;
- Increased certainty of social consequences such as being named and shamed, legal consequences such as possible conviction, fines, jail time, etc.; and
- Stigmatisation of driving under the influence as foolish, reckless, selfish and socially unacceptable behaviour

At a community level, there will also be a focus on positive diversionary activities, which will have a link with the promotion of after school facilities, and in particular, those that are managed by the City of Cape Town.

More broadly, this Game Changer will focus the Western Cape Government on implementing a comprehensive programme to reduce the negative impact of alcohol misuse and abuse on individuals, families, communities and public services by promoting female and maternal education, incentivising behaviour change, increasing penalties, promoting legislative reform, and collaborating with civil society to reduce the harmful impact of alcohol. Other interventions aligned to the WHO 10 recommendations will also be explored.

Better Together – a whole-of-society approach

A whole-of-society approach is needed to achieve the outcomes set out in this Strategic Goal. Every citizen must take active ownership of their personal wellness and that of their family and their community. Government, business, educational institutions and municipalities all have a critical role to play. We need to create mechanisms of accountability which incentivise behaviour that will improve wellness, and disincentivise behaviour that will not. In particular:

- **The Western Cape Government** will be held accountable for maintaining a well-functioning, quality and person-centred health system, emphasising prevention and promotion (e.g. through condom promotion, HIV testing and screening for chronic diseases, antenatal care that encourages breast feeding and father involvement, and initiatives to increase physical activity and healthy eating).
- The Western Cape Government will further promote professional policing through systems aimed at holding **police** accountable through empowering communities to take ownership of safety in their neighbourhoods (e.g. by activating Community Police Forums to conduct structured civilian oversight in their local policing precincts and thereby promoting good community police relation and implementation of safety promotion programmes with emphasis on youth and women).
- **The Western Cape Government** will be held accountable for reducing road traffic injuries through improved road safety via provision of an efficient road-based transport infrastructure network; improved public transport; implementation of an effective, efficient and professional traffic service, and increased road safety awareness.
- **Users of healthcare facilities** will be held accountable for self-management that includes gaining knowledge about their wellbeing, adopting behaviours that

reduce risk factors for disease or injury, and if already diseased or injured, adopting behaviours that limit disability and ensure maximal rehabilitation and participation into family, community and work life. The Western Cape Government require the communities to be responsive to safety needs and take responsibility for their wellbeing by exercising safety programmes educating them towards increasing safety. To embark on active participation and implementation of action plans, initiatives and advice received from the Province.

- **Motorists** will be held responsible for illegal road user behaviours which threaten their own lives and those of others, such as speeding, driving under the influence of alcohol, using cell phones while driving, not wearing seatbelts and over-loading.
- **The private sector** will be encouraged to play an active partnership role in communities by co-creating a culture of wellness and safety through development of enabling environments for healthy lifestyles in the work place and outside the workplace for the benefit of their clients. It should provide communities with work opportunities, especially youth, to uplift themselves to improve their lives and reduce lawlessness and crime. Partnerships with the private sector including those with the freight, bus and fuel industries, as well as insurance and cell phone industries can assist tackle dangerous road user behaviours.
- **Other spheres of government** will be encouraged to co-create a culture of wellness and safety in the workplace and to promote wellness and safety through integrated service delivery models in municipalities in order to address the social determinants of health.
- **The Western Cape Government** will work to strengthen horizontal and vertical integration of safe roads management and practice in the province.

6. Outcome indicators

Strategic objective	Performance area	2009 performance	2014 performance	2019 target
Inclusive, safe and healthy communities	Reduction in % premature mortality due to interpersonal violence	11,5%	9.2% ⁷	8.0%
	Western Cape drug related crime as a percentage of national drug related crime	45%	33%	20%
	Reduction in road			

⁷ Latest mortality data available is 2012 – this is a normal timeline for the availability of mortality data. Similarly measurement in 2019 will be from the 2017 mortality report.

	traffic fatalities per 100 000 population	29.25	21	16
	Increase in participation rate per (100 000) population in sport and recreation.	n/a	5 022	6 647
	Increase in participation rate per (100 000) population in cultural activities.	n/a	28 197	30 151
	Number of people with disabilities, their families/ caregivers accessing developmental social welfare services	n/a	58 830	85 920
Resilient and Healthy families	Reduction in incidence of child-abuse in priority communities	1110 cases reported (13/14 financial year)	1402 cases reported (14/15 financial year)	1400 (15/16 financial year)
	Percentage decrease in the number of children in conflict with the law	0.05% decrease from 2012/13 (9731) to 2013/14 (9687)	9% increase from 2013/14 (9687) to 2014/15 (10605)	16% decrease projected between 2014/15 (10605) and 2015/16 (8840)
	The number of children and youth benefiting from social and family support services	Reliable data not available	116 309	119 853
Safe and healthy children (0-14 years of age)	Under 5 mortality rate per 1000 births	38.6	24.1	23.1
	Increase in participation per 100 000 population in primary school sport activities.	n/a	34 361	37 182
	Reduction in mortality rate due to road traffic injuries in children under 15 years per 100 000	13	10.2	7.65
Engaged and healthy youth (15 – 25 years of age)	Increase in participation per 100 000 population in High School sport activities	n/a	44 452	50 605
	Reduction in			

	teenage pregnancy rate (Deliveries in under 18 year olds)	7.9%	6.6%	5.0%
	Reduction in mortality rate due to interpersonal violence in 15-24 year olds per 100 000	78.3	78.9	77

Strategic Goal 4: Enable a Resilient, Sustainable, Quality and Inclusive Living Environment

1. Introduction

The Western Cape Government recognises that developing integrated and sustainable human settlements in the province is fundamental to social cohesion and reducing poverty. Since 2009, we delivered 119,674 housing opportunities over 16 programs, creating 37,130 jobs.

We have also focused on providing beneficiaries with security of tenure by radically improving the rate at which title deeds are transferred to recipients of new housing projects. Between 2009 and 2014, we issued 88,263 title deeds, which drastically reduced the backlog inherited from the previous administration. We have also driven a number of interventions aimed at strengthening project planning pipelines in municipalities and the policies governing the beneficiary selection process.

Despite this progress in housing delivery, the Western Cape continues to face serious inefficiencies in the functioning of its human settlements, especially the lingering spatial inequalities that persist as a legacy of apartheid planning and development, as well as the rate of urbanisation and in-migration into the Province during the past 15 years. Other challenges mentioned in the Provincial Spatial Development Framework (PSDF) include lack of jobs and skills, education and poverty, inequality and social unrest, unsustainable settlement patterns and resource use, as well as future challenges including climate change, municipal fiscal stress, food insecurity and water deficits.

These in turn create a range of socio-economic and socio-ecological challenges – including the vast distances that many citizens must travel to access work and learning opportunities, and degradation of the natural environment. Against this backdrop, the Western Cape Government in March 2014 adopted a PSDF, which provides a shared spatial development vision for both public and private sectors and serves as the guide to all sectoral considerations with regard to space and place.

Spatial transformation is therefore an economic, social and environmental imperative for the Western Cape Government. To achieve this goal, we are committed to a bold collaborative effort – a transversal and integrated approach at National, Provincial and Municipal government levels. This effort will promote sustainable and integrated urban and rural settlements; better living conditions for families – especially low-income and poor households.

Maintaining a better quality of life for the citizens of the Western Cape depends on the sustainable use of our natural resources. Some resource conservation and management improvements have been made. In particular, the Western Cape saw a decrease in energy consumption per capita, from 64GJ⁸/capita in 2009 to 52GJ/capita in 2012/13; and it became more efficient in terms of energy use, dropping from 1 428 GJ per million rand of GDP in 2009 to 978 GJ per million rand of GDP in 2012/13. The Province also experienced a decrease in total emissions over the 2009-2013 period. Despite this progress, our resource base is still under severe pressure. Water, energy, pollution and waste, transport and resource-use inefficiencies are leading to environmental degradation, poor air quality, loss of biodiversity and agricultural resources, which result in a deterioration of social and economic conditions, impacting on our ability to sustain a quality of life for the citizens of the Western Cape.

2. Strategic objectives

The Western Cape Government is committed to improving the resilience, sustainability, quality and inclusivity of the urban and rural settlements in the Province through the following strategic objectives:

- Facilitate improvements in Western Cape settlement development and functionality;
- Improve management and maintenance of the ecological and agricultural resource- base; and
- Improve climate change response.

3. Problem statement

Despite the progress made in improving human settlements in the Western Cape, many urban and rural settlements are still not functioning optimally. Many settlements are characterised by rapid urbanisation, persistence of the apartheid spatial divide, fragmented communities and associated social exclusion, informal housing, a lack of settlement integration, urban sprawl, and resource inefficiencies. Not only do such settlements have serious negative consequences for the environment and agricultural resources, but also for government finances (particularly municipal finances) and for already constrained households. Moreover, the strategic thrust has shifted from housing delivery to human settlement development. Linkages between transport, health and education infrastructure, urban form and spatial planning must become integrated development facets.

⁸ Gigajoules.

While some resource conservation and management improvements have been made, the resource base is still under severe pressure, both due to its management and the increasing pressures that a growing population brings. The inefficiencies in the utilisation of water and energy, waste, transport, resource-use and pollution are leading to extensive environmental degradation, poor water and air quality, loss of biodiversity and agricultural resources, which in turn result in a degradation of social and economic conditions. These challenges are further exacerbated by population growth and climate change impacts. It is anticipated that climate change will cause profound changes in long term climate trends in the Western Cape and it will increase the frequency and severity of weather related disasters (e.g. droughts, floods and storm surges).

While the Western Cape has comparatively good infrastructure, major infrastructure challenges remain. In many areas, poorly located and inadequate infrastructure limits social inclusion and inhibits economic growth. Infrastructure provision and service delivery in rural areas are particularly challenging. Investment in maintenance and rehabilitation of infrastructure continue to be challenging, while the business-as-usual approach to the supply of bulk services is both environmentally and financially unsustainable. Likewise, in many areas, public transport services are inefficient, inaccessible, unsafe, unaffordable and fragmented.

The housing challenge in the Province is illustrated through the estimated 191 672 households living in informal dwellings and 105 276 households living in backyard shacks, according to Census 2011. In addition, there are an estimated 93 216 households living in overcrowded conditions. The registered housing demand in the Province is 528 580 households, while the calculated number of inadequately housed households – i.e., those living either in an informal dwelling or in overcrowded conditions – is 390 164 households. It should be noted that a high proportion of households in informal settlements are unemployed, indicating that these households cannot afford formal housing, and/or that there is a shortage of formal stock.

Efforts to enable a resilient, sustainable, quality and inclusive living environment require a whole-of-society approach and all three spheres of government, working in partnership with the private sector, civil society and communities. Unfortunately, all too often, there is a lack of co-ordinated, integrated and aligned vision, policies, planning, budgeting and implementation. Poor coordination in terms of portfolio, programme and project management, sequencing and scheduling often hamper implementation. In addition, there are still too few effective partnerships with the private sector, civil society and communities that seek to address the above-mentioned ills.

All these challenges are complicated by the often conflicting demands resulting from the extreme pressure for short-term quantitative delivery and the need for long-term qualitative transitions to resilient, sustainable, quality and inclusive living environments.

4. Plan to achieve objectives

The following plans and outputs will be pursued during this term:

Facilitate improvements in Western Cape settlement development and functionality

Improved alignment with municipalities

The focus here will be to improve implementation of strategically aligned projects through enhanced portfolio, programme and project coordination, with project management, sequencing and scheduling to be better coordinated.

A key focus will be to ensure alignment through municipal integrated development plans (IDPs) between:

- the Municipal Integrated Human Settlement Strategies and housing pipelines;
- the Municipal Spatial Development Frameworks;
- the Municipal Infrastructure and Growth Plans;
- the Municipal Local Economic Development Plans;
- the Municipal Integrated Transport Plans; and
- the policies, plans and programmes of national and provincial sector departments and state owned enterprises.

Implementation will be further improved through the use of the Western Cape Government's Infrastructure Delivery Management System (IDMS) roll-out to municipalities.

Improved living conditions in urban and rural settlements

The Western Cape Government is committed to improving the living conditions of the province's citizens. To achieve this, the Department of Human Settlements has embarked on a Western Cape Human Settlement Framework, which is one of the suites of Provincial Strategic Frameworks being developed as key decision making documents (roadmaps). This Framework will inform and guide sustainable integrated human settlement development in the province. Furthermore, it will focus on how to effect improvements within the current policy regime, explore innovative human settlement solutions as "test beds" to influence future policy, and identify possible levers to encourage partnerships with communities and the private sector. It will have a specific focus on the changing role of the state in the delivery of human settlements in the future and will include amongst others a response to backyard dwellers.

Over the next five years, the Department will direct more resources to the Upgrading of Informal Settlements Programme (UISP), as well as providing enhanced serviced sites in green field developments, in order to improve living conditions of many people

in informal settlements and in backyards who continue to wait for houses. In addition, the Department is increasing Affordable / Gap Housing in order to provide shelter for people who earn too much to qualify for free subsidised houses and too little to qualify for bonds. The Department has embarked on establishing partnerships with financial institutions, developers and private sector to unlock this market. To this end, it will develop a partnership strategy to inform its approach. Furthermore, the Department is prioritising the most deserving people, such as the elderly, disabled and those over 40 years and older for the allocation of BNG / free subsidised houses.

Integration

The Provincial Strategic focus is to accelerate the shift away from the predominantly unsustainable spatial patterns of towns and cities. The Provincial Spatial Development Framework and Provincial Growth Strategy assists the development of sustainable integrated human settlements through the application of transversal long-term planning based on rigorous spatial analysis. Spatially well located projects that provide access to economic and job opportunities, access to social facilities and are environmentally sustainable are prioritised.

A plan for densification and integration

Developments on spatially well located land meaningfully increase the household densities of towns or regional centres which lead to improved spatial functioning of these centres. Increased delivery of Affordable / Gap Housing delivery to provide shelter for people who earn too much to qualify for free subsidised houses and too little to access bonds is a priority. A specific focus on establishing partnerships with financial institutions, developers and private sector to unlock this market has been initiated.

This approach is supported by focussing on the delivery of social housing opportunities within approved restructuring zones in the Metropolitan area of Cape Town. Ten additional municipalities have applied for Social Housing Restructuring Zones to be declared within their boundaries. The objective of restructuring zones is to create opportunities to redress the spatial landscape and to increase densities in well located areas.

All catalytic projects in the Metropolitan area of Cape Town will yield densities of 100 per hectare and some as high as 175 per hectare. Catalytic Projects outside the metropolitan area will achieve 80 per hectare.

The focus here will include:

A “Better Living Model” – to unlock a new approach to using government property to leverage integrated living, starting with the former Conradie Hospital Site (as discussed in the section below on Game Changers); The former Conradie Site is a priority project for the Province and brings with it the potential to focus on spatial integration of societies and to correct the inefficiencies of the past. Improved partnerships with the

private sector will also be part of the approach. The Western Cape Government will also conduct research on policy gaps impacting on the implementation of housing programmes including methods of supporting an incremental approach, the criteria for enhanced serviced sites and addressing the affordable housing gap.

The Informal Settlement Support Plan - In terms of Informal Settlement Upgrading, the Department of Human Settlements will conduct a study to assess the suitability of the long term development of informal settlements with informal settlement upgrading receiving priority attention to ensure the implementation of basic services in informal settlements. This study will be underpinned by a strategy that will provide guidance on how to do things differently and more effectively within the constraints of resources, land, community/social dynamics and related matters.

“Better Living Challenge” as the platform to enable low-income and poor households to improve their living conditions through an emerging marketplace (emphasis on self-improvement and self-responsibility with government playing an enabling role). The Better Living Challenge seeks to increase engagement by designers, manufacturers, retailers and others in the development of product, services and systems for the low income home market; improved products on the market; encourage increased sales of local products, services and systems; and increase choice and usage of a wider range of home improvement products, services and systems.

Urban Social, Spatial and Safety Upgrading through the Western Cape Government RSEP/VPUU Programme

The RSEP/VPUU Programme will drive innovative approaches to social, spatial and safety upgrading in previously disadvantaged urban areas in the province, initially focussing on six municipalities. The programme is partially funded by the German Development Bank (KfW). While the focus will be on implementation there will be a strong emphasis on social inclusion and cohesion. Furthermore the programme will support the Provincial Strategic Goals and Game Changers as is already manifest in Drakenstein through the Living Lab and in Manenberg through the Youth Lifestyle Campus. One of the intended impacts of the Programme is to improve planning and budgeting of departments at a local level and to learn lessons that can be replicated in terms of improved planning-led budgeting in the province. The programme therefore embraces the concept of 'Whole-of-Society Approach' and takes it one step further as a 'Whole-of-Government Approach'. In terms of direct implementation the programme will fund approximately 30 projects to the value of more than R100 million in the focus areas. This impact will be doubled through municipal funded projects required as co-funding.

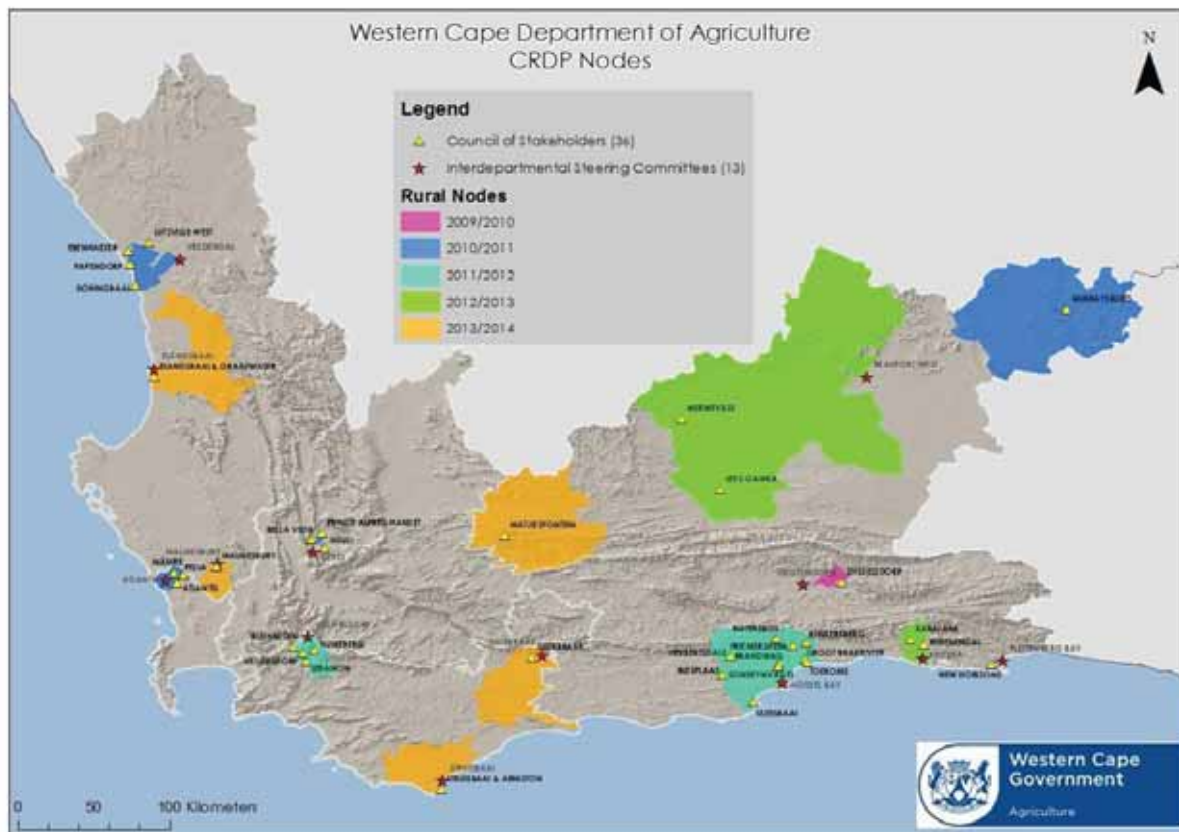
Rural Development

Rural development must be a multi-dimensional (broad based, human centred, economically focussed) programme and will therefore be relevant to most PSGs but

significant in working toward PSG 1 and 4. This, in turn, implies that rural development can never be the sole domain of a single organ of state (or even a specific sphere of government), but that it must be a truly intergovernmental effort. The Rural Development programme will coordinate amongst government stakeholders (local government, provincial departments and relevant national departments) and support social facilitation within rural communities in the 16 identified rural development nodes⁹, as set out in the figure below. Increasing the agricultural and related economic opportunities in these rural areas, based on socio-economic needs identification, and strengthening the interface with local authorities in alignment with integrated development planning processes will be the focus. An improved labour environment in rural areas, largely engaged in the agricultural sector, will provide a stable incentive for investment.

The reindustrialisation of the agri-processing sector also offers opportunity to the rural economy and will become key over the next ten years. Enhancing the image and socio-economic conditions of farm workers and their family members, through facilitation of training and development initiatives to improve their quality of life, will be integral to this work and will be guided by the Provincial-wide Farm Worker Household Census. Understanding the current and planned rural footprint of provincial government and associated output will enable the province to identify key areas of efficiency and synergy across departments, in order to improve alignment between need responsive spatial targeting and government's investment planning.

⁹ Comprehensive Rural Development Programme.



Improve management and maintenance of the ecological and agricultural resource-base

This requires specific responses in relation to maintaining ecosystem health, optimising resource-use efficiencies and sustainable waste management.

The Western Cape Sustainable Water Management Plan

This Plan is complemented by River Improvement Plans and was developed in 2012 as a programme to focus on enhanced governance in terms of water utilisation as well as water technology and management innovation.

Water as an enabler of sustainable economic growth and development will focus on two areas of change:

- Improved governance in terms of the implementation of the Western Cape Sustainable Water Management Plan and the River Improvement Plans. While this work was initiated in the Berg Water Management Area through the adoption and implementation of the Berg River Improvement Plan, this catalytic programme will also be rolled out in the Olifants/Doorn and Breede Water Management Areas.
- The development of water technology innovation to accelerate the advancement of water management for sustainable growth and development in the Western Cape, without compromising ecological integrity. Enhanced efforts will be made to support research and technology innovation to improve and protect the Western Cape’s water resources. Greater emphasis will be placed on the re-use and fit-for-purpose approach through water technology innovation and the

integration of new applications of existing technology in Water Conservation and Water Demand Management. This will ease the pressure on the Western Cape's strained water supplies which will only see increasing strain with the effects of Climate Change.

Improve climate change response

The Western Cape Climate Change Response Strategy

Planning, preparedness, and innovation will be required to maximise the province's adaptive capacity to the global threat of climate change. The Western Cape is especially vulnerable to climate change, being a winter rainfall area. The vegetation and agricultural conditions are therefore largely unique to the Province, resulting in a particular climate vulnerability which in some respects is different to the rest of the country. The climate projections for this region indicate not only a warming trend, but also projected drying in many areas, with longer time periods between increasingly intense rainfall events. In addition to this, the Western Cape is a coastal province, with a coastline spanning approximately 900km, leaving it vulnerable to storm surges and sea level rise.

The ability of the agricultural sector to ensure food security is closely affected by climate variability and change, which in turn affects water availability. There is growing recognition of the need for 'climate smart agriculture' which focusses on climate adaptation through building farmers' climate resilience as well as improving livelihoods through poverty reduction.

In line with the National Climate Change Response Policy, the Western Cape has adopted a two-pronged approach to addressing climate change.

1. Adaptation: To reduce the climate vulnerability, and develop the adaptive capacity of the Western Cape's economy, its people, its ecosystems and its critical infrastructure in a manner that simultaneously addresses the province's socio-economic and environmental goals;
2. Mitigation: To contribute to national and global efforts to significantly reduce greenhouse gases (GHG) and build a sustainable low carbon economy which simultaneously addresses the need for economic growth, job creation and improving socio-economic conditions.

The climate change response for the province focuses on key areas of potential impact namely renewable energy, built environment, sustainable transport, water security and efficiency, biodiversity and ecosystem goods and services, coastal and estuary management, food security and healthy communities. Climate change resilience thus cuts across all the Strategic Goals.

The Climate Change Response strategy is further complemented by the Western Cape Air quality Management Plan developed in 2010 as a programme to, amongst other, support climate change response strategies, inclusive of promoting the reduction of GHG's emissions and priority air pollutants, as well as supporting incentives for industry to reduce their carbon footprint.

Therefore, in recognising that becoming the lowest carbon province is a long term aspiration for the Western Cape Government, it is important that we ensure that we are striving to lower our emissions and de-link our GHG emissions from our economic growth. As such the Western Cape Energy Consumption and Emissions Database (2009 and 2013) provides a monitoring tool of our regional energy consumption and CO₂e¹⁰ emissions; while the Western Cape Air Pollutant and GHG Emission Inventory (2008-current) provides information on the priority pollutants and GHG's from all potential air pollutant sources (i.e. mobile, point and area sources), including the air quality regulated industries in the Western Cape. The national target is currently linked to international negotiations at the United Nations Framework Convention on Climate Change (UNFCCC) of 34% GHG reduction below the "business as usual" scenario by 2020 and 43% by 2025.

5. Game Changers

In order to ensure transformative change, the following Game Changers will be pursued by PSG4:

Sustainable sanitation for all

This Game Changer addresses the challenge of ensuring access to decent sanitation in informal settlements. Access is inequitable and uneven, and communal toilets are often poorly maintained, inaccessible, unsafe, undignified and inadequate.

This is a highly charged political issue, as is housing for the poor in general, which has bedevilled government efforts to deliver effectively. Government's traditional top down, supply-driven approach contributes to a lack of acceptance and ownership in communities, as well as dependence on centralised waterborne sewerage systems, which are environmentally and financially unsustainable. This approach also closes space for innovation. A new approach is needed where there is co-responsibility and co-accountability among households, communities and local governments.

This Game Changer will pioneer new approaches in support of scaled up, decent sanitation services. The focus will be on those informal settlements that are currently

¹⁰ Carbon dioxide equivalent is a standard unit for measuring carbon footprints.

not part of urban upgrade plans. Decent sanitation for everyone in the Western Cape is a bold goal, particularly given the high rate of inward migration, but its achievement would make a marked difference in people's lives.

