Document Title: Transversal Youth Development Strategy

Audience: All City directorates and departments, especially those involved in activities relating to youth development.

Purpose: The overall objective of the Transversal Youth Development Strategy is to improve coordination of youth programmes in the City and to align work with the goal of providing integrated Services, Opportunities and Support for young people of Cape Town in order for them to become resilient, healthy, independent, responsible, economically active change agents.

Type of Document: Strategy

Last Review Date: March, 2015

Contact: Abigail Jacobs-Williams

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TRANSVERSAL YOUTH DEVELOPMENT STRATEGY

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ABBREVIATIONS

CBO  Community Based Organisation
CDS  City Development Strategy
EGS  Economic Growth Strategy
EPWP Expanded Public Works Programme
IDP  Integrated Development Plan
NDP  National Development Plan
NEETS Not in Employment, Education and Training
NGO  Non-Governmental Organisation
NYDA National Youth Development Agency
LGBTI Lesbian, gay, bisexual, transgender and intersex
SDECD Directorate of Social Development and Early Childhood Development
SDS  Social Development Strategy
TYDS  Transversal Youth Development Strategy
WCYDS Western Cape Youth Development Strategy

DEFINITIONS

<table>
<thead>
<tr>
<th>Youth categories</th>
<th>Youth development</th>
<th>Youth-at-risk</th>
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<tr>
<td>10 – 13 years</td>
<td>A process which prepares young people to meet the challenges of adolescence and adulthood through a coordinated, progressive series of activities and experiences which help them to become socially, morally, emotionally, physically, and cognitively competent.</td>
<td>Young people whose background and circumstances places them “at risk” of future offending or victimisation due to environmental, social and family conditions that hinder their personal development and successful integration into the economy and society.</td>
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<td>14 – 25 years</td>
<td>Adolescents</td>
<td>City of Cape Town’s integrated work streams that seeks to facilitate the coordination of positive youth development projects and programmes within the City in order to realize a more opportunity, caring, safe and inclusive City</td>
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<tr>
<td>26 – 35 years</td>
<td>Youthful adults</td>
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1. INTRODUCTION

The City of Cape Town is committed to playing its part in the development of young people living in Cape Town alongside our partners in Provincial and National Government. This is in line with the youth focus of the National Development Plan.

The City has numerous programmes aimed at the development of young people; however, there is a need to consider how these programmes work together and can be leveraged to realize a unified vision for youth development.

The fact that the development of this strategy builds from an already existing base of numerous youth development activities is important. The existing programmes provide a set of underlying principles, experience and learnings which are drawn together in a coherent manner.

Setting out a clear strategic vision enables the City to assess, modify and discontinue any programmes that fall outside of the strategic aims and avoid the implicit promulgation of new strategic approaches that might pull the City in other directions and in this way diffuse our impact.

At the same time the strategy enables the City to identify where gaps exist in the suite of current youth programmes, drive future programmes forward within this unified vision and ensure that those already existing programmes that lack strategic direction draw it from this document.

2. UNDERSTANDING YOUTH DEVELOPMENT

The process of youth development is composed of various cognitive, biological and social developmental stages whereby young people seek ways to meet their own needs and competencies and transition into adulthood. The development of young people is influenced by the person’s context as well as their own abilities, understandings and relationships with peers and adults. It is not a linear process nor is it independent of other life stages. Different young people require different levels of support to transition through their development phases to become healthy, productive, well-functioning adults.

The following diagram indicates the transitions of youth development within a lifecycle approach. (Adapted from PGWC Youth Development Strategy)

Diagram 1: Life-span development outcomes

[Diagram showing stages of development from Foundation phase to Late adulthood]

The diagram indicates the focus of the City. Youth are considered to be between 14 years to 24. The City also recognises the gap between early childhood development and youth development services, and will implement bridging interventions in the age group 10-14 years. This is in line with the Western Cape Youth Development Strategy (WCYDS).

The positive development of young people is central to the creation of an opportunity, safe, caring, inclusive and well-run City. Hence, youth development initiatives are implemented by all directorates in the City of Cape Town. Unfortunately delivery is fragmented, ad hoc and without a common purpose. There is a need for practical and collaborative delivery and coordination. Hence, this strategy aims to consolidate and build upon the work of directorates and provide a
roadmap to the delivery of positive youth development activities aimed at enhancing our impact on youth in the City of Cape Town.

