

Question:

11. Ms P Z Lekker to ask Mr A R Winde, Premier:

- (a) What are the (i) targets and (ii) deliverables attached to each of his government's vision-inspired priorities (VIPs) and (b) how has his government and individual departments performed in terms of each VIP from the start of the sixth administration to date?

Response:

The following document captures progress against the deliverables listed in the Provincial Strategic Plan (2019-2024), which encompasses all five VIPs. All associated indicators and targets were incorporated into departmental Annual Performance Plans in the following years. Owing to COVID-19 and the prioritisation that occurred during the pandemic, some progress is only captured since the beginning of the 2021/22 financial year.

Abbreviations

ABT	Area-Based Team
ASP	After-School Programmes
CE	Catalytic Enhancement
CYCC	Child and Youth Care Centre
DCAS	Department of Cultural Affairs and Sport
DEA&DP	Department of Environmental Affairs and Sport
DEDAT	Department of Economic Development and Tourism
DHS	Department of Human Settlements
DLG	Department of Local Government
DoA	Department of Agriculture
DoCS	Department of Community Safety
DoH	Department of Health and Wellness
DoTP	Department of the Premier
DSD	Department of Social Development
DTPW	Department of Transport and Public Works
GBV	Gender-Based Violence
GIPTN	George Integrated Transport Network
ITH	Integrated Transport Hub

JDMA	Joint District and Metro Approach
LDAC	Local Drug Action Committee
MURP	Mayoral Urban Regeneration Programme
PDIA	Problem-Driven Iterative Adaptation
PDO	Provincial Data Office
PNP	Policing Needs and Priorities
PT	Provincial Treasury
PTI	Provincial Training Institute
RSEP	Regional Socio-Economic Programme
SDI	Service Delivery Index
SIDAFF	Sustainable Infrastructure Delivery and Funding Facility
SSEG	Small-scale Embedded Generation
SSRA	Safety and Security Risk Assessment
SWSA	Strategic Water Source Area
T2P	Transform to Perform
VUCA	Volatility, Uncertainty, Complexity, Ambiguity
WCED	Western Cape Education Department
WCG	Western Cape Government

VIP 1: Safe and Cohesive Communities

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 1: Safe & Cohesive communities	DCAS	After school programmes	Since 2019/20, the number of youth participating in After School Programmes has ranged between 14 500 and 49 000 youth depending on the year and what else is happening in schools. DCAS has increased its after school footprint from 364 to 515 active sites over the period.
VIP 1: Safe & Cohesive communities	DoCS	Area based security risk management to increase security in and around WCG buildings and facilities	Safety and Security Risk Assessments (SSRAs) are conducted to identify safety and security risks faced by WCG departments. The SSRA provides WCG departments with risk mitigation (treatment) measures to minimize the identified risks. To be noted, requests for SSRAs are demand driven.
VIP 1: Safe & Cohesive communities	DSD	Child and youth care centres	12 554 children were provided with alternative care at DSD own and DSD-funded CYCCs in terms of the Childrens Act since 2019/20. Over the same period, 520 children have been sentenced to secure care CYCCs in terms of the Child Justice Act. At the end of December 2022, 3 549 children in conflict with the law were awaiting trial in secure care CYCCs in terms of the Child Justice Act.
VIP 1: Safe & Cohesive communities	DSD	Childcare and child protection	12 914 children were placed in foster care, 1 059 were reunified with their families and 10 517 parents and caregivers completed parent education and training programmes.
VIP 1: Safe & Cohesive communities	DoTP	Children's Commissioner	The WC Children's Commissioner has been appointed, as well as support staff. Programmatic work is ongoing and periodic reports are submitted to Parliament.

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 1: Safe & Cohesive communities	DoCS	Chrysalis Academy expansion of service, and intake/reach	<p>Since 2019/20, the total youth intake at the Chrysalis Academy is 1 736 youth.</p> <p>The Chrysalis Academy intends establishing youth hubs in 18 priority areas, namely, Atlantis, Bishop Lavis (Bonteheuwel), Delft, Gugulethu, Harare, Khayelitsha, Kraaifontein, Mfuleni, Mitchells Plain, Nyanga, Philippi (Hanover Park), Philippi East, Samora Machel, Cape Winelands, Central Karoo, Garden Route, Overberg and West Coast. The pilot area is Atlantis and the programme currently rendered will see youth graduating on 4 March 2023.</p> <p>The expansion will include the transformation of the Youth Hub Project from individuals to a critical mass at community level.</p>
VIP 1: Safe & Cohesive communities	DCAS	Community-based sports and culture programmes	These programmes are on-going. In 2022/23, as at Q3, 35 702 youth had participated in opportunities.
VIP 1: Safe & Cohesive communities	DoCS	Community safety partners supported	The Department supports safety partners, amongst others Community Police Forums, Neighbourhood Watches, Community Safety Forums and municipalities with training, funding and resources based on a Whole of Society and Whole of Government approach. The Department established Area-Based Teams (ABTs) in 18 areas across the Province, with the main focus being the murder stations within the City of Cape Town and one area per rural municipality. The ABT model is a methodology to deliver integrated law enforcement and violence prevention initiatives in priority areas within the Western Cape linked to the deliverables of the Safety Plan. Currently, the ABT co-ordination resides with the Department of Health which is setting up a Violence Prevention Unit.

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 1: Safe & Cohesive communities	DoCS	Court watching briefs	The Department monitors courts in priority areas across the Province and prepares Court Watching Brief reports on matters struck off the court rolls due to police inefficiencies. Reports are provided to the SAPS on a quarterly basis and also submitted to the Standing Committee. The reports have resulted in matters being placed back on the court rolls and disciplinary action against SAPS members. The monitoring of SAPS compliance with the implementation of the Domestic Violence Act and the role played by SAPS in the registration of domestic violence incidents, registration of criminal cases and the investigation of those criminal cases through oversight and the Court Watching Briefs is ongoing. The Police station census project of all 151 police stations will be implemented in the 2023/2024 year.
VIP 1: Safe & Cohesive communities	DTPW	Deploy additional traffic/highway patrol officers	Annually, graduate officers from the Gene Louw Traffic Training College have been added to the ranks of provincial traffic law enforcement. In December 2021, 90 graduates, and in December 2022, 85 graduates were additionally deployed.
VIP 1: Safe & Cohesive communities	DoA	District Rural safety plan	The rural safety plan was developed and adopted in 2021. The rural safety desk was established in 2021 and is operational. A number of safety structures in rural areas are supported.
VIP 1: Safe & Cohesive communities	DSD	Ensuring evidence-based care and services are provided to families at risk	70 504 families participated in family preservation and support services since 2019/20. DSD has supported DoTP and other Departments in co-designing norms and standards to strengthen evidence-informed family strengthening programmes that are responsive to the Western Cape context.

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 1: Safe & Cohesive communities	DEA&DP	Environmental enforcement initiatives	DEA&DP remains a lead environmental enforcement agency in the WCG and has continuously ensured the compliance with environmental laws. The Environmental Management Inspectors tackle various threats relating to, for example, degradation of biodiversity, developments and pollution within watercourses. In 2021/22 the Department reported 75% compliance to legislative obligations in respect of licensed facilities inspected. The 2022/23 year is in progress and percentage compliance has not been reported as yet. A total of 449 compliance inspections were conducted in 2021/22. To date, in 2022/23, 309 compliance inspections have been conducted.
VIP 1: Safe & Cohesive communities	DEA&DP	Expert team focussed on safe spaces	Work is underway to develop a community of practice for urban design which will support the thinking and implementation of how we continue to develop social infrastructure that supports safer neighbourhoods and a sense of community. This is being achieved through closer collaboration with the City of Cape Town MURP Team and through the Urban Design Stream under the umbrella of the Safety Steercom.
VIP 1: Safe & Cohesive communities	DSD	Eye-on-the-Child and Youth	32 916 children were reached through Drop-in Centres and Risiha sites between 2019/2020 and December 2022.