Better Living Model

All the major cities in South Africa are grappling with the apartheid legacy of severe shortages of well-located housing stock for the poor, exacerbated by rapid urbanisation. The City of Cape Town had the following population growth: 1996 - 2011: 46%; 2001 - 2011: 30%. The City of Cape Town (COCT) has been unable to provide sufficient housing or basic infrastructure to meet demand, or respond adequately to the burgeoning of informal settlements on the periphery of the city.

Therefore, this Game Changer sets out to challenge that fact that our cities and towns remain deeply divided through apartheid legacies & spatial planning practices. This situation is fuelled by ever-increasing urbanisation and an acute shortage of well-located and affordable housing. The Western Cape Government has decided to address this problem by identifying well-located immovable property that could be leveraged to enable the development of mixed-income, multi-use neighbourhoods. The exemplar project will be the former Conradie Hospital Site that is a 22 ha well-located site in Cape Town. This site provides a first of its kind development opportunity in Cape Town and a model for future developments in the project pipeline.

Better Together – A whole-of-society approach

A whole-of-society approach is needed to achieve the outcomes set out in this Strategic Goal. Citizens and civil society have an active role to play in building vibrant and sustainable communities, while the private sector will be an essential partner in delivering housing, infrastructure and other developments. Finally, municipalities must be at the heart of efforts to build inclusive, quality, sustainable human settlements. We need to create mechanisms of accountability which incentivise behaviour that will improve wellness, and disincentivise behaviour that will not. In particular:

- **The Western Cape Government** will be held accountable for
 - Providing social amenities and related social infrastructure
 - Ensuring that bulk infrastructure needs are met with resilient and sustainable solutions
 - Ensuring the maintenance of infrastructure
- **Citizens** will be held accountable for
 - Knowing their rights and responsibilities w.r.t consumption and maintenance
 - Making a contribution towards the costs of services (i.e. paying for services or partial payment)
 - Collectively ensuring infrastructure is not damaged or vandalised

- Planning and formulating proposals
- **The private sector** will be encouraged to play an active partnership role in supporting the public sector to enhance the efficiency and efficacy of its resource usage.
- **Other spheres of government** will be required to:
 - Co-operate to ensure alignment of policy, planning, streamlining processes and funding, reducing red tape and participate in joint planning initiatives.
 - Provide access to safe, clean water, functional sanitation, a reliable electricity supply and regular solid waste service (local government)

6. Outcome indicators

Strategic objective	Performance area	2014 performance	2019 target
Improved Western Cape settlement delivery and functionality	Functionality of settlements as measured through settlement functionality model	15 Integrated, Coordinated and Spatially Aligned planning projects implemented	58 Integrated, Coordinated and Spatially Aligned planning projects implemented
Improved management and maintenance of the ecological and agricultural resource base	Quality of water measured in the selected river management areas of the Western Cape	<p>Western Cape Sustainable Water Management Plan (2012)</p> <p>Berg River Water Management Plan (BRIP) (2012)</p> <p>63 Process Controllers trained for Wastewater on NQF2 or NQF3 level plus an additional 13 undertook Skills Programmes or RPL assessments (2014)</p>	<p>BRIP projects Implemented w.r.t. water quality monitoring; riverine rehabilitation; bioremediation; pollution control inspections</p> <p>Development of the Breede River Improvement Plan</p> <p>Development of the Olifants-Doorn River Improvement Plan</p> <p>Development and Training in Operations and Maintenance Plans for Waste Water Treatment Works</p> <p>Target indicators on quality of water in river systems (E Coli count/100ml):</p> <ul style="list-style-type: none"> ● Irrigation of crops (< 4 000) ● Human contact (< 600)

The Western Cape Climate Change Response Strategy	Greenhouse gas emissions	30 basic baseline assessments of 2014/2015 municipal IDPs conducted using the IDP Baseline Framework Assessment	96% WC municipalities recognise climate change in their IDPs as per the baseline assessment criteria
		Energy consumption and emissions report based on 2012/13 data	Proportionate contribution of the WC to the national target based on international agreements reached in 2015/2016.

Strategic Goal 5: Embed Good Governance and Integrated Service Delivery through Partnerships and Spatial Alignment

1. Introduction

The Constitution requires that public administration be governed by the following values and principles: it must be accountable; responsive; impartial, fair, equitable, without bias; ethical; transparent; and must promote efficient, economic and effective use of resources; public participation; and be development-oriented.¹¹ To ensure that these and other values and principles are upheld, the Constitution provides for a system of checks and balances that ensures proper monitoring and oversight of the activities of government departments and their agencies.

Audit outcomes of recent years demonstrate that the governance record of the Western Cape Government is sound. However, governance requirements continue to evolve and continuous improvements are necessary in order to stay abreast of emerging governance standards. PSG5 will guide the development and implementation of systems that are aimed at consolidating and strengthening governance in the Western Cape Government; and the Western Cape's municipalities will be supported to continuously improve their governance with the final aim of improving service delivery.

2. Strategic objectives

The Western Cape Government is committed to achieving an inclusive, well-governed region, through supporting:

- Enhanced corporate governance maturity in the Western Cape Government and municipalities (Enhanced Governance).
- Significantly improved stakeholder satisfaction with Western Cape Government services (Inclusive Society).
- Integrated management of the PSP and the Game Changers in the Western Cape (Integrated Management).

¹¹ Section 195.

3. Problem statement

A major obstacle to integrated service delivery is a lack of coordination between the various departments, municipalities, national government and their agencies. If these role-players and non-governmental partners work together in a more integrated fashion, the impact could be significantly enhanced and people's quality of life greatly enhanced. Fragmentation, wastage and duplication of effort could be minimised.

Government is a highly regulated environment. Departments and their agencies must comply with the Constitution, legislation, regulations and policies governing the sector. These legal requirements standardise the systems, policies and procedures for the management of people, finance, procurement, information technology, corporate governance, policy development, spatial planning, strategy implementation and monitoring & evaluation.

Compliance requirements are often blamed for blockages and delays in service delivery. Although there is red tape in government, the challenge often lies in a mind-set which finds reasons why something may not be done rather than how it may be done within the law. The value of innovation needs to be fostered among public servants to encourage creative and imaginative problem-solving. Such innovation should be incentivised through the performance management system.

The Constitution requires that government departments encourage citizens to participate in policy-making, to be responsive to the people's needs and to provide them with timely, accurate information on government's plans, performance and service offerings. Significant improvements in the accessibility and quality of frontline service provision are required. There is also scope to improve interactions between government and service users at service delivery sites and through electronic media, especially in enhancing the role that ICTs can play. New methodologies for community engagement and partnering are required that can be applied by all PSGs in the implementation of their initiatives.

4. Strategic priorities

To realise the goal of an inclusive, well-governed region and integrated management of the PSP and Game Changers, the following priorities will be pursued during this term:

Enhanced Governance

Efficient, effective and responsive Provincial Government Governance

This output aims to improve the maturity levels or standards attained by Western Cape Government departments for Corporate Governance, Service Excellence with People, ICT Governance, and Financial Governance and Systems. The success of this work is measured in the outcomes of the annual audit of the Auditor-General of South Africa and in a number of annual maturity assessments.

Key projects and activities include:

- As a founding project, the development and implementation of a Western Cape Government Governance Framework and concomitant Maturity Assessment Tool.
- The roll-out of the Combined Assurance Framework.
- The review and ongoing implementation of the Provincial Anti-Corruption Strategy, inclusive of a Whistleblowing Policy.
- Adoption and implementation of a comprehensive strategy for people management, with a focus on strengthening key policies, processes and systems such as:
 - Embedding our values as the culture of the Western Cape Government
 - Online and competency-based recruitment practices
 - Integrated and effective Performance Management
 - Strategically-focused people management data and analytics
 - Implementation of the Work Organisation Policy
 - Organisational values and institutional culture alignment through collaborative leadership development
 - Responsive training curriculum
- Further strengthening of the corporate governance of ICT in the Western Cape Government. The Control Objectives of IT evaluation framework (CoBIT) will be applied to implement processes and develop metrics for governance areas such as IT Strategy and the management of IT Risks, Value, Performance and Resources. Key projects include improvements to IT security and IT service management, the review of Business Continuity and Disaster Recovery Plans, an upgrade of infrastructure technology and a review of ICT Planning and Budgeting.
- Focus to ensure a sound information systems environment, seamless business processes and a well-capacitated financial management, supply chain management and related disciplines workforce. Legacy systems need to be

replaced with an integrated enterprise resource planning (ERP) system. National Treasury is currently underway with a financial management reform and has signalled its intention to pilot the new Integrated Financial Management System (IFMS) in the Western Cape. Supply Chain Management will also be a key focus area.

- Reduction of red tape in supply chain management to ensure streamlined and efficient procurement processes.

Efficient, effective and responsive Local Government Governance

This output aims to improve the maturity levels or standards attained for each aspect of stakeholder governance, corporate governance, financial governance, infrastructure governance and ICT governance. The success of this work is measured to some extent in the outcomes of the annual audit of the Auditor-General of South Africa and in annual maturity assessments. In addition, the intermediate impact is to ensure that municipalities are functional and underpinned by good governance with the ultimate impact of integrated, sustainable and equitable service delivery.

Key projects and activities include:

- A focus on responsive Stakeholder Governance. A Stakeholder Governance Framework will be developed and its implementation will be assessed through a Stakeholder Management Capability Maturity Model. The framework will define the institutional roles of national, provincial, municipal and SALGA role-players, and will include a proposed approach to public participation, support to Ward Committee and public value creation. In addition, the framework will focus on improving the citizen/municipal interface.
- A Corporate Governance Framework will be developed and its implementation will be assessed through a Corporate Governance Capability Maturity Model. A key feature of this framework is that it will be driven by an online tool to promote efficiency. The framework will focus on Council functioning and oversight, as well as human resource management systems and institutional decision making in municipalities.
- A Financial Governance Framework will be refined and further sophisticated and its implementation will be assessed through a refined Financial Governance Capability Maturity Model. The framework will focus on the various disciplines within financial management (including accounting and auditing matters, budgeting, revenue and sustainability, expenditure), supply chain management, risk management and asset management. In addition, financial governance will provide assurance to stakeholders that abilities and competencies are applied in

such a manner that objectives will be achieved efficiently and effectively in an agreed ethical environment.

- A Local Government Infrastructure Governance Framework will be developed and its implementation will be assessed through an Infrastructure Governance Capability Maturity Model. The framework will cover all dimensions of infrastructure life cycle, including planning, acquisition, maintenance, upgrading, renewal and disposal.
- An ICT Governance Framework will be developed and its implementation will be assessed through an ICT Governance Capability Maturity Model. The framework will be complemented by an ICT implementation plan and a pre-audit checklist. In addition various ICT policies and standard operating procedures will be developed. The desired impact is to enhance its administrative efficiencies, achieve its service delivery objectives and to enhance service interface between the municipality and its citizenry through the use of technology.

Inclusive Society

Service interface

This output will significantly improve the user's experience when accessing government information or services. User-centric models will be developed that are based on user-focused research. The research seeks to understand service users' wants and needs in a holistic manner. The focus will be on improving user journeys and measurable benefits, informed by an appreciation of the risks associated with the various service models.

Key projects and activities include:

- Understanding the Western Cape Government service user base is a pre-requisite for delivering services in the ways they require. The Western Cape Government will engage service users and use their insights to inform the design of services. The responsiveness of government towards the service delivery needs of service users will be improved. Transparency regarding the performance of frontline service delivery facilities will be institutionalised to effect a culture shift towards service delivery excellence.
- There will be a focus on improving the end-to-end operations of the frontline service delivery facilities, including accessibility, safety, cleanliness, booking systems, waiting areas management, queuing systems, services portfolio, service standards, service quality and back-end processes. A limited number of facilities

will participate in a pilot project, where after the successes and lessons and tools of the pilot sites will be rolled out to other sites.

- Services and access to services provided through digital and electronic media will be improved. The Western Cape Government portal will be evaluated and enhanced. Mobile service access, integration of services and the automation of services are key activities within this output. A Client Relationship Management Process and System will be developed and the utilisation of existing channels including social media will be enhanced.
- The actions of those programmes that aim to expand access to information and services through mobile service provision and public ICT access initiatives, such as the Cape Access Centres, will be coordinated and aligned. The cost of accessing government information and services will be reduced and access to government services and information in the non-metro municipalities in the Western Cape in particular will be improved.

Community engagement

This output will develop approaches to community engagement that improve the quality of interaction with communities. Approaches will be flexible and tailored to the specific contexts and issues at stake.

Integrated Management

Partnerships and partnering for development

It is widely acknowledged that government cannot deliver services effectively on its own, hence the 'Better Together' slogan of the Western Cape Government. Much more can be achieved if the energy, resources and mandates of other spheres of governments and related agencies as well as non-government role-players are leveraged to assist the Western Cape Government fulfil its constitutional mandate. This underpins the Western Cape Government's whole-of-society approach to policy-making and implementation. The development of a partnering methodology and toolkit for the PSP and development of a training module will be led by the Western Cape Economic Development Partnership. The following categories of partnership will be championed:

- *Transversal partnerships* (partnerships across silos, disciplines, departments within an institution or industry etc.)