2. STRATEGY FORMULATION

2.1. SITUATIONAL ANALYSIS

Demographics

Youth account for a considerable proportion of Cape Town's population. This has been described as a "youth bulge". This is depicted visually below:

Diagram: population in Cape Town

Table: youth population

<table>
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<tr>
<th>Age in years</th>
<th>Population</th>
<th>% total population</th>
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<tr>
<td>10-14</td>
<td>268,606</td>
<td>7.18%</td>
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<tr>
<td>15 - 19</td>
<td>301,369</td>
<td>8.06%</td>
</tr>
<tr>
<td>20 - 24</td>
<td>385,468</td>
<td>10.31%</td>
</tr>
<tr>
<td>Total Youth</td>
<td>955,463</td>
<td>25.55%</td>
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Population of Cape Town: 3,740,025

As indicated, Cape Town has a population of 3,740,025 people and 686,857 or 18.37% are between the ages of 15 - 24 years old. The population is predominately coloured (42.4%) or black (38.6%) and Afrikaans speaking.

Educational Attainment and Employment

Educational attainment is a critical determinant of young people's future work prospects, earnings and contributions to society. Generally school enrolment is high; however according to the 2011 Census data, only 40% of the young people between 20 - 24 years old have matric (Grade 12)². There is a significant skills mismatch whereby employment in the low skill sector in Cape Town has contracted while there is requirement for highly skilled workers. This means that many of these young people shall face long periods of unemployment.

According to the 2013 Labour Force Survey 60, 96% of youth between the ages of 15 - 24 years old are considered to be "NEETS" (not in employment, education and training)³. The 2011 Census data also shows that the official unemployment rate those in the 20 - 24 years age group is 40.32%⁴. This indicates that many young people struggle to make the transition into economic independence.

Poverty

Although the definition of poverty is contested, it is characterised by deprivation, vulnerability and powerlessness which affects wellbeing and impacts on the trajectories of many young people. The 2011 Census indicates that 47% of households in Cape Town earn R3,200 or less per month⁵.

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¹ Cape Town Census 2011 Analysis, Strategic Development Information & GIS Department, City of Cape Town
² Ibid
³ Labour Force Survey 2013. Analysis, Strategic Development Information & GIS Department, City of Cape Town
⁴ Cape Town Census 2011 Analysis, Strategic Development Information & GIS Department, City of Cape Town
⁵ Ibid
According to the 2012 General Household Survey, 86, 23% of people between 15 and 19 years old are on Child Support Grants, indicating a very high level of need.

Youth in are often forced to take on responsibility for themselves and their siblings as a result of death or absence of their parents and they are therefore more vulnerable to abuse, exploitation and dropping out of school. According to the 2011 Census data, 56 475 young people between 15 – 24 years old head up their households.

Similar to the WCYDS, this strategy pays particular attention to the notions of intergenerational poverty – a situation where succeeding generations in families and communities become trapped in conditions of poverty from which they cannot escape. Hence a focus on youth as part of a family unit is important.

Health

Good health is an important determinant of quality of life and enables people to effectively utilise opportunities. The health of young people is affected by environmental, social and economic factors such as poverty, access to basic services, food security as well as individual actions and choices such as risky behaviour or substance use. In fact, injury-related mortality is extremely high, particularly for young males. Road traffic injury fatality rates are significant and data indicates a strong association between alcohol and fatal road accidents.

HIV and TB are significant factors affecting the health of young people. It is estimated that 18,2% of the population in the Western Cape is infected with HIV. The 2011 Census data indicates that 9,67% (32 216) young people between the ages of 15 – 24 years report that they are chronic medication which may include ARVs.

Exposure to violence

As alluded to above, young people in Cape Town are exposed to high levels of violence and crime. It is estimated that there are on average 4 murders a day in Cape Town and 12 000 robberies a year. Most of the victims are under 25 years of age.

Kaparo Rotele captures this harsh reality:

“Our history is a violent one. Violence is a characteristic, perhaps the main characteristic of our institutions as we have them. Our personal lives are written...in blood. Our identities as men and women were stitched together in violent times, realized against brutal conditions...”

Gang activity is rife in the greater Cape Town region, also known as the Cape Flats. In the early 1980s it was estimated that there were between 90 000 and 100 000 gang members on the Cape Flats. Although no subsequent attempts have been made to determine whether gang membership has decreased or increased, tentative indications are that the numbers have remained static due to many gang leaders reportedly being killed or imprisoned, while recruitment of new [young] members continued at the same rate. During the late 1990s qualitative indications showed that gangs were becoming younger.

The influence of gangs and syndicates had spilled over into the local high schools and this resulted in both increased gang membership among learners and gang-related incidents on school grounds.

Substance abuse

According to the Central Drug Authority, South Africa’s drug problem is twice the world norm and alcohol consumption rates in the top 10 in the world. Research has found that the Western Cape
has the highest proportion of binge drinkers in high school. It is estimated that one in four children in the Western Cape live in a household where someone uses drugs\textsuperscript{12}.

The rates of AOD-related harms and crime in Cape Town are far above national average. Cape Town had a drug-related crime rate four times higher than the average rate for the rest of South Africa\textsuperscript{13}. Crime is only one aspect of the harms associated with AOD abuse, it is also well known that this type of abuse is associated with risky sexual behaviour and criminal activity.

**Political engagement**

Contrary to popular beliefs which see young people at the centre of township protest and civic action, research on young people in South Africa indicates that they are not vastly different from other age cohorts in terms of political culture and citizenship\textsuperscript{14}. There are generally low levels of political engagement and civic activity.

Young people are far less likely to vote in national campaigns and are significantly less likely to contact elected leaders and become involved in community affairs and local government.

**Implications of the data**

The data above indicates that the prospects and situation for young people living in Cape Town is dire. Furthermore, projections by the WCYDS indicate that unemployment violence, crime and substance abuse will remain challenges for youth in the future.

Some academics have suggested that, in South Africa, the usual transitions into adulthood have been deferred as many youth have little hope of transition into the assumed adult roles\textsuperscript{15}. In other words, the fact that many youth will face long term unemployment, are unlikely to marry, will probably not achieve their own independence in a household and are unlikely to engage in civic organisations means the emphasis on a traditional progression into adulthood is misguided.

This demands that all actors become involved in advocating with young people to improve their life chances while creating and leveraging the existing assets and opportunities to enable young people to transition into healthy, productive, responsible adults.

**2.2. LITERATURE REVIEW**

The TYDS is informed by a review of youth development practices globally, as well as local and national youth development strategies.

In summary, youth development perspectives emphasises providing services and opportunities to support all young people in developing a sense of competence, belonging and agency. There is a push towards approaches that focus on the families that young people come from and the communities where they reside. Youth development approaches also highlight the importance of “safe” structured places for youth to interact, learn, practice healthy behaviour and develop positive social values and norms.

Another key element of youth development practices involves considering young people as “assets” rather than “troubled children”. Good practice suggests involving young people as partners in the policy and programme development processes and champions of activities and projects.

This review of good practices has enabled the Youth Work Stream to develop a guideline for Youth development programme attached in Annexure 1 to ensure that our interventions are evidence-based and guided by good practice.

**2.3. INTERNAL PROGRAMME ASSESSMENT**

As part of the preparation for this strategy, the City’s Youth Development Work Stream conducted an initial analysis on youth-focused interventions implemented by City departments. There are

\textsuperscript{12} Ibid
\textsuperscript{13} City of Cape Town (April 2013), Crime in Cape Town: Drug-related 2003-2012, Strategic Development Information and GIS.
\textsuperscript{14} See R Mathe Youth and Democratic Citizenship in post-apartheid South Africa (2014)
\textsuperscript{15} See for instance J Seckings “Waiting without end” the disappearance of youth in post-apartheid South Africa Presented at the “Youth in South Africa: uncertain transitions in a context of deprivation” (29-30 August 2014)
numerous youth development projects conducted across the City. Approximately 400 projects reach close to 300 000 youth. The intensity, cost and reach of the programmes vary.

The range of projects is wide and includes:

1. Outreach
2. Recreation, arts, sports and culture activities
3. Awareness raising
4. Youth engagement, activation or participation
5. Capacity development
6. Skills development
7. Job opportunities: placement, internships or bursaries

Some projects have grown holistically from the activities of directorates while others are specifically targeted or designed projects.

Until recently, there has been poor collaboration between directorates on youth development programmes and uncertainty around the impact of the projects and programmes. The audit indicated that there are overlaps in various departments work as well as gaps where programmes are needed for instance those projects that might engage or activate youth.

The analysis indicated the extensive potential of youth projects but also a need to consider the programmes in their entirety and in relation to each other and the City as a whole. The TYDS provides the organising framework to understand and align the project as a coherent whole in relation to other activities of government, the private sector and civil society.

2.4. CONSULTATION

The TYDS has been informed by a consultation process with internal and external stakeholders who are youth themselves or engaged with youth. It included:

- Consideration of issues affecting youth through the Youth Indaba 2014 which uses photos and images to convey problems affecting youth;
- Specific, participatory focus groups with youth in Lavender Hill, Elsies River and Manenberg;
- Focus groups with the Junior City Council;
- Focus groups with experts in the field of youth development including the University of the Western Cape; and
- Input from an extensive workshop process run by SDECD on substance abuse and its links with youth development.

3. STRATEGIC ALIGNMENT

This strategy emanates from the Social Development Strategy and is closely aligned to the Integrated Development Plan and the City Development Plan. It has drawn extensively from the strategic direction of the Western Cape Youth Development Strategy, the National Integrated Youth Development Strategy and the National Development Plan. A full outline of its strategic alignment is attached in Annexure A.

