

CITY OF CAPE TOWN

SOCIAL DEVELOPMENT STRATEGY



CITY OF CAPE TOWN | ISIXEKO SASEKAPA | STAD KAAPSTAD

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Policy title

City of Cape Town's Social Development Strategy

Reference codes

(Added by ECS)

Abbreviations

BBBEE	Broad- Based Black Economic Empowerment
BDS	Business Development Services
CBO	Community-Based Organisation
CCTV	Closed-Circuit Television
CDS	City Development Strategy
CDW	Community Development Workers
CSI	Corporate Social Investment
CTADAC	Cape Town Alcohol and Drug Action Committee
ECD	Early Childhood Development
EDP	Economic Development Partnership
EESP	Economic, Environmental & Spatial Planning (Directorate)
EGS	Economic Growth Strategy
EPWP	Expanded Public Works Programme
IDP	Integrated Development Plan
JSE	Johannesburg Stock Exchange
MFMC	Municipal Facility Management Committees
MSAT	Multi-Sectoral Action Teams
NDP	National Development Plan
NGO	Non-Governmental Organisation
PGWC	Provincial Government of the Western Cape
PHC	Primary Health Care
SDECD	Social Development and Early Childhood Development (Directorate)
SDS	Social Development Strategy
SFA	Strategic Focus Area
SPV	Special Purpose Vehicle/ Entity
STI	Sexually Transmitted Infection
TEMS	Tourism, Events & Marketing (Directorate)
TRS	Transport, Roads & Storm Water (Directorate)
VPUU	Violence Prevention through Urban Upgrading

EXECUTIVE SUMMARY

Cape Town faces high rates of poverty, inequality and social ills, which affect the growth and development of the City as a whole and restrict individuals' access to opportunities. Both social and economic development interventions are necessary to address the scale and impact of these social problems. Certainly, the Constitution mandates local government to 'promote social and economic development'. The City has interpreted its mandate to mean that all government activity is not an end in itself but rather *strategic enablers* for social and economic development.

However, departments and directorates often see the challenges they face in terms of their own sphere of activity, providing isolated, sector-specific responses to social issues. This results in a piecemeal approach that rarely addresses the scale of social problems. Furthermore, social development is often viewed as the domain of one specific directorate concerned with relatively small, discrete projects rather than viewed broadly as encompassing all of the City's work.

The Social Development Strategy (SDS) articulates the role of the City of Cape Town in promoting and maximising social development. Social development is understood broadly as the overall improvement and enhancement in the quality of life of all people, especially people who are poor or marginalised. At its core is a focus on addressing poverty, inequality and social ills while providing for the participation of people in their own development. The SDS sets out what the City is doing, plans to do and articulates where external stakeholders, such as contracted service providers and organisations receiving City grants, shall contribute to creating an opportunity, safe, caring, inclusive and well-run city that allows people to reach their potential.

The SDS reiterates the Integrated Development Plan's (IDP) vision and encapsulates the six 'transitions' articulated in the *OneCape2040* Agenda and City Development Strategy (CDS). It is closely connected to the Economic Growth Strategy (EGS) as social development interventions promote people's ability to engage in economic activity, while economic growth is central to social development.

The SDS adopts a transversal approach to social development. It views the organisation as an integrated whole where each directorate has a role in facilitating social development. Hence, the way that the departments provide services, plan, regulate, employ people or directly intervene in communities shall be done in a manner that promotes the social development of communities.

The SDS is structured around five high-level objectives. These are:

1. *Maximise income generating opportunities for people who are excluded or at risk of exclusion*
2. *Build and promote safe households and communities*
3. *Support the most vulnerable through enhancing access to infrastructure and services*
4. *Promote and foster social integration*
5. *Mobilise resources for social development*

The SDS lists 18 levers utilised to achieve the above objectives and makes recommendations to strengthen the levers. It also notes the lead directorates or departments responsible for championing the levers.

Chapter 1 examines the first objective: '*maximise income generating opportunities for those who are excluded or at risk of exclusion*'. This includes facilitating access to economic opportunities through the *Expanded Public Works Programme (EPWP)*, *developing the skills of unemployed people* and *supporting entrepreneurial activity in the formal and informal sector*.

The SDS makes several recommendations to ensure that the EPWP programme is used strategically for poverty alleviation. It suggests the principles that should inform short-term skills development projects. The SDS supports the one-stop shop model advocated by the Economic Growth Strategy as a mechanism to support poor

entrepreneurs. In addition, the SDS advocates that libraries continue to be used as information hubs for new entrepreneurs and informal traders are supported through proactive interventions.

Chapter 2 sets the levers to *'build and promote safe households and communities'*. The City plays a role as a regulator and service provider in maintaining environmental health standards and public order in the City as well as working with partners to counter and prevent crime. The levers identified to fulfil this objective are: *Reorienting service delivery to create and maintain a safe and healthy environment, reducing crime rates through situational and social crime prevention and community participation and developing holistic strategies to address gangs, substance abuse and youth development.*

The SDS recommends the balancing of service delivery so that disadvantaged areas are adequately serviced. The SDS adopts an integrated approach to social and situational crime prevention. It promotes the mobilisation of communities in safety initiatives and suggests utilising City-supported representative structures (such as Ward Committees, Municipal Facility Management Committees and others) as mechanisms to identify local problems and encourage active citizenship. The SDS also sets out the basis for a gang strategy and substance abuse strategy and the fast tracking of their implementation. The Directorate of Social Development and Early Childhood Development (SDECD) and the Sustainable Communities Unit will champion a youth development strategy.

Chapter 3 elaborates on the objective to *'support the most vulnerable through enhancing access to services'*. The levers aimed at addressing the multi-faceted nature of poverty and supporting the most vulnerable are: *reorienting service delivery, providing free primary health care, facilitating access to housing opportunities as an assets-building strategy, focussing on early childhood development (ECD) and championing the issues of vulnerable people across the City.*

Recommendations are made to incorporate a pro-poor approach to service delivery by focusing on the needs of women and vulnerable groups and looking for innovative ways to engage residents in service delivery. The SDS commits to improving the quality of primary healthcare in City-run clinics and strengthening approach to TB, STDs HIV/AIDS. Facilitating access to housing opportunities is seen as means to tackle poverty. The SDS suggests the continued recognition and upgrading of informal settlements. With regards to ECD, the SDS notes that the goal is to increase the headcount of learners in ECD facilities that meet the requirements of the Children's Act through using mechanism to improve unregistered crèches in low income areas. The SDS also sets out a role for SDECD to champion the inclusion of vulnerable groups in City projects and programmes.

The objective of **chapter 4** is to *'promote and foster social inclusion'* through *addressing spatial segregation, promoting social interaction, fostering diversity and inclusivity in the City's corporate structure and facilitating public participation while ensuring the recognition of marginalised voices.* The SDS articulates the City's response to spatial segregation as 'get people to jobs', 'get jobs to people' and 'promote opportunities for social interaction' through parks, libraries, sports, recreation, arts, events and City-supported representative structures. The strategy recommends using "points of contact" with communities and citizenship education initiatives to facilitate ethical encounters between the City and communities.

Chapter 5 examines how the City will *'mobilise resources for social development'* through CSI, public-private collaborations, directing individuals' and organisations' giving and the better utilisation of City grants to outside organisations. The SDS sets out a specific role for the SDECD in this regard.

Together this strategy sets out a comprehensive and integrated roadmap to improving the quality of life for all people living in Cape Town. The SDS will be implemented and monitored by the Executive Management Team in collaboration with the Social Cluster and the Strategic Policy Unit.

INTRODUCTION

Problem statement

Like many other cities in South Africa, Cape Town faces high rates of poverty, inequality and other social ills, such as substance abuse and crime. These problems affect the growth and development of the City as a whole and restrict access to opportunities, preventing people from realising their potential. Both social and economic development interventions are necessary to address the scale and impact of these social problems.

Social development is understood broadly as the overall improvement and enhancement in the quality of life of all people, especially people who are poor, vulnerable or marginalised. At its core is a focus on addressing poverty, inequality and social ills while providing for the participation of people in their own development. However, all the instruments needed for social development are not within the City's mandate, hence, the City's social development work is somewhat limited.

Yet, the South African Constitution mandates local government to 'promote social and economic development'. This is reiterated in the preambles of both the Municipal Structures Act and Systems Act, which set out the vision of democratic and 'developmental' local government. The City has interpreted its mandate to mean that all service delivery, planning and government activity is not an ends in itself but rather *strategic enablers* for social and economic development. In other words, all of the City's work is designed to improve the quality of life for all people living in the City as well as addressing poverty, inequality and social ills.

However, there is a lack of integration with regards to social development activity within the City. Departments and directorates often view the challenges faced through the lens of their own sphere of activity, providing isolated, sector-specific responses to broader social issues. This results in a piecemeal approach that rarely adequately address the scale of social problems. Furthermore, social development is often viewed as the domain of a specific directorate concerned with relatively small, discrete projects, rather than viewed broadly as encompassing all of the City's work.

Desired outcomes

The Social Development Strategy (SDS) articulates the role of the City of Cape Town in promoting and maximising social development. This strategy sets out what the City is doing, plans to do and articulates where external stakeholders, such as contracted service providers and organisations receiving City grants, shall contribute. The SDS recognises that certain communities may require different levels of assistance in achieving their potential and hence it is decidedly pro-poor and based on promoting an inclusive City.

In order to maintain an outcomes-driven approach, and prevent a 'silo effect' from developing, the SDS is structured around five broad high-level objectives. These are:

1. *Maximise income generating opportunities for people who are excluded or at risk of exclusion*
2. *Build and promote safe households and communities*
3. *Support the most vulnerable through enhancing access to infrastructure and services*
4. *Promote and foster social integration*
5. *Mobilise resources for social development*

The key levers utilised to attain these high-level objectives are listed in each chapter. The SDS puts forward the actions needed to strengthen and improve these levers so that they can best facilitate social development.

The SDS is closely connected to the Economic Growth Strategy (EGS) as social development interventions promote people's ability to engage in economic productive activity, while economic growth is essential for facilitating social development.

Regulatory context

As social development is a wide-reaching agenda, there is a proliferation of relevant national and provincial law and policy. Annexure 1 summarises this strategy, noting some relevant law and policy.

Social development, in its broad sense, is the competency of all three spheres of government. Specific social development initiatives are not a core competency of local government. However, the *Implementation Protocol Agreement for Social Development* between the Provincial Department of Social Development and the City of Cape Town ensures co-operation, integration and collaborative partnership to facilitate the implementation of social development programmes.

Strategic intent

The Integrated Development Plan (IDP) sets out the policies, programmes and budget priorities for the next five years to facilitate the realisation of a prosperous city. The IDP defines development as the *'building of a total environment that allows individuals to reach their full potential'*. Hence, the IDP is centred on five Strategic Focus Areas (SFAs): the Opportunity City, the Safe City, the Caring City, the Inclusive City and the Well-Run City. The SDS expands on the social development objectives contained in the IDP.