- *Intergovernmental partnerships* connect the three spheres of government, state-owned enterprises and public entities.
- *Cross-boundary partnerships* are intended to integrate functional economies and connecting 'leading' and 'lagging' areas and regions.
- *International partnerships* aim to promote economic development, social inclusion and increase resilience and sustainability, through global positioning of the Western Cape with the collaboration of key role players in the rest of Africa, BRICS and the rest of world.
- *Cross-sector partnerships* include public, private, philanthropy, corporate social investment, labour, civil society, knowledge institutions etc.

PSP and Game Changer implementation

This output involves an iterative process of mainstreaming the PSP and the game changers into departmental plans and budgets through the structures of the PTMS. To give effect to this, the PSP will be developed and approved, while a framework will be constructed to coordinate and integrate planning, budgeting and implementation with a particular focus on delivering on the outcomes of the PSP.

The PSP implementation will therefore rely on the PTMS as a platform for policy and strategic planning which would translate into operational governance and integrated service delivery. This process will be strategically guided through reporting to the Cabinet Retreats, supported by the Delivery Support Unit; planning and monitoring through PSP business plans; conducting MTEC assessments; facilitating provincial strategic annual planning session; and Work Group Implementation Plans.

Policy alignment, integrated planning, budgeting and implementation

This output seeks to improve service delivery through improved coordination between spheres of government and within the provincial sphere. Coordination efforts will include an alignment of policy-making, planning and budgeting systems and processes.

Key projects and activities include:

- The Joint Planning Initiatives (JPIs) outline short, medium and long term joint priorities for the Western Cape Government through the IDP Indaba engagements between the Western Cape Government and municipalities. A number of joint programmes and projects have been identified that address economic development, skills development, environmental management, governance,

human settlement and social sector development in municipalities. Where appropriate these have been incorporated in the PSP for joint implementation.

- This output embodies an iterative, cyclical process, involving regular monitoring and evaluation and refinement to ensure effective integration of planning and budgeting. It seeks to integrate planning and budgeting processes and engagements and strengthen interaction with provincial, municipal, spatial and data governance improvement processes (including joint planning processes with municipalities, Provincial and Local Government Medium Term Expenditure Committees – MTECs).

Province-wide Monitoring & Evaluation and intergovernmental reporting

This output seeks to work towards evidence-based development in the Western Cape by increasing the use of quality data and information as evidence for better decision-making, policy development, planning, monitoring & evaluation, ensuring informed citizenry and good governance. The output is reliable and accurate data and information, governance and implementation performance information and provincial evaluations.

Key projects and activities include:

- A Provincial/Local Spatial Data Observatory will be established to provide access to data and information on a range of thematic areas collected from national and local data sources that can be analysed and reported on a sub-national level for use by the Western Cape Government and municipalities.
- The Western Cape Government's BizSystems (BizProjects, BizPerformance and BizBrain) will be operationalised. BizSystems are aimed at creating an easy, automated, unified and integrated system for Provincial-Wide Monitoring and Evaluation (PWME). The system allows for improved strategic planning and allows for more efficient PWME to take place.

Spatial governance, alignment and performance management

An effective and efficient spatial governance system will contribute to creating an enabling environment for private sector investment and for the spheres of government and other organs of state to cooperate in the improved management of – and investment in – space through intelligence-driven, planning-led and infrastructure enabled socio-economic development. Spatial alignment is intended to align investment where the potential for growth and the challenges of poor living conditions are the greatest. Planning intelligence management will improve and inform sectoral policy development and development planning decision-making, which is driven by

the need to transform the apartheid space economy – which is unsustainable, inequitable and perpetuates poverty.

Key projects and activities include:

- A functional and integrated Western Cape spatial governance system will be developed, institutionalised and implemented. This will contribute to investor confidence and increased access to opportunity and competitiveness by putting in place a coherent, equitable, consistent, efficient and effective system for governing the use of land. It will also promote the spatial alignment of investment and enables greater societal impact by coordinating the actions of government in a particular place to overcome past inequalities.
- A development planning intelligence management system will be developed, institutionalised and implemented to better inform policy, programme and project level decision-making to achieve a transition from apartheid spatial patterns to integrated, more equitable and sustainable settlements.
- A spatial performance management system will be developed, institutionalised and implemented that will enable the Western Cape Government to assess the performance of settlements and institutions regarding their spatial governance systems and spatial alignment initiatives to deliver on the policy.

5. Game Changers

Comparative experience has shown that access to broadband has paved the way for economic growth and development in many jurisdictions. PSG 5 is implementing the Game Changer: **Broadband Infrastructure** to extend access to broadband in 2000 government buildings, schools, health facilities and libraries. DEDAT (economic stream) and WCED (e-learning) are driving broadband initiatives that are discussed under PSGs 1 and 2 respectively, and are supported in this endeavour by PSG 5. The Western Cape Government participates in the **Digital Competitiveness** Game Changer that is being designed and implemented jointly with the City of Cape Town.

Better Together – A whole-of-society approach

The PSP contains many complex projects, in which the Western Cape Government is working together with partners in government, civil society and the private sector. A methodology and toolkit for partnerships and partnering in the implementation of the PSP is needed. The Western Cape Government advocates a whole-of-society approach to the implementation of its initiatives, which is in line with the NDP's advocacy of people as active champions in their own development.

The Western Cape Government is a caring government. Within capacity and resource constraints, it seeks to build an inclusive society in which residents are afforded opportunities to advance themselves and live lives they value. An institutional framework is required for monitoring the extent to which government service delivery promotes the rights and responds to the needs of Priority Groups, including people with disabilities, women, children and the elderly.

PSG 5 institutionalises joined-up governance, an approach which constantly strives to improve the alignment of policy-making, planning, budgeting and implementation between the provincial and local spheres of government in particular, but also national government, state-owned enterprises, civil society and the private sector. A wealth of spatial planning intelligence secured by all spheres of government may also be utilised in developing plans and budgets.

In particular:

- **The Western Cape Government** will be held accountable for:
 - Implementation of the PSP and the Game Changers
 - Enhanced corporate governance maturity in the Western Cape Government and municipalities;
 - Significantly improved stakeholder satisfaction with Western Cape Government services; and
 - A transformed space-economy in the Western Cape.
- **Citizens** will be held accountable for engaging government, meeting reasonable requirements to receive services and reporting problems when they arise.
- **The private sector** will be encouraged to play an active partnership role as service providers and in designing and implementing information technology systems and business process optimisation initiatives.
- **Other spheres of government**, in particular municipalities, play a central role in relation to governance, service interface, community engagement, integration of planning (including spatial planning), budgeting, implementation and M&E.

6. Outcome indicators

Strategic priority	Performance area	2009 performance	2014 performance	2019 target
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Enhanced corporate governance maturity in the Western Cape Government and municipalities	Percentage of municipalities with unqualified audits with no other matters in the Western Cape in a given year	1 out of 30 municipalities (3%) in 2009/10 *includes CoCT	17 out of 30 municipalities (57%) in 2013/14 *includes CoCT	23 out of 30 municipalities (75%) in 2018/19 *includes CoCT
	Percentage of provincial departments with unqualified audits with no other matters in the Western Cape in a given year	6 out of 12 departments (50%) in 2009/10 *does not include Provincial Parliament	10 out of 13 departments (77%) in 2013/14 *does not include Provincial Parliament	13 out of 13 departments (100%) in 2018/19 *does not include Provincial Parliament
	Percentage of provincial entities with unqualified audits with no other matters in the Western Cape in a given year	5 out of 12 provincial entities (42%) in 2009/10	7 out of 9 provincial entities (78%) in 2013/14	9 out of 9 provincial entities (100%) in 2018/19
	% of Management Performance Assessment Tool (MPAT) standards rated at level 4 for the Western Cape Government	32% (MPAT 1.2 conducted in 2012)	58% (MPAT 1.4 conducted in 2014)	80%
Significantly improved stakeholder satisfaction with Western Cape Government services (Inclusive	Average user rating per sector for Frontline Service Delivery (FSDM) monitored in	2012/13: Education - 1.9; Health - 2.1; *baseline assessments conducted in 2012/13	2014/15: Education – 2.8; Health - 2.7;	All sectors score a level 3

Society).	Western Cape in a given year			
Significantly improved stakeholder satisfaction with Western Government services (Inclusive Society).	Average user rating per standard for FSDM monitored in the Western Cape in a given year	2012/13: Location & accessibility - 2.3; Visibility & signage - 1.9; Queue management & waiting times - 2.6; Dignified treatment - 2.7; Cleanliness & comfort - 2.5; Safety - 2.1; Opening & closing times - 2.6; Complaints management system - 2.0 *baseline assessments conducted in 2012/13	2014/15: Location & accessibility - 2.8; Visibility & signage - 2.6; Queue management & waiting times - 2.7; Dignified treatment - 3.0; Cleanliness & comfort - 2.9; Safety - 2.9; Opening & closing times - 2.9; Complaints management system - 2.5	All standards score a level 3

The Western Cape Government Good Governance Index (WCGGGI)

The outcome of enhanced governance seeks to 'raise the bar' of governance performance of provincial and local government in the Western Cape. The Work Groups responsive to this outcome aim to develop a set of governance related outcome indicators. These indicators will give sufficient measure to the degree to which enhanced governance has been achieved and realised to the intended stakeholders.

PSG 5 will develop indicators which are sufficiently ambitious and robust at an outcome level. At this level we need to make sure that we have a mixture of adherence to regulation and perceptions from citizens. It will measure the level of governance in the Western Cape at both a provincial and municipal level in order to drive enhanced governance. The Western Cape Government Good Governance Index (WCGGGI) will provide a periodic measure of the level of good governance. A

key aim of the index is to provide a measure of good governance in the region which moves away from the traditional emphasis on measuring compliance as a way to determine performance.

Provincial Integrated Management

Introduction

Many of the priorities in the PSP are not new policies or programmes. Rather, they focus on improving the quality, efficiency and scale of implementation of existing programmes – and improving the efficiency and effectiveness of government. Stronger performance management will be required, as well as accountability at political level, to ensure delivery of these programmes across government.

The success of these programmes and projects depends not only on the Western Cape Government alone, but on the ability of the three spheres of government to align and synchronise their plans, budgets and interventions – and on the active participation of the whole of society. Consequently, a unified and well organised government is best placed to partner with, and crowd-in the resources and efforts of, the private sector and civil society.

Provincial Transversal Management System

The Provincial Transversal Management System (PTMS) was approved by the Provincial Cabinet on 25 March 2015 to ensure that strategic policy objectives are effectively and efficiently executed. The PTMS enables the Western Cape Government to strategically align its provincial service delivery imperatives and electoral mandate, as well as with the mandate and obligations of local government.

As the locus of integrated service delivery, the PTMS establishes a platform for policy and strategic consideration and enables political, tactical and operational governance as follows:

- The Provincial Cabinet creates PSGs, approves the PSP/Strategic Priorities/Game-changers, aligns and assigns National Programmes and Outcomes and appoints a Steering Committee of Ministers and Heads of Departments for each PSG;
- The Steering Committee establishes integrated programmes/projects and Working Groups, comprising Provincial and National Departments, Municipalities, State Owned Enterprises, Business, Civil Society and other relevant Stakeholders, to execute the PSG outcomes and outputs;

