



Western Cape
Government

FOR YOU



Provincial Strategic Plan 2025 – 2030

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Acronyms

INSTITUTIONAL ACRONYMS

DCAS	Department of Cultural Affairs and Sport
DEDAT	Department of Economic Development and Tourism
DEA&DP	Department of Environmental Affairs and Development Planning
DLG	Department of Local Government
DOI	Department of Infrastructure
DOTP	Department of the Premier
DPOCS	Department of Police Oversight and Community Safety
DSD	Department of Social Development
PT	Provincial Treasury
WCDOA	Western Cape Department of Agriculture
WCED	Western Cape Education Department
WCG	Western Cape Government
WCMD	Western Cape Mobility Department
WCHW	Western Cape Department of Health and Wellness

GENERAL ACRONYMS

AI	Artificial Intelligence
APP	Annual Performance Plan
CBAM	Carbon Border Adjustment Mechanisms
CO₂e	Carbon dioxide equivalent
CPFs	Community Policing Forums
ECD	Early Childhood Development
FDI	Foreign Direct Investment
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GNU	Government of National Unity
ICT	Information and Communications Technology
IDP	Integrated Development Plan
LEAP	Law Enforcement Advancement Programme
MERO	Municipal Economic Review and Outlook
MTDP	Medium-Term Development Plan
MTSF	Medium-Term Strategic Framework
NDP	National Development Plan
NSC	National Senior Certificate
PCF	Premier's Coordinating Forum
PFA	Priority Focus Area
PSIP	Provincial Strategic Implementation Plan
PSP	Provincial Strategic Plan
PTM	Provincial Top Management

R&D	Research and development
SAPS	South African Police Service
SDG	Sustainable Development Goals
SMMEs	Small, Medium and Micro Enterprises
SP	Departmental Strategic Plan
WC SDF	Western Cape Spatial Development Framework
VIPs	Vision-Inspired Priorities

Message from the Premier



Dear Western Cape Residents,

We have a new plan for 2025-2030 to make the Western Cape better for everyone. Our goal is simple: we want you to have the opportunity to build and live a life that you value.

To achieve this, we're putting our energy into several key areas. First, we're focused on helping businesses grow and create more jobs. We know that having work means being able to take care of yourself and your family. That's why we're making it easier for businesses to grow and hire more people, and we're cutting down on paperwork that slows businesses down.

We're also committed to delivering better government services. This means making sure you can rely on our services – educating your children, making sure you have access to health care,

supporting the vulnerable, fixing and maintaining roads and other infrastructure – and finding new ways to serve you better.

Looking to the future, we're taking steps to prepare our province for opportunities and challenges. We're thinking about how to use technology and innovation to improve how we work and provide services. But we're also developing solutions for water and energy shortages, working on ways to address the climate crisis, and building infrastructure that will help all our communities prosper.

We understand that different people need different kinds of help at different times. That's why we're creating a support system that's flexible and responsive. We'll assist when you need it and ensure our services reach all communities, no matter where you live.

Our promise to you is straightforward: we will be honest about what we're doing, spend money wisely, fix problems when they arise, and listen to your needs. This is your government, working for you. We're working to make the Western Cape a place where everyone can live lives they value.

Thank you for your trust in us.

A handwritten signature in dark ink that reads "ALAN WINDE". The signature is written in a cursive, slightly stylized font.

Alan Winde

Premier of the Western Cape

Message from the Director-General



Dear Western Cape Residents,

I'm pleased to share the Western Cape Government (WCG) Provincial Strategic Plan (PSP) for 2025-2030. The PSP is the result of our engagement with you and your community. It aims to build a government you can trust – one that makes a real difference in your daily life.

The WCG is not just making big plans, we are delivering tangible services that will enable you to lead healthy, safe and productive lives. We would like to be resident-obsessed, always thinking about how to enhance the services we provide to you and your community. As government we undertake to live the Western Cape Government Values – Caring, Competence, Accountability, Integrity, Innovation, and Responsiveness – in everything we do.

Our main focus is **building a growing economy by helping businesses grow and create jobs, and equipping residents to get those jobs**. We developed the Growth for Jobs Strategy, which aims to create an environment in which people and businesses are enabled to actively participate in the economy of the Western Cape. The WCG is equally committed to Safety, working to make your community more secure for you and your family. The WCG is also investing in creating an Educated, Healthy & Caring Society, ensuring you have access to good healthcare, education, and social support. These priorities of government rest on a foundation of Innovation, Culture & Governance – improving the way we work and maintaining a high standard of good governance to build trust in the WCG.

At its heart, this PSP is about **making the Western Cape a place of optimism where residents recognise their own worth**. We will be tracking our progress carefully to ensure we're meeting your needs, and we would like to hear from you as we build our future together.

Thank you for being part of this journey.

A handwritten signature in black ink, appearing to read 'H. Malila'.

Dr Harry Malila
Director General
Western Cape Government

Western Cape Government

ABOUT

The Western Cape Government (WCG) is the provincial government of the Western Cape province, the fourth largest of South Africa's nine provinces by land area. The province consists of five district municipalities, 24 local municipalities and one metropolitan municipality. The capital of the province is Cape Town.

EXECUTIVE

The Premier is the executive authority of the province and the head of the Provincial Cabinet. The Premier may appoint a number of Provincial Ministers to form part of his Cabinet.

The Provincial Cabinet consists of the following provincial ministries:

- Agriculture, Economic Development and Tourism
- Police Oversight and Community Safety
- Cultural Affairs and Sport
- Education
- Finance
- Health and Wellness
- Infrastructure
- Local Government, Environmental Affairs and Development Planning
- Mobility
- Social Development

The Provincial Cabinet is responsible for implementing provincial laws and national laws, developing and executing provincial policies, proposing and drafting provincial legislation, and carrying out any additional functions assigned to it by the Constitution of South Africa or law.

The Premier and each Provincial Minister oversee and coordinate the activities of one or more provincial departments. Collectively, Cabinet establishes the strategic direction for the Province, while each Minister provides specific guidance for their respective departments.

ADMINISTRATION

The administration consists of the public service which is responsible for executing the policies of the government. The administration of the Province is organised into 13 departments:

- Department of Cultural Affairs and Sport
- Department of Economic Development and Tourism
- Department of Environmental Affairs and Development Planning
- Department of Infrastructure
- Department of Local Government
- Department of Social Development
- Department of the Premier
- Provincial Treasury
- Western Cape Department of Agriculture
- Western Cape Education Department
- Western Cape Department of Health and Wellness
- Western Cape Mobility Department
- Department of Police Oversight and Community Safety

Each department has a five-year Strategic Plan which outlines its core objectives, key activities, targets, and programmes for achieving them, within its functional areas and mandate.

TRANSVERSAL PORTFOLIOS

Portfolios are groupings of departments that work together on issues that require a collaborative approach and cross-cutting programmes within specific policy domains. These groupings are based on the strategic priorities of the current government, as reflected in the Provincial Strategic Plan (PSP). The portfolios for 2025-2030 under this PSP are:

- Growth for Jobs
- Safety
- Educated, Healthy, and Caring Society
- Innovation, Culture, and Governance

Our Vision

A government that people trust.

To be a government that people trust is to embody our core values of caring, competence, accountability, integrity, innovation, and responsiveness. Trust is earned through the consistent demonstration of these values, in both actions and interactions with the residents we serve.

Our Promise

We are a government of integrity, excellence and opportunity.

We take time to listen, and we respond with honesty.

We create hope and instill dignity, because we build safer communities and drive economic growth and jobs.

We do this so that people can live lives they value.

Our Values



Caring



Competence



Accountability



Integrity



Innovation



Responsiveness

1

Introduction

Provincial Strategic Plan

The Provincial Strategic Plan (PSP) outlines the Western Cape Government's (WCG) strategic goals and priorities for the period 2025 to 2030. Developed every five years following provincial elections, the PSP outlines the overarching strategic direction for the provincial government over the medium term.

FEATURES



Strategic

The PSP outlines high-level priorities and goals for the provincial government to enhance residents' quality of life. PSP 2025-2030 focuses on shared, resident-centered outcomes which inform departmental and portfolio plans.



Resident-centric

The PSP focuses on achieving meaningful changes for residents, applying the life course approach and systems theory to define impact, and theories of change to track progress.



Transversal

The PSP promotes integration and collaboration across provincial departments, and a whole of society approach, to address complex challenges through transversal responses.

PROVINCIAL STRATEGIC PLANNING

The PSP defines the overarching priorities and strategic direction for the WCG, providing a framework for integrated and coordinated action across departments. It establishes high-level outcomes and priorities to achieve shared, resident-centric development, guiding departmental and portfolio-level planning.

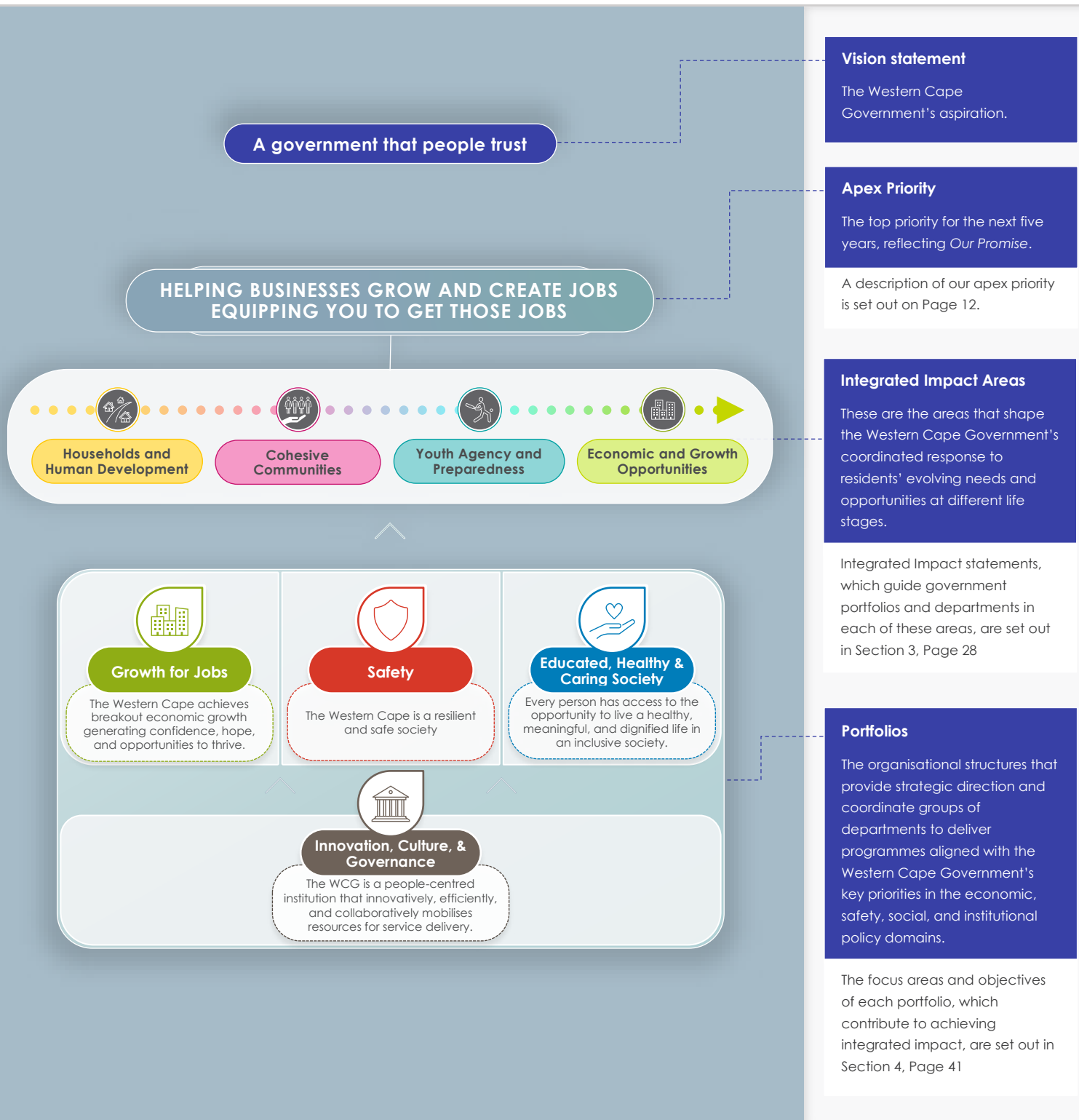
Departments are responsible for operationalising the PSP by implementing projects and programmes within their respective mandates. Departmental Strategic Plans (SPs), set every five years, reflect institutional outcomes and targets. The SPs inform Annual Performance Plans (APPs) which outline departmental outputs, targets, and budgets,

reflecting strategic alignment and resource allocation.

Portfolios consist of high-priority departmental projects and programmes that are collectively managed to ensure a cohesive approach to achieving shared outcomes. By translating PSP direction into actionable programmes, portfolios foster integration and promote collective impact across the province.

Each focus area of the Provincial Strategic Plan is implemented through Department Strategic Plans, as indicated in the tables in Section 4 below.

Overview of the Provincial Strategic Plan 2025-2030



A RESIDENT-CENTRIC PLAN

The Provincial Strategic Plan 2025-2030 is fundamentally resident-centric, focusing on enabling residents to access economic opportunities and live the lives they value.

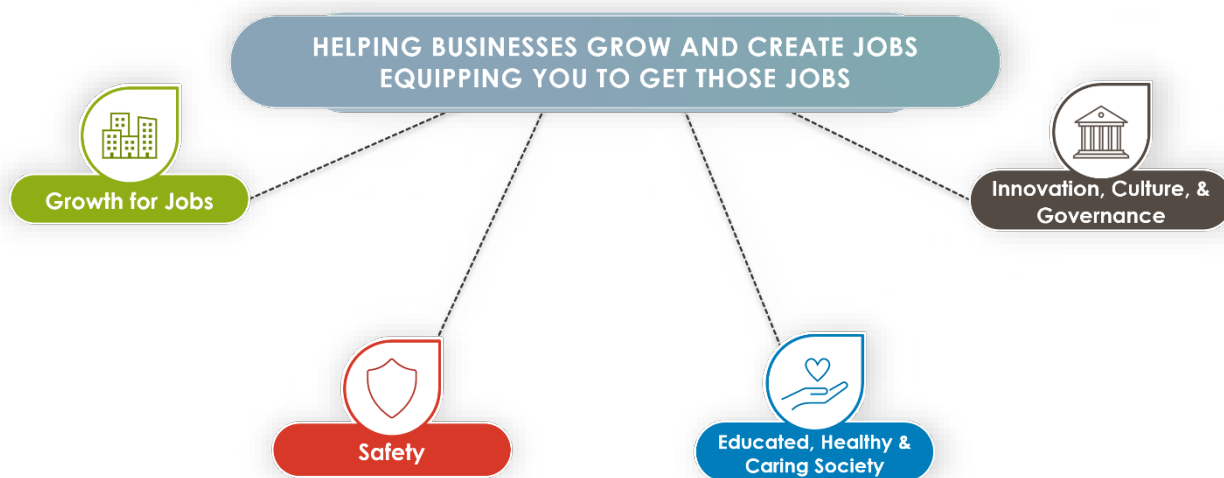
The strategic anchor of the PSP is shared, resident-centric impact that cuts across department and portfolio plans. This shared impact defines our seamless response to the evolving needs and opportunities of individuals at different stages of

their lives. It emphasises residents' agency to take advantage of opportunities and progress.

For residents, this means responsive government services that are more relevant, effective, and aligned with their life circumstances over time.

OUR APEX PRIORITY

**Helping businesses grow and create jobs –
equipping you to get those jobs.**



Helping businesses grow and create jobs, and equipping residents to get those jobs, is the apex priority of the WCGs strategy, recognising that a thriving economy is the foundation for individual wellbeing, stable households, and effective service delivery.

The four strategic portfolios—Growth for Jobs, Safety, Educated, Healthy and Caring Society, and Innovation, Culture and Governance—are aligned and interdependent, ensuring that the

apex priority is realised and that the government delivers on its promise:

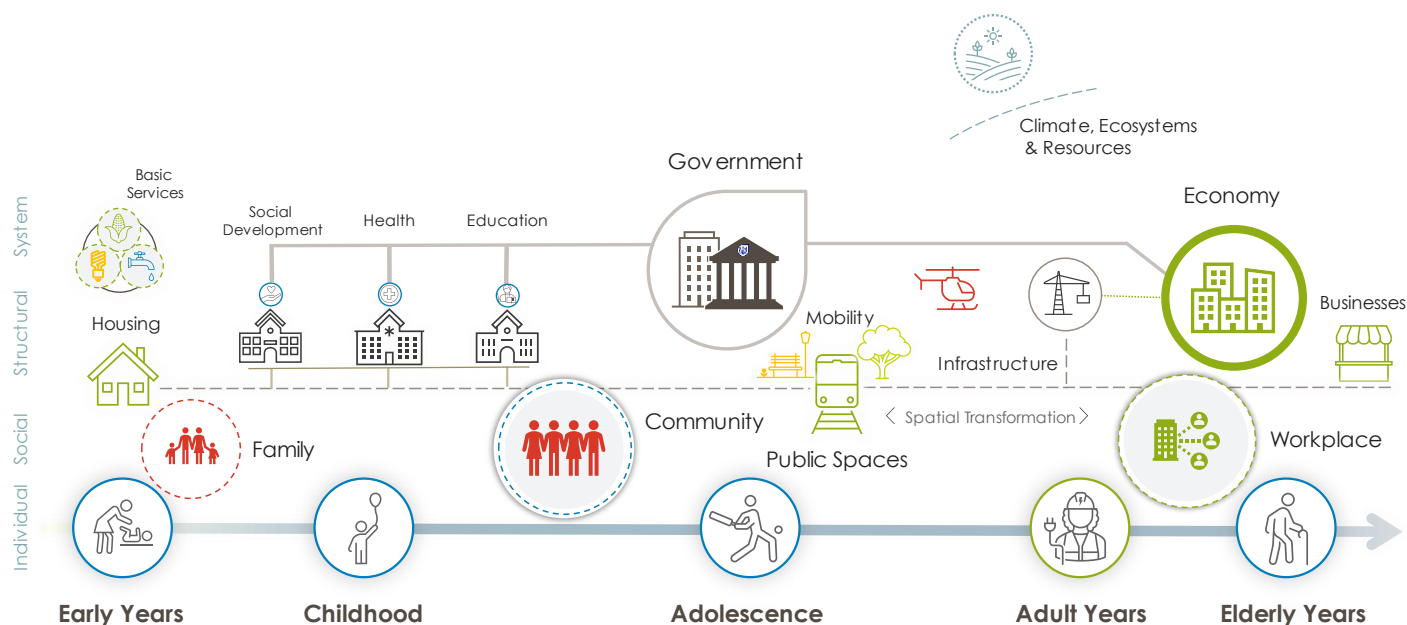
*"We **create hope and instil dignity** because we **build safer communities** and **drive economic growth and jobs**. We do this so that people can **live lives they value**."*

Each portfolio supports economic growth and job creation by either directly driving opportunities or removing barriers that limit participation in the economy.

A Life Course and Systems Approach

The Provincial Strategic Plan 2025-2030 begins by asking: *What do residents need to progress and thrive at each stage of their lives?*

This question is addressed through an examination of people's needs and responsibilities, from childhood through to adolescence, adulthood, and old age. By taking this long-term perspective of an individual's life, the PSP 2025-2030 aims to reflect real-life vulnerabilities, challenges and opportunities, ensuring it is grounded in residents' lived experiences.



The resident's life course is the heart of the Integration Model that underpins the PSP 2025-2030. The model maps all government services onto the life course of residents, creating a clear picture of how different departments and programmes interact to deliver positive outcomes for residents.

Figure 1 illustrates the Integration Model using icons. The resident's life course is depicted at the bottom of the image, with the networks, infrastructure, and services that support individuals throughout their lives shown above. Each icon is colour-coded to indicate the focus and scope of the portfolios.

- Growth for Jobs
- Safety
- Educated, Healthy, and Caring Society
- Innovation Culture and Governance

Four key dimensions are identified which shape people's ability to thrive:

- **Individual Dimension:** The personal skills, motivation, and abilities of residents to take advantage of opportunities.
- **Social/Exchange Dimension:** The networks, families, and communities that provide safety, support, and opportunities for growth.
- **Structural Dimension:** Infrastructure and resources, such as housing, transport, and services, which enable access to opportunities.
- **System Dimension:** The broader policies, governance structures, natural resources, and economic conditions that create an enabling environment for success.

During strategic planning, WCG portfolios and departments were guided by the model and shaped their plans with reference to the life course and the dimensions that support individuals throughout the province.

The model is a unifying framework for connecting services across all departments and enabling the identification of overlaps and gaps. This resident-centric and cohesive planning tool ensures that services are better coordinated, resilient, equitably distributed, and more responsive.

The approach to PSP 2025-2030 acknowledges that residents do not see or interact with government structures or divisions; residents simply want services that meet their needs. This approach represents a shift from a government-centric to a resident-centric view focusing on delivering tangible results for residents while maintaining good governance and sound performance.

DEVELOPING THE PSP



Reflection

2014-2019

The PSP 2014–2019 was structured around five Provincial Strategic Goals (PSGs), each targeting key areas for development. These included creating opportunities for growth and jobs, improving education outcomes and opportunities for youth, and increasing safety and wellness. This period also saw the introduction of "Game Changers"—targeted initiatives with ambitious objectives, implemented by departments with support from dedicated Delivery Support Units for focused impact.

Employment in the Western Cape increased by 259,000 between 2015 and 2018, constituting nearly a quarter of South Africa's job growth.

