

# WESGRO

CAPE TOWN & WESTERN CAPE  
A LEADING REGIONAL ECONOMY



2026/27 ANNUAL PERFORMANCE PLAN





Cape Town CBD



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**Western Cape Government: Dr Ivan Meyer**



**Western Cape Minister of Agriculture,  
Economic Development and Tourism**

**Dr Ivan Meyer**

# Executive Authority Statement

Wesgro's Annual Performance Plan for the 2026/27 financial year sets out a clear and purposeful roadmap to advance inclusive and sustainable economic growth in the Western Cape, strengthening competitiveness and creating much-needed jobs. It builds on the strong foundation established over the previous term, during which the Agency facilitated R36.84 billion in committed investment and supported R21.99 billion in export declarations. These achievements position Wesgro to deepen its impact at a time when regions that act decisively are best placed to succeed.

Guided by the shared values of the Western Cape Government - accountability, transparency and a commitment to high levels of competence - this plan focuses on driving tourism, trade and investment promotion and facilitation to strengthen the province's competitiveness. Central to this is increasing the brand recognition and equity of Cape Town and the Western Cape, ensuring the region is top of mind globally as a leading business and tourism destination offering premium products and services. This focus is increasingly important in a global environment shaped by slower growth, geopolitical uncertainty, supply chain realignments and the accelerating transition to low-carbon economies.

At the centre of this approach is the Western Cape Government's Growth for Jobs strategy, which seeks to expand the economy in ways that create meaningful employment and reduce inequality. Achieving the ambitious goal of a R1 trillion provincial economy by 2035 will require coordinated effort across government, business and social partners. Wesgro plays a critical role in this collective effort by attracting and facilitating investment, particularly into identified export priority areas and sectors that grow the economy and improve competitiveness, enabling export growth and positioning the Western Cape as a premier destination for both leisure tourism and business events.

While global conditions remain challenging, marked by geopolitical tensions, trade disruptions and climate-related risks, the Western Cape continues to demonstrate resilience. Strong governance, effective institutions and strategic partnerships have enabled the province to navigate uncertainty and retain investor confidence. At a national level, the formation of the Government of National Unity has contributed to renewed optimism, with early progress evident in energy stabilisation and visa reform, both of which are critical enablers of growth in tourism, trade and investment.

Over the 2026/27 period, Wesgro's work will be anchored in a focused set of strategic priorities that speak directly to the economic moment. The Agency will sharpen the distinct positioning of Cape Town and the Western Cape as a leading regional economy; deepen the flow of both foreign and domestic investment into priority and high-impact sectors; expand the reach and value of exports by unlocking access to new markets and new buyers in China, the Association

of Southeast Asian Nations (ASEAN), India, Brazil and the Middle East; and continue to grow leisure tourism and business events. This will be pursued alongside a continued focus on established markets, including the European Union, the United Kingdom, the United States and the rest of Africa.

At the same time, Wesgro will enhance and replicate catalytic delivery models in partnership with government, industry and social partners to maximise economic impact in key areas. The Agency will also track and address systemic challenges that influence economic competitiveness, providing robust economic data, insights and analytics to support evidence-based decision-making across the Western Cape Government and its partners.

This focus is well placed. Within both the national and international context, the Western Cape stands out as a region of stability, capability and opportunity. Clear policy direction, strong governance and effective institutions have sustained investor confidence across a broad and resilient economic base. From tourism and agriculture to logistics, green manufacturing, life sciences and health, the province has built an outward-looking and globally engaged economy. This diversity is a strategic advantage, enabling the Western Cape to adapt as global markets shift and new sources of growth emerge.

Looking ahead, the next phase of growth will be shaped by sectors that connect global demand with local strengths. Tourism will continue to play a central role, supporting employment, driving scale and projecting the province onto the world stage. In parallel, a dedicated focus on attracting investment into export-oriented priority areas will help catalyse export-led growth and deepen the province's integration into global value chains.

The 2026/27 Annual Performance Plan translates this strategic intent into action. It sets out clear, ambitious and achievable objectives across investment promotion, export growth and tourism development, fully aligned with the Growth for Jobs strategy. Crucially, it recognises that delivery depends not only on ambition, but on institutional strength. Through continued investment in digital transformation across all mandates, alongside strengthened economic intelligence and organisational renewal, Wesgro is ensuring that it remains a trusted, capable and credible partner, ready to support the province's economic priorities now and into the future.



**Dr Ivan Meyer**

Western Cape Minister of Agriculture, Economic Development and Tourism

**Wesgro Board Chair, Dr. Shirley Zinn**



**Wesgro Board Chairperson**  
Dr Shirley Zinn

# Accounting Authority Statement

We are entering a new chapter in the global economy, defined less by stability and more by constant adjustment. Trade relationships are being recalibrated, geopolitical fault lines are reshaping markets, and policy choices in major economies are reverberating far beyond their borders. This is a world in which certainty is rare, but opportunity still exists for regions that understand their value, invest in credibility, and act with intention.

South Africa's domestic context is evolving in ways that support this outlook. The formation of a Government of National Unity in 2024 represented an important signal of political maturity and shared responsibility. While structural challenges remain, there is renewed focus on reform, collaboration and implementation. Progress in energy availability, logistics reform and visa modernisation has begun to ease some of the most binding constraints on growth. Initiatives such as Operation Vulindlela point to a broader shift towards coordinated public-private action as a prerequisite for economic progress.

Within this national landscape, Cape Town and the Western Cape remain well positioned. Strong governance, capable institutions and consistent policy direction have underpinned sustained investor interest across a diversified economic base. This positioning reflects a long-term commitment to strengthening competitiveness while advancing inclusive and sustainable economic growth: growth that translates into real opportunities and job creation for the people of the province.

Against this backdrop, South Africa's G20 presidency in 2025 added further weight to this positioning during a period of uneven global growth, fragmented trade routes and heightened uncertainty. It advanced a pragmatic focus on inclusive growth and cooperation, while elevating African perspectives through both the G20 and the B20. The message was clear: Africa's future is not peripheral, but increasingly central to global prosperity and resilience.

Wesgro operates at the intersection of these global and local dynamics. As a leading regional Tourism, Trade and Investment Promotion and Facilitation Agency, its role extends well beyond promotion alone. It is about connecting opportunity with capability, aligning partners, and reducing the friction that too often stands between intent and execution. This includes strengthening brand recognition and equity so that Cape Town and the Western Cape are consistently top of mind as leading business and tourism destinations offering premium products and services.

It also means attracting, facilitating and prioritising new investment into identified export priority areas and into sectors that drive competitiveness and long-term growth. While established relationships in the European Union,

the United Kingdom, the United States and across Africa remain critical, Wesgro is deliberately expanding access to new markets and new buyers in China, the Association of Southeast Asian Nations (ASEAN), India, Brazil and the Middle East. These markets represent the next wave of opportunity for trade, investment and innovation, and are essential to sustaining export-led growth.

The region's future will be shaped by sectors that align global demand with local strengths. Tourism continues to anchor the economy, providing scale, employment and international visibility. At the same time, renewable energy and green industrialisation are emerging as central pillars as the global economy accelerates its transition to cleaner systems.

Realising this potential requires more than strategy alone, Wesgro is focused on enhancing and replicating catalytic delivery models that bring together government, business and social partners to deliver measurable economic impact in key areas. It is also strengthening its role in tracking and addressing systemic challenges that influence competitiveness, providing robust economic data, insights and analytics to inform decision-making across the Western Cape.

The Annual Performance Plan for 2026/27 gives practical expression to this direction. It sets demanding yet achievable objectives across investment, trade and investment, fully aligned with the provincial Growth for Jobs strategy. It recognises that success depends as much on institutional strength as on ambition. Through continued digital transformation across all mandates - placing clients at the centre of service delivery, enabling staff and empowering stakeholders - alongside investment in economic intelligence and organisational renewal, Wesgro is ensuring it remains credible, capable and future-ready.

As Chairperson of the Wesgro Board, I am confident that the Agency is well positioned for this next phase. In an environment defined by change, progress is built through deliberate action, strong partnerships and consistent execution. This plan sets out how, together with our partners, Wesgro will drive inclusive and sustainable economic growth, strengthen competitiveness and create jobs, enabling Cape Town and the Western Cape not only to engage with the global economy, but to shape it in ways that are enduring, inclusive and impactful.



**Dr Shirley Zinn**

Chairperson of the Wesgro Board

**Wesgro CEO, Wrenelle Stander**



**Wesgro Chief Executive Officer**  
Wrenelle Stander

# Accounting Officer Statement

The Western Cape economy is entering FY27 amid a period of structural economic realignment. Advanced economies face subdued productivity and rising policy uncertainty, while emerging regions, particularly Asia and parts of Africa, are reshaping global growth patterns. Supply chains, investment flows, technology adoption and geopolitical blocs are shifting simultaneously. In this environment, regional competitiveness matters more than ever. Subnational regions compete directly for investment, trade, talent, technology and visitors, with governance quality, infrastructure readiness, institutional coordination and innovation capability serving as decisive differentiators.

For the Western Cape, this presents a dual reality: a volatile external environment alongside a strong internal platform. Governance capabilities, private capital formation, innovation clusters and a maturing collaboration ecosystem position the province as one of Africa's most competitive regional economies. While subject to national policy and legislative constraints, reforms in energy, logistics, ports, rail and visas are beginning to address key bottlenecks. Within this context, together with partners, Wesgro's role is to navigate complexity, amplify competitive advantage, advocate for positive reform and support delivery of the Growth for Jobs (G4J) ambition of a more dynamic, inclusive, export-led economy.

The 2026/27 Annual Performance Plan is defined around a clear vision, a bold strategy, and strategic priorities to reflect these trends. 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 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 the region is top of mind as a leading

business and tourism destination with premium products and services. A key priority will be to drive the Western Cape value proposition online, cross-sell our mandates, and engage audiences in new markets through new channels: Made in the Cape "From our Home to Yours"; Invest in Cape Town & the Western Cape "The Future is Made Here"; and Discover Cape Town & the Western Cape "With love from the locals". The agency has prioritised strategic partnerships to secure access to high growth global markets and crowd-in private sector funding. A dedicated resource will be driving this work to leverage strategic partnerships with system-scale institutions. In addition, we will scale impact and replicate catalytic delivery models by leveraging Wesgro's track record and credibility of strong governance and delivery frameworks for catalytic projects. Examples like Cape Town Air Access, Cruise Cape Town and Edu Invest have demonstrated the immense impact that strategic collaboration can have on the economy.

**Increased foreign and domestic investment into Cape Town & the Western Cape (Target: R5.8 billion new investment).** Wesgro will continue to prioritise new investment into identified export priority areas including the green economy, life sciences and health, logistics, green manufacturing, food and beverages, services, as well as into areas that grow the economy and improve competitiveness. Our focus will be to attract FDI through a highly targeted, data-led approach designed to capture the Western Cape's share of global capital flows. We will prioritise key global investment source markets and leading firms within those markets. To support this, we have established a dedicated FDI team with sector specialisation, enabling deeper market intelligence, precision targeting, and tailored investor facilitation. Digital innovation will underpin our investor engagement model. We will deepen sector intelligence and digital platforms available to enable informed decision-making.

In addition, we will continue to support Western Cape businesses to increase re-investment and expansion. We will play a role in connecting new investors with local supply chains. Wesgro will focus on deepening relationships with large existing investors. As Western Cape businesses expand their global footprint, Wesgro remains a key partner to companies navigating international markets and internationalising their strategies. Strategic sector-

led partnerships will be identified in the local business ecosystem to help strengthen the investment value proposition and further value chain integration.

**Growth in Western Cape exports of goods and services (Target: R1.7 billion new export declarations).** To strengthen the growth and resilience of our exports, we are taking deliberate action along several key areas. Wesgro is focused on diversifying the export basket to include the green economy, life sciences and health, logistics, green manufacturing, food and beverages, and services. In addition, we are accelerating market diversification to unlock new growth corridors, including China, India, ASEAN and the Middle East, while continuing to focus on our strong trade relationships across Africa, Europe and North America.

Wesgro will deliberately focus on scaling market access for Western Cape goods and services. Firstly, we will deepen the focus on buyers through the diversification of the Made in the Cape hosted buyers' programme, which will include large-scale retailers and tourism trade with an emphasis on emerging markets. Secondly, we will accelerate retail collaboration in new markets to expand market access for Western Cape goods and services. Thirdly, we will continue to expand the impact of the Cape Trade Portal. Conversations will be accelerated with partners to integrate the Cape Trade Portal with other e-commerce platforms.

**Growth in leisure tourism in international and local markets as well as growth in business events. (Target: 100 000 to 150 000 new international tourist arrivals).** Growing leisure and business tourism is a key strategic priority for Wesgro. Tourism remains a critical economic engine and a key absorber of skilled and unskilled labour. The provincial target is to double tourism by 2035. Together with partners, the aim is to add an additional one million tourist arrivals over the period FY26 – FY30.

The Western Cape is performing strongly, having emerged as South Africa's strongest tourism performer post-COVID, with international arrivals exceeding pre-pandemic levels. Cape Town remains a globally recognised destination brand, supported by strong long-haul connectivity and high repeat visitation from mature markets. Yet growth remains concentrated, seasonal and structurally constrained. Infrastructure, mobility, safety perceptions and visa friction further constrain growth. In response to this context, Wesgro has commissioned a project to define a clear,

evidence-based path to understand how the Western Cape could reach the growth target.

While this research project unfolds, Wesgro will focus on, expanding demand across international and domestic markets, expand air connectivity to unlock growth, embed sustainability and inclusivity, build the Western Cape's business events engine, deepen industry coordination and public-private collaboration, track and assist in removing systemic barriers to improve competitiveness, strengthen evidence, insights and performance monitoring, towards doubling tourism.

**Future-fit, relevant and trusted Wesgro.** An efficient, innovative and client-led Wesgro is steadily 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.

Over the next period we will build on the work that we have done to improve systems and performance, and we will deliberately increase the focus on people. Our mantra will shift from 'compliance and performance' to 'compliance, performance and people'. We will work to improve the culture entropy in the organisation with a specific focus on leadership development and staff recognition.

Importantly, we continue to invest in digital transformation to expand the scope, scale and speed of our impact.

This is a multi-year integrated digital approach designed to evolve continuously in line with our organisational capacity and the changing needs of the clients and stakeholders we serve. Our digital transformation strategy is underpinned by four pillars: (1) Client Experience as the Anchor, (2) Culture as the Engine, (3) Modernisation as the Enabler and (4) Knowledge Hub as the Multiplier.

The digital transformation strategy moves us towards becoming a platform business, with an integrated point of entry and dedicated account management. The Agency is moving towards client-centricity through offering a consistent fit-for-purpose service through client segmentation as well as end-to-end resolution. Systems and processes are being redesigned with the client at the centre.

Importantly, a strong digital first culture is being further embedded within the Agency.

As a trusted provider of data, insights and analytics for the Western Cape economy, we continue to build a central economic knowledge hub for stakeholders, to enable knowledge dissemination in an efficient and effective way, ensuring a shift from research to data and insights. This work will see the integration of data and insights, advocacy & advisory, client experience as well as IT services. We are fast-tracking robust data management and artificial intelligence frameworks to enhance evidence-based decision-making.

Our advocacy and advisory capability will be further strengthened to address systemic barriers through building a robust information tracking system, deepening relationships with critical stakeholders in government, and dissemination of policy and regulatory information to assist exporters.

Alongside this digital evolution, our commitment to strategy, performance and good governance remains firm. Through a culture of collaboration, accountability and continuous improvement, Wesgro will position itself as a modern, data-driven agency capable of delivering measurable outcomes in a complex and fast-moving global environment.

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 Mayoral Committee Member for Economic Growth, Alderman James Vos. Their support, along with that of our stakeholders and private sector 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  
Wesgro


# Official Sign-Off

It is hereby certified that the Annual Performance Plan for 2026/27:

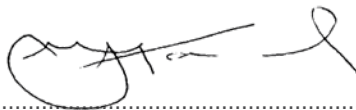
- Was developed by the management of Wesgro under the guidance of the Board of Directors and Minister Ivan Meyer, Western Cape Minister of Agriculture, Economic Development and Tourism; and
- Accurately reflects the impacts, outcomes and outputs which Wesgro will endeavour to achieve during the 2026/27 financial year, subject to the resources being made available.

**Approved by:**

Sandiso Gcwabe  
Chief Financial Officer

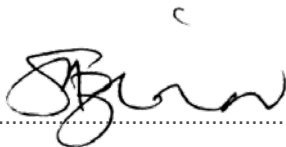
Signature:  .....

Wrenelle Stander  
Chief Executive Officer


Signature:  .....

**Approved by:**

Dr. Shirley Zinn  
Chairperson of the Wesgro Board

Signature:  .....

Dr. Ivan Meyer  
Executive Authority

Signature:  .....



Cape Town CBD

# Part A: Our Mandate



# PART A:

## OUR MANDATE

### 1.1 Mandate

Wesgro is the tourism, trade and investment promotion agency for Cape Town and the Western Cape. Established under the Western Cape Investment and Trade Promotion Agency Act (Act 3 of 1996, as amended), the Agency's mandate is to:

- Attract and facilitate domestic and foreign direct investment;
- Grow exports and expand the Western Cape's global market reach;
- Promote Cape Town and the Western Cape as a leading global travel destination;
- Secure business events through the Western Cape Convention Bureau;
- Provide economic intelligence and market insights; and
- Strengthen the competitiveness of the provincial economy through advocacy, coordination and catalytic partnerships.

The Agency executes this mandate through a public-private partnership model that brings together the Western Cape Government, the City of Cape Town and the private sector, and the broader ecosystem of diplomatic partners, exporters, investors, tourism operators, and sector bodies.

Wesgro's mandate reflects its role as a system integrator in the provincial economy, convening partners, unlocking barriers, and amplifying economic opportunities across trade, investment and tourism. As such, the Annual Performance Plan responds not only to legislative obligations but also to the evolving strategic requirements of the Western Cape's long-term economic agenda.

### 1.2 Vision

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

### 1.3 Mission

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

### 1.4 Organisational Values

Professionalism & Commitment to Excellence; Efficient & Outcomes Driven; Accountability; Innovation; Enabling; Passionate; Courage; Integrity & Trust. These values shape Wesgro as a high-performance economic institution. We strive to:

- Act with professionalism, accountability and transparency.
- Partner actively across the public and private ecosystem.
- Use evidence, insight and technology to drive new solutions.
- Put clients at the centre of everything we do.
- Focus on measurable results that advance growth and jobs.

### 1.5 Legislative and Policy Mandate

Wesgro operates under the Western Cape Investment and Trade Promotion Agency Act and aligns with:

- The Constitution of South Africa;
- The Public Finance Management Act (PFMA), Act 1 of 1999;
- Treasury Regulations;
- The Western Cape Government's Growth for Jobs (G4J) Strategy;
- The Western Cape Strategic Plan 2025–2030;
- The City of Cape Town Inclusive Economic Growth Strategy;
- The Tourism Growth Strategy (2025–2030);
- Western Cape Climate Change Response Strategy;
- National Policy Frameworks including Operation Vulindlela, the National Tourism Sector Strategy, the Industrial Policy Action Plan, the National Export Strategy and South Africa's international trade commitments.

### 1.6 Institutional Performance Overview

Over the past four years, Wesgro has undergone significant institutional strengthening:

- Clean audit trajectory established, with improved controls and governance.
- A new client-centric operating model implemented across investment, trade and tourism.
- Relocation to modern, fit-for-purpose headquarters enabling collaboration and efficiency.
- Digital transformation underway, including CRM upgrades, automation, dashboards, and the development of a provincial Economic Knowledge Hub.
- Deepened public-private partnerships, including Cape Town Air Access, Cruise Cape Town, Edu Invest, and catalytic collaboration platforms with investors, tourism partners, districts and municipalities.

Wesgro supported billions of rands in investment, facilitated export deals into Africa, Europe, the Middle East and Asia, secured high-impact business events, and strengthened the Western Cape's global visibility as a leading regional economy. These gains create a strong foundation for delivering the new strategic cycle.

## 1.7 Operating Model

Wesgro delivers its mandate through four interconnected competencies:

- Investment Promotion, Facilitation & Aftercare: Targeting global investors, facilitating projects, unlocking reinvestment, and supporting district-level economic growth.
- Trade Promotion, Facilitation & Export Development: Supporting exporters, deepening global trade, diversifying into new markets, diversifying the export basket and providing market intelligence.
- Tourism & Destination Marketing: Running global campaigns, securing business events, equipping local and international trade and media to sell Cape Town & the Western Cape, expanding air and cruise connectivity, and place marketing.
- Advocacy, Intelligence & Coordination: Providing evidence-based insights, undertaking investment climate diagnostics, coordinating public-private action on bottlenecks, and recommending system reforms in energy, logistics, visas and digital infrastructure.

These competencies operate as a single integrated value chain designed to advance economic competitiveness and support the Growth for Jobs vision. Wesgro is led by the CEO, supported by an Executive Management Team. Governance is upheld through the Board and its Sub-committees: Audit, IT and Risk Committee; Human Resource and Remuneration Committee; Investment Working Group; Tourism Working Group.

## 1.8 Funding

Wesgro is funded by the Western Cape Provincial Government through DEDAT, the City of Cape Town, DTIC, the Western Cape Department of Agriculture, and the Western Cape Department of Education. In addition, limited funding is received from the private sector for specific interventions or projects.

## 1.9 Theory of Change

- a) Problem Statement
- Structural constraints: energy, water, logistics, crime, fiscal pressure, skills shortages and regulatory friction, limit national growth. However, reform efforts through Operation Vulindlela are gaining traction, though pace remains uneven.

- Global conditions remain volatile, and firms face rising barriers to trade and investment.
  - The Western Cape's competitive advantage requires sustained promotion, intelligence, and catalytic coordination to unlock its full potential.
- b) Wesgro's Intervention Logic. Wesgro acts as a catalyst:
- Attracting private investment
  - Supporting business to export more
  - Growing tourism demand and connectivity
  - Improving the business environment and business confidence
  - Providing intelligence to both the public and private sector to inform decisions
  - Strengthening collaboration across government and industry
- c) Outputs
- Investment projects, export declarations, campaigns, routes secured, ship calls, bids secured, data and insights, tourism trade reach.
- d) Outcomes
- Export-led FDI attraction
  - Investment growth
  - Diversification of the export basket
  - Increased tourism value and volume
  - Improved system competitiveness
  - Organisational excellence
- e) Impact
- A more competitive, future-focused and diversified Western Cape economy contributing to job creation and inclusive growth.

## 1.10 Strategic Choices for 2026/27–2030

The strategic choices for 2026/27–2030 outline Wesgro's commitment to driving inclusive and sustainable economic growth, strengthen competitiveness and create jobs in Cape Town & the Western Cape through targeted priorities.

- Ensure that Cape Town and the Western Cape is top of mind as a leading business and tourism destination with premium products and services.
- Prioritise new investment into identified export priority areas: Green Economy; Life Sciences & Health; Logistics; Food & Beverages; Green Manufacturing; and Services.
- Increase re-investment and expansion from existing WC businesses.
- Unlock access to new markets and new buyers - China, ASEAN, India, Brazil & Middle East, while maintaining a continued focus on established markets: EU, UK, USA, Africa.
- Enhance and replicate catalytic delivery models to deliver economic impact and scale 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.

These choices align with provincial priorities and position Wesgro to deliver value in a period of global competition and economic restructuring.

### 1.11 Strategic Outcomes for the Period FY26-FY30

- a) The G4J target is a R1-trillion economy by 2035. This will be achieved through performance across 7 areas in the economy:
- Investment – R200bn in private sector investment by 2035
  - Exports – Triple exports by 2035
  - Energy – Attract between R21.bn – R68.4bn in energy-related investments
  - Water – Double the amount of water available for non-agricultural use
  - Technology & Innovation – Increasing R&D expenditure by 300% to R35bn, with VC deals at R20bn
  - Infrastructure – Public sector capital investment at 10% of regional GDP
  - Employability – Job placement or long-term education placement

- b) There is strong alignment to G4J in Wesgro's target setting and reporting particularly for investment projects, trade and tourism.
- c) Wesgro is a critical role player in achieving these targets.
- d) Wesgro's targets for FY26-FY30 are listed below:
- **120 million** audience reached to consider Cape Town & the Western Cape as a leading trade, tourism & investment destination
  - **R30 billion** new investment<sup>1</sup> with a focus on targeted areas and markets
  - **R9.1 billion** new export declarations for goods and services (excludes Tourism)<sup>2</sup>
  - **800 000 to 1 million** new international tourist arrivals<sup>3</sup>
    - **161** business event bids secured with an estimated economic value of **R4.5 billion**
    - **250** Ship calls by 2030<sup>4</sup>
    - **10** new air routes
    - **3** International tourism marketing campaigns<sup>5</sup>
    - **12 500** international tourist trade engaged<sup>6</sup>
  - Activating a coordinated tourism ecosystem towards Doubling Tourism by 2035
  - Future-fit and digitally transformed Wesgro: Clean Audit, Satisfied Clients<sup>7</sup>, and Low Culture Entropy<sup>8</sup>

These mandates and strategic choices frame the analysis in Part B, which outlines the global and domestic structural shifts defining Wesgro's strategic focus.