In addition to the IDP, policy and decision-making in the City is informed by the 'six transitions' identified in *OneCape2040* Agenda. This has been articulated in the City Development Strategy (CDS), which sets out the 30 year vision for growth and change in the City. The CDS and *OneCape2040* vision is of *'a highly-skilled, innovative-driven, resource-efficient, connected, high-opportunity and collaborative society'*. The six CDS goals are linked to the six transitions identified in the *OneCape2040*. The SDS upholds this vision and the transitions and sets out the social development objectives which will aid in the realisation of the vision. The relationships between the SDS, IDP, CDS and *OneCape2040* are illustrated below:

SDS Objectives	IDP	CDS	OneCape2040
1. Maximise income generating opportunities for people who are excluded or at risk of exclusion	Opportunity City	2. Be educated and informed 3. Be an inclusive & resilient economy	Educated Cape Enterprising Cape
2. Build and promote safe households and communities	Safe City	1. Lead a healthy, vibrant life 6. Inspire an eco-friendly city region	Living Cape Green Cape
3. Support the most vulnerable through enhancing access to infrastructure and services	Caring City	1. Lead a health vibrant life	Living Cape
4. Promotes and foster social integration	Inclusive City	4. Be connected and interconnected 5. Build & celebrate Cape Town's spirit	Connecting Cape
5. Mobilise resources for social development	Well-Run City	CDS support mechanisms	Leading Cape

Social development approach

The SDS adopts a transversal approach to social development, viewing the organisation as an integrated whole, where each directorate has an important role to play in facilitating social development. The SDS approach differs from previous approaches, which view 'social development' as the domain of a specific directorate concerned with relatively small, discrete projects. The SDS considers all of the City's work as geared towards improving the well-being of all people in Cape Town.

If the work of local government is considered as a strategic enabler for social development, the various roles that the City plays are opportunities to promote social development. These roles are very simply summarised in the table below. Departments might fill several of these roles at one time.

Local Government Work	Role
<i>Delivers services and maintains public infrastructure</i>	<i>"service provider"</i>
<i>Regulates and plans for public organisation</i>	<i>"regulator"</i>
<i>Facilitates engagement through democratic structures</i>	<i>"public engager"</i>
<i>Manages its own corporate affairs</i>	<i>"corporate employer"</i>
<i>Fills the gaps or meet local, specific needs through interventions which are provided by the City or by City-funded organisations</i>	<i>"government of last resort"</i>

The SDS considers the roles that the City plays and how each may be used to facilitate social development.

At the heart of the SDS, is an approach to the City's work. The way that departments provide services, plan, regulate, employ people or directly intervene in communities shall be done in a manner that promotes the social development of communities. In other words, this approach directs *what is done* and *how it is done*. Thus, the central principles of the SDS approach are to:

- *Use the City efforts, resources and assets as strategic enablers for creating environments, which foster social development, where individuals are supported in improving the quality of life for themselves and their communities.*
- *Focus especially on individuals and groups that are vulnerable, marginalised or excluded, such as women, people with disabilities, unemployed youth, elderly and very poor people.*
- *Facilitate partnership and community collaboration, which encourages initiative, self-help, and mutual help.*
- *Emphasise the sustainability of interventions by considering the environmental consequences and promoting self-reliance.*
- *Be priority driven, so that the City's activity and resources are directed by relevant evidence emphasising the areas of greatest need.*

Using these key principles of the City's social development approach and the broad local government roles indicated above, the following table provides some guidance on the SDS approach. These questions shall be used by City officials to guide their work and to aid in the implementation of a social developmental approach to the City's work.

Local Government Work	Guiding Questions (Application of SDS principles)
<i>Delivers services and maintains public infrastructure ("service provider")</i>	<ul style="list-style-type: none"> • <i>Are services delivered in a manner that provides for the basic needs of communities or possibly defined by service levels and standards?</i> • <i>Are services delivered in a manner that meets the different needs of communities?</i> • <i>Are services accessible, safe, culturally appropriate and affordable?</i> • <i>Are community facilities utilised to their maximum capacity in order to provide opportunities for communities?</i> • <i>Does service delivery engage the community and promote participation, initiative and collaboration?</i> • <i>Are services provided in a manner that recognises the inherent dignity and human rights of each person and facilitate the progressive realisation of all socioeconomic rights?</i> • <i>Is service provision sustainable in terms of the environment and promoting self-reliance?</i> • <i>Is service provision guided by relevant statistics and provided in areas with most need?</i> • <i>Is the priority setting informed by analysis of services and infrastructure and balanced by need and the creation of opportunity for business activity necessary for economic growth?</i>
<i>Regulates and plans for public organisation ("regulator")</i>	<ul style="list-style-type: none"> • <i>Does the regulation and policing of bylaws respect the inherent human rights of each person?</i> • <i>Does regulation act to promote and support the livelihood strategies of people who are poor or vulnerable?</i> • <i>Does planning function take into consideration the needs of people who are poor and</i>

	<p>vulnerable?</p> <ul style="list-style-type: none"> • Is planning environmentally sustainable and informed by Local Agenda 21 aimed at creating and maintaining sustainable cities? • Does regulation engage communities and promote individual responsibility? • Are new areas of development designed using urban and spatial design principals aimed to integrating economic and social infrastructure and addressing or preventing the spatial and economic divides of the past?
Facilitates engagement through democratic structures ("public engager")	<ul style="list-style-type: none"> • Are opportunities for participation treated as a key aspect of a democratic and accountable government? • Are democratic structures set up in a way to recognise the important contribution of individuals, respect their views and facilitate a dialogue? • Are public engagement processes aware of the divisions within local communities and seek to promote the participation of marginalised and excluded groups in community and government processes through specially designed plans? • Are leadership, encouragement and practical support provided to organisations created by communities that build on the democratic structures of the City?
Manages its own corporate affairs ("corporate employer")	<ul style="list-style-type: none"> • Is the City's status as an employer used to develop the skills, knowledge and potential of employees? • Are vulnerable people/groups supported in the corporate workplace? • Is diversity and mutual respect fostered in all interactions? • Is the City open to the views and opinions of employees and employee representatives? • Are activities conducted in a way that promotes environmental sustainability?
Fill the gaps or meet local, specific needs through interventions which are provided by the City or by City-funded organisations ("government of last resort")	<ul style="list-style-type: none"> • Are the services/programmes or interventions provided because of a lack of such services in an area or a special need and thus avoid the duplication of effort? • Do these quality interventions provided specifically further the social development of an area? • Are these special provisions of programmes target vulnerable or excluded groups? • Do these efforts build on the services, resources and assets of the City? • Are these interventions based on community engagement and collaboration? • Are these efforts sustainable?

Structures and governance

The SDS adopts a 'whole of government' approach. It will be facilitated through the City's intra-government **Cluster, Transversal and Governance Framework**, which is supported by the Strategic Policy Unit (SPU) in the Office of the Executive Mayor. The Social Cluster of the Governance system, in conjunction with the Strategic Policy Unit, will champion and monitor the implementation of this strategy.

CHAPTER 1: MAXIMISE INCOME GENERATING OPPORTUNITIES FOR THOSE WHO ARE EXCLUDED OR AT RISK OF EXCLUSION

IDP:	<i>Opportunity City</i>
CDS:	<i>Be educated & informed, Be an inclusive and resilient economy</i>
ONECAPE2040:	<i>Knowledge Transition, Economic Access Transition, Settlement Transition</i>
NDP:	<i>Chp 3. Economy & employment, Chp 9. Improving education, training & innovation</i>

Key to reducing poverty and to preventing the intergenerational transmission of poverty within households and communities is creating economic opportunities and facilitating access to these opportunities. The EGS describes the way the City is working to stimulate growth for job creation and economic opportunity. This section details the mechanisms that the City uses to facilitate access to income-generating opportunities for people who are excluded and those at risk of exclusion from economic activity due to poverty, unemployment or a lack of skills. However, these strategies are intricately linked and overlapping.

Job creation and employment are often seen as best left to the private sector with local government as an important partner. High levels of unemployment in South Africa suggest that some government interventions are necessary to ensure the socio-economic development of communities. These have a particular focus on people who are poor, unemployed, have low levels of marketable skills or embark on entrepreneurial activity as part of a survivalist livelihood strategy.

The City of Cape Town is one of the single biggest employers in the metro, employing over 27 000 people. In addition, the City employs many part-time workers on various projects. The City is able to facilitate access to skills training for many employees and potential employees. Many of these opportunities are specifically targeted at disadvantaged people, especially young people, who are at risk of economic exclusion.

In maximising income generating opportunities the people who are excluded or at risk of exclusion, the City's key levers are:

1. *Create job opportunities through the Expanded Public Works Programme*
2. *Develop the skills of people excluded or at risk of exclusion*
3. *Support entrepreneurship activity in the formal and informal sectors*

LEVERS

1.1. Create job opportunities through the Expanded Public Works Programme

The Expand Public Works Programme (EPWP)¹ provides access to jobs for unemployed low-skilled or semi-skilled people as part of a short- to medium-term strategy to reduce poverty and unemployment. The EPWP acts as a poverty alleviation tool as it provides a cash injection into poor households. This is supported by findings from the 2011/12 *Social Impact Study* which indicate that a large portion of the EPWP salary was spent on meeting basic needs (92% reported spending money on food, 80% on electricity, 69% on clothes and 56% on school fees).

In addition, the EPWP acts to prepare people who have limited or no work experience for working life. Depending on the nature of the project, some skills training or alternatively on-the-job experiential learning of both hard and soft skills is provided.

¹ EPWP is used here to refer to the specific Expanded Public Works Programme. However, programmes which have similar aims such as the Community Development Works Programme should be considered under this lever.

In order to ensure the long-term effectiveness of the EPWP in maximising income-generating opportunities of those excluded or at risk of exclusion, as well as, utilising the full opportunity of EPWP, the programme shall develop in the following ways:

- **Training:** To align the EPWP programme with the City's broader skills development and infrastructure development goals, the type and amount of skills development and training will be articulated in an EPWP training plan so that the long-term benefits of the programme may be realised, in instances where this is possible. This training shall be considered part of the 'Exit Strategy' for EPWP workers.
- **Facilitating employment:** Methods to encourage employment of people who have been in the EPWP will be considered. For instance, the EPWP employee database may be made available to the private sector to facilitate further employment of individuals previously employed through the EPWP. The City will also develop a plan to facilitate the inclusion of EPWP workers into the operations of the organisation's line directorates. Both these proposals will demand the creation of a rating system, where possible, to recognise good work.
- **Utilising EPWP projects as a 'Point of Contact':** The EPWP projects will be considered a 'point of contact' between the City and unemployed people. The projects will be used, where possible, to provide information about City services (for instance substance abuse services, library services), promote healthy behaviour (for instance health education campaigns, HIV and TB testing) and encourage active citizenship (for example. civic education workshops).
- **Reward volunteers:** Some subcouncils have included a stipulation in their appointment of EPWP workers to appoint people from their Jobs Seekers Database who have contributed to their community through volunteering. This will be actively encouraged and developed to promote local volunteering and active citizenship.
- **Gender specificity:** 53.7% of the unemployed people in the City of Cape Town are women. Women are often the carers of children, the sick and the elderly. There is a need to provide more EPWP opportunities for women. These opportunities will be cognisant of the culturally prescribed roles that women play in communities and seek to provide opportunities that both challenge and meet these gender roles.

These recommendations align with Strategy 1 of Chapter 3 of the EGS: *Broaden job opportunities via the Expanded Public Works Programme*. Furthermore, the expansion of the EPWP is promoted by the *OneCape2040* agenda as a key intervention for a more prosperous city.

The EPWP programme is coordinated by the Office of the Deputy City Manager but implemented through the City's directorates. The Deputy City Manager's office will be responsible for driving the innovation and advancement of this programme as a poverty alleviation tool.

1.2. Develop the skills of people excluded or at risk of exclusion

In order to develop the skills and abilities of people living in Cape Town and facilitate access to income generating activities, skills development initiatives run across City departments and take a variety of forms. These are internally and externally orientated and form a package of skills development initiatives aimed at growing the skills base of people within the City and, where possible, ensuring the development of skills that match the needs of the economy.

While internal skills development programmes aimed at creating a skilled and adaptable workforce is dealt with in the EGS, this section focusses on what the City is doing to provide skills development opportunities for unemployed or disadvantaged individuals. As the biggest employer in Cape Town, the City is able to leverage its role to implement and support various skills development projects.

Corporate Services **coordinates apprenticeships, learnerships and bursaries** that provide a range of opportunities for people who are poor within the City. Each programme has specific allocations for people who are unemployed or marginalised. In addition, the City provides opportunities for **in-service training and work experience**. The City often provides a stipend to these learners. The City plans to extend and expand its role in building skills to provide more work and learning opportunities. Corporate Service will also initiate the creation of in-service training programme for matriculants with no experience or tertiary learning.

Longer-term training courses for specific positions in the City are run through **training colleges**. The Safety and Security Directorate runs the Fire and Metro Police training colleges. These provide opportunities for disadvantaged youth to gain a qualification and employment in the City.

To address the **skills shortage in identified sectors**, partnerships have been formed with PGWC and the relevant sector clusters. These projects are aimed at meeting sector needs and targeting skills training at young people from disadvantaged backgrounds who are at risk of economic exclusion. These partnerships are supported by grants and set out in the EGS.

Shorter skills development initiatives are provided to vulnerable groups to meet specific needs. The SDECD Directorate facilitates training for ECD staff in disadvantaged areas. Skill training also forms a component of street people interventions. Sports, recreation, libraries and arts and culture activities are also used as tools and spaces to develop the productive skills and capacities of unemployed youth. For instance a variety of short-term training workshops and courses, particularly in IT, literacy and information literacy are rolled out by Libraries and Information Services. Skills development focussing specifically on the youth is also discussed in Chapter 2.

In future, these shorter skills training courses will be considered in terms of the role they play in broader initiatives' in a specific area. They will be evaluated in terms of their ability to meet identified needs and provide useful, transferable skills that can be used to access economic opportunities. The City is not always best placed to provide these services and relies on the services of NGOs and service providers to provide skills development opportunities. The City shall ensure that these skills training initiatives:

- Meet the demands by community members in a certain area for certain skills;
- Meet the demands by the private sector for certain skills in a certain area;
- Are focussed on building the skills of young, unemployed people;
- Combine both hard and soft skills;
- Provide access to follow-up support services;
- Utilise monitoring and evaluation mechanisms to ensure their effectiveness;
- Standardise and accredit courses, where possible.

The following table summarises the skills development initiatives provided or supported by the City:

	Internal	External
Short term <i>(larger numbers, less cost per person)</i>	Workshops, training courses for staff. See EGS. <i>Corporate Services</i>	Skills development through short courses and workshops: sports, ECD, libraries etc. <i>Community Services, SDECD, TEM</i>
longer term <i>(smaller numbers, higher costs per person)</i>	Learnerships, bursaries, apprenticeships, Fire & Metro Police colleges <i>Corporate Services & Safety & Security</i>	Cluster training initiatives funded through grants. See EGS. <i>Economic Development Department, EESP</i>

1.3. Support entrepreneurship activity in the formal and informal sector

The City acts as a 'government of last resort' by providing funding to **business development services organisations** in an effort to support entrepreneurs to start and grow viable businesses which will support them, their families and contribute to addressing poverty and unemployment. However, people who are poor often lack the knowledge and skills to start a viable business in the formal economy. The SDS supports the EGS proposal to uti-

lise **‘one stop shop’ and incubator models** for entrepreneurial support services. This approach is decidedly poor as it provides a range of services under one roof such as access to the internet, help in filling out forms, access to information about starting a business. Funding for these kinds of activities will be promoted over short-term or once-off entrepreneurship workshops or training which are unlikely to have a sustained impact.

One of the goals of the IDP is to **utilise our assets** for social and economic development. Libraries will be considered key information hubs that can be effectively used to support entrepreneurs. The City of Cape Town runs over 100 libraries. In each of these facilities, the *SmartCape* initiative provides access to information and communication technologies, free of charge. Physical and online material for small business and entrepreneurs are available and programmes in partnership with other organisations are provided to promote entrepreneurship. Community Services together with the Economic Development Department will look at how libraries and other City assets can be best used to help potential entrepreneurs in the formal and informal sectors.

Entrepreneurial support services help people to develop micro-enterprises into more sustainable businesses. However, many survivalist micro-enterprises in the informal sector are part of complex coping strategies to support poor people’s livelihoods and may not be effectively scaled-up into bigger businesses in the formal sector. The *Informal Trading Bylaw* recognises this, noting that **informal trading** is important for ‘poverty alleviation, income generation and entrepreneurial development’. The Bylaw also mentions the ‘positive impact that informal trading has on historically disadvantaged individuals and communities’. In fact the 2002 Survey of the Informal Trading sector revealed that 42% of traders had chosen to engage in informal trading as a result of not having or losing a job.

The City uses its regulating and planning function to support informal traders engaged in economic activity whereby the City provides space and basic infrastructure to informal traders at identified sites. This is carefully balanced with bylaws governing public spaces in the City. The *Informal Trading Bylaw* and policy regulates the planning for, registration of and allocation of trading opportunities at identified sites. The City recognises the importance of the informal economy and plans to develop a greater understanding of the sector and how the City can best facilitate and plan for its development. The EGS lists the ways that the City will coordinate local development programmes to enhance the informal sector. The City plans to continue to develop support services for informal traders and collaborate with informal trader groupings and associations in an effort to further social development in the City. These interventions will be coordinated through the Economic Development Department working with the Safety and Security Directorate.

CHAPTER 2: BUILD AND PROMOTE SAFE HOUSEHOLDS AND COMMUNITIES

IDP:	<i>Safe City</i>
CDS:	<i>Lead a healthy and vibrant life</i>
ONECAPE2040:	<i>Settlement transition</i>
NDP:	<i>Chp 1. Building safer communities</i>

The City plays a role as a ‘regulator’ and ‘service provider’ in maintaining environmental health standards and public order as well as working with partners to counter and prevent crime in the City and change perceptions of safety. A safe and secure environment and the perception of thereof, is a goal and enabler of social development. Safe communities are part of a ‘good life’ and provide the enabling environment where people may realise their potential.

Cape Town’s crime levels are above the national averages, with drug-related crimes and murder occurring more frequently in Cape Town than in any other city in South Africa. Crime, antisocial behaviour and substance abuse and activity erode the social fabric of communities and deprive people of their rights. Furthermore, crime disproportionately affects people who are poor. Disadvantaged areas are more likely to be affected by crime, gang activity and substance abuse and activity.

The following levers have been identified to build and promote safe households and communities:

1. *Continue to reorient service delivery to create and maintain safe and healthy environments*
2. *Reduce levels of crime through situational and social crime prevention and community participation*
3. *Develop holistic strategies to address gangs, substance abuse and youth development*

LEVERS

2.1. Continue to reorient service delivery to create and maintain safe and healthy environments

The City utilises its ‘regulatory’ and ‘service delivery’ functions in order to maintain personal safety and public health as well as manage risks and disasters. Services are provided to all people residing in the metro. People with low incomes often live in high densities on the periphery of the City in areas, which are vulnerable to flooding, fire and disease. These areas are often crime-ridden and, hence, more resources need to be allocated to these areas to make them safer, cleaner and prevent fires, flooding and disasters. This reorientation of service delivery requires a careful balancing of resources that ensures all people in the City receive the necessary services, but those that are more vulnerable receive services that enable them to live in a clean, healthy and safe environment.

This balancing of resources and priority areas will be guided by the Directorate of Safety and Security’s statistics on crime, fire and disaster, Health’s assessments of air, water, sanitation, food and cleansing standards and supplemented by geographic information services (GIS) information on settlement types, available services and population densities. It is known that informal settlements and rental stock will demand more attention and resources than other areas.

All departments will be proactive in providing services that maintain a safe, healthy environment in a manner that promotes social development and supports the livelihood strategies of communities.

2.2. Reduce crime through situational and social crime prevention and community participation

High levels of crime and violence constitute a key challenge for Cape Town. The rates of murder and drug-related crimes are much higher than the national averages. Crime and the fear of crime have a damaging effect

on the quality of life of people. It negatively impacts victims but also adversely affects households by restricting access to services and employment.

The causes of crime are complex and multifaceted. Traditional policing and law enforcement cannot solve these problems alone. The City has adopted and endorses an approach to crime prevention, which has been encapsulated in the Violence Prevention through Urban Upgrading (VPUU) projects. The approach is based on international best practice and includes situational and social crime prevention and community involvement. In this way, prevention is more than deterrence, but rather a whole-of-society, whole-of-government approach. It demands a transversal methodology that will be managed through the Sustainable Communities Unit and the Work Group on Gangs, which will act to coordinate situational and social crime prevention work in identified urban renewal areas within the City.

2.2.1. Situational crime prevention

Situational crime prevention aims to change the physical environment and conditions that generate crime and fear of crime through improved design and planning. Thus, the Spatial Planning & Urban Design Department plays a key role in creating sustainable communities and 'designing-out crime'. The principals of creating safe neighbourhoods are articulated in the *Urban Design Policy* and the *Safe Neighbourhood Guidelines for Cape Town*. Informal settlement upgrading and urban regeneration projects shall also follow the 'crime prevention through urban design' principles. The placement of communal toilets, water pipes and other utilities will be cognisant of the need to prevent opportunities for crime. In addition, the City shall situate new municipal buildings in areas that improve safety and accessibility.

Situational crime prevention interventions in neighbourhoods includes improving lighting, cleansing and waste removal, the elimination of graffiti and the maintenance of street equipment. The departments involved in these activities and the companies contracted to provide these services shall be encouraged to acknowledge the role these activities play in building community pride as well as addressing and preventing crime. Electricity and water theft, illegal dumping, cable theft and vandalism disrupts services, contributes to perceptions of lawlessness and has major cost implications. Preventing and addressing this type of crime is important in building safe neighbourhoods and communities and encouraging an active, engaged citizenry.

The Community Service Directorate plays a central role in facilitating **access to public facilities** such as parks, halls, sports facilities and libraries in areas with high crime rates. These public buildings and spaces provide for social and cultural integration and introduce spaces for activity and community regeneration. Community Services shall develop a plan on how the City facilities shall be better utilised to promote social development through (1) providing alternative activities for young people; and (2) building safe and healthy communities.

The **surveillance of streets, equipment and public spaces** conducted by the Safety and Security Directorate is also an aspect of situational crime prevention. Surveillance through formal mechanisms such as CCTV and visible policing or through informal mechanisms such as the support of neighbourhood watch and other community organisations, acts to create and maintain safe communities.

2.2.2. Social crime prevention

Local government has substantial authority to carry out by-law enforcement and social crime prevention. Social crime prevention aims to support victims of crime, groups at risk of becoming victims or perpetrators and marginalised people. It is about reducing the causal factors of crime. Until now, the Safety and Security Directorate had been tasked with social crime prevention; however, these interventions have been limited. Much of social crime prevention work is instigated through SDECD and Community Service programmes which address the underlying cause of crime. However, these programmes have not been conceptualised in terms of crime prevention.

The Sustainable Communities Unit will form a multidisciplinary team who will develop and coordinate the **Social Crime Prevention Strategy** for the City. This strategy will set out the social crime prevention initiatives that will take place in tandem with professional and efficient law enforcement. The strategy will depend on reorienting and redirecting the interventions and services provided through SDECD, Community Services, City Health, Ward Committees and other external stakeholders into a multi-faceted plan for social crime prevention in the City. This will not prevent the Metro Police, Fire, Disaster and Risk Management Departments from conducting their own outreach activities, which educate, build awareness and promote responsible behaviour. These activities build the profile of City service providers and create positive role models.

Considering the high rate of gender-based violence and its effect on women and children in households, a crucial area of focus is on gender-based violence prevention and victim-support services. The Metro Police will work on training their officers to provide support to victims of gender-based violence across the metro. NGOs and CBOs working in the identified areas will be supported through grants coordinated and monitored by the Sustainable Communities Unit and SDECD who is specially mandated to implement gender programmes.

2.2.3. Community participation in safety measures

Successful crime prevention uses the insight of local people in a community-centred approach. The Metro Police will continue to work with neighbourhood watches and Community Policing Forums while the Sustainable Communities Unit will mobilise communities in the areas where they work. However, safety is an issue across the City and there are not always structures in place to mobilise local people in safety initiatives. The City supports **democratic and community structures** such as Ward Committees, Municipal Facility Management Committees (MFMC), Cape Town Alcohol and Drug Action Committee's (CTADAC) subcommittees, HIV & TB Multi-Sectoral Action Teams (MSATs) and local ECD forums who all have an important role to play in identifying problems, encouraging residents to take responsibility and become active in community safety initiatives. This shall be articulated in these organisations' business and action plans.

The City supports programmes to strengthen community safety initiatives across the City; this includes capacitating Neighbourhood Watch Organisations and deploying Neighbourhood Safety Officers or School Resource Officers in areas with high crime levels. These programmes will be assessed for their effectiveness and, if found to be effective, will be rolled out on a larger scale.

2.3. Develop holistic strategies to address gangs, substance abuse and youth development

Considering the high rates of crime perpetuated by young people in gangs or under the influence of substances, central to promoting safety and security is a focus on these challenges from a holistic perspective. This demands the collaboration of a number of internal and external stakeholders.

2.3.1. Gang strategy

The numbers of gang members in Cape Town are estimated to be in the tens of thousands. Gang-related activities fuel a large amount of crime in the City. In addition, there are strong links between gangs and drugs, fire-arms, prostitution and violent crimes. Gangsterism cannot be controlled or prevented through policing and law enforcement efforts alone. A multi-pronged programme of long-term interventions in affected gang hotspots is required.

The City has identified gang hotspots across the City and there is a variety of current interventions in the City aimed at addressing the negative effects of gangs in these areas. The City plans to better coordinate and scale up these efforts. A Work Group on Gangs has been established as part of the transversal management system of the City to develop and coordinate the implementation of a strategy to address the negative effects of gangsterism. This strategy will build on the current suite of activities that include:

- **Gang suppression** is managed and implemented through the Safety and Security's specialised Gang Unit. The unit has an anti-crime strategy directed at gangs and works closely with the Substance Abuse and K9 Units due to the link between drugs and gang-related crime. The deployment of Neighbourhood Safety Officers and School Resource Officers also act to prevent and suppress gang activity.
- **Community mobilisation** is facilitated through engagement and specific programmes aimed at crime reduction and urban renewal. A 'Ceasefire' pilot project has been initiated. If it is successful, it may inform activities in gang hotspot areas. Ceasefire uses violence interruption, community mobilisation, public education and outreach services such as anger management counselling, drug and alcohol treatment to affect changes in the behaviour of high-risk individuals and to interrupt the gang cycle. Stakeholder forums which including national government, PGWC, academia, civil society and communities will continue to be used to inform the way that the City addresses gang activity
- **Opportunities provision** co-ordinated through Economic Development Department and EPWP provide alternative employment opportunities for young people. This shall be targeted in gang 'hot spots' and complemented with skills development programmes managed by SDECD and the Economic Development Department.
- **Social Interventions** that utilise the City's facilities such as parks, sports fields, libraries and recreation centres in hotspot areas are coordinated by Community Services. These interventions promote alternative activities, build resilience and help in the development of life skills such as conflict resolution for youth-at-risk. In this way, they act to prevent anti-social gang activity.

2.3.2. Substance abuse strategy

In 2011, the drug-related crime rate for Cape Town was four times higher than the rest of South Africa. Substance abuse poses a serious challenge for this City as it leads to traffic accidents, violence, crime and antisocial behaviour, which collectively threaten the social fabric of communities. National and provincial government have an extensive mandate in addressing substance abuse. Due to the extent of the impact of substance abuse, the City has undertaken several strategic, proactive and reactive interventions to address this problem. This is in line with the *Policy Position on Alcohol & Drugs* and *Alcohol & other Drugs Harm Minimisation & Mitigation Strategy*.

As part of the transversal management system, the Work Group on Substance Abuse has been established to coordinate and scale up the City's supply reduction, prevention and treatment activities:

- **Supply reduction:** Within the Safety and Security Directorate, the Substance Abuse Unit and the Liquor Enforcement Unit, will work with the Metro and Traffic police to reduce alcohol- and drug-related crime and traffic incidents as well as enforce the City's by-laws relating to liquor trading, public spaces and preventing persons dealing in drugs. Addressing anti-social behaviour in the form of drug dealing or illegal shebeens in City rental stock is also a key focus.
- **Prevention:** SDECD, in partnership with Ward Committees and CTADAC subcommittees, will develop a package of prevention programmes. Sustainable, holistic programmes will be favoured over short-term education or awareness-raising campaigns. Interventions will be based in areas with high rates of substance abuse and utilise already existing City facilities such as sport facilities, parks, libraries and recreational centres in order to promote an alternative youth culture. SDECD will work with other directorates, to mainstream prevention activities into programmes aimed at young people. Grants will also be used to support NGOs that can provide integrated, evidence-based programmes for at-risk populations. The City will also look at opportunities for early intervention for experimenting users.

- **Treatment:** City Health runs four outpatient alcohol and drug treatment sites as part of a set of primary health care services provided by the City. This adds to the already existing PGWC's facilities. The City plans to ensure that City-run facilities are used to their maximum capacity, provide quality services and facilitate linkages to aftercare services. The City will conduct regular monitoring and evaluation of the programme's effectiveness.

The *Employee Wellness Alcohol and Substance Abuse Programme* provide support for employees that struggle with substance abuse. Greater focus will be on helping employees in high-risk professions such as metro police officers and fire fighters.

Together, the activities are aimed at addressing substance abuse in a holistic manner utilising a 'whole of government approach'.

2.3.3. Youth development strategy

As mentioned, social development demands a transversal approach and interventions directed at vulnerable groups across the lifespan. All departments and structures must be aware of their role in promoting and enabling youth development. The 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. Hence, youth development is dealt with in this chapter, although, a focus on youth is part of all the objectives mentioned in this strategy.

SDECD is tasked with coordinating and championing youth development for young women and men through the City and within its own programmes areas. SDECD will work with the Sustainable Communities Unit to develop a strategy on youth development and coordinate the work of other directorates providing youth social and economic development programmes such as:

- Tourism, Events and Marketing's Arts and Culture programmes and events that target the youth.
- Community Services' Sports, Recreation and Library programmes which provide services and interventions for youth and promote alternative, healthy lifestyles.
- Corporate Services' trainee, bursary, learnerships and apprentice opportunities that provide opportunities for youth in the City's corporate structure.
- Economic Development Department's grants directed towards creating opportunities and skills development for young people.
- Office of Deputy City Manager's EPWP, which creates youth employment opportunities for unskilled, unemployed young people.
- Office of the Speaker's Junior City Council, which facilitates youth involvement in democratic structures such as Council and ward committees.
- Ward Committees' youth programmes funded through grants and other mechanisms.

Considering the role of youth development programmes in preventing substance abuse and gangsterism, the Directorates will be encouraged to provide programmes in high-risk area. Youth development interventions will be provided as part of a package of services. In addition, wards will be encouraged to fund well-developed, evidence-based programmes that are shown to provide measurable and sustainable results in promoting youth development within their areas.

It might be assumed that dealing with youth development in the context of building a safe city will mean looking at young men who are at risk of becoming involved in drugs or gangs. Social programmes for young women are equally important. High-risk young women may also be involved in gangs, drug trafficking, petty crime and prostitution. Furthermore, young women are primarily the victims of physical and sexual violence and abuse. An integrated youth development strategy should look at young men and women, gender norms, violence and sexuality and the role that the City can play in youth development .

CHAPTER 3: SUPPORT THE MOST VULNERABLE THROUGH ENHANCING ACCESS TO INFRASTRUCTURE AND SOCIAL SERVICES.

IDP:	Caring City
CDS:	Lead a healthy and vibrant life
ONECAPE2040:	Settlement transition
NDP:	Chp 8. Transform human settlements, Chp 10. Promote health, Chp 11. Social protection

It is estimated that 37.8% of the households in Cape Town are living in poverty. Poverty is multi-dimensional and manifests in many ways. One of the key manifestations for people who are poor is a lack of access to basic services such as water, electricity and sanitation, which improves quality of life. Access to basic services significantly affects the lives of women and girls who are often tasked with household chores. Although the 2011 Census reports that 87.28% of people living in Cape Town have access to piped water, 90.20% to a toilet facility, 93.98% to electricity and 94.94% to refuse removal services, challenges exist in providing quality service that are sufficient, efficient, affordable and appropriate to meet the needs of communities.

People who are poor face challenges in maintaining their health because of factors such as insufficient or inadequate food and unhealthy living conditions. Furthermore, HIV, AIDS and TB disproportionately affect this group. Poor health limits people's abilities to access opportunities and live a good life.

In addition, people who are poor lack assets with which to generate incomes. Access to assets such as housing opportunities or property titles facilitate capital accumulation and risk management. Apartheid policies acted to deprive black people of access to assets. These policies must be systematically reversed to address poverty.

Poverty is both a cause and result of marginalisation. There is a preponderance of vulnerable people (women, children, the elderly and disabled) in the poor population and they face a range of social, economic, cultural and physical barriers in getting out of poverty.

Furthermore, poverty limits the ability of children to reach their full potential. Children who are poor often lack access to healthcare, education, social services and nutrition needed for healthy development. Research indicates a high correlation between childhood opportunities and future success, health and social adjustment which impacts on long-term poverty alleviation efforts and the creation of stable and healthy communities.

The City has identified a set of levers to address the multi-faceted nature of poverty and support the most vulnerable through enhancing access to infrastructure and social services:

1. *Continue to reorient service delivery so it is pro-poor*
2. *Provide free primary health care treatment*
3. *Facilitate access to housing assets*
4. *Focus on early childhood development*
5. *Champion the issues of vulnerable people across the City*

LEVERS

3.1. Continue to reorient service delivery so it is pro-poor

Access to services and infrastructure is important in its own right as it improves quality of life. In addition, the provision of basic services and infrastructure is vital for poverty reduction. Failures in service delivery may be part of the reason that people fall into poverty. Effective service provision helps people move out of poverty.

The Apartheid's economic and spatial legacy is high levels of poverty and areas of underdevelopment. In its role as a service provider, the City is committed to a policy of redress and redistribution, which seeks to turn around Apartheid-era under-investment. This pro-poor delivery manifests as:

- Targeted expenditure in previously disadvantaged areas (for example through urban renewal).
- The provision of free basic services to people in informal settlement or registered on the indigent list (water, electricity, sanitation, waste removal). The City will continue to engage with Eskom on electrification and the Free Basic Electricity Subsidy
- Rate rebates for poor households and organisations working with or for vulnerable or marginalised people.

This extensive programme provides relief to many poor households and communities. The City is committed to the continuous improvement of service delivery in order to move towards a more caring society. Hence, the focus will be on *how* basic services are delivered in order to entrench a developmental approach to service provision. The main areas of change are:

- **Pro-poor thinking and approach:** Implementing a pro-poor approach to service delivery demands a change in thinking as well as changes in service delivery. Services must be accessible, safe, culturally appropriate and affordable. All directorates will examine ways in which service delivery can be improved to marginalised communities. Pro-poor service delivery also demands that government listens to residents through formal and informal public participation mechanisms so that service delivery is appropriate and acceptable. The section on the 'Social Development Approach' in the introduction provides guidance to mainstream a pro-poor approach. Another simple tool is to ensure that *'any intervention should at the very least leave the poor no worse off, and should improve the position of the poor, if possible'*.
- **Focus on the needs of women and vulnerable groups:** It is often women who primarily access and use public services to meet household needs and women who care for children and people who are sick, disabled or elderly. Hence, pro-poor service delivery considers the constraints that women face when accessing services. For example in some areas, using a public toilet at night puts women at risk of sexual violence. In addition, service provision that includes considerations for children, people with disabilities, the elderly or sick will positively affect women, who are often tasked with caring for these individuals. To facilitate gender sensitive pro-poor services, the City will ensure that women's voices are included in public participation processes, collect gender disaggregated data and consider the impact of service delivery on women.
- **Continue to use the indigent relief programmes to engage residents:** Indigent relief is assistance offered by the City to all housing tenants and homeowners who cannot afford to pay their monthly housing accounts. The City encourages people to engage directly if they are unable to settle their accounts in full in order to make payment arrangements.
- **Look for innovative solutions that engage communities:** The City will also look at opportunities to engage residents in service delivery. The City plans to work in partnership with residents to monitor and hold accountable service providers contracted by the City through Service Level Agreements.
- **Examine and maximise the benefits of urbanisation to ensure opportunities for people who are poor:** Long-term planning is needed to address the pressures of urbanisation on the infrastructure and service delivery of the City. An Urbanisation Work Group has been established within the Cluster and Transverse Management system to look at how the City can maximise the benefits of the urbanisation process and mobilise urban capital to increase livelihood opportunities and improve standards of living for all people in the City.

The Utility Services Directorate shall champion pro-poor and responsive service delivery. There are multiple directorates involved including Community Services, Human Settlements, Finance, EESP and Transport Roads & Storm Water.

3.2. Provide free primary health care including HIV & TB care

Poverty affects a person's health and wellbeing. People living in poverty commonly suffer greater levels of physical and mental illness. For instance, HIV and TB prevalence is higher in lower income groups. Furthermore, the high stress associated with living in poverty may also contribute to behaviour, which leads to health risks such as smoking, substance abuse and a poor diet.

Good health is a valuable state of being in itself and enables people to reach their full potential. Free primary health care (PHC) enables people who are poor to access treatment services. It must be noted that PHC is part of a set of services to promote health. Good health is dependent on both environmental factors and individual choices. The City plays a role maintaining a healthy environment, as mentioned in chapter 2, and provides the facilities and opportunities for people to make healthy choices and take responsibility for maintaining their own well-being. Sports and recreational facilities run by the City offer opportunities for people to engage in healthy activities and provide a starting point to tackle the use of tobacco and alcohol, levels of obesity, low levels of activity and poor mental health, which burden the healthcare system. Furthermore, a commitment to designing City environments that promote healthy lifestyles in terms of spaces to walk or cycle, is another way that the City provides opportunities for active living.

Providing PHC is not the formal function of local government. The City provides these services as part of a Service Level Agreement with PGWC and supplements provincial funds with additional funding. The PHC services provided include women and child health services, treatment for HIV/AIDS and sexually transmitted diseases, TB control, and substance abuse services. The PHC service package ensures that children in low-income households grow up healthy, provides quality and efficient preventative and curative care, and makes sure that illness or disability does not plunge poor households into destitution. Approximately 85% of PHC services are accessed by people who are poor.

In order for City Health to meet the developmental needs of communities, the City shall focus on the following, provided that there is assignment of PHC or a service level agreement with PGWC exists:

- **Improving the quality of primary health care services:** The 2010 Community Satisfaction Survey identified the following challenges in the provision of PHC: long waiting times, poor staff attitude, lack of medication, lack of doctors and poor cleanliness of facilities. These problems disproportionately affect poor people and may result in people not seeking healthcare when it is needed. For example, the working poor face lower incomes or job loss if they have to spend many hours in a clinic. This may mean that they are less likely to take time off to seek healthcare even when they are very ill. The City commits to addressing these challenges and working with partners to improve the quality of healthcare in City-run facilities.
- **Continue to expand the HIV/AIDS and TB programmes:** HIV and TB are particular challenges for the City, disproportionately affecting people who are poor. HIV and TB have a high comorbidity. HIV fuels the TB epidemic in high HIV prevalence populations, and TB is a leading cause of HIV-related mortality. The City has articulated its broad multi-sectoral strategy guiding the response to these pandemics in the annual *HIV, Aids, STI and TB Plan*. The plan sets out the role for City Health in mainstreaming HIV/AIDS and TB, mitigating the impact of HIV/AIDS and TB, strengthening TB control and integration with HIV care, prevention and treatment. Extensive community involvement through Multi-Sectoral Action Teams (MSAT) further enables a sustained, holistic service delivery.

City Health, in collaboration with partners, will be responsible for improving primary health care services while maintaining and expanding the rollout of the *HIV, AIDS, STI and TB Plan*.

3.3. Facilitate access to housing opportunities as asset-building

Facilitating access to assets in the form of land, tenure and other housing opportunities is a crucial means to tackle poverty. Assets act to provide a basis for income generation and capital accumulation, which improves household stability, reduces economic stress, allows for future planning, and enhances the welfare of children. The City's *Five-Year Integrated Housing Plan*, sets out an 'integrated, cohesive and sustainable approach to urban management and development', which incorporates strategies to increase people access to sustainable housing assets. The strategy includes:

- Delivering a wide range of housing opportunities to people who are poor which provide for integrated human settlements with access to basic facilities and services;
- Managing and maintaining rental stock and the possible sale or transfer of rental stock to clearly identified beneficiaries in order to provide security of tenure;
- Upgrading the living conditions of people in the City's informal settlements and backyard structures in rental stock through incremental *and in situ* upgrading;
- Integrating the delivery of housing opportunities with the rest of the City's development to ensure densification and compacting of the City and the optimal use of resources.

Considering the impact of housing on the livelihoods of people and the large numbers awaiting housing, all these programmes involve sustained collaboration with communities to ensure sustainable, integrated housing developments that are affordable, sufficient, safe and appropriate to meet the needs of people who are poor. The City will continue to provide Housing Consumer Education workshops to help community members make the most of their housing assets.

Despite this clearly articulated plan, the City has to develop strategies to deal with urbanisation, which puts increased pressure on human settlements and services as mentioned above. The City shall:

- **Continue to facilitate security of tenure:** Security of tenure enables people to use houses or land as assets. These assets act as enablers to help people to pull themselves out of poverty. The following activities will be pursued to facilitate security of tenure:
 - Ensure the timeous transfer of title deeds in new housing projects;
 - Facilitate the transfer of ownership to qualifying beneficiaries in existing housing settlements;
 - Facilitate the transfer of outstanding title deeds to beneficiaries in housing projects completed more than 10 years ago.
- **Continue to recognise and upgrade informal settlements:** Informal settlements are associated with lack of legal tenure, inadequate facilities and non-conformity with building regulations. This makes people vulnerable to disease, fire, flooding and in some cases eviction. Informal settlements are a current reality for the City. The City recognises that with high rates of urbanisation, it may be impossible to eradicate informal settlements and, hence, plans to improve the living environments of households in informal settlements through incremental access to basic services, re-blocking and structured *in situ* upgrading. The Informal Settlements Work Group in the Social Cluster will coordinate a transversal approach to informal settlements and work with line departments and community organisations to co-ordinate poor communities in the improvement and upgrading processes.

3.4. Focus on Early Childhood Development (ECD) services

National government provides social assistance to poor families (in the form of grants) to help with the care of children. In order to reduce inequality and poverty in the long run, social assistance needs to be complemented by other initiatives that focus on the development of young children. One of the key long-term interventions of the City is an investment in ECD. Educational, physical, social and developmental disadvantages emerge very

early in life and access to ECD services has substantial long-term impact, predicting future success, health, longevity and social adjustment. Therefore, to tackle poverty and inequality, ECD is a top priority.

The City supports ECD for children under 6 years old through providing:

- Basic services to poor households (water, sanitation, waste removal and electricity);
- Free basic healthcare for women and children (including preventative and promotion services such as immunisations and treatment for children under 13 years old);
- Access to recreation, sport, arts, culture, library and information services for children;
- Buildings for small number of ECD centres in areas of great need, according to a predetermined plan;
- Support services such as training and capacity building to ECD centres so that they can register with PGWC and benefit from national ECD subsidies;
- Small, registered ECD centres with funding for projects or resources through subcouncils' grant allocations.

SDECD will develop a policy to integrate health, education and social services for ECD within the City. This shall be developed in collaboration with other sectors and spheres of government. This may, for instance, use libraries as hubs for ECD. On the flipside, existing ECD centres hold the potential to be more than simply providing ECD services. They will run programmes and raise awareness to address social issues such as substance abuse or provide for adult skills-building opportunities.

Currently, SDECD adopts a model that uses ECD Centres of Excellence, which serve as 'launching pads' for outreach work to smaller crèches in the area. However, Centres of Excellence are not the exclusive or even preferred model of the City of Cape Town. The main aim is to **increase the headcount of learners** in ECD facilities that meet the infrastructure requirements of the Children's Act. SDECD, in collaboration with subcouncils, will provide support and capacity building for ECD facilities so that they can be registered with PGWC. The City will also investigate the following in order to ensure that all children, especially poor children, are able to access ECD services:

- **Using grants** to fund infrastructural improvements to existing unregistered crèches in low income areas when the last step towards registration is meeting the Children's Act's infrastructure requirements. This will be facilitated through mentorship and partnerships between crèches and well-established ECD centres or other organisations.
- **Include ECD centre provision in informal settlement upgrading projects** to ensure that very poor children have access to facilities that are safe, have adequate water and sanitation facilities and meet the standards set out in the Children's Act.
- Considering the prevalence of food insecurity in poor areas and the effect that malnutrition and under nutrition has on the cognitive and social development of children, the City will work with PGWC to look at introducing **a nutrition programme for children** under 5 years of age in ECD facilities.

Closer collaboration between Planning & Building Development Management, Environmental Health, Fire Services, Ward Committees and the SDECD Directorate will be facilitated by the ECD Department to enable large-scale registration and support of ECD facilities. The focus will be on ECD facilities in low-income areas. SDECD and Sustainable Communities Unit will work together on initiatives in urban renewal areas

3.5. Champion the inclusion of vulnerable people across the City

Women, youth, people with disabilities and the elderly tend to be over-represented among poor people. Addressing poverty and inequality must specifically examine the impact of the City's work on vulnerable people (people with a disability, women, elderly, orphans, people who are poor) and their livelihood strategies. All departments are responsible for examining their systems so that they can be adjusted or changed so that vulnera-

ble groups can participate in or access services. SDECD shall develop a strategic framework and implementation plan that sets out how the directorate will work to transversally champion and mainstream the inclusion of vulnerable groups across the City's departments, services, facilities and projects. This is part of both the City's commitment to creating a caring society and the constitutional imperative to promote substantive equality.

Despite a consideration for vulnerable populations across all of government works, these groups often need targeted support services. Special interventions provide relief to these groups that 'fall through the cracks' of other programmes and interventions. They are provided by local government as the 'government of last resort'. These services shall be delivered in collaboration between directorates and SDECD to address a specific need. For instance, SDECD might work with Libraries Services to extend and expand the current block book loans to old-age homes to a more extensive mobile service that can deliver book. Another potential collaboration might be with Safety and Security to support and refer women who experience domestic abuse.

3.5.1. Assisting street people

An important issue identified for special collaboration and action is dealing with street people. Street people are a vulnerable group that require assistance to achieve reintegration into communities and access to employment opportunities. SDECD will champion interventions to prevent, accommodate, rehabilitate and reintegrate street people. Given the complex nature of homelessness, effective collaboration and coordination between the following internal stakeholders will be coordinated by SDECD:

- City Health (provides primary health care and substance abuse treatment services)
- Human Settlements Directorate (provides housing opportunities)
- Safety and Security Directorate in particular the Displaced People Unit (enforces the regulation of the City's Public Nuisance Bylaw)
- SDECD (facilitates the Substance Abuse Programme, youth and disability programmes)
- Deputy City Manager's EPWP (provides temporary job opportunities)

The City is not always best placed to provide integrated and holistic services to people living on the street. NGOs and CBOs often have extensive experience and well-tested strategies to work with street people. Hence, these programmes are often best provided in collaboration with civil society and funded through grant allocations. These programmes will be monitored and coordinated by SDECD.

CHAPTER 4: PROMOTE AND FOSTER SOCIAL INCLUSION

<i>IDP:</i>	<i>Inclusive City</i>
<i>CDS:</i>	<i>Be an inclusive & resilient economy, Be connected & interconnected, Build & celebrate Cape Town spirit</i>
<i>ONECAPE2040:</i>	<i>Cultural and Settlement transition</i>
<i>NDP:</i>	<i>Chp 15. Transforming society and uniting the country</i>

The 2010 State of Cape Town report noted that although the City's economy has grown, income inequality has persisted and the benefits of economic growth have not affected poorer communities. Income inequality continues to display a racial dimension and the racial profile of poverty finds expression in the City's spatial dimensions. Poorer black and coloured communities live on the City's outskirts where access to affordable quality services and infrastructure is limited and from where it is more expensive and time-consuming to commute to areas with employment opportunities. This dynamic acts to perpetuate inequality and prevent the realisation of an inclusive city.

Inequality should not be perceived only in terms of income. Inequality exists on the axes of culture, ability, race, gender, participation levels, educational achievement and access to services amongst others. The IDP defines a socially inclusive city as 'one where all people feel valued, their differences are respected and their basic needs are met so they can live in dignity'. Thus fostering social integration and inclusion, incorporates measures to address poverty and inequality and ensure that all people are able to participate in the development of Cape Town.

The SDS identifies four levers for promoting and fostering social inclusion:

1. *Address spatial segregation through transport and planning*
2. *Promote social interaction through recreational and active citizenship opportunities*
3. *Foster diversity and inclusivity in the City's corporate structure*
4. *Facilitate public participation and ensure that the marginalised voices are heard*

LEVERS

4.1. Address spatial segregation through transport and planning

Apartheid urban segregation resulted in a city geographically separated in terms of race and class. Spatial segregation has both social and economic effects. Socially, it inhibits contact between racial groups and economic classes, acting to perpetuate an 'us-and-them' mentality, leading to discrimination, stereotyping and breeding distrust and fear.

Spatial segregation also effects the economic development of poor communities. People who are poor tend to live far from jobs and are excluded from well-located land. High commuting costs and lengthy travel times affects households, reducing the time families spend together, affecting health, children's development and the social fabric of communities. Together, these act to perpetuate economic inequality, creating areas of concentrated poverty with higher barriers to accessing opportunities.

The City's response is three-pronged:

1. *Get people to jobs* by making it easier and cheaper to commute through an effective, efficient transport system;
2. *Get jobs to the people* through urban renewal and upgrading programmes which provide the enabling environment for business creation and growth;
3. *Promote opportunities for social interaction* (see next section).

The City is mandated to provide municipal **public transport**. An effective public transport system that services low-income areas acts to address spatial segregation, promote an inclusive city and reduce the social burden of transport time and costs. The *Cape Town Integrated Transport Plan* identifies current and future access needs and the interventions required to create an integrated public transport network across the City. Strategy 3 of Chapter 2 of the EGS speaks to expanding public transport and consolidating the integration of transportation modes in order to improve residents' quality of life and improve competitiveness and productivity. This is articulated in the Transport, Roads and Storm Water (TRS) Directorate's 'Vision of One' integrated transport system. TEMS will also investigate reduced fares for certain vulnerable groups and people registered as indigents.

Another means to promote spatial integration is through **urban planning**. The *Cape Town Spatial Development Framework* guides the spatial form and structure of Cape Town. This framework is firmly committed to a developmental approach. This is particularly apparent in Strategy 1 'Plan for employment, and improve access to economic opportunities' and Strategy 3 'Build an inclusive, integrated vibrant city'. The framework includes land use intensification so that a mix of land uses is concentrated in accessible, high-opportunity locations. This is reinforced by the City's densification strategy that promotes the identification of public and private land to use for property development and the optimal and sustainable use of land through densification in transport corridors and economic nodes. In addition, new settlements design which include provision for various types of housing such as middle income and subsidy housing, promote a more inclusionary housing model. Together, these facilitate the creation of affordable housing opportunities in well-located areas of the City.

The EGS considers the barriers to private sector investment that hamper investment and job creation in areas where people live. The Mayor's urban renewal projects are some measures to enable the development of areas. This facilitates the creation of jobs and opportunities close to where people live. In addition, TRS will seek to develop the economic and social development potential of public transport interchanges to create jobs and provide other social services such as clinics and environmental health offices in areas that are easily accessed.

4.2. Promote and foster social interaction through recreational and active citizenship opportunities

Apartheid's legacy is poor social interaction and social contact across race and class. Social contact and interaction is important in its own right as it helps to breakdown stereotypes and address discrimination. In addition, social interaction promotes the development of networks (also known as social capital) and builds social cohesion that facilitates access to social and economic opportunities. Sports, recreation, arts, culture, events, libraries and heritage programmes provide opportunities for productive exchanges between people of different racial groups and economic classes and acts to foster social cohesion within communities. Social interaction is considered a key goal of these projects and will be proactively facilitated.

The provision of community services such as sports facilities, libraries and parks are integral to creating inclusive communities. The Human Settlements and Community Services Directorates will work together to ensure that new developments and upgrading of existing developments provide spaces, facilities and opportunities for social integration, where possible. As mentioned in chapter 2, these public spaces also have an integral role to play in situational crime prevention. The *Spatial Development Framework* set out certain priority action areas for social facilities and recreational open space. This is aimed at redressing the spatial imbalances in the quality and spread of recreational and social opportunities.

The **Sports and Recreation Department** will develop a recreation strategy to promote the use of '*community centres as centres for community development*', which aim to foster social interaction and build social cohesion. All centres will be required to have recreational or sporting activities 5 days/week, cater for the people with disabilities, partner with other organisations and work with City departments to provide a package of activities at the centre. The main impetus is to get people active, build community cohesion and inclusivity and provide alternatives to anti-social behaviour through sport and recreational activities in community centres.

Similarly, **libraries** will be considered key assets in promoting social integration and building knowledgeable communities. Libraries provide a safe, physical space that enables social interaction and facilitates cultural expression. Holiday programmes are designed to keep children safe, stimulated and busy while building skills, inculcating a reading culture and building awareness around topical issues. Similarly, teen or youth corners, talks and displays on topics such as HIV/AIDS and drug abuse, raise awareness and enable young people to engage with these issues privately or collectively in a safe space.

Arts and cultural activities also bring people together, challenge social norms, build awareness around marginalised people's issues and facilitate the appreciation of and respect for diversity. The Cultural Community Development Unit is also tasked with facilitating strategic community arts projects, and working on building skills for youth at risk, thus creating opportunities for inclusion and opportunity development in the Arts industry.

Representative structures such as Ward Committees, CTADAC Subcommittees, Sport Ground's Municipal Facility Management Committees (MFMC), and ECD forums also provide opportunities for residents to work together in their residential areas. This is a form of active citizenship, which builds social cohesion, social capital and feelings of belonging. Although, spatial segregation means that these committees may not always be representative across class and race, there is the potential for partnership between committees or forums. For instance, collaborative ward projects between wards in affluent and poor areas might be facilitated. Subcouncils will investigate these partnerships as a means to promote interaction across class and race.

4.3. Foster diversity and inclusivity in the City's corporate structure

As an employer, the City is committed to fostering diversity and an inclusive corporate culture. These are seen as mechanisms to attract and retain talent, foster creativity and facilitate the inclusion of diverse worldviews. In other words, 'diversity is good for (City) business'. Diversity promotes innovation, inclusion and a responsive local government.

The City employs people across race, class, ability, and gender, thus the workplace provides a **microcosm of broader social processes and identities**. It is a site of complex relationships that may reproduce or challenge unequal relationships. Therefore, the workplace provides an opportunity to facilitate integration, foster mutual understanding and respect and challenge prejudice and discriminatory norms. Considering that the City is such a large employer, this work has the potential to have a significant impact. Diversity training in the workplace will also be linked to broader processes to empower employees so that they become agents in building an inclusive city.

The Strategic Human Resources Department and the Employment Equity Department play a central role in implementing proactive measures to foster diversity. This includes gender and diversity workshops, which facilitate productive social contact and interaction across race, gender, class and other social boundaries that unlock the potential of all people working in the City.

4.4. Facilitate public participation and ensure that marginalised voices are heard

Part of the City's democratic mandate is to provide opportunities for residents to be involved in the decision-making processes at a local level. This initiates a 'deeper' democracy, which is broader than just voting. Participation may take the form of formal representation of residents in ward committees and ward forums, engagement by the City of organisations involved in a certain sphere of activity, participation in City programmes or projects and submissions by residents on a particular by-law or policy. The ability to participate in the decisions that affect one's life is a key component of social development. Some people may require more assistance than others to participate in these structures and processes. Language, transport costs, childcare responsibilities are

some of the issues that inhibit participation. The Public Participation Unit will seek to innovative ways to facilitate participation of all groups, particularly marginalised groups.

Providing information on how the City works and **citizenship education initiatives** are means to enabling people to take part in the City's governance processes. The City aims to make information accessible to all people, in all relevant languages, through its Communication Department and Public Participation Unit. Ward Councillors will be encouraged to continue to provide the necessary information to residents so that they can act in a responsible manner and participate in the relevant processes.

The City also facilitates access to tools that enable residents to provide **feedback and report problems** to the City. Free call lines in disadvantaged communities is one mechanism to ensure that people who are poor are able to provide feedback to the City.

Residents must know that the City is listening to them. Hence, participation is not seen as a once-off event but, rather, a process of engagement. This demands that all departments treat public participation as a process that enhances service delivery, instead of merely a compliance activity.

The prevalence of service delivery protests has demanded that the City has questioned why communities are circumventing the traditional democratic processes in trying to get their needs met. To address some of these issues the City shall do the following:

- Use its *points of contact* with communities: namely libraries, EPWP, sports and recreational facilities, rental housing offices and others, to provide information on the City's work and the channels for communication with the City.
- Include some component of citizenship education and information about the City's work in City-led youth development programmes, life skills programmes and other relevant programmes.
- Ensure that all engagements with communities are treated as 'ethical encounters' based on principles of active listening and the recognition of each person's dignity.

The Public Participation Unit, in collaboration with directorates, will champion this lever in an effort to ensure people who are poor are proactively included in decisions that affect their lives.

CHAPTER 5: MOBILISING RESOURCES FOR SOCIAL DEVELOPMENT

IDP:	<i>Well- Run City</i>
CDS:	<i>Engaging leadership, Responsible citizenry, Innovative financial mechanisms</i>
ONECAPE2040:	<i>Leading Cape</i>
NDP:	<i>Chp 13: Building a capable and developmental state</i>

Many people living and businesses working in Cape Town are interested in making the City a better place to live and work. Yet, there is an absence of direction on what social issues to support, where the City's priorities lie and how to address broader social problems. Considering that the City has a limited budget, a broad mandate and cannot address all the challenges facing Cape Town, partnerships with individuals, civil society and businesses are essential to mobilise resources for social development.

In addition, the City uses its own resources to fund projects that assist the City to achieve its developmental objectives. However, the allocation of these grants tends to follow historical precedents and is not always used strategically to further the social development aims of the City. There is a need to identify the best way these grants may be used to allocate resources to projects that aid the City in achieving its mandate.

The City has identified the following levers to best mobilise resources for social development:

1. *Guide and encourage CSI activity and collaboration with private enterprises*
2. *Mobilise and direct national and international philanthropic 'giving'*
3. *Use City's grant allocations strategically*

LEVERS

5.1. Guide and encourage CSI activity and collaboration with private enterprises

Corporate Social Investment refers to the voluntary involvement or investment of businesses in social projects that help to improve the community in which they operate. CSI is encouraged through Broad Based Black Economic Empowerment (BBBEE) legislation, incentivised through tax deductions and supported by good business practice codes such as the King III Report and the JSE Social Responsibility Index.

It has been shown that CSI decisions are often based on limited knowledge and not guided by a clear strategy. The City plans to mobilise this funding for social development aims by providing **guidance for CSI activity**. The City shall provide direction to private enterprises on what social schemes to support, where community priorities lie and how to address broader social problems. The City might consider creating a CSI guide for Cape Town targeting medium and large enterprises working in Cape Town. It would explain what the City is doing and where businesses could become involved. For instance, a corporate might support the 'dial-a ride' initiative to ensure universal access for people with disabilities or sponsor a programme in a City library.

Corporates and NGO's have, historically, been reluctant to work with government. Although multi-sector collaboration takes hard work, it has a much broader impact and reach. CSI programmes that exclude government may fail in the longer term. For example, a community may want a clinic or library built by a corporate but without government endorsing these projects, supplies will not be sustained and it may become an unused facility.

In addition to CSI, the City will look at **partnerships with private organisations** and less formal collaborations for social development aims. Community-public-private collaborations will be pursued as sustainable partnerships for social development interventions. Line directorates will be encouraged to examine innovative possibilities for CSI activity and collaborations with the private sector. The idea is to combine corporate interest with municipal goals. The proposed projects will be listed and businesses will be encouraged to **fund or collaborate** in projects

that meet identified community needs and priorities. The City will also encourage CSI investment and collaboration with private enterprises through:

- **Recognising businesses' CSI activities:** A key driver of CSI activity is the effect it has on the reputation of a business; hence, formally acknowledging the good work of businesses is an important promotional tool.
- **Examining incentives:** Advertising incentives shall also be considered, for example a business might sponsor a park's maintenance in exchange for outdoor advertising opportunities in the park.

SDECD will be responsible for mobilising, incentivising and promoting CSI activity and collaboration with private enterprises in City projects. This demands intensive co-operation and networking within government and the private sector.

5.2. Mobilise and direct national and international philanthropic 'giving'

Many individuals within the City give money to charity and needy individuals or volunteer their services in order to help others. Research in 2008 estimated that individuals in South Africa give approximately R12 billion per annum. The City's 'Give Responsibly' and the 'Responsible Tourism' Campaigns are collaborations with civil society which **provide guidance on charitable giving** to individuals living and visiting Cape Town. These campaigns indicate the type and form of 'giving' that has the most impact and promotes the social development of the City. The City will examine **opportunities for 'matching'** residents or community group funding of an activity in order to mobilise and direct giving so that it meets the objectives set out in the SDS.

Accessing and mobilising funding from **international charitable organisations and foundations** towards social development initiatives, is another area where the City will seek to develop processes and expertise.

The City will investigate mechanisms to facilitate opportunities for **residents to volunteer** in social development initiatives. This has been conceptualised by the CDS as 'Gangs for Good'. Facilitating volunteerism helps to build support for government initiatives and mobilise middle-class human resources to aid vulnerable groups as well accelerating the building of an inclusive and caring city.

Mobilising and directing resident or international giving and volunteering shall be coordinated by SDECD, which has a broad overview of the social development projects in the City. Each line department will consider where 'giving' would most complement the City's work and promote the needs of vulnerable groups.

5.3. Use City's grant allocations strategically

City grants are allocations of funds, from the City's budget to outside organisations, governed by Section 67 of the Municipal Finance Management Act. These allocations are gratuitous or unrequited transfers and are not payments made in compliance with any commercial or other business transaction. They provide organisations with funds for carrying out projects, which assist the City in exercising its mandate. Until recently, these allocations were based on historical precedents and *ad hoc* decisions. The City shall use these grants in a strategic manner in order to meet the City's developmental goals.

The *Grants Policy* set out the process for the granting of these grants to ensure that all such grants are properly regulated, approved, processed and monitored so that it meets all legal and financial audit criteria. However, it does not provide guidance on the type of projects that should be funded. In order to achieve the City's social development goals, the policy will be amended to align grant-funding efforts with the strategic priorities of the City as articulated in the IDP and further expanded in the SDS and the EGS. This will help to better mobilise the funding of the City for social development purposes and ensure the maximum impact of the grants.

ANNEXURE 1: SUMMARY OF SOCIAL DEVELOPMENT STRATEGY

		Problem		Lever	Action	Internal Role-players	External role-players	Gaps/Way forward	Role	Local Bylaw & Policy	National law & policy ²
Opportunity City	Maximise Income generating opportunities for people who are exclude or at risk of exclusion	Lack of opportunities for unskilled/low skilled/ unemployed people	1.1	Create job opportunities through EPWP	Poor families receive some monetary relief, work experience & some skills training for job seekers	Deputy City Manager, all directorates employing EPWPs	Businesses or NGOs who employee EPWPs, National Department Public Works, individuals participating in EPWP	Training, facilitate further employment, utilise 'points of contact' and focus on jobs for women	Corporate entity (employer)	Recruitment and Selection of Workers from the Community by Council and its Service Providers (2011)	Ministerial Determination EPWP 2010, Labour Relations Act 1995, Code of Good Practice for Special Public Works, Basic Conditions of Employment Act 1997
		People who are poor lack skills to be able to access income generating activities	1.2	Develop the skills of people excluded or at risk of exclusion	Internal: People who are poor receive skills development opportunities in the City's structure	Corp.Services, directorates who have trainees, apprentices or internships; S&S, training colleges,	Service providers who provide workshops/ skills training for staff, SETAs, Unions	No of beneficiaries who were previously disadvantaged who receive training	Corporate entity (employer)	Education, Training and Development Policy Framework (2012)	South African Qualification Authority Act 1995, Labour Relations Act 1995, Employment Equity Act 1998, Skills Development Act 1999, Skills Development Levies Act 1999, Basic Conditions of Employment Act 1997, ABET Act 2000
					External: Provide people who are poor with relevant skills that they can use to access job opportunities	All directorate/ wards that provide funding/ skills development opportunities for outside population (including SDECD, Com. Services, EESP)	NGOs /businesses who provide skills development projects through grants, short term workshops/ projects, ECD training, skills building programmes, SETAs	Meet community and private sector demands, focus on youth, combine hard & soft skills, follow-up support, standardise and accredit courses, workshops provided as part of a set of interventions	Gov. of last resort, corporate entity	Education, Training and Development Policy Framework (2012)	South African Qualifications Authority 1995, Skills Development Act 1998, Skills Development Levies Act 1999, Further Education and Training Act 1998
		People who are poor often engage in entrepreneurial activities in order to support themselves and their families. These are often not recognised / inadvertently affected by government regulatory functions	1.3	Support entrepreneurial activity in the formal and informal sector	Provide people who are poor with support services to create a viable business in the formal sector	EESP, Comm. Services (Libraries)	NGO who provide services through grants (e.g. Activa) businesses who supply services	Move toward incubator projects and one-stop-shops, maintain and expand library support services for entrepreneurs	Government of last resort	Economic Growth Strategy	National Small Enterprise Act 1996, National Small Business Amendment Act 2003/ 2004, BBBEE Act, Youth Enterprise Strategy, Strategic Framework on Gender & Women's Economic Empowerment
					Enable and support people who are poor to utilise informal trading as a livelihood strategy to support themselves and their families	S&S, EESP.	NGO and organisations who support the informal sector, informal sector Association's	Innovative support services: Health and Safety information& education, strengthen the participation of informal traders in governance, intermediaries	Regulator role	Informal Trading Bylaw 2009, Informal trading Policy and Management Framework 2004	Business Act, 1991; The White Paper on National Strategy for the Development and Promotion of Small Business in South Africa of 1995

² Please note that this is not an extensive list of law or policy but rather the key guiding acts, guidelines or policy.

		Problem	Lever	Action	Internal Role-players	External role-players	Gaps/Way forward	Role	Local bylaw & policy	National law & policy	
Safe city	Build and promote safe households and communities	Poor people live in high densities on leftover land, vulnerable to flooding, fire and disease	2.1	Continue to reorient services to create & maintain a safe, healthy environment	Balance resources so all residents receive necessary services but vulnerable people receive the services that enable them to live in a clean & safe environment	S&S, Health, Utilities, Sustainable Communities Unit	Community members, businesses contracted to provide services, NGOs contracted for animal sterilisation/ impoundment, education campaigns	Balancing services and regulation so that adequate services are provided in poor areas	Regulator and Service provider	Bylaws and policies relating to Environmental Health, Community Safety, Fire Disaster management etc.	National Health Act, 2003, National Environmental Management Act 1998
		People who are poor face high levels of crime. The causes of crime are multi-faceted and complex	2.2	Reduce levels of crime through social & situational crime prevention and community participation	Situational Crime prevention (“Designing-out crime”)	EESP, Human Settlements, Utilities, Com. Services, S&S, Sustainable Communities Unit	SAPS, businesses, community members	Mainstreaming situational crime prevention initiatives and thinking for planning, cleansing, community services and surveillance of streets	Regulator & Service provider	Bylaws and policies relating to safety security, community services, utilities, planning & VPUU	White Paper on Safety & Security,
					Social Crime Prevention	S&S, SDECD, Com. Services, Health, Wards, Sustainable Communities Unit	Businesses, SAPS, NGOs, Service providers, schools	Social Crime Prevention strategy, victim support services	Service provider	Annual policing plan and other safety strategies	White Paper on Safety & Security
					Community participation in safety measures	S&S, Ward Committees, LDAC, MFMC, MSAT	SAPS, CPF, community, academia, civil society & businesses	Utilise democratic city supported structures for safety initiatives (MSAT, LDAC, ECD forums, Ward Committees), support community safety projects	Public engager	Annual policing plan and other safety strategies	White Paper on Safety & Security
		Disadvantaged areas are more affected by gang activity, crime and substance abuse	2.3	Develop holistic strategies to address gangs, substance abuse & youth development	Gang strategy: suppression, mobilisation & social interventions to deal with gang activity	S&S, Work Group on Gangs, SDECD, Sustainable Communities Unit	Gangs, civil society, academia, SAPs, Provincial	Develop comprehensive strategy and build on City work: gang suppression, community mobilisation, opportunity provision and social interventions	Government last resort	Bylaws and policies relating to safety and security	White Paper on Safety & Security
					Substance Abuse strategy: address supply, prevention, early intervention and treatment	S&S, Health, SDECD, Work Group on Substance Abuse	NGOs, businesses, CTDAC & subcommittees, National/ Provincial programmes, SAP, Alcoholic Anonymous, Narcotics Anonymous	Develop & expand current activity, develop a comprehensive plan and fast-track through the work group, monitor effectiveness and capacity of treatment, build an alternative youth culture	Government last resort	Policy Position on AOD and Harm Minimisation Strategy 2011-14, Substance Abuse Policy 2011, Employee Wellness Policy 2011,	Substance Abuse Act 2008, Prevention & Treatment of Drug Dependence Act 1992, Minimum Norms & Standards for Treatment Centres
					Youth Development strategy: coordinate activities of directorates in specific disadvantaged areas	Directorates with youth projects: Com. Services, SDECD, Junior City Council, EPWP, TM&E	Civil society, business, Youth Commission, PGWC	SDECD becomes youth champion, area based interventions as part of a set of services	Government last resort	Youth policy 2005 (to be reviewed)	National Youth Commission Act 1996, National Youth Policy, National Youth Development Act 2008

		Problem		Lever	Action	Internal Role-players	External role-players	Gaps/Way forward	Role	Local bylaw & policy	National law & policy
Caring City	Protecting the most vulnerable through enhancing access to infrastructure and services	Poor people are not able to access services that improve the quality of life	3.1	Continue to reorient service delivery so it is pro-poor	Targeted expenditure , free basic services for people on indigent list and in informal settlements, rate rebates for poor households, NGOs, old age homes	Utilities, Finance, Human Settlements, Community Services, TEMS	Private sector providing services on behalf of the City,	Focus on the needs of women, indigent relief and innovative ways to engage citizens in service delivery	Service provider	Integrated Waste Management Bylaw, Water Bylaws, Rates Bylaws, Indigent policy,	Electricity Services Support Tariff Policy 2003, Free Basic Water Implementation Strategy 2007, National Sanitation Policy 1995
		Poor health limits people's abilities to access opportunities and affects quality of life. HIV/AIDS & TB disproportionately affect poor people	3.2	Provide free primary healthcare incl. HIV & TB care	Prevention, care and treatment services for all people in the City which ensures that illness or disability does not plunge poor households into destitution	City Health, Corporate Services	Private contractors, businesses NGOs, PGWC Health Dept.	Improve quality of healthcare, continued focus on HIV and AIDS,	Service provider	Interim SLA on Primary Health Care, City Health HIV, Aids, STI and TB Plan	WC Health Care 2020, National Health Act, HIV & AIDS and STI Strategic Plan for South Africa 2012-16
		People who are poor lack access to physical assets such as housing and land which they can use as collateral for income generation	3.3	Facilitate access to housing opportunities	Provide various housing options to people who are poor, transfer rental units to identified beneficiaries and informal settlement upgrades	Human Settlements, Planning, Utilities, Sustainable Communities Unit	PGWC, NGOs, National Gov, contracted service providers	Focus on urbanisation, continue to recognise & upgrade informal settlements, education of new homeowners	Service provider	Five year integrated Housing Plan and other Human Settlement Policies	Housing Act 1997, National Housing Code, 2009
		Children who grow up in poverty are at risk of a wide range of adverse experiences and disadvantages that persist later in life	3.4	Focus on Early Childhood Development	Provide poor children with access to ECD services that meet their developmental needs. The aim is to increase the headcount of learners in registered ECD facilities.	SDECD, Planning, S&S, Health, CS	PGWC, NGOs, National Gov., ECD centres	Integrate services for ECD (health, education, social) within the City and with province and other sectors, use grants and mentorship to help unregistered centres, ECD provision in informal settlement projects, nutritional programmes	Regulator	Draft ECD Policy, Environmental Health By-law	Children's Act 2005, National Guidelines for ECD Services 2006, National Framework for Children Infected and affected by HIV/AIDS, White Paper for Social Welfare 1997, PGWC ECD guidelines
		Women, children, elderly and people with disabilities are most affected by poverty. There is a preponderance of vulnerable groups in the poor population	3.5	Champion the issues of vulnerable people across the City	Ensure that vulnerable peoples' issues are included in all departments planning and services	SDECD, all other departments	PGWC, civil society, vulnerable groups' organisations	Strengthened role for SDECD as a champion and coordinator of vulnerable groups	Government of last resort	Draft Gender Policy, Youth Policy, Draft People with Disabilities Policy	All legislation and policies on women, youth, people who are poor, people with disabilities and the elderly
					Provide special interventions targeted at vulnerable groups e.g. Street people	SDECD, all other departments	PGWC, civil society, street people	Strengthened role for SDECD	Government of last resort	Street people policy, Bylaw on streets, public places and noise nuisances	

		Problem		Lever	Action	Internal Role-players	External role-players	Gaps/Way forward	Role	Local bylaw & policy	National law & policy
Inclusive city	Promote and foster social integration	Racial and economic segregation has resulted in poor people living far from the economic centre. This intensifies poverty and inequality as it results in high transport costs and limits access to opportunity	4.1	Address spatial segregation through transportation and planning	Together the Integrated Transport Plan and Spatial Development Framework aim to (1) get people to jobs; (2) get jobs to people	TR&S, EESP	Nat & Prov Government, private transport companies, parastatals,	Subsidised transport, densification, urban renewal, using transport hubs for economic activity	Service delivery, regulator	Spatial Development Framework, Comprehensive Integrated Transport Plan	All Acts and Policies on transport and land use, Provincial Spatial Development Framework (2009)
		Poor social interaction between racial and economic classes prevents the development of networks that promotes access to opportunities	4.2	Promote social interaction through recreational and active citizenship opportunities	Enables interaction across race/class barriers to build social capital, networks and cohesion that facilitate access to opportunity and address stereotypes and discrimination	Community Services, TEMS Public Participation, Ward committees, LDAC etc.	Civil Society, national/provincial sports, recreation, arts and culture bodies	Community centres become centres of community development, focus on building social capital & cohesion, events and arts bring people together to examine social norms, WC, LDAC, MSAT etc. become spaces of social contact	Service delivery	Spatial Development Framework, Public Parks Bylaw, Events Bylaw, Draft Policy on Arts and Culture	Arts, culture, sport and recreation law, policies and plans
			4.3	Foster diversity and inclusivity in the City's corporate structure	Promote the constructive engagement between groups and engage employees as agents in building an inclusive city	Strategic Human Resources, Employment Equity Department	Diversity, disability and gender experts	Utilising the City workspace as a space for inter-face/culture interaction, maintain a culture of respect and valuing diversity	Corporate entity	Employment Equity Plan, Employment Equity Policy, Anti-Discrimination Policy 2010	Broad-Based Black Economic Empowerment Act, 2003, Employment Equity Act 1998
		People who are poor often lack the voice to be able to participate in planning processed for their own development	4.4	Facilitate public participation and ensure that marginalised voices are heard	Provide access to information, opportunities to report problems or provide feedback, special mechanisms to improve access of vulnerable groups to participation opportunities, civic education	Corporate Services Libraries, Public Participation Unit, Representative forums LDAC, MSAT, MFMC etc.	All people living in the City	Partnering with ward committees, LDAC, MSAT etc., promoting active citizenship, facilitating marginalised peoples access to public participation, utilising points of contact with communities, citizenship education initiatives	Public engager	Public Engagement Policy 2009, Rules for operation of ward committees, Rules for election & establishment of Ward Committees, Code of conduct for Ward Committees	Local Government Municipal Systems Act 2000, Promotion of Access to Information Act, 2000

		Problem		Lever	Action	Internal Role-players	External role-players	Gaps/Way forward	Role	Local bylaw & policy
Well run and Innovative City	Mobilise resources for social development	Businesses fund projects through CSI initiatives. These are often ad hoc initiatives that could potentially be aligned with the City's developmental goals. There is a potential for private public collaborations	5.1	Guide and encourage CSI activity and collaboration with the private enterprises	Facilitate and guide CSI activity and public private collaborations Incentivise CSI activity through advertising incentives, formally recognise and reward CSI and good local corporate citizenship	SDECD champion and all directorates	Corporates and businesses, NGOs, CBOs	Partnerships, CSI activity, recognition of business activity, CSI guidance	Public engager	Municipal Finance Management Act
		Individuals are often concerned about the plight of their fellow resident and are invested in improving Cape Town. However, the giving of time, skill or money is often ad hoc. International aid and other organisations are dedicated to provide funding for causes that the City might use to facilitate social development.	5.2	Mobilise and direct national and international philanthropic giving	Promote responsible giving initiatives	SDECD, Tourism	People living and visiting Cape Town	Growing initiatives	Public engager	Municipal Finance Management Act
					Provide opportunities for citizens to match government funding for developmental targets	Line departments: health, SDECD, Community services etc.	People living in Cape Town	New initiatives	Public engager	Municipal Finance Management Act
					Apply for international donations from philanthropic organisations	Line departments: Health, SDECD, Community services etc.	International donors	Develop capacity and processes to manage funding	Public engager	Municipal Finance Management Act
		Grants are issued in a haphazard ad hoc manner that does not meet the development needs of the City	5.3	Use City's grant allocations strategically	Align Grant giving with the strategic objectives of the City, demand effective M&E which facilities and meets City goals	Finance, Grants Committee, Subcouncils, Directorates issuing grants	NGOs, CBOs, ECD centres, SPV	Encourage grant use through simplified process & monitoring, align sub-council and directorate funding, checklist for funding	Government last resort	Grants Policy