

CITY OF CAPE TOWN

YOUTH DEVELOPMENT POLICY



CITY OF CAPE TOWN | ISIXEKO SASEKAPA | STAD KAAPSTAD

THIS CITY WORKS FOR YOU

DIRECTORATE: SOCIAL DEVELOPMENT AND EARLY CHILDHOOD DEVELOPMENT

DEPARTMENT: PROGRAMME DEVELOPMENT AND IMPLEMENTATION

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Executive Summary

Young people living in City of Cape Town face a number of challenges on a daily basis. Not only is unemployment levels among youth high (current statistics show that 50% of the Metro's youth between the ages of 15 – 24 years are unemployed) but substance abuse, particularly drug abuse is on the increase amongst the Youth of Cape Town. Gender imbalances that have led to inequality amongst men and women in the past also affect youth continuously as there are still many barriers that perpetuate inequality and affect young men and women differently.

Based on this, the City of Cape Town has embarked on a process to review its current approved Youth Development Policy that was adopted by MAYCO in 2005. This process stemmed from the desire to have a Youth Development Policy that is current, relevant, and appropriate and strategically aligned to important policies and strategies documents that want to see Youth Development happen in a holistic way. Most importantly, the Youth Development Policy of the City must be aligned to the City's Integrated Development Plan (IDP); particularly objective 3.1 that speaks to the City being a 'caring city' – a City that cares for its Youth and shows its commitment to ensure that Youth of the City are developed in order for the Youth of Cape Town to make a meaning full contribution to the communities that they come from and society at large.

The City has realised that Youth Development cannot be done in silos and vacuums as well as in an uncoordinated manner - as this does not benefit the Youth of the City. Therefore this updated and reviewed policy tries to provide practical mechanisms, including closer and better collaboration with line departments within the City as well as the Provincial Department of Social Development with whom it as a protocol agreement for working closer together. From the strategy documents, policies and legislation reviewed during the review process, it is clear that Youth Development needs to happen in a holistic way and that public, private and civil bodies need to work together in order to do meaningful youth development.

Through its commitment to youth development the City focussed on:

1. Developing and implementing programmes that are linked to work skills outcomes and prepares youths for employment.
2. Identifying and building linkages and networks with other internal and external bodies to prevent repetition and have a coordinated way of developing the youth of the City.
3. Getting youth involved in public participation processes so that 'youth voices' can be adopted and 'youth lenses' worn when there are issues that affect the youth. Therefore building the capacity of youth structures become important so that positive role models can be identified and used to do advocacy work around youth related matters.
4. Creating platforms of engagement for raising awareness among youth to engage around topical issues that affect them so that they can take ownership and advocate for change where necessary.
5. Putting practical Monitoring and Evaluation (M&E) mechanisms in place to ensure that programmes and interventions are relevant and that those doing youth work, including government officials are held accountable.

Therefore this Youth Development Policy seeks to pave the way for relevant, practical and coordinated youth development across the City of Cape Town.

YOUTH DEVELOPMENT POLICY OF THE CITY OF CAPE TOWN

DRAFT

March 2013

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Abbreviations

CoCT	City of Cape Town
YD	Youth Development
YP	Youth Programme
CDS	Cape Development Strategy
EPWP	Expanded Public Works Programme
NGO	Non-Governmental Organisation
CBO	Community Based Organisation
IDP	Integrated Development Plan
MAYCO	Mayoral Committee
SDECD	Directorate of Social Development and Early Childhood Development
PDI	Programme Development and Implementation
M&E	Monitoring and Evaluation
IYDS	Integrated Youth Development Strategy
SDBIP	Service Delivery Budget Implementation Plan

Definitions

Youth: The City endorses the age category as articulated in the National Youth Commission Act (NYC) of 1996. Youth include all people from 14 years to 35 years of age.

Youth development: A process which prepares young people to meet the challenges of adolescence and adulthood through a coordinated, progressive series of activities and experiences which help them to become socially, morally, emotionally, physically, and cognitively competent. Positive youth development addresses the broader developmental needs of youth, in contrast to deficit-based models which focus solely on youth problems.