1 Notes including G4J Targets

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: 2.5 to 3 million international arrivals by 2030. This is calculated on the basis of 2 million international arrivals in 2019 + up to 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

# Part B: Our Strategic Focus



Wind Turbines, Cape Overberg

## PART B:

# OUR STRATEGIC FOCUS

### 2.1 Situational Analysis

The Western Cape economy enters the 2026–2030 planning period during a decade defined by structural economic realignment. Advanced economies face subdued productivity and rising policy uncertainty, while emerging regions, particularly Asia and parts of Africa are reshaping global growth patterns. Supply chains, investment flows, technology adoption and geopolitical blocs are shifting simultaneously.

Within this environment, regional competitiveness matters more than ever. Businesses choose locations based on governance quality, infrastructure readiness, institutional coordination and innovation capabilities. Subnational regions now compete, directly, for investment, trade, talent, technology and visitors.

For the Western Cape, these shifts present a dual reality: a volatile external environment and a strong internal platform. Governance capabilities, private capital formation, innovation clusters and a maturing collaboration ecosystem position the province as one of Africa's most competitive regional economies. The province remains subject to national legislation and is in some cases seeing the positive elements of reform as well as the constraints in the energy, logistics, ports, rail, and visas areas.

Wesgro's role is to navigate this environment, amplify the province's competitive advantages, advocate for positive reform and help deliver the Growth for Jobs (G4J) ambition of a more dynamic, inclusive, export-led economy.

### 2.2 External Environment Analysis

#### 2.2.1 Global Economic Context: Resilient but Uncertain

The global economy is in a period of structural reorganisation rather than cyclical recovery. Growth remains positive but modest: Global growth is projected to hold steady at 3.3% in 2025 and 2026, before easing slightly to 3.2% in 2027. Advanced economies will see modest growth around 1.7–1.8%, while emerging markets and developing economies are expected to slow gradually, from 4.4% in 2025 to 4.1% in 2026.

At the same time, the World Uncertainty Index (WUI) reached its highest level in September 2025, driven by rising geopolitical competition; escalation in tariffs and industrial policy; lower development finance flows; and tighter immigration regimes. It is, however, worth noting that the WUI has been declining in recent months.

The United States' universal 30% tariff (2025) has introduced new complexity. Although front-loaded imports and supply chain diversification have muted immediate impacts, a lagged effect is expected as global firms restructure production and adjust sourcing patterns.

Despite these pressures, global trade has remained remarkably resilient. Global trade growth is forecast to rise to 4.1% in 2025, then slow sharply to 2.6% in 2026 before recovering modestly to 3.1% in 2027. This pattern reflects earlier front-loading of trade and ongoing adjustments to new policy environments. **See Appendix A for more detail.**

#### 2.2.2 African Economic Context: Resilient Growth, Uneven Reform

Africa remains one of the most dynamic regions globally: GDP growth projected at 3.9% (2025) and 4.0% (2026). Over 20 African economies expected to grow above 5%. East Africa leads as the fastest-growing region. Intra-African trade expanding at 5–6% per year, supported by gradual implementation of the AfCFTA.

Progress is uneven: Inflation remains elevated (18.7% in 2024, moderating slowly). Currency pressures and higher debt-service burdens constrain fiscal space. Security dynamics challenge regional integration in specific geographies. Uncertainty around preferential market access, such as the tariffs imposed by the United States, creates export risks.

The AfCFTA's development of investment, competition and digital protocols presents a structural opportunity for South Africa and the Western Cape, provided firms can move early to shape new value chains. **See Appendix B for more detail.**

#### 2.2.3 South African Economic Context: Constrained but Reform-Oriented

South Africa's growth outlook remains below potential: Real GDP grew by 0.5% in 2024 and is expected to accelerate to 1.3% in 2025, 1.4% in 2026, and 1.9% in 2027 and 2028.

Key structural constraints persist: Weak public investment and infrastructure backlogs. Energy availability improvements not yet durable. Logistics inefficiencies in rail and ports. Water and municipal infrastructure stresses, red tape and regulatory complexity across sectors. Unemployment of 31.4%, with youth nearing 44%.

Positive shifts include: Government of National Unity (GNU) stabilising political coordination. Significant improvement in

energy availability and renewable uptake. Removal of South Africa from the FATF grey list (Oct 2025). A renewed national commitment to public-private infrastructure investment. Reform momentum via Operation Vulindlela, although pace remains uneven.

The impact of US tariffs on South African exporters is expected to intensify over time as stockpiles unwind and new trade routes settle. **See Appendix C for more detail.**

## 2.2.4 Provincial Environment: Western Cape Competitiveness

The Western Cape continues to outperform national peers: Provincial growth is projected at 1.2% (2025) and 1.6% (2026). Unemployment at 18.1%, the lowest in South Africa. Consistent governance excellence across municipalities. Expanding private investment in strategic sectors. Strong performance in tourism, air access and cargo growth

Core provincial strengths include: Visionary leadership and shared strategy; Governance excellence; Infrastructure & execution capability; A dynamic innovation economy; Public-private collaboration

Constraints: Energy, ports, rail, and visa issues limit provincial competitiveness. Infrastructure, backlogs in water and sanitation in some municipalities. Rising cost-of-living pressures affect tourism and talent attraction. Climate risks intensifying in agriculture, water security and coastal areas. **See Appendix D for more detail.**

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.

## 2.2.5 Implications for Wesgro

The Western Cape must compete aggressively for investment in a more contested global environment. Market diversification is essential as tariff regimes, industrial policies and geopolitical blocs' shift. Subnational strengths, governance, infrastructure readiness, and regulatory coordination, are increasingly important for location decisions.

Constraints in energy, rail, ports, and visas limit provincial growth and investor confidence. Wesgro must help businesses navigate these structural barriers through advocacy, problem-solving and intelligence

Wesgro's role in investment promotion, export market diversification, and tourism demand generation is more important than ever.

## 2.3 Internal Environment Analysis

### 2.3.1 Agency Readiness

Wesgro has stabilised and is repositioning to meet a changing environment.

Governance & Controls: Clean audit trajectory restored; Strengthened internal controls and reporting; New corporate headquarters enabling collaboration and client engagement.

Organisational Capability: 112 staff across tourism, trade, investment, and corporate services; Growing digital capability; Leadership and performance systems maturing.

Digital Transformation: Platform business; CRM revitalisation; Emerging analytics dashboards; Knowledge Hub foundations laid; Plans for AI-enabled support and integration; Emphasis on a culture of client-centred delivery.

Partnership & Ecosystem Positioning: Wesgro is seen as a trusted connector, linking investors, exporters, tourism operators, districts and global partners.

### 2.3.2 Agency Imperatives Going Forward

- a) Scale impact in investment, exports and tourism.
- b) Strengthen data and insights systems.
- c) Deepen advocacy capacity to enhance competitiveness.
- d) Continue culture shift towards high performance.
- e) Build digital systems to become a client-centric knowledge hub.

### 2.3.3 Implications for Wesgro's Strategy (2026–2030)

Based on the external and internal environment, three strategic implications shape the Annual Performance Plan for FY27.

- a) The Western Cape must compete as a regional economic powerhouse. Export-led, investment-driven growth is non-negotiable. Wesgro must differentiate the province globally, backed by strong data, compelling marketing, and governance excellence and delivery.
- b) Destinations that are services-led are well-positioned for the future economy. Wesgro must scale its catalytic role in tourism, trade and investment with a focus on Services.
- c) Institutions that are agile, digital, and data-driven will win. Wesgro must accelerate digital transformation, strengthen its advocacy, data and insight capability, and operate as a future-fit, high-performance economic agency.

## 2.4 Strategic Outcomes

We will continue to work hard to deliver on our mandate. The following five strategic outcomes will be our focus.

### 2.4.1 Differentiated Cape Town & the Western Cape as a Leading Regional Economy

*Destination Brand recognition and equity for Tourism, Trade and Investment. Best practice in catalytic delivery models. Strategic partnerships and leveraging funding. Convening the ecosystem on issues impacting economic competitiveness and jobs.*

Wesgro is focused on increasing brand recognition and equity of Cape Town and the Western Cape, ensuring that the region is top of mind as a leading business and tourism destination with premium products and services.

This is underpinned by the strategic pillars of sustainability, innovation, good governance and public-private sector collaboration. This involves shifting local and international perceptions and strengthening destination brand awareness at home and abroad, through place-marketing brands aligned to our tourism, trade and investment mandate. By positioning Wesgro as a future-fit, relevant and trusted agency, with a strong corporate brand, the destination's value proposition as a leading regional economy is strengthened.

In addition, there will be a greater focus on developing the sustainability and innovation value propositions of our place-marketing brands.

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

In addition, we are committed to ensuring business confidence amongst Western Cape businesses so that they

continue to invest and expand. This will be achieved by convening the public-private ecosystem through insightful and impactful business events.

Global TIPA benchmarking indicates 7% private sector funding, while Wesgro is currently at 2%, with an interest to grow. Consequently, leveraging private sector funding work is a key focus within Wesgro. Funding options could include direct cash contributions, co-funding arrangements, and services in-kind from the private sector, amongst others.

### 2.4.2 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; Unlock access to new markets - China, ASEAN, India & Middle East, while maintaining a continued focus on established markets: EU, UK, and USA. Increase re-investment and expansion from existing Western Cape businesses. Connect new investors with local supply chains. Track and address barriers to investment.*

The selected sectors will contribute to ensuring that the Western Cape economy is aligned with the future global economy, is able to sustain export-led growth, builds competitiveness, and creates more jobs.

Continued focus on re-investment and expansion from existing Western Cape businesses, supporting growth and internationalisation. Deepened focus on investor aftercare, including connecting new investors with local supply chains. Wesgro will continue to work on building investor confidence by convening sector-led events, working to resolve investor challenges and providing efficient regulatory support through the InvestSA One Stop Shop.

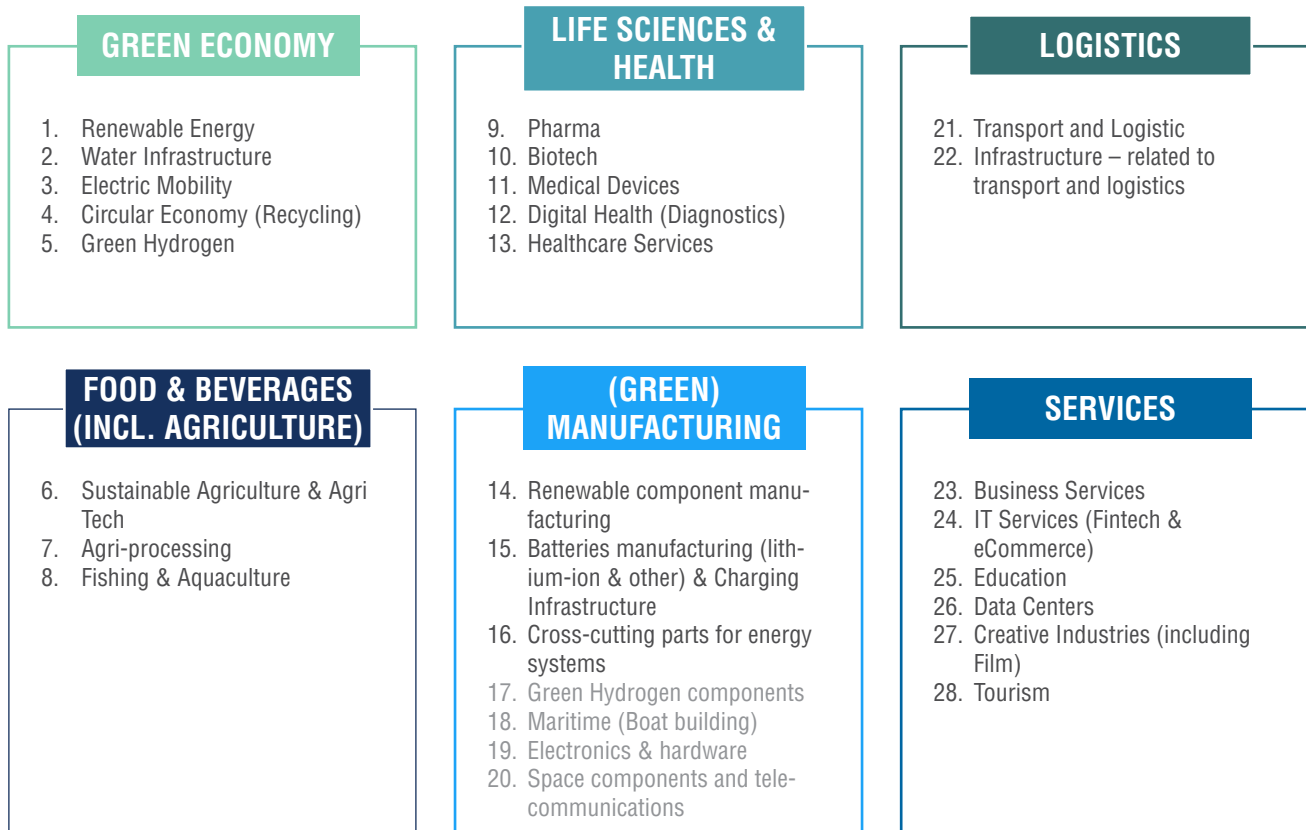


Figure 1: Wesgro investment priority areas

### 2.4.3 Growth in Western Cape Exports of Goods and Services

*Diversify the export basket and markets. Scale retail collaboration. Increase number of Western Cape exporters. Services focused. Increase market access through technology and digital trade. Buyer focus. Connect and enable the film industry and international filmmakers. Advocacy in relation to systemic challenges.*

The global trade landscape is undergoing structural realignment. Geopolitical competition, rapid technological adoption, and climate-related regulation are reshaping supply chains and market access. In this environment, regions that combine agility, strong institutions, and diversified export capabilities will secure the next wave of growth. For the Western Cape, export expansion is central to competitiveness and to the province's employment trajectory.

Wesgro's approach is designed to drive export-led growth by broadening the province's export base, strengthening exporter readiness, deepening market access, and leveraging strategic partnerships. The focus is on execution that expands the number of exporters and buyers, accelerates services exports, and opens high-growth markets across Africa, Asia, and the Middle East.

### 2.4.4 Growth in leisure tourism in international and local markets as well as growth in business events

*Increase and diversify tourism demand - China, ASEAN, India, Brazil & Middle East, while maintaining a continued focus on established markets: EU, UK, USA, Africa. Enhance connectivity and access. Facilitate a sustainable tourism ecosystem. Build a high-performing business events and visitor economy. Deepen industry co-ordination and public-private collaboration. Increase regional spread and reduced seasonality. Increase ecosystem inclusivity.*

Tourism remains one of the Western Cape's most powerful economic engines, a high-employment, high-entrepreneurship sector that stimulates activity across hospitality, transport, agriculture, retail, events, and the creative industries. The province has moved decisively beyond post-pandemic recovery. The real question is no longer if we grow, but how we unlock the next wave of inclusive, sustainable expansion.

Reaching the target of doubling tourism value and volume by 2035 requires more than strong demand. It demands a coordinated, system-wide shift: improved connectivity, enhanced competitiveness, targeted market diversification, increased digitisation, region-wide readiness, and institutional alignment.

This trajectory mirrors global trends, rising appetite for high-quality, experience-rich travel; rapid digital transformation;

and intense competition between destinations for talent, investment, and visitors.

The Western Cape starts from a position of strength as one of Africa’s most competitive visitor economies, but growth at this scale depends on structural reform, expanded access, product innovation, and deeper public-private partnership.

### 2.4.5 Future-fit, Relevant and Trusted Wesgro

As the world shifts, so must our institutional model. Wesgro is evolving into a more efficient, innovative and client-led agency, one that is digitally enabled, grounded in strong governance and designed to deliver catalytic economic impact in a rapidly changing environment.

A renewed commitment to client-centric delivery is key to Wesgro’s value proposition. In a competitive global marketplace, an economic promotion agency must be intuitive in its engagement, responsive in service and consistent in experience. Wesgro is refining client segmentation,

clarifying the client journey and deploying digital tools that create seamless engagement and optimal client service delivery. Growing levels of self-service, integrated CRM systems and responsiveness are shaping a client experience that is predictable, modern and high-quality.

At the heart of this shift is a multi-year digital transformation journey that is becoming the organisation’s operating system.

- Client Experience as the Anchor, ensuring that technology simplifies and enhances every interaction;
- Culture as the Engine, developing a workforce that is confident and capable in digital ways of working;
- Modernisation as the Enabler, embedding the platforms, systems and processes that improve scale, speed and efficiency; and
- Knowledge Hub as the Multiplier, ensuring that data, insights and intelligence guide decision-making across the organisation and among stakeholders.

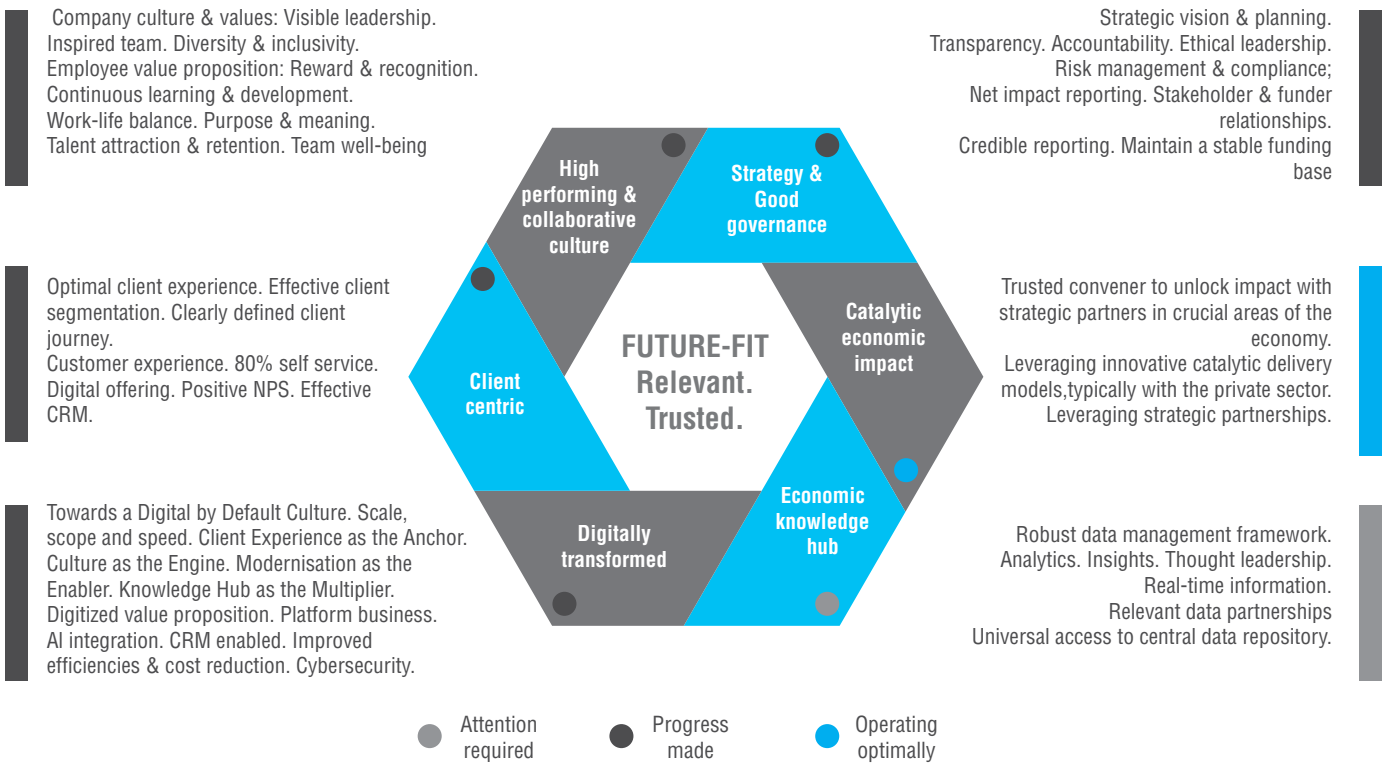


Figure 2: Future-fit, relevant & trusted multi-year, integrated approach

### 2.4.5.1 Organisational Excellence

*Good governance. High performing and collaborative culture.*

Wesgro continues to strengthen its planning capability, reinforce transparency and accountability, and embed ethical and data-driven decision-making across the organisation. Strong governance, rigorous risk management and credible performance reporting underpin stakeholder confidence and ensure that the Agency's modernisation is anchored in integrity and institutional clarity.

People remain the core of this transformation. The Agency is building a high-performance culture characterised by shared values, visible leadership and a diverse, collaborative workforce. A strengthened employee value proposition, focused on growth, learning, recognition and well-being, is positioning Wesgro to attract and retain talent capable of navigating an increasingly complex economic environment. This human-centred approach ensures that purpose, capability and performance reinforce one another.

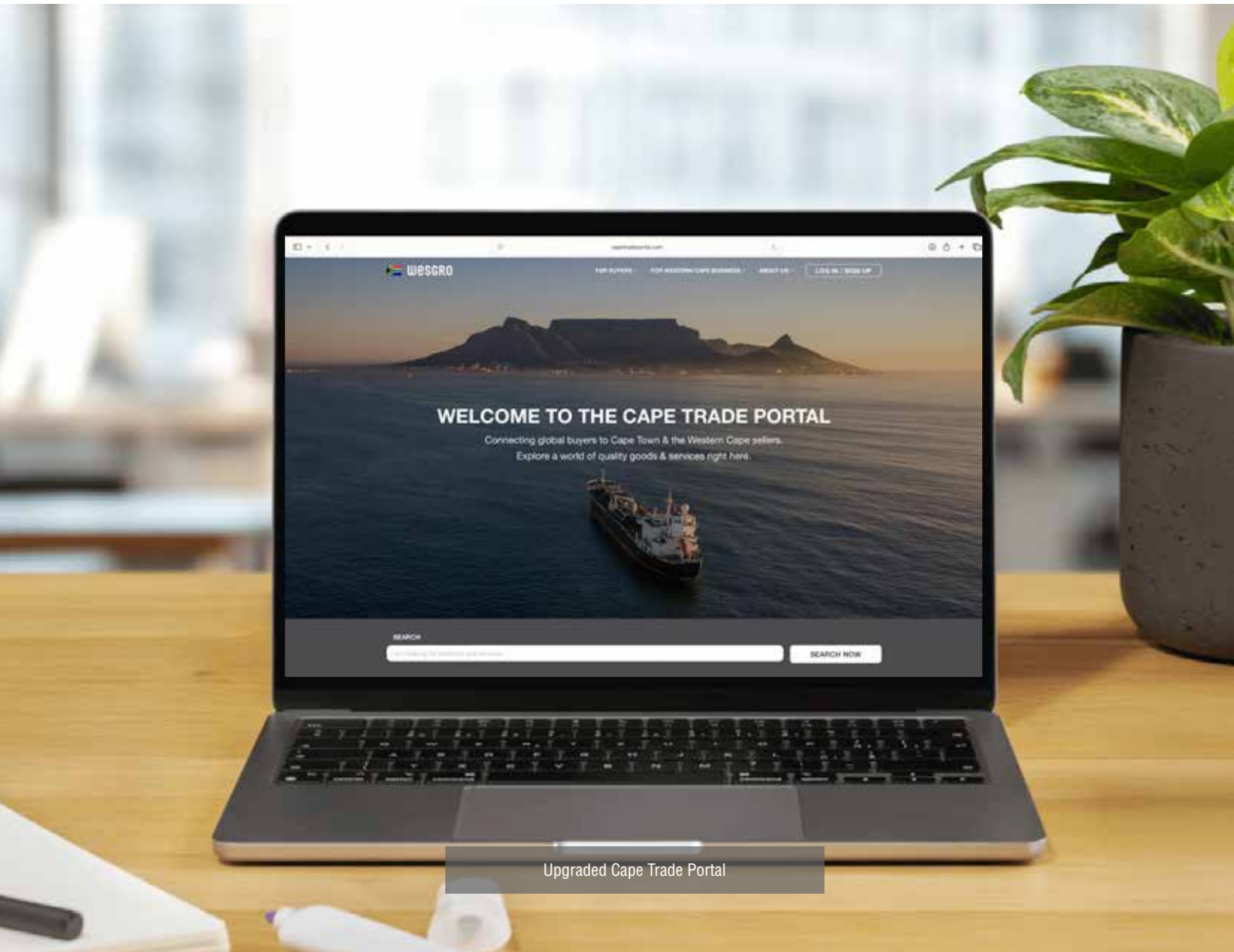
### 2.4.5.2 Digital Transformation

*Digitally transformed. Client centric. Economic knowledge hub. Trusted provider of data, insights and analytics for the Western Cape economy.*

To deepen its foresight and strengthen decision-making, the Agency is advancing its role as an economic knowledge hub. A data management framework, enhanced analytical capability and real-time access to insights will ensure that teams and partners can respond quickly in a context of continuous change. A centralised, accessible repository of economic intelligence will anchor evidence-based approaches across the ecosystem.

Good progress demonstrates growing digital maturity. The rebuilt Cape Trade Portal extends the province's global market access; CRM Lite and the Stakeholder Tracker provide clearer visibility across clients and partners; the AI Governance Framework establishes responsible technology use; and the Client Experience function now manages high-volume enquiries, freeing specialist teams to focus on higher-impact work. Collectively, these shifts reflect an organisation increasing its efficiency, coherence and delivery capacity.

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



Upgraded Cape Trade Portal

## 2.5 SWOT Analysis

Wesgro enters 2026/27 from a position of capability and strategic clarity, but with resource constraints and operational pressures.

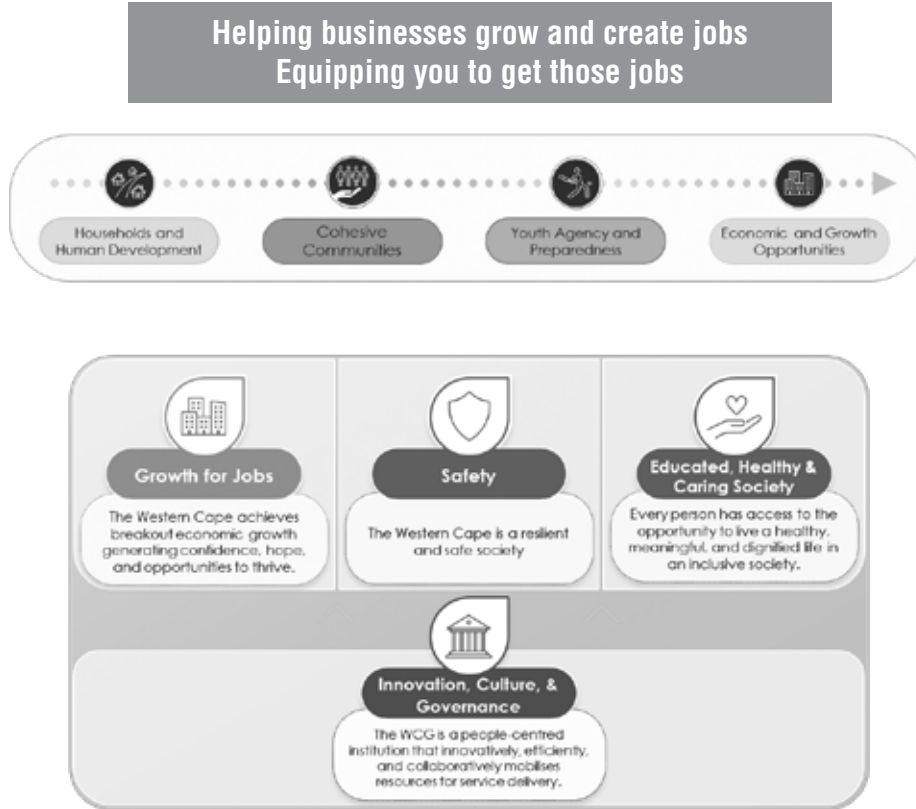
<b>INTERNAL FACTORS</b>	
<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>- Four decades of proven delivery, backed by an independent, private-sector-focused board.</li> <li>- A trusted global brand in investment, trade, and tourism promotion.</li> <li>- Deep specialist capability across investment facilitation, export promotion, tourism marketing, and market access.</li> <li>- Strong track record in supporting outward investment into Africa and leveraging pan-African networks.</li> <li>- Responsive research, thought leadership and strategic intelligence capability.</li> <li>- Strong collaborative relationships across all tiers of government, the diplomatic corps, private sector, global partners, and academia.</li> <li>- Stable political support at provincial and city levels.</li> <li>- Recognised for innovation, agility, and ecosystem convening.</li> <li>- Talented, mission-driven people with multi-disciplinary expertise.</li> <li>- Ability to cross-sell across multiple mandates, creating integrated economic value.</li> <li>- Consistent performance delivery and governance compliance.</li> </ul>	<ul style="list-style-type: none"> <li>- A broad mandate that requires sharper prioritisation to maximise impact in a constrained fiscal environment; difficulty in declining low-impact requests.</li> <li>- Uncompetitive remuneration affecting talent attraction and retention.</li> <li>- Lack of permanent physical presence in key foreign markets, limiting real-time relationship building.</li> <li>- Systems and processes require strengthening to safeguard corporate memory and stakeholder continuity.</li> <li>- Succession planning remains challenging in a complex, high-performance environment.</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>- Shifting geo-economic dynamics open new pathways for the Western Cape in green industrialisation, sustainability, knowledge industries and innovation-led growth.</li> <li>- Increased appetite for public-private collaboration and multi-stakeholder problem-solving.</li> <li>- Growing global flows of climate-related FDI and the greening of value chains.</li> <li>- Rising importance of knowledge transfer, skills mobility, and global learning networks.</li> <li>- Ability to move faster with innovation cycles to drive inclusive growth and regional competitiveness.</li> <li>- New market opportunities arising from AfCFTA, FOCAC, and improved global engagement.</li> <li>- Improved investor sentiment linked to the Government of National Unity (GNU).</li> <li>- Potential for replicating successful private-sector partnerships such as retail collaboration models.</li> </ul>	<ul style="list-style-type: none"> <li>- Intensifying geopolitical instability and global uncertainty.</li> <li>- Persistent negative perceptions of South Africa affecting investor and visitor confidence.</li> <li>- Safety and security challenges impacting destination reputation.</li> <li>- Structural pressures: energy instability, water security risks, failing logistics systems, and organised crime.</li> <li>- Rising exposure to cyber security threats.</li> <li>- Education system weaknesses, skills mismatches, and widening inequality.</li> <li>- Climate change impacts on the economy, long-haul travel, and extreme weather events.</li> <li>- Exchange rate volatility and inflationary pressures.</li> <li>- High levels of youth unemployment and slow inclusion of women and youth in growth sectors.</li> <li>- Fragmented coordination across national, provincial, and local actors, requiring stronger alignment.</li> <li>- Policy inconsistency, weak implementation, and poor regulatory certainty undermining investor confidence.</li> <li>- Overreach or misalignment from oversight departments creating operational constraints</li> </ul>
<b>POSITIVE</b>	<b>NEGATIVE</b>
<b>EXTERNAL FACTORS</b>	

## 2.6 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.

### Overview of Provincial Strategic Plan 2025-2030



### 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 portfolios monitor and steer high-priority projects and programmes, ensuring a cohesive and coordinated approach to achieving shared outcomes. Each Department and Entity contributes to one or more portfolios by implementing targeted interventions that support the intended impact of that portfolio.

## The Four Strategic Portfolios Are:

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

## 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:**

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

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

**Entity Alignment with PSP Focus Areas**

The PSP outlines key focus areas that align with its Portfolios and Integrated Impact Areas. Each entity aligns its Strategic Plan with these focus areas to ensure a coordinated approach to achieving provincial priorities.

**Key Focus Areas for the Wesgro Include:**

 <b>Growth for Jobs</b>	Access to Employability and Economic Opportunities	Driving Growth Opportunities through Investment	Stimulating Market Growth through Exports and Domestic Markets	Technology and Innovation
 <b>Innovation, Culture, &amp; Governance</b>	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.

**2.7 Western Cape Climate Change Response Strategy**

The Western Cape Climate Change Response Strategy (WCCCRS) highlights the risks that climate change pose to the Western Cape and sets out a response through the WCCCRS.

activities and value chain on society and the environment, and how these may further contribute to climate change and societal challenges.

From a Wesgro perspective, alignment with the WCCCRS calls for a two-sided approach:

Actions can be taken either to mitigate risks or to mitigate negative impacts, depending on the situation.

1. On the one hand, it is important to understand the risks that climate change pose to the competitiveness of the Western Cape economy and the mandate of Wesgro.
2. On the other hand, it is important to understand the positive or negative impacts of Wesgro’s operations,

Key risks in the Western Cape include rising temperatures, continuing water insecurity, increasing wildfires, and more extreme natural disasters. These may threaten agriculture and food security, infrastructure, ecosystems and the viability of certain economic activities. They may also exacerbate inequalities.

Risks that affect tourism, trade and investment competitiveness are of particular pertinence to Wesgro's ability to execute on its mandate. These include direct risks, for example, threats to the viability of agriculture and water intensive industries, and increased damage to infrastructure that supports economic competitiveness. Indirect risks can also impact competitiveness, for example international regulations and taxes on carbon intensive products and services, impacting exports, tourism and investment attractiveness.

A 2017 study commissioned for the Western Cape Government shows that where climate change serves as a driver for proactive investment in climate adaptation, the net economic impact of climate change could be positive in

the province – avoiding a 17% economic contraction and growing an additional 14%. Wesgro has a role to play in supporting this outcome.

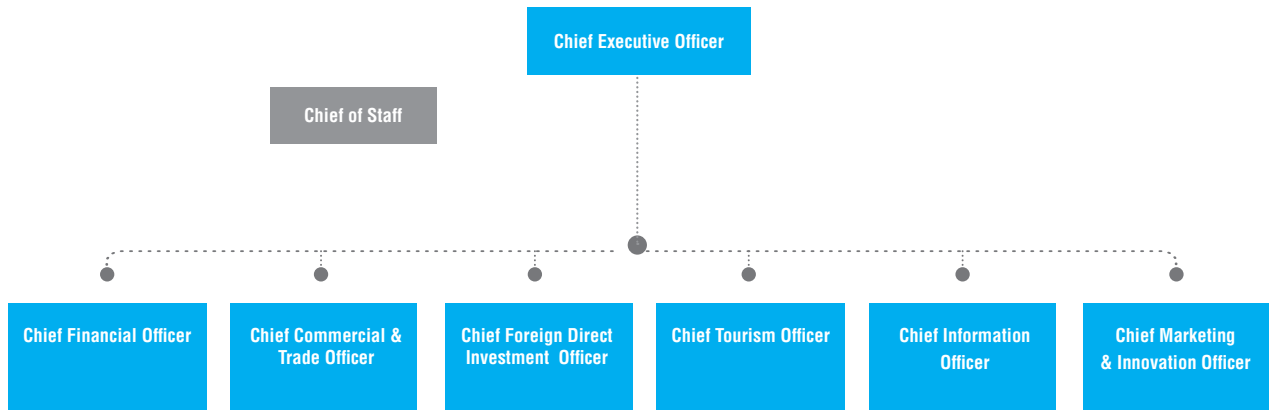
Wesgro gives effect to the Western Cape Climate Change Response Strategy through practical, interventions across tourism, trade and investment promotion. This includes ongoing engagement with industry to build awareness and enable climate-resilient economic development; targeted investment promotion and facilitation in green economy opportunities such as green manufacturing, green hydrogen and electric mobility; and the development and dissemination of evidence-based guidance (including CEO's Guides) on priority climate-resilience themes such as water security and the circular economy.

## 2.8 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
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	09 March 2015
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
Dr. 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

## 2.9 Wesgro Organogram



## 2.10 Overview of 2025/26 Budget and MTEF Estimates

Programme R'000	Outcome				Estimated outcome	Medium-term estimate		
	Audited	Audited	Audited	Audited		2025/26	2026/27	2027/28
	2021/22	2022/23	2023/24	2024/25				
Marketing and Innovation	29 335	34 376	39 734	41 952	29 490	33 718	34 693	35 444
Investment	26 134	30 625	35 398	32 196	25 823	23 553	24 329	25 022
Export	23 432	27 459	31 739	23 406	26 755	26 905	27 922	28 606
Tourism	30 461	35 696	41 260	25 084	34 014	37 401	38 630	39 576
Future-fit Wesgro	28 750	33 689	38 940	48 304	41 289	41 129	42 481	43 521
<b>Total payments and estimates</b>	<b>138 112</b>	<b>161 845</b>	<b>187 070</b>	<b>170 941</b>	<b>157 371</b>	<b>162 706</b>	<b>168 055</b>	<b>172 169</b>

## 2.11 Overview Budget and MTEF Estimates per Economic Classifications

Economic classification R'000	Outcome				Estimated outcome	Medium-term estimate		
	Audited	Audited	Audited	Audited		2025/26	2026/27	2027/28
	2021/22	2022/23	2023/24	2024/25				
Expenses								
<b>Current expense</b>	<b>138 112</b>	<b>161 845</b>	<b>187 070</b>	<b>170 941</b>	<b>157 371</b>	<b>162 706</b>	<b>168 055</b>	<b>172 169</b>
<b>Compensation of employees</b>	<b>57 693</b>	<b>61 954</b>	<b>75 986</b>	<b>84 679</b>	<b>88 312</b>	<b>93 655</b>	<b>99 293</b>	<b>104 151</b>
Salary & Wages	49 039	52 661	64 588	71 977	73 229	79 607	84 399	88 528
Social Contributions (employer contributions only)	8 654	9 293	11 398	12 702	15 083	14 048	14 894	15 623
<b>Use of goods and services</b>	<b>80 419</b>	<b>99 891</b>	<b>111 084</b>	<b>86 262</b>	<b>69 059</b>	<b>69 051</b>	<b>68 762</b>	<b>68 018</b>
Administrative expenses	4 065	3 439	1 736	1 389	1 386	1 519	1 530	1 512
Audit Fees	2 977	4 488	4 187	3 405	3 776	3 948	3 978	3 929
Advertising and Partnerships	38 014	36 184	31 760	17 038	10 957	11 265	11 349	11 210
Workshops & seminars	7 835	13 595	19 698	19 989	14 238	14 576	14 685	14 505
Rentals	5 925	6 987	8 051	7 779	5 818	6 693	6 743	6 660
Travel and Subsistence	1 917	8 633	12 027	9 754	9 886	10 662	10 742	10 610
Other operating expenses	19 081	23 366	28 588	8 213	14 816	16 909	17 035	16 826
Capital Additions Expenditure	605	3 199	5 037	18 695	8 182	3 479	2 700	2 766
<b>Total expenses</b>	<b>138 112</b>	<b>161 845</b>	<b>187 070</b>	<b>170 941</b>	<b>157 371</b>	<b>162 706</b>	<b>168 055</b>	<b>172 169</b>

## 2.12 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.

# Part C: Measuring our Performance

Pink Protea, Cape Overberg







# A Differentiated Cape Town & the Western Cape as a Leading Regional Economy

Cape Town Cruise Terminal

## 3.1 PROGRAMME 1:

# MARKETING AND INNOVATION

### 3.1.1 Programme Outcomes

- a) Destination Brand recognition and equity for Tourism, Trade and Investment.
- b) Best practice in catalytic delivery models.
- c) Strategic partnerships and leveraging funding
- d) Convening the ecosystem on issues impacting economic competitiveness and jobs.

### 3.1.2 Strategic Priorities

- a) Western Cape brand status synonymous with innovation and sustainability, good governance and private sector partnership across mandates with a focus on new markets (China, ASEAN, India, Brazil & Middle East, while maintaining a continued focus on established

markets: EU, UK, USA, Africa) and across the priority sectors Green Economy; Life Sciences & Health; Logistics; Food & Beverages; Green Manufacturing; and Services.

- b) Enhancing our catalytic delivery model, with a strong focus on private sector partnership in achieving objectives. Achieving new air routes, ship calls, and school builds. Increasing focus on Venture Capital.
- c) Enhancing and enabling strategic partnerships across Trade, Investment, and Tourism and growing external funding sources.
- d) Professional and regular convening of the ecosystem on issues impacting economic competitiveness and jobs.



### Outcomes, Outputs, Performance Indicators and Targets 2026/27

No.	Outcome	Output	Output Indicators	Annual Targets							
				Audited/Actual Performance			Estimated Performance	MTEF Period			
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	
1.	A differentiated Cape Town & the Western Cape as a leading regional economy	Strategic campaigns	Number of strategic campaigns	New Indicator	6	4	4	4	4	4	4

### Indicators, Annual and Quarterly Targets 2026/27 (Output Indicators)

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

### 3.1.3 Explanation of Planned Performance Over Medium-Term Period

#### A. Western Cape Brand Status Synonymous with Innovation and Sustainability, Good Governance and Private Sector Partnership Across Mandates

Wesgro will focus on driving brand narrative through digital marketing campaigns that embrace innovation and new technology. This includes executing multi-channel digital marketing campaigns using innovative and emerging technologies, ensuring a consistent message and brand narrative that creates a golden thread through all campaigns. An updated CI guide will be developed to support this strategic focus. A priority will be to maintain a brand-aligned Wesgro website, ensuring the website continually reflects the brand narrative and anchors our digital presence.

Digital efforts will also centre on deploying agile social media campaigns that communicate key messages and respond to conversation trends in real time, while leveraging market intelligence to communicate insights in a timely, relevant manner.

Wesgro will continue producing data-driven thought leadership pieces to shape public narrative, drive brand visibility, and shape conversations through interesting, data-rich content. In addition, the digital programme will support business-facing teams with content and collateral that enable delivery against their business plans, while connecting with stakeholders through professional, insight-rich events.

This area of work will be underpinned by the strategic pillars of sustainability, innovation, good governance and public-private sector collaboration. This involves shifting local and international perceptions and strengthening place-marketing brands awareness at home and abroad, through place-marketing brands aligned to our tourism, trade and investment mandate. By positioning Wesgro as a future-fit, relevant and trusted agency, with a strong corporate brand, the destination's value proposition as a leading regional economy is strengthened.

The Wesgro corporate brand is guided by the strategy of being a future-fit, relevant and trusted Agency.

Our three place-marketing brands include: (a) Made in the Cape supports the trade mandate of the agency by building a brand narrative around the 'region of origin story'. This brand is guided by the concept "From Our Home to Yours". (b) Invest in Cape Town and the Western Cape supports the investment mandate of the agency by building a brand narrative around the unique, future-focused selling points of the region. This brand is guided by the concept "The Future is Made Here" (c) Discover Cape Town and the Western Cape supports the tourism mandate of the agency by building a brand narrative around the region as a sustainable and innovative destination. This brand is guided by the concept "With Love from the Locals".

The four brands for our catalytic projects, Powered by Wesgro include: (a) Cape Town Air Access is guided by the concept "Connecting Cape Town and the Western Cape to the World" (b) Cruise Cape Town is guided by the concept "Southern Africa's Premier Home Port" (c) Edu Invest is guided by the concept "Where Investment, Innovation and Impact Meet" (d) Cape Town and the Western Cape Convention Bureau guided by the concept "Where Great Minds Meet".

#### (A1) Develop Cross-Cutting Digital Campaigns

- Entrench the 'Invest in Cape Town and the Western Cape' brand by leveraging the "Future is Made Here" creative concept again, with a focus on promoting 6 priority sectors, while showcasing opportunities in e-commerce, education, circular economy, venture capital and the space economy. Targeted marketing content and campaigns will strengthen the region's position as a leading hub for high-growth, future-focused investment. This campaign will be run in collaboration with InvestSA OSS to ensure alignment to strategic investment goals.
- Tell the region of origin story through the 'Made in the Cape' brand driven by the message "From Our Home to Yours". The campaign will maintain a strong focus on building trust in Made in the Cape products and services, while directing traffic to the newly updated CapeTradePortal.com as the central platform. Wesgro will support in-store campaigns and activations as a game-changing way to access new markets, ensuring that digital efforts dovetail with and amplify these activations.
- Amplify the 'Discover Cape Town and the Western Cape' internationally. This will be guided by market insights, and will be amplified through the creation of trade and consumer-focused content and will target the important growth market of China. Supported by innovative communication and marketing strategies that target new visitors, this content will tell the story of the destination and strengthen the region's competitiveness as a sustainable tourism destination. By targeting the growth market of China, the campaign will support tourism growth and will dovetail efforts by creating various creative assets using the same brand narrative delivered in multiple formats. In addition, it will leverage in-market platforms such as Rednote to enhance reach and engagement.
- Leverage the 'Discover Cape Town and the Western Cape' brand locally through the already successful "With Love from The Locals" narrative, this campaign will focus on regional spread, driving traffic beyond Cape Town into the Western Cape's five additional regions and supporting inclusive tourism, including township and community tourism. The campaign will deliver sustainable, responsible travel messaging that creates awareness for the greater Western Cape.

In order to entrench and amplify this effort, various creative assets will be developed using the same brand narrative delivering the campaign via multiple channels.

### **(A2) Marketing Support for Agency**

- Support catalytic models and the wider agency by developing collateral and brand assets that amplify and align with Wesgro's strategic mandate. This includes creating brand-aligned content, designing integrated marketing materials, and translating research outputs into visually compelling collateral that strengthens the visibility of key programs.
- Support events by creating relevant design and collateral, ensuring that all activations reflect the Wesgro brand and communicate key messages effectively. Content will be tailored to highlight priority objectives, communicate insights, engage stakeholders, and attract investment and participation.
- Develop pitch decks and other collateral to support partnerships initiatives and provide agile social media creative content support, producing creative assets that can be deployed across multiple platforms to ensure all initiatives are effectively communicated and resonate with both domestic and international audiences.
- Develop professionally design high-quality digital and print-ready publications. These includes key outputs such as the Annual Performance Plan, Annual Report, and Pioneers publication - which showcases innovation and supports efforts to attract investment from new markets.
- Translate research insights and programme content into visually compelling, brand-aligned publications. Ensure that these outputs effectively communicate key messages, highlight strategic priorities, and reinforce brand narrative across domestic and international audiences.

### **(A3) PR and Social Media**

- Promote Cape Town and the Western Cape as a leading destination for tourism, trade and investment through public relations and social media channels.
- Combine internal and external engagement, using traditional media, digital platforms, and emerging channels to make certain that key audiences understand the many opportunities the region has to offer.

### **(A4) Thought Leadership**

- Produce regular opinion pieces that highlight the region's competitive strengths. A special focus will be placed on profiling opportunities in international markets including China, ASEAN countries, India, and Brazil.

### **(A5) Media Engagement**

- Strengthen relationships with local and international business and tourism journalists to share key stories and regional developments. This will include arranging interviews, providing briefings on economic trends, and facilitating media site visits.
- Organise a formal engagement with the Foreign Correspondents Association to support the amplification of strategic messages in priority markets.

### **B. Enhancing Our Catalytic Delivery Model, with a Strong Focus on Private Sector Partnership in Achieving Objectives. This Includes Leveraging Private Sector Funding. Achieving New Air Routes, Ship Calls, and School Builds Through Our Established Catalytic Projects. Increasing Focus on Venture Capital**

Aligned to Wesgro's 5-year strategic objective of enhancing and replicating catalytic delivery models to deliver economic impact, the agency has three established strategic projects, namely, Cape Town Air Access, Cruise Cape Town and Edu Invest. The three projects share key foundational characteristics. All three operate as co-funded, multi-stakeholder partnerships that convene government and private-sector participation. All three projects are catalytic in nature, positioning themselves as high-impact economic multipliers. They are all geared towards leveraging private sector investment to complement public resources. Finally, all three rely on structured governance through a Steering Committee that ensures accountability, credibility, and broad sector alignment.

#### **(B1) Cape Town Air Access and**

#### **(B2) Cruise Cape Town**

*Dealt with as part of Section 3.4.*

#### **(B3) Edu Invest**

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:

- Accelerate 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 Guide to Investing in Education.

- 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.
- 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.

#### **(B4) Venture Capital**

Venture Capital is necessary to unlock innovation in destinations and enables the scalability of the technology sector. The increased focus on Venture Capital.

- Include undertaking research to understand the ecosystem, promoting the industry opportunities, convening government and the industry as well as advocacy related to policy.

#### **C. Enhancing and Enabling Strategic Partnerships Across Trade, Investment, and Tourism and Growing External Funding Models**

The Private sector typically contributes 7% to total budget of Investment Promotion Agencies. Private sector funding typically includes direct cash contribution, co-funding arrangement and services in-kind, amongst others. Wesgro's strategy to leverage private funding is slowly bearing fruit as private sector funding contributed to 3% of total budget for FY25 up from 2% in FY24. A number of insights have been gleaned and opportunities identified which will inform future interventions. A dedicated capacity is in place to strengthen strategic partnerships and broaden the

funding base. This will be achieved through business case development (strategy and value proposition alignment), pipeline development and regular partner engagement and management. Using targeted, customised, and data-led pitch-decks, relationships will be leveraged effectively.

- Grow sector partners across direct, co-funding and services in kind models to maximise funding opportunities in sectors and geographies aligned with the Agency's key objectives.
- Design a partner tiering model; and developing data led pitch decks with an emphasis on potential shared value creation.

#### **D. Professional and Regular Convening of the Ecosystem on Issues Impacting Economic Competitiveness and Jobs**

Wesgro is committed to ensuring business confidence amongst Western Cape businesses so that they continue to invest and expand. This will be achieved by convening the public private ecosystem through insightful and impactful business events. The agency will also be agile and responsive to opportunities to partner with private sector in organising such engagements. These include:

- Coordinate and host events that strengthen business confidence around tourism, trade and investment. This will include the EU Chamber Breakfast; ASEAN Consular Corp Engagement; Africa Consular Corp Engagement, Made in the Cape Hosted Buyers' Programme and Africa Day.
- 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.
- Promote the Agency's capabilities and fit-for-purpose approach, coordinate and host the annual Wesgro Business Outlook spotlighting key themes and considerations for tourism, trade and investment.

### 3.1.4 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 R'000	Outcome				Estimated outcome	Medium-term estimate		
	Audited	Audited	Audited	Audited		2025/26	2026/27	2027/28
	2021/22	2022/23	2023/24	2024/25				
Expenses								
<b>Current expense</b>	<b>29 335</b>	<b>34 376</b>	<b>39 734</b>	<b>41 952</b>	<b>29 490</b>	<b>33 718</b>	<b>34 693</b>	<b>35 444</b>
<b>Compensation of employees</b>	<b>12 254</b>	<b>13 159</b>	<b>16 139</b>	<b>20 782</b>	<b>16 352</b>	<b>19 408</b>	<b>20 498</b>	<b>21 441</b>
Salary & Wages	10 416	11 185	13 718	17 664	13 559	16 497	17 423	18 225
Social Contributions (employer contributions only)	1 838	1 974	2 421	3 117	2 793	2 911	3 075	3 216
<b>Use of goods and services</b>	<b>17 081</b>	<b>21 217</b>	<b>23 594</b>	<b>21 170</b>	<b>13 138</b>	<b>14 310</b>	<b>14 195</b>	<b>14 003</b>
Administrative expenses	863	730	369	379	264	289	291	288
Audit Fees								
Marketing cost	10 053	9 569	8 399	7 390	2 995	3 079	3 102	3 064
Workshops & seminars	2 072	3 595	5 209	8 043	3 709	3 797	3 825	3 778
Rentals								
Travel and Subsistence	407	1 834	2 555	2 394	1 263	1 362	1 372	1 355
Other operating expenses	3 686	5 489	7 063	2 965	4 909	5 783	5 605	5 518
Capital Additions Expenditure	0	0	0	0	0	0	0	0
<b>Total expenses</b>	<b>29 335</b>	<b>34 376</b>	<b>39 734</b>	<b>41 952</b>	<b>29 490</b>	<b>33 718</b>	<b>34 693</b>	<b>35 444</b>

### 3.1.5 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.

### 3.1.6 Updated Key Risks and Mitigation from Strategic Plan

*Provided under section 3.7.*



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# Increased Foreign and Domestic Investment Into Cape Town & the Western Cape

Saldanha Bay, Cape West Coast

## 3.2 PROGRAMME 2:

# INVESTMENT

### 3.2.1 Programme Outcomes

- a) 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.
- b) Unlock access to new markets - China, ASEAN, India & Middle East, while maintaining a continued focus on established markets: EU, UK, and USA.
- c) Increase re-investment and expansion from existing Western Cape businesses.
- d) Connecting new investors with local supply chains.
- e) Track and address barriers to investment.

### 3.2.2 Strategic Priorities

- a) **Targeted FDI attraction to attract new investors:** Match competitive Western Cape sectors and international investors.
- b) **Diversification of markets and sectors:** 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.
- c) **Increase support to number of Western Cape businesses wishing to expand:** Build relationships with important medium and large businesses already based in the Western Cape. Support rapidly expanding companies that are identified as having significant impact.
- d) **Linkages & spillovers:** Connecting new international investors to local supply chains.
- e) **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.

### Outcomes, Outputs, Performance Indicators and Targets 2026/27

No.	Outcome	Output	Output Indicators	Annual Targets						
				Audited/Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
2.	Increased foreign and domestic investment into Cape Town & the Western Cape.	Investment declaration	Number of investment projects committed	14	14	14	18	14	14	14
			Rand value of committed investments	New indicator	New indicator	New indicator	R5.5bn	R5.8bn	R5.9bn	R6.4bn

### Indicators, Annual and Quarterly Targets 2026/27 (Output Indicators)

No.	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
2.1.1	Number of investment projects committed	14	4	4	3	3
2.1.2	Rand value of committed investments	R5.8bn	R1.2bn	R1.2bn	R1.4bn	R2bn

### **3.2.3 Explanation of Planned Performance over Medium-Term Period**

#### **A. Targeted FDI Attraction to Attract New Investors**

##### **(A1) Build the FDI Pipeline Through Targeted Events, Investment Missions, and Inward Delegations**

- Undertake international missions to target markets in order to generate leads. Missions will focus on engagements with potential investors, SA foreign missions, key intermediaries and chambers of commerce.
- Attend both local and foreign events, with an international investment focus, in order to generate leads, build industry knowledge and enhance relationships with key stakeholders.
- Host inward business delegations in order to promote the Western Cape as an attractive place to do business and invest.
- Host or co-host events which seek to promote the Western Cape as an attractive investment destination. This will include both virtual and in-person events.

##### **(A2) Enhance Lead Generation through the Use of Research, Intermediary Engagement, Online Tools and Consulting Services**

- A range of methods will be used to identify and engage with potential investors. This will include research, intermediary engagement (law firms, banks, consulting firms, bi-national chambers of commerce, etc), as well as the use of online tools and consulting services.
- The investor targeting will aim to identify companies that are: seeking to expand their operations globally, align with Wesgro's priority sectors, align with the Western Cape's competitiveness, and align with Wesgro's target markets.

##### **(A3) Enhance Capabilities of the Foreign Direct Investment Team**

- Enhance the tools for 'pitching' the Western Cape, including sector research and pitch decks.
- Undertake further training and development.

##### **(A4) Contribute to the Organisation-Wide Digital Transformation**

- Enhanced data for investor consumption (e.g. costs of doing business in the WC, research on target sectors).

#### **(A5) Diversification of Markets**

- Targeting businesses in high foreign direct investment markets: USA, UK, China, India, Germany, UAE, and Japan.
- Missions undertaken to key markets.
- Market-specific, tailored pitch decks, as well as company level collateral in high FDI markets.
- Using multiple approaches for lead generation including events, missions, inward delegations, intermediaries, online tools.

#### **B. Diversification of Markets and Sectors. Attract Investment into the Green Economy; Life Sciences & Health; Logistics; Food & Beverages; Manufacturing; and Services**

##### **(B1) Diversification of Sectors**

- Increase sector-specific knowledge and 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. Prioritise investment in the development of critical water infrastructure and climate resilience.
- Identify key sector events to build Cape confidence for local business as well as industry development.
- Organise 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 and Health, Technology, and Space Economy sectors.

### **C. Increase Support to the Number of Western Cape Businesses Wishing to Expand**

- Assist investors to gain regulatory approvals needed to invest and operationalise their projects
  - Foster strong, long-term relationships with investors by providing them with the resources and guidance to enable business expansion, scale, and optimise their operations in the region.
  - Facilitate international market connections, helping investors access export opportunities and internationalise via trade missions, partnerships, export training (EAP), and export incentives.
  - Deliver market insights, and guidance on emerging opportunities and government incentives to assist with decision making.
  - Collaborate with local government to streamline regulatory processes, enabling efficient and seamless business operations.
  - Facilitate partnerships with local suppliers to reduce import dependency and strengthen supply chains.
  - Support business retention by facilitating access to finance, new markets, and strategic diversification opportunities.
  - Collaborate with associations and industry bodies to facilitate connections with local suppliers, fostering opportunities for local content and reducing dependency on imports.
  - Strengthen strategic partnerships with Development Finance Institutions (DFIs), asset management firms, banks, and venture capital firms to support expansion efforts.
  - Strengthen partnerships with national government departments and agencies to facilitate access for Western Cape companies to information on available incentives aimed at enhancing infrastructure, improving operational efficiency, boosting competitiveness, and supporting manufacturing expansion.
  - A district-focused outreach plan to deepen local engagement and unlock investment opportunities across the Western Cape. This targeted approach enabled direct collaboration with municipalities, industry stakeholders, and businesses, contributing to a more responsive and inclusive investment ecosystem.
  - Follow up on leads from the Western Cape Investment Summit.
- 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 focused on improving overall business efficiency and operations.
  - Identify Funding Support: Introduce 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.
  - Formalise 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 & Advisory, 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.
  - Build investor confidence through sector-led events. Create networking opportunities to connect investors with local businesses, industry leaders, and government officials, fostering joint ventures and linkages to local suppliers across sectors.
  - 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.

### **D. Linkages & Spillovers. Connecting New Investors with Local Supply Chains**

- Connect business with business via strategic introductions: Facilitating connections between businesses and local companies, private equity firms,

**E. Advocacy for a Better Reflection of the Western Cape's Interests in National Investment-Related Policies. Track and Address Systemic Challenges Influencing Economic Competitiveness. Provide Economic Data, Insights & Analytics for the Western Cape**

- Engage systematically with external partners that will support information gathering regarding challenges faced by investors, e.g. diplomatic corps, local and foreign chambers, industry bodies, law firms. Utilise digital tools to enhance data collection.
- Engage regularly with public sector stakeholders 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.



### 3.2.4 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 estimate		
	Audited	Audited	Audited	Audited		2025/26	2026/27	2027/28
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Expenses								
<b>Current expense</b>	<b>26 134</b>	<b>30 625</b>	<b>35 398</b>	<b>32 196</b>	<b>25 823</b>	<b>23 553</b>	<b>24 329</b>	<b>25 022</b>
<b>Compensation of employees</b>	<b>10 917</b>	<b>11 723</b>	<b>14 378</b>	<b>15 949</b>	<b>15 565</b>	<b>13 557</b>	<b>14 374</b>	<b>15 137</b>
Salary & Wages	9 279	9 965	12 221	13 556	12 907	11 524	12 218	12 866
Social Contributions (employer contributions only)	1 638	1 758	2 157	2 392	2 658	2 034	2 156	2 271
<b>Use of goods and services</b>	<b>15 217</b>	<b>18 902</b>	<b>21 020</b>	<b>16 247</b>	<b>10 258</b>	<b>9 996</b>	<b>9 955</b>	<b>9 885</b>
Administrative expenses	769	651	328	262		0	0	0
Audit Fees								
Marketing cost	9 171	8 730	7 663	6 209	1 628	1 673	1 686	1 665
Workshops & seminars	1 890	3 280	4 752	5 809	3 115	3 189	3 213	3 173
Rentals								
Travel and Subsistence	363	1 634	2 276	1 837	2 468	2 662	2 682	2 649
Other operating expenses	3 023	4 608	6 001	2 130	3 047	2 471	2 374	2 398
Capital Additions Expenditure	0	0	0	0	0	0	0	0
<b>Total expenses</b>	<b>26 134</b>	<b>30 625</b>	<b>35 398</b>	<b>32 195</b>	<b>25 823</b>	<b>23 553</b>	<b>24 329</b>	<b>25 022</b>

### 3.2.5 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.

### 3.2.6 Updated Key Risks and Mitigation from Strategic Plan

*Provided under section 3.7*



Port of Saldanha, Cape West Coast



# Growth in Western Cape Exports of Goods and Services

Cargo Ship, Cape Town

## 3.3 PROGRAMME 3:

### TRADE

#### 3.3.1 Programme Outcomes

- a) Diversify the export basket and markets in line with the identified priority areas.
- b) Expand the digital value proposition.
- c) Industry uptake of Made in the Cape export brand.
- d) Grow exporter base.
- e) Grow buyer base.
- f) Scale retail collaborations and strategic partnerships.
- g) Increased services focus.
- h) Connect and enable the film industry and international filmmakers
- i) Advocacy in relation to systemic challenges.

#### 3.3.2 Strategic Priorities

- a) **Diversify the export basket and markets:** 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.

- b) **Technology and Digital Trade for Market Access:** The enhanced Cape Trade Portal will be linked with major e-commerce ecosystems in China, the Middle East, and ASEAN to attract new buyers.
- c) **Made in the Cape hosted buyers' programme and uptake of Made in the Cape export brand:** Hosting global buyers in the Western Cape. The programme aims to host 70% of buyers from new markets and 30% from established markets. This increases market diversification for local exporters.
- d) **Increase number of Western Cape exporters:** A province-wide exporter development pipeline will expand training, mentoring, and onboarding across all districts, supported by logistics and financial services partners.



FROM  
OUR HOME  
*to yours*

- e) **Buyer focus:** Export growth hinges on expanding the buyer base. Targeted efforts to attract and engage buyers through outward selling missions, the Made in the Cape hosted buyers programme, Africa Day, ASEAN and the European Union market engagements.
- f) **Scale retail collaboration and strategic partnerships in new markets:** Through working with large scale retail partners in new markets such India, Middle East and Asean, in-store campaigns and activations will be launched for fast-tracked product listing and direct consumer access. Leverage strategic collaboration with the private sector to expand support and opportunities for Western Cape business. Identify additional export funding sources.
- g) **Increased services focus:** Drive services export growth beyond the creative industries, with a focus on business, ICT, tourism, and professional services. Publish the services study and work closely with the DTIC on the implementation of the services masterplan.
- h) **Connect and enable the film industry and international filmmakers:** Advocacy, destination marketing, facilitation and matchmaking Western Cape companies to international filmmakers.
- i) **Advocacy for a better reflection of the Western Cape's interests in national trade policies, programmes and negotiations:** Track systemic challenges that impact competitiveness in order to make recommendations to relevant government departments.

## Outcomes, Outputs, Performance Indicators and Targets 2026/27

No.	Outcome	Output	Output Indicators	Annual Targets						
				Audited/Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
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	68	71	75	85
			Rand value of exports	New Indicator	New Indicator	New Indicator	R1.6bn	R1.7bn	R1.8bn	R1.95bn

### Indicators, Annual and Quarterly Targets 2026/27 (Output Indicators)

No.	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
3.1.1	Number of Western Cape (WC) companies providing an export declaration.	71	15	15	15	26
3.1.2	Rand value of exports	R1.7bn	R0.3bn	R0.3bn	R0.5bn	R0.6bn



### 3.3.3 Explanation of Planned Performance Over Medium-Term Period

#### A. Diversified Export Basket and Markets

- Drive export sector diversification beyond food and beverages such as green manufacturing, services, green economy, life sciences and health, and logistics in established markets.
- Drive market diversification in China, India, Asean, Middle East and Canada.
- Unlock opportunities from AfCFTA and other trade agreements.
- Introduction of business services and financial services missions to established markets with creative industries missions spread across Europe and the Americas.
- The African market has always been multi-sector focused, which will be continued, with a heightened focus on green economy and services.
- China remains a top priority market, and our efforts to grow market access and increase large scaled exporters to this region will be supported by strategic partnerships, such as Standard Bank.
- We will leverage the Western Cape's strengths in food and beverages and support the Western Cape exporters to exhibit at specified trade shows in Asean, in countries such as Indonesia, Malaysia, Singapore and Vietnam. These markets have a high demand for fresh produce, and is aligned to the efforts by the National Department of Agriculture.
- The first construction services value chain mission will be conducted in partnership with large scale turnkey exporters in the Middle East as part of the build up to the 2034 FIFA world cup.
- We will work closely with the Dubai Chamber of Commerce in connecting international buyers from the Middle East with Western Cape exporters through a dedicated inward buying mission.

#### B. Technology and Digital Trade for Market Access

- Embed digital trade culture within the team. Fully trained to leverage the scope, scale and speed provided by the capetradeportal.com.
- Cape Trade Portal working as virtual trade assistant across operational areas and including missions, events and exporter training.
- Cape Trade Portal used as knowledge hub for trade trends, barriers, data and insights. Opportunities identified and operationalised.
- Leverage technology and digital trade (global e-commerce sites, marketplaces and infrastructure solutions).
- Reach more buyers, in particular in new markets, and exporters with the call to action for onboarding to

ensure they expand access to market and access to resources.

#### C. Made in the Cape Hosted Buyers' Programme and Industry Uptake of Made in the Cape Export Brand

- The Made in the Cape Hosted Buyers' Programme 2027 will continue to have a heightened focus on Middle East Asia and Asean markets, with a focus on attracting large retail outlets.
- The programme aims to host 70% of buyers from new markets and 30% from established markets
- Leverage local events to promote the story of Made in the Cape region of origin brand.
- 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](http://www.CapeTradePortal.com).

#### D. Increase Number of Western Cape Exporters

- Export training, mentoring and seminar workshops across all districts.
- Introduction of services material in the export training modules.
- Mature the barrier support mechanism.
- Strengthen relationships with Business Chamber, industry associations and export councils through regular engagements.
- Leverage strategic partnerships with the private sector such as logistics and financial services providers to expand support and opportunities for Western Cape businesses.
- Identify additional export funding sources, including grants, IDC and other domestic and international development partners.

#### E. Buyer Focus

- Through outward missions such as trade shows and retail collaborations, engage new buyers and facilitate the registration on the Cape Trade Portal.
- Continue to work with other trade and investment agencies, embassies, and facilitators/consultants in market to identify and engage new buyers.

#### F. Scale Retail Collaboration and Strategic Partnerships in New Markets

- Scale in retail collaborations in new markets such as India, with a focus on premium foods and fresh produce.
- Launch the retail collaboration in Abu Dhabi, with a focus on food and beverages.

- Introduction of a retail collaboration in Thailand, by working closely with the Embassy and the retail companies, with a view of Western Cape products as premium brands.
- An integrated trade mission will be launched in the UK with a focus on e-commerce retail, whereby Made in the Cape products will be listed on the UK E-commerce retail platform.
- Expand on partnership agreements for trade show participation at Prowine China and Food Hotel China.
- Build on the partnership established with DHL as part of the Made in the Cape programme, and the EAP integration.
- Establish new partnerships for the hosting and execution of Africa Day.
- Formalise the partnership with the International Trade Centre for the implementation of the trade services toolkit.

#### **G. Increased Services Focus**

- Continued efforts will be made to finalise the services study for publication and to work closely with the DTIC for the crafting of the national services masterplan.
- Key film festivals will be attended with Western Cape film producers in established markets.
- Outward missions focusing on business and financial services, including ICT services will occur in established markets.
- Building on services exports into Africa, in particular West Africa.
- An integrated construction value chain services mission shall occur for the first time in Saudi, considering Saudi vision 2030, in the build up to the FIFA world cup 2034.
- Introduction of services training material to Export Advancement Programme (EAP).

#### **H. Connect and Enable the Film Industry and International Filmmakers**

- Advocacy, destination marketing, facilitation and matchmaking Western Cape companies to international filmmakers.
- Provide guidance and advisory services for funding, policy and permits.

- Host inbound and outbound missions to showcase the destination and activate business linkages for local and foreign productions.
- Attract Film Studio Buyers to Made in the Cape Hosted Buyers Programme.

#### **I. 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 research insights, develop insights and policy positions to support trade policy advocacy. This will be supported through structured engagement with provincial and national government.
- A continued proactive approach to understanding key challenges and opportunities in relation to priority new markets, as well as ongoing challenges and opportunities in traditional markets.
- Engage systematically with external partners that will support information gathering regarding challenges faced by exporters, e.g. industry bodies, exporters and law firms. Utilise digital tools to enhance data collection.
- Engage regularly with public sector stakeholders regarding challenges identified.
- 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.
- Continue to improve the plan for structured stakeholder engagement.

### 3.3.4 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 estimate		
	Audited	Audited	Audited	Audited		2025/26	2026/27	2027/28
	2021/22	2022/23	2023/24	2024/25				
Expenses								
<b>Current expense</b>	<b>23 432</b>	<b>27 459</b>	<b>31 739</b>	<b>23 406</b>	<b>26 755</b>	<b>26 905</b>	<b>27 922</b>	<b>28 606</b>
<b>Compensation of employees</b>	<b>9 788</b>	<b>10 511</b>	<b>12 892</b>	<b>11 595</b>	<b>16 589</b>	<b>15 487</b>	<b>16 497</b>	<b>17 305</b>
Salary & Wages	8 320	8 934	10 958	9 855	13 756	13 164	14 023	14 709
Social Contributions (employer contributions only)	1 468	1 577	1 934	1 739	2 833	2 323	2 475	2 596
<b>Use of goods and services</b>	<b>13 644</b>	<b>16 948</b>	<b>18 847</b>	<b>11 811</b>	<b>10 166</b>	<b>11 418</b>	<b>11 425</b>	<b>11 301</b>
Administrative expenses	690	583	295	373	0	0	0	0
Audit Fees								
Marketing cost	8 428	8 022	7 041		1 032	1 061	1 069	1 056
Workshops & seminars	1 737	3 014	4 367	1 534	4 096	4 193	4 224	4 173
Rentals								
Travel and Subsistence	325	1 465	2 041	2 617	2 627	2 833	2 855	2 820
Other operating expenses	2 464	3 864	5 104		2 411	3 331	3 277	3 253
Capital Additions Expenditure	0	0	0	7 288	0	0	0	0
<b>Total expenses</b>	<b>23 432</b>	<b>27 459</b>	<b>31 739</b>	<b>23 406</b>	<b>26 755</b>	<b>26 905</b>	<b>27 922</b>	<b>28 606</b>

### 3.3.5 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.

### 3.3.6 Updated Key Risks and Mitigation from Strategic Plan

*Provided under section 3.7*



Cape Town International Airport



**FlySafair**

ZWO



# Growth in Leisure Tourism in International and Local Markets as well as Growth in Business Events

Bo-Kaap, Cape Town

## 3.4 PROGRAMME 4:

# TOURISM

### 3.4.1 Programme Outcomes

- a) Increase and diversify tourism demand - China, ASEAN, India, Brazil & Middle East, while maintaining a continued focus on established markets: EU, UK, USA, Africa.
- b) Enhance connectivity.
- c) Drive sustainable and inclusive tourism ecosystem.
- d) Enable high-performing business events and visitor economy.
- e) Deepen industry co-ordination and public-private collaboration.
- f) Track and assist in removing systemic barriers to improve competitiveness
- g) Strengthen Evidence, Insights and Performance Monitoring

### 3.4.2 Strategic Priorities for 2026/27

- a) **Expand Demand Across International and Domestic Markets:** Future growth will be driven by a diversified demand portfolio. China, India, ASEAN, Brazil and the Middle East. Traditional markets, the EU, UK, USA and Africa, remain central to volume and yield. Domestic focus on regional spread.
- b) **Expand Air Connectivity to Unlock Growth:** Attract new long-haul routes, higher frequencies, and increased seat capacity from priority markets. Cape Town Air Access will provide route intelligence, lead airline engagement, coordinate partners, and leverage co-marketing to secure and sustain global connectivity.
- c) **Embed Sustainability and Inclusivity:** Expanded, modernised product base, cultural tourism, nature-based and adventure offerings, township and



community-driven experiences, cruise and events-linked products. Accelerate Digital Transformation Across the Tourism Value Chain.

- d) **Build the Western Cape's Business Events Engine:** Stronger bids, deeper academic-industry coalitions, and improved delegate-to-leisure conversion.
- e) **Deepen Industry Coordination and Public-Private Collaboration:** Coordinated planning, integrated campaigns, aligned investment pipelines and joint execution across national, provincial and local government, Cape Town Air Access, Cruise Cape Town, RTOs, municipalities, private-sector associations and civil society. Cruise Cape Town will pursue its strategic vision of establishing the Port of Cape Town as the Premier Home Port in Southern Africa.

- f) **Track and Assist in Removing Systemic Barriers to Improve Competitiveness:** Tourism growth depends on an enabling regulatory and policy environment. Simplified visa processes, enhanced visitor safety, efficient cruise and aviation permitting, and streamlined market-entry support will unlock suppressed demand.
- g) **Strengthen Evidence, Insights and Performance Monitoring – Towards Unlocking Tourism:** A robust tourism intelligence ecosystem is fundamental. Mobility insights, spend analytics, improved data-sharing and real-time dashboards will enable better forecasting, targeted interventions and progress tracking towards the 2035 goal.

**Outcomes, Outputs, Performance Indicators and Targets 2026/27**

No.	Outcome	Output	Output Indicators	Annual Targets						
				Audited/Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
4.	Growth in leisure tourism consideration in international and local markets as well as growth in business events.	Bids	Number of bids secured	30	30	36	31	31	32	33
		Local JMAs	Number of local tourism Joint Marketing Agreements (JMAs) secured for district municipalities and townships.	New Indicator	New Indicator	New Indicator	15	18	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	2	2	2	2
		Attendance at Tradeshows and roadshows	Number of tradeshows and roadshows attended in new markets.	New Indicator	New Indicator	New Indicator	10	10	10	10
		Ship calls	Number of ship calls for the cruise season	New Indicator	New Indicator	New Indicator	50	50	50	50
		Air routes	Number of new air routes	New Indicator	New Indicator	New Indicator	2	2	2	2

**Indicators, Annual and Quarterly Targets 2026/27 (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	18	2	4	6	6
4.3.1	Number of international tourism promotional partnerships secured in new markets (China, India, Brazil, ASEAN, and middle East)	2	-	-	-	2

No.	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
4.4.1	Number of tradeshows 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

### 3.4.3 Explanation of Planned Performance Over Medium-Term Period

#### A. Expand Demand Across International and Domestic Markets

- Develop a route to market and consumer insights strategy for identified new markets (India & China). Data-led decision-making is critical in order to maximise return on investment.
- Attending in-market tradeshows/exhibitions and roadshows in established traditional and new source markets, expanding our international travel trade network.
- Partner with SA Tourism and Made in the Cape hosted buyer programmes. Priority given to new markets, while maintaining established markets.
- Continued focused on Africa, in particular Kenya and Ghana as these two markets 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.
- Driving regional spread domestically, there will be an increased focus on itinerary development, new visitor experiences anchored on biodiversity and community & heritage.

#### B. Expand Air Connectivity to Unlock Growth: Public-Private Collaboration

##### (B1) New Routes

- An ongoing strategic focus on opening underserved and unserved destinations through direct connectivity, including Asia (specifically India, China and Hong Kong) and North and West Africa (Egypt, Morocco and Nigeria). Targeted business cases, supported by research, will be developed for China and India specifically.

##### (B2) Route Expansion and Retention

- Maintaining current route offerings and facilitating network growth through route expansions. With the current new aircraft delivery constraints experienced in the global aviation industry this provides an opportunity to increase capacity and ensures operational stability

for Cape Town International Airport. Key focus will be on mitigating 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, will guide strategic decision-making.

#### (B3) Marketing and Communications 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. Cape Town Air Access will continue to drive key messaging for the aviation industry and broader stakeholder group through its dedicated monthly newsletter, social media posts and press releases, and will create engaging through leadership pieces for public dissemination.

#### (B4) Air Cargo Growth

- Air cargo growth remains a crucial indicator of economic development and job creation. Drive awareness through industry engagements, including the annual Western Cape Air Cargo Conference. Advocate for investment in dedicated air cargo facilities to enhance infrastructure capacity and accommodate increasing demand. Promote air cargo as an efficient mechanism for trade globally. Leverage the Made in the Cape place-marketing brand.

#### (B5) Advocacy

- Align 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. Work with airlines to ensure that the latest generation aircraft operates into Cape Town thereby promoting sustainability and efficiency in operations. Assist airlines with operational queries, resolving challenges faced by the carriers and proactively engaging with government on regulations and policies all fall within the scope of the project. This will include providing detailed comment on policy and

regulation which materially effects the aviation industry in the Western Cape.

#### **(B6) George Airport**

- Support a familiarisation trip, in partnership with an international and/or a local carrier, to the Garden Route via George Airport.

#### **C. Embed Sustainability and Inclusivity**

- Doubling visitor numbers requires an expanded, modernised product base, cultural tourism, nature-based and adventure offerings, township and community-driven experiences, cruise and events-linked products.
- Accelerate digital transformation across the tourism value chain by expanding onboarding to platforms such as the Cape Trade Portal, deploying data-led marketing campaigns, leveraging business events for digital trade and investment visibility, and providing digital toolkits and capability-building to enhance real-time analytics.
- Expand itinerary development and regional spread: District-level tourism, township experiences, niche products and cruise-linked itineraries will broaden the distribution of economic benefits. Joint Marketing Agreements, updated trade toolkits and SME readiness will support wider participation.
- Leisure events are a catalyst for economic impact and job creation and has the unique ability to put townships, communities, towns and dorpias on the tourism map, generating economic activity, combating seasonality and creating a sustainable events pipeline. Wesgro 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.
  - Create social media content plan including drafting itineraries to support leisure events and showcase the destination and region it's being hosted in.
  - Support the development of Cape of Great Events framework.
- Facilitate and onboard tourism SMME's to the Cape Trade Portal. This will connect international buyers with tourism products.
- Host familiarisation (FAM) trips for tourism students to experience tourism activities and attractions.
- Host workshops for the local tourism ecosystem (public & private), to increase awareness and alignment on the needs of travellers from identified new markets and share route to market plan through RTO forum.

#### **D. Build the Western Cape's Business Events Engine**

- Lead generation, lead development, and bid support. Focus is given to the priority sectors identified.
- Provide marketing support and awareness about the destination. Positioning the destination as a hub for knowledge, leadership and innovation, thereby attracting business events aligned to the economic growth sectors of the province – in partnership with the Marketing & Innovation unit.
- Provide marketing support and awareness about the destination by developing digital content (video, toolkit, guides) with a focus on incentive and meeting planning.
- Provide pre-, during- and post-bidding assistance and services.
- Attend roadshows and trade shows.
- Deepen relationships with academic institutions and industry associations by convening industry workshops and events.
- Promote the services of the Convention Bureau, providing pre-, during- and post-bidding assistance.
- Leverage global industry memberships for lead development and industry knowledge sharing.

#### **E. Deepen Industry Coordination and Public-Private Collaboration**

##### **(E1) Deepen Industry Coordination**

- Collaborate with associations, the tourism trade value chain and the public sector through webinars, workshops and conferences.
- Strengthen relationships with National Convention Bureau to secure subvention funding.
- Leverage membership networks internationally to build knowledge (research pieces) and benchmark best practice around key global issues such as sustainability etc.
- Strengthen local tourism association memberships to advocate and facilitate the regulatory tourism eco-system.
- Attendance of and participation at industry conferences and workshops.

##### **(E2) Public-Private Collaboration: Cruise Cape Town**

- Position the Western Cape as a premier cruise destination by increasing international coastal, expedition and luxury vessel calls, promoting Southern Africa itineraries that leverage Cape Town as a home port. In addition, visits to

the ports of Mossel Bay, Hermanus and Saldanha will be encouraged to strengthen the business case for multi-stop itineraries, thereby advancing regional spread and boosting the province's competitiveness in the global cruise industry.

- Market and business development: In-destination missions, FAM trips, media hosting, participation in global cruise trade shows. Cruise Cape Town will focus on converting its pipeline of potential new vessels. Work on developing business case for India and China to drive cruise tourism beyond established markets.
- Itinerary development and support: Focused engagements with cruise line executives will be held to expand itineraries, encourage longer port stays, and develop regional linkages that extend economic benefits beyond Cape Town. The fly-cruise proposition will be developed as a major competitive advantage, showcasing easy access for international cruise passengers via international air connectivity.
- Advocacy: Convening of stakeholders to resolve operational bottlenecks and drive coordinated planning. Advocacy of sustainable practices through targeted messaging to stakeholders will be conducted including promotion of community and small-business tourism products.
- Data collection and dissemination: Collating of data sources and industry trends. The fourth seasonal economic impact study will be conducted to provide insights to inform and guide strategic decision-making, with a focus on sharing new insights on trends.

#### **F. Track and Assist in Removing Systemic Barriers to Improve Competitiveness**

- Monitoring systemic and policy-related matters pertaining to the tourism sector. Work closely with associations and tourism businesses to support and communicate on advocacy issues.
- Unlocking barriers to entry for new markets (airlift and visa regimes).
- Convene key partners and provide recommendations, surfacing industry constraints, providing evidence-

based insights, supporting regulatory problem-solving and aligning provincial and national partners.

- Tourism growth depends on an enabling regulatory and policy environment. Ensure the Western Cape's interests are reflected in national tourism policies by addressing systemic barriers such as visas, safety, permitting and market-entry constraints, and by convening partners to provide evidence-based insights, regulatory advisory support and coordinated problem-solving that strengthens competitiveness across the tourism ecosystem

#### **G. Strengthen Evidence, Insights and Performance Monitoring: Towards Doubling Tourism by 2035**

##### **(G1) Strengthen Evidence, Insights and Performance Monitoring**

- Build stronger tourism data infrastructure
- Improve market intelligence and forecasting
- Strengthen collaboration with industry
- Use evidence and data to shape tourism policy discussions

##### **(G2) Towards Unlocking Tourism by 2035**

The purpose of the Project is to unlock the levers needed to attract 3 million international tourism arrivals by 2035. The following critical areas underpin the approach: Tourism data; Coordinated governance; Targeted market selection; Targeted destination marketing; Improvement to the destination reputation; Tourism enablement interventions (visas, number of flights, skills, SMME's, diversification of the suite of experiences, legislation); New tourism infrastructure investment (roads, airports, rail and ports; hotels; visitor infrastructure); Digital & client experience (increased use of technology by the industry to manage the demand and for better client experience); Sustainability (environmental, social, community, inclusivity, biodiversity); and the attraction of mega events.

### 3.4.4 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 estimate		
	Audited	Audited	Audited	Audited		2025/26	2026/27	2027/28
	2021/22	2022/23	2023/24	2024/25				
Expenses								
<b>Current expense</b>	<b>30 461</b>	<b>35 696</b>	<b>41 260</b>	<b>25 084</b>	<b>34 014</b>	<b>37 401</b>	<b>38 630</b>	<b>39 576</b>
<b>Compensation of employees</b>	<b>12 725</b>	<b>13 664</b>	<b>16 759</b>	<b>12 426</b>	<b>17 893</b>	<b>21 528</b>	<b>22 824</b>	<b>23 941</b>
Salary & Wages	10 816	11 614	14 245	10 562	14 837	18 299	19 400	20 350
Social Contributions (employer contributions only)	1 909	2 050	2 514	1 864	3 056	3 229	3 424	3 591
<b>Use of goods and services</b>	<b>17 736</b>	<b>22 032</b>	<b>24 501</b>	<b>12 658</b>	<b>16 121</b>	<b>15 873</b>	<b>15 806</b>	<b>15 635</b>
Administrative expenses	897	758	383	376	733	804	809	800
Audit Fees								
Marketing cost	10 362	9 863	8 657	3 438	5 303	5 452	5 493	5 425
Workshops & seminars	2 136	3 706	5 369	4 604	3 319	3 397	3 423	3 381
Rentals								
Travel and Subsistence	423	1 904	2 652	2 702	3 308	3 567	3 594	3 550
Other operating expenses	3 919	5 800	7 439	1 538	3 459	2 652	2 487	2 479
Capital Additions Expenditure	0	0	0	0	0	0	0	0
<b>Total expenses</b>	<b>30 461</b>	<b>35 696</b>	<b>41 260</b>	<b>25 084</b>	<b>34 014</b>	<b>37 401</b>	<b>38 630</b>	<b>39 576</b>

### 3.4.5 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.

### 3.4.5 Updated Key Risks and Mitigation from Strategic Plan

*Provided under section 3.7*



Clifton Beach, Cape Town







Wesgro Staff

## 3.5 PROGRAMME 5:

# FUTURE-FIT WESGRO

### 3.5.1 Programme Outcomes

- a) Strategy and good governance
- b) Digitally transformed
- c) High performing and collaborative culture
- d) Client-centric
- e) Economic knowledge hub

### 3.5.2 Strategic Priorities for 2026/27

- a) **Strategy and good governance:** Strategic vision & planning. Transparency. Accountability. Ethical leadership. Risk management & compliance; Net impact reporting. Stakeholder & funder relationships. Credible reporting. Maintain a stable funding base.
- b) **A prioritised digital transformation journey:** Towards a 'Digital by Default' culture. Creating scale, scope and speed within the Agency. Client Experience as the Anchor. Culture as the Engine. Modernisation as the Enabler. Knowledge Hub as the Multiplier. Digitised value proposition. Platform business. AI integration. CRM enabled. Improved efficiencies & cost reduction. Cybersecurity.
- c) **A high performing & collaborative culture across the business:** 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.
- d) **Client centricity and an optimal client experience:** Effective client segmentation. Clearly defined client journey. Customer experience. 80% self-service. Digital offering. Positive NPS. Effective CRM.
- f) **A central knowledge hub:** Trusted provider of data, insights and analytics for the Western Cape economy.



### Outcomes, Outputs, Performance Indicators and Targets 2026/27

No.	Outcome	Output	Output Indicators	Annual Targets						
				Audited/Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
5.	Future-fit, relevant and trusted Wesgro	Annual budgeted operational expenditure	Percentage achievement of annual budgeted operational expenditure	98%	104%	99.76%	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	Clean Audit	Clean Audit	Clean Audit	Clean Audit

### Indicators, Annual and Quarterly Targets 2026/27 (Output Indicators)

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

### 3.5.3 Explanation of Planned Performance over Medium-Term Period

#### A. Strategy and 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 as 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 in collaboration with funders, Board, and EXCO to showcase achievements against economic, social, and environmental benchmarks.
- Host quarterly strategy alignment meetings with funders, oversight departments, and the Board to foster collaboration and shared accountability.
- Progress with a deliberate strategy to leverage strategic partnerships through sponsorships, co-funding arrangements, and services-in-kind.
- Partner with industry partners on district initiatives.
- 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.
- Conduct 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. A Prioritised Digital Transformation Journey

Wesgro embarked 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.

A comprehensive digital transformation strategy has been developed, and a multi-year integrated approach is in place, designed to continuously evolve based on the Agency's capacity and the changing needs of the clients we serve.

The digital transformation journey is underpinned by four pillars being Client Experience as the Anchor, Culture as the Engine, Modernisation as the Enabler and Knowledge Hub as the Multiplier:

- Client experience is the anchor, setting the standard for how we deliver value in every interaction.
- Culture change is the engine, embedding shared accountability, service excellence, and internal pride across all teams.
- Modernisation is the enabler, equipping Wesgro with the tools to respond at scale – through a unified client portal, upgraded CRM, and real-time feedback systems.
- Knowledge Hub will serve as the multiplier, unlocking Wesgro's insights through dynamic, multilingual content that empowers clients and staff alike.

**Platform business:** Enhance the Cape Trade Portal to become Wesgro's primary platform for client engagement across trade, investment and tourism. The platform will be cloud based, centrally manage data, follow a modular architecture and use a modern technology stack. Transition the Wesgro website and the Cape Trade Portal to the Wesgro Portal, to become Wesgro's primary platform for client engagement across trade, investment and tourism, and the central point where clients can access insights and intelligence generated through Wesgro's Knowledge Hub. Phase 1 (newly build Cape Trade Portal) of transitioning Wesgro into a platform business will be supported by maintenance, cloud hosting, and third-party verification during the financial year. Phase 2 build will focus on combining the current Wesgro website with the newly built Cape Trade Portal into a single platform, integrated with Wesgro's CRM, enabling seamless client journeys across tourism, trade, and investment.

**Customer Relationship Management:** Restart Wesgro's CRM journey by implementing a unified, data-driven CRM platform. Integrated with the Wesgro Portal, it will streamline client information, empower staff and ensure a seamless, client-centred experience across the agency. The CRM

rollout will follow a three-phase journey including CRM Lite, CRM Medium and CRM Full, with implementation beginning with CRM Lite.

**Modernise Legacy Systems:** Continue to modernise legacy systems to improve efficiency, scalability, and resilience, leveraging a cloud-first approach as part of the transformation. Current modernisation efforts include upgrading the HR and Payroll system and refreshing staff hardware, with a planned replacement cycle of 20 laptops per year over the next three years.

**AI Capability:** Enhance Wesgro's AI capability to equip the agency with the intelligence and agility needed to respond at scale. This includes identifying priority AI pilots and integrating successful solutions into Wesgro's workflows.

**Knowledge Hub:** API integrations, digital dashboards, and a central data repository will enable Wesgro's knowledge hub. By consolidating data from multiple systems, information flows into intuitive dashboards that deliver actionable insights and analytics. With strong data partnerships and universal access to a single, trusted source of truth, Wesgro can drive thought leadership, improve decision-making, and deliver high-value intelligence across the ecosystem. A transition of the Lakehouse to the cloud is planned to underpin the central data repository.

**Cybersecurity:** Wesgro's cybersecurity programme will drive maturity towards NIST and ISO 27001 compliance through awareness training, application controls, security event logging, and data loss prevention.

**Innovation Partnerships:** Expand innovation partnerships with technology providers, e-commerce sites, market places, startups, research institutions, and industry stakeholders to co-create digital solutions, accelerate transformation, and unlock new opportunities across trade, investment, and tourism.

**Strengthen IT operations:** By upskilling IT team, upgrading infrastructure resilience, optimising 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.

**Benchmark:** Benchmark digital transformation, AI adoption, platform-business evolution and innovation partnerships against top-performing tourism, trade and investment agencies worldwide.

### C. A High-Performing & Collaborative Culture across the Business

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.
- Ensure that the Agency offers competitive remuneration in line with industry benchmarks 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.

### D. Client Centricity and an Optimal Client Experience

It is a journey to becoming truly client-centric, with Client Experience setting the standard for how value is delivered at every interaction. We will pioneer the systems, insights, and practices that enable the entire organisation to put clients at the centre of every decision. By establishing clear client feedback mechanisms, client segmentation models, mapping seamless client journeys, and leveraging technology strategically, we will create a replicable model of excellence that elevates how our organisation delivers impact.

Wesgro will ultimately focus on the below to ensure an optimal client experience, as part of the digital transformation journey:

- Integrated point of entry and key account manager
- Consistent, fit for purpose service
- 80% of information accessed via the website for clients
- Clear services understanding and maximised value
- Tiered experience per client
- End-to-end resolution with less than 24-hour response

A transformation would need to take place in order to become client centric and achieve the optimal client experience. The areas that would receive the most attention are:

- Establishing a client feedback system: regular, actionable insights from client input
- Clear client journeys mapped with defined client touchpoints
- Technology leveraged to the benefit of the client
- Client service knowledge hub: centralising access to information for clients
- Building internal capacity: skilling teams to support all client tiers
- Client impact metrics utilised: measuring effectiveness, speed and satisfaction

To know the client and to understand their needs, Wesgro will provide an omni channel value proposition that is based on a clearly defined customer journey and experience. The delivery of a quality client experience resides across Wesgro with each function having their role to play with accountability areas determined from technology and data, client experience, agency account management through channels and distribution.

## E. A Central Knowledge Hub. Trusted Provider of Data, Insights and Analytics for the Western Cape Economy

Ensuring that Cape Town and the Western Cape remain globally competitive and relevant in unprecedented economic times is a strategic priority. The Central Economic Knowledge Hub is focused on ensuring that Wesgro remains a world-class, globally relevant, and digitally-enabled TIPA. This requires a clear focus on global trends and developments, and the ability to determine the impact and potential opportunity these hold for the province. It also requires increasingly data-centric, innovative, and strategic outputs.

To achieve this, emphasis is placed on innovation, technology, sustainability and unlocking access to new markets. Wesgro's data and insights output will closely align to strategic priorities:

**Strategic Publications:** Wesgro will publish four strategic insights papers, which will be amplified through social media and disseminated to businesses. The themes will be guided by and be supportive of the Agency's strategy and mandate.

**New markets intelligence:** Wesgro will create in-depth strategic market intelligence reports on China and India respectively. This will support the work of agency in delivering on this important strategic priority.

**Sector Insights:** Wesgro will publish six additional sector-focused reports to support the investment promotion priority focus areas.

**Market Analysis and Insight Reports:** The agency will publish analysis and insights reports, providing key high-level data and market insights across tourism, trade and investment.

**Market Insights Newsletter:** Publication of an Insights Newsletter on a quarterly basis, the objective of which is to highlight key insights gleaned from publications produced in the quarter.

### 3.5.4 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 estimate		
	Audited	Audited	Audited	Audited		2025/26	2026/27	2027/28
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Expenses								
<b>Current expense</b>	<b>28 750</b>	<b>33 689</b>	<b>38 940</b>	<b>48 304</b>	<b>41 289</b>	<b>41 129</b>	<b>42 481</b>	<b>43 521</b>
<b>Compensation of employees</b>	<b>12 009</b>	<b>12 897</b>	<b>15 818</b>	<b>23 928</b>	<b>21 913</b>	<b>23 674</b>	<b>25 099</b>	<b>26 327</b>
Salary & Wages	10 208	10 962	13 445	20 339	18 170	20 123	21 334	22 378
Social Contributions (employer contributions only)	1 801	1 935	2 373	3 589	3 743	3 551	3 765	3 949
<b>Use of goods and services</b>	<b>16 741</b>	<b>20 792</b>	<b>23 122</b>	<b>24 376</b>	<b>19 376</b>	<b>17 455</b>	<b>17 382</b>	<b>17 194</b>
Administrative expenses	846	716	361		389	426	429	424
Audit Fees	2 977	4 488	4 187	3 405	3 776	3 948	3 978	3 929
Marketing cost		0	0	0		0	0	0
Workshops & seminars		0	0	0		0	0	0
Rentals	5 925	6 987	8 051	7 779	5 818	6 693	6 743	6 660
Travel and Subsistence	399	1 797	2 504	204	220	237	239	236
Other operating expenses	5 989	3 605	2 982	1 581	991	2 671	3 292	3 178
Capital Additions Expenditure	605	3 199	5 037	11 407	8 182	3 479	2 700	2 766
<b>Total expenses</b>	<b>28 750</b>	<b>33 689</b>	<b>38 940</b>	<b>48 304</b>	<b>41 289</b>	<b>41 129</b>	<b>42 481</b>	<b>43 521</b>

### 3.5.5 Programme Resource Considerations

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

### 3.5.6 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.

### 3.7 Updated Key Risks and Mitigation from the Strategic Plan

No	Strategy	Risk Description	Mitigating Actions (Wesgro)
1.	<b>Ensure that Cape Town &amp; the Western Cape is top of mind as a leading business and tourism destination with premium products.</b>	<p><b>Limited Differentiation of the Western Cape Brand</b></p> <p>Root causes</p> <ul style="list-style-type: none"> <li>- Constraints - visas, safety, reputation, governance</li> <li>- Infrastructure bottlenecks (airports, ports, congestion)</li> <li>- Insufficient scale of marketing and brand investment</li> <li>- Declining long-haul demand due to climate pressures</li> <li>- Negative messaging amplified through traditional &amp; social media e.g. water crisis, congestion, crime</li> <li>- Gap between policy proposals announced and implementation experienced by businesses</li> <li>- Uncertain geopolitical environment e.g. cruise ships being re-routed, flights being suspended, tariffs being imposed</li> <li>- Water scarcity &amp; impact of climate resilience (floods &amp; fires)</li> <li>- Aging infrastructure e.g. roads, airports, ports, water &amp; sanitation</li> </ul>	<ul style="list-style-type: none"> <li>- Drive the Western Cape value proposition online, cross-sell our mandates, and engage audiences in new markets through new channels: Made in the Cape “From our Home to Yours”; Invest in Cape Town &amp; the Western Cape “The Future is Made Here”; and Discover Cape Town &amp; the Western Cape “With love from the locals”.</li> <li>- Leverage strategic partnerships with system-scale institutions for in-market activations to access their audiences</li> <li>- Continue our business confidence initiatives (Business Outlook, CEO Roundtables, Thought leadership, Pioneers)</li> <li>- Build &amp; expand the advocacy &amp; advisory capability within Wesgro (visa, bilateral air services) to make recommendations on systemic challenges</li> <li>- Engage pro-actively to respond to ecosystem crises e.g. current water crisis</li> <li>- System-wide effort to double tourism</li> <li>- Amplify the investments into infrastructure being made by Local Government, Province and private sector</li> <li>- Leverage digital innovation</li> <li>- Build capability in catalytic delivery models</li> <li>- Ensure a shift from research to data &amp; insights</li> </ul>

No	Strategy	Risk Description	Mitigating Actions (Wesgro)
2.	<b>Prioritise new investment into identified export priority areas: Green Economy; Life Sciences &amp; Health; Logistics; Food &amp; Beverages; Green Manufacturing; and Services.</b>	<b>Inability to Attract New Foreign Direct Investment into Priority Sectors</b> Root causes <ul style="list-style-type: none"> <li>- Inability to convert interest to investment commitment</li> <li>- Energy, water, logistics and mobility constraints</li> <li>- Policy and regulatory uncertainty</li> <li>- Poor implementation of policy and regulation</li> <li>- Lack of incentives</li> <li>- Skills shortages in specialist fields</li> <li>- Criminality</li> <li>- Connectivity</li> <li>- South African government stability (GNU)</li> <li>- Youth unemployment and spatial inequality</li> </ul>	<ul style="list-style-type: none"> <li>- Capture our share of global investment through a highly targeted data-led approach</li> <li>- Focus on major investor source markets and medium to large companies within those markets</li> <li>- Creation of a dedicated FDI team with sector specialisation</li> <li>- Leverage digital innovation to enable investors to access information on the local operating environment e.g. deeper sector information &amp; CEO guides</li> <li>- Make guidance material to support decision-making digitally available on issues like exchange control, BBBEE, visas, environmental laws</li> <li>- Target investors to firm level in identified markets and sectors that are ready</li> <li>- Position the Western Cape as a gateway to the rest of Africa</li> <li>- Identify and leverage an event that attracts global investors e.g. Counder</li> </ul>
3.	<b>Increase re-investment and expansion from existing Western Cape businesses.</b>	<b>Weak Western Cape Business Confidence &amp; Re-Investment</b> Root causes <ul style="list-style-type: none"> <li>- Rising costs, infrastructure instability, logistics pressures</li> <li>- Skills gaps</li> <li>- Low investor confidence</li> <li>- Limited systematic aftercare mechanisms</li> <li>- Criminality</li> <li>- Access to funding</li> <li>- Lack of incentives and execution of rebates</li> </ul>	<ul style="list-style-type: none"> <li>- Build business confidence and unlock expansion through deepening relationships with medium-to-large size firms.</li> <li>- Strengthen aftercare programmes and district-level facilitation</li> <li>- Strengthen the One-Stop-Shop to enhance access to key national government departments</li> <li>- Expand issues-tracking and escalation pathways</li> <li>- Build &amp; expand the advocacy &amp; advisory capability within Wesgro (visa, bilateral air services) to make recommendations on systemic challenges</li> </ul>
4.	<b>Unlock access to new markets and new buyers - China, ASEAN, India, Brazil &amp; Middle East, while maintaining a continued focus on established markets: EU, UK, USA, Africa.</b>	<b>Limited Market &amp; Export Basket Diversification and Inability to Reach Targeted Buyers</b> Root causes <ul style="list-style-type: none"> <li>- Limited trade agreements; tariff and non-tariff barriers</li> <li>- Weak trade diplomacy; geopolitical tensions</li> <li>- Lack of in-market presence or intelligence</li> <li>- High competition from peer destinations</li> </ul>	<ul style="list-style-type: none"> <li>- To strengthen the growth and resilience of our exports, we are taking deliberate action along several key areas:               <ul style="list-style-type: none"> <li>- Diversifying the export basket to include the green economy, life sciences and health, logistics, green manufacturing, food and beverages, and services</li> <li>- Accelerating market diversification to unlock new growth corridors, including China, India, ASEAN and the Middle East, while continuing to focus on our strong trade relationships across Africa, Europe and North America</li> </ul> </li> </ul>

