



**Western Cape
Government**

2020 SERVICE EXCELLENCE AWARDS (SEA):

LEAD PROGRAMME OR PROJECT

Entry Form

CLOSING DATE: 29 January 2021

SECTION 1: Nominator Contact Information

Name of Contact Person: **Ilse Van Schalkwyk**
 Name of Provincial Department: **Department of Economic Development and Tourism**
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 Physical address: **80 St. Georges Mall, Waldorf Arcade, Cape Town, 8001, 10th floor**
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 Phone: **021 483 9494**
 Mobile: **084 525 1479**

SECTION 2: Nominee Contact Information

Name of Primary/Lead Department: **Department of Economic Development and Tourism**
 Name of Component: **Office of the Deputy Director-General: Economic Operations**
 Name of Programme/Project: **C-19 Economic Cluster**
 Nominated for Category:
 Lead Programme or Project
 This Category recognises a Programme or Project achievement having a positive impact on service delivery, saving cost and improving lives of citizens.
Note that no entry nominating an individual will be accepted in this Category

Kindly provide/confirm the name of Primary (Lead) Department: **Department of Economic Development & Tourism**

Kindly provide the name/s of any other Secondary/Support Department (Western Cape Government) which contributed to this Programme or Project:

Department of Agriculture	DTPW	DOTP
Wesgro	DoH	WCED
WCEDP	DEADP	DLG

Kindly provide the name/s of any other spheres of Government participation (Provincial-, National-, or Local Government):

CoCT	DoHA	DISTRICT MUNICIPALITIES IN WC
South African Tourism (SAT)	DTIC	SAPS
NDT (National Department of Tourism)	DSBD	DoL

Postal address: **10th floor, Waldorf Building, 80st Georges Mall Street, Cape Town, 7000**
 Physical address: **10th floor, Waldorf Building, 80st Georges Mall Street, Cape Town, 7000**
 Email: Rashid.Toefy@westerncape.gov.za

Phone: **021 483 9225**

Mobile: **083 267 6097**

SECTION 3: Category Criteria

Programme or Project achievement having a positive impact on service delivery, saving cost and improving lives of citizens:

1. Programme/Project is in line with the strategic objectives of the Western Cape Government and beneficial to clients/citizens (focus on skills development, job creation, fighting poverty; promoting sustainable employment opportunities);
2. Cost-effective driven (approved funding or executed without funding) and demonstrate innovation;
3. Encouraging intergovernmental relations (including 3-sphere partnerships), whereby governance structure/s that involves relevant strategic departments have been established;
4. Monitoring and evaluation reports demonstrating that citizens/communities benefit from the Programme/Project;
5. The Programme/Project is sustainable;
6. Living out the Western Cape Government Core Values of Integrity, Accountability, Competence, Responsiveness, Caring and Innovation; and
7. Impact on citizens and/or impact during Covid-19 pandemic.

SECTION 4: Requirements

A. Motivation and Supporting Evidence:

- **Written motivation in terms of nr. 1 to 7 at Section 5;**
- Testimonials and compliments from service recipients and colleagues;
- Photos or clippings (magazines and newspaper articles) displaying any form of recognition;

B. Please provide motivation that supports your application for the Category you are entering (maximum 5 pages including supporting material e.g. letters, photos etc. Utilise Font, Century Gothic, size 10.

C. Note that motivation and supporting evidence pertaining to **1 October 2019 to 30 September 2020** will be applicable.

D. Applies to *all Western Cape Government employees in recognition of work/or service during the period **1 October 2019 to 30 September 2020. This timeline takes into consideration the new normal work environment, agility and responsive to Covid-19 challenges.**

E. The following employees of the Western Cape Government (WCG) are eligible to be nominated:

- Intern;
- Temporary/Secondment/Relief Worker;
- Contract;
- Probation; and
- Permanent.

*Heads of Department (HODs) are not eligible to be nominated/entered into any Service Excellence Awards (SEA) Category.

F. Declaration and Signatures:

We agree that the information provided in this document and related supporting information is accurate and legally binding.

We agree to abide by the rules of the Service Excellence Awards.

Contact Person/Nominator:

Full name/s: Ilse Van Schalkwyk

Signature:

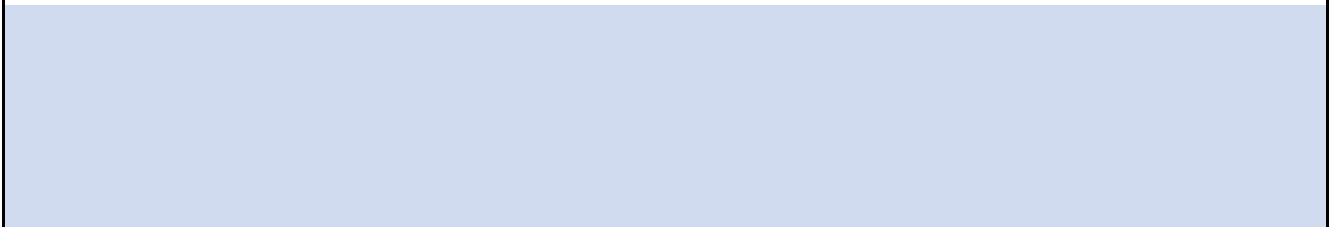
Date: 02.02.2021

Nominee/Programme/Project representative signature:

Full name/s: Rashid Toefy

Signature:

Date:



1. Programme/Project is in line with the strategic objectives of the Western Cape Government and beneficial to clients/citizens (focus on skills development, job creation, fighting poverty; promoting sustainable employment opportunities).

The C-19 Economic Cluster was established to support the economic sectors and businesses during the initial outbreak of COVID -19. The C-19 Economic Cluster is aligned to the strategic objectives relating to job creation and the promotion of sustainable employment opportunities. Initiated on **March 9th, 2020**, the cluster lead was DEDAT and included other representatives from **DEADP, DoA, Wesgro and CoCT** with linkages to all business formations and role players across the Western Cape. The goals and objectives of the Economic Cluster which is in line with the objectives of the Western Cape Government is as follows:

The cluster provided an agile manner to track sector trends, identify risks to the economy and respond in a multi-disciplinary manner. Roles were assigned to different team members to focus on key sectors and priorities such as communication, red tape reductions and data etc. The needs of the economy shifted throughout the stages of the disaster based on changing regulations, peaks in infections, limitations on trading activities as well as many other contributing factors. These focus areas allowed the cluster lead to monitor, assign, manage and track the response which shifted daily, weekly etc. A summary of each focus area within the cluster is as follows:

Focus Area 1: Support and alignment with an overall C19 response

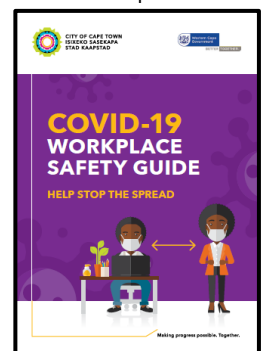
Co-ordinate the activities and focus area of the cluster across the Western Cape response to the disaster including representation and reporting to the Provincial JOC and the Provincial SAPS JOC. Activities of the cluster were reported on and linkages to the needs of all District JOC's were coordinated with the PDMC. We also participated in all Hotspot meetings in the Metro and Districts.

Focus Area 2: Sector support & industry lobbying

Vulnerable sectors were identified who were worst affected such as the events industry, tourism and hospitality, imports and exports, agriculture and wine sector, manufacturing etc. A sector lead was appointed to co-ordinate the response and manage stakeholders accordingly to ensure effective lines of communication with sector bodies, organized business and key businesses. This includes the different lobbying efforts that were done with the relevant National Departments through inputs into regulations, submissions to amend regulations and communicate risks, impacts and opportunities accordingly.

Focus Area 3: Workplace safety and infections hotspot management

When the lockdown levels changed, and more businesses started trading a new response was needed to enable businesses to reopen safely for their staff and customers alike. Support was provided through collateral, development of Health & Safety protocols for various industries, training, a complaints hotline and educational using different media platforms. Follow ups on non-compliance is still being implemented through the Western Cape with our sector partners and relevant law enforcement agencies to slow the spread of C-19.



Focus Area 4: C19 Regulations interpretation

The numerous regulations published as part of the Disaster Management Act in response to C-19 resulted in numerous challenges according to the risk adjusted strategy for the economy and related businesses. This resulted in uncertainty for businesses trading and related activities under the different lockdown levels. In response to this, the Red Tape unit within DEDAT provided assistance with a) interpretation of legislation b) developing FAQ in partnership with Wesgro, SAPS and legal services and c) lobbying relevant Government Departments with related Red Tape and regulatory concerns such as, when trading of sole proprietors was allowed or not, which businesses

were deemed as essential etc. The Red Tape hotline was used to field complaints and queries of businesses throughout the lockdown.

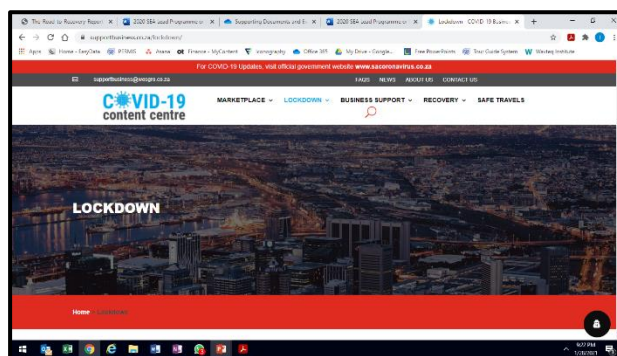
Focus Area 5: Economic Recovery Plan

As part of the economic response to C-19, work commenced to develop an Economic Recovery Plan for the Western Cape in partnership with our economic partners in business and all municipalities. This task team's main focus was to build an economic model to measure the impact of Covid-19 across all spheres of government, which was the first of its kind in the country. We also created a 100-day Jobs now plan to address Covid-19 in the short-term to impact job losses in the Province, as well as designing the economic recovery plan and growth strategy to address low growth and high unemployment over the next 5 years.

Focus Area 6: Business Continuity Support

Business continuity support needed to be provided on transversal themes by the Economic Cluster. This included the following:

- o **Digital** - COVID-19 has been described as the 'digital accelerant of the decade' with tens of thousands of businesses and citizens in the Western Cape having to adapt to digital technologies in a very short space of time. In response, the Digital Economy unit initiated the multi-faceted #GoDigitalWC campaign in April 2020. Additionally, the Digital Economy team assisted in the COVID-19 response with the reporting systems for the Workplace Safety (Business Non-Compliance) work and hosting of a Sharepoint site for the storage and dissemination of information for the Hotspot leads.
- o **Hotspots Leads** – Representation on all C-19 hotspots as economic cluster reps. Each rep collated a database of the high risk & larger businesses (>250 employees). Established networks with relevant business reps / associations and community groups for smaller and informal businesses, provided information to businesses (either directly and through above networks) – workplace safety guidelines, communications materials, FAQs, facilitated distribution of DEDAT safety kits to businesses and regularly engaged with relevant stakeholders.
- o **Communications** – Communications is an essential service which was required by all programmes within the economic cluster. This included a) support in the developing collateral for business in the form of FAQ's posters and ensuring that they are in user friendly formats b) undertaking mass media campaigns in ensuring that businesses are aware of their responsibility in staying safe in both radio and digital formats c) developing webpages for easy single point access to information by businesses as well as d) assisted in the roll-out of a festive season campaign ensuring business safety in the tourism space over the 2020 festive season etc.
- o **Covid 19- Content Centre (CCC)** – Once the state of disaster was announced a digital platform was required to deal with the queries, distribution of information and regulations

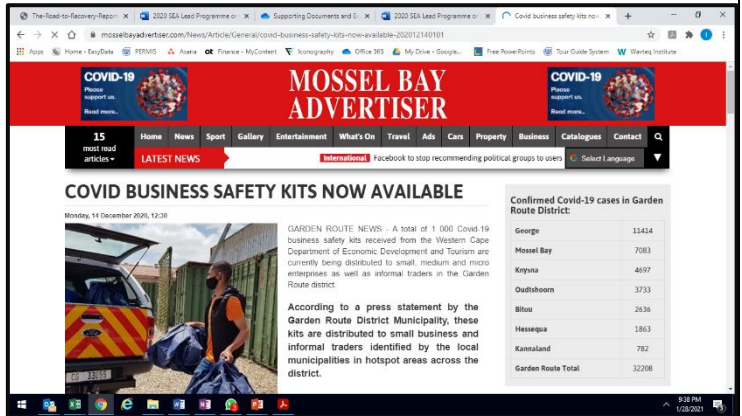


for businesses in the Western Cape. Wesgro in partnership with DEDAT launched the CCC (www.supportbusiness.co.za). The focus was to develop FAQ, launch the support finder to identify appropriate relief funding, deal with queries and launch the market place for essentials such as masks and PPE when limited businesses were operational. The website has had over 600 000 page views, Covid-19 Support Finder has

had over 33 000 page views and the PPE Marketplace has had over 20 000 page views.

Focus Area 7: Informal Economy and SMME Risks

C-19 affected many SMME's both formal and informal who required support in relation to the timeous and appropriate provision of information to businesses and the provision of businesses with access to finance and relief aid. Support was provided by establishing relevant SMME digital cluster using platforms such as WhatsApp groups and a district database. The Covid-19 Business Relief Fund was launched and other instruments (e.g. Supplier Development programme and business chamber support programme) to provide financial support to formal and informal businesses. Due to the risk of infections in the informal economy the C-19 Business Safety Kit programme was launched by purchasing kits with relevant PPE to ensure they continue to operate in a safe and responsible manner. Distribution of the safety kits were linked to the identification of Covid-19 Hotspots in the Province. DEDAT distributed 6 800 safety kits to the metro & 4 200 throughout the 5 districts, geared at slowing the spread of the virus.



2. Cost-effective driven (approved funding or executed without funding) and demonstrate innovation.

The Economic Cluster repurposed budget within the Vote 12 for both DEDAT and Wesgro in order to respond to the needs as identified. Additional funding was requested for the SMME relief fund but the remainder of the C-19 related expenditure incurred was within the allocation.

Innovative projects which were funded specifically relating to Covid-19 Relief Aid includes:

1. C-19 Business Relief Fund – R39 million which assisted 252 businesses
2. Tourism Product Development Fund – R 5 million which assisted 12 new tourism products creating R15 million worth of funding and 300 job opportunities.

Innovative projects which were implemented without funding utilising existing resources and expertise included:

- a) Workplace Safety Complaints Hotline
- b) Go Digital Webinars
- c) Tourism Destination Readiness Webinars
- d) COVIC-19 Content Centre
- e) Red Tape Reduction Regulations Team
- f) Sector Communication Channels, databases and related research on economic impact.
- g) Developing training material and collateral for sectors on best practice, occupational health and safety and destination readiness.

3. Encouraging intergovernmental relations (including 3-sphere partnerships), whereby governance structure/s that involves relevant strategic departments have been established.

The C-19 Economic Cluster had both an internal and external driven governance focus. The internal focus was to ensure that the economic response was informed by and closely aligned with the health and disaster management response and that the activities of the core parties – DEDAT, DEADP, DoA, Wesgro and CoCT – were coordinated on a daily, and later, a weekly basis. The Cluster then fed into and received inputs from the weekly Provincial JOC meetings and in turn reported to Cabinet on a weekly basis. Through the Cluster, engagements with a variety of other provincial departments were initiated and activities coordinated. These departments included DoH, DOCS, DSD, DCAS, DOTP and DLG.

Departments and entities of both national and local government were equally engaged in both an ad hoc and more structured manner. These included DoH, SAPS, DoHA, DTIC, NDT, DAFF, DCOG, South African Tourism, National Treasury, SARS, National Ports Authority, the National Skills Fund, DSBD, the Cape Town Deeds Office, and many others. These engagements were aimed at:

- Clarifying regulations and directives
- Aiding with operational blockages (e.g., National Ports Authority, Cape Town Deeds Office)
- Unlocking access and securing permits and other necessary approvals to sustain/ resume business activity
- Unlocking and unblocking of access to national support and incentive schemes

A second work stream was established to coordinate the response to hotspots as well as ensuring business continuity and resilience. This ensured that the Economic Cluster could provide ongoing support to hotspots across the Province and entailed close coordination with regions of the City of Cape Town, as well as the district and local municipalities. It also involved very localised engagements with leaders such as Ward Councillors as well as leaders from the local business community (including business chambers) and civil society. To drive the process Hotspot leaders were appointed. Weekly Hotspot meetings were held and Hotspot leaders in turn reported to a joint weekly meeting.

At the start of lockdown, the Cluster realised that in order to support businesses in a constrained economic environment, it would need to work with and through the 30 municipalities to reach local businesses across the geographic spread of the Province. To this end, the Department consistently engaged and supported municipalities through establishing (where it was not active) mediums such as: engagement forums and communications platforms operationalised with municipal stakeholders to ensure a responsive link to business in localities. This for example included the use of short messaging services (SMS; WhatsApp) and email groups for municipal LED practitioners/officials (as well as an MM grouping) with whom to liaise, in real time; and other digital and electronic means (e.g. Microsoft Teams meetings, conference calling, etc.). For the tourism sector similar mechanisms were also set up for Regional Tourism Organisations who in turn would cascade information down to (and up from) Local Tourism Organisations and their thousands of members.

These channels were used to issue surveys, distribute regulations, amended regulations, directives, media releases, meeting and webinar invites and other information.

Furthermore, the Department attended weekly cluster meetings of the districts to support economic recovery planning. This required ongoing technical inputs and guidance including local level impact data and scenario planning information and expertise, sector prioritisation, sector data and intelligence, and access to national and provincial support strategies and plans.

The Department further ensured responsiveness to local level queries from varied sources, like providing clarity on essential goods and services to trade, operating hours, travel and movement,

access of essential servicing, etc. The Department continues to maintain dialogue, information flow and cooperation with SAPS and municipalities to ensure that local level conditions (like trading times) are agreed and/or understood by responsible authorities and law enforcement.

Lastly, the Economic Cluster took on a sector-based approach whereby the most vulnerable sectors were identified and prioritised. Leaders from across key business associations from each of the sectors were regularly engaged and often participated in Cluster meetings and activities. In this manner a wide range of organisations could give input to the Cluster including FEDHASA, VINPRO, RASA, TBCSA and others. Towards the end of 2020, the Economic Cluster evolved into the 'Jobs Now' which coordinates the activities of the Department in respect of employment retention and creation.

4. Monitoring and evaluation reports demonstrating that citizens/communities benefit from the Programme/Project.

From the initiation of the Economic Cluster, various monitoring and reporting mechanisms were used. Alongside the standard departmental M&E project reporting, C-19 M&E targets were specifically developed to monitor the interventions made by the Department. Furthermore, the Business Relief Fund and the Tourism Product Development Fund were also subject to rapid evaluations undertaken by DotP and other provincial stakeholders. Both financial and non-financial reporting were also done on a quarterly basis.

The weekly coordination of the Economic Cluster activities included a) 44 weekly hotspot co-ordination meetings held b) 44 weekly economic cluster/ 'Jobs Now' co-ordination engagements, and c) 44 weekly JOC meetings attended, and various reports prepared, which included Cabinet reports, JOC meeting reports, Hotspot Leads reports and the JobsNOW presentations and reports.

The minutes of these meetings together with the weekly reports attest to the massive undertaking and achievements of the programme which directly benefited communities and citizens as elaborated under section 7. We produced an M&E report in collaboration with DOTP, to track the progress of DEDAT C19 interventions and impacts.

5. The Programme/Project is sustainable.

Many of the Economic Cluster interventions were based on the needs of the economy at the start of the pandemic and has since evolved to different phases of adaptation, support and recovery. These initiatives ensure the sustainability of various businesses through providing support in terms of PPE, digital adaptation, building capacity in more stringent health and safety protocols as well as navigating the rapidly changing regulatory environment. In some instances, it even involved direct funding. To a large extent business supported through these efforts were much better placed to face the second wave. This is a key legacy of the programme – it has helped foster resilience in the economy.

Many of the Economic Cluster interventions were based on the needs of the economy at the start of the pandemic and has since evolved to different phases of adaptation, support and recovery. These initiatives ensured the sustainability of various businesses through providing support in terms of PPE, and digital in order to continue their operations during the C-19 pandemic.

Secondly, the Economic Cluster was convened in a way that allowed government officials and other organisations to participate and respond in flexible and creative ways to the socio-economic crisis brought about by the Covid-19 pandemic. As such, it was an example of adaptive leadership. Many relationships were developed, and barriers were broken down between different spheres of government and even between different sectors. These networks and relationships that were formed, will continue long after the COVID-19 crisis and will assist with collaborative approaches not only within government but also externally with non-governmental stakeholders. The cluster was a

key source of information and knowledge sharing, allowing role-players to keep connected during a time of institutional fragmentation and physical distancing.

The use of digital technologies drove high-impact interventions and will help build resilient engagements and work environments after the coronavirus pandemic. It has not only allowed ease of engagement with a wide range of stakeholders through webinars but has also assisted in handling time-sensitive tasks and meeting pressing needs in a way that is affordable and inclusive, and don't require much technical knowledge. Many channels such as the various WhatsApp groups have proven to be useful beyond COVID-19.

Health and safety in the workplace have become much more prominent in the work of DEDAT and going forward, the Office of the Consumer Protector will have a much more defined role to play in monitoring compliance and will have the benefit of significant institutional knowledge gained over the past few months. More streamlined reporting mechanisms are also now in place to make the task of the Office easier.

While DEDAT has always played a lobbying and advocacy role, the depth and quality of its networks have broadened by a wide margin. DEDAT is much more engrained in the business ecology as a result. Particularly, in respect of the Ease of Doing Business, new relationships and partnerships will be beneficial for years to come. The same holds true for the relationships established in vulnerable sectors.

Other practical projects will have similar longevity. CCC has evolved into an online marketplace. Staff being proficient in organising online workshops and webinars mean that the sharing of sector knowledge, best practice case studies, legal directives and more can now be done with ease and regularity and at a fraction of the cost of physical events.

6. Living out the Western Cape Government Core Values of Integrity, Accountability, Competence, Responsiveness, Caring and Innovation.



Caring



Competence



Accountability



Integrity



Innovation



Responsiveness

Caring

A key focus of the Cluster was the vulnerable parts of society. The team worked very closely with the DEADP as well as the EDP to assist with food security, donations management and the development of a food voucher system which supported Spaza Shop owners thereby providing food security locally to citizens in informal settlements. The pandemic has brought an even greater strain on the less fortunate and the team's efforts showed care towards these vulnerable citizens. Thousands of safety kits were also rolled out to the informal sectors first, making sure they were acknowledged and provided with the necessary PPE to abide by C19 protocols, secure their operations, protect their customers and sustain themselves.



COVID-19 SMME Safety Kits distribution

Competence

Given the very nature of the pandemic, it was essential that decision making was ultimately guided both by science and the best available legal opinion. Subject matter experts from other departments and organisations were brought on board to assist the DEDAT team with the complex set of regulations and directives. Citizens and businesses relied upon DEDAT to provide legally sound advice. This was ultimately in order to avoid confusion and misinformation.

Accountability

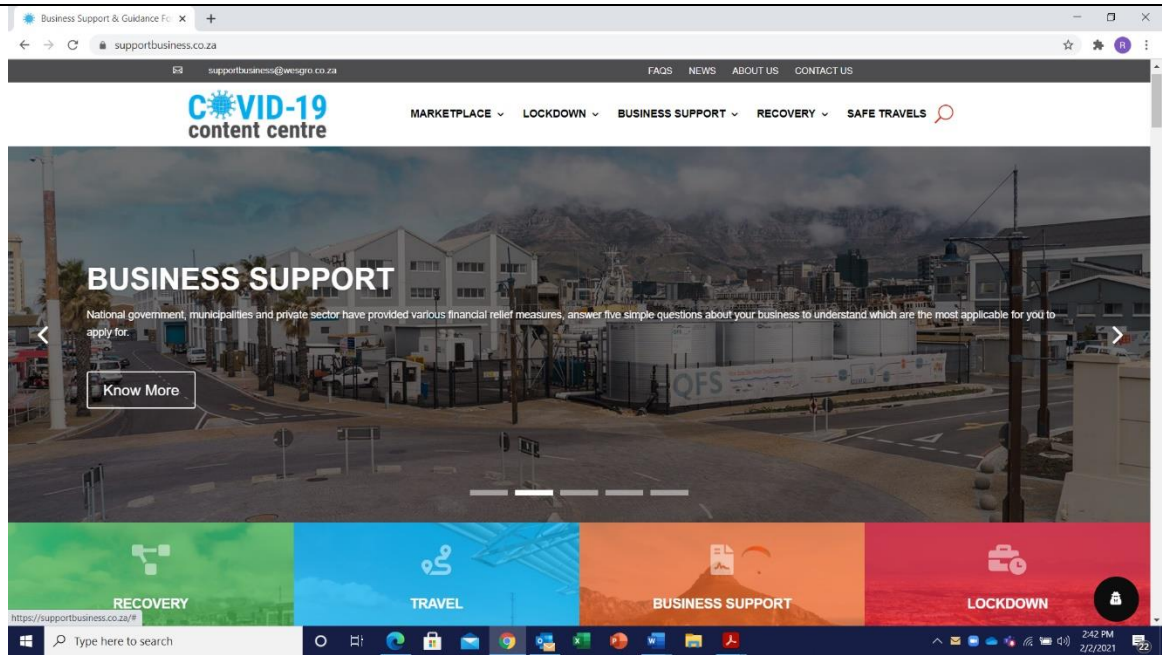
Every member of the Economic Cluster went above and beyond the call of duty to answer questions, respond to concerns, support different sectors, assist the vulnerable, despite limited resources and budgets. The EC provided a platform for mutual accountability and support for performance and delivery. We provided the JOCs and the Cabinet with weekly reports which ensured accountability of all our actions.

Integrity

The team ensured that support provided was done through recognising a variety of communities and that the opportunities were made available to all. All procurement of goods and distribution thereof was done keeping in mind strong moral and ethical principles and values. All protocols and procedures were correctly followed in all processes and allocations of the work and information done by the cluster.

Innovation

A new way of working approach was adopted, and the EC utilised technology - from high-end dashboards to simple mobile messaging apps - to provide assistance and support to citizens, businesses and municipalities. www.supportbusiness.co.za is another example of a simple solution to a significant challenge.



Responsiveness

A 24/7 approach was developed for providing support to the citizens of the Province through various communication platforms such as WhatsApp, email, etc. The team would go above and beyond the call of duty by remaining on standby to assist with enquiries relating to Isolation and Quarantine sites, identifying possible locations for field hospitals and assisting with the plight of stranded tourists. This required 24/7 responses as people struggled to isolate, get repatriated and businesses struggled with the Level 5 lockdown impacts.

7. Impact on citizens and/or impact during Covid-19 pandemic.

Some of the impacts include:

- a) 7 300 employees assisted with TERS
- b) In terms of SMMEs, 3 414 companies assisted with support and relief
- c) Over 9 000 Covid-related business enquiries fielded
- d) SMMEs supported with 11,000 workplace safety kits
Refer to [Safety Kits Reports](#)
- e) www.supportbusiness.co.za has had over 600 000 page views. Covid-19 Support Finder has had over 33 000 page views and the PPE Marketplace has had over 20 000 page views.
- f) Assisting 252 businesses through the Covid Business Relief Fund
- g) Helping ensure that up to 20 000 farm workers were able to move freely between the Western and Eastern Cape thereby saving hundreds of thousands of jobs
- h) Hosting more than 13 webinars reaching 5 140 participants to assist businesses adjust to the 'digital acceleration' unleashed by Covid-19
- i) 137 small businesses received support from tech volunteers
- j) Reaching nearly 700 tourism leaders and businesses through five tourism webinars and hosting three workshops to assist tourism businesses adapting to C19 industry protocols
- k) Supporting the repatriation of 11,000 tourists and, through the Uniti system, assisting 14,914 people with quarantine and isolation sites (as at 26 January 2021) by partnering with accommodation establishments
- l) 3500 internships through stipend support for experiential learning focused on supporting unemployed youth in townships
- m) Establishing the first BPO Skills Academy attracting 5 international companies, leading to 6 000 new offshore employment opportunities

- n) Pulled back a large ship repair project at Cape Town harbour to the value of R750m that was to be cancelled due to problems experienced at the port during COVID-19.
- o) Secured export declarations to the value of R4,3 billion
- p) Developed the 100-days Jobs Now plan which is creating immediate jobs
- q) Developing and distributing collateral material to businesses in the form of FAQ posters. These were made freely downloadable. More than 10 000 unique views of the webpage have been recorded and thousands of downloads of available content off the resources site have been made.

It has been inspiring to watch every member of the Economic Cluster go above and beyond the call of duty to answer questions, respond to concerns, support the economy, pay attention to the desperate and poor, drive themselves relentlessly to be part of the support team and keep the wheels turning and the doors open.

A number of those joining the team for help, commented on the quick response, the fact that calls were answered day or night, the firm commitments and immediate follow through from the Cluster members. The leadership was strong and committed, each priority area handled by the allocated individual with confidence (despite the uncertainty) and the humanity of the team recognising the pain of the businesses closing down and staff becoming unemployed.

This team can certainly say that they gave their all to the disaster response and despite the nature and pace of the disaster having retreated slightly into the "new normal", the Cluster remains committed to the economic recovery process. This is an amazing team and we were all privileged to be able to play a part in the disaster response efforts of the Economic Cluster.

Refer to [Testimonial letters](#) below, received by citizens that benefitted from the Economic Cluster and was grateful for the team's efforts in assisting them.



CHIEF DIRECTORATE: ENVIRONMENTAL SUSTAINABILITY
Chief Director: Karen Shippey
Enquiries: 082543221
Email: Karen.Shippey@westernCape.gov.za
Reference : {13/1/18 Jan 2021}

To whom it may concern

Support of the COVID-19 Economic Cluster for the Public Service Awards 2021

During early March 2020 the Head of the Western Cape Disaster Centre organised an early discussion to prepare for the imminent pandemic and to identify the relevant clusters which would need to self-organise. It was clear from the global experience that what was coming would be economically terrifying and high-level response would be called for and at very short notice. As the DEA&DP representative to the Disaster Joint Operations Committee I was able to use my experience gained during the drought to share with the Economic Cluster team being formed under the leadership of Mr Rashid Toefy the lessons we had learnt as a starting point for this new crisis. The moment it was accepted that the pandemic could not be avoided by South Africa the Economic team kicked into action with extraordinary dedication. As March continued and the National Disaster declared, all sectors needed immediate support in everything from understanding the Disaster Management Act Regulations to being able to keep critical value chains such as food and disinfectants for cleaning moving. The answers weren't forthcoming from national government quickly enough and the Economic Cluster kicked into high alert. Many of the team was present at the Provincial Disaster Management Centre daily during Level 5 assisting the Disaster team to work out everything from Isolation and Quarantine sites, to possible locations for field hospitals and the plight of trapped tourists immediately requiring practically 24/7 responses as people struggled to isolate, get repatriated and businesses struggled with the Level 5 lockdown impacts.

During this period I was incredibly impressed with Mr Toefy's leadership of the group – with such uncertainty and impossible demands, he held a calm and focussed attention on immediate steps, specific engagements and communications to investors and businesses alike. This whilst keeping a human face to the meetings and team report backs remembering the toll the work and uncertainty was taking on the team members as individuals. Also worth specific mention is the tireless dedication of Ms Ilse van Schalkwyk and Ms Helen Davies and their teams setting up systems which tied the Provincial response and needs to the Private Sector offerings which meant that an online system for isolation and quarantine, number of beds and locations was set up on-the-fly and supported both the hospitality industry as well as the health sector. Ms Davies role increased as the lockdown levels shifted, and regulations changed almost weekly in the first few months. Her work focussed on supporting businesses trying to re-open whilst abiding to the rules. There is no doubt that her efforts and those of the team supporting her, assisted in reducing the impact of the confusion and misinformation shared on social media and from some national spokespersons. This was particularly impactful in helping food retailers to stay open and follow correct protocols.

My Department had a role in supporting specifically environmental enforcement especially around correct waste management for the health waste as well as air quality support with respect to the crematoria. Since our direct role was limited it meant that I could act as a "trouble-shooter" where needed. I therefore acted as a bridge between the Social Cluster and the Economic Cluster to assist with food security, donations management and development of a food voucher system which would support Spaza Shop owners as well as deliver food security locally to citizens in informal settlements. The pilot of the "CoCARE" Voucher received support from the Bill and Melinda Gates Foundation and food vouchers were able to be distributed in the Ceres area by early April 2020. A full report of the pilot is attached for information. This type of economic and food security response has since been taken up within DEDAT as a local economic support programme, the SA Council for Churches, the DG Murray Trust and the Solidarity Fund. It was amazing being able to work with payment platforms developed by the private sector and find a solution which would work for economic support to existing retailers and Spaza shops as well as critically support response to the humanitarian crisis. This approach and pilot was put in place within weeks of the Lockdown being declared and will hopefully be developed and expanded even post-COVID as a legacy.

It has been inspiring to watch every member of the Economic Cluster go above and beyond the call of duty to answer questions, respond to concerns, support the economy, pay attention to the desperate and poor, drive themselves relentlessly to be part of the support team and keep the wheels turning and the doors open. A number of those coming to the team for help commented on the quick response, the fact that calls were answered day or night, the firm commitments and immediate follow through from the Cluster members. The leadership was strong and committed, each priority area handled by the allocated individual with confidence (despite the uncertainty) and the humanity of the team recognising the pain of the businesses closing down and staff becoming unemployed. This team can certainly say that they gave their all to the Disaster Response and despite the nature and pace of the disaster having retreated slightly into the "new normal" -the Cluster remains committed to economic recovery. This is an amazing team and I was privileged to be able to play a part in the disaster response efforts of the Economic Cluster.

Yours Sincerely

Karen Shippey
Department of Environmental Affairs, Development Planning
Disaster Management Representative and Chief Director Environmental Sustainability
Date: 18 January 2021



British
High Commission
Pretoria

Office of the High Commissioner
Nigel Casey CMG MVO

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Fax: (27) 12 421 7540
www.gov.uk/world/southafrica

12 June 2020

Ilze Jacobs
Tourism Growth and Development Unit
Department of Economic Development and Tourism

Dear Ilze,

THANK YOU

I wanted to write personally to thank you for all your support in helping us get thousands of British Nationals, and many South Africans who live in the UK, home on the repatriation charter flights we organised over April, May, and this month.

Despite the lockdown restrictions, we managed to get people home from all around South Africa, and also from Botswana, Eswatini, Lesotho, and Namibia. We could not have done this without the help and hard work of so many colleagues, friends, and partners like yourself. This was a complex undertaking in difficult circumstances, and we're hugely grateful for your assistance. We've had hundreds of messages of thanks from our passengers, for whom your support made a life-changing difference.

South Africa, like the UK, still faces a huge challenge dealing with COVID-19. We will all need to keep working together to get through this. Thank you again for helping us successfully navigate this phase of the crisis.

With best wishes,

Nigel Casey CMG MVO
High Commissioner



Nomination of the Economic Cluster for the Western Cape Government Service Excellence Awards (SEA), for the Category: Lead Programme/Project

The EDP wishes to support the nomination of the Economic Cluster (EC) for the following reasons:

- The EC was convened in a way that allowed government officials and other participating organisations to participate and respond in flexible and creative ways to the socio-economic crisis brought about by the Covid-19 pandemic. As such, it was an example of adaptive leadership.
- The EC was a key source of information and knowledge sharing, allowing role-players to keep connected during a time of institutional fragmentation and physical distancing.
- The EC provided a platform for mutual accountability and support for performance and delivery.
- The EC promoted a collaborative approach to problem solving, within government and externally with non-government stakeholders.
- The EC provides a good example of how government structures can respond to similar crises in the future.

Yours sincerely,

Andrew Boraine
CEO, WC Economic Development Partnership (EDP)

SECTION 6: General Information

Entry guidelines and rules

- An Entry can only be entered into a Category utilising the correct Entry Form.
- Should a nomination be made for a separate Category for the same individual or project/programme/team then the separate, correct Entry Form for the Category entered should be utilised. Evidence cannot be shared across categories separate entries required separate evidence per Entry Form.
- The Entry will be assessed based on the period **1 October 2019 to 30 September 2020**. Incomplete submission or evidence not within the indicated period will not be considered. Information provided is legally binding.
- Entries to be e-mailed to Departmental representative for your relevant Department [Primary/Lead Department] (note size limitation, maximum 5 pages, inclusive of all evidence).
- Entry forms must be filled in correctly, as concise as possible in response to the Criteria statement indicated.
- Handwritten entries are not encouraged; in cases where this is unavoidable please write legibly.
- Typing of motivation: Utilise Century Gothic, size 10.
- Evidence can be submitted to support the entry e.g. publications, brochures, Newspaper clippings (within the size limitation). Note that CD/DVD evidence will not be accepted.
- Departmental Top Management under Chairpersonship of the Head of Department determines Departmental finalists per Category. A maximum of five (5) finalists per Category is entered into the Provincial Assessment Stage.
- The awarding of all categories is based on impact which must be demonstrated through evidence.
- The prizes are not transferable and non-monetary (Gold, Silver and Bronze awards).

2020 SEA Departmental Representatives

Entries to be submitted to the indicated Departmental Representative within the Department.

Department	Departmental Representative	E-mail address	Telephone number
Agriculture	Rashidah Wentzel	RashidahW@elsenburg.com	021 – 808 5119
Community Safety	Ansaaf Mohamed	Ansaaf.Mohamed@westerncape.gov.za	021 – 483 3868
Cultural Affairs and Sport	Stephanie Thomas	Stephanie.Thomas@westerncape.gov.za	021 – 483 9577
Economic Development and Tourism	Martie Carstens	Marlie.Carstens@westerncape.gov.za	021 – 483 9223
	Cheryl Julies	Cheryl.Julies@westerncape.gov.za	021 – 483 9000
Education	Ebrahiem Gierdien	Ebrahiem.Gierdien@westerncape.gov.za	021 – 467 2234
Environmental Affairs and Development Planning	Pearl Cloete	Pearl.Cloete@westerncape.gov.za	021 – 483 5582
Health	Vera Dettling	Vera.Dettling@westerncape.gov.za	021 – 483 4464
Human Settlements	Stiaan Moolman	Stiaan.Moolman@westerncape.gov.za	021 – 483 4564
Local Government	Albert Dlwengu	Albert.Dlwengu@westerncape.gov.za	021 – 483 8986
Premier	Nozipho Maholwana	Nozipho.Maholwana@westerncape.gov.za	021 – 483 4211
	Ean Steenkamp-Cairns	Ean.Steenkamp-Cairns@westerncape.gov.za	021 – 483 4237
Provincial Treasury	Nonzwakazi George	Nonzwakazi.George@westerncape.gov.za	021 – 483 9910
	Xolani Galada	Xolani.Galada@westerncape.gov.za	021 – 483 3472
	Brandon Damons	Brandon.Damons@westerncape.gov.za	021 – 483 6127
	Naadia Ismail	Naadia.Ismail@westerncape.gov.za	021 – 483 8683
Social Development	Suzette Samuels	Suzette.Samuels@westerncape.gov.za	021 – 483 4592
Transport and Public Works	Jandre Bakker	Jandre.Bakker@westerncape.gov.za	021 – 483 8513
	Déan Killian	Dean.Killian@westerncape.gov.za	021 – 483 9597
	Elouize Geyer	Elouize.Geyer@westerncape.gov.za	021 – 483 0041

SECTION 7: Nomination Confirmation/Approval

Nominee's Line-/Sub-Programme-/Programme Manager's Decision:

The Service Excellence Awards Entry Form content was perused, and the nomination is approved / not approved

Full name and signature: Solly Fourie

Date: