

Wesgro

CAPE TOWN & WESTERN CAPE
A LEADING REGIONAL ECONOMY



2025/26 **ANNUAL PERFORMANCE PLAN**





Wesgro offices located in the Media24 building, Cape Town

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Executive Authority Statement

Wesgro's Annual Performance Plan (APP) for the 2025/26 financial year outlines a decisive roadmap to contribute to sustainable and inclusive economic growth in the province. Guided by the shared values of the Western Cape Government – accountability, transparency, and a dedication to high-level competence – the plan aims to drive tourism, trade and investment, and ultimately enhance our region's competitiveness.

Central to this vision is the Western Cape Government's Growth for Jobs strategy, which prioritises scaling economic development in ways that creates meaningful employment and reduces inequality. By promoting a business-friendly environment, enhancing infrastructure, and nurturing innovation, the Western Cape is laying the groundwork for sustained development and long-term prosperity.

Our joint efforts are also deeply rooted in ensuring that this growth is equitable. The ultimate measure of success is not just GDP growth but improved living conditions for all Western Cape residents. From creating jobs to putting food on the table, our initiatives are aligned with Wesgro's core mandate – to unlock opportunities for citizens in the province.

Wesgro and the Western Cape Government are united in pursuing a vision of an inclusive, thriving, and globally competitive economy. By working together, we are confident in our ability to deliver meaningful progress and create a province where everyone shares in the benefits of sustainable growth. As Wesgro now focuses on the implementation of Annual Performance Plan 2025/26, they can be assured of my full support.



A stylized, handwritten signature in black ink, appearing to read 'Ivan Meyer'.

Dr. Ivan Meyer
Western Cape Minister of Agriculture,
Economic Development and Tourism

Accounting Authority Statement

The year 2025 is likely to see global growth prospects remain clouded by uncertainty. The economic challenges and headwinds that marked 2024 are expected to carry over into the new year, with their effects likely to vary across different regions. While some regions may stand to benefit from the growing trend of geo-economic fragmentation, rising geopolitical tensions – particularly in Europe and the Middle East – coupled with potential shifts in trade dynamics following the U.S. elections, will place additional pressure on global markets. These factors are poised to reshape international alliances and redefine global economic policies, creating a more complex and volatile economic environment that will demand agility and adaptability.

As global challenges persist, South Africa finds itself at a moment of cautious optimism. The formation of the Government of National Unity (GNU) following the May 2024 general elections has sparked hopes for progress. Early signs of this positive shift are visible in key areas crucial for economic growth, such as energy supply stabilisation and visa reforms designed to attract vital skills and promote tourism.

Through initiatives like Operation Vulindlela, and strengthened collaboration between government and the private sector, significant interventions are underway in key sectors. These efforts span not only energy but also transport, logistics, and crime and corruption. With continued progress, these initiatives are set to create a more favourable environment for economic growth and job creation, paving the way for a stronger, more resilient economy. The success of public-private collaboration will be central to achieving inclusive, job-rich, and sustainable green economic growth, especially in the face of the uncertain and volatile global economic landscape.

From a provincial standpoint, the Western Cape's economy is on track for growth, supported by strong performance across multiple sectors. This momentum is further fuelled by key policy reforms designed to unlock broader economic development across the country. Tourism, a mainstay of the provincial economy, continues to show remarkable growth. Cape Town International Airport (CTIA), for instance, is seeing higher flight frequencies this summer, reflecting the successful efforts of the Cape Town Air Access team and its partners to enhance the region's global connectivity. This rise in air traffic is driving increased foreign spending, further boosting economic growth and creating jobs across the province.

The Western Cape continues to attract substantial interest from investors, particularly in the renewable energy and technology sectors, with Cape Town emerging as a hub for global companies. As the region's official trade and investment promotion agency, Wesgro is dedicated to driving inclusive and sustainable economic growth. By promoting Cape Town and the Western Cape as a globally competitive regional economy, Wesgro plays a pivotal role in facilitating investment, driving job creation, and ensuring the region's economic competitiveness.

Through a strategic focus on knowledge, innovation, technology, and sustainability, we remain adaptable in an increasingly competitive, uncertain, disruptive, and sustainability-driven global business landscape. This strategic focus has enabled Wesgro to thrive and deliver measurable success in all aspects of business development.

This Annual Performance Plan (APP) outlines the specific outputs to be delivered in the year ahead, setting clear targets based on past achievements. These outcomes align with Wesgro's core objectives and mandate, as well as with the government's priorities. The targets have been carefully crafted to reflect the current economic context both locally and globally.

As Chairperson of the Wesgro Board, I am confident in the Agency's ability to continue delivering on its mandate. Together with Wesgro's Executive and staff, we remain committed to achieving the targets outlined in the province's Growth for Jobs strategy. The 2025/26 APP is aligned with Wesgro's five-year Strategic Plan for FY26-FY30, ensuring we are well-positioned to drive sustained economic growth and job creation in the years ahead.



Dr. Shirley Zinn
Chairperson



Accounting Officer Statement

Wesgro continues to navigate an increasingly complex global landscape, adapting and responding to new challenges as they arise. Globally, geopolitical risk is extremely heightened and there is competition for geopolitical influence on the African continent. Worsening geopolitical rivalry & trade protectionism, war and conflict, climate change, and the impact of new technology on the global economy are all factors that will impact global economic stability and growth. The Government of National Unity (GNU) is a welcome indication of political maturity in South Africa. Notwithstanding the continued challenges that South Africa faces including mounting fiscal pressures, the Western Cape economy continues to display resilience, coupled with innovation, good governance, and a leading Growth for Jobs (G4J) strategy.

The Agency strives to deliver against increased provincial ambition. In the coming years, the ambition is to take economic growth in the province to a new level. The vision for the province is clear and is set out in the provincial Growth for Jobs (G4J) strategy.

We are proudly South African, and our mandate is clear and uncontested. We are obsessive about the competitiveness of the Western Cape economy. We form part of a bigger economic growth ecosystem and are the first point of contact for investors coming into the Western Cape, as well as for exporters wishing to take their goods and services to the world. Wesgro is publicly funded with a private sector orientation. It operates as the nexus between government and private sector; local and international; and responds to both present interest and future demand.

Innovation, knowledge, and sustainability are driving global competitiveness. The 2025/26 Annual Performance Plan is defined around a clear vision, a bold strategy, and strategic priorities to reflect these trends. Together with partners, we aim to drive inclusive and sustainable economic growth, strengthen competitiveness, and create jobs in Cape Town and the Western Cape.

For the 2025/26 period, our Strategic Outcomes will be:

1. A differentiated Cape Town & the Western Cape as a leading regional economy.
2. Increased foreign and domestic investment into Cape Town & the Western Cape.
3. Growth in Western Cape exports of goods and services.
4. Growth in leisure tourism consideration in international and local markets as well as growth in business events.
5. Future-fit, relevant and trusted Wesgro.

A differentiated Cape Town & the Western Cape as a leading regional economy (Target: 24 million audience reach).

Wesgro is committed to increasing brand recognition and equity of Cape Town and the Western Cape. This is to ensure that Cape Town and the Western Cape is top of mind as a leading business and tourism destination with premium products and services. A key focus will be on enhancing and replicating catalytic delivery models to deliver economic impact with partners in key areas to ensure a greater impact for the destination. Examples like Cape Town Air Access, Cruise Cape Town and Edu Invest have demonstrated the immense impact that strategic collaboration can have on the economic ecosystem. In addition, challenges like water resilience, logistics as well as increasing access to venture capital are areas being considered as they materially impact the growth of the economy. As a trusted provider of data, insights and analytics for the Western Cape economy, we are working to build a central economic knowledge hub for stakeholders, to enable knowledge dissemination in an efficient and effective way.

Increased foreign and domestic investment into Cape Town & the Western Cape (Target: R5.5 billion new investment).

Wesgro will focus on specific and targeted measures to attract, facilitate and prioritise new investment into identified export priority areas such as the green economy, life sciences and health, logistics, green manufacturing, food and beverages and services, as well as into areas that grow the economy and improve competitiveness. Notwithstanding the importance of our traditional FDI source markets, we will look to unlock new markets including China, India, ASEAN, and Middle East. We have a vested interest in ensuring that Western Cape businesses remain confident about the future of the province and are supported to increase re-investment and expansion, as well as connecting new investors with local supply chains. As Western Cape businesses expand their global footprint, Wesgro remains a key partner to companies navigating international markets and internationalising their strategies.

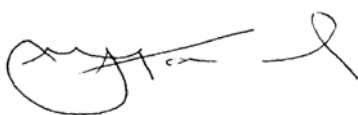
Growth in Western Cape exports of goods and services (Target: R1.6 billion new export declarations). In order to ensure the growth and resilience of our exports, we are taking deliberate action along several key areas. Wesgro's focus on attracting and facilitating new investment into export priority sectors will enable export-led growth in the province. We are diversifying our export markets, so that we access new opportunities for growth. This includes into new markets such as China, India, ASEAN and the Middle East. Together, with our traditionally strong source markets on the African continent, Europe and North America, we will be able to scale the number of exports from the province. Wesgro will continue to leverage technology to connect more exporters with more buyers through the Cape Trade Portal – an online marketplace and resource centre. This portal allows the Western Cape to increase the scale, scope and speed to market of its goods and services. The number of exporters showcasing on the platform is growing rapidly. We have an established advocacy and advisory capacity which aims to help unlock systemic barriers to trade for the province. This includes supporting businesses with understanding international trade changes, such as the African Continental Free Trade Agreement, as well as advising on emerging climate adaptation requirements. Strengthening strategic partnerships to expand support and opportunities for businesses in our province remains a focus.

Growth in leisure tourism consideration in international and local markets as well as growth in business events (Target: 100 000 to 150 000 new international tourist arrivals), continue to be a crucial focus for Wesgro. This is because of tourism's labour intensity, its multiplier effect, its ability to generate opportunities for Small, Micro to Medium Enterprises and its ability to support increased exports and foreign direct investment. The provincial target is to double tourism by 2035. Wesgro aims to add an additional one million tourist arrivals over 5-year period. We intend to grow the number of the international travel trade and plan hosted buyer workshops. We will focus on growing new markets including China, India, Brazil, ASEAN, and Middle East, while maintaining a continued focus on established markets: EU, UK, USA, Africa. We will leverage the opportunities presented by the Trusted Tour Operator Scheme (TTOS) to unlock the Indian and Chinese markets. Together with partners we will continue to play a facilitating and advisory role and convene tourism players across the private and public ecosystem to create tourism experiences for these new markets. We will support leisure events across the Western Cape to deliver inclusive growth, counteract seasonality, and facilitate regional spread. We will particularly focus on those regions with less access to tourism opportunities. The province is a welcome host to medium-to large-sized business events. We will continue to leverage business events taking place in the Western Cape targeted at trade, investment and tourism promotion opportunities.

Future-fit, relevant and trusted Wesgro. An efficient, more innovative Wesgro that is client-led is taking shape. Wesgro will continue to focus on building a high performing and collaborative culture. We will digitally transform across all our mandates to place clients at the centre of how we deliver services; to enable staff; and to empower stakeholders. Our focus on strategy & good governance will continue.

As we embark on this ambitious vision, we acknowledge the invaluable support of our funders, particularly the Western Cape Government led by Premier Alan Winde, the Provincial Minister of Agriculture, Economic Development and Tourism, Dr. Ivan Meyer, Provincial Minister of Education, David Maynier, City of Cape Town Mayor Geordin Hill-Lewis, and Alderman James Vos. Their support, along with that of our stakeholders and partners, will be instrumental in achieving breakout, inclusive economic growth in the Western Cape.

Supporting the Western Cape's Growth for Jobs strategy and achieving key objectives over the next five years remains unwavering. This would not be possible without the passionate and dedicated Wesgro staff who remain committed to positioning the province as a leading regional economy.



Wrenelle Stander
Chief Executive Officer



Official Sign-Off

It is hereby certified that the Annual Performance Plan for 2025/26:

- Was developed by the management of Wesgro under the guidance of the Board of Directors and Minister Ivan Meyer, Western Cape Minister of Agriculture, Economic Development and Tourism; and
- Accurately reflects the impacts, outcomes and outputs which Wesgro will endeavor to achieve during the 2025/26 financial year, subject to the resources being made available.

Approved by:

Sandiso Gcwabe

Signature:



Chief Financial Officer

Wrenelle Stander

Signature:



Chief Executive Officer

Approved by:

Dr. Shirley Zinn

Signature:



Chairperson of the Wesgro Board

Dr. Ivan Meyer

Signature:



Executive Authority



City Centre, Cape Town

Part A: Our Mandate



The Kaaimans River, Garden Route & Klein Karoo

1. Part A: Our Mandate

1.1 Mission

Together with partners, drive inclusive and sustainable economic growth, strengthen competitiveness, and create jobs in Cape Town and the Western Cape.

1.2 Values

Professionalism & Commitment to Excellence; Efficient & Outcomes Driven; Accountability; Innovation; Enabling; Passionate; Courage; Integrity & Trust.

1.3 Vision

Be a leading regional Tourism, Trade and Investment Promotion Agency.

1.4 Strategic Priorities

Our approach is to concentrate on what we can control; maintain agility and flexibility; seize unexpected opportunities and very importantly knowing what to ignore.

To contribute to the R1 trillion economy goal, Wesgro will, along with partners:

- a) Increase brand recognition and equity of Cape Town and the Western Cape, ensuring that Cape Town and the Western Cape is top of mind as a leading business and tourism destination with premium products and services.
- b) Attract, facilitate & prioritise new investment into identified export priority areas; and into areas that grow the economy and improve competitiveness.
- c) Unlock access to new markets and new buyers – China, Association of Southeast Asian Nations (ASEAN), India, Brazil & Middle East, while maintaining a continued focus on established markets: European Union (EU), United Kingdom (UK), United States of America (US), Africa.
- d) Enhance and replicate catalytic delivery models to deliver economic impact with partners in key areas.
- e) Track and address systemic challenges influencing economic competitiveness. Provide economic data, insights & analytics for the Western Cape.
- f) Digitally transform across all our mandates to place clients at the centre of how we deliver services; to enable staff; and to empower stakeholders.

1.5 Strategic Outcomes

- a) A differentiated Cape Town & the Western Cape as a leading regional economy.
- b) Increased foreign and domestic investment into Cape Town & the Western Cape.
- c) Growth in Western Cape exports of goods and services.
- d) Growth in leisure tourism consideration in international and local markets as well as growth in business events.
- e) Future-fit, relevant and trusted Wesgro.

1.5.1 Strategic outcomes for the period FY26-FY30



120 million audience reached to consider Cape Town & the Western Cape as a leading trade, tourism & investment destination



R30 billion new investment¹ with a focus on targeted areas and markets



R9.1 billion new export declarations for goods and services (excludes Tourism)²



800 000 to 1 million new international tourist arrivals³

- **161** business event bids secured with an estimated economic value of **R4.5 billion**
- **250** Ship calls by 2030⁴
- **10** new air routes
- **3** International tourism marketing campaigns⁵
- **12 500** international tourist trade engaged⁶



Clean Audit, Satisfied Clients⁷, and Low Culture Entropy⁸

Notes including G4J Targets

- ¹ G4J **Investment** Target: R75 billion by 2030. Calculated on a cumulative basis. (Growth for Jobs (G4J) Implementation Plan)
- ² G4J **Export** Target: R320bn exports of goods & services in 2030. This is calculated on the basis of R183 billion baseline (2022) + R137 billion increase in goods & services exports over the five-year period. (Source: Quantec)
- ³ G4J **Tourist Arrivals** Target: 3 million international arrivals by 2030. This is calculated on the basis of 2 million international arrivals in 2019 + 1 million additional international arrivals. Notwithstanding the COVID pandemic which saw international tourist arrivals recover to 1.2 million arrivals in 2023. (Source: SAT)
- ⁴ This is based on an annual average of 47 ship calls, rounded up to 50. The 2023/24 Cruise Season resulted in 67 ship calls, of which 20 were rerouted to the Cape due to Middle East conflict. (Source: Wesgro Annual Report)
- ⁵ Wesgro will be focusing on strengthening its relationship with China and India. The international campaigns are likely to cover either both or one of these markets, budget dependent.
- ⁶ 2500 international tourism trade engaged in FY24
- ⁷ Client satisfaction score achieved (Net Promoter Score): >35 (Good) by 2030
- ⁸ Cultural Entropy score (Barrett Survey): <15% by 2030

1.6 Constitutional, Legislative and other Mandates

1.6.1 Constitutional Mandate

1.6.1.1 Constitution of the Republic of South Africa, 1996

Schedule 4 of the Constitution of the Republic of South Africa lists functional areas of concurrent national and provincial legislative competencies. Those areas which are relevant for Economic Development and Tourism are consumer protection, industrial promotion, tourism, and trade. Schedule 4B of the Constitution identifies Local Tourism as a local government matter of concurrent National and Provincial legislative competence, to the extent set out in sections 155(6)(a) and (7) of the Constitution.

1.6.2 Legislative Mandate

1.6.2.1 Western Cape Tourism, Trade and Investment Promotion Agency Act, 1996 (Act 3 of 1996) as amended in 2005 and 2013

To provide for the establishment, appointment, powers and functions of the Western Cape Tourism, Trade and Investment Promotion Agency in order to promote and support the economic growth and development of the Province, and to provide for matters incidental thereto. [Long title amended by section 14 of Act 6 of 2013, [updated 28 August 2013.]

Wesgro is a Schedule 3C Public Entity as defined in the Public Finance Management Act. Its legislative mandate, as provided for in the Powers of the Agency of the Western Cape Investment and Trade Promotion Agency Amendment Act, 2013 (Act 6 of 2013), and include:

- (f) “to furnish tourism, trade and investment marketing assistance and expert and specialised advice, information and guidance to any business, company or association of persons who so request it from the Agency or would assist the Agency in achieving its objects;
- (h) to act as a tourism, trade and investment promotion agent on behalf of the Province and to facilitate coordinated destination marketing activities for the Western Cape;

- (j) to solicit and accept donations and to receive any moneys offered or due to the Agency for the sole purpose of promoting tourism, trade and investment in the Western Cape;
- (l) to develop, implement and promote a provincial tourism, trade and marketing strategy and implement any project that realises growth in the economy of the Western Cape;
- (m) to invest any funds or moneys not immediately required for its affairs
- (n) to exercise such other powers which, in the opinion of the Minister are necessary for the achievement of its objects and which the Minister, in consultation with the Board, may confer upon the Agency by notice in the Provincial Gazette;
- (o) to promote the Province as a tourism destination;
- (p) to promote leisure and business tourism and events; and
- (q) to promote the alignment of provincial marketing activities in all tourism sectors in the Province in collaboration with private and public entities.”

1.6.2.2 Other Relevant Legislations

- Broad-Based Black Economic Empowerment Act, 2003 (Act 53 of 2003), as amended by the B-BBEE Amendment Act, 2013 (Act 45 of 2013)
- Tourism Act, 2014 (Act 3 of 2014)
- Public Finance Management Act, 1999 (Act No. 1 of 1999)
- Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000)

1.6.3 Policy Mandate

1.6.3.1 International Policy Framework

- Sustainable Development Goals (SDGs)

1.6.3.2 National Policy

- Industrial Policy Action Plan
- National Development Plan (NDP)
- National Evaluation Policy Framework, 2011
- National Tourism Sector Strategy (NTSS)
- South African Economic Reconstruction and Recovery Plan (ERRP)

1.6.3.3 Provincial Strategy

- Department of Economic Development and Tourism Five-Year Strategy 2020–2025
- Tourism Blueprint 2030
- City of Cape Town: Inclusive Economic Growth Strategy (IEGS)
- Western Cape Climate Change Response Strategy
- Western Cape Growth for Jobs Strategy
- Western Cape Growth for Jobs Implementation plan

1.6.4 National Medium-Term Development Plan 2024-2029

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

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

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

The Western Cape Government (WCG) aligns its strategies

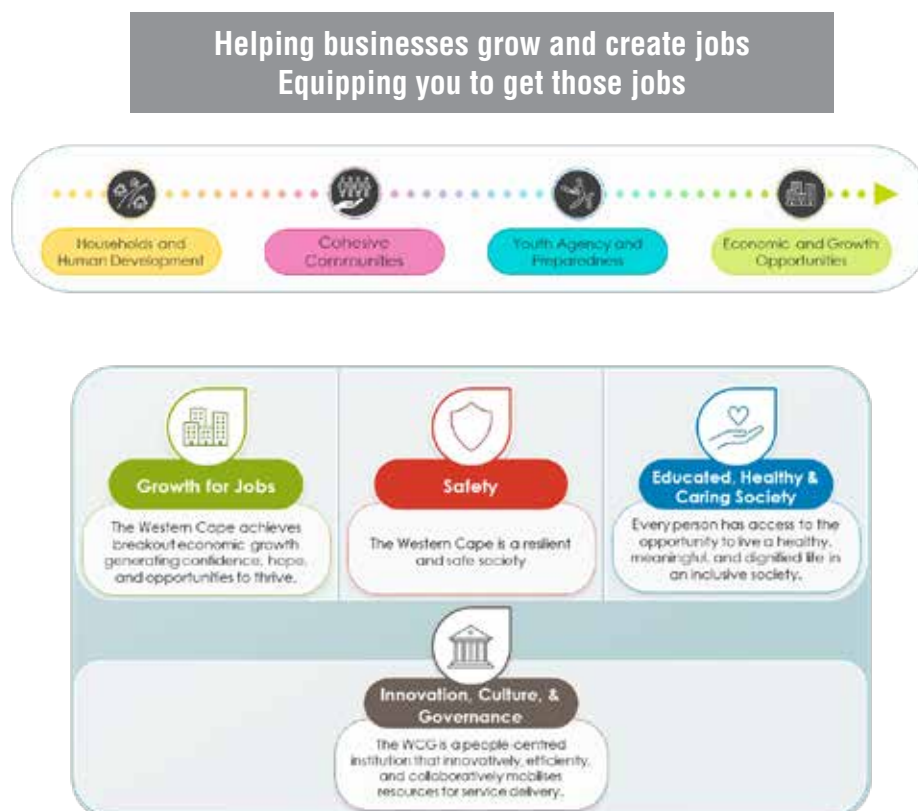
with the MTDP's priorities while maintaining its own provincial mandates through the Provincial Strategic Plan (PSP) and the Provincial Strategic Implementation Plan (PSIP).

- **Economic Growth & Job Creation:** WCG will contribute through provincial economic policies, investment attraction, skills development, and infrastructure projects that support the national focus on inclusive growth.
- **Poverty Reduction & Social Interventions:** WCG's social development programs, health initiatives, and education reforms will align with the national emphasis on lowering the cost of living.
- **Building a Capable State:** The WCG's governance innovation, service delivery efficiency, and regulatory frameworks will support the national goal of strengthening institutional capacity and ethical leadership.

1.6.4.1 Provincial Strategic Plan 2025-2030

The Provincial Strategic Plan (PSP) 2025-2030 sets out the Western Cape Government's (WCG) strategic priorities and goals for the next five years. It provides overarching direction for government action, focusing on people-centred outcomes that drive meaningful change for residents.

1.6.4.2 Overview of Provincial Strategic Plan 2025-2030



1.6.4.3 Provincial Portfolios

The implementation of the PSP is driven by four Provincial portfolios. The portfolios are clusters of Departments and Entities that provide strategic direction and coordinate efforts to implement programmes aligned with the Western Cape Government's key priorities. These priorities span economic, safety, social, and institutional policy domains.

The four strategic portfolios are:

	Growth for Jobs	The Western Cape achieves breakout economic growth generating confidence, hope, and opportunities to thrive.
	Educated, Healthy, and Caring Society	Every person has access to the opportunity to live a healthy, meaningful, and dignified life in an inclusive society.
	Safety	The Western Cape is a resilient and safe society.
	Innovation, Culture, and Governance	The WCG is a people-centred institution that innovatively, efficiently, and collaboratively mobilises resources for service delivery.





1.6.4.4 Integrated Impact Areas





To maximise the effectiveness of government interventions, the PSP follows a life course and systems approach. This means that policies and programmes consider the needs and responsibilities of residents from childhood to old age, ensuring government services are structured accordingly.

The PSP promotes an integrated approach where Departments and entities work together towards the Integrated Impact outlined for each of the four areas of the life course.

These integrated impact areas are:

	Households and Human Development	Creating safe, healthy environments that promote lifelong development and self-sufficiency.
	Cohesive Communities	Strengthening social ties to build safe, caring, and resilient communities.
	Youth Agency & Preparedness	Empowering young people with the skills and opportunities to participate in society, access economic opportunities, and continue learning.
	Economic & Growth Opportunities	Expanding economic opportunities and fostering confidence, hope, and prosperity.

In addition, two transversal areas address broader structural and environmental factors that shape service delivery and enable people along the entire life course:

	Resource Resilience	Creating safe, healthy environments that promote lifelong development and self-sufficiency.
	Spatial Transformation, Infrastructure, and Mobility	Strengthening social ties to build safe, caring, and resilient communities.

1.6.4.5 Entity Alignment with PSP Focus Areas

its Strategic Plan with these focus areas to ensure a coordinated approach to achieving provincial priorities.

The PSP outlines key focus areas that align with its Portfolios and Integrated Impact Areas. Each entity aligns

Key focus areas for Wesgro include:

	Access to Employability and Economic Opportunities	Driving Growth Opportunities through Investment	Stimulating Market Growth through Exports and Domestic Markets	Technology and Innovation
	Innovation	Integration and Collaboration	Futures Thinking and Evidence Informed Decision-Making	

Through the above focus areas, Wesgro contributes to integrated impact in Youth Agency and Preparedness and in Economic and Growth Opportunities.