No	Strategy	Risk Description	Mitigating Actions (Wesgro)
4.	<b>Unlock access to new markets and new buyers - China, ASEAN, India, Brazil &amp; Middle East, while maintaining a continued focus on established markets: EU, UK, USA, Africa.</b>	<b>Tourism Fails to Grow Exponentially</b> Root causes <ul style="list-style-type: none"> <li>- Insufficient investment in tourism infrastructure including mobility, airport capacity and hotels</li> <li>- Resistance from the local community</li> <li>- Visas</li> <li>- Airlift</li> <li>- Lack of suitable tourism experiences</li> <li>- Tourist Safety</li> <li>- No additional capacity to host business events</li> <li>- Limited funding for the destination marketing organisation (Wesgro), RTOs, LTOs.</li> <li>- Limited marketing budget to position the Western Cape</li> <li>- Congestion</li> <li>- Negative perceptions</li> <li>- Water, Energy</li> <li>- SAT fails to deliver</li> <li>- Climate events (floods, fires, water scarcity)</li> <li>- Concentrated source markets</li> <li>- Pricing may impact competitiveness</li> <li>- Limited urban planning for tourism</li> <li>- Geopolitical uncertainty impacts Cruise ship calls</li> <li>- Tourism growth is not inclusive</li> </ul>	<ul style="list-style-type: none"> <li>- Focus on scaling market access for Western Cape goods and services               <ul style="list-style-type: none"> <li>- Deepen the focus on buyers through the diversification of the Made in the Cape hosted buyers' programme, which will include large-scale retailers and tourism trade with an emphasis on emerging markets</li> <li>- Accelerate retail collaboration in new markets to expand market access for Western Cape goods and services</li> <li>- Continue to expand the impact of the Cape Trade Portal. Conversations will be accelerated with partners to integrate the Cape Trade Portal with other e-commerce platforms</li> </ul> </li> <li>- Leverage strategic partnerships with system-scale institutions</li> <li>- Build &amp; expand the advocacy &amp; advisory capability within Wesgro (visa, bilateral air services) to make recommendations on systemic challenges</li> <li>- Strategic Services partnerships e.g. business chambers and associations in established markets</li> <li>- Strengthen diplomatic and business-support networks</li> <li>- Unlock direct air route access to Asia (China &amp; India), North &amp; West Africa</li> <li>- Increase FDI in identified export-priority areas</li> <li>- Expand tourism demand across international and domestic markets</li> <li>- Expand air connectivity to unlock growth</li> <li>- Embed sustainability and inclusivity</li> <li>- Build the Western Cape's business events engine</li> <li>- Deepen industry coordination and public-private collaboration</li> <li>- Strengthen evidence, insights and performance monitoring</li> <li>- Showcase the investments being done by the City of Cape Town (e.g. water &amp; sanitation, bus rapid transport system, technology-driven law enforcement), Western Cape Government (e.g. energy, tourism safety, roads, mobility, blended funding model), ACSA (e.g. airport upgrades, runway upgrades) and the private sector (e.g. new airport infrastructure, beds, tourism experiences) which will alleviate some of the risk factors</li> </ul>

No	Strategy	Risk Description	Mitigating Actions (Wesgro)
5.	<b>Scale impact and replicate catalytic delivery models to deliver economic impact with partners in key areas.</b>	<b>Catalytic Delivery Models Fail to Scale</b> Root causes <ul style="list-style-type: none"> <li>- Multi-agency coordination challenges</li> <li>- Poor regulation and regulatory delays</li> <li>- Lack of infrastructure or delay in infrastructure expansion</li> <li>- Funding constraints across public and private partners</li> <li>- Limited funding for catalytic projects</li> <li>- Lack of stakeholder support</li> <li>- Western Cape perception as not requiring funding and/or support</li> </ul>	<ul style="list-style-type: none"> <li>- Leverage Wesgro track record and credibility of strong governance and delivery frameworks for catalytic projects e.g. System-wide effort to double tourism</li> <li>- Expand private-sector co-funding and partnerships</li> <li>- Achieve outcomes through relationships with national entities</li> <li>- Expand using data-led business case development</li> <li>- Ensure specialist skills and leverage success and credibility</li> <li>- Grow public and private sector partnerships</li> </ul>
6.	<b>Future-fit, relevant and trusted Wesgro Good governance. High performing and collaborative culture. Digitally transformed. Client centric. Economic knowledge hub. Trusted provider of data, insights and analytics for the Western Cape economy.</b>	<b>Wesgro Not Able to Support a Changing Environment</b> Root causes <ul style="list-style-type: none"> <li>- High culture entropy</li> <li>- Poor leadership culture</li> <li>- Unengaged staff</li> <li>- Unnecessary bureaucracy: Management, Board and external stakeholders</li> <li>- High burden of reporting</li> <li>- Inadequate governance</li> <li>- Funding constraints</li> <li>- Interference and direction from the oversight department</li> <li>- Fragmented legacy systems prevailing</li> <li>- Low digital adoption by the agency</li> <li>- Cybersecurity threats</li> <li>- Skills shortages</li> <li>- Fragmented data sources</li> <li>- Lack of standardised data governance</li> <li>- Artificial intelligence and failure to keep up with trends</li> </ul>	<ul style="list-style-type: none"> <li>- Improve culture entropy using the Barret process</li> <li>- Develop leaders across all leadership tiers</li> <li>- Ensure future skills mix</li> <li>- Strengthen engagement, recognition, communication and the well-being of staff</li> <li>- Effective succession planning</li> <li>- Focus on building a strong graduate intern pipeline</li> <li>- Benchmark and ensure competitive remuneration</li> <li>- Streamline reporting and review processes to reduce bureaucracy</li> <li>- Continued focus on compliance, performance and people</li> <li>- Leverage private sector funding</li> <li>- Invest in and accelerate the multi-year integrated digital transformation strategy, designed to continuously evolve based on the Agency's capacity and the changing needs of the clients we serve</li> <li>- Embed the digital transformation strategy underpinned by four pillars: (1) Client Experience as the Anchor, (2) Culture as the Engine, (3) Modernisation of legacy systems as an Enabler and (4) Economic Knowledge Hub as the Multiplier</li> <li>- Build strong digital transformation culture including building digital capability across teams</li> <li>- Strengthen technology cybersecurity and data governance</li> <li>- Fast-track data management and artificial intelligence frameworks</li> <li>- Improve integration of private, provincial, national and international datasets for the Economic Knowledge Hub</li> </ul>



Clan William Dam, Cape West Coast



# Part D: Technical Performance: Indicator Descriptions



Film Shoot, Cape Town

## PART D:

# TECHNICAL PERFORMANCE: INDICATOR DESCRIPTIONS

### Programme 1: Marketing and Innovation

<b>Indicator Number</b>	1.1.1
<b>Indicator Title</b>	Number of strategic campaigns
<b>Short Definition</b>	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.
<b>Purpose</b>	To promote the brands of the destination into key source markets, focused on driving the economic competitiveness of the destination through strategic campaigns.
<b>Key Beneficiaries</b>	International investors and buyers, Western Cape Businesses, Strategic partners and Stakeholders
<b>Source of Data</b>	Post Campaign Analysis (PCA) Reports
<b>Data Limitations</b>	Dependency on third party data
<b>Assumptions</b>	N/A
<b>Means of Verification</b>	Externally provided Post Campaign Analysis (PCA) Reports per strategic campaign
<b>Portfolio of Evidence (POE) Availability</b>	SharePoint
<b>Method of Calculation</b>	The Post Campaign Analysis Reports will be added to calculate the number of strategic campaigns
<b>Calculation Type</b>	(Only select one) Cumulative: <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
<b>Reporting Cycle</b>	(Only select one) <input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
<b>Desired Performance</b>	(Only select one) <input checked="" type="checkbox"/> Higher than target <input type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target
<b>Type of Indicator</b>	Is this a Service Delivery Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the PSP integrated impact area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Households and Human Development <input type="checkbox"/> Cohesive Communities <input type="checkbox"/> Youth Agency and Preparedness <input type="checkbox"/> Economic and Growth Opportunities
	Is this a Demand Driven Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO

<b>Spatial Location of the Indicator</b>	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  For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
<b>Indicator Responsibility</b>	Chief Marketing and Innovation Officer or relevant executive responsible for the programme
<b>Spatial Transformation</b>	Spatial transformation priorities: Description of spatial impact: Western Cape
<b>Disaggregation of Beneficiaries - Human Rights Groups</b>	Target for women: Target for youth: Target for people with disabilities: Target for older persons: <input checked="" type="checkbox"/> “None of the above”
<b>Medium-Term Development Plan (MTDP)</b>	(Multiple selections can be made.) <input checked="" type="checkbox"/> Strategic Priority 1: Drive inclusive growth and job creation <input type="checkbox"/> Strategic Priority 2: Reduce poverty and tackle the high cost of living <input type="checkbox"/> Strategic Priority 3: Build a capable, ethical and developmental state <input type="checkbox"/> “None of the above”
<b>Provincial Strategic Plan (PSP)</b>	(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”
<b>Key Deliverables Measured For Delivery</b>	Key deliverables in the AOP

## Programme 2: Investment

<b>Indicator Number</b>	2.1.1
<b>Indicator Title</b>	Number of investment projects committed
<b>Short Definition</b>	Refers to the number of committed direct investment projects in productive assets by a foreign or local company, as opposed to investments in shares.  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.  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.
<b>Purpose</b>	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.
<b>Key Beneficiaries</b>	International investors and buyers, Western Cape businesses, Strategic partners
<b>Source of Data</b>	Signed investor declaration
<b>Data Limitations</b>	Non-disclosure of third-party information
<b>Assumptions</b>	N/A
<b>Means of Verification</b>	Signed investor declaration
<b>Portfolio of Evidence (POE) Availability</b>	SharePoint
<b>Method of Calculation</b>	The number of signed investor declarations is calculated to determine the number of investment projects committed
<b>Calculation Type</b>	(Only select one) Cumulative: <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
<b>Reporting Cycle</b>	(Only select one) <input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
<b>Desired Performance</b>	(Only select one) <input checked="" type="checkbox"/> Higher than target <input type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target
<b>Type of Indicator</b>	Is this a Service Delivery Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the PSP integrated impact area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Households and Human Development <input type="checkbox"/> Cohesive Communities <input type="checkbox"/> Youth Agency and Preparedness <input type="checkbox"/> Economic and Growth Opportunities
	Is this a Demand Driven Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO

<b>Spatial Location of The Indicator</b>	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  For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
<b>Indicator Responsibility</b>	Chief Foreign Direct Investment Officer and Chief Commercial & Trade Officer or relevant executive responsible for the programme
<b>Spatial Transformation</b>	Spatial transformation priorities: Description of spatial impact: Western Cape
<b>Disaggregation of Beneficiaries -Human Rights Groups</b>	Target for women: Target for youth: Target for people with disabilities: Target for older persons: <input checked="" type="checkbox"/> “None of the above”
<b>Medium-Term Development Plan (MTDP)</b>	(Multiple selections can be made.) <input checked="" type="checkbox"/> Strategic Priority 1: Drive inclusive growth and job creation <input type="checkbox"/> Strategic Priority 2: Reduce poverty and tackle the high cost of living <input type="checkbox"/> Strategic Priority 3: Build a capable, ethical and developmental state <input type="checkbox"/> “None of the above”
<b>Provincial Strategic Plan (PSP)</b>	(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”
<b>Key Deliverables Measured For Delivery</b>	Key deliverables in the AOP

<b>Indicator Number</b>	2.1.2
<b>Indicator Title</b>	Rand value of committed investments
<b>Short Definition</b>	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.
<b>Purpose</b>	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.
<b>Key Beneficiaries</b>	International investors, Western Cape businesses, Strategic partners
<b>Source of Data</b>	Signed investor declaration
<b>Data Limitations</b>	Non-disclosure of third-party information
<b>Assumptions</b>	N/A
<b>Means of Verification</b>	Signed investor declaration
<b>Portfolio of Evidence (POE) Availability</b>	SharePoint
<b>Method of Calculation</b>	The rand value of committed investments are used to determine the overall total rand value of committed investment for the financial year. The target and the actual figures presented are in South African Rand and all figures are rounded off to the nearest billion, and one decimal point.
<b>Calculation Type</b>	(Only select one) Cumulative: <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
<b>Reporting Cycle</b>	(Only select one) <input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually

<b>Desired Performance</b>	(Only select one) <input checked="" type="checkbox"/> Higher than target <input type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target
<b>Type of Indicator</b>	Is this a Service Delivery Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the PSP integrated impact area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Households and Human Development <input type="checkbox"/> Cohesive Communities <input type="checkbox"/> Youth Agency and Preparedness <input type="checkbox"/> Economic and Growth Opportunities
	Is this a Demand Driven Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
<b>Spatial Location of the Indicator</b>	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  For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
<b>Indicator Responsibility</b>	Chief Foreign Direct Investment Officer and Chief Commercial & Trade Officer or relevant executive responsible for the programme
<b>Spatial Transformation</b>	Spatial transformation priorities: Description of spatial impact: Western Cape
<b>Disaggregation of Beneficiaries - Human Rights Groups</b>	Target for women: Target for youth: Target for people with disabilities: Target for older persons: <input checked="" type="checkbox"/> "None of the above"
<b>Medium-Term Development Plan (MTDP)</b>	(Multiple selections can be made.) <input checked="" type="checkbox"/> Strategic Priority 1: Drive inclusive growth and job creation <input type="checkbox"/> Strategic Priority 2: Reduce poverty and tackle the high cost of living <input type="checkbox"/> Strategic Priority 3: Build a capable, ethical and developmental state <input type="checkbox"/> "None of the above"
<b>Provincial Strategic Plan (PSP)</b>	(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"
<b>Key Deliverables Measured for Delivery</b>	Key deliverables in the AOP

**Programme 3: Trade**

<b>Indicator Number</b>	3.1.1
<b>Indicator Title</b>	Number of Western Cape (WC) companies providing an export declaration
<b>Short Definition</b>	Refers to the number of Western Cape companies providing an export declaration as a result of facilitation support provided by Wesgro.  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.  “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.
<b>Purpose</b>	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.
<b>Key Beneficiaries</b>	International buyers, Western Cape businesses and Strategic partners
<b>Source of Data</b>	Signed export declaration
<b>Data Limitations</b>	Non-disclosure of third-party information
<b>Assumptions</b>	N/A
<b>Means of Verification</b>	Signed export declaration
<b>Portfolio of Evidence (POE) Availability</b>	SharePoint
<b>Method of Calculation</b>	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.
<b>Calculation Type</b>	(Only select one) Cumulative: <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
<b>Reporting Cycle</b>	(Only select one) <input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
<b>Desired Performance</b>	(Only select one) <input checked="" type="checkbox"/> Higher than target <input type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target
<b>Type of Indicator</b>	Is this a Service Delivery Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the PSP integrated impact area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Households and Human Development <input type="checkbox"/> Cohesive Communities <input type="checkbox"/> Youth Agency and Preparedness <input type="checkbox"/> Economic and Growth Opportunities
	Is this a Demand Driven Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO

<b>Spatial Location of the Indicator</b>	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  For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
<b>Indicator Responsibility</b>	Chief Commercial & Trade Officer or relevant executive responsible for the programme
<b>Spatial Transformation</b>	Spatial transformation priorities: Description of spatial impact: Western Cape
<b>Disaggregation of Beneficiaries - Human Rights Groups</b>	Target for women: Target for youth: Target for people with disabilities: Target for older persons: <input checked="" type="checkbox"/> “None of the above”
<b>Medium-Term Development Plan (MTDP)</b>	(Multiple selections can be made.) <input checked="" type="checkbox"/> Strategic Priority 1: Drive inclusive growth and job creation <input type="checkbox"/> Strategic Priority 2: Reduce poverty and tackle the high cost of living <input type="checkbox"/> Strategic Priority 3: Build a capable, ethical and developmental state <input type="checkbox"/> “None of the above”
<b>Provincial Strategic Plan (PSP)</b>	(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”
<b>Key Deliverables Measured for Delivery</b>	Key deliverables in the AOP

<b>Indicator Number</b>	3.1.2
<b>Indicator Title</b>	Rand value of exports
<b>Short Definition</b>	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.  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.
<b>Purpose</b>	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.
<b>Key Beneficiaries</b>	International buyers, Western Cape businesses and Strategic partners
<b>Source of Data</b>	Signed export declaration
<b>Data Limitations</b>	Non-disclosure of third-party information
<b>Assumptions</b>	N/A

<b>Means of Verification</b>	Signed export declaration
<b>Portfolio of Evidence (Poe) Availability</b>	SharePoint
<b>Method of Calculation</b>	The rand value is derived from signed export declarations and it is added together to provide the overall total. The target and the actual figures presented are in South African Rand and all figures are rounded off to the nearest billion, and one decimal point.
<b>Calculation Type</b>	(Only select one) Cumulative: <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
<b>Reporting Cycle</b>	(Only select one) <input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
<b>Desired Performance</b>	(Only select one) <input checked="" type="checkbox"/> Higher than target <input type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target
<b>Type of Indicator</b>	Is this a Service Delivery Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the PSP integrated impact area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Households and Human Development <input type="checkbox"/> Cohesive Communities <input type="checkbox"/> Youth Agency and Preparedness <input type="checkbox"/> Economic and Growth Opportunities
	Is this a Demand Driven Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
<b>Spatial Location of the Indicator</b>	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  For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
<b>Indicator Responsibility</b>	Chief Commercial & Trade Officer or relevant executive responsible for the programme
<b>Spatial Transformation</b>	Spatial transformation priorities: Description of spatial impact: Western Cape
<b>Disaggregation of Beneficiaries - Human Rights Groups</b>	Target for women: Target for youth: Target for people with disabilities: Target for older persons: <input checked="" type="checkbox"/> “None of the above”
<b>Medium-Term Development Plan (MTDP)</b>	(Multiple selections can be made.) <input checked="" type="checkbox"/> Strategic Priority 1: Drive inclusive growth and job creation <input type="checkbox"/> Strategic Priority 2: Reduce poverty and tackle the high cost of living <input type="checkbox"/> Strategic Priority 3: Build a capable, ethical and developmental state <input type="checkbox"/> “None of the above”
<b>Provincial Strategic Plan (PSP)</b>	(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”
<b>Key Deliverables Measured for Delivery</b>	Key deliverables in the AOP

**Programme 4: Tourism**

<b>Indicator Number</b>	4.1.1
<b>Indicator Title</b>	Number of bids secured
<b>Short Definition</b>	Number of bids secured by the Convention Bureau to host meetings, incentives, conferences or exhibitions in Cape Town and the Western Cape.
<b>Purpose</b>	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. To attract international and domestic attendees who contribute towards the economic activity of the destination.
<b>Key Beneficiaries</b>	International investors and buyers, Western Cape businesses, Strategic partners
<b>Source of Data</b>	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.
<b>Data Limitations</b>	Dependency on partnerships. Non-disclosure of third-party information
<b>Assumptions</b>	N/A
<b>Means of Verification</b>	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.
<b>Portfolio of Evidence (POE) Availability</b>	SharePoint
<b>Method of Calculation</b>	The signed confirmation letter or email confirmation per bid will be added to calculate the total number of conference bids secured
<b>Calculation Type</b>	(Only select one) Cumulative: <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
<b>Reporting Cycle</b>	(Only select one) <input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
<b>Desired Performance</b>	(Only select one) <input checked="" type="checkbox"/> Higher than target <input type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target
<b>Type of Indicator</b>	Is this a Service Delivery Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the PSP integrated impact area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Households and Human Development <input type="checkbox"/> Cohesive Communities <input type="checkbox"/> Youth Agency and Preparedness <input type="checkbox"/> Economic and Growth Opportunities
	Is this a Demand Driven Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
<b>Spatial Location of the Indicator</b>	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 For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO

<b>Indicator Responsibility</b>	Chief Tourism Officer or relevant executive responsible for the programme
<b>Spatial Transformation</b>	Spatial transformation priorities: Description of spatial impact: Western Cape
<b>Disaggregation of Beneficiaries - Human Rights Groups</b>	Target for women: Target for youth: Target for people with disabilities: Target for older persons: <input checked="" type="checkbox"/> "None of the above"
<b>Medium-Term Development Plan (MTDP)</b>	(Multiple selections can be made.) <input checked="" type="checkbox"/> Strategic Priority 1: Drive inclusive growth and job creation <input type="checkbox"/> Strategic Priority 2: Reduce poverty and tackle the high cost of living <input type="checkbox"/> Strategic Priority 3: Build a capable, ethical and developmental state <input type="checkbox"/> "None of the above"
<b>Provincial Strategic Plan (PSP)</b>	(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"
<b>Key Deliverables Measured for Delivery</b>	Key deliverables in the AOP

<b>Indicator Number</b>	4.2.1
<b>Indicator Title</b>	Number of local tourism Joint Marketing Agreements (JMAs) secured for district municipalities and townships
<b>Short Definition</b>	<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 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. Townships refers to an urban settlement as defined by StatsSA.</p>
<b>Purpose</b>	To grow the leisure tourism consideration in local areas
<b>Key Beneficiaries</b>	Western Cape businesses, Strategic partners
<b>Source of Data</b>	Joint Marketing Agreement (JMA)
<b>Data Limitations</b>	Dependency on partnerships. Non-disclosure of third-party information.
<b>Assumptions</b>	N/A
<b>Means of Verification</b>	Joint Marketing Agreement
<b>Portfolio of Evidence (POE) Availability</b>	SharePoint
<b>Method of Calculation</b>	The number of Joint Marketing Agreements (JMAs) secured in district municipalities and townships are calculated to derive the total number of JMAs secured.
<b>Calculation Type</b>	(Only select one) Cumulative: <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
<b>Reporting Cycle</b>	(Only select one) <input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
<b>Desired Performance</b>	(Only select one) <input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target

<b>Type of Indicator</b>	Is this a Service Delivery Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the PSP integrated impact area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Households and Human Development <input type="checkbox"/> Cohesive Communities <input type="checkbox"/> Youth Agency and Preparedness <input type="checkbox"/> Economic and Growth Opportunities
	Is this a Demand Driven Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	<b>Spatial Location of The Indicator</b> 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  For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
<b>Indicator Responsibility</b>	Chief Tourism Officer or relevant executive responsible for the programme
<b>Spatial Transformation</b>	Spatial transformation priorities: Description of spatial impact: Western Cape
<b>Disaggregation of Beneficiaries - Human Rights Groups</b>	Target for women: Target for youth: Target for people with disabilities: Target for older persons: <input checked="" type="checkbox"/> “None of the above”
<b>Medium-Term Development Plan (MTDP)</b>	(Multiple selections can be made.) <input checked="" type="checkbox"/> Strategic Priority 1: Drive inclusive growth and job creation <input type="checkbox"/> Strategic Priority 2: Reduce poverty and tackle the high cost of living <input type="checkbox"/> Strategic Priority 3: Build a capable, ethical and developmental state <input type="checkbox"/> “None of the above”
<b>Provincial Strategic Plan (PSP)</b>	(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”
<b>Key Deliverables Measured for Delivery</b>	Key deliverables in the AOP

<b>Indicator Number</b>	4.3.1
<b>Indicator Title</b>	Number of international tourism promotional partnerships secured in new markets (China, India, Brazil, ASEAN, and Middle East)

<b>Short Definition</b>	<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>
<b>Purpose</b>	To attract international tourists to the Western Cape Province
<b>Key Beneficiaries</b>	International investors and buyers, Strategic partners and Stakeholders
<b>Source of Data</b>	Joint Marketing Agreement (JMA)
<b>Data Limitations</b>	Dependency on partnerships. Non-disclosure of third-party information.
<b>Assumptions</b>	N/A
<b>Means of Verification</b>	Joint Marketing Agreement
<b>Portfolio of Evidence (POE) Availability</b>	SharePoint
<b>Method of Calculation</b>	The number of international Joint Marketing Agreements (JMAs) secured are calculated to derive the total number of JMAs secured.
<b>Calculation Type</b>	(Only select one) Cumulative: <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
<b>Reporting Cycle</b>	(Only select one) <input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> Annually
<b>Desired Performance</b>	(Only select one) <input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target
<b>Type of Indicator</b>	<p>Is this a Service Delivery Indicator? <input type="checkbox"/>YES      <input checked="" type="checkbox"/>NO</p> <p>If yes, confirm the PSP integrated impact area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input type="checkbox"/> Households and Human Development <input type="checkbox"/> Cohesive Communities <input type="checkbox"/> Youth Agency and Preparedness <input type="checkbox"/> Economic and Growth Opportunities</p> <p>Is this a Demand Driven Indicator? <input type="checkbox"/>YES      <input checked="" type="checkbox"/>NO</p> <p>Is this a Standardised Indicator? <input type="checkbox"/>YES      <input checked="" type="checkbox"/>NO</p>
<b>Spatial Location of the Indicator</b>	<p>Number of locations: <input type="checkbox"/>Single Location      <input checked="" 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</p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)? <input checked="" type="checkbox"/>YES      <input type="checkbox"/>NO</p>
<b>Indicator Responsibility</b>	Chief Tourism Officer or relevant executive responsible for the programme