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 1: Safe & Cohesive communities	DoH	First 1000 Days	<p>A Parent Caregiver Support Package was developed and integrated as part of routine services.</p> <p>The components of the Parent Caregiver Package are:</p> <ul style="list-style-type: none"> - Communication (Awareness, Education and Community activations) - Risk Assessment, referral, support and response of vulnerable clients - Implementation of Side by Side under 5-year campaign and new Road to Health Booklet - Parent support at health facility touch points antenatally, postnatally and early childhood - Home and community touch points for family relational support - Training, support and mentoring of staff - Capturing and sharing learnings <p>The First 1000 (FTD) days Initiative includes two evidence-informed parenting support initiatives in collaboration with partners, namely, book sharing and relational enhancement support/Blankie project.</p> <p>Book sharing: Partnered with the Mikhulu Child Development Trust to conduct training of CHW (2 districts) on the importance of book sharing. Book-sharing was included as one of the thriving activities and aligns with what is needed for Early Childhood Development (nurturing care).</p> <p>Greater awareness of the importance of book sharing has been done using wordless books as it is a powerful activity that parents (irrespective if they can read or not) can do. Collaborations on book sharing also extend to working with the City of Cape Town and Library services as part of a broader reading strategy.</p> <p>The relational enhancement support /Blanket project has been implemented in Drakenstein in partnership with Dlanathi i.e</p>

VIP	Department	PSP / VIP Intervention	Progress to date
			<p>Community Health workers are capacitated to identify at-risk households and provide support visits to vulnerable pregnant women and caregivers (12 visits in the first thousand day period starting in pregnancy).</p>

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 1: Safe & Cohesive communities	DoCS	Fund, train, and deploy additional law enforcement officers and investigators	1308 LEAP officers are deployed to priority areas within the City of Cape Town. Ten of these policing precincts form part of the top murder stations in the Western Cape. The LEAP Reaction Unit provides additional assistance when flare-ups occur. No investigators have been deployed as part of LEAP.
VIP 1: Safe & Cohesive communities	DoCS	Further develop a community-based crowd-sourced crime data tool	Although the Department has not developed a crowd-sourced data tool, information on perceptions of crime is collected at PNP engagements.
VIP 1: Safe & Cohesive communities	DLG	High mast lighting and surveillance cameras	DLG initiated a special project to assist municipalities to construct high mast lighting in specific areas with high crime rates by means of Grant allocations in support of registered projects. The areas are identified in consultation with the Department of Community Safety. This project is also further supplemented by municipalities registering projects of this nature on their MIG allocations. In Grabouw, SAPS reported a 15% drop in the crime rate within 3 months after the installation of these lights.
VIP 1: Safe & Cohesive communities	DoCS	Identify provincial policing needs and priorities (PNP)	PNP reports were provided for both the 2021-22 and 2022-23 Financial Years and engagements are being planned with relevant stakeholders.
VIP 1: Safe & Cohesive communities	DSD	Implementation of the revised National Drug Master Plan	14 339 service users completed inpatient or community-based treatment programmes since 2019, while a further 6 715 service users received aftercare and reintegration services for substance use disorder. Over the same period, 21 543 service users access early intervention services for substance use disorder.
VIP 1: Safe & Cohesive communities	DHS	Informal Settlements Upgrading Programme	From 2019/2020 to December 2022, the Department has delivered 15 870 serviced sites in the Western Cape. This can be further broken down as follows: 2019/2020: 5 842 sites 2020/2021: 5 204 sites 2021/2022: 3 973 sites 2022/2023 (as at December 2022): 851

VIP	Department	PSP / VIP Intervention	Progress to date
			<p>Performance on serviced sites has been slow due to instances of violence on certain sites, with damage to property and, in some cases, attacks on site staff. Additionally, delays due to people refusing to move from a construction path have been experienced in relocating informal structures, which then slowed the performance of the contractors.</p>
VIP 1: Safe & Cohesive communities	DoH	Mapping serious violent crime	<p>The initial draft of the internal Safety Dashboard has been developed and ratified. It maps homicides and admissions in emergency centres.</p> <p>The HECTIS system provides real time information on incidents of trauma in priority areas. This information is provided to law enforcement to guide deployment. HECTIS roll-out:</p> <ul style="list-style-type: none"> - Rolled out to 43 sites. - Of the 14 sites planned for roll out in 2022/23, 9 have been completed thus far. - 24 sites are planned for roll out in the 2023/24 financial year (sites located in hotspots included).
VIP 1: Safe & Cohesive communities	DoCS	Monitoring of police stations	<p>The Department monitors SAPS's compliance with the Domestic Violence Act (DVA) (Act 116 of 1998) and the implementation of the IPID recommendations by the SAPS. The monitoring of SAPS compliance with the implementation of the Domestic Violence Act and the role played by SAPS in the registration of domestic violence incidents, registration of criminal cases and the investigation of those criminal cases through oversight and the Court Watching Briefs is ongoing. The Police station census project of all 151 police stations will be implemented in the 2023/2024 year.</p>

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 1: Safe & Cohesive communities	DEA&DP	Neighbourhood community social infrastructure development (e.g. RSEP and MURP)	The RSEP Programme has been central in establishing neighbourhood community social infrastructure which DEA&DP has continued to roll-out since 2015. RSEP was implemented in 12 municipalities by 2022 and offers support to the local municipalities. Through RSEP, the Department works with local neighbourhoods in creating safe spaces through urban design, critical in creating safe and cohesive communities.
VIP 1: Safe & Cohesive communities	DoCS	Neighbourhood Watches	The Department accredited 318 and 253 NHW structures in the last two financial years. The Department trained and equipped 63 NHWs. A pilot initiative with NHWs as the first responders in cases of GBV is being implemented.
VIP 1: Safe & Cohesive communities	DoCS & DoH	Partnering framework between safety partners to identify and address reasons for poor partnering and collaboration	ABTs are being established in the 18 hotpots of violence and will focus on coordinating government resources at an area level. An ABT Framework has been developed for approval. There is close collaboration between DoCS and DoH.
VIP 1: Safe & Cohesive communities	DTPW	Random Breath Testing and Evidentiary Breath Alcohol Testing	Since April 2022, 938 traffic operations were conducted, targeting drivers for drinking and driving, reckless and or negligent driving, habitual driver offenders, transportation of illegal substances, and false documentation. In 2021/22 1175 people were arrested for drunken driving by Provincial Traffic Law Enforcement.
VIP 1: Safe & Cohesive communities	DoCS	Research to build the case for devolution	Research garnered from expert roundtables on the topic of devolution has been consolidated. The implementation of PNP recommendations, additional police resources and the devolution of policing powers is being addressed with the National Minister of Police. The Department has embarked on increased advocacy to this end.
VIP 1: Safe & Cohesive communities	DSD	Roll out of the Local Drug Action Committees (LDACs)	17 LDACs have been established and are functional.

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 1: Safe & Cohesive communities	WCED	Safe Schools Call Centre	The Safe Schools Call Centre will continue to support schools in the management of all schools and it is supported by the relevant emergency agency. It facilitates psycho-social support when required.
VIP 1: Safe & Cohesive communities	DTPW	Safe transport infrastructure-focused initiatives	The Department assisted PRASA with the clearing of vegetation in rail reserves aimed at supporting safety, inclusive of reducing potential fire risks. A pre-feasibility study was undertaken by DTPW and CoCT. While various collaborative efforts have been undertaken regarding the improvement of the passenger rail system (including the issue of opening up the central line), the issue of devolution and shifting the management of rail to the Province is dependent on national government assigning this responsibility.
VIP 1: Safe & Cohesive communities	DTPW	Safely home campaign	The Safely Home Campaign is an annual programme based on an annual calendar. Social media platforms are used and have performed well, with over 54 000 followers on Facebook (with a reach of 120 million), 16 000 on Twitter (with a reach of 16.4 million) and over 11 000 000 views on YouTube. The Western Cape Highway Patrol reality television series, showcasing the work of traffic officers, has been aired. The Safely Home Year 5-survey has been adjusted to be a public health survey, where focus group interviews were conducted with traffic officers and members of the public.
VIP 1: Safe & Cohesive communities	DoCS	Safety and Security Resilience Scorecard	In line with supporting Departments with the identification and mitigation of risks, the Programme facilitated the process of completion of the Safety and Security Scorecard (SSRS) by Western Cape Education Department (WCED) schools. The aim of the SSRS scorecard is to increase school safety. The first set of treatment plans emanating from the completed SSRS was rolled out in the WCED Overberg region. These treatment plans were presented to WCED stakeholders for implementation at the various schools. After implementation, the affected schools will complete the SSRS again to determine whether their risk rating improved. From the inception of the SSRS up until 31 March 2022, a total of 1 036 schools completed the scorecard.

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 1: Safe & Cohesive communities	DoCS	Safety Cabinet, ProvJoints and Intelligence Committee are operational	Safety MANCO meetings take place on a regular basis. The Department participates in ProvJoints and operational meetings. There are monthly meetings between the Minister and HOD and the Western Cape Police Commissioner and Generals.
VIP 1: Safe & Cohesive communities	DoH / DoTP / DoCS	Safety Information Systems - technology-driven	<p>The safety information hub is being developed by the Department of Health using HECTIS and other data, in conjunction with the support of DoCS and DoTP. The Department prioritised the roll out of HECTIS and more than doubled the number of facilities using the system within a year to 43 sites. A public-facing dashboard will be launched by 31 May 2023.</p> <p>The HECTIS system provides real time information on incidents of trauma in priority areas. This information is provided to law enforcement to guide deployment.</p> <p>HECTIS roll-out:</p> <ul style="list-style-type: none"> - Rolled out to 43 sites. - Of the 14 sites planned for roll out in 2022/23, 9 have been completed thus far. 24 sites are planned for roll-out in the 2023/24 financial year (sites located in hotspots included). <p>DoTP Strategic Management Information has developed a framework for data co-ordination for the Safety priority.</p>
VIP 1: Safe & Cohesive communities	DTPW	Safety Information Systems - technology-driven	The Department has implemented the Integrated Transport Hub (ITH) and uses the various elements for strategy development, operational and tactical planning, monitoring and reporting. The ITH is used in the work of Transport Regulation, Traffic Management and Transport Operations.
VIP 1: Safe & Cohesive communities	DoCS	School Resource Officers	From 2019-20 to 2021-22 there were 28 school resource officers deployed to schools each year. This programme has to some extent been amalgamated with the LEAP deployment in priority areas.

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 1: Safe & Cohesive communities	WCED	School-based behavioural violence prevention programme	In 2022, it was rolled out to 45 high schools in the Cape Winelands and Cape Metro, reaching over 4000 Grade 8 and 9 learners from July – November. In 2023, the programme will be institutionalised into service delivery departments, moving operationally from DotP to DCAS, with support from WCED.
VIP 1: Safe & Cohesive communities	WCED	Schools provided with high security perimeter fencing	Since 2019, 81 high-security fences have been erected at identified schools.
VIP 1: Safe & Cohesive communities	DoCS	Security Support Teams deployed at schools and health facilities	For the period 1 April 2021 to 31 January 2023, a total of 70 deployment requests were responded to in relation to deployment at schools and health facilities. Deployment requests in this regard range from protest action, access and egress control at vaccination sites, as well as oversight visits by the WCPP.
VIP 1: Safe & Cohesive communities	DSD	System to identify, assess and refer youth and children vulnerable to committing violence	19 068 children in conflict with the law have been assessed since 2019/20, with 4 216 having been referred to diversion programmes by the courts.
VIP 1: Safe & Cohesive communities	DoCS	WC Police Ombud: broaden powers through legislative amendments	These powers are included in proposed legislative amendments to the Western Cape Community Safety Act.

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 1: Safe & Cohesive communities	DoCS	WCG Alcohol-related Harms Reduction Policy implemented	<p>Phase 1 Amendments: The vetted WC Liquor amendment Bill and amendment Regulations were received from Legal Services. A cabinet memo is being routed for consideration at the next Cabinet sitting to obtain approval to publish the amendment Bill for public comment. It is envisaged that both the Bill and the Regulations will be published simultaneously for public comment.</p> <p>Phase 2 Amendments: Two alcohol-harms reduction best-buy interventions (Minimum Unit Price of alcohol and setting parameters for uniform trading times for the sale of alcohol in the WC) have been researched and are undergoing a Regulatory Impact Assessment process. The Task Team completed the Significance Tests for Minimum Unit Pricing and Trading Times during quarter 2. On 10 October 2022, the CRSC supported the recommendation to conduct Regulatory Impact Assessments for both proposed interventions. A Communications and Stakeholder Engagement Framework is being developed as part of the RIA process.</p>

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 1: Safe & Cohesive communities	DEDAT	Western Cape Tourism Safety Strategy	A Safety Strategy was implemented, and the Department of Economic Development and Tourism produced four Tourism Safety Strategy Implementation Reports in 2020/21. The Department provided funds towards tourism safety initiatives to the CoCT for the establishment of a Tourism Safety Law Enforcement Unit. 763 tourists were assisted by the unit and officers were deployed at key tourism hotspots including the CBD, Bo-Kaap and Table Mountain.
VIP 1: Safe & Cohesive communities	DLG	Work with local municipalities to improve waste management	DLG works closely with DEA&DP to identify and implement projects in the waste field through municipal operational support plans and JDMA catalytic projects. To this extend, DEA&DP, DLG and affected municipalities are looking into a waste to energy project in one of the Districts.
VIP 1: Safe & Cohesive communities	DoCS	Youth and children Safety and Religion Partnership Programme	This has been discontinued as the focus is on Safety Plan deliverables.
VIP 1: Safe & Cohesive communities	DEDAT	Youth-at-risk Programme Graduate Work Placement programme	1 877 beneficiaries were employed in permanent positions with project partners as part of the Jobs Fund. 4 489 beneficiaries completed time-bound internships.

VIP 2: Growth & Jobs

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 2: Growth & Jobs	DLG	Creating opportunities for job creation through emerging contractor development and labour-intensive projects	The Department reported 17461 work opportunities in 2022/23 and 16144 work opportunities in 2021/22.
VIP 2: Growth & Jobs	DEDAT	Ease of doing business interventions initiated or supported	The Department supported 13 Ease of Doing Business Interventions in 2021/22. By the end of Q3:2022/23, the Department implemented 4 improvement measures to business-facing government services, conducted 13 ease-of-doing business capacity-building interventions and conducted 9 business interventions that enable compliance.
VIP 2: Growth & Jobs	DEDAT	Energy & water communications; Energy – direct technical & advisory support to businesses; Water – direct technical & advisory support to businesses; Green finance	The Department supported 6 green economy projects in 2021/22. The Department supported 210 businesses in resource resilience by the end of Q3: 2022/23.
VIP 2: Growth & Jobs	DoA	Export promotion	Since 2019/20, 22 activities were supported to promote Western Cape agriculture and agri-business.
VIP 2: Growth & Jobs	DEDAT	Foster economic resilience of firms by promoting improved productivity, competitiveness, and exports of tradable sectors (including explore a funding mechanism to assist emerging and potential exporters AND	The Department is aligned to the G4J Strategy with exports being a key priority focus area. In the 2023/24 financial year, the export programme will focus on launching an ECEP (Exporter Competitive Enhancement Programme) as well as support for exporters as it relates to technical trade barriers. In addition, the focus will be on growing the productivity of firms through tech-related support mechanisms as manufacturers of export-related commodities.

VIP	Department	PSP / VIP Intervention	Progress to date
		study undertaken to determine the input costs along the export value chain of identified export sectors in order to support targeted efforts to increase competitiveness)	
VIP 2: Growth & Jobs	DEDAT	ICAN project; Skills Boost project; Garden Route Skills Mecca; Apprenticeship programme; Rural Youth Development (APRYD) programme; Elsenburg Agricultural Training Institute; EPWP; work and skills programme	The Department supported 2 429 beneficiaries through skills interventions in 2021/22 and has supported 3488 beneficiaries through skills interventions in 2022/23. 2021/22: 1219 training opportunities were created through I-CAN Elsie's River (524 free and 695 subsidized user-paid). "Skills interventions" include training opportunities and work placements.
VIP 2: Growth & Jobs	DEA&DP	Implement 2050 Emissions Pathway	Two reports were completed in 2021/22 including the "2050 Emissions Pathway Analysis - 2018 Baseline Emissions Profile", which is identified as a PSP output; and a second report: "Identification of mitigation measures for Energy, Waste, AFOLU (Agriculture, Forestry and Other Land Use) and IPPU (Industrial Processes and Product Use)." A report detailing the 2050 Emissions Pathway methodology, assumptions, and actions as well as the Climate Change Implementation Plan in support of the 2021 Western Cape Climate Change Response Strategy Vision 2050, are being developed. A focus on climate change has been included in the Growth for Jobs Strategy and the draft WC Infrastructure Framework.

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 2: Growth & Jobs	DEA&DP	Implement State of Waste Report; explore application of alternative waste treatment technologies	Since 2021, a State of Waste Management Report has been compiled annually. The purpose of the report is to guide policy formulation, waste planning and decision-making.
VIP 2: Growth & Jobs	DTPW	Implement the Property Efficiency Report	The Property Efficiency Report has been produced annually. The 11th edition of the report covers April 2021 to March 2022 and was published in February 2023.
VIP 2: Growth & Jobs	DLG	Implementation of the Sustainable Infrastructure Delivery and Funding Facility (SIDAFF) programme in partnership with AFD	A shortlist of qualifying projects has been identified and confirmed and the projects are ready to enter the next phase of the project ("feasibility to bankability"). To support the funding of these projects, a Framework for Grant Funding mechanisms has been finalised and engagements have been held with international and national donor/funding partners.
VIP 2: Growth & Jobs	DoA	Installing solar panels and batteries at DoA sites	In Phase One of the project, 375kWp Solar panels were installed and in Phase Two, an additional 630kWp solar capacity was installed with 520 kWh battery capacity. This is sufficient to safeguard three of the five blocks of the Elsenburg main building against load shedding and to prevent the running of generators after hours and over weekends.
VIP 2: Growth & Jobs	DEDAT	Investment in catalytic projects	The Department supported 5 catalytic projects in 2021/22. Investment and support for catalytic projects include support for the Saldanha Bay Industrial Development Zone and Atlantis Special Economic Zone.
VIP 2: Growth & Jobs	DoA	Investment in water infrastructure	Since 2019/20, 4 agricultural infrastructure projects were established.

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 2: Growth & Jobs	DEA&DP	Land Assembly Programme	<p>The Land Assembly Programme is a provincial development facilitation service provided by DEA&DP for both public and private sectors. Land assembly is viewed broadly, i.e. any action undertaken to enable development, including actions/activities to guide, support, fast-track and coordinate.</p> <p>The responsible Department has committed to producing quarterly reports in the MTEF period 2023/24.</p> <p>The annual evaluation of the Land Assembly Programme was completed by the end of the fourth quarter of 2021/22 and highlighted that over 50 projects received support.</p>
VIP 2: Growth & Jobs	DEDAT	Lobby national government to allow municipalities to purchase power from IPPs and relax the requirements for the installation of SSEG.	<p>The Department has identified 5 pioneering projects through intensive analysis that would enable municipalities to purchase power from IPPs. Of these pioneering projects, the Department is supporting Stellenbosch municipality with capacity and transaction advisory support whilst sharing learnings from this and from the City of Cape Town's procurement with other municipalities. Another pioneering project looks at pooled buying by municipalities.</p> <p>The Department has previously supported municipalities to develop SSEG and wheeling frameworks and tariffs, and in 2022/23, the Department funded 13 foundational energy studies in 8 municipalities. Additionally, the Department is undertaking work that would provide standardised agreements for Use of Systems for wheeling in municipal networks and is also looking at developing a model that will enable municipal decision-makers to better understand trade-offs in wheeling revenue.</p>

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 2: Growth & Jobs	DTPW	Maintenance and protection of core provincial infrastructure; Resource resilient infrastructure	Information for 2021/22 and previous years is reported in each annual report of the DTPW for the core infrastructure portfolio.
VIP 2: Growth & Jobs	Wesgro	One Stop Shop – Invest SA	Wesgro facilitated six investments by the end of Q3 2022/23. The entity facilitated 18 investment projects in 2019/20, 17 in 2020/21, and 8 in 2021/22.
VIP 2: Growth & Jobs	DTPW	Rehabilitate, renovate, and refurbish roads and invest in new road networks, including the N1/N7 upgrade	As reported annually, the strategic spending is focused on preventative maintenance and rehabilitation of road infrastructure. 22 capital roads projects continued or reached practical completion during 2021/22 and 13 capital roads projects commenced during the 2021/22 financial year. The refinery interchange project as part of the N1/N7 programme is underway.
VIP 2: Growth & Jobs	DoA	Support Wine and Agricultural Ethical Trade Association (WIETA) ; Sustainability Initiative of South Africa (SIZA) ; Develop a Provincial Freight Strategy; Develop an Africa Trade and Investment Strategy	Since 2019/20, 139 market information outputs were disseminated.
VIP 2: Growth & Jobs	DLG	The Development of a 15-year WC Integrated Drought and Water Response Plan	The Response Plan has been completed. Outputs include various reports and tools, including programmatic responses, inputs to the Western Cape Enterprise Risk Register and Western Cape Sustainable Water Management Plan. The 15-year plan is also guiding the transversal response to the provincial risk on water.
VIP 2: Growth & Jobs	DLG	To support municipalities with water source augmentation, sustainable groundwater abstraction, water infrastructure upgrading	An extensive programme to enhance water security in high-risk areas has been rolled out. The Greater Karoo was identified as the biggest risk area with the allocation of funding to fund water augmentation and demand management programmes. The Department also appointed geohydrologists to provide technical support to municipalities and assist with rollout of identified projects.

VIP	Department	PSP / VIP Intervention	Progress to date
		and water demand management	
VIP 2: Growth & Jobs	DEA&DP	Transversal programme for the implementation of the Western Cape Ecological Infrastructure Investment Framework implemented	<p>The Ecological Infrastructure Investment Framework was developed in 2020/21 and has led to co-finance and partnerships with government and non-government organisations. Apart from an EIIIF project pipeline developed during 2021/22, the Department also entered in a Collaboration Agreement with the WWF to focus on the restoration of the ecological infrastructure in Strategic Water Source Areas (SWSAs) in the province. The Agreement and the resources allocated to its implementation have been extended for a further year to the end of 2023. The Department has also partnered with The Nature Conservancy to enable the establishment of the Greater Cape Town Water Fund, which has enabled the leveraging of more than R130 million into priority catchments in the Western Cape Supply System.</p> <p>The Ecological Infrastructure Investment Framework has been mainstreamed into the developing Western Cape Infrastructure Framework and the Western Cape Integrated Drought Response Plan and positioned as a catalytic transversal programme within the Growth for Jobs priority projects.</p>

VIP 3: Empowering people

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 3: Empowering people	DSD	Develop systems to identify, assess, and refer children and youth at risk	19 068 children in conflict with the law have been assessed since 2019/20, with 4 216 having been referred to diversion programmes by the courts.
VIP 3: Empowering people	DCAS	Entrench and expand After School and Community Programmes	Of the thousands of youth in ASP, 3 033 learners-at-risk are participating in structured afternoon programmes. These learners also attend programmes at least twice a week. DCAS has also put the spotlight on ASP with the annual Lights on After School, run since 2019.
VIP 3: Empowering people	DCAS	Implement literacy initiatives to improve reading	During 2021/22, 32 589 literacy interventions were presented at public libraries. Between 1 April 2022 and 30 September 2022, 20 226 literacy interventions were presented by public libraries. YearBeyond also supports 6 000-plus learners with literacy challenges in schools.

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 3: Empowering people	WCED	Implement the Transform to Perform (T2P) Programme	The Department's foresight in developing and implementing the T2P strategy that focuses on wellbeing and mindset growth was starkly illuminated during the pandemic and over the recovery period. The Growth Mindset pillar forms an integral part of the Department's T2P strategy that has been designed to address levels of motivation, attitude, and mindset of learners (Annual Report 2021/22). 240 schools have been trained in Growth Mindset and 230 in Change Mindset.

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 3: Empowering people	DoH	Implementation of appropriate 1st 1000 days interventions/initiatives	<p>A Parent Caregiver Support Package was developed and integrated as part of routine services.</p> <p>The components of the Parent Caregiver Package are:</p> <ul style="list-style-type: none"> - Communication (Awareness, Education and Community activations) - Risk Assessment, referral, support and response of vulnerable clients - Implementation of Side by Side under 5-year campaign and new Road to Health Booklet - Parent support at health facility touch points antenatally, postnatally and early childhood - Home and community touch points for family relational support - Training, support and mentoring of staff - Capturing and sharing learnings <p>The First 1000 (FTD) days Initiative includes two evidence-informed parenting support initiatives in collaboration with partners, namely, book sharing and relational enhancement support/Blankie project.</p> <p>Book sharing: Partnered with the Mikhulu Child Development Trust to conduct training of CHW (2 districts) on the importance of book sharing. Book-sharing was included as one of the thriving activities and aligns with what is needed for Early Childhood Development (nurturing care - early learning, stimulation and language development) as well as the Road to Health Booklet (part of the LOVE pillar).</p> <p>Greater awareness of the importance of book sharing has been done using wordless books as it is a powerful activity that parents (Irrespective if they can read or not) can do. Collaborations on book sharing also extend to working with the City of Cape Town and Library services as part of a broader reading strategy.</p> <p>The relational enhancement support /Blanket project was implemented in Drakenstein in partnership with Dlanathi i.e., Community Health workers are capacitated to identify at-risk</p>

VIP	Department	PSP / VIP Intervention	Progress to date
			<p>households and provide support visits to vulnerable pregnant women and caregivers (12 visits in the first thousand day period starting in pregnancy). Guidance is provided in terms of what needs to be covered at visits that are not prescriptive but geared towards empowering caregivers/ families to be responsive and establish relational bonds that are lasting.</p>

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 3: Empowering people	WCED	Implementation of Foundation Phase Mathematics Strategy	This strategy has been launched and is in implementation. RTI International will be doing a numeracy at scale research on the Grade R Maths programme in 2023. SALDRU is currently doing research on the Bala Wandé pilot to evaluate the resources. This research started in 2021 and is ongoing. Research is currently also being done by Dr Isabel Taring on the effectiveness of the Maths Curriculum Online programme in schools. This research is ongoing.
VIP 3: Empowering people	WCED	Implementation of Foundation Phase reading Strategy	This strategy has been launched and is in implementation. A longitudinal study is ongoing by SALDRU to measure the implementation of the Funda Wandé programme which is the main intervention in Afrikaans and IsiXhosa Home Language schools. This study is ongoing and a baseline report was released in 2022.
VIP 3: Empowering people	DCAS	Improve youth programme quality through the use of norms and standards	Norms and standards were developed in 2021 and adopted by the top management of the Province in 2022. All funded programmes are now being assessed against these norms and standards by an external service provider.

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 3: Empowering people	DoH	Improving ambulance response times - EMS priority 1 responses in urban locations with a response under 30 minutes	In 2021/22, the EMS P1 urban response under 30 minutes rate was 58.7%. So far, the 2022/23 response time was 56.4%, on average and thus remains resistant to existing efforts. This is further compounded by an increase in primary trauma cases and motor vehicle crashes. The principle that remains a perennial focus is to ensure that the available resources are managed to attend to the most critical patients in the shortest time possible. This results in prolonged waiting times for less critical clients. EMS will also continue its on-going focus on improving patient hand-over and collection times at health facilities and, in so doing, reduce ambulance mission times. Learnings taken from key improvement projects will also be reviewed and implemented on both Primary and Inter-facility transfers.

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 3: Empowering people	WCED	Increased access to Technical, vocational and skills subjects and schools of skills	The WCED is piloting the 3 streams Technical curriculum in 23 schools in the province in Grades 8 and 9, which includes the introduction of 13 vocationally oriented subjects within the GET phase at Grade 8 (2021) and Grade 9 (2022). The Pilot will continue in 2023 – 2024. This will provide a pipeline to increase enrolment in the FET phase at the schools piloting the program. Schools offering technical, vocational, and agricultural subjects are equipped with tools and resources to implement the curriculum. We are currently collaborating with districts to identify Academic (non-technical) and Technical schools to expand the introduction of these subjects. The Expansion will inform the infrastructure plan and the provision of additional posts. The province has also implemented the Annual Skills competition at provincial Level to promote and advocate the importance of Technical and vocational education programs.
VIP 3: Empowering people	DSD	Increasing Access to Quality Early Childhood Development Initiatives	In 2019/20, 80 373 children attended ECD facilities funded by DSD. In 2020/21, the Department began reporting on the number of subsidies transferred to ECD facilities. 119 449 subsidies were transferred to ECD facilities to provide services to young children in 2020/21 and 2021/22.
VIP 3: Empowering people	WCED	Institutionalise the School Evaluation Authority	This is on track and reports are received from the SEA and actioned by the Chief Directorate: Districts.
VIP 3: Empowering people	DCAS	Roll out the Provincial Youth in Service (YiS) Programme in social and economic sectors	YearBeyond has grown its footprint from 563 youth in service in 2019 to 3 085 in the current year. The programme is now offered in schools, libraries, museums, and community hubs. Annually, over 70% of these youth have progressed into work and studies within 3 months. Currently around half of the youth who exited the programme in December 2022 have progressed and the balance are being supported to take their next steps. Over 50 corporates have been mobilised to create opportunities for the youth who exit the programme as part of pathway support.

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 3: Empowering people	WCED	Rollout of high perimeter fencing installation at high risk schools	Since 2019, when this indicator was introduced, 81 high-security fences have been erected at identified schools.
VIP 3: Empowering people	WCED	School-based behavioural violence prevention programme	In 2022, this programme was rolled out to 45 high schools in the Cape Winelands and Cape Metro, reaching over 4000 Grade 8 and 9 learners from July – November. In 2023, the programme will be institutionalised into service delivery departments, moving operationally from DotP to DCAS, with support from WCED.

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 3: Empowering people	DoH	WoW! in communities, workplaces and schools	<p>WoW! aims to strengthen Supported Self-Management in order to prevent, reduce and better control Non-communicable Diseases by addressing their key individual behavioural and social/structural determinants through wellness-promoting partnerships using a whole of society, life course approach.</p> <p>WoW! is being implemented incrementally across multiple settings which include workplaces, public spaces, community spaces, healthcare facilities and academic institutions. Volunteer WoW! Wellness Champions (Peer Leaders) are recruited, trained, and resourced to establish and maintain a WoW! Groups in their respective settings.</p> <p><u>Metro (As at Q2 2022/23):</u></p> <ul style="list-style-type: none"> • Total champions: 133 (including 12 active influencers*) • 78 active groups • 41 worksites and 37 community settings (youth integrated) <p><u>Rural (as at Q2 2022/23):</u></p> <ul style="list-style-type: none"> • 178 champions (including 38 active influencers*) • 39 active groups • 16 worksites and 23 community settings (youth integrated) <p>(* An active influencer is a trained WoW! Wellness Champion who works under the WoW! Banner in a defined setting (e.g. organisation, community, church, school), promoting healthy lifestyles and motivating people to adopt self-managed healthy behaviours.)</p> <p><u>Training (Over 3-year period):</u></p> <ul style="list-style-type: none"> • There have been more than 800 trainings (majority are community-based) • There have been more than 80 Wow! School Citizen Scientists trained in 6 schools: COSAT-Khayelitsha, Pinelands High school, Gardens Commercial High School, Kensington High, Spine Road High, and Bonteheuwel High.

VIP	Department	PSP / VIP Intervention	Progress to date
			<p><u>Communication and Implementation Channels for the WoW! initiative include:</u></p> <ul style="list-style-type: none"> • Training of champions • More than 540 persons receive 3 x weekly WhatsApp messages • Facebook page with 2400 followers • WoW! website with downloadable resources, recipes, articles • Public activations to promote improving healthy lifestyles integrated to Health Promotion interventions aligned to priority areas

VIP 4: Mobility & spatial transformation

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 4: Mobility & spatial transformation	DTPW Partners: City of Cape Town	Completion of Devolution Pre-Feasibility Study	A pre-feasibility study was completed in 2020.
VIP 4: Mobility & spatial transformation	DoA	Continue supporting the 16 Rural Development Nodes aimed at creating sustainable economic opportunities for people living in rural areas.	Since 2019/20, 148 Regional Coordination Committee (RCC) engagements took place in facilitating rural development in the 16 Rural Development Nodes.

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 4: Mobility & spatial transformation	DEA&DP	Develop a Regional Spatial Knowledge Platform	<p>DEA&DP is adopting a Development Planning Knowledge Sharing Platform to support the Joint District and Metro Approach (JDMA). This also serves as a platform to share research results, such as the housing market studies information.</p> <p>DEA&DP has developed two Knowledge Sharing Platforms:</p> <p>1. The DEA&DP Intranet (hub-site) is internal facing to Western Cape Government Departments. (Site attributes: So far, the site has been populated with: 22 SharePoint sites, one for each Chief Directorate and Directorate; 81 web pages; 27 News Pages; 36 Events Pages; 120 Document Libraries; more than 20000 documents & data files).All WCG officials have access to the site.</p> <p>2. The Resource Centre for Development Planning is a knowledge platform (SharePoint site) with third party access to selected Municipal officials. Sixty-one (61) Municipal officials from most Municipalities and Districts were approved for access thus far, and a new batch of applications will be processed before the end of March 2023. (Site attributes: 61 SharePoint Site Pages; 9 Libraries; 6188 documents & data files).</p>

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 4: Mobility & spatial transformation	DHS & DTPW Supported by: DEDAT, DEADP	Develop strategy-led land release programme and pipeline (incl. through MSDFs and CEF Support programme)	The Department is engaging other organs of state including the HDA to make land available for human settlement purposes.
VIP 4: Mobility & spatial transformation	DEA&DP Supported by: DTPW, DHS & DLG	Development of a Provincial Inclusionary Housing Policy Framework	The Western Cape Inclusionary Housing Policy Framework was approved by Cabinet on 26 October 2022. The Department offers ongoing support to municipalities to develop their own Municipal Inclusionary Housing Policies guided by the provincial Policy Framework. Municipal support actions that have thus far been undertaken by the Department include a first round of Housing Market Studies for the intermediate/ larger towns of Paarl / Mbekweni / Wellington, Stellenbosch town, Mossel Bay / Kwanonqaba / Hartenbos and George City Area. Additional Housing Market Studies have been proposed to Provincial Treasury (PT) during PG MTEC 2 as part of the Fiscal Transitional Support Facility.
VIP 4: Mobility & spatial transformation	DTPW	Implement an advanced technology system for planning, integration, and management of the transport ecosystem.	The DTPW Integrated Transport Hub (ITH) has enabled data-driven coordination in support of safe transport infrastructure-focused initiatives aimed at increasing safety on roads and public transport spaces.
VIP 4: Mobility & spatial transformation	DTPW Partners: Local Authorities	Implement District Safety Plans	The District Safety Plan Programme was hindered by the advent of the COVID-19 pandemic. The DSP programme is to be repositioned to align with transport corridors rather than district and local municipal boundaries.

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 4: Mobility & spatial transformation	DTPW	Implement the Provincial Sustainable Transport Plan and the Freight Strategy	<p>The Provincial Sustainable Transport Programme is being implemented through a strong focus on improving public transport, including bus services, minibus taxi transformation, intelligent use of data, safe and reliable rail services, and the provision of non-motorised transport solutions.</p> <p>The Department has been implementing the medium-term actions from the Western Cape Freight Strategy and Implementation Programme. This included conducting several freight-related traffic law enforcement operations aimed at improving freight-related road traffic safety. The Department has supported initiatives to improve efficiencies at the Port of Cape Town, working closely with DEDAT's Ease of Doing Business Committee. In addition, the Department developed a Western Cape Freight Data Bank, which includes interactive data from the Western Cape Freight Demand Model (WCFDM). Other areas of work included the development of a Western Cape view on the transportation of high cube containers, a draft concept study on potential locations of intermodal terminals in the province, and support for initiatives to resuscitate certain branch lines, working closely with Transnet Freight Rail, industry and local government.</p>
VIP 4: Mobility & spatial transformation	DTPW	Implementation of the Sustainable Western Cape Government office accommodation and modernisation programme	As noted in the Property Efficiency Report, the Department has implemented numerous measures to improve sustainability aspects of its office portfolio. The Modernisation programme is budget dependent, but projects have been implemented on an annual basis across various office properties.

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 4: Mobility & spatial transformation	DTPW Partners: Local Authorities and minibus taxi industry	Increase in minibus taxi operators participating in a service improvement programme	The Blue Dot Taxi project is an incentive programme to reward improved driving behaviour and service quality, while progressing the formalisation of the industry. The 18-month pilot saw the participation of almost 880 minibus taxis.
VIP 4: Mobility & spatial transformation	DTPW	Increase number of train sets and improve infrastructure on the Central Line	The restoration of the central line is dependent on national government. The DTPW has worked on an on-going basis to support PRASA and the DoT with the recovery of the central line, including participating in various steering and working committees.
VIP 4: Mobility & spatial transformation	DTPW Partners: PRASA/METRORAIL, City of Cape Town	Increase of Rail Enforcement Unit (REU) officers on the Central Line	The restoration of the central line is dependent on national government. PRASA discontinued funding to the REU and therefore the programme was halted.
VIP 4: Mobility & spatial transformation	DHS	Informal human settlements upgrade (ISSP & Living Cape Framework)	Since the inception of the Informal Settlement Upgrading Partnership Grant (ISUP-G) in 2021/22, a total of 89 projects have been approved for informal settlement upgrading, which are at various stages of delivery. These projects include but are not limited to Schoongezicht, Gansbaai, Masakhane, Mossel Bay-NUSP, Villiersdorp, Airport Precinct, and Kayamandi.
VIP 4: Mobility & spatial transformation	DTPW Partners: George Local Municipality and Minibus Taxi Industry	Launch of GIPTN Phase 4	GIPTN Phase 4A is scheduled to be launched before end of March 2023.
VIP 4: Mobility & spatial transformation	DTPW	Pilot a rail alert system	This has not been pursued with PRASA, given on-going managerial changes in PRASA.
VIP 4: Mobility & spatial transformation	DTPW	Pilot minibus taxi service with technology in Overstrand Municipality	The original intent was brought into the Blue Dot pilot programme and implemented not only in Overstrand but across the province on a limited basis.

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 4: Mobility & spatial transformation	DTPW Partners: Local Authorities and minibus taxi industry	Reduction of illegal minibus taxi operations in identified priority/partner municipalities	Illegal operators are identified during ITP demand. Focused law enforcement operations take place regularly in relation to illegal operations by both municipal traffic law enforcement in the City of Cape Town and provincial traffic law enforcement.
VIP 4: Mobility & spatial transformation	DEA&DP	Regional Socio-Economic Programme (RSEP)	The Department has, since 2015, rolled out RSEP in cumulatively 12 municipalities across the province, mainstreaming the programme. Through RSEP the Department promotes safety and dignity in the neighbourhoods. RSEP maintains a presence to monitor and support the municipality in respect of a completed project.
VIP 4: Mobility & spatial transformation	DHS & DTPW	Seven catalytic and fifteen Provincial Priority Projects with a potential yield of approximately 100 000 housing opportunities by 2024	39 905 Housing opportunities have been delivered from the financial year 2019/20 to the 3rd Quarter of 2022/23 from all projects inclusive of Catalytic and Provincial projects. In the following financial years, the Department delivered: 2019/20: 13 880 Housing opportunities. 2020/21: 11 451 Housing opportunities. 2021/22: 10 164 Housing opportunities. 2022/23 (as at December 2022): 4 410 Housing opportunities.
VIP 4: Mobility & spatial transformation	DTPW	Strengthen traffic law enforcement through highway patrol	This has been implemented with rebranded vehicles, use of technology and deployment.
VIP 4: Mobility & spatial transformation	DHS	Target 14 Priority Housing Development Areas for high density, mixed-use, mixed-income, and mixed-tenure developments	The Department continually focuses its efforts to unlock targeted investment in the designated 19 Priority Housing Development Areas. In the previous MTSF cycle (2014-2019) the Department acquired 130 hectares of land. Of these hectares, 6% of land has been rezoned in the 2021/22 financial year and for the 2022/23 and 2023/24 financial years, 45.16% and 20% of land will be rezoned respectively. Furthermore, township establishment processes within the PHDAs were completed in 4 areas, namely Hermanus Mount Pleasant, Hermanus Sandbaai, and 2 in Milnerton. In addition, integrated implementation plans for projects within the PHDAs were completed in 2 areas, namely Worcester and Saldanha Bay.

VIP 5: Innovation & Culture

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 5: Innovation & Culture	DotP	Align the mindsets and competencies of WCG employees and WCG work practices to enable collaboration, ongoing learning, and adaptation at inter-departmental and intergovernmental levels	This undertaking has been addressed through the WCG's Culture Journey, Capability Model, and Community Capacity Enhancement programmes (see descriptions below).
VIP 5: Innovation & Culture	DotP	Build an "innovation for impact" initiative to drive service delivery through innovative tools	All 13 departments are using innovative methods ranging from problem driven iterative adaptation approaches to Lean management, Design thinking, Behavioural insights and Community Capacity Enhancement. Each department has nominated one or more innovation champions who are actively engaging with the Innovation for Impact team to deepen understanding and application of innovative practices, undertake site visits and engagements with the WCG innovation network and others in the innovation space and build partnerships to understand how we at the WCG can better innovate for our citizens to maximize our service delivery impact.
VIP 5: Innovation & Culture	DLG	Capacity building and training of Councillors to strengthen their oversight role.	Numerous councillor training programmes have been conducted since 2019, with training being provided on a variety of topics such as roles and responsibilities of councillors, Municipal Public Accounts Committees, code of conduct, and rules of order. Post the last local government elections, a special session on ethical leadership was conducted and 20 councillors commenced with the municipal minimum competency course.

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 5: Innovation & Culture	DoTP	Conduct citizen feedback surveys	Bi-weekly polling research has been done since 2019 and is specifically targeted to engage with WCG citizens and residents around the WCG VIP priorities. The objective of the polling research is to listen to our citizens, understand if our actions are making an impact and adjust our behaviour accordingly. The information gathered from this research and the recommendations from the resulting report are fed into the broader communication feedback that is shared with the WCG Executive to inform its decision-making.
VIP 5: Innovation & Culture	DoTP	Conduct dedicated research, collaboration and networking to ensure holistic skills development that provides for skills training based on current organisation needs, as well as future-referenced skills (especially soft skills) in the changing societal and work environment	The Reconfiguration of the Provincial Training Institute (PTI) into a learning and innovation centre of excellence, resulting in a new vision, a new operating model and implementation roadmap which makes the PTI fit for purpose in a 21st century world of learning and development, was concluded in November 2022. This project was underpinned by dedicated research, collaboration, and networking through a focus group system covering the entire learning, development, and innovation value chain, both internally and externally. This new model, along with the future-fit skills strategy, will ensure holistic skills development that provides for skills training. This will be based not only on current organisational needs but also future-referenced skills, especially soft skills (to name a few: adaptability, innovation and creativity, collaboration and co-ordination, agile thinking, data intelligence, and coping in a VUCA world). Of significance is the introduction of solution-driven methodologies focused on citizen centricity which would assist in service delivery improvement . Implementation of the new PTI model is currently underway and has been integrated into the 2023/24 business of the PTI.

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 5: Innovation & Culture	DoTP	Create capacitated leaders to sustain the desired culture through leadership maturity development using a value-based leadership development programme	<p>The key focus since COVID-19 has been on approving and piloting the WCG Capability Model which is pivotal in enabling the delivery of the Recovery Plan and broader PSP. A WCG Culture strategy was defined which informed key initiatives that were implemented during this cycle, one of which is the Values-based leadership development programme. The programme was piloted with 35 employees in 2021 (SL9-DD level) and last year 40 employees went through the programme. We are looking at ways to enlarge the footprint/reach of the programme by upskilling more internal facilitators and educating broader SMS and MMS groups on certain VBLDP modules.</p>
VIP 5: Innovation & Culture	DoTP	Data and knowledge management that informs provincial and municipal decision making	<p>The Provincial Data Office (PDO) has become the central coordinator for data producers, users and suppliers in driving a common purpose towards building a WCG data ecosystem that supports strategic decision-making.</p> <p>In line with the year-on-year data delivery programme, the six (6) Catalytic Enhancements (CEs) implemented during 2022/23 financial year contributed to the “Increase use of quality data for decision-making” in that it strengthened the institutionalisation of the centrality of data for decision-making.</p> <p>These CEs realised:</p> <ul style="list-style-type: none"> • Data quality and data analytics supporting small geographic area analysis. • Indices supporting service delivery and vulnerability analysis. • An integrated indicator system with supporting data trend analysis. • Quarterly releases on the “integrated performance of non-financial performance data for the WCG”. • Diagnosing and assessing government performance through evaluation products. • A Western Cape (WC) data portal shaping data access. • Data sharing through data policy and legislation mechanisms.

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 5: Innovation & Culture	DoTP	Decisively respond to allegations of fraud, corruption and maladministration	<p>The WCG adopted an Anti-Fraud and Corruption Strategy which confirms the Province's zero tolerance stance towards fraud, theft and corruption. All Departments have approved Fraud and Corruption Prevention Plans and a concomitant Fraud Prevention Implementation Plans which gives effect to the Prevention Plan. Various channels for reporting allegations of fraud, theft and corruption exist. The WCG Whistle-blowing Policy provides guidelines to employees and workers on how to raise concerns with the appropriate line management, specific designated persons in the WCG or external institutions. All allegations of Fraud and Corruption cases that are received through the various channels are promptly investigated and when fraud or corruption is confirmed, the said cases are reported to the SAPS. These SAPS cases are followed up regularly and, although taking long, progress has been made with prosecution of such cases. Of course, should fraud, corruption or irregularities be confirmed, recommendations are made to the respective Accounting Officers for disciplinary action. It remains the responsibility of accounting officers to institute such disciplinary actions.</p>
VIP 5: Innovation & Culture	DoTP	Develop an innovative financing and procurement framework to assist with reducing barriers to deliver on the PSP outcomes	<p>A Problem-driven Iterative Adaptation (PDIA) team has been established focusing on the problem statement: "Procurement practices hamper service delivery and innovation." The team consists of team members from the Provincial Treasury, the Departments of Health, Premier, Transport and Public Works and Economic Development and Tourism. The team has identified 4 main causes to the problem and have unpacked it in detail. Extensive stakeholder engagements have taken place with National Treasury, Business Chambers, the SCM and CFO Forums, DPSA, SITA, DTIC, Legal Services, Suppliers, Community Based Organisations and most importantly, line users in departments. Currently the team is completing the identification of actions, responsible parties and timeframes.</p>

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 5: Innovation & Culture	DoTP	Develop and implement an employee value proposition to affirm the WCG as an employer of choice	The elements/tenets of our People Value Proposition will be reinforced through our various practices. We have entered the Top Employer Certification process on behalf of WCG. Our People practices will be assessed against a global standard and if we get the 60% mark, we can use the certification on all our documents for a year. Research has shown that it has tremendous value in attracting and retaining top talent in an org. We will be launching an Employee Engagement survey to hear the employees' voice related to our practices in early 2024.
VIP 5: Innovation & Culture	DoTP	Develop and implement mechanisms to assess and provide an integrated view of organisational culture, citizen satisfaction, and employee engagement to facilitate alignment of the WCG Service commitment and citizen experience realities.	This undertaking has been addressed through the WCG's Culture Journey, Capability Model, and Community Capacity Enhancement programmes (see descriptions above and below).
VIP 5: Innovation & Culture	DoTP	Developing and implementing a leader-led engagement and communication process that will enable sustained vision clarity and passion for the purpose of the WCG	Our culture journey has developed on the premise that it would be leader-led engagements. The Premier kicked the journey off early 2022 and since then he, DG, Cabinet members have been instrumental in all the engagement processes. We have launched Values Conversations and enabled leaders to have these conversations in/with their teams. We will be launching the 2 nd Value for conversation cycles in 2023. We will follow the same approach with our Barrett survey debrief in 2023.

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 5: Innovation & Culture	DoTP	Development and finalisation of Provincial Service Delivery Index	<p>The Service Delivery Index (SDI) framework and methodology have been completed and widely consulted. The SDI has proven to be a quantitative measurement tool that paints a holistic picture in establishing the opinions about and experience of government services, more specifically the delivery of Western Cape Government services to citizens in the Western Cape. A key data source for informing the SDI is the Citizens Perception Survey, as this data source positions the citizens' feedback within government performance data and socio-economic data. The SDI pilot was successfully concluded and shifted into implementation stage with a 2023 baseline. The WCG Citizen Perception Survey is now becoming an annual tracking study measuring government service delivery.</p>

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 5: Innovation & Culture	DLG	Development and roll-out of civic education	<p>The Department, in collaboration with the Hanns Seidel Foundation, developed eight thematic areas in Civic Education Videos on Public Participation. The primary focus was on educating and empowering citizens with information that will enable them to participate meaningfully and effectively in the affairs of local government. In addition to sharing these Civic Education Videos with all municipalities, the Department also conducted several outreaches across the five districts through facilitated sessions with members of the public, followed by robust conversations on possible remedial actions and interventions to enhance meaningful community involvement in the affairs of their municipalities. The interactive sessions with communities cover themes such as: What are municipal services?; What is a responsive citizen?; What is the role of ward committees in a municipality?; and What is the role of a municipal Ward Councillor?</p> <p>Between 2020 and 2022, the Department has facilitated sessions in areas such as Matzikama (Molsvlei, Putsekloof, Rietpoort, Stofkraal, Kliprand and Vredendal North) George (Haarlem and Uniondale), Beaufort West (Marrusysburg, Nelsport and Merweville), Hessequa (Slangrivier and Kwanokuthula, Prince Albert (Klaarstroom and Leeu Gamka), Bitou (Qolweni, New Horizons and Kwanokuthula) as well as showcased the videos during Thusong Outreaches in Matzikama, Witzenberg and Beaufort West whilst citizens are awaiting to be serviced by departments.</p>
VIP 5: Innovation & Culture	DLG	Development of Client/Customer Service Charters for municipalities	Support has been provided to municipalities on the development of client / customer services charters. In addition, support has been provided to all ward committees in the Province, specifically on ward committee induction and ward committee policy guidelines.

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 5: Innovation & Culture	DoTP	Implementation of a Talent Retention Strategy with career and succession planning frameworks	The WCG Framework for Attraction, Engagement Retention of Talent is in the process of finalisation. This is a comprehensive document specifying all the elements required for successful attraction, engagement and retention of talent in the WCG.
VIP 5: Innovation & Culture	DLG	Improved integrated planning, budgeting & implementation through the annual development of integrated JMDA Implementation Plan to give effect to integrated service delivery through the JMDA, which will take into account the specific context and objectives for the respective year.	The Joint District and Metro Approach (JDMA) was endorsed by the Premier's Coordinating Forum in June 2019. It is a geographical and team based, citizen-focused approach with a single delivery/ implementation plan to provide developmental initiatives and government services. It has been institutionalised through consultations with district and local municipalities, WCG departments and national departments with a footprint in the Western Cape. Many are on board. JDMA Interface Teams, comprising officials from the different departments, have been established in all five districts. They are led by a DLG official. Each JDMA Interface Team is mainly responsible to promote co-planning, co-budgeting, and co-implementation to strengthen service delivery to communities. Each Interface Team has developed an implementation plans informed by each district planning priorities, which was adopted by each of the District Coordinating Forums. Implementation plans are currently being implemented. At the height of the COVID-19 pandemic, the JDMA structures were also used as part of the hotspot strategy to manage the spread of infections.
VIP 5: Innovation & Culture	DoTP	Innovation for Impact Initiative AND Build internal capacity for innovation in the WCG by establishing cross-departmental and external exchange programmes – Western Cape Exchange	An Innovation Network, whose purpose is to coordinate and learn from other departments, was launched in 2021. In addition, the Innovation for Impact Strategic Framework was developed in 2021 and has resulted in the appointment of a cohort of Innovation Champions across departments.

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 5: Innovation & Culture	DoTP	Integrated Brand implementation programme	The renewed brand identity FOR YOU was initially introduced at the beginning of 2019 and rolled out in 2021 (the delay in roll-out was owing to the COVID-19 pandemic). The continuous implementation and maintenance of the WCG Brand has remained a priority for the Directorate: Corporate Communication, which piloted the first of several internal research surveys on staff behaviour towards the brand to increase staff awareness. The Directorate: Corporate Communication continues to ensure the consistent application of the WCG's brand identity and messaging and to deliver on the brand promise.
VIP 5: Innovation & Culture	DLG	Municipal support initiatives on municipal governance requirements, finance, capacity building and training.	Significant support has been provided to municipalities since 2019, including support with shared services, Human Resource strategies, indigent policies, reviewing and amending of by-laws, and support with the implementation of the Municipal Property Rates Act.
VIP 5: Innovation & Culture	DotP	Review and rationalizing of legislation and institutional policies and procedures to result in an enabling environment for service delivery.	To enable the WCG to review legislation and institutional policies and procedures, the WCG has implemented the PDIA approach. Since 2019, numerous teams have been at work, with 6 teams currently active working on issues ranging from commuter mobility to procurement reform. The teams comprise officials from various departments (and often the two other spheres of government). They are tasked with identifying the main causes of a problem through extensive internal and external stakeholder engagements and then deciding on actions that could address one aspect of the problem. This process is then followed iteratively for other aspects of the problem.

VIP	Department	PSP / VIP Intervention	Progress to date
VIP 5: Innovation & Culture	DoTP	The modernisation of the Provincial Training Institute into a provincial learning and innovation centre that will continue to provide transversal learning programmes as well as to provide an Innovation facilitation hub to stimulate innovative solutions to service delivery challenges	The PTI is undergoing a reconfiguration process, part of which is to set up the Innovation Centre at Kromme Rhee to play the role of an innovation hub. The space is already being used as a place to connect, reflect, learn, collaborate and co-create. A Suite of Innovative methodologies is being integrated into the PTI offering to capacitate officials with knowledge, skills and understanding of Innovative solution-driven and action learning methodologies (solutions directly linked to service delivery challenges in communities), e.g., PDIA, Community Capacity Enhancement, Design Thinking, and others. The digital innovation hub is being revamped into an innovation portal.
VIP 5: Innovation & Culture	DoTP	Training programmes will emphasise the citizen centricity of the work we do, whether directly or indirectly. There will be a clear link between leadership deployment programmes (character) and skills development (competency) to ensure these complement one another.	The main programme supporting the citizen-centricity programme is the Community Capacity Enhancement programme, which trains public servants about how to listen to and engage with the citizens they serve. Pilot testing of the course started in 2016, and as a result was housed at the Provincial Training Institute. Here since 2018, the aim has been to conduct monthly courses and 695 people have attended the courses in all.