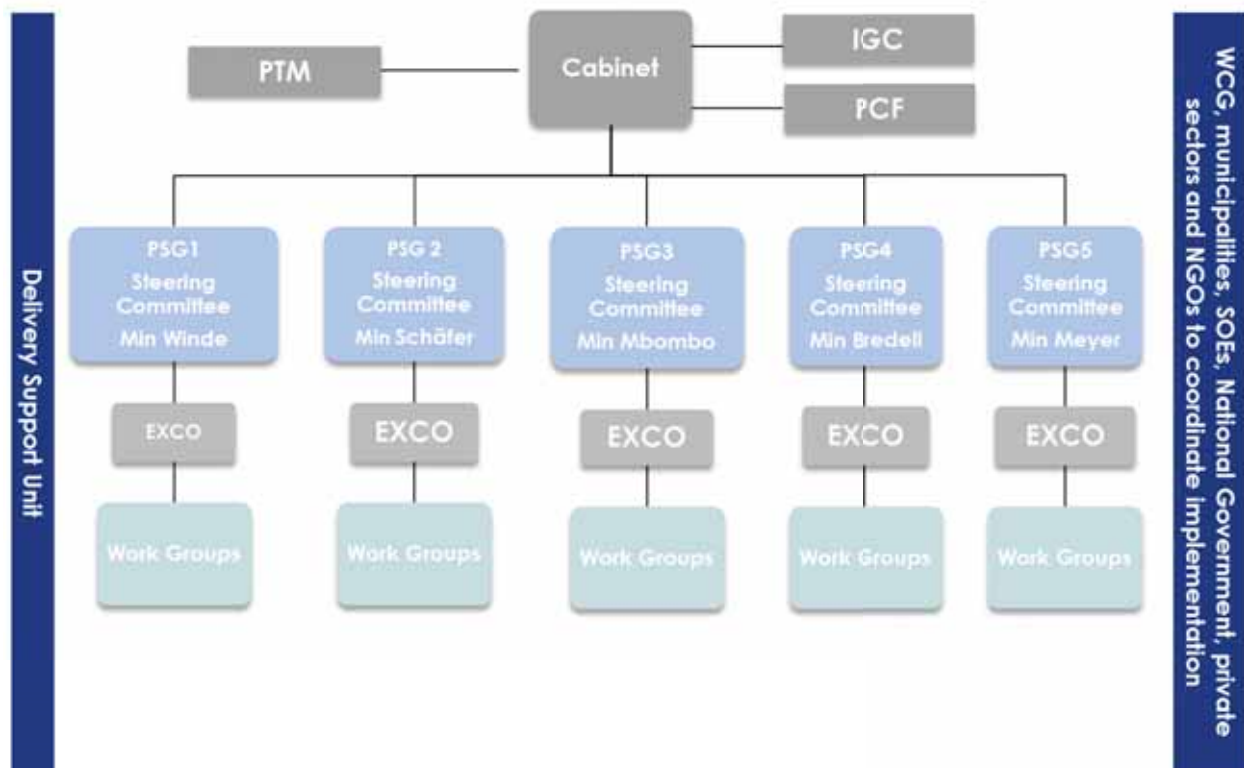
- The Steering Committee develops the Medium Term Programme and Project Implementation Plans to support PSGs;
- At the level of organisational performance, outputs in the form of milestones are tracked via the Biz Projects, whilst outcomes are measured via the Provincial Wide Monitoring and Evaluation System (PWMES) and through the annual PGMTEC engagements;
- At the level of individual performance within the Western Cape Government, the mandated functions of Senior Management Staff (SMS) and Middle Management Staff (MMS) members as required by the PSGs, are captured in their individual performance agreements and tracked on the Performance Management Information System (PERMIS) via the quarterly reviews;
- The performance of Municipalities is monitored as part of the annual review of the Municipal performance against each Municipality's Integrated Development Plan (IDP) and Service Delivery and Budget Implementation Plan (SDBIP) as part of the annual IDP and LGMTEC engagements; and
- The results of these assessments (both organisationally and at an individual level) are acted upon to improve both organisational and individual performance.

Overview of PTMS

Two distinctive management levels can be identified, as set out in the figure below:

- Political policy and strategic direction (Cabinet and Steering Committees);
- Governance at the operational implementation level (EXCO and Working Groups).

Functionally speaking, each level is unique in terms of mandate, role, functions and responsibilities of its membership.



Political strategic direction

Political strategic direction of the Western Cape Government is managed through three governance structures. These are the Provincial Cabinet, the joint Cabinet and Heads of Department Bosberaad and the PSG Steering Committees, the roles and governance mandates of which are outlined below.

Cabinet

The Provincial Cabinet is the nucleus of policy decision-making in the Western Cape Government. It gives policy and political strategic direction by:

- Creating PSGs and approving strategic programmes.¹²
- Appointing a Steering Committee of Ministers and Heads of Departments to execute the PSG programmes and aligned national programme(s) and outcome(s) to the PSG.
- Coordinating, monitoring and implementing provincial government policy and priorities.
- Evaluating and deciding on functional matters as required by legislation.
- Maintaining the effectiveness and integrity of government systems.

¹² Strategic programmes are transversal and provincial-wide in nature.

The secretarial duties and logistical arrangements for Provincial Cabinet are performed by the Branch: Executive Support, Directorate Cabinet Services, in the Department of the Premier (DotP).

Cabinet Bosberaad

The purpose of the Western Cape Government Cabinet Bosberaad is to integrate and coordinate strategic engagements between the respective Sector Committees (SCs) and to ensure optimal governance strategic direction. It engages with the Provincial Top Management Committee (PTM) through the Director General. The Cabinet Bosberaad therefore ensures synergy and relevant co-ordination and alignment in terms of policy application and the tactical rollout of transversal programme plans and monitors the overall program.

The functions of the Cabinet Bosberaad are to:

- Act as nodal point for the provincial strategic agenda (national, provincial and local government sector documentation management).
- Assign PSGs, provincial- and national programmes and outcomes to its relevant Steering Committee and Custodian Department according to:
 - Relevance in terms of the Strategic link to a Departmental APP.
 - Departmental Legal and Financial Frameworks.
 - Organisational Framework.
- Ratify all proposed commitments in terms of provincial and national programmes and outcomes prior to submission to the Provincial Cabinet.

A governance secretariat is provided by DotP through the Branch: Strategic Programmes, Chief Directorate Policy and Strategy. The Chief Directorate performs the following functions:

- Advises the Executive with respect to the strategic alignment of key policies, strategies, and programmes.
- Provides professional and technical support as requested by the Executive and Steering Committees.
- Executes and/or coordinate transversal research as requested by the Executive.
- Performs secretarial duties and provides logistical support to the Executive.

Steering Committees

Five Steering Committees (SCs) provide the forums for more detailed consideration and discussion of provincial and national policy. The SCs can refer matters to the relevant Working Groups for in-depth analysis and execution. The SC makes recommendations, which are approved at a Cabinet Bosberaad or by Cabinet.

Steering Committees are established and constituted through a Cabinet approved resolution and are mandated to ensure the following:

- Achievement of the scope, strategic outcomes, objectives and deliverables in support of the PSG as stipulated in the PSP.

- Consideration of all transversal and/or strategic matters for decision by the Bosberaad or Cabinet.
- Recommendations regarding matters for approval by the Bosberaad or Cabinet.
- Engagement in creative and collaborative interaction on issues affecting an entire sector and developing Cabinet Memoranda relating to policy development and legislation for the sector.
- Analysis and recommendations on Cabinet Memoranda resulting from departmental transversal policy development.
- Strengthened capacity and systems development for integrated planning, coordination, monitoring and evaluation.
- Evaluation of progress on outcome indicators.

The secretarial duties and logistical arrangements for SC meetings are provided by the EXCO appointed Secretariat of each PSG.

Governance Operational Implementation

To ensure governance adherence, each Steering Committee appoints an EXCO, comprising the relevant Heads of Departments. The EXCO is the site of governance strategic direction in support of the PSG outcomes and provides the forum for detailed discussion and consideration of PSG implementation.

EXCO

To ensure governance adherence, the Steering Committee appoints an EXCO, comprising the relevant Heads of Departments. The EXCO is the site of governance strategic direction in support of the PSG outcomes and provides the forum for detailed discussion and consideration of PSG implementation.

Within the context of the PTMS, the functions of the EXCO are to:

- Manage the inter-departmental medium term implementation plan.
- Ensure that functional departments and other stakeholders commit to relevant outputs and/or projects as part of the medium term implementation plan.
- Ensure project alignment, scheduling, implementation and risk management as well as unblocking obstacles to effective and efficient programme implementation.
- Manage the technical and administrative aspects of PSGs/provincial programmes/national programmes.
- Coordinate and facilitate governance processes within the PSG.
- Ensure governance process flow between the PSG and Provincial Top Management.
- Appoint the PSG Secretariat.
- Establish Working Groups as deemed necessary for efficient and effective functioning of the PSG.
- Appoint the Working Group Chairpersons.
- Appoint and/or co-opt additional Working Group members as and when required.

The secretarial duties and logistical arrangements for EXCO meetings are provided by the PSG Secretariat. The Secretariat provides the following functions:

- National, provincial and local government sector documentation management.
- Advise SCs and ensure strategic alignment of key policies, strategies and programmes within the relevant SC.
- Provide professional, technical, and administrative support as requested.
- Execute and/or coordinate transversal research as requested by the SCs.
- Support custodian departments and stakeholders as determined by the SCs.
- Perform secretarial duties and provide logistical support on behalf of the SCs.

Working Groups

Working Groups are established and mandated by a SC to ensure the following:

- Develop and adopt a Working Group Project Implementation Plan (PIP) that details the projects, activities and budgets that will be implemented to achieve the PSG outcomes, outputs and targets.
- Liaison and consultation with other departments and stakeholders in the specific area in order to:
 - Implement the medium term implementation plans through project execution.
 - Develop, implement, and maintain project plans.
 - Ensure that project outputs are delivered on time, in scope and budget.
 - Monitor and evaluate implementation against the project plans.
- Produce Working Group specific progress reports for and as directed, by the Steering Committee.

Depending on the scope of the Working Group's mandate, a governance secretariat may be established for each Working Group by the Working Group members. The governance secretariat's functions will be in accordance with that of the SG's.

A full list of Working Groups, for all PSGs, can be found in Annexure A.

Governance and implementation of Game Changers

The Delivery Support Unit has been established in the Office of the Premier as the centre of expertise in delivery. It has convened a design process to develop Game Changers that are bold and focused, with high level action plans guided by clear KPIs and outcomes. It is anticipated that the action plans for most of the Game Changers will be completed in the third quarter of 2015.

A number of the Game Changers are also being jointly designed and implemented with the City of Cape Town – notably, Energy Security (which also includes the five largest non-metro municipalities); After Schools, Alcohol Harms Reduction, and the Conradie Better Living Model.

Budgeting for the PSP

The PSP can only become a reality if the programmes and projects outlined in the Provincial Strategic Goals and Game-changers have well developed business plans and allocated budgets. Departmental planning and budgeting processes must be informed by the PSP in order to ensure that the PSP programmes and projects are included in the Annual Performance Plans (APP) of departments. The PSG Steering Committees, EXCOs, PTM, Working Groups, Provincial Treasury, the DSU and the Policy and Strategy Unit in DotP have the express responsibility to assist departments to align their Strategic Plans, APPs and budgets with the PSP.

At the beginning of each financial year the Bosberaad sets out the policy priorities, derived from the PSP, which will require budgets and resources. These priorities are articulated by the Premier in the State of the Province Address and amplified as programmes and projects by the respective Cabinet Ministers in their budget votes and speeches.

Individual Ministers and Heads of Departments are responsible to ensure that the PSP priorities, programmes and projects are incorporated into the APPs during the strategic planning and budgeting process. Through the Provincial Spatial Development Framework, the Integrated Development Planning (IDP) processes and the processes undertaken by the Medium Term Expenditure Committee (MTEC), Budget Policy Committee and the Budget Committee, the alignment between policy priorities and departmental APPs and budgets and the Municipal SDBIPs and budgets are verified.

Joint Planning Initiatives

Over the last 20 years, South Africa has come a long way in identifying common priorities for all three spheres of government. The National Development Plan 2030, ONECape2040, and Provincial Spatial Development Framework (2014) have identified national and provincial development priorities, and Municipalities have identified development priorities through the IDP (Integrated Development Planning) process. In addition, the Western Cape Government has fostered intergovernmental planning and coordination through the IDP Indaba, where Municipalities and provincial and national departments share their plans.

In spite of this strategic alignment, significant challenges remain. Although government has resources to effect change, there is a lack of coordination between the three spheres of government. Consequently, the full impact of national, provincial and municipal performance and implementation plans is not being brought to bear effectively on the Province's challenges. At times, there is duplication, lack of focus, and misalignment between programmes. Crowding in private sector investment in a loose-knit public sector environment becomes quite difficult.

Tackling our economic and social problems effectively is therefore dependent on the achievement of coordinated, integrated and aligned planning and delivery. It is imperative that long-term goals and priorities are jointly determined, and that these result in joint action. This is known as the Joint Planning Initiative (JPI).

The JPI process was approved in August 2014 at the Premier's Coordinating Forum, which brings together the Western Cape Government (Cabinet) and municipalities (Mayors). In October 2014, the Joint Planning process was rolled out throughout the Province. Provincial departments met with Municipalities in all five districts to identify long- and medium-term joint priorities for possible implementation within a municipal space. From the five district reports, the following themes emerged: economic growth, education and skills development, environmental management, governance, integrated human settlement development, integrated planning and budgeting, bulk infrastructure, and social sector development. Within each of these themes, a number of specific strategic priorities and projects were identified, which are outlined under each of the Strategic Goals in Annexure B.

Data Governance

In order to assess the extent to which the five PSGs in the PSP have been attained, data on the outcome indicators is required. In addition to the data on outcomes, the Western Cape Government requires data and information on how the outputs produced by the implementing agents actually contribute to the five (5) Strategic Goals through the related programme interventions and projects. The data produced is an evidence-base for decision-making for informed service delivery.

A central repository to contain all this data is housed in the "Business Intelligence" warehouse. The purpose of this data repository is:

- To centrally collect and house *current* data from various sources;
- To ensure the quality of this data prior to acceptance into the central repository;
- To retrieve relevant data as and when necessary;
- To enable the public to access data to hold the Western Cape Government accountable for delivering the PSP outcomes, and to support collaborative and innovative solutions to WC socio-economic and service delivery challenges; and
- To utilise the data to produce the type of information that the Western Cape Government requires for good governance.

A data governance model underpinning the collection of strategic data and information for the PSP is vital to ensure the production of high quality data. Norms and standards for effective results-based monitoring and evaluation will be developed as a mechanism for data quality.

Provincial data governance

The need for effective data governance strongly underpins an efficient data and statistical system that requires more than just technical and financial resources. Given the 21st century context, organisational challenges ranging from globalisation, the rising needs and expectations of citizens and customers, technological change and increasing diversity in societies will require careful managing of relationships and partnerships between data and/or statistics, government and politics.¹³

Multiple producers and users of data and statistics exist at national and sub-national levels that are essential for planning, budgeting and the Results-based M&E (RBM&E) of policies and in particular the PSP. The governance system involves inter-alia the following:

- Creating organisational infrastructure and legislative support for data governance;
- Creating inter-institutional arrangements to support internal and external data sharing; and
- Creating an organisational arrangement to assess the quality of data produced.

Development of a Data Governance System

The development of a Provincial Data Governance System will be supported by appropriate and effective institutions as well as a regulatory framework. Relationships amongst stakeholders, the formation of partnerships and capacity development are essential to lubricate the functioning of data coordination. The establishment of norms and standards for the collection and sharing of data, an assessment of the quality and the development of indicators is also required. For the PSP, this points to a process of partnership between users and producers of data and information in order to:

- Match the demand for data directly with production;
- Match the supply and dissemination of data to the needs of the users;
- Rationalise the data production, thus avoiding duplication;
- Improve the quality according to international or peer-agreed standards; and
- Facilitate the development of data capacity in departments and other agencies.

The Department of the Premier has already adopted an approach to align data governance to RBM&E as well as aligning policy to data governance structures. This will place greater demands on evidence and better measurement and co-operation between and across spheres of government to contribute to the PSGs and enhance transparency and accountability. It is within this context that there is an argument for the need to invest in data and its development with particular reference to data being a public good.

¹³ The handbook of statistical organisation: The operation and organization of a statistical agency (UN, 2003) (third edition) p.334.

The Provincial Spatial Development Framework

As the National Development Plan clearly states, “Where people live and work matters”. Apartheid spatial planning consigned the majority of South Africa's citizens to living in places far removed from work opportunities, where services could not be sustained, and where it was difficult to access the benefits of society and to meaningfully participate in the economy. Although some significant progress has been made in redressing this legacy since 1994, South Africa is far from reversing the spatial geography of apartheid. This statement holds for the Western Cape as well.

This is so for a variety of reasons, one of the most important being that policy and decision-making very rarely incorporate the implications of the ways in which we use land and the consequences for different places. This neglect of place, in particular the way that different policies combine to affect places in different ways, has contributed to a range of negative economic, social and environmental outcomes, including:

- Cities, towns and regions which experience population change suffer from pressures on transport, housing, energy and water resources,
- Economic growth and development that are spatially unbalanced and sub-optimal, especially in developing countries such as South Africa;
- Sprawling urban development threatens agricultural land and as such undermines our food security and environmental sustainability and if inappropriately located are increasingly vulnerable to flooding and extreme weather;
- Community protests and political instability are increasing in response to inequality, a lack of services and opportunities, uneven development, pollution, and a lack of ‘voice’ in decision-making; and
- The lack of a shared developmental vision and the proliferation of sectoral priorities and concerns.

Crucially, these issues are inter-related. Unbalanced growth in both economic and demographic terms means that some cities, towns and regions suffer from under-investment, compounded by poor transport, infrastructure and services. This fosters inequalities, poor health and greater vulnerability to environmental hazards, including climate change and pollution.

The Spatial Agenda

To deal with these issues and to address the lingering spatial inequalities that persist, the Western Cape Government in March 2014 adopted a *Provincial Spatial Development Framework* (PSDF). This PSDF provides a shared spatial development

vision for both public and private sectors and serves as the guide to all sectoral considerations with regard to space and place. As such, spatial transformation remains an economic, social and environmental imperative. To address it, a bold collaborative effort is proposed – a transversal and integrated approach at National, Provincial and Municipal government levels. The PSDF has taken the lead by putting in place Provincial-wide collaborative arrangements to align public investment in the built environment (e.g. transport, infrastructure, facilities, etc.) towards realising the spatial vision of the PSDF.

The PSDF provides the spatial development policy framework through which the various PSG's need to deliver with a specific focus on the needed spatial transitions for growing the economy, improving our natural resource management and our resource use efficiencies and building integrated and sustainable settlements.

Importantly, the PSDF provides a coherent framework for the Province's urban and rural areas that gives spatial expression to the National and Provincial development agendas; serves as a basis for coordinating, integrating, and aligning delivery of National, Provincial and Municipal programmes; supports municipalities to fulfil their municipal planning mandate and communicates government's spatial development intentions to the private sector and civil society.

As the Province-wide policy on spatial development, the PSDF is co-owned by all Provincial Departments and other spheres of government operating in the Western Cape, the private sector and civil society. It lays the foundation for evidence-based, planning-led, and infrastructure-enabled development and delivery. Importantly, it calls for the introduction of cooperative spatial governance mechanisms and systems that will enable and facilitate transversal planning, budgeting and implementation between spheres of government and within Provincial government.

The PSDF sets out the policy framework within which the Western Cape Government will carry out its spatial planning responsibilities. The logic underpinning the PSDF's spatial strategy is to:

- **Capitalise** and build on the Western Cape's comparative strengths (e.g. gateway status, knowledge economy, lifestyle offering) and leverage the sustainable use of its unique spatial assets;
- **Consolidate** existing and emerging regional economic nodes as they offer the best prospects to generate jobs and stimulate innovation;
- **Connect** urban and rural markets and consumers, fragmented settlements and critical biodiversity areas (i.e. freight logistics, public transport, broadband, priority climate change ecological corridors, etc.); and
- **Cluster** economic infrastructure and facilities along public transport routes (to maximise the coverage of these public investments and respond to unique regional identities within the Western Cape).

The PSDF advocates:

The sustainable use of provincial assets. If managed responsibly, the Province's spatial assets hold immense socio-economic development potential. This must be achieved by protecting biodiversity and ecosystem services; safeguarding our inland and coastal water resources and managing our use of water; safeguarding the Western Cape's agricultural, fishing and mineral resources and managing their sustainable use; recycling and recovering waste, delivering clean energy resources, and shifting from private to public transport, adapting to and mitigating against climate change;

The opening-up of opportunities in the space-economy. The Western Cape Government has made growing the economy one of its key strategic objectives. This should be achieved through the use of regional infrastructure investment to leverage economic growth; the diversification and strengthening of the rural economy; and the revitalisation and strengthening of the urban space-economies as the engines of growth.

The development of integrated and sustainable settlements which provide access to opportunities and services in a financially sustainable manner. This must be achieved by protecting and managing cultural and scenic landscapes and enhancing a sense of place; improving inter- and intra-regional accessibility; and promoting compact, mixed use and integrated settlements that are functional.

That government and policy-makers focus their resources in those areas that have both high or very high growth potential, as well as high to very high social need.

The **PSDF composite map** is an important spatial planning and land use management tool and graphically portrays the Western Cape's spatial agenda (**see Figure 1**, below). In line with the Provincial spatial policies, the map shows what land use activities are suitable in different landscapes and highlights where efforts should be focused to grow the Provincial economy.

An informant to the PSDF is the Growth Potential of Towns Study (2012/13) that determined the growth potential and socio-economic needs of settlements in the Western Cape (outside of the City of Cape Town) using quantitative data (i.e. socio-economic, economic, physical-environmental, infrastructure and institutional indicators). The results of the quantitative analyses were then combined with qualitative information (e.g. stakeholder engagements) to identify potential interventions that might unlock latent potential within settlements and regions, as well as identifying those areas that have the greatest growth potential, as well as those areas that have great socio-economic needs.

The settlements that have been identified as having **very high growth potential** are Paarl, George, Stellenbosch, Knysna, Mossel Bay, Betty's Bay/Pringle Bay,

Hermanus/Onrus/Hawston, Malmesbury and Vredenburg. The settlements that have been identified as having **very high socio-economic need** in the Province are Wellington, Worcester, George, Mossel Bay, Paarl and Stellenbosch.

The PSDF identifies priority urban functional regions, being the Cape Metro functional region, as well as the emerging regional centres of the Greater Saldanha functional region and the George/Mossel Bay functional region. The priority tourism / leisure corridors are the Overstrand and Garden Route leisure corridors, whilst the tourism routes are the N2-corridor, R62 between Worcester and Oudtshoorn, N7-corridor and R43.

Two rural development corridors – areas of agricultural and rural development opportunity – have been identified. The first sits on the west coast – stretching from Lutzville in the north to Clanwilliam in the South. The second rural development corridor stretches from Tulbagh in the north-west to Swellendam in the south-east.

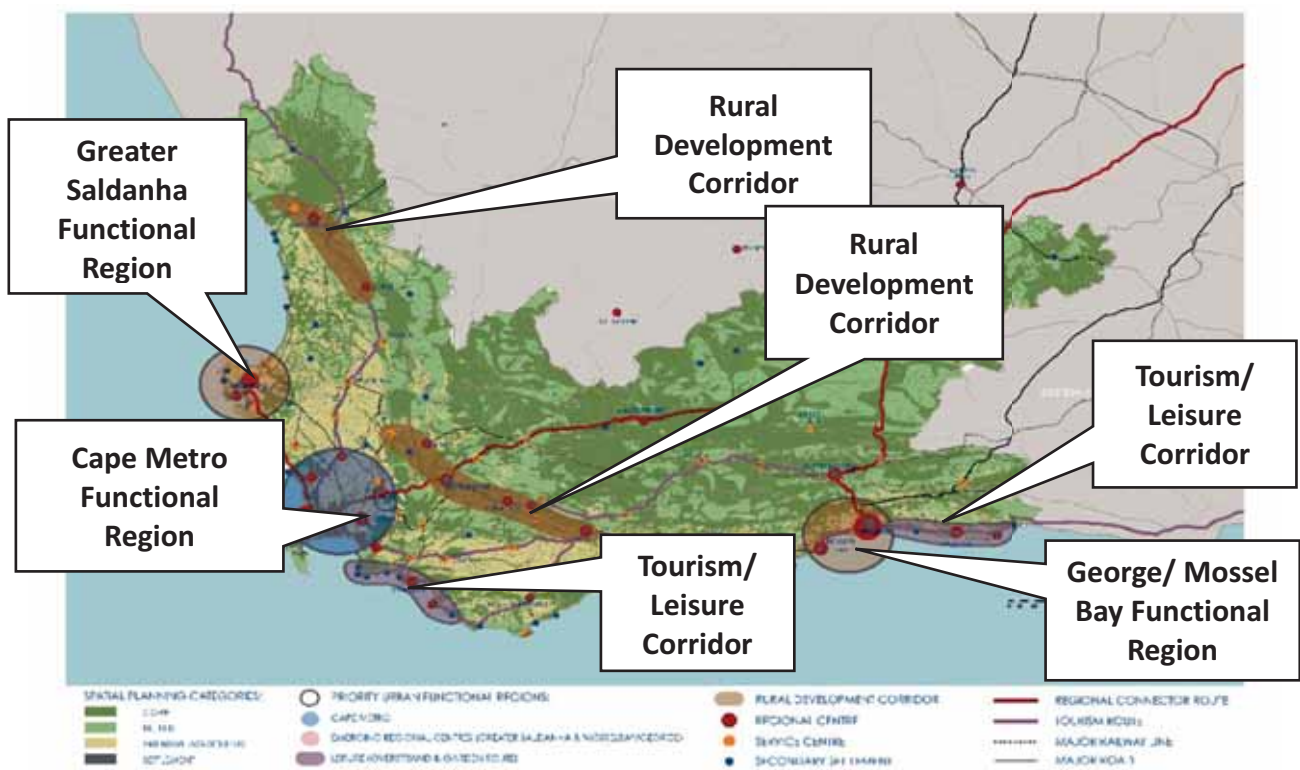


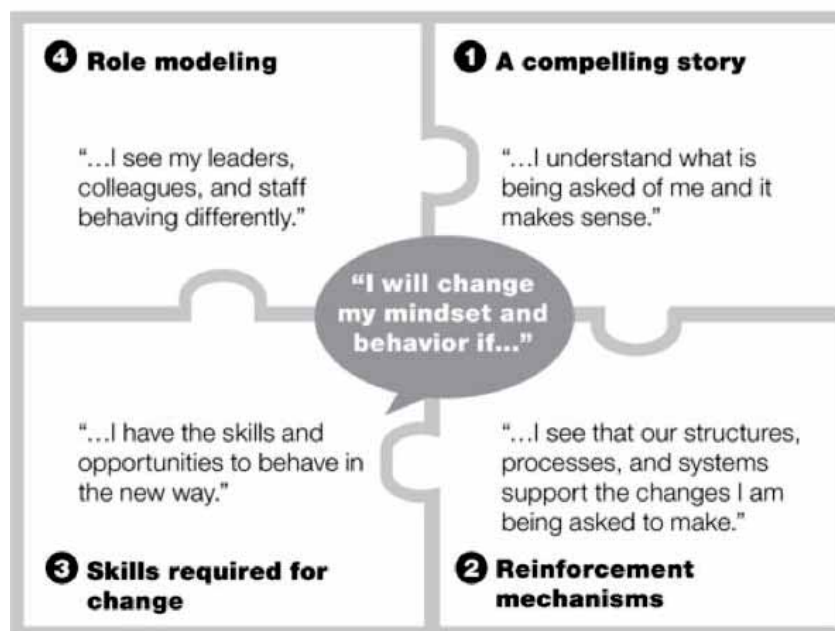
Figure 1: PSDF composite map

Accountability and Incentive Framework

The five Strategic Goals set out in this plan have two things in common. First, they are ambitious, requiring a step change improvement on historic performance if they are to be met by 2019. And second, the achievement of each of these goals requires commitment and collaboration from a wide range of stakeholders – not just the various departments and employees of the Western Cape Government, but also other spheres of government, state-owned enterprises, the private sector, civil society, and individual citizens taking responsibility for their own progress and that of their families and communities. That is why the Western Cape Government is animated by the slogan and philosophy of “Better Together”.

To achieve these goals through such a “whole of society” approach, each stakeholder must have a clear understanding of the role they need to play; the accountability and incentives to motivate them to play that role; the skills to do what is asked of them; and visible role-modelling from leaders and peers to reinforce and sustain their behaviour. These four elements are set out in the Figure below, which summarises the “influence model”, derived from studies on the psychology of sustainable mind-set and behaviour change¹⁴.

The Four Levers of the Influence Model



Given the complex task of marshalling energy and resources from across society to achieve ambitious goals, the Western Cape Government will consciously apply

¹⁴ See Scott Keller and Colin Price, *Beyond Performance: How Great Organizations Build Ultimate Competitive Advantage*, Wiley, 2011

international best practice in encouraging sustainable behaviour change and high performance. For example, we are already one of the pioneering regions in the world to apply the insights of behavioural economics to important public priorities (see box below). It is worth briefly summarising the steps that the Western Cape Government will take to ensure that each of the four levers set out above is applied both within our own organisation and to the other stakeholders with a role to play in achieving the Strategic Goals.

A compelling story

Our leaders at every level of the Western Cape Government, from the Premier through to school principals, will focus on using communication forums and media to explain what the Strategic Goals are, why they are important for the health and progress of our province and its people, and what role each stakeholder will need to play in achieving them. This will include engaging our own staff to help them understand the importance not just of compliance but also of striving for constant improvement and innovation; engaging the private sector to galvanise greater investment in high-potential sectors of the economy; and engaging citizens on the importance of personal wellness and effective parenting.

Reinforcement mechanisms

We will ensure that our structures, systems and processes support initiative-taking, responsibility, performance, and positive behaviour change by all stakeholders involved in achieving the Strategic Goals. Internally in the Western Cape Government, we will continue to put our values of Caring, Competence, Accountability, Integrity, Innovation and Responsiveness at the centre of all we do, and we will regularly monitor every part of our organisation in living these values. We will also ensure that our performance management system, including performance contracts and financial rewards, directly incentivise staff at all levels to implement the Strategic Goals. Outside our organisation, we will use a range of reinforcement mechanisms to encourage other agencies and individual citizens to play their part.

For example, we will use our monitoring of the performance of state agencies such as SAPS, Eskom and Metrorail, as well as of municipalities, to provide useful feedback and fact-based encouragement for improvement. In respect of individual citizens, we are developing an accountability and incentives framework, drawing on the insights of behavioural economics that will reward positive behaviour (such as personal wellness, good parenting, and good educational performance) in a fair and effective manner.

Skills

We will ensure that our own staff, individual citizens and other key role-players have

the skills and opportunities to contribute to the achievement of the Strategic Goals. Within the Western Cape Government, this will entail a rigorous approach to assessing skills gaps in all our departments, and effective use of on-the-job and formal training to ensure that all our people have the skills to perform at a high degree of effectiveness. Outside the Western Cape Government, we will help build skills in a variety of ways – from ensuring that our health system teaches patients how to manage their health and that of their families, to empowering parents to play an effective role in School Governing Bodies. In collaboration with Higher Education Institutions and the private sector, we will also put major focus on building skills and fostering entrepreneurship in high-potential sectors and across our economy.

Role modelling

Finally, we commit ourselves – as the leaders and broader team of the Western Cape Government – to role model the behaviours required to translate the Strategic Goals into reality. This will include holding ourselves accountable for setting and pursuing ambitious improvement targets; applying public funds ethically and efficiently; and personally role-modelling key behaviours such as safeguarding our own wellness. We will encourage leaders across our communities and our society to do the same.

Applying the insights of behavioural economics in the Western Cape

The Western Cape Government believes that the responsible exercise of freedom is an essential engine of progress in society. Citizens need to and want to take responsibility for their choices. But we also recognise that citizens do not make choices in a vacuum, their choices are shaped by circumstances, the options available to them and the way in which those options are presented.

That is why the Western Cape Government is beginning to draw on the field of behavioural economics to inform our policies and find innovative solutions to some of the toughest challenges facing our society – from reducing energy use in government to increasing safety in Nyanga; from reducing intergenerational sexual behaviour to getting more children to participate in after school centres. We are working with some of the leading experts in the field, both at home and abroad, to understand how government can help citizens make the best decisions – or at the least to help prevent government from steering people towards unhealthy choices.

Thaler and Sunstein, authors of ‘Nudge’, describe the power of behavioural economics, “By properly deploying both incentives and nudges, we can improve our ability to improve people’s lives, and help solve many of society’s major problems. And we can do this while still insisting on everyone’s freedom to choose.”

Acronyms

BNG	Breaking New Ground
CoCT	City of Cape Town
CTFR	Cape Town Functional Region
DEA&DP	Provincial Department of Environmental Affairs and Development Planning
DEDAT	Provincial Department of Economic Development and Tourism
DRDLR	National Department of Rural Development and Land Reform
DLG	Provincial Department of Local Government
DHS	Provincial Department of Human Settlements
DoP	Department of the Premier
DT&PW	Provincial Department of Transport and Public Works
DTI	National Department of Trade and Industry
EAP	Economically active population
ECD	Early childhood development
EPWP	Expanded Public Works Programme
FET	Further education and training
GDP	Gross domestic product
GGP	Gross geographic product
GHG	Greenhouse gas
GJ	Gigajoule
GVA	Gross value added
HDI	Human Development Index
HIV	Human immunodeficiency virus
ICT	Information and communication technology
IDP	Integrated development plan
IGR	Intergovernmental relations
LED	Local economic development
MOD	Mass Opportunity and Development
MIG	Municipal Infrastructure Grant
MTEF	Medium-term expenditure framework
MTSF	Medium-term strategic framework
PCC	President's Coordinating Council
PCF	Premier's Coordinating Forum

PDA	Provincial Department of Agriculture
PERO	Provincial Economic Review and Outlook
PSDF	Provincial Spatial Development Framework
PSG	Provincial Strategic Goal
PSP	Provincial Strategic Plan
PT	Provincial Treasury
R&D	Research and development
RBT	Random Breath Testing
RSEP/VPUU	Regional Socio-Economic Programme/Violence Prevention through Urban Upgrade
SIP	Strategic Infrastructure Plan
SMMEs	Small, medium and micro enterprises
SOE	State-owned Enterprise
SPV	Special purpose vehicle
TJ	Terajoule
WCG	Provincial Government of the Western Cape

Glossary

Climate change

A global change in temperature and weather patterns that manifests itself regionally. Climate change caused by human influences is considered the most significant global environmental issue facing humanity today. The increased concentration of greenhouse gases such as carbon dioxide in the atmosphere, mainly caused by generation and consumption of energy, is driving climate change.

Combined Assurance Framework

Integrating and aligning assurance processes in an organisation to maximise risk and governance oversight and control efficiencies, and optimise overall assurance to the Executive Management, considering the organisation's risk appetite

Development cycle

The development cycle is informed first by policy, which filters down to strategy, planning and programme development, this filters down to project formulation. Once this is achieved, budgets, finance and human resources need to be directed to support the newly conceived programmes and projects. This may require institutional reconceptualization, which will focus on how to operationalize the policy, programmes and projects.

Fixed investment

Fixed investment refers to both economic (roads, railways, ports) and social (household, schools and clinics) investment to support, sustain and stimulate economic and social development.

Gini coefficient

The Gini coefficient measures income inequality. It is measured from 0 to 1, where 0 corresponds with perfect equality (everyone has the same income) and 1 with perfect inequality (where one person has all the income and everyone else has zero income).

Globalisation

Globalisation refers to technological, economic, political and cultural exchanges and their integration and/or interdependence across borders. In practice globalisation means that labour, capital and goods are highly mobile internationally. Because cities, especially ports, are gateways of these global exchanges they have become increasingly important sites of power as globalisation has advanced. South Africa's experience of globalisation has been especially pronounced since 1994.

Growth potential

Growth potential refers to both the inherent characteristics and resources of a settlement or region (economic, physical and infrastructure-related) which make it predisposed to economic growth and development, as well as the potential for the settlement or region to grow based on future innovation potential (both institutional and human capital related and the sustainable utilisation of this resource-base). These are determinants in a settlement's potential for economic growth and development.

Informal economy

Economic informality refers to a range of economic assets and activities that are not conventionally regulated and which are either marginalised from full public scrutiny and/or lack of public support. Low wages, seasonality, inadequate environmental protection and low levels of unionisation and benefit payments are among the generally inferior conditions of work of informal workers. It includes informal land system, where insecure tenure does not enable individuals to participate in the formal land market and its institutions (for raising finance, gaining credit, trade, etc.).

Levers

Mechanisms for catalysing change in developmental systems, processes and institutions.

Oil peak

The simplest label for the problem of energy resource depletion, specifically in relation to oil production. Oil is a finite, non-renewable resource, one that has powered phenomenal economic and population growth over the last century and a half. The rate of oil production (extraction and refining) – currently about 85 million barrels/day – has grown over the past century. When we used about half of the original reserves, oil production became likely to stop growing (to 'peak') and began a terminal decline. Oil peak means running out of cheap oil. For societies leveraged on ever increasing amounts of cheap oil, the consequences are dire.

Re-Industrialisation

Re-industrialisation is a policy stance of stimulating economic growth especially through government aid, tax incentives, the modernisation of factories and machinery, etc. to revitalise and modernise aging industries and encourage growth of new ones to increase industrialisation. This is a strategy stance to reverse a trend of de-industrialisation in a country or region by focussing on the manufacturing sector to generate jobs through enterprises that make value-added products.

Riparian habitats

A crucial component of water systems which stabilises river banks, filters nutrients and sediments, provides ecological habitats and reduces the impacts of flood events.

Space-economy

The spatial organisation of people, human settlements, economic, social and environmental activities and the concentration, juxtaposition or relative location and linkage of residential, industrial/retail and recreational areas. In terms of the NSDP, a rationale for focused fixed economic infrastructure investment in areas of high growth potential and high need to ensure highest leverage of expenditure and greatest possible social benefits.

Spatial integration

A strategy to address the spatial fragmentation legacy resulting from colonial and apartheid planning and land-use management associated with laws such as the Group Areas Act, Urban Areas Act, Physical Planning Act and Bantustan legislation and the Less Formal Establishment of Townships Act. The strategy engages issues of urban restructuring, settlement location and property development to reduce urban sprawl, integrating different communities (mixed-income and mixed-tenure), land-use activities (mixed-use: commercial, retail, recreational, transport, residential, social services, etc.) and the shift from a single motor car urban design concept to a new urban design concept based on public transport, walkability and human-scale development that focuses on the experience of the pedestrian in the urban environment.

Sub-national government

Refers to the provincial or local spheres of government.

Urbanisation

Urbanisation is a world-wide phenomenon that results in a proportional increase in the number of people living in urban areas (cities and towns), compared to rural areas. There are various factors contributing to urbanisation within South Africa and the Western Cape context, some of them being – increased economic opportunities within urban areas, increased access to services, facilities and opportunities within urban areas (when compared to rural), declining economic opportunities within rural areas, declining employment prospects within the agricultural sector (when compared to the secondary and tertiary sectors within urban areas), as well as out-migration from the rural hinterland into urban environments (cities and towns) as a result of the above.

Urban restructuring

Urban restructuring is a strategy which contributes to achieving spatial integration, essentially aimed at changing the urban structure of towns and settlements through densification, infill, the development of strategically located brownfield and greenfield sites, promoting appropriate mixed-use development, transport-oriented development, upgrading previously disadvantaged and currently degraded areas and defining and holding the urban edge, with the aim to achieve an increase in the urban quality of life and urban functionality, land reform and redress and urban experience of all, with a particular focus on previously underinvested areas.

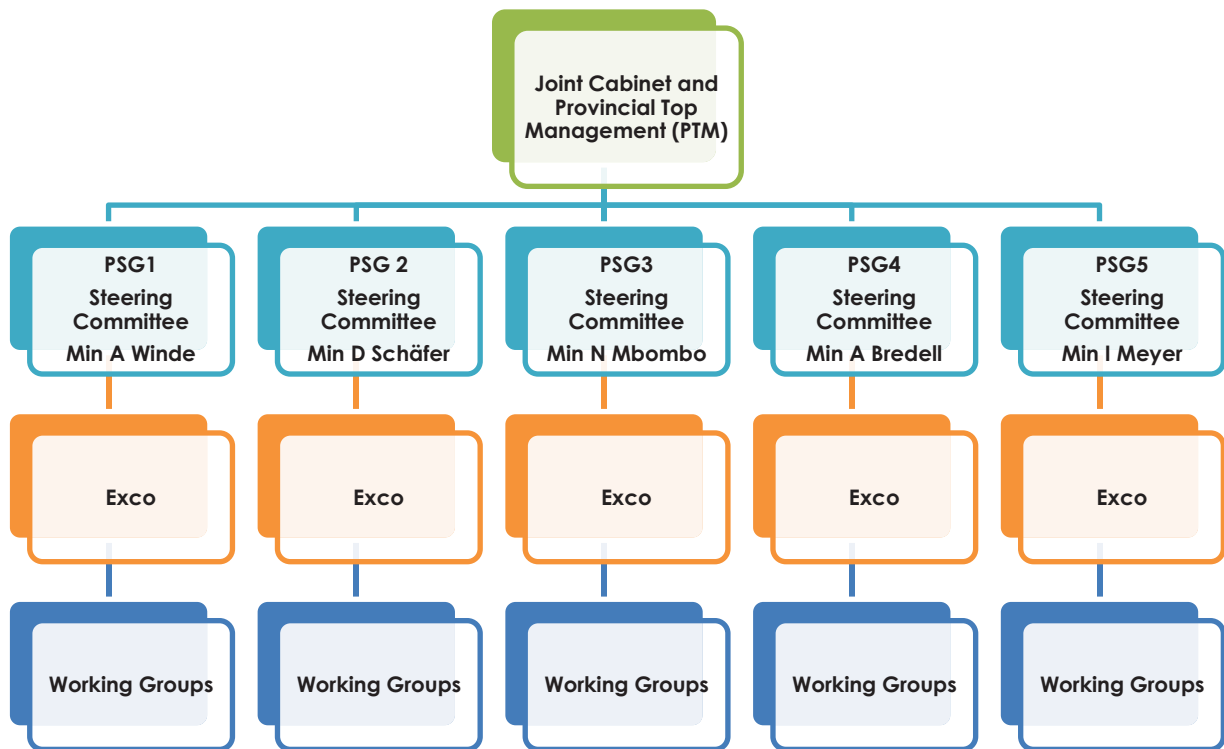
Annexure A: Provincial Transversal Management System

2014-19

Provincial Strategic Goal	Steering Committee	Departments	Working Groups
Strategic Goal 1: Create opportunities for growth and jobs	Chair: Minister A Winde Minister A Bredell Minister D Grant <u>Heads of Departments:</u> Mr S Fourie Ms J Isaacs Mr P Van Zyl Ms J Gooch	Economic Development and Tourism & Agriculture Environmental Affairs and Development Planning Transport and Public Works	Red Tape WG Green Economy WG Land Reform WG Broadband WG Project Khulisa: Tourism GC Project Khulisa: Rig Repair GC Project Khulisa: Agri-processing GC Energy Security GC
Strategic Goal 2: Improve education outcomes and opportunities for youth development	Chair: Minister D Schäfer Minister A Marais Minister A Fritz Minister A Winde Minister D Plato <u>Heads of Department:</u> Ms P Vinjevold Mr B Walters Dr R Macdonald Mr G Morris Mr S Fourie	Education Culture, Arts and Sports Social Development Economic Development and Tourism Community Safety Social Development	ECD WG Youth Development WG After-school GC E-learning GC
Strategic Goal 3: Increase wellness, safety and tackle social ills	Chair: Minister N Mbombo Minister D Plato Minister A Marais Minister A Fritz <u>Heads of Department:</u> Prof Dr B Engelbrecht Mr G Morris Mr B Walters Dr R Macdonald	Health Community Safety Culture, Arts and Sports Social Development	Integrated Service Delivery Model: Drakenstein WG Disability WG Road Safety WG Community Safety Improvement Plan WG Healthy Lifestyles WG
Strategic Goal 4: Enable a resilient, sustainable, quality and inclusive living	Chair: Minister A Bredell Minister B Madikizela Minister D Grant	Environment Affairs and Development Planning Local Government	Sustainable ecological and agricultural resource base WG Climate Change Response WG

environment	<u>Heads of Department:</u> Mr P Van Zyl Dr H Fast Mr T Mguli Ms J Gooch Ms J Isaacs	Human Settlements Transport and Public Works Agriculture	Better Living WG Integrated Planning and Spatial Targeting WG
Strategic Goal 5: Embed good governance and integrated service delivery through partnerships and spatial alignment	Chair: Minister I Meyer Minister A Bredell <u>Heads of Department:</u> Adv B Gerber Mr Z Hoosain Dr H Fast Mr P van Zyl	Premier Treasury Local Government Environmental Affairs and Development Planning	Local Government Governance WG Provincial Government Governance and Service Interface WG Community Engagement WG Integrated Management WG

Provincial Transversal Management System



PSG representative contact details

Strategic Goal	Contact person	Department	Telephone	E-mail
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3	Tracey Naledi	Health	021 483 5085	Tracey.naledi@westerncape.gov.za
4	Ayub Mohamed	Environmental Affairs and Development Planning	021 483 4793	Ayub.mohamed@westerncape.gov.za
5	Robert Shaw	Premier	021 483 8432	Robert.shaw@westerncape.gov.za

Annexure B: Joint Planning Initiatives aligned to PSGs

JPIs linked to PSG 1: Create opportunities for growth and jobs

PSG Outcome	PSG Output	JPI	JPI Projects
Make it easier to do business	High quality, competitive and efficient infrastructure	Improve bulk infrastructure to support further development (17 municipalities)	<ul style="list-style-type: none"> Harbour development/Inland Port Development (4 municipalities) Establishment of Special Economic Zones (3 municipalities) Upgrading key road corridors (12 municipalities) Sustainable long term supply of energy (9 municipalities) <ul style="list-style-type: none"> Availability of sufficient bulk electricity infrastructure Securing alternative energy sources /green economy Water security to unlock economic development (12 municipalities)
Boost competitiveness of our economy	<ul style="list-style-type: none"> Appropriately skilled economy Thriving entrepreneurs and small businesses Economic and environmental sustainability 	Education and Skills Development (18 municipalities)	<ul style="list-style-type: none"> Adjustment of curriculum to suit the skills need in the municipality/ Market driven skills development Absorption of Masakiszwe graduates Expand engineering program at Boland FET college Providing a safety net for NEETS (Not in Employment, Education or Training) - Chrysalis Academy and Wolwekloof Academy
Promote our region in national and international markets	Improved market access for firms and key sectors	Green Economy (9 municipalities)	Waste economy (Waste to Energy) (6 municipalities)
		Aqua culture development (3 municipalities)	<ul style="list-style-type: none"> Addressing the gap between the skills shortage and the growing aquaculture industry. (2 municipalities) Establishment of an entity to assist in the management of the aquaculture industry. (1 municipality)
		Refocus on agriculture and agro processing (11 municipalities)	Agri –processing Hubs/Agri –Parks (11 municipalities)
		ICT – Broad band (5 municipalities)	Roll out of the Broadband connectivity and ICT /access to ICT via Libraries (5 municipalities)
		Unlocking and broadening Tourism Base (15 municipalities)	Agri – tourism (8 municipalities)

JPIs linked to PSG 2: Improve outcomes and opportunities for youth development

PSG Outcome	PSG Outputs	JPI	JPI Projects
Improve the level of language and maths in all schools	<ul style="list-style-type: none"> • Improve the quality of teaching in Grade R • Update all language and mathematics strategies • Improve the skills and knowledge of teachers 	Education and Skills Development (6 municipalities)	<ul style="list-style-type: none"> • Beef up Maths & Science Graduates/ Strategy for leaner dropout and Maths • + Science; • Reconfiguration of school sites towards technical programmes (Science, Maths, and Arts etc.)
Increase the quality of education provision in poorer communities	<ul style="list-style-type: none"> • Improve ECD quality • Provide MOD centres • Ensure schools are funded & increase no fee schools 	Education and Skills Development (10 municipalities) Social Initiatives (12 municipalities)	<ul style="list-style-type: none"> • Establishment of high quality ECD • Maintain the integrity of the school system: <ul style="list-style-type: none"> ✓ After Care School Programmes ✓ Community Involvement in Education ✓ Provincial universal referral pathway • Implement a strategy to improve Literacy and Numeracy rate by 50% • Craft Youth Development or Growth Development Plan
Increase the number and quality of matric passes	<ul style="list-style-type: none"> • Increase access to e-learning • Improve the quality of teaching • Recruit, select and retain competent and quality principals & HODs 	(4 municipalities)	<ul style="list-style-type: none"> • Educators should be capacitated in career guidance in order to guide learners through life orientation programs. • Strategy to attract maths and science teachers to rural areas
Provide more social and economic opportunities for our youth	<ul style="list-style-type: none"> • Youth Cafés • Career information, awareness and platforms • Scholarships/internships & bursaries 	(25 municipalities)	<ul style="list-style-type: none"> • Matzikama Youth Strategy • Implementation of a Comprehensive Youth Empowerment Plan • Business plan for the Youth Hub • Youth Involved in Safety and Wellness Programme • Providing a safety net for NEETS (Not in Employment, Education or Training) - Chrysalis Academy and Wolwekloof Academy

JPIs linked to PSG 3: Increase wellness, safety and tackle social ills

PSG Outcome	PSG Outputs	JPI	JPI Projects
Healthy people living in safe, supportive and caring communities	<ul style="list-style-type: none"> Strengthening Social Services and Safety Net Promote positive role of fathers and men in integrated families Increase level of maternal education 	Social Initiatives (5 municipalities) Education and Skills Development (4 municipalities)	<ul style="list-style-type: none"> Community involvement in education. Rollout on the white paper on Families (Family Forum) Social Cohesion - Programme Focus - Families, ECD, Youth and Sport Programmes.
Safe and resilient families	<ul style="list-style-type: none"> Promote Positive Parenting Provide preventive health services Improve access to, uptake and quality of ECD services 	Social Initiatives (14 municipalities)	<ul style="list-style-type: none"> Community involvement in education. Rollout on the white paper on Families (Family Forum) Social Cohesion - Programme Focus - Families, ECD, Youth and Sport Programmes. Integrated Schools Health Programme Decreased burden of diseases. Addressing the impact of HIV-Aids
Healthy children	<ul style="list-style-type: none"> Focus on the first 1000 days of life Provide preventive health services Improve access to, uptake and quality of ECD services 	Social Initiatives (6 municipalities)	<ul style="list-style-type: none"> Holistic Social Intervention Strategy (holistic approach to support individuals throughout their entire life - cycle) Reduce Teenage Pregnancy Implement Life Skills Education
Positive and engaged youth	<ul style="list-style-type: none"> Accessible sexual & reproductive health services Opportunities for youth to be active & responsible citizens Technology to communicate with youth Strengthen mental well-being, self-esteem & personal agency 	Social Initiatives (15 municipalities)	<ul style="list-style-type: none"> Addressing the impact of HIV-Aids Social Cohesion - Programme Focus - Families, ECD, Youth and Sport Programmes. Year Beyond Programme, Chrysalis Pay Project

JPIs linked to PSG 4: Enable a resilient, sustainable, quality and inclusive living environment

PSG Outcome	PSG Outputs	JPI	JPI Projects
Sustainable ecological & agricultural resource-base	<ul style="list-style-type: none"> Maintenance & Sustainable Use of Agricultural & Ecological Resources & Infrastructure Climate Change Response 	Environmental Management (4 municipalities)	<ul style="list-style-type: none"> Management of the Berg River and its estuary and biodiversity management Coastal: Dune Management Waste to energy (waste economy)
Sustainable & integrated urban & rural settlements	<ul style="list-style-type: none"> Increased Housing Opportunities Improved Settlement Functionality, Efficiencies & Resilience 	Integrated Human Settlement Development (15 municipalities)	<ul style="list-style-type: none"> Settlement restructuring and integration Urban renewal projects Investigation of alternative housing typologies Upgrading of informal settlements Land release strategy required to release land (private and state) for settlement development

JPIs linked to PSG 5: Embed good governance and integrated service delivery through partnerships and spatial alignment

PSG Outcome	PSG Outputs	JPI	JPI Projects
Enhanced Provincial and Local Governments	<ul style="list-style-type: none"> • Efficient, effective and responsive provincial governance • Efficient, effective and responsive local governance • Strategic partnerships 	Integrated Planning and Budgeting (5 municipalities) Governance (4 municipalities)	<ul style="list-style-type: none"> • Integrated planning, implementation and funding for appropriate infrastructure and enhanced mobility • Leveraging financial resources
Inclusive society	<ul style="list-style-type: none"> • Service Interface • Community Engagement 	Governance (9 municipalities) Integrated Planning and Budgeting (15 municipalities)	<ul style="list-style-type: none"> • Initiative to empower families to participate society and government programmes • Shared services • Review of coordination and integration structures.
Integrated Management	<ul style="list-style-type: none"> • Policy alignment, integrated planning, budgeting and implementation • M&E System with intergovernmental reporting • Spatial governance targeting and performance 	Integrated Planning and Budgeting (15 municipalities) Governance (6 municipalities)	<ul style="list-style-type: none"> • Functional Regional Development Frameworks. • Strengthen governance through meaningful public participation and efficient use of ICT technology • Spatial Planning • Intelligence and knowledge management