Youth-at –risk: “Youth at risk” can be defined as young people whose background and circumstances places them "at risk" of future offending or victimisation due to environmental, social and family conditions that hinder their personal development and successful integration into the economy and society.

Gender: "Gender" refers to the socially constructed roles, behaviours, activities, and attributes that a given society considers appropriate for men and women.

1. Problem Statement

- 1.1. Young people living in Cape Town face many challenges. According to the Development Bank of Southern Africa 's paper, *Towards a Youth Employment Strategy for South Africa* it is estimated that 50% of the Youth in Cape Town, between the ages 15 – 24 are unemployed.
- 1.2. The use of substances among the youth of Cape Town is rife. The Medical Research Council's (MRC) Alcohol and Drug Abuse Research Unit notes that the Western Cape has the highest proportion of binge drinkers in high school - 34% versus 23% for the national average. A third of adolescents (aged 11 to 17) report having been drunk at least once. According to the MRC, the number of people seeking treatment for methamphetamine (commonly known as 'tik') has now overtaken those with alcohol problems. Recent statistics also show that Cape Town has one of the highest number of heroin users in the country - in excess of 15 000. Besides the cataclysmic effects of drug and alcohol abuse on the individual and his/her family, associated risks include an increase in TB, HIV and Aids, Hepatitis B (HBV) and Hepatitis C (HCV) risk and infection. It is also well known that this type of abuse also encourages risky sexual behaviour, criminality and violent behaviour.
- 1.3. The City recognises the effects of gender imbalances on young women particularly. These imbalances are manifested in fewer jobs for young women, greater HIV/AIDS infection rates and as victims of gender-based violence. It is therefore important to consider special programmes for young women with the view to address the imbalances of the past and the gender imbalances prevalent in our society.
- 1.4. The also City recognises the factors which place young men and women at risk. Young women and men also participate in high-risk activities and thus add to the burden of social reconstruction and moral regeneration. Preventative and interventionist actions are required to deal with the broad array of potential problems related to youth at risk. Many Youth are heading households and this affects young men and women differently, therefore the City acknowledges these challenges and seeks to provide practical ways to address it.
- 1.5. The City is committed to the development of its youth, and recognises the important role they play in society.
- 1.6. The City, in partnership with others spheres of government and civil society must ensure that the relevant and necessary interventions are put in place to assist the youth.
- 1.7. Youth Development initiatives takes place across a range of line departments within the City, but there is a lack of coordination around youth development. There is a need to coordinate the City's efforts for youth
- 1.8. The South African Constitution and related legislation and policy, clearly sets out a commitment to youth development. Youth development interventions initiatives are largely driven and coordinated at a national level. However, the National Youth Policy 2009 - 2014 spells out the specific roles of the local government. Most municipalities struggle to adequately implement youth development programmes in their jurisdictions.
- 1.9. The City of Cape Town's Youth Policy of 2005 was an initial step towards developing a Youth Development policy and implementation plan. However, this policy needs to be updated in light of new legislation, policies and the City's renewed commitment to youth development.

2. Desired Outcomes

- 2.1. The City of Cape Town's SDECD Youth Development Policy aims to champion the interests of the youth, whilst rallying them behind the City's vision for the next five years as articulated in the Integrated Development Plan *"to build an 'opportunity city' in which people can feel safe and included, and cared for by an efficient government"*.
- 2.2. The desired outcomes of this policy are to:
 - 2.2.1. Facilitate young people's entry into the job market and thus work towards reducing youth unemployment levels by providing young people with work and employment skills, support and training.

- 2.2.2. Build linkages, partnership and networks to render support to youth-at -risk in a coordinated manner by collaborating with other line departments, other spheres of government particularly the Provincial Department of Social Development and civil society.
 - 2.2.3. Increase youth involvement and active citizenship by building the capacity of youth organisations and leaders to become agents in their own development who make meaningful contributions to their communities.
- 2.3. It is important to note that the specifications of this policy's desired outcomes will be updated annually in the Directorate's Service Delivery Budget Implementation Plans (SDBIPs). Resource application for the achievement of these objectives will also be covered in the annual SDBIPs.

3. Strategic Intent

This policy aligns with a number of overarching strategy documents that inform the City's priorities.

3.1. Integrated Development Plan

This policy is aligned with the IDPs Strategic Focus Area of the Caring City, particularly Objective 3.1.: Provide access to social services for those who need it. The IDP's programme for youth development includes awareness raising, providing life and work skills for at risk youth and building the capacity of youth structures. The provisions of this policy will facilitate the IDP's programmatic goals. In addition, the development of young people is central to the building of a City that is caring, safe, well-run, inclusive and allows youth to access the opportunities that improve their own lives. In other words, youth development is integral to all the strategic focus areas of the IDP.

3.2. Social Development Strategy

This policy is aligned with the high level objective to *Build and Promote Safe Households and Communities*. The SDS speaks to a 'whole of government' approach and interventions. It advocates that risk factors that cause young people to get involved in crime, substance use and abuse, gangs and antisocial behaviour must be dealt with in order to build safe communities and ensure young people's skills and energy are injected into the economy. Therefore, it encourages City departments to work in a coordinated ways and advocates collaboration on the following projects directed at young people:

- 3.2.1. Tourism, Events and Marketing's Arts and Culture Programmes and events which targeted the youth;
- 3.2.2. Community Services' Sports, Recreation and Library programmes which provide services and interventions for youth and promote alternative healthy lifestyles;
- 3.2.3. Corporate Services' trainee, bursary and apprentice opportunities that provide opportunities for youth in the City's corporate structure;
- 3.2.4. Economic Development Department's grants directed towards creating opportunities and skills development for young people;
- 3.2.5. Office of Deputy City Manager's EPWP which creates youth employment opportunities for unskilled, unemployed young people;
- 3.2.6. Office of the Speaker's Junior City Council which facilitates youth involvement in democratic structures such as Council and ward committees;
- 3.2.7. Ward Committees' youth programmes funded through Section 67 Grants and other mechanisms.

3.3. OneCape2040 and the City Development Strategy

The City Development Strategy (CDS) sets out the 30 year goals for the City of Cape Town. It is based on the ONECAPE2040 Agenda draw up in collaboration with the Provincial Government of the Western Cape. The OneCape2040 Agenda is the 30 year strategy of the Western Cape.

The Youth Development policy is closely aligned with the following transitions:

- 3.3.1. Economic access transition (*Working Cape*) which aims to take the region from a “Factor and efficiency driven economy with high barriers to entry and low productivity and entrepreneurship rates” to “Innovation driven economy with low barriers to entry with high productivity and entrepreneurship rates”.
- 3.3.2. Cultural transition (*Connecting Cape*) which aims to take the region from one with “Barriers to local and global connectivity (language, identity, distance, parochial and inward-looking attitudes)” to one with “High level of local connectivity and global market fluency”.
- 3.3.3. Settlement transition (*Living Cape*) which aims to take the region from one with “Unhealthy, low access, often alienated, low opportunity neighbourhoods” to “Healthy, accessible, liveable multi-opportunity communities”.

The OneCape2040 agenda specifically notes that one of the priorities for the next four years is to “massively increase the opportunities for work experience available to young people particularly as a first step in addressing the very high rate of joblessness in the province.”

The CDS builds on the OneCape2040 agenda. It has seven proposed interventions for 2012/2013; one of these interventions that focus specifically on youth and education includes social programmes for the youth.

3.4. National Development Plan

The NDP urges South Africa to use a ‘youth lens’ when implementing interventions focussed on youth. It notes that “South Africa has an urbanising, youthful population. This presents an opportunity to boost economic growth, increase employment and reduce poverty.” The NDP goes on to say that the aim is to “strengthen youth service programmes and introduce new, community-based programmes to offer young people life-skills training, entrepreneurship training and opportunities to participate in community development programmes”. The City’s Youth Development Policy aims to facilitate these programmes and mainstream the “youth lens” into local government.