<b>Spatial Transformation</b>	Spatial transformation priorities: Description of spatial impact: Western Cape
<b>Disaggregation of Beneficiaries - Human Rights Groups</b>	Target for women: Target for youth: Target for people with disabilities: Target for older persons: <input checked="" type="checkbox"/> "None of the above"
<b>Medium-Term Development Plan (MTDP)</b>	(Multiple selections can be made.) <input checked="" type="checkbox"/> Strategic Priority 1: Drive inclusive growth and job creation <input type="checkbox"/> Strategic Priority 2: Reduce poverty and tackle the high cost of living <input type="checkbox"/> Strategic Priority 3: Build a capable, ethical and developmental state <input type="checkbox"/> "None of the above"
<b>Provincial Strategic Plan (PSP)</b>	(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"
<b>Key Deliverables Measured for Delivery</b>	Key deliverables in the AOP

<b>Indicator Number</b>	4.4.1
<b>Indicator Title</b>	Number of tradeshows and roadshows attended in new markets
<b>Short Definition</b>	Tradeshows and roadshows are travel trade activation tools used to promote tourism consideration and the province as a tourism destination to international travel trade.  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.
<b>Purpose</b>	To attract international and domestic attendees who contribute towards the economic activity of the destination.
<b>Key Beneficiaries</b>	International investors and buyers, Western Cape Businesses, Strategic partners and Stakeholders
<b>Source of Data</b>	Trip reports
<b>Data Limitations</b>	Dependency on partnerships. Non-disclosure of third-party information.
<b>Assumptions</b>	N/A
<b>Means of Verification</b>	Trip reports
<b>Portfolio of Evidence (POE) Availability</b>	SharePoint
<b>Method of Calculation</b>	The trip reports will provide proof of tradeshows and roadshows attended, it will be calculated to determine the total.
<b>Calculation Type</b>	(Only select one) Cumulative: <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
<b>Reporting Cycle</b>	(Only select one) <input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
<b>Desired Performance</b>	(Only select one) <input checked="" type="checkbox"/> Higher than target <input type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target

<b>Type of indicator</b>	<p>Is this a Service Delivery Indicator?  <input type="checkbox"/>YES   <input checked="" type="checkbox"/>NO</p> <p>If yes, confirm the PSP integrated impact area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <input type="checkbox"/> Households and Human Development <input type="checkbox"/> Cohesive Communities <input type="checkbox"/> Youth Agency and Preparedness <input type="checkbox"/> Economic and Growth Opportunities
	<p>Is this a Demand Driven Indicator?  <input type="checkbox"/>YES   <input checked="" type="checkbox"/>NO</p>
	<p>Is this a Standardised Indicator?  <input type="checkbox"/>YES   <input checked="" type="checkbox"/>NO</p>
<b>Spatial Location of the Indicator</b>	<p>Number of locations:   <input type="checkbox"/>Single Location      <input checked="" 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</p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?  <input checked="" type="checkbox"/>YES   <input type="checkbox"/>NO</p>
	<p>Chief Tourism Officer or relevant executive responsible for the programme</p>
<b>Indicator Responsibility</b>	
<b>Spatial Transformation</b>	<p>Spatial transformation priorities:  Description of spatial impact: Western Cape</p>
<b>Disaggregation of Beneficiaries - Human Rights Groups</b>	<p>Target for women:  Target for youth:  Target for people with disabilities:  Target for older persons:  <input checked="" type="checkbox"/>“None of the above”</p>
<b>Medium-Term Development Plan (MTDP)</b>	<p>(Multiple selections can be made.)</p> <input checked="" type="checkbox"/> Strategic Priority 1: Drive inclusive growth and job creation <input type="checkbox"/> Strategic Priority 2: Reduce poverty and tackle the high cost of living <input type="checkbox"/> Strategic Priority 3: Build a capable, ethical and developmental state <input type="checkbox"/> “None of the above”
<b>Provincial Strategic Plan (PSP)</b>	<p>(Multiple selections can be made.)</p> <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”
<b>Key Deliverables Measured For Delivery</b>	<p>Key deliverables in the AOP</p>

<b>Indicator Number</b>	4.5.1
<b>Indicator Title</b>	Number of ship calls for the cruise season
<b>Short Definition</b>	<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>
<b>Purpose</b>	To attract international and domestic attendees who contribute towards the economic activity of the destination.
<b>Key Beneficiaries</b>	International investors and buyers, Western Cape Businesses, Strategic partners and Stakeholders
<b>Source of Data</b>	As reported in the Western Cape Cruise Liner Industry Economic Contribution report
<b>Data Limitations</b>	Dependency on partnerships. Non-disclosure of third-party information.
<b>Assumptions</b>	N/A
<b>Means of Verification</b>	As reported in the Western Cape Cruise Liner Industry Economic Contribution report
<b>Portfolio of Evidence (POE) Availability</b>	SharePoint
<b>Method Of Calculation</b>	The number of ship calls as reported in the Western Cape Cruise Liner Industry Economic Contribution report.
<b>Calculation Type</b>	(Only select one) Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
<b>Reporting Cycle</b>	(Only select one) <input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> Annually
<b>Desired Performance</b>	(Only select one) <input checked="" type="checkbox"/> Higher than target <input type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target
<b>Type of Indicator</b>	<p>Is this a Service Delivery Indicator? <input type="checkbox"/>YES    <input checked="" type="checkbox"/>NO</p> <p>If yes, confirm the PSP integrated impact area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input type="checkbox"/> Households and Human Development <input type="checkbox"/> Cohesive Communities <input type="checkbox"/> Youth Agency and Preparedness <input type="checkbox"/> Economic and Growth Opportunities</p> <p>Is this a Demand Driven Indicator? <input type="checkbox"/>YES    <input checked="" type="checkbox"/>NO</p> <p>Is this a Standardised Indicator? <input type="checkbox"/>YES    <input checked="" type="checkbox"/>NO</p>

<b>Spatial Location of the Indicator</b>	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  For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
<b>Indicator Responsibility</b>	Chief Marketing and Innovation Officer and the relevant executive responsible for the programme
<b>Spatial Transformation</b>	Spatial transformation priorities: Description of spatial impact: Western Cape
<b>Disaggregation of Beneficiaries - Human Rights Groups</b>	Target for women: Target for youth: Target for people with disabilities: Target for older persons: <input checked="" type="checkbox"/> “None of the above”
<b>Medium-Term Development Plan (MTDP)</b>	(Multiple selections can be made.) <input checked="" type="checkbox"/> Strategic Priority 1: Drive inclusive growth and job creation <input type="checkbox"/> Strategic Priority 2: Reduce poverty and tackle the high cost of living <input type="checkbox"/> Strategic Priority 3: Build a capable, ethical and developmental state <input type="checkbox"/> “None of the above”
<b>Provincial Strategic Plan (PSP)</b>	(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”
<b>Key Deliverables Measured for Delivery</b>	Key deliverables in the AOP

<b>Indicator number</b>	4.6.1
<b>Indicator title</b>	Number of new air routes
<b>Short definition</b>	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.  A new route refers to a scheduled international airline service that operates for the first time to and from Cape Town & Western Cape.  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.
<b>Purpose</b>	To attract international and domestic attendees who contribute towards the economic activity of the destination.
<b>Key Beneficiaries</b>	International investors and buyers, Western Cape Businesses, Strategic partners
<b>Source of data</b>	Joint Marketing Agreements (JMAs) and/or written confirmation from the airline or airport (letter or email)
<b>Data limitations</b>	Dependency on partnerships. Non-disclosure of third-party information.
<b>Assumptions</b>	N/A
<b>Means of verification</b>	The signed Joint Marketing Agreements and/or written confirmation for each route will be added to calculate the total number of new air routes.

<b>Portfolio of Evidence (POE) Availability</b>	SharePoint
<b>Method of Calculation</b>	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.
<b>Calculation Type</b>	(Only select one) Cumulative: <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
<b>Reporting Cycle</b>	(Only select one) <input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
<b>Desired Performance</b>	(Only select one) <input checked="" type="checkbox"/> Higher than target <input type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target
<b>Type of Indicator</b>	Is this a Service Delivery Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the PSP integrated impact area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Households and Human Development <input type="checkbox"/> Cohesive Communities <input type="checkbox"/> Youth Agency and Preparedness <input type="checkbox"/> Economic and Growth Opportunities
	Is this a Demand Driven Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
<b>Spatial Location of the Indicator</b>	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  For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
<b>Indicator Responsibility</b>	Chief Marketing and Innovation Officer and the relevant executive responsible for the programme
<b>Spatial Transformation</b>	Spatial transformation priorities: Description of spatial impact: Western Cape
<b>Disaggregation of Beneficiaries - Human Rights Groups</b>	Target for women: Target for youth: Target for people with disabilities: Target for older persons: <input checked="" type="checkbox"/> "None of the above"
<b>Medium-Term Development Plan (MTDP)</b>	(Multiple selections can be made.) <input checked="" type="checkbox"/> Strategic Priority 1: Drive inclusive growth and job creation <input type="checkbox"/> Strategic Priority 2: Reduce poverty and tackle the high cost of living <input type="checkbox"/> Strategic Priority 3: Build a capable, ethical and developmental state <input type="checkbox"/> "None of the above"
<b>Provincial Strategic Plan (PSP)</b>	(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"
<b>Key Deliverables Measured for Delivery</b>	Key deliverables in the AOP

**Programme 5: Future-fit Wesgro**

<b>Indicator Number</b>	5.1.1
<b>Indicator Title</b>	Percentage achievement of annual budgeted operational expenditure
<b>Short Definition</b>	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).
<b>Purpose</b>	To enhance effective expenditure management.
<b>Key Beneficiaries</b>	Strategic partners, Staff and Stakeholders
<b>Source of Data</b>	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).
<b>Data Limitations</b>	N/A
<b>Assumptions</b>	N/A
<b>Means of Verification</b>	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).
<b>Portfolio of Evidence (POE) Availability</b>	SharePoint
<b>Method of Calculation</b>	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). Percentage achievement is calculated by dividing the total actual expenditure determined from the annual financial statements (numerator) by the approved budget determined from the budget provided for Wesgro in Western Cape Estimates of Provincial Revenue and Expenditure (denominator), multiplied by a hundred.
<b>Calculation Type</b>	(Only select one) Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
<b>Reporting Cycle</b>	(Only select one) <input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> Annually
<b>Desired Performance</b>	(Only select one) <input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target
<b>Type of Indicator</b>	Is this a Service Delivery Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the PSP integrated impact area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Households and Human Development <input type="checkbox"/> Cohesive Communities <input type="checkbox"/> Youth Agency and Preparedness <input type="checkbox"/> Economic and Growth Opportunities
	Is this a Demand Driven Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
<b>Spatial Location of the Indicator</b>	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  For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)? <input type="checkbox"/> YES <input type="checkbox"/> NO

<b>Indicator Responsibility</b>	Chief Financial Officer or relevant executive responsible for the programme
<b>Spatial Transformation</b>	Spatial transformation priorities: Description of spatial impact: Western Cape
<b>Disaggregation of Beneficiaries - Human Rights Groups</b>	Target for women: Target for youth: Target for people with disabilities: Target for older persons: <input checked="" type="checkbox"/> "None of the above"
<b>Medium-Term Development Plan (MTDP)</b>	(Multiple selections can be made.) <input checked="" type="checkbox"/> Strategic Priority 1: Drive inclusive growth and job creation <input type="checkbox"/> Strategic Priority 2: Reduce poverty and tackle the high cost of living <input type="checkbox"/> Strategic Priority 3: Build a capable, ethical and developmental state <input type="checkbox"/> "None of the above"
<b>Provincial Strategic Plan (PSP)</b>	(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"
<b>Key Deliverables Measured for Delivery</b>	Key deliverables in the AOP

<b>Indicator Number</b>	5.1.2
<b>Indicator Title</b>	Auditor General of South Africa (AGSA) opinion on the audit on financial statements
<b>Short Definition</b>	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.
<b>Purpose</b>	To ensure sound governance and compliance to prescripts and regulations
<b>Key Beneficiaries</b>	Strategic partners, Staff and Stakeholders
<b>Source of Data</b>	Auditor General of South Africa (AGSA) opinion on the audit as provided in the Auditor General Audit Report
<b>Data Limitations</b>	N/A
<b>Assumptions</b>	N/A
<b>Means of Verification</b>	Outcome of AG Audit opinion on the previous year's audit cycle. For example, for 2026/2027 FY: The AG Audit report on the 2025/2026 financial year ending 31 March 2026 to be used.
<b>Portfolio of Evidence (POE) Availability</b>	SharePoint
<b>Method of Calculation</b>	Outcome of AG Audit opinion on the previous year's audit cycle
<b>Calculation Type</b>	(Only select one) Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
<b>Reporting Cycle</b>	(Only select one) <input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> Annually
<b>Desired Performance</b>	(Only select one) <input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target

<b>Type of Indicator</b>	<p>Is this a Service Delivery Indicator?  <input type="checkbox"/>YES   <input checked="" type="checkbox"/>NO</p> <p>If yes, confirm the PSP integrated impact area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <input type="checkbox"/> Households and Human Development <input type="checkbox"/> Cohesive Communities <input type="checkbox"/> Youth Agency and Preparedness <input type="checkbox"/> Economic and Growth Opportunities
	<p>Is this a Demand Driven Indicator?  <input type="checkbox"/>YES   <input checked="" type="checkbox"/>NO</p>
	<p>Is this a Standardised Indicator?  <input type="checkbox"/>YES   <input checked="" type="checkbox"/>NO</p>
<b>Spatial Location of the Indicator</b>	<p>Number of locations: <input checked="" 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</p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?  <input type="checkbox"/>YES   <input type="checkbox"/>NO</p>
	<p>Chief Financial Officer or relevant executive responsible for the programme</p>
<b>Indicator Responsibility</b>	
<b>Spatial Transformation</b>	<p>Spatial transformation priorities:  Description of spatial impact: Western Cape</p>
<b>Disaggregation of Beneficiaries - Human Rights Groups</b>	<p>Target for women:  Target for youth:  Target for people with disabilities:  Target for older persons:  <input checked="" type="checkbox"/>“None of the above”</p>
<b>Medium-Term Development Plan (MTDP)</b>	<p>(Multiple selections can be made.)</p> <input checked="" type="checkbox"/> Strategic Priority 1: Drive inclusive growth and job creation <input type="checkbox"/> Strategic Priority 2: Reduce poverty and tackle the high cost of living <input type="checkbox"/> Strategic Priority 3: Build a capable, ethical and developmental state <input type="checkbox"/> “None of the above”
<b>Provincial Strategic Plan (PSP)</b>	<p>(Multiple selections can be made.)</p> <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”
<b>Key Deliverables Measured for Delivery</b>	<p>Key deliverables in the AOP</p>



Saldanha Bay, Cape West Coast

# Part E: Appendices



Silo District, Cape Town

## PART E:

# APPENDICES

### Appendix A: Global Economic Context

Trade developments have dominated global headlines in 2025, contributing to shifting perceptions of the world economic outlook. These developments have contributed to elevated uncertainty surrounding the stability and direction of the global economy. As shown in the Figure below, the World Uncertainty Index, which had been rising since October 2024, reached its highest level in September 2025 and has been declining since October 2025. There have been other policy changes in the global economy beyond trade. These include substantial reductions in development aid and

more restrictive immigration frameworks. According to the OECD (2025), official development assistance declined by 9% in 2024, with similarly sized cuts anticipated in 2025 based on donor announcements. There has also been a significant decline in net migration into several advanced economies, which have historically been major destinations for migrants. In spite a difficult geopolitical environment and heightened trade policy uncertainty, the global economy appears resilient so far.

#### World Uncertainty Index, Jan 2008 – Jan 2026



Source: Ahir, Bloom, and Furceri (2022)

Note: The WUI is computed by counting the percent of word “uncertain” (or its variant) in the Economist Intelligence Unit country reports. The WUI is then rescaled by multiplying by 1,000,000. A higher number means higher uncertainty and vice versa.

The United States (US) announced the imposition of sizable tariffs against most of its trading partners in April 2025. Looking back after six months, the negative impact on the global economy has not been as severe as what was initially projected. The impact of protectionist trade measures on global economic activity and inflation has remained modest to date. This is due to the agility of the private sector which was able to frontload imports and speedily reorganise supply chains to redirect trade flows; the negotiation of trade deals between the US and various countries; and the overall restrained from the rest of the world to keep the trading system open (International Monetary Fund (IMF), World Economic Outlook, October 2025).

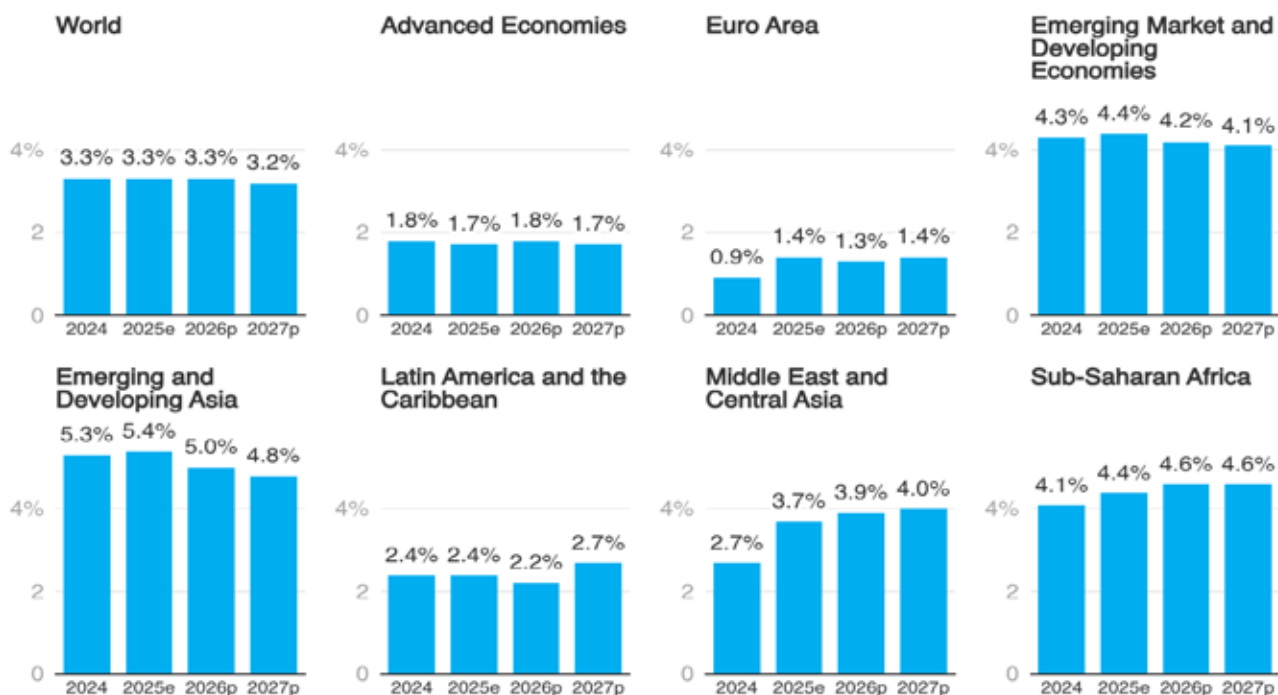
Global growth is estimated at 3.3% in 2025 and expected to remain unchanged in 2026 before slightly declining to 3.2% in 2027 (IMF, World Economic Outlook, January 2026).

Advanced economies are expected to grow by 1.8% in 2026 and 1.7% in 2027, similar to the 2025 estimate of 1.8%. Economic growth in the euro area is estimated to edge up from 0.9% in 2024 to 1.4% in 2025, with growth expected to remain steady at 1.3% in 2026 and at 1.4% in 2027. Growth in emerging market and developing economies is expected to ease from 4.4% in 2025 to 4.2% in 2026 and 4.1% in 2027. Emerging and developing Asia is expected to grow by 5.4% in 2025, with growth easing to 5.0% in 2026 and 4.8% in 2027. Growth in Latin America and the Caribbean is expected to ease to 2.2% in 2026, from 2.4% in 2025, before rebounding to 2.7% in 2027. Growth in the Middle East and Central Asia is expected to rise from 3.7% in 2025 to 3.9% in 2026, reaching 4.0% in 2027. In sub-Saharan Africa, growth is expected to accelerate, increasing from 4.4% in 2025 to 4.6% in 2026 and maintaining that pace through 2027.

It is, however, premature to conclude that the tariff surge will have no adverse effect on global growth. The full picture may take time to emerge. The cumulative impact of these tensions may grow over time, driven by the gradual

transmission of tariff costs to consumers by firms, the permanent establishment of new trade routes, and a steady decline in global economic efficiency.

### Growth Projections by Region



Source: IMF, World Economic Outlook (January 2026)

Global growth projections by the World Bank and the United Nations are somewhat conservative compared to the IMF's forecasts, as shown in the table below. The forecasts by Euromonitor are in line with the IMF's projections. According

to Euromonitor, Global growth is expected to average approximately 3% per annum between 2026 and 2035, with growth peaking at about 3.3% in 2027, followed by a gradual decrease from to reach approximately 2.8% in 2035.

### Global real GDP forecast

Year	Euromonitor International <sup>1</sup>	IMF <sup>2</sup>	World Bank <sup>3</sup>	OECD <sup>4</sup>	UN <sup>5</sup>
2025	3.2%	3.2%	2.7%	3.2%	2.8%
2026	3.2%	3.1%	2.6%	2.9%	2.7%
2027	3.3%	3.2%	2.7%	3.1%	2.9%
2028	3.2%	3.2%			
2029	3.1%	3.2%			
2030	3.1%	3.1%			
2031	3.0%				
2032	3.0%				
2033	2.9%				
2034	2.9%				
2035	2.8%				

Source: Euromonitor International (2026); IMF, World Economic Outlook (2026); World Bank, Global Economic Prospects (2026); OECD, Economic Outlook (2026); United Nations (2026)

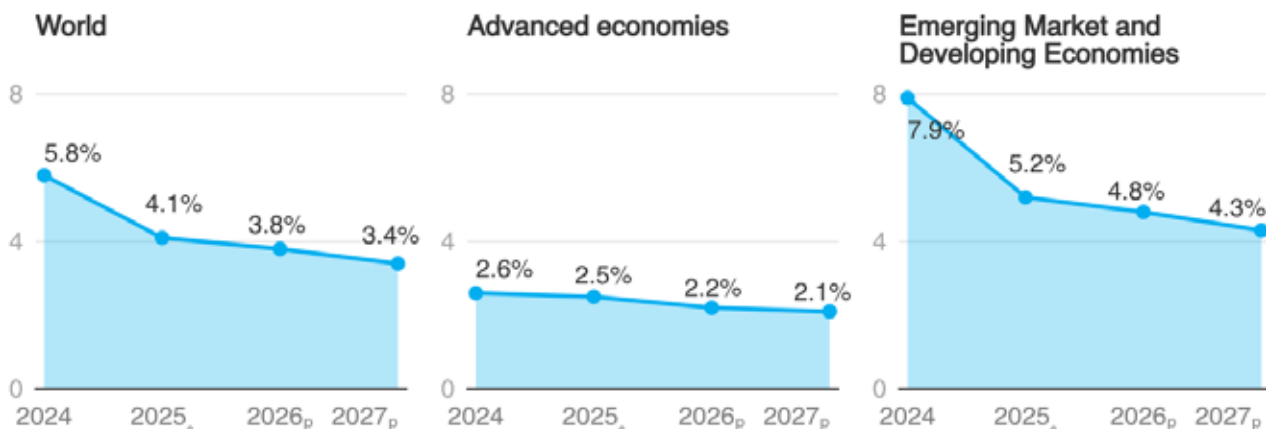
Note:

- Derived from national statistics/Eurostat/OECD/UN/International Monetary Fund (IMF), World Economic Outlook (WEO).
- Real effective exchange rates are assumed to remain constant at the levels prevailing during August 1, 2025–August 29, 2025. The aggregated quarterly data are seasonally adjusted.
- Include World Bank Group members. The forecast process starts with initial assumptions about advanced-economy growth and commodity price forecasts. These are used as conditioning assumptions for the first set of growth forecasts for EMDEs, which are produced using macroeconomic models, accounting frameworks to ensure national account identities and global consistency, estimates of spillovers from major economies, and high-frequency indicators. These forecasts are then evaluated to ensure consistency of treatment across similar EMDEs. This is followed by extensive discussions with World Bank country teams, who conduct continuous macroeconomic monitoring and dialogue with country authorities. Throughout the forecasting process, staff use macroeconomic models that allow the combination of judgement and consistency with model-based insights.
- The OECD Economic Outlook presents the OECD’s analysis of the major global economic trends and prospects for the next two years. The Outlook puts forward a consistent set of projections for output, employment, government spending, prices and current balances based on a review of each member country and of the induced effect on each of them on international developments. The projections are based on a technical assumption that the bilateral tariff rates prevailing at the end of August persist through the rest of 2025 and 2026, despite ongoing legal challenges in the United States.
- UN DESA projections are based on estimates and forecasts produced with the World Economic Forecasting Model. Estimates and forecasts are based on data and information available up to 1 December 2025.

To date, tariffs and the associated restructuring of supply chains have had a limited effect on inflationary pressures. Global headline inflation is projected to ease to 4.1% in 2025, from 5.8% in 2024, and further to 3.8% and 3.4% in 2026 and 2027 respectively. As alluded to by the IMF

(October 2025), the muted inflationary response to the tariffs may reflect delayed pass-through effects. Factors such as stockpiling, temporary tariff suspensions, trade diversion, and supply chain rerouting have contributed to a lag between the actual tariff rate and the effective tariff rate.

**Headline Inflation Projections**



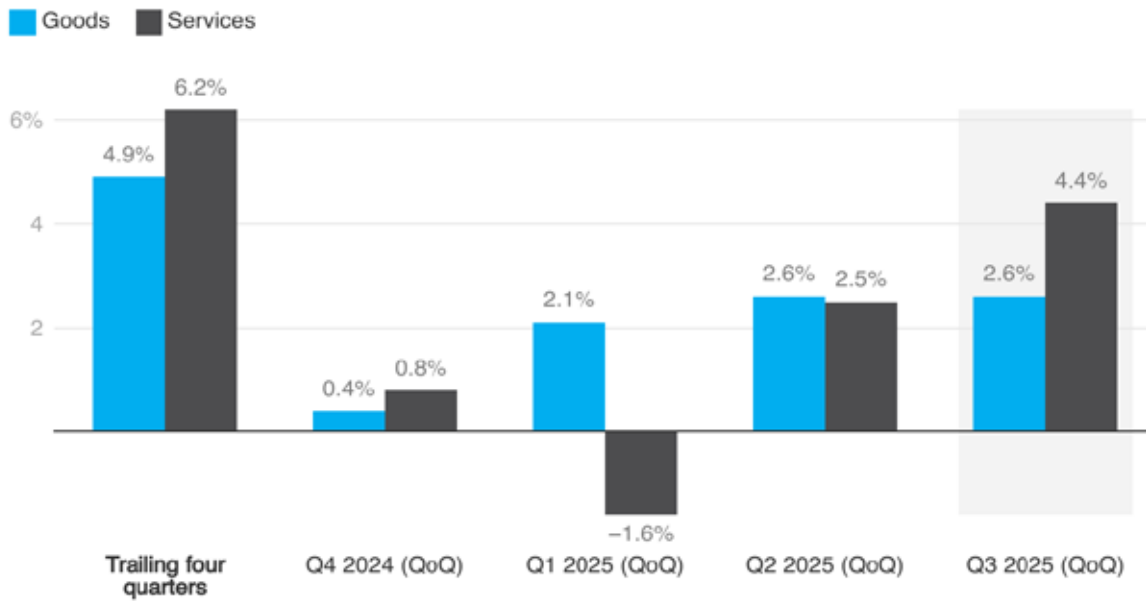
Source: IMF, World Economic Outlook (January 2026)

International trade has also remained resilient in 2025, with trade in goods growing faster during the first half of the year than any half-year since 2010 except the pandemic period (DHL Global Connectedness Tracker, 2025). According to the United Nations Trade and Development’s (UNCTAD) (2025), global trade maintained its upward momentum in the second quarter of 2025, rising by approximately 2.5% compared to the previous quarter. Goods trade accelerated modestly from 2.1% in the first quarter to 2.6% in the second quarter, while services trade rebounded from earlier contraction (-1.6%) to 2.5% during this period. Manufacturing continued to drive trade growth in 2025Q2, with notable contributions from the

electronics sector and robust demand for hybrid and electric vehicles.

World trade volume is projected to accelerate in 2025 before moderating in 2026, reflecting observed front-loading dynamics. Forecasts from UNCTAD (2025) suggest more growth ahead in 2025Q3, with trade in goods expected to rise by about 4.4%. On a trailing four-quarter basis, trade growth remains resilient, with approximately 4.9% for goods and 6.2% for services.

## Growth of Global Trade in Goods and Services



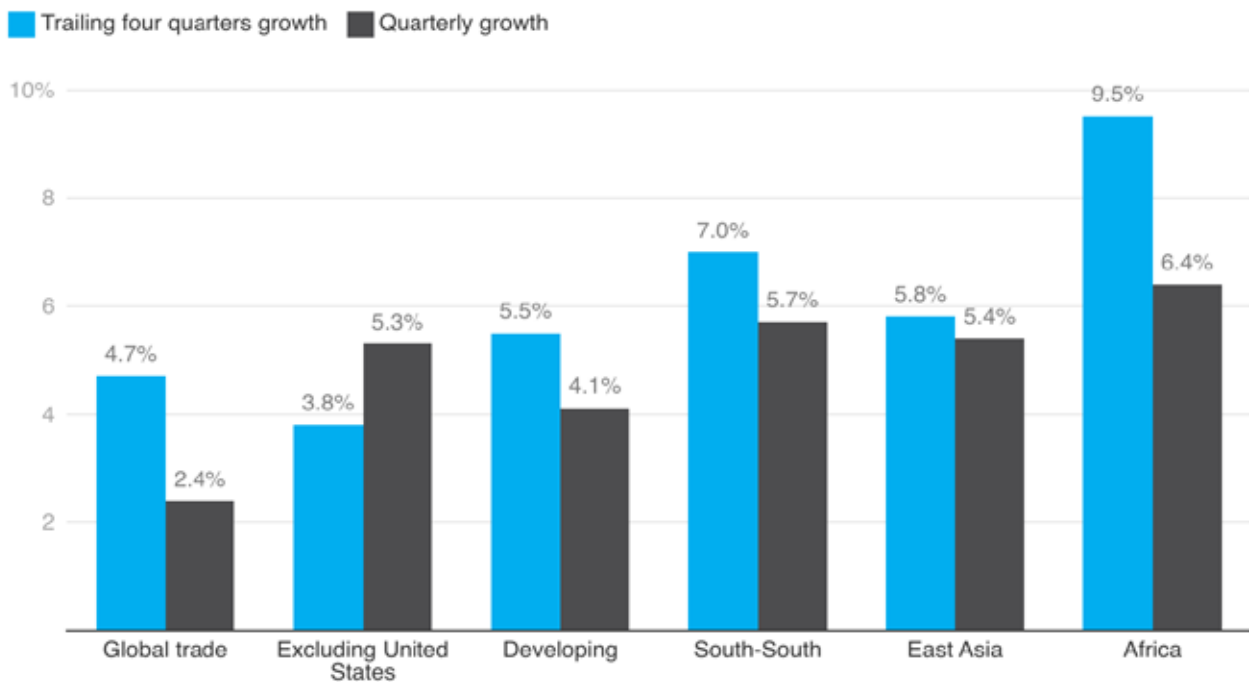
Source: UNCTAD (October 2025)

Note: Trailing four quarters growth measures the change in a variable over the last four quarters (Q4 2024 to Q3 2025) compared with the previous four quarters (Q4 2023 to Q3 2024). Quarterly growth (QoQ) is the quarter-over-quarter growth rate of seasonally adjusted values. Figures for Q2 2025 are preliminary. Q3 2025 is a nowcast as of 7 October 2025.

The value of global trade rose by about \$500 billion in the first half of 2025 relative to the second half of 2024, with the upward trajectory expected to persist through the third (UNCTAD, 2025). The expansion of trade in goods was driven

by developing economies, with Africa recording the highest growth rate in 2025Q2 compared to the previous quarter. There has also been an increase in South-South trade, which indicates a rise in trade between developing nations.

## Percentage Changes in Trade by Regions



Source: UNCTAD (October 2025)

Note: Trailing four quarters growth measures the change in a variable over the last four quarters (Q3 2024 to Q2 2025) compared with the previous four quarters (Q3 2023 to Q2 2024). Quarterly growth is the quarter-over-quarter growth rate between Q1 2025 and Q2 2025. Data are seasonally adjusted. Data exclude services.

Following an increase from 3.6% in 2024 to 4.1% in 2025, global trade volume growth is projected to slow to 2.6% in 2026, before recovering modestly to 3.1% in 2027 (IMF, World Economic Outlook, January 2026). This trajectory reflects the impact of front-loading in earlier periods and ongoing adjustments in trade flows as economies adapt to new policy environments.

At the beginning of October 2025, a Gaza ceasefire deal was announced with the hope of bringing the two-year conflict that has destabilised much of the Middle East to an end. On the other hand, the Ukraine-Russia war continues unabated. Under the Trump administration, US military assistance to Ukraine has shifted to a different approach, prompting

Europe to assume greater security responsibilities. The US administration announced a new military assistance package for Ukraine under the Prioritised Ukraine Requirements List (PURL) mechanism on 14 July 2025. The PURL, which will be funded by NATO allies, does not signal a return to full and unconditional US support. 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. In October 2025, the US announced sanctions targeted at major Russian oil companies, Open Joint Stock Company Rosneft Oil Company (Rosneft) and Public Joint-Stock Company Oil Company Lukoil (Lukoil) together with a number of their subsidiaries.

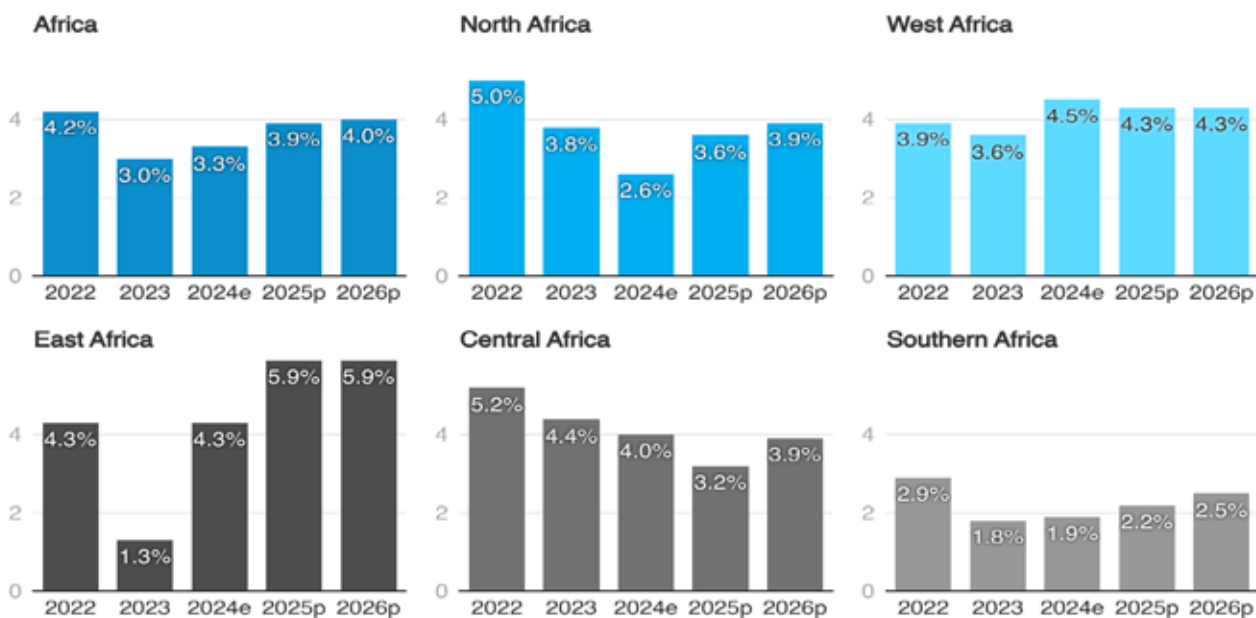
## Appendix B: African Economic Context

Africa's economic potential is anchored in its resource endowments, dynamic private sector, entrepreneurial talent, and demographic momentum driven by a young and expanding population. According to the African Development Bank (2025), the continent's real GDP growth strengthened modestly to 3.3% in 2024, up from 3.0% the previous year, robust government spending and household demand. Economic growth is projected at 3.9% in 2025 and 4.0% in 2026, with projected growth in 21 countries is expected to exceed 5% (African Development Bank, 2025). The Economic Intelligence Unit (2024) emphasise that most of the world's fastest-growing economies in 2025 will be African countries, with three-quarters of the top 20 global pace setters being located on the continent. The region's resilience has been underpinned by a decade of strategic domestic reforms, enhanced macroeconomic management

and growing diversification.

That said, growth prospects vary across the continent, with East Africa once again at the vanguard of African growth with growth forecast at 5.9% in 2025 and 2026, reflecting an improvement of 1.6 percentage points compared to the 2024 estimate. Likewise, growth in North Africa is projected to increase from the moderate growth of 2.6% in 2024 to 3.6% in 2025 and 3.9% in 2026, while Southern Africa's growth is expected to rise to 2.2% in 2025 and 2.5% in 2026, from 1.9% in 2024. On the contrary, Central Africa growth will decline to a projected 3.2% in 2025, before recovering to 3.9% in 2026, whereas West Africa's growth is forecast to slightly decrease from the estimated 4.5% in 2024 to 4.3% in both 2025 and 2026.

### GDP Growth Performance by Region



Source: African Developing Bank (2025)

Despite the economic improvement in recent years, Africa still faces serious challenges, including persistent high inflation rates, currency depreciation, mounting debt costs, regional instability, and the impact of climate change. Moreover, protracted conflicts in the Sahel, the Horn of Africa, and eastern Democratic Republic of Congo have intensified vulnerabilities, causing disruptions in the affected regions and triggering spillover effects across nearby regions.

Average real GDP per capita across Africa grew slightly in 2024, rising to 0.9% from 0.7% the year before (African Development Bank, 2025). Per capita GDP growth in Africa is forecast to strengthen to 1.5% in 2025, with further gains to 1.7% anticipated in 2026, indicating gradual improvements in average living standards. While there has been a gradual

improvement in living standards, the continent's GDP per capita remains low compared to other regions.

As alluded to by the African Development Bank (2025), inflation has remained persistently high across Africa, averaging 18.7% in 2024 (with 15 countries recording double-digit inflation). Inflationary pressures stem largely from domestic food supply shocks and exchange rate pass-through effects. Inflation is expected to ease to 13.8% in 2025 and 9.9% in 2026 (African Development Bank, 2025).

According to the African Export-Import Bank (2025), Africa trade – which expanded by 5.8% in 2024 – is expected to reach US\$1.5 trillion in 2025 at an average annual growth rate of 5.3%, with intra-African trade projected to increase

by 6.6%. A further 5.4% and 5.6% growth is expected in 2026 and 2027, respectively.

The African Growth and Opportunity Act (AGOA) is a key US trade preference program for sub-Saharan Africa introduced in May 2000. AGOA offers non-reciprocal, duty-free access to the US market to over 1 800 African products. AGOA preferences have enhanced the competitiveness of African exporters and has played a pivotal role in certain countries and sectors.. After lapsing in September 2025, the AGOA

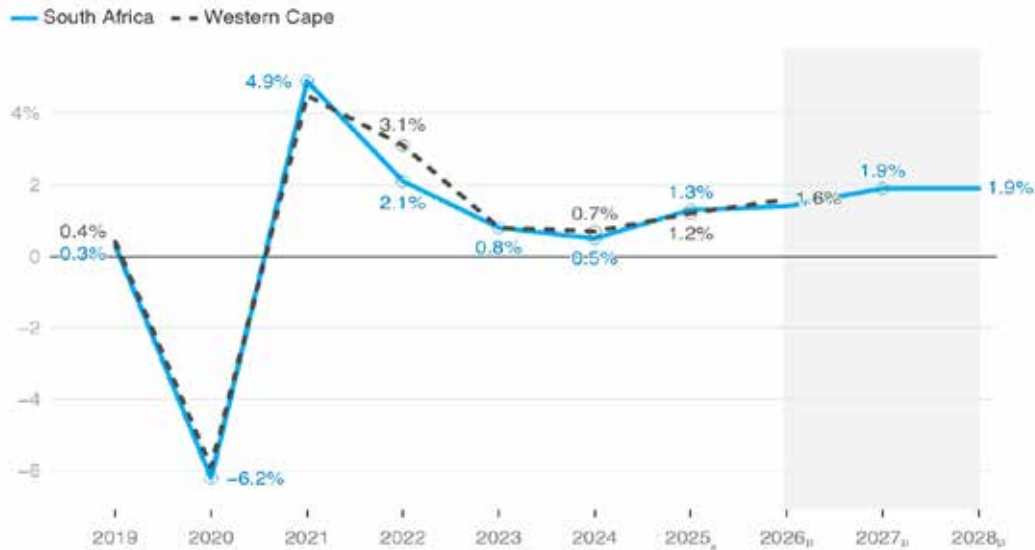
programme was renewed in February 2026, but only until the end of 2026. This, together with various different types of tariffs introduced by the Trump Administration from April 2025, including a 30% additional tariff on many products from South Africa, has severely affected certainty and the competitiveness of exports to the US. . Despite the uncertainties related to AGOA, the AfCFTA is slowly progressing, bringing closer the possibilities of easier intra-Africa trade and investment.

## Appendix C: South Africa Economic Context

The 30% tariff imposed by the US on South African goods came into force on August 7, 2025. Part of government response to the tariffs is to continue engaging with US to secure a deal, find alternative markets for exports diversification and provide an economic response package to vulnerable firms and individuals. It is worth noting that despite the tariffs, South Africa's exports to the US increased by 2.9% (q/q) and 9.4% (y/y) in the fourth quarter of 2025.

The South African economy grew by 0.5% in 2024, with growth expected to accelerate to 1.3% in 2025. The country's growth is projected to be 1.4% in 2026 and 1.9% in both 2027 and 2028 (SARB's MPC<sup>1</sup>, January 2026). The IMF's (January 2025) growth projections for 2025 and 2026 are similar to those of the SARB, while its forecast for 2027 is lower at 1.5%. South Africa's real GDP growth was 0.5% in the third quarter of 2025, marking four consecutive quarters of economic expansion (Stats SA, 2025). Household consumption expenditure has been the main driver of growth.

### Real GDP Growth, 2019 – 2028

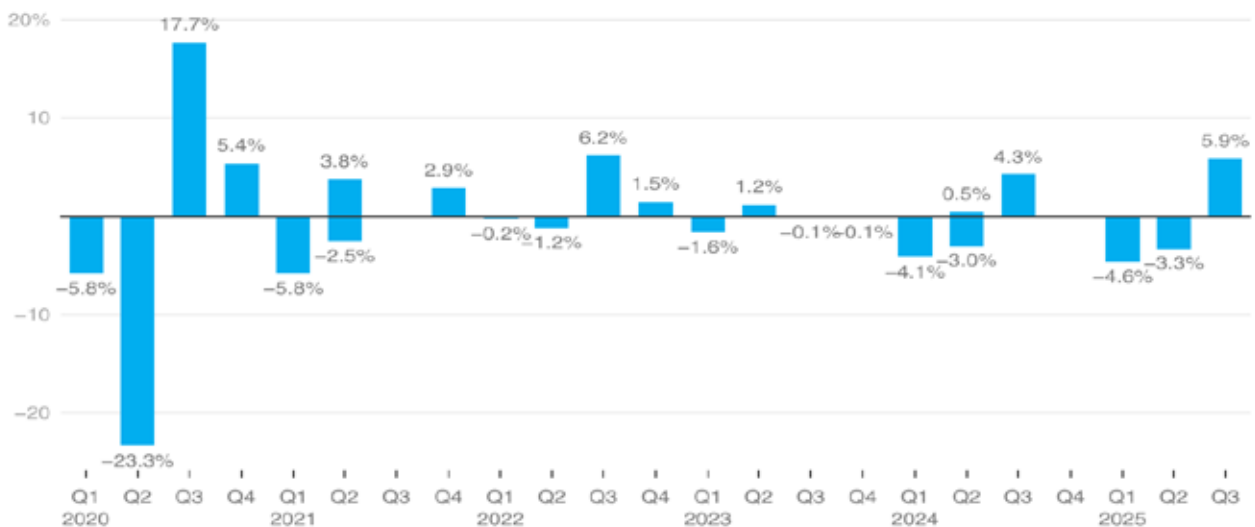


Source: Statistics South Africa (2025); South African Reserve Bank (2026); Western Cape Government: Provincial Treasury (2025)

In the third quarter of 2025, South Africa saw an increase in real gross fixed capital formation, following a decline in the previous two quarters. This was mainly due to increased spending by public entities (5.7%) and private enterprises

(7.6%). Private business enterprises made a 5.4 percentage points contribution to growth in gross fixed capital formation in 2025Q3, while the percentage contribution by public corporations was 0.6.

### Growth of Real Gross Fixed Capital Formation (QoQ), 2020Q1 – 2025Q3



Source: Statistics South Africa (2025)

1 South African Reserve Bank's Monetary Policy Committee

South Africa's official unemployment rate was 31.4% in the fourth quarter of 2025, decreasing by 0.5 percentage points from 31.9% in the previous quarter. There were 44 000 more employed individuals in 2025Q4, following an increase of 248 000 in the third quarter. On the other hand, there were 172 000 fewer people unemployed in 2025Q4. Youth (aged 15 to 34) unemployment stayed high at 43.8%. Those with only a matric and less than matric continued to be more vulnerable to being unemployed while, graduates have the lowest unemployment rate (10.3 in 2025Q4).

The policy rate (repo rate) was unchanged at 6.75% at the MPC's January 2026 meeting. Consumer price inflation in South Africa was 3.2% in 2025, close to SARB's new target of 3%. Inflation decreased from 3.6% in December 2025 to 3.5% in January 2026, with services inflation reaching 4.2% and goods price inflation being 2.7% (supported by factors such as the stronger rand). The main contributors to the 3.5% inflation in January 2026 were housing and utilities (4.8% and contributing 1.2 percentage points); food and non-alcoholic beverages (4.4% and contributing 0.8 of a percentage point) and insurance and financial services (6.8% and contributing 0.7 of a percentage point). Headline inflation is expected to be 3.1% in 2026Q1, 3.3% in 2026Q2 and 3.2% in 2026Q3 (SARB MPC, January 2026). Furthermore, according to the SARB (2026), the nominal effective exchange rate (NEER) of the rand rose 3.2% in 2025Q3, supported by a weaker dollar and stronger gold and PGMs prices.

On October 24, 2025, the Financial Action Task Force (FATF) delisted South Africa from its "grey list" of jurisdictions under increased monitoring due to deficiencies in their regimes to counter money laundering, terrorist financing, and proliferation financing. The removal from the FATF's

"grey list" emphasises the significant progress the country has made in tackling the strategic deficiencies that the FATF identified in February 2023 and in improving its anti-money laundering and combating the financing of terrorism (AML/CFT) regime. It also marks a significant step forward in restoring confidence in our financial system, reinforcing our global reputation and attractiveness to investors. This milestone strengthens South Africa's position on the global stage and affirms its international reputation. With global confidence restored and risk perceptions lowered, foreign direct investment and cross-border transactions are poised to rise, which in turn will have a positive impact on economic development and job creation.

Despite the progress made, 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 2026 are encouraging and bode positively for the national economy if implemented and achieved. These include the more than R1 trillion in public investment earmarked for infrastructure projects over the next three years, as well as the commitment to intensify the fight against crime and corruption enhance, the development of digital infrastructure, amongst other objectives.

## Appendix D: Western Cape Economic Context

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 and sustainability are impacting the Western Cape economy. Inclusive and sustainable economic growth in Cape Town and 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. The provincial economy expanded by 0.4% in 2025Q3, following a growth rate of 0.8% in the previous quarter. This was underpinned by contributions from trade, hotels and restaurants (0.16 percentage point) and agriculture, forestry and fishing (0.05 percentage point). According to the Western Cape Provincial Treasury (2025), the economy is expected to grow at 1.2% in 2025 and 1.6% in 2026.

The Western Cape's official unemployment rate was 18.1% in 2025Q4, notably lower than national rate of 31.4%. The province added 95 000 jobs compared to the corresponding period of 2024 and 93 000 more jobs relative to the previous quarter. The largest increases in employment (q/q) were recorded in the community and social services, agriculture and manufacturing industries.

Consumer inflation in the Western Cape was 3.6% in January 2026, down from 3.8% in December 2025. Housing and utilities (4.8% and contributing 1.34 percentage points); insurance and financial services (7.7% and contributing 0.99 percentage points); and food and non-alcoholic beverages (4.3% and contributing 0.69 percentage points) were the main contributors to the 3.6% inflation in January 2026.

The provincial budget amounts to R269.52 billion for the 2025 MTEF, prioritising economic growth, job creation and services delivery. Of the almost R270 Billion spend over 3 years, more than 80% (R215.71 billion) will be spent on social services. This is made up of R101 billion for education; R100 billion towards health; R6.4 billion for housing and community amenities; and R8.4 billion towards social protection. The Western Cape's 2025/26 Adjustment Budget adds R1.739 billion.

Cape Town International Airport (CTIA) continues to perform exceptionally well as reflected in the 2025 passenger figures. The domestic terminal handled 7.8 million two-way passengers, showing a 7.3% y/y growth rate. The international terminal processed 3.3 million two-way passengers, reaching a 6.9% y/y growth rate. Air cargo trade volumes continue to show strong growth, with 80 260

tonnes recorded in 2025 at an exceptional growth rate of 42% y/y.

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. 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.





## Cape Town and the Western Cape – A leading regional economy

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