The Western Cape maintained the highest learner retention rate in South Africa in grades 10 to 12.

Learners regularly attending After School programmes increased from 17,654 (2015) to 81,946 (2018)

Life expectancy was the highest in South Africa.

Spatially targeted investment through the Provincial Spatial Development Framework 2014

The province demonstrated world-leading performance in water conservation and disaster response, effectively managing the 2015-2019 drought.

2019-2024

Building on the previous PSP, the 2019–2024 plan refined the five PSGs into five Vision-Inspired Priorities (VIPs): Safe and Cohesive Communities, Growth and Jobs, Empowering People, Mobility and Spatial Transformation, and Innovation and Culture. Midway through implementation, the PSP was adjusted through the Recovery Plan in response to the COVID-19 pandemic. This adjustment consolidated the VIPs into four overarching priorities—Growth for Jobs, Wellbeing, Safety, and Innovation, Culture and Governance—and introduced new initiatives to address the emerging challenges posed by the pandemic.

The Western Cape had the lowest unemployment rate in South Africa.

The Western Cape Safety Plan introduced evidence-based violence prevention in ten priority areas

Innovation in healthcare included the HECTIS system and drone-delivered medicine.

The YearBeyond Programme supported over 10 000 unemployed youth with meaningful work experience since its launch in 2015.

Between 2019 and 2023, over 25 000 housing units and 16 000 serviced sites were delivered to residents across the province.

The Western Cape developed and implemented its Water Resilience Strategy and deepened its commitment and response to climate change.

2025-2030

The PSP 2025–2030 builds on the Recovery Plan's framework, retaining the four priorities—Growth for Jobs, Wellbeing, Safety, and Innovation, Culture & Governance—but evolves their conceptualisation as "portfolios" to reflect their strategic role in government. Wellbeing is renamed Educated, Healthy, and Caring Society to better reflect the scope of the portfolio, and the apex priority for the five-year period is helping businesses to grow and create jobs and equipping residents to get those jobs. This iteration introduces an Integrated Change Strategy, which prioritises a resident-centric approach to service delivery and resilience and emphasises enhanced integration across the four portfolios.

END-OF-TERM REVIEW 2019-2024

The End-of-Term Review (EOTR) provides insights into the successes, challenges, and lessons learned from implementing the Provincial Strategic Plan 2019-2024. The table below outlines how the PSP 2025-2030 addresses key recommendations and incorporates enhancements to foster collaboration, increase capacity, and maintain a strong focus on achieving outcomes that enhance the lives of all residents.

Outcome Prioritisation	The EOTR points out that "Jobs, Safety, and Wellbeing," presented as priorities in the PSP 2019-2024, functioned more as broad themes than concrete political priorities. The EOTR recommends that the PSP 2025-2030 shift to well-defined, measurable outcomes. It calls for moving from compliance-driven to outcome-driven reporting and recommends that departments align strategic plans with provincial outcomes (rather than themes).	The PSP 2025-2030 has responded to this recommendation by formulating focus area outcome statements which cut across the 2019-2024 Priorities. These outcomes were developed before departmental strategic planning, improving sequencing. Each five-year outcome in departmental Strategic plans has been assessed to determine alignment with the focus area outcome statements of the PSP so that progress against the PSP can be tracked at the outcome level. Political priorities are reflected in the objectives of the integration areas.
Limited Integration within Transversal Planning	Despite an emphasis on transversality, planning processes often lacked genuine integration, with departments focusing on their mandated responsibilities within themes, which limited collaboration. The EOTR also notes a gap between PSP priorities and departmental actions, in contrast to the Recovery Plan process, which successfully addressed interdependencies.	The PSP 2025-2030 focuses on interdependencies as it is built, from the ground up, on a framework in which every department's programmes and core mandates are represented within an integrated service delivery model. This framework also informed department strategic planning. The focus of the PSP 2025-2030 is shifting from transversality within particular policy domains towards strengthened integration across policy domains and department mandates. The key mechanism is the use of integrated impact areas.
Front-line Service Delivery Mandates	The PSP 2019-2024's primary emphasis on transversality and cross-cutting priorities led to a focus on shared themes and collaborative initiatives, potentially overshadowing the core functions of individual departments.	The introduction of integrated impact areas widens the scope of the PSP 2025-2030 beyond the 'Priorities', which are now referred to as portfolios. The integrated impact areas are intended to monitor and report on the portfolios as well as department plans. The incorporation of department plans enables the inclusion of core mandates where they are linked to resident-centric impact and focus area outcomes.
Public Engagement	The EOTR highlights the importance of strengthening mechanisms for community input and integrating feedback into planning and evaluation.	Municipal engagements and focus group consultations have been included in the PSP 2025-2030 development process to validate the outcomes, ensure alignment with municipal plans, and solicit target feedback from residents across the province.
Evidence-Based Decision Making and Data Utilisation	The EOTR emphasises the importance of evidence-informed decision-making and strengthening the use of data to support decision-making, implementation, and evaluation.	The PSP 2025-2030 emphasises the need for strategic outcome-level data to inform decision-making. Together with the WC SDF, it also provides a framework for tracking departments' outcomes and outputs within change strategies developed through a systems thinking approach. The intention is to support decision-making, and prioritisation based on impact.

2

Context

Profile of the Western Cape

The Western Cape is a dynamic and diverse province in South Africa, characterised by rapid population growth, a service-oriented economy, and a varied geographic landscape. The province consists of five districts—West Coast, Overberg, Cape Winelands, Garden Route, and Central Karoo—along with the Cape Metro, which serves as the economic and administrative hub.

DEMOGRAPHICS

The Western Cape's population has been growing steadily, driven by both natural increase and immigration. Between 2015 and 2024, the population increased by approximately 1.24 million people, with more than 7.4 million people residing in the province. The Cape Metro, which houses 64.2% of the province's residents, is the largest metropolitan area by population size in the province and the second largest in South Africa.

GEOGRAPHY AND DISTRICTS

The province covers 129,462 km² and is known for its diverse landscapes, including mountains, coastlines, and farmlands. Each district offers distinct landscapes and economic opportunities:

- **Central Karoo District** – The largest and most sparsely populated region is characterised by sheep farming and windmills scattered across the landscape. It is known for its certified Karoo lamb and is the primary gateway to the Western Cape for tourists and goods destined for export from the Cape Metro.
- **West Coast District** – With its rugged, windswept coastline, the West Coast District provides a home to diverse species of marine life and is known for agriculture, fishing, and coastal trade.
- **Cape Winelands District** – Known for its picturesque landscape and production of some of the world's finest wines, the Cape Winelands District is a key agricultural area, particularly for wine production and the cultivation of fruits like apples, pears, and table grapes. It is a popular

tourist destination, with its scenic landscapes, wine farms, and historic towns.

- **Garden Route District** – A major tourism hub and diverse region known for its contrasting landscapes, popular coastlines, Khoisan heritage, ostrich farms, dairies and wineries. The Garden Route is a major tourist destination, and the district has strong agricultural, forestry, and finance sectors.
- **Overberg District** – Characterised by sweeping farmlands, a coastline that includes the southernmost tip of Africa, fynbos-clad peaks, and a diverse range of economic activities. The district features mixed farming and eco-tourism and is known for the Whale Coast, which attracts visitors for the annual migration of southern right whales.
- **Cape Metro** – The smallest but most densely populated area, Cape Town is a leading global tourist destination, known as one of the world's premier cities. The Cape Metro's economy is complex and resilient, driven by sectors such as finance, transport, tourism and manufacturing.

ECONOMIC OVERVIEW

The Western Cape has a service-based economy, with key sectors including finance, trade, transport, tourism, and agriculture. The finance and IT sectors are expanding, positioning the province as a highly attractive destination for investment, particularly in the business services and fintech space.

- The finance sector is the primary economic driver, contributing significantly to GDP.
- Tourism and trade remain crucial, with Cape Town serving as a major international gateway.
- Agriculture has seen notable growth, particularly in exports of wine and fresh produce, expanding by 37.1% over the past decade.
- The transport sector played a key role in post-COVID-19 economic recovery.

Despite these strengths, challenges such as load shedding, logistical constraints, and national economic stagnation impact growth. The WCG aims to decouple the provincial economy from national constraints through a “break-out” growth strategy.

SOCIO-ECONOMIC LANDSCAPE

The Western Cape outperforms national averages in many socio-economic indicators and the region has shown improvements. However, disparities remain.

- Poverty is a pressing issue, with rising numbers living below the lower-bound poverty line.
- Income inequality has shown a slight decline, particularly in rural districts. The Gini Coefficient for the Western Cape in 2022 was 0.60, lower than the national average of 0.68.
- Labour force participation is higher than the national average, with employment growing in some sectors.
- Unemployment, particularly among youth, remains a challenge. Although the province has the lowest unemployment rate in South Africa, this remains high by global standards.
- Informal employment is increasing, particularly in rural areas.
- Urbanisation, in-migration, limited housing supply, and property investment have led to a hike in property prices and increased the demand for housing and other public services in the province.

MEGATRENDS

Several megatrends are shaping the province's future, creating both risks and opportunities:

- **Climate Change** – More frequent and severe climate hazards will impact water security, food production, and infrastructure resilience.
- **Urbanisation** – Rapid urban growth increases pressure on infrastructure, public services, and economic opportunities.
- **Strained Macroeconomic Environment** – Fiscal constraints, illicit economic activities, and shifting trade dynamics affect growth potential.
- **Demographic Shifts** – An ageing population, migration, and labour force changes influence economic development and resource allocation.
- **Geopolitical Uncertainty** – Global trade shifts and investment fluctuations could impact the province's economic outlook.
- **Technology Acceleration** – Rapid advancements in automation, digitalisation, and economic transformation create new opportunities and challenges.
- **Social Cohesion Pressures** – Increasing inequality, crime, and trust deficits require proactive strategies to build resilient communities.

TRENDS AND COMMUNITY INSIGHTS

The following sections provide a situational analysis of each integrated impact area in the Provincial Strategic Plan 2025-2030 and examine the megatrends expected to shape the future for people and businesses. To complement quantitative trends, the WCG engaged directly with Western Cape residents through focus group discussions across the Cape Metro and rural areas. These discussions offered valuable insights into lived realities, enriching the understanding of the context that should be considered by the Growth for Jobs, Safety, and Educated, Healthy, and Caring Society portfolios. Each context section will include key insights from these engagements to provide a more comprehensive perspective.

Economy

Economic growth can be significantly enhanced through a combination of increased investments, exports, and tourism. Increased investments, whether from domestic or foreign sources, drive capital into key sectors, fostering business expansion, innovation, and job creation. An overview of past performance indicates that over the past decade, the Western Cape has attracted a total of 296 foreign direct investment (FDI) projects that have brought about a capital injection of \$9.10 billion, resulting in the creation of 17,822 jobs (FDI Intelligence, 2024). The Western Cape attracted the second-highest number of inward FDI projects among the nine provinces of South Africa between 2014 and 2023, with Cape Town and Stellenbosch ranked in the top 20 South African cities for inward FDI projects (Growth for Jobs, 2023). However, both South Africa and the Western Cape have underperformed compared to their international peers, indicating an opportunity to increase investment if barriers are addressed (World Bank, 2023). Initiatives to drive higher levels of investment in the Western Cape will lead to higher economic growth and employment in the region.

Increased exports further fuel economic growth by opening access to international markets, allowing local businesses to diversify their revenue streams and improve their competitiveness. Export growth strengthens the balance of trade, bringing in foreign currency and creating additional jobs across various industries. Exports are an important part of the Western Cape economy, with a value of R163 billion in 2023, having grown by 14% between 2019 and 2023 (Quantec, 2024). Research by the WCG has indicated that increasing exports by 10% could add an estimated R6 billion to the Western Cape gross domestic product (GDP) (Growth for Jobs, 2023). Increased tourism has a ripple effect on many sectors, including hospitality, retail, transportation, and entertainment. As tourists spend on local goods and services, they contribute directly to local economies, while tourism growth encourages investments in infrastructure and creates jobs. The tourism sector also promotes cultural exchange and can lead to further international interest in local businesses and products, boosting the export market.

Improved resource resilience, especially in sectors like water management, energy, and managing climate change is crucial for sustainable growth. For example, since load shedding commenced in 2007, the Western Cape has cumulatively lost about R48.6 - R61.2 billion in real GDP. In 2021, it reduced real GDP growth by 3% in 2021, resulting in 350 000 job losses (Van Zyl, 2024). By addressing loadshedding and ensuring that resources are managed efficiently and sustainably, the Western Cape economy will become less vulnerable to external shocks like climate change or resource depletion. This resilience allows industries to operate smoothly and ensures the long-term stability of supply chains, which applies to managing water and climate change as well.

With better technology and innovation, which increase productivity and reduce costs, economies can grow more efficiently. Technological advancements lead to new industries, increase efficiency in existing sectors, and often result in high-quality, competitive products and services. The Western Cape has great potential and is seen as the best-performing region for technology start-ups on the continent of Africa (Wesgro, 2021; StartupBlink, 2022). It was estimated that there were between 450 and 500 tech firms in the Cape Town – Stellenbosch corridor, employing more than 40,000 people — more than double the number of people in the tech sector than both Nairobi and Lagos combined (Endeavour Insights, 2018).

Improved infrastructure is also fundamental to economic growth. Research shows that a 10% increase in infrastructure assets increases GDP per capita by 0.7% – 1% (Calderon, Moral-Benito and Servén, 2011). Efficient transportation networks, reliable energy supply, and advanced communication systems reduce the cost of doing business and attract investment. Well-developed infrastructure ensures that goods and services can flow freely, connecting producers with markets and reducing logistical bottlenecks.

Improved access to economic opportunities is about the different pathways that can lead residents to fulfil their full economic potential, to fulfil their full economic potential, bringing economic pathways and opportunities closer to residents and communities and vice versa. This is key to addressing

the high levels of unemployment that are experienced in South Africa and the Western Cape. The Growth for Jobs Portfolio acknowledges that access to information, networks and economic support varies based on an individual's socio-economic circumstances. Improving access to economic opportunities is a critical role player in economies and even more so in developing countries. It is a key driver of not only economic growth, but also development aspects such as improving societal health, poverty alleviation, local community development, cultural and social change, skills and human capital development, and job creation in line with the United Nations Sustainable Development Goals (SDGs). Collectively, these factors that enhance access to economic opportunities create a strong foundation for sustained economic growth and prosperity.

MEGATRENDS: IMPLICATIONS FOR THE WESTERN CAPE ECONOMY

The Western Cape Province's economic growth opportunities are shaped by the intersection of technology acceleration, a strained macroeconomic environment, and a fractured world. Rapid technological advancements drive innovation, boost productivity, and open new markets, but also bring challenges such as job disruption, skills shortages, and rising demand for data-driven services, creating opportunities for businesses that can adapt (WEF, 2023). While automation and digital transformation disrupt the job market (IMF, 2024), they also create opportunities for workforce development, with public-private partnerships playing a key role in upskilling talent and preparing for the future.

Economic pressures, such as rising living costs and global competition, are pushing businesses towards more advanced, technology-driven models that prioritise skilled labour and efficiency (WEF, 2023). This shift presents an opportunity to invest in education, training, and new economic strategies that promote long-term prosperity.

Meanwhile, the evolving geopolitical landscape, though complex, encourages businesses to build

more resilient supply chains, explore local manufacturing opportunities, and align with forward-thinking policies (BMI, 2023). By fostering innovation, reimagining education and workforce pathways, and leveraging strong local governance, the Western Cape Province can position itself as a leader in the next phase of economic transformation, creating a more dynamic, inclusive and competitive economy.

EXTORTION

Organised crime, including extortion and protection racketeering, has become a widespread issue in South Africa, impacting a broad range of individuals and organisations. While the construction, mining, and transport sectors are heavily targeted, small businesses and informal traders are equally vulnerable.

Extortion by gangs targeting small, community-based entrepreneurs is a challenge across the province. Businesses such as tuck shops, barbers, and street vendors are particularly affected. This issue was consistently raised in community-based focus groups consulted in the development of the PSP.

Extortion occurs in multiple ways. In some cases, business owners are forced to pay a monthly "protection" fee to avoid violence or coercion. Others are required to pay a "tax" to gangs to continue operating—refusal results in threats, intimidation, or violence. Some entrepreneurs are even compelled to serve as fronts for criminal activities, allowing gangs to operate under the cover of a legitimate business.

Business owners highlighted how these practices create significant barriers to formal economic participation, limiting opportunities for growth and sustainability.

The inclusion of a focus area on Safe and Secure Communities and Infrastructure in the PSP 2025-2030 aims to address this issue, contributing to improved Economic and Growth Opportunities.

Households and Human Development

Households in the Western Cape face complex socio-economic challenges, including high unemployment, food insecurity, inadequate housing, and limited access to essential services. As of the third quarter of 2024, a fifth of the Western Cape population was unemployed (i.e. 19.6%) (Stats SA; Labour Force surveys and Quarterly Labour Force Surveys 2020 – 2024).

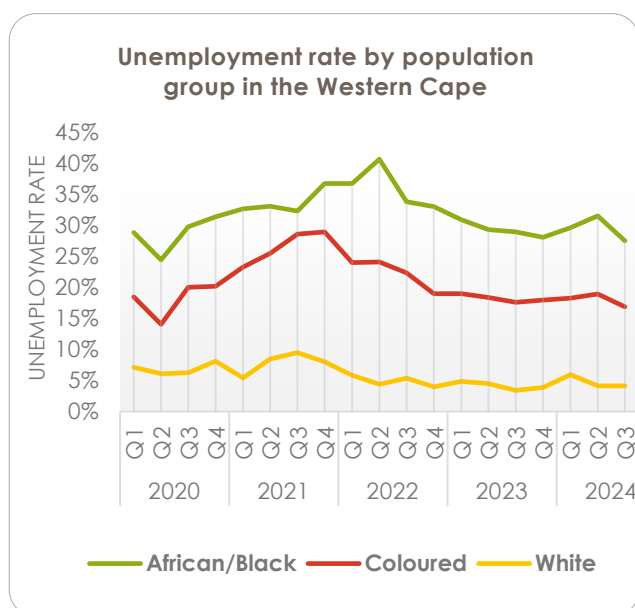


Figure 2: Unemployment rate. 2020 – 2024. Source: StatsSA, QLFS 2020-2024.

When zooming into the population group, unemployment remains highest amongst the African/Black population group (27,5% in Q3, 2024). Unemployment in the African/Black population group has increased from 28,8% (Q1, 2020) to 31,5% (Q2, 2024) with the second quarter of 2022 experiencing the highest rate over the past four years at 40,6%.

A prominence in unemployment has a ripple effect on a household's ability to provide for themselves, as can be observed for food security. In 2023, 18,0% of all households in the Western Cape experienced inadequate or severely inadequate access to food. In the City of Cape Town, the percentage increased to 19,6% for the same period (GHS 2023; Stats SA).

Child welfare and health data reveal high rates of neglect (12 839 cases reported from 2019/20 – 2023/24), abuse (12 774 cases reported from 2019/20

- 2023/23) (DSD; Strategic Plan 2025/30), and stunting (17.5% of children under five are stunted) (Western Cape Stunting Baseline, 2023). Teen pregnancies (11.5%) and underperforming early childhood development programs reflect broader systemic challenges (Annual Report 2023/24, DoHW). While early childhood development indicators are better than national averages, gaps in registration and funding hinder sector performance, emphasising the need for structural and policy reforms to foster resilience and equity across the province.

Approximately 39.4% of children aged 0-4 in the Western Cape attend formal Early Childhood Development (ECD) facilities (GHS 2023; StatsSA). While the Western Cape's ECD attendance rate is commendable, there remains a significant proportion of children who do not participate in formal ECD programs. Specifically, 45.5% of children aged 0–4 years in the province are cared for at home by a parent or guardian, and 5.9% are cared for at home by another adult. Improving access to formal ECD programmes has the potential to improve the labour market participation of women, as reliable and quality childcare reduces the burden of unpaid care work; thereby allowing women to allocate more time to income-generating activities.

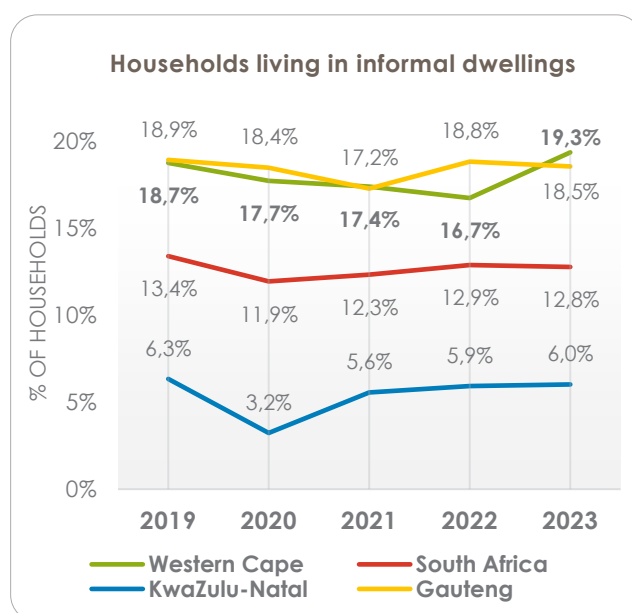


Figure 1: Households living in informal dwellings, 2019 – 2023. Source: StatsSA, GHS 2023

Housing stability in the Western Cape is becoming a critical issue. In 2023, 19,3% of all households in the Western Cape live in informal dwellings as compared to 18,7% in 2019 (GHS 2019 - 2023; Stats SA).

The province with the highest percentage of households living in informal dwellings in 2023 is the Western Cape, followed by Gauteng (18,5%) and North West (17,2%). While informal settlements are increasing, access to basic services is relatively positive, especially when compared to the rest of the country. The following is reported for the Western Cape, as of 2023:

- The percentage of households that have access to energy for lighting through electricity from mains is 92,3% in the Western Cape and 88,5% in South Africa.
- The Western Cape had the highest percentage of households with access to a flush toilet connected to a sewerage system (92,4%).
- The Western Cape (77,7%) had the highest percentage of households with access to piped water.
- The Western Cape (85,3%) had the highest percentage of households with refuse removed by local authority/private company.

MEGATRENDS: IMPLICATIONS FOR HOUSEHOLDS AND HUMAN DEVELOPMENT

Demographic shifts are reshaping households and human development by challenging traditional systems and creating both risks and opportunities. While changing migration patterns and economic disparities pose challenges, they also open doors for

skilled talent to fill labour gaps in developed countries, fostering economic mobility and cross-border collaboration (Mutava, 2023). As older workers retire and younger talent explores global opportunities, industries can leverage new consumption patterns and emerging technologies to drive economic expansion (BMI, 2023). These demographic shifts require rethinking traditional concepts like retirement and job structures, while also demanding the reconfiguration of government service delivery. By investing in education, addressing youth unemployment, and modernising infrastructure, societies can create self-sufficient, thriving households that are better equipped for the future.

ECONOMIC CIRCUMSTANCES AND FAMILY DYNAMICS

Economic conditions significantly influence family dynamics across income groups in the Western Cape.

- Low-income families prioritise survival, often relying on community and extended family networks for support.
- Middle-income families navigate the challenges of balancing caregiving, personal growth, and societal expectations related to work-life balance and education.
- Higher-income families focus on maintaining professional success while seeking personal fulfilment, leveraging available resources while recognising their privilege and societal responsibilities.

Given these disparities, economic growth and job creation are essential to fostering stability and opportunity for all households.



Communities

South Africa consistently ranks among the world's most violent countries. In 2024, it ranked 127th out of 163 on the Global Peace Index, reflecting high levels of violence, criminality, and social unrest. More than 27,000 murders were reported in 2023/24—a 29.5% increase since 2019/20. The Western Cape accounted for 16.5% of all murders, a lower share than the Eastern Cape (18.4%), KwaZulu-Natal (23%), and Gauteng (23.8%) (Crime Statistics 2023/24; Crime Information Management – SAPS). Although the Western Cape's proportion is comparatively lower, significant work remains to address ongoing challenges with violent crime.

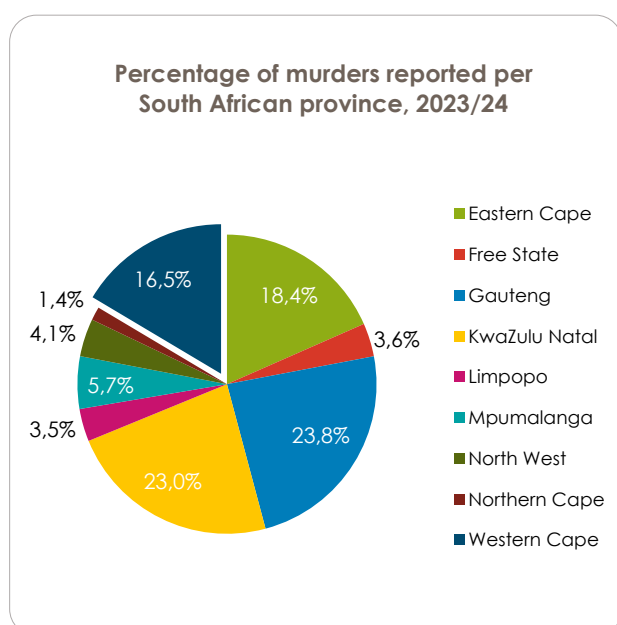


Figure 3: Percentage of murders reported per province, 2023/24. Source: SAPS Crime Statistics 2023/24

Communities face not only rising violence but also the compounded challenges of poverty, unemployment, social fragmentation, and limited mental health services, all of which undermine their ability to create safe, nurturing environments.

The social and economic impact of violence and crime is profound, with direct and indirect costs such as diminished investment, eroded trust, and deepened inequality. Addressing crime and violence, and fostering safer environments, is critical. Doing so through strategies that build individual and

community resilience—helping them adapt constructively to adversity and trauma—is essential for long-term social stability and safety.

According to the 2024/25 Victims of Crime survey, there has been a marked decline in people's sense of safety while walking in their neighbourhoods, both during the day and at night. In 2019/20, 42% of surveyed individuals reported feeling unsafe walking at night, which increased to 49% in 2023/24. In addition, the Western Cape ranks third as the most violent province in the country. Of the top 30 police stations reporting murder, 11 are in the Western Cape. These high levels of violent crime experienced by communities constitute one of the most serious and complex challenges for the province as a lack of safety can have severe negative effects on all other aspects of people's lives.

Apartheid's legacy of forced spatial segregation continues to shape the province, with high poverty and unemployment rates concentrated in "hot spots," which are also hubs of violence and crime. Insufficient police resources, ineffective community policing, and limited access to psychosocial services exacerbate the problem, weakening both individual and community resilience. If left unaddressed, these high levels of violence and eroding community networks may further destabilise communities, deepening inequality and limiting economic opportunities. Without resilience-building initiatives, trauma—particularly among children and youth—may lead to continued cycles of violence and crime.

Building safe, caring, and resilient communities requires an integrated approach that strengthens law enforcement, particularly community policing, and enhances social services like mental health and early intervention programs. Collaboration between government, civil society, and the private sector is essential to addressing both the symptoms and root causes of violence. By tackling underlying socio-economic challenges, improving community support, and bolstering law enforcement, communities can reduce violence, foster social cohesion, and ensure long-term development.

MEGATRENDS: IMPLICATIONS FOR COMMUNITIES IN THE WESTERN CAPE

The fraying social fabric and rapid urbanisation are key megatrends influencing the cohesion, safety, and resilience of communities. As individuals become more empowered to demand change, there is a growing push for governments and institutions to enhance transparency, embrace technological advancements, and rebuild trust (KPMG, 2014; PwC, 2022). In response, businesses and governments must invest in solutions that promote inclusivity, strengthen social safety nets, and drive positive societal change.

Urbanisation, while posing challenges, also unlocks immense potential for economic growth, cultural diversity, and social innovation (Mutava, 2023). Well-planned urban centres can serve as hubs for creativity and opportunity, attracting investment in infrastructure, education, and sustainable development. The increase of smart cities and forward-thinking urban planning allows for the creation of vibrant, connected communities that balance economic growth with environmental sustainability (APA, 2023). By managing urban expansion, rethinking spatial planning, and ensuring strong connections between major urban hubs and secondary cities, Western Cape communities can harness the benefits of urbanisation while protecting natural systems and promoting equitable development.

CHALLENGES IN EARLY CHILDHOOD DEVELOPMENT AND WELLBEING

Ensuring healthy childhood development requires opportunities for outdoor play to support gross motor skills and imaginative growth. However, many households struggle to provide safe spaces for their children to play and interact with others. Parents report concerns about safety, as constant supervision is not always possible, limiting children's ability to engage in outdoor activities within their communities.

Beyond safe play spaces, some participants in focus groups for this PSP emphasised the importance of exposing young people to environments outside their immediate communities to broaden their perspectives. However, economic constraints often make such opportunities inaccessible.

Nutrition is another critical challenge. Many families struggle to provide a balanced diet due to the high cost of healthy food. Additionally, the availability and appeal of fast food and unhealthy snacks further complicate efforts to promote proper nutrition among young people.



Youth

Youth development in the Western Cape faces significant challenges. In the Western Cape, the percentage of youth aged 15 – 24 not in employment, education or training (NEET) increased from 28,4% in the first quarter of 2020 to 30,5% in the third quarter of 2024. For quarter three of 2024, the province with the lowest NEET percentage is the Western Cape followed by Gauteng (32,1%), Mpumalanga (35,4%) and Kwazulu-Natal (35,3%) (StatsSA; QLFS 2020-2024). NEETs struggle to participate in the labour market because of barriers like limited educational attainment, lack of work experience, and misalignment between skills and labour market needs.

In terms of education, the Western Cape has witnessed gains in matric pass rates. Over the last 5 years, the matric pass rate was at its highest level in 2024 at 86,6% (NSC Technical Report 2020, 2021, 2022; 2023, NSC Examination Report 2024 DBE). The number of learners writing the matric exams increased since 2024. In 2024, the Eden and Central Karoo school district had the highest matric pass rate at 89,3%, well above the provincial performance at 86,6%.

Other gains can be seen via the Western Cape Education Department's investments to address significant learning deficits caused by the COVID-19 pandemic over a period of three years. A recent evaluation of the Back-on-Track programme shows partial recovery in learning outcomes, with notable improvements in schools where Afrikaans or isiXhosa were the Language of Learning and Teaching (LOLT). The largest gains were made in Mathematics in grade 7, where isiXhosa LOLT schools recovered more than a year of learning losses (205 school days). The second largest gains were in Afrikaans schools in language in grade 4, with gains measured at 190 days, close to a full school year. The third largest gains were also in grade 7 Mathematics, with Afrikaans schools gaining 180 school days. Next on the list with gains of 167 recovered days were isiXhosa LOLT schools writing isiXhosa, indicating some language spillover, as the intervention was in English.

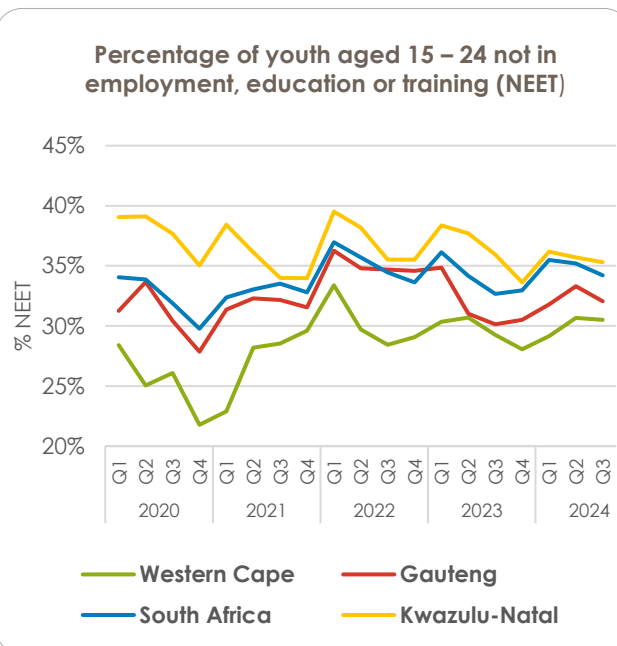


Figure 4: Percentage of youth aged 15 – 24 not in employment, education or training (NEET), 2020 – 2024/
Source: StatsSA QLFS 2020-2024.

While education outcomes are steadily improving in some areas, the province's youth face widespread mental health issues, with 60% reporting a need for support and suicide rates among youth comprising 17–18% of all cases in the province (UNICEF U-Report 2023; WC DoHW 2024). Risk-taking behaviours, including binge drinking, cannabis use, and risky sexual practices, further exacerbate violence and health challenges like teenage pregnancy (11.5% of births). Additionally, foundational gaps in literacy, numeracy (as demonstrated by low systemic test), and socio-emotional skills hinder economic participation and STEM career entry, with inequalities in education particularly affecting disadvantaged communities.

Addressing these issues requires systemic interventions in mental health, education, and socio-economic support to enable youth resilience, agency, and participation in society.

MEGATRENDS: IMPLICATIONS FOR YOUTH IN THE WESTERN CAPE

The acceleration of technology and a strained macroeconomic environment are reshaping youth

agency and preparedness, affecting young people's ability to engage in society, access economic opportunities, and pursue lifelong learning. With greater access to information, creativity, and global collaboration, youth today have more tools than ever to drive innovation, entrepreneurship, and social change. While challenges such as mental health concerns, privacy issues, and the digital divide exist, they also present opportunities to create stronger support systems, improve digital literacy, and develop responsible technology policies (KPMG, 2014). This also creates opportunities for public-private partnerships to address skill shortages and develop pathways to work, particularly in the context of evolving global competition. However, the demand for personalised services and the growing influence of big tech requires stronger regulatory oversight and protection of privacy (World Bank Group, 2020).

Meanwhile, economic pressures, including rising living costs, wage stagnation, and inequality, are creating a strong incentive for young people to develop new skills and adapt to an increasingly dynamic labour market (WEF, 2023). As firms consolidate and production becomes more capital-intensive, there is greater reliance on skilled labour and technology. This shifts the focus towards reimagining education systems and exploring new models of work, particularly in sectors such as e-commerce and services (WEF, 2023). To ensure that the youth is prepared, governments and institutions must address the societal impacts of technological change, support economic resilience, and promote inclusive pathways to lifelong learning and employment.



BRIDGING THE GAP BETWEEN EDUCATION AND EMPLOYMENT

Young people face a mismatch between education and work experience. While they recognise the importance of investing in their qualifications, the job market increasingly demands both credentials and practical experience. As a result, many feel unprepared for employment, with one noting, "subjects don't match work opportunities or jobs out there."

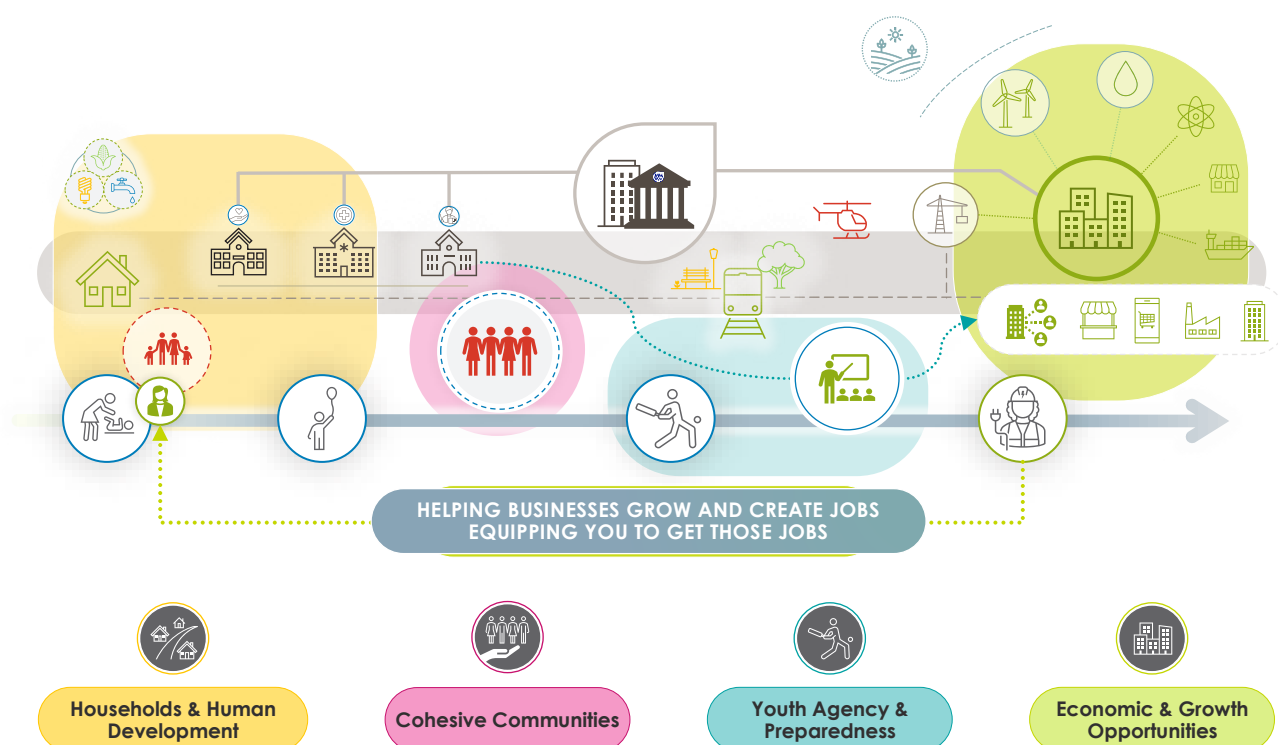
Additionally, young people often seek immediate results for their efforts. Short-term online job listings are widely praised for their quick feedback loops, whereas networking and offline job-seeking feel less effective in the short term. Helping young people understand the long-term value of building credentials and gaining experience over time will improve their ability to navigate the job market and secure sustainable employment.

3

Defining Impact

FOR YOU at Every Stage of Life

The Provincial Strategic Plan recognises that individuals require different kinds of support at key moments throughout their lives. Integrated government services are designed to provide responsive assistance along this journey, enabling residents to seize opportunities and participate fully in the economy at every life stage.



To support residents throughout the life course, the PSP identifies four integrated impact areas where government departments work towards the common goal of providing targeted support and enabling residents across critical life areas.

For example, during childhood, quality early learning through Early Childhood Development (ECD) programmes, access to nutritious meals, and safe spaces for play and learning lay a strong foundation. Schools offering remedial support, after-school programmes, and mentorship through initiatives like YearBeyond help learners develop skills needed for future employment. Strong family and community relationships provide essential emotional and social support, reinforcing a child's confidence and resilience.

Families thrive when caregivers have access to stable income opportunities through skills development, employment support, and small business funding. Affordable healthcare, safe housing, and social support services provided by the WCG reinforce household stability, allowing more people to engage productively in the economy.

Strong family ties and active community networks enhance social cohesion, ensuring that individuals and families have the support they need to overcome challenges and seize opportunities.

As young people transition into adulthood, employability initiatives create pathways into work, linking skills training directly to industry needs. Apprenticeships, vocational training, and workplace readiness programmes equip youth with the tools to secure employment. Entrepreneurship support offers additional opportunities, ensuring inclusive economic participation.

Older residents require healthcare, mobility support, and social engagement to maintain independence. Community programmes connect them to services, social networks, and transport, enabling continued contributions to society through mentoring and workforce support.

The four integrated impact areas are set out in the graphic above and explored in more detail in this section.

INTEGRATED IMPACT AREAS



Households and Human Development



A household is the foundation of human development, offering safety, comfort, and a nurturing environment that shapes daily life and future aspirations. It is more than just a structure; it is a haven where bonds are strengthened through shared experiences and where children learn, play, and grow into future leaders. The stability of a home, protection from external elements and the fulfilment of basic needs like food, water, and healthcare, supports not only physical wellbeing but also emotional and educational growth. A stable income and self-sufficiency ensure these needs are met. A household is the heart of daily life, a space where we grow up, grow together, and prepare to meet the world.

INTEGRATED IMPACT

Households thrive in environments that promote safety, health, lifelong development, and self-sufficiency.

FOCUS AREAS



Improved Access to Employability and Economic Opportunities

People have access to the tools, ability and agency to work and take up economic opportunities.

Growth for Jobs Portfolio
Page 46



Integrated Violence Prevention

Families and communities have strong relationships, cultivate positive youth behaviours, and mitigate alcohol and substance-related harms, creating an environment where violence is prevented.

Safety Portfolio
Page 57



Improved Child Wellbeing

Children have access to health, nutrition, responsive caregiving, and early learning opportunities.

Educated, Healthy and Caring Society Portfolio
Page 63



Increase the Wellbeing and Agency of Adults and Older Persons

Adults and older people live in and build caring households and socially inclusive communities where their basic needs are met.

Educated, Healthy and Caring Society Portfolio
Page 65

DESCRIPTION

The households and human development area represents the integrated WCG focus on meeting basic needs, fostering self-sufficiency through economic participation, and laying a strong foundation for lifelong development through early childhood initiatives.

Key priorities include ensuring access to housing, healthcare, and social services; promoting food security and family resilience; supporting caregivers; addressing alcohol-related harms; and strengthening community care networks. These efforts are underpinned by spatial transformation and infrastructure, ecosystem resilience, and inclusive economic growth to improve overall household stability.

MINISTERIAL PRIORITIES

- Jobs.
 - A strong foundation for early learning.
 - Ensuring the health and nourishment of small children.
 - Providing accessible healthcare.
 - Addressing child food insecurity through synergy between NGOs, agriculture, education, and health sectors.
 - Reduced waiting times in healthcare queues.
-





Cohesive Communities



Cohesive communities are the bedrock of society, weaving individual lives into a vibrant, interconnected whole. They provide support, and safety, fostering environments where people feel secure and engaged. Infrastructure, well-lit streets and maintained parks enhance safety and encourage positive behaviours. Care networks ensure that no one faces challenges alone. Resident-run projects, neighbourhood watches and community gardens empower individuals and create a sense of pride and ownership. Cohesive communities prioritise inclusivity, supporting the elderly, disabled, and economically disadvantaged while promoting gender equality and respect. They are dynamic and resilient, places where everyone feels valued, empowered, and connected, contributing to collective well-being and shared growth.

INTEGRATED IMPACT

Communities are safe, caring, and resilient.

FOCUS AREAS



Integrated Violence Prevention

Families and communities have strong relationships, cultivate positive youth behaviours, and mitigate alcohol and substance-related harms, creating an environment where violence is prevented.

Safety Portfolio

Page 57



Safe and Secure Communities and Infrastructure

Rural and urban communities and infrastructure are protected through locally owned safety initiatives, enabled by area-based and collaborative whole-of-society approaches.

Safety Portfolio

Page 58



Effective and Responsive Law Enforcement

Equitably resourced law enforcement agencies respond effectively to community safety needs, fostering trust, reducing crime, and ensuring the protection of residents.

Safety Portfolio

Page 59



Increase the Wellbeing and Agency of Adults and Older Persons

Adults and older people live in and build caring households and socially inclusive communities where their basic needs are met.

