



Annual Performance Plan 2017/18

Submission date: 6 March 2017

Foreword

2016 will be remembered as a year of unexpected political results. An increase in global uncertainty, and its knock-on effect on the South African economy, emphasised the role of an effective and nimble economic promotion agency for Cape Town and the Western Cape.

The surprise decision of United Kingdom voters to leave the European Union was one such result. The UK is the Western Cape's second largest export market, buying R9,2 billion worth of our product in 2016. The fallout from "Brexit" presents risks and opportunities for the Cape, and Wesgro has assisted Economic Opportunities MEC Alan Winde to design a comprehensive response plan that will help to put us on a stronger trade and investment footing in the course of 2017.

Another result was the election of Donald Trump as President of the United States of America. President Trump's stated "America First" position raises questions about the Cape's on-going economic relations with our leading source market for investment over the past decade. While the Trump administration appears to have an ambivalent attitude to the African Growth and Opportunities Act (AGOA), there may be opportunities for several Cape agricultural products if the US trade with Mexico is affected by changes to the North American Free Trade Agreement (NAFTA). Wesgro will be targeting the market to help our exporters to utilise any new advantage.

Closer to home, the national economic growth rate in the forthcoming year will probably remain well below potential. This emphasises the work required by Wesgro and its partners to: tap into growth in the rest of Africa by boosting exports and facilitating outward investment, drive growth in the Cape by attracting new investment, and help to promote the region as Africa's leading tourist destination for living, working and playing.

In 2016 Cape Town International Airport passed the 10 million passenger mark in December 2016, up from 9.4 million passengers in 2015. Average stays in the province also increased to 11.7 nights per tourist, up from 10.5 in 2015.

This Annual Performance Plan sets out how the agency will take advantage of these, and other opportunities in 2017/18. Our plan will help to leverage the region's assets for accelerated and shared economic growth.

The plan is ambitious given the current local economic landscape, but it is achievable given the backing of our funding stakeholders, particularly the Western Cape government led by Premier Helen Zille and Alan Winde, the Minister of Economic Opportunities, and the City of Cape Town led by Mayor Patricia de Lille.

We are also grateful for the support and guidance of our vastly experienced and committed board of directors led by Chairperson Prof Brian Figaji and Deputy Chair Michael Spicer.

Lastly, I need to thank the diverse and talented team at Wesgro who work so hard every day to build a more competitive Cape economy.

I thank all of you for your efforts.

Table of contents

1. Part A: Strategic overview	9
1.1. Vision	9
1.2. Mission	9
1.3. Values	9
1.4. Legislative and other mandates	9
1.4.1. Legislative mandate	9
1.4.2. Policy mandates	10
1.5. Provincial policy framework:	10
1.6. Updated situational analysis	12
1.6.1. Performance delivery environment	12
1.6.2. Organisational environment	16
1.7. The strategic planning process	22
1.8. Strategic outcome orientated goals of the Agency	22
1.9. Overview of 2016/17 budget and MTEF estimates	23
1.10 Relating expenditure trends to strategic goals	28
2. Part B: Programme and sub-programme plans	31
2.1. Programme 1: Corporate Services	31
2.1.1. Strategic objectives	32
2.1.2. Programme performance indicators and annual targets	34
2.1.3. Reconciling performance targets with the budget and MTEF	42
2.1.4. Performance and expenditure trends	44
2.2. Programme 2: Investment Promotion	45
2.2.1. Programme structure	45
2.2.2. Strategic objectives	48
2.2.3. Programme performance indicators and annual targets	49
2.2.4. Special Projects: Agribusiness Investment Promotion Unit (AIU)	50
2.2.5. Reconciling performance targets with the budget and MTEF	54
2.2.6. Performance and expenditure trends	55
2.3. Programme 3: Trade promotion	56
2.3.1. Strategic objectives	58
2.3.2. Programme performance Indicators and Targets	59
2.3.3. Reconciling performance targets with budget and the MTEF	61
2.3.4. Performance and expenditure trends	62

2.4. Programme 4: Wesgro research	63
2.4.1. Programme structure	63
2.4.2. Strategic objectives	65
2.4.3. Programme performance indicators and annual targets	66
2.4.4. Reconciling performance targets with the budget and MTEF	67
2.4.5. Performance and expenditure trends	69
2.5. Programme 5: Marketing and communication	70
2.5.1. Programme structure	70
2.5.2. Strategic objectives	71
2.5.3. Programme performance indicators and annual targets	72
2.5.4. Reconciling performance targets with the budget and MTEF	74
2.5.5. Performance and expenditure trends	76
2.6. Programme 6: Destination marketing	77
2.6.1. Programme structure	77
2.6.2. Strategic objectives	80
2.6.3. Programme performance indicators and targets	81
2.6.4. Reconciling performance targets with the budget and MTEF	83
2.6.5. Performance and expenditure trends	85
2.7. Programme 7: Film and media promotion	86
2.7.1. Programme structure	86
2.7.2. Strategic objectives	87
2.7.3. Programme performance indicators and annual targets	88
3. Part C: Links to other plans	90
4. Part D: Changes to the strategic plan	92
5. Part E: Technical performance indicator descriptions	95

Official Sign-Off

It is hereby certified that the Annual Performance Plan for 2017/18:

- Was developed by the management of Wesgro under the guidance of the Board of Directors and Minister Allan Winde, MEC for Agriculture, Economic Development and Tourism, and
- Accurately reflects the strategic goals and objectives which Wesgro will endeavour to achieve during the 2017/18 financial year, subject to the resources being made available.

Kholeka Zama
Chief Financial Officer

Signature: _____



Timothy Harris
Chief Executive Office

Signature: _____



Approved by:

Prof. Brian Figaji
Chairperson of the Wesgro Board

Signature: _____



Minister Alan Winde
Executive Authority

Signature: _____







1. Part A: Strategic overview

1.1. Vision

To grow the Western Cape economy beyond expectation

1.2. Mission

The mission of the Agency is:

- To attract and retain direct investment in the Western Cape, grow exports, and market the province as a competitive and sustainable tourism destination globally;
- To facilitate the link between business and government decision-makers; and
- To provide service excellence in all our business support functions

1.3. Values

Wesgro management and staff will strive to uphold the following values in all its business activities:

- Professionalism and commitment to excellence
- Efficient and outcomes driven
- Accountability
- Innovation
- Enabling
- Passionate
- Integrity and trust

1.4. Legislative and other mandates

1.4.1. Legislative mandate

Wesgro draws its mandate from the Wesgro Act, 1996 as amended. According to the Western Cape Investment and Trade Promotion Agency Amendment Act, Act No. 6, 2013

The objects of the Agency shall be-

- a. to promote tourism, trade and investment in the Province the Western Cape;
- b. to undertake, at the request of the responsible Member or other stakeholders or agencies, activities for which the necessary resources can be raised and which, in the opinion of the Board, will contribute to the strengthening of the Western Cape and/or promote equitable participation in the economy by sectors of the community and/or regions of the Western Cape.

In terms of the PFMA, No. 1 of 1999 Wesgro is a 3(c) public entity.

1.4.2. Policy mandates

1.4.2.1 National policy framework:

National development plan

The National Development Plan represents a vision for South Africa in 2030. It aims to enable faster economic growth, higher investment and greater labour absorption. The NDP contains detailed plans and interventions across all sectors of the economy to enable the achievement of this vision.

Medium Term Strategic Framework

This Medium Term Strategic Framework (MTSF) is Government's strategic plan for the 2014-2019 electoral term. The MTSF sets out the actions Government will take, and the targets to be achieved. It also provides a framework for the other plans of national, provincial and local government.

1.5. Provincial policy framework:

Project Khulisa

Project Khulisa identified "a small number of high potential opportunities that can deliver meaningful jobs and growth within a 3 – 5 year framework." It seeks to streamline the focus of government interventions, through the identification of key focus areas and priority sectors. Project Khulisa identified three horizons:

- Horizon 1 – over the next 3 – 5 years the focus will be on the Tourism, Oil and Gas and Agro-processing sectors of the Western Cape economy.
- Horizon 2 – over the next 5 – 10 years the expanded focus will be on Business Process Outsourcing and the Film sectors.
- Horizon 3 – over the next 10 plus years the approach is to build on the broader eco-system, namely the ICT and software, manufacturing and private healthcare sectors.

Wesgro together with the Department of Economic Development and Tourism plays a key role in the achievement of the objectives identified in Project Khulisa

OneCape2040

OneCape 2040 envisages a transition towards a more inclusive and resilient economic future for the Western Cape region. It sets a common direction to guide planning, action and accountability.

Provincial Strategic Plan (PSP)

The Provincial Strategic Plan identified five Provincial Strategic Goals (PSGs), namely:

- PSG 1 – Create opportunities for economic growth and jobs
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- PSG 2 – Improve education outcomes and opportunities for youth development
- PSG 3 – Increase wellness, safety and tackle social ills
- PSG 4 – Build a quality living environment, resilient to climate change
- PSG 5 – Embed good governance and integrated service delivery through partnerships and spatial alignment.

DEDAT through its programmes and activities contributes to PSG 1. The following strategic priorities have been identified by DEDAT:

- Invest in growing, attracting and retaining the skills required by our economy
- Support entrepreneurs and small businesses
- Make it easier to do business by addressing red tape
- Invest in high quality, efficient and competitive infrastructure
- Rebrand the region to increase internal and external investment
- Open markets for Western Cape firms and key sectors wanting to export
- Ensure our economic, social and environmental sustainability
- Demonstrate leadership which promotes an improved regional economic eco-system (governance) and embraces innovation
- Improve our visitor economy through destination marketing.

State of the Province Address

This is the speech delivered by the Premier at the start of the year setting out the Provincial Government's priorities for the year.

Green Economy Strategic Framework

The aim of the framework is to position the Western Cape as the lowest carbon province in South Africa and the leading green economic hub of the African continent.

The Western Cape Infrastructure framework

The provincial Infrastructure Framework aligns the planning, delivery and management of infrastructure provided by all stakeholders (national government, provincial government, local government, parastatals and the private sector).

International Relations Strategy

The international relations strategy aims to harness the activities of the provincial government for maximum impact of our economic diplomacy efforts.

Relevant court rulings

There is no court ruling that has an impact on the operations of Wesgro.

1.6. Updated situational analysis

Wesgro has developed its three-year strategy from 2016/17 around excellence in three pillars: “growth”, “jobs” and “brand”. The pillar of growth represents economic growth in the Western Cape and the City of Cape Town; the pillar of jobs represents job creation in the provincial and city economies; and the pillar of brand represents the provincial and city business brand as well as the provincial tourism brand, as well as the Wesgro brand.

These three pillars are henceforth required to appear as direct or indirect targets in all of Wesgro’s programmes. This is to ensure alignment across the agency around the objectives of driving growth, creating jobs, and building the brand of the region. In some programmes targets are explicitly directed at these pillars, whilst other programmes will have targets where the outcome is indirectly related to each of these pillars.

1.6.1. Performance delivery environment

Economic Environment

Macroeconomic performance

Real Gross Domestic Product (GDP) growth in South Africa reached 1.3% in 2015, a considerable slowdown from the 1.6% and 2.3% growth experienced in 2014 and 2013 respectively. The country also narrowly avoided a technical recession during 2015, limiting South Africa’s attractiveness as a destination for foreign direct investment. Growth during 2015 has shown little for major improvement with quarterly year-on-year growth rates only a few decimal points higher than 2014 growth rates. During Q1 2016 the South African economy’s year on year real gross domestic product contracted by 0.2%. The South African Reserve Bank has forecast zero percent growth for 2016, 1.5% in 2017 and 1.7% in 2018.

With this growth performance as a backdrop, the shuffling of Finance Ministers during December 2015 mounted pressure on South Africa as markets reacted by punishing domestic stocks and the currency. International ratings agencies also downgraded the country’s credit rating to one notch above junk status shortly after the changes in this key ministry. Ahead of a further review, the rating agencies have flagged concerns that the South African economy faces a prolonged period of low growth and an increased risk of fiscal slippage emanating from slower growth and political pressures.

The South African Reserve Bank increased the interest rate twice during 2015 by a total of 75 basis points and by 25 basis points in March 2016 as inflationary pressures were increased by a rapidly weakening Rand.

The recent drought is also raising concerns that South Africa would have to import many of its food products for the first time in decades as agricultural output is expected to decline. The weakness of the Rand does however improve the competitiveness of exports in foreign exchange terms.

Foreign Direct Investment (FDI)

Global capital investment increased by nearly 9.6% in 2015 to reach ZAR9.1 trillion, while the number of jobs created via FDI grew by 1.2% to 2.2 million. However, the number of projects declined 1.3%. Over the period 2011 to 2015 Capex grew by 1.04% to reach ZAR45 trillion, while projects declined by 0.4% to reach 78 562 investment projects. However, with world GDP growth in 2016 being revised downwards greenfield FDI is forecasted to decline by at least 5% in 2016. From 2017 to 2020, greenfield FDI is expected to slowly recover with annual growth of 3% to 5% per annum over this period.

Western Europe continued to be the main source region for global FDI making up 47% (United Kingdom, Germany, France and Spain being the top markets) from 2011 to 2015, followed by North America (23%). The United States was the largest source of FDI by projects accounting for 21% from 2011 to 2015 followed by the United Kingdom and Germany. A significant development in 2015, was India replacing China as the leading destination for capital investment in Asia Pacific (2nd global destination for capex) valued at ZAR743bn.

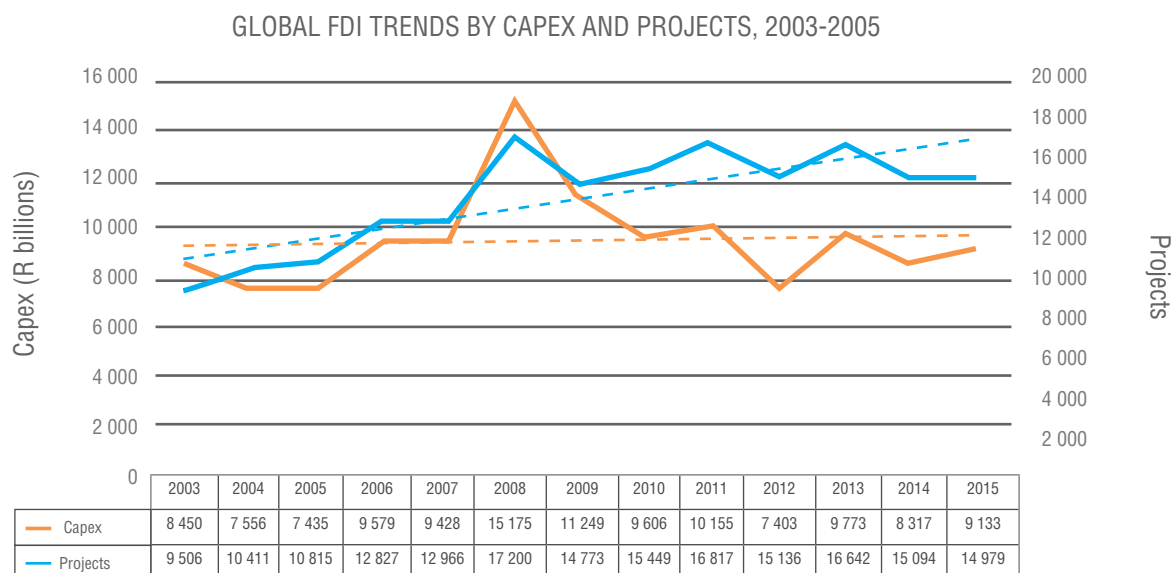
Asia-Pacific received the most FDI in 2015 accounting for 30% (China, India, Singapore and Hong Kong being the top markets) from 2011 to 2015, followed by Western Europe (26%). Investment continues to be highly concentrated. The United States has also received the largest global number of investment projects 34% more than China (second) followed by the United Kingdom in third place.

At a city level London has seen the largest source and destination city for global investments between 2011 and 2015. Seven of the top ten source and destination cities for investments are similar, these include London, Singapore, Dubai, Hong Kong, New York, Paris and Beijing.

Between 2011 and 2015, Africa was the fastest growing region for FDI by projects, with an average growth rate of 4.5%, followed by Western Europe at 3.9%. Africa was also the fastest growing region in 2015 for projects with a growth rate of 33%.

Over the period 2011 to 2015, Software and IT services sector was the top sector for investment accounting for 12% of all projects. In terms of capex, the coal, oil and gas sector received the largest investment accounting for 11.8%.

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Between 2011 and 2015 a total of 148 FDI projects were recorded into the Western Cape, representing a total capital investment of ZAR36.21bn which is an average investment of ZAR244.89m per project. During the period, a total of 9,588 jobs were created. Global FDI into the Western Cape by capex grew by 137% in 2015 and by 6.3% between 2011 and 2015, while FDI by capex decreased by 17% in 2015 and by 1.3% between 2011 and 2015.

More than half of all investments into the Western Cape between 2011 and 2015 originate from Western Europe (55% projects and 68% capex), followed by North America (23% projects and 12% capex). About one fifth of all investments into the Western Cape are from the United Kingdom (24% projects and 20% capex). The top 3 markets (including the US and Germany) command more than half of all investments into the province. London is the top city for FDI into the Western Cape both in terms of projects and capex.

The African region was the largest destination for Western Cape outward FDI (OFDI) accounting for 60% projects and 65% capex between 2011 and 2015, followed by Western Europe in terms of projects and Middle East in terms of Capex.

The province's largest destination markets in terms of projects were Nigeria, the UK, Angola, Zambia and Kenya accounting for a combined 41%, while the largest by Capex were Nigeria, UAE and Angola, accounting for a combined 41%. Services continue to dominate outward FDI accounting for 40% followed by food and beverages (21%).

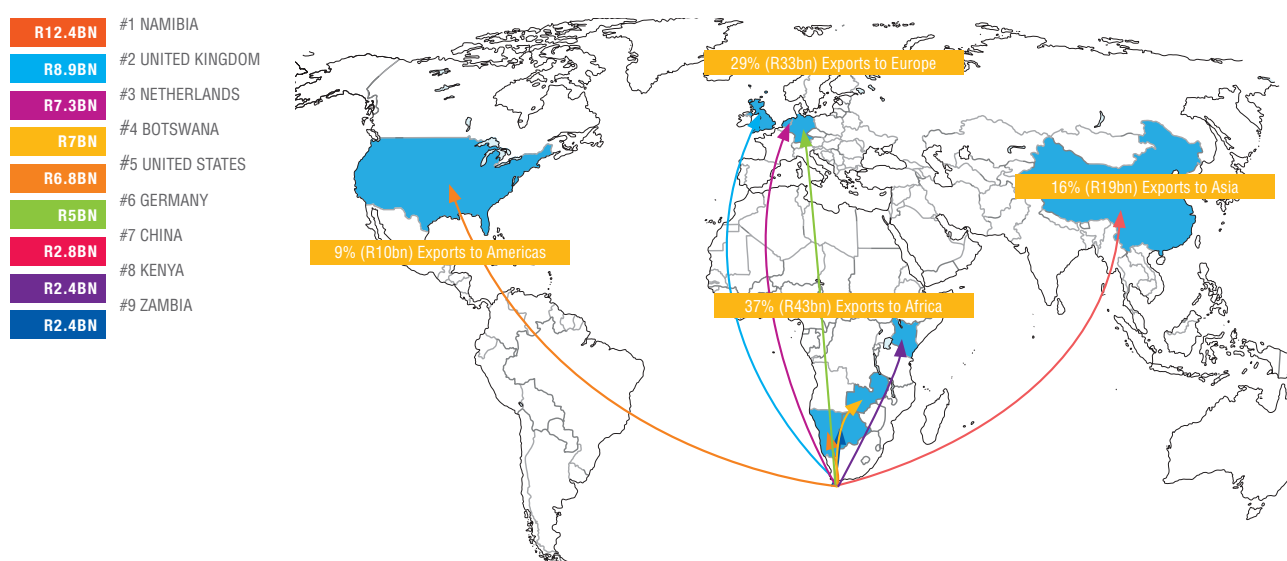
In terms of projects the largest sectors attracting FDI into the Western Cape between were business services, software and IT services, financial services and communications. These sectors account for half of all FDI by projects (52%). Renewable energy is the Western Cape's largest sector attracting 36% of FDI by capex between 2011 and 2015, followed by the communications and business services.

Trade environment

In 2015, the Western Cape exported ZAR116.9bn in goods globally compared to ZAR109bn in 2014. The inclusion of SACU has now made it evident how important SACU partners are to Western Cape exports, particularly with greater regional integration on the back of new transport corridors.

The Western Cape is a major crude petroleum importer due to the province's refining capacity and a major refined petroleum exporter. Consequently petroleum oils trade accounts for a significant portion of trade (15.6% of exports and 24.66% of imports in 2015). This means that Western Cape economy is exposed to exchange rate risks and volatility in the oil price. Therefore, it is encouraging to see that exports are diverse and spread across a wide range of products as this limits the impacts of the depreciating currency and oil price increases.

In 2015, the African region was the province's largest export region with exports to the value of ZAR42.9bn. This can primarily be attributed to the inclusion of SACU-SA trade figures for the first time in 2014. The top export markets from the Western Cape are Namibia (ZAR12.4bn), United Kingdom (ZAR8.9bn), Netherlands (ZAR7.3bn), Botswana (ZAR7.0bn) and the United States (ZAR6.8bn).



Apart from refined petroleum, strong export performance in 2015 was seen for products such as citrus (7.4% share), wine (7.3%) apples, pears and quinces (5.2%) and flat-rolled products of iron (2.5%). Agribusiness exports have performed particularly well in 2015 with manufactured metals and some machinery following closely. The export markets have revealed that Europe has remained a strong and consistent market for fresh produce, while the rest of is the dominant importer of goods that are consumed in the construction industry. Imported products are primarily crude oil, wearing apparel with exports exceeding ZAR1bn. The Asian market is the major supplier of these products.

Tourism performance

In 2015, the number of foreign arrivals in the Cape reached 1,323,283, a decline of -4.5% compared to the 4.2% growth in 2014. The decline in tourist arrivals in 2015 can be attributed to the negative perception of the Ebola cases in West Africa, the slowdown in global economic growth and South Africa's new visa regulations. The visa regulations combined with lower oil prices reduced the number of visitors from Angola and Nigeria, as well as from new growing markets such as China and India. However, the Western Cape saw an increase in niche tourism (medical, education and religion) and business travellers in 2015.

The province regained its poll position in terms of total paid bed nights in South Africa, although it received a slight drop in numbers -5.2% as compared to 2014's growth of 1.4% to sit at 15.6million bed nights in 2015. The Western Cape claimed 19.2%% of the total bed nights in South Africa during 2015. The length of stay for foreign tourists in the Western Cape has dropped by 0.2% to sit at 12.2 nights.

Domestic tourism in the Western Cape fared equally well in 2015 although there were slight number decreases with the average length of stay, along with domestic spend, falling by 0.8% to reach R2.0 billion as compared to R2.8 billion in 2014.

1.6.2. Organisational environment

The following section provides an overview of the Agency's risk analysis given the expansion of the Agency's mandate;

Political Risks

South Africa has made some progress in improving its regulatory environment as evidenced by higher ratings achieved in terms of the World Economic Forum Global Competitiveness Index. However, political management elements have created uncertainty, including the recent hiring and firing of the Ministers of Finance, the regulatory situation concerning mining and mineral rights, new immigration and visa regulations, labour reform and property/land ownership questions. Greater transparency and certainty is required to regain business confidence and assure investors that South Africa is serious about attracting their business

These factors present a major challenge to the agency which is ultimately a policy-taker and not a policy-maker. Furthermore, other African countries are offering improved political stability and much greater openness to investment.

Economic Risks

Macroeconomic risks

The current macroeconomic environment places significant strain on Wesgro's promotion activities, particularly investment promotion. Investor confidence has been severely tested with economic growth failing to exceed 3% y-o-y growth. A volatile exchange rate which is highly susceptible to external shocks poses a significant risk to the economy and currency weakness will result in rising food and fuel prices. This has already been demonstrated with the recent record exchange rate lows experienced in 2015 and early 2016. Inflationary pressures have resulted in the consumer price index approaching the upper band of the inflation target set by the South African Reserve Bank (SARB). The repo rate was increased by 75 basis points during 2015 in an attempt to curb inflation. Economic growth has been adversely affected by strikes in the mining sector, which have had a ripple effect into important job-creating industries such as those in the manufacturing sector.

Investment promotion activities are also impacted by perception issues around South Africa as an investment destination. Slow growth is limiting the positive effect of the vastly improved regulatory environment for businesses and doing-business indicators in Cape Town and the Western Cape. The numerous financial incentives and destination enhancing programmes being offered in the Western Cape have a limited impact when the macroeconomic environment is not conducive to profitability.

Risks in the global economy

The global economy has been in a very slow recovery since the global financial crisis and foreign direct investment (FDI), particularly greenfield investment, has been a casualty of decreased access to capital and increased aversion to risk. Source markets for FDI for the past ten years have mainly been developed economies such as Western Europe and the United States. Slowing growth in these economies presents a major challenge for investment promotion agencies worldwide. In fact, the trend in the short-term is increased exports in lieu of investment from FDI source markets. We would thus anticipate that export promotion activities may also be affected as there is a greater drive towards exports by buying markets.

Risks in international trade

The World Trade Organisation (WTO) has been inundated with international transaction disputes and many countries are raising the red flag on questionable barriers to trade imposed by partner countries. Unresolved trade disputes can adversely affect international trade as traditional partners seek markets for products elsewhere.

South Africa's exports, are threatened by tariff and non-tariff barriers, from major trading partners such as the United States and the EU.

Western Cape agricultural exports face major non-tariff barriers such as highly technical phytosanitary requirements, import bans on products considered to be diseased (such as citrus blackspot), and antidumping regulations. The AGOA trade agreement provides great benefit to exporters, however it is laced with restrictions and South African negotiators have recently shown their propensity to take risks with the renewal of the benefits.

Social Risks

The Western Cape is dependent on domestic tourism from within the province during the off-peak season to decrease seasonality. The domestic tourism environment also faces difficulties as these tourists are vulnerable to inflation, and fuel and electricity price increases.

On the trade front, increasingly sophisticated consumers in the rest of Africa have placed pressure on Western Cape exporters to meet their demand for higher quality products. The price awareness of these consumers has also been improved by access to the internet. Furthermore, the anticipated rise of the Chinese consumer class has been undermined by slower economic growth rates in this market.

Technological Risks

The most significant technological risk to Wesgro would be the slower rollout of advanced broadband speed and the price of internet access compared to other economies. This is of particular interest to foreign investors who have the perception that South Africa, and by association the Western Cape, has below average performance in terms of technology.

Despite, great improvements in technology and broadband in South Africa, and significant improvements in nearly all areas in innovation in recent years, the business destination still faces significant perception risk in this area. The World Economic Forum Global Competitiveness Index further entrenches this belief by ranking South Africa 38th in the world for innovation as a whole, with particularly poor rankings on sub-indices such as: 119th for government procurement of advanced technology products and 106th for availability of scientists and engineers.

Legal Risks

The tourism environment as it pertains to foreign arrivals has been constrained by the regulatory environment since the announcement of the changes to the visa regulations and the legal requirement of birth certificates for adults travelling with children. The changes to the regulations has made the experience of travelling more cumbersome, and has resulted in declines in tourism numbers for South Africa. Total arrivals to South Africa declined by 10.3% for Jan-Jun 2015 and it is alarming to see the Western Cape's key markets, Europe and United States, showing sharp declines of 5.9% and 7.8% respectively. This poses a significant risk to Wesgro's operating environment.

The inflexibility of labour law in South Africa remain a significant deterrent to investors. In light of this, Wesgro has to constantly engage with investors to explain the labour environment in South Africa and explain trade-off inherent in protecting the employee as well as the employer.

Environmental Risks

The greatest environmental risk at present is the scarcity of water which is greatly affecting farmers across the country and the Western Cape in particular. The province is a major agricultural exporter and, as such, is required to produce agricultural goods of export grade quality. The poor crops and yield anticipated during this season could severely impact the agricultural exports of the province. Further to this, the water scarcity will also impact on the foreign direct investment efforts of Wesgro particularly in the agribusiness sector, who are actively engaging investors into this sector.

Further to this, an analysis of Wesgro's key strengths, weaknesses, opportunities was conducted to assist the agency in developing its priorities for the next five years. The analysis is presented in the table below:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Sector and market specialists in the trade and investment teams • Strong research capability • The Exporter Advancement Programme (EAP) is well regarded and nationally recognised as the best programme • Solid governance and financial control • Highly responsive to stakeholder needs • Strong relationships with national departments such as the DTI • Strong relationships with provincial departments such as DOTP, DEDAT, DEADP • Strong relationships with local government such as CoCT and other municipalities across the Western Cape • Wesgro has a good history and a fast-developing brand • The tourism website is highly attractive and tourist oriented • Tested governance structures in place • Highly skilled staff contingent with a passion for economic promotion and developing the Western Cape 	<ul style="list-style-type: none"> • Business units still operate in silos despite improvements in this area • Contact management is lacking, databases are not maintained and consolidated, nor are they shared agency wide • The agency is financially under-resourced to develop to its full potential • The PFMA is too onerous regarding procurement, planning and reporting resulting in a heavily bureaucratic environment • Ineffective use of technology to be more effective considering limited human resources • Wesgro's relationship with small business has been at the cost of working with large businesses which may have a greater impact on growth and job creation • Poor salaries in relation to private sector resulting in staff attrition and deters talent from applying to work at the agency
Opportunities	Threats
<ul style="list-style-type: none"> • Improved knowledge management could lead to greater lead generation and enhanced client management • A vastly improved website can generate greater trade and investment leads • Creating a balance between working with small and large businesses can lead to improved value chains in the local economy, business mentorship and a greater impact of programmes • Improved financial resourcing could assist the agency in engaging in high impact activities and improving its value proposition • An ability to offer increased salaries as a result of improved financial resourcing can assist the agency to access a larger talent pool 	<ul style="list-style-type: none"> • Deteriorating South African investment climate • Insecure and unreliable energy supply • Exchange rate fluctuations • The political environment nationally creates constraints for investors and tourists in particular • Budgeting on an annual basis, despite a three year planning cycle, makes the execution of medium-term projects difficult to develop or implement • Being flexible and accepting of new and additional mandates can create uncertainty in the market and internally, as well as draining on financial and human resources if the mandates do not come with adequate funding

1.6.2.1. Organisational structure

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

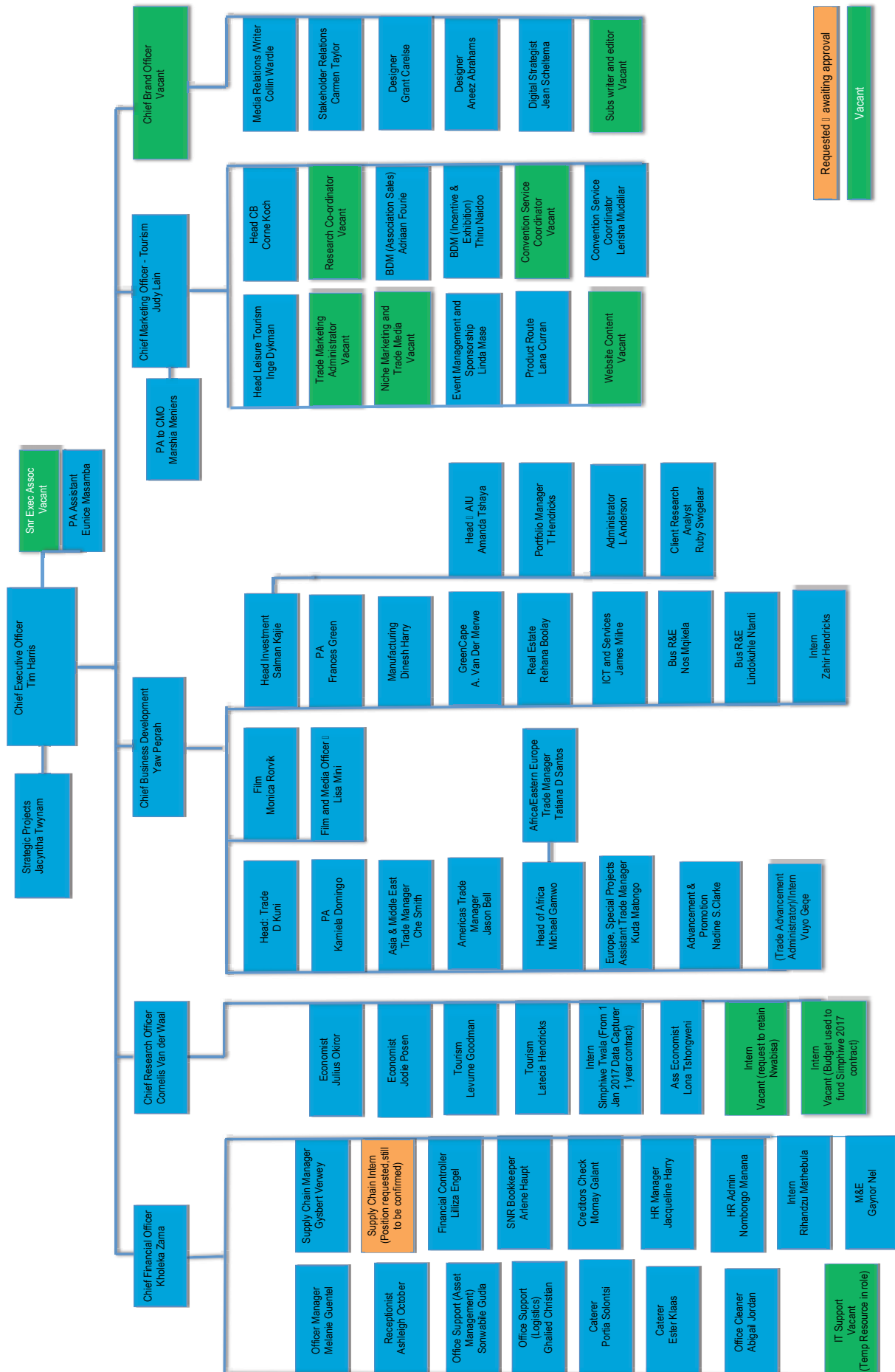
Wesgro Board Members	
Name	Title
Prof Brian Figaji	Chairperson
Mr Michael Spicer	Deputy Chairperson
Mr Ashraf Ameen	Director
Ms Wendy Appelbaum	Director
Mr Ian Bartes	Chairperson of the Audit, IT and Risk Committee/Director
Ms Andrea Böhmert	Director
Mr Paul Bannister	Director
Mr David Green	Director
Cllr. Marius Koen	Director
Mr Sipho Nzuza	Director
Dr von Schlicht	Director
Mr. Solly Fourie	Ex-Officio Member of the Board representing the Provincial Government
Mr Lance Greyling	Ex-Officio Member of the Board representing the City of Cape Town and Chairperson of the Human Resource and Remuneration Committee
Mr Tim Harris	Chief Executive Officer

1.6.2.1.1. Number of employees listed and vacancies indicated

The following table highlights the vacancies within the Department.

Employment and Vacancies			
Salary band	Number of posts	Number of positions filled	Vacancies
Executive Management	4	4	0%
Senior Management	7	6	14%
Middle Management	25	25	0%
Assistant Management	17	14	18%
Administrators	18	17	6%
Interns	4	3	25%
Additional Staff			
Temporary Staff	0	0	0%
Projects (Air Access, CTHP)	3	3	0%
Total	78	72	8%

1.6.2.1.2. Organogram



1.7. The strategic planning process

The Annual Performance Plan was informed by the Wesgro Act, 1996, as amended, aligned to Provincial and National priorities which govern the Agency. Engagement sessions were held with Senior Managers to identify priorities and develop well defined indicators and smart targets. Further to this, consultations with Department of Economic Development and Tourism and the City of Cape Town were held during the first draft of this plan.

1.8. Strategic outcome orientated goals of the Agency

Strategic outcome oriented goal	
Strategic goal	The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.
Goal statement	<p>It is envisaged that the Agency will achieve the following deliverables over the period extending from 2015/16 to 2019/20;</p> <ul style="list-style-type: none"> • To market Cape Town and the Western Cape as a tourism destination to increase international and domestic tourists, • To recruit and facilitate between R4,35bn and R9,3bn direct investment into the Province, • To recruit and facilitate between R312m and R636m Outward Foreign Direct Investment (OFDI) business deals and between R315m and R638m worth of trade promotion business deals and facilitate between 628 and 1 261 jobs; and • To build a strong regional economic brand that positions the Cape as an inspiring place to do business.
Baseline	A total of R2 045 8 billion was committed during the previous financial year, facilitating a total of 681 jobs. In addition, 182 Western Cape based companies were led on outward selling initiatives to foreign markets and 527 companies were assisted through the Exporter Development Programme (EDP). Further to this, a total of 12 destination Joint Marketing Agreements were signed and 17 conference bids with an estimated value of R374 million was secured.
Justification	Wesgro plays a pivotal role in investment and trade promotion, and marketing Cape Town and the Western Cape as a tourism destination.
Links	The goal is linked to Provincial Strategic Goal 1: "Create opportunities for growth and jobs", and the strategic objectives of the Department of the Economic Development and Tourism and the City of Cape Town. Further to this the goal is linked to the Wesgro Act.

1.9. Overview of 2017/18 budget and MTEF estimates

Budget overview

High Level Budget: Wesgro

HIGH LEVEL BUDGET						
DESCRIPTION	BUDGET	ADJUSTMENT	OUTER MTEF YEARS			
	2016/17	BUDGET	2017/18	2018/19	2019/20	2020/21
	R'000	2016/2017	R'000	R'000	R'000	R'000
STAFF REMUNERATION	30 391	30 391	33 640	35 431	37 291	39 202
DEPARTMENTAL EXPENSES (A+B)	22 839	22 839	22 030	27 374	29 116	27 205
Overheads (A)	13 958	13 958	11 963	14 306	16 424	16 627
Programmes (B)	8 881	8 881	10 067	13 068	12 692	10 578
Capital Expenditure	0	0	0	0	0	0
TOTAL EXPENSES	53 230	53 230	55 670	62 805	66 407	66 407
Project Funding:	29 456	35 595	36 043	35 389	35 978	35 978
Khulisa	14 745	14 745	14 745	14 745	14 745	14 745
Other (Ring Fence Funding)	14 711	20 850 ¹	21 298	20 644	21 233	21 233
TOTAL WESGRO Incl. ProjectsEXPENSES	82 686	88 825	91 713	98 194	102 385	102 385
Staff Complement	78	78	78	78	78	78

High level budget: Trade and Investment Promotion²

HIGH LEVEL BUDGET						
DESCRIPTION	BUDGET	ADJUSTMENT	OUTER MTEF YEARS			
	2016/17	BUDGET	2017/18	2018/19	2019/20	2020/21
	R'000	2016/2017	R'000	R'000	R'000	R'000
STAFF REMUNERATION	18 223	18 223	19 769	20 816	21 906	23 001
DEPARTMENTAL EXPENSES (A+B)	17 227	17 227	18 120	22 289	22 872	21 776
Overheads (A)	8 346	8 346	8 053	9 221	10 180	11 198
Programmes (B)	8 881	8 881	10 067	13 068	12 692	10 578
Capital Expenditure		0				0
TOTAL EXPENSES	35 450	35 450	37 889	43 105	44 778	44 777
		0				
Staff Complement	61	61	61	61	61	61

¹ The other project adjustment budget relates to the Halaal promotion, Air Access and Real-time data projects.

² The total budget for trade and investment is made up of the following; R27m from the Department of Economic Development and Tourism, R10.129m from the City of Cape Town and R760k in own revenue.

High Level Budget for Destination Marketing

HIGH LEVEL BUDGET						
DESCRIPTION	BUDGET	ADJUSTMENT	OUTER MTEF YEARS			
	2016/17	BUDGET	2017/18	2018/19	2019/20	2020/21
	R'000	2016/2017	R'000	R'000	R'000	R'000
STAFF REMUNERATION	12 168	12 168	13 871	14 615	15 385	16 200
DEPARTMENTAL EXPENSES (A+B)	5 612	5 612	3 910	5 085	6 244	5 429
Overheads (A)	5 612	5 612	3 910	5 085	6 244	5 429
Programmes (B)						
Capital Expenditure	0	0	0	0	0	
TOTAL EXPENSES	17 780	17 780	17 781	19 700	21 629	21 629
Staff Complement	14	14	14	14	14	14

High Level Budget for Destination Marketing: Project Khulisa

HIGH LEVEL BUDGET						
DESCRIPTION	BUDGET	ADJUSTMENT	OUTER MTEF YEARS			
	2016/17	BUDGET	2017/18	2018/19	2019/20	2020/21
	R'000	2016/2017	R'000	R'000	R'000	R'000
STAFF REMUNERATION						
DEPARTMENTAL EXPENSES (A+B)	14 745	15 696	14 745	14 745	14 745	14 745
Overheads (A)						
Programmes (B)	14 745	15 696	14 745	14 745	14 745	14 745
Capital Expenditure		0	0	0	0	
TOTAL EXPENSES	14 745	15 696	14 745	14 745	14 745	14 745
		0				
Staff Complement						

High Level Budget for Other Projects

HIGH LEVEL BUDGET						
DESCRIPTION	BUDGET	ADJUSTMENT	OUTER MTEF YEARS			
	2016/17	BUDGET	2017/18	2018/19	2019/20	2020/21
	R'000	2016/2017	R'000	R'000	R'000	R'000
STAFF REMUNERATION	1 290	1 290	1 371	1 445	1 523	1 606
DEPARTMENTAL EXPENSES (A+B)	13 421	19 560	19 927	19 199	19 710	19 627
Trade and Investment	9 561	13 400	7 777	7 777	7 777	7 777
DMO	3 860	6 160	12 150	11 422	11 933	11 850
Capital Expenditure		0	0	0	0	
TOTAL EXPENSES	14 711	20 850	21 298	20 644	21 233	21 233
		0				
Staff Complement	3	3	3	3	3	3

Summary of payments and estimates

Programme R'000		Outcome			Estimated outcome 2016/17	Medium-term estimate		
		Audited 2013/14	Audited 2014/15	Audited 2015/16		2017/18	2018/19	2019/20
1,	Administration	4 642	4 976	2 747	3 591	4 231	4 635	4 906
2,	Corporate Services	14 892	8 006	7 169	10 956	10 859	12 175	13 288
3,	Investment	3 066	3 511	3 766	5 630	5 439	5 998	6 274
4,	Trade	4 317	4 723	4 515	7 684	8 749	9 665	10 041
5,	Wesgro IQ	2 686	2 968	2 073	2 785	3 257	4 566	3 932
6,	Marketing and Communication	3 112	3 888	4 365	4 804	5 354	6 066	6 337
7.	DMO: Integrated Marketing	22 118	19 178	27 308	17 780	17 781	19 700	21 629
Total payments and estimates		54 833	47 250	51 943	53 230	55 670	62 805	66 407

Summary of provincial payments and estimates by economic classification

Summary of provincial payments and estimates by economic classification: Western Cape Investments and Trade Promotion Agency								
Economic classification R'000		Outcome			Estimated outcome 2016/17	Medium-term estimate		
		Audited 2013/14	Audited 2014/15	Audited 2015/16		2017/18	2018/19	2019/20
	Expenses							
	Current expense	54 533	46 346	48 583	53 230	55 670	62 805	66 407
	Compensation of employees	24 940	22 793	24 870	30 391	33 640	35 430	37 289
	Salary & Wages	21 768	19 862	22 054	28 187	31 896	33 615	35 400
	Basic salary	20 132	18 654	20 452	27 194	30 301	31 933	33 628
	Performance rewards	1 636	1 208	1 602	993	1 595	1 682	1 772
	Other non-pensionable allowances							
	Social Contributions (employer contributions only)	3 172	2 931	2 816	2 204	1 744	1 815	1 889
	Pension	2 366	2 292	2 248	1 735	1 283	1 352	1 422
	Medical	623	464	397	352	340	341	342
	UIF	105	98	93	117	121	122	125
	Salary related expenses	78	77	78				
	Use of goods and services	25 270	24 672	24 772	21 679	21 724	27 054	28 788
	Advertising	1 208	1 149	1 981	1 397	2 171	1 689	1 641
	Advertising of posts	134	114	69	51	180	191	72
	Gifts and Promotional items		461	324	200	200	550	584
	Advertising (marketing)	1 074	574	1 588	1 146	1 791	948	985
	Audit Fees	1 366	1 300	2 210	1 979	1 590	2 210	2 810
	Internal	544	213	902	785	561	500	1 003
	Forensic							

Summary of provincial payments and estimates by economic classification: Western Cape Investments and Trade Promotion Agency								
Economic classification R'000		Outcome			Estimated outcome 2016/17	Medium-term estimate		
		Audited 2013/14	Audited 2014/15	Audited 2015/16		2017/18	2018/19	2019/20
	External	822	1 087	1 308	1 194	1 029	1 710	1 807
	Bank charges	112	82	81	102	79	81	83
	Board Costs	406	485	386	357	410	580	527
	Board - Remuneration	362	461	354	357	410	580	527
	Board - Subsistence	44	24	32				
	Bursaries (employees)							
	Catering services	137	91	58	92	125	109	111
	Communication	1 160	1 064	1 166	574	643	736	778
	Telephone	890	735	1 015	563	634	734	778
	Cell phones	225	239	127	10	8	2	
	Postage & Courier	45	90	24	1	1		
	Other							
	Computer services	877	610	754	744	766	732	892
	SITA services							
	External service providers	877	610	754	744	766	732	892
	Consultants, contractors and special services	7 589	8 862	6 782	3 645	4 934	5 782	5 701
	Consultants	6 624	5 747	6 140	1 719	2 130	2 610	2 642
	Contractors and special services	965	3 115	642	1 926	2 804	3 172	3 059
	Services rendered							
	General Expenses	112	204	256	1 122	1 568	1 707	1 438
	Conference Expenditure	65	223	386	294	512	568	639
	Photographic services	9	70		60	44	66	82
	Venues and facilities	779	2 618		450	680	831	900
	Other special services							
	Entertainment	1 056	503	16				
	Equipment less than Capitalisation threshold	70	18	2	6	6		
	Inventory	1 470	1 503	1 692	1 876	2 022	3 512	2 885
	Consumables							
	Fuel, oil and gas	114	61	41	42	48	52	59
	Parts and other maintenance material				40			

Summary of provincial payments and estimates by economic classification: Western Cape Investments and Trade Promotion Agency								
Economic classification R'000		Outcome			Estimated outcome 2016/17	Medium-term estimate		
		Audited 2013/14	Audited 2014/15	Audited 2015/16		2017/18	2018/19	2019/20
	Stationery and printing	435	405	385	42	90	68	84
	Subscriptions	921	1 037	1 266	1 752	1 884	3 392	2 737
	Other							
	Legal fees	252	228	399	116	196	210	270
	Losses / (Profits)	18	(43)	(24)	2	2	1	1
	Losses due to Fraud							
	On Sale of Assets	12	(48)	(21)	1	1	1	1
	Forex	6	5	(3)	1	1		
	Other							
	Maintenance and repairs	493	1 179	22	388	542	614	732
	Buildings	447	1 067		364	515	586	702
	Equipment	41	104	22	24	27	28	30
	Other	5	8					
	Operating leases	3 635	3 014	3 862	6 076	3 804	4 671	5 743
	Rent-buildings	3 280	2 753	3 380	5 556	3 207	3 273	4 241
	Rent-equipment	327	261	482	520	597	1 398	1 502
	Other	28						
	Owned/ leasehold and property exp. (Establishment Costs)							
	Safeguard and Security							
	Printing and publication	388	187	515	360	200	480	490
	Professional bodies and membership fees	498	558	938				
	Travel and Subsistence	4 108	3 608	3 575	3 352	3 815	5 138	5 480
	Air Travel - Air Tickets (Domestic)	453	532	368	224	215	794	356
	Air Travel - Air Tickets (International)	1 152	868	1 542	1 948	2 115	2 597	3 610
	Accommodation - Domestic	447	479	151	69	551	421	407
	Accommodation - International	760	596	770	935	792	1 194	1 007
	Entertainment		11		2			
	Other	1 296	1 122	744	174	142	132	100
	Training and staff development	427	231	357	614	419	509	644

Summary of provincial payments and estimates by economic classification: Western Cape Investments and Trade Promotion Agency								
Economic classification R'000		Outcome			Estimated outcome 2016/17	Medium-term estimate		
		Audited 2013/14	Audited 2014/15	Audited 2015/16		2017/18	2018/19	2019/20
	Depreciation and amortisation	4 323	(1 119)	(1 059)	1 160	306	321	330
	Land							
	Leasehold Improvements	3 508	(1 900)	(2 118)				
	Computer equipment	232	203	275	242	75	176	198
	Furniture and Office equipment	261	249	333	338	90	63	59
	Other Machinery and equipment	73	101	129	118	55	34	29
	Transport Assets	124	115	110	232	23	19	19
	Computer Software	125	113	212	230	63	29	25
	Other Intangibles							
	Transfers and subsidies	300	904	3 360				
	Non-profit institutions	300	904	3 360				
	Total expenses	54 833	47 250	51 943	53 230	55 670	62 805	66 407

1.10. Relating expenditure trends to strategic goals

The global economic climate placed pressure on maintaining the past performance of attracting foreign visitor arrivals, foreign direct investment (FDI) and exports. Growth during 2015 has shown little for major improvement with quarterly year-on-year growth rates only a few decimal points higher than 2014 growth rates. During Q1 2016 the South African economy's year on year real gross domestic product contracted by 0.2%. The South Africa's Reserve Bank has forecast zero percent growth for 2016, 1.5% in 2017 and 1.7% in 2018.

The budget for the Agency has stagnated over the past two financial years. Management has embarked on a process of robust consultation with the stakeholders to secure additional funding. With the tightening of belts nationally and provincially the agency had not been able to secure additional funding; however the agency remains committed to delivering on its mandate.

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2. Part B: Programme and sub-programme plans

2.1. Programme 1: Corporate Services

Purpose

The purpose of the programme is to provide efficient, cost effective, transparent and responsive corporate services to the agency and ensure that principles of good corporate governance are implemented.

Programme structure

Sub-programme 1.1: Financial management

Effective financial management is aimed at ensuring the upholding of the legislative requirements of the agency. The sub-programme of financial management will also ensure that the necessary resources to efficiently run core operations are provided.

Sub-programme 1.2: IT and Administrative services

As a provincial public entity the agency also has to comply with the Public Finance Management Act 1 of 1999 and the Public Service Act. Wesgro is compelled to follow the principles of these Acts in ensuring that modernisation of systems of management within the public sector is achieved, and transparency and accountability is maintained and visible.

The corporate services programme has a focus on maintaining sound IT and administrative systems and infrastructure. Effective systems and processes are a necessary component to maintain credibility, ensure accountability, improve operating efficiencies and generate institutional memory.

Sub-programme 1.3: Human Resource Management

The Human Resources sub-programme will ensure that the agency becomes the employer of choice and maintain a world-class, talented and skilled workforce. A priority is to attract, recruit and retain staff by creating a culture and climate conducive to sustain a motivated workforce. Further to this, the sub-programme will ensure all legislative compliance with regards to human resource management.

Sub- programme 1.4: Monitoring and Evaluation

This sub-programme is responsible for the implementation and management of reporting systems, which must comply with the guidelines set in the Treasury Regulations, the Public Finance Management Act (PFMA) and the Municipal Finance Management Act (MFMA). The sub-programme is also responsible for the timely and accurate delivery of monthly, quarterly, and annual reports to stakeholders.

Situational analysis

As a legislatively enacted agency, Wesgro is bound to adhere to the principles derived from Chapter 10 and 13 of the Constitution of the Republic of South Africa, 1996.

The agency is compelled to ensure that the principles of high standards of ethics is promoted and maintained, resources are efficiently utilised, and transparency and accountability are present within the agency at all times. Wesgro is bound to follow the principles of these Acts in ensuring that modernisation of systems of management within the public sector is achieved, and transparency and accountability is maintained and visible.

Effective financial management is aimed at ensuring the upholding of the legislative requirements of the agency. The sub-programme of financial management will also ensure that the necessary resources to efficiently run core operations are provided.

2.1.1. Strategic objectives

Sub-programme 1.1: Financial Management

Strategic objective table	
Strategic objective	Attain and maintain a high- level Financial Management Capability over 5 years.
Objective statement	The identification and implementation of interventions to assist the Agency in adapting to the renewed financial standards and maintain a clean audit opinion.
Baseline	The Agency achieved clean audit for the 2015/16 financial year.
Justification	The concept of value for money has become an integral part of the Strategic and operational activities. Corporate Services identifies and implements intervention to achieve value for money that will improve service delivery, eliminate wasteful allocation of resources, enhance public confidence and ensure compliance.
Links	This objective is linked to the Public Finance Management Act (PFMA), National Treasury Regulations, Provincial Treasury Instructions, King III and PSG 5: Embed good governance and integrated service delivery through partnerships and spatial alignment.

Sub-programme 1.2: IT and Administrative Services

Strategic objective table	
Strategic objective	To provide first class IT and administration services to the Agency.
Objective statement	Ensure 99% network stability Provide efficient IT administrative support
Baseline	The Agency experienced downtime for nine hours during the previous financial year.
Justification	The concept of value for money has become an integral part of the Strategic and operational activities. Corporate Services identifies and implements intervention to achieve value for money that will improve service delivery, eliminate wasteful allocation of resources, enhance public confidence and ensure compliance.
Links	This objective is linked to the Public Finance Management Act (PFMA), National Treasury Regulations, Provincial Treasury Instructions, King III and PSG 5: Embed good governance and integrated service delivery through partnerships and spatial alignment.

Sub-programme 1.3: Human Resources Management

Strategic objective table	
Strategic objective	To create a culture and climate to attract, sustain and retain a motivated, talented and skilled workforce and ensure that the Agency becomes the employer of choice.
Objective statement	To ensure timeous application of the staff appraisal system annually and to assist in the increase of staff moral to 80% during the five year cycle
Baseline	The indicator was implemented for the first time in the 2016/17 financial year, with an annual target of 65%. However the actual performance is set to be recorded subsequent to the tabling of the APP2017/18. In light of this, the baseline will not be reflected in the APP2017/18.
Justification	The implementation of human resource interventions will contribute to the creation of a culture conducive to the retention of a motivated workforce. To retain intellectual property. Further to this, ensuring the optimal adoption of HR policies, related policies and procedures.
Links	This objective is linked to the Public Service Act, 1994, Public Service Regulations, 2001; Labour Relations Act, 1995; Employment Equity Act, 1998; Basic Conditions of Employment Act, 1997; PFMA, King III, and PSG 5: Embed good governance and integrated service delivery through partnerships and spatial alignment.

Sub programme 1.4: Wesgro Monitoring and Evaluation

Strategic objective table	
Strategic objective	To ensure that an effective monitoring and evaluation system is implemented aligned to the legislative and regulatory prescripts pertaining to performance management.
Objective statement	To ensure the timeous delivery of quarterly, and annual reports to stakeholders as legislatively required.
	The development and timeous delivery of the Agency's corporate plans as legislatively required.
Baseline	A total of four quarterly reports, one annual report and three corporate plans were timeously submitted.
Justification	To ensure the implementation of sound corporate governance practices
Links	This objective is linked to the Agency's five year Strategic plan and PSG 5: Embed good governance and integrated service delivery through partnerships and spatial alignment.

2.1.2. Programme performance indicators and annual targets

Strategic objective annual targets for 2017/18 (Outcome indicators)

Strategic objective indicator	PSG	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Enhance financial accountability through compliance with all prescribed financial regulations and guidelines	5	-	-		100%	100%	100%	100%
Maintain and enable a reliable and stable network infrastructure through a maximum of four hours of downtime during working hours per annum	5	7.25 downtime	51min 10 seconds downtime	9	4 hours downtime	4 hours downtime	4 hours downtime	4 hours downtime
Management of staff morale within the Agency by conducting regular climate surveys per annum	5	-	-	-	65%	70%	75%	80%
Compliance with all legislative and regulatory prescripts pertaining to performance management through the submission of performance reports	5	4	4	4	5	5	5	5

Annual Performance Targets for 2017/18 (Output indicators)

Sub-programme 1.1: Financial Management

No.	Programme performance indicator	PSG	Audited/Actual performance				Estimated performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16			2017/18	2018/19	2019/20
1.1.1	Number of revenue and projection reports submitted to stakeholders within seven working days of month end	5	12	12	12		12	12	12	12
1.1.2	Number of days taken to process payments made to creditors from date of receipt	5	30 days	30 days	30 days		30 days	30 days	30 days	30 days
1.1.3	Average turnaround time for approval of workflows from date of receipt	5	2.08 days	3 days	2.8 days		3 days	3 days	3 days	3 days
1.1.4	Outcome of the external audit for the previous financial year	5	Unqualified external audit report (with no other findings)	Unqualified external audit report	Clean external audit report		clean external audit opinion	clean external audit opinion	clean external audit opinion	clean external audit opinion

Sub-programme 1.2: IT and Administrative Services

No.	Programme performance indicator	PSG	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.2.1	Maximum downtime during working hours per annum	5	7.25 hours downtime	51min 10 seconds downtime	9 hours downtime	4 hours downtime	4 hours downtime	4 hours downtime	4 hours downtime
1.2.2	Average turnaround time for responding to logged desktop support IT queries	5	-	-	-	24 hours	24 hours	24 hours	24 hours

Sub programme 1.3: Human Resources Management

No.	Programme performance indicator	PSG	Actual/Audited performance			Estimated performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.3.1	Results achieved based on the outcome of the climate and employee satisfaction surveys conducted	5	-	-	-	65%	70%	75%	80%

No.	Programme performance indicator	PSG	Actual/Audited performance			Estimated performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.3.2	Implementation of the staff performance management system	5	-	-	-	Sign-off of new performance agreements by 14 April 2016	Sign-off of new performance agreements by April 2017	Sign-off of new performance agreements April 2018	Sign-off of new performance agreements by April 2019
		5	-	-	-	First performance review by 30 September 2016	First performance review by September 2017	First performance review by September 2018	First performance review by September 2019
		5	-	-	-	Final performance review by 31 March 2017	Final performance review by March 2018	Final performance review by March 2019	Final performance review by March 2020

Sub programme 1.4: Monitoring and Evaluation

No.	Programme performance indicator	PSG	Audited/Actual performance				Estimated performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
1.4.1	Number of performance reports submitted by the deadline as legislatively required	5	4 Quarterly performance reports 1 Annual report by 31 August 2013	4 Quarterly performance reports 1 Annual report by 31 August 2014	4 Quarterly performance reports 1 Annual report by 31 August 2015	4 Quarterly performance reports 1 Annual report by 31 August 2016	5 performance reports submitted	5 performance reports submitted	5 performance reports submitted	5 performance reports submitted
1.4.2	Number of corporate plans submitted by the deadline as legislatively required	5	3	3	3	3	3	3	3	3

Quarterly targets for 2017/18 (Output indicators)

Sub-programme 1.1: Financial Management

No.	Programme performance indicator	PSG	Reporting period	Annual target 2017/18	Quarterly targets			
					1 st	2 nd	3 rd	4 th
1.1.1	Number of revenue and projection reports submitted to stakeholders within seven working days of month end	5	Quarterly	12	3	3	3	3
1.1.2	Number of days taken to process payments made to creditors from date of receipt	5	Quarterly	30 Days	30 Days	30 Days	30 Days	30 Days
1.1.3	Average turnaround time for approval of workflows from date of receipt	5	Quarterly	3 days	3 days	3 days	3 days	3 days
1.1.4	Outcome of the external audit for the previous financial year	5	Annually	clean external audit opinion	<div> <div>←</div> <div>clean external audit opinion</div> <div>→</div> </div>			

Sub-programme 1.2: IT and Administrative Services

No.	Programme performance indicator	PSG	Reporting period	Annual target 2017/18	Quarterly targets			
					1 st	2 nd	3 rd	4 th
1.2.1	Maximum downtime during working hours	5	Quarterly	4 hours downtime	1 hour downtime	1 hour downtime	1 hour downtime	1 hour downtime
1.2.2	Average turnaround time for responding to logged desktop support IT queries	5	Quarterly	24 hours	24 hours	24 hours	24 hours	24 hours

Sub-programme 1.3: Human Resource Management

No.	Programme performance indicator	PSG	Reporting period	Annual target 2017/18	Quarterly targets			
					1 st	2 nd	3 rd	4 th
1.3.1	Results achieved based on the outcome of the climate and employee satisfaction surveys conducted	5	Annually	70%	-	-	-	70%
1.3.2	Implementation of the staff performance management system	5	Quarterly	Sign-off of new performance agreements April 2017 First performance review by September 2017 Final performance review 31 March 2018	Sign-off of new performance agreements by April 2017	First performance review by September 2017	24 hours	Final performance review by March 2018

Sub-programme 1.4: Monitoring and Evaluation

No.	Programme performance indicator	PSG	Reporting period	Annual target 2017/18	Quarterly targets			
					1 st	2 nd	3 rd	4 th
1.4.1	Number of performance reports submitted by the deadline as legislatively required	5	Quarterly	5 performance reports submitted	1	2	1	1
1.4.2	Number of corporate plans submitted by the deadline as legislatively required	5	Quarterly	3	-	1	1	1

2.1.3. Reconciling performance targets with the budget and MTEF

Summary of payments and estimates: Programme 1: Corporate Services

Programme R'000		Outcome			Estimated outcome 2016/17	Medium-term estimate		
		Audited 2013/14	Audited 2014/15	Audited 2015/16		2017/18	2018/19	2019/20
1,	Corporate Services	14 892	8 006	7 169	10 956	10 859	12 175	13 288
	Total payments and estimates	14 892	8 006	7 169	10 956	10 859	12 175	13 288

Summary of provincial payments and estimates by economic classification:

Programme 1: Corporate Services

Summary of provincial payments and estimates by economic classification: Programme 2: Corporate Services Western Cape Investments and Trade Promotion Agency								
Economic classification R'000		Outcome			Estimated outcome 2015/16	Medium-term estimate		
		Audited 2012/13	Audited 2013/14	Audited 2014/15		2016/17	2017/18	2018/19
	Expenses							
	Current expense	14 892	8 006	7 169	10 956	10 859	12 175	13 288
	Compensation of employees	3 608	4 898	2 453	2 610	2 805	2 951	3 113
	Salary & Wages	3 243	4 506	2 170	2 479	2 693	2 835	2 993
	Basic salary	2 962	3 324	2 016	2 358	2 560	2 695	2 845
	Performance rewards	281	1 182	154	121	133	140	148
	Other non-pensionable allowances							
	Social Contributions (employer contributions only)	365	392	283	131	112	116	120
	Pension	212	237	158	83	70	74	78
	Medical	61	63	38	36	30	30	30
	UIF	14	15	9	12	12	12	12
	Salary related expenses	78	77	78				
	Use of goods and services	7 096	4 326	6 135	7 696	7 748	8 903	9 845
	Advertising	134	114	44	25	55	61	72
	Advertising of posts	134	114	44	25	55	61	72
	Audit Fees	1 283	469	1 425	1 090	1 466	1 420	1 573
	Internal	461	106	614	393	561	500	600
	External	822	363	811	697	905	920	973
	Bank charges	112	41	28	51	28	30	32
	Board Costs	44	24	32				
	Board - Subsistence	44	24	32				
	Catering services	135	18	57	24	25	28	31
	Communication	549	436	644	283	326	394	423

Summary of provincial payments and estimates by economic classification: Programme 2: Corporate Services Western Cape Investments and Trade Promotion Agency								
Economic classification R'000		Outcome			Estimated outcome 2015/16	Medium-term estimate		
		Audited 2012/13	Audited 2013/14	Audited 2014/15		2016/17	2017/18	2018/19
Telephone		367	371	517	276	318	393	423
Cellphones		178	59	127	7	7	1	
Postage & Courier		4	6			1		
Computer services		178	169	65	372	382	400	460
External service providers		178	169	65	372	382	400	460
Consultants, contractors and special services		965	620	625	1 063	2 337	2 401	2 501
Consultants		854	541	501	502	1 386	1 355	1 455
Contractors and special services		111	79	124	561	951	1 046	1 046
General Expenses		111	34	124	561	951	1 046	1 046
Conference Expenditure			45					
Equipment less than Capitalisation threshold		70	18	2	6	6		
Inventory		391	228	97	82	93	75	95
Fuel, oil and gas		106	35	20	21	24	26	31
Stationery and printing		257	137	64	42	50	28	34
Subscriptions		28	56	13	19	19	21	30
Legal fees		240	185	129	58	98	108	162
Losses / (Profits)		15	(44)	(23)	1	1		
On Sale of Assets		9	(49)	(20)				
Forex		6	5	(3)	1	1		
Maintenance and repairs		435	514	10	194	428	450	527
Buildings		401	486		182	414	435	510
Equipment		29	20	10	12	14	15	17
Other		5	8					
Operating leases		2 123	1 293	2 872	4 183	2 187	3 064	3 403
Rent-buildings		1 823	1 122	2 585	3 923	1 590	1 826	2 091
Rent-equipment		272	171	287	260	597	1 238	1 312
Other		28						
Professional bodies and membership fees				14				
Travel and Subsistence			35		14	14	23	27
Air Travel - Air Tickets (Domestic)			1		7	7	16	20
Air Travel - Air Tickets (International)			11					
Accommodation - Domestic					5	5	6	6
Accommodation - International			22					

Summary of provincial payments and estimates by economic classification: Programme 2: Corporate Services Western Cape Investments and Trade Promotion Agency								
Economic classification R'000		Outcome			Estimated outcome 2015/16	Medium-term estimate		
		Audited 2012/13	Audited 2013/14	Audited 2014/15		2016/17	2017/18	2018/19
	Other		1		2	2	1	1
	Training and staff development	422	206	114	250	302	449	539
	Depreciation and amortisation	4 188	(1 218)	(1 419)	650	306	321	330
	Leasehold Improvements	3 508	(1 900)	(2 118)				
	Computer equipment	150	141	179	136	75	176	198
	Furniture and Office equipment	236	230	235	219	90	63	59
	Other Machinery and equipment	55	88	55	59	55	34	29
	Transport Assets	124	115	110	121	23	19	19
	Computer Software	115	108	120	115	63	29	25
	Total expenses	14 892	8 006	7 169	10 956	10 859	12 175	13 288

2.1.4. Performance and expenditure trends

Budget allocations for the previous financial year enabled the unit to perform at a high level against its targets, details of which are available in the Annual Report. All indications are that the unit will again perform at a high level against its targets for the financial year.

Measures that are in place are regular staff feedback meetings, regular reporting on performance against targets to relevant stakeholders. In addition, Strategic Objectives are also directly linked to the performance agreements with staff.

2.2. Programme 2: Investment Promotion

Purpose

The purpose of the programme is to attract and facilitate foreign and domestic direct investment into the Western Cape and the City of Cape Town.

2.2.1 Programme structure

Wesgro proactively markets the province and priority sectors in order to attract investment. The Agency's investment promotion activities include:

Investment recruitment

Wesgro proactively markets the province and priority sectors in order to attract investment. The agency's investment promotion activities include:

- Investor research
- Investor targeting
- Inward and outward missions
- Matchmaking local and foreign firms
- Business facilitation

Investment facilitation aims to minimise delays in the investment process. Wesgro offers several investment facilitation services including:

- Information and access to incentives
- Site location
- Accessing finance
- Professional referral service
- Expediting approvals
- Access to strategic networks

Aftercare

Through the aftercare programme, Wesgro aims to use the current pool of Wesgro investor clients, as well as current investors in the Western Cape, who have not used the agency's services as a source of increased investment through the expansion of their business interests in the province. The commitment to business retention and expansion also implies a dedication to current investors in the ambit of facilitation and advocacy.

Advocacy

The aim of policy advocacy is to identify constraints to investment and alert decision-makers to the negative effects these policies have on the business environment. The lobbying initiatives are driven to enhance the attractiveness of the Western Cape as an investment location.

Special projects: Agribusiness Investment Unit

The aim of the special projects programme is to manage key projects on behalf of our stakeholders. The Investment Promotion Unit manages the Agribusiness Investment Unit as a project on behalf of the Department of Agriculture. The unit is responsible for locating new direct investments in the Western Cape Agri-Business sector, as well as retaining existing investments and supporting their expansions.

Situational analysis

- The team works to attract and facilitate Foreign and Domestic Direct Investment into the Western Cape and the City of the Cape Town. The methodology includes: Positioning Wesgro as the “first port of call” for investors - providing essential knowledge, access & expertise;
- Proactively recruiting investors by assigning sector specific “relationship managers” and carefully managing customer relationships before, during, and after an investment;
- Leveraging relationships with the Sector Development Agencies;
- Taking part in outward and inward investment missions to promote the region; and
- Facilitating and securing investment into the region; and providing business retention and expansion services (aftercare) to existing investors.

Priority sectors

In line with Project Khulisa and our own research, Wesgro will concentrate its efforts and energy on the following sectors:

- Agri-Business: Focus will be on driving innovation and greater efficiencies in the sector
- Maritime, Oil and Gas: Promote the Western Cape as a headquarter destination to MNC's seeking entry into Africa
- Tourism Infrastructure Development: contribute towards developing infrastructure in commercial real estate to cater for the forecasted growth in arrivals
- Green Economy and Renewable Energy: Component manufacturing in order to bolster supply chain around local content requirements
- Pharmaceutical and Medical Technologies: Support in the development of a medical devices cluster, and generic pharmaceutical industry through the attraction of strategic investments

- Specialised Advanced Manufacturing: Exploit niche competencies such as Nuclear, Aerospace; and Electro-technical.

Priority markets

In selecting and preparing for markets to promote the above sectors, as well as to facilitate Foreign Direct Investment, Wesgro has undertaken the following analysis:

- Analysis of the areas that most investments emanate from – “Source Market Analysis”;
- Analysis of the destinations attracting the most investments – “Destination Market Analysis”;
- Collate “Market Reports”, to understand the history of a market’s cross-border investment flows and trends;
- Analysing which businesses are being established by the leading outward investors in foreign markets;
- Industry-analysis by sector i.e. Food & Beverage and business activity i.e. retail;
- Identification of the Western Cape’s competitive advantages and the benchmarking of those advantages to other emerging markets, based on operating expenditure; and
- Identification of strategic markets and collating a targeted list of leading active outward investors to present the Western Cape value proposition.



When operationalizing investment promotion activities, Wesgro presents its strategic value proposition by establishing contact with key decision-makers at the relevant companies responsible for global business development. These global business development individuals or teams can be segmented into regions i.e. Middle East Africa, Asia Pacific (APAC) etc. When meeting the companies in the market place, Wesgro obtains and understands the company’s expansion strategies and international ambitions to explore emerging markets. Specific focus is then given to South Africa as a potential investment destination. Individuals within the Investment Promotion team are trained to interact and discuss international business with high-level executives. The following priority markets have been selected for the financial year under review;

- Qatar and United Arab Emirates
- United Kingdom and France
- South Korea
- Germany
- Canada
- United States of America
- China, and
- Turkey

2.2.2. Strategic objectives

Strategic objective table	
Strategic objective	Facilitate investment and jobs into the Western Cape
Objective statement	Recruit and facilitate between R4.3bn and R9.3bn in investment and between 2970 and 6240 jobs into the Western Cape within the next 5 years..
Baseline	A total of R2 045 8bn investments was committed creating a total of 681 jobs.
Justification	The facilitation of projects into the Western Cape is a core function of Wesgro and it is imperative that the agency remain consistent and a leader in investment generation
Links	The objective is aligned to PSG 1: Creating opportunities for economic growth and jobs and Project Khulisa. Further to this, the objective is aligned to the National Development Plan Vision 2030 pertaining to economic growth and industry development.

2.2.3. Programme performance indicators and annual targets

Strategic objective annual targets for 2017/18 (Outcome indicators)

Strategic objective indicators	PSG	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Rand value of committed investments in to the province	1	R1.709b	R1.9bn	R2 045 8bn	R1bn - R1.78bn	R1.050bn – R1 8bn	R1.1bn – R1 96bn	R1.15bn – R2 050bn
Number of jobs facilitated from committed investments in to the province	1	741	1 187	681	580 – 1190	600 – 1250	620 – 1300	640 - 1 370

Annual Performance Targets for 2017/18 (Output indicators)

No.	Programme performance indicator	PSG	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
2.2.1	Number of investment projects realised	1	12	16	10	12	13	14	15

Quarterly targets for 2017/18

No.	Programme performance indicator	PSG	Reporting period	Annual target 2017/18	Quarterly targets			
					1 st	2 nd	3 rd	4 th
2.2.1	Number of investment projects realised	1	Quarterly	13	3	5	2	3

2.2.4. Special Projects: Agribusiness Investment Promotion Unit (AIU)

The Agribusiness Investment Unit is responsible for attracting and facilitating foreign and domestic direct investments into the Western Cape as well as retaining existing investments and supporting their expansions. The unit identifies and targets potential investors through proposition- based marketing in order to attract them to the Western Cape. The programme is comprehensive in that it is able to create a more conducive external environment while being able to service the investor's individual needs.

Situational analysis

The unit is mandated to attract and facilitate foreign and domestic direct investment within the various sub-sectors of the agribusiness sector. The team works to attract and facilitate foreign and domestic direct investment into the Western Cape and the City of the Cape Town. The methodology includes:

- Positioning Wesgro as the “first port of call”, both physical and psychological, providing essential knowledge, access & expertise;
- Proactively recruiting investors by assigning sector specific “relationship managers” and carefully managing customer relationships before, during, and after an investment;
- Leveraging relationships with the Sector Development Agencies;
- Taking part in research-driven outward and inward investment missions to promote the region; and
- Facilitating and securing investment into the region; and providing business retention and expansion services (aftercare) to existing investors.

Priority sectors

The Unit has realigned its priority sectors and markets with the National and Provincial Departments of Agriculture. To this end, both the Industrial Policy Action Plan and Project Khulisa strategies were key drivers in the sector selection process to ensure that the focus is aligned with national and provincial strategies. In line with Project Khulisa and National and provincial priorities, the Unit will concentrate its efforts and energy on the following sub-sectors:

- Food Processing
- Beverages
- Aquaculture
- Agriculture (incl. ostrich farming, fruit and vegetables, beef and dairy)
- Horticulture (incl. viticulture and wine production)
- Medicinal, Aromatics and Flavourants (incl. essential oils)
- Rooibos and Honeybush
- Capital Equipment & Industrial Machinery (incl. cold storage)

The focus of the sub-sectors above will be broader, rather than too narrow and product-specific. Through its core service offering, however, the AIU is strategically positioned to provide impetus to Project Khulisa's implementation plan within the Agri-Processing sector in the following ways:

- Market the Halaal Parks initiative via Wesgro's international investment channels in order to solicit investment into the region. The aim is to increase capacity in the Halaal supply chain, thereby growing the Western Cape's Halaal market share from 1% to 3%,
- Develop value propositions for multinational corporations to invest in the Western Cape's Agri Processing sector in order to increase the local production of beneficiated goods. This will increase demand for entry into the Western Cape's Agri Parks, and
- Drive innovation and efficiency into the sector via the identification and attraction of new technologies into the sector.

Priority markets

In selecting and preparing for markets to promote the above sectors, as well as to facilitate foreign direct investment the AIU has undertaken the following analysis:

- Analysis of the areas that most investments emanate from – "Source Market Analysis";
- Analysis of the destinations attracting the most investments – "Destination Market Analysis";
- Collate "Market Reports", to understand the history of a market's cross-border investment flows and trends;
- Analysing which businesses are being established by the leading outward investors in foreign markets;
- Industry-analysis by sector i.e. Food & Beverage and business activity i.e. retail;
- Identification of the Western Cape's competitive advantages and the benchmarking of those advantages to other emerging markets, based on operating expenditure; and
- Identification of strategic markets and collating a targeted list of leading active outward investors to present the Western Cape value proposition.



When operationalizing investment promotion activities, Wesgro presents its strategic value proposition by establishing contact with key decision-makers at the relevant companies responsible for global business development. These global business development individuals or teams can be segmented into regions i.e. Middle East Africa, Asia Pacific (APAC) etc. When meeting the companies in the market place, Wesgro obtains and understands the company's expansion strategies and international ambitions to explore emerging markets. Specific focus is then given to South Africa as a potential investment destination. Individuals within the Investment Promotion team are trained to interact and discuss international business with high-level executives.

The following priority markets have been selected for the financial year under review;

- Germany
- Switzerland
- Netherlands
- UK
- Japan
- India

2.2.4.1. Strategic objectives

Strategic objective table	
Strategic objective	Facilitate investment and jobs into the Western Cape
Objective statement	Recruit and facilitate between R1.4bn and R1.9bn in investment and between 935 and 1290 jobs into the Western Cape within the next 5 years.
Baseline	A total of R315m investments was committed creating a total of 218 jobs.
Justification	The facilitation of projects into the Western Cape is a core function of Wesgro and it is imperative that the agency remain consistent and a leader in investment generation
Links	The objective is aligned to PSG 1: Creating opportunities for economic growth and jobs and Project Khulisa. Further to this, the objective is aligned to the National Development Plan Vision 2030 pertaining to economic growth and industry development.

2.2.4.2. Programme performance indicators and annual targets for 2017/18

Strategic objective annual targets for 2017/18 (Outcome indicators)

Strategic objective indicators	PSG	Audited/Actual performance		Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16	2017/18	2018/19	2019/20
Rand value of committed investments in the agri-business sector in to the province	1	R105m	R225m	R315m	R300m- R420m	R310m- R440m	R320m – R460
Number of jobs facilitated from committed investments in the agri-business sector in to the province	1	125	325	218	200 to 280	205 to 295	215 - 305

Annual Performance Targets for 2017/18 (Output indicators)

No.	Programme performance indicators	PSG	Audited/Actual performance		Estimated performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16	2017/18	2018/19	2019/20
2.2.1	Number of investment projects realised in the agri-business sector	1	4	4	3	6	7	8
								9

Quarterly targets for 2017/18

No.	Programme performance indicator	PSG	Reporting period	Annual target 2017/18	Quarterly targets			
					1 st	2 nd	3 rd	4 th
2.2.1	Number of investment projects realised in the agri-business sector	1	Quarterly	7	1	3	1	2

2.2.5 Reconciling performance targets with the budget and MTEF

Summary of payments and estimates: Programme 3: Investment Promotion

Summary of payments and estimates: Programme 3: Investment Western Cape Investments and Trade Promotion Agency								
Programme R'000		Outcome			Estimated outcome 2016/17	Medium-term estimate		
		Audited 2013/14	Audited 2014/15	Audited 2015/16		2017/18	2018/19	2019/20
1,	Investment	3 066	3 511	3 766	5 630	5 935	5 998	6 274
	Total payments and estimates	3 066	3 511	3 766	5 630	5 935	5 998	6 274

Summary of provincial payments and estimates by economic classification:

Programme 2: Investment Promotion

Summary of provincial payments and estimates by economic classification: Programme 3: Investment Western Cape Investments and Trade Promotion Agency								
Economic classification R'000		Outcome			Estimated outcome 2016/17	Medium-term estimate		
		Audited 2013/14	Audited 2014/15	Audited 2015/16		2017/18	2018/19	2019/20
	Expenses							
	Current expense	3 066	3 511	3 766	5 630	5 935	5 998	6 274
	Compensation of employees	2 564	2 139	3 154	3 741	3 902	4 109	4 322
	Salary & Wages	2 165	1 790	2 685	3 368	3 529	3 720	3 917
	Basic salary	2 016	1 824	2 446	3 203	3 354	3 536	3 722
	Performance rewards	149	(34)	239	165	175	184	195
	Other non-pensionable allowances							
	Social Contributions (employer contributions only)	399	349	469	373	373	389	405
	Pension	273	267	373	298	298	314	330
	Medical	113	71	84	60	60	60	60
	UIF	13	11	12	15	15	15	15
	Salary related expenses							
	Use of goods and services	502	1 372	612	1 889	2 033	1 889	1 952
	Advertising			45	295	190	195	220
	Advertising of posts							
	Gifts and Promotional items			45				
	Advertising (marketing)				295	190	195	220
	Audit Fees		152					
	Internal		20					
	External		132					
	Bank charges		8					
	Board Costs							
	Board - Remuneration							
	Board - Subsistence							
	Bursaries (employees)							
	Catering services		6					
	Communication		101					
	Telephone		14					
	Cellphones		84					
	Postage & Courier		3					

Summary of provincial payments and estimates by economic classification: Programme 3: Investment Western Cape Investments and Trade Promotion Agency							
Economic classification R'000	Outcome			Estimated outcome 2016/17	Medium-term estimate		
	Audited 2013/14	Audited 2014/15	Audited 2015/16		2017/18	2018/19	2019/20
Other							
Computer services		99					
SITA services							
External service providers		99					
Consultants, contractors and special services	16	169	5	266	269	364	384
Consultants	3	101	2	130			
Contractors and special services	13	68	3	136	269	364	384
Services rendered							
General Expenses		30					
Conference Expenditure		38	3	116	106	189	199
Photographic services							
Venues and facilities	13			20	163	175	185
Other special services							
Entertainment							
Equipment less than Capitalisation threshold							
Inventory		57	1				
Consumables							
Fuel, oil and gas		5	1				
Parts and other maintenance material							
Stationery and printing		52					
Subscriptions							
Other							
Maintenance and repairs		76					
Buildings		75					
Equipment		1					
Other							
Operating leases		327					
Rent-buildings		300					
Rent-equipment		27					
Other							
Travel and Subsistence	486	372	561	1 178	1 574	1 330	1 348
Air Travel - Air Tickets (Domestic)	24	10	40	50	68	85	80
Air Travel - Air Tickets (International)	280	170	397	680	574	610	680
Accommodation - Domestic	8	15	16	21	519	210	213
Accommodation - International	70	96	64	393	380	390	340
Entertainment							
Other	104	81	44	34	33	35	35
Training and staff development		5		150			
Total expenses	3 066	3 511	3 766	5 630	5 935	5 998	6 274

2.2.6. Performance and expenditure trends

The current economic climate and budget restrictions have placed tremendous pressure on the unit to achieve its targets, however the unit remains committed to achieving the targets set out in the plan. A number of mitigation strategies have been put in place to ensure that the unit is able to deliver on its targets.

2.3. Programme 3: Trade promotion

Purpose

The purpose of this programme is to promote and facilitate exports of goods and services from qualified companies in the Western Cape and to facilitate and support operations and expansion of qualified Western Cape companies into the rest of Africa through investment.

Programme structure

- The programme is divided into two sub-programmes namely;
- Sub-programme 3.1: Trade Promotion, and
- Sub-programme 3.2: African Expansion (Outward Foreign Direct Investment - OFDI)

In response to the request made by the Minister of Agriculture, Economic Development and Tourism, to explore ways of supporting Western Cape companies with increasing trade and expanding into the rest of the African continent, the Trade promotion programme changed its strategic direction. The programme will now focus on increasing the rand value of exports into global markets and the number of jobs resulting export orders, as well as the facilitation, support operations and expansion of qualified Western Cape companies into the rest of Africa.

Sub-programme 3.1: Trade Promotion

Wesgro will focus on companies that have export experience and capacity to supply a demand for goods or services in global markets. The programme will present proactive client engagement activities.

Business facilitation

The agency's facilitation activities include:

- Business agreement facilitation
- Accessing finance
- Investor and company matching
- Market research and information
- Forging strategic collaboration and partnerships

Promotion

Wesgro offers several promotional services including:

- Buying and selling missions
- Advocacy and specialised advisory services
- Access to strategic networks
- Marketing of value-added goods and services

Sub-programme 3.2: African Expansion (OFDI)

Wesgro will focus on Western Cape companies that have export or outward investment experience and have the capacity to expand their operations into the rest of the African market.

Business facilitation

The agency's facilitation activities include:

- Operating business agreement facilitation
- Accessing finance
- Investor and company matching
- Market research and information
- Forging strategic collaboration and partnerships

Promotion

Wesgro offers several promotional services including:

- Buying and selling missions
- Advocacy and specialised advisory services
- Access to strategic networks
- Marketing of value-added goods and services

Situational analysis

The top export destination markets for the Western Cape for 2014 were Namibia (ZAR10.3bn), Botswana (ZAR8.2bn) and the United Kingdom (ZAR8.13bn), accounting for a combined 24% of total exports. Within other top export destinations, the top exports from the Western Cape were petroleum oils (except crude), grape wines, citrus fruit, fresh apples, pears and quinces as well as grapes. In 2013, Western Cape exports experienced positive growth globally, with Africa having the highest share of this growth rate at 34%. The top destination market for Western Cape citrus fruit (ZAR1.2bn) and grapes (ZAR1.97bn) was the Netherlands and the top destination market for hot rolled iron and steel products was Kenya (ZAR1.8bn). This indicates that the Western Cape has numerous competitive advantages that supports growth of exports from the region.

Over the last decade, South African investment abroad has increased significantly, with much of this investment directed towards other African countries. The main reasons for outward investment into Africa are due to the availability of newer consumers and access to cheaper labour.

South Africa also has a strong policy framework that supports foreign direct investment outflows into the rest of the African market. The dti's National Investment Promotion and Facilitation Strategy emphasises the importance of increasing the quality and quantity of foreign direct investment into the rest of Africa. This strategy, which is currently in phase 2, has already set out to develop phase 3 for outward investment into the rest of Africa.

The Foreign Service Management of the dti also supports investment into Africa and other region's globally as companies have access to the dti's network of 46 foreign economic offices abroad to facilitate business activities. The Western Cape generally follows the national strategy in outward investment promotion efforts despite some investment initiatives within the Trade and Sector Development Programme which are focused on investment promotion.

According to EY's 2015 Africa Attractiveness survey, Africa's top five sectors with growth potential over the next three years include: agriculture, mining & metals, oil & gas, hospitality & tourism, and infrastructure.

Priority sectors

The following key sectors have been identified with regards to Trade Promotion;

- Agro-processing including spirits, liqueurs, cordials, wine, fruit and vegetable juice and indigenous tea

- Services and Creative Industries
- Natural and Organic Products
- Seafood and Crustaceans

Priority markets

The following key markets have been identified with regards to Trade Promotion;

- Africa – Ethiopia, Angola, Ghana, Nigeria, Mozambique, DRC Congo, Zimbabwe, Tanzania and Rwanda.
- Americas – USA, Canada, Chile
- Asia – China, Hong Kong, Japan
- Europe – Russia, France, Germany, Poland, UK
- Middle East - UAE

2.3.1. Strategic objectives

Strategic objective table	
Strategic objective	To promote and facilitate global exports of goods and services from qualified companies in the Western Cape
Objective statement	To commit an estimated rand value of between R315m and R638m trade promotion business deals facilitating a between 628-1 261 jobs by the end of the five year cycle.
Baseline	A total of 8 681bn worth of trade promotion business deals were committed resulting in 642 jobs.
Justification	By promoting and facilitating exports, the economy of the Western Cape will grow and continuous job creation will be sustained. In addition, exposure to markets will increase demand for brands
Links	The objective is linked to PSG 1: Creating opportunities for economic growth and jobs.

Strategic objective table	
Strategic objective	To facilitate and support operations and expansion of Western Cape companies into the rest of Africa.
Objective statement	To commit a rand value of between R312m and R636m business deals through outward investment into Africa by the end of the five year cycle.
Baseline	A total of R501m worth of OFDI was committed.
Justification	Africa has significant market opportunities for investment. This is as a result of increased urbanization and growing consumer demands. To this end, there are great opportunities for Western Cape companies to successfully grow their outward investments in the broader African market
Links	Alignment with PSG 1 and investment initiatives from the Department of Trade and Industry's (the dti) and financial institutions such as the Industrial Development Corporation, as they both actively promote investment into Africa. In addition, it is aligned with the Development Bank of Southern Africa's (DBSA) economic growth and investment initiatives into Africa

2.3.2. Programme performance Indicators and Targets

Strategic objective annual targets for 2017/18 (Outcome indicators)

Sub-programme 3.1: Trade Promotion

Strategic objective performance indicator	PSG	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Estimated rand value business agreements signed	1	-	-	-	R6m-R8m	R100m-R200m	R103m-210m	R106m-R220m
Number of jobs facilitated from business deals signed	1	-	-	-	10	200-400	206-420	212-441

Sub-programme 3.2: African Expansion (OFDI)

Strategic objective performance indicator	PSG	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Rand value of committed outward foreign direct investment (OFDI) declarations signed	1	-	-	-	R2mil-R6mil	R100m-R200m	R103m-R210m	R106mil-R220mil

Annual targets for 2017/18 (Output indicators)

Sub-programme 3.1: Trade Promotion

No.	Programme performance indicator	PSG	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
3.1.1	Number of business agreements signed	1	-	-	-	15	20	25	30

Sub-programme 3.2: African Expansion (OFDI)

No.	Programme performance indicator	PSG	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
3.2.1	Number of outward foreign direct investment (OFDI) declarations signed	1	-	-	-	2	3	4	5

Quarterly targets for 2017/18 (Output indicators)

No.	Programme performance indicator	PSG	Reporting period	Annual target 2017/18	Quarterly targets			
					1 st	2 nd	3 rd	4 th
3.1.1	Number of business agreements signed	1	Quarterly	20	5	5	5	5
3.2.1	Number of outward foreign direct investment (OFDI) declarations signed	1	Annually	3	-	-	-	3

2.3.3. Reconciling performance targets with budget and the MTEF

Summary of payments and estimates: Programme 3: Trade Promotion

Summary of payments and estimates: Programme 4: Trade Western Cape Investments and Trade Promotion Agency								
Programme R'000		Outcome			Estimated outcome	Medium-term estimate		
		Audited	Audited	Audited				
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
1,	International Trade Promotion	4 317	4 723	4 515	7 684	8 749	9 665	10 041
	Total payments and estimates	4 317	4 723	4 515	7 684	8 749	9 665	10 041

Summary of provincial payments and estimates by economic classification:

Programme 3: Trade Promotion

Summary of provincial payments and estimates by economic classification: Programme 4: Trade Western Cape Investments and Trade Promotion Agency								
Economic classification R'000		Outcome			Estimated outcome 2016/17	Medium-term estimate		
		Audited 2013/14	Audited 2014/15	Audited 2015/16		2017/18	2018/19	2019/20
	Expenses							
	Current expense	4 317	4 723	4 515	7 684	8 749	9 665	10 041
	Compensation of employees	2 643	2 675	2 743	5 669	6 194	6 524	6 866
	Salary & Wages	2 300	2 336	2 473	5 285	5 809	6 124	6 448
	Basic salary	2 147	2 345	2 345	5 125	5 513	5 811	6 119
	Performance rewards	153	(9)	128	160	296	313	329
	Social Contributions (employer contributions only)	343	339	270	384	385	400	418
	Pension	255	289	235	304	304	319	337
	Medical	74	36	23	60	60	60	60
	UIF	14	14	12	20	21	21	21
	Use of goods and services	1 674	2 048	1 772	2 015	2 555	3 141	3 175
	Advertising			5	20			
	Advertising (marketing)			5	20			
	Audit Fees		130					
	Internal		17					
	External		113					
	Bank charges		7					
	Catering services		4					
	Communication	13	101	12				
	Telephone		80					
	Cellphones		12					
	Postage & Courier	13	9	12				
	Computer services		85					
	External service providers		85					

Summary of provincial payments and estimates by economic classification: Programme 4: Trade Western Cape Investments and Trade Promotion Agency							
Economic classification R'000	Outcome			Estimated outcome 2016/17	Medium-term estimate		
	Audited 2013/14	Audited 2014/15	Audited 2015/16		2017/18	2018/19	2019/20
Consultants, contractors and special services	378	478	81	638	480	329	370
Consultants	360	442	78	350	200		
Contractors and special services	18	36	3	288	280	329	370
General Expenses		26					
Conference Expenditure		4	3	68	90	99	120
Venues and facilities	18	6		220	190	230	250
Inventory	11	29	1				
Fuel, oil and gas	1	3	1				
Stationery and printing	10	25					
Subscriptions		1					
Maintenance and repairs		123					
Buildings		99					
Equipment		24					
Other							
Operating leases	1	251					
Rent-buildings	1	231					
Rent-equipment		20					
Travel and Subsistence	1 271	836	1 673	1 357	2 075	2 812	2 805
Air Travel - Air Tickets (Domestic)	39	15	42	85	27	70	80
Air Travel - Air Tickets (International)	436	254	696	800	1 186	1 687	1 980
Accommodation - Domestic	16	13	41	7	346	198	179
Accommodation - International	282	145	461	385	416	768	529
Other	498	409	433	80	100	89	37
Training and staff development		4					
Total expenses	4 317	4 723	4 515	7 684	8 749	9 665	10 041

2.3.4. Performance and expenditure trends

The current economic climate and budget restrictions have placed tremendous pressure on the unit to achieve its targets, however the unit remains committed to achieving the targets set out in the plan. A number of mitigation strategies have been put in place to ensure that the unit is able to deliver on its targets.

2.4. Programme 4: Wesgro research

Purpose

The purpose of the programme is to provide tourism, trade and investment research to inform the agency's goals and strategy as well as provide evidence based research to augment the agency's promotion activities.

2.4.1 Programme structure

The Wesgro Research unit is not divided into sub-programmes.

Situational Analysis

The Wesgro Research unit is the custodian of intelligence related to the agency's core business. It is important, therefore, that the unit provide relevant, evidence based, and strategic information to the agency. In addition, the unit needs to provide a supportive programme to ensure that market and sector knowledge is presented to potential exporters and prospective investors as well as tourism research on the Western Cape's tourism sector. Thus, Wesgro Research executes two main functions:

- Driving the strategy of the agency, and
- Augmenting the promotion activities of the agency through evidence based research.

Driving the strategy of the agency

The unit analyses global tourism, trade and investment trends to drive the strategy of the agency. This is done through the provision of strategic intelligence to assist the agency in making informed business decisions with regard to its activities. Opportunities significant to the agency will be identified and disseminated during internal workshops with the relevant Wesgro units.

Wesgro Research aims to provide an enabling environment for the development of the strategy of the agency by providing the necessary research to meet the goals and support the vision of the agency. The research of the unit also informs the Annual Performance Plans of the agency as strategic publications are created to provide a sound base for the identification of key sectors and markets for tourism, trade and investment promotion activities.

Enhancing the promotion activities of Wesgro

The unit supports the agency's tourism, trade and investment promotion activities by providing intelligence on key sectors and foreign markets with a specific focus on tourism, trade and investment with the underlying objective of promoting the Western Cape and Cape Town as a Business destination.

The research prepared for the purpose of enhancing the promotion activities of Wesgro will be revised on a quarterly basis to ensure that the unit remains responsive to the changing needs of the agency. It is also important that the research products of the unit are positively received by Wesgro clients and that the clients also benefit from the research products provided. To this end, a survey will be conducted to determine the effectiveness of the research.

Priority sectors

The research unit does not focus on priority sectors or markets per se. The unit will either present priority sectors to the investment promotion unit for their future strategy and activities through a thorough research process prior to setting the deliverables to the APP or alternatively refine sector research in support of the priority sectors selected by the investment promotion team.

Selection of priority sectors for research purposes would take place according to the methodology.

Priority markets

The research unit does not focus on priority sectors or markets per se. The unit will either present priority market to the trade promotion unit for their future strategy and activities through a thorough research process prior to setting the deliverables to the APP or alternatively refine market research in support of the priority market selected by the trade promotion team.

Selection of priority sectors for research purposes would take place according to the methodology.

2.4.2. Strategic objectives

Strategic objective table	
Strategic Objective	Develop relevant tourism, trade and investment publications.
Objective statement	Develop content for publications relevant to the priority sectors and markets of Wesgro, informative publications on the Western Cape and City of Cape Town as an investment and business destination, tourism publications, as well as recent trends in tourism, trade and investment nationally and provincially.
Baseline	A total of 115 publications were completed.
Justification	Publications informs and guides the agency, exporters and investors.
Links	The objective is linked to the Agency's 5-year Strategic Plan 2015-2020.

Strategic objective table	
Strategic Objective	Provide customised research and information in support of the core functions of the agency.
Objective statement	Supportive functions will be provided through customised research such as research assistance through enquiries and presentations developed and delivered to delegations. Ensure that research requestors receive the research products positively and that most clients benefit from the research. Ensure that Wesgro is known as a thought leader through positively received presentations on issues pertaining to tourism, trade and investment
Baseline	A total of 146 customised information requests were addressed with an average turnaround time of 2.5 days.
Justification	Providing Wesgro clients and potential with the necessary research and information ensures the required information for tourism, trade and investment initiatives is received.
Links	The objective is linked to the Agency's 5-year Strategic Plan 2015-2020

2.4.3. Programme performance indicators and annual targets

Strategic objective annual targets for 2017/18 (Outcome indicators)

Strategic objective performance indicator	PSG ³	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Percentage of publications with more than 100 downloads from the date of activation on the website	-	-	-	-	70%	70%	70%	70%
Turnaround time to provide customised research and information in support of the core functions of the agency	-	3 days	2.5 days	2 days	3 days	3 days	3 days	3 days

Annual targets for 2017/18 (Output indicators)

No.	Programme performance indicator	PSG ⁴	Audited/Actual Performance			Estimated performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
2.4.1	Number of relevant tourism, trade and investment publications developed	-	-	116	115	100	100	100	100
2.4.2	Average turnaround time to complete research requests from date of receipt	-	3 days	2.5 days	2 days	3 days	3 days	3 days	3 days

Quarterly targets for 2017/18 (Output indicators)

No.	Programme performance indicator	PSG ⁵	Reporting period	Annual target 2017/18	Quarterly targets			
					1st	2nd	3rd	4th
2.4.1	Number of relevant tourism, trade and investment publications developed	-	Bi-Annually	100	-	50	-	50
2.4.2	Average turnaround time to complete research requests from date of receipt	-	Quarterly	3 days	3 days	3 days	3 days	3 days

^{3,4 & 5} Wesgro research supports the core functions of the Agency through the provision of customized research and information. In light of this, the strategic objectives and annual performance targets are linked to the 5-Year Strategy of the Agency and indirectly linked to the PSG 1.

2.4.4. Reconciling performance targets with the budget and MTEF

Summary of payments and estimates: Programme 4: Wesgro Research

Summary of payments and estimates: Programme 5: Intelligence Western Cape Investments and Trade Promotion Agency								
Programme R'000		Outcome			Estimated outcome	Medium-term estimate		
		Audited	Audited	Audited				
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
1,	Intelligence	2 686	2 968	2 073	2 785	3 257	4 566	3 932
	Total payments and estimates	2 686	2 968	2 073	2 785	3 257	4 566	3 932

Summary of provincial payments and estimates by economic classification:

Programme 4: Wesgro Research

Summary of provincial payments and estimates by economic classification: Programme 5: Intelligence Western Cape Investments and Trade Promotion Agency								
Economic classification R'000		Outcome			Estimated outcome 2016/17	Medium-term estimate		
		Audited 2013/14	Audited 2014/15	Audited 2015/16		2017/18	2018/19	2019/20
	Expenses							
	Current expense	2 686	2 968	2 073	2 785	3 257	4 566	3 932
	Compensation of employees	1 769	1 608	808	1 372	1 468	1 546	1 626
	Salary & Wages	1 512	1 359	699	1 205	1 301	1 372	1 445
	Basic salary	1 363	1 383	642	1 166	1 235	1 302	1 372
	Performance rewards	149	(24)	57	39	66	70	73
	Social Contributions (employer contributions only)	257	249	109	167	167	174	181
	Pension	196	192	86	123	123	130	137
	Medical	52	48	19	38	38	38	38
	UIF	9	9	4	6	6	6	6
	Use of goods and services	917	1 360	1 265	1 413	1 789	3 020	2 306
	Audit Fees		64					
	Internal		8					
	External		56					
	Bank charges		3					
	Catering services		2					
	Communication		41					
	Telephone		34					

Summary of provincial payments and estimates by economic classification: Programme 5: Intelligence Western Cape Investments and Trade Promotion Agency								
Economic classification R'000		Outcome			Estimated outcome 2016/17	Medium-term estimate		
		Audited 2013/14	Audited 2014/15	Audited 2015/16		2017/18	2018/19	2019/20
	Cellphones		7					
	Computer services		43					
	SITA services							
	External service providers		43					
	Consultants, contractors and special services		45	31	5	5	6	8
	Consultants		31	27	5	5	6	8
	Contractors and special services		14	4				
	General Expenses		14					
	Conference Expenditure			4				
	Inventory	891	964	1 210	1 374	1 749	2 975	2 256
	Stationery and printing		6	1				
	Subscriptions	891	958	1 209	1 374	1 749	2 975	2 256
	Maintenance and repairs		49					
	Buildings		49					
	Equipment							
	Other							
	Operating leases		140					
	Rent-buildings		128					
	Rent-equipment		12					
	Printing and publication			6				
	Professional bodies and membership fees							
	Travel and Subsistence	26	7	18	34	35	39	42
	Air Travel - Air Tickets (Domestic)	17	7	10	24	25	28	30
	Accommodation - Domestic	6		3	4	4	5	6
	Other	3		5	6	6	6	6
	Training and staff development		2					
	Total expenses	2 686	2 968	2 073	2 785	3 257	4 566	3 932

2.4.5. Performance and expenditure trends

The research unit 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 in particular.

Tourism research is a primary research function and Wesgro, through the tourism offices, is responsible for the Western Cape's tourism research. This is a costly function and budgetary constraints are limiting to the research and Wesgro is unable to fund tourism research and is at the mercy of the goodwill of reciprocal relationships it has with the tourism offices and various tourism establishment of the province.

In light of this, the agency has implemented mitigation strategies to ensure that the unit is able to deliver on its targets.

2.5. Programme 5: Marketing and communication

Purpose

To conduct the marketing and communication for Wesgro corporate and the trade, investment, film & media and research business units for Wesgro.

2.5.1. Programme structure

The programme is divided into two sub-programmes namely;

Sub-programme 5.1: Positioning of the agency and the destination

To improve the position of the agency and the destination with shareholders, citizens, domestic and international businesses:

- Assistance with and/or hosting of and/or the logistical management of strategic corporate and external events with partners
- Marketing campaigns via social media, digital and traditional media channels
- Creation of bespoke content (audio, visual and printed) for Wesgro and the destination to be used in marketing campaigns
- Customer relationship marketing

Sub-programme 5.2: Management of the reputation of the agency and the destination

To manage the reputation of the agency and destination through media opportunities.

- Writing and distribution of op-ed pieces
- Writing and distribution of media releases
- Website management
- Hosting of strategic media engagements
- Distribution of research publications via media opportunities
- Monthly tracking of AVEs generated

Situational analysis

In Wesgro's role to manage and drive the reputation of both the Agency and the business brand for Cape Town and the Western Cape there are various internal and external factors that influence the unit. The media environment continues to fragment resulting in a lower reach, but higher targeting and engagement in terms of target markets. The rand depreciation also places pressure on the marketing budget with regard to international media spend. The overall perception of the country is also linked to international investor's perception of Cape Town and the Western Cape. Cape Town has a strong reputation both domestically and locally.

2.5.2 Strategic objectives

Strategic objective table	
Strategic objective	To improve the position of the agency and the destination with shareholders, citizens, domestic and international businesses.
Objective statement	To improve the position of the agency and destination by implementing the new corporate marketing campaign, bespoke content creation, customer relationship marketing and the hosting.
Baseline	A total of 14 strategic events were hosted, 2 strategic events were sponsored and 5 strategic media engagement were hosted.
Justification	The objective is aimed at driving the reputation of the agency and destination.
Links	This objective is linked to the agency's 5-year Strategic Plan.

Strategic objective table	
Strategic objective	To manage the reputation of the agency and destination through media opportunities.
Objective statement	To manage the reputation of the agency and destination through the distribution of media releases, strategic media engagements and other tactical media opportunities.
Baseline	A total of R21.27m AVE was generated by the agency.
Justification	By positively managing the reputation of the agency and the destination we will attract more interest in the Cape and help improve economic growth and job creation.
Links	This objective is linked to the agency's 5-year Strategic Plan.

2.5.3. Programme performance indicators and annual targets

Strategic objective annual targets for 2017/18 (Outcome indicators)

Strategic objective indicator	PSG ⁶	Audited / actual performance			Estimated performance 2016/17	Medium - term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Rand value of the advertising value equivalent (AVE) generated for the agency	-	R20m	R21.27m	R16.5m	R20m	R25m	R30m	R35m

Annual targets for 2017/18 (Output indicators)

No.	Programme performance indicator	PSG ⁷	Audited / actual performance			Estimated performance 2016/17	Medium - term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
2.5.1	Number of strategic media engagements hosted	-	-	-	7	6	7	8	9
2.5.2	Number of strategic corporate agency events hosted	-	13	13	14	6	7	8	9
2.5.3	Number of relevant industry events sponsored	-	-	-	2	3	4	5	6

^{6 & 7} The Marketing and Communication unit is responsible for the management of the reputation of the Agency and the destination. In light of this, the strategic objectives and performance indicators are linked to the 5-year Strategic Plan of the Agency and indirectly linked to PSG 1.

Quarterly targets for 2017/18 (Output indicators)

No.	Programme performance indicator	PSG ⁸	Reporting period	Annual target 2017/18	Quarterly targets			
					1 st	2 nd	3 rd	4 th
2.5.1	Number of strategic media engagements hosted	-	Quarterly	7	1	3	2	1
2.5.2	Number of strategic corporate agency events hosted	-	Quarterly	7	1	3	2	1
2.5.3	Number of relevant industry events sponsored	-	Annually	4	-	-	-	4

⁸ The Marketing and Communication unit is responsible for the management of the reputation of the Agency and the destination. In light of this, the strategic objectives and performance indicators are linked to the 5-year Strategic Plan of the Agency and indirectly linked to PSG 1.

2.5.4. Reconciling performance targets with the budget and MTEF

Summary of payments and estimates: Programme 5: Marketing and Communication

Summary of payments and estimates: Programme 6: Marketing and Communication Western Cape Investments and Trade Promotion Agency								
Programme R'000		Outcome			Estimated outcome	Medium-term estimate		
		Audited	Audited	Audited				
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
1,	Marketing and Communication	3 112	3 888	4 365	4 804	5 354	6 066	6 337
	Total payments and estimates	3 112	3 888	4 365	4 804	5 354	6 066	6 337

Summary of provincial payments and estimates by economic classification:

Programme 5: Marketing and Communication

Summary of provincial payments and estimates by economic classification: Programme 6: Marketing and Communication Western Cape Investments and Trade Promotion Agency								
Economic classification R'000		Outcome			Estimated outcome 2016/17	Medium-term estimate		
		Audited 2013/14	Audited 2014/15	Audited 2015/16		2017/18	2018/19	2019/20
	Expenses							
	Current expense	3 112	3 888	4 365	4 804	5 354	6 066	6 337
	Compensation of employees	1 607	1 968	2 308	2 558	2 926	3 081	3 242
	Salary & Wages	1 379	1 663	2 005	2 407	2 773	2 923	3 078
	Basic salary	1 281	1 672	1 892	2 372	2 619	2 761	2 907
	Performance rewards	98	(9)	113	35	154	162	171
	Other non-pensionable allowances							
	Social Contributions (employer contributions only)	228	305	303	151	153	158	164
	Pension	179	241	246	106	106	111	117
	Medical	40	53	45	36	36	36	36
	UIF	9	11	12	9	11	11	11
	Salary related expenses							
	Use of goods and services	1 505	1 920	2 057	2 246	2 428	2 985	3 095
	Advertising	348	537	920	977	1 746	1 248	1 294
	Gifts and Promotional items		184		200	200	550	584
	Advertising (marketing)	348	353	920	777	1 546	698	710
	Audit Fees		108					
	Internal		14					
	External		94					

Summary of provincial payments and estimates by economic classification: Programme 6: Marketing and Communication Western Cape Investments and Trade Promotion Agency								
Economic classification R'000		Outcome			Estimated outcome 2016/17	Medium-term estimate		
		Audited 2013/14	Audited 2014/15	Audited 2015/16		2017/18	2018/19	2019/20
	Bank charges		6					
	Communication		68	9				
	Telephone		55					
	Cellphones		10					
	Postage & Courier		3	9				
	Computer services		71					
	SITA services							
	External service providers		71					
	Consultants, contractors and special services	761	658	917	560	361	822	807
	Consultants	760	407	809	180	42	350	180
	Contractors and special services	1	251	108	380	319	472	627
	General Expenses		21					
	Conference Expenditure	1	110	108	110	100	120	220
	Photographic services		53		60	44	66	82
	Venues and facilities		67		210	175	286	325
	Inventory		25		340	110	390	450
	Fuel, oil and gas		12					
	Stationery and printing		11					
	Subscriptions		2		340	110	390	450
	Maintenance and repairs		83					
	Buildings		82					
	Equipment		1					
	Operating leases		233					
	Rent-buildings		214					
	Rent-equipment		19					
	Printing and publication	388	112	147	360	200	480	490
	Professional bodies and membership fees							
	Travel and Subsistence	8	15	64	9	11	45	54
	Air Travel - Air Tickets (Domestic)	8		10	6	9	42	50
	Air Travel - Air Tickets (International)		12	51				

Summary of provincial payments and estimates by economic classification: Programme 6: Marketing and Communication Western Cape Investments and Trade Promotion Agency								
Economic classification R'000		Outcome			Estimated outcome 2016/17	Medium-term estimate		
		Audited 2013/14	Audited 2014/15	Audited 2015/16		2017/18	2018/19	2019/20
	Accommodation - Domestic		2		2	1	2	3
	Other		1	3	1	1	1	1
	Training and staff development		4					
	Total expenses	3 112	3 888	4 365	4 804	5 354	6 066	6 337

2.5.5. Performance and expenditure trends

The current economic climate and budget restrictions have placed tremendous pressure on the unit to achieve its targets, however the unit remains committed to achieving the targets set out in the plan. A number of mitigation strategies have been put in place to ensure that the unit is able to deliver on its targets.

2.6. Programme 6: Destination marketing

Purpose

The purpose of the DMO is to promote the Western Cape internationally and domestically in order to increase the number of visitors. The DMO markets the destination by focusing on business tourism (through its Convention Bureau team), tourism trade, media, influencers and marketing campaigns.

By increasing the visitor numbers of leisure and business tourists to the province direct, indirect and induced revenue is generated for the Cape.

The DMOs activity thereby contribute to economic growth and job creation.

The unit places emphasis on:

- The creation of demand through marketing activities not tourism product development
- The acquisition and generation of data and intelligence
- Collaboration with various provincial (e.g. regional and local tourism offices), national (e.g. South African Tourism) and international (e.g. UNWTO) organisations
- Joint marketing opportunities with private sector (e.g. trade and media)
- Leveraging of international association memberships (e.g. BestCities Global Alliance)
- Focused sector approach and cross-selling with other Wesgro units (e.g. trade team)
- Unique programmes and services (for e.g. Legacy Programme)

The DMO must also ensure that focus is given to the priority initiatives as identified by the Western Cape Government's Project Khulisa: Tourism strategy.

2.6.1. Programme structure

The programme structure has been aligned to Project Khulisa: Tourism Activity Dashboard as approved by Cabinet and is made up of three sub-programmes. 17/18 is the second year of Project Khulisa and the sub-programmes will work off the foundation built in 16/17.

Sub-programme 6.1: Boost awareness of the Western Cape in key markets and sectors

This sub-programme will be made up of the following strategic initiatives:

- Competitive identity
- Partnership growth strategies in key markets
- Digital management and real-time intelligence
- Grow business tourism
- CRM and stakeholder management

Sub-programme 6.2: Improve accessibility to Cape Town and the regions

This sub-programme will be made up of the following strategic initiatives:

- Air Access (which forms part of a separate strategic unit within Wesgro)
- Cape Investor Centre (which forms part of Wesgro's Trade and Investment Unit)
- Local transport marketing

Sub-programme 6.3: Boost the attractiveness of the Cape through a competitive offering

This sub-programme will be made up of the following strategic initiatives:

- The Cross Cape promotion
- Madiba legacy route
- Gastronomy tourism promotion
- Cape of Great Events promotion
- Service level improvement

Situational analysis

Demand is increased in two ways. First, by more visitors coming to the destination and, second, as a result of visitors spending more (by staying longer, travelling further away from the entry point into the province, buying higher value goods and services and so on). To attract a greater number of visitors, a destination has to maintain its past levels of tourism marketing and constantly increase the quality and quantity of its tourism marketing offering.

In order to ensure that our tourism destination marketing efforts are most impactful, there needs to be focused domestic and international marketing campaigns. These, in turn, are based on quality market research and a clearly defined competitive identity that distinguishes Cape Town and the Western Cape as a brand among so many other similar brands internationally.

Priority sectors

Priority is given to business events (e.g. corporate meetings, conferences, exhibitions etc.) that focus on sectors that align with the Western Cape Government and Wesgro's strategic approach.

- Agri-processing
- Energy – renewable
- Real-estate and tourism infrastructure
- ICT
- Manufacturing
- Health and pharmaceuticals

Priority markets

Priority is given to markets that focus on the province's key source markets (these drive volume), emerging markets (these show potential to grow during our low season of April – September) and our tactical markets (high value tourist).

Emphasis is placed on markets where South African Tourism has a presence and provides on the ground marketing support to Wesgro through joint marketing initiatives and hosting opportunities.

The markets are segmented into:

- High season and volume. These markets travel during the high season and are seen as volume markets. We need to maintain and protect them through on the ground support and partnerships with South African Tourism, media and the trade (e.g. Airlines and operators) and digital marketing. Our marketing message focuses on promoting the attractiveness of the province by promoting our niche tourism activities such as cycling, gastronomy and culture and heritage. The markets are United Kingdom, Germany, France and the Netherlands.
- Low season and promote: These markets travel during our low season (April – September) and we need to focus on promoting more actively there to increase volume. We implement joint marketing campaigns, hosting with partners and digital marketing campaigns. Our marketing message focuses on promoting the attractiveness of the province by promoting our niche tourism activities such as cycling, gastronomy and culture and heritage. These markets are the United States, Australia, China, India and Namibia.
- Tactical: These markets align with Project Khulisa and have the propensity to grow quickly and offer a high value tourist. Our focus is mainly on the tourism trade to educate them on the destination. Our marketing message focuses on the positioning of the destination through unique offers such as a family-friendly destination for the Halal market.

2.6.2. Strategic objectives

Strategic objective table	
Strategic objective	Enhance the attractiveness, awareness and accessibility of the of region and drive conversion.
Objective statement	To heighten the awareness of the region through competitive product offerings and compelling marketing.
	To enhance the attractiveness of the region in key markets and sectors that drive conversion. An estimated total of R641m will be generated from the marketing initiatives supported by the agency, such as securing joint marketing agreements; supporting events, the economic impact of conference bids secured and advertorial value equivalent (AVE).
Baseline	An estimated value of R359.3m was generated from tourism initiatives supported.
Justification	Wesgro's strategic mandate is to conduct tourism marketing and promotion for Cape Town and the Western Cape.
Links	The objective is linked to PSG 1: Creating opportunities for growth and jobs, Project Khulisa and the strategic plan of the Department of Economic Development and Tourism.

2.6.3. Programme performance indicators and targets

Strategic objective annual targets for 2017/18 (Outcome indicator)

Strategic objective indicator	PSG	Audited / actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Total estimated economic value of tourism destination marketing initiatives supported	1	-	-	-	R149m	R156m	R164m	R172m

Annual targets for 2017/18 (Output indicators)

No.	Programme performance indicator	PSG	Audited / actual performance			Estimated performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
2.6.1	Number of tourism destination marketing initiatives supported	1	-	-	-	13	13	13	13
2.6.2	Number of joint marketing agreements secured	1	12	12	12	13	15	17	19
2.6.3	Number of conference bids secured	1	23	16	17	17	18	18	19
2.6.4	Economic impact of bids secured	1	R342m	R280.4m	R374.1m	R142m	R150m	R150m	R158m
2.6.5	Number of leisure events supported	1	6	20	48	20	23	26	28
2.6.6	Rand value of AVE generated	1	-	-	R16.5m	R15m	R15m	R15m	R15m

Quarterly targets for 2017/18 (Output indicators)

No	Programme performance indicator	PSG	Reporting period	Annual Target 17/18	Quarterly targets			
					1 st	2 nd	3 rd	4 th
2.6.1	Number of tourism destination marketing initiative supported	1	Annually	13	-	-	-	13
2.6.2	Number of joint marketing agreements (JMA) secured	1	Quarterly	15	1	6	6	2
2.6.3	Number of conference bids secured	1	Quarterly	18	4	5	5	4
2.6.4	Economic impact of bids secured	1	Quarterly	R150m	R37.5m	R37.5m	R37.5m	R37.5m
2.6.5	Number of leisure events supported	1	Quarterly	23	10	7	-	6
2.6.6	Rand value of AVE generated	1	Annually	R15m	-	-	-	R15m

2.6.4. Reconciling performance targets with the budget and MTEF

Summary of payments and estimates: Programme 6: Destination Marketing

Summary of payments and estimates: Destination Marketing Organisation								
Sub-programme R'000		Outcome			Estimated outcome	Medium-term estimate		
		Audited	Audited	Audited				
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
1.	Organisational Support	8 257	2 754	11 182	11 868	10 657	12 192	13 723
2.	Integrated Marketing	13 861	16 424	16 126	5 912	7 124	7 508	7 906
	Total payments and estimates	22 118	19 178	27 308	17 780	17 781	19 700	21 629

Summary of provincial payments and estimates by economic classification:

Programme 6: Destination Marketing Organisation

Summary of provincial payments and estimates by economic classification: Destination Marketing Organisation								
Economic classification R'000		Outcome			Estimated outcome 2016/17	Medium-term estimate		
		Audited 2013/14	Audited 2014/15	Audited 2015/16		2017/18	2018/19	2019/20
	Expenses							
	Current expense	21 683	18 175	23 588	17 270	17 781	19 700	21 629
	Compensation of employees	9 114	5 818	11 600	12 168	13 871	14 614	15 383
	Salary & Wages	7 812	4 800	10 324	11 230	13 378	14 099	14 847
	Basic salary	7 277	4 850	9 499	10 813	12 729	13 415	14 127
	Performance rewards	535	(50)	825	417	649	684	720
	Other non-pensionable allowances							
	Social Contributions (employer contributions only)	1 302	1 018	1 276	938	493	515	536
	Pension	1 004	826	1 056	779	339	359	376
	Medical	261	163	180	110	104	105	106
	UIF	37	29	40	49	50	51	54
	Salary related expenses							
	Use of goods and services	12 569	12 357	11 988	5 102	3 910	5 086	6 246
	Advertising	726	498	812	26	25	30	
	Advertising of posts			25	26	25	30	
	Gifts and Promotional items		277	279				
	Advertising (marketing)	726	221	508				
	Audit Fees	83	313	785	889	124	790	1 237
	Internal	83	40	288	392			403
	Forensic							
	External		273	497	497	124	790	834
	Bank charges		17	53	51	51	51	51
	Board Costs	41						

Summary of provincial payments and estimates by economic classification: Destination Marketing Organisation								
Economic classification R'000		Outcome			Estimated outcome 2016/17	Medium-term estimate		
		Audited 2013/14	Audited 2014/15	Audited 2015/16		2017/18	2018/19	2019/20
	Board - Remuneration	41						
	Board - Subsistence							
	Bursaries (employees)							
	Catering services	2	59	1	25	25	25	25
	Communication	586	273	501	291	317	342	355
	Telephone	523	175	498	287	316	341	355
	Cellphones	35	29		3	1	1	
	Postage & Courier	28	69	3	1			
	Other							
	Computer services	699	143	689	372	384	332	432
	SITA services							
	External service providers	699	143	689	372	384	332	432
	Consultants, contractors and special services	5 259	6 722	5 072	1 063	1 034	1 510	1 341
	Consultants	4 472	4 069	4 673	502	417	849	949
	Contractors and special services	787	2 653	399	561	617	661	392
	Services rendered							
	General Expenses	1	66	132	561	617	661	392
	Conference Expenditure	64	25	267				
	Photographic services	9	17					
	Venues and facilities	713	2 545					
	Other special services							
	Entertainment	1 056	503	16				
	Equipment less than Capitalisation threshold							
	Inventory	177	180	377	80	70	72	84
	Consumables							
	Fuel, oil and gas	7	5	19	21	24	26	28
	Parts and other maintenance material				40			
	Stationery and printing	168	156	314		40	40	50
	Subscriptions	2	19	44	19	6	6	6
	Other							
	Legal fees	12	43	270	58	98	102	108
	Losses / (Profits)	3	1	(1)	1	1	1	1
	Losses due to Fraud							
	On Sale of Assets	3	1	(1)	1	1	1	1
	Forex							
	Other							
	Maintenance and repairs	58	302	12	194	114	164	205
	Buildings	46	244		182	101	151	192

Summary of provincial payments and estimates by economic classification: Destination Marketing Organisation								
Economic classification R'000		Outcome			Estimated outcome 2016/17	Medium-term estimate		
		Audited 2013/14	Audited 2014/15	Audited 2015/16		2017/18	2018/19	2019/20
	Equipment	12	58	12	12	13	13	13
	Other							
	Operating leases	1 511	629	990	1 893	1 617	1 607	2 340
	Rent-buildings	1 456	629	795	1 633	1 617	1 447	2 150
	Rent-equipment	55		195	260		160	190
	Other							
	Owned/ leasehold and property exp. (Establishment Costs)	498	558	1 123				
	Safeguard and Security							
	Printing and publication			233				
	Professional bodies and membership fees	498	558	890				
	Travel and Subsistence	1 853	2 106	1 092	8			
	Air Travel - Air Tickets (Domestic)	247	459	214	5			
	Air Travel - Air Tickets (International)	312	352	299				
	Accommodation - Domestic	405	444	88				
	Accommodation - International	334	276	245				
	Entertainment				2			
	Other	555	575	246	1			
	Training and staff development	5	10	196	151	50	60	67
	Depreciation and amortisation	135	99	360	510			
	Land							
	Computer equipment	82	62	96	106			
	Furniture and Office equipment	25	19	98	119			
	Other Machinery and equipment	18	13	74	59			
	Transport Assets				111			
	Computer Software	10	5	92	115			
	Other Intangibles							
	Transfers and subsidies	300	904	3 360				
	Non-profit institutions	300	904	3 360				
	Total expenses	22 118	19 178	27 308	17 780	17 781	19 700	21 629

2.6.5. Performance and expenditure trends

The current economic climate and budget restrictions have placed tremendous pressure on the unit to achieve its targets, however the unit remains committed to achieving the targets set out in the plan. A number of mitigation strategies have been put in place to ensure that the unit is able to deliver on its targets.

2.7. Programme 7: Film and media promotion

Purpose

Establish a globally competitive film sector by 2020 in Cape Town and the Western Cape.

2.7.1. Programme structure

The programme is not divided into sub-programmes

Situational analysis

The Western Cape remains the preferred destination for co-production projects, with 13 co-production projects in 2010, 2011 and 2012. Film and media marketing collateral is being developed to promote marketing opportunities in the annual business plan under the auspice of the 5 year strategic plan. These include representing the Western Cape as a film location at the annual film and media markets such as the established major market events attached to festivals at Berlin, Cannes, or Toronto and for the emerging BRICS areas the Rio Content Market, Beijing and Hong Kong markets to name a few.

Supporting outward missions in collaboration with partners to activate the exporter growth of companies in the Western Cape has been identified as an important intervention in the 5 year strategic plan. The support of the businesses going on these outward led missions is combined from a number of sources including the National Film and Video Foundation (NFVF), the dti and its EMIA and SAAS schemes, and / or from foreign markets, festivals and governments who invite Western Cape film industry to partake in their festivals and markets as experts and participants. Film festivals and markets do far more than just promote movies, they serve to enhance culture by widening the scope of movies that are known and available to the world. Especially in the early days of film festivals, it was difficult, if not impossible, for the majority of people to experience foreign films. The film cultures of other countries simply weren't accessible to the general public. Film festivals played a major role in changing this.

Programmes for film and media are run in collaboration with national and regional partners and other opportunities as presented in the annual business plan under the auspice of the 5-year strategic plan. These programmes assist participants to be more internationally competitive, and facilitate new business opportunities and qualified leads in markets outside of South Africa and the Western Cape. These include NFVF, national partners from industry such as the Independent Producers Organization, Writers Guild of South Africa, Animation South Africa, Association for Film and Television Transformation, Make Games South Africa, Documentary Filmmaker Association and so forth.

An additional intervention identified is inward missions to activate film and media companies through business-to-business meetings. The inbound missions lead to new contracts, and the expansion of prospects for company growth and help the development of markets. Business-to-business activations are included around film, animation and new media, areas that should bring job growth. The nascent drones industry is predicted to grow from zero to R300million rand industry and it is one strongly associated with film and media work.

Priority sectors

The priority sectors are long form TV series, such as attracting another Homeland or Black Sails to the region along with supporting local industry to create their own TV series such as Suidooster, now the most watched soapie on Knet, and shooting at the new Atlantic Film Studios. These successful TV series become the anchor tenants of expanded studios, such as the Cape Town Film Studios, who then do feature films in the TV shooting breaks. The following sectors would follow in priority: Independent Feature Film; expanding and increasing Studios; plus the intangible asset manufacturing of the Animations (tv, feature, games) and post production.

Priority markets

Wesgro Film and Media strategy mapped the following priority markets to grow. Any co-production company – recently increased to nine co-production treaty countries: Canada, Germany, France, Ireland, New Zealand, Australia, Italy, UK and the Netherlands. The BRICS countries are also important due to the large potential cultural links, natural unofficial co-productions and future official co-production potential. The USA is the largest producer of content (Studio model drives this) and the largest consumer market (although China is growing). So our producers need to co-produce and or distribute in the USA. The Wesgro strategy is to grow companies into Africa and this Pan-African potential is being worked via Trade, Investment missions into Africa and the occasional film and media invitation, such as Tunisia in 2015.

2.7.2. Strategic objectives

Strategic objective table	
Strategic Objective	To firmly establish a globally competitive film sector by 2020.
Objective statement	To attract R190m worth of film and media productions and facilitate 290 FTE jobs.
Baseline	A total of R3,2bn worth of investment was committed in the film and media sector, creating a total of 125 FTE jobs.
Justification	Film is an important sector in the Western Cape and major contributor to economic growth and jobs
Links	The objective is linked to PSG 1: Create opportunities for economic growth and jobs. Furthermore, the objective is linked to Department of Economic Development and Tourism's 5-year film and media strategy, the Cape Town Film Studios.

2.7.3. Programme performance indicators and annual targets

Strategic objective annual targets for 2017/18 (Outcome indicators)

Strategic objective Indicators	PSG	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Rand value of media and film productions brought in to the province	1	-	-	-	R40m	R45m	R50m	R55m
Number of jobs facilitated through the productions brought in to the province	1	-	-	-	65	70	75	80

Annual targets for 2017/18 (Output indicators)

No.	Programme performance indicators	PSG	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
2.7.1	Number of film and media productions brought in to the province	1	-	-	-	5	6	7	8

Quarterly targets for 2017/18 (Output indicators)

No.	Programme performance indicators	PSG	Reporting period	Annual target 2017/18	Quarterly targets			
					1 st	2 nd	3 rd	4 th
2.7.1	Number of film and media productions brought in to the province	1	Annually	6	-	-	-	6



3. Part C: Links to other plans

Links to long-term infrastructure and other capital plans

Not applicable

Conditional grants

Not applicable

Public entities

Not applicable

Public private partnerships

Not applicable



4. Part D: Changes to the Strategic Plan

The following strategic objectives and objective statements were changed in the Programme 5: Marketing and Communication due to a shift in the strategic direction of the unit;

No.	Strategic objective	Revised objective	Objective statement	Revised objective statement
1.	Profile and position the agency and the destination	To improve the position of the agency and the destination with shareholders, citizens, domestic and international businesses.	Boost the profile and reputation of the agency and the destination.	To improve the position of the agency and destination by implementing the new corporate marketing campaign, bespoke content creation, customer relationship marketing and the hosting and sponsorship of strategic agency events.
2.	Management of the prominence of the agency	To manage the reputation of the agency and destination through media opportunities	Boost the profile and reputation of the agency and the destination. Management and reporting of the brand value of the agency.	To manage the reputation of the agency and destination through the distribution of media releases, strategic media engagements and other tactical media opportunities





5. Part E: Technical performance indicator descriptions

Programme 1: Corporate Services

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: Attain and maintain a high-level Financial Management Capability over 5 years.

Strategic Objective Performance Indicators (Outcome indicators)

Sub-programme 1.1: Financial management

Strategic objective indicator	Enhance financial accountability through compliance with all prescribed financial regulations and guidelines
Short definition	To ensure compliance with all prescribed financial regulations and guidelines through the submission of the relevant documentation as legislatively prescribed and the implementation of systems and process to ensure the adherence to the various regulatory prescripts and guidelines.
Purpose/importance	To enhance financial accountability.
Source/collection of data	Signed financial statements, ACCPAC reports, Workflow system reports
Method of calculation	The average per output indicator/target is used to calculate the percentage achieved
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Chief Financial Officer

Programme 1: Corporate Services

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: To provide first class IT and administration services to the employees of the agency.

Strategic Objective Performance Indicators (Outcome indicators)

Sub-programme 1.2: IT and Administration Services

Strategic objective indicator	Maintain and enable a reliable and stable network infrastructure through a maximum of four hours of downtime during working hours per annum
Short definition	To ensure that the network, internet and shared drive is stable to avoid downtime on the network.
Purpose/importance	To ensure a high level of productivity and performance is maintained.
Source/collection of data	IT reports from the relevant server
Method of calculation	The average per output indicator/target is used to calculate the percentage achieved.
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Chief Financial Officer

Programme 1: Corporate Services

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: To provide world class human resources support and services by recruiting, maintaining and developing a competent, motivated workforce in the department, while complying with all HR and agency policies and procedures.

Strategic Objective Performance Indicators (Outcome indicators)

Sub-programme 1.3: Human Resource Management

Strategic Objective Performance Indicator	Management of staff morale within the agency by conducting regular climate surveys per annum
Short definition	To monitor staff moral and implement the necessary strategies to ensure that employees remain motivated and performance driven.
Purpose/importance	To enhance employee satisfaction.
Source/collection of data	Internal climate survey report signed by the Chief Executive Officer
Method of calculation	The results is derived from the surveys conducted.
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	To achieve the target as indicated
Indicator responsibility	Manager: Human Resource Management

Programme 1: Corporate Services

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: To ensure that an effective monitoring and evaluation system is implemented aligned to the legislative and regulatory prescripts pertaining to performance management.

Strategic Objective Performance Indicators (Outcome indicators)

Sub-programme 1.4: Monitoring and Evaluation

Strategic objective indicator	Compliance with all legislative and regulatory prescripts pertaining to performance management through the submission of performance reports
Short definition	The delivery of quarterly and annual reports to stakeholders and legislatively required.
Purpose/importance	To ensure compliance to all legislature pertaining to performance management.
Source/collection of data	Acknowledgements of receipt or emails of the submission of the performance report as per the deadlines legislatively stipulated.
Method of calculation	The number of reports submitted will be calculated to determine the total.
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	To achieve the target as indicated.
Indicator responsibility	Manager: Monitoring and Evaluation

Programme 1: Corporate Services

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: Attain and maintain a high-level Financial Management Capability over five years.

Annual Programme Performance Indicators (Output indicators)

Sub-programme 1.1: Financial Management

Performance indicator	1.1.1 Number of revenue and projection reports submitted to stakeholders within seven working days of month end
Short definition	The number of monthly assessment of revenue and projections submitted to the relevant stakeholders.
Purpose/importance	To ensure effective cash flow management.
Source/collection of data	Acknowledgement of receipt or emails of the submission of the report within the stipulated timeframe to the Department of the Economic Development and Tourism (DEDAT) and the City of Cape Town.
Method of calculation	The number of reports submitted will be calculated to determine the total.
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Financial controller

Programme 1: Corporate Services

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: Attain and maintain a high-level Financial Management Capability over five years.

Annual Programme Performance Indicators (Output indicators)

Sub-programme 1.1: Financial Management

Performance indicator	1.1.2 Number of days taken to process payments made to creditors from date of receipt
Short definition	To ensure that creditors are paid within 30 days as prescribed by the Treasury Regulations.
Purpose/importance	To ensure effective cash flow management and adherence to the relevant regulatory prescripts.
Source/collection of data	ACCPAC reports
Method of calculation	The number of days taken to process the payment of creditors will be calculated.
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Financial Controller

Programme 1: Corporate Services

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: Attain and maintain a high-level Financial Management Capability over five years.

Annual Programme Performance Indicators (Output indicators)

Sub-programme 1.1: Financial Management

Performance indicator	1.1.3 Average turnaround time for approval of workflows from the date of receipt
Short definition	To ensure that all workflows are timeously approved aimed at inhibiting process delays.
Purpose/importance	To enhance supply chain management within the agency.
Source/collection of data	Workflow system reports
Method of calculation	The total number of days taken to process submissions /number of submissions completed without queries is used to calculate the average
Data limitations	System and process glitches.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Financial Controller

Programme 1: Corporate Services

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: Attain and maintain a high-level Financial Management Capability over five years.

Annual Programme Performance Indicators (Output indicators)

Sub-programme 1.1: Financial Management

Performance indicator	1.1.4 Outcome of external audit for the previous financial year
Short definition	To measure the reliability and accuracy of the financial and performance information produced by the Agency and test the controls implemented.
Purpose/importance	To ensure that the reliability and accuracy of the financial and performance information and the viability of the controls in place.
Source/collection of data	External audit report produced by the Auditor General
Method of calculation	One report is delivered by the Auditor General.
Data limitations	None
Type of indicator	Output
Calculation type	Non- cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Financial Controller

Programme 1: Corporate Services

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: To provide first class IT and administration services to the employees of the agency.

Annual Programme Performance Indicators (Output indicators)

Sub-programme 1.2: IT and Administrative Support

Performance indicator	1.2.1 Maximum downtime during working hours
Short definition	To ensure that the network, internet and shared drive is stable to avoid downtime on the network.
Purpose/importance	To ensure a high level of productivity and performance is maintained.
Source/collection of data	IT reports from the relevant server
Method of calculation	The number of hours downtime experienced during working hours is added to calculate the total number of hours.
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Financial Controller

Programme 1: Corporate Services

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: To provide first class IT and administration services to the employees of the agency.

Annual Programme Performance Indicators (Output indicators)

Sub-programme 1.2: IT and Administrative Support

Performance indicator	1.2.2 Average turnaround time for responding to logged desktop support IT queries
Short definition	To ensure that logged IT queries are timeously attended to.
Purpose/importance	To ensure a high level of productivity and performance is maintained.
Source/collection of data	IT reports from the relevant server
Method of calculation	The total number of days taken to respond to logged queries/the number of queries received is used to calculate the average
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Financial Controller

Programme 1: Corporate Services

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: To provide world class human resources support and services by recruiting, maintaining and developing a competent, motivated workforce in the department, while complying with all HR and agency policies and procedures.

Annual Programme Performance Indicators (Output indicators)

Sub-programme 1.3: Human Resource Management

Performance indicator	1.3.1 Results achieved based on the outcome of the climate and employee satisfaction surveys conducted
Short definition	To conduct climate and employee satisfaction surveys to monitor staff moral and implement the necessary strategies to ensure that employees remain motivated and performance driven
Purpose/importance	To enhance employee satisfaction.
Source/collection of data	Internal climate survey report signed by the Chief Executive Officer
Method of calculation	The results is derived from the survey conducted.
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Manager: Human Resource Management

Programme 1: Corporate Services

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: To provide world class human resources support and services by recruiting, maintaining and developing a competent, motivated workforce in the department, while complying with all HR and agency policies and procedures.

Annual Programme Performance Indicators (Output indicators)

Sub-programme 1.3: Human Resource Management

Performance indicator	1.3.2 Implementation of the staff performance management system
Short definition	To ensure that staff performance agreements are signed and implemented as prescribed by the performance management policy.
Purpose/importance	To ensure the effective management of individual performance.
Source/collection of data	Database of performance agreements signed and reviews conducted on the respective dates signed by the Manager: Human Resources and the Chief Financial Officer
Method of calculation	The number of performance agreements signed and reviews conducted on the respective dates will be calculated.
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Manager: Human Resource Management

Programme 1: Corporate Services

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: To provide world class human resources support and services by recruiting, maintaining and developing a competent, motivated workforce in the department, while complying with all HR and agency policies and procedures.

Annual Programme Performance Indicators (Output indicators)

Sub-programme 1.4: Monitoring and Evaluation

Performance indicator	1.4.1 Number of performance reports submitted by the deadline as legislatively required
Short definition	The delivery of quarterly and annual reports to stakeholders and legislatively required.
Purpose/importance	To ensure compliance to all legislature pertaining to performance management.
Source/collection of data	Acknowledgements of receipt or emails of the submission of the performance report as per the deadlines legislatively stipulated.
Method of calculation	The number of reports submitted will be calculated to determine the total.
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Manager: Monitoring and Evaluation

Programme 1: Corporate Services

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: To provide world class human resources support and services by recruiting, maintaining and developing a competent, motivated workforce in the department, while complying with all HR and agency policies and procedures.

Annual Programme Performance Indicators (Output indicators)

Sub-programme 1.4: Monitoring and Evaluation

Performance indicator	1.4.2 Number of corporate plans submitted by the deadline as legislatively required
Short definition	The delivery of all corporate plans to stakeholders as legislatively required.
Purpose/importance	To ensure compliance to all legislature pertaining to performance management.
Source/collection of data	Acknowledgements of receipt or emails of the submission of the corporate plans as per the legislated deadlines.
Method of calculation	The number of reports submitted will be calculated to determine the total.
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Manager: Monitoring and Evaluation

Programme 2: Investment Promotion

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: Facilitate investment and jobs into the Western Cape.

Strategic Objective Performance Indicators (Outcome indicators)

Strategic objective indicator	Rand value of committed investments in to the province
Short definition	The rand value of committed investment projects for the financial year. Committed investments are classified as those projects where the investor has already incurred substantial expenditure towards the implementation of the investment project in the Western Cape.
Purpose/importance	The rand value of committed projects is a good indicator of the impact of committed investment projects facilitated by Wesgro into the Western Cape; contributing to economic growth.
Source/collection of data	1. Signed investor declaration and 2. Signed and verified database
Method of calculation	Wesgro only claims the deal once a record of decision has been taken by the client. Upon completion of the project an investor declaration is signed by investors and the date on which it was signed is used as the date of realisation. The committed investment figures are derived from all the investor declarations for the financial year and are added together to give the overall total. The variance is calculated using the lower band.
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Senior Manager: Investment Promotion

Programme 2: Investment Promotion

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: Facilitate investment and jobs into the Western Cape.

Strategic Objective Performance Indicators (Outcome indicators)

Strategic objective indicator	Number of jobs facilitated from committed investments in to the province
Short definition	Number of jobs created via the committed investment projects for the financial year. Committed investments are classified as those projects where the investor has already incurred substantial expenditure towards the implementation of the investment project in the Western Cape.
Purpose/importance	Employment is a good indicator of a committed investment on the economy of the Western Cape.
Source/collection of data	1. Signed investor declaration and 2. Signed and verified database
Method of calculation	The number of jobs indicated in the investor declarations is calculated to determine the total. Wesgro only counts direct permanent jobs. The variance is calculated using the lower band.
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Senior Manager: Investment Promotion

Programme 2: Investment Promotion

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: Facilitate investment and jobs into the Western Cape.

Annual Programme Performance Indicators (Output indicators)

Performance indicator	2.2.1 Number of investment projects realised
Short definition	Refers to the number of confirmed direct international investment projects in productive assets by a foreign or local company, as opposed to investments in shares. The point of realisation is the point of first flow of funds and/or the point at which physical activity on the project commences.
Purpose/importance	For a host country or the firm which receives the investment, it can provide a source of new technologies, capital, processes, products, organizational technologies and management skills, and as such can provide a strong impetus to economic development.
Source/collection of data	1. Signed investor declaration and 2. Signed and verified database
Method of calculation	The number of signed investor declarations is calculated to determine the number of projects realised.
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Senior Manager: Investment Promotion

Programme 2: Investment Promotion

Special projects: Agribusiness Investment Unit

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: Facilitate investment and jobs into the Western Cape.

Strategic Objective Indicators (Outcome indicators)

Strategic objective indicator	Rand value of committed investments in the agri-business sector in to the province
Short definition	The rand value of committed investment projects for the financial year. Committed investments are classified as those projects where the investor has already incurred substantial expenditure towards the implementation of the investment project in the Western Cape.
Purpose/importance	The rand value of committed projects is a good indicator of the impact of committed investment projects facilitated by Wesgro into the Western Cape; contributing to economic growth.
Source/collection of data	1. Signed investor declaration and 2. Signed and verified database
Method of calculation	Wesgro only claims the deal once a record of decision has been taken by the client. Upon completion of the project an investor declaration is signed by investors and the date on which it was signed is used as the date of realisation. The committed investment figures are derived from all the investor declarations for the financial year and are added together to give the overall total. The variance is calculated using the lower band.
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Senior Manager: Investment Promotion

Programme 2: Investment Promotion

Special projects: Agribusiness Investment Unit

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: Facilitate investment and jobs into the Western Cape.

Strategic Objective Indicators (Outcome indicators)

Strategic objective indicator	Number of jobs facilitated from committed investments in the agri-business sector in to the province
Short definition	Number of jobs created via the committed investment projects for the financial year. Committed investments are classified as those projects where the investor has already incurred substantial expenditure towards the implementation of the investment project in the Western Cape.
Purpose/importance	Employment is a good indicator of a committed investment on the economy of the Western Cape.
Source/collection of data	1. Signed investor declaration and 2. Signed and verified database
Method of calculation	The number of jobs indicated in the investor declarations is calculated to determine the total. Wesgro only counts direct permanent jobs. The variance is calculated using the lower band.
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Senior Manager: Investment Promotion

Programme 2: Investment Promotion

Special projects: Agribusiness Investment Unit

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: Facilitate investment and jobs into the Western Cape.

Annual Programme Performance Indicators (Output indicators)

Performance indicator	2.2.1 Number of investment projects realised in the agri-business sector
Short definition	Number of jobs created via the committed investment projects for the financial year. Committed investments are classified as those projects where the investor has already incurred substantial expenditure towards the implementation of the investment project in the Western Cape.
Purpose/importance	Employment is a good indicator of a committed investment on the economy of the Western Cape.
Source/collection of data	1. Signed investor declaration and 2. Signed and verified database
Method of calculation	The number of jobs indicated in the investor declarations is calculated to determine the total. Wesgro only counts direct permanent jobs. The variance is calculated using the lower band.
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Senior Manager: Investment Promotion

Programme 3: Trade Promotion

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: To promote and facilitate global exports of goods and services from qualified companies in the Western Cape

Strategic objective: To facilitate and support operations and expansion of Western Cape companies into the rest of Africa

Sub-programme 3.1: Trade Promotion

Strategic Objective Performance Indicators (Outcome indicators)

Strategic objective indicator	Estimated rand value of business agreements signed
Short definition	The estimated value of trade business agreements signed.
Purpose/importance	To measure monetary inflows into the Province.
Source/collection of data	1. Signed trade declarations and 2. Signed and verified database
Method of calculation	The figure for the projected rand value is derived from the signed trade declarations and is added together to give the overall total. The variance is calculated using the lower band.
Data limitations	Non-disclosure of third party information
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Senior Manager: Trade Promotion

Programme 3: Trade Promotion

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: To promote and facilitate global exports of goods and services from qualified companies in the Western Cape

Strategic objective: To facilitate and support operations and expansion of Western Cape companies into the rest of Africa

Strategic Objective Performance Indicators (Outcome indicators)

Strategic objective indicator	Number of jobs facilitated from the business agreements signed
Short definition	Number of jobs created via the business deals signed for the financial year.
Purpose/importance	Employment is a good indicator of the increase in exports on the economy of the Western Cape.
Source/collection of data	1. Signed trade declarations and 2. Signed and verified database
Method of calculation	The number of jobs indicated in the signed trade declarations is calculated to determine the total. The variance is calculated using the lower band.
Data limitations	Non-disclosure of third party information
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Senior Manager: Trade Promotion

Programme 3: Trade Promotion

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: To promote and facilitate exports of goods and services from qualified companies in the Western Cape

Strategic objective: To facilitate and support operations and expansion of Western Cape companies into the rest of Africa

Sub-programme 3.2: African Expansion

Strategic Objective Performance Indicators (Outcome indicators)

Strategic objective indicator	Rand value of committed outward foreign direct investment (OFDI) declarations signed
Short definition	The rand value of OFDI declarations signed for the financial year.
Purpose/importance	The rand value of the signed OFDI business agreements is a good indicator of the impact of the committed business deals facilitated by Wesgro ; contributing to economic growth. The variance is calculated using the lower band.
Source/collection of data	1. Signed OFDI declarations signed and 2. Signed and verified database
Method of calculation	The figure for the projected rand value is derived from the OFDI declarations signed and is added together to give the overall total.
Data limitations	Non-disclosure of third party information
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Senior Manager: Trade Promotion

Programme 3: Trade Promotion

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: To promote and facilitate exports of goods and services from qualified companies in the Western Cape

Strategic objective: To facilitate and support operations and expansion of Western Cape companies into the rest of Africa

Sub-programme 3.1: Trade Promotion

Annual Programme Performance Indicators (Output indicators)

Performance indicator	3.1.1 Number of business agreements signed
Short definition	Refers to the number of confirmed trade transactions facilitated.
Purpose/importance	For the business that receives revenue from sales, it can provide a source of new technologies, capital, processes, products, organizational technologies and management skills, and as such can provide a strong impetus to economic development.
Source/collection of data	1. Signed trade declarations and 2. Signed and verified database
Method of calculation	The number of signed business is calculated to determine the number of projects realised.
Data limitations	Non-disclosure of third party information
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Senior Manager: Trade Promotion

Programme 3: Trade Promotion

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: To promote and facilitate exports of goods and services from qualified companies in the Western Cape

Strategic objective: To facilitate and support operations and expansion of Western Cape companies into the rest of Africa

Sub-programme 3.2: African Expansion

Annual Programme Performance Indicators (Output indicators)

Performance indicator	3.2.1 Number of outward foreign direct investment (OFDI) declarations signed
Short definition	Refers to the number of confirmed direct outward investments facilitated on the African continent.
Purpose/importance	For a host country or the firm which receives the investment, it can provide a source of new technologies, capital, processes, products, organizational technologies and management skills, and as such can provide a strong impetus to economic development.
Source/collection of data	1. Signed OFDI declarations signed and 2. Signed and verified database
Method of calculation	The number of signed business agreements is calculated to determine the number of projects realised.
Data limitations	Non-disclosure of third party information
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Senior Manager: Trade Promotion

Programme 4: Wesgro Research

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: Develop relevant tourism, trade and investment publications

Strategic objective: Provide customised research and information in support of the core functions of the agency.

Strategic Objective Performance Indicators (Outcome indicators)

Strategic objective indicator	Percentage of publications with more than 100 downloads from the date of activation on the website
Short definition	This refers to meeting the percentage target for publications with more than 100 downloads from the date of activation on the website
Purpose/importance	To determine the value of publications developed by the research unit as measured by the number of downloads
Source/collection of data	Website counter tool from the date of activation on the website
Method of calculation	The number of publications with more than 100 downloads /the number of publications activated is used to calculate the percentage. Activation must have occurred during the financial year in order for it to be included in the calculation.
Data limitations	Availability of the website tool or downtime of the website
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Chief Research Officer

Programme 4: Wesgro Research

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: Develop relevant tourism, trade and investment publications

Strategic objective: Provide customised research and information in support of the core functions of the agency.

Strategic Objective Performance Indicators (Outcome indicators)

Strategic objective indicator	Turnaround time to provide customised research and information in support of the core functions of the agency
Short definition	To ensure the timeous response to customised research queries.
Purpose/importance	To meet customer requirements and expectations for information needs.
Source/collection of data	Enquiry log
Method of calculation	The number of days taken/number of requests received is used to calculate the average days
Data limitations	Information requested may not be freely available
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Chief Research Officer

Programme 4: Wesgro Research

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: Develop relevant tourism, trade and investment publications

Strategic objective: Provide customised research and information in support of the core functions of the agency.

Annual Programme Performance Indicators (Output indicators)

Performance indicator	2.4.1 Number of relevant tourism, trade and investment publications developed
Short definition	Publications refer to research and information products that are developed both internally and externally by and for the agency, as per the set our criteria.
Purpose/importance	To sector specific information available to the public.
Source/collection of data	Publication control sheet signed by the researcher and approved by the Head: Wesgro Research.
Method of calculation	The number of publications produced are added to determine the number produced.
Data limitations	Information requested may not be freely available.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi-Annually
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Chief Research Officer

Programme 4: Wesgro Research

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: Develop relevant tourism, trade and investment publications

Strategic objective: Provide customised research and information in support of the core functions of the agency.

Annual Programme Performance Indicators (Output indicators)

Performance indicator	2.4.2 Average turnaround time to complete research requests from date of receipt
Short definition	To ensure the timeous response to customised research queries.
Purpose/importance	To meet customer requirements and expectations for information needs.
Source/collection of data	Enquiry log
Method of calculation	The number of days taken/number of requests received is used to calculate the average days
Data limitations	Information requested may not be freely available
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Chief Research Officer

Programme 5: Marketing and Communication

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: To improve the position of the agency and the destination with shareholders, citizens, domestic and international businesses.

Strategic objective: To manage the reputation of the agency and destination through media opportunities.

Strategic Objective Performance Indicators (Outcome indicators)

Strategic objective indicator	Rand value of the advertising value equivalent (AVE) generated for the agency
Short definition	Advertising Value Equivalency (AVE) is the measure used in public relations to 'measure' the benefit to the agency and destination from media coverage received via media release, campaigns, sponsorships, events, partnerships and other marketing activities undertaken by Wesgro.
Purpose/importance	To manage and measure the reputation of the agency and destination through media opportunities
Source/collection of data	A monthly media monitoring report
Method of calculation	The rand value of AVE generated through various marketing and promotion activities will be calculated to determine the total.
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Chief Brand Officer

Programme 5: Marketing and Communication

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: To improve the position of the agency and the destination with shareholders, citizens, domestic and international businesses.

Strategic objective: To manage the reputation of the agency and destination through media opportunities.

Annual Programme Performance Indicators (Output indicators)

Performance indicator	2.5.1 Number of strategic media engagements
Short definition	Engagements with the media via events, interviews, engagements, meetings, emails, telephone or social media that assist in the positioning of Wesgro and/or the destination.
Purpose/importance	To improve the position of the agency and the destination with shareholders, citizens, domestic and international businesses.
Source/data collection	Invite to media event, proof of meeting request, email, article published, social media coverage received, radio interview and/or TV interview
Method of calculation	The number of media engagements will be added to calculate the total.
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Chief Brand Officer

Programme 5: Marketing and Communication

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: To improve the position of the agency and the destination with shareholders, citizens, domestic and international businesses.

Strategic objective: To manage the reputation of the agency and destination through media opportunities.

Annual Programme Performance Indicators (Output indicators)

Performance indicator	2.5.2 Number of strategic corporate agency events hosted
Short definition	To host, assist with hosting, facilitate elements of an event for partners or provide collateral to a partner event.
Purpose/importance	To improve the position of the agency and the destination with shareholders, citizens, domestic and international businesses.
Source/data collection	Invite to the event or an email documenting type of assistance to partners
Method of calculation	The number of events hosted will be added to calculate the total.
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Chief Brand Officer

Programme 5: Marketing and Communication

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: To improve the position of the agency and the destination with shareholders, citizens, domestic and international businesses.

Strategic objective: To manage the reputation of the agency and destination through media opportunities.

Annual Programme Performance Indicators (Output indicators)

Performance indicator	2.5.3 Number of relevant industry events sponsored
Short definition	To provide financial or non-financial support to industry events that help promote Wesgro and the destination.
Purpose/importance	To improve the position of the agency and the destination with shareholders, citizens, domestic and international businesses.
Source/data collection	Contract, email, joint marketing agreement or programme from the event
Method of calculation	The number of events hosted will be added to calculate the total.
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Chief Brand Officer

Programme 6: Destination Marketing

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: Enhance the attractiveness and awareness of the of region and drive conversion.

Strategic Objective Performance Indicators (Outcome indicators)

Strategic objective indicator	Total estimated economic value of tourism destination marketing initiatives supported
Short definition	To measure the economic value of the tourism destination marketing initiatives supported by means of joint marketing agreements secured, conference bids secured, events supported and the amount of AVE (advertorial value equivalent) generated.
Purpose/importance	To drive geographic spread, improve seasonality, job creation and the stimulation of economic growth.
Source/data collection	1. Signed and verified database of the economic value of the tourism initiatives supported; 2. Evidence substantiating the economic value of the tourism initiatives supported, which may include; <ul style="list-style-type: none"> • Signed joint marketing agreements and/or • Signed service level agreement and/or • Bid communique confirming that the bids have been secured and/or • Signed events marketing agreements and/or • Signed AVE report
Method of calculation	The total economic value will be calculated by the addition of the economic value of the initiatives supported.
Data limitations	No control over data provided by third parties or the timing of the submission thereof
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Chief Marketing Officer

Programme 6: Destination Marketing

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: Enhance the attractiveness and awareness of the of region and drive conversion.

Annual Programme Performance Indicators (Output indicators)

Performance indicator	2.6.1 Number of tourism destination marketing initiatives supported
Short definition	To measure the number of tourism destination marketing initiatives supported.
Purpose/importance	To drive geographic spread, improve seasonality, job creation and the stimulation of economic growth.
Source/data collection	1. Signed progress report for the 13 initiatives supported and estimated economic value of initiatives supported and 2. Evidence substantiating the 13 initiatives supported.
Method of calculation	The number of tourism destination marketing plans signed off calculated to give the total
Data limitations	Dependency on partnerships
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To achieve the target as indicated
Indicator responsibility	Chief Marketing Officer

Programme 6: Destination Marketing

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: Enhance the attractiveness and awareness of the of region and drive conversion.

Annual Programme Performance Indicators (Output indicators)

Performance indicator	2.6.2 Number of joint marketing agreements (JMA) secured
Short definition	Collaborating with various stakeholders (including tour operators, media or airlines) to market Cape Town and the Western Cape
Purpose/importance	To minimize the cost of marketing and allow Wesgro to gain maximum access to potential clients.
Source/data collection	Copy of signed JMA between the agency and the stakeholder
Method of calculation	The number of JMA's will be added to get the total
Data limitations	Dependency on partnerships
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Achieve targets as indicated
Indicator responsibility	Chief Marketing Officer

Programme 6: Destination Marketing

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: Enhance the attractiveness and awareness of the of region and drive conversion.

Annual Programme Performance Indicators (Output indicators)

Performance indicator	2.6.3 Number of conference bids secured
Short definition	Number of bids secured by the agency from businesses or organisations or association bodies to host meetings, incentive, conference/conference or exhibitions in the destination.
Purpose/importance	To attract international and domestic business tourism delegates who contribute towards the economic impact and the profiling of the destination.
Source/data collection	Copy of signed letter form the organisation or business confirming the decision and first 2 pages of the bid book or presentation.
Method of calculation	The number of conference bids secured will be added to calculate the total.
Data limitations	Dependency on partnerships
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Achieve targets as indicated
Indicator responsibility	Head: Convention Bureau

Programme 6: Destination Marketing

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: Enhance the attractiveness and awareness of the of region and drive conversion.

Annual Programme Performance Indicators (Output indicators)

Performance indicator	2.6.4 Economic impact of bids secured
Short definition	Estimated economic impact of the bids secured by the Conventions Bureau to host their meeting, incentive, congress/conference or exhibition in the destination.
Purpose/importance	To measure the economic impact of the bids secured and the profiling of the destination of the destination by international and domestic business tourism delegates.
Source/data collection	Economic impact report signed by the Head: Convention Bureau and approved by the Chief Marketing Officer.
Method of calculation	The economic impact is calculated by the addition of the value of number of bids secured.
Data limitations	No control over the data provided by the event owner or association bodies and lack of accurate data.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Achieve targets as indicated
Indicator responsibility	Head: Convention Bureau

Programme 6: Destination Marketing

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: Enhance the attractiveness and awareness of the of region and drive conversion.

Annual Programme Performance Indicators (Output indicators)

Performance indicator	2.6.5 Number of leisure events supported
Short definition	Supporting leisure events aimed at increasing awareness of the destination and increases the number of visitor arrivals to the destination.
Purpose/importance	To drive geographic spread and reduce the impact of seasonality.
Source/data collection	A copy of the signed Events Marketing Agreement (EMA)
Method of calculation	The number of events supported is added to calculate the total.
Data limitations	Lack of funding to support events.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Achieve targets as indicated
Indicator responsibility	Chief Marketing Officer

Programme 6: Destination Marketing

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: Enhance the attractiveness and awareness of the of region and drive conversion.

Annual Programme Performance Indicators (Output indicators)

Performance indicator	2.6.6 Rand value of AVE generated
Short definition	The branding value is publicity in media measured through the advertising value equivalent (AVE)
Purpose/importance	To build the prominence of het agency and the destination in international and domestic markets.
Source/data collection	A media monitoring report signed by the Chief Marketing Officer
Method of calculation	The rand value of AVE generated through various marketing and promotion activities will be calculated to determine the total.
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Achieve targets as indicated
Indicator responsibility	Chief Marketing Officer

Programme 7: Film and Media Promotion

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: To firmly establish a globally competitive film sector by 2020.

Strategic Objective Indicators (Outcome indicators)

Strategic objective indicator	Rand value of film and media productions brought in to the province
Short definition	The rand value of committed film and media productions for the financial year
Purpose/importance	The rand value of committed projects is a good indicator of the impact of committed investment projects facilitated by Wesgro into the Western Cape; contributing to economic growth.
Source/data collection	Signed investor declaration
Method of calculation	The committed investment figures are derived from all the investor declarations for the financial year and are added together to give the overall total.
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Head: Film and Media Promotion

Programme 7: Film and Media Promotion

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: To firmly establish a globally competitive film sector by 2020.

Strategic Objective Indicators (Outcome indicators)

Strategic objective indicator	Number of jobs facilitated through the productions brought to the province
Short definition	Number of FTE jobs facilitated via the committed investment projects for the financial year.
Purpose/importance	Employment is a good indicator to review the impact of a committed investment on the economy of the Western Cape.
Source/data collection	Signed investor declaration
Method of calculation	The number of FTE jobs indicated in the investor declarations is calculated to determine the total.
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Head: Film and Media Promotion

Programme 7: Film and Media Promotion

Strategic outcome oriented goal: The stimulation, facilitation and increase of economic growth and job creation through tourism promotion, trade promotion and investment promotion in the Western Cape Province.

Strategic objective: To firmly establish a globally competitive film sector by 2020.

Annual Programme Performance Indicators (Output indicators)

Performance indicator	2.7.1 Number of film and media productions brought in to the province
Short definition	Refers to the number of confirmed direct international investment in film and media production by a company, as opposed to investments in shares. The point of realisation is the point of first flow of funds and/or the point at which physical activity on the production begins.
Purpose/importance	For a host country or the firm which receives the investment, it can provide a source of new technologies, capital, processes, products, organizational technologies and management skills, and as such can provide a strong impetus to economic development.
Source/data collection	Signed investor declaration
Method of calculation	The number of signed investor declarations is calculated to determine the number of projects realised.
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To achieve the target as indicated.
Indicator responsibility	Head: Film and Media Promotion