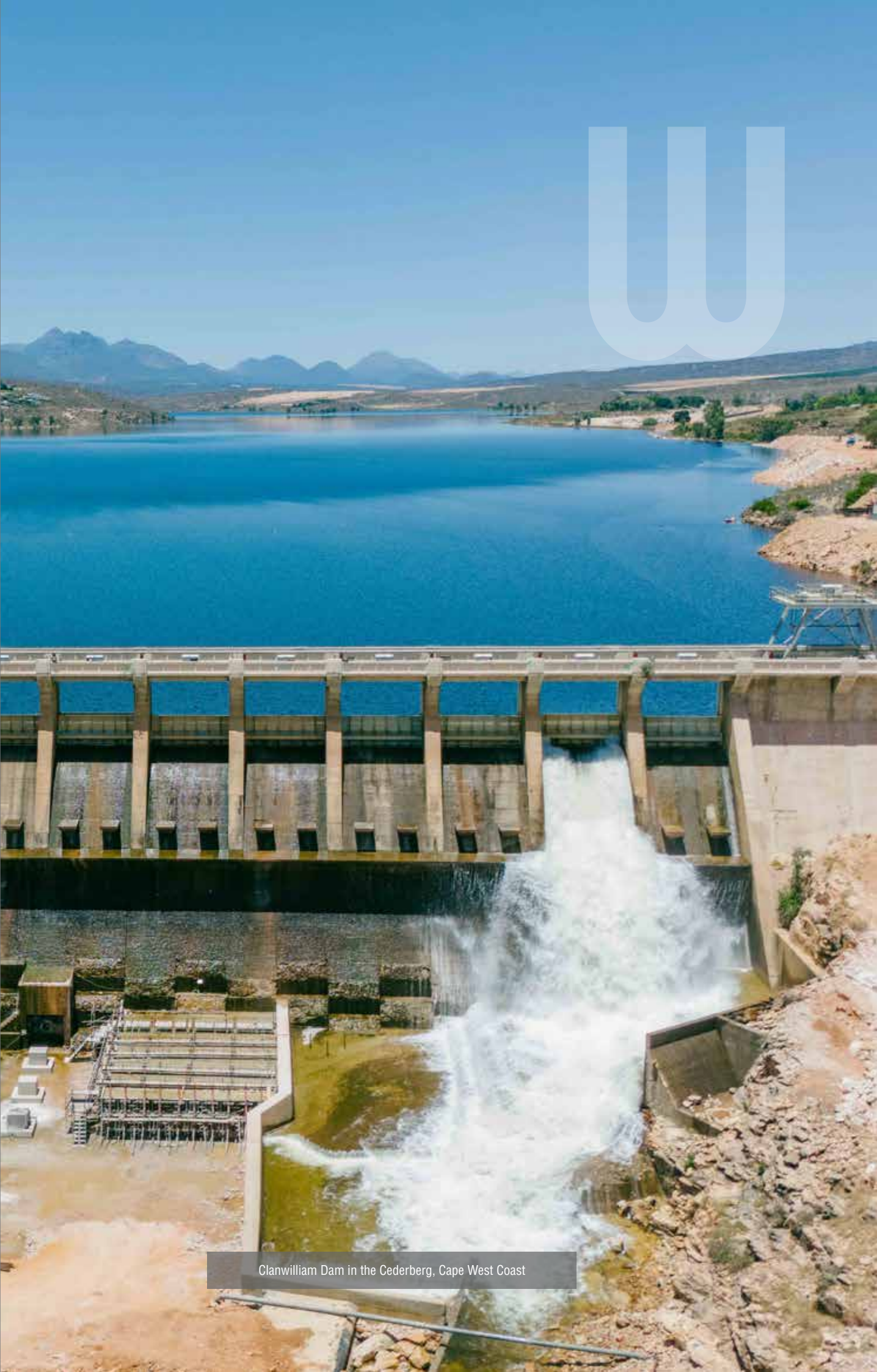
Reservoir sunset, Cape Karoo





Eureka Mills, Garden Route & Klein Karoo

Part B: Our Strategic Focus



Clanwilliam Dam in the Cederberg, Cape West Coast

2. Part B: Our Strategic Focus

2.1 Situational Analysis

2.1.1 External Environment Analysis

A. Global Outlook – Geopolitical risks extremely heightened globally

President Donald Trump's victory and the Republican sweep of Congress in early November 2024 was a watershed moment for the global economy and geopolitical landscape. As alluded to in the election campaign, a swathe of broad sweeping reforms has been implemented by President Trump since 20 January 2025, with 53 executive orders signed in his first 15 days of office alone.

From the "America First Trade Policy" presidential memorandum outlining the immediate trade priorities for the incumbent administration, including the raising of tariffs on steel and aluminium imports to a flat 25% (from 10% previously) on 10 February effective 04 March 2025; to talk of imposing 'reciprocal tariffs' on countries that have levies on US goods; to the executive order initiating the withdrawal of the US from the World Health Organization; to the presidential executive order confirming the US withdrawal from the Paris Climate agreement; to the executive order freezing most US foreign aid for 90 days, including the US Agency for International Development (USAID) that funds projects in some 120 countries with a budget request of US\$63.1bn in 2024; to a crackdown on illegal immigration, amongst others, all have sparked global economic concerns and further raised already heightened international tensions.

From a global trading perspective, the outcome of the multitude of tariffs will be severe not only for the affected trade-partner countries, but for America's supply chains and industries reliant on imports from the country's three closest and largest trading partners, Canada, Mexico and China in particular. Likely outcomes include higher inflation in the US (initially) and negative growth impact in countries involved, the US and China included.

From a global perspective, possible retaliatory measures include trading partners imposing counter-tariffs targeting key US export sectors; with an associated risk of these measures escalating to a worldwide trade war, creating significant uncertainty for investors and businesses alike.

Closer to home, the signing by President Trump of the executive order on 08 February 2025 to cut US financial assistance to South Africa on concerns about the country's land policies, and South Africa's International Court of Justice (ICJ) case against the US's ally, Israel, has escalated tensions between Washington and Pretoria. While South Africa has committed to finding diplomatic solutions to this development, the reality is that the consequences and potential fallout resulting from of this executive order could well have lasting implications for both diplomatic and trade relations between South Africa and the US, and for the African Growth and Opportunity Act (AGOA) in particular.

The Ukraine–Russia war continues unabated as Western nations' military aid support to Ukraine continues, led predominantly by the US. In stark contrast to the Biden-administration's stance which saw a surge in US-provided weapons to the Ukraine in late 2024 in an attempt to bolster Kyiv going into 2025, the 90-day pause on US development assistance funding has raised concerns that the new US president could reduce or halt the massive supply of US military aid to the Ukraine. While President Trump reportedly remains committed to negotiating an end to the three-year Russia-Ukraine war, it is less clear if President Putin is prepared to do so.

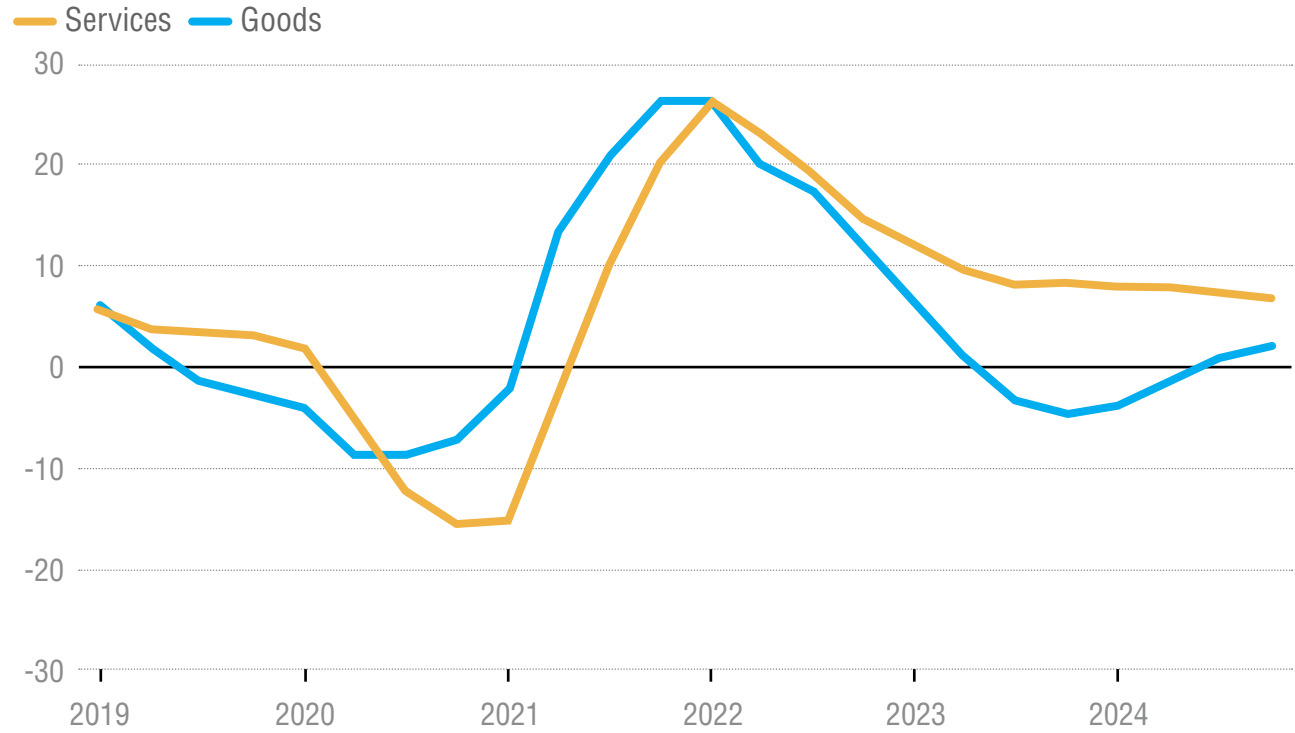
Ongoing mediation efforts in the Middle East resulted in the announcement of a complete six-week ceasefire deal on 15 January 2025, effective 19 January 2025, after months of negotiation led by the US, Egypt and Qatar. The ceasefire deal, which is set to be carried out in three stages, has seen the release of a number of hostages to date. However, the ceasefire deal remains fragile and tensions in the Middle East remain extremely heightened.

The decision by the International Criminal Court (ICC) to issue a warrant of arrest for Israel's Prime Minister and Minister of Defence on 21 November 2024 has been met with mixed reactions: the US admonished the decision as outrageous; several EU member states are non-committal over the warrant of arrest, while others have committed to act on the warrant. What is clear, however, is that this decision has driven a wedge between EU countries.

From a trade perspective, the value of global trade is poised to reach a record-high US\$33 trillion in 2024 according to the United Nations Trade and Development's (UNCTAD) latest projections, US\$1 trillion higher than recorded in 2023, and equivalent to an annual growth rate of 3.3%. This comes despite persistent challenges and great uncertainty faced across the global economy in 2024. Of interest - and relevance – is the robust growth seen in services trade, which was up by 7% for the year and accounted for half of the expansion recorded. This was markedly higher than the 2% growth recorded by goods trade.

Global trade in goods and services showed steady growth in 2024

Annual growth in the value of trade in goods and services, 2019 Q1-2024 Q4



Source: UNCTADstat; UN Trade and Development (UNCTAD) calculations based on national statistics.
Note: Annual growth is calculated using a trade-weighted moving average over the past four quarters.
Figures for Q3 2024 are estimates. Q4 2024 is a nowcast as of 26 November 2024.

Source: UN Trade & Development (UNCTAD) Global Trade Update, December 2024.

For context, world services exports totalled US\$7.9 trillion in 2023 an increase of 8.4% y-o-y from the US\$7.3 trillion recorded in 2022, and US\$6.3 trillion in 2022. Within the services exports landscape, international travel receipts increased by a significant 34% y-o-y to a value of US\$1.35 trillion in 2023, exceeding pre-pandemic levels. In contrast, transport exports declined by 11.2% y-o-y to a value of US\$1.35 trillion in 2023, down from US\$1.52 trillion recorded in 2022 reflecting the slowdown in merchandise trade.

In terms of the structure of services exports, since 2020 other business services have been the top internationally traded service category (US\$1 949 billion in 2023), followed by travel (US\$1 521 billion) and transport exports (US\$1 352 billion) according to UNCTAD data. For context, other business services accounted for one quarter of all services exports globally in 2023. In terms of key players, at a value of US\$1 027 billion, the US was the largest exporter of services in 2023, followed by the UK at US\$584 billion and Germany

(US\$439 billion). Of interest is the fact that according to UNCTAD, in 2023 the 10 leading exporters were responsible for more than 55% of the world's total services exports. In terms of the leading importers of services, the US dominated at a value of US\$748 billion in 2023, followed by China at a value of US\$552 billion and Germany (US\$502 billion). Similarly, the 10 leading importers represented more than 54% of the world's total services imports in 2023.

B. Africa Outlook – Competition for geopolitical influence on the continent – Africa is key focus and opportunity

Africa will maintain its 2023 ranking as the second-fastest-growing major region after developing Asia in 2024 and 2025, with 41 countries on the continent projected to experience stronger growth rates in 2024 than they did in 2023. Economic growth for the continent is forecast at 3.7% in 2024 and 4.3% in 2025, higher than the projected global average of 3.2%. That said, growth prospects vary across the continent, with East Africa once again at the vanguard of African growth with growth forecast at 4.9% in 2024 and 5.7% in 2025, while Central Africa and North Africa will decline to a projected 4.1% and 3.6%, respectively in 2024, before recovering to 4.7% and 4.2% in 2025. Still, 17 African economies are forecast to grow by more than 5% in 2024 (African Development Bank Group's African Economic Outlook, May 2024). That said, risks remain. The security outlook across the Sahel is bleak for 2024, with elections adding to the heated mix of volatile politics, social grievances and armed conflict.

Many African countries will continue to feel the financial squeeze created by excessive debt and a heavy and protracted debt repayment burden for several years. For example, Zambia, recently completed its debt restructuring under the G20 Common Framework mechanism, which despite delays and challenges is estimated to have cut approximately US\$900m of the country's debt and spread future payments over a significantly longer period of time. Inflationary pressures are expected to ease from the elevated levels recorded in 2023 for all but a small handful of African countries, with a number of economies implementing interest rate cuts in the final quarter of 2024, including South Africa.

South Africa's Reserve Bank (SARB) implemented a third consecutive rate cut of 25bps in January 2025, resulting in a lowering of the main repo rate to 7.50% amidst easing inflationary pressures. While South Africa's consumer

inflation increased for a second straight month to 3.0% in December 2024, up from 2.9% recorded in November and 2.8% recorded in October 2024, average inflation in 2024 was the lowest in four years since the pandemic in 2020. The average rate was 4.4% in 2024, down from 6.0% recorded in 2023 and 6.9% recorded in 2022. This remains marginally below the SARBs preferred midpoint range of 4.5%.

Closer to home, Western Cape exporters have enjoyed duty-free access to the US market for many years under AGOA. AGOA is however set to expire in September 2025, and its renewal in the US Congress will be high on the agenda of African countries during 2025. The direction of trade policy and tariffs under the Trump administration also adds to this uncertainty. While not all exports qualify for AGOA preferences, the programme has provided significant benefits to South African exporters, with an average annual share of 31% of South African exports to the US trading under AGOA from inception until 2023. In 2023, almost 26% percent of exports from South Africa to the US entered the US market under preference programmes, namely AGOA and the General System of Preferences, making South Africa the second largest user of AGOA in 2023 after Nigeria. While utilisation might not look that high, AGOA is especially important at a sector level. For example, in 2023, AGOA benefits were claimed for 87% of agricultural exports from South Africa to the US. In turn, 71% of South Africa's agricultural exports to the US came from the Western Cape. Vehicles, ferroalloys and citrus were South Africa's largest AGOA exports to the US in 2023.

Western Cape exporters significantly benefit from and utilise AGOA, including small businesses. The Western Cape's exports to the US grew at an average annual rate of 14.8% over the past 20 years. The extension of AGOA would be important for the continued competitiveness of Western Cape exports in the US.

Given South Africa's position as a top exporter, importer, and investor in Africa, coupled with the fact that it is the dominant non-crude oil utiliser of AGOA, the country plays a significant role in sustaining existing intra-African supply chains where many end-products benefit from AGOA. Here, links between AGOA and the African Continental Free Trade Area (AfCFTA) present opportunities for further development of intra-continental trade and manufacturing chains, which could boost the value proposition of investment opportunities in Africa.

Despite the uncertainties related to AGOA, the AfCFTA is slowly progressing, bringing closer the possibilities of easier intra-Africa trade and investment. In 2024, South Africa joined the Guided Trade Initiative, a pilot project among certain countries to operationally kick-start trade in terms of the AfCFTA. Progress has also been made with the adoption of protocols on investment and digital trade. Despite progress, there are still crucial underlying aspects of the different protocols that need to be finalised to enable effective use and implementation of the AfCFTA.

The success or failure of the AfCFTA in boosting intra-Africa trade and investment will depend on the extent to which it makes it easier and more efficient to do cross-border business on the African continent.

The AfCFTA presents expanded market opportunities for South African based businesses seeking to expand their footprint across the continent, particularly in North, East & West Africa. This brings the potential for diversification of our continental connections, which currently remains largely concentrated within the SADC region. The AfCFTA also enhances the investment attractiveness of South Africa as a base from which to do business across the Continent.

Five key industries with a promising outlook in Africa

The construction sector will continue to benefit from a large pipeline of ongoing and planned energy sector projects, the region's expanding transport infrastructure and further investment in electrification projects to expand generation capacity and transmission networks.

Transport and logistics industries will receive a boost from relatively upbeat domestic demand in some key markets, the increasing role of regional supply chains facilitated by increasing levels of cross-border co-operation and resilient import-export trade between Africa and major overseas partners. Further, ongoing significant investment in rail infrastructure across the continent is a boost for the development of key trade corridors, including the key Lobito Corridor, a 1,300km stretch of railway line from Lobito on the Angolan coast to Luaua, and further to Kolwezi in the DRC, while being easily accessible to north-west Zambia. The significance of this being the route this provides for the transport of critical raw minerals (CRMs), strategic minerals and products for the EV battery value chain to the EU and US. In parallel, the recent signing

by China of an agreement with Zambia and Tanzania to upgrade the 1,860 km Tazar railway in East Africa, linking Zambia's mines with Tanzania's main port on Africa's east coast, and a strategic export route for critical minerals from Zambia and the DRC via Tanzania's ports to China, is further reflective of the ongoing tussle between the West and the East for influence in Africa. A positive outcome of which is the revival of rail and logistics infrastructure.

Travel, tourism and hospitality performed well in 2023 as the sector remained in recovery mode following the adverse effects of the covid-19 pandemic in 2020 and 2021. Parts of Africa are expected to be among the world's fastest-growing tourism hotspots in 2024. North Africa exceeded pre-pandemic levels of international tourist arrivals in the first half of 2023, while Africa was within touching distance – about 92% of pre-pandemic arrivals – of full recovery during the same period. Investment in the sector, improving international connectivity and strong demand for African destinations in established and emerging markets will support the sector in 2024.

Africa's extractives sector-encompassing hydrocarbons and renewable energy, and metals and mineral mining and processing – has momentum from reasonably strong demand and high prices for export products and this will continue in 2024 and to 2025.

The information and communications technology (ICT) sector will have strong positive drivers in the form of a vibrant and innovative technology sector, rapid technology adoption rates among consumers, digital transformation by businesses and governments, and additional foreign direct investment by major international ICT companies.

C. South Africa Outlook – Government of National Unity a welcome indication of political maturity; tangible improvement in sentiment

“South African stocks have experienced their strongest third quarter for 11 years, with analysts tracked by Bloomberg seeing the gains extending over the coming 12 months. The FTSE/JSE Africa All Share Index has climbed 13% so far this year, heading for the best year since 2021, notching at least 13 record highs in the process and outpacing a rally in MSCI's gauge of emerging-market equities.”

Moneyweb, 12 December 2024

The Government of National Unity (GNU) is a welcome indication of political maturity and cooperation among South Africa's major political parties and has been a major boost to investor confidence. While not without challenges, there has been a tangible improvement in sentiment across most spheres of society due to the effective transition to a new administration and the continuation of the reform agenda started under the sixth administration. Markets continue to react positively, and the re-rating of South African assets post the forming of the GNU has yielded positive results for Africa's largest stock exchange since June 2024. These include signs of improvement in government bond yields, outperformance by the FTSE/JSE All Share Index (ALSI) and Top 40 Index of the MSCI Emerging Markets and World indices, and the strengthening rand.

That said, not all the positive developments can be directly attributed to the GNU; global market trends have also contributed. The GNU has recommitted to several strategic priorities, indicating a continuation of positive reforms already started. The execution & commitment to accelerated reforms & growth and fiscal discipline are critical for an increase in investment flows. Economic reforms continue under Operation Vulindlela; there has been notable reform in the energy and logistics sector; and this is ongoing in other sectors. Regarding the National Treasury, successful implementation of economic reforms could raise the gross domestic product (GDP) above 3%, increase revenue by R600bn and create substantial jobs over 10 years.

From an economic perspective, global macroeconomic and geopolitical conditions remain challenging, manifest in appreciation of US dollar against many currencies (including the Rand), a rise in longer-term interest rates, and generally still restrictive monetary policies in major economies amid new inflation pressures and heightened uncertainty in recent months. The South African economy contracted by 0.3% q-o-q in the third quarter of 2024, underpinned by notable drop in agricultural production. Expectations are that the economy will rebound in the fourth quarter, with output supported by more normal agricultural production, as well as strong household spending following the introduction of Two-Pot pension system. According to National Treasury, economic growth is forecast at 1.7% in Calendar Year 2025, 1.8% in CY 2026, and 2% in CY 2027 as reforms take effect (SARB MPC MPS, Nov 2024 and Jan 2025). The International

Monetary Fund is somewhat more conservative in its projections, forecasting economic growth of 1.5% in 2025, up from 0.8% recorded in 2024.

South Africa's Reserve Bank (SARB) implemented a third consecutive rate cut of 25bps in January 2025, resulting in a lowering of the main repo rate to 7.50% amidst easing inflationary pressures. While South Africa's consumer inflation increased for a second straight month to 3.0% in December 2024, up from 2.9% recorded in November and 2.8% recorded in October 2024, average inflation in 2024 was the lowest in four years since the pandemic in 2020. The average rate was 4.4% in 2024, down from 6.0% recorded in 2023 and 6.9% recorded in 2022. This remains marginally below the SARBs preferred midpoint range of 4.5%. Expectations are that inflation will remain in the bottom half of the target range until mid-2025, with headline inflation reverting to around 4.5% thereafter (SARB MPC MPS, Jan 2025).

Sovereign credit rating agency Standard & Poors (S&P) revised South Africa's sovereign credit rating outlook to positive from stable in mid-November 2024 and affirmed the country's "BB-/B" foreign currency and "BB/B" local currency credit ratings. The rating agency noted that the positive outlook reflects increased political stability and the increased likelihood of broad policy continuity following the country's landmark May 2024 election outcome and impetus for reform could boost private investment and GDP growth. (For noting: Sovereign credit rating outlook change is usually indicative of rating change within 6-12 months.)

Encouragingly, South Africa's Medium-Term Budget Policy Statement (MTBPS) tabled in Parliament in late October 2024 reports that fiscal strategy remains on course and that the consolidated budget deficit will narrow from 5% of GDP in 2024/25 to 3.2% of GDP in 2027/28 and debt will stabilise at 75.5 % of GDP in 2025/26.

Despite this great progress, South Africa faces major challenges, including significantly strained government finances; unsustainably high government debt levels; an energy crisis (even though it is improving); failing infrastructure (ports, rail, logistics, grid); as well as security, crime, and corruption. South Africa's growth rate is slower than other countries in Africa. Underinvestment in infrastructure continues and is hampered by policy uncertainty, regulatory reform, and still fragile investor confidence.

That said, key announcements in the State of the Nation address in early February 2025 are encouraging and bode positively for the national economy if implemented and achieved. These include the R940 billion investment earmarked for infrastructure projects over the next three-years, as well as the commitment to enhance social welfare programs, the development of digital infrastructure, amongst other objectives. However, whether this will enable the country to meet the 3% growth target set by the President remains to be seen, with a more guarded 1.5%-2% growth rate forecast by markets, and depending on the success of the infrastructure project rollout.

In addition to the above, the announcement by the President that public-private partnerships would play a central role in infrastructure development, while key network sectors, which have traditionally been managed by state organs will be opened to private sector competition marks a significant and welcome shift in policy, and has the potential to provide significant impetus for economic growth.

D. Western Cape Outlook – Continues to display resilience, coupled with innovation, good governance, and an aggressive vision of a R1 trillion economy by 2035

The Growth for Jobs Strategy envisions a R1 trillion inclusive economy by 2035 in the Western Cape. It envisions that the economy will be growing at between 4 and 6% per annum. This will be achieved through enabling a competitive business environment driven by private sector-led opportunities and market growth.

Digital transformation & sustainability are impacting the Western Cape economy. Inclusive and sustainable economic growth in Cape Town & the Western Cape is now critical. Resilience is increasingly important. The Western Cape is benchmarked against global competitors - competition for new markets, new investments, new skills, and technological advantage.

In step with the decline seen at a national level, the province's economy contracted by 0.7% q-o-q in 2024Q3, underpinned by a significant decline in agricultural output. The local economy grew by 0.3% in the previous quarter. Previous forecasts were for the local economy to expand by 1.3% in 2024 and 1.8% in 2025 (PERO, Sept' 2024)

as strategic investments in infrastructure yield results, further supported by interest rate cuts late in 2025.

On the employment front, the Western Cape added 75,000 jobs in Q3 2024, underpinned by a sharp increase in jobs in the construction sector. The official unemployment rate dropped by 2.6% q-o-q to 19.6% in 2024Q3; notably lower than national rate of 32.1%.

The Western Cape Government's recently tabled Overview of Adjusted Provincial and Municipal Infrastructure Investment (OAPMII) 2024 provides further support for the local economy, with the total provincial infrastructure budget increasing by R802.860 million (7.15%) to R12.2bn, of which R544.2m was awarded to infrastructure, R262.2m to education, and R29.7m to economic development and tourism.

Similarly, the City of Cape Town R76.4bn "Building for Jobs" budget tabled in May 2024 will further ensure that the City and province remain globally relevant and competitive, with Cape Town seeing South Africa's largest infrastructure investment by metro municipality at R12bn. This budget is focused on pro-poor spending, with 75% of infrastructure spend (equivalent to R9bn) set to directly benefit lower-income households.

In terms of the tourism sector, as reported by Cape Town's Air Access, Cape Town International Airport (CTIA) performed exceptionally well in 2024. The domestic terminal handled over 7.27 million passengers, showing a 6% year-on-year growth rate, compared to the same period in 2023. The international terminal processed a record-breaking 3.08 million passengers, reaching a 10% year-on-year growth rate. This is the first time ever that the international terminal reached the 3 million passenger mark. In total the airport processed just under 10.4 million two-way passengers with a year-on-year growth rate of 7%.

The key fundamentals are in place

- **Visionary Leadership and the relentless pursuit of a well-executed vision.** The vision for the Western Cape Province is clear and encapsulated in the "Growth for Jobs Strategy". The vision for the City is clear and encapsulated in the City of Cape Town's Inclusive Economic Growth Strategy. There is clear alignment with the Western Cape Province and the City of Cape Town.
- **Good Governance.** The Western Cape Province hosts fifteen of the top twenty "best performing"

municipalities in South Africa according to the Good Governance Africa report of 2024. Cape Town is rated as the best-performing metro in the country.

- Very importantly, there is a **competent administration** with an innovative mindset that delivers basic services to the residents of the Western Cape Province. The provision of energy, water and keeping the sewerage system ensures that there is an administration that works for the people.
- **Collaborative government-private sector ecosystem** is the new normal, enables opportunities for growth and jobs. The importance of the private sector is accepted as a way of working in the province. The private and public sector partners engage as equal partners. This has been proven with the successes, amongst others, of Cape Town Air Access, Cruise Cape Town and Edu Invest.
- **Public and private sector investment into Infrastructure.** Gross Fixed Capital Formation is key to the growth of the Western Cape economy, which requires investment from both the public and private sector. We are seeing an increase in infrastructure spending by the metro and the province. The province is investing R11.8 billion on road infrastructure up to FY2026/27. The City of Cape Town is planning infrastructure projects to the value of R120 billion over the next ten years in wastewater works, bus rapid transit, water reuse, etc. Public Sector investment is inspiring business confidence and consequently private sector investment into the Western Cape. For example, the V&A Waterfront is planning a R20 billion investment over the next 10-15 years.
- **A high performing Tourism, Trade & Investment Promotion Agency (Wesgro)** working towards being relevant, trusted and future-fit.

Importantly, however, the province is not in control of the enabling economic levers. The province has an influencing relationship opposite national government i.e. Energy, Ports, Rail, Digital Infrastructure, Visas. We have set up an Advocacy & Advisory unit to build the capability for evidence-based policy feedback and the relationships to influence advocacy issues.

2.1.2 Internal Environment Analysis:

A. Future-fit, relevant and trusted . A changing economy requires the Agency to remain responsive

The Agency has experienced rapid change. We are on a journey to ensure that we are future-fit, relevant, trusted and able to support our clients in a way that will be required now and into the future. Looking forward we will continue to build on what we have started in FY 24 as well as FY25.

B. Over the FY26 - FY30 strategic horizon we will build on what we started in FY24 and FY25.

Sustainability, Innovation, and Knowledge are themes driving the global competitiveness of the destination and have underpinned how we land the various value propositions for our clients.

Wesgro is the Tourism, Trade and Investment Promotion Agency for Cape Town and the Western Cape. We employ 100 staff across several teams including: investment, tourism, trade, research, marketing, catalytic projects, as well as finance and the enablement functions. Our mandate is incredibly broad, focus is imperative to ensure impact.

Our clients include (1) International Businesses investors and buyers (i.e. travel trade; event organisers/ associations; film producers; importers of goods & services wishing to buy Western Cape goods & services), (2) Western Cape Businesses (exporters; tourism trade; businesses wishing to expand, aftercare services and business confidence), (3) Strategic partners (airline groups; cruise line operators; industry associations; academia); (4) Internal clients: Staff; Wesgro Board; (5) Stakeholders (Funders): Department of Economic Development and Tourism (DEDAT); Department of Agriculture (DoA); Minister of Agriculture, Economic Development & Tourism; City of Cape Town; Mayor of Cape Town; Western Cape Education Department; Department of Trade, Industry and Competition (DTIC); (6) Stakeholders (Partners): National Government; State-Owned Enterprises (SoEs); Other Provincial and Local Government; Diplomatic Corporations.

We strive to improve our delivery of **our value proposition** which includes being a: (1) Trusted Advisor. We have talented, staff with passionate and purposeful client service, as well as a proven track record (2) Knowledge Partner: First port of call for data, insights, analytics, intelligence relating to tourism, trade and investment for Cape Town & the Western Cape. Economic Knowledge Hub. (3) Convenor: Connected to the economic pulse. Provide access to local and global public/private networks that enables tourism, trade and investment into the Western Cape. Assist businesses with navigating the Western Cape ecosystem. (4) Facilitator: Assist with ecosystem development - new industry or to enhance Western Cape competitiveness. Innovation. Our ability to cross-sell across mandates is a strength.

We will continue to work hard to deliver on our mandate. The following five strategic outcomes will be our focus for the period FY26-FY30:

1) A differentiated Cape Town & the Western Cape as a leading regional economy.

Destination Brand recognition and equity for Investment, Trade and Tourism. Industry sustainability readiness in Western Cape. Advocacy in relation to systemic challenges. Best practice in catalytic delivery models. Trusted provider of data, insights and analytics for the Western Cape economy. Economic knowledge hub.

For the province to remain globally competitive, we will collaborate to ensure industry readiness for a carbon neutral world. This involves shifting international perceptions, strengthening brand awareness globally and locally, region of origin export initiatives, leading the dialogue on sustainability, and building innovation into the brand of Cape Town and the Western Cape.

With global risks worsening for the period ahead, the positioning of Cape Town and the Western Cape as a premium tourism, investment and trade destination will be essential. We have developed strong and resilient brands through original and innovative campaigns over the years.

These will be built on in over the period ahead, with a particular focus on:

- the region of origin **export brand** “Made in the Cape;”
- the **investment brand** “Invest in Cape Town and the Western Cape;” as well as
- the **tourism brand** Discover Cape Town and the Western Cape.”

In addition, there will be a greater focus on developing the sustainability and innovation value propositions of our destination brands. (See Figure 1)

- **Invest in Cape Town and the Western Cape** brand to be entrenched as an attractive innovation and green economy hub on the African continent, with a robust ecosystem. Leading universities. Pioneers in major sectors i.e. smart agriculture, space tech, and climate tech.
- **Made in the Cape** preferred brand for sourcing innovative and sustainable goods and services. Innovation in new channel export promotion. Building trust in Made in the Cape. CapeTradePortal.com - leveraging technology as part of brand delivery, as well as piloting new innovative ways to activate this brand.

- **Discover Cape Town and the Western Cape** brand through innovative communication and marketing strategies that specifically target returning, respectful visitors that enable the destination to compete as a sustainable tourism destination.

A multi-channel, audience-centred approach will be adopted in sending key messages to build the brand story of the destination.




We will build on the work to ensure Industry Net Zero Readiness in the Western Cape. We will continue to strengthen our profile in global and local conversations on sustainability and attract international coverage. Our plan is to continue to increase our share of voice at international, national and provincial dialogues at COP28, AGOA Forum, the AfCFTA Business Forum, Carbon Border Adjustment Mechanism roundtables and the South African National Workshop on Climate Trade Measures.

In addition, we have a vested interest in ensuring business confidence amongst Western Cape businesses to ensure that they continue to invest and expand their existing businesses. In addition, we will continue to work to build confidence in the Western Cape by convening the public private ecosystem to bridge the gap between the private sector and government. Amongst others: our Business Outlook Events, the CEO roundtables with the Premier and Mayor, as well as the annual EU Investment Breakfast Event demonstrates our unique ability to convene our ecosystem and operate collaboratively.

A key focus will be on identifying areas in the economy where catalytic delivery models can be leveraged in collaboration with the private sector to ensure a greater impact for the destination. Examples like Cape Town Air Access, Cruise Cape Town and Edu Invest have demonstrated the immense impact that strategic collaborations can have on the economic ecosystem. Similarly, challenges like water resilience, logistics as well as increasing access to venture capital are areas being considered as they materially impact the growth of the economy.

The ongoing leveraging of data with key stakeholders in both the private and public sectors, together with discerning economic publications will further entrench the Agency's relevance as a centre for knowledge in the Western Cape and South Africa.

Figure 1: Wesgro destination brands

Destination brands	FY25	FY26-30	
	Core value development	Towards Sustainability	Towards Innovation
 <p>INVEST IN CAPE TOWN & THE WESTERN CAPE marketed by WESGRO</p>	<p>A Place of More. A world of opportunities in a diverse range of sectors. Cape Town and the Western Cape, a leading regional economy.</p>	<p>Position the destination as hub for the green economy, linked to investment priority sectors, showcasing a competitive investment offer for climate FDI i.e. clean energy.</p>	<p>Entrenched as an attractive innovation hub on the African continent, with a robust ecosystem. Leading universities. Pioneers in major sectors i.e. smart agriculture, space tech, and climate tech.</p>
 <p>MADE IN THE CAPE Powered by WESGRO</p>	<p>A region of origin brand synonymous with quality, sustainability, diversity and trust The Western Cape, a source market of choice for goods and services.</p>	<p>Maintain & build trust in existing and new markets, supporting premiumisation of Made in the Cape goods and services through an increased focus on the unique sustainability offering of WC products and services.</p>	<p>Preferred brand for sourcing innovative goods and services. Innovation in new channel export promotion. Building trust in Made in the Cape. CapeTradePortal.com - leveraging technology as part of the brand.</p>
 <p>DISCOVER Cape Town AND THE WESTERN CAPE, SOUTH AFRICA. marketed by WESGRO</p>	<p>Discover Cape Town and Western Cape holds the promise of bucket-list, world-class, cost-effective experiences, with “travel for good” at the heart of the brand. Wide open spaces as a central brand asset.</p>	<p>Associated as a global leader in sustainable and community tourism experiences. Deliberate effort to combat long-haul problem statement. Positioning nature, biodiversity and cultural experiences for consumers.</p>	<p>Innovative communication and marketing strategies that specifically target returning respectful visitors that enable the destination to not only survive but thrive. Toolkits for trade innovation.</p>

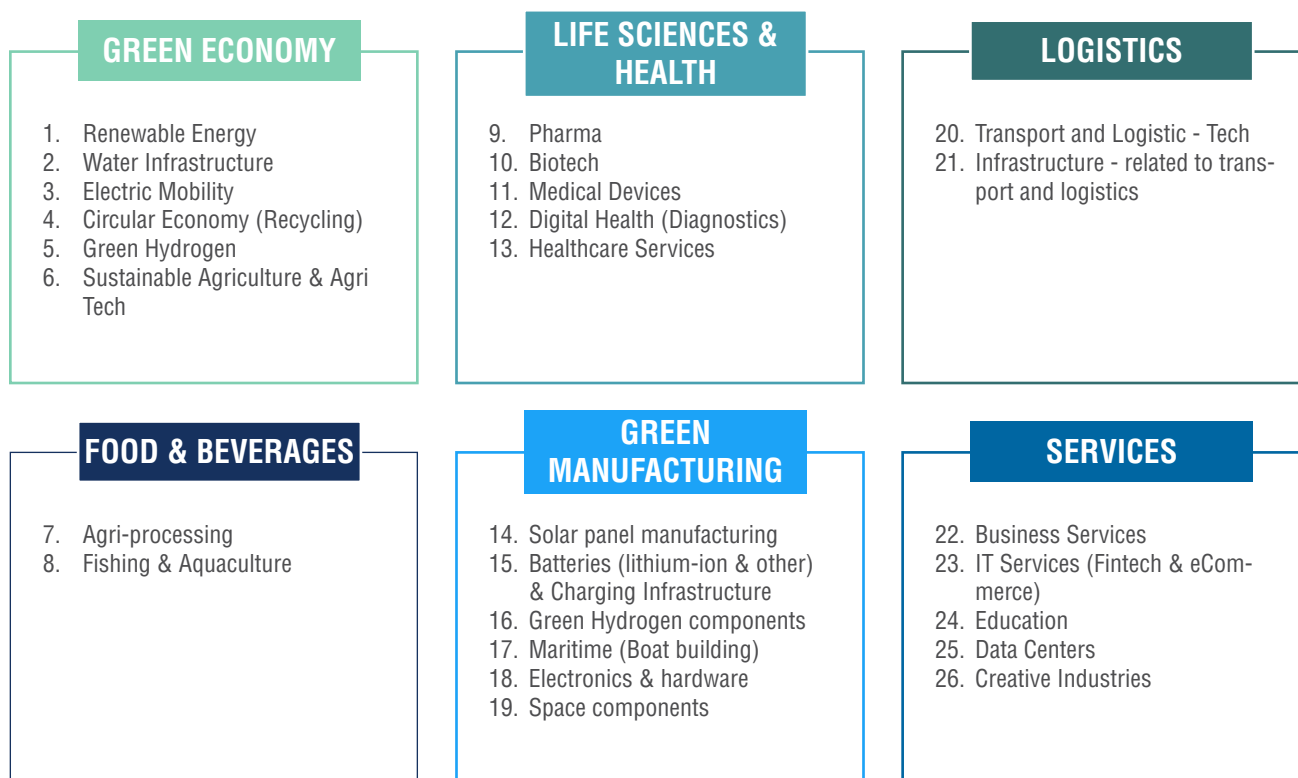
2) Increased foreign and domestic investment into Cape Town & the Western Cape.

Attract, facilitate & prioritise new investment into identified export priority areas: Green Economy; Life Sciences & Health; Logistics; Food & Beverages; Green Manufacturing; and Services; and into areas that grow the economy and improve competitiveness. Grow new markets: China, India, ASEAN, and Middle East. Increase re-investment and expansion from existing WC businesses. Connecting new investors with local supply chains.

The selected sectors will contribute to ensuring that the Western Cape economy is able to sustain export-led growth, the green transition, and leveraging our areas of excellence and growing jobs. Finally, logistics remains crucial for enabling exports-led growth. Enable ongoing technology and innovation to enhance competitiveness and enable economic growth.

Enable ongoing technology and innovation to enhance competitiveness and enable economic growth.

Figure 2: Wesgro export priority areas



3) Growth in Western Cape exports of goods and services. (G4J Target: Triple exports by 2035, incl. Tourism)

Diversify the export basket in line with the identified priority areas. Expand the digital value proposition. Increase exports into new markets: China, India, ASEAN, and Middle East. Link Cape Trade portal to e-commerce and marketplaces. Industry uptake of Made in the Cape export brand. Grow exporter base. Grow buyer base. Advocacy in relation to systemic challenges.

International trade is being impacted by:

- Worsening geopolitical rivalry.
- War and conflict, which is dampening confidence in our multilateral system.
- Climate change which spares no region, including our own province. From the water crisis, to droughts and fires, the Western Cape has had to respond to major challenges over the last decade.
- And, international trade is being impacted by new technology – which disrupts the way in which we live, work and trade.

Our approach to trade:

- First, we are focused on attracting and facilitating new investment into export priority sectors – so that we enable export-led growth in the province. This includes investment into sectors such as the green economy; life-sciences and health; logistics; manufacturing; food and beverages, as well as services..
- Second, we are leveraging technology to connect more exporters with more buyers through the Cape Trade Portal – an online marketplace and resource centre. This portal allows the Western Cape to increase the scale, scope and speed of its goods and services to market. The number of exporters showcasing on the platform is growing rapidly.
- Third, we are diversifying our export markets, so that we access new opportunities for growth. This includes into new markets such as China, India, ASEAN and the Middle East. Together, with our traditionally strong source markets on the African continent, Europe and North America, we will be able to scale the number of exports from the province.
- Fourth, we have an established advocacy and advisory capacity which aims to help unlock systemic barriers to trade for the province. This includes supporting businesses with understanding international trade changes, such as the African Continental Free Trade

Agreement, as well as advising on emerging climate adaptation requirements.

- And fifth, we are focused on strengthening strategic partnerships to expand support and opportunities for businesses in our province. We know that we cannot do it alone, and that partnerships – especially with the private sector – will help deliver maximum impact.

As part of this focus, we understand that we are navigating a changing landscape too. For us, this change is a strength. And it is why we embrace, the “power of AND”

- Competitiveness AND jobs.
- New AND traditional markets.
- Growth AND sustainability.
- The present AND the future.

Wesgro will continue to innovate in the way that we approach trade. 2025 will see us further leverage technology and build on the extensive brand work that we have initiated over the last few years through Made in the Cape and the Cape Trade Portal.

Strong relationships have been built with our longstanding export markets. We will continue to nurture these and, to grow even further. In addition, we will cast a wider net to include markets such as China, ASEAN, and Middle East.

Leveraging technology and the ‘region of origin’ brand, “Made in the Cape”, to grow Western Cape exports. Wesgro has continued to innovate in the way we approach trade, more so than in any other part of our business. We have leveraged technology to connect more exporters with more buyers through the Cape Trade Portal; built capacity to ensure a deliberate focus on the services sector, 70% of jobs in the WC come from the services sector; focussed on building relationships with global buyers and finally building the Made in the Cape brand. The plan: to make Western Cape goods and services synonymous with quality, sustainability, and trust.

Advocacy and Advisory will enable the Agency to play a key role in forging partnerships and enabling regulatory and policy changes that will unlock higher levels of growth. Furthermore, our advisory and research focus remains firmly centred on competitiveness initiatives, with key strategic focus areas being innovation, sustainability, and knowledge.

We have set up an Advocacy & Advisory unit to build the capability for evidence-based policy feedback and the relationships to influence advocacy issues.

4) Growth in leisure tourism consideration in international and local markets as well as growth in business events. (G4J Target: Double tourism by 2035)

Grow new markets: China, India, Brazil, ASEAN, and Middle East. Grow & leverage business events. Increased regional spread and reduced seasonality. Increased ecosystem inclusivity. Sustainable tourism readiness. Grow new international travel trade base (Made in the Cape).

Tourism continues to be a key focus for Wesgro because of its labour intensity, its multiplier effect, its ability to generate opportunities for Small, Micro to Medium Enterprises (SMMEs) and its ability to support increased exports and foreign direct investment.

Leisure tourism continues to be a key job creation sector for the Western Cape. Wesgro will continue to play a facilitating and advisory role and convene tourism players across the private and public sector tourism ecosystem to remove barriers, unlock opportunities and mitigate risk. A highly agile sector with innovative human capital and best in class globally, the sector provides substantial opportunities for employment, entrepreneurship, contribution to GDP and foreign currency spend. We are no longer talking about recovery in the sector, but instead to how we can find areas that can deliver inclusive growth, counteract seasonality, and facilitate regional spread.

The province is a welcome host to medium - to large - sized **business events**. The Cape’s value proposition as a leading knowledge economy, with a strong link to innovative industries and a renowned academic ecosystem will continue as we position the destination as one where great minds meet.

We will continue to play a facilitating and advisory role and convene tourism players across the private and public sector tourism ecosystem to remove barriers, unlock opportunities and mitigate risk. We will continue to showcase our destination to the media and travel trade, locally and globally.

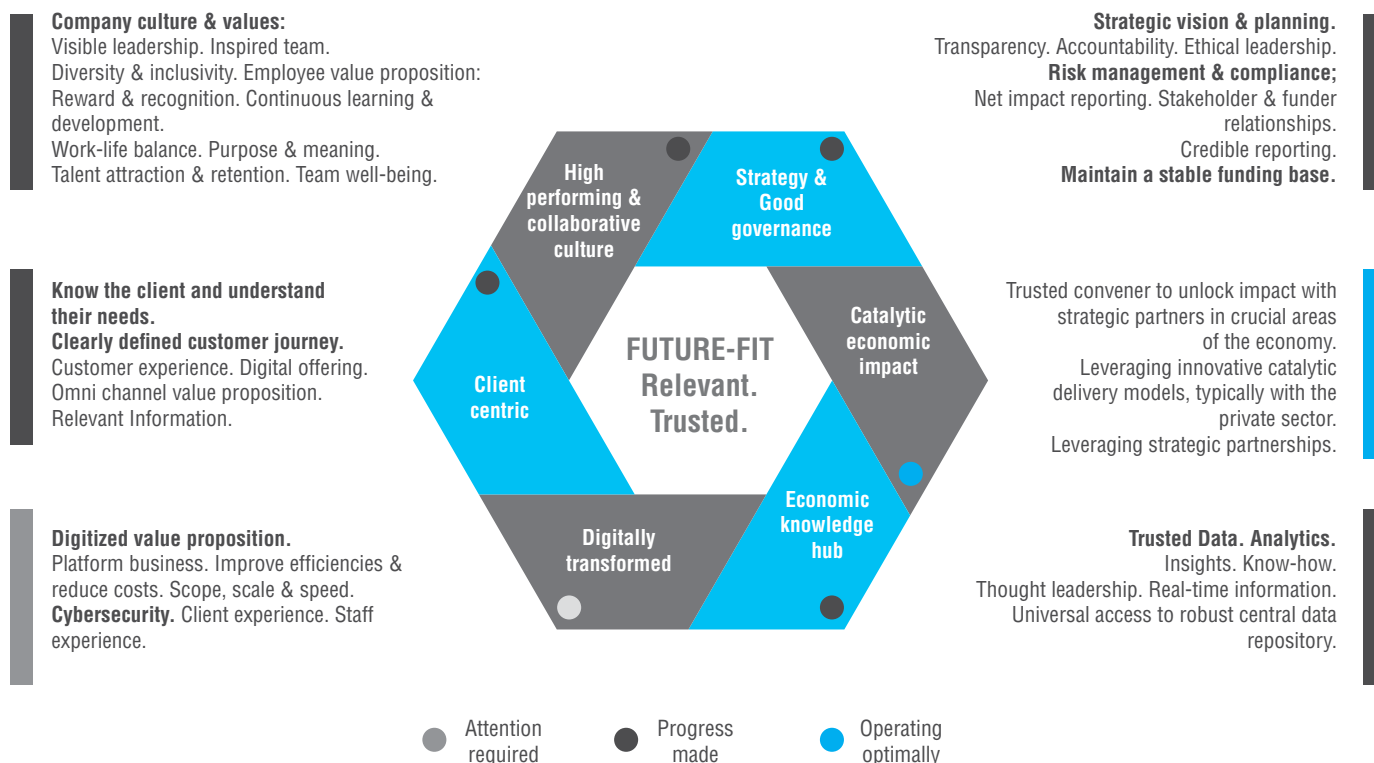
5) Future-fit, relevant and trusted Wesgro

Good governance. Digitally transformed. High performing and collaborative culture. Client centric. Strategic partnerships.

As the world changes so does our business model. An efficient, more innovative Wesgro that is client-led is taking

shape. Our focus has been on ensuring that our work is underpinned by three pillars critical to the competitiveness of the province i.e. Sustainability, Innovation, and Knowledge. This requires Wesgro to be more focussed, practitioners of good governance, be more digital, more innovative and to be client facing. Leading a sustainable and innovative Wesgro is key to conducting business unusual over the period FY26-FY30.

Figure 3: Future-fit, relevant and trusted Wesgro



C. Wesgro's Service offering

We are on a journey to ensure that we are future-fit, relevant, trusted and able to support our clients in a way that will be required now and into the future. Looking forward we will continue to build on what we have started in FY24 as well as FY25.

Figure 4: Wesgro's Service offering

Service Offering	International Investors, Buyers & Tourism Trade		Western Cape Business	
Marketing Develop a compelling growth story, that positions the Western Cape as an investment destination of choice	<ul style="list-style-type: none"> - Global lead generation campaigns - Outward missions - Inward missions - Marketing campaigns - Information; Thought leadership: Insights; - Development of toolkits & collateral - Spotlighting Western Cape Industries 		<ul style="list-style-type: none"> - Business confidence events e.g CEO Roundtables; Business outlook events - Domestic lead generation - Sector specific and geographic focussed industry showcase events e.g. Space; Health; Hardware Innovation - Spotlighting Western Cape Industries 	
Information, Insights, Advisory	<ul style="list-style-type: none"> - Information on Doing business in the Western Cape 	<ul style="list-style-type: none"> - Provide information about: Energy; Ports; Water; Logistics 	<ul style="list-style-type: none"> - Provide information about: Energy; Ports; Water; Logistics; Carbon intensity of our grid; Visas: Exchange control; Intellectual property: Access to capital; Green transition; Market entry issues; Provide platform end information - Cape Trade Portal; Country fact sheets: 	<ul style="list-style-type: none"> - Cape Trade Portal
Facilitation Support	<ul style="list-style-type: none"> - Information about: Cost of property; Cost of staff; Capital gains; Intellectual property: Exchange control; BBBEE; Energy: Ports; Water: Logistics; Infrastructure; Rule of law & sanctity of contracts; Safety; Incentives 	<ul style="list-style-type: none"> - Provide support with Site locations: - Red-tape reduction on government regulatory approvals, e.g. construction permits, EIAs; Access to finance: Escalating visa issues; Referral to service providers (e.g. law firms, accountants, BEE advisors - Matchmaking; Assist clients with barriers through the Invest SA One Stop Shop. 	<ul style="list-style-type: none"> - Export training & mentoring - Targeted research with DSM model - Educational networking events - Trade exhibitions - Assisting with expansion including through exports 	<ul style="list-style-type: none"> - Link investors to export team: Export training & mentoring and Targeted trade research - Link international investors with local suppliers - Link new domestic investors with local suppliers - Link international and domestic investors with local business associations and chambers - Dedicated support for OFDI in Africa - Cape Trade Portal
Advocacy	<ul style="list-style-type: none"> - Understand shortcomings and challenges in investment environment - including system to track barriers to investment and investor confidence - Unlocking systemic challenges: E.g. Energy: Ports; Visas: Exchange control; Intellectual property. Access to capital; Green transition - Carbon intensity of our grid; Market entry issues; VAT interpretation of tax legislation; Tariffs; Regulation & Certification requirements - Develop concise feedback to provincial government on challenges to investment. 			
Enablement	<ul style="list-style-type: none"> # Direct air routes Digital transformation across all our mandates to place clients at the centre of how we deliver services; to enable staff and to empower stakeholders. 			

D. Wesgro's value proposition

- **Trusted Advisor:** Official TIPA for Cape Town & the Western Cape. Talented staff with passionate and purposeful client service. Proven track record.
- **Knowledge Partner:** First port of call for data, insights, analytics, intelligence relating to tourism, trade and investment for Cape Town & the Western Cape. Economic Knowledge Hub.
- **Convenor:** Connected to the economic pulse. Provide access to local and global public/private networks that enables tourism, trade and investment into the Western Cape. Assist businesses with navigating the Western Cape ecosystem.
- **Facilitator:** Assist with ecosystem development - new industry or to enhance Western Cape competitiveness. Innovation. Our ability to cross-sell across mandates is a strength.

- **Differentiator:** Marketing that differentiates the Western Cape and promotes Cape confidence. Channel innovation to reach current & future audiences. Differentiate the unique story of the Western Cape to spotlight the opportunities.
- **Uniquely positioned in the ecosystem:** Nexus between public and private sector. Local and international know-how of markets. Insight into future industries. Taking the Western Cape to the world and bringing the world to the Western Cape.

E. Wesgro Strategy Aligned to G4J

Wesgro's mandate is aligned to the Growth for Jobs Strategy

Figure 5: Wesgro's mandate is aligned to the Growth for Jobs Strategy



F. SWOT Analysis

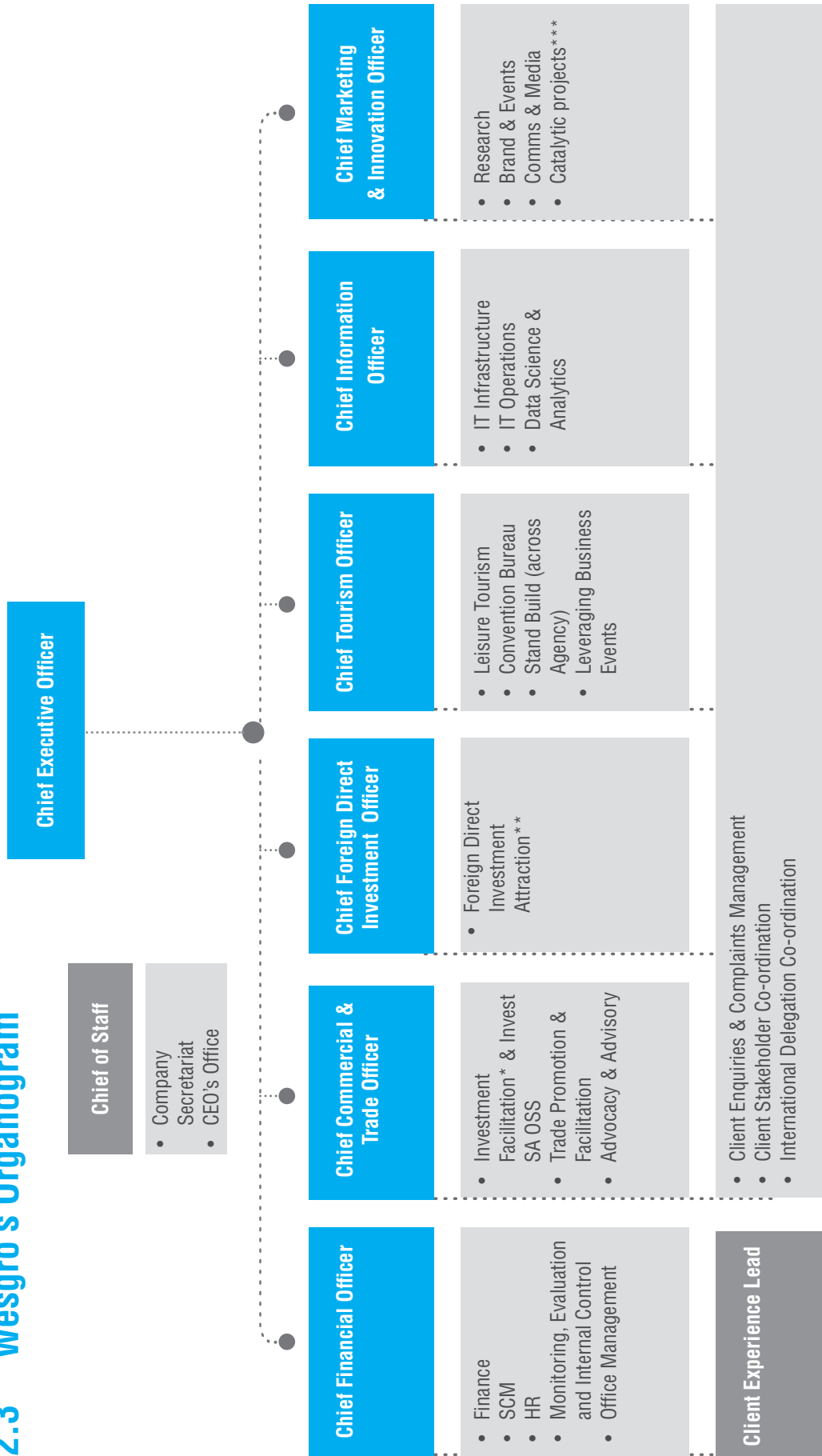
POSITIVE	INTERNAL FACTORS		NEGATIVE
	Strengths	Weaknesses	
	<ul style="list-style-type: none"> Over 40 years' proven track record, with an independent, private sector focused board Trusted global brand in economic promotion and facilitation Specialists in investment, export, and tourism promotion and facilitation Strong capability in facilitating market access Track record in promoting outward investment into the rest of Africa Responsive research and thought leadership capability Collaborative relationships with all tiers of government, diplomatic corps, private sector, global partners, & academic institutions Political support in the province and city Track record in innovation and thought leadership Talented and passionate people Multiple mandates and an ability to cross-sell across the mandates Ability to ensure performance AND compliance 	<ul style="list-style-type: none"> Agency mandate is broad – focused strategy critical to achieve impact in a constrained fiscal environment. Struggle to say no Uncompetitive remuneration impacts staff attraction & retention No permanent physical presence in key foreign markets Improve systems to retain and build the Agency's corporate memory & key stakeholder relationship continuity Succession planning in a complex environment 	
	Opportunities	Threats	
	<ul style="list-style-type: none"> Leverage shifting geo-economic trends to capture new opportunities for the Western Cape in sustainability, knowledge and innovation Drive change through leadership in a time of political complexity. Increased public private collaboration In sustainability, capture overall climate related FDI and participate in greening value chains Capture share of knowledge flows, skills movement, and increased global knowledge generation Accelerate and intentionally move with innovation cycles for inclusive economic growth Leverage & create opportunities resulting from AfCFTA; FOCAC Leverage the improved business confidence created by the GNU 	<ul style="list-style-type: none"> Negative perceptions of SA impact confidence in the destination Safety and security Multiple crisis points: Energy crisis; Water security; failing logistics and infrastructure (organised crime) Cyber security Education crisis and generational impact, Skills Mismatch inequality Impact of climate change on economy & long-haul travel patterns. Extreme weather Exchange rate fluctuations and inflationary pressures High level of youth unemployment Non-inclusion of women and youth in growing the economy Improved collaboration is required between external role players (national, provincial and local) needs to be strengthened Poor and uncertain policy and weak policy implementation impacts investor confidence Interference and direction from the oversight department 	
EXTERNAL FACTORS			

2.2 Wesgro Board

Wesgro is a Schedule 3C public entity as stipulated in the PFMA and is managed by a Board of Directors appointed by the Executive Authority. The table below provides a list of the Board members:

Wesgro Board Members		
Name	Title	Date of Appointment
Dr. Shirley Zinn	Chairperson	02 August 2023
Ms. Natalie Jabangwe	Member of the Board	03 August 2023
Mr. Velani Mboweni	Member of the Board	03 August 2023
Ms. Sabine Lehmann	Member of the Board	16 August 2023
Executive Mayor Hendrik Du Rand	SALGA Representative to the Board	01 February 2022
Councilor Nicolaas Louw	SALGA Representative to the Board	01 February 2022
Mr. Lance Greyling	Ex officio Member of the Board appointed by the shareholder Mayor, City of Cape Town	01 June 2017
Mr. Johannes van Rooyen	Member of the Board	01 November 2017
Mr. Sazi Ndwandwa	Member of the Board/ Chairperson of the Audit, IT and Risk Committee	23 November 2021
Mr. Geoffrey Jacobs	Member of the Board / Chairperson of the Human Resource and Remuneration Committee	17 March 2021
Mr. Rashid Toefy	Ex officio Member of the Board appointed by the shareholder, Minister	18 November 2024
Mr. Paul Cluver	Member of the Board	12 December 2022
Mr. Timothy Scholtz	Member of the Board	12 December 2022
Dr. David Bridgman	Member of the Board	15 December 2022
Ms. Wrenelle Stander	Chief Executive Officer/ Ex-officio member	15 October 2021

2.3 Wesgro's Organogram



*Taking the relationship with investors after registration in the Western Cape.

**Taking new investors to registration stage in the Western Cape.

- Re-investment & Expansion,
- Linkages & Spillovers.
- Brownfields

- Greenfields
- *** Catalytic Projects
- Cruise Cape Town
- Cape Town Air Access
- Edu Invest

2.4 Overview of 2025/26 budget and MTEF estimates

Programme R'000	Outcome				Estimated outcome	Medium-term estimate		
	Audited	Audited	Audited	Audited				
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Marketing and Innovation	26 375	29 335	34 376	39 733	31 495	33 549	39 528	39 528
Investment	23 497	26 134	30 625	35 398	33 398	26 634	27 564	27 564
Export	21 068	23 432	27 459	31 738	25 368	26 405	27 326	27 326
Tourism	27 388	30 461	35 696	41 259	37 036	34 750	35 963	35 963
Future-fit Wesgro	25 849	28 750	33 690	38 942	40 856	39 883	41 275	41 275
Total payments and estimates	124 177	138 112	161 845	187 070	168 153	161 221	171 656	171 656

2.5 Overview budget and MTEF estimates per economic classifications

Economic classification R'000	Outcome				Estimated outcome	Medium-term estimate		
	Audited	Audited	Audited	Audited				
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Expenses								
Current expense	124 177	138 112	161 845	187 070	168 153	161 221	171 656	171 656
Compensation of employees	60 885	57 693	61 954	75 986	85 738	88 312	93 655	99 293
Salary & Wages	51 752	49 039	52 661	64 588	72 877	75 065	79 607	84 399
Social Contributions (employer contributions only)	9 133	8 654	9 293	11 398	12 861	13 247	14 048	14 894
Use of goods and services	63 292	80 419	99 891	111 084	82 415	72 909	78 001	72 363
Administrative expenses	4 029	4 065	3 439	1 736	1 389	1 453	1 519	1 588
Audit Fees	3 346	2 977	4 488	4 187	3 610	3 776	3 948	4 127
Marketing cost	25 924	38 014	36 184	31 760	10 300	10 775	11 265	10 774
Workshops & seminars	6 493	7 835	13 595	19 698	14 699	15 377	16 076	13 448
Rentals	4 935	5 925	6 987	8 051	7 960	6 226	6 693	7 195
Travel and Subsistence	45	1 917	8 633	12 027	10 301	11 776	12 312	10 868
Other operating expenses	17 947	19 081	23 366	28 588	15 617	17 026	22 909	21 863
Capital Additions Expenditure	573	605	3 199	5 037	18 539	6 500	3 279	2 500
Total expenses	124 177	138 112	161 845	187 070	168 153	161 221	171 656	171 656

2.6 Relating expenditure trends to strategic goals

With the ever-decreasing fiscus, the leadership of the organisation embarked on strict fiscal discipline in

consultation with Wesgro's stakeholders to ensure that funds are spent on the strategic priorities. This continuous focus will ensure that Wesgro will deliver on its mandate and embark on new initiatives to bring about impactful change.



Sunset on the mountain, Cape Winelands





Clanwilliam fruit farm, Cape West Coast

Programme 1: Marketing and Innovation

3. Part C: Measuring our Performance

3.1 Strategic Outcome: A differentiated Cape Town & the Western Cape as a leading regional economy

3.1.1 Programme 1: Marketing and Innovation

3.1.1.1 Programme Outcomes

- a) Destination Brand recognition and equity for Investment, Trade and Tourism with 24 million audience reached.
- b) Industry sustainability readiness in Western Cape.
- c) Best practice in catalytic delivery models.
- d) Trusted provider of data, insights and analytics for the Western Cape economy.
- e) Economic knowledge hub.

3.1.1.2 Programme Structure

- a) Research
- b) Brand & Events
- c) Communications & Media
- d) Catalytic Projects

3.1.1.3 Strategic priorities for 2025/26

- a) Brand status synonymous with innovation and sustainability across mandates. Metric: Brand Equity, Recall & Sentiment.
- b) Reputation as a Net-Zero market leader, climate FDI having a tangible effect on industry, climate resilience and objectives.
- c) Best-practice catalytic models with a tangible impact on the efficiency of the port & rail environment. Sustainability advocacy kicks-off the Net-Zero ambition in aviation (target FY2050). Best-practice accelerating the business case for education investment. Global interest in Cape Town as a viable VC investment opportunity in Africa.
- d) A first port of call for international media around tourism, trade and investment in the Western Cape.



Strategic Outcomes

Outcomes, Outputs, Performance Indicators and Targets 2025/26

No.	Outcome	Output	Output Indicators	Annual Targets						
				Audited/Actual Performance			Estimated Performance	MTEF Period		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
1.	A differentiated Cape Town & the Western Cape as a leading regional economy	Strategic campaigns	Number of strategic campaigns	New Indicator	New Indicator	6	4	4	4	4

Indicators, Annual and Quarterly Targets 2025/26 (Output Indicators)

No.	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1.1.1	Number of strategic campaigns	4	-	-	1	3

3.1.1.4 Explanation of planned performance over medium-term period

A. Global thought leadership reach via multiple channels

Strategic campaigns enable Wesgro to increase brand recognition and equity in the province. The campaigns will serve to position the destination in new markets, looking particularly to grow tourism, exports and investment in the ASEAN markets and China. Marketing strategic projects (Cape Town Air Access, Cruise Cape Town & Edu Invest) will also enable the team to contribute to enhancing catalytic projects.

- **Tourism Campaign:** Aiming to recover and surpass pre-pandemic (2019) Chinese tourism levels, and leverage latest regulatory changes that enable travel from China, the team will focus on key regions in the country, promoting increased travel to the Province, especially during the off-peak season.
- **Made in the Cape:** A follow-on campaign under the 'From Our Home to Yours', we will seek to build the sustainability narrative of exports in existing and new export markets. Workshops and focus groups with local industry players have begun and will continue into the new fiscal to gain deeper insights on the challenges, workshop solutions, and get buy-in on the campaign.
- **Investor Confidence Campaign (G20, B20, Investment summit, Regional Leaders Summit):** With G20, B20, Investment summit, ASEAN event, Regional Leaders Summit activities scheduled throughout the year, the team will seek to launch a campaign domestically targeting high profile delegates from the participating nations in attendance, encouraging increased investment into priority sectors as identified in the Agency's Five-Year Strategic Plan.
- **Edu Invest:** Seeking to redefine the narrative around education in Cape Town and the Western Cape by showcasing its transformative economic impact, a campaign will be launched in the new fiscal whereby Captains of Industry will be featured, building the business case for ramped up investment into this critical sector.

Wesgro will leverage earned-media strategic communications to increase brand recognition and equity of Cape Town and the Western Cape, and ensure that the destination is top of mind as a leading business and tourism destination with premium products and services.

- **Thought-leadership:** to contribute rich insights that demonstrate the region's competitiveness, Wesgro will publish opinion editorials. This will include thought leadership on Wesgro's strategic priority to unlock new markets and buyers in China, ASEAN, India and Brazil.
- **Social Media:** to ensure that key target audiences are reached, Wesgro will leverage its digital platforms to share engaging content that promotes the destination's value proposition. To achieve this objective, a social media plan will be developed that provides key guidelines on best-practice based on benchmarking, as well as a messaging framework. Creating fresh content that will strengthen the reach of posts will be a new focus area.
- **Strategic media interviews:** to enable Wesgro to contribute to #CapeConfidence messaging, Wesgro will proactively organise interviews on pertinent topics that showcase opportunities in the region.
- **Leveraging G20, B20, Investment summit, Regional Leaders Summit:** Wesgro will look to leverage interest in G20, B20, Investment summit, Regional Leaders Summit across a variety of different platforms, guided by a communications plan for the agency.

B. Brand recognition and equity for Investment, Trade and Tourism

Position Cape Town and the Western Cape as a leading business and tourism destination, Wesgro will organise insightful corporate events that convene crucial stakeholders in both the public private sector.

- **Corporate events:** The team will collaborate with various units to coordinate and host events that strengthen Cape Confidence around tourism, trade and investment. For Example the EU Chamber Breakfast, ASEAN Breakfast etc.
- **CEO Roundtables:** The team will coordinate the CEO Roundtables, bringing together multiple levels of government, business CEOs and sector experts for meaningful dialogue sessions around critical economic topics aligned to Wesgro's identified sectors.
- **The Business Outlook:** Promoting the Agency's capabilities and fit-for-purpose approach, the Unit will coordinate and host the Wesgro Business Outlook spotlighting key themes and considerations for trade and investment.
- **Leveraging G20, B20, Investment summit, Regional Leaders Summit:** To leverage South Africa's G20 Presidency, and the hosting of major G20 and B20 events and the upcoming Investment summit, Regional Leaders Summit in the destination, Wesgro will support events that promote tourism, trade and investment.
- **Made in the Cape export brand:** Position the Western Cape as a sought-after source market globally, driven

by quality, trust, diversity and sustainability. Undertake domestic awareness campaigns for onboarding of local exporters onto the CapeTradePortal.com, and international lead generation campaign aimed at buyers in China, India, ASEAN, and Middle East.

C. Central Knowledge Hub

Remaining relevant in a shifting global order steeped with heightened geopolitical and geoeconomic tensions, overlaid with a notable degree of uncertainty, requires versatility and vision. The ongoing reconfiguration of global trade alliances including geopolitical line considerations adds pressure to boot. Yet while this global realignment undoubtedly presents challenges for some countries, the seeking of new markets and investment opportunities presents opportunities for others. Ensuring that the Western Cape remains a globally competitive market of choice is critical to capture and leverage these opportunities.

Accordingly, ensuring that the Agency remains a world-class, globally relevant, and digitally enabled TIPAs remains one of the Central Economic Knowledge Hub's key tenets. This requires a keen focus on global trends and developments, and the ability to determine the impact and potential opportunity these hold for the province. It also requires the building of a knowledge team of the future capable of ensuring that outputs are aligned to an increasingly data-centric, innovative, and sustainable-focused global economy.

- **Strategic Publications:** To achieve this, a strategic emphasis is placed on knowledge, innovation, technology, and sustainability, all of which enable Wesgro to remain relevant and thrive in all aspects of doing business in an increasingly competitive, innovative, disruptive, and sustainability-focused global business environment. Accordingly, the team will publish four strategic research papers on an annual basis that focus on unblocking challenges and boosting the region's competitiveness and destination positioning. These will be closely aligned to - and periodically written in collaboration with - the Advisory team to provide data analysis and inputs required for the Advocacy team to inform both policy and industry.
- **Sector-focused Reports:** Guided by the Agency's 5-Year Strategic Direction (FY2026 – FY2030) the research team's output will increasingly align to and focus on content that is supportive of achieving strategic objectives, including prioritising new investment into sector priority areas. To achieve this, the team will publish six sector-focused reports to support the investment promotion priority focus areas.

- **Market Analysis and Insight Reports:** Further, in addition to an ongoing focus on established markets, emphasis will also be placed on new trade markets, including China, ASEAN, India, Brazil and Middle East in a bid to access new markets, boost new investment and ultimately support export-led growth. To achieve this, the team will publish 20 market analysis and insights reports on an annual basis, providing market analysis and industry insights to stakeholders across the trade, investment and tourism mandates.
- **Doing Business in the Western Cape Process FAQs:** In alignment with the Agency's digital transformation and transition to a platform business, the research team will publish 5 doing business in the Western Cape process FAQs spanning the trade, investment and tourism landscapes. These will be published on the Wesgro website. The overarching objective of these FAQs are to provide information on all things business-related regarding operating a business or enterprise in the Western Cape.

In a world increasingly driven by evolving technology and big data sets, analytics-driven knowledge strategies are critical inputs. To remain relevant, this requires the ongoing diversification and augmentation of the Agency's datasets to inform its data-driven business decisions and insights. The effective management of these datasets, all while guided by good data governance principles and frameworks, will see an increase in the use of innovation and digital capabilities as well as knowledge management tools such as AI, unified ecosystems, and analytics-driven strategies. Reconfiguring the team to ensure a data-driven and relevant economic approach is key.

D. Catalytic Projects

To realise Wesgro's mission of driving inclusive and sustainable economic growth, a strategic focus has been placed on enhancing and replicating catalytic delivery models. Edu Invest (separate business plan) are pioneering partnerships contributing to our region's competitiveness. In addition, to be agile and responsive, Wesgro has continued to develop new areas of strategic focus, including in the area of logistics and venture capital.

Since its launch in 2023, Edu Invest has demonstrated sustained growth, successfully securing investment leads and converting them into tangible education infrastructure projects. As a flagship initiative under Wesgro, Edu Invest plays a critical role in driving inclusive and sustainable economic growth by mobilising private sector investment into the education sector. By strengthening the link between education and economic development, the initiative

ensures a skilled workforce pipeline, fosters innovation, and enhances the region's long-term competitiveness. The deliverables for Edu Invest include:

- **Investment facilitation:** Edu Invest's primary focus remains on accelerating investment conversion, particularly in school infrastructure development. This will be achieved through targeted corporate social investment (CSI) initiatives, including CSI marketing campaigns, high-impact stakeholder engagements, and the second edition of the CEO Guide to Investing in Education.
- **Convening stakeholders:** To attract both domestic and international investors, Wesgro will host the annual Invest in Education event, providing a platform to showcase investment opportunities, sector intelligence, and corporate impact. This event will not only generate new leads but also drive investment materialisation, aligning with Wesgro's mandate to facilitate economic growth through targeted investment.
- **Positioning education sector & marketing:** Through structured industry engagements, joint marketing agreements, and strategic partnerships, Edu Invest will continue to elevate its visibility, ensuring that Wesgro is recognised as a trusted and credible leader in education investment facilitation.

E. Knowledge development in emerging strategic areas

Wesgro's strategic priority of increasing foreign and domestic investment in Cape Town and the Western Cape requires increasing Venture Capital flows. Achieving this objective requires a multi-pronged approach, including a focus on advocacy and policy reform; positioning Cape Town and the Western Cape's tech sector for increased investment; as well as convening stakeholders to unlock collaboration and identify opportunities for investment.

- **Technology sector ecosystem report:** To position the technology sector for investment, Wesgro is collaborating on a technology sector ecosystem report. Insights from this report will be gleaned, and shared with industry. Content to promote the sector will also be created following the finalisation of the report.
- **Industry sessions/engagements:** To enable advocacy and collaboration in the VC industry, Wesgro will organise joint industry workshops/information sessions. These engagements will be used to showcase opportunities for growth, as well as share ideas on how to remove potential barriers.
- **Profiling Venture Capital funds:** The 8th edition of Pioneers will be focused on profiling Venture Capital funds in the Western Cape, showcasing strategy, success and innovation. It will also support businesses in better understanding the Venture Capital sector, and

its role in supporting growth and competitiveness in the Western Cape.

In order to attract, facilitate, and prioritise new investment into export priority areas, as well as unlock access to new markets and new buyers, Cape Town and the Western Cape requires an efficient logistics network, with investment in infrastructure. Private sector collaboration will be key in achieving this objective. In FY24/25, Wesgro established its capacity in this area, as well as contributed to knowledge development, through strategic engagements, the Business Outlook event focused on logistics, and through the finalisation of key fact-sheets and an overview publication. To build on this foundation, Wesgro will focus on the following deliverables:

- **Port FAQs/factsheets:** To contribute to knowledge development within the agency, and to support private sector businesses in identifying potential opportunities, Wesgro will create FAQs/factsheets focused on the port landscape.
- **Benchmarking of well-run port:** Learning from the best-in-class will support Wesgro with fresh insights and enable advocacy. It will also allow Wesgro to share solutions in its engagements with Transnet and other crucial public sector stakeholders.

The energy and green economy programme coordinated green hydrogen within the Agency. This saw the presence of Wesgro and the Western Cape present across key industry events, and participation in several multilateral engagements. For the financial year 2025/2026, the programme will continue with the multilateral engagements, these being particularly on supporting the Pipeline study which is now expected to spill over into feasibility stages. Additionally, market selection has been important for the programme.

To date, a large number of engagements have been conducted with EU member states, and in terms of growing local development, as per the focus of the strategy, developing closer relationships with Japan and South Korea will be beneficial from an offtake perspective, while China will be important in solidifying supply chains for OEMs. Lastly, continued engagement with local development agencies on developing the local green hydrogen economy will be very crucial for the success of the sector. The Green hydrogen programme will be further flashed out and reported accordingly in a separate business plan contingent to the approval of funding for the financial year.

The programme lastly supported agency efforts in climate change. This through deep industry engagements such as the CEO Guide to Water Resilience as well as the Business Outlook on water. Additionally, content has been developed under industry Net Zero under the support of the advocacy

and advisory unit. For the financial year, the programme will look at deeper knowledge development that will crosscut the agency's core functionalities across tourism, trade, and investment promotion. This will be supplemented where possible with key industry engagements.

3.1.1.5 Reconciling performance targets with budget and MTEF summary of payments and estimates: Programme 1: Marketing and Innovation

Summary of provincial payments and estimates by economic classification:

Economic classification	Outcome				Estimated Outcome	Medium-term estimates		
	R'000	Outcome	Estimated Outcome	Medium-term estimates				
	Audited	Audited	Audited	Audited		2026/27	2027/28	
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Expenses								
Current expense	26 375	29 335	34 376	39 733	31 495	33 549	39 528	39 528
Compensation of employees	12 932	12 254	13 159	16 139	18 211	18 757	19 892	21 090
Salary & Wages	10 992	10 416	11 185	13 718	15 479	15 944	16 908	17 926
Social Contributions (employer contributions only)	1 940	1 838	1 974	2 421	2 732	2 814	2 984	3 163
Use of goods and services	13 443	17 081	21 217	23 594	13 284	14 792	19 636	18 438
Administrative expenses	856	863	730	369	295	309	323	337
Audit Fees	-	-	-	-	-	-	-	-
Marketing cost	6 855	10 052	9 568	8 399	2 724	2 849	2 979	2 849
Workshops & Seminars	1 717	2 072	3 595	5 209	3 887	4 066	4 251	3 556
Rentals	-	-	-	-	-	-	-	-
Travel and Subsistence	10	407	1 834	2 555	2 188	3 073	3 213	2 836
Other operating expenses	4 005	3 686	5 489	7 063	3 691	4 495	8 871	8 860
Capital Additions Expenditure	-	-	-	-	-	-	-	-
Total Expenses	26 375	29 335	34 376	39 733	31 495	33 549	39 528	39 528

3.1.1.6 Programme resource considerations

The Programme faces enormous strain particularly due to the depreciating exchange rate significantly increasing the cost of international databases. These databases are at the epicentre of investment intelligence and global sector intelligence. The Programme relies heavily on the sourcing of information for their research in supporting the Agency through subscriptions based outside South Africa, which is impacted on due to the fluctuations of the

South African Rand to major currencies. Aimed at promoting the business and destination brand, the Programme has embarked on a number of new initiatives to create brand awareness. Additional funding has been allocated to ensure that it is able to achieve its mandate and implement its new strategy.

3.1.1.7 Updated key risks and mitigation from Strategic Plan

Provided under section 3.7.



Solar panels, Cape Winelands



Farming, Cape Winelands



Wind turbine parts, Atlantis Special Economic Zone (SEZ), Cape Town



Stargazing, Garden Route & Klein Karoo





Atlantis Special Economic Zone (SEZ), Cape Town

Programme 2: Investment



Wind turbines, Cape Overberg

3.2 Strategic Outcome: Increased foreign and domestic investment into Cape Town & the Western Cape

3.2.1 Programme 2: Investment

3.2.1.1 Programme Outcomes

- a) ZAR 5.5 billion new investment into identified export priority areas; and into areas that grow the economy and improve competitiveness.
- b) New Investment from new markets - China, ASEAN, India, Brazil & Middle East, while maintaining a continued focus on established markets: EU, UK, US, Africa.
- c) New investment into Green economy; Life Sciences & Health; Logistics; Food & Beverages; Green Manufacturing; and Services.
- d) Increased re-investment and expansion from existing WC businesses.
- e) Increased linkages & spillovers.
- f) Increased expansion support to Western Cape businesses
- g) Increase in connections between new investors with local supply chains.

3.2.1.2 Programme Structure

- a) Investment Facilitation
- b) InvestSA (OSS)
- c) Advocacy & Advisory
- d) FDI Attraction

3.2.1.3 Strategic Priorities for 2025/26

- a) **New Investors:** Enhance lead generation using current and new methods, including: using an online lead generation tool; leveraging relationships with law firms, banks, diplomatic corps; hosting events in the Western Cape; promotional activities such as outward

investment missions and hosting investors in the Western Cape; participation in international events to promote Western Cape attractiveness.

- b) **Increase support to number of Western Cape businesses wishing to expand:** Build relationships with important large businesses already based in the Western Cape. Support rapidly expanding companies that are identified as having significant impact.
- c) **Diversification** Attract new foreign direct investment into targeted export sectors: Green economy; Life Sciences & Health; Logistics; Food & Beverage; Green Manufacturing; and Services. Drive market diversification in China, ASEAN, Middle East and India. Enhance lead generation and investment facilitation in District Municipalities to drive more investments into these regions.
- d) **Innovation:** Digital investor experience.
- e) **Strategic partnerships:** Leverage strategic partnerships with the private sector companies, intermediaries, funders, event organisers and consultants to attract new investors and help existing Western Cape companies.
- f) **Advocacy for a better reflection of the Western Cape's interests in national investment-related policies:** Enhance tracking of investor/company issues, resolving issues and escalating systemic issues.
- g) **Linkages & spillovers:** Connecting new international investors to local supply chains.
- h) **Enhance the "Invest in Cape Town and the Western Cape" brand:** Position and promote the province as an attractive sustainability and innovation hub on the African continent and build Investor confidence in the destination.

Strategic Outcomes

Outcomes, Outputs, Performance Indicators and Targets 2025/26

No.	Outcome	Output	Output Indicators	Annual Targets				
				Audited/Actual Performance		Estimated Performance		MTEF Period
				2021/22	2022/23	2023/24	2024/25	
2	Increased foreign and domestic investment into Cape Town & the Western Cape	Investment declaration	Number of investment projects committed	8	14	14	18	18
			Rand value of committed investments	New Indicator	New Indicator	New Indicator	New Indicator	R5.9bn

Indicators, Annual and Quarterly Targets 2025/26 (Output Indicators)

No.	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
2.1.1	Number of investment projects committed	18	4	4	5	5
2.1.2	Rand value of committed investments	R5.5bn	R0.8bn	R0.8bn	R1.7bn	R2.2bn

3.2.1.4 Explanation of planned performance over medium-term period

3.2.1.4.1 Investment Facilitation Activities

A. Attract investment into Green economy; Life Sciences & Health; Logistics; Food & Beverages; Green Manufacturing; and Services.

- Increase sector-specific knowledge and develop dedicated key account management within Wesgro to strengthen investor experience.
- Spearhead targeted provincial and national outreach campaigns aimed at attracting new domestic investments into the Western Cape in priority sectors.
- Focus on expanding the A and B investment pipeline by driving new domestic investments, supporting business expansions, and creating strategic linkages between priority sectors.
- Enhance green economy through strategic partnerships such as GreenCape. Facilitate investments in renewable energy sources, as well as advancing green hydrogen initiatives. Actively promote investment into Atlantis Special Economic Zone (SEZs) focused on green technologies and advanced manufacturing, and Saldanha SEZ, which targets steel, maritime, and logistics industries, leveraging key infrastructure and strategic location. Prioritize investment in the development of critical water infrastructure to ensure sustainable growth that aligns with the UN Sustainable Development Goals (SDGs).
- Identify key sector events to build Cape confidence for local business as well as industry development
- Organize workshops to help investors understand local market dynamics, regulatory frameworks, and industry trends in sector focus areas.
- Enhance collaboration with local universities and the economic development agencies on skills initiatives in the Green Economy, Life Sciences, Health, Technology, and Space Economy sectors.

B. Increase re-investment and expansion from existing WC businesses.

- Provide ongoing support provided to local and foreign investors - with a special focus on single point accountability - after they have established operations in the region (setup and with a business registration number).

- Foster strong, enduring relationships with investors by providing them with the resources and guidance needed to expand, scale, and optimize their operations in the region.
- Facilitate international market connections through the export team, helping investors access export opportunities and internationalise via trade missions, partnerships, export training (EAP), and export incentives.
- Maintain regular communication with businesses to identify challenges and offer tailored support to ensure growth.
- Provide insights on market trends, new opportunities, and government incentives to help businesses stay competitive.
- Collaborate with local government to simplify approval processes, permits, and licensing for smoother operations.
- Facilitate partnerships with local suppliers to reduce import dependency and strengthen supply chains.
- Support businesses facing decline by facilitating access to finance, new markets, and diversification strategies.
- Organise networking events and matchmaking sessions to expand business networks and foster growth opportunities.

C. Support Western Cape businesses with expansion.

- Assist local companies access national government incentive grants for critical infrastructure, operational efficiency and competitiveness or for expansion manufacturing projects.
- Provide regulatory support, facilitate access to additional funding (through financial partners), facilitate skills development and supply chain linkages.
- Work with sector agencies and associations to facilitate connections with local suppliers, fostering opportunities for local content and reducing dependency on imports.
- Strengthen relationships with Development Finance Institutions (DFIs), asset management firms, banks, and venture capital firms to support expansion efforts.
- Play an active role in facilitating internationalisation; international market connections and helping investors access new export opportunities through trade missions, partnerships, and export incentives. In terms of OFDI, this will be limited to the African continent.
- Facilitate international market connections through the export team, helping investors access export opportunities via trade missions, partnerships, export training (EAP), and export incentives.
- Provide market intelligence about the Middle East, Asia, China, and Africa to local companies, positioning these regions as viable opportunities for expansion.

D. Connecting new investors with local supply chains and increase linkages & spillovers.

- Connect business with business via strategic introductions: Facilitating connections between businesses and local companies, private equity firms, and venture capitalists to identify potential synergies and joint venture opportunities.
- Develop a plan for a local supplier database to match the needs of larger investors, reduce imports, and foster sustainable, mutually beneficial partnerships.
- Collaborate closely with Local Government: Working closely with government stakeholders to identify and access relevant programs, such as Productivity SA, which focuses on improving overall business efficiency and operations.
- Identify Funding Support: Introducing businesses to appropriate funding agencies and financial institutions that can provide the necessary capital to support business continuity and growth.
- Collaborate with industry bodies for networking events, matchmaking sessions, and workshops to foster partnerships between local businesses and larger enterprises.
- Support local investors in scaling their operations by identifying and sharing opportunities to diversify their supplier base and strengthen their business networks.

E. Increase aftercare services to Western Cape businesses.

- Formalize strategic relationships with business associations, government departments, sector development agencies through joint marketing agreements to leverage joint opportunities for facilitation and aftercare.
- Enhance issue resolution processes through improved issue tracking, collaboration between the One-Stop-Shop, Advocacy team, and relevant government stakeholders (municipalities, provincial, and national levels).
- Increase investor declarations by offering aftercare services, including guidance on incentives, regulatory support, additional funding, market expansion, utilities access, skills development, supply chain linkages, and encouraging investment in R&D and new commitments.
- Create networking opportunities (e.g. Roundtable discussions) to connect investors with local businesses, industry leaders, and government officials, fostering joint ventures and linkages to local suppliers across sectors.
- Develop tailored sector proposals for investors seeking expansion, which include introducing local suppliers, facilitating joint ventures, promoting local content, and expanding value chains.

F. Track and address systemic challenges influencing economic competitiveness. Provide economic data, insights & analytics for the Western Cape.

- Draw up an engagement framework of external partners that will support information gathering regarding challenges faced by investors, e.g. diplomatic corps, local and foreign chambers, industry bodies, law firms.
- Develop and execute on a plan for structured stakeholder engagement regarding challenges identified.
- Make available regular reports on barriers faced and provide recommendations for resolution.
- Where within mandate, develop and execute advocacy plan for resolution of specific identified and prioritised challenges.
- Work closely with the business units in order to understand the needs of business and develop insights, action plans or informative materials to support the units in supporting their clients.

3.2.1.4.2 Foreign Direct Investment Activities

A. Build the FDI pipeline by enhancing international awareness about the Western Cape as an investment destination and the province's value proposition', Wesgro aims to:

- Leverage major events in FY26 that are focused on a global audience to promote South Africa and more specifically the Western Cape, e.g. B20, Premiers' Investment Summit.
- Better understand international investor perception in order to address misperceptions and advocate for change for systemic challenges.
- Host or co-host events to promote the province, from webinars to larger in-person events linked to B20, Premiers' Investment Summit and Regional Leaders Summit.
- Deepen our knowledge of the target sectors and markets even further to hone the investment 'pitch' and attract more interest in the Western Cape.
- Enhance knowledge of the Western Cape in new markets, e.g. Middle East, China, ASEA.

B. Target international investors for new investments into the Western Cape', Wesgro aims to:

- Directly reach out to international companies considering new investments (or offshoring).
- Undertake international missions where key in-person meetings can take place with target companies or through in-market investor events.
- Leverage key intermediaries who are in regular contact

with international companies in advising them on investment decisions, e.g. location advisory firms, law firms, consulting firms, large corporates in SA who have global insights.

- Undertake further research and utilise tools to determine ideal companies for direct outreach, within target markets and sectors. Importantly, this work will focus on target companies that:
- Align with the Western Cape's competitive offering (including whether the Western Cape can compete against other global locations).
- Demonstrate growth ambitions.
- Host events or international delegations made up of target companies.

C. Improve international awareness about Wesgro as a key facilitator of investment into the Western Cape', Wesgro aims to:

- Work with key intermediaries who may become third party lead generators, e.g. foreign chambers of commerce, embassies/consulates.

- Visit and/or TIPAs with an OFDI focus that have an interest in our sectors and region.
- Enhance relationships with other South African TIPAs, the DTIC and other provincial and national entities that could assist in directing enquiries to Wesgro.
- Enhance relationships with individuals or organisations who can act as ambassadors for the Western Cape and Wesgro.

D. Enhance capabilities of the investment team', Wesgro aims to:

- Enhance the tools for 'pitching' the Western Cape, including sector research and pitch decks.
- Undertake further training and development.
- Contribute to the organisation-wide digital transformation by amongst other things, working with together on enhanced data for investor consumption (e.g. costs of doing business in the WC, processes for establishing a business, research on target sectors) for investor information and enquiries.

3.2.1.5 Reconciling performance targets with budget and MTEF summary of payments and estimates: Programme 2: Investment

Summary of provincial payments and estimates by economic classification:

Economic classification R'000	Outcome				Estimated Outcome	Medium-term estimates		
	Audited	Audited	Audited	Audited				
	2020/21	2021/22	2022/23	2023/24		2024/25	2025/26	2026/27
Expenses								
Current expense	23 497	26 134	30 625	35 398	33 398	26 634	27 564	27 564
Compensation of employees	11 521	10 917	11 723	14 378	16 224	16 711	17 722	18 788
Salary & Wages	9 793	9 279	9 965	12 221	13 790	14 204	15 063	15 970
Social Contributions (employer contributions only)	1 728	1 638	1 758	2 157	2 434	2 507	2 658	2 818
Use of goods and services	11 976	15 217	18 902	21 020	17 174	9 923	9 842	8 776
Administrative expenses	762	769	651	328	263	275	287	300
Audit Fees	-	-	-	-	-	-	-	-
Marketing cost	6 254	9 171	8 730	7 662	2 485	2 600	2 718	2 599
Workshops & Seminars	1 567	1 890	3 280	4 752	3 546	3 710	3 879	3 244
Rentals	-	-	-	650	1 567	-	-	-
Travel and Subsistence	9	363	1 634	2 276	1 949	2 228	2 330	2 056
Other operating expenses	3 384	3 023	4 607	5 350	913	1 111	629	575
Capital Additions Expenditure	-	-	-	-	6 451	-	-	-
Total Expenses	23 497	26 134	30 625	35 398	33 398	26 634	27 564	27 564

3.2.1.6 Programme resource considerations

The current economic climate and budget restrictions have placed tremendous pressure on the programme to achieve its targets. The programme remains committed to achieving the targets set out in the plan. Several mitigation strategies have been put in place to ensure that it is able to deliver on its targets. Further to this, new initiatives

have been implemented to ensure that the programme contributes to the Agency's objective of creating a stimulating environment for increased economic growth and job creation.

3.2.1.7 Updated key risks and mitigation from Strategic Plan

Provided under section 3.7.



Ficks tidal pool, Cape Overberg

Programme 3: Trade

Garden Route and Klein Karoo

3.3 Strategic Outcome: Growth in Western Cape exports of goods and services

3.3.1 Programme 3: Trade

3.3.1.1 Programme Outcomes

- a) ZAR 1.6 billion in new export declarations.
- b) Diversified export basket in line with the identified priority areas.
- c) Expanded digital value proposition.
- d) Increased exports into new markets: China, India, ASEAN, and Middle East.
- e) Linked Cape Trade portal to e-commerce and marketplaces.
- f) Industry uptake of Made in the Cape export brand. Grow exporter base.
- g) Growth in the buyer base.

3.3.1.2 Programme Structure

- a) Trade
- b) Advocacy & Advisory

3.3.1.3 Strategic priorities for 2025/26

- a) **Increase number of Western Cape exporters:** Export training, mentoring, workshops (including global trade changes such as AfCFTA, AGOA, EU Green deal, new sustainability requirements, etc). Dedicated focus to increase exporters in diversification priorities, including services. Mature barrier support. Support Export Promotion Fund under auspices of DEDAT. Increase relationships with Business Chambers.
- b) **Diversification Diversify** the export basket: Drive export sector diversification incl. green manufacturing, services, green economy, life sciences, food & beverages and logistics. Drive market diversification in China, India, ASEAN, and Middle East. Unlock opportunities from AfCFTA.
- c) **Services Focus:** Dedicated support to grow service trade, link trade in services across all Wesgro units. Vision to become services export hub in South Africa.

- d) **Innovation:** Leverage technology and digital trade (global e-commerce sites, marketplaces and infrastructure solutions), incl. the Western Cape's online marketplace and resource centre (www.capetradeportal.com), to expand access to market and access to resources.
- e) **Buyer focus:** Targeted efforts to expand international buyer networking. Made in the Cape B2B event: (1) Full Conference and Exhibition scale & (2) take Made in the Cape B2B Event to international priority markets. Work with SA retailers and their infrastructure to support exports and Made in the Cape brand.
- f) **Strategic partnerships:** Leverage strategic partnerships with the private sector to expand support and opportunities for Western Cape business. Identify additional export funding sources, incl. grants, IDC and other domestic and international development partners.
- g) **Advocacy for a better reflection of the Western Cape's interests in national trade policies, programmes and negotiations:** Scale support to unlock systematic challenges. Unlocked systemic challenges to competitiveness, increased ease of doing business in the WC, competitiveness indicators improved in key areas. Ongoing tracking of successful policy reforms.
- h) **Supporting exporters with resolving barriers** (Cape Trade Portal & Invest SA One Stop Shop).
- i) **Made in the Cape region of origin brand:** Promotes products that tell the unique story of Cape Town and the Western Cape. To position the Western Cape as a sought-after source market globally – driven by quality, trust, diversity and sustainability.
- j) **Linkages & spillovers:** Connecting businesses to exporting leader companies' supply chains.

Strategic Outcomes

Outcomes, Outputs, Performance Indicators and Targets 2025/26

No.	Outcome	Output	Output Indicators	Annual Targets				
				Audited/Actual Performance		Estimated Performance		MTEF Period
				2021/22	2022/23	2023/24	2024/25	
3.	Growth in Western Cape exports of goods and services	Signed export declaration	Number of Western Cape (WC) companies providing an export declaration	New Indicator	New Indicator	New Indicator	New Indicator	68 71 75
			Rand value of exports	New Indicator	New Indicator	New Indicator	New Indicator	R1.6bn R1.7bn R1.8bn

Indicators, Annual and Quarterly Targets 2025/26 (Output Indicators)

No.	Output Indicators	Annual Target			
		Q1	Q2	Q3	Q4
3.1.1	Number of Western Cape (WC) companies providing an export declaration	15	15	15	23
3.1.2	Rand value of exports	R0.3bn	R0.3bn	R0.5bn	R0.5bn

3.3.1.4 Explanation of planned performance over medium-term period

3.3.1.4.1 Trade Promotion and Facilitation Activities

A. Diversified export basket in line with the identified priority areas.

- Drive export sector diversification incl. manufacturing, services, green economy, life sciences, food & beverages and logistics.
- Drive market diversification in China, India, ASEAN, and Middle East.
- Unlock opportunities from AfCFTA.
- Add diversification KPI export targets for Wesgro.
- Link sector and market Cape Trade Portal analytics KPIs.
- Focus on adding new sectors to the mission list, thereby facilitating the achievement of diversification
- The African market has always been multi-sector focused – focus will be joint missions with services-creative industries (Nigeria).
- The African Continental Free Trade Area (AfCFTA), in conjunction with anti-French sentiments in West Africa, provides an opportunity for South African exports. Under AfCFTA, many tariffs on goods traded between member states will be reduced or eliminated, making South African products more competitive in West African markets.
- Anti French sentiments in Francophone Africa including Cote d'Ivoire and Cameroon create unique opportunities for Western Cape exporters as these countries seek to reduce dependence on French goods, thereby providing opportunity for South African exporters to fill the gap by providing products that meet local needs. South Africa is seen in Francophone Africa in general as a reliable partner, especially for industrial goods, agricultural products, and consumer items.
- Egypt has the highest GDP in the continent and is part of the AfCFTA. This year will see the first outward selling mission to Egypt through the participation at the largest food shows in Africa, being Food Africa, which will be supported by the Egypt food export council.
- In order to diversify into the US market, the Bio international convention will be the first life sciences mission to US.
- The Services portfolio will this year expand its missions beyond creative industries to include other services such as business, ICT and green manufacturing. A first-time services-creative industry joint mission will be undertaken with the Africa portfolio. The team will also focus on key services markets such as US, UK, Singapore (tech-hub) and embark on ICT and manufacturing missions.

B. Expanded digital value proposition and linking Cape Trade Portal to e-commerce and marketplaces.

- Leverage technology and digital trade (global e-commerce sites, marketplaces and infrastructure solutions).
- Improve www.capetradeportal.com as part of the digital transformation journey underway at Wesgro.
- Reach more buyers and exporters with the call to action for onboarding to ensure they expand access to market and access to resources.

C. Increased exports into new markets: China, India, ASEAN, and Middle East.

- The Made in the Cape Hosted Buyers' Programme 2026 will be reconfigured to be solely focused on Middle East, Asia and ASEAN markets.
- China remains a top priority market, and our efforts to grow market access and increase exporters to this region will be supported by partnerships with Standard Bank through a Joint Marketing Agreement.
- The China Africa Economic Trade Exhibition (CAET), along with Food Hotel China and Pro-wine will be supported by Standard Bank as a partner.
- Continued support for in-store promotion campaigns in Qatar in order to improve market access.
- Expand on Anuga in India at Sial India in partnership with DTI as part of a SASS funded mission.
- The Asean portfolio is a newly dedicated portfolio. Efforts will include research on market entry, capacity building and training for WC exporters, targeted marketing campaigns and partnership development. • The Asean portfolio will leverage the Western Cape's strengths in food and beverages and exhibit with Western Cape exporters at specified trade shows, in countries such as Thailand, Malaysia, Singapore and Vietnam. These markets have a high demand for fruits in particular.
- Thailand approach will include leveraging the recently declared zero tariffs on wine imports as an opportunity for market entry.

D. Industry uptake of Made in the Cape export brand.

- Leverage local events to promote the story of Made in the Cape region of origin brand.
- Across team engagements with local industry, drive exporters to brand collateral page on the Cape Trade Portal.
- Leverage EAP to encourage usage uptake.
- Ensure that the brand is a key part of the onboarding process for exporters in the Western Cape onto the www.CapeTradePortal.com.

E. Grow exporter base

- Export training, mentoring, workshops (including global trade changes such as AFCFTA, AGOA, EU Green deal, new sustainability requirements, etc).
- Dedicated focus to increase exporters in diversification priorities, including services.
- Mature the barrier support mechanism.
- Support Export Promotion Fund under auspices of DEDAT.
- Increase relationships with Business Chambers through regular engagements.
- Leverage strategic partnerships with the private sector to expand support and opportunities for Western Cape business.
- Identify additional export funding sources, including grants, IDC and other domestic and international development partners.
- Give dedicated support to growing service trade and link trade in services across all Wesgro units.
- The EAP will continue to offer training, mentorship, seminars, awareness talks, and outward selling missions to SMME's in line with strategic objectives and markets.
- The EAP will continue to offer practical assessments to help guide business on the Fundamentals of Export Trade, Financial Risk Management, Logistics, Costings and Incoterms and how to compile a quotation.
- EAP will continue to provide export-ready businesses with practical guidance goals to improve their exports. The Export Mentorship programme will consist of: One-on-One Export Specific Mentorship and Business Improvement Mentorship (PUM). The Export Seminars will continue to be geared at exporters who require information on entering or expanding into new markets. Similarly, the Export Awareness talks will facilitate conversations about export opportunities and the sharing of export information.

F. Track and address systemic challenges influencing economic competitiveness. Provide economic data, insights & analytics for the Western Cape.

- Develop a plan for structured stakeholder engagement
- Make available regular reports on barriers faced and provide recommendations for resolution.
- Make available regular reports on opportunities emerging from local or international trade shifts and trends.
- Where within mandate, develop and execute advocacy plan for resolution of specific identified and prioritised challenges.
- Work closely with the business units in order to understand the needs of business and develop insights, action plans or informative materials to support the units in supporting their clients.

G. Advocacy for a better reflection of the Western Cape's interests in national trade policies, programmes and negotiations: Scale support to unlock systematic challenges.

- Through engagement with business, issue tracking, and cooperation with the research unit, the team will develop insights and policy positions to support trade policy advocacy. This will be supported through a plan for engagement with provincial and national government.
- Proactive approach to understanding key challenges and opportunities in relation to priority new markets, as well as ongoing challenges and opportunities in traditional markets.
- Drive strong advocacy plan to support the development of services export hub in the Western Reconciling performance targets with budget and MTEF Summary of payments and estimates:

3.3.1.5 Reconciling performance targets with budget and MTEF summary of payments and estimates: Programme 3: Trade

Summary of provincial payments and estimates by economic classification:

Economic classification R'000	Outcome				Estimated Outcome	Medium-term estimates		
	Audited	Audited	Audited	Audited				
	2020/21	2021/22	2022/23	2023/24		2024/25	2025/26	2026/27
Expenses								
Current expense	21 068	23 432	27 459	31 738	25 368	26 405	27 326	27 326
Compensation of employees	10 330	9 788	10 511	12 892	14 546	14 983	15 890	16 846
Salary & Wages	8 780	8 320	8 935	10 958	12 364	12 736	13 506	14 319
Social Contributions (employer contributions only)	1 549	1 468	1 577	1 934	2 182	2 247	2 383	2 527
Use of goods and services	10 738	13 644	16 948	18 847	10 822	11 422	11 436	10 480
Administrative expenses	684	690	583	295	236	247	258	269
Audit Fees	-	-	-	-	-	-	-	-
Marketing cost	5 747	8 428	8 022	7 041	2 284	2 389	2 497	2 389
Workshops & seminars	1 440	1 737	3 014	4 367	3 259	3 409	3 564	2 981
Rentals								
Travel and Subsistence	8	325	1 465	2 041	2 248	2 570	2 686	2 371
Other operating expenses	2 860	2 464	3 863	5 103	2 115	2 808	2 431	2 469
Capital Additions Expenditure	-	-	-	-	681	-	-	-
Total expenses	21 068	23 432	27 459	31 738	25 368	26 405	27 326	27 326

3.3.1.6 Programme resource considerations

The Agency is aligned to the strategies of National and Provincial Government and the City of Cape Town, in order to achieve increased economic growth and jobs. The Agency will contribute to the export driven growth approach. The Trade Programme will ensure that it delivers

on its mandate and implements the initiatives aimed at an increase in exports.

3.3.1.7 Updated key risks and mitigation from Strategic Plan

Provided under section 3.7.





Sheep farming, Garden Route & Klein Karoo

Programme 4: Tourism



Bredekloof Valley, Cape Winelands

3.4 Strategic Outcome: Growth in leisure tourism consideration in international and local markets as well as growth in business events

3.4.1 Programme 4: Tourism

3.4.1.1 Programme Outcomes

- a) Growth in new markets: China, India, Brazil, ASEAN, and Middle East (150 000 new provincial international arrivals).
- b) Growth in business events.
- c) Increased regional spread and reduced seasonality.
- d) Increased ecosystem inclusivity.
- e) Sustainable tourism readiness.
- f) Grow new international travel trade base (Made in the Cape).

3.4.1.2 Programme Structure

- a) Leisure Tourism
- b) Convention Bureau
- c) Cape Town Air Access
- d) Cruise Cape Town

3.4.1.3 Strategic priorities for 2025/26

3.4.1.3.1 Leisure Tourism and Business Events

- a) **Increase & build consideration of Cape Town & the Western Cape from traditional & new markets:** Quality, affordable, transformative experiences. Attract repeat visitors. Develop itineraries and promote regional offerings. Maintain length of stay.
- b) **Increase number of bids secured for the Western Cape:** Increase relationships with Academic Institutions, training session workshops and attending roadshows and trade shows, creating knowledge exchange opportunities linking academia and business.
- c) **Diversify markets:** Build consideration in new markets: China, Brazil, India, Middle East and ASEAN. Drive market diversification through development of relationships, partnerships and in-market activations in these markets.
- d) **Diversify itineraries:** Create trade toolkits and package new itineraries for international buyers for Western Cape visitor experiences, as well as itineraries for prospective meeting planner buyers considering Western Cape to host a business events.

- e) **Combat seasonality in districts:** Joint marketing agreements with global and local partners to drive consideration for the districts. Combating seasonality by encouraging business events taking place off season.
- f) **Innovate:** Expand the Cape Trade Portal to include Western Cape event spaces. Leverage business events taking place in the Western Cape targeted at trade, investment and tourism promotion opportunities. Leverage technology opportunities (digital and technology innovation - online platform for finding conference venues in the Western Cape linked to Cape Trade Portal). Trade toolkit to meeting planners.
- g) **Focus on Buyers:** Targeted efforts to expand international buyer network through in-market trade and road shows. Hosted buyer programmes to showcase the regions' offerings. International in-destination exhibitions and roadshows.
- h) **Leverage strategic partnerships:** Associations, tourism trade value chain, and private sector for larger networks for onward buying of the destination. Working with universities, associations and private sector to land large scale business events in the Western Cape.
- i) **Ensure a better reflection of the Western Cape's interests in national tourism policies and programmes:** Support travel trade ecosystem with unlocking barriers and systemic challenges. For example: visas; safety & security; entry to new markets; barriers; permitting of charter vehicles.
- j) **Connect global travel trade ecosystem to Western Cape businesses.** Conference legacy and knowledge exchange workshops.

3.4.1.3.2 Catalytic Projects

- a) Enhancing our catalytic delivery model, with a strong focus on private sector partnership in achieving objectives. This includes leveraging private sector funding.
- b) Achieving new routes, ship calls, and school builds through our established catalytic projects. Increasing focus on Venture Capital.

Strategic Outcomes

Outcomes, Outputs, Performance Indicators and Targets 2025/26

No.	Outcome	Output	Output Indicators	Annual Targets						
				Audited/Actual Performance		Estimated Performance		MTEF Period		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
4	Growth in leisure tourism consideration in international and local markets as well as growth in business events	Bids	Number of bids secured	18	30	20	30	31	31	32
		Local JMAs	Number of local tourism Joint Marketing Agreements (JMAs) secured for district municipalities and townships	New Indicator	New Indicator	New Indicator	New Indicator	15	15	15
		International JMAs	Number of international tourism promotional partnerships secured in new markets (China, India, Brazil, ASEAN, and Middle East)	New Indicator	New Indicator	New Indicator	New Indicator	2	2	2
		Attendance at Tradeshow and roadshows	Number of tradeshow and roadshows attended in new markets	New Indicator	New Indicator	New Indicator	New Indicator	10	10	10
		Ship calls	Number of ship calls for the cruise season	New Indicator	New Indicator	New Indicator	New Indicator	50	50	50
		Air routes	Number of new air routes	New Indicator	New Indicator	New Indicator	New Indicator	2	2	2

Indicators, Annual and Quarterly Targets 2025/26 (Output Indicators)

No.	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
4.1.1	Number of bids secured	31	5	10	10	6
4.2.1	Number of local tourism Joint Marketing Agreements (JMAs) secured for district municipalities and townships	15	2	3	5	5
4.3.1	Number of international tourism promotional partnerships secured in new markets (China, India, Brazil, ASEAN, and Middle East)	2	-	-	1	1
4.4.1	Number of tradeshow and roadshows attended in new markets	10	1	2	3	4
4.5.1	Number of ship calls for the cruise season	50	-	-	50	-
4.6.1	Number of new air routes	2	-	-	1	1

3.4.1.4 Explanation of planned performance over medium-term period

A. Grow events – increase the number of bids secured

The Convention Bureau team is tasked with securing business event bids to the Western Cape. The team focuses on growing business events to the Western Cape through:

- Lead generation, lead development and bid support. Priority is given to the sectors prioritised across Wesgro's trade and investment strategies.
- Providing marketing support and awareness about the destination.
- Providing pre-, during- and post-bidding assistance and services.
- Positioning the destination as a hub for knowledge, leadership and innovation, thereby attracting business events aligned to the economic growth sectors of the province.
- Attending roadshows and trade shows. Deepening relationships with academic institutions
- Promoting the services of the Convention Bureau.
- Leveraging global industry memberships for lead development and industry knowledge sharing.
- Partnering with Wesgro's Investment and Export promotion teams on joint initiatives.

B. Unlocking new strategic markets: build consideration in new markets

- In order to achieve breakout growth for tourism arrivals in the Western Cape, new markets need to be unlocked. New markets (India and China for the purposes of the next 3 years) have substantial exponential growth potential and high spending power and largely travel in less traditional seasons to the traditional Top 10.
- Air lift and visa regime are key levers. Partnering with Cape Town Air Access and Wesgro's advocacy team is key.
- Partner with Wesgro Research team to deliver a route to market / consumer insights strategy for our identified new markets (India + China) - data-led decision-making in selecting the correct route to market is critical in order to maximise return on investment with limited budgets.
- Build destination consideration in these markets through strategic partnerships and attendance of in-market activations across Leisure Tourism as well as the Convention Bureau, and cultivating relationships that drive visitation, business events bids and investment. Partnering with travel trade from new markets through joint marketing agreements with travel trade forming part of the Trusted Tour Operator Scheme (India + China).

- Host the travel trade participating in the trusted tour operator programme for India and China during quarter 1.
- Media and travel trade hostings in destination deliver best ROI.

C. Grow leisure tourism arrivals: Focus on buyers

Provincial international arrivals are still not back to 2019 levels overall. Achieving the 2030 target will require growing consideration of the Western Cape across traditional and new markets by:

- Implementing targeted initiatives to expand our international travel trade network.
- Attending in-market tradeshow / exhibitions and roadshows in traditional and new source markets.
- Partnering with SA Tourism on hosted buyer programmes at Meetings Africa and Indaba, as well as in-year travel trade hostings. Priority given to new markets.
- Facilitate Western Cape Pavilions for public and private tourism sector exhibitors at the 2 key international travel trade shows in South Africa (Meetings Africa and Africa's Travel Indaba).
- Kenya and Ghana present an opportunity due to the 90-day visa waivers South Africa has extended to their citizens and therefore in-market platforms like Essence of Africa are important to unlock the value in these markets.

D. Diversify itineraries

- The promotion of key visitor experiences is crucial to build and enhance the overall tourism landscape. To cater to diverse traveller interests, for both the domestic and international traveller, we will build on the content within the existing trade toolkits that package new itineraries for domestic and international buyers.
- Focus on deepening the Cradle of Human Culture offering to encompass a broader narrative around the biodiversity, cultural heritage and contemporary culture of the province by developing comprehensive itineraries and developing collateral. Further, Active Adventure offerings will be strengthened to respond to the needs of the new markets' travellers.
- Digital and social media content creation, packaging, itinerary development, and promotion of forms of travel via dedicated and allocated platforms, namely:
 - Culture and Heritage
 - Active Adventure (Outdoor activities & sport)
 - Sustainability (including community-based tourism)
 - Gastronomy (Food and Wine)
 - Halal
- Targeted media hosting campaigns with overarching reach across all tourism offerings.

- Content development aligned to the needs of the travel trade market.
- Trade hosting and engagement/training with private / public stakeholders.
- Regional Tourism Office (RTO) Forums to unpack visitor experience pillars and align the ecosystem.

E. Leverage strategic partnerships and national policy support

- Collaboration with associations, the tourism trade value chain and the public sector through webinars, workshops and conferences.
- Leveraging of membership networks locally and internationally to build knowledge and benchmark best practise around key global issues such as sustainability etc.
- Attendance of and participation at industry conferences and workshops.
- Issue tracking on systemic and policy-related matters pertaining to the tourism sector. Work closely with associations and tourism businesses to support and communicate on advocacy issues.

F. Combat seasonality and drive regional spread

- Event partnerships allow Wesgro to collaborate with niche and smaller leisure events around the province, creating an opportunity to promote the broader Western Cape tourism destination offering and the variety of tourism experiences.
- Events are a catalyst for economic impact and job creation and can put townships, smaller towns and dorps on the tourism map, generating economic activity, combating seasonality and creating a sustainable events pipeline.
- The tourism unit will partner with leisure events into townships and regions to position the Western Cape as a world class events destination, driving regional spread and creating jobs.
- Social media content plan to support leisure events.

G. Focus on capacity/skills

In order to support the growth in the tourism industry, address the skills gap and align the tourism ecosystem on the diversified markets Wesgro is targeting, Wesgro will:

- Host familiarisation trips for tourism students to experience tourism activities and attractions. Both leisure and business events students benefit from exposure to tourism product; familiarisation trips can contribute to building a culture of travel in the youth.
- Host workshops for the local tourism ecosystem, to increase awareness and alignment on the needs of travellers from identified new markets and share route to market plan.

H. Leverage events

- Business events hosted in the province (including bids secured by the Convention Bureau), can increase the local knowledge economy, generate leads for potential investment and export opportunities, build partnerships and increase brand visibility. Wesgro will leverage business events internally which represent opportunities for our mandate of trade, investment and tourism promotion.
- Stand building services across Wesgro mandates: streamlining the coordination of Wesgro-owned exhibition stands between units and the appointed service provider will allow for less duplication of efforts and costs and will maintain standards of service delivery and sustainability practices by re-using exhibition material between Wesgro exhibition stands (domestic exhibition stands).
- Knowledge exchange opportunities linking academia and business.
- Technology opportunities, (digital and technology innovation) to explore online venue finding platform in the Western Cape linked to Cape Trade Portal.

I. Cape Town Air Access

Cape Town Air Access (CTAA) project is a co-funded, public-private effort to secure more non-stop flights to Cape Town International. Improved air connectivity is significant to tourists, exporters and investors. The project's vision is centred around enhancing and maintaining Western Cape air access to specific African, international, and domestic markets. The primary aim is to enhance economic competitiveness and stimulate job growth in the province. This objective is pursued through strategic route development initiatives and comprehensive support, which primarily focus on:

- Route retention (ensuring the success of existing routes).
- Route expansion (increasing frequencies and capacity).
- Establishment of new routes.
- Air cargo development.

Cape Town Air Access acts as the focal point for pro-active air route development, for both passengers and air cargo, in Cape Town and the Western Cape.

- **New routes:** Following another year of sustained growth in both domestic and international passenger traffic at Cape Town International Airport, strategic efforts will focus on strengthening and expanding the current route network. This will include securing additional new routes to Cape Town. There will be an ongoing strategic focus on opening up new markets through connectivity, including Asia, North and West Africa and Austral.

- **Route expansion:** In addition to the introduction of new routes, the team will focus on negotiating expansion opportunities with existing carriers. Maintaining current route offerings and facilitating network growth will enhance airline confidence, ensure operational stability, and support efforts to mitigate seasonality by extending operations during the shoulder season and increasing capacity during off-peak winter months. A structured short-, medium-, and long-term pipeline of new routes and expansions, approved by the Steering Committee, will guide strategic decision-making.
- **Marketing support:** Carriers operating on critical routes will benefit from the dedicated Route Support Programme, leveraging Joint Marketing Agreements (JMAs) to drive demand. This approach aligns with Wesgro's broader strategic objectives of increasing leisure tourism arrivals and strengthening export capabilities through air cargo.
- **Private sector funding:** Further engagement with the private sector will be a key priority, with efforts focused on securing additional partners and expanding funding for route development initiatives. Targeted outreach to businesses aligned with the project's goals will be undertaken, with all prospective partnerships subject to Steering Committee approval to ensure strategic alignment.
- **Air Cargo growth:** Air cargo growth remains a crucial indicator of economic development and job creation. The Cape Town Air Access (CTAA) team will continue to drive awareness through industry engagements, including the annual Western Cape Air Cargo Conference. In parallel, the team will advocate for investment in dedicated air cargo facilities to enhance infrastructure capacity and accommodate increasing demand. To advance the Western Cape's air cargo and route development agenda, dedicated trade missions will be conducted, alongside closer collaboration with Wesgro's Export Promotion, Destination Marketing, and Convention Bureau teams to maximize impact.
- **Advocacy for Sustainability:** Sustainability remains a key focus, with CTAA aligning its efforts with partners such as the International Air Transport Association (IATA) to promote industry best practices and drive sustainability awareness among stakeholders and the public.

J. Cruise Cape Town

The Cruise Cape Town project is aimed at growing the cruise economy in Cape Town and the Western Cape. The objectives of the project are to: retain cruise visits to Cape Town Port, improve cruise excursion offerings, facilitate the reduction of constraints to the cruise economy, improve Cape Town and the Western Cape's competitiveness in the cruise industry, and support growth and job creation in the tourism and other industries associated with the cruise economy. Cruise Cape Town works with public and private sector partners.

Cruise Cape Town aims to position the Western Cape as a premier cruise destination by increasing international coastal and expedition vessel calls, promoting Southern Africa itineraries that leverage Cape Town as a home port, and strengthening the province's role in the global cruise industry. By driving these strategic priorities, Cruise Cape Town will enhance the province's competitiveness in the global cruise market, stimulate economic growth, and solidify Cape Town's position as a key hub for cruise tourism in Southern Africa.

- **Business development:** This will be achieved through in-destination missions such as familiarization trips and media hosting, as well as in-market business development activities, including participation in global cruise trade shows.
- **Itinerary expansion and support:** To ensure sustained growth, the initiative will work closely with cruise lines to expand itineraries, encourage longer port stays, and develop regional linkages that extend economic benefits beyond Cape Town. Regulatory engagement will remain a priority to streamline operational processes and remove barriers to entry, supporting the long-term viability of the cruise sector.
- **Economic impact study:** Additionally, Cruise Cape Town will conduct an economic impact study for each cruise season to provide data-driven insights that inform strategic decision-making. Efforts to secure private sector funding will be intensified, ensuring the sustainability of the initiative and enabling continued investment in market development activities.

3.4.1.5 Reconciling performance targets with budget and MTEF summary of payments and estimates: Programme 4: Tourism

Summary of provincial payments and estimates by economic classification:

Economic classification R'000	Outcome				Estimated Outcome	Medium-term estimates		
	Audited	Audited	Audited	Audited		2025/26	2026/27	2027/28
	2020/21	2021/22	2022/23	2023/24	2024/25			
Expenses								
Current expense	27 388	30 461	35 696	41 259	37 036	34 750	35 963	35 963
Compensation of employees	13 429	12 725	13 664	16 759	18 910	19 478	20 656	21 900
Salary & Wages	11 414	10 816	11 615	14 245	16 074	16 556	17 558	18 615
Social Contributions (employer contributions only)	2 014	1 909	2 050	2 514	2 837	2 922	3 098	3 285
Use of goods and services	13 959	17 737	22 032	24 500	18 126	15 272	15 307	14 063
Administrative expenses	889	897	758	383	306	320	335	350
Audit Fees	-	-	-	-	-	-	-	-
Marketing cost	7 067	10 362	9 864	8 658	2 808	2 937	3 071	2 937
Workshops & seminars	1 770	2 136	3 706	5 370	4 007	4 192	4 382	3 666
Rentals	-	-	-	-	-	-	-	-
Travel and Subsistence	10	423	1 904	2 653	2 272	2 597	2 715	2 397
Other operating expenses	4 224	3 919	5 799	7 437	8 733	5 226	4 803	4 713
Capital Additions Expenditure	-	-	-	-	-	-	-	-
Total expenses	27 388	30 461	35 696	41 259	37 036	34 750	35 963	35 963

3.4.1.6 Programme resource considerations

The planned performance and expenditure of this programme is aligned to the current trends of the tourism industry alongside the current and future policy framework for the industry.

3.4.1.7 Updated key risks and mitigation from Strategic Plan

Provided under section 3.7.





Vineyards, Cape Winelands

Programme 5: Future-fit Wesgro

Solar panels, Cape West Coast

3.5 Strategic Outcome: Future-fit, relevant and trusted Wesgro

3.5.1 Programme 5: Future-fit Wesgro

3.5.1.1 Programme outcomes

- a) Good governance
- b) Digitally transformed
- c) High performing and collaborative culture
- d) Client-centric
- e) Strategic partnerships

3.5.1.2 Programme Structure

- a) Financial Management
- b) Supply Chain Management
- c) Monitoring, Evaluation and Internal Control & Risk
- d) Human Resources
- e) Office Management
- f) IT Infrastructure & IT Operations
- g) Data Science & Analytics

3.5.1.3 Strategic priorities for 2025/26

- a) **High performing & collaborative culture:** Company culture & values: Visible leadership. Inspired team. Diversity & inclusivity. Employee value proposition: Reward & recognition. Continuous learning & development. Work-life balance. Purpose & meaning. Talent attraction & retention. Team well-being.

- b) **Client centric: Know the client and understand their needs. Clearly defined customer journey.** Customer experience. Digital offering. Omni channel value proposition. Relevant Information.
- c) **Economic knowledge hub:** Trusted Data. Analytics. Insights. Know-how. Thought leadership. Real-time information. Universal access to robust central data repository.
- d) **Digitally transformed: Digitized value proposition.** Platform business. Improve efficiencies & reduce costs. Scope, scale & speed. Cybersecurity. Client experience. Staff experience.
- e) **Catalytic economic impact:** Trusted convener to unlock impact with strategic partners in crucial areas of the economy. Leveraging innovative catalytic delivery models, typically with the private sector. Leveraging strategic partnerships.
- f) **Strategy & Good governance:** Strategic vision & planning. Transparency. Accountability. Ethical leadership.
- g) **Risk management & compliance:** Net impact reporting. Stakeholder & funder relationships. Credible reporting. Maintain a stable funding base.

Strategic Outcomes

Outcomes, Outputs, Performance Indicators and Targets 2025/26

No.	Outcome	Output	Output Indicators	Annual Targets						
				Audited/Actual Performance			Estimated Performance		MTEF Period	
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
5.	Future-fit, relevant and trusted Wesgro	Annual budgeted operational expenditure	Percentage achievement of annual budgeted operational expenditure	98%	98%	104%	98%	98%	98%	98%
		Clean Audit	Auditor General of South Africa (AGSA) opinion on the audit on financial statements	New Indicator	New Indicator	New Indicator	New Indicator	Clean Audit	Clean Audit	Clean Audit

Indicators, Annual and Quarterly Targets 2025/26 (Output Indicators)

No.	Output Indicators	Annual Target			
		Q1	Q2	Q3	Q4
5.1.1	Percentage achievement of annual budgeted operational expenditure	-	-	-	98%
5.1.2	Auditor General of South Africa (AGSA) opinion on the audit on financial statements	Clean Audit	Clean Audit	-	-

3.5.1.4 Explanation of planned performance over medium-term period

A. Good governance

The programme will ensure that the required internal controls are in place to enable the Agency to achieve a clean audit. Wesgro as a PFMA schedule 3C public entity is committed to create sustainable value for key stakeholders in the public and private sector.

The Agency will:

- Facilitate an annual strategic planning session with the Board and EXCO to align priorities with long-term economic and stakeholder needs and the mandate of the Agency.
- Deliver integrated performance and financial reporting to the Board, EXCO, and oversight departments on a quarterly basis are aligned with APP and strategy goals.
- Continue quarterly strategy alignment meetings with oversight departments and executive authorities to assess progress and recalibrate goals.
- Develop a multi-year funding framework in collaboration with funders, aligning financial resources with strategic objectives.
- Continue bi-annual stakeholder briefing sessions with the oversight department to share progress, challenges, and performance results.
- Develop an annual impact report is developed in collaboration with funders, Board, and EXCO to showcase achievements against economic, social, and environmental benchmarks.
- Host quarterly strategy alignment meetings are held with funders, oversight departments, and the Board to foster collaboration and shared accountability.
- Diversify funding streams are diversified by identifying private sector partners to contribute financially to Wesgro's catalytic delivery projects or to collaborate with and share resources.
- Foster a culture of compliance and performance.
- Ensure Internal Control and Monitoring and Evaluation capabilities.
- Review, implement, monitor and report on recommendations of the external auditors and internal auditors.
- Ensure appropriate Consequence Management.
- Conduct regular training on policies and included in induction for new staff.
- Cyclical review and communicate policies.

- Conduct quarterly risk reviews to identify and mitigate high-priority risks and compliance gaps.
- Conduct quarterly Annual Report validation workshops with business units to ensure accuracy, completeness, and alignment with governance requirements.
- Ensure professionalisation of the staff at the Agency.

B. High performing and collaborative culture

In alignment with Wesgro's strategic objective of being future-fit, relevant, and trusted, this focus area enhances operational efficiency, employee engagement, and compliance through strategic HR:

- Employee engagement is cultivated by creating leadership in action visibility programs through regular town hall meetings and tea sessions . This ensures transparency across the agency where information is shared showcasing key actions and decisions aligned with Wesgro's values.
- Team and business processing is enhanced with the implementation of unconscious bias training for leadership to enhance decision-making.
- Individual and team development is implemented through targeted interventions addressing competency-based training and leadership development initiatives.
- Leverage professional development programs offered by partners and stakeholders which align to Wesgro's strategic needs.
- Organisational milestones and team successes are celebrated with personalised recognition.
- An annual recognition ceremony to celebrate employees that exemplifying Wesgro's values and culture.
- Develop a transparent, tiered rewards system tied to individual, team, and organisational KPIs, including non-monetary benefits.
- Undertake remuneration benchmarking study to ensure the Agency offers competitive remuneration to attract and retain talent.
- Allocate funds through bursaries for personalised employee growth plans aligned with career trajectories.
- Active succession planning
- Host a wellness day.
- Continue with the Graduate Intern Program.