Educated, Healthy and Caring Society Portfolio

Page 65

DESCRIPTION

The Cohesive Community area focuses on efforts across the WCG to foster inclusive, safe, and engaged communities.

Key priorities include strengthening community care networks, promoting safety in and around schools, reducing violence, alcohol-related harm, and road fatalities, and enhancing public safety through

effective law enforcement, including the Law Enforcement Advancement Programme (LEAP) and South African Police Services (SAPS). Investment in infrastructure connects communities to opportunities, focusing on public transport, mixed-use housing, and addressing apartheid-era spatial inequalities. Localised action plans prioritise digital access, healthcare, and safe public spaces. Safeguarding our natural environment and the development and support of sports, culture, and heritage create opportunities for personal growth, community cohesion, and tourism.

MINISTERIAL PRIORITIES

- Protect and elevate the status of Indigenous languages.
 - Preserve the rich tapestry of our collective history and identity.
 - Improve safety in and around schools.
 - Enhance community safety by reducing violence.
 - Half the number of road fatalities.
 - Strengthen community-based safety.
 - Improve LEAP and SAPS oversight.
 - Create a culture of safety among residents.
 - Victim and perpetrator recovery programme.
 - Develop disability-friendly major towns.
 - Establish 'double safety net' dorpiess.
 - Increase the quantity and scale of recreational, sporting, and cultural events.
-





Youth Agency & Preparedness



Empowered youth have the agency to shape their future and drive the cultural and economic vibrancy of the Western Cape. Quality education and skills development are within reach, with well-performing schools acting as creative hubs supported by educators, parents, and community leaders who prepare students for real-world challenges. Libraries serve as community hubs for access to knowledge, resources, and a space to develop their interests. School sports foster teamwork, discipline, and resilience, building essential life skills while promoting health and camaraderie. Vocational training and a diverse array of programmes help youth align their talents with market needs. Internships and local partnerships provide practical experience, opening pathways to success for all. With strong home and community backing, youth become active participants and agents of change, ready to innovate and lead the province into a prosperous future.

INTEGRATED IMPACT

Young people have the agency required for participation in society, economic opportunities, and lifelong learning.

FOCUS AREAS



Improved Access to Employability and Economic Opportunities

Young people have access to the tools, ability & agency to work and take up economic opportunities.

Growth for Jobs Portfolio
Page 46



Integrated Violence Prevention

Families and communities have strong relationships, cultivate positive youth behaviours, and mitigate alcohol and substance-related harms, creating an environment where violence is prevented.

Safety Portfolio
Page 57



Increase Youth Resilience, Civic, Educational and Economic Participation

Youth are resilient, actively engage in civic activities, and meaningfully participate in their learning, training opportunities and the economy.

Educated, Healthy and Caring Society Portfolio
Page 64

DESCRIPTION

The Youth Agency and Preparedness area focuses on education, building resilience, fostering positive behaviours, and preparing youth for economic opportunities.

Priorities include improving learning outcomes, aligning education and training with labour market demands, improving work readiness, and expanding vocational training, apprenticeships, and internships. School sports and cultural participation are emphasised for holistic development. Digital empowerment,

access to broadband, libraries, and skills training enhance access to opportunities. Addressing barriers like transport costs and fostering entrepreneurship through training, mentoring, and funding are key.

MINISTERIAL PRIORITIES

- Improve learning outcomes across grades.
 - Reintroduce school sports to contribute to the holistic development of learners.
 - Develop and implement a new service delivery model for libraries.
-





Economic and Growth Opportunities

Economic growth brings tangible benefits to the residents of our province. Households achieve financial stability and access to greater opportunities, while communities grow stronger with improved service delivery and increased economic activity. Youth gain from expanded job opportunities as local industries flourish. The region is a hub of potential.

Businesses flourish within an ecosystem that attracts local and global investment. Markets bustle with activity, and everyone benefits from reliable, clean energy and a steady water supply. Natural resources are used efficiently. Technology reshapes the business landscape, supported by seamless digital infrastructure and innovation hubs that promote collaboration and ambition. Enhanced transport networks connect people and products to opportunities. Here, businesses are not just participants in the economy—they are enabled to be the creators of opportunities for a connected, thriving Western Cape.

INTEGRATED IMPACT

The Western Cape achieves breakout economic growth generating confidence, hope, and opportunities to thrive.

FOCUS AREAS



Driving Growth Opportunities through Investment

Diverse economic opportunities attract investment for businesses to grow.

Growth for Jobs Portfolio
Page 47



Stimulating Market Growth through Exports and Domestic Markets

Businesses have strong access to domestic and international markets, increasing tourism and goods and services exports.

Growth for Jobs Portfolio
Page 48



Energy Resilience and Transition to Net Zero Carbon

Businesses and people have access to reliable, low-carbon and cost-effective sources of energy.

Growth for Jobs Portfolio
Page 49



Water Security and Resilience

A secure water future enables the well-being of people and businesses to grow.

Growth for Jobs Portfolio
Page 50



Technology and Innovation

Ideas and technologies are harnessed by businesses and people, improving productivity and creating more opportunities.

Growth for Jobs Portfolio
Page 51

DESCRIPTION

The Economic and Growth Opportunities area focuses on enabling the business environment, supporting growth opportunities, and stimulating market growth to drive private-sector-led economic expansion and job creation. The approach focuses on optimising systems and structures to overcome constraints on economic growth, providing support across the economy, instilling confidence, enhancing competitiveness, partnering with businesses, and protecting infrastructure and the economy from crime. The WCG aims to support and respond to economic opportunities identified by businesses, strengthening value chains in formal and informal sectors, supporting women empowerment, and addressing township and spatial economy challenges. Market growth is stimulated through incentive-based initiatives, local and international investment, and demand-driven policies.

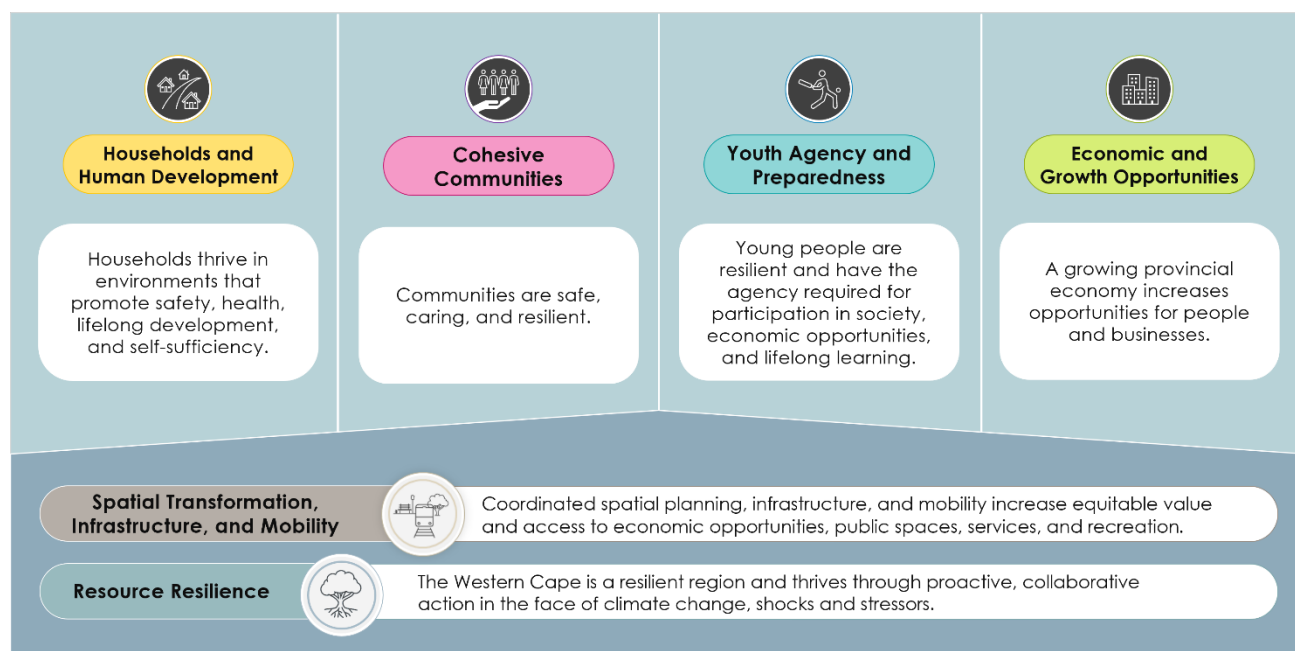
MINISTERIAL PRIORITIES

- Mitigate loadshedding.
 - Business support.
 - Agricultural support.
 - Market Access.
 - Food Security.
 - Securing investment to increase the quantity and scale of recreational, sporting, and cultural events.
 - Securing and managing water resources for the current and future needs of the province.
-



TRANSVERSAL IMPACT AREAS

The Provincial Strategic Plan's two transversal impact areas— Spatial Transformation, Infrastructure and Mobility and Resource Resilience —address the structural and environmental factors shaping service delivery. Cutting across the life course and integrated impact areas, the transversal impact areas ensure access to essential systems and resources.



SPATIAL TRANSFORMATION, INFRASTRUCTURE, AND MOBILITY

For **households**, investments in housing, water, and sanitation provide access to essential services, improving living conditions and health. Reliable roads and transport help residents reach jobs, schools, and healthcare more easily from home.

For **communities**, well-lit public spaces, maintained roads, and accessible transport options reduce crime and improve safety. Mixed-use developments and efficient spatial planning ensure that essential services, such as clinics and schools, are located close to where people live.

For **youth**, safe, affordable, and reliable transport is key to accessing education, training, and employment. Digital infrastructure expands learning and career opportunities beyond physical constraints, creating new pathways for growth.

For the **economy**, strategic infrastructure like upgraded roads, ports, and digital networks enhances business efficiency. Well-planned industrial and commercial zones attract investment, enabling job creation closer to residential areas.

RESOURCE RESILIENCE

For **households**, secure water and food systems protect against shortages. Clean air, water, and green spaces enhance health and well-being, while climate-resilient agriculture strengthens food security.

For **communities**, flood prevention, waste management, and ecosystem restoration reduce climate risks. Protecting natural assets like coastlines and biodiversity supports tourism and economic stability. These landscapes provide communities with opportunities to connect with nature, enjoy outdoor recreation, and improve overall wellbeing.

For **youth**, the sustainable use of resources and mitigation of environmental risks enables future generations to thrive. Expanding renewable energy and sustainable transport reduces environmental harm and opens green job opportunities.

For the **economy**, stable electricity and water supplies prevent costly disruptions. Investments in renewable energy and water security protect industries and support long-term growth.

SPATIAL TRANSFORMATION, INFRASTRUCTURE, AND MOBILITY

INTEGRATED IMPACT

Coordinated spatial planning, infrastructure, and mobility increase equitable value and sustainable development, providing access to economic opportunities, public spaces, services, and recreational facilities.



PORTFOLIO FOCUS AREAS



Infrastructure and the Connected Economy

Growth for Jobs Portfolio
Page 52



Safe and Secure Communities and Infrastructure

Safety Portfolio
Page 58



Improved Spatial Transformation and Social Infrastructure

Educated, Healthy and Caring Society Portfolio
Page 66

TRANSVERSAL OUTCOMES



Access to Basic Services & Shelter

Households have increased access to basic services and improved shelter.

Transversal



Investment in Social Infrastructure

Investment in social infrastructure improves access to health, education, social development and recreation opportunities.

Transversal



Spatial Transformation and Resilience

Infrastructure investment drives spatial transformation and improves spatial resilience.

Transversal



Safe and Efficient Mobility

Mobility systems and transportation corridors provide safe and efficient connectivity to opportunities, services, and facilities.

Transversal

MINISTERIAL PRIORITIES

- Grow our economy through spatial transformation and development facilitation.
- Accelerate speed and scale of infrastructure development and maintenance.
- Explore and adopt alternative delivery materials and models, building technologies, and AI solutions.
- Future-proof our province through improved disaster and climate change resilience.
- Build the infrastructure sector through a skills focus and trusted infrastructure pipeline.
- Accountable local government delivering services that our residents deserve.
- Private sector involvement.
- Unlock and secure new funding sources, including CSI.
- New regional and private hospitals.
- Invest in school infrastructure.
- Preserve heritage while enabling development.

- Passenger rail is established as the backbone of urban public transportation.
- Reduced Road Fatalities.

KEY STRATEGIES AND FRAMEWORKS

- Western Cape Infrastructure Framework (WCIF) and Western Cape Infrastructure Strategy (WCIS)
- Western Cape Spatial Development Framework (WC SDF)

RESOURCE RESILIENCE

INTEGRATED IMPACT

The Western Cape is resilient and thrives through proactive, collaborative action in the face of climate change, shocks and stressors.



PORTFOLIO AND TRANSVERSAL FOCUS AREAS



Effective Approach to One Health and Disaster Management

The Western Cape effectively prevents, detects, and responds to threats to the health and wellbeing of its residents and improves the health, livelihoods, and ecosystem integrity of humans, animals, plants, and the environment.

Educated, Healthy and Caring Society Portfolio

Page 67



Enhanced Resilience to Climate Change

The Western Cape enhances resilience to climate change by reducing, mitigating, and adapting to climate risks and impacts on infrastructure, human wellbeing, ecosystems, and the economy.

Transversal



Sustainable Agriculture and Ecological Infrastructure

Sustainable agriculture and restored ecological infrastructure improve food access and mitigate natural disasters.

Transversal

MINISTERIAL PRIORITIES

- Future-proof our province through improved disaster and climate change resilience.
- New disaster, crisis and emergency budget guidelines.
- Water resources are secured and managed to meet the current and future needs of our growing province.

KEY STRATEGIES AND FRAMEWORKS

- Western Cape Climate Change Response Strategy (WCCCRS)
- Western Cape Sustainable Water Protection Plan (WCSWPP)
- Growth for Jobs Strategy (G4J)

4

Delivering Impact



Portfolio

Growth for Jobs

The Western Cape achieves breakout economic growth generating confidence, hope, and opportunities to thrive.

Driving economic growth and job creation

The Western Cape Government's top priority for 2025-2030 involves driving economic growth by helping businesses to grow and create jobs.

Economic growth is pursued not as an end, but the means to empower residents, enabling them to access opportunities, achieve self-sufficiency, and enhance their wellbeing at every stage of life.

The PSP 2025-2030 builds on proven approaches from previous cycles, incorporating lessons and established strategies that guide government action. The Growth for Jobs Strategy underpins the WCG's approach to enabling economic growth and job creation, driving the activities of the Growth for Jobs Portfolio.

GROWTH FOR JOBS STRATEGY

The Growth for Jobs Strategy 2035 lays the foundation for building a thriving and sustainable provincial economy. By focusing on targeted interventions, it aims to achieve breakthrough growth that creates meaningful employment opportunities and improves residents' quality of life. The strategy targets growing the provincial economy to R1 trillion in real terms by 2035, with annual growth rates of 4-6%.

The strategy is organised around seven Priority Focus Areas (PFAs), each designed to support businesses and unlock specific growth opportunities.

These PFAs are:

1. **Driving growth opportunities through investment**

Focusing on attracting investment, expanding market access, and fostering a supportive business environment.

2. **Stimulating market growth through exports and domestic markets**

Outlining efforts to boost exports, enhance tourism, and support businesses in accessing new markets.

3. **Energy resilience and transition to net-zero carbon.**

Promoting sustainable energy practices, reducing reliance on Eskom, and transitioning to a low-carbon economy.

4. **Water security and resilience**

Securing and managing water resources to support economic growth and resilience.

5. **Technology and innovation**

Fostering a thriving tech ecosystem, supporting R&D, and promoting digital transformation.

6. **Infrastructure and connected economy**

Prioritising strategic infrastructure investments to support economic activity and create a connected economy, aligned with the Spatial

Transformation, Infrastructure, and Mobility transversal integrated impact area.

7. Improved access to economic opportunities and employability

Focused on enhancing residents' employability, providing access to economic opportunities, developing entrepreneurship, and supporting skills development.

FIVE-YEAR IMPLEMENTATION PLAN

The Growth for Jobs Strategy will be realised through a five-year Implementation Plan (2025-2030), focusing on achieving the specific targets set for each PFA. The plan integrates key actions across government departments and stakeholders to

ensure strategic goals are met. This includes prioritising investment in infrastructure, market access, energy transition, and technology innovation while addressing binding constraints that may hinder growth.

CREATING OPPORTUNITIES TO THRIVE

The Growth for Jobs Implementation Plan is integrated into the PSP, aligning with its resident-centric approach. The Portfolio coordinates the province's efforts toward business-led growth and job creation. The integrated approach of the PSP translates these economic gains into tangible improvements in people's lives, ensuring that growth leads to safety and a healthy, educated, and caring society for all residents of the Western Cape.





FOCUS AREA OUTCOMES

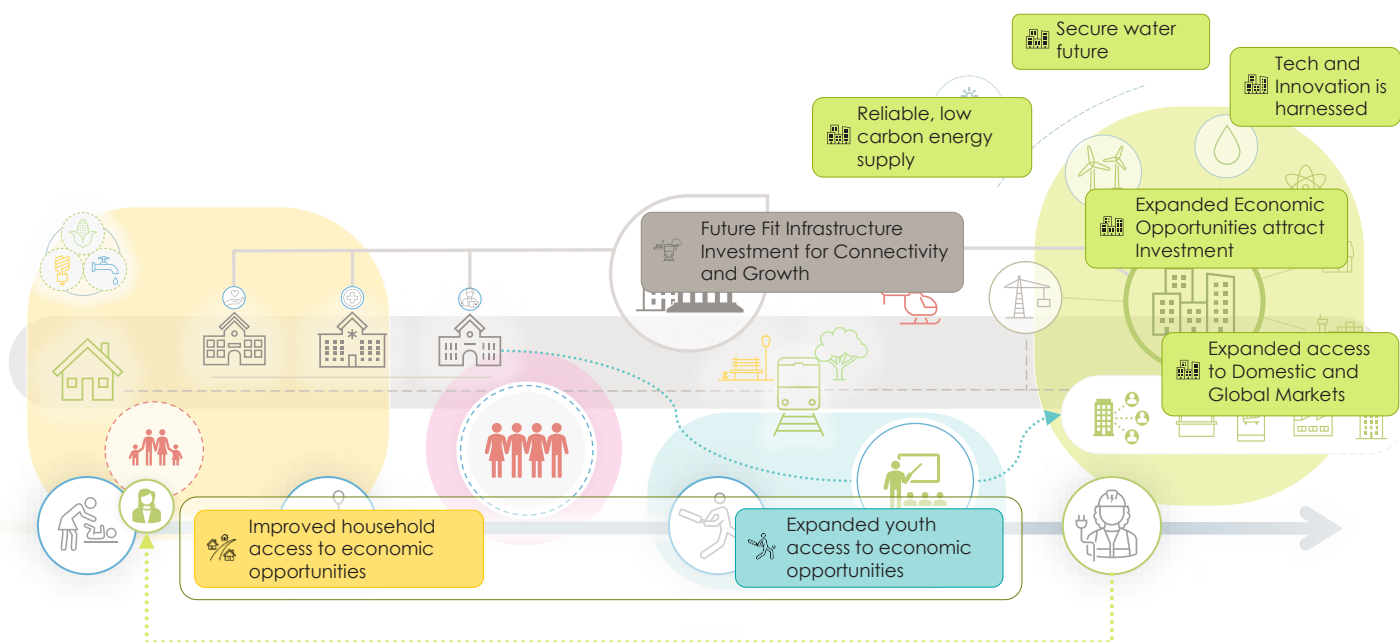
The Growth for Jobs Portfolio is guided by seven outcome statements, each aligned with a Priority Focus Area of the Growth for Jobs Strategy:

- **Improved Access to Employability and Economic Opportunities:** People have access to the tools, ability and agency to work and take up economic opportunities.
- **Expanded Economic Opportunities attract Investment:** Diverse economic opportunities attract investment for businesses to grow.
- **Expanded Access to Domestic and Global Markets:** Businesses have strong access to domestic and international markets, increasing tourism and goods and services exports.
- **Reliable, Low-Carbon Energy Supply:** Businesses and people have access to reliable, low-carbon and cost-effective sources of energy.
- **Secure Water Future:** A secure water future enables the wellbeing of people and businesses to grow.
- **Tech and Innovation is harnessed:** Ideas and technologies are harnessed by businesses and people, improving productivity, and creating more opportunities.
- **Future-Fit Infrastructure for Connectivity and Economic Growth:** Future fit public sector infrastructure investment creates value that builds trust, optimises resources, enables connectivity, and catalyses economic growth.

Each of the focus area outcomes for the Growth for Jobs Portfolio contributes to improving conditions and enabling residents and businesses to take up and generate opportunities along the life course.

DELIVERING RESULTS

This illustration highlights the Growth for Jobs focus areas and their corresponding medium- to long-term outcomes in an abridged format. It maps these focus areas within the service delivery environment, demonstrating how the Growth for Jobs Portfolio aims to achieve integrated and impactful benefits for people and businesses across the Western Cape.



Each focus area outcome is a specific result that the Western Cape Government aims to achieve over the medium- to long-term.

These focus area outcomes guide the five-year plans of both portfolios and departments, ensuring an integrated response.

The tables set out on the following pages explore these results for the Growth for Jobs Portfolio. They provide more specific details on how the WCG will collectively achieve its aims.

The corresponding focus area tables for Growth for Jobs follow on pages 46 – 52.

GUIDE TO READING FOCUS AREA TABLES

FOCUS AREA OUTCOME

The medium- to long-term result that guides both department and portfolio plans

FIVE-YEAR PORTFOLIO OUTCOMES

Specific outcomes the Growth for Jobs Portfolio will prioritise over 2025–2030. Department outcomes are detailed in respective Strategic Plans.

PORTFOLIO

The portfolio(s) responsible for driving progress towards the result and outcome.

LINKED STRATEGIC PLANS

Department Strategic Plans which contribute to the realisation of the focus area outcome.

DESCRIPTION

An explanation of the focus area outcome and actions of the Growth for Jobs Portfolio.

INTEGRATED IMPACT

Life course areas enabled or supported by this result.

FOCUS AREA: Improved Access to Employability and Economic Opportunities

FOCUS AREA OUTCOME



People have access to the tools, ability and agency to work and take up economic opportunities.

DESCRIPTION

This focus area addresses persistently high unemployment, skill mismatches, and limited entrepreneurial activity. By 2030, the Western Cape aims to enable one million residents to access at least one of five economic pathways and boost the entrepreneurship rate to 15%.

The approach includes improving post-school opportunities, expanding workplace productivity training, and promoting entrepreneurship. A just transition to a low-carbon future further underpins efforts. Key interventions involve strengthening career guidance and realigning curricula, fostering partnerships with industry, and supporting learners and jobseekers to develop practical, in-demand skills.

Flagship initiatives include establishing career clubs to improve work readiness, stimulating entrepreneurship and bridging the gap between post-school training and employment, and piloting township economic growth strategies that bring business opportunities closer to communities. These efforts collectively promote inclusive, sustainable economic growth and improved access to a meaningful livelihood.

INTEGRATED IMPACT

Households and Human Development
Youth Agency and Preparedness

Portfolio

Growth for Jobs

Linked Dept. Strategic Plans

DEDAT, WCDOA, DCAS, DOI, DSD, WCED, WCMD, DEA&DP

FIVE-YEAR PORTFOLIO OUTCOMES

The Growth for Jobs Portfolio plans to realise the focus area outcome by strategically focusing its interventions on realising each of these outcomes over the five-year PSP period:

- Expanded opportunities to obtain workplace skills and productivity upskilling.
- Enhanced positive entrepreneurship culture and small and micro-business start-up guidance.
- Improved sustainability of small and micro businesses (formal and informal).
- Enhanced preparation and resilience of businesses and residents towards the just transition and a low carbon future.

FOCUS AREA: Driving Growth Opportunities through Investment

FOCUS AREA OUTCOME



Diverse economic opportunities attract investment for businesses to grow.

Portfolio	Growth for Jobs
Linked Dept. Strategic Plans	DEDAT, WCDOA, DCAS, DEA&DP

DESCRIPTION

The Western Cape has achieved significant economic success, positioning itself as a premier investment destination in Africa. Despite this, global economic challenges such as financial volatility, supply chain disruptions, and geopolitical tensions threaten investment prospects. Locally, rising inflation, fuel costs, and food security concerns compound these challenges. However, opportunities exist to strengthen the region's resilience and competitiveness by enhancing its investment ecosystem.

This focus area aims to drive economic growth by increasing private sector investment to R75 billion by 2030 and R200 billion by 2035. Three themes guide the approach:

- Smart Investment Promotion and Facilitation: Proactive investor engagement, streamlined regulatory processes, and robust aftercare services to attract and retain foreign and domestic investors.
- Enabling and Competitive Environment: Addressing investor constraints, improving infrastructure, and reducing the cost of doing business to enhance competitiveness.
- Collaborative Ecosystems: Building trust, fostering partnerships, and leveraging economic intelligence for informed decision-making.

Flagship initiatives include tackling visa and regulatory barriers and implementing catalytic infrastructure projects to unlock economic growth opportunities.

INTEGRATED IMPACT

Economic and Growth Opportunities


FIVE-YEAR PORTFOLIO OUTCOMES

The Growth for Jobs Portfolio plans to realise the focus area outcome by strategically focusing its interventions on realising each of these outcomes over the five-year PSP period:

- To be a regional investment destination of choice in Africa.
- Improved investment climate in targeted growth opportunities.
- Strengthened and expanded ecosystems to improve trust and collaboration.
- Tracked investments to assist with decision-making and trend analysis.

FOCUS AREA: **Stimulating Market Growth through Exports and Domestic Markets**

FOCUS AREA OUTCOME

 Businesses have strong access to domestic and international markets, increasing tourism and goods and services exports.

Portfolio	Growth for Jobs
Linked Dept. Strategic Plans	WCDOA, DEDAT, WCMD

DESCRIPTION

This area focuses on expanding international and domestic markets to drive economic growth. By enhancing export capacity and promoting tourism, the Western Cape aims to increase goods and services exports from R183 billion in 2022 to R320 billion by 2030 and attract three million international arrivals. Long-term targets include tripling exports by 2035.

Achieving these goals involves addressing logistical bottlenecks, improving compliance, and preparing exporters for emerging carbon border standards. Strengthening export ecosystems, diversifying products, and markets, and bolstering tradeable services are key components of the approach. Improving the efficiency of the Port of Cape Town and reducing transport delays are central flagship initiatives.

Additionally, the province plans to extend market access through supportive infrastructure, value chain development, and targeted interventions that enhance competitiveness and sustainability. Domestic markets remain vital, offering resilience and further job creation. Tourism, both domestic and international, complements these efforts. Together, these measures will stimulate long-term economic growth, unlock new opportunities, and create an environment in which businesses and communities thrive.

INTEGRATED IMPACT

Economic and Growth Opportunities

FIVE-YEAR PORTFOLIO OUTCOMES

The Growth for Jobs Portfolio plans to realise the focus area outcome by strategically focusing its interventions on realising each of these outcomes over the five-year PSP period:

- Improved logistics infrastructure with regard to effectiveness, efficiency and competitiveness.
- Enhanced regulatory competitiveness for exports.
- Enhanced competitiveness, sustainability, and capabilities of exporters.
- Expanded sector export/market ecosystems.
- Strong Western Cape positioning and capabilities in priority sectors, including awareness of targeted offerings (products, services, and tourism).
- Improved market access and lower trade barriers.



FOCUS AREA: Energy Resilience and Transition to Net Zero Carbon

FOCUS AREA OUTCOME



Businesses and people have access to reliable, low-carbon and cost-effective sources of energy.

Portfolio Growth for Jobs

Linked Dept. Strategic Plans DEDAT, DEA&DP, DOTP, DOI, DLG

DESCRIPTION

This focus area addresses the need to enhance energy resilience and transition towards a net-zero carbon economy. Load shedding has significantly reduced productivity and dampened economic growth, underscoring the importance of a reliable and affordable energy supply. Concurrently, reducing carbon emissions is critical for maintaining global competitiveness, particularly in the face of carbon border adjustments.

The Province aims to increase the energy generated or used by 1,400 MW by 2030, potentially attracting approximately R16.4 billion in investment and reducing carbon dioxide equivalent (CO₂e) emissions per GDP by 10%. Achieving these targets involves improving disaster mitigation and management, strengthening energy infrastructure, managing demand efficiently, and promoting investment in renewable energy generation, procurement, and trading. It also requires effective coordination among the WCG, municipalities, businesses, and financial institutions, as well as supportive regulatory and policy frameworks.

This approach aims to generate opportunities in manufacturing, installation, and other energy-related services, ensuring that the Western Cape's energy ecosystem is both economically sustainable and environmentally responsible.

INTEGRATED IMPACT

Economic and Growth Opportunities
Resource Resilience


FIVE-YEAR PORTFOLIO OUTCOMES

The Growth for Jobs Portfolio plans to realise the focus area outcome by targeting its interventions at achieving each of these five-year outcomes:

- Strengthened disaster mitigation and management.
- Evidence-based decision support including energy market changes.
- Energy is used efficiently, and the load is managed effectively by businesses, residents, government, and other institutions.
- Additional and less carbon-intensive energy is generated and used in the Western Cape.
- Improved state and capacity of energy infrastructure to enable the energy transition.
- Foreign and domestic energy sector investors are attracted to the Western Cape.
- Municipal revenue models adjusted to remain financially stable and alleviate energy poverty in the face of the energy transition.
- Skilling opportunities are provided in the energy sector.
- Lower-income households are enabled to have access to affordable energy.
- Western Cape businesses are more resilient to and are enabled to realise opportunities created through compliance with carbon border adjustment mechanisms (CBAM) and other carbon emissions reduction.
- Progress towards provincial mitigation and adaptation goals.

FOCUS AREA: Water Security and Resilience

FOCUS AREA OUTCOME

 A secure water future enables the wellbeing of people and businesses to grow.

Portfolio	Growth for Jobs
Linked Dept. Strategic Plans	DEDAT, DEA&DP, WCDOA, DLG

DESCRIPTION

This area focuses on efforts across the WCG to ensure the Western Cape’s water security and resilience. The province is water-scarce and increasingly vulnerable to the impacts of climate change, with population growth and urbanisation placing additional strain on limited resources. The severe drought between 2015 and 2019 highlighted the economic repercussions of water shortages, prompting a need for targeted actions.

By 2030, the plan is to secure an additional 220 million cubic metres of water per year for the economy. This entails both supply-side interventions—such as removing invasive vegetation, enhancing groundwater use, improving reuse and desalination, and maintaining canals—and demand-side measures like leak repairs, smarter metering, tariff restructuring, water conservation, and awareness. Efforts will encourage behavioural change at household, business, and agricultural levels to improve efficiency and reduce consumption.

Coordinated infrastructure investments and reduced red tape in water governance are critical, while ecological infrastructure management will ensure the long-term stability of water sources. Meeting these targets will help underpin the region’s economic growth, strengthen its resilience, and align water usage more closely with sustainable resource limits.

INTEGRATED IMPACT

Economic and Growth Opportunities
Resource Resilience

FIVE-YEAR PORTFOLIO OUTCOMES

The Growth for Jobs Portfolio plans to realise the focus area outcome by strategically focusing its interventions on realising each of these outcomes over the five-year PSP period:

- Increased Water supply through the least cost, highest impact alternatives by 170 Mm3/a.
- Reduced the demand from non-productive users by 50 Mm3/a.
- Positive behaviour changes at the precinct level.
- Strong coordination platforms are developed and maintained.

FOCUS AREA: Technology and Innovation

FOCUS AREA OUTCOME



Ideas and technologies are harnessed by businesses and people, improving productivity and creating more opportunities.

Portfolio

Growth for Jobs

Linked Dept. Strategic Plans

DEDAT, DOI, DOTP

DESCRIPTION

This focus area aims to elevate productivity, global competitiveness, and economic growth through enhanced technology and innovation. The Western Cape already contributes significantly to South Africa's research and development (R&D) activities, yet national investment at 0.6% of GDP remains low compared to leading economies. By 2030, the province targets a 51% increase in R&D expenditure to R15 billion, along with R23 billion in venture capital deals.

Efforts include nurturing tech start-ups, strengthening university-business collaborations, and improving the regulatory environment for innovation. Specific areas of focus are verticals like artificial intelligence, climate tech, agritech, fintech, and creative industries, as well as boosting cross-sector technologies.

Further interventions involve raising digital skills among school learners, graduates, and SMMEs, and encouraging adoption of digital tools by residents, government, and businesses. Enhanced R&D and commercialisation incentives will support this ecosystem, increasing the supply of skilled professionals and creating more robust conditions for scaling knowledge-intensive industries in the province.

Building and strengthening public service innovation capabilities and culture are also important areas of work.

INTEGRATED IMPACT

Economic and Growth Opportunities
Service Delivery Enablers (ICG)


FIVE-YEAR PORTFOLIO OUTCOMES

The Growth for Jobs Portfolio plans to realise the focus area outcome by strategically focusing its interventions on realising each of these outcomes over the five-year PSP period:

- Improved competitiveness and growth of tech growth opportunities.
- Reestablished and sustained positioning of the Western Cape as the Tech Capital of Africa.
- Strengthened public service innovation capabilities and culture.
- Active and enabled innovation and R&D culture within Western Cape firms.
- Improved access and usage of digital and technology by businesses in the Western Cape.
- Increased access and usage of digital and technology by residents in the Western Cape.
- Scaling up of technological usage that promotes resource efficiency and sustainability principles.

FOCUS AREA: Infrastructure and the Connected Economy

FOCUS AREA OUTCOME

 Future fit public sector infrastructure investment creates value that optimises resources, enables connectivity, and catalyses economic growth.

Portfolio	Growth for Jobs
Linked Dept. Strategic Plans	DOI, DEA&DP, DEDAT, WCMD, DOTP, DLG

DESCRIPTION

Infrastructure underpins economic growth by supporting both economic infrastructure (e.g., roads, energy, logistics) and social infrastructure (e.g., housing, education, healthcare). A 10% increase in infrastructure assets increases GDP per capita by 0.7% – 1%. However, South Africa's Gross Fixed Capital Formation (GFCF)—a key indicator of infrastructure investment—was only 13.7% of GDP in 2020, far below the 30% target set by the National Development Plan (NDP) 2030.

This focus area aims to ensure that, by 2035, the Western Cape has the infrastructure needed to support a R1 trillion economy, with public sector capital investment reaching 10% of regional GDP.

By 2030, key milestones include realising public sector infrastructure investment of R34.3 billion (in real terms), establishing a R200 billion pipeline of bankable, future-fit projects, and fully implementing one pipeline mega-project. These targets align with the Western Cape Infrastructure Framework 2050 (WCIF2050) and achieving them requires coordinated planning, streamlined delivery, developing infrastructure as an economic catalyst, leveraging digital and hybrid infrastructure, and enhancing logistics and mobility with the overarching theme of spatial transformation (spatial justice, spatial resilience, and spatial sustainability).

This approach is underpinned by future-fit, climate-resilient planning, and spatial transformation, incorporating ecological infrastructure and greater resilience to shocks. Improved data management, careful assessment of asset demand, and monitoring performance are intended to guide more effective investment. Multiple stakeholders will collaborate to meet these goals, ensuring that infrastructure development supports long-term economic growth and resilience in the Western Cape.

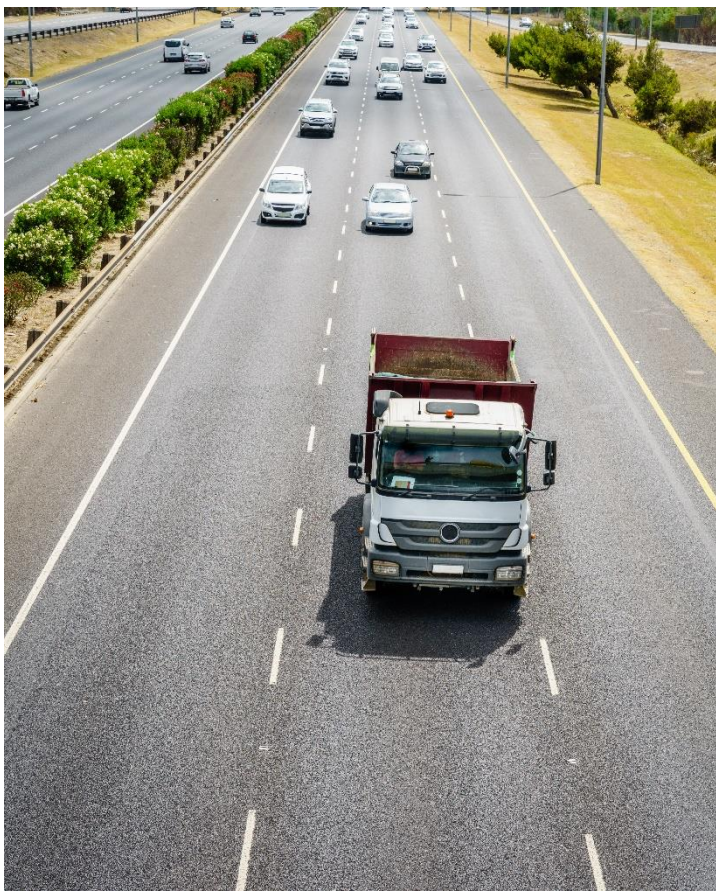
INTEGRATED IMPACT

Economic and Growth Opportunities
Spatial Transformation, Infrastructure, and Mobility

FIVE-YEAR PORTFOLIO OUTCOMES

The Growth for Jobs Portfolio plans to realise the focus area outcome by strategically focusing its interventions on realising each of these outcomes over the five-year PSP period:

- Futures-oriented approach to infrastructure design, planning, implementation, maintenance and disposal.
- Accelerate infrastructure delivery and management.
- Catalyse infrastructure for targeted economic growth.
- Opportunities in digital and hybrid infrastructure.
- Improve logistics and mobility.
- Transformed spatial landscape for the province.



The Western Cape is a resilient and safe society.

Building safer communities for people and the economy to thrive

Communities are increasingly burdened by rising violence intertwined with poverty, unemployment, social fragmentation, and inadequate mental health services, all of which undermine efforts to create safe and supportive environments. The social and economic impact of violence and crime is profound, leading to reduced investment, diminished trust, and heightened inequality. Addressing these challenges requires strategies to strengthen individual and community resilience, enabling them to navigate adversity and trauma, which is key to achieving long-term community stability and safety.

Without targeted interventions, trauma—particularly among children and youth—risks perpetuating cycles of violence and crime, further deepening inequality and constraining economic opportunities. Recognising that safety is fundamental to economic growth, public well-being, and access to essential services, the WCG has prioritised it as a strategic imperative.

Against this backdrop, the Safety Portfolio fulfils the WCG's constitutional mandate to ensure safe communities. It combines law enforcement, violence prevention, and community engagement, with a particular focus on vulnerable and densely populated areas. By addressing the root causes of crime, including poverty, unemployment, and substance abuse, the Safety Portfolio seeks to uphold

the rule of law and foster safer, more resilient communities across the province.

WCG SAFETY PLAN

The 2025–2030 Safety Portfolio builds on the foundation of the Western Cape Safety Plan – a comprehensive strategy designed to reduce violence and enhance safety across the province. This approach combines targeted law enforcement with violence prevention, addressing both immediate safety concerns and the deeper social drivers of crime.

A key distinction is made between violence reduction, which focuses on stabilising and responding to immediate crime and violence, and violence prevention, which aims at breaking cycles of violence through long-term interventions. Central to this strategy is the use of data-driven decision-making and evidence-based practices to direct resources where they are most needed.

The plan prioritises collaboration with communities, local government, and other stakeholders, ensuring sustainable and effective interventions tailored to local needs.

SUPPORTING ECONOMIC GROWTH FOR JOB CREATION

Safer Communities for Economic Growth

Building safer communities lays the groundwork for economic development. Efforts to foster stable family environments, reduce substance abuse, and engage youth in positive, constructive activities help mitigate social harms and crime. These interventions not only enhance employability but also create healthier, more productive communities. A safer environment attracts investment, supports business growth, and cultivates a skilled and sustainable workforce capable of long-term economic contribution.

Collaborative Solutions for Safer Economic Hubs

Safety is a shared responsibility. By fostering collaboration between government, communities, and businesses, local safety challenges can be effectively addressed. This approach enhances the security and attractiveness of economic hubs, paving the way for increased investment. Secure spaces enable economic activities to flourish and generate job opportunities, particularly in areas such as community development and crime prevention.

Effective Law Enforcement for Economic Growth

Trustworthy and efficient law enforcement is essential for creating an environment where businesses can thrive. By deterring crime and enhancing public safety, law enforcement fosters investor confidence and enables the growth of industries. This stable foundation encourages entrepreneurship, innovation, and job creation, fuelling sustained economic development.

Through these interconnected efforts, the Safety Portfolio becomes a catalyst for economic growth, unlocking opportunities for businesses, individuals, and communities alike.

INTEGRATED FOCUS AREAS FOR SAFETY

During the 2025–2030 term, the Safety Portfolio will build on past successes by strengthening collaboration with the Educated, Healthy, and Caring Society portfolio across integrated impact areas, particularly to enhance violence prevention outcomes.

The focus will be on achieving key objectives in three areas:

1. Integrated Violence Prevention

Which is made up of three outcomes:

- **Improving family relations to protect against victimisation and perpetration of violence**

Households play a critical role in shaping how individuals engage with their communities. Initiatives that promote harmony, close relationships, and positive discipline can protect against victimisation and reduce the likelihood of violence and crime, particularly among children.

- **Reducing the negative impacts of substance harms**

Alcohol and drugs are major drivers of violence and crime. Implementing stricter regulations on access and consumption through legislation and enforcement can help create safer households and communities.

- **Influencing youth behaviour to contribute to safety**

Investing in young people, especially during adolescence, is vital to fostering decision-making that promotes safety. Programmes such as cultural activities, afterschool initiatives, and educational campaigns can empower youth, offering protective factors against crime and violence.

2. Safe and Secure Communities and Infrastructure

Creating safe public spaces, protecting infrastructure, and fostering sustainable safety initiatives are crucial for building resilient communities. These efforts not only reduce crime and promote security but also create an environment where local economies thrive by attracting businesses, encouraging investment, and enabling inclusive community growth. Programmes integrating safety with economic development, such as market revitalisation, infrastructure improvements, and area-based strategies, empower communities to transform challenges into opportunities for prosperity and stability.

This focus area is enabled by an **Area-based approach and whole-of-society responses**, which tailor interventions to local contexts and promote collaboration among stakeholders.

3. An effective and responsive law enforcement

While law enforcement alone cannot end cycles of violence, it plays a crucial role in stabilising crises and protecting victims. Effective and responsive policing is essential to building community trust and ensuring timely support during critical moments.