4. STRATEGIC FRAMEWORK

The overall objective of the TYDS is to facilitate the provision of integrated Services, Opportunities and Support (SOS) for young people of Cape Town in order for them to become resilient, healthy, independent, responsible, economically active change agents.

This is to be achieved through a focus on 4 “levers”:

1. Economic Services, Opportunities and Support
2. Healthy and Responsible Choices Services, Opportunities and Support
3. Engagement Services, Opportunities and Support
4. Safety Services, Opportunity and Support

These “levers” are not mutually exclusive but provide an organising framework to understand the programmes and strategy designed to contribute towards the development of young people who
have successfully navigated through the various transitions characterising their development. In each lever the City identifies a “champion” to advocate for and monitor the implementation of the lever.

These levers are supported by a “safety net” which is specially designed programmes, support services and opportunities for those individuals that are particularly high risk, already engaged in anti-social activity or fundamentally excluded due to their status or marginality. This is a mechanism that shall help to channel these youth through to the services, opportunities and support provided through the other levers.

Underpinning the levers and the safety net are the general services provided through the general population. Many of which have specific adoptions to service young people. Part of these services includes outreach and awareness activities delivered as part of the day-to-day work of departments to build knowledge and consciousness. This is in line with the “youth lens” called for in the NDP.

This strategic framework is depicted visually below:

5. Giving Life to the Strategic Framework

As depicted above, the goal of this strategy is for young people of Cape Town to become young people that are resilient, healthy, independent, responsible, economically active change agents.

Under each of the levers is a set of broad portfolio of Services, Opportunities and Support (SOS). Projects across the City provide these SOS. These SOS and the key strategic changes to the work of departments are set out below as the mechanisms that shall give effect to this strategy.

Prior to discussing these interventions, there is a short section on how these interventions shall be targeted to increase their impact as well as how the City shall use the “safety net” to include those young people who are disconnected or excluded from services. This targeting and reconnection of youth is essential to enabling the work of the levers to contribute towards the goal for young people in Cape Town.
5.1. TARGETING YOUTH

As mentioned above, not all young people require the same level or intensity of support services in order to transition successfully into adulthood. The strategic framework is designed around focussing on those youth that have less access to services, opportunity or support needed for positive developmental outcomes. Targeting these youth is essential.

Although many programmes might allow for universal access, some programmes are designed to be implemented in a specific area. The areas selected for intervention shall be guided by statistics and researched and governed by the principle that it is often better to provide an intervention as part of a package of interventions in an integrated fashion as opposed to a stand-alone project.

Another issue is the attracting, targeting and identifying of youth for a specific project intervention. This may be done in multiple ways but should include at least contacting the following for referrals:

- Local City offices, district or area officials and libraries
- NGOs and organisations based in the area
- Local schools or learning institutions
- Relevant sub-council and ward councillors
- Local businesses
- Neighbourhood Safety officers and School resource officers, if relevant

The nature of the programme and its target audiences may affect the selection criteria. However, as a general rule, the aforementioned stakeholders should be allowed equal opportunity to make referrals or submit people’s names for participation.

As indicated in the diagram, each of the levers shall have a specific component geared towards aiding marginalised groups such as people with disabilities, LGTBI people and women. This is to ensure that these groups are provided with appropriate services, opportunities and supports to achieve the stated objective. Hence, it is envisioned that in the future each interventions shall report on how they allocate spaces, services for the support of these groups in particular or how specific interventions are directed towards these groups.

It has become apparent that there is a need for a central database of youth programmes and youth who have participated in programmes in order to track these youth and evaluate the reach, effectiveness and impact of programmes. This shall be a transversal database administered through SDECD and the Social Cluster Work Groups.

5.2. SAFETY NET

As mentioned above, not all young people require the same level or intensity of support services in order to transition successfully into adulthood. The safety net is a mechanism in order to enable and facilitate referral of people identified into support, opportunities or services.

The City conceptualises three “groups” of youth, namely:

- the youth in general
- at-risk youth: those at risk of delinquent, violent or antisocial behaviour
- high-risk youth: those already engaged in delinquent, violent or antisocial behaviour

This mechanism shall be designed and actioned by the Youth Work Stream and involve collaboration with other spheres of government and the non-governmental sector in order to “capture” those at-risk and high-risk youth and connect them to services provided by the City or other organisations.

5.3. ECONOMIC SOS

Objective: Young people are prepared for work and have expanded work and labour market prospects

This lever shall be championed by Corporate Human Resource and Solid Waste. It is guided at a broad strategic level by the Economic Growth Strategy which aims to grow the economy and create jobs. This lever sets out the various economic services opportunities and support specifically designed for youth. This lever specifically focuses on the youth 14-25 years old (set out in the life cycle diagram) as they are leaving school and entering the work force.
It comprises of:

(1) Skills Development Services which include projects such as:
- Skills training programmes e.g., drivers licence training;
- SETA approved accreditation courses run by service providers or Special Purpose Vehicles;
- Apprenticeships for young people through the City of Cape Town’s organisational structure;
- Bursaries for scarce skills provided to young people inside and outside the organisation.

(2) Job and Work Experience Opportunities which include projects such as:
- EPWP opportunities which provide for short term work experience and some skills development;
- Internships through the City of Cape Town’s organisational structure;
- Work experience provided in partnership with higher learning institutions within the City of Cape Town;
- Volunteer opportunities created through reservists or in City facilities such as libraries which provide work experience and on-the-job training.

(3) Support for young entrepreneurs which include projects such as:
- Information workshops and links for youth to resources and information;
- Portals such as Activa and SmartCape which provide information for entrepreneurs;
- Support and information sessions to enable small businesses to become suppliers for the City;
- Enterprise development partnerships through funds or other mechanisms;
- Support to young entrepreneurs in the Informal economy.

The key strategic changes proposed by this strategy are to:
- Better leverage of EPWP so that skills, capacity or awareness-raising activities are combined with the EPWP opportunity in order to make it more sustainable in the long run;
- Link EPWP to the completion of other skills or capacity building support in order to provide experience in the workplace following training;
- Leveraging BBBEE to promote small businesses by ensuring that special supply chain management processes are put in place to support youth-owned or run businesses;
- Expanding Local Areas Economic Development (LAED) projects and programmes and ensuring a focus on youth;
- Invest in financial literacy and awareness training interventions for youth;
- Better utilise libraries as job support centres as they provide access to information on employment opportunities;
- Leverage the unfolding green economy to provide job or skills development opportunities for young people to contribute to this emerging sector. Implement apprenticeships, internships or work experience in green businesses and provide incubator support for green innovation opportunities and entrepreneurship among young people.

5.4. Healthy AND Responsible CHOICES SOS

Objective: Young people make healthy, responsible choices; respect themselves, others and their environment

This lever shall be championed by the Community Services Directorate. It is guided at a broad strategic level by the Social Development Strategy, the City Development Strategy and the Recreation Policy Framework. This lever sets out the various SOS aimed to create alternative healthy behaviours amongst youth. This lever specifically focuses on pre and early adolescents (10-14 years) and youth (14-25 years old) different interventions are required for the different age cohorts as their needs and interest evolve during this time.

It comprises of:

(1) Targeted Health Services

This includes specific youth clinics, and/or youth friendly health care services aimed at young men and women and their specific health needs. These services are accompanied by support groups to enable young people to effectively deal with HIV and STIs, family planning, TB, chronic diseases, substance abuse, trauma and abuse. Adherence to chronic medication plays an important role to
ensure that young people do not default treatment and remain in care. Encouraging the adoption of behaviours that are promote health and prevent disease (for instance physical exercise and a healthy nutrition) are emphasised and promoted.

In addition to these targeted services, City Health provides education and awareness-raising on health challenges in clinics and through environmental health officers.

(2) Recreation Opportunities

The City has an extensive set of facilities across the City that might be used after school, study or work for passive or active recreation or sport. These include community centres, sports facilities, swimming pools, libraries and halls amongst others. These activities include:

- Afterschool activities in recreational centres and libraries;
- Holiday programmes in recreational centres and libraries;
- Learning spaces in libraries;
- Spaces for use by CBOS and NGOs supporting youth including City-owned resorts, community centres, recreation hubs;
- Environmental activities in nature reserves, parks and other spaces;
- Arts and culture activities;
- Youth Cadet programmes;
- Youth centred events and activities run by directorates or through ward funding.

(3) Support through capacity building and life skills

SDECD, Economic Development Department and Library and Information Services Department provide specific designed programmes to develop youth capabilities such as life skills, literacy, and numeracy.

There is the potential to combine some of these activities with recreational opportunities or skills development services mentioned above. Examples of good practice link activities such as sport with psychosocial support or awareness-raising.