C. Client centric

To know the client and to understand their needs the Agency will provide a Omni channel value proposition that is based on a clearly defined customer journey and experience.

D. Digitally transformed

Wesgro is embarking on a digital transformation journey, to move into a platform business to ensure sustainability, improving efficiencies, reduce costs, allow for an improved client, staff and stakeholder experience, become a central economic knowledge hub, being cybersecure and allow for scope, scale and speed as the agency delivers on its mandate and strategy.

To achieve this, the digital strategy entails building a platform that is cloud based, centrally manages all data, modular in architecture, and is built on a modern technology stack. The resultant architectural requirements are:

- Pattern: Microservices architecture with layers
- Front end: HTML5
- Backend: exclusively PHP or exclusively Java
- Database: Microsoft SQL
- Server infrastructure: Hybrid set up hosted on Wesgro Nutanix/Microsoft Azure.

The target state will be a cloud hosted, singular digital platform, built in a modular architecture. This first phase is a “like for like” conversion of the existing Cape Trade Portal, www.capetradeportal.com, into a modern modular architectural structure. Subsequent phases will be specified later and will include the consolidation of other websites into the portal, centralisation of data into a single database, customer relationship capabilities, a customer master file and sign-on functionality amongst others.

The current Cape Trade Portal is largely export focused, and allows user journeys for international buyers and Western Cape exporters. Subsequent phases will include user journeys for other Wesgro mandates including international investors, local and international tourism and conference community, and Western Cape business at large.

Develop and execute a cloud migration strategy, that may include a hybrid approach. Assess all applications for cloud readiness, migrating suitable applications to Software as-a-Service (SaaS), modernizing legacy systems using Azure App Service or similar cloud offerings, and ensuring data security and compliance throughout the transition. These efforts will improve efficiency, reduce operational costs, and enhance scalability.

Strengthen IT operations by upgrading infrastructure resilience, optimizing network security, implementing IT service management best practices, and ensuring business continuity through disaster recovery planning. This includes upgrading core infrastructure to support digital demands, enhancing cybersecurity with advanced threat detection and endpoint protection, improving IT support through ITIL-based service management, and deploying disaster recovery solutions.

E. Trusted provider of data, insights and analytics for the Western Cape economy; Economic Knowledge Hub

Improve internal communication, collaboration and efficiency by enhancing the SharePoint intranet (Wesgro Hub). The Wesgro Hub will be the central access point for all Wesgro documents and media, workflow and HR access, requests such as parking, IT Support, stationary, event detail and notice board. These initiatives will streamline processes, reduce manual tasks, and provide a seamless digital experience for colleagues.

Develop new reports, dashboards and/or data projects to support strategic insights, know-how and thought leadership. This includes:

- Prioritising selected projects via the data projects pipeline,
- Building the subsequent data pipelines to automate the extraction, cleaning, transformation, and loading of data into the Lakehouse,
- Analyse the dataset and
- Build the (real-time) reports/dashboards for insights, thought leadership and know-how. Projects could include, but not limited to: Convention Bureau lead generation, climate resilience, Cape Trade Portal rebuild, education investment, FDI attractiveness barometer, export competitiveness barometer, and regional tourism visitor trends. Data sources will depend on the projects selected, and could include Wesgro internal data (i.e. Cape Trade Portal), private sector data (i.e. banks, law firms, research subscriptions) or public sector data (i.e. World Trade Organisation, Port data), etc.

3.5.1.5 Reconciling performance targets with budget and MTEF summary of payments and estimates: Programme 5: Future-fit Wesgro

Summary of provincial payments and estimates by economic classification:

Economic classification R'000	Outcome				Estimated Outcome	Medium-term estimates		
	Audited 2020/21	Audited 2021/22	Audited 2022/23	Audited 2023/24		2025/26	2026/27	2027/28
Expenses								
Current expense	25 849	28 750	33 690	38 941	40 856	39 883	41 275	41 275
Compensation of employees	12 674	12 010	12 897	15 817	17 847	18 383	19 495	20 669
Salary & Wages	10 773	10 208	10 962	13 445	15 170	15 626	16 571	17 569
Social Contributions (employer contributions only)	1 901	1 801	1 934	2 373	2 677	2 757	2 924	3 100
Use of goods and services	13 175	16 740	20 794	23 124	23 009	21 500	21 780	20 606
Administrative expenses	839	846	716	361	289	302	316	331
Audit Fees	3 346	2 977	4 488	4 187	3 610	3 776	3 948	4 127
Marketing cost	-	-	-	-	-	-	-	-
Workshops & seminars	-	-	-	-	-	-	-	-
Rentals	4 935	5 925	6 987	7 401	6 393	6 226	6 693	7 195
Travel and Subsistence	9	399	1 797	2 504	1 144	1 308	1 368	1 207
Other operating expenses	3 473	5 988	3 607	3 634	165	3 387	6 176	5 246
Capital Additions Expenditure	573	605	3 199	5 037	11 407	6 500	3 279	2 500
Total expenses	25 849	28 750	33 690	38 941	40 856	39 883	41 275	41 275

3.5.1.6 Programme resource considerations

The Programme undertakes to ensure that Wesgro can meet its required legislative deadlines as pertains to good governance and performance management.

3.5.1.7 Updated key risks and mitigation from Strategic Plan

Provided under section 3.7

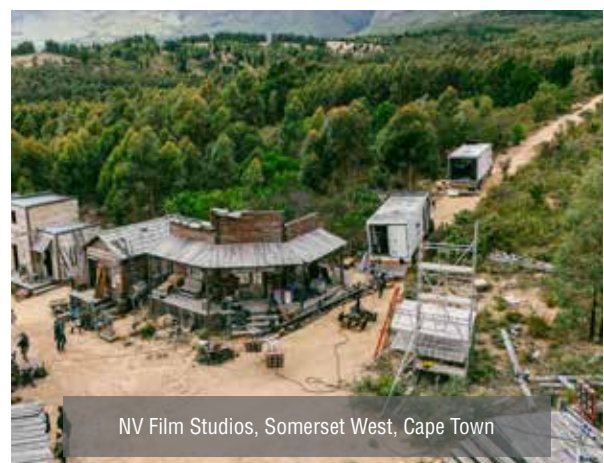
3.6 The Western Cape Growth for Jobs Strategy

The goal of the Growth for Jobs Strategy is to achieve a R1 trillion inclusive economy by 2035, growing at between 4 and 6% per annum. The intention is that this will be achieved through enabling a competitive business environment driven by private sector-led opportunities and market growth.

The outcome indicators are aligned to the mandate of the Agency and the link is evident in the impact that Wesgro wishes to achieve.

To contribute, along with our partners, to the R1 trillion economy goal, Wesgro will:

1. Increase brand recognition and equity of Cape Town and the Western Cape, ensuring that Cape Town and the Western Cape is top of mind as a leading business and tourism destination with premium products and services.
2. Attract, facilitate & prioritise new investment into identified export priority areas; and into areas that grow the economy and improve competitiveness.
3. Unlock access to new markets and new buyers - China, ASEAN, India, Brazil & Middle East, while maintaining a continued focus on established markets: European Union (EU), United Kingdom (UK), United states of America (US), Africa.
4. Enhance and replicate catalytic delivery models to deliver economic impact with partners in key areas.
5. Track and address systemic challenges influencing economic competitiveness. Provide economic data, insights & analytics for the Western Cape. Digitally transform across all our mandates to place clients at the centre of how we deliver services; to enable staff; and to empower stakeholders.
6. Digitally transform across all our mandates to place clients at the centre of how we deliver services; to enable staff; and to empower stakeholders.





Wine farm, Cape Winelands

3.7 Updated key risks and mitigation from Strategic Plan

Risk Description	Mitigating Actions
<p>Western Cape not competitive relative to other markets and destinations</p> <p>Root causes – External</p> <ul style="list-style-type: none"> Negative impact of the global recession Adverse economic conditions Uncontrolled macro factors (inflation, interest, fuel prices, borrowing cost and trade relations) Increase in crime and corruption Increased poverty and unemployment rates Disasters (pandemics, water shortage, loadshedding) SCM and logistical disruptions Political uncertainty/instability Negative perceptions of SA Competition from neighbouring regions Shrinking fiscal envelope Un-earmarking of Wesgro budget Visa regime Geopolitics Accelerating climate change and the impact on the economy WC Industry may not be ready for carbon neutral world Inability to offer competitive incentives across all mandates <p>Root causes – Internal</p> <ul style="list-style-type: none"> Ineffective marketing and brand management Inadequate financial resources Lack of human resource capacity Inability to adopt or develop cutting-edge technology which could result in reduced competitiveness Inability to implement evolving technology in an agile manner at speed Inadequate focus on the green value proposition Lack of relationship with National government Lack of agility 	<ul style="list-style-type: none"> Increase brand recognition and equity of Cape Town and the Western Cape. Ensure that Cape Town and the Western Cape is top of mind as a leading business and tourism destination with premium products and services. Attract, facilitate and prioritise new investment into identified export priority areas; and into areas that grow the economy and improve competitiveness. Unlock access to new markets and new buyers – China, ASEAN, India, Brazil & Middle East, while maintaining a continued focus on established markets: EU, UK, US, Africa. Enhance and replicate catalytic delivery models to deliver economic impact with partners in key areas. Track and address systemic challenges influencing economic competitiveness. Provide economic data, insights & analytics for the Western Cape. Digitally transform across all our mandates to place clients at the centre of how we deliver services; to enable staff; and to empower stakeholders.
<p>Inability to support WC businesses to grow and remain in the region</p> <p>Root causes – External</p> <ul style="list-style-type: none"> Devaluation of SA currency placing additional pressure on limited funds available Government policy limitations Local infrastructure limitations <p>Root causes – Internal</p> <ul style="list-style-type: none"> Inadequate stakeholder relationships Ineffective Investment Strategy Misaligned investment projects 	<ul style="list-style-type: none"> Regular engagements with local, provincial and national government bodies Enhancing capabilities to promote and facilitate investment into the identified priority areas. Enhancing relationships with Western Cape businesses and intermediaries Ecosystem collaboration Attract, facilitate & prioritise new investment into identified export priority areas; and into areas that grow the economy and improve competitiveness.

Risk Description	Mitigating Actions
<p>Inability to attract FDI from new markets and existing markets</p> <p>Root causes – External</p> <ul style="list-style-type: none"> • Unfavourable economic conditions • Inadequate transportation, supply chain logistics and/or digital infrastructure • Regulatory and legal barriers • Negative international perceptions • Competition from other markets <p>Root causes – Internal</p> <ul style="list-style-type: none"> • No international presence/scouts in key foreign markets and industries • Inability to respond to changing environments • Resource constraints • Lack of collaboration between key stakeholders 	<ul style="list-style-type: none"> • Strengthen relationships with key international networks including businesses, diplomatic corps, international buyers, international business support organisations. • Enhancing capabilities to engage and attract new investments in priority areas and markets • Attract, facilitate & prioritise new investment into identified export priority areas; and into areas that grow the economy and improve competitiveness.
<p>Inability to promote and facilitate global exports of goods and services from qualified companies in the Western Cape</p> <p>Root causes – External</p> <ul style="list-style-type: none"> • Western Cape exporter readiness. • Lack of consistent affordable energy and water constraints. Costly alternative sources of energy • Trade agreements or lack thereof can impact growth and limit market access for Western Cape goods and services (e.g. no SA trade agreement with Asia) • Lengthy and costly certification requirements to access international markets, as well as insufficient testing capability for phytosanitary requirements. • Increasing cost of promotion due to weakening Rand vs international currencies. • Challenges in cross border logistics and route to market (harbour, rail, road and air and land border crossings). • Services data limitations, including access • Increase in non-tariff trade barriers in export markets <p>Root causes – Internal</p> <ul style="list-style-type: none"> • Inadequate focus on key strategic markets • Inability to leverage technology and build on brand work • Inadequate capacity to focus on specific sectors and for widely and regularly promoting trade of goods and services. • Key strategic products not prioritised • Inadequate diversification of exports products and services • An uncoordinated approach to markets inhibiting opportunities and growth 	<ul style="list-style-type: none"> • Alignment with Western Cape export strategy implementation plan to strengthen prioritisation of key strategic products and markets and systematically address market access challenges in collaboration with the export ecosystem. • Focus on markets where our animal products are allowed. • Advocate and influence national government for improvement to controls and a provincial solution • Continued focus into the future growth markets. • Strengthening of relationships with key strategic stakeholders across the logistics value chain to assist in unblocking challenges and to pool resources to make a bigger or wider impact. • Diversification of markets and products • Implement the Export Advancement Programme to increase export readiness • Dedicated services capability in the agency • Expand the digital value proposition
<p>Inadequate long term leisure tourism growth</p> <p>Root causes – External</p> <ul style="list-style-type: none"> • Weakening ecosystem in the tourism industry due to the performance of other entities • Absence of strong national tourism brand effort • Seasonality • Air connectivity and infrastructure • Economic inequality • Fluctuating exchange rates <p>Root causes – Internal</p> <ul style="list-style-type: none"> • Inability to unlock potential new travel markets. 	<ul style="list-style-type: none"> • The tourism team focuses on Business to Business (B2B) relationships. • Maintain Wesgro's private sector association partnerships. • Data research to increase the understanding of the tourism value chain in the secondary and new resource markets. • Diversification of markets and experiences • Air access team unlocking direct connectivity to Cape Town • The cruise team increasing number of ship calls

Risk Description	Mitigating Actions
<p>Inadequate growth in business events</p> <p>Root causes – External</p> <ul style="list-style-type: none"> • Availability of infrastructure to support business events • Lack of coordination between key role-players in the ecosystem • Lack of recognition of the Western Cape knowledge economy <p>Root causes – Internal</p> <ul style="list-style-type: none"> • Inability to leverage business events 	<ul style="list-style-type: none"> • The tourism team focuses on relationships with Business to Business (B2B), academia and associations. • Maintain Wesgro's global association partnerships. • Diversification of markets and sectors • Air access team unlocking direct connectivity to Cape Town. • Fostering good relationships with National Convention Bureau to secure subvention fund.
<p>Technology may not effectively support and enhance the business operations</p> <p>Root causes – External</p> <ul style="list-style-type: none"> • Cyber security threats • Rising costs of technology • Rapidly changing technology • National broadband capacity • Global connectivity failure <p>Root causes – Internal</p> <ul style="list-style-type: none"> • Limited financial resources • Restricted virtual capability • Connectivity breakdowns and unavailability of systems • Staff non-adherence to ICT policies and procedures • Lack of focus • Limited digital infrastructure capability 	<ul style="list-style-type: none"> • Digital transformation Strategy • Diverted resources towards the implementation of a digital transformation process to support a future fit Wesgro. • Increased cyber-crime awareness. • Implementation and monitoring of the ICT strategy by the ICT Steering Committee • Proactively monitor and maintain the operational functionality of the ICT systems and platforms. • Board oversight
<p>Inadequate management of client and stakeholder relationships</p> <p>Root causes – External</p> <ul style="list-style-type: none"> • Political interference. • Interference and direction from the oversight department. • Clients may pose a reputational risk to Wesgro. • Lack of relationship with National government • Client and stakeholder expectations beyond the mandate. <p>Root causes – Internal</p> <ul style="list-style-type: none"> • Inadequate communication with stakeholders • Non-compliance with agreements • Lack of understanding of stakeholder relationships and the impact on business • Lack of stakeholder matrix • No central point of contact and co-ordination for clients 	<ul style="list-style-type: none"> • The registration of companies on the Cape trade portal and the verification of the companies on the portal. • Due diligence framework to mitigate reputational, legal compliance, and financial risks. • Key funders, stakeholders and clients are managed by the CEO and EXCO through structured engagements. • Invest SA one-stop shop.
<p>Ineffective Human Capital Management</p> <p>Root causes – External</p> <ul style="list-style-type: none"> • Limited skilled labour pool • Interference and direction from the oversight department. <p>Root causes – Internal</p> <ul style="list-style-type: none"> • Inadequate succession planning • Loss of key staff and talent • Lack of a high performance and collaborative culture • Limited skilled labour pool in certain areas at the entity • High culture entropy • Lack of training and career coaching 	<ul style="list-style-type: none"> • Training and career coaching. • Succession planning. • Strategy to get the right people into the right role timeously. • Competitive remuneration • Clear roles and responsibilities. • Single point accountability • Consequence Management

Risk Description

Non-compliance with laws, regulations and governance requirements

Root causes – External

- Legislative red tape
- Changing legislative requirements
- Interference and direction from the oversight department.

Root causes – Internal

- Inadequate and ineffective controls
- Inadequate and ineffective pro-active risk management
- Ineffective compliance monitoring and oversight
- Ineffective monitoring of requirements of laws, regulations, policies, procedures and delegations of authority.
- Inadequate standard operating procedures to guide implementation of policies and procedures.
- Poor communication with key compliance stakeholders
- No/outdated policies
- Incorrect/inconsistent interpretation of legislative and regulatory requirements
- Inadequate communication of policies and procedures
- Lack of consequence management
- Lack of culture of compliance

Mitigating Actions

- Oversight and monitoring by the Board and its sub-committees
- Review, implement, monitor and report on recommendations of the external auditors and internal auditors
- Cyclical review and communication of policies
- Regular training on policies and included in induction for new staff
- Consequence Management
- Fostering a culture of compliance and performance
- Internal Control and Monitoring and Evaluation capabilities
- Professionalisation of the staff at the Agency
- Tone from the top



Atlantis Special Economic Zone (SEZ), Cape Town



Biotech, Cape Winelands



Eureka Mills, Garden Route & Klein Karoo



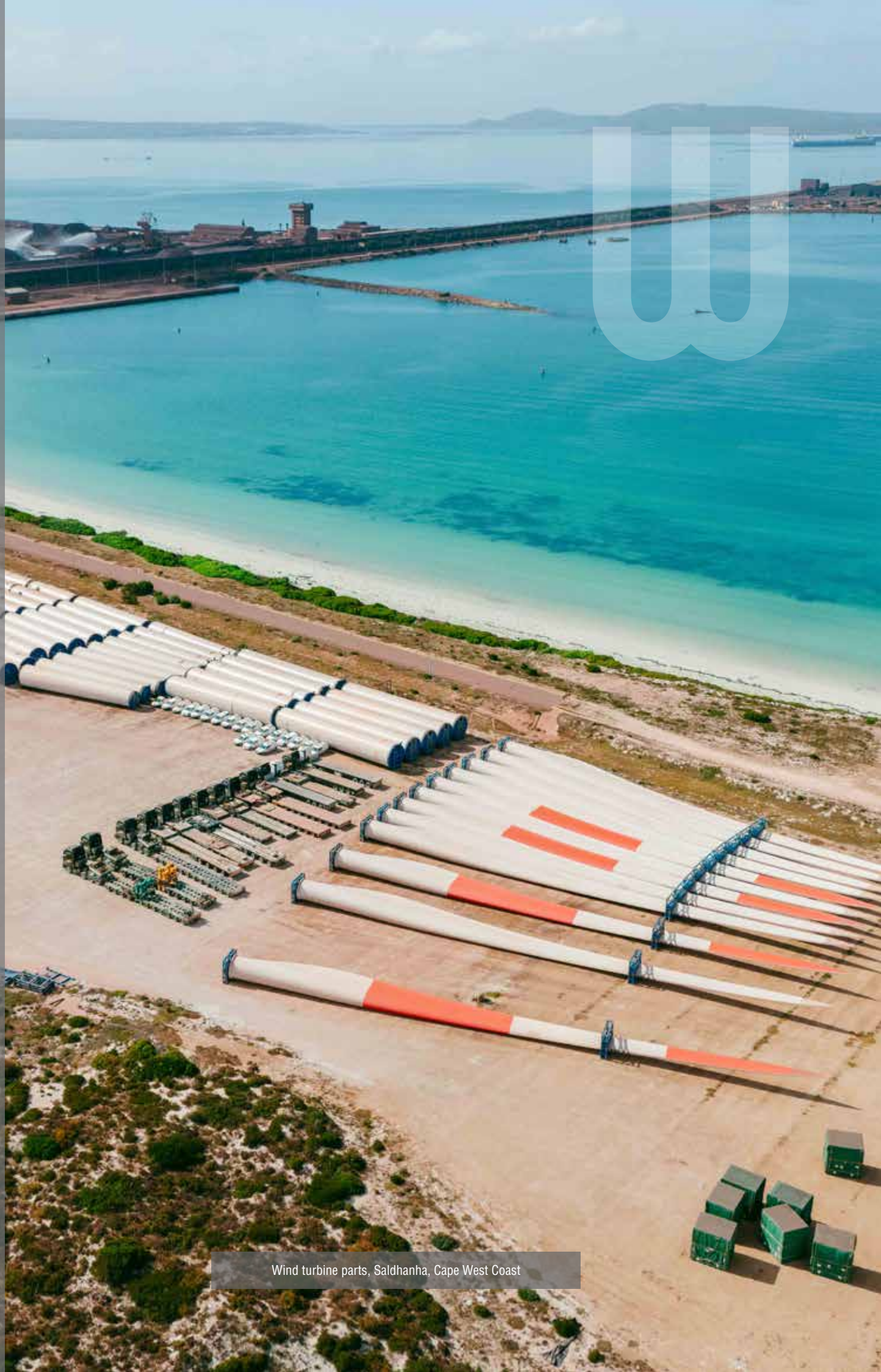
City Centre, Cape Town





Atlantis Special Economic Zone (SEZ), Cape Town

Part D: Technical Performance Indicator Descriptions



Wind turbine parts, Saldanha, Cape West Coast

4. Part D: Technical Performance Indicator Descriptions

Programme 1: Marketing and Innovation

Indicator number	1.1.1
Indicator title	Number of strategic campaigns
Short definition	Strategic campaigns that are conceptualised to support the mandate of the Agency as Wesgro operates in the consideration space. A Post Campaign Analysis (PCA) Report will be provided per campaign to determine the number of people reached through the implementation of the relevant campaign.
Purpose	To promote the brands of the destination into key source markets, focused on driving the economic competitiveness of the destination through strategic campaigns.
Key Beneficiaries	International investors and buyers, Western Cape Businesses, Strategic partners and Stakeholders.
Source of data	Post Campaign Analysis (PCA) Reports.
Data limitations	Dependency on third party data.
Assumptions	N/A
Means of verification (Portfolio Of Evidence)	Externally provided Post Campaign Analysis (PCA) Reports per strategic campaign.
Method of calculation	The Post Campaign Analysis Reports will be added to calculate the number of strategic campaigns.
Calculation type	<input checked="" type="checkbox"/> Cumulative <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
Desired performance	<input checked="" type="checkbox"/> Higher than target <input type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target
Type of indicator	<p>Is this a Service Delivery Indicator?</p> <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <input type="checkbox"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity <p>Is this a Demand Driven Indicator?</p> <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO <p>Is this a Standardised Indicator?</p> <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Spatial Location of indicator	<p>Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> Multiple Locations</p> <p>Extent:</p> <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address <p>Detail / Address / Coordinates:</p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?</p> <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Indicator responsibility	Chief Marketing and Innovation Officer or relevant executive responsible for the programme.
Spatial Transformation	<p>Spatial transformation priorities:</p> <p>Description of spatial impact: Western Cape</p>

Indicator number	1.1.1
Disaggregation of beneficiaries -Human Rights Groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: <input checked="" type="checkbox"/> "None of the above"
Provincial Strategic Implementation Plan (PSIP)	(Multiple selections can be made.) <input checked="" type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> "None of the above"
Implementation Data (Key deliverables measured)	Key deliverables in the AOP



NV Film Studios film set, Somerset West, Cape Town

Programme 2 : Investment

Indicator number	2.1.1
Indicator title	Number of investment projects committed
Short definition	<p>Refers to the number of committed direct investment projects in productive assets by a foreign or local company, as opposed to investments in shares.</p> <p>A facilitated committed investment is defined as a project where the investor has already incurred expenditure towards the implementation of the investment project in the Western Cape. A committed investment can either be a new investment or an expansion of an existing business venture.</p> <p>The value of our committed direct investments and jobs is determined from the investment expenditure of the first five years of the business venture. In addition, both operational and capital investment expenditure are included in the valuation of the investment. These definitions are provided to the investor declaration, which is completed and signed by the investor.</p>
Purpose	For a host country or the firm which receives the investment, it can provide a source of new technologies, capital, processes, products, organisational technologies and management skills, as such, can provide a strong impetus to economic development.
Key Beneficiaries	International investors and buyers, Western Cape businesses, Strategic partners.
Source of data	Signed investor declaration.
Data limitations	Non-disclosure of third-party information.
Assumptions	N/A
Means of verification (Portfolio of Evidence)	Signed investor declaration.
Method of calculation	The number of signed investor declarations is calculated to determine the number of investment projects committed.
Calculation type	<input checked="" type="checkbox"/> Cumulative <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
Desired performance	<input checked="" type="checkbox"/> Higher than target <input type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target
Type of indicator	<p>Is this a Service Delivery Indicator?</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input type="checkbox"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity</p> <p>Is this a Demand Driven Indicator?</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>Is this a Standardised Indicator?</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>

Indicator number	2.1.1
Spatial Location of indicator	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> Multiple Locations Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: <.....> For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP)? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Indicator responsibility	Chief Foreign Direct Investment Officer and Chief Commercial & Trade Officer or relevant executive responsible for the programme
Spatial Transformation	Spatial transformation priorities: Description of spatial impact: Western Cape
Disaggregation of beneficiaries -Human Rights Groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: <input checked="" type="checkbox"/> "None of the above"
Provincial Strategic Implementation Plan (PSIP)	<input checked="" type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> "None of the above"
Implementation Data (Key deliverables measured)	AOP

Indicator number	2.1.2
Indicator title	Rand value of committed investments
Short definition	The rand value of facilitated committed investment projects for the financial year. Committed investments are classified as projects where the investor has already incurred expenditure towards the implementation of the investment project in the Western Cape.
Purpose	For a host country or the firm which receives the investment, it can provide a source of new technologies, capital, processes, products, organisational technologies and management skills, as such, can provide a strong impetus to economic development.
Key Beneficiaries	International investors, Western Cape businesses, Strategic partners.
Source of data	Signed investor declaration.
Data limitations	Non-disclosure of third-party information.
Assumptions	N/A
Means of verification (Portfolio of Evidence)	Signed investor declaration.
Method of calculation	The rand value of committed investments are used to determine the overall total rand value of committed investment for the financial year.
Calculation type	<input checked="" type="checkbox"/> Cumulative <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
Desired performance	<input checked="" type="checkbox"/> Higher than target <input type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target

Indicator number	2.1.2
Type of indicator	<p>Is this a Service Delivery Indicator?</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input type="checkbox"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity</p> <p>Is this a Demand Driven Indicator?</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>Is this a Standardised Indicator?</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Spatial Location of indicator	<p>Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> Multiple Locations</p> <p>Extent:</p> <p><input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address</p> <p>Detail / Address / Coordinates: <.....></p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?</p> <p><input checked="" type="checkbox"/> YES <input type="checkbox"/> NO</p>
Indicator responsibility	Chief Foreign Direct Investment Officer and Chief Commercial & Trade Officer or relevant executive responsible for the programme
Spatial Transformation	Spatial transformation priorities: Description of spatial impact: Western Cape
Disaggregation of beneficiaries -Human Rights Groups	<p>Target for women:</p> <p>Target for youth:</p> <p>Target for people with disabilities:</p> <p>Target for older persons:</p> <p><input checked="" type="checkbox"/> "None of the above"</p>
Provincial Strategic Implementation Plan (PSIP)	<p><input checked="" type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input type="checkbox"/> Innovation, Culture and Governance</p> <p><input type="checkbox"/> "None of the above"</p>
Implementation Data (Key deliverables measured)	AOP



Biotech, Cape Winelands

Programme 3: Trade

Indicator number	3.1.1
Indicator title	Number of Western Cape (WC) companies providing an export declaration
Short definition	<p>Refers to the number of Western Cape companies providing an export declaration as a result of facilitation support provided by Wesgro.</p> <p>The Western Cape company completes an export declaration form to detail the export deals, which indicates the products and/or services sold, and indicate the assistance provided by Wesgro in relation to the export orders.</p> <p>“Exports” refer to products and services produced in the Western Cape, or in respect of which value is added in the Western Cape, which are moved across the South African border to international markets.</p>
Purpose	For the business that receives revenue from sales (i.e. exports), it can provide a source of new technologies, capital, processes, products, organisational technologies and management skills, and as such can provide a strong impetus to economic development.
Key Beneficiaries	International buyers, Western Cape businesses and Strategic partners.
Source of data	Signed export declaration.
Data limitations	Non-disclosure of third-party information.
Assumptions	N/A
Means of verification (Portfolio of Evidence)	Signed export declaration.
Method of calculation	The number of Western Cape companies providing a declaration is added to provide the total, irrespective of the number of export deals the company will only be counted once.
Calculation type	<input checked="" type="checkbox"/> Cumulative <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
Desired performance	<input checked="" type="checkbox"/> Higher than target <input type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target
Type of indicator	<p>Is this a Service Delivery Indicator?</p> <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	<p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <input type="checkbox"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity
	<p>Is this a Demand Driven Indicator?</p> <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	<p>Is this a Standardised Indicator?</p> <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Spatial Location of indicator	<p>Number of locations: <input type="checkbox"/> Single Location <input type="checkbox"/> Multiple Locations</p> <p>Extent:</p> <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address
	<p>Detail / Address / Coordinates:</p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?</p> <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Indicator responsibility	Chief Commercial & Trade Officer or relevant executive responsible for the programme.
Spatial Transformation	<p>Spatial transformation priorities:</p> <p>Description of spatial impact: Western Cape</p>

Indicator number 3.1.1	
Disaggregation of beneficiaries -Human Rights Groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: <input checked="" type="checkbox"/> "None of the above"
Provincial Strategic Implementation Plan (PSIP)	(Multiple selections can be made.) <input checked="" type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> "None of the above"
Implementation Data (Key deliverables measured)	Key deliverables in the AOP
Indicator number 3.1.2	
Indicator title	Rand value of exports
Short definition	<p>The Western Cape company completes an export declaration form to detail the export deals, which indicates the products and/or services sold, and indicate the facilitation assistance provided by Wesgro in relation to the export orders. The actual one-year value of the export is derived from the signed export declaration, which is used to provide the overall total rand value of exports.</p> <p>Facilitated "Exports" refer to products and services produced in the Western Cape, or in respect of which value is added in the Western Cape, which are moved across the South African border to international markets.</p>
Purpose	For the business that receives revenue from sales (i.e. exports), it can provide a source of new technologies, capital, processes, products, organisational technologies and management skills, and as such can provide a strong impetus to economic development.
Key Beneficiaries	International buyers, Western Cape businesses and Strategic partners.
Source of data	Signed export declaration.
Data limitations	Non-disclosure of third-party information.
Assumptions	N/A
Means of verification (Portfolio of Evidence)	Signed export declaration.
Method of calculation	The rand value is derived from signed export declarations and it is added together to provide the overall total.
Calculation type	<input checked="" type="checkbox"/> Cumulative <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
Desired performance	<input checked="" type="checkbox"/> Higher than target <input type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target

Indicator number	3.1.2
Type of indicator	<p>Is this a Service Delivery Indicator?</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input type="checkbox"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity</p> <p>Is this a Demand Driven Indicator?</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>Is this a Standardised Indicator?</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Spatial Location of indicator	<p>Number of locations: <input type="checkbox"/> Single Location <input type="checkbox"/> Multiple Locations</p> <p>Extent:</p> <p><input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address</p> <p>Detail / Address / Coordinates:</p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?</p> <p><input checked="" type="checkbox"/> YES <input type="checkbox"/> NO</p>
Indicator responsibility	Chief Commercial & Trade Officer or relevant executive responsible for the programme.
Spatial Transformation	<p>Spatial transformation priorities:</p> <p>Description of spatial impact: Western Cape</p>
Disaggregation of beneficiaries -Human Rights Groups	<p>Target for women:</p> <p>Target for youth:</p> <p>Target for people with disabilities:</p> <p>Target for older persons:</p> <p><input checked="" type="checkbox"/> "None of the above"</p>
Provincial Strategic Implementation Plan (PSIP)	<p>(Multiple selections can be made.)</p> <p><input checked="" type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input type="checkbox"/> Innovation, Culture and Governance</p> <p><input type="checkbox"/> "None of the above"</p>
Implementation Data (Key deliverables measured)	Key deliverables in the AOP



Programme 4: Tourism

Indicator number	4.1.1
Indicator title	Number of bids secured
Short definition	<p>Number of bids secured by the Convention Bureau to host meetings, incentives, conferences or exhibitions in Cape Town and the Western Cape.</p> <p>Written confirmation is received from the host organisation, indicating the number of delegates as well as whether the bid is domestic or international. Wesgro receives the values for delegate spend from South African Tourism to calculate the economic value of each bid.</p>
Purpose	To attract international and domestic attendees who contribute towards the economic activity of the destination.
Key Beneficiaries	International investors and buyers, Western Cape businesses, Strategic partners.
Source of data	Written confirmation from the host organisation through either a copy of signed confirmation letter from host organisation or an email confirming the decision and first two pages of the bid book or presentation.
Data limitations	Dependency on partnerships. Non-disclosure of third-party information.
Assumptions	N/A
Means of verification (Portfolio Of Evidence)	Written confirmation from the host organisation through either a copy of signed confirmation letter from host organisation or an email confirming the decision and first two pages of the bid book or presentation.
Method of calculation	The signed confirmation letter or email confirmation per bid will be added to calculate the total number of conference bids secured.
Calculation type	<input checked="" type="checkbox"/> Cumulative <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
Desired performance	<input checked="" type="checkbox"/> Higher than target <input type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target
Type of indicator	<p>Is this a Service Delivery Indicator?</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input type="checkbox"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity</p> <p>Is this a Demand Driven Indicator?</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>Is this a Standardised Indicator?</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Spatial Location of indicator	<p>Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> Multiple Locations</p> <p>Extent:</p> <p><input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address</p> <p>Detail / Address / Coordinates: <.....></p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?</p> <p><input checked="" type="checkbox"/> YES <input type="checkbox"/> NO</p>
Indicator responsibility	Chief Tourism Officer or relevant executive responsible for the programme.
Spatial Transformation	<p>Spatial transformation priorities:</p> <p>Description of spatial impact:</p>
Disaggregation of beneficiaries -Human Rights Groups	<p>Target for women:</p> <p>Target for youth:</p> <p>Target for people with disabilities:</p> <p>Target for older persons:</p> <p><input checked="" type="checkbox"/> "None of the above"</p>

Indicator number	4.1.1
Provincial Strategic Implementation Plan (PSIP)	<input checked="" type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> "None of the above"
Implementation Data (Key deliverables measured)	Key deliverables in the AOP

Indicator number	4.2.1
Indicator title	Number of local tourism Joint Marketing Agreements (JMAs) secured for district municipalities and townships
Short definition	<p>The mandate of the agency is to "act as a tourism, trade and investment promotion agent on behalf of the province". The indicator refers to the agency promoting tourism in the district municipal areas and townships. The JMAs secured supporting district municipalities and townships increases the regional spread of tourism activities in the Western Cape Province and contributes to growing the township economy.</p> <p>The Joint Marketing Agreements (JMAs) are tools used to secure partnership agreements with a third party partner to co-create value with Wesgro relating to the entity's mandate of promoting tourism.</p> <p>District municipalities refers to the demarcated municipal areas in the Western Cape province.</p> <p>Townships refers to an urban settlement as defined by StatsSA.</p>
Purpose	To grow the leisure tourism consideration in local areas.
Key Beneficiaries	Western Cape businesses, Strategic partners.
Source of data	Joint Marketing Agreement (JMA)
Data limitations	Dependency on partnerships. Non-disclosure of third-party information.
Assumptions	N/A
Means of verification (Portfolio Of Evidence)	Joint Marketing Agreement
Method of calculation	The number of Joint Marketing Agreements (JMAs) secured in townships and district municipalities are calculated to derive the total number of JMAs secured.
Calculation type	<input checked="" type="checkbox"/> Cumulative <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target
Type of indicator	<p>Is this a Service Delivery Indicator?</p> <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	<p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <input type="checkbox"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity
	<p>Is this a Demand Driven Indicator?</p> <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	<p>Is this a Standardised Indicator?</p> <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO

Indicator number	4.2.1
Spatial Location of indicator	Number of locations: <input type="checkbox"/> Single Location <input type="checkbox"/> Multiple Locations Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: <.....> For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP)? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Indicator responsibility	Chief Tourism Officer or relevant executive responsible for the programme.
Spatial Transformation	Spatial transformation priorities: Description of spatial impact:
Disaggregation of beneficiaries -Human Rights Groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: <input checked="" type="checkbox"/> "None of the above"
Provincial Strategic Implementation Plan (PSIP)	<input checked="" type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> "None of the above"
Implementation Data (Key deliverables measured)	Key deliverables in the AOP

Indicator number	4.3.1
Indicator title	Number of international tourism promotional partnerships secured in new markets (China, India, Brazil, ASEAN, and Middle East)
Short definition	<p>The mandate of the agency is to "act as a tourism, trade and investment promotion agent on behalf of the province". The indicator refers to the agency promoting tourism in new international markets.</p> <p>The Joint Marketing Agreements (JMAs) are tools used to secure partnership agreements with a third party partner to co-create value with Wesgro relating to the entity's mandate of promoting tourism.</p> <p>New markets are identified markets where leisure tourism consideration needs to be built such as China, India, Brazil, ASEAN, and Middle East. Drive market diversification through development of relationships, partnerships and in-market activations in these markets by growing tourism consideration in new markets, tourist arrivals are expected to increase.</p>
Purpose	To attract international tourists to the Western Cape Province.
Key Beneficiaries	International investors and buyers, Strategic partners and Stakeholders.
Source of data	Joint Marketing Agreement
Data limitations	Dependency on partnerships. Non-disclosure of third-party information.
Assumptions	N/A
Means of verification (Portfolio Of Evidence)	Joint Marketing Agreement
Method of calculation	The number of international Joint Marketing Agreements (JMAs) secured are calculated to derive the total number of JMAs secured.
Calculation type	<input checked="" type="checkbox"/> Cumulative <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target

Indicator number	4.3.1
Type of indicator	<p>Is this a Service Delivery Indicator?</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input type="checkbox"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity</p> <p>Is this a Demand Driven Indicator?</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>Is this a Standardised Indicator?</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Spatial Location of indicator	<p>Number of locations: <input type="checkbox"/> Single Location <input type="checkbox"/> Multiple Locations</p> <p>Extent:</p> <p><input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address</p> <p>Detail / Address / Coordinates: <.....></p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?</p> <p><input checked="" type="checkbox"/> YES <input type="checkbox"/> NO</p>
Indicator responsibility	Chief Tourism Officer or relevant executive responsible for the programme.
Spatial Transformation	<p>Spatial transformation priorities:</p> <p>Description of spatial impact:</p>
Disaggregation of beneficiaries -Human Rights Groups	<p>Target for women:</p> <p>Target for youth:</p> <p>Target for people with disabilities:</p> <p>Target for older persons:</p> <p><input checked="" type="checkbox"/> "None of the above"</p>
Provincial Strategic Implementation Plan (PSIP)	<p><input checked="" type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input type="checkbox"/> Innovation, Culture and Governance</p> <p><input type="checkbox"/> "None of the above"</p>
Implementation Data (Key deliverables measured)	Key deliverables in the AOP

Indicator number	4.4.1
Indicator title	Number of tradeshow and roadshows attended in new markets
Short definition	<p>Tradeshows and roadshows are travel trade activation tools used to promote tourism consideration and the province as a tourism destination to international travel trade.</p> <p>In promoting the province to the international tourism industry, it increases the tourism consideration of travel trade which will lead to an increase in tourists. New markets are identified markets where leisure tourism consideration needs to be built such as China, India, Brazil, ASEAN, and Middle East.</p>
Purpose	To attract international and domestic attendees who contribute towards the economic activity of the destination.
Key Beneficiaries	International investors and buyers, Western Cape Businesses, Strategic partners and Stakeholders.
Source of data	Trip reports
Data limitations	Dependency on partnerships. Non-disclosure of third-party information.
Assumptions	N/A

Indicator number	4.4.1
Means of verification (Portfolio Of Evidence)	Trip reports
Method of calculation	The trip reports will provide proof of tradeshow and roadshows attended, it will be calculated to determine the total.
Calculation type	<input checked="" type="checkbox"/> Cumulative <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
Desired performance	<input checked="" type="checkbox"/> Higher than target <input type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target
Type of indicator	<p>Is this a Service Delivery Indicator?</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input type="checkbox"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity</p> <p>Is this a Demand Driven Indicator?</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>Is this a Standardised Indicator?</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Spatial Location of indicator	<p>Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> Multiple Locations</p> <p>Extent:</p> <p><input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address</p> <p>Detail / Address / Coordinates: <.....></p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?</p> <p><input checked="" type="checkbox"/> YES <input type="checkbox"/> NO</p>
Indicator responsibility	Chief Tourism Officer or relevant executive responsible for the programme.
Spatial Transformation	<p>Spatial transformation priorities:</p> <p>Description of spatial impact:</p>
Disaggregation of beneficiaries -Human Rights Groups	<p>Target for women:</p> <p>Target for youth:</p> <p>Target for people with disabilities:</p> <p>Target for older persons:</p> <p><input checked="" type="checkbox"/> "None of the above"</p>
Provincial Strategic Implementation Plan (PSIP)	<p><input checked="" type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input type="checkbox"/> Innovation, Culture and Governance</p> <p><input type="checkbox"/> "None of the above"</p>
Implementation Data (Key deliverables measured)	Key deliverables in the AOP

Indicator number	4.5.1
Indicator title	Number of ship calls for the cruise season
Short definition	<p>Cruise Cape Town is a catalytic project that facilitates the number of "scheduled stops at the port" for different cruise vessels.</p> <p>The increase in the of vessels new routes facilitated improves economic competitiveness.</p> <p>A ship call refers to a scheduled stop made by a cruise ship at the Port of Cape Town during its itinerary. It allows for resupply of the vessel, passengers to disembark for excursions, when applicable, and facilitates embarkation or disembarkation of guests on a turnaround call.</p> <p>The cruise season starts in Quarter 3-4 in the current financial year and ends in Quarter 1 of the new financial year.</p>

Indicator number	4.5.1
Purpose	To attract international and domestic attendees who contribute towards the economic activity of the destination
Key Beneficiaries	International investors and buyers, Western Cape Businesses, Strategic partners and Stakeholders.
Source of data	As reported in the Western Cape Cruise Liner Industry Economic Contribution report
Data limitations	Dependency on partnerships. Non-disclosure of third-party information.
Assumptions	N/A
Means of verification (Portfolio Of Evidence)	As reported in the Western Cape Cruise Liner Industry Economic Contribution report
Method of calculation	The number of ship calls as reported in the Western Cape Cruise Liner Industry Economic Contribution report.
Calculation type	<input type="checkbox"/> Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> Annually
Desired performance	<input checked="" type="checkbox"/> Higher than target <input type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target
Type of indicator	<p>Is this a Service Delivery Indicator?</p> <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity
	<p>Is this a Demand Driven Indicator?</p> <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	<p>Is this a Standardised Indicator?</p> <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Spatial Location of indicator	<p>Number of locations: <input type="checkbox"/> Single Location <input type="checkbox"/> Multiple Locations</p> <p>Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: <.....> For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO </p>
Indicator responsibility	Chief Marketing and Innovation Officer and the relevant executive responsible for the programme.
Spatial Transformation	<p>Spatial transformation priorities:</p> <p>Description of spatial impact:</p>
Disaggregation of beneficiaries -Human Rights Groups	<p>Target for women:</p> <p>Target for youth:</p> <p>Target for people with disabilities:</p> <p>Target for older persons:</p> <input checked="" type="checkbox"/> "None of the above"
Provincial Strategic Implementation Plan (PSIP)	<input checked="" type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> "None of the above"
Implementation Data (Key deliverables measured)	Key deliverables in the AOP

Indicator number	4.6.1
Indicator title	Number of new air routes
Short definition	<p>Cape Town Air Access (CTAA) is a catalytic project to increase air connectivity into Cape Town & the Western Cape. The increase in the number of new routes improves economic competitiveness.</p> <p>A new route refers to a scheduled international airline service that operates for the first time to and from Cape Town & Western Cape.</p> <p>This could include a new carrier and a new destination, an existing carrier to a new destination or a new carrier to an existing destination. Finally, a carrier that suspended or cancelled a scheduled service and recommences that service after three years of not operating will also be counted as a new route.</p>
Purpose	To attract international and domestic attendees who contribute towards the economic activity of the destination.
Key Beneficiaries	International investors and buyers, Western Cape Businesses, Strategic partners.
Source of data	Joint Marketing Agreements (JMAs) and/or written confirmation from the airline or airport (letter or email)
Data limitations	Dependency on partnerships. Non-disclosure of third-party information.
Assumptions	N/A
Means of verification (Portfolio Of Evidence)	The signed Joint Marketing Agreements and/or written confirmation for each route will be added to calculate the total number of new air routes.
Method of calculation	The number of Joint Marketing Agreements and/or written confirmation for each route will be added to calculate the total number of new air routes.
Calculation type	<input checked="" type="checkbox"/> Cumulative <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
Desired performance	<input checked="" type="checkbox"/> Higher than target <input type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target
Type of indicator	<p>Is this a Service Delivery Indicator?</p> <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <input type="checkbox"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity <p>Is this a Demand Driven Indicator?</p> <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO <p>Is this a Standardised Indicator?</p> <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Spatial Location of indicator	<p>Number of locations: <input type="checkbox"/> Single Location <input type="checkbox"/> Multiple Locations</p> <p>Extent:</p> <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address <p>Detail / Address / Coordinates: <.....></p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?</p> <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Indicator responsibility	Chief Marketing and Innovation Officer and the relevant executive responsible for the programme.
Spatial Transformation	<p>Spatial transformation priorities:</p> <p>Description of spatial impact:</p>

Indicator number	4.6.1
Disaggregation of beneficiaries -Human Rights Groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: <input checked="" type="checkbox"/> "None of the above"
Provincial Strategic Implementation Plan (PSIP)	<input checked="" type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> "None of the above"
Implementation Data (Key deliverables measured)	Key deliverables in the AOP



Clifton beach, Cape Town

Programme 5: Future-fit Wesgro

Indicator number	5.1.1
Indicator title	Percentage achievement of annual budgeted operational expenditure
Short definition	To demonstrate the percentage of budget spent by the Agency in relation to the approved budgeted, with the approved budget reflected in the Western Cape Estimates of Provincial Revenue and Expenditure (blue book).
Purpose	To enhance effective expenditure management.
Key Beneficiaries	Strategic partners, Staff and Stakeholders.
Source of data	The total actual expenditure is determined from the annual financial statements. The approved budget is determined from the budget provided for Wesgro in Western Cape Estimates of Provincial Revenue and Expenditure (blue book).
Data limitations	N/A
Assumptions	N/A
Means of verification (Portfolio Of Evidence)	The total actual expenditure is determined from the annual financial statements. The approved budget is determined from the budget provided for Wesgro in Western Cape Estimates of Provincial Revenue and Expenditure (blue book).
Method of calculation	The total actual expenditure is determined from the annual financial statements. The approved budget is determined from the budget provided for Wesgro in Western Cape Estimates of Provincial Revenue and Expenditure (blue book).
Calculation type	<input type="checkbox"/> Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> Annually
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target
Type of indicator	<p>Is this a Service Delivery Indicator?</p> <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <input type="checkbox"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity <p>Is this a Demand Driven Indicator?</p> <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO <p>Is this a Standardised Indicator?</p> <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Spatial Location of indicator	<p>Number of locations: <input checked="" type="checkbox"/> Single Location <input type="checkbox"/> Multiple Locations</p> <p>Extent:</p> <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address <p>Detail / Address / Coordinates: <.....></p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?</p> <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Indicator responsibility	Chief Financial Officer or relevant executive responsible for the programme.
Spatial Transformation	<p>Spatial transformation priorities:</p> <p>Description of spatial impact: Western Cape</p>
Disaggregation of beneficiaries -Human Rights Groups	<p>Target for women:</p> <p>Target for youth:</p> <p>Target for people with disabilities:</p> <p>Target for older persons:</p> <input checked="" type="checkbox"/> "None of the above"

Indicator number	5.1.1
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input type="checkbox"/> Innovation, Culture and Governance <input checked="" type="checkbox"/> "None of the above"
Implementation Data (Key deliverables measured)	Key deliverables in the AOP

Indicator number	5.1.2
Indicator title	Auditor General of South Africa (AGSA) opinion on the audit on financial statements
Short definition	The Auditor General conducts audits on financial and non-financial information against predetermined norms and standards and produces a report with audit findings and recommendations. The report further states the Auditor General's audit opinion on the audit conducted. The indicator measures the outcome of the audit report/opinion with regards to the audit conducted on the Financial Statements.
Purpose	To ensure sound governance and compliance to prescripts and regulations.
Key Beneficiaries	Strategic partners, Staff and Stakeholders.
Source of data	Auditor General of South Africa (AGSA) opinion on the audit as provided in the Auditor General Audit Report.
Data limitations	N/A
Assumptions	N/A
Means of verification (Portfolio Of Evidence)	Outcome of AG Audit opinion on the previous year's audit cycle. For example, for 2025/2026 FY: The AG Audit report on the 2024/2025 financial year ending 31 March 2025 to be used.
Method of calculation	Outcome of AG Audit opinion on the previous year's audit cycle.
Calculation type	<input type="checkbox"/> Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> Annually
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target
Type of indicator	<p>Is this a Service Delivery Indicator?</p> <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity
	<p>Is this a Demand Driven Indicator?</p> <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	<p>Is this a Standardised Indicator?</p> <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Spatial Location of indicator	Number of locations: <input checked="" type="checkbox"/> Single Location <input type="checkbox"/> Multiple Locations Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: <.....> For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP)? <input type="checkbox"/> YES <input type="checkbox"/> NO
Indicator responsibility	Chief Financial Officer or relevant executive responsible for the programme.
Spatial Transformation	Spatial transformation priorities: Description of spatial impact: Western Cape

Indicator number	5.1.2
Disaggregation of beneficiaries -Human Rights Groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: <input checked="" type="checkbox"/> "None of the above"
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input type="checkbox"/> Innovation, Culture and Governance <input checked="" type="checkbox"/> "None of the above"
Implementation Data (Key deliverables measured)	Key deliverables in the AOP





Image credit: Grootbos Private Nature Reserve



Klipgat Caves, Cape Overberg





City Centre, Cape Town



Cape Town and the Western Cape – A leading regional economy

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