

WESGRO

CAPE TOWN & WESTERN CAPE
A LEADING REGIONAL ECONOMY



2026 – 2030 **FIVE YEAR STRATEGIC PLAN**





Wesgro staff photo

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Cape of Good Hope Castle, Cape Town

Executive Authority Statement

Wesgro's 5-year Strategic Plan for FY26 – FY30 outlines a decisive roadmap to contribute to sustainable and inclusive economic growth in the province. Guided by the shared values of the Western Cape Government – accountability, transparency, and a dedication to high-level competence – the plan aims to drive tourism, trade and investment, and ultimately enhance our region's competitiveness.

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

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

Wesgro and the Western Cape Government are united in pursuing a vision of an inclusive, thriving, and globally competitive economy. By working together, we are confident in our ability to deliver meaningful progress and create a province where everyone shares in the benefits of sustainable growth.

As Wesgro now focuses on the implementation of this 5-year Strategic Plan for FY26 – FY30, they can be assured of my full support.



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

Accounting Authority Statement

The global landscape remains fraught with economic and political volatility, shaped by persistent global geopolitical tensions. These challenges have intensified the race for geopolitical influence, with Africa positioned as both a battleground and a landscape of opportunity.

Amid these shifting dynamics, South Africa finds itself in a moment of cautious optimism. The Government of National Unity (GNU), formed after the May 2024 general elections, has sparked hope for progress. Early signs of advancement are evident in critical areas that underpin economic growth, including energy supply stabilisation and visa reforms aimed at attracting much-needed skills and facilitating tourism.

Against this backdrop, Cape Town and the Western Cape continue to stand out as a hub of innovation and sound governance, creating a fertile environment for economic growth. Wesgro, as the official tourism, trade, and investment promotion agency for the region, is committed to building on this momentum. In the five-year strategic plan for FY26 – FY30, the Agency outlines a path to accelerate efforts that align with the province's economic goals.

The Western Cape Government's Growth for Jobs (G4J) initiative sets a bold target: building a trillion-rand, inclusive, export-oriented, sustainable and resilient provincial economy growing at between 4% and 6% p.a in real terms by 2035. Achieving this vision could create over 600,000 jobs, demonstrating the province's commitment to establishing an environment where the private sector can flourish. Wesgro plays a crucial role as the primary link between the public and private sectors, driving the successful execution of this strategy and supporting the growth of private enterprises while unlocking valuable opportunities.

Over the next five years, we are focused on expanding our efforts to drive inclusive and sustainable economic growth, creating job opportunities, and positioning Cape Town and the Western Cape as a world-class business and tourism destination. Through close collaboration with key stakeholders and leveraging its unique strengths, Wesgro is committed to turning ambitious goals into tangible outcomes that support the broader mission of driving inclusive and sustainable economic growth, strengthen competitiveness, and creating jobs in Cape Town and the Western Cape.

As part of our commitment to driving the province's growth agenda, we will focus on achieving 5 strategic outcomes.

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

Despite operating in a fiscally constrained environment and the breadth of its mandate, Wesgro has the expertise, credibility, and partnerships needed to achieve these outcomes. With over 40 years of experience, an independent and private-sector-focused board, and a proven track record in economic promotion, the organisation is well-positioned to lead as a regional trade, investment, and promotion agency. Our strong relationships with government, the private sector, global partners, and academic institutions, coupled with a talented and passionate team, will drive our efforts to deliver meaningful and measurable economic outcomes.

In collaboration with our local and international partners, we are committed to driving private sector-led growth, boosting job creation, and positioning Cape Town and the Western Cape as a global model of resilience and innovation.



Dr. Shirley Zinn
Chairperson



Accounting Officer Statement

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

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

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

Innovation, knowledge, and sustainability are driving global competitiveness. The FY26-FY30 Strategic Plan is defined around a clear vision, a bold strategy, and strategic priorities to reflect these trends. Together with partners, we aim to drive inclusive and sustainable economic growth, strengthen competitiveness, and create jobs in Cape Town and the Western Cape.

For the FY26-FY30 period, our Strategic Outcomes will be:

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

A differentiated Cape Town & the Western Cape as a leading regional economy (Target: 120 million audience reach).

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

Increased foreign and domestic investment into Cape Town & the Western Cape (Target: R30 billion new investment).

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

Growth in Western Cape exports of goods and services (Target: R9.1 billion new export declarations). In order to ensure the growth and resilience of our exports, we are taking deliberate action along several key areas. Wesgro's focus on attracting and facilitating new investment into export priority sectors will enable export-led growth in the province. We are diversifying our export markets, so that we access new opportunities for growth. This includes into new markets such as China, India, ASEAN and the Middle East. Together, with our traditionally strong source markets on the African continent, Europe and North America, we will be able to scale the number of exports from the province. Wesgro will continue to leverage technology to connect more exporters with more buyers through the Cape Trade Portal – an online marketplace and resource centre. This portal allows the Western Cape to increase the scale, scope and speed to market of its goods and services. The number of exporters showcasing on the platform is growing rapidly. We have an established advocacy and advisory capacity which aims to help unlock systemic barriers to trade for the province. This includes supporting businesses with understanding international trade changes, such as the African Continental Free Trade Agreement, as well as advising on emerging climate adaptation requirements. Strengthening strategic partnerships to expand support and opportunities for businesses in our province remains a focus.

Growth in leisure tourism consideration in international and local markets as well as growth in business events (Target: 800 000 to 1 million new international tourist arrivals), continue to be a crucial focus for Wesgro. This is because of tourism's labour intensity, its multiplier effect, its ability to generate opportunities for Small, Micro to Medium Enterprises and its ability to support increased exports and foreign direct investment. The provincial target is to double tourism by 2035. Wesgro aims to add an additional one million tourist arrivals over the 5-year period. We intend to grow the number of the international travel trade and plan hosted buyer workshops. This we will achieve through growing new markets including China, India, Brazil, ASEAN, and Middle East, while maintaining a continued focus on established markets: EU, UK, USA, Africa. In addition we will leverage the opportunities presented by the Trusted Tour Operator Scheme (TTOS) to unlock the Indian and Chinese markets. Together with partners we will continue to play a facilitating and advisory role and convene tourism players across the private and public ecosystem to create tourism experiences for these new markets. A key focus will be to support leisure events across the Western Cape to deliver inclusive growth, counteract seasonality, and facilitate regional spread, with a particular focus on those regions with less access to tourism opportunities. The province is a welcome host to medium- to large-sized business events. We will continue to leverage business events taking place in the Western Cape targeted at trade, investment and tourism promotion opportunities.

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

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

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



Wrenelle Stander
Chief Executive Officer



Official Sign-Off

It is hereby certified that this Strategic Plan for the FY26 – FY30:

- Was developed by the management of Wesgro under the guidance of the Board of Directors and Minister of Agriculture, Economic Development and Tourism, Dr. Ivan Meyer.
- Considered all the relevant policies, legislation and other mandates for which Wesgro is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which Wesgro will endeavour to achieve over the period FY26 – FY30, subject to the resources being made available.

Sandiso Gcwabe
Chief Financial Officer



Signature: _____

Wrenelle Stander
Chief Executive Officer



Signature: _____

Dr. Shirley Zinn
Chairperson of the Wesgro Board



Signature: _____

Dr. Ivan Meyer
Executive Authority

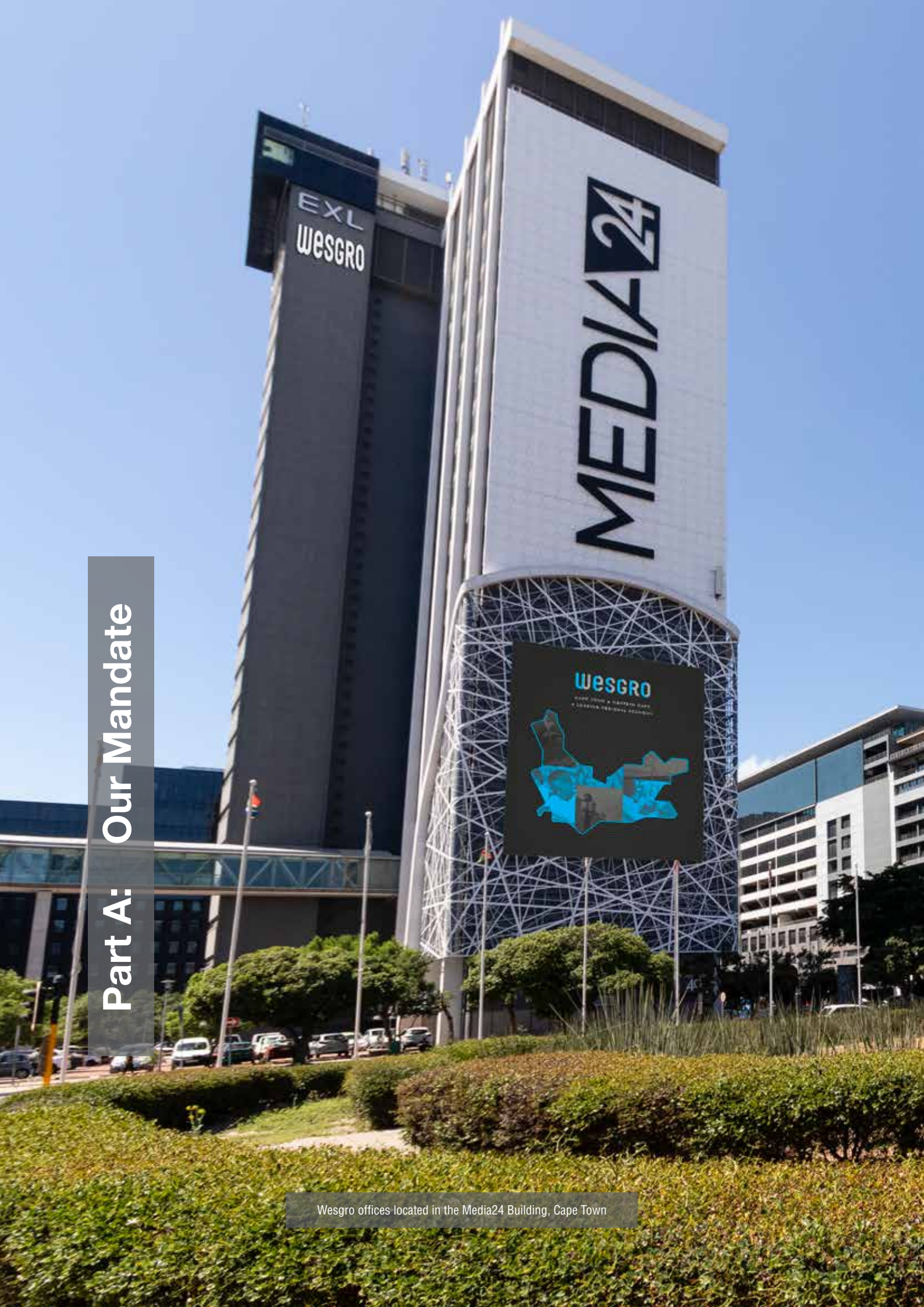


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Clanwilliam Dam in the Cederberg, Cape West Coast

Part A: Our Mandate



Wesgro offices located in the Media24 Building, Cape Town

1. Constitutional Mandate

1.1 Constitution of the Republic of South Africa, 1996

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

2. Legislative Mandate

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

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

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

- (f) “to furnish tourism, trade and investment marketing assistance and expert and specialised advice, information and guidance to any business, company or association of persons who so request it from the Agency or would assist the Agency in achieving its objects;
- (h) to act as a tourism, trade and investment promotion agent on behalf of the Province and to facilitate coordinated destination marketing activities for the Western Cape;
- (j) to solicit and accept donations and to receive any moneys offered or due to the Agency for the sole purpose of promoting tourism, trade and investment in the Western Cape;
- (l) to develop, implement and promote a provincial tourism, trade and marketing strategy and implement any project that realises growth in the economy of the Western Cape;
- (m) to invest any funds or moneys not immediately required for its affairs
- (n) to exercise such other powers which, in the opinion of the Minister are necessary for the achievement of its objects and which the Minister, in consultation with the Board, may confer upon the Agency by notice in the Provincial Gazette;
- (o) to promote the Province as a tourism destination;
- (p) to promote leisure and business tourism and events; and
- (q) to promote the alignment of provincial marketing activities in all tourism sectors in the Province in collaboration with private and public entities.”

2.2 Other Relevant Legislations

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

3. Policy Mandate

3.1 International Policy Framework

- Sustainable Development Goals (SDGs)

3.2 National Policy

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

3.3 Provincial Strategy

- Department of Economic Development and Tourism Five-Year Strategy 2020 – 2025
- Tourism Blueprint 2030
- City of Cape Town: Inclusive Economic Growth Strategy (IEGS)
- Western Cape Climate Change Response Strategy
- Western Cape Growth for Jobs Strategy (2023)
- Western Cape Growth for Jobs Implementation Plan

3.4 National Medium-Term Development Plan 2024-2029

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

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

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

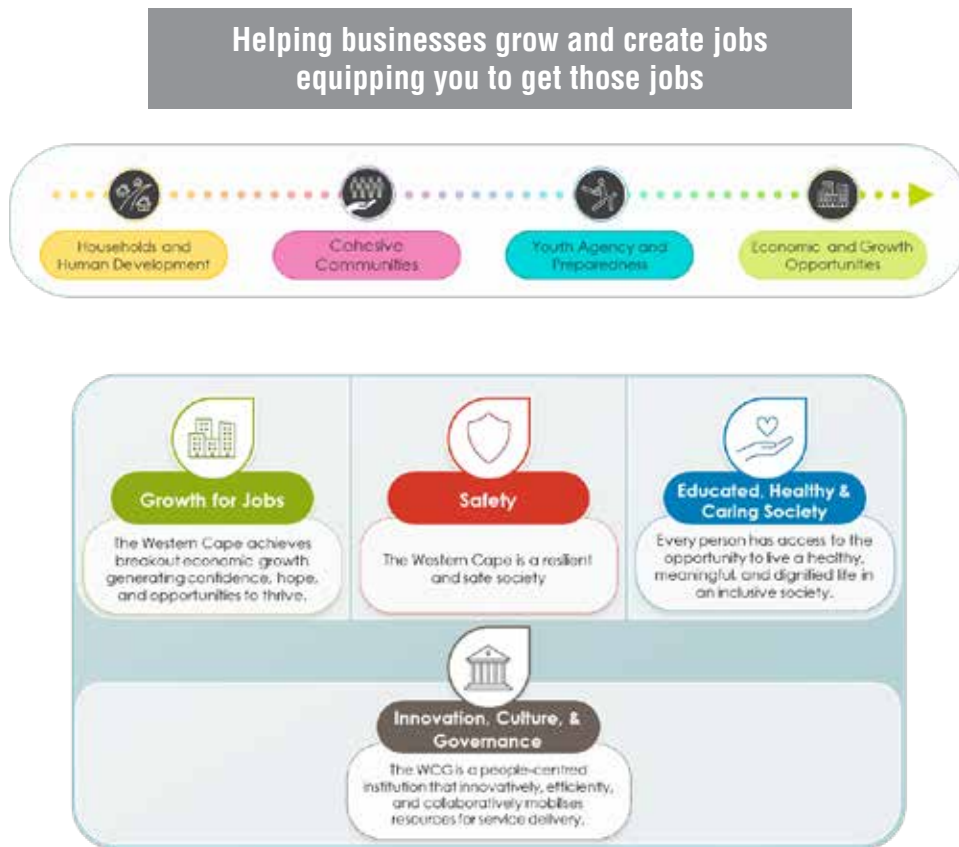
The Western Cape Government (WCG) aligns its strategies with the MTDP's priorities while maintaining its own provincial mandates through the Provincial Strategic Plan (PSP) and the Provincial Strategic Implementation Plan (PSIP).

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

3.5 Provincial Strategic Plan 2025 – 2030

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

3.5.1 Overview of Provincial Strategic Plan 2025-2030



3.5.2 Provincial Portfolios

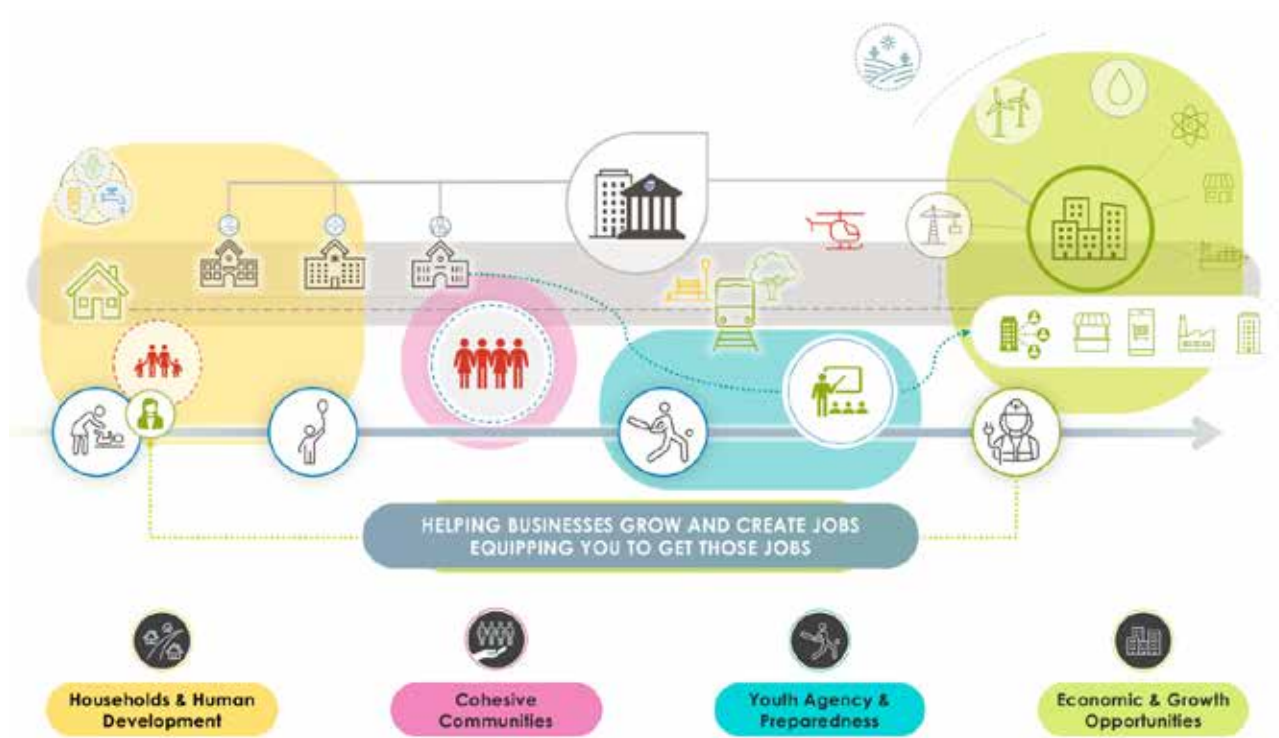
The implementation of the PSP is driven by four Provincial portfolios. The portfolios are clusters of Departments and Entities that provide strategic direction and coordinate efforts to implement programmes aligned with the Western Cape Government's key priorities. These priorities span economic, safety,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

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

The four strategic portfolios are:

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

3.5.3 Integrated Impact Areas



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

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

These integrated impact areas are:

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

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

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

3.5.4 Entity Alignment with PSP Focus Areas

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

Key focus areas for Wesgro include:

 <p>Growth for Jobs</p>	<p>Access to Employability and Economic Opportunities</p>	<p>Driving Growth Opportunities through Investment</p>	<p>Stimulating Market Growth through Exports and Domestic Markets</p>	<p>Technology and Innovation</p>
 <p>Innovation, Culture, & Governance</p>	<p>Innovation</p>	<p>Integration and Collaboration</p>	<p>Futures Thinking and Evidence Informed Decision-Making</p>	

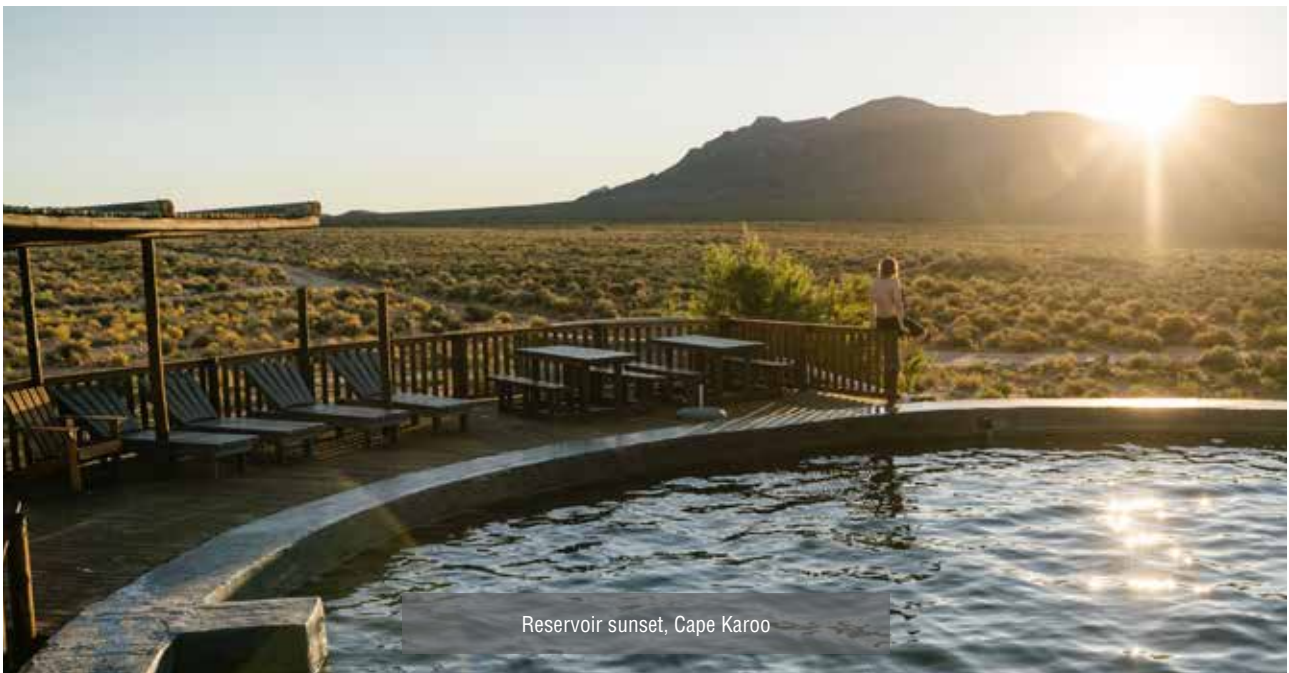
Through the above focus areas, Wesgro contributes to integrated impact in Youth Agency and Preparedness and in Economic and Growth Opportunities.

4. Institutional Policies and Strategies Over The Five-Year Planning Period

Wesgro’s policies and strategies align with its legislative mandate and the Provincial Growth for Jobs Strategy.

5. Relevant Court Rulings

Not Applicable.



Reservoir sunset, Cape Karoo





Atlantis Special Economic Zone (SEZ), Cape Town

Part B: Our Strategic Focus



Freeport Saldanha Industrial Development Zone (IDZ), Cape West Coast

6. Mission

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

7. Values

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

8. Vision

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

9. Strategic Priorities

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

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

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

10. Strategic Outcomes

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

10.1 Strategic outcomes for the period FY26-FY30



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



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



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



800 000 to 1 million new international tourist arrivals³

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



Clean Audit, Satisfied Clients⁷, and Low Culture Entropy⁸

Notes including G4J Targets

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

11. Situational Analysis

11.1 External Environment Analysis

11.1.1 Global Outlook – Geopolitical risks extremely heightened globally

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

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

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

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

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

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

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

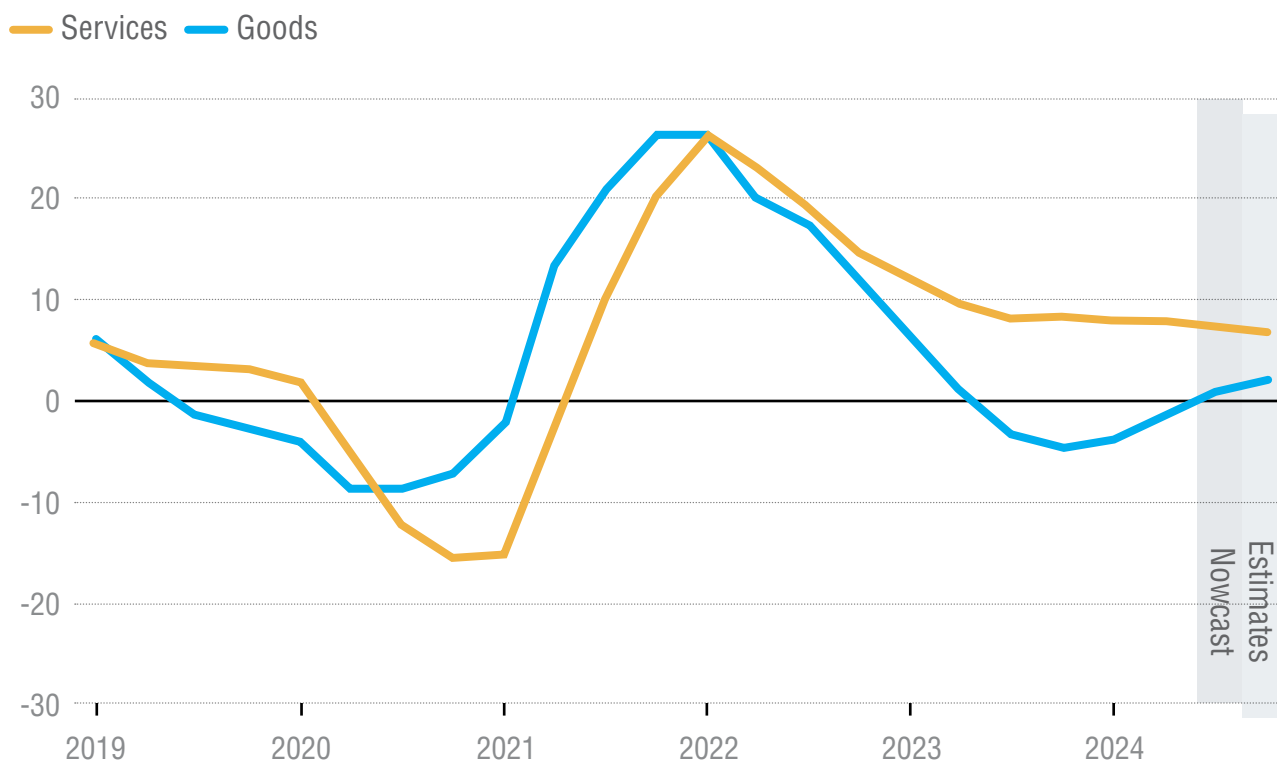
The decision by the International Criminal Court (ICC) to issue a warrant of arrest for Israel's Prime Minister and Minister of Defence on 21 November 2024 has been met with mixed reactions: the US admonished the decision as outrageous; several EU member states are non-committal over the warrant of arrest,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

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

for the year and accounted for half of the expansion recorded. This was markedly higher than the 2% growth recorded by goods trade.

Global trade in goods and services showed steady growth in 2024

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



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

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

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

In terms of the structure of services exports, since 2020 other business services have been the top internationally traded service category (US\$1 949 billion in 2023), followed by travel (US\$1 521 billion) and transport exports (US\$1 352 billion) according to UNCTAD data. For context, other business services accounted for one quarter of all services exports globally in 2023. In terms of key players, at a value of US\$1 027 billion, the US was the largest exporter of services in 2023, followed by the UK at US\$584 billion and Germany (US\$439 billion). Of interest is the fact that according to UNCTAD, in 2023 the 10 leading exporters were responsible for more than 55% of the world's total services exports. In terms of the leading importers of services, the US dominated at a value of US\$748 billion in 2023, followed by China at a value of US\$552 billion and Germany (US\$502 billion). Similarly, the 10 leading importers represented more than 54% of the world's total services imports in 2023.

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

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

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

South Africa's Reserve Bank (SARB) implemented a third consecutive rate cut of 25bps in January 2025, resulting in a lowering of the main repo rate to 7.50% amidst easing inflationary pressures. While South Africa's consumer inflation increased for a second straight month to 3.0% in December 2024, up from 2.9% recorded in November and 2.8% recorded in October 2024, average inflation in 2024 was the lowest in four years since the pandemic in 2020. The average rate was 4.4% in 2024, down from 6.0% recorded in 2023 and 6.9% recorded in 2022. This remains marginally below the SARB's preferred midpoint range of 4.5%.

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

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

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

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

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

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

Five key industries with a promising outlook in Africa

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

Transport and logistics industries will receive a boost from relatively upbeat domestic demand in some key markets, the increasing role of regional supply chains facilitated by increasing levels of cross-border co-operation and resilient import-export trade between Africa and major overseas partners. Further, ongoing significant investment in rail infrastructure across the continent is a boost for the development of key trade corridors, including the key Lobito Corridor, a 1,300km stretch of railway line from Lobito on the Angolan coast to Luaua, and further to Kolwezi in the DRC, while being easily accessible to north-west Zambia. The significance of this being the route this provides for the transport of critical raw minerals (CRMs), strategic minerals and products for the EV battery value chain to the EU and US. In parallel, the recent signing by China of an agreement with Zambia and Tanzania to upgrade the 1,860 km Tazar railway in East Africa, linking Zambia's mines with Tanzania's main port on Africa's east coast, and a strategic export route for critical minerals from Zambia and the DRC via Tanzania's ports to China, is further reflective of the ongoing tussle between the West and the East for influence in Africa. A positive outcome of which is the revival of rail and logistics infrastructure.

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

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

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

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

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

Moneyweb, 12 December 2024

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

That said, not all the positive developments can be directly attributed to the GNU; global market trends have also contributed. The GNU has recommitted to several strategic priorities, indicating a continuation of positive reforms already started.

The execution & commitment to accelerated reforms & growth and fiscal discipline are critical for increase in investment flows. Economic reforms continue under Operation Vulindlela; there has been notable reform in the energy and logistics sector; and this is ongoing in other sectors. Regarding the National Treasury, successful implementation of economic reforms could raise the gross domestic product (GDP) above 3%, increase revenue by R600bn and create substantial jobs over 10 years.

From an economic perspective, global macroeconomic and geopolitical conditions remain challenging, manifest in appreciation of US dollar against many currencies (including the Rand), a rise in longer-term interest rates, and generally still restrictive monetary policies in major economies amid new inflation pressures and heightened uncertainty in recent months. The South African economy contracted by 0.3% q-o-q in the third quarter of 2024, underpinned by notable drop in agricultural production. Expectations are that the economy will rebound in the fourth quarter, with output supported by more normal agricultural production, as well as strong household spending following the introduction of Two-Pot pension system. According to National Treasury, economic growth is forecast at 1.7% in CY 2025, 1.8% in CY 2026, and 2% in CY2027 as reforms take effect (SARB MPC MPS, Nov 2024 and Jan 2025). The International Monetary Fund is somewhat more conservative in its projections, forecasting economic growth of 1.5% in 2025, up from 0.8% recorded in 2024.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The key fundamentals are in place

- **Visionary Leadership and the relentless pursuit of a well-executed vision.** The vision for the Western Cape Province is clear and encapsulated in the "Growth for Jobs Strategy". The vision for the City is clear and encapsulated in the City of Cape Town's Inclusive Economic Growth Strategy. There is clear alignment with the Western Cape Province and the City of Cape Town.
- **Good Governance.** The Western Cape Province hosts fifteen (15) of the top twenty "best performing" municipalities in South Africa according to the Good Governance Africa report of 2024. Cape Town is rated as the best-performing metro in the country.
- Very importantly, there is a **competent administration** with an innovative mindset that delivers basic services to the residents of the Western Cape Province. The provision of energy, water and keeping the sewerage system ensures that there is an administration that works for the people.
- **Collaborative government-private sector ecosystem** is the new normal, enables opportunities for growth and jobs. The importance of the private sector is accepted as a way of working in the province. The private and public sector partners engage as equal partners. This has been proven with the successes, amongst others, of Cape Town Air Access, Cruise Cape Town and Edu Invest.
- **Public and private sector investment into Infrastructure.** Gross Fixed Capital Formation is key to the growth of the Western Cape economy, which requires investment from both the public and private sector. We are seeing an increase in infrastructure spending by the metro and the province. The province is investing R11.8 billion on road infrastructure up to FY2026/27. The City of Cape Town is planning infrastructure projects to the value of R120 billion over the next

ten years in wastewater works, bus rapid transit, water reuse, etc. Public Sector investment is inspiring business confidence and consequently private sector investment into the Western Cape. For example, the V&A Waterfront is planning a R20 billion investment over the next 10-15 years.

- **A high performing Tourism, Trade & Investment Promotion Agency (Wesgro)** working towards being relevant, trusted and future-fit.

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

11.2 Internal Environment Analysis:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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




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

In addition, we have a vested interest in ensuring business confidence amongst Western Cape businesses to ensure that they continue to invest and expand their existing businesses. In addition, we will continue to work to build confidence in the Western Cape by convening the public private ecosystem to bridge the gap between the private sector and government. Amongst others: our Business Outlook Events, the CEO roundtables with the Premier and Mayor, leveraging G20 and B20 meetings, as well as the annual EU Investment Breakfast Event demonstrates our unique ability to convene our ecosystem and operate collaboratively.

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

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

Figure 1: Wesgro destination brands

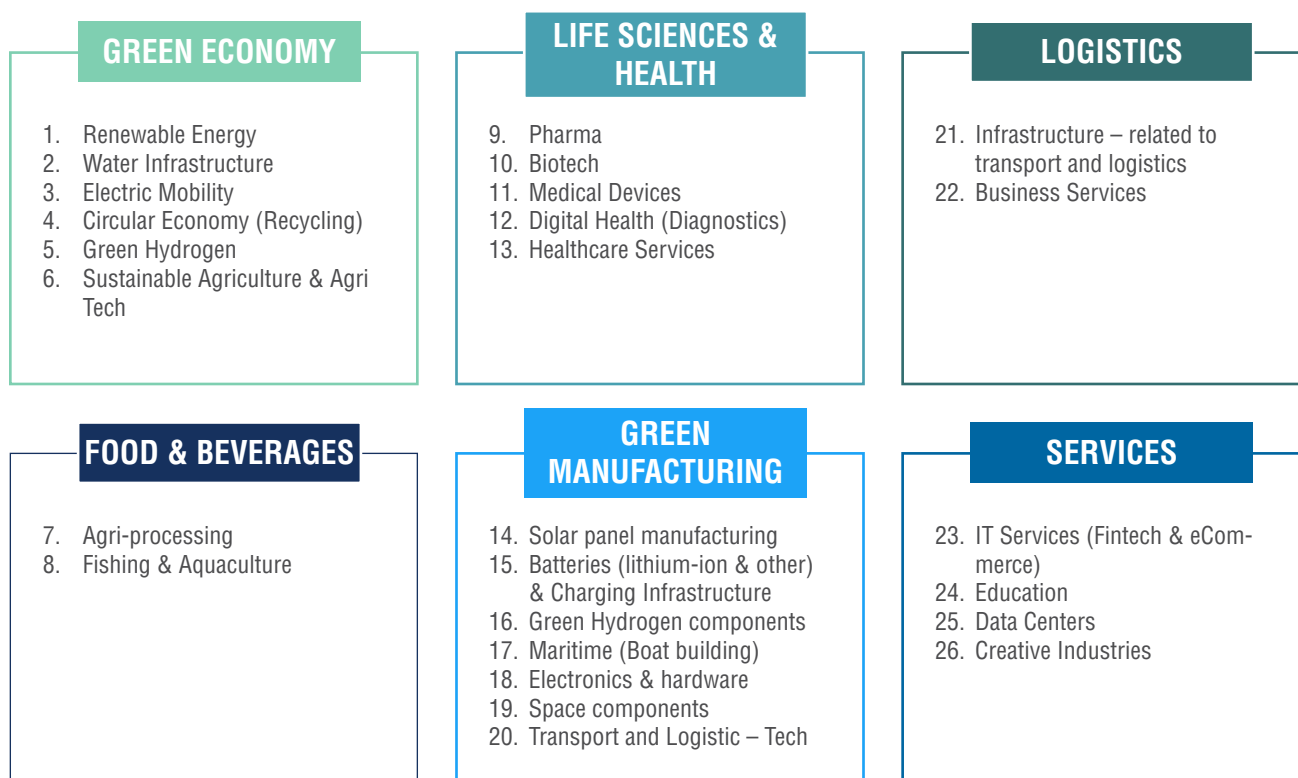
Destination brands	FY25	FY26-30	
	Core value development	Towards Sustainability	Towards Innovation
	<p>A Place of More. A world of opportunities in a diverse range of sectors. Cape Town and the Western Cape, a leading regional economy.</p>	<p>Position the destination as hub for the green economy, linked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

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

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

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

Figure 2: Wesgro export priority areas



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

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

International trade is being impacted by:

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

Our approach to trade:

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

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

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

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

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

Strong relationships have been built with our longstanding export markets. We will continue to nurture these and, to grow even further. In addition, we will cast a wider net to include markets such as China, ASEAN, and Middle East. Leveraging technology and the ‘region of origin’ brand, “Made in the Cape”, to grow Western Cape exports. Wesgro has continued to innovate in the way we approach trade, more so than in any other part of our business. We have leveraged technology to connect more exporters with more buyers through the Cape Trade Portal; built capacity to ensure a deliberate focus on the services sector, 70% of jobs in the WC come from the services sector; focussed on building relationships with global buyers and finally building the Made in the Cape brand. The plan: to make Western Cape goods and services synonymous with quality, sustainability, and trust.

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

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

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

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

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

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

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

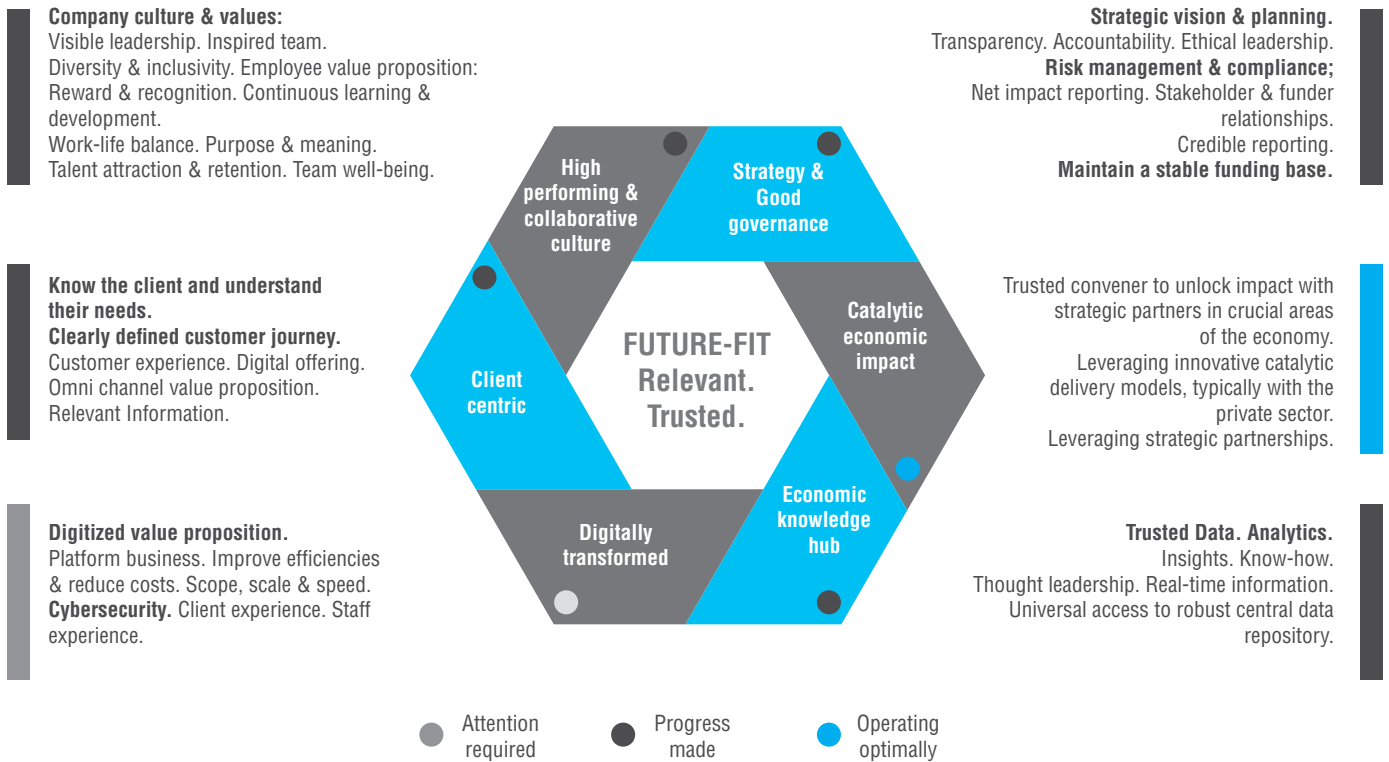
We will continue to play a facilitating and advisory role and convene tourism players across the private and public sector tourism ecosystem to remove barriers, unlock opportunities and mitigate risk. We will continue to showcase our destination to the media and travel trade, locally and globally.

E) Future-fit, Relevant and Trusted Wesgro

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

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

Figure 3: Future-fit, relevant and trusted Wesgro



Wind turbines, Cape Overberg

11.2.3 Wesgro's Service Offering

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

Figure 4: Wesgro's Service offering

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

11.2.4 Wesgro's Value Proposition

- **Trusted Advisor:** Official TIPA for Cape Town & the Western Cape. Talented staff with passionate and purposeful client service. Proven track record.
- **Knowledge Partner:** First port of call for data, insights, analytics, intelligence relating to tourism, trade and investment for Cape Town & the Western Cape. Economic Knowledge Hub.
- **Convenor:** Connected to the economic pulse. Provide access to local and global public/private networks that enables tourism, trade and investment into the Western Cape. Assist businesses with navigating the Western Cape ecosystem.
- **Facilitator:** Assist with ecosystem development - new industry or to enhance Western Cape competitiveness. Innovation. Our ability to cross-sell across mandates is a strength.
- **Differentiator:** Marketing that differentiates the Western Cape and promotes Cape confidence. Channel innovation to reach current & future audiences. Differentiate the unique story of the Western Cape to spotlight the opportunities.
- **Uniquely positioned in the ecosystem:** Nexus between public and private sector. Local and international know-how of markets. Insight into future industries. Taking the Western Cape to the world and bringing the world to the Western Cape.

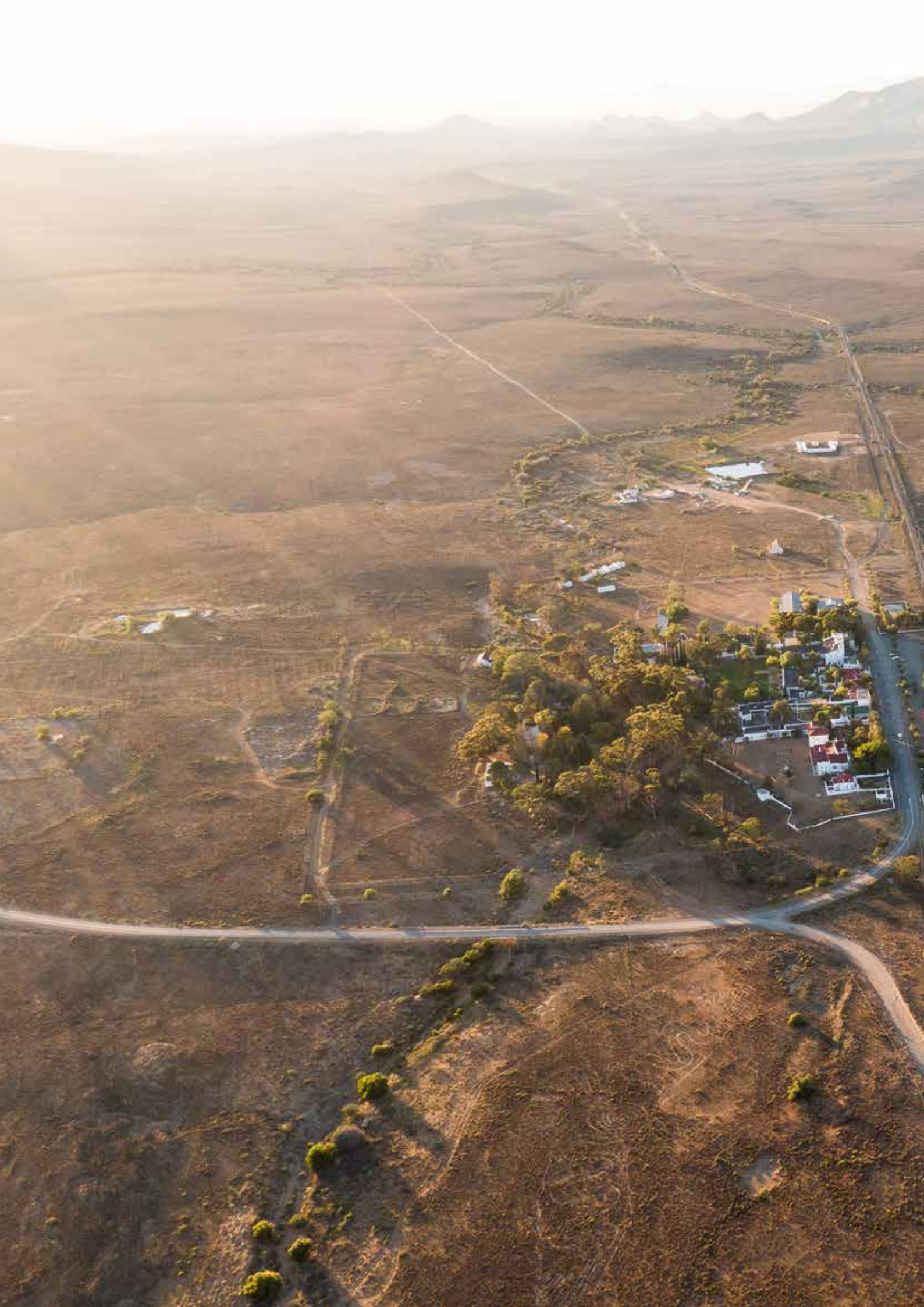
11.2.5 Wesgro Strategy Aligned to G4J

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



11.2.6 SWOT Analysis

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





Garden Route & Klein Karoo



Part C: Measuring our Performance

Clanwilliam fruit farm, Cape West Coast

12. Institutional Performance Information

12.1 Measuring the Impact

Impact Statement	Contribution to economic growth, job creation and destination brand equity of the province.
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12.2 Measuring our Outcomes FY26 – FY30

12.2.1 A differentiated Cape Town & the Western Cape as a leading regional economy

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

Strategic Priorities

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

Strategic Outcomes			
Outcome	Outcome Indicators	Baseline (FY21-FY24) Annual Average	Five-Year Targets
A differentiated Cape Town & the Western Cape as a leading regional economy	Number of people reached	21.4 million	120 million

12.2.2 Increased foreign and domestic investment into Cape Town & the Western Cape

Attract investment into Green economy; Life Sciences & Health; Logistics; Food & Beverages; Green Manufacturing; and Services. Grow new markets: China, India, ASEAN, and Middle East. Increase re-investment and expansion from existing WC businesses. Increase linkages & spillovers. Support Western Cape businesses with expansion. Connecting new investors with local supply chains.

Strategic Priorities

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

Strategic Outcomes			
Outcome	Outcome Indicators	Baseline (FY21-FY24) Annual Average	Five-Year Targets
Increased foreign and domestic investment into Cape Town & the Western Cape	Increased Rand value of committed investments	R5.6 billion	R30 billion
	Number of jobs from committed investments	2 900	15 490

12.2.3 Growth in Western Cape exports of goods and services (G4J Target: Triple exports by 2035, including Tourism)

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

Strategic Priorities

- a) **Increase number of Western Cape exporters:** Export training, mentoring, workshops (including global trade changes such as AfCFTA, AGOA, EU Green deal, new sustainability requirements, etc). Dedicated focus to increase exporters in diversification priorities, including services. Mature barrier support. Support Export Promotion Fund under auspices of DEDAT. Increase relationships with Business Chambers.
- b) **Diversification** Diversify the export basket: Drive export sector diversification incl. manufacturing, services, green economy, life sciences, food & beverages and logistics. Drive market diversification in China, India, ASEAN, and Middle East. Unlock opportunities from AfCFTA.
- c) **Services Focus:** Dedicated support to grow service trade, link trade in services across all Wesgro units. Vision to become services export hub in South Africa.
- d) **Innovation:** Leverage technology and digital trade (global e-commerce sites, marketplaces and infrastructure solutions), incl. the Western Cape's online marketplace and resource centre (www.capetradeportal.com), to expand access to market and access to resources.
- e) **Buyer focus:** Targeted efforts to expand international buyer networking. Made in the Cape B2B event: (1) Full Conference and Exhibition scale & (2) take Made in the Cape B2B Event to international priority markets. Work with SA retailers and their infrastructure to support exports and Made in the Cape brand
- f) **Strategic partnerships:** Leverage strategic partnerships with the private sector to expand support and opportunities for Western Cape business. Identify additional export funding sources, incl. grants, IDC and other domestic and international development partners.
- g) **Advocacy for a better reflection of the Western Cape's interests in national trade policies, programmes and negotiations:** Scale support to unlock systematic challenges. Unlocked systemic challenges to competitiveness, increased ease of doing business in the WC, competitiveness indicators improved in key areas. Ongoing tracking of successful policy reforms.
- h) **Supporting exporters with resolving barriers** (Cape Trade Portal & Invest SA One Stop Shop).
- i) **Made in the Cape region of origin brand:** Promotes products that tell the unique story of Cape Town and the Western Cape. To position the Western Cape as a sought-after source market globally – driven by quality, trust, diversity and sustainability.
- j) **Linkages & spillovers:** Connecting businesses to exporting leader companies' supply chains.

Strategic Outcomes			
Outcome	Outcome Indicators	Baseline (FY21-FY24) Annual Average	Five-Year Targets
Growth in Western Cape exports of goods and services	Increased Rand value of exports	New Indicator	R9.1 billion
	Number of jobs from exports	1 123	6 387

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

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

Strategic Priorities

Leisure Tourism and Business Events

- a) **Increase & build consideration of Cape Town & the Western Cape from traditional & new markets:** Quality, affordable, transformative experiences. Attract repeat visitors. Develop itineraries and promote regional offerings. Maintain length of stay.
- b) **Increase number of bids secured for the Western Cape:** Increase relationships with Academic Institutions, training session workshops and attending roadshows and trade shows, creating knowledge exchange opportunities linking academia and business
- c) **Diversify markets:** Build consideration in new markets: China, Brazil, India, Middle East and ASEAN. Drive market diversification through development of relationships, partnerships and in-market activations in these markets.
- d) **Diversify itineraries:** Create trade toolkits and package new itineraries for international buyers for Western Cape visitor experiences, as well as itineraries for prospective meeting planner buyers considering Western Cape to host a business events.
- e) **Combat seasonality in districts:** Joint marketing agreements with global and local partners to drive consideration for the districts. Combating seasonality by encouraging business events taking place off season.
- f) **Innovate:** Expand the Cape Trade Portal to include Western Cape event spaces. Leverage business events taking place in the Western Cape targeted at trade, investment and tourism promotion opportunities. Leverage technology opportunities (digital and technology innovation – online platform for finding conference venues in the Western Cape linked to Cape Trade Portal). Trade toolkit to meeting planners.
- g) **Focus on Buyers:** Targeted efforts to expand international buyer network through in-market trade and road shows. Hosted buyer programmes to showcase the regions’ offerings. International in-destination exhibitions and roadshows.
- h) **Leverage strategic partnerships:** Associations, tourism trade value chain, and private sector for larger networks for onward buying of the destination. Working with universities, associations and private sector to land large scale business events in the Western Cape.
- i) **Ensure a better reflection of the Western Cape’s interests in national tourism policies and programmes:** Support travel trade ecosystem with unlocking barriers and systemic challenges. For example: visas; safety & security; entry to new markets; barriers; permitting of charter vehicles.
- j) **Connect global travel trade ecosystem to Western Cape businesses:** Conference legacy and knowledge exchange workshops.

Strategic Outcomes

Outcome	Outcome Indicators	Baseline (FY21-FY24) Annual Average	Five-Year Targets
Growth in leisure tourism consideration in international and local markets as well as growth in business events	Total estimated economic value of business events	R0.6bn	R4.5 billion
	Percentage of total tourism Joint Marketing Agreements (JMAs) secured supporting district municipalities and townships	New Indicator	75%
	Percentage of international JMAs in new markets (China, India, Brazil, ASEAN, and Middle East)	New Indicator	100%
	Percentage of tradeshows and roadshows attended in new markets	New Indicator	50%
	Increased ship calls to Cape Town & the Western Cape	New Indicator	250 ship calls
	Increased new air routes	New Indicator	10 new routes

12.2.5 Future-fit, relevant and trusted Wesgro

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

Strategic Priorities

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

Strategic Outcomes			
Outcome	Outcome Indicators	Baseline (FY21-FY24) Annual Average	Five-Year Targets
Future-fit, relevant and trusted Wesgro	Clean Audit	Clean Audit	Clean Audit
	Client satisfaction score achieved (Net Promoter Score) ¹	New Indicator	>35 (Good)
	Cultural Entropy score (Barrett Survey)	New indicator	<15%

¹ Financial Year: 2026-2027 (planned)

12.3. Explanation of Planned Performance over the Five-Year Planning Period

12.3.1 The Western Cape Growth for Jobs Strategy

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

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

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

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



13. Key Risks

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

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

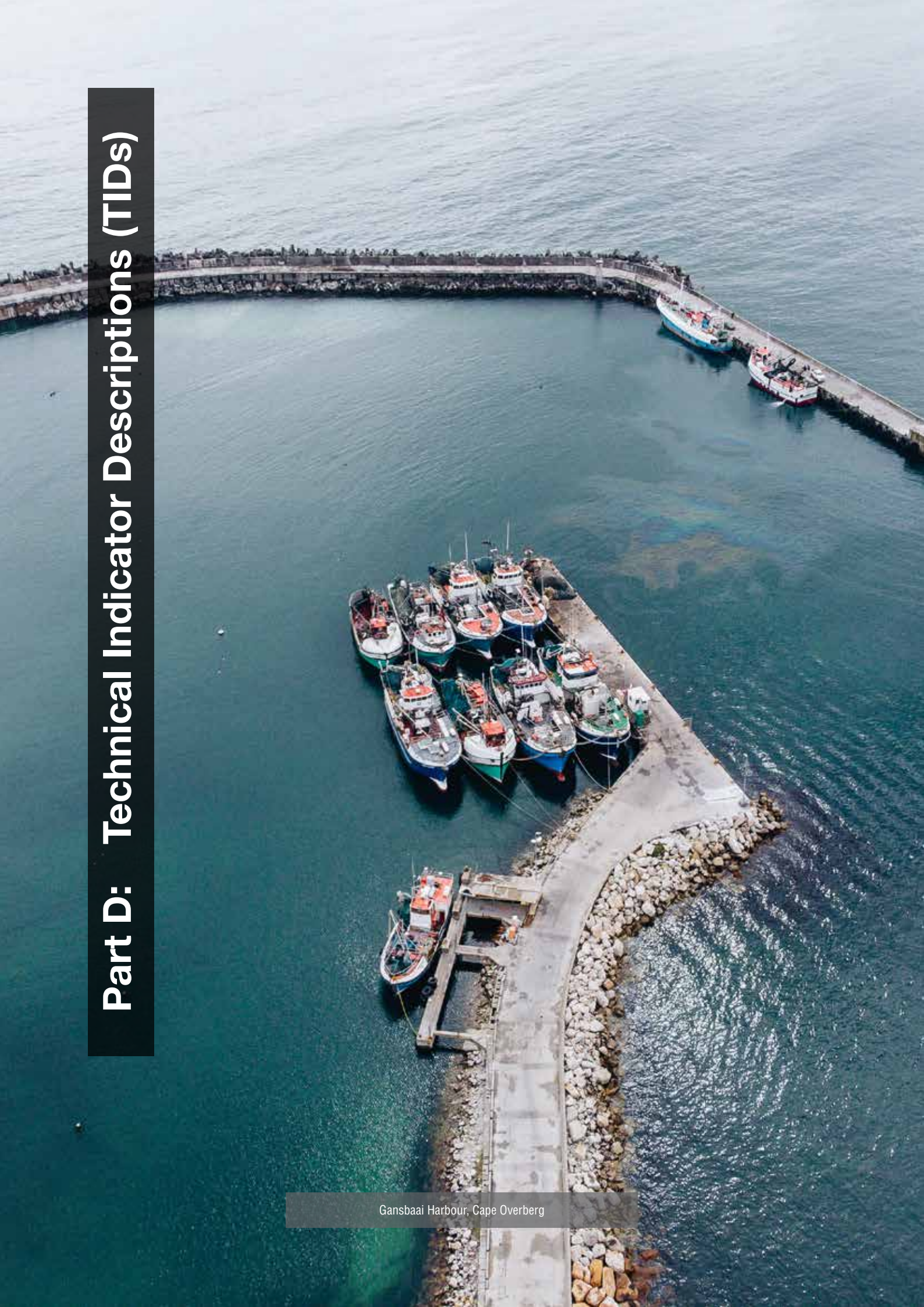
Risk Description	Mitigating Actions
<p>Inadequate long term leisure tourism growth</p> <p>Root causes – External</p> <ul style="list-style-type: none"> • Weakening ecosystem in the tourism industry due to the performance of other entities • Absence of strong national tourism brand effort • Seasonality • Air connectivity and infrastructure • Economic inequality • Fluctuating exchange rates <p>Root causes – Internal</p> <ul style="list-style-type: none"> • Inability to unlock potential new travel markets. 	<ul style="list-style-type: none"> • The tourism team focuses on Business to Business (B2B) relationships. • Maintain Wesgro’s private sector association partnerships. • Data research to increase the understanding of the tourism value chain in the secondary and new resource markets. • Diversification of markets and experiences • Air access team unlocking direct connectivity to Cape Town • The cruise team increasing number of ship calls
<p>Inadequate growth in business events</p> <p>Root causes – External</p> <ul style="list-style-type: none"> • Availability of infrastructure to support business events • Lack of coordination between key role-players in the ecosystem • Lack of recognition of the Western Cape knowledge economy <p>Root causes – Internal</p> <ul style="list-style-type: none"> • Inability to leverage business events 	<ul style="list-style-type: none"> • The tourism team focuses on relationships with Business to Business (B2B), academia and associations. • Maintain Wesgro’s global association partnerships. • Diversification of markets and sectors • Air access team unlocking direct connectivity to Cape Town. • Fostering good relationships with National Convention Bureau to secure subvention fund.
<p>Technology may not effectively support and enhance the business operations</p> <p>Root causes – External</p> <ul style="list-style-type: none"> • Cybersecurity threats • Rising costs of technology • Rapidly changing technology • National broadband capacity • Global connectivity failure <p>Root causes – Internal</p> <ul style="list-style-type: none"> • Limited financial resources • Restricted virtual capability • Connectivity breakdowns and unavailability of systems • Staff non-adherence to ICT policies and procedures • Lack of focus • Limited digital infrastructure capability 	<ul style="list-style-type: none"> • Digital transformation Strategy • Diverted resources towards the implementation of a digital transformation process to support a future fit Wesgro. • Increased cyber-crime awareness. • Implementation and monitoring of the ICT strategy by the ICT Steering Committee • Proactively monitor and maintain the operational functionality of the ICT systems and platforms. • Board oversight

Risk Description	Mitigating Actions
<p>Inadequate management of client and stakeholder relationships</p> <p>Root causes – External</p> <ul style="list-style-type: none"> • Political interference. • Interference and direction from the oversight department. • Clients may pose a reputational risk to Wesgro. • Lack of relationship with National government • Client and stakeholder expectations beyond the mandate. <p>Root causes – Internal</p> <ul style="list-style-type: none"> • Inadequate communication with stakeholders • Non-compliance with agreements • Lack of understanding of stakeholder relationships and the impact on business • Lack of stakeholder matrix • No central point of contact and co-ordination for clients 	<ul style="list-style-type: none"> • The registration of companies on the Cape trade portal and the verification of the companies on the portal. • Due diligence framework to mitigate reputational, legal compliance, and financial risks. • Key funders, stakeholders and clients are managed by the CEO and EXCO through structured engagements. • Invest SA one-stop shop.
<p>Ineffective Human Capital Management</p> <p>Root causes – External</p> <ul style="list-style-type: none"> • Limited skilled labour pool • Interference and direction from the oversight department. <p>Root causes – Internal</p> <ul style="list-style-type: none"> • Inadequate succession planning • Loss of key staff and talent • Lack of a high performance and collaborative culture • Limited skilled labour pool in certain areas at the entity • High culture entropy • Lack of training and career coaching 	<ul style="list-style-type: none"> • Training and career coaching. • Succession planning. • Strategy to get the right people into the right role timeously. • Competitive remuneration • Clear roles and responsibilities. • Single point accountability • Consequence Management
<p>Non-compliance with laws, regulations and governance requirements</p> <p>Root causes – External</p> <ul style="list-style-type: none"> • Legislative red tape • Changing legislative requirements • Interference and direction from the oversight department. <p>Root causes – Internal</p> <ul style="list-style-type: none"> • Inadequate and ineffective controls • Inadequate and ineffective pro-active risk management • Ineffective compliance monitoring and oversight • Ineffective monitoring of requirements of laws, regulations, policies, procedures and delegations of authority. • Inadequate standard operating procedures to guide implementation of policies and procedures. • Poor communication with key compliance stakeholders • No/outdated policies • Incorrect/inconsistent interpretation of legislative and regulatory requirements • Inadequate communication of policies and procedures • Lack of consequence management • Lack of culture of compliance 	<ul style="list-style-type: none"> • Oversight and monitoring by the Board and its sub-committees • Review, implement, monitor and report on recommendations of the external auditors and internal auditors • Cyclical review and communication of policies • Regular training on policies and included in induction for new staff • Consequence Management • Fostering a culture of compliance and performance • Internal Control and Monitoring and Evaluation capabilities • Professionalisation of the staff at the Agency • Tone from the top



Mountain bike road trip, Garden Route & Klein Karoo

Part D: Technical Indicator Descriptions (TIDs)



Gansbaai Harbour, Cape Overberg

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

Programme 1: Marketing and Innovation

Outcome Indicator	1.1 Number of people reached
Definition	Campaigns that are conceptualised to support the mandate of the Agency. A Post Campaign Analysis (PCA) Report will be provided per campaign to determine the number of people reached through the implementation of the relevant campaign.
Source of Data	Post Campaign Analysis Reports
Method of Calculation/Assessment	The number of people reached provided in these reports for each campaign are added to calculate the number of people reached.
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A
	Target for youth: N/A
	Target for people with disabilities: N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	Higher than target
Indicator Responsibility	Chief Marketing and Innovation Officer or relevant delegated Executive



V&A Waterfront, Cape Town

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

Programme 2: Investment

Outcome Indicator	2.1 Increased Rand value of committed investments						
Definition	The rand value of committed investment projects for the financial year. Facilitated committed investments are classified as projects where the investor has already incurred expenditure towards the implementation of the investment project in the Western Cape						
Source of Data	Signed Investor declarations						
Method of Calculation/Assessment	The committed investment figures are derived from all the signed investor declarations for the financial year and are added together to provide the overall total.						
Assumptions	N/A						
Disaggregation of Beneficiaries (where applicable)	<table border="0"> <tr> <td>Target for women:</td> <td>N/A</td> </tr> <tr> <td>Target for youth:</td> <td>N/A</td> </tr> <tr> <td>Target for people with disabilities:</td> <td>N/A</td> </tr> </table>	Target for women:	N/A	Target for youth:	N/A	Target for people with disabilities:	N/A
Target for women:	N/A						
Target for youth:	N/A						
Target for people with disabilities:	N/A						
Spatial Transformation (where applicable)	N/A						
Desired Performance	Higher than target						
Indicator Responsibility	Chief FDI Officer and Chief Commercial & Trade Officer or relevant delegated Executive						

Outcome Indicator	2.2 Number of jobs from committed investments						
Definition	<p>Number of direct jobs created via the committed investment projects for the financial year. It is reflected in the signed investor declarations.</p> <p>Facilitated committed investments are classified as those projects where the investor has already incurred expenditure towards the implementation of the investment project in the Western Cape.</p>						
Source of Data	Signed investor declaration.						
Method of Calculation/Assessment	The number of jobs indicated in the investor declarations is calculated to determine the total.						
Assumptions	N/A						
Disaggregation of Beneficiaries (where applicable)	<table border="0"> <tr> <td>Target for women:</td> <td>N/A</td> </tr> <tr> <td>Target for youth:</td> <td>N/A</td> </tr> <tr> <td>Target for people with disabilities:</td> <td>N/A</td> </tr> </table>	Target for women:	N/A	Target for youth:	N/A	Target for people with disabilities:	N/A
Target for women:	N/A						
Target for youth:	N/A						
Target for people with disabilities:	N/A						
Spatial Transformation (where applicable)	N/A						
Desired Performance	Higher than target						
Indicator Responsibility	Chief FDI Officer and Chief Commercial & Trade Officer or relevant delegated Executive						



Clanwilliam fruit farm, Cape West Coast

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

Programme 3: Trade

Outcome Indicator	3.1 Increased Rand value of exports
	The Rand value of facilitated export declarations signed.
Definition	The total actual one-year Rand values are derived from the signed export declarations and are added together to provide the overall total. The Rand value is derived from a purchase order that needs to be in place.
Source of Data	Signed export declarations.
Method of Calculation/Assessment	The Rand value indicated in export declarations is added to determine the total. The direct Rand value will be determined.
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	Higher than target
Indicator Responsibility	Chief Commercial & Trade Officer or relevant delegated Executive

Outcome Indicator	3.2 Number of jobs from exports
Definition	Number of direct jobs facilitated as derived from the signed export declaration.
Source of Data	Signed export declarations.
Method of Calculation/Assessment	The number of direct jobs indicated in the export declaration is calculated to determine the total.
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	Higher than target
Indicator Responsibility	Chief Commercial & Trade Officer or relevant delegated Executive



Franschhoek, Cape Winelands

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

Programme 4: Tourism

Outcome Indicator	4.1 Total estimated economic value of business events
Definition	To measure the economic value of bids secured for business events for the province.
Source of Data	Written confirmation from the host organisation through either a copy of signed confirmation letter from host organisation or an email confirming the decision and first two pages of the bid book or presentation.
Method of Calculation/Assessment	Written confirmation is received from the host organisation, indicating the number of delegates as well as whether the bid is domestic or international. Wesgro receives the values for delegate spend from South African Tourism to calculate the economic value of each bid. The total estimated economic value is calculated by adding the values for delegates spend per bid.
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	Higher than target
Indicator Responsibility	Chief Tourism Officer or relevant delegated Executive

Outcome Indicator	4.2 Percentage of total tourism Joint Marketing Agreements (JMAs) secured supporting district municipalities and townships
Definition	To measure JMAs secured supporting district municipalities and townships.
Source of Data	JMAs are tools used to secure partnership agreements with a third party partner to co-create value with Wesgro relating to the entity's mandate of promoting tourism in district municipalities and townships.
Method of Calculation/Assessment	Joint Marketing Agreements (JMAs)
Assumptions	The percentage of JMAs secured in the districts and townships is derived from the total number of JMAs secured.
Disaggregation of Beneficiaries (where applicable)	N/A Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	On target
Indicator Responsibility	Chief Tourism Officer or relevant delegated Executive

Outcome Indicator	4.3 Percentage of international JMAs in new markets (China, India, Brazil, ASEAN, and Middle East)
Definition	To measure JMAs secured in new international markets.
Source of Data	Joint Marketing Agreements (JMAs) The percentage of JMAs secured in new international markets (China, India, Brazil, ASEAN, and Middle East) is derived from the total number of international JMAs secured.
Method of Calculation/Assessment	New markets are identified markets where leisure tourism consideration needs to be built such as China, India, Brazil, ASEAN, and Middle East. JMAs are tools used to secure partnership agreements with a third party partner to co-create value with Wesgro relating to the entity's mandate of promoting tourism in new international markets.
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	On target
Indicator Responsibility	Chief Tourism Officer or relevant delegated Executive

Outcome Indicator	4.4 Percentage of tradeshows and roadshows attended in new markets
Definition	Trade- and roadshows are travel trade activation tools used to promote tourism consideration and the province as a tourism destination. By growing tourism consideration in new markets, tourist arrivals are expected to increase. In promoting the province at international level in new markets, it increases the tourism consideration of people from new markets which will lead to an increase in tourists. New markets are identified markets where leisure tourism consideration needs to be built such as China, India, Brazil, ASEAN, and Middle East.
Source of Data	Trip reports
Method of Calculation/Assessment	The number of trip reports is calculated to determine the number of roadshows and tradeshows in new markets.
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	Higher than target
Indicator Responsibility	Chief Tourism Officer or relevant delegated Executive

Outcome Indicator	4.5 Increased ship calls to Cape Town & the Western Cape
Definition	Cruise Cape Town is a catalytic project that promotes the number of “scheduled stops at the port” for different cruise vessels.
Source of Data	As reported in the Cruise Season Comprehensive Economic Impact Study
Method of Calculation/Assessment	The number of ship calls reported in the Cruise Season Comprehensive Economic Impact Study
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A
	Target for youth: N/A
	Target for people with disabilities: N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	Higher than target
Indicator Responsibility	Chief Marketing and Innovation Officer or relevant delegated Executive

Outcome Indicator	4.6 Increased new air routes
Definition	Cape Town Air Access (CTAA) is a catalytic project to increase air connectivity into Cape Town & the Western Cape. The increase in the number of new routes improves economic competitiveness. A new route refers to a scheduled international airline service that operates for the first time to and from Cape Town & the Western Cape.
Source of Data	Joint Marketing Agreements (JMAs) and/or written confirmation from the airline or airport (letter or email)
Method of Calculation/Assessment	The signed Joint Marketing Agreements and/or written confirmation for each route will be added to calculate the total number of new air routes.
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A
	Target for youth: N/A
	Target for people with disabilities: N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	Higher than target
Indicator Responsibility	Chief Marketing and Innovation Officer or relevant delegated Executive



Port of Saldanha, Cape West Coast

Strategic Outcome: Future-fit, relevant and trusted Wesgro

Programme 5: Future-fit Wesgro

Outcome Indicator	5.1 Clean Audit
Definition	A Clean Audit refers to the unqualified audit opinion received in terms of the financial reporting standards from the Auditor-General of South Africa.
Source of Data	As per the Auditor-General of South Africa's management letter
Method of Calculation/Assessment	The management letter states the audit opinion provided by the Auditor-General of South Africa.
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A
	Target for youth: N/A
	Target for people with disabilities: N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	On target
Indicator Responsibility	Chief Financial Officer or relevant delegated Executive

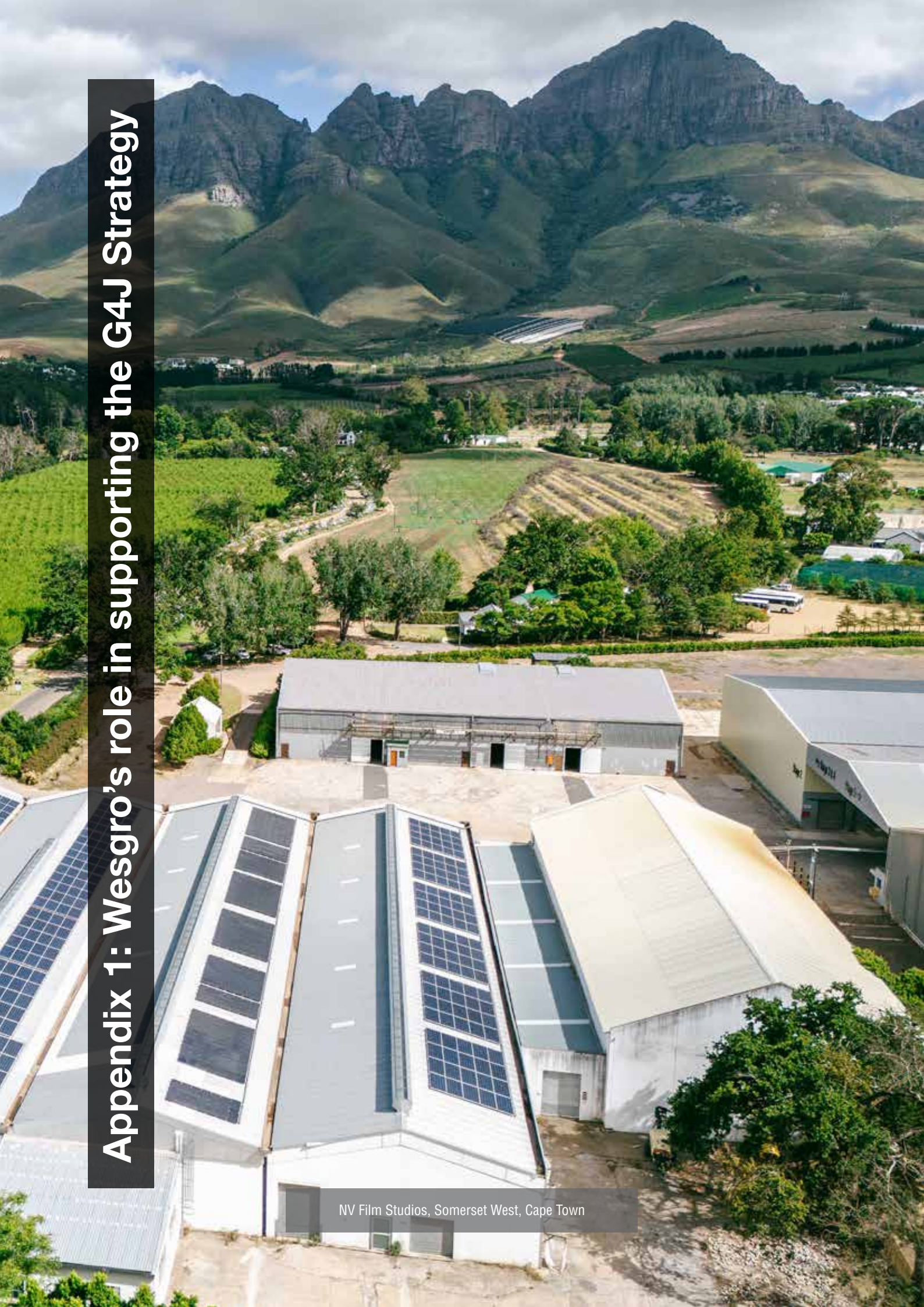
Outcome Indicator	5.2 Client satisfaction score achieved (Net Promoter score)
Definition	The clients that access the services of the agency and their level of satisfaction with the services rendered. NPS Scores: 0-30 Average 30-50 Good +50 Excellent
Source of Data	System generated report.
Method of Calculation/Assessment	The Net Promoter Score will be used.
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A
	Target for youth: N/A
	Target for people with disabilities: N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	On target
Indicator Responsibility	Chief Financial Officer or relevant delegated Executive

Outcome Indicator	5.3 Cultural Entropy score (Barrett Survey)
Definition	The level of engagement of the staff will be derived from the results of the staff satisfaction survey.
Source of Data	The Barrett Survey methodology provides the different level which will be used to determine the percentage.
Method of Calculation/Assessment	Staff satisfaction survey report
Assumptions	Staff satisfaction survey report
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Desired Performance	N/A
Indicator Responsibility	Less than target
Indicator Responsibility	Chief Financial Officer or relevant delegated Executive



Zoetendal, Cape Overberg

Appendix 1: Wesgro's role in supporting the G4J Strategy



NV Film Studios, Somerset West, Cape Town

Levers for change Energy Security

Lever	Level of Government	Status	Opportunity	Threat	G4J Touch Points	Wesgro's Role
Energy Security & Transition to Net Zero	National	<ul style="list-style-type: none"> NERSA has approved further increases in the electricity tariff. 8 Solar generators appointed for REIPPPP Window 7 amounting to 1760MW in NW, MP, LP, and FS. National Transmission company now trading with pilot project for expanded private sector participation. 300+ days achieved without loadshedding due to fiscal discipline in Eskom. NERSA has approved rules for net-billing – further incentivising the adoption of renewable energy. 	<ul style="list-style-type: none"> Democratisation of investments in transmission infrastructure. Embedded generation still a large opportunity. Solidifying domestic RE value chains. New NERSA rules allow for greater adoption of renewable energy particularly rooftop solar. Increased transmission capacity. New IPPs to reduce electricity costs. Eskom stable. Net-zero drive. 	<ul style="list-style-type: none"> EAF still critically low increasing risk of loadshedding. REIPPP 7 had no wind generation. Tariffs to remain high due to cost of RE in those regions. Transmission still saturated in cape provinces resulting in limited new RE capacity installed. 	<p>G4J establishes Energy resilience and transition to net zero carbon as Priority Focus Area. 18 interventions identified,</p> <p>10 in Horizon 1.</p> <p>Change strategies encompass disaster mitigation and management, energy efficiency, generation, procurement, trading of low-carbon energy, maintenance and expansion of infrastructure, increased investment in energy sector, and strategic development & management.</p>	<ul style="list-style-type: none"> Steady progress being made in the Energy and Green Economy team. Position investors towards investments in transmission infrastructure. Increase opportunity for embedded generation to reduce stress on distribution grids through increased brownfield RE investments. Facilitate development of Green Hydrogen projects for future energy resilience. Increase investments in transmission infrastructure. Advocacy on easing distribution infrastructure. Developing a funding pipeline for eased PPP.
	New Provincial role	<ul style="list-style-type: none"> Energy team established, work under way. Pilot on expanding private sector participation in transmission lines. Wheeling industry brief developed. IRP still under development. 	<ul style="list-style-type: none"> PPPs and financing arrangements possible across majority of municipalities. 	<ul style="list-style-type: none"> Transmission infrastructure still highly congested with slow and limited rectification and financing. 		
Shift to municipal & decentralised generation		<ul style="list-style-type: none"> Stellenbosch MIPP concluded to add more generation and storage capacity awaiting council approval. Mossel Bay has initiated a 2 MW PV plant with a BESS of 4.5 MW. Hassequa completed PV and BESS and will start construction. Saldanha Bay and Mossel procuring additional PV. 	<ul style="list-style-type: none"> Curtailment can reduce loadshedding impact. REDz and SEZs more primed to receive investments. 	<ul style="list-style-type: none"> Municipal finance to be disrupted once the distribution company is set up. Tied up distribution infrastructure if not planned alongside transmission. Costs of financing new RE projects will halt construction. Poor distribution infrastructure. 		

Levers for change Water Security

Lever	Level of Government	Status	Opportunity	Threat	G4J Touch Points	Wesgro's Role
Water Security	National	<ul style="list-style-type: none"> Progress with the National Water Resource Infrastructure Agency, pricing, licenses, Water Regulatory Commission and Water Partnerships Office (WPO). Climate Change Act signed. PPP bill to create an investment mechanism for private sector in water. Infrastructure Fund secured R23 billion for 7 large infrastructure projects. 	<ul style="list-style-type: none"> Ecological infrastructure investment can be key driver of resilience. Coordinating value chain development can be key driver of water resilience. Progress toward unlocking access for private sector investment in water. 	<ul style="list-style-type: none"> Threat of increasing water scarcity and extreme weather. Poor water infrastructure management leading to decreased water quality and increased non-revenue water. Threat to investment and export competitiveness. Demand side management will increase stress on water supply. 	<p>G4J established Water security and resilience as Priority Focus Area. 18 Interventions identified, 7 in Horizon 1.</p> <p>The WC Gov has a limited role as aggregator of market information, augmenting supply side interventions through ecological measures, and promoting decentralised supply options and development of alternative water costing models for municipalities.</p>	<ul style="list-style-type: none"> A resource has been secured for Green Economy will also look after Water. Focus to be accelerated. Convening role between public and private sector. A CEO guide to water resilience was published to support execs to understand water resilience. Increase investments in ecological infrastructure. Advocacy on easing PPP.
	Provincial	<ul style="list-style-type: none"> Climate change working group. Financing structures spearheaded by provincial government. Possible dedicated MTEC on climate. Grant funding of R72 million secured for Sustainable Infrastructure Development and Financial Facility (SIDAFF) programme. 	<ul style="list-style-type: none"> Opportunity for localised technologies for water resilience to be developed and deployed. New opportunities for investment ecological. SIDAFF to unlock funding for municipal water and wastewater infrastructure. 	<ul style="list-style-type: none"> Threat of increasing water scarcity with climate change, particularly in WC. Economic loss due to climate disasters. Increased droughts and flooding. 		
	Municipal role	<ul style="list-style-type: none"> CoCT New Water Programme to increase water sources. Water Services Amendment Bill for public comment. Increased spending on water infrastructure. Operation Vuliendela (OV) reforms on a municipal level underway. Proposal for permanent desalination plant in CoCT for public comment. 	<ul style="list-style-type: none"> Opportunity for private investment in critical water infrastructure. Increased financing from PPPs if coordinated well. Proposed desalination plant expected to produce 50- 70ml litres of water/day. 	<ul style="list-style-type: none"> Municipal revenue loss due to increased decentralisation of water services. Resistance to municipal by-law reform. 		

Levers for change Human Capital

Lever	Level of Government	Status	Opportunity	Threat	G4J Touch Points	Wesgro's Role
Human Capital, Education and Skills	National	<ul style="list-style-type: none"> Education: On average, poor. Depth of skills and education lacking. Skills visas: processes too slow for global talent competition. Positive reforms, still challenges. 	<ul style="list-style-type: none"> Access to skills one of most important factors driving investment decisions. Complex skills in the Western Cape attract investors, however, are in short supply. 	<ul style="list-style-type: none"> Is education the biggest crisis of our time? Misalignment between education and industry needs. SA falling increasingly behind as global economy shifts to knowledge economy. 	<ul style="list-style-type: none"> G4J includes skills as enabler; establishes improved access to Economic Opportunities and Employability as PFA (skills, education, transport, housing); and speaks to skills across various other PFAs. 	<ul style="list-style-type: none"> Support to education strategic goals. Advocacy role in visa reform in partnership with WCG advocacy efforts. One Stop Shop facilitates visa queries and challenges.
	Provincial	<ul style="list-style-type: none"> Rapid Schools Build, Back On Track (BOT) programme, World Bank Education Sector Analysis (ESA). 	<ul style="list-style-type: none"> Opportunity to leverage private sector and edtech solutions to support education outcomes. Directing CSI funding to prioritise education and promote quality education that is sustainable and equitable. Skills concentration in WC (especially tech) supports attraction of investment that fuels innovation. Skills attract investment in other sectors such as Health, BPO, Agri. 	<ul style="list-style-type: none"> A particular threat in the WC is the perpetual admissions crises: high influx of learners exceeds the rate at which new schools are built. Current challenge of recovering the learning losses post-Covid. Learner drop-out rates in high schools. Lack of skills development opportunities to improve employability of youth. There is a global race for skills and skills are mobile. Without conducive environment for skilled workers, we risk losing our local skills and not being able to attract foreign skills. 	<ul style="list-style-type: none"> Specific interventions to address visa challenges (Investment PFA) and supporting human capital development (Tech & Innovation PFA). 	<ul style="list-style-type: none"> Edu Invest is an initiative powered by Wesgro to facilitate private sector investment in education, boost innovation to make quality education accessible and foster collaboration between all stakeholders.
		<ul style="list-style-type: none"> Ongoing research and policy feedback at Wesgro. G4J workstream on visas: study complete, supported reforms. Cooperation with Border Management Authority to increase officials at CPT International. 				

Levers for change Movement of Goods & Services

Lever	Level of Government	Status	Opportunity	Threat	G4J Touch Points	Wesgro's Role
Movement of goods, and services:	All tiers of government	<ul style="list-style-type: none"> Services delivered through ICT and/ or movement of service providers or consumers. Private sector advanced. Government services still very un-digitised. Policy environment not proactively supportive of services exports. 	<ul style="list-style-type: none"> Technology increasingly allows participation in global services markets from anywhere – overcoming South Africa's distance to markets and logistics challenges. 	<ul style="list-style-type: none"> Unequal access to internet, high cost of data. Loadshedding. Carbon intensity of grid potential threat for exports. Insufficient policy focus to establish highly competitive international services hub on continent. 	<ul style="list-style-type: none"> G4J PFAs on Tech & Innovation on Connected Infrastructure. 	<ul style="list-style-type: none"> Wesgro's role in leisure and business tourism includes facilitating and supporting access of tourism services. Wesgro has established a services export desk. Study to identify opportunities for WC services exports completed.
Movement of goods, and services	Port, Rail & Borders - National	<ul style="list-style-type: none"> Domestic: Unequal access to delivery services, informal settlements. 	<ul style="list-style-type: none"> DOT released final network statement Dec24, major reform to allow private train operator companies. 	<ul style="list-style-type: none"> Port: progress but slow. Impacting future growth. 	<ul style="list-style-type: none"> Interventions under Export PFA and Connected Infrastructure. 	<ul style="list-style-type: none"> Wesgro establishing a Port/ Logistics focus.
Goods:	Roads – Provincial	<ul style="list-style-type: none"> Poor port performance, coupled with lacking rail connectivity, is undermining economic progress. 	<ul style="list-style-type: none"> Belcon concession to Maersk. 	<ul style="list-style-type: none"> Lack of suitable air cargo infrastructure at airport, infrastructure old and not fit for purpose. 	<ul style="list-style-type: none"> Cape Town Air Access focused on air cargo development. 	<ul style="list-style-type: none"> Role in attracting and facilitating investment in infrastructure.
(Economic Infrastructure)	Airport – ACSA	<ul style="list-style-type: none"> Land borders often congested. Air freight has potential to grow, but infrastructure outdated and dedicated solutions lacking. 	<ul style="list-style-type: none"> Opportunity to increase air freight. Need to unlock private sector investment in Port of CT. Innovation in last mile delivery & mobility fuelling e-commerce. 	<ul style="list-style-type: none"> Not part of green shipping corridors. Lower CO2 transport, becoming increasingly NB. 	<ul style="list-style-type: none"> Transversal team supporting the resolution of trade barriers. 	
		<ul style="list-style-type: none"> WCG task team on Port of Cape Town. 	<ul style="list-style-type: none"> CTCT capacity expansion and back of port facility projects being pursued. 			

Levers for change Movement of people

Lever	Level of Government	Status	Opportunity	Threat	G4J Touch Points	Wesgro's Role
Movement of people: Cross border movement (visas)	National	<ul style="list-style-type: none"> Active efforts to improve Home Affairs under GNU. OV: New visa classes: remote work visa implemented, start-up visa in development, trusted tour operator, trusted employer scheme. 	<ul style="list-style-type: none"> SA started trading under AfCFTA guided trade initiative in 2024 opportunity to unlock more business with Africa if easier movement between countries. Kenya visa agreement, Nigeria e-visas – effects visible in trade delegations. Major opportunities to unlock new markets for tourism with visa reforms. 	<ul style="list-style-type: none"> Home Affairs continued administrative challenges Tourism: e-visa system challenges – potential not being unlocked. 	G4J Intervention focussed on Air Access and Visas.	<ul style="list-style-type: none"> Advocacy role in visa reform in partnership with WCG advocacy efforts. OSS facilitates visas. Wesgro's role in expanding connectivity: <ul style="list-style-type: none"> - Cape Town Air Access - Cruise Cape Town
	Provincial interventions	<ul style="list-style-type: none"> Workstream on visa reform: building on work done, project institutionalised under G4J. Study commissioned. 				
Movement of people: Public transport	Provincial	<ul style="list-style-type: none"> Mobility budget R9.6 billion for the 3-year MTEF period with R3 billion allocated for the 2024/2025 financial year. 	<ul style="list-style-type: none"> CoCT & SANTACO collaboration tackles industry challenges using technology & training. Jobseeker Travel Voucher Programme launched. PRASA progresses in reviving the entire Central (railway) Line, with operations running till Nyanga. Progress in plans to expand Belville-Khayelitsha. CoCT continues to pursue rail devolution. Golden Arrow Bus Services commenced operation of electric buses. 	<ul style="list-style-type: none"> Apartheid-era spatial planning exacerbates transport inefficiencies & hampers economic activity. Transport fares and time remain major challenge. Slow progress on rail devolution. Congestion on roads a major and increasing challenge. 	<ul style="list-style-type: none"> G4J PFA 6 and 7 Infrastructure and Connected Economy (mobility, logistics, broadband and digital transformation) and improved Access to Economic Opportunities and Employability. 	<ul style="list-style-type: none"> Focus on attracting e-mobility investment (electric buses, electric minibuses taxis).
	Local Government	<ul style="list-style-type: none"> Over the next 3 years, R6.3 billion allocated for the MyCiti South- East expansion and R668 million on MyCiti buses. WCG Climate Change Strategy transition away from ICE. 				

Levers for change Economic Infrastructure

Lever	Level of Government	Status	Opportunity	Threat	G4J Touch Points	Wesgro's Role
Economic infrastructure						
Air (Movement of People)	ACSA	<ul style="list-style-type: none"> Increase in direct connections and seat capacity due to new routes and current service expansions. Connectivity still lacking to Asia, North and West Africa. 	<ul style="list-style-type: none"> Terminal expansion needed to accommodate increased passenger volumes, plans are being developed for implementation. Destination is seen as safe for tourists due to global situation. 	<ul style="list-style-type: none"> Aging infrastructure at airport needs to be upgraded. Fuel security. Bilateral air service agreement restrictions limits access to markets. 	<ul style="list-style-type: none"> G4J PFA 6 Infrastructure and Connected Economy (mobility, logistics, broadband and digital transformation). 	<ul style="list-style-type: none"> Cape Town Air Access powered by Wesgro.
Road	Provincial	<ul style="list-style-type: none"> Good. 	<ul style="list-style-type: none"> WC's comparably good roads add to investment attractiveness. 	<ul style="list-style-type: none"> Roads in some other provinces very poor. 		<ul style="list-style-type: none"> Role in attracting investment into infrastructure.
Digital infrastructure	All	<ul style="list-style-type: none"> Unequal access. Good in comparison to many countries in Africa. Good soft infrastructure e.g. payment systems. 	<ul style="list-style-type: none"> Ability to catalyse development and innovation. 	<ul style="list-style-type: none"> Challenges in regulatory environment. Challenges in VC regulation. Inequality of access. 		<ul style="list-style-type: none"> Role in attracting investment in tech sector including infrastructure, data centres. Advocacy role and specialised focus on unlocking VC.

Levers for change Market Access

Lever	Level of Government	Status	Opportunity	Threat	G4J Touch Points	Wesgro's Role
Market access Access to export markets	National	<ul style="list-style-type: none"> Slow progress on opening of markets, particularly for Agri products. Bilateral protocols. Geopolitics bringing new threats to market access -and opportunities for new markets e.g. AGOA, BRICS expansion. Lack of trade agreements in East comparative disadvantage against competitors. CO2 and sustainability becoming a barrier to trade. 	<ul style="list-style-type: none"> Depending on product - increased market access would present quick wins and long-term wins for exports. Certainty of export market access would encourage expansion of exporting industries. Demand exists, unable to meet demand due to inability to access markets with certain products and failure on ports. 	<ul style="list-style-type: none"> Increasing volumes, market access not growing fast enough. Certification/ SPS challenges undermining opportunities. Sustainability regulations pose new threat in premium export markets - emissions intensity, distance to market, increasing costs of compliance. AGOA expires 2025, not renewed yet. SA inclusion in contention. Trump administration brings major uncertainties. 	<ul style="list-style-type: none"> G4J and Export Strategy put in place interventions to address challenges through advocacy, stronger policy input and funds. Budgeted and in place. 	<ul style="list-style-type: none"> Export team focussed on key markets and key products – trade missions, B2B, Cape Trade Portal. Export training & mentoring. Tourism team focussed on tourism trade & tourism markets. Trade Barriers Reporting Mechanism on Cape Trade Portal, team working on resolution of barriers together with WCG and InvestSA. Gathering data on market access challenges to provide evidence based policy feedback to inform national trade policy. Invest SA One Stop Shop. Advocacy & Advisory team.
	Provincial	<ul style="list-style-type: none"> Western Cape exports half of SA's agri exports. Agri exports face most market access challenges due to SPS and food safety standards in exports markets and requirement for bilateral protocols in many markets. Agri sector exports half of what it produces, dependent on exports. 	<ul style="list-style-type: none"> New opportunities with GNU to have a stronger influence on trade policy. SA commenced trading under AfCFTA – new opportunities in East, West, North Africa. 			

Levers for change Enabling Regulatory Frameworks

Lever	Level of Government	Status	Opportunity	Threat	G4J Touch Points	Wesgro's Role
PPP Framework	All tiers of government	Lack of effective PPP framework has slowed progress on PPPs. National Treasury reviewed existing PPP Framework - draft amendments for public comment Feb'24. - Minister of Finance amended treasury regulations under PFMA. Easing approval requirements for PPPs under R2 billion.	<ul style="list-style-type: none"> Shrinking fiscus increases opportunities for private sector involvement through PPPs. Proposed regulatory amendments aim to reduce planning and procurement processes to align with project size & complexity, clarify responsibilities across project cycle. Easing approval requirements increases potential for private sector expertise and capital attraction for infrastructure development -critical for economic growth stimulation. 	<ul style="list-style-type: none"> Lost investment opportunities. Continuing lack of capital investment and infrastructure maintenance – impact on competitiveness. Continued decrease in the number of new project transactions. 	<ul style="list-style-type: none"> G4J recognises regulatory challenges to PPPs. G4J strong focus on business enablement. 	<ul style="list-style-type: none"> Agility to respond to industry led developments by replicating catalytic delivery models to leverage private sector collaboration.
Competition environment		Competition regulator very active, with strong powers.	<ul style="list-style-type: none"> Sound competition environment important for market functioning, economic inclusion and investment attraction; can reduce barriers to entry for SMEs. 	<ul style="list-style-type: none"> Some investors worried competition commission is going too far. 	<ul style="list-style-type: none"> No role. 	
Business regulation	National	<ul style="list-style-type: none"> Some progress through OV. Amendments to the Companies Act (Act 71 of 2008) came into effect on 27 December 2024. 	<ul style="list-style-type: none"> OV reforms continue to presents opportunities for reforms to unlock catalytic investment. Positive cooperation between business and government. 	<ul style="list-style-type: none"> Cost of doing business in conjunction with loadshedding heavy on businesses. Pressure to reform exchange controls. 	<ul style="list-style-type: none"> Investment Team and SA One Stop Shop supports investors to navigate regulatory processes. Investment team facilitates investments through relationships with national, provincial and local regulators and government departments. Tourism, Export and Advocacy teams support local business through regulatory processes and challenges. Advocacy focus on systemic tracking of regulatory barriers to competitiveness. 	
	Provincial	<ul style="list-style-type: none"> Red Tape Unit supports red tape reduction. 	<ul style="list-style-type: none"> G4J focus on business environment and advocacy to influence national levers. Positive business responsiveness role. 	<ul style="list-style-type: none"> Many levers and regulations are at national level. 		
	Local	<ul style="list-style-type: none"> CoCT Ease of Doing Business Index and Business Portal. Municipal business support programmes. 	<ul style="list-style-type: none"> Focus on Ease of Doing Business supports investor attractiveness. 	<ul style="list-style-type: none"> According to Cape Chamber, there are issues that impact competitiveness not included e.g. crime, passenger mobility, freight transport. 		

Levers for change Access to Capital

Lever	Level Of Government	Status	Opportunity	Threat	G4J Touch Points	Wesgro's Role
Access to Capital	All tiers of government	<ul style="list-style-type: none"> VC funding environment is better in WC than other parts of the country. Attraction of VC and improvement of landscape to attract foreign VC a focus of WCG under G4J. 	<ul style="list-style-type: none"> Opportunities exist to explore the establishment of new funding models at provincial level. Widespread availability of international ESG funding, and international funding towards green transition. Opportunity to better match health tech with targeted international funding to scale local companies. 	<ul style="list-style-type: none"> Business enabling environment continues to disincentivise investment. Local capital remains risk averse. Local businesses unable to scale. Talent and innovation moves to other countries. ESG funding might be impacted by Trump administration's stance. 	<ul style="list-style-type: none"> G4J PFAs on Tech & Innovation and Investment. 	<ul style="list-style-type: none"> Convening industry players. Advocacy for policy reform. Positioning Cape Town and the WC as a hub for VC. Technology Desk attracting investment into sector.

Levers for change Safety & Security

Level	Level of Government	Status	Opportunity	Threat	G4j Touch Points	Wesgro's Role
Safety Security	All tiers of government	<ul style="list-style-type: none"> Despite significant budgetary increases, still surging crime rates. For a decade, 10 crime hotspots account for 46.8% of all murders in the Western Cape. CoCT training 1 000 candidates as part of plans to grow municipal policing resources over time. Project 1000 initiative builds on work of the LEAP programme to grow municipal policing resources in partnership with the WCG. SAPS MOA with Metro police for policing cooperation in CoCT. 	<ul style="list-style-type: none"> WC: Technological advancements are bearing fruit in provincial safety initiatives. WC: To expand the district footprint, R 1.8 million is being invested in Peace Officers based in our non-metro municipalities. WC: R350 million allocated to the LEAP, which deploys officers strategically to stabilize hotspots. CoCT: has deployed ISR, a new advanced aerial surveillance technology, to assist in combatting crime. 	<ul style="list-style-type: none"> Unrest like taxi strike and KZN riots remain threat. Safety issues remain challenge for tourism and destination perceptions. Extortion affecting the CBD, township economies, construction & transport industries. Implicates service delivery, infrastructure development and ability to engage in business. 	<ul style="list-style-type: none"> Safety recognised as key enabler of economic activity. No role. 	



Sheep farming, Garden Route & Klein Karoo



Zoetendal wine farm, Cape Overberg



Trucks in the Port of Saldanha, Cape West Coast



St James railway line, Cape Town



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



Garden Route & Klein Karoo



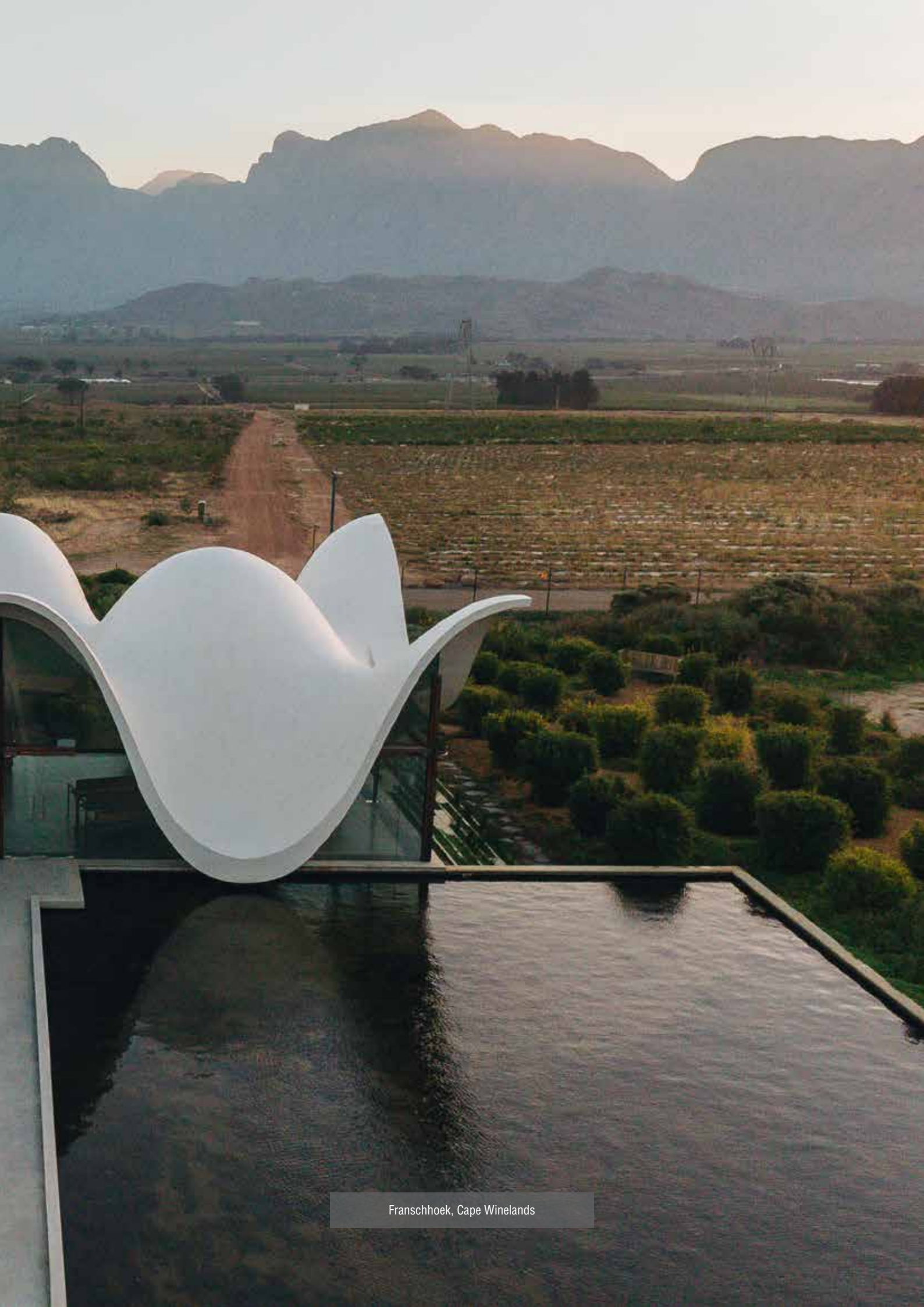
Biotech, Cape Winelands





Stargazing, Garden Route & Klein Karoo





Franschhoek, Cape Winelands



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