3.5. Integrated Youth Development Strategy of South Africa (July 2011)

The Integrated Youth Development Strategy was developed to “facilitate, coordinate, lobby and monitor the implementation of youth development programmes and policies, as well as initiate and implement strategic projects”. Its vision is of “a seamless, integrated and mainstreamed youth development across public, private and civil society sectors”. For this reason the City’s Youth Development Policy adopts the same principals of the IYDS namely:

- 3.5.1 Accessibility – young women and men from diverse backgrounds must access resources and services crucial to their development.
- 3.5.2 Responsiveness – all youth development service-providers should respond to the needs and concerns of young people and be guided by the intention to act in their best interests.
- 3.5.3 Holistic – youth development initiatives must encompass all aspects of a young person.
- 3.5.4 Integration – different key role players such as government, civil society and the private sector should integrate youth development into their programmes and policies.
- 3.5.5 Diversity – youth development interventions must recognise and acknowledge their diverse backgrounds
- 3.5.6 Non-discrimination – all youth developments initiatives should not discriminate
- 3.5.7 Sustainable development – young people’s assets, potential, capacity and capability must be maximized so that they can respond effectively and efficiently to life’s challenges
- 3.5.8 Transparency – institutions and organizations involved in youth development should operate in a transparent and accountable manner.

- 3.5.9 Participation and inclusion – service-providers must design policies, strategies, and programmes for and with young people.
- 3.5.10 Social cohesion – youth development interventions should promote the inclusion of young people as a significant part of societal structures.
- 3.5.11 Social protection – different youth development interventions should seek to promote the wellbeing of young people by putting in place measures that seek to protect them.
- 3.5.12 Youth Service – young people should be involved in meaningful activities that benefit communities while developing their sense of patriotism.
- 3.5.13 Redress – recognize the different ways in which young people have been affected by the injustices of the past.

4. Policy parameters

- 4.1. This policy is concerned with youth development in the City of Cape Town. It is limited in that it only applies to this geographical area.
- 4.2. The policy is aimed at informing decisions around youth development as well as the types of interventions designed to facilitate youth development in the SDECD.
- 4.3. The Policy has limited transversal implications as its provisions apply to projects and programmes run by SDECD directorates with the City, however the SDECD may at times work partner and work with various directorates.
- 4.4. Youth are considered to be between 14 years to 35 years of age. This age cohort will be the focus of this policy, it may be necessary to further categorise the age group for the purpose of specific and targeted interventions.
- 4.5. The City recognises the gap between Early Childhood Development and Youth Development services, and will implement bridging interventions in the age group (10-13 years).

5. Role players and stakeholders

- 5.1. The Youth Programme Department in the SDECD will be responsible for implementing and monitoring this policy and ensuring that adequate training and awareness raising is provided.
- 5.2. The Mayoral Committee member and the Portfolio Committee members responsible for SDECD will be provide oversight of project implementation deriving from this policy as per their delegations. Monitoring and evaluation will be done through assessment of quarterly progress reports required and submitted by the SDECD to the Portfolio Committee and MAYCO member.
- 5.3. The following stakeholders will be consulted on matters relating to the Youth Development particularly with reference to the programmes implemented for youth:

Internal:

- 5.3.1 SDECD PDI programmes: street people, substance abuse, social entrepreneurship programmes
- 5.3.2 Social Cluster of the Transverse Management System: Work Group on Social Services: Gangsters
- 5.3.3 Tourism, Events and Marketing: Arts and Culture Programmes that are targeted at youth
- 5.3.4 Community Services: Sports and Recreation, Library and Information services
- 5.3.5 Corporate Services: Trainee, bursary and apprentice opportunities
- 5.3.6 Office of Deputy City Manager: EPWP youth employment opportunities
- 5.3.7 Office of the Speaker: Junior City Council

External:

- 5.3.8 Provincial Department of Social Development
- 5.3.9 Provincial Department of Cultural Affairs and Sport

- 5.3.10 Western Cape Education Department
- 5.3.11 Provincial Department of Community Safety

6. Regulatory context

This section provides an overview of the relevant legislation and policies that have a bearing on this Policy:

6.1. **The Constitution of the Republic of South Africa, Act Number 108 of 1996**

The Constitution is the supreme law of the country that entrenches specific rights, responsibilities and an ethos that everyone in South African must uphold. In the Bill of Rights, specific human rights are guaranteed and these rights and responsibilities guide the inherent rights and responsibilities of everyone, including youth.

6.2. **Implementation Protocol Agreement between the City and Province**

In November 2012, The City of Cape Town signed a multi-year *“Implementation Protocol Agreement”* with the Provincial Government of the Western Cape Social Development Department This agreement is aimed at partnered implementation of projects and initiatives, and thus creates an opportunity to address many aspects of the above-mentioned challenges.

6.3. **Local Government Legislation**

The White Paper on Local Government 1998 sets out the broad objectives of local government and thus provides a basis for interaction on issues facing the youth. Section 1.1 on development local government should form the basis of synchronising the effort and initiatives of young women and men.

The developmental role of local government was written into law by the Municipal Systems Act No 32 of 2000, the Municipal Structures Act No 117 Of 1998 and the Municipal Finance Management Act No 56 Of 2003. These acts set the legislative environment for local government operations, structures and systems and thus provide an important connection for youth development initiatives.

6.4. **National Youth Development Agency (NYDA), Act Number 54 of 2008**

The Act provides for the establishment of the National Youth Development Agency aimed at intensifying youth development services and focus. It mandates the NYDA to develop an Integrated Youth Development Strategy for South Africa and initiate, design, coordinate, evaluate and monitor all programmes aimed at integrating the youth into the economy and society in general. The Act further instructs the agency to promote a uniform approach by all organs of state, the private sector and non-governmental organisations to matters relating to or involving youth development.

6.5. **National Youth Policy (NYP) 2009–2014**

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

6.6. **National Youth Development Policy Framework (NYDPF) 2002–2007**

The NYDPF provides the context for the government’s youth development approach urging for an integrated, holistic youth development strategy. It also advocates for the values of equity, diversity, redress, responsiveness to the needs and contexts of young people, and an orientation that is sustainable, participatory, inclusive, gender sensitive, accessible and transparent to be consistent in all aspects of the youth development strategy.

6.7. **World Programme of Action on Youth (2000)**

The World Programme of Action on Youth for the year 2000 and beyond was adopted by the United Nations' (UN) ministers responsible for the youth from different countries. The 10-year plan seeks to actively address the challenges faced by youths across the world in a practical way and contains concrete proposals on how countries should improve the well-being and livelihoods of young people in their respective countries. It is a policy framework that seeks to deliver opportunities that would enhance young people's participation in society and provide practical guidelines for youth development's support by national and international institutions.

6.8. **African Youth Charter (2006)**

South Africa has signed and ratified the African Youth Charter as the charter is consistent with the South African Constitution and nearly all its provisions are in line with the socioeconomic programmes being implemented, or envisaged. The African Youth Charter; which was adopted in May 2006 and endorsed by AU heads of states in July 2006 is a political and legal document that serves as a strategic framework that gives direction to youth empowerment and development at continental, regional and national levels. The charter is in line with the efforts of the African Union (AU) that seek to provide an avenue for effective youth development.

7. **Policy directive details**

The Youth Development Policy guides the implementation of the Youth programme for the SDECD. It is guided by the consideration of the various roles that that line departments play in facilitating youth development.

The policy is one step towards developing a coordinated Youth Development Strategy for the City of Cape Town. A strategy will direct the work of all directorates in adopting a "youth lens" and will be informed by the central themes and priorities identified by young people across the City.