In addition support is provided to families to improve communication, address behavioural problems and enable a resilient healthy family environment to enable positive youth development

The key strategic changes proposed by this strategy are to:

- Consider the effectiveness and usefulness of awareness-raising activities and improve the messaging and activities to better engage youth, in person and through social media;
- Ensure that the recreational activities provided by the City are appropriate and attract the targeted youth by conducting audits of the activities and analysing participation in each recreational facility;
- Work with sports councils, clubs and teams to facilitate outreach activities to disadvantaged areas and groups in order to involve those young people in sporting activities;
- Leverage the recreational opportunities to promote alternative social norms, behaviours and a positive youth culture by:
  - training play leaders and other staff to provide life skills;
  - facilitating internal collaboration to link education or awareness-raising with recreation or sport activities;
  - Facilitating external collaboration with NGOs and other bodies to link life skills to recreational activities or EPWP opportunities.
- Increase opening hours in recreational facilities to allow for positive recreation activities in the late afternoons and early evenings;
- Expand support to families through the strengthening families programme and specifically targeted recreational programme for parents and young people;
- Promote and encourage sustainable youth activities rather than once-off events run by ward councillors;
- Expand the environmental education and arts and culture activities to increase the exposure of youth to new and alternative sets of recreational activities and job opportunities which are in the long term of benefit to Cape Town, the economy and the youth simultaneously. This could include conservation workshops, trips to natural environments and conservation areas, and workshops on sustainable living.
5.5. ENGAGEMENT SOS

**Objective:** Young people feel that they belong and are engaged in the decisions that affect their lives.

This lever shall be championed by the SDECD Directorate and Arts & Culture Department. As far as good practice goes programmes designed for young people should be developed in consultation with young people in order to make these programmes accessible, acceptable, relevant, appropriate and cost effective. However there are also several SOS that might facilitate engagement and civic participation by young people.

It consists of:

1. **Leadership Development Services** include projects such as:
   - Organisational Capacity Building training to youth focussed organisations, forums and networks;
   - The Junior City Council (JCC) which ensures youth voices are heard around issues of service delivery and governance.

2. **Youth Engagement Opportunities** include projects such as:
   - Life Skills projects that create platforms for engagements and networking for young people;
   - Cultural and diversity initiatives championed by youth through dialogue platforms;
   - Strengthen communities through youth participation.

3. **Youth group and peer Support** include:
   - Mentoring programmes for youth participating in City-driven youth development initiatives;
   - Positive role-modelling sessions at various City facilities including libraries, reaction hubs, youth-friendly clinics;
   - Engagement with the Junior City Council to facilitate youth civic engagement and learning of the workings of local government;
   - Peer support groups at youth friendly clinics for young people dealing affected and infected by HIV/AIDS, TB, dealing with peer pressure and other issues.

The key strategic changes proposed by this strategy are to:

- Use social media to facilitate youth participation, follow-up on those who participate in programmes and do outreach and awareness;
- Run meaningful cultural diversity activities in the late afternoons and early evenings at the community centres and recreational hubs;
- Better utilise the Junior City Council to ensure that young people meaningfully engage around topical political and governance issues;
- Have youth as evaluators of programmes. Youth participatory evaluation is an approach that engages young people in evaluating the programs, organisations, and systems designed to serve them.

5.6. SAFETY SOS

This Services, Opportunities and Support for young people in the creation to prevent crime and substance abuse is set out in the **Social Crime Prevention Strategy** and the **Alcohol and Other Drug Strategy**. These strategies are also supported by the **Annual Policing Plan** for the City of Cape Town which indicates the policing and suppression activities that aim to create a safer City. Considering that many young people are both the victims and perpetrators of crime in Cape Town these strategies work together.

The Safety SOS is included in this strategy to indicate its relationship to the other two strategies as well as the importance in supporting the health development of young people.

The key strategic changes in this lever are set out in the SCP and AOD Strategies.

6. COORDINATION
The TYDS shall be implemented by all directorates across the City. It shall be coordinated and monitored through the youth work stream in the Safe Communities work group which is part of the Transversal Cluster System.

The Youth Development Work Stream with all internal stakeholders seeks to:

- Monitor the implementation of transversal youth development strategy
- Examine and assess the various services provided to young people and seek to coordinate and align these services and programmes with the Strategy
- Ensure and promote youth participation in the design, rollout of these programmes
- Ensure continuous and consistent information sharing and information flow on initiatives related to youth development with the City

Through the SDECD Directorate, the City will work closely with the Provincial Department of Social Development’s Youth Programme. Regular meetings will be held between the managers and directors of each institution. The goal of this collaboration is to:

- Ensure alignment, consolidation and collaboration of projects and interventions in order to maximise the impact of interventions and avoid the duplication of resources and effort;
- Share learning and develop best practice; and
- Facilitate a coordinated response to the challenges facing young people

7. IMPLEMENTATION

The implementation of this strategy shall be driven by departments across the City. Resource allocation for projects shall come from line budgeting. An implementation framework shall be developed to guide the work of the departments and to ensure the strategic aims of this strategy.