FOCUS AREA OUTCOMES

The following outcome statements for each focus area guide the Safety Portfolio:

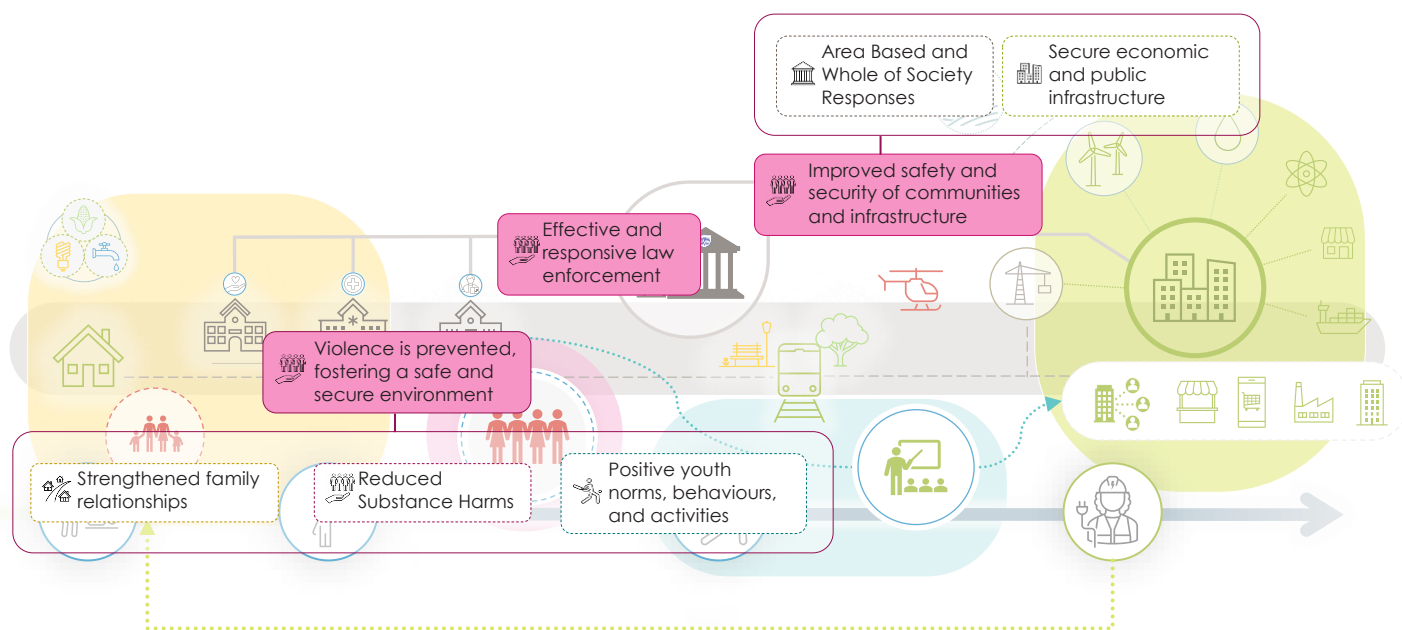
- **Integrated Violence Prevention:** Families and communities have strong relationships, cultivate positive youth behaviours, and mitigate alcohol and substance-related harms, creating an environment where violence is prevented.
- **Safe and Secure Communities and Infrastructure:** Rural and urban communities and infrastructure are protected through locally owned safety initiatives, enabled by area-based and collaborative whole-of-society approaches.
- **Effective and Responsive Law Enforcement:** Equitably resourced law enforcement agencies respond effectively to community safety needs, fostering trust, reducing crime, and ensuring the protection of residents.

Each of the focus area outcomes for the Safety Portfolio contributes to improving conditions and enabling residents and businesses to take up and generate opportunities along the life course.



DELIVERING RESULTS

This illustration highlights the Safety focus areas and their corresponding medium- to long-term outcomes in an abridged format. It maps these focus areas within the service delivery environment, demonstrating how the Safety Portfolio aims to achieve integrated and impactful benefits for people and businesses across the Western Cape.



Each focus area outcome is a specific result that the Western Cape Government aims to achieve over the medium- to long-term.

These focus area outcomes guide the five-year plans of both portfolios and departments, ensuring an integrated response.

The tables set out on the following pages explore these results for the Safety Portfolio. They provide more specific details on how the WCG will collectively achieve its aims.

The corresponding focus area tables for Safety follow on pages 57 – 59.

GUIDE TO READING FOCUS AREA TABLES

FOCUS AREA OUTCOME

The medium- to long-term result that guides both department and portfolio plans.

FIVE-YEAR PORTFOLIO OUTCOMES

Specific outcomes the Safety Portfolio will prioritise over 2025–2030. Department outcomes are detailed in respective Strategic Plans.

PORTFOLIO

The portfolio(s) responsible for driving progress towards the result and outcome

LINKED STRATEGIC PLANS

Department Strategic Plans which contribute to the realisation of the focus area outcome.

DESCRIPTION

An explanation of the focus area outcome and actions of the Safety Portfolio.

INTEGRATED IMPACT

Life course areas enabled or supported by this result.

FOCUS AREA: Integrated Violence Prevention

FOCUS AREA OUTCOME



Families and communities have strong relationships, cultivate positive youth behaviours, and mitigate alcohol and substance-related harms, creating an environment where violence is prevented.

Portfolio

Safety

Linked Dept. Strategic Plans

DCAS, DPOCS, DSD, WCED,
DOHW, DLG

DESCRIPTION

This focus area emphasises the importance of strong family and community relationships in preventing violence and fostering positive environments for youth. Healthy relationships within families and communities serve as protective factors, promoting social cohesion and reducing risk factors such as substance abuse and youth delinquency. By addressing alcohol and substance-related harms, this focus area targets one of the leading contributors to interpersonal violence, creating safer, more supportive spaces for all. Efforts to prevent violence must also directly address gender-based violence (GBV), which remains a significant challenge affecting women, children, and vulnerable groups. Empowering families and communities to recognise, prevent, and respond to GBV is critical to fostering a culture of safety and respect.

Strategies to achieve the focus area outcome include evidence-based parenting programmes designed to enhance caregivers' skills in managing stress, resolving conflict, and fostering positive communication with children, community-based support networks, such as peer-to-peer parenting groups which prioritise the creation of a shared space for caregivers to exchange knowledge, share experiences, and offer mutual support, policy interventions, including stricter regulation of alcohol sales and marketing, increased taxation on alcoholic beverages, and enhanced enforcement of laws that limit access to substances, particularly for minors. Additionally, youth-focused initiatives which promote gender equality through targeted initiatives that challenge harmful stereotypes, address power imbalances, and encourage inclusive behaviours can have positive impacts on young people and their behaviours around safety.

INTEGRATED IMPACT

**Households and Human Development; Cohesive Communities; Youth Agency and Preparedness
Spatial Transformation, Infrastructure, and Mobility**


FIVE-YEAR PORTFOLIO OUTCOMES

The Safety Portfolio plans to realise the focus area outcome by strategically focusing its interventions on realising each of these outcomes over the five-year PSP period:

- Families exhibit increased capacity to foster nurturing, supportive relationships, reducing the prevalence of interpersonal violence within households.
- Targeted substance abuse interventions decrease alcohol and substance-related harms.
- Positive youth norms, behaviours and activities contribute to safety.

FOCUS AREA: Safe and Secure Communities and Infrastructure

FOCUS AREA OUTCOME

 Rural and urban area communities and infrastructure are protected through locally owned safety initiatives, enabled by area-based and collaborative whole-of-society approaches.

DESCRIPTION

This focus area is aimed at protecting rural and urban communities and infrastructure. By empowering communities to take an active role in their safety and security, the outcome of interventions in this area fosters a sense of collective responsibility and resilience. Locally driven safety initiatives, supported by area-based and whole-of-society approaches, enable tailored responses to the unique challenges faced by different regions. In rural areas, targeted strategies such as strengthening partnerships between communities, agricultural stakeholders, and law enforcement help address issues like farm attacks, theft, and infrastructure sabotage.

Safety is enhanced when interventions are designed with the direct involvement of community members, ensuring that strategies are contextually relevant and sustainable. Collaborative partnerships between government, civil society, businesses, and local stakeholders are critical for addressing complex safety challenges, from securing vital infrastructure to mitigating crime and violence.

This focus area also emphasises the importance of equitable resource distribution and inclusive planning to protect vulnerable areas effectively. Proven interventions include area-based crime prevention strategies, neighbourhood safety audits, and participatory urban design to deter criminal activity. Community-led watch programmes, public awareness campaigns, and integrated emergency response systems further strengthen protective measures.

INTEGRATED IMPACT

Cohesive Communities

Economic and Growth Opportunities

Spatial Transformation, Infrastructure, and Mobility

Portfolio	Safety
Linked Dept. Strategic Plans	DCAS, DPOCS, DEA&DP, WCDOA, WCMD, DOI, DOHW

FIVE-YEAR PORTFOLIO OUTCOMES

The Safety Portfolio plans to realise the focus area outcome by strategically focusing its interventions on realising each of these outcomes over the five-year PSP period:

- Area-based approaches, coordinated surveillance, and evidence-enhanced whole-of-society responsiveness to community safety issues.
- Strong community cohesion and social capital reduce crime rates.
- Safe and secure economic and public infrastructure increase economic activity.



FOCUS AREA: Effective and Responsive Law Enforcement

FOCUS AREA OUTCOME



Equitably resourced law enforcement agencies respond effectively to community safety needs, fostering trust, reducing crime, and ensuring the protection of residents.

Portfolio

Safety

Linked Dept. Strategic Plans

DPOCS, DCAS, WCDOA

DESCRIPTION

This focus area is aimed at ensuring law enforcement is effective and responsive, meeting the safety needs of individuals, families, and communities in ways that build trust and address crime promptly. Effective law enforcement plays a critical role in reducing violence, protecting victims, and creating an environment in which people feel secure and empowered to thrive. Initiatives to strengthen law enforcement include improving the effectiveness and oversight of the Law Enforcement Advancement Programme (LEAP) and the South African Police Service (SAPS). By fostering public trust and ensuring accountability, this focus area contributes to the resilience and prosperity of society. A holistic approach that emphasises both operational excellence and meaningful community engagement is essential to achieving the focus area outcome.

The focus area outcome aims to ensure that crime is addressed swiftly and competently, reinforcing public confidence in the system's ability to safeguard communities. Emphasis is also placed on the importance of proactive measures to prevent crime, such as targeted interventions in high-risk areas, programmes to divert at-risk youth from criminal pathways, and initiatives to address the root causes of crime, including poverty and social inequality. By addressing these factors holistically, law enforcement contributes not only to immediate safety but also to long-term community resilience.

INTEGRATED IMPACT

Cohesive Communities

FIVE-YEAR PORTFOLIO OUTCOMES

The Safety Portfolio plans to realise the focus area outcome by strategically focusing its interventions on realising each of these outcomes over the five-year PSP period:

- Law enforcement agencies, inclusive of municipal law enforcement, improve their capacity to prevent, detect, and respond to crime.
- Law enforcement responds to the needs of local communities, including farming communities.
- Effective Law Enforcement and criminal justice systems build public trust.
- Pro-active and collaborative road safety programmes reduce road traffic harms and fatalities.
- Priority Programmes mitigate major drivers of violent crimes (e.g. Extortion, Gangsterism, Carjacking, Firearms).



Portfolio

Educated, Healthy & Caring Society

Every person has access to the opportunity to live a healthy, meaningful, and dignified life in an inclusive society.

Preparing people for opportunities

The Western Cape Government's Educated, Healthy, and Caring Society Portfolio is a cornerstone of the Provincial Strategic Plan 2025–2030, reflecting the government's commitment to fostering a healthy, meaningful, and dignified life for all residents.

With a focus on long-term impact, the Educated, Healthy, and Caring Society Portfolio employs a life-course approach, which is instrumental in shaping its objectives and ensuring alignment with the developmental needs of residents across all stages of life.

This Portfolio represents the bulk of the provincial service delivery budget and the largest number of frontline staff. It represents several of the key Constitutional responsibilities of provincial governments, such as education, health, social development, and agriculture.

The Western Cape's Human Development Index (HDI) has steadily increased over the past ten years, outperforming the national average. The improvement of the HDI is notable because it signals how well the Province has done within its Educated, Healthy, and Caring Society mandates.

This Portfolio has been deeply affected by a steady increase in the proportion of staff to beneficiary rates, due to budget cuts. This necessitates an increase in collaboration to continue to improve its impact.

FOCUS OF THE EDUCATED, HEALTHY, AND CARING SOCIETY PORTFOLIO

The Educated, Healthy, and Caring Society Portfolio aims to holistically address the interconnected factors that shape individual and community wellbeing. This integrated and proactive strategy underscores the WCG's commitment to a resident-centric approach to service delivery, ensuring that every resident can thrive in a healthy, inclusive, and equitable society.

The Portfolio, therefore, focuses on coordinating some of the core functions of the provincial government to build the foundations needed for communities to be healthy, educated, caring and cohesive. It also works towards supporting households when they need it most and ensures that communities are resilient enough to weather shocks when they arise. In an integrated service delivery environment, the Educated, Healthy, and Caring Society Portfolio aims to ensure that residents have the tools needed to take up opportunities and become productive members of society.

SUPPORTING ECONOMIC GROWTH FOR JOB CREATION

By focusing on the holistic development of people and their communities, the Educated, Healthy and

Caring Society Portfolio supports jobs and economic growth in the following ways:

- **Human Capital Development**

Investments in child wellbeing, youth participation, and adult inclusion enhance workforce participation and productivity, thereby reducing unemployment, and creating jobs in education, healthcare, and social services, driving long-term economic growth.

- **Infrastructure and Spatial Transformation**

Improved urban planning, transport, and social infrastructure attract businesses, boost local economies, and create jobs in construction, transport, and urban development.

- **Resilience and Sustainability**

Strengthening health systems, environmental protection, and disaster management reduces economic risks, supports agriculture and healthcare jobs, and drives employment in climate adaptation and emergency services, ensuring long-term economic stability.

FOCUS AREA OUTCOMES

The Educated, Healthy, and Caring Society is guided by the following focus area outcome statements:

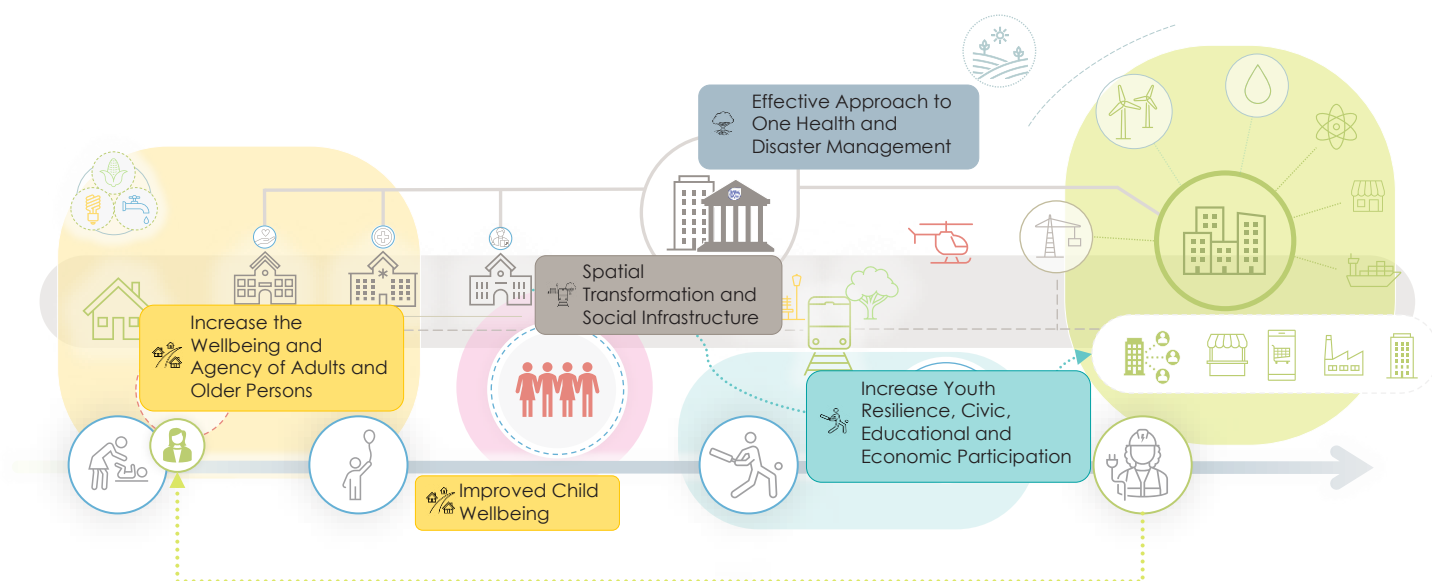
- **Improved Child Wellbeing:** Children have access to health, nutrition, responsive caregiving, and early learning opportunities.
- **Improved Youth Resilience, Civic, Educational and Economic Participation:** Youth are resilient, actively engage in civic activities, and meaningfully participate in their learning, training opportunities and the economy.
- **Increased Wellbeing and Agency of Adults and Older Persons:** Adults and older people live in and build caring households and socially inclusive communities where their basic needs are met.
- **Improved Spatial Transformation and Social Infrastructure:** A more resilient and spatially transformed Western Cape creates vibrant, liveable environments with improved access to opportunities, mobility, social and recreation infrastructure.
- **Effective Approach to One Health and Disaster Management:** The Western Cape effectively prevents, detects, and responds to threats to the health and wellbeing of its residents and improves the health, livelihoods, and ecosystem integrity of humans, animals, plants, and the environment.



Each of the focus area outcomes for the Educated, Healthy, and Caring Society Portfolio contributes to improving conditions and enabling residents and businesses to take up and generate opportunities along the life course.

DELIVERING RESULTS

This illustration highlights the Educated, Healthy, and Caring Society focus areas and their corresponding medium- to long-term outcomes in an abridged format. It maps these focus areas within the service delivery environment, demonstrating how the Educated, Healthy, and Caring Society Portfolio aims to achieve integrated and impactful benefits for people and businesses across the Western Cape.



Each focus area outcome is a specific result that the Western Cape Government aims to achieve over the medium- to long-term.

These focus area outcomes guide the five-year plans of both portfolios and departments, ensuring an integrated response.

The tables set out on the following pages explore these results for the Educated, Healthy, and Caring Society Portfolio. They provide more specific details on how the WCG will collectively achieve its aims.

The corresponding focus area tables for Educated, Healthy, and Caring Society follow on pages 63 – 67.

GUIDE TO READING FOCUS AREA TABLES

FOCUS AREA OUTCOME

The medium- to long-term result that guides both department and portfolio plans.

FIVE-YEAR PORTFOLIO OUTCOMES

Specific outcomes the Educated, Healthy, and Caring Society Portfolio will prioritise over 2025–2030. Department outcomes are detailed in respective Strategic Plans.

PORTFOLIO

The portfolio(s) responsible for driving progress towards the result and outcome

LINKED STRATEGIC PLANS

Department Strategic Plans which contribute to the realisation of the focus area outcome.

DESCRIPTION

An explanation of the focus area outcome and actions of the Health, Education, and Wellbeing Portfolio.

INTEGRATED IMPACT

Life course areas enabled or supported by this result.

FOCUS AREA: Improved Child Wellbeing

FOCUS AREA OUTCOME



Children have access to health, nutrition, responsive caregiving, and early learning opportunities.

Portfolio

Educated, Healthy & Caring Society

Linked Dept. Strategic Plans

WCDOA, DSD, DCAS, WCED, WCHW

DESCRIPTION

This outcome aims to promote, uphold and protect children's rights and their healthy development, including their physical and mental wellbeing. The WCG aims to provide a strong foundation for children to thrive, recognising the importance of the first 1000 days of a child's life and the importance of supporting caregivers in this process. Increased access to responsive caregiving, nutrition and early learning opportunities enables children and young people to thrive from infancy. Active engagement in reading, recreation, sports, culture, arts, and heritage enhances holistic child well-being and strengthens community vitality at large.

INTEGRATED IMPACT

Households and Human Development

FIVE-YEAR PORTFOLIO OUTCOMES

The Educated, Healthy, and Caring Society Portfolio plans to realise the focus area outcome by strategically focusing its interventions on realising each of these outcomes over the five-year PSP period:


- Mothers and children have increased access to quality healthcare.
- Children have sufficient, safe, and nutritious food to support their development.
- Children are provided with responsive caregiving and learning experiences from birth until the end of the foundation phase.



FOCUS AREA:

Increase Youth Resilience, Civic, Educational and Economic Participation

FOCUS AREA OUTCOME



Youth are resilient, actively engage in civic activities, and meaningfully participate in their learning, training opportunities and the economy.

Portfolio	Educated, Healthy & Caring Society
Linked Dept. Strategic Plans	DCAS, DEDAT, DOI, DSD, WCED, WCHW

DESCRIPTION

This outcome focuses on fostering resilient youth who actively participate in civic activities and meaningfully engage in learning, training, and economic opportunities. This involves supporting young people in improving their physical, mental, and social well-being, ensuring they are prepared to engage in learning, training, and the economy. Increased participation in activities like reading, recreation, sports, culture, arts, and heritage, which enhance personal well-being and community vitality, are vital for fostering a sense of belonging.

Platforms promoting social inclusion and lifelong development are crucial to ensure young people have access to knowledge and opportunities, enabling them to engage in learning and civic life. Communities that are resilient, healthy, and cohesive offer pathways in arts and sports, and support at-risk children and youth through psychosocial interventions that address alienation and challenging behaviours. These efforts build socio-emotional resilience, empowering youth to contribute actively to society.

INTEGRATED IMPACT

Youth Agency and Preparedness

FIVE-YEAR PORTFOLIO OUTCOMES

The Educated, Healthy, and Caring Society Portfolio plans to realise the focus area outcome by strategically focusing its interventions on realising each of these outcomes over the five-year PSP period:

- Youth are enabled to improve their physical, mental, and social wellbeing.
- Youth are prepared to meaningfully participate in their learning, training opportunities and the economy.
- Youth are civically engaged in their communities.

FOCUS AREA: Increase the Wellbeing and Agency of Adults and Older Persons

FOCUS AREA OUTCOME



Adults and older people live in and build caring households and socially inclusive communities where their basic needs are met.

Portfolio

Educated, Healthy & Caring Society

Linked Dept. Strategic Plans

WCDOA, DCAS, DOI, DPOCS, DSD, WCED

DESCRIPTION

This outcome focuses on fostering community vitality, inclusion, and empowerment for adults and older persons. Increased participation in reading, recreation, sports, culture, arts, and heritage enhances personal well-being and strengthens community resilience and cohesion. Social inclusion and lifelong development are supported through accessible platforms for knowledge and engagement, creating empowered and inclusive communities. The development of safe, healthy, and resilient environments is prioritised, with expanded opportunities in arts and sports. Innovative rural economies thrive alongside digitally and socially empowered residents accessing government services and socio-economic opportunities.

This focus on supporting adults and older people also extends to providing expanded opportunities for lifelong learning and active civic engagement. This can include educational programmes offered through community centres or libraries, skills development training, and opportunities for civic engagement and volunteerism. By empowering adults and older people to actively participate in their communities and contribute to their well-being, the WCG aims to create a more inclusive and thriving society for all residents.

INTEGRATED IMPACT

**Households and Human Development
Cohesive Communities**

FIVE-YEAR PORTFOLIO OUTCOMES

The Educated, Healthy, and Caring Society portfolio plans to realise the focus area outcome by strategically focusing its interventions on realising each of these outcomes over the five-year PSP period:

- Adults and older people have access to the basic services and resources needed to manage their health and wellbeing.
- Adults and older people have expanded opportunities to engage in lifelong learning.
- Adults and older people are actively engaged in the civic life of their communities.



FOCUS AREA: Improved Spatial Transformation and Social Infrastructure

FOCUS AREA OUTCOME



A more resilient and spatially transformed Western Cape creates vibrant, liveable environments with improved access to opportunities, mobility, social, and recreation infrastructure.

Portfolio	Educated, Healthy & Caring Society
Linked Dept. Strategic Plans	WCDOA, DEA&DP, DOI, WCED, WCMD, WCHW, DLG, DCAS

DESCRIPTION

A more resilient and spatially transformed Western Cape seeks to cultivate vibrant and liveable environments by enhancing access to essential resources and infrastructure. This entails prioritising equitable access to opportunities, promoting seamless mobility, and bolstering social and recreational infrastructure. By addressing these key areas, the WCG aims to create a more inclusive and thriving society, empowering individuals and communities to flourish.

The pursuit of a spatially transformed Western Cape is rooted in the recognition that infrastructure, housing, and public spaces should be designed to address fundamental human needs, reduce inequalities, and enable social mobility. This transformation necessitates a strategic approach to infrastructure investment, ensuring that resources are optimised, connectivity is enhanced, and economic growth is catalysed. Through these efforts, the WCG strives to create a more resilient and equitable province that fosters improved living standards and opportunities for all its residents.

INTEGRATED IMPACT

Spatial Transformation, Infrastructure, and Mobility
Households and Human Development
Cohesive Communities

FIVE-YEAR PORTFOLIO OUTCOMES

The Educated, Healthy, and Caring Society Portfolio plans to realise the focus area outcome by strategically focusing its interventions on realising each of these outcomes over the five-year PSP period:

- Households have increased access to basic services and improved shelter.
- Investment in social infrastructure improves access to health, education, social development, and recreation opportunities.
- Infrastructure investment drives spatial transformation and improves spatial resilience.
- Mobility systems and transportation corridors provide safe and efficient connectivity to opportunities, services, and facilities.

FOCUS AREA: Effective Approach to One Health and Disaster Management

FOCUS AREA OUTCOME



The Western Cape effectively prevents, detects, and responds to threats to the health and wellbeing of its residents and improves the health, livelihoods, and ecosystem integrity of humans, animals, plants, and the environment.

DESCRIPTION

The WCG is committed to proactively safeguarding the health and well-being of its residents. By effectively preventing, detecting, and responding to health threats, the government aims to improve the overall health outcomes for all. This commitment extends beyond human health to encompass the well-being of animals, plants, and the environment, acknowledging the interconnectedness of these elements.

This holistic approach, known as "One Health", recognises that the health of humans is intricately linked to the health of animals, plants, and the environment. Giving effect to this approach, the WCG prioritises sustainable agricultural practices, responsible use of water resources, and a cohesive approach to disaster management. Coastal environments are valued and managed ensuring coastal livelihoods and access are enabled.

By fostering a resilient ecosystem, the WCG aims to create a healthier and more sustainable future for all its residents.

INTEGRATED IMPACT

Resource Resilience

Households and Human Development

Cohesive Communities

Portfolio	Educated, Healthy & Caring Society
Linked Dept. Strategic Plans	DEA&DP, DOHW, WCDOA, DEDAT

FIVE-YEAR PORTFOLIO OUTCOMES

The Educated, Healthy, and Caring Society portfolio plans to realise the focus area outcome by strategically focusing its interventions on realising each of these outcomes over the five-year PSP period:

- Health and wellbeing threats to animals and humans are prevented, detected, and effectively responded to.
- The environment is protected, restored, and enhanced to improve human health and wellbeing, the quality and efficient use of natural resources, and ecosystem integrity.
- Improved resilience to climate change in the Western Cape.



Portfolio

Innovation, Culture & Governance

The Western Cape Government is a people-centric institution that innovatively, efficiently, and collaboratively mobilises resources for service delivery.

Strengthening trust and optimising flow in a government of integrity, excellence and opportunity

In a disrupted and complex world where fiscal constraints often clash with rising service delivery demands, institutionalising innovation, fostering a conducive organisational culture, and upholding good governance are foundational for success.

These capabilities are essential for ensuring that the WCG continues to deliver proactive, responsive, and cost-effective services to benefit the residents of the Western Cape.

The Innovation, Culture, and Governance (ICG) Portfolio supports this ambition by fostering adaptability across departments, encouraging experimentation, and streamlining processes to optimise service delivery. It aligns strategic initiatives, coordinates resources, and establishes a results-oriented culture that prioritises tangible outcomes for residents. Moving beyond compliance, the ICG Portfolio promotes a forward-looking governance model centred on responsiveness and impact.

PRINCIPLES

Six principles inform the approach of the ICG Portfolio, each designed to empower departments and drive meaningful change. These principles were informed by Brown, Kohli and Mignotte (2021).

1. Optimised Flow of Resources and Information

Improving the pace and scale at which resources and information flow through the organisation results in improved efficiency, effectiveness, and responsiveness. This necessitates streamlining and designing internal processes and services to be user-friendly and efficient. These efforts are enabled by digital transformation and innovation applied to internal systems, reducing bureaucratic hurdles, and reforming internal procedures to promote agility.

2. Trust in Government

Trust in government institutions matters, especially in today's environment where a constrained fiscus means difficult trade-offs will be made. ICG is ultimately responsible for improving this level of trust, ensuring that the WCG maintains its track record of good governance and demonstrates value-add to residents by being responsive to their changing needs with high-quality services.

A positive experience breeds trust in government because residents feel heard and respected. The ICG Portfolio's scope means its interventions can enhance all service delivery touchpoints, which shapes residents' experience. For instance, the ICG Portfolio plays

a significant role in ensuring that professional and capable employees deliver services courteously and empathically in facilities that exude dignity, pride, and professionalism. More specifically, the ICG Portfolio can enhance service delivery by:

- enabling provincial key strategic priorities and departments to deliver;
- fostering lifelong learning, innovation, culture change, collaboration, adaptation, integration of service delivery and resident-centricity; and
- driving the implementation, monitoring and review of the PSP and ensuring accountability through leadership structures.

3. Outcomes-based Governance

Governance mechanisms—such as policies, budgets, and legislation—serve as enablers for achieving outcomes. They must be aligned with the WCG's objectives and remain flexible to adapt to emerging challenges and opportunities.

4. Empowering Departments for Resident-centric Delivery

The potential impact of any ICG initiative needs to be understood through the lens of supporting departments to deliver resident-centric services. Departments should be equipped with the tools, infrastructure, and skills needed to deliver responsive services. This includes improving capabilities, adopting innovative models, leveraging technology and partnerships, and fostering a culture of innovation and resident-centricity.

5. Agility, Decentralisation, and Collaboration

In a complex system, decentralisation and collaborative approaches can be more effective at driving sustained change than centralisation and compliance. This requires reducing siloed structures, improving data and information sharing, and promoting cross-departmental networks, collaboration, and integration.

6. Evidence, Intelligence, and Foresight for Future-Proof Solutions

Smarter choices and more nuanced decision-making mean that the benefit of new policies, strategies, and programmes must be scrutinised against their costs and ability to prepare the WCG for alternative futures. This raises the importance of robust data and evidence, intelligence, scenario planning, and foresight capabilities. This is supported by predictive analytics, strengthened research and intelligence networks across departments, integrated data ecosystems, and integrating foresight practices more deeply into policymaking and planning.

A PEOPLE-CENTRIC INSTITUTION

Embracing these principles, the ICG Portfolio commits to translating governance improvements into tangible enhancements in residents' lives. By embedding innovation and simplifying government processes, departments can enhance the efficiency and responsiveness of public services, improving living standards for all.

The ICG Portfolio actively supports departments in delivering accessible and responsive services through enhanced capabilities, collaboration, and a culture that honours the core values of the WCG.

FOCUS OF THE INNOVATION, CULTURE, AND GOVERNANCE PORTFOLIO

The ICG Portfolio coordinates targeted programmes and projects aimed at transforming the WCG, embedding innovation, strengthening governance, and enhancing organisational culture. Through this strategic focus, the WCG will become more responsive, efficient, and trusted by its residents.

SUPPORTING ECONOMIC GROWTH FOR JOB CREATION

The ICG Portfolio directly supports economic growth for job creation in the following ways:

- **Greater confidence and trust in the WCG**

Confidence and trust help attract scarce resources, such as capital and skills, to the Western Cape and improve the WCG's credit rating. The five ICG enablers give the WCG the ability to improve allocative efficiency, increase productivity, and be more responsive to

unforeseen shocks. These attributes enable the WCG to deliver on its promises, essential for building trust with residents, businesses, and communities.

- **Reliable, high-quality essential public goods**

ICG supports the provision of high-quality public goods and services that are the foundation for economic growth and development. The most important asset of the WCG is its people. The five ICG enablers empower the WCG's people to make more informed decisions and act proactively in a fast-paced, ever-changing environment. Essentially, these enablers are the essential tools that public servants use to deliver services, and they are technical skills, digital infrastructure, physical infrastructure, analytics and intelligence, governance systems supporting risk-adjusted decision-making, funds, and solution-orientated methodologies (i.e., lean management, foresight, and design thinking).

SERVICE DELIVERY ENABLERS

The ICG Portfolio supports departments and the other PSP portfolios to realise their respective impact through five enablers. Each enabler is guided by a clear outcome:

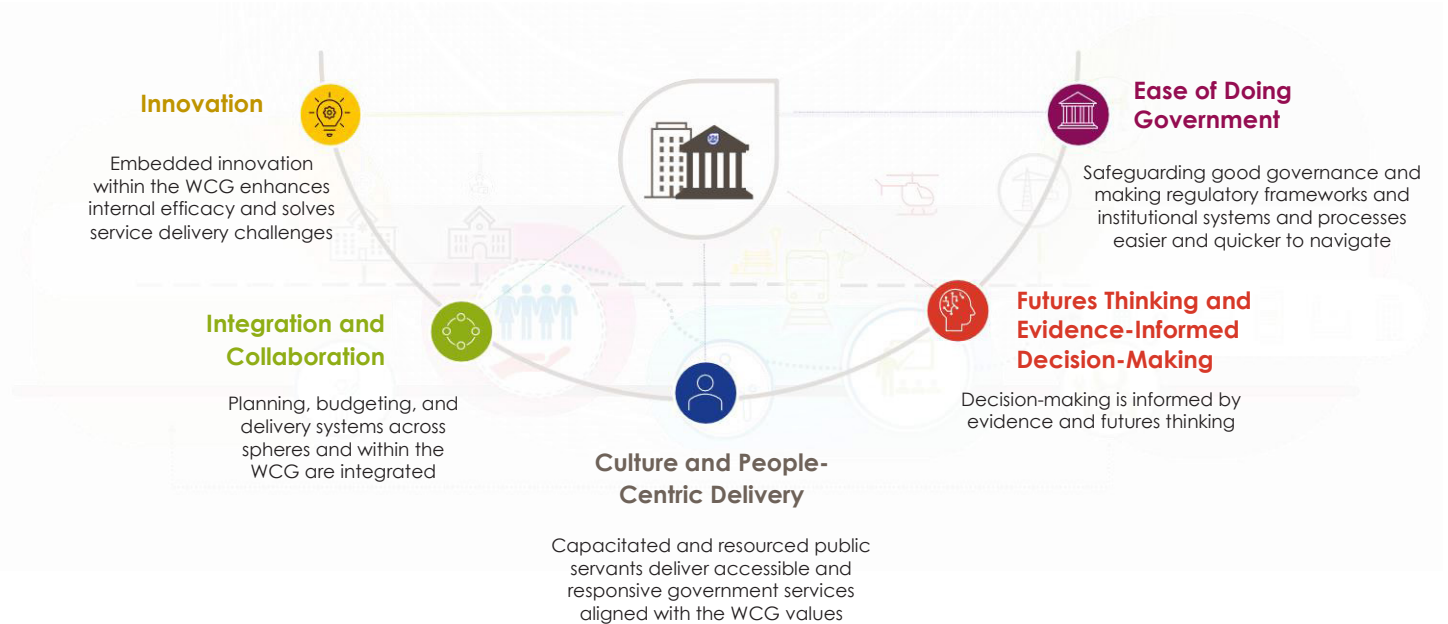
- **Innovation:** Embedded innovation within the WCG enhances internal efficacy and solves service delivery challenges.
- **Integration and collaboration:** Planning, budgeting, and delivery systems across spheres and within the WCG are integrated.
- **Culture and people-centric delivery:** Capacitated and resourced public servants deliver accessible and responsive government services aligned with the WCG values.
- **Futures thinking and informed decision-making:** Decision-making informed by evidence and futures thinking.
- **Ease of doing government:** The WCG safeguards good governance while making regulatory frameworks and institutional systems and processes easier and quicker to navigate.



The outcomes of the Innovation, Culture, and Governance (ICG) Portfolio are inherently interrelated and interdependent. A strategic, integrated approach to driving these outcomes as a cohesive whole enables the optimisation of their collective impact.

ENABLING RESULTS

The Innovation Culture and Governance (ICG) Portfolio drives the optimisation of internal operations within the Western Cape Government to enhance service delivery. It achieves this by focusing on the implementation of five strategic enablers that support both departments and portfolios.



The enabler outcomes illustrated above represent the specific results the Western Cape Government aims to achieve to empower portfolios and departments over the medium to long term.

The tables on the following pages provide an exploration of the enablers for the ICG Portfolio, outlining the strategies and actions that will collectively drive improved service delivery.

The corresponding enabler tables for ICG can be found on pages 72 – 76.

GUIDE TO READING ENABLER TABLES

ENABLER OUTCOME

The medium- to long-term result that guides both department and portfolio plans.

FIVE-YEAR PORTFOLIO OUTCOMES

Specific outcomes the ICG Portfolio will prioritise over 2025–2030. Department outcomes are detailed in respective Strategic Plans.

PORTFOLIO

The portfolio(s) responsible for driving the enabler and outcome.

LINKED STRATEGIC PLANS

Department Strategic Plans which contribute to the realisation of the enabler outcome.

DESCRIPTION

An explanation of the enabler outcome and actions of the ICG Portfolio.

INTEGRATED IMPACT

Life course areas enabled or supported by this result.

ENABLER: Innovation

ENABLER OUTCOME



Embedded innovation within the WCG enhances internal efficacy and solves service delivery challenges.

Portfolio

Innovation, Culture, and Governance

Linked Dept. Strategic Plans

DOTP, PT, DEA&DP (All Departments)

DESCRIPTION

The innovation enabler reflects the WCG's commitment to embedding innovation to enhance service delivery. It emphasises adopting proactive and agile approaches to leveraging technology and fostering collaboration to ensure services are efficient and nimble to meet the evolving needs of residents.

Collaboration efforts extend beyond the WCG and the Western Cape. Innovation will require working across systems and partnering with public sector entities, universities, international non-governmental organisations, non-profit organisations, and the private sector.

Cultivating a culture of proactivity and agility through transversal collaboration, capacity building and resource mobilisation creates a more resilient government.

The Innovation for Impact Strategic Framework provides a roadmap for fostering an innovative culture within the WCG. This framework identifies four key enablers essential for creating an environment conducive to innovation:

- Space for Exploration and Experimentation – Encouraging creative approaches and testing new ideas.
- Building Capacity to Innovate – Equipping officials with the skills and tools to drive innovative solutions.
- Collaborative Problem-Solving – Engaging diverse stakeholders to co-create solutions to complex challenges.
- Resource Mobilisation – Securing funding and support for developing and implementing innovative ideas.

INTEGRATED IMPACT

Service Delivery Enablers


FIVE-YEAR PORTFOLIO OUTCOMES

The Innovation, Culture, and Governance Portfolio aims to achieve the enabler outcome by strategically focusing its interventions on realising each of these outcomes over the five-year PSP period:

- Organisational culture promotes creativity, experimentation, teamwork, and knowledge sharing among employees, and improved adaptive-anticipatory innovation.
- An innovation ecosystem that capacitates, utilises its resources and cultivates partnering to scale innovations and enhance service delivery.

ENABLER: Integration and Collaboration

ENABLER OUTCOME

 Planning, budgeting, and delivery systems across spheres and within the WCG are integrated.

Portfolio:	Innovation, Culture, and Governance
Linked Dept. Strategic Plans	DLG, DEA&DP, DOTP, PT, DPOCS, WCED, DOI (All Departments)

DESCRIPTION

This outcome statement reflects the WCG's commitment to aligning planning, financial allocation, and service delivery processes across government and with key partners. This integrated approach fosters coherence, reduces fragmentation, and ensures resources are strategically utilised to achieve shared objectives efficiently and effectively. Alignment enhances governance, accountability, and holistic service delivery that meets residents' needs.

Integrated planning, budgeting, and implementation include aligning the provincial and municipal planning and budgetary processes, considering spatially disaggregated data and municipal challenges, and aligning Provincial and Municipal Priorities. This collaborative approach will require coordinated efforts between the WCG, district, and local municipalities to ensure financial resources are effectively allocated to meet community needs.

The integration and collaboration enabler facilitates a holistic planning, budgeting, and implementation approach, with a stronger municipal interface to enhance socioeconomic impact where the WCG leverages municipal relationships and intergovernmental platforms for better service delivery.

International Relations fall within this enabler, which focuses on forming global, national, and local strategic partnerships to enhance service delivery and growth opportunities. These partnerships cover diverse issues, such as supporting trade, tourism, investment, and alignment with the Medium-Term Development Plan's "capable, ethical, and developmental state" priority.

INTEGRATED IMPACT AREA

Service Delivery Enablers

FIVE-YEAR PORTFOLIO OUTCOMES

The Innovation, Culture, and Governance Portfolio aims to achieve the enabler outcome by strategically focusing its interventions on realising each of these outcomes over the five-year PSP period:

- Coherence across WCG, national and local government policy, planning, and budgeting in which processes and deliverables are synchronised and spatially aligned.
- The Western Cape Government, in partnership with national and local government, plans, budgets, implements and tracks expenditure through a spatial lens.
- The Western Cape Government's ability to resolve regional challenges at the point of delivery is enhanced through advocacy and leveraging relationships with the national government and the appropriate assignment of functions.

ENABLER: **Culture and People-Centric Delivery**

ENABLER OUTCOME



Capacitated and resourced public servants deliver accessible and responsive government services aligned with the WCG values.

Portfolio	Innovation, Culture, and Governance
Linked Dept. Strategic Plans	DOTP, PT, DLG (All Departments)

DESCRIPTION

The WCG has placed public servants and residents at the centre of its work. A competent, well-supported workforce provides accessible, responsive services in an efficient and accountable manner, which enhances resident satisfaction.

The WCG's Digital Government Strategy (DGS) drives digital transformation in the province by empowering residents through digital tools for youth and communities, enhancing resident-centric services with current technologies, ensuring data-driven service delivery by monitoring embedded systems, and promoting connected government and sound ICT governance with broadband and free Wi-Fi access.

The DGS is being implemented through the Digital Transformation Plan, which (a) identifies the WCG's digital capability requirements, (b) identifies links for technology and data integration, potential for shared platforms, process optimisation requirements and digitalisation opportunities; and (c) develops an enterprise-wide roadmap.

Implementing the Digital Transformation Plan will continue as digitalisation is vital to meet growing expectations for faster, more agile, resident-centric government services.

Generative AI will accelerate service delivery by streamlining administrative tasks, freeing employees to focus on higher-order work.

The WCG's People-Centric Culture programme drives the institutionalisation of required behaviours at organisational, leadership and management, and individual levels, to ultimately embed a people-centric culture. This culture shift is crucial for municipal governance initiatives towards an accountable and sustainable local government.

INTEGRATED IMPACT

Service Delivery Enablers

FIVE-YEAR PORTFOLIO OUTCOMES

The Innovation, Culture, and Governance Portfolio aims to achieve the enabler outcome by strategically focusing its interventions on realising each of these outcomes over the five-year PSP period:

- Optimised and integrated digital services for seamless, efficient, and people-centric experiences across Western Cape Government touchpoints with residents.
- Residents' service delivery experience reflects Western Cape Government values (caring, competence, accountability, integrity, innovation, and responsiveness).
- Officials are capacitated through access to networks, timeous decision-making intelligence, upskilling opportunities, and digital infrastructure.
- The Western Cape Government ensures accurate, comprehensive, timely, and innovative communication of its strategic goals and service delivery outcomes to residents.

ENABLER: Futures Thinking and Evidence-Informed Decision-Making

ENABLER OUTCOME



Decision-making is informed by evidence and futures thinking.

Portfolio

Innovation, Culture, and Governance

Linked Dept. Strategic Plans

DOTP, PT, DEA&DP (All Departments)

DESCRIPTION

The WCG emphasises strategic foresight and informed decision-making to ensure long-term impact. Its decision-making is guided by robust evidence, data, and forward-looking analysis to anticipate challenges, identify opportunities and develop policies that ensure long-term societal benefits.

This focus area outcome highlights the WCG's commitment to proactive strategic planning, incorporating reliable information and scenario-based approaches to address current and future priorities effectively.

The WCG has focused especially on futures thinking and evidence-based decision-making to ensure that strategic, tactical, and operational decisions are well-informed and have the best possible impact on residents. Future mapping and strategic planning for envisioned futures over a longer-term horizon require the foundations to be laid now in line with international best practice.

A key priority for the WCG is enhancing interconnected data ecosystems, with the data and technology value chain playing a pivotal role in integrating and sharing data and evidence from diverse sources. This integration supports a responsive operating model emphasising collaborative data sharing, fostering the Community of Practice across departments, and enhancing decision-making.

INTEGRATED IMPACT

Service Delivery Enablers


FIVE-YEAR PORTFOLIO OUTCOMES

The Innovation, Culture, and Governance Portfolio aims to achieve the enabler outcome by strategically focusing its interventions on realising each of these outcomes over the five-year PSP period:

- An interconnected data ecosystem enabled by interoperable data systems, data governance, and transformed data analytics capabilities supporting data-driven service delivery.
- Western Cape Government strategies, interventions, and resources have the inbuilt flexibility to adapt to unexpected future shocks.

ENABLER: **Ease of Doing Government**

ENABLER OUTCOME

 The WCG safeguards good governance while making regulatory frameworks and institutional systems and processes easier and quicker to navigate.

Portfolio	Innovation, Culture, and Governance
Linked Dept. Strategic Plans	DOTP, PT, DEA&DP, DLG (All Departments)

DESCRIPTION

The WCG seeks to create streamlined institutional structures and efficient processes that prioritise accessibility and functionality for public servants and residents. The WCG seeks to foster a responsive and user-friendly government, minimising complexity and reducing bottlenecks, to ensure that services are delivered in a timely manner, ultimately enhancing resident satisfaction and operational effectiveness.

A more complicated and complex world has motivated the WCG to build on its already strong governance capabilities. The "Transforming Governance" approach delivers proactive, agile, and innovative assurance and advisory services that anticipate client departments' needs and create value for Western Cape residents. This includes fostering effective partnerships with departments to understand their service delivery priorities and leveraging innovation and technology to provide state-of-the-art assurance and advisory solutions.

INTEGRATED IMPACT

Service Delivery Enablers

FIVE-YEAR PORTFOLIO OUTCOMES

The Innovation, Culture, and Governance Portfolio aims to achieve the enabler outcome by strategically focusing its interventions on realising each of these outcomes over the five-year PSP period:

- Reduced internal red tape, process time, and duplication across Western Cape Government departments and spheres of government.
- Sustained good governance results.
- Transformed governance ensures provincial strategic priorities are executed in a well-controlled and accountable environment, while innovation in processes, systems and practices improves internal productivity and the quality-of-service delivery.



5

Cooperative Government

Cooperation with National and Local Government

South Africa's government consists of three spheres: national, provincial, and local. These spheres are distinctive, each with its own identity, powers, and functions; interdependent, as they rely on each other for effective governance; and interrelated, requiring collaboration to achieve common objectives. While each sphere has designated functions, many responsibilities are shared, and the Constitution of South Africa mandates adherence to the principles of cooperative governance.

AUTHORITY OF PROVINCIAL GOVERNMENTS

Provincial governments have both legislative and executive authority, as defined in the Constitution. They can pass laws on matters listed in Schedule 4 (concurrent with national government) and have exclusive legislative competence over matters in Schedule 5. They may also legislate on matters assigned to them by national legislation.

Examples of areas of concurrent National and Provincial legislative competence within the integration areas of the PSP 2025-2030:

Households and Human Development
<ul style="list-style-type: none"> Consumer Protection Education (excl. tertiary education) Housing Health Services Population development Welfare services
Cohesive Communities
<ul style="list-style-type: none"> Cultural matters Indigenous Law and Customary Law Police (subject to Chapter 11) Road traffic regulation
Youth Agency and Preparedness
<ul style="list-style-type: none"> Education (excl. tertiary education)
Economic and Growth Opportunities
<ul style="list-style-type: none"> Agriculture Airports (excl. international and national) Casinos, racing, gambling, and wagering Industrial Promotion Tourism Trade
Resource Resilience
<ul style="list-style-type: none"> Environment

- Disaster Management
- Nature Conservation

Spatial Transformation, Infrastructure, Mobility

- Public transport
- Public works (in respect of provincial responsibilities)
- Regional planning and development
- Urban and rural development
- Nature Conservation
- Environment

Provinces have the executive authority to implement national and provincial legislation, develop policy, and oversee local government. Additionally, provincial governments must ensure financial accountability, support municipalities, and engage in intergovernmental relations to maintain cohesion across all spheres of government.

ALIGNMENT WITH NATIONAL AND LOCAL DEVELOPMENT PLANS

The Western Cape's PSP 2025-2030 operates within the broader framework of South Africa's multi-sphere governance system. It aligns with the National Government's Medium-Term Development Plan (MTDP) and the strategic priorities and Integrated Development Plans (IDPs) of municipalities in the Western Cape. This alignment ensures that provincial priorities contribute to national development objectives while also addressing local needs. As the Constitution mandates cooperation across spheres, the PSP follows national policy directions and supports local government in achieving developmental goals. The integration of planning processes and coordination of implementation strengthen policy coherence, enhance service

delivery, and maximise the impact of public resources.

NATIONAL MEDIUM-TERM DEVELOPMENT PLAN

The Medium-Term Development Plan (MTDP) 2024-2029 serves as the five-year strategic plan for South Africa's 7th Administration under the Government of National Unity (GNU), formed following the 29 May 2024 general elections. It acts as the implementation framework for the National Development Plan (NDP): Vision 2030, aligning with its goals while emphasising development outcomes and economic growth.

The MTDP replaces the Medium-Term Strategic Framework (MTSF) and is designed to focus on fewer, high-impact interventions to drive measurable results. It was approved by Cabinet Lekgotla on 29 January 2025 and is structured around three core strategic priorities:

- **Inclusive growth & job creation (Apex priority)** – driving economic interventions across all spheres of government.
- **Reducing poverty & tackling the high cost of living** – ensuring social protection and economic inclusion.
- **Building a capable, ethical & developmental state** – enhancing governance, law and order, and enabling infrastructure.

The WCG aligns its strategies with the MTDP's priorities while maintaining its own provincial mandates through the PSP and the Provincial Strategic Implementation Plan (PSIP).

The following table summarises the WCG's alignment with the MTDP:

Economic Growth & Job Creation
<p>WCG will contribute through provincial economic policies, investment attraction, skills development, and infrastructure projects that support the national focus on inclusive growth.</p> <p>Aligned PSP Focus Areas:</p> <ul style="list-style-type: none"> • Improved household access to economic opportunities • Expanded economic opportunities attract investment

- Expanded access to domestic and global markets
- Secure water future
- Reliable, low-carbon energy supply
- Tech and innovation are harnessed
- Future fit infrastructure investment for connectivity and growth

Poverty Reduction & Social Interventions

WCG's social development programs, health initiatives, and education reforms will align with the national emphasis on lowering the cost of living.

Aligned PSP Focus Areas:

- Improve child wellbeing.
- Increase youth resilience, civic, educational and economic participation
- Increase the wellbeing and agency of adults and older persons
- Spatial transformation and social infrastructure

Building a Capable State

The WCG's governance innovation, service delivery efficiency, and regulatory frameworks will support the national goal of strengthening institutional capacity and ethical leadership.

Aligned PSP Focus Areas:

- Integrated violence prevention
- Safe and secure communities and infrastructure
- Effective and responsive law enforcement
- Innovation, Culture and Governance outcome enablers:
 - Innovation
 - Integration and collaboration
 - Culture and people-centered delivery
 - Futures thinking and evidence-informed decision-making.
 - Ease of doing government

WESTERN CAPE MUNICIPALITIES

Integrated Development Plans (IDPs) are strategic planning instruments used by municipalities in the Western Cape—and across South Africa—to guide development and service delivery over five years. They serve as the principal strategy document for municipalities to align their budget, projects, and services with national, provincial, and local priorities.

Each municipality—whether metro (City of Cape Town), district (e.g., Garden Route, Cape Winelands), or local (e.g., Drakenstein, Stellenbosch, Mossel Bay)—develops its own IDP tailored to its specific needs and growth trajectory. These IDPs are reviewed and updated regularly to reflect progress and respond to emerging challenges.

While each municipality has unique priorities, common themes include:

- **Infrastructure Development and Maintenance:** Roads, water, sanitation, and electricity expansion.
- **Economic Growth for Job Creation:** Promoting investment, small businesses, and tourism.
- **Housing and Human Settlements:** Addressing informal settlements and affordable housing.
- **Climate Resilience and Sustainability:** Managing water security, renewable energy, and environmental protection.
- **Public Safety and Social Services:** Improving policing partnerships, disaster management, and community services.
- **Governance and Financial Management:** Strengthening municipal administration, accountability, and transparency.

These themes are broadly aligned with the WCG's PSP 2025-2030. The provincial government collaborates with municipalities on a case-by-case basis to address issues specific to each municipality's needs and priorities.

STRATEGIC INTERGOVERNMENTAL COORDINATION AND SUPPORT FOR MUNICIPALITIES

The WCG plays a key role in coordinating, collaborating with, and supporting municipalities to ensure strategic alignment and effective service delivery aligned with the PSP. This is achieved through

structured intergovernmental forums and ongoing engagements.

- The **Premier's Coordinating Forum (PCF)** facilitates high-level collaboration between provincial and municipal leadership on shared strategic priorities.
- The **PTM-MM Forum** provides a platform for dialogue between Provincial Top Management and Municipal Managers to strengthen governance, financial management, and service delivery.
- The **Joint District and Metro Approach (JDMA)** fosters integrated planning and cooperation between the province and municipalities at the district and metro levels.

Beyond these forums, the Department of Local Government, Provincial Treasury, and other provincial departments engage with municipalities on a range of matters, such as governance, financial sustainability, infrastructure development, local economic development, and disaster management. This ongoing support, coordination, and collaboration ensures that municipalities are equipped to address both long-term strategic objectives and immediate service delivery challenges.

CONCLUSION

Effective governance in the Western Cape relies on strong intergovernmental coordination between national, provincial, and local spheres. The alignment of the WCG's PSP 2025-2030 with national and municipal development plans ensures a cohesive approach to policy implementation, service delivery, and economic development. Through structured forums, ongoing engagements, and targeted support, the province strengthens its partnerships with municipalities, reinforcing cooperative governance and enhancing public sector efficiency. By integrating planning efforts and aligning strategic priorities, the WCG contributes to a governance system that is responsive, capable, and focused on delivering tangible benefits to residents.

6

Implementing the PSP

Driving Strategic Impact

The Provincial Strategic Plan 2025-2030 serves as a guiding framework for departmental strategic and annual performance plans, with each department developing its implementation strategy in alignment with the PSP. Given the PSP's emphasis on integration and collaborative efforts, the Western Cape Government must adopt various models for transversal collaboration, management, delivery, and coordination. These models will ensure that each portfolio receives the necessary support from the executive and relevant departments to implement initiatives and achieve both portfolio-specific and transversal outcomes.

FOCUSING ON CHILDREN, WOMEN, PEOPLE WITH DISABILITIES, AND OLDER PERSONS

The WCG has adopted a comprehensive approach to mainstreaming human rights across all government operations, focusing particularly on four priority groups: children, women, people with disabilities, and older persons. This approach recognises that these groups often face attitudinal, physical, economic, and communication barriers that prevent their full participation in society.

At the heart of this mainstreaming strategy are four fundamental constitutional rights and principles: equality and non-discrimination, human dignity, participation rights, and socio-economic rights. Rather than pursuing formal equality, the WCG emphasises substantive equality – focusing on outcomes that meaningfully improve lives and break down systemic barriers.

The Framework for the Implementation of the Human Rights of Priority Groups in the Western Cape, approved in 2017, guides each WCG department in mainstreaming human rights within their mandates. The approach requires departments to integrate human rights considerations through three key elements:

1. Institutional Structures for Implementation

Each department designates a structure to oversee implementation, integration into planning, and reporting to the WCG Transversal Human Rights Forum. Compliance is monitored through national frameworks such as the Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing Framework.

2. Data Systems for Monitoring and Evaluation

Effective implementation relies on disaggregated data to identify trends, track progress, and improve priority group inclusion. The Provincial Data Office and WCG Data Forum play key roles in supporting this.

3. Training and Development

The Provincial Training Institute (PTI) ensures that WCG staff receive the necessary training and awareness to sustain human rights mainstreaming.

Implementation occurs within each department, with the Department of the Premier (DOTP) coordinating the transversal Human Rights Forum, where departmental representatives ensure integration across planning, implementation, budgeting, and monitoring. Progress is assessed through annual reviews, national and international commitments, and improved outcomes for priority groups. People management systems in DOTP and key departments like Health and Education play a critical role in tracking human rights mainstreaming.

COORDINATION, GOVERNANCE, AND ACCOUNTABILITY

A key principle of the PSP is a transversal approach to achieving integrated service delivery for community empowerment. This requires strong collaboration both within and across different spheres of government. Transversal management has become a routine part of the WCG's operations, institutionalised through platforms such as Provincial Top Management (PTM) and relevant Cabinet committees.

Effective governance and accountability for the PSP will rely on a combination of traditional tools and innovative methodologies. Beyond routine quarterly reporting, the focus will extend to structured research, assessments, and evaluations of strategic interventions, partnerships, and their system-level impacts. Balancing quantitative outcome tracking with qualitative insights will enable a more nuanced understanding of progress against integrated impact areas.

Oversight structures will embrace complexity rather than rigid hierarchies and accountability mechanisms will ensure alignment with strategic priorities and foster a culture of problem-solving and innovation.

Each portfolio will have a dedicated Cabinet Committee chaired by portfolio ministers, along with a Steering Committee chaired by heads of department. These structures provide political oversight and facilitate policy development, planning, and delivery across the WCG. They also ensure that strategic priorities are effectively governed and implemented.

Steering Committees serve as key coordination structures, addressing obstacles, enhancing stakeholder collaboration, and driving efficient project outcomes. They escalate unresolved issues to Cabinet Committees, share external best practices, review and endorse policies, support strategic interventions, pool resources, monitor risks, and provide learning opportunities based on experiences within the WCG.

Both Cabinet Committees and Steering Committees are intended to foster collective thinking, problem-solving, and innovation rather than merely serving as reporting mechanisms.

DATA AND EVIDENCE

The Provincial Strategic Implementation Plan (PSIP) outlines the WCGs approach to achieving the objectives and outcomes articulated in the PSP 2025 – 2030. Data and evidence play a pivotal role in the PSIP, enabling the WCG to track progress and make informed decisions to improve service delivery.

As part of the broader data ecosystem underpinning the PSP and its implementation plan, the WCG is establishing an integrated indicator framework. This framework, supported by robust data management

systems, will enable the strategic use of quality data for informed decision-making and tracking progress against the integrated impact and outcomes set in this plan.

To enhance data-driven insights, the WCG will implement a multidimensional approach to tracking performance metrics, ensuring that strategic and operational decisions are evidence-informed. This will include strengthening the integration of financial and non-financial performance data, allowing for more effective progress monitoring, early identification of gaps and deviations, and timely corrective action.

Over the five-year implementation period, the WCG will build a comprehensive evidence portfolio for the PSIP, underpinned by a responsive evidence service. This service will refine methodologies, develop new tools, and ensure that each portfolio generates and utilises high-quality evidence to inform policy and implementation decisions.

The WCG will institutionalise a coherent platform for policy, data, and technology decision-makers—a coordinated mechanism to drive a culture shift towards sound data governance practices. This platform will enable centralised access, standardisation, and the integration of core data and evidence products to support each PSP portfolio, strengthening the use of evidence in decision-making and implementation.

RISKS

The WCG uses an Enterprise Risk Management (ERM) approach that aims to identify, assess, manage, and review risks that could impact the achievement of strategic objectives. The WCG embraces the fact that risk is inherent in its operations and seeks to manage it effectively. The WCG takes a holistic approach to risk management, incorporating all levels and types of risk. The objectives of the risk management process are to minimise harm to residents, protect public assets, and respond to changing circumstances. The WCG is committed to ensuring that risk management is integrated into operations and that awareness of the need for risk management is raised within the broader WCG. The WCG defines risk appetite statements per risk category, which provide boundaries around the amount of risk that the organisation might pursue. A risk appetite statement sets

the tone for risk management, establishing a limit beyond which additional risk should not be taken.

The six risks that are taken up in the provincial risk profile at the time of completing the PSP, are considered to be largely outside the direct control of the WCG, are complex and multi-faceted, and require collaborative processes to manage. A large part of managing these risks is dependent on collaboration with National and Local Governments as well as the private sector:

- **Water Security:** This is a key provincial risk, particularly with some of the province's municipalities experiencing drought and associated water shortages. The Department of Local Government is implementing a 15-year Water Response Plan.
- **Energy Crisis:** This is anticipated to be as persistent in the coming years with load shedding being a major concern. The WCG is focusing on promoting independent power producers to generate electricity and the use of solar energy.
- **Safety:** This is a complex systemic risk made worse by crime, violence, gang activity, and drug and alcohol abuse. Activities in the Safety plan are a step to addressing these issues, using data to respond to the need.
- **Economic Decline:** This impacts key sectors like agriculture and construction, and high inflation rates are a potential risk to the economic stability of the province. The overall economic state of the province is impacted negatively.
- **Climate Change:** This risk contributes to many of the current environmental, health and social

issues. Food insecurity is an impact of this risk. The Western Cape Climate Change Response Strategy aims for a net-zero and climate-resilient province by 2050.

- **Provincially Owned Asset Infrastructure Base:** This is regressing due to insufficient resources. Mitigations such as a Road Asset Management plan are required to address this.

Additional risks that may affect the successful implementation of this plan, and which fall outside of the control of the WCG, include factors such as national fiscal constraints impacting key service delivery areas such as health and education. Each department is responsible for identifying and managing these risks within its mandate. Departments will continuously assess their impact and adapt strategies to mitigate risks while ensuring the sustainability of essential services.

CONCLUSION

The WCG drives strategic impact through collaboration, data-driven decision-making, and strong governance. Departments align their plans with the PSP, embed human rights considerations, and use evidence to guide implementation. Proactive risk management strengthens resilience against challenges that could disrupt service delivery. These efforts ensure that policies and programmes translate into tangible benefits for the people of the Western Cape.

Conclusion

The Provincial Strategic Plan (PSP) for 2025–2030 is our high-level roadmap, guiding every Western Cape Government department and their planning over the next five years. Rooted in our promise — to be a government of integrity, excellence, and opportunity, listening and responding honestly so that people can live lives they value — the PSP focuses on impact for residents at all stages of life.

INTEGRATED IMPACT

The PSP adopts a resident-centric, life course perspective to ensure that real benefits are felt by individuals, families, communities, and businesses across the province. Integrated impact areas direct our portfolios and departments towards collaborative, integrated service delivery at four key points in the residents' life course:

- **Households and Human Development**
- **Cohesive Communities**
- **Youth Agency & Preparedness**
- **Economic & Growth Opportunities**

APEX PRIORITY

The heart of this Plan is our apex priority: **helping businesses grow and create jobs, while ensuring that residents are prepared and supported throughout their lives to access these opportunities.**

PORTFOLIOS

To translate our vision and apex priority into tangible results, the PSP is implemented through four strategic portfolios:

Growth for Jobs: Focused on expanding opportunities, investment, and access to markets, securing water and energy, harnessing tech and innovation, and ensuring infrastructure investment supports connectivity and growth.

Safety: Focused on preventing violence, building safe and secure communities and infrastructure, and ensuring effective and responsive law enforcement.

Educated, Healthy & Caring Society: Focused on increasing the wellbeing of children, adults, and older persons, and increasing youth resilience and their civic, educational, and economic participation. This is supported by a focus on spatial transformation and social infrastructure, optimising the health of people, animals, and ecosystems, and an effective approach to disaster management.

Innovation, Culture & Governance: Focused on an innovative, transparent, efficient, and responsible administration, driven by robust systems, forward-looking technology and planning, and sound governance to uphold trust and deliver quality services.

FORWARD PATH

Over the next five years, the Western Cape Government will continually refine how we work, deepen our collaboration with diverse stakeholders, and hold ourselves accountable to the people we serve. By keeping the focus on integrated impact — and delivering on our promise to create hope and instil dignity — the PSP 2025–2030 lays a firm foundation for a Western Cape where everyone can build and live a life they truly value.

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