7.1. **Young people's entry into economic activity**

SDECD will implement various programmes to prepare young people for the workplace in an effort to work towards reducing unemployment. Projects will include:

- 7.1.1. Work preparation training to aid unemployed, at-risk-youth to become more employable.
- 7.1.2. Career planning and referrals for further training in order to build the skills of youth to be able to market themselves, prepare CVs, conduct interviews, understand work ethics, etc. Referrals to skills training opportunities will be facilitated.
- 7.1.3. Life skills training for at-risk-youth by identifying vulnerable youth from the poorest communities across the City. The YP aims to provide meaningful life skills to youths that are daily faced with negative challenges.
- 7.1.4. The implementation of these skills-building projects will be guided by:
 - 7.1.4.1. Evidence and best practice with regards to content and delivery.
 - 7.1.4.2. Research on community needs and challenges.
 - 7.1.4.3. Research on business needs.
 - 7.1.4.4. Combining hard and soft skills where possible.
 - 7.1.4.5. Providing access to follow-up support services or referrals where possible.
 - 7.1.4.6. Utilising monitoring and evaluation mechanisms to ensure the effectiveness of projects.
 - 7.1.4.7. Standardising and accredit courses where possible.
 - 7.1.4.8. Identifying youths through the sub councils databases, other lines departments' databases and the Youth Programme's databases of youths that have attended previously skills training.
 - 7.1.4.9. Ensuring an equal gender balance between young men and women who participate in these projects so as to ensure that past imbalances are addressed and those young women are able to participate equally and optimally.

7.1.5. A limited number of jobs will be created by SDECD through the EPWP programme which seeks to provide short term job opportunities for unemployed through the EPWP project of the City.

7.2. Leadership development

SDECD will work to develop the capacity of youth organisations in order to ensure that they become active agents in developing their own communities and participate in other developmental projects. This shall be done by:

7.2.1. Capacity building initiatives with youth structures, networks and forums across the City. Capacity building workshops shall include topics such as sustainability, ownership, content design, fundraising, project implementation, etc.

7.2.2. Identify positive youth leaders and develop their abilities to be able to engage other vulnerable youths on topical issues and also to get youths involved in public processes that require youth voices, including the City's IDP processes. The youth leaders will be trained on mentoring and coaching youths that need additional support after having gone through youth programme initiatives and interventions to develop them further.

7.2.3. The implementation of these capacity building projects will be guided by:

7.2.3.1. Evidence and best practice with regards to content and youth structures ability to delivery on their envisioned mandates, i.e. youth development.

7.2.3.2. Outcomes of youth structures skills audits.

7.2.3.3. Results of financial sustainability questionnaires administered with youth structures.

7.2.3.4. Utilising monitoring and evaluation mechanisms to ensure the effectiveness of projects and programmes implemented by structures.

7.2.3.5. Standardising and accredit courses where possible.

7.2.3.6. Identifying youth structures/ forums/ networks/ movements, etc. through sub councils' databases, other line departments' databases of structures they have worked with and youth structures that have participated in pervious capacity building projects.

7.2.3.7. Ensuring an equal gender balance between young men and women who are identified as young leaders as to ensure that past imbalances are addressed and that young women are able to participate equally and optimally as well as to prepare young women for decision making roles.

7.3. Awareness raising

The SDECD will create platforms of engagement on topical issues that affect youth. The aim is to raise awareness on a range of issues including the dangers of substance abuse, anti-gangsterism, anti-truancy, HIV/AIDS, etc.

7.3.1. This will demand that we work with partners such as the directorate's other sister programmes, i.e. substance abuse, vulnerable groups, street people, etc. as well as with other Provincial government departments like Social Development, Health, Community Safety, Justice, etc.

7.3.2. These awareness raising initiatives will include joint awareness raising campaigns, pamphlets on a particular issue, supporting partners in raising awareness, joint 16 June activities, etc.

7.4. Partnership-building through collaborating with external partners

The SDECD will work closely with the Provincial Department of Social Development's Youth Programme. A monthly meeting will be held between the managers and directors of each institution.

The goal of this collaboration is to:

7.4.1. Ensure alignment, consolidation and collaboration

7.4.2. Avoid the duplication of resources and effort

7.4.3. Maximise impact

- 7.4.4. Share learning and develop best practice
- 7.4.5. Facilitate a coordinated response to the challenges facing young people

7.5. Internal collaboration and coordination

The SDECD will take on a championing role within the City of Cape Town to facilitate the inclusion of a “youth lens” in the City’s delivery of services and implementation of programmes.

The SDECD will coordinate a Youth Development Work Group with all internal stakeholders to:

- 7.5.1 Examine the various services provided to young people
- 7.5.2 Coordinate and align these services and programmes
- 7.5.3 Ensure youth participation in the design, rollout of these programmes
- 7.5.4 Work to prevent the duplication of resources and energy
- 7.5.5 Develop a coordinated transversal youth development strategy
- 7.5.6 Ensure continuous and consistent information sharing and information flow on initiatives related to youth development with the City

8. Implementation Programme

- 8.1. The Programme Implementation Department will facilitate and coordinate implementation of this City Youth Development Policy as soon as it has been approved by Council.
- 8.2. The Directorate will compile annual implementation plans linked to the desired outcomes of the policy.

9. Monitoring, Evaluation and Review

- 9.1. The policy will be reviewed and updated every two years or in light of evidence that indicates that this policy is not meeting the outcomes set out in section two.
- 9.2. Youth forums, networks, structures, etc. and other affected parties may consult with the Youth Programme on the efficacy of this policy and the extent to which it achieves its aims. This will be relayed directly to the Head of SDECD through the appropriate channels.
- 9.3. The compilation of annual implementation plans will specify details of targets to be reached in the short, medium and long term, and evaluation tools will specify quantitative and qualitative indicators with time frames, which will assist in tracking progress on the achievement of policy objectives. The implementing role players will use these tools in their internal M&E process by providing regular reports on policy and programme performance.
- 9.4 The monitoring component will have the following elements:
 - 9.4.1. Ensuring compliance with objectives and outcomes.
 - 9.4.2. Output data collection and analysis.
 - 9.4.3. Risk monitoring and mitigation through a risk management plan.
 - 9.4.5. Decision-making and programme adjustments as may be required.
- 9.5 The evaluation component shall be constituted by the following elements:
 - 9.5.1. There shall be quarterly reviews.
 - 9.5.2. Systems cohesion analysis will also be done quarterly.
 - 9.5.3. An external control such as a mid-term shall be set in motion.
 - 9.5.4. An independent assessment of the effect on beneficiaries shall be done annually.
 - 9.5.5. Facilitation of monthly reviews and insights, which shall be published for public dialogue.

A learning network with the Provincial Department of Social Development shall be developed for sharing lessons learnt.

9.6 The third component of the system will be reporting on the progress of programmes. Agreement shall be reached at programme inception about report formats and frequency.

9.6.1. Monthly Reports to the SDECD senior management.

9.6.2. Quarterly Reports to the SDECD senior management and Mayoral Dashboard.

9.6.3. Annual Reports to MAYCO.

9.6.4. The youth programme will be reviewed on an annual basis, and further research on best practices will continue.

9.7 The expected outcome of the plan should be evident from the following indicators:

9.7.1. Number and names of specific projects aimed at the development of the City's youth – internally and externally.

9.7.2. Amount of money and percentage of total budget allocated to such youth projects.

9.7.3. Number of young people undergoing training and development under the auspices of the City.

9.7.4. Number of youth volunteering, and assuming the roles of care givers, and peer counsellors. All youth voluntary programmes to be taken into account during review.

9.7.5. Number of youth participating in formulation of the City's IDP.

9.8 The monitoring, evaluation and review system shall ensure prudent management and use of resources with tangible results being realised.

9.9 Youth of the City as primary stakeholders and beneficiaries of this policy must play an active role in the M&E process. This will be attained through embarking on research such as impact assessments, customer satisfaction surveys, opinion polls targeting the youth population, etc.