8. MONITORING, EVALUATION AND REVIEW

The aforementioned database of youth programmes and youth who have participated in City programmes shall be one of the primary measures to help assess the efficacy and work of the City’s youth development initiatives. This database shall provide the following information:

- Number and names of specific projects aimed at the development of the City’s youth – internally and externally.
- Amount of money and percentage of total budget allocated to such youth projects.
- Number of young people undergoing training and development under the auspices of the City.
- Number of youth participating in formulation of the City’s IDP.

The Youth Development Work Stream shall work towards the development and tracking of youth indicators that shall consider the status of youth in the City as a whole.

The compilation of annual implementation plans will specify details of targets to be reached in the short, medium and long term, and evaluation tools will specify quantitative and qualitative indicators with time frames, which will assist in tracking progress on the achievement of strategic objectives. The implementing role players will use these tools in their internal M&E processes by providing regular reports on strategy and programme performance.

At a project level, the efficiency and impact of projects shall be measured on a case by case basis. Reporting and self-assessment shall be used to gauge the response of youth to various projects.

The City shall seek more extensive partnerships to embark on research on specific areas of interest.

In all of these processes, youth as primary stakeholders and beneficiaries of this strategy shall be included through youth forums, networks, and structures and other affected parties may consult with the Youth Development Work Stream on the efficacy of this strategy and the extent to which it achieves its aims. This will be relayed directly to the Head of SDECD through the appropriate channels.
The strategy will be reviewed every two years or in light of evidence that indicates that this strategy is not meeting the outcomes it set out to do.
ANNEXURE A: GUIDELINES FOR YOUTH DEVELOPMENT PROGRAMMES

General Principles for Youth Development Interventions programme or projects:

All programmes should be:

✓ **Accessible** to young women and men from diverse backgrounds, people with disabilities, special needs and those marginalised by race, class, gender, sexual orientation;

✓ **Responsive** to the needs and concerns of young people of a particular age in a particular community and be guided by the intention to act in their best interests;

✓ **Holistic** so to recognise young people's assets, potential, capacity and capability;

✓ **Non-discriminatory** unless used to address the special needs of a marginalised group;

✓ **Sustainable** and designed to maximise impact in the long run;

✓ **Recognise the need for redress** and the ways that young people have been affected by the injustices of the past;

✓ **Engaging** of youth in the design and rollout of programmes;

✓ **Cost effective** so that they direct scarce resources in appropriate ways.

Important Questions to Develop State and Local Policy for Youth

(Check box if response is “Yes”)

☐ Is this programme based on research or evidence?

☐ Does this programme promote and support youth acquiring positive personal and social skills and abilities?

☐ Does this programme encourage, support, and assist communities to create an environment to assist youth and promote their health and safety?

☐ Does this programme promote and support an environment and activities that contribute to the well-being of youth and a successful transition from childhood to adolescence to adulthood?

☐ Does this programme promote a variety of opportunities that are appealing to all youth in the community? Does it target vulnerable youth in the community? Does it promote equal availability, accessibility and quality opportunities for all young people?

☐ Does this programme coordinate with established youth programmes in the community? Does it promote collaboration among programmes?

☐ Should this programme be provided by local government?

☐ Is this programme aligned to the Strategic Focus Areas of the IDP?

☐ Is this programme aligned to the SDS?

☐ Is this programme aligned with the Transversal Youth Development Strategy?

☐ Does this programme use tools to assess its effectiveness and impact?

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16 Based on the principles from the Integrated Youth development Strategy
17 Checklist adapted from the checklist California Collaborative for Youth Development.
ANNEXURE B: STRATEGIC ALIGNMENT

NATIONAL DEVELOPMENT PLAN

The NDP notes that “South Africa has an urbanising, youthful population which presents an opportunity to boost economic growth, increase employment and reduce poverty.”

The NDP urges government to use a ‘youth lens’, and to “strengthen youth service programmes and introduce new, community-based programmes to offer young people life-skills training, entrepreneurship training and opportunities to participate in community development programmes”.

The TYDS aims to facilitate these programmes and mainstream the ‘youth lens’ into local government so that the youth of the Metro can optimally benefit from the efforts.

INTEGRATED YOUTH DEVELOPMENT STRATEGY OF SOUTH AFRICA

The Integrated Youth Development Strategy of South Africa (July 2011) was developed to “facilitate, coordinate, lobby and monitor the implementation of youth development programmes and policies, as well as initiate and implement strategic projects”. Its vision is of “a seamless, integrated and mainstreamed youth development across public, private and civil society sectors”.

For this reason the City’s TYDS adopts the same principals of the TYDS to ensure youth mainstreaming in the City.

NATIONAL YOUTH POLICY (NYP) 2009 – 2014

The goal of the NYP 2009–2014 is to intentionally enhance the capacities of young people through addressing their needs, promoting positive outcomes, and providing an integrated, coordinated package of services, opportunities, choices, relationships and support necessary for the holistic development of all young people, particularly those outside the social, political and economic mainstream. The TYDS enables the City of Cape Town to display a commitment to the National Policy Framework for Youth Development.

WESTERN CAPE YOUTH DEVELOPMENT STRATEGY – 2013

The purpose of the Provincial Youth Development Strategy is to create more support, opportunities and services for all young people of the Western Province to better engage with their environment and successfully transition into responsible, independent and stable adults.

The strategy focuses on young people in the ‘pre-youth’ phase between 10 and 14 years of age and the ‘youth’ phase between 15 and 24. It is based on five pillars: strengthening families, improving education and training, increasing access to economic opportunities, giving youth a positive sense of belonging, and providing effective services and support to reconnect to society those youth who may have experienced social exclusion.

8.1. ONECAPE2040 AND THE CITY DEVELOPMENT STRATEGY (CDS)

The City Development Strategy (CDS) sets out the 30 year goals for the City of Cape Town. It is based on the ONECAPE2040 Agenda developed in collaboration with the Provincial Government of the Western Cape.

The TYDS is closely aligned with the following transitions:

- Economic access transition (Working Cape) which aims to take the region from a “Factor and efficiency driven economy with high barriers to entry and low productivity and entrepreneurship rates” to “Innovation driven economy with low barriers to entry with high productivity and entrepreneurship rates”.

- Cultural transition (Connecting Cape) which aims to take the region from one with “Barriers to local and global connectivity (language, identity, distance, parochial and inward-looking attitudes)” to one with “High level of local connectivity and global market fluency”.

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- Settlement transition (Living Cape) which aims to take the region from one with "Unhealthy, low access, often alienated, low opportunity neighbourhoods" to "Healthy, accessible, liveable multi-opportunity communities".

The ONECAPE2040 agenda specifically notes that one of the priorities for the next four years is to "massively increase the opportunities for work experience available to young people particularly as a first step in addressing the very high rate of joblessness in the province." CDS builds on the OneCape2040 agenda. It has seven proposed interventions for 2012/2013; one of these interventions that focus specifically on youth and education includes social programmes for the youth.

8.2. SOCIAL DEVELOPMENT STRATEGY

This strategy is aligned to at least three of the SDS’s high level objectives including:

1. Maximise Income Generating Opportunities for People Who are Exclude or At Risk Of Exclusion
2. Build and Promote Safe Households and Communities
3. Promote and Foster Social Integration

The SDS speaks to a ‘whole of government’ approach and interventions. It advocates that risk factors that cause young people to get involved in crime, substance use and abuse, gangs and antisocial behaviour must be dealt with in order to build safe communities and ensure young people’s skills and energy are injected into the economy. It encourages City departments to work in a coordinated ways and advocates transversal collaboration on the projects directed at young people.

8.3. ECONOMIC GROWTH STRATEGY (EGS)

The City’s Economic Growth Strategy (EGS) brings to life the IDP’s SFA the Opportunity City which fundamentally seeks to grow the economy of the Metro and create jobs. Given the high levels of unemployment levels amongst the youth of the City, TYDS is aligned to the EGS’s high level objective to build an Inclusive Economy via Work, Skills and Entrepreneur Support. Through:

- Coordinating local development and planning to enhance informal sector
- Expand opportunities via City recruitment and employee skills development
- Focus external skills programmes on job-creating sectors
- Work with tertiary institutions to attract and retain skills in Cape Town
- Broader opportunities for low-skilled work by expanding EPWP

The EGS calls for all internal departments to work closer together as it seeks to challenge the daily work of City employees. It also emphasises the roles of external stakeholders to be more involved in designing economic growth focussed interventions that will benefit to economy of the City optimally.

8.4. INTEGRATED DEVELOPMENT PLAN

The City’s Integrated Development Plan (IDP) is a plan for how the City will spend its budget for the next five years, on what, and where. This TYDS is aligned with the IDPs Strategic Focus Area (SFA) of the Caring City, particularly Objective 3.1: Provide access to social services for those who need it.

The IDP sets out a commitment to youth development includes awareness raising, providing life and work skills for ‘at risk youth’ and building the capacity of youth structures. The provisions of this strategy will facilitate the IDP’s programmatic goals.

Furthermore, the development of young people is central to the building of a City that is caring, safe, well-run, and inclusive and allows youth to access the opportunities that improve their own lives. In other words, youth development is related to all the strategic focus areas